Land Acknowledgement

The native community of Minneapolis (over 35,000) is comprised of many nations, the largest being the Dakhóta (Dakota), whose cultural history begins at the confluence of the Minnesota and Mississippi Rivers, a sacred place they call Bdóte, and the Anishinaabeg (Ojibwe), whose homelands extend northward from the city.

Place name knowledge contributed by Ethan Neerdaels of the Dakhóta Iápi Okhódakičhiye (Dakota Language Society) and Charlie Lippert of the Misi-zaaga’igani Anishinaabeg (Mille Lacs Band of Ojibwe). Map by Jordan Engel of the Decolonial Atlas.
151 grants given in 2019
69% of assets under management invested for impact
Areas of Focus: Education, Environment, International Development
5 team members; 60% POCI, 80% women
9 family board members; 11% POC, 55% women
Established 2000: first and second generation board members
Mortenson Family Foundation builds partnerships to strengthen community-driven approaches that advance equity, opportunity and sustainable systems.
We are working on it through:

Board Journey
Staff Journey
Operations
Program
Investments

There is NO ONE RIGHT WAY to start working on equity -- the only right way is to START THE WORK.
Thoughtful Position Description
Definition of Success and Measurement Matrix
Strategic Sourcing
Inclusive Interviewing
Intentional Onboarding
Thoughtful Position Descriptions

- **Inclusive language: gender neutral language and pronouns**
  - Nearly 70% of foundation staff are female and 29% male and 1% gender nonbinary

- **Clear organizational mission, values and culture**
  - For the Millennial age group, mission and values are more important than the paycheck.

- **Salary range**
  - For generation Z, money is a motivator.

- **Education or skill requirement**
  - Only 1/3 of adult population has a bachelor's degree or higher. According to the 2015 census, 22% of blacks, 15% of Hispanics and 16% of people with disabilities have bachelor’s degree.
  - 30% of Midwest foundation staff identify as POCI.
<table>
<thead>
<tr>
<th>Competency/Skill</th>
<th>Highest and Best</th>
<th>Meets the Minimal Requirements</th>
<th>Does not meet minimal requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural/Social</td>
<td>• Listens and shares information to close the gap of understanding between self and others</td>
<td>• Listening to others for understanding.</td>
<td>• Does not or consistently listen for or seek to understand other’s point of view</td>
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<tr>
<td></td>
<td>• Demonstrated ability to navigate cultural and social differences as easily as similarities</td>
<td>• Self-aware of one’s own cultural/social assumptions &amp; biases.</td>
<td>• May make and/or act on cultural/social assumptions &amp; biases.</td>
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<tr>
<td></td>
<td>• Will recognize and proactively address negative implicit and explicit biases demonstrated by self and within systems.</td>
<td>• Able to recognize and has addressed situations that have negative implicit and explicit biases demonstrated by self and within systems.</td>
<td>• Does not recognize and/or address situations that have negative implicit and explicit biases demonstrated by self and within systems.</td>
</tr>
<tr>
<td></td>
<td>• Seeks missing pieces (not just what is presented) to build understanding</td>
<td>• Dedication to cultural/social competency development.</td>
<td>• Cannot give several examples of how they have increased their cultural/social competency.</td>
</tr>
<tr>
<td></td>
<td>• Life learner and practitioner of cultural/social competency.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relationship Building</td>
<td>• Can differentiate between wants and needs. Will confirm the difference and proactive respond to needs.</td>
<td>• Understanding the needs of others and is responsive to those needs.</td>
<td>• Does not always fully understand the needs of others or is responsive to those needs.</td>
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<tr>
<td></td>
<td>• Gains and maintains trust with others.</td>
<td>• Building trust and teamwork with others.</td>
<td>• Building trust and teamwork with others may be slow or inconsistent.</td>
</tr>
<tr>
<td></td>
<td>• Will use common ground, purpose and blend diverse styles to achieve a shared outcome.</td>
<td>• Will create common ground and purpose.</td>
<td>• Seeks to create common ground and purpose, but results are slow to achieve or ineffective.</td>
</tr>
<tr>
<td></td>
<td>• People feel respected and included by this person.</td>
<td>• Communicating effectively and respectfully.</td>
<td>• Communications may not be consistently effective and/or perceived as respectful.</td>
</tr>
</tbody>
</table>
Strategic Sourcing

- Utilize existing networks
- Research new networks
- Proactive calls and willingness to talk
Inclusive Interviewing

- Intentionally reaching 25% of applicants in first-round phone chat
- Offered evening and weekend hours or other methods of communications to make accessible
- Candidates directed agenda of interviews
- Asked both on-the-spot questions and questions in advance
- Make human, compassionate and honest
Intentional Onboarding

- Learn learning style
- Understand strengths
- Invite whole selves to show up
- Make room for exploration
On the other side of hiring

- Title of position
- Trusted colleagues shared the position
- Beyond a worker there is a person
- Power is not assumed
“The foundation of a great partnership is to be in right relationship.”

Me 😊

Children’s Defense Fund
Foundation of relationships

- Commitment to community first
- Being in space and place
- Listening and learning
- Transparency
- High expectations with strong support
Commitment to community first

- Community knows best and has the answers
- Accountable to community where impact will be felt (not to organization)
- Being in space and place
- Understand my space and place
Data, data, data

- Make decisions based on data
- Gather input on process, needs, and strengths of partners
- Consistently share, advocate, and elevate the work and issues impacting organizations and communities they serve
90% of nonprofit leaders are white  https://nationalinterest.org/blog/buzz/nonprofits-empower-leaders-color-are-more-apt-recognize-racial-inequality-106811

90% of board chairs are white

84% of board members are white

27% of boards are ALL white  https://nonprofitquarterly.org/boardsource-2017-finds-new-platform-action-face-declining-diversity/

36% of the population is BIPOC  https://www.census.gov/quickfacts/fact/table/US/PST045219

60% of nonprofits serve communities of color  Annie E. Casey Foundation

Nonprofits led by marginalized communities are allocated less than 10% of philanthropic dollars  https://nonprofitaf.com/2019/07/the-subtle-racism-of-expecting-people-and-communities-of-color-to-always-get-along/#more-6083

8-9% of total philanthropic dollars go to communities of color  Philanthropic Initiative for Racial Equality

88% of funders request demographic information about communities served  https://cep.org/reflecting-on-leadership-diversity-in-todays-nonprofit-sector/

31% of funders request demographic information about nonprofit leadership  https://cep.org/reflecting-on-leadership-diversity-in-todays-nonprofit-sector/
Mutual Accountability

- Transparency
- Expectations
- Support
**Foundation Transparency:**
- Clear, concrete guidelines on our website
- LOI Coffee chats at libraries
- Share data on competitiveness of LOI process
- Share our measurement tool for decision making
- Provide feedback to organizations not invited to apply

**Expectations look like:**
- We share what we are measured on
- 360 review

**Support to Partners:**
- Host Convenings
- Connections to resources, funders, tools
- Elevate work
- Thought partnership during challenging times

**Partner Transparency:**
- Sharing challenges and barriers
- Sharing accurate data

**Expectations look like:**
- Provide high quality programs
- Hire strong staff
- Pay staff livable wages
- Engage stakeholders

**Support to Foundation:**
- Call out our blind spots
- Give us feedback
- Share best practices with us and others
- Participate in learning
Hiring practices

Board journey

Program practices

Data-driven equity lens

Trust and Accountability
What are some of the equity practices you use?
Questions?

Cultural Wellness Center

New Vision Foundation

Jeremiah Program

Hiawatha Academies
Resources: Equity Statistics

https://nonprofitquarterly.org/nonprofit-racial-leadership-gap-flipping-lens/
https://www.philanthropy.com/interactives/20190709_LeadersOfColor
http://fundthepeople.org/toolkit/tji/report/
https://nationalinterest.org/blog/buzz/nonprofits-empower-leaders-color-are-more-apt-recognize-racial-inequality-106811
https://nonprofitquarterly.org/the-nonprofit-sector-has-a-ferguson-problem/
Resources:
Equity Strategies

- **Trust-based Philanthropy**
  https://static1.squarespace.com/static/5c12acc8af209676c74c9961/t/5dceecc66ab89427a158c55f/1573842121644/TBPP-two-pager-111419.pdf

- **The Road to Achieving Equity**

- **The Diversity, Equity and Inclusion Toolkit for Consultants to Grantmakers**
  file:///W:/Personal/foundation/EDI/DEI_Toolkit_Final.consultants.pdf

- **The Source Codes of Foundation Culture**

- **Operationalizing Equity**
  https://www.aecf.org/resources/operationalizing-equity/

- **Incorporating Diversity, Equity, and Inclusion in Your Grant-Making Process: A List of Potential Actions**

- **Making Impact for Racial Equity: The Investment Industry Can and Should Do Better**
  https://www.confluencephilanthropy.org/Making-Impact-For-Racial-Equity