

**Baltimore City Nonprofit Leadership:
An Analysis of the Dynamics of Nonprofit Leadership and Issues of Diversity**

A Dissertation submitted in partial fulfillment
of the requirements for the degree of
Doctor of Public Administration

College of Public Affairs
School of Public and International Affairs

University of Baltimore
Baltimore, Maryland

March 2012

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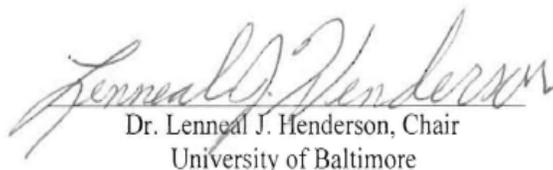
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Submitted to
College of Public Affairs,
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in partial fulfillment of the requirements for the degree of

Doctor of Public Administration

by

Dexter Allan Dickey



Dr. Lenneal J. Henderson, Chair
University of Baltimore



Dr. Samuel L. Brown, Member
University of Baltimore



Dr. Heather Wyatt-Nichol, Member
University of Baltimore

ACKNOWLEDGMENTS

A completed dissertation exemplifies the ultimate accomplishment in academic achievement. It would have been impossible to accomplish such a task single-handedly. I must extend gratitude to my committee for guiding me throughout the entire process. I am also grateful for such a loving and supporting family from start to finish. Friends and colleagues at the University of Baltimore also played a key role in my academic success.

Therefore, it is necessary to first recognize my committee members who made the completion of this dissertation a reality. First, I would like to extend a special thanks to Dr. Lenneal J. Henderson, my dissertation chair, for his overwhelming support, positive reinforcement, motivation, significant contribution, and encouragement throughout the entire process. Also, I would like to extend a very special thanks to Dr. Samuel L. Brown for his open and sincere comments that significantly raised the level of my scholarly effort and performance.

Last, I would like to give special thanks to Dr. Heather Wyatt-Nichol for playing an instrumental role in allowing me to think beyond my limits with this dissertation and other doctoral coursework. The impact of all three committee members created a positive atmosphere of learning which allowed me to complete this dissertation. Their personal/professional experience and advice on diversity contributed significantly to my learning experience.

My work in doctoral studies could not have been completed without the support of my family. They provided continued support which enabled me to focus on my studies. I offer sincere love and thanks to my wife Telisa, mother, Mattie J. Patterson, sisters Avis D. Dickey, Sharon L. Dickey, Tammy L. Patterson, and brother, Arthur Dickey IV. They provided the valuable support I needed in order to complete this dissertation. Most important of all, I would like to thank GOD for providing the guidance in my life.

ABSTRACT

Baltimore City Nonprofit Leadership: An Analysis of the Dynamics of Nonprofit Leadership and Issues of Diversity

Dexter A. Dickey

Nonprofit organizations 501(c) (3)'s serve as valuable assets in their communities. They utilize various revenue and resource streams to accomplish their missions. Many have board members, executives, managers, staff (paid and unpaid), and volunteer employees. Stakeholders in and around the city have a vested interest in contributing to and/or receiving services nonprofits offer. Nonprofit organizations possess a wide variety of functions and structures. They serve many purposes within their communities. Their leaders should possess personal and professional experiences that would benefit a diverse population of citizens. This descriptive study is designed to examine various issues of diversity as they relate to Baltimore City nonprofit leaders. How leaders respond to issues of diversity in Baltimore City is crucial to the existence and effective performance of nonprofits. Dealing with disparities of diversity in leadership positions within their organizations is important to future revenue and resource acquisition. Baltimore City nonprofit leader responses to diversity issues and disparities (i.e., lack of diversity or underrepresentation in leadership) may yield key findings to help determine how demographic changes affect their organizations and what their perspectives are toward changing the current climate of minority leadership disparity. Embracing or resisting change can easily be determined by the way in which current leaders view diversity. Their views have a profound impact on future leadership transitions within nonprofits. One of the best ways to analyze such views is through the use of quantitative analysis (i.e., survey questionnaire). Quantitative analysis allows the demographic comparison of responses by leaders with selected issues of diversity. Results provide a snapshot that aids in making generalizations about current and future workforce trends, especially as it relates to leadership and issues of diversity. Are leaders receptive to demographic changes (i.e., increase in diversity) taking place in their communities? Will they incorporate similar changes in their workforce structure, especially at the executive leadership level? Are they willing to collaborate together to tackle issues of diversity in order to impact overall change? And are there mechanisms (e.g., mentoring, minority leadership training/development programs) in place that prepare minorities with the necessary skills to compete for nonprofit leadership positions? Allowing nonprofit leaders to address questions related to issues of diversity yield important findings on how they view the changing demographics of the workforce. In essence, this descriptive study analyzed perceptions of leaders on selected issues of diversity. There is one central research question and five hypotheses. Data was collected and analyzed by use of Statistical Package for the Social Sciences (SPSS) software. The findings reveal that both internal (organizational culture/socialization) influences and external (demographic) influences may shape nonprofit leaders decisions on issues of diversity. This dissertation is also intended to enhance the foundation for more quantitative and qualitative or mixed methods research on nonprofit leaders and issues of diversity. Addressing issues of diversity in the workforce continues to be an important endeavor in our 21st century. This study makes a contribution to that effort.

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CHAPTER 1

Executive Summary

According to The Urban Institute, minority leadership is disparate at non-profit 501(c) (3) organizations in large, complex and socio-economically challenged cities like Baltimore, Maryland. As such, this disparity exists even with demographic changes taking place in the city. There are over 900 non-profit organizations (excluding educational institutions, hospitals, and church organizations) located within Baltimore City. As reported by The Urban Institute, about 69% of Baltimore city residents are minorities, while 34% of the non-profits are headed by a minority (The Urban Institute 2010). This also suggests issues of internal and external organizational influence which proponents of diversity in organizational leadership often cite.

This study incorporated literature on diversity in nonprofit organizations and analyzes Baltimore City nonprofit leader's responses to issues of diversity. Subsequently, two literature review sections were conducted that focus on issues of diversity in practical and empirical terms. A review of diversity in organizations and representation, diversity policy and implementation strategies are included to aid in understanding the relationship between diversity and Baltimore City nonprofit leadership.

The central research question guiding this study is: *How do theories of organizational influence explain the variation of nonprofit leaders' views on issues of diversity?* In other words, what theoretical arguments could be made about nonprofit leader's responses? For the purpose of this study, issues of diversity include: readiness of young leaders to lead (i.e., following baby-boomer retirements), existence or utilization of minority leadership training/development programs, minority recruitment, equal opportunity for advancement, influence of minority underrepresentation (e.g., diversity disparities) on organizational performance, growth and

success, level of satisfaction or dissatisfaction with the racial composition of nonprofits, executive level leadership views on racial quotas, and the existence of any collaborative efforts by nonprofit leaders to promote diversity and strengthen the skills of minorities.

To this end, the research methods include the selection of nonprofit organizational leaders (e.g., Executive Directors, Chief Executive Officers, Senior Managers, and Presidents) in Baltimore City as key study participants. The study was conducted to analyze participant's perceptions on selected issues of diversity. The study obtained feedback from nonprofit leaders as it relates to the disparities in diversity or underrepresentation in Baltimore City nonprofit leadership. The findings of this research identifies what issues of diversity nonprofit leaders are most concerned about and what, if anything, they are doing to address disparities in diversity of Baltimore City nonprofit leadership.

This study provides valuable insight into the relationship between nonprofit leader's responses to issues of diversity and various literatures written on diversity in organizations. In essence, nonprofit leader responses to survey questions are compared and analyzed with organizational and diversity literature. Conclusions are drawn as to what influences their decision-making related to selected issues of diversity. In other words, various theories of organizational influence can explain their responses to selected issues of diversity.

Nonprofit leaders play a critical role in shaping the diversity of nonprofit organizations. They face the challenge of providing valuable services to a growing mix of racial/cultural backgrounds of citizens. Demographic changes taking place in the U.S. raise the awareness of diversity in the nonprofit workforce. In essence, the impact of demographic changes raises the importance of nonprofit leaders addressing issues of diversity. With that said, the theories of organizational influence may explain the leaders view on selected issues of diversity.

Introduction

Diversity in nonprofits and the disparity in Baltimore City nonprofit leadership are important topics to nonprofit organizations, philanthropic institutions, government agencies, and public/private institutions. Most organizations are experiencing an increase the number of diverse clientele they serve. Organizations are facing challenges to increase diversity. Philanthropic institutions are facing pressures to diversify their giving.

Nonprofit organizations and philanthropic institutions have to address issues of diversity. Demographic changes taking place are accompanied by challenges to increase diversity. Certain organizational cultures restrict or enable incorporating adjustments to address these changing demographics. Combine the changing demographics with an aging workforce, especially in leadership roles and a generational change is also taking shape within the workplace. Major changes are due in part to baby-boomers who are set to retire within the next fifteen years.

The definition of diversity has evolved and changed as well. Many nonprofit leaders, funders, and community activists who pursue diverse membership refer to adding persons of various racial and cultural backgrounds. They often overlook many other categories of diversity such as social class, sexual preference, religion, disability, age, or area of expertise. Despite the expansive definition of diversity, most discussions of diversity seem to revolve around race.

These primary dimensions of diversity such as race are basic and cannot be changed (Wise 2001). But secondary dimensions of diversity, for example, time served or tenure, income (socio-economic status), employment position, and educational level can be changed. Therefore, it is important to establish terms associated with diversity for the purposes of this study. Diversity as it relates to this study focuses mainly on the primary dimensions of race, sex, socio-economic status-SES (i.e., income), and age.

Defining Diversity

The definitions and terms associated with diversity in this study are described below:

- *In this research study, a minority is defined as being Black (African American, Hispanic (Latino/a), American Indian or Alaska Native, Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese, Native Hawaiian, Guamanian or Chamorro, Samoan, Other Asian, or other Pacific Islander (http://www.minorityhealthks.org/download/khi_report.pdf). Non-Hispanic White female is not included in definition of minority for this study. This is because women are not underrepresented in Baltimore City nonprofit leadership.
- *Underrepresentation refers to the disparities or gaps between minority and non-minority executives in nonprofit leadership or executive level positions. Disparity in diversity, gaps, and underrepresentation are interchangeable; for this study, they basically have similar connotation.
- *Primary dimensions of diversity refer to characteristics such as race, sex, and age while secondary dimensions refer income (i.e., socio-economic status), education, employee position, and tenure. Both dimensions are compared to views on selected issues of diversity and theories of organizational influence discussed in the literature reviewed.

The nonprofit leaders include Chief Executive Officer's (CEO), Presidents, Vice-Presidents, Senior Managers, and Executive Directors sampled as part of the study. Board-members, managers without hiring authority and non-managers (i.e., paid or unpaid staff) are not included in the study. Nonprofit leaders are critical to the leadership transition that is taking place within nonprofits. Nonprofit leader's perceptions about issues of diversity provide the opportunity to compare and contrast their responses to theories of organizational influence/culture and representation. Comparing responses of leaders also allows the demographic comparisons based on leaders personal and professional experiences.

Issues of Diversity

Issues of workforce diversity are at the core of this leadership transition. Current organizational leaders draw from both their personal and professional experiences to bring to the forefront the issue of leadership disparity and diversity in nonprofit organizations. Their response to diversity issues and disparities (i.e., lack of diversity or underrepresentation in leadership) yield key findings to determine how these demographic changes affect their organizations and what their perspectives are toward changing the current climate of minority leadership disparity in Baltimore City nonprofit organizations.

Embracing or resisting such changes can easily be determined by the way they view issues of diversity. Their views on diversity have a profound impact on future leadership changes that take place within nonprofits. One of the best ways to analyze such views is through the use of a survey instrument or questionnaire. Results provide a snapshot in which general assumptions can be made about current and future workforce trends, especially as it relates to leadership and issues of diversity.

Are leaders receptive to demographic changes (i.e., increasing diversity) taking place in their communities? Will leaders incorporate similar changes in their workforce structure, especially at the executive leadership level within nonprofits? Can they collaborate together and collectively tackle issues of diversity in order to impact overall change? Are there mechanisms (e.g., minority mentoring, minority training/development programs) in place or being conceptualized that will allow minorities the opportunity to better compete for nonprofit leadership positions? Allowing nonprofit leaders to address questions related to issues of diversity can yield important findings on how they view the changing demographics of the workforce. More importantly, these responses to the changing demographics and its need to

mirror the diversity of society (i.e., according to some scholars) are critical for the transition of minority leadership in nonprofit organizations. Effective response techniques may prove vital to organizational success.

First, a discussion of the issues of diversity is appropriate. As noted in the executive summary, issues of diversity include: readiness of young leaders to lead (e.g., following baby-boomer retirements), existence or utilization of minority leadership training/development programs, minority recruitment, equal opportunity for advancement, impact of minority underrepresentation (i.e., diversity gap) on organizational growth and success, level of satisfaction or dissatisfaction with the racial composition of nonprofits, executive and senior-level leadership views on racial quotas, and the existence of any collaborative efforts by leaders to promote diversity and strengthen the skills of minorities.

All the above issues of diversity are intended to seek answers as to whether current Baltimore City nonprofit leaders are confident in the new (younger) executive's ability to lead a successful organization. New executives will face many social, economic, and demographic challenges that current executives have not fully encountered. The issues of diversity discussed in this study also gather information on any specific programs designed to provide training and/or leadership development for minorities. Leadership training/development programs are great tools to boost the skills of minorities and enhance relationships/communication with current nonprofit organization leaders. Mentoring or coaching can lead to breaking cultural and racial barriers established between employees in leadership and non-leadership positions.

Recruitment of employees may require necessary changes that target specific racial backgrounds of citizens with related work experience to increase the level of diversity for nonprofits. Providing equal opportunity for advancement is crucial to successful recruitment

efforts. In other words, providing equal opportunity enhances diversity. In the survey, leaders indicated whether they are satisfied or unsatisfied with the current racial composition of their employees (i.e., management and non-management) along with how they view hiring quotas. This research study discussed a range of topics related to diversity. The topics include as part of the first section of the literature review; 1) discussions on baby-boomer retirements and the impact on nonprofit leadership change, 2) women and minority leaders in nonprofits, 3) results from a 2009-2010 study conducted by *The Urban Institute* related to measuring racial diversity of nonprofit leadership in the Baltimore-Washington, D.C. corridor (<http://www.urban.org/publications/411428.html>), 4) and nonprofit leadership training/development programs and their significance to minorities.

The second section of the literature review provides many arguments for diversity from scholars such as Mitchell Rice (2010). The Michigan court cases and other court decisions set the tone for what has been an uphill battle to diversifying nonprofit and philanthropic organizations throughout the United States. The California Initiatives placed emphasis on measures that take a closer look into issues of diversity in foundations of giving. As such, detailed discussions are incorporated into this study which highlights their viewpoints.

There were some opposing rulings in the Michigan cases. However, such rulings did not impact the importance of diversifying educational systems throughout the United States. These reviews also discuss two books related to the African American experience in urban bureaucracy by Lenneal J. Henderson (1979) and suburban political empowerment by Valerie C. Johnson (2002). Both authors detail earlier (i.e., 1970's) struggles encountered by African Americans attempting to gain access and involvement in the urban and suburban bureaucratic political and government arena.

Organizational Culture in Nonprofits

Managing human resource diversity and organizational culture in nonprofits are two topics that conclude the second section of the literature review. Successfully managing human resource diversity is crucial to achieving an organization's mission and goals. Achieving and managing diversity requires a commitment and a comprehensive strategy (e.g., hiring, retention, and training/development). Acknowledgement and acceptance of changes in demographics by nonprofit leaders is a necessity. Nonprofit leaders must be able to adapt to such changes in order to reduce internal conflicts and raise the overall level of productivity and satisfaction of employees.

Organizational cultures in nonprofits are quite different from other public, private, or for-profit organizations. Nonprofit organizations are mission driven and use a more hands-on approach when serving its communities. In doing so, community interaction is at the grass-roots level. Nonprofits comprise paid and unpaid staff which includes board-members, executive directors, and volunteers. Understanding the organizational culture of nonprofits, including dynamics of diversity enables organizations to better achieve its mission. The organizational culture is firmly implanted in the way in which nonprofit leaders operate the organization.

Philanthropists, government organizations, and funding institutions are establishing diversity criteria or inclusiveness policies in order for nonprofits to qualify for grants and resource assistance. Establishing cultures that embrace diversity within nonprofits creates opportunities for increased financial assistance and/or resource acquisition. Nonprofits may gain greater acceptance in its community's if/when they diversify employee ranks, especially senior-level management, executive level leadership positions, and board memberships.

Diversity in Organizations and Representation (Passive vs. Active)

The next section of this research study titled “Diversity in Organizations and Representation” discusses the opportunities and challenges presented by changing demographics. The dynamics of organizational diversity has evolved to include individual performance and organizational productivity. These two measures, in addition to race, can be used to determine the successful outcome of diversity initiatives. Diversity outcomes are important to studying disparities because they are often initiated and monitored by nonprofit leaders.

Many scholars have expressed differing points-of-view and strategies surrounding ways to address diversity in organizations. The section on “Diversity in Organizations” outlines key scholarly opinions regarding diversity and notes appropriate ways to address these issues within organizations. Martin M. Chemers (1995), Harry C. Triandis (1994), Bernardo M. Ferdman (1990), Peter M. Blau (1977), Taylor Cox Jr. (1993), and Roosevelt Thomas Jr. (1991) share valuable inputs as to how organizations can embrace diversity. These are just a few authors who have made a significant contribution to understanding diversity and organizational culture.

With that said, culture in organizations is dictated by the way in which leaders oversee or conduct their organizations. The scholars in this section admit there is a cultural identity or phenomenon in organizations that may not exist in other organizations. Leadership attitudes on issues of diversity can also be different depending on the culture within the ranks of CEO/ executive, senior management, and board level employees.

The section titled “Diversity in Organizations and Representation” further discusses representation in nonprofits and other organizations. It is well known that some basic theories of representation argue that organizations should mirror (i.e., demographically) the clientele they serve. Theories such as these are called descriptive representation or representative bureaucracy.

Input from scholars for example, Kelly LeRoux (2009), Peter K. Eisenger (1982), Susan Welch and Timothy Bledsoe (1988), and Henry E. Brady, Sidney Verba and Kay L. Schlozman (2009, 2010), have completed a number of studies about organizational representation.

LeRoux (2009) suggests “much of the empirical research related to nonprofit political roles is focused on the advocacy activities of these organizations” (LeRoux 2009, 741). Her findings relate to the demographics of nonprofit leaders and the way in which they “advance the political interests of their clients” is discussed as well (LeRoux 2009, 741). The significance of LeRoux’s (2009) findings is important to compare to the findings of this study as it relates to organizational leadership. In other words, can the demographics of organizational leaders have any association to how they view issues of diversity including the racial composition of employees in which they lead? An examination of the demographics of leaders is compared with other leader responses to determine similarities or differences to survey questions.

LeRoux (2009) acknowledges that “little is known about the effects of racial representation on nonprofit organizational activities” (LeRoux 2009, 742). Her “findings suggest that nonprofits engage in activities at higher rates when agency leadership is more racially reflective of the clientele served” (LeRoux 2009, 741). It would also be interesting to determine if nonprofit leaders engage in issues of diversity more or less, based on their own demographics.

In other words, can the demographics of leaders be connected or associated to how they respond to issues of diversity? Hopefully, this study sheds some light on leader demographics and how they address diversity and the diversity disparity in Baltimore City nonprofit organizations. Such responses can be compared to literature on representation (e.g., passive and active).

Passive and active representation is discussed in this section as well. It is related to this study because leadership decision-making can be attributable to passive or active representation. Consequently, does one's race influence decision-making or does organizational influence precede any issues of race? Vicki Wilkins and Brian Williams (2008) article titled "Black or Blue: Racial Profiling and Representative Bureaucracy," question if there are "conditions under which minority bureaucrats would be less likely to provide active representation.

They address the above question by testing the link between passive and active representation for race in a police department and in the particular instance of racial profiling" (Wilkins and Williams 2008, 654). They incorporate "literature from three areas: racial profiling, representative bureaucracy, and police socialization" (Wilkins and Williams 2008, 654). "The theory of representative bureaucracy addresses how the demographic characteristics of bureaucrats affect the distribution of outputs to clients who share these demographic characteristics" (Wilkins and Williams 2008, 654). There is an abundance of literature that explains the differences between these two forms of representation. "Passive representation is mainly concerned with whether bureaucracy has the same demographic origins — sex, race, income, class, religion — as the population it serves" (Mosher 1982, 1). Mosher has written extensively on representation dating back to the late 1960s.

"Studies of passive representation examine whether the composition of bureaucracy mirrors the demographic composition of the general population or whether minorities are underrepresented in the bureaucracy" (Cayer and Sigelman 1980; Cornwell and Kellough 1994; Hall and Saltzstein 1975; Kellough 1990; Kellough and Elliot 1992; Meier and Stewart 1992; Naff 2001). "These studies seldom examine the effects of representation or lack of representation on an agency's policy outputs" (Wilkins and Williams 2008, 654).

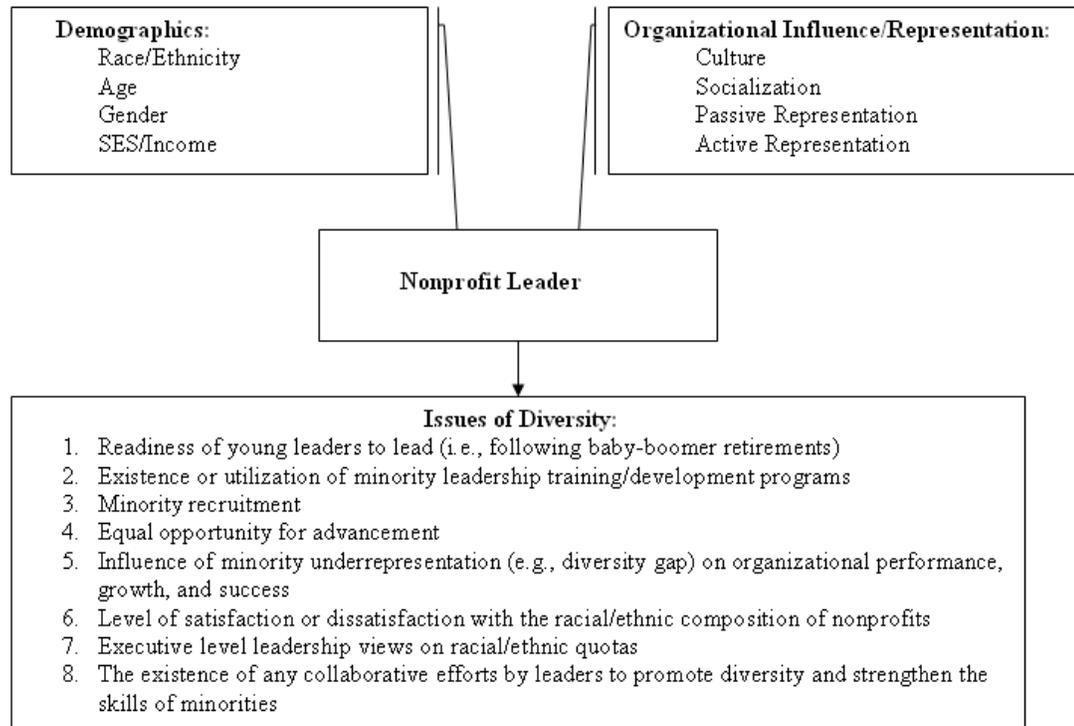
On the other hand, “active representation is concerned with how representation influences policy making and implementation” (Wilkins and Williams 2008, 654). “Active representation assumes bureaucrats will act purposefully on behalf of their counterparts in the general population” (Pitkin 1967, 1). Well known early writers of passive representation concluded that passive representation would naturally translate into active representation, but work most recently has noted two conditions in order for this link to occur (Keiser et al. 2002; Meier 1993).

First, “bureaucrats must have discretion to act on a given policy” (Wilkins and Williams 2008, 655). In bureaucratic structures in whereby decisions are dictated by rules, bureaucrats have less opportunity to construct outputs that reward a particular group within their clientele (Meier 1993). The second condition calls for policy areas to be salient to the demographics of the citizens in question (Keiser et al. 2002; Meier 1993; Selden 1997).

Wilkins and Williams’ (2008) explained that it is not always the case that passive representation leads to active representation. Wilkins and Williams findings “support the hypothesis that organizational socialization can hinder the link between passive and active representation” (Wilkins and Williams 2008, 655). Furthermore, they found “that the presence of black police officers is related to an increase in racial disparity in the division” (Wilkins and Williams 2008, 655). They admit the findings were unexpected and raised several important questions most of which required addressing individual levels of data.

Both demographics (i.e., race, age, sex, income) along with organizational influence (i.e., culture, socialization, passive and active representation) shape the decision of nonprofit leaders. Just as the organizational influence affects police officers in the Wilkins and Williams (2008) study, Baltimore City nonprofit leaders are influenced by organizational influence and culture as well. In essence, demographics of leaders and organizational influence affect decision-making.

Below chart are components (demographics, organizational influence, representation, nonprofit leader, and issues of diversity) outlined in the research:



The chart displays influences (i.e., demographic and organizational) that shape nonprofit leader decision-making on selected issues of diversity. Theories of organizational influence and representation help explain relationships between demographics of leaders and how they view issues of diversity. Based on these relationships, generalizations are made as to what theoretical arguments explain the variation of nonprofit leader views on issues of diversity (i.e., central research question). In essence, nonprofit leaders are influenced by demographics in their response to issues of diversity in nonprofit organizations. Organizational influence is prevalent as well and often precedes any influence based on leader demographics. Literature on organizational influence and representation sheds light on these relationships.

Diversity Policy Implementation

The final literature section discussed in this study titled “Diversity Policy and Implementation” addresses two frameworks that can be utilized to implement diversity policies across a wide range of nonprofit institutions. This is an important topic because of various initiatives (e.g., diversity and inclusiveness in employee composition and giving) spearheaded by such states as California and Florida. This literature section begins with a discussion on diversity policies. As aforementioned, there is plenty of literature focused on diversity. A large number of the literature written includes discussions about diversity in organizations (i.e., including nonprofits). But there is not a huge amount of literature on actual diversity policies like those that accompany philanthropic or government instituted grants. With that said, there has been a rise in the number of diversity policies attached to grants (e.g., federally funded and philanthropic/funding institutions) awarded to nonprofit organizations.

This is an important section of the research study as it relates to establishing and implementing diversity policies which may cause nonprofit organizations to increase the presence of minorities in leadership positions. There are several survey questions in this research study that attempt to gauge the importance of instituting a diversity policy or racial quotas placing minorities in leadership positions within nonprofit organizational structures. Instituting a policy on diversity and inclusiveness may need to be on a large scale similar to affirmative action (AA) or other equal employment opportunity (EEO) initiatives within the last four or five decades. Given that studies indicate the diversity disparity or underrepresentation is prevalent throughout the nation in nonprofit organizations, it is only appropriate to provide a detailed discussion of potential diversity policies and ways in which they can be implemented. The significance of this study examines how current nonprofit leaders view issues of diversity.

Significance of Research

The final section of study outlines the research design. Therefore, the research design includes a discussion of research hypotheses, research question, and terms/definitions. In addition, the research design explains the target populations, sampling technique, sampling plan, and survey implementation plan. A time-table indicates completion times for components of the study. The strategies for mitigating non-response bias, data entry, coding, cleaning procedures, and the data analysis plan detail the specifics of the proposed study.

The significance of this research sheds light on the way in which nonprofit leaders view issues of diversity in nonprofits. Nonprofit leader's views provide a glimpse or snapshot on how they manage recruitment, selection, hiring, and training/development of a new cadre of leaders. And this new cadre of leaders may include more opportunities for minorities. Demographics are changing within most cities in the United States. Presumably, such leaders will originate from this ever-growing racial/ethnic and cultural increase of citizens throughout the United States. Given this increase of diverse citizens, it is important to analyze responses of current leaders on issues of diversity.

With that said, Baltimore City nonprofit leadership views may help explain causes of underrepresentation (i.e., diversity disparities) and its effect, if any, on organizational performance, growth, and success. In addition, equal opportunity in advancement for minorities and level of satisfaction or dissatisfaction with the racial composition of nonprofits is examined in this study. In essence, leaders responding to these issues provide a better picture of efforts (i.e., or lack thereof) to combat disparities in positions of leadership within Baltimore City nonprofits. The practical and scholarly significance also involves comparing and contrasting the responses of leaders based on their demographics.

Theoretical implications can be drawn by comparing the literature on diversity and the data findings in this study. In other words, theories of representation (passive vs. active), organizational socialization, organizational culture, administrative advocacy, managing diversity, and diversity policy implementation are examined to determine which are most closely associated with the research findings.

To that end, this study takes a closer look at diversity from the perspective of current baby-boom nonprofit leaders in seeking answers to the importance of diversity in nonprofit leadership. Baby-boom executives are crucial to this analysis. Their role and input on this future leadership transition is highly valuable. Embracing or resisting demographic change signals their acceptance or denial of a new cadre of leaders.

CHAPTER 2

Review of Literature (Section I)

Baby-Boom Generation, Recruitment and Development of Future Leadership

The baby-boom generation and future leadership transition is vitally important to this study. This section of the dissertation is important because the leadership transition from baby-boomers to new leaders (i.e., nexters) is inevitable. A successful leadership transition is dictated by whether current leadership exhibit confidence in new (i.e., younger) leaders. To make for a smooth transition, both existing leaders and future leaders will need to embrace demographic change and promote social capital to allow for the successful integration of new ideas and concepts of diversity into their organizations.

Given the increase in minority populations throughout the United States, nonprofit leadership in the future will definitely face the challenges related to issues of diversity. Therefore, survey question #13 is intended to assess how current leadership views the readiness (or not) of new leaders to successfully move nonprofit organizations into the 21st century. Readiness also refers to nonprofit organizations ability to adapt and adjust to a new cadre of leaders.

Current nonprofit leaders face challenges in recruiting and retaining bright young leaders within nonprofits. New recruitment strategies must be executed in order to raise the level of social capital necessary to sustain effective 501(c) (3) organizations. Nonprofit leadership today is important to shaping the diversity and direction of its future leaders. Presently, the baby-boom generation holds most leadership positions in the nonprofit sector. It is vitally important that current leaders embrace the growing diversity and racial/ethnic changes taking place within cities across the country. Also, the baby-boom generation leadership transition is important to this study in that current leaders must be able to successfully turn over the reins of power to the next generation of leaders.

Bridging connections between current leaders, future leaders and fellow employees is critical to this leadership transition. Both current and future leaders must be aware of the significance of social capital in order to bridge the gap between diverse groups of people within their organizations. “Nonprofits and their leaders must foster social capital in order to recruit and develop new leaders, raise philanthropic support, develop strategic partnerships, engage in advocacy, enhance community relations, and create a shared strategic vision and mission within the organization and its employees” (Leadership Learning Community 2008, <http://www.leadershiplearning.org/>).

“Nonprofit executives have a pivotal role in carrying out these functions, but they do so through relationships and networks with others” (King 2004, 1). Therefore, it is vitally important for nonprofit leaders to make a conscientious effort to ensure leadership is as diverse as the citizens they serve.

The baby-boom generation is approaching retirement. With a workforce becoming increasingly diverse, it is important for baby-boom leaders to consider these demographic changes and the future generation of nonprofit leadership. This generation of current nonprofit leadership reflects a different era of people in comparison to the general population of major cities and communities in which they serve.

“One diversity issue that has not been generally recognized is generational differences. Defined as a shared tradition and culture by a group of people that is life-long, differences in generations have been plagued by erroneous misconceptions” (Arsenault 2004, 124). Arsenault’s (2004) study seeks to legitimize the significance of these differences. His study posits that “generations adopt their own traditions and culture by a shared collective field of emotions, attitudes, preferences, and dispositions” (Arsenault 2004, 124). Various questions in the survey are utilized to gauge differences in responses from nonprofit leaders by age, race, sex, and income (i.e., socio-economic status). Generational differences may be discovered even within existing leadership.

Arsenault’s study reveals significant differences as to how “generations rank admired leadership characteristics, which correlates to their preferred leadership style and favorite leaders” (Arsenault 2004, 124). He concludes that “generational differences are a legitimate diversity issue that organizations need to recognize and understand and an issue that needs to be addressed in developing current and future leaders” (Arsenault 2004, 137). This is an interesting

study which relates to nonprofit leadership in that there may be disconnects between current leadership styles and potential minority leadership styles.

Minority leadership can be influenced by life experiences which are different from current baby-boom generation leadership. These differences may lead to lack of trust or ability of current nonprofit leaders to recruit a significant pool of minorities to head nonprofit organizations. Current nonprofit leadership and aspiring minority leaders must understand this generational difference. Generational differences may exist in current leadership which may explain differences in responses to issues of diversity in this particular study. In other words, current leaders views may vary based on their own personal and professional background and life experiences. This research study is designed to determine if such differences exist in current leaders on the issues of diversity.

Recruitment is an essential part of leadership duties. This study provides two survey questions (#3 and #7) related to recruitment and hiring of minorities into positions. There have been many studies that focus on recruiting and retaining professional staff in nonprofit organizations. The diversity in nonprofit leadership appears to be lagging in a lot of major cities that are growing in racial/ethnic diversity. Baltimore is one of the cities where nonprofit leaders are faced with difficulty hiring and retaining top-quality professional staff. Ban, Drahnak-Faller and Towers (2010), argue this in their study as well.

The goals of Ban, Drahnak-Faller and Towers (2010) “study were to assess the seriousness of the problem and to identify best practices to be used by nonprofit leaders. Their study focused on small and mid-sized nonprofits in the human service and community development fields in Allegheny County, Pennsylvania” (Ban, Drahnak-Faller and Towers 2010, 133).

Even though the issues noted were not catastrophic, “organizations faced particular difficulties in hiring and retaining staff members in information technology and development. Use of contemporary recruitment techniques, including the Internet, was surprisingly limited, but some organizations had creative approaches to retaining valued employees” (Ban, Drahnak-Faller and Towers 2010, 133).

Thomas J. Tierney (2009) has written extensively on the challenges nonprofits face in finding effective leaders for the future. “One of the biggest challenges facing nonprofits today is their dearth of strong leaders – a problem that’s only going to get worse as the sector expands and baby-boom executives retire. Over the next decade nonprofits will need to find some 640,000 new executives, nearly two and a half times the number currently employed” (Tierney 2009, 26). Today, in year 2012, that figure is probably close to 320,000. To meet the growing demand for talent, Tierney (2009) offered innovative techniques to identifying and recruiting new leaders from a broad range of entities, including businesses, the military and growing pools of retirees (Tierney 2009).

Tierney (2009) argued that “nonprofit organizations depend on two resources to fulfill their missions. One, of course, is money. The other resource, as vital but perhaps even more scarce is leadership” (Tierney 2009, 26). He explained that leadership recruits may be even rarer than six-figure donors (Tierney 2009). “As one highly respected executive director he recently observed as saying, if I have the choice between spending time with a \$100,000 donor or a potential candidate for a senior role, hands down it’s the candidate” (Tierney 2009, 26).

At present, large numbers of nonprofit organizations experience difficulty attracting and retaining talented senior leaders in order to transcend dollars into social impact (Tierney 2009). Tierney (2009) concedes that “searches for chief executive, operating, and financial officers

often turn up only one to three qualified candidates, compared with four to six for comparable private-sector positions. The experience of a large nonprofit seeking a seasoned executive to guide its national expansion is typical; only a single qualified candidate even considered the position. Like many other organizations in the nonprofit realm, this agency was one person away from a leadership crisis” (Tierney 2009, 26). Tierney (2009) indicates that finding minorities with appropriate qualities (i.e., personal and professional experience) are an even bigger challenge.

In her article, titled *Pundits Weigh In*, Jan Masaoka states one area overlooked is “racial and ethnic diversity in tomorrow’s nonprofit leadership” (Masaoka 2009, 1). Many studies, including CompassPoint’s “*Daring to Lead 2006*,” illustrates that nonprofit executives continue to be largely white/Anglo. Tierney (2009) appears to agree with Masaoka (2009) who stated “it is troubling that our sector, where so many civil rights movements have been nurtured, does not seem to be taking advantage of the talented and capable leaders of color who are ready to step into leadership” (Tierney 2009, 34-35).

Masaoka (2009) emphasizes the importance of recruiting for nonprofit board members and executive leaders. “When board recruitment comes up on agendas of most boards, the discussion usually starts with the question, who do we know?” (Masaoka 2009, 1). She explains “there may not be a worse way to begin. By limiting board members to people they already know, they establish a very small field from which to recruit. And, of course, they are more likely to know people like themselves than people with genuinely different backgrounds and perspectives” (Masaoka 2009, 1).

Masaoka (2009) goes on to argue when changing the diversity of boards, it would be wise to recruit several people at once. “When you have just one African American, or one client, or

one public school parent, that person is put in the dubious position of representing a constituency. Having three African Americans, three clients, or three public school parents as member's exposes the board to different opinions within these communities, prevents any one individual from laying claim to a whole community's views, and encourages new individuals to take leadership roles" (Masaoka 2009, 1).

Another issue addressed in the literature reviewed was compensation for nonprofit leaders. Most literature indicates women, as well, as other minorities identify disparities in pay. In the case of females, even though outnumbering males 2 to 1 among executive level leadership, they are underrepresented in large nonprofits and in many budget categories they make less to do the same job (Daring to Lead 2006).

"Among organizations with budgets of greater than \$10 million, women are just 46% of the population. The mean salary for female executives at nonprofits with annual budgets between \$1 million and \$3 million dollars is \$83, 270; the mean salary for men in the same budget range is \$91,141" (Daring to Lead 2006, 4). Such disparities may affect recruitment and retention processes.

The article on Daring to Lead (2006) has identified several key factors toward finding future leaders. They are Bench Strength, Diversity, and Competitive Compensation. "Because the majority of current nonprofit executives are baby-boomers, anticipation of wide scale retirement has intensified the anxiety around leadership transition across the sector" (Daring to Lead 2006, 3). Their "research suggests many older executives are not on a traditional retirement trajectory. Nearly half of executives older than 60 say something other than retirement is what they will do next" (Daring to Lead 2006, 3).

Currently, the nonprofit industry, like others, will definitely have a market response to the

talent supply available as the generational handoff unfolds (Daring to Lead 2006). There data suggests several points of concern. “First, only half of executives at mid-sized organizations (5-20 staff) are actively developing future executives. Second, the sector does not appear to be achieving greater diversity in its newer and younger executives. And third, executives believe that the next cohort of leaders will require higher salaries and more work-life balance, things that small and mid-sized nonprofits may struggle to provide” (Daring to Lead 2006, 4).

Daring to Lead (2006) key findings include;

- Internal hires are the minority at nonprofits; just 27% of executives running organizations with 11-20 staff were on staff prior to becoming the executive.
- Just over half of executives are actively developing one or more people on their staff to be an executive director someday.
- Nearly one in three current executives are likely to be a nonprofit executive again.
- 48% of executives older than 60 say retirement is not their ideal next role.
- 18% of executives under 45 years old are people of color.
- 61% of executives say that if they left today, their organizations would have to pay more than they are making to recruit a qualified successor.

(Above data retrieved from *Daring to Lead 2006: A National Study of Nonprofit Executive Leadership*)

Mounting concern about filling the seats of retiring baby-boomer executives is the major reason for focusing on developing leaders (Daring to Lead 2006). According to information contained in their study, the “growing recognition that’s been termed the *heroic* leadership style is neither sustainable for the executive nor a strategic approach to leveraging the talents of other staff” (Daring to Lead 2006, 4).

Now, they now discuss issues related to bench strength and leadership training/development programs that are growing to encompass non-executive senior leaders (Daring to Lead 2006). “At the same time, most nonprofits are small and financially lean which is a serious obstacle for creating leadership development opportunities, as well as paying for professional development activities” (Daring to Lead 2006, 4). Therefore, it is important to have questions related to leadership development in the survey.

Question #11 in the survey asks leaders whether their organization has a minority leadership development or training program. The Daring to Lead (2006) study indicates that there may be a lack of effort in developing future leaders. Such issues as minority training and development are vital to organizational performance, growth and success. The study gauges the responses of leaders on existence and utilization of leadership development/training programs.

Both the Building Movement Project (BMP) and the Annie E. Casey Foundation agreed there are concerns about a looming leadership crisis. They admit United States nonprofit organizations should be providing more leadership development/training and support to new executives who possess innovative ideas and renewed vigor to social change. They contended that older leaders should concede that in order to continue to be important players that contribute to progressive social change, they need to communicate with and engage younger leaders (Building Movement Project 2007).

At present, current leadership has mixed feelings about the next cadre of leaders. “They are impressed by younger leader’s capacity, but unsure of their long-term commitment to the work. When it comes to transitioning leadership, many older leaders admit that they did not know how to transfer the skills and experience they had gained during the past three decades to new leadership” (Building Movement Project 2007, 4).

The BMP article identifies disconnects between existing nonprofit leaders and the potential problems faced in attempts to fully support young leaders as they emerge (Building Movement Project 2007). The BMP article explores potential concerns for handing over the reins to new leaders of nonprofits. BMP (2007) identified four recommendations to bridge connections between older and younger nonprofit leaders. This transition requires the work of both baby-boomers and rising leaders. They include:

1. Support the Baby-Boom Generation’s Leadership and Life Transition Planning:
There is a clear need to address the baby-boom generation leaders’ anxiety about their prospective life transitions. Succession planning sessions have begun to confront this need, but there is little that looks at structural, rather than individual solutions to this challenge.
2. Look for Opportunities for Continuing Contributions by Baby-Boomers: Baby-boomers who do not want to stay in their current work positions will have many years ahead of them to contribute to movement building and social change work. While there has been support for volunteering in the civic sector, there have been few convening’s of older social change leaders to discuss their futures and how they see their next contributions.
3. Promote Cross-Generational Dialogue and Learning to Transfer Information and Share Experience: Baby-boom generation leaders want to provide information to and learn from younger leaders. The wisdom, energy, and skills of both generations will be needed for making future social change possible.
4. Explore Different Models of Organizational Leadership that Promote Mutual Learning and Shared Leadership: Baby-boom generation leaders have made

significant contributions to social movements by founding and guiding the growth of many successful nonprofit organizations. However, the growth in size of these organizations and the sector—has sometimes been accompanied by bureaucratization. Many, including younger leaders, note that this growth may also have compromised the sector’s vision and commitment to progressive social change. For baby-boomers to remain vital and for the next generations to expand their leadership, all thoughtful leaders need to think more strategically together about the future of the movement.

(Building Movement Project 2007)

There is an abundance of literature that emphasizes the importance of minority leadership development programs to help increase the number of minority executives. Most have identified successes in these efforts when these programs are available to minorities. A report by the “Leadership Learning Community, a national nonprofit focused on the way leadership development work is conceived, conducted and evaluated. According to the report, many of these programs strive to balance racial disparities in leadership roles” (Common Good Careers 2010, 1). “However, these programs often take approaches that look at a singular – and often culturally biased – vision of leadership. As a result, people of color – who are already, underrepresented in many leadership programs – end up feeling like they must conform to leadership styles that may not reflect their personal beliefs and values” (Common Good Careers 2010, 1). Current minority leaders (including women) may feel this pressure to comply. Minority leaders responding to the survey questions in this study were compared to non-minorities in order to assess this concern. The next section details the findings of the Chronicle of Philanthropy (2009).

Chronicle of Philanthropy 2009: Women and Minority Leaders in Nonprofits

Information contained in this literature review identifies some of the challenges undertaken (i.e., or need to be undertaken) in order to better prepare minorities for nonprofit leadership positions. Most literature focuses on the previous concerns described above related to baby-boomers, their eventual exit from nonprofit leadership positions, and the role they play in shaping the next generation of leaders. Most literature indicates that minorities are underrepresented in executive level positions of nonprofit organizations in most major cities throughout the United States.

The issue now is, what to do about it and how, if at all, does this disparity impact future goal and mission accomplishment of nonprofit organizations. This research is designed to offer up answers related to nonprofit leader responses to issues of diversity and their perception of the diversity gap. That is, what do current leaders think about issues of diversity within nonprofits? Addressing such issues of diversity is an important step to reducing disparities in diversity and laying the foundation for establishing ways to improve organizational performance. Improving organizational performance first begins with establishing a strong and effective leadership.

Major leadership challenges lie ahead. Nevertheless, organizations must be able to adapt to the demographic changes within its communities. Such demographic changes served to alter the notion of a world dominated by men in leadership roles. It is only fair to include successful accomplishments and failures of women in the nonprofit arena. The *Chronicle of Philanthropy* (2009) discusses issues that are tangentially related to this study. Therefore, a discussion concerning issues of diversity related to sex and the success of women in nonprofits is warranted.

An article titled "A Man's World" discusses the issue of leadership diversity in nonprofit organizations in the U.S. A survey by "The Chronicle" periodical found that the largest

“charities are more likely than its largest businesses to be led by a woman, but only slightly more likely to be led by an African American” (*Chronicle of Philanthropy* 2009, 39). The likelihood of social-service and other groups disproportionately serving minorities to be led by white males is questioned by Joyce M. Roché of Girls Incorporated. The role of the economy in the rise to leadership roles of diverse managers is noted in the article. “Leadership at neither the top charities nor businesses is as diverse as the American population. The top jobs in the nonprofit world still go overwhelmingly to white men” (*Chronicle of Philanthropy* 2009, 39).

The *Chronicle of Philanthropy* (2009) “collected data on the sex and race of current chief executives of the 400 U.S. organizations that raised the most from private sources in 2007 from its most recent Philanthropy 400 rankings -- and compared that to similar data supplied by Fortune magazine about the leaders of this year's Fortune 500 companies. The results illustrated seventy-five (or 18.8 percent) of the leadership slots at the 400 charities are held by women (*Chronicle of Philanthropy* 2009, 39). According to the U.S. Census Bureau and by contrast, 15 (or 3 percent) of Fortune 500 leaders are female, yet 50.7 percent of the American population is composed of women (*Chronicle of Philanthropy* 2009). Meanwhile, twenty-five (or 6.3 percent) of the 400 nonprofit leaders are nonwhite (*Chronicle of Philanthropy* 2009).

Most of the minority CEOs (14, or nearly 3.5 percent of the full 400) is black (*Chronicle of Philanthropy* 2009). Fortune 500 keeps data only on black chief executives in its company rankings, not on all minority leaders – reported this year, only 5 (1% of the total) black leaders of Fortune 500 companies (*Chronicle of Philanthropy* 2009). The U.S. Census (2000) estimates reported 34.4 percent of the U.S. populations are nonwhite, and 12.8 percent of the overall population is black. Numbers like these add up to good news and bad news for charities, say recruiters and nonprofit leaders (*Chronicle of Philanthropy* 2009).

"For a number of years we've been hearing that the for-profit community has been investing lots and lots of money into recruiting diverse individuals into leadership positions. So I think it's a little heartening that we have as much or more diversity in our ranks than the for-profit community, because we obviously haven't spent a lot of time and effort compared to for-profit companies, says Stephen Bauer, executive director of the Nonprofit Workforce Coalition, a group of more than 70 nonprofit organizations housed at American Humanics, in Kansas City, Mo., which prepares college students for charity careers" (*Chronicle of Philanthropy* 2009, 39).

On the other hand, The Chronicle's (2009) "findings about nonprofit leadership was troubling when compared to the proportion of women and minorities in the American population, says Diana Aviv, President of Independent Sector, in Washington, a coalition of about 600 charity, foundation, and corporate-giving leaders" (*Chronicle of Philanthropy* 2009, 39).

The image or face of nonprofit leader's affects the work a group does, Ms. Aviv says. "Many of the programs that our foundations and our nonprofits are involved in relate to improving life for everybody, including people who are disadvantaged, including populations of color," she says (*Chronicle of Philanthropy* 2009, 39). She goes on to state that, it is better for us to have leadership of our nonprofit community reflecting the diversity of our work force and reflecting the diversity of the areas in which we work, serve, and fund (*Chronicle of Philanthropy* 2009).

"While the great majority of the leaders of the biggest charities are men, Tim Wolfred, senior project director at CompassPoint Nonprofit Services in San Francisco, says women make up about two-thirds of the nonprofit workforce, according to his organization's studies and often run charities that are smaller than the 400 largest. Despite the preponderance of women in nonprofit jobs, they are entirely absent from chief executive roles at certain types of large

charities (*Chronicle of Philanthropy* 2009, 39). No arts-and-culture organization, hospitals, public-affairs groups, Jewish federations, or other religious organizations in the *Chronicle of Philanthropy's* (2009) survey of the 400 biggest charities are currently headed by a woman.

“Among environmental and animal-welfare groups, only one has a female leader, and the same is true of museums and libraries” (*Chronicle of Philanthropy* 2009, 39).

The shares of female nonprofit leaders should be much higher when considering how many women fill rank-and-file jobs at charities, says Joyce M. Roché, chief executive of Girls Inc., a national youth charity in New York (*Chronicle of Philanthropy* 2009 as quoted by Roché). Ms. Roché also says she is "appalled" by the single-digit percentage of nonprofit CEO's who, like herself, are minority-group members (*Chronicle of Philanthropy* 2009 as quoted by Roché).

She particularly questions why social-service and other groups she says are disproportionately serving people of color are so often led by white males. At Girls Inc., she notes, about 70 percent of the children served are from minority groups. “They need to see women who look like them in leadership roles,” she says. "It's just one more lens to show the possibilities" (*Chronicle of Philanthropy* 2009, 39 as quoted by Roché).

Candie Jones (2008) posits that, “as nonprofit groups increasingly compete with business and government employers for young workers, many people in their 20s and 30s are pressing charities to improve salaries, offer greater opportunities for career development, and do more to promote the diversity of their workforces” (Jones, 2008, 20). She notes as “a follow-up to a survey of 1,650 young leaders released by the Young Nonprofit Professionals Network in 2007, found burnout and low salaries threatening to drive young charity workers away” (Jones 2008, 20). However, members of the group held a conference to discuss how they could bring about

changes to reshape nonprofit organizations in ways that would make them more inclusive and give greater opportunities to emerging leaders (Jones 2008).

According to “Josh Solomon, managing director of alumni engagement at Teach for America in New York and co-chair of the national board of directors of Young Nonprofit Professionals Network, our hope in pushing the conversation forward is to figure out what we can do as individuals and as a network to impact talent development" (Jones 2008, 20 as quoted by Solomon). Solomon posits that, there should be dialogues about potential solutions, not just further diagnosing the problem (Jones 2008).

The main concern is nonprofit salaries. “Many young nonprofit workers are discouraged to find their paychecks fall short of their earning potential at for-profit businesses. However, Paul Schmitz, chief executive of Public Allies, a charity with headquarters in Milwaukee that trains young people for public service, said the compensation gap is often perceived as being larger than it is” (Jones 2008, 20).

A majority of business is considered small business. “And really, when you compare apples to apples, the average nonprofit to businesses the same size, the nonprofits pay well, he said. We don't compare ourselves to the \$13-million manufacturing company down the block, so we have this entitlement belief that we should be paid like Goldman Sachs" (Jones 2008, 20 as quoted by Schmitz). Also, in addition to searching for increased salaries, beginner nonprofit workers are looking for more professional-development opportunities, especially, through leadership structures that encourage sharing responsibility between staff members at all levels (Jones 2008).

At the same time, more emphasis should be placed on training, developing, and promoting current paid staff employees in nonprofits. “Kim Caldwell, a member of the

network's national board and a consultant to Greenlights for Nonprofit Success, in Austin, Texas, called on nonprofit managers to tap into their 'intrapreneurial' spirit by promoting innovation first and foremost within their own organizations and existing roles, before going out on their own" (Jones 2008, 20).

Allyson Biegeleisen, director of Commongood Careers states "every supervisor should be intimately familiar with at least three professional goals of those they manage, and those goals should be revisited quarterly and be directly tied to staff compensation" (Jones 2008 as quoted by Biegeleisen). As explained by Biegeleisen, if and when an individual gets to the point where maybe there isn't an opportunity for them to move up, hopefully they have a relationship with their supervisor, and it's not so awkward for anyone because they've been helping you the whole time to get there (Jones 2008).

Predominantly black cities often are not being equally represented in nonprofit organizational leadership positions. Faith Byone, program associate at the Bush Clinton Katrina Fund, in Washington, called attention, for example, to her being one of only two African-Americans on a board of 17 that oversees the network's Washington chapter (Jones 2008). Such small numbers, she said, do not reflect the predominantly black city the chapter serves (Jones 2008).

According to Richard Brown, vice president of philanthropy at American Express, in New York, he urged taking action. When thinking about affirmative action within organizations, in terms of moving people into leadership positions within local chapters, he urge that leaders reach out to people in local communities who may not be participating with nonprofits (Jones 2008). "Mr. Brown believes that incorporating more diversity into the nonprofit world requires changes at the board level (Jones 2008). Boards need to become more diverse, not just in terms

of people of color, he said. The Council on Foundations needs to get funders to start talking about this in a much more proactive way to get their grantees to start thinking about how do you get more young people on the board" (Jones 2008, 20).

The Urban Institute's 2009-2010 study has identified related facts and figures that pinpoint agencies and organizations concerns discussed in the Chronicle of Philanthropy (2009). Building opportunities for minorities is important to a nonprofit organizations future. Baltimore is a city that has a large diverse population. Yet minority representation in nonprofit leadership lags its population diversity. This study is designed to identify efforts of current leaders in promoting and enhancing the opportunity for more minority nonprofit leaders in Baltimore city.

Questions #2 and #5 in the survey are intended to identify what current leaders think are the reason(s) for this diversity gap or underrepresentation in Baltimore city nonprofit leadership. Building leadership opportunities for minorities has become more and more a priority with the changing face of America. The information outlined in the Chronicle of Philanthropy (2009) may serve as a catalyst for increasing diversity in nonprofit organizational leadership. The importance of such news sources to nonprofit leaders, funding institutions, and government organizations can be the vehicle that drives change. Reports and studies like *The Urban Institute's (2009-2010)* expose disparities that garner the attention of nonprofit stakeholders.

The Urban Institute's 2009-2010 Study

The Urban Institute's 2009-2010 Study focused on diversity within Baltimore-Washington, D.C. nonprofit leadership. This section also comprises a review of findings by *The Urban Institute's (2009) Study* on "Measuring Racial-Ethnic Diversity in the Baltimore-Washington Region's Nonprofit Sector." These findings discuss the core components to be

addressed in this study. These components are directly related to identifying issues of diversity that require closer examination. Survey question #5 quote findings from *The Urban Institute's 2009-2010 Study*. As mentioned previously, Baltimore City's nonprofit leadership is riddled with a disparate diversity population. *The Urban Institute's study (2009)* indicated that “nearly half (49 percent) the population of Baltimore-Washington region is people of color, while 22 percent of nonprofit organizations in the region have executive directors of color” (The Urban Institute 2009, 2).

In Baltimore City, nearly 70% of the population is people of color, compared to 34 percent of nonprofit executive directors (The Urban Institute 2009). But there is a reversal effect in the counties (Anne Arundel, Baltimore, and Howard) surrounding Baltimore City.

“Interestingly, the counties surrounding Baltimore City have the smallest discrepancy between populations and executive directors of color: 31 percent of the population is people of color, while 25 percent of the nonprofit executive directors are of color” (The Urban Institute 2009, 2).

Nonprofit leadership lags population diversity in Baltimore City. As previously noted, demographic changes are occurring throughout the Baltimore area. The citizens and communities nonprofit organizations serve increasingly reflect a multi-racial and multi-ethnic world (The Urban Institute 2009). The Baltimore area now comprises citizenry from all corners of the globe. The entire region's (i.e., Baltimore/Washington, D.C.) nonprofit leadership lags population diversity. *The Urban Institute (2009)* has found that all minority groups are underrepresented as nonprofit executive directors within the region. “Latinos are the most underrepresented group as nonprofit executive directors. Latinos represent approximately 10 percent of the Baltimore–Washington's regional population, but they hold less than 1 percent of executive director positions” (The Urban Institute 2009, 3). Among all minority groups, blacks

are more likely to hold nonprofit executive director positions. “African Americans hold 17 percent of the executive director positions in the region, but they are underrepresented in the sector compared with their share of the region’s population (29 percent). Asians and Pacific Islanders have about half as many nonprofit executive director positions as their share of the region’s population: 4 percent versus 8 percent, respectively” (The Urban Institute 2009, 3).

The Urban Institute (2009) also found that within the region, an equal number of men and women are executive directors, although people of color hold only one in five of those positions. “Exactly half of all nonprofit executive directors in the region are women. White men and white women each account for 39 percent of the executive directors. Men and women of color each account for 11 percent of the executive directors” (The Urban Institute 2009, 4).

According to *The Urban Institute (2009)*, young leaders of color lag behind their non-Hispanic white counterparts in becoming nonprofit executive directors. “Among executive directors under age 40, there are proportionately twice as many non-Hispanic whites (11 percent) as persons of color (5 percent). The median age of both white and nonwhite executive directors is 50–59” (The Urban Institute 2009, 5). *The Urban Institute’s (2009)* study goes on to report that one in three white (non-Hispanic) executive directors in the region are age 60 or older. In contrast, about one in four executive directors of color is in this age group (The Urban Institute 2009).

According to *The Urban Institute’s (2009) Study*, paid staff positions in Baltimore City nonprofits are more diverse than leadership positions. They found that diversity among nonprofit paid staff is greatest in Baltimore City and the Maryland suburbs outside Washington, D.C. “Within these jurisdictions, just over 60 percent of the staff is people of color” (The Urban Institute 2009, 14).

On the other hand, the counties surrounding Baltimore City report less diversity on their staff. Roughly 40 to 45 percent of the paid staff positions in these jurisdictions are filled by people of color (The Urban Institute 2009). In other words, *The Urban Institute's (2009)* findings demonstrate that Baltimore City nonprofit organizations paid staff positions seem to mirror the city's population more than the surrounding counties. The issue then is the lack of diversity in the executive/leadership positions within nonprofits in Baltimore City.

Therefore, staff diversity in the Baltimore-Washington region is comprised mostly of blacks and whites. *The Urban Institute's (2009)* study found that staff diversity within the region primarily clusters into two major racial-ethnic groups: non-Hispanic whites and African Americans. The largest single racial-ethnic group employed in the nonprofit sector is non-Hispanic whites. This ethnic group accounts for 49 percent of all paid workers (The Urban Institute 2009). African Americans are the second-largest racial-ethnic group employed in the sector. Nearly two in five paid workers (38 percent) are black (The Urban Institute 2009).

To this end, the nonprofit sector is an important source of employment for African Americans. "While 29 percent of the regions' working-age population is African American, 38 percent of the region's nonprofit paid staff positions are held by African Americans" (The Urban Institute 2009, 15). In total, all other racial-ethnic groups (e.g., Asians, Pacific Islanders, Latinos, mixed race, etc.) account for about one in eight paid workers (13 percent) in the sector (Urban Institute 2009). According to *The Urban Institute (2009)*, these groups are generally underrepresented in the nonprofit labor force, given their share of the working-age population (19 percent).

According to *The Urban Institute's (2009)* study, management staff in the region's nonprofit sector is less diverse than the paid staff. Although most nonprofit workers are people

of color, most managers, on average, are non-Hispanic white. Nearly three in five nonprofit managers (58 percent) are white (The Urban Institute 2009). About one in three nonprofit managers are African American—the highest share of managers among people of color (The Urban Institute 2009).

In the same way, for all racial-ethnic groups of color, the share of managers is smaller than the group's corresponding share of the sector's paid workforce (The Urban Institute 2009). For example, “whereas 4 percent of the sector's paid staff is Asian-Pacific Islander, 3 percent of managers are in this group. African Americans make up 38 percent of paid staff, but are 31 percent of managers” (The Urban Institute 2009, 18).

It is important to note that not all nonprofits in the region have management teams. About 40 percent of nonprofits do not have distinct management teams (The Urban Institute 2009). “Executive directors of color are more likely than their non-Hispanic white counterparts to have management teams. Roughly three-quarters of executive directors of color have management teams, compared with two-thirds of non-Hispanic white directors” (The Urban Institute 2009, 18). With these data findings, nonprofits need to improve diversity within its organizational structures to mirror the composition of society's diverse population. Utilization of nonprofit leadership training and development programs is one measure to improve diversity in organizations. Below is a discussion of nonprofit leadership training/development programs.

Nonprofit Leadership Training/Development Programs

Literature on nonprofit leadership training/development programs is directly related to this research study. This study has several questions (i.e., #3, #5, and #11) that ask about leadership training/development opportunities or have available responses related to

training/development programs. These leadership programs are designed to offer training and developmental experience for employees that are looking to advance their careers. Nonprofit leaders who are interested in these programs indicated on the survey questionnaire the importance of training/development programs. Minorities that are interested in these programs are in the position to prepare themselves for current and future leadership positions.

According to Heather Joslyn (2002), “nonprofit leadership programs have proliferated over the past decade, and echoes an emphasis on leadership development in the for-profit field. Most of these programs can boast of their alumni's accomplishments and point to successful collaborations between program participants, but none claim to have the perfect formula for cultivating leaders--or, for that matter, agree on what leadership is, or where leaders come from” (Joslyn 2002, 35). What's more, she revealed that while most have evaluated participants' experience, none have determined how to measure definitively whether their programs can turn potential into greatness. As a consequence, nonprofit leadership programs differ widely in structure, philosophy, and goals (Joslyn 2002).

“Nonprofit leaders appear to be clamoring for leadership guidance, say those who operate these programs. It's so clear that the demand far outstrips the supply, says Cheryl L. Dorsey, President of the Echoing Green Foundation, in New York, which gives fellowships to individuals who create public-service projects” (Joslyn 2002, 35). She says, her organization normally receives 1,100 applications for a mere 10 slots per year. “Other programs report similar ratios: The Ford Foundation's Leadership for a Changing World program, whose admission process is by nomination, received 3,000 nominations last year for 20 slots. While hundreds of leadership programs operate across the country, some grant makers have only joined the field in the last few years--and some longtime sponsors of these programs are reevaluating their involvement”

(Joslyn 2002, 35).

One of the pitfalls of leadership development training is the costs associated with training employees. Smaller nonprofits and/or nonprofits heavily impacted by the economic downturn may not be able to afford such training. Training can be time consuming as well. Leaders need to ensure that their operating budgets are able to absorb the cost of such training. Leaders can explore existing training programs operated by other organizations as a way to reduce costs in providing training. Nonprofit programs are focusing more on training.

“Interest in nonprofit leadership programs among grant makers is growing because of expanding needs in the nonprofit field, says Philip Li, executive director of the Coro New York Leadership Center (Joslyn 2002). As government plays a diminishing role in providing services, he says, there's a greater interest in making sure that the opportunities and creative juices of individuals who work in the nonprofit sector are able to be tapped and realized" (Joslyn 2002, 36).

According to Joslyn, a majority of leadership professors say the key component of effective leadership is the ability to negotiate relationships--with colleagues, constituents, and even oneself (Joslyn 2002). “Leadership development, at its deepest level, is addressing how we relate to others (Joslyn 2002). How leadership is developed and which leaders are being developed, however, depends upon the philosophy and means of those who are financing the programs” (Joslyn 2002, 36). Some attention is placed on mid-career professionals, while others embrace emerging leaders--and many development programs mix nonprofit workers with those from the for-profit field and government, or even those who have been excluded from the world of working professionals (Joslyn 2002).

Some programs focus on practical skill development, such as honing communication

abilities, while others may provide money for travel and study, facilitate mentor relationships, or offer support to a particular organization or project (Joslyn 2002). The programs can vary widely in the extent of the commitment they require from participants. “At one end of the spectrum sits the Annie E. Casey Children and Family Fellowships, which take a very intensive and hands-on approach, requiring fellows to work and study full-time for 11 months at the Casey Foundation's Baltimore headquarters and at other Casey-financed organizations nationwide” (Joslyn 2002, 36). The Echoing Green Foundation assists nonprofit leaders with a softer approach and takes the venture-capital route to supporting them (Joslyn 2002). Although the foundation offers its fellows management support and opportunities to meet one another, its chief assistance is the money awarded for specific public-service projects (Joslyn 2002).

There are those who provide funding and resources for leadership programs that even question to what degree leadership can be taught. “Some people say great leaders are born not made--the best you can do is find them and put them in the right slot,” says Steven A. Schroeder, President of the Robert Wood Johnson Foundation, whose Community Health Leadership Program has operated for a decade (Joslyn 2002, 36). Others believe that mentoring or coaching can transform people into effective leaders. Joslyn notes that he thinks the truth is somewhere in the middle: people who are genuinely motivated and altruistic. He acknowledges that it is hard to teach that. “On the other hand, there are leadership skills of how to communicate, how to use time wisely, how to engender trust, how to help your subordinates to do better. All of these are teachable skills and can help make a good leader great” (Joslyn 2002, 36).

“Leadership programs grapple with many questions; but one way in which their proponents say they have contributed answers to the nonprofit field is in the way they provide new paths to power for minorities and others who may feel excluded from charities' upper

echelons. As survey after survey shows that nonprofit management overall includes a small percentage of minorities, and that women are less likely than men to lead large charities, leadership programs often reflect efforts to redress that imbalance” (Joslyn 2002, 37).

Leadership development programs that target racially diverse candidates can assist participants with exploring different styles of communication and resolving conflict, says Chet P. Hewitt, director of the Alameda County Social Service Agency, in California (Joslyn 2002). Mr. Hewitt, who is black, says “his experience as a Casey Foundation Children and Family fellow helped him learn to calibrate his communication skills when working with people from other backgrounds: Being a leader in a diverse, urban environment requires that you understand how cultural attributes, cultural norms, work or don't work in environments that are diverse” (Joslyn 2002, 37).

There are a number of organizations that offer leadership training and development programs for nonprofit employees. One well-known organization is the Jackie Robinson Foundation (JRF) (New York Amsterdam News 2000). JRF and the Goldman Sachs Group provide millions of dollars to support education and leadership development programs. “Founded in 1973, JRF is a public, not-for-profit organization that provides leadership development training and four-year college scholarships for academically gifted students of color with financial need so they may attend the college of their choice” (New York Amsterdam News 2000, 20).

JRF and Goldman Sachs have been engaged in efforts to increase educational opportunities and leadership training/development programs for minorities, while David Siegel (2007) has argued a network approach to preparing underrepresented students. Subsequently to these two approaches, education may be the key that provides opportunities for minorities in the

nonprofit leadership sector. Getting more educated minorities into those staff positions and priming them for leadership positions by use of effective leadership programs may prove to be very successful.

Siegel (2007) “provides results from an empirical study of an inter-organizational collaboration to prepare underrepresented students for elite postsecondary education and beyond. The LEAD (Leadership Education and Development) Program is an initiative involving United States universities, multinational corporations, federal government agencies, and nonprofit organizations working together to introduce students to business education and careers in business, nonprofits, and other professional careers” (Siegel 2007, 195). His article “analyzes the conditions that give rise to the collaboration, its essential structural characteristics, and the consequences that flow from it” (Siegel 2007, 195).

Siegel (2007) explains, “equalization of opportunity for racial and ethnic minorities in the United States has been a consistent public policy and education imperative for several decades, yet significant disparities persist. College attendance and completion rates for underrepresented minorities—particularly African Americans and Hispanics—remain lower than those for non-minorities” (Siegel 2007, 195). Closing this disparity in access and success is a high priority for educators; but other organizations (i.e., namely, government entities, nonprofit organizations, private institutions/foundations, and corporate America) are playing an increasingly influential role in such efforts, ostensibly because their own practical interests and wider societal interests are served by diversity (Siegel 2007).

Therefore, question #9 on the survey attempts to gauge whether or not nonprofit leaders think minority underrepresentation in executive level positions within Baltimore City affects organizational performance, growth and success. Given what Seigel (2007) has explained, such

disparities continue to persist even though public policy changes and educational initiatives have been established to combat them. Nonprofits and other government organizations/entities need to become more proactive in their approach to increase diversity in the leadership ranks. Siegel pointed out, “the success of ‘The LEAD’ is due to collaboration between academia, the private sector, government, and the nonprofit sector’s potentially powerful arrangement for accomplishing educational goals, in which several entities share the responsibility historically assumed by educational institutions” (Siegel 2007, 205).

This organizing principle challenges traditional notions of who runs higher education in a competitive world, dispersing this authority among many constituencies. This key finding by Siegel (2007) is a result of nonprofit leaders at the local, regional or national level needing to incorporate their efforts with other businesses and academic professionals. These collaborations are necessary to recruit a diverse workforce into their organizations.

Survey questions #14 (and #14a) are designed to address whether there are collaborative efforts between Baltimore City nonprofit leaders to promote diversity and strengthen the skills of minorities. An open-ended question (#14a) here allows current executives to identify what, if any coordinated efforts are taking place between nonprofits leaders, educational institutions, and private or public agencies.

Siegel (2007) does point out the success of “The LEAD” in making strides to improve these relationships between organizations in order to increase diversity in the workforce. Relationships with educational institutions within Baltimore City and surrounding counties may yield bright young future leaders that can impact nonprofit performance, growth and success. Maybe, Baltimore City nonprofit leaders are engaged in similar endeavors to improve diversity within their ranks.

According to Siegel (2007), “LEAD” also reflects an evolving model of voluntary public–private partnerships in education—more of a grassroots movement made up of relevant special interests than a centrally mandated action required by higher authorities (Siegel 2007). As is characteristic of social movements, “LEAD” has adopted a proactive approach in its attempt to break the cascade of minority underrepresentation in American public life (Siegel 2007, 205).

Questions #3, #4, #4a, #5, #6, #8, #8a, #9, #10, #11, #14, and #14a of the survey are intended to assess the nonprofit leader’s response to minority underrepresentation in the Baltimore City nonprofit leadership circle. Discussing underrepresentation is a key topic when arguing for greater diversity. In essence, arguing for diversity may potentially change the landscape which inhibits social movement toward a more diverse nonprofit sector.

Diversity Arguments

Mitchell F. Rice (2010) provides a well-balanced, extensive coverage of policies and practices of attaining racial diversity in public organizations. He provides a powerful argument toward improving diversity management in the public workforce. His textbook titled *Diversity and Public Administration: Theory, Issues and Perspectives* explains that “current considerations for the provision of public services must include how to respond effectively to the principle challenges of the twenty-first century. Many of these challenges will emanate from changing demographics that are impacting the demand for and the delivery and provision of public goods and services” (Rice 2010, 3). Such services are also provided by nonprofits organizations. They would need to heed the warnings mentioned by authors such as Rice, Harvey White, David G. Embrick, Brenda L.H. Marina, RaJade M. Berry-James, Mario A. Rivera, and James D. Ward.

The Census Bureau (2000) notes Hispanics are officially the largest minority group in the United States. African Americans are second. Rice (2010), points out there are increasing numbers of individuals of other nationalities who represent a mosaic of colors, languages, cultural values, and ethnic traditions. “This situation will pose tremendous challenges that require the creation of a diverse and more efficient public service workforce” (Rice 2010, 3). Some of the challenges the changing demographics will pose are discussed in the *Workforce 2000* report published by the Hudson Institute (Rice 2010).

The report indicated there would be major changes in the workforce by the twenty-first century. For example, 84 percent of new entrants into the workforce would be women and men of color, white women, and foreign nationals (Rice 2010). *Workforce 2020*, the sequel to *Workforce 2000*, further substantiates the changing demographics of the American workforce (Rice 2010). In a subsequent report, *Futurework: Trends and Challenges for Work in the 21st Century*, the U.S. Department of Labor reinforce the Hudson Institute’s predictions for a changing workforce.

The report states;

By 2050, the U.S. population is expected to increase by 50 percent and minority groups will make up nearly half of the population. Immigration will account for almost two-thirds of the nation’s population growth. The population of older Americans is expected to more than double. One quarter of all Americans will be of Hispanic origin. Almost one in ten Americans will be of Asian and Pacific Islander descent. And more women and people with disabilities will be on the job. (Rice 2010)

Rice (2010) notes the above projected workplace changes will affect the overall diversity of the workforce. Such changes will be encountered in nonprofit organizations as well. Nonprofits must be prepared “to develop more inclusive work cultures to have a better understanding of the many ways people are different from one another and/or different from the organizations traditional employees” (Rice 2010, 4). Nonprofit organizations must give renewed or new attention to defining characteristics as race, sex, age, disability, sexual orientation, and religion (Rice 2010).

“Diversity has the potential for becoming the most important consideration for public service and nonprofit organizations in our century. Diversity also includes the production and provision of public and private services” (Rice 2010, 4). Other significant questions will require equal consideration: What are the populations to be served? What products and services are to be provided? How will these goods and services be produced (Rice 2010)? With such questions, it is also important to determine how current nonprofit leadership is addressing these demographic changes to accommodate the future production and provision of public and private services. It would be interesting to see what methods are being utilized (i.e., survey question #3) by current leadership to recruit and hire minorities into leadership positions. These efforts will dictate the future of minority leadership and the amount of diversity that exists by the year 2050.

Chapter one of Rice’s (2010) textbook is titled “Racial Diversity: Toward a Representative Bureaucracy.” In this particular section he acknowledges many terms have been used to express the need for a diverse workforce in the public sector. Multiculturalism, affirmative action, and equal opportunity are the most recent. Implicit in each of these concepts is the premise that enhanced efficiency or effectiveness can be derived through a more diverse workforce (Rice 2010). This process is intricate to the concept of representation (Rice 2010).

Survey questions #9 and #9a solicit feedback related to minority underrepresentation. Nonprofit leaders are asked about the affect underrepresentation has on organizational performance, growth and success. In other words, can underrepresentation be viewed differently by current nonprofit leaders? To what extent do their views differ based on leader demographics? The research question is designed to determine the extent of the differences in responses by leaders to each survey question and to discuss literature related to those findings.

The term equal opportunity and affirmative action stand out due to the fact that they are being utilized mostly in public sector agencies. Private sector entities utilize them far less but face equal scrutiny when criticisms are made public. Questions #1 and #10 in the survey make reference to current leadership's general feeling about minority equal opportunity and affirmative action.

These two questions are designed to extract feedback about more commonly used policies or measures used in the 1960s and 1970s to increase diversity in the workforce. Given the relative controversy they often elicit today, identifiable disparities that are long term generally face less public opposition. In other words, less opposition exists when equal employment and affirmative action policies are used to tackle long term racial disparities in public and private organizations.

Rice (2010) would agree that the public and private sector entities should mirror the population they serve. Taking that a step further would include measures or policies to ensure that this mirror would exist in the nonprofit leadership ranks. Established policies to increase diversity such as racial/ethnic quotas may be necessary when known disparities continue to permeate an organization. The analysis of responses by Baltimore City nonprofit leadership is warranted as well as conducting similar studies on other public and private institutions.

Rice (2010), agrees with Norton Long (1952), that bureaucracies are both representative and democratic in composition and ethos. To be truly representative, Rice (2010) insists public service must be inclusive of diverse races, nationalities, and religions. “This inclusiveness is to be achieved through a recruitment process designed to create a workforce of individual’s representative of the *pluralism* that exists in society” (Rice 2010, 5).

A process or method of recruitment laid out in question #3 of the survey attempts to determine if/how Baltimore City nonprofit leaders recruit and hire minorities. Representative bureaucracy entails the notion that organizations should be racially and ethnically represented throughout all nonprofit employment positions. Question #3 gauges the perceptions of leaders on how they view effective recruitment and hiring techniques.

The term representative bureaucracy was used by Mosher (1968) as well. He emphasized the need for a diverse public workforce. He argued representativeness concerns the origin of individuals and the degree to which, collectively, they mirror the whole society (Mosher 1968). “A public service, and more importantly the leadership personnel of that service, which is broadly representative of all categories of the population in these respects, may be thought of as satisfying Lincoln’s prescription of government by the people” (Mosher 1968, 15). The same argument can be made in the nonprofit leadership sector as well.

Rice (2010) pointed out, Long (1952) and Mosher (1968) both see diversity as a requirement for democracy and representative bureaucracy. It is vitally important for effective policy development and leadership decision-making as well (Mosher 1968). “Persons drawn from diverse groups will bring to bear upon decisions and activities different perspectives, knowledge, values, and abilities. And the products of their interaction will very likely differ from the products were they all of a single genre” (Mosher 1968, 16).

In Harry Kranz's (1976) textbook titled *The Participatory Bureaucracy: Women and Minorities in a More Representative Public Service*, he argues a representative bureaucracy would lead to more democratic decision-making. Kranz (1976) points out in his textbook representative bureaucracy improves bureaucratic operations and outputs by ensuring "that the decisions and services are responsive to the needs of agency clientele and potential consumers, particularly members of minority groups; by using the country's human resources efficiently; by increasing, both symbolically and actually, the legitimacy of public service institutions; and by elevating social equity and justice to prime political values at least as important as the prevailing paradigm of economy and efficiency and its fellow traveler stability" (Kranz 1976, 110-116).

Race is one component of diversity Rice (2010), Long (1952), Mosher (1968), and Kranz (1976) advocate. Numerous studies have confirmed racially differentiated perspectives on a variety of issues and events (Rice 2010). Differences have been found to persist in areas such as political alienation, childbearing, school choice, and the environment (Rice 2010). "Despite these findings, most racial groups continue to be underrepresented in public service organizations at all levels of government" (Rice 2010, 6). Diversity will impact how managers manage. Continuing research on diversity is necessary to determine its impact on how nonprofit executives lead.

Rice (2010) argues, diversity ideology has effectively allowed many major organizations to shield the racial and sex inequality which continues to persist in their work environments. This is an area also addressed within the survey questionnaire for this study. Uncovering racial and sex inequality is vital to promoting equal opportunity for all employees. Equality of opportunity (i.e., question #1) and the ability to advance is at the core of any issue of diversity.

Rice (2010) also observes that public organizational diversity initiatives and efforts are

affected by the teaching of diversity and social equity in college and university classrooms. He questions whether public administration curricula are relevant in a contemporary multicultural and diverse society. He discusses ways in which public administration coursework can be made more relevant to students and subsequently to public practitioners in managing diversity and promoting social equity in public service (Rice 2010).

In nonprofits, a majority of its executives are recruited based on professional or personal networks. Many are also promoted from the ranks of managers and senior managers. But networking to seek minorities would take on a different realm. According to Rice (2010), networking can be used as a way of “enhancing a minority’s public professional marketability” in an era of diversity (Rice 2010, 156). Replacing baby-boom retirees will take place at all levels of government and nonprofit institutions.

Rice (2010) examines the efficacy of networking for minority professionals. Minorities must network to improve their chances for mobility. He agrees national meetings are ideal, but self-initiated local and regional networks are also a possibility. “Human contact is still essential for gaining and maintaining a professional reputation. Accordingly, the advantage still goes to association based networks” (Rice 2010, 168).

Rice (2010) argues, professional networks are career builders. They enhance or increase mobility which is needed in a changing public, private, and nonprofit sector. Minorities can possibly take advantage of networking in nonprofits because of the importance of gaining access to board members and CEO’s. Minority need to maintain outside contacts when managing a fulfilling and effective professional career (Rice 2010). “Networks are self-regulating and voluntary. The openness and looseness of networks makes easy entrance possible and exit painless. However, the initiative must come from the individual” (Rice 2010, 168).

Organizational executives must identify these ambitious, new, up and coming leaders in order to place them in leadership positions. In order for corporations, government agencies, and nonprofit organizations to make serious their commitment to diversify, they have to first “get their own houses in order” (Rice 2010, 38). Diversity policies and practices must be enforced and serious efforts must be made to place women and minorities into high-level positions where they would affect control over an organization (Rice 2010). However, the data suggests minorities have a long way to go before achieving parity with white men in higher education, corporate world, public sector, nonprofit community, and public administration (Rice 2010).

Rice (2010) explained, “in the postmodern era, it would seem that in order for social equity in service delivery to be a primary concern of public organizations, these organizations must position social equity and diversity within the organization as important areas” (Rice 2010, 135). The culture of for-profits, nonprofits, and government organizations has to incorporate diversity within both its mission and its management practices (Rice 2010).

“A strong focus on diversity in all organizations may position them to move from a bureaucratic culture toward a more citizen-oriented or social equity culture” (Rice 2010, 135). A diversity audit can be administered to nonprofits organizations to determine hidden perceptions or confirmed biases about certain leaders or groups of individuals (Rice 2010). A diversity audit is critical to the core research of this study.

Rice (2010) connected the education of public administrators to improvements in areas of social equity in public service delivery and increased diversity. Incorporating diversity into public administration curricula may lead to future generations of public administrators who are able “to develop quantitative tools, indicators and benchmarks to define objectives and measure progress in pursuit of social equity” in public service delivery outcomes (Rice 2010, 136).

Rice (2010) acknowledged, discussions about diversity have become more sophisticated in recent years, but are based on justifying diversity in organizations. He concluded, if this is an accurate observation, then discussions about diversity are more symbolic than substantive (Rice 2010). Expectations from nonprofit organizations could influence the behavior of new nonprofit leaders.

Newcomers are forced to choose between being a change agent for diversity or for reinforcing established behavioral expectations (Rice 2010). “A discussion about diversity in nonprofits should concentrate on the role of the logic for diversity—and in particular, its implications for a concerted effort to move diversity from the material realm to the procedural realm” (Rice 2010, 140).

Demand for Cultural Competency

The growing demographic changes and ethnic and cultural diversity in the United States is increasing the demand for culturally competent public servants (Rice 2010). This demand is also spreading to nonprofits. Nonprofit leaders need a better understanding of diversity as it relates to race, cultural groups, traditions, their historical backgrounds, beliefs, and value systems to effectively deliver services to the community (Rice 2010).

Culturally competent nonprofit leaders are better able to provide services that reflect the different cultural influences of their constituents (Rice 2010). Cultural competency is the final goal along the continuum for creating nonprofit organizations and government institutions which fully represent all segments of the population (Rice 2010). Culturally competent nonprofit leaders in Baltimore City can raise the level of satisfaction among all stakeholders in the community.

Culturally competent nonprofit leaders can be satisfied or dissatisfied with the demographic composition of their organizations. Question #12 in the survey is designed to extract from nonprofit leaders a level of satisfaction or dissatisfaction they have with the racial composition of employees within their organization. The extent to which leaders views vary on this question may indicate the amount of satisfaction or dissatisfaction they possess and shed some light on their commitment (or not) to increasing cultural competency and diversity within their organization.

Leaders that indicate satisfaction on the survey may not exhibit culturally competency or a willingness to diversify if known racial disparities continue to exist within the nonprofit organization in which they work. Or those leaders that indicate satisfaction on the survey may in fact be leading a culturally competent and diverse workforce. Some culturally competent leaders may be in organizations that are not culturally diverse which causes them to feel unsatisfied. In this case, they are in a position to diversify the composition of their organization. In other words, those leaders dissatisfied in organizations that have racial and cultural disparities are aware of the need to make changes that increase the cultural diversity of their organizations. Cultural competency and diversity go hand-in-hand.

Rice (2010) acknowledges the path to cultural competency in public sector organizations is filled with many challenges. He identifies a concept of a representative bureaucracy continuum by which an examination of the relationships among equal employment opportunity (EEO), affirmative action, managing diversity, and cultural competency is performed (Rice 2010). The challenges of balancing the goals of cultural competency and public administration values are important. The potential for nonprofit leaders to support the development of culturally competent nonprofit organizations is vital. Effective representation is critical as well.

Passive and Active Representation

Representative bureaucracy is the primary lens through which the field of public administration has examined the impact of diversity upon public sector organizations (Rice 2010). “Passive representation will remain an important goal as long as minority groups are underrepresented in public sector workforces. However, the presumed direct link between passive and active representation that is based upon shared demographic characteristics may become less important as more agency employees are required to increase their cultural competency” (Rice 2010, 184).

Knowing the difference between passive and active representation is important to achieving cultural competency. In passive representation, the public is expected to benefit from rules that are put in place for everyone (Rice 2010). With active representation, the representatives would work toward ensuring legislation directly benefits particular audiences (Rice 2010). In essence, active representation can be dangerous if not designed to benefit all racial groups. But for now, passive and active representations are necessary components that can guide for-profits, nonprofits, and government organizations toward achieving cultural competency.

Questions #3 and #7 in the survey could distinguish whether nonprofit leaders are practicing passive or active representation. Passive representation in this regard would mean that nonprofit leaders are passive (i.e. taking little or no action) in recruiting minorities into their organization. Those leaders may assume their role in recruiting minorities into nonprofits have little or no consequence in shaping future minority leaders. In other words, minorities may not benefit from existing rules or regulations related to diversity (i.e., any existing policies on diversity and inclusiveness).

On the other hand, active measures (i.e., active representation) to recruit minorities into their organizations would mean that leaders are actively involved in seeking minorities that may eventually become nonprofit leaders in the future. Identifying efforts to recruit minorities into non-leadership (i.e., staff level positions) is the fundamental basis for question #3.

In other words, determining how much effort, if any, is being undertaken to recruit, train, and develop minorities into future leaders is the underlying reason for question #3. Active involvement in seeking minorities for any nonprofit position could signal an effort by current leaders to address issues of diversity within the ranks of future leadership. Seeking minorities with appropriate experience and education are crucial to increasing diversity in nonprofits.

Institutional Failures and Impact of Homogeneity

Rice (2010) wrote, public administration and higher education is failing public sector and nonprofit organizations. This is due in part to negating to instill in students nuances of cultural competency when teaching and training them (Rice 2010). “The mounting evidence is failed programs and the lack of organizational support systems to implement culturally appropriate and responsive programs and services. Failures in housing, education, healthcare, transportation programs and services emphasize public administration’s need for formal structures and policies that create environments where professionals and staffs can examine and develop their cultural knowledge or expertise and share that information with their colleagues” (Rice 2010, 248).

Failures in education result in part from a lack of effective recruiting. Most leaders are college educated Caucasians. In that regard, most nonprofit professionals are mostly alike. Lisa W. Knowlton (2001) conducted a survey which uncovered some areas of nonprofit management that need to be strengthened. “The survey was distributed in association with the Council of

Michigan Foundations to the 518 Michigan foundations with assets over \$1 million. The survey was targeted to program officers, directors, associates, vice presidents, and presidents” (Knowlton 2001, 29). Board members and other personnel received invitations to participate in order to compile various perspectives (Knowlton 2001). The demographic of respondents were likely to mirror the field nationwide.

Of respondents;

males represented slightly more than half the sample population. A majority of respondents (83%) were 46 years or older, with few (17%) in the 31-45 year range. All respondents were Caucasian except for one African American. Nearly half (46%) of respondents held a BA or BS as their most recent educational credential; nearly a third (29%) held graduate degrees. More than half the respondents were program directors, associates, or officers. Nearly one-quarter (24%) were board members, 13% were vice presidents, and 10% were Presidents/CEOs. (Knowlton 2001)

Knowlton (2001) drew several important conclusions from the survey results: diversity is lacking, recruitment should be broadened, and more orientation would be helpful (Knowlton 2001). As for the lack of diversity, he revealed respondents from the survey are older (48% are 55 years of age or more) (Knowlton 2001). They stay in philanthropy (42% have 16 or more years’ experience) (Knowlton 2001). She argues homogeneity within organizations takes precedence and may prohibit the kind of creativity that promotes effectiveness in organizations (Knowlton 2001).

“The strategic imperative for nonprofits to solve complex social issues suggests diversity may be a critical factor underlying organizational performance. After all, nonprofit managers must be able to work with people who are different from them and assemble teams with different expertise, training, experiences, and perspectives to reflect the world around them” (Knowlton 2001, 29). Question #9 in the survey is designed to examine whether underrepresentation has any affect (i.e., positive or negative) on organizational performance, growth, and success.

“Diversity, in its most expansive definition, includes habits of thought, education, life experience, personality, style, gender, ethnicity, and values. A range of diversity can contribute to organizational productivity, while lack of diversity may be (or become) a liability” (Knowlton 2001, 30). Knowlton (2001) believes, assuring diversity is a vital part of finding and keeping talented staff. She believes that nonprofit managers should widen their recruiting efforts to provide for increased diversity in the workforce (Knowlton 2001). She explained, nonprofits should use more diverse examining criteria in staff recruitment, position descriptions, and performance assessments (Knowlton 2001). They need to recognize the underlying importance of encouraging diversity in all positions in an organization (Knowlton 2001).

Most nonprofit professionals attain their positions through networks and personal relationships, according to Knowlton’s (2001) survey results. Seventy percent of respondents indicated closed recruitment methods (Knowlton 2001). “Open recruitment, such as search firms and public advertisements, accounted for only 8% of referrals. Twenty-nine respondents offered suggestions for improving selection processes in nonprofit organizations” (Knowlton 2001, 30).

Most revealed a desire for increased competency-based selection to garner a larger pool of candidates and tie selection to position requisites (Knowlton 2001). Knowlton (2001) favors the creation of more qualified candidate pools by widely disseminating public announcements of

employment opportunities. She thinks people should be hired based on measurable competencies tied to job requirements rather than referrals by colleagues (Knowlton 2001).

Knowlton's (2001) survey findings also reveal important information about a lack of orientation for managers. "Surprisingly, nearly 90% of respondents experienced no formal orientation to their work and workplace. Such a gap is especially troubling in view of the lack of diversity already described" (Knowlton 2001, 30). Findings from the survey suggests familiar habits of mind and practice are being adopted, yet these habits may encumber what is most effective (Knowlton 2001).

Given the high level of homogeneity among respondents, one might explore further how nonprofit manager's best learn their jobs (Knowlton 2001). She recommends "providing orientation and continuing education opportunities for all nonprofit employees. This orientation should include a history of philanthropy, theories of management and leadership, perspectives on change management, organizational effectiveness, strategy, and measurement" (Knowlton 2001, 30).

Knowlton (2001) would agree that recruiting minorities requires an examination of their education and potential for future leadership. Question #3 of the survey distinctly identifies work experience and/or various educational accomplishments as a measure to use when recruiting minorities. Seeking minorities who have obtained college degrees (e.g., Bachelor's, Master's, etc...) may indicate an attempt by management to prepare recruits for current or future leadership positions. This particular group of educated recruits may possess the will and fortitude to become executive leaders.

Building diversity in organizations begins with the type of recruits hired and continues with training and development in order to ensure a diverse leadership force. The problem of

homogeneity in nonprofit leadership can be solved by current leaders taking a conscientious effort to seek recruits with various racial, cultural, and ethnic backgrounds.

Evolving Demographics and Competitive Advantage

An article in Nonprofit World (2002) titled “The Case for Diversity” echoes similar concerns as those of Knowlton (2001). The article emphasizes the importance of building diversity within organizations. Emphasizing diversity is a practical choice, based on rapidly evolving U.S. demographics (Nonprofit World 2002). Recognizing opportunities for diversifying nonprofits are spearheading mandates for multicultural workforces and emerging market strategies (Nonprofit World 2002).

Census information shows that Latinos have increased their presence in the U.S. population by 58% over the past 10 years and now rival African Americans as the dominant ethnic minority (Nonprofit World 2002). This increase in dominance has profoundly impacted marketing strategies of nonprofits throughout the nation (Nonprofit World 2002). Nonprofit organizations have begun to make the direct empirical connection between diversity and competitive advantages (Nonprofit World 2002).

According to Knowlton, Nonprofit World (2002) pointed out “the recent downturn has put more multi-ethnic talent on the market and represents a critical opportunity for organizations to recruit these workers. Women and people of color represented about 70% of new entrants into the workforce in 2008. An organization in 2011 that already has a reputation as an employer of choice will find it easier to attract more diverse candidates” (Knowlton 2001, 30).

According to Nonprofit World (2002), losing an employee costs about four times that person’s salary. Multiply that figure by the organization’s rate of turnover and the numbers

become large (Nonprofit World 2002). One proven method for retaining multicultural employees, both Rice (2010) and Nonprofit World (2002) indicate building strong employee networks. Another is to maintain detailed metrics that are tied to bonuses (Nonprofit World 2002). In essence, nonprofit organizations have begun to make the direct empirical connection between diversity and competitive advantages (Nonprofit World 2002). Clear and measurable results provide answers to funders, board members, top managers, and the entire organization (Nonprofit World 2002).

Calinda N. Lee (2004) would also agree, nonprofits (i.e., especially leaders) should make the connection between diversity and competitive advantages. She argued, “transformational leaders recognize that the prospect pool of employees is not static. Evolving demographics dictate that development professionals embrace diversity and learn new skills to respond to the rich mosaic of diverse communities (Lee 2004, 57). Doing so will aid nonprofits in shattering the old paradigms, expand donor bases, and increase contributed income (Lee 2004).

Question #9 of the survey echoes similar concerns about diversity. Minority underrepresentation in Baltimore City nonprofit leadership may affect organizational performance, growth and success. On the other hand, increasing diversity at the leadership ranks could positively affect organizational growth and success. This is due to the fact that many local nonprofits in Baltimore City serve diverse communities.

Organizations that mirror their communities could reap the benefits by experiencing increases in organizational performance, growth and success. An argument could be made that as diversity increases in organizational leadership, increased funding and support could be obtained from philanthropists, government agencies, and the general public. In this regard, diversification means not only leadership, but the entire organization.

Tangie Newborn (2011) concurred with Lee (2004) that nonprofits need to diversify more than their executive and management personnel. Nonprofits need to take advantage of evolving demographics. “Organizations need diversity in their boards, committees, and suppliers, coupled with diverse thinking and approaches” (Newborn 2011, 20). She discussed the hosting of roundtables in various regions in the country encouraging nonprofit leaders to speak candidly about incorporating diversity into their organizations.

Newborn (2011), starts out by asking the question, “why diversity now?” Participants assessed their organizations culture, practices, and policies. As they discussed their experiences, they realized few of them had been deliberate in their inclusive practices outside of workforce issues (Newborn 2011). Almost none focused on people's attitudes, behaviors, and emotions, all of which are at the heart of an inclusive environment (Newborn 2011).

In these roundtables, Newborn (2011) noted, participants shared compelling stories of success. Some had built diverse staffs and boards, created disable-friendly environments, increased gender equity, and encouraged LGBT (lesbian, gay, bisexual, and transgendered) inclusiveness (Newborn 2011). Some have formed diversity committees, created diversity statements, and added inclusion as an essential policy in their manuals and as a goal in their strategic planning (Newborn 2011). Some even embraced diversity not only through race, but through age, creed, lifestyle, and physical ability (Newborn 2011).

Leaders who exercise collaborative efforts with other leaders to promote diversity and strengthen leadership skills of minorities, may improve the network or pool of eligible minority candidates. Questions #11 and #14 of the survey address these issues. Both questions attempt to gauge current leader’s effort(s) in providing training/development specifically for minorities and to identify if any collaboration agreements are taking place to improve minority leadership skills.

Newborn (2011) would agree, such arrangements would allow the nonprofit sector to gain a competitive advantage in the recruitment and development of qualified minorities. In essence, several questions in this study are designed to determine the extent to which collaborative efforts are taking place that would increase minority presence in leadership positions.

Newborn (2011) argued, nonprofit organizations need to weave the idea of diversity considerations into their daily work. Otherwise, these organizations could begin losing good employees. Nonprofits would be at risk for violating discrimination lawsuits surrounding unfair policies and practices (Newborn 2011). Worst of all, nonprofits wouldn't meet the diverse needs of their communities, stakeholders, and would become dormant and static (Newborn 2011).

Newborn (2011) explained, leaders must make a serious effort to look honestly at their organizations and be sure their operations (e.g., internal and external) demonstrate a commitment to diversity at every level in order to gain competitive advantage over other sectors (e.g., government organizations and for-profit or private corporations) of employment. “Not only will such an effort improve the sector and society, but it's the best way to compete for funding, attract new supporters, and tap into the best talent” (Newborn 2011, 20).

Newborn (2011) identified below the best practices and tips to increase diversity and inclusion in nonprofit organizations:

- Identify diversity as a core. Link it to your strategic plan, mission, vision, and ethics, and back it up with a financial commitment.
- Conduct an organizational assessment to understand demographics and attitudes toward diversity, identify any gaps, and seek to fill them.

- Focus on changing behavior, not beliefs. Educate staff and board members about ways to manage differences between people. You can't legislate people's feelings, but you can and must help change their behavior to purge discrimination, exclusivity, and harassment in the workplace. Hold regular, ongoing training to raise awareness of diversity and help people understand what conduct is acceptable. Remember that diversity education is a continual process.
- Help board members see that inclusion creates important benefits. Explain that new perspectives offered by diverse participants are crucial if the organization is to be effective, competitive, and sustainable.
- Think about inclusiveness whenever you hire staff, recruit board members, choose speakers, form committees, create partnerships, and select vendors. Understand that diversity must go beyond racial equity.
- Create an organizational culture of transparency and open communication—a culture that embraces different opinions, styles, and ways of thinking. Shape a safe place for innovation, continuous learning, and sharing.
- Include people of different generations – baby-boomers, (Generation X, Y, and I—in your organization's leadership (board, committees, CEO, and staff). Help people understand the different styles and viewpoints common to each generation so they can appreciate what each brings to the table.
- Create a written policy spelling out your organization's commitment to diversity, inclusiveness, and antidiscrimination. Post it in a prominent place.
- Learn about change theory, and use it to adjust people's behavior and increase their tolerance for difference.

- Be a visible advocate for embracing diversity and inclusion. If people don't see you walking the walk, they won't believe it's a priority. There must be buy-in from the organization's leaders.
- Develop a written complaint procedure so people can report any anti-discriminatory behavior without fear of reprisal. Be sure to investigate all complaints promptly, thoroughly, and consistently. Discipline anyone who discriminates.
- Use teams and coaching to boost solidarity and help people appreciate those who are different from them. Develop mentoring programs to encourage access and participation. Face-to-face interaction is the best way to change people's minds and hearts.

Above information retrieved from Tangie Newborn's (2011) article, titled Diversity and Inclusiveness—Why Now? *Nonprofit World*. 29(1): 20-21.

Newborn's (2011) best practices and tips are vital to increasing diversity, but board member diversity is equally important. Kenneth C. McCrory (2004) writes, board diversity is crucial to the organization as well. Board diversity is as important as staff diversity for an organization's long term survival (McCrory 2004). He pointed out, diversity among board members provides great benefits to a nonprofit organization that serves the broad community.

They are:

- *People with dissimilar backgrounds have had different life experiences and can contribute new perspectives. Board diversity results in a variety of viewpoints and opinions, which is very healthy for a board.
- *Because the board often serves as the organization's public face, a diverse board helps the community identify with the organization and get behind it.

*A board needs a wide variety of skills and contacts, and no one can foresee every need that will arise. If most board members come from similar backgrounds, the board has limited its ability to take advantage of broader political, social, and fundraising contacts. (McCrorry 2004)

McCrorry (2004) admits, even nonprofit leaders recognize the need to diversify their organizations often fail to achieve genuine diversity. He points out three major reasons for this failure. One reason is business people and community volunteers who populate many nonprofit boards and executive leadership positions look for candidates much like themselves (McCrorry 2004). They search for acquaintances and members of their own business or social circles, rather than trying to reach beyond those circles to the larger community (McCrorry 2004).

The result is either outright failure, if no suitable candidate can be found in the narrow social segments that are searched or a superficial increase in diversity that neglects the variety of ideas and experiences that nonprofits must have (McCrorry 2004). With that said, question #24 of the survey collects information on how leaders are recruited into their current position.

Question #23 collects information on the number of years leaders have served in their current position. And question #22 identifies the position leaders currently hold. These three questions (#22, #23, and #24) are designed to gather data in determining the significance personal or professional networks (i.e., word-of-mouth or who do we know?) play in the selection of executive leaders.

In other words, are current executives or board members looking for leaders similar to themselves? As stated previously, McCrorry (2004) argued, looking for candidates much like themselves only perpetuates the problem of lack of diversity or underrepresentation. McCrorry indicated that establishing a diverse pool of candidates and making selections based on diversity,

including expertise and relationships within the community, rather than personal networking, could be a vital asset to organizations (McCrorry 2004). In addition, examining the level of satisfaction or dissatisfaction current leaders have with the racial composition of nonprofits is important. Leaders who are satisfied with the racial/ethnic composition of their organizations may be able to focus more on other important issues that benefit their communities.

Therefore, question #12 examines the level of satisfaction or dissatisfaction current leaders have in the racial composition of their organizations. Being satisfied or unsatisfied with the racial composition of their organization could indicate frustration (i.e., or lack thereof) regarding recruitment/hiring of minorities. In other words, satisfaction or dissatisfaction could be connected or disconnected to a leader's commitment to diversifying their organization.

McCrorry (2004) argued, "diversity means having people from all walks of life with a love for and commitment to the organization. Nonprofits shouldn't limit themselves to people who resemble current executives or board members in terms of income, occupation, or social circle" (McCrorry 2004, 10). The example he gives is that "there's no reason not to have teachers, ministers, police officers, or carpenters on the board. Avoiding the just like me" syndrome will increase the board's cultural diversity, at the same time, make it easier to achieve greater ethnic, racial, or religious diversity (McCrorry 2004, 10).

The second reason nonprofits fail to accomplish true diversity is ineffective recruiting. McCrorry (2004), commented, creating board diversity can sometimes be more difficult than creating diversity within an organization's staff. Paid staff can be lured from other parts of the city or country, helping nonprofits cope with a lack of local diversity that's beyond their control (McCrorry 2004). He explained, regional and national recruiting programs could overcome limitations of small local populations of a particular ethnic group.

Board members, however, are typically drawn from the local community (McCrorry 2004). As such, local recruiting can be thwarted by the limited scope of contacts and life experiences of existing board members who often act as primary recruiters for the board (McCrorry 2004). “To successfully diversify itself, a nonprofit board must go beyond its own resources and seek recommendations from outside the organization. Community leaders or leadership training groups, charitable foundations, and other organizations can provide invaluable assistance. An important step to improve recruiting is to expand the nominating committee’s responsibilities” (McCrorry 2004, 11).

The third reason identified by McCrorry (2004) as a failure for boards to be diverse is inflexible requirements. He argued, overly strict criteria for board membership can be counterproductive. On most nonprofit boards, for example, it shouldn’t be necessary for all members to make a major financial contribution to the organization (McCrorry 2004). It’s desirable for all board members to contribute something, but making a large financial contribution shouldn’t be a *sine qua non* of membership (McCrorry 2004).

Achieving board diversity is impossible if every member must be wealthy. Having a minimum contribution or even a “suggested” contribution would limit membership and participation, and would make those who do achieve board membership feel like second-class board members if they aren’t contributing at the level of others (McCrorry 2004, 11).

McCrorry (2004) contends, through diversification, a board can increase its fundraising capacity, obtain broader community and political contacts, and enrich its perspective on community needs. He notes, board members would have a greater awareness of the impact of government institutions and political leaders on the organization. “By adding new members, the board can enhance its skills in finance, risk assessment, human resources, marketing, public

relations, and political advocacy. A diverse board today can be better than it was” (McCrorry 2004, 11).

McCrorry (2004) insists, nonprofits that want to diversify their boards must first make the commitment at the board level and then put into place the policies and procedures that would result in successful diversification. He says, endless discussion and half-hearted attempts won't get the job done. The board must commit to diversifying itself and then take action as if the organization's future depended on the outcome (McCrorry 2004).

Michigan Cases and Other Landmark Court Decisions

Diversifying boards and executive leadership are certainly excellent ways to improve nonprofit organizational diversity. Increasing diversity in educational institutions, especially, in the late 20th century has also helped pave the way. Denise O. Green's (2004) article titled “Fighting the Battle for Racial Diversity: A Case Study of Michigan's Institutional Responses to *Gratz* and *Grutter*” provides key answers as to how the University of Michigan became a viable defendant of race-conscious admissions policies.

“Pursuing a simple legal strategy to address *Gratz v. Bollinger* (2003) and *Grutter v. Bollinger* (2003) was certainly an option; however, Michigan's leadership chose to respond in ways that increased the institution's role in the affirmative action debate, resulting in the Supreme Court's decision to affirm the use of race in admissions” (Green 2004, 733). Green's research explored Michigan's institutional responses in order to comprehend those elements that are crucial for institutional engagement in relation to supporting race-conscious policies, ethnic diversity, and inclusion (Green 2004).

Question #10 in the survey gathers information on leader responses regarding potential racial quotas/policies that would diversify nonprofit leadership. A racial or ethnic quota/policy in nonprofits would be similar to affirmative action (AA) or equal employment opportunity (EEO) in government agencies and Universities. In essence, given the magnitude of U.S. court decisions on minority access to educational institutions in the 1970s, 1980s and 1990's, it would be interesting to assess current leader's views on implementing racial or ethnic quotas/policies in nonprofit leadership.

With that said, nonprofits are significantly different from government agencies and Universities in instituting racial or ethnic policies. This is due to limited oversight and sanctions that could be imposed by government or other philanthropic institutions on nonprofits. As stated earlier, threats to withhold funding or resources could be a viable measure to ensure compliance to any diversity quota/policy in nonprofits. The underlying premise is a conceded effort to defend diversity, much similar to that seen in government agencies and institutions of learning in the United States.

Patricia Gurin, Jeffrey S. Lehmen, and Earl Lewis (2004) textbook titled *Defending Diversity: Affirmative Action at the University of Michigan* argued, the importance of the Universities dialogues on diversity. "The need to defend diversity came naturally and appropriately to the gates of the University of Michigan on October 14, 1997, when the papers for *Gratz v. Bollinger* were served, challenging affirmative action in undergraduate admissions. A second suit, *Grutter v. Bollinger*, was filed December 3rd, 1997, to challenge affirmative action in law school admissions" (Gurin et al. 2004, 4).

According to Gurin et al. (2004), it was known that the Center for Individual Rights (CIR), the organization that orchestrated the lawsuits, selected the University of Michigan as its

bullseye, a prominent and well known public research institution and home to a long documented history of political activism (Gurin et al. 2004). Those who opposed affirmative action failed to recognize the University's historic dedication to diversity (Gurin et al. 2004).

The University of Michigan faced battles along with other similar institutions and professional societies to support the institutional mission (Gurin et al. 2004). "The plaintiffs' in the case did not seem to realize that when General Motors (GM) spoke, the rest of corporate America would follow. To be truthful, it is fair to say that no one fully appreciated how a defense of diversity would resonate with corporate, military, and labor leaders or with members of the professions, who had come to see on a daily basis the need for—and benefits of—learning to live and work together" (Gurin et al. 2004, 4).

The Center for Individual Rights (CIR) also appears to have underestimated the level to which the nation's private institutions would support public institutions in the battle over affirmative action (Gurin et al. 2004). Essays in Gurin's et al. (2004) textbook suggests, "opponents of affirmative action failed to foresee how well the educational and societal purposes of diversity would fit within the pragmatic legal frameworks articulated by the Supreme Court in *Brown v. Board of Education* and in *Regents of the University of California v. Bakke*. Fortunately, according to Gurin et al. (2004), the Supreme Court revealed on June 23rd, 2003, it had listened to America more closely than had the Center for Individual Rights (CIR)" (Gurin et al. 2004, 5).

Gurin et al. (2004) argued universities house a special place for defending diversity. The University of Michigan, as well as, other institutions "documented persistent, though de facto, racial disparities in access to opportunity in virtually every aspect of American life and took note of the entrenched patterns of segregation in housing, schooling, and employment. The

universities contend that higher education had a special role to play in engaging the potential for education and sharing its returns broadly” (Gurin et al. 2004, 6). In achieving this, it could generate critical thinking and ingenuity precisely because its students would encounter diversity unfamiliar to them.

Gurin et al. (2004) mentioned the universities tasks were not assumed lightly. Diversity is important and relevant in societies in America. Race still delineates those who have versus have-nots (Gurin et al. 2004). Ethnic/racial stereotypes and disagreement undermine efficiency, productivity, security, and the harmony of our democracy (Gurin et al. 2004). The authors explain, the learning process is a very difficult task, best achieved in the company of fellow students. “The educational benefits of diversity, as any honest educator must acknowledge, come largely from the social infrastructure of the classroom. It is what lay at the heart of the two Supreme Court decisions that served as precedent in the Michigan cases” (Gurin et al. 2004. 8).

Brown and *Bakke* cases drew from findings concerning social science and both decisions displayed intelligence and excellence from a fundamental social perspective: that is, education and learning are socially shared activities that depend, in large part, on the quality and effectiveness of the various races of people and ideas in the environment (Gurin et al. 2004). The social science data used in these cases, as spearheaded by Gurin et al. (2004), significantly extended understanding of how social learning turns out.

Gurin et al. (2004) acknowledged “disequilibrium matters and encourages us to pay attention, to see ourselves and the world in a slightly new light. To achieve this social disequilibrium, in which peers shed that new light, it helps to have diversity, in which the person in the next seat may well ask a question from a different perspective. To that variation, in turn, will challenge others to notice and to think” (Gurin et al. 2004, 9).

Universities are safe havens for the successful development of diverse communities. This fosters an ability to participate in democracy, for inclusion or integration, and for social cohesion (Gurin et al. 2004). “No one thinks this happens easily or automatically—after all, most of these students, like most of us, have precious little experience airing differences in integrated settings, and both students of color and white students naturally would prefer the ease and comfort afforded by familiarity and similarity” (Gurin et al. 2004, 11). As Gurin et al. (2004) demonstrated in their study, inclusion and integration does happen and one or two such experiences establish a course for life.

The Michigan Student Study, as outlined by Gurin et al. (2004), often heard from students about this weaving of experiences of conflict and of community as they navigated, often for the first time, a diverse living and learning environment (Gurin et al. 2004). Gurin et al. (2004) “reported students, majority and minority, report experiencing racial tension and discord on campus at the very same time they reported having made one or more close friends, often for the first time, of another race. In fact, as seniors, 91% of White students, 94% of Asian American students, 79% of African American students, and 87% of Latino students in the study agreed that my relationships with students with different ethnic/racial groups have been positive” (Gurin et al. 2004, 12).

Such experiences established the tone for replacing unfair stereotypes with something more individual and realistic (Gurin et al. 2004). “Exposure to group similarities and differences may well give students a more perceptive assessment of the variations they find within their own groups, as well as, respect for students from different cultural, racial, or ethnic backgrounds” (Gurin et al. 2004, 12).

The desire to consider the countries growing interest in affirmative action turned Gurin's et al. (2004) attention squarely to its benefits which entailed;

Drawing on a full talent pool in ways that broaden the opportunities for social/ economic mobility for more Americans. By bringing a more diverse group of students to campus, we are in the position to educate all students in an environment where they will be challenged to see new possibilities for themselves and their world because of the mix of voices and perspectives at the table. Hardest of all, but most significantly, these experiences will, as they become more numerous, ultimately prepare all students to live and work in harmony in a multiracial democracy. (Gurin et al. 2004)

Diversity among students was also needed in law schools. Black law school graduates were few and far in between in the early 20th century. Thurgood Marshall was one of those graduates. He was raised in Baltimore, Maryland, at the time, a state on the figurative middle ground between slave and free (Gurin et al. 2004). After the abolition of slavery and the institutionalization of Jim Crow the state of Maryland began to behave more southern, providing more "separate but equal" educational opportunities and accommodations for blacks and whites (Gurin et al. 2004, 25).

Notably absent in Maryland during the 1930s was a law school for blacks. Thurgood Marshall knew this firsthand. He had aspired to attend the University of Maryland Law School after graduating from Lincoln University in Pennsylvania, but it had no place for blacks (Gurin et al. 2004). This was true when Marshall, Houston, and local NAACP officials agreed to challenge the legality and propriety of segregation (Gurin et al. 2004).

Many contemporaries considered *Murray v. Maryland* to be the first victory in the fight for equal opportunity in higher education. Donald Murray applied to attend the law school at the University of Maryland only to be told the school did not admit blacks (Gurin et al. 2004). University President Raymond Pearson explained in a letter to Murray the state legislature earmarked funds for him to attend law school out of state, at Morgan State, or Princess Anne Academy (Gurin et al. 2004). The latter, hardly an institution of higher education, highlighted the artifice of segregation's claim of separate but equal facilities and institutions. At best a high school and neither it nor Morgan State offered law degrees (Gurin et al. 2004).

In a 1935 exchange of letters with the registrar and Murray, President of the University of Maryland wrote. "I am a citizen of the State of Maryland and fully qualified to become a student at the University of Maryland Law School. No other State institutions afford a legal education" (Gurin et al. 2004, 26). Houston's opening comments to the Baltimore City Court that heard the case were framed by Murray's aims and assessment of his own skills and desires, and by the universities actions (Gurin et al. 2004).

State university officials became unwitting assistants for the NAACP lawyers. "They willingly offered that there was no law school for blacks in the state; showed little sense that one should exist, even a patently equal one; admitted that the state had not appropriated funds to send Murray out of state; and evinced little concern for even the hearing. Judge Eugene O'Dunne ordered the university to admit Murray to the University of Maryland Law School" (Gurin et al. 2004, 26). An appeal followed, but was unsuccessful. Murray made his case and was the winner.

Mary Sue Coleman agreed the decisions of the Supreme Court in the cases involving affirmative action in admissions at the University of Michigan provided us with the guidance higher education has been seeking for decades, namely, a well-structured roadmap that permits

all colleges and universities to create policies of affirmative action that, more clearly, articulate the goals of diversity (Gurin et al. 2004).

The University of Michigan, like many other colleges and universities, began a review of current policies almost immediately following the delivery of the decisions (Gurin et al. 2004). But the decisions do not merely chart the course for higher education—they issued a challenge to our entire nation, a challenge to create a society in which affirmative action will no longer be necessary (Gurin et al. 2004).

According to Gurin et al. (2004), the decisions of June 2003 are the latest iteration of a series of landmark decisions on education and civil rights the Supreme Court has issued over the past fifty years. Such decisions created large Newtonian cycles of action and reaction in the area of diversity, with three landmark decisions issued in quarter-century increments. “The profound rulings on racial equality in *Brown v. Board of Education* (1954), *Regents of the University of California v. Bakke* (1978), and the University of Michigan cases have altered, and will continue to shape, the landscape of our universities and our society” (Gurin et al. 2004, 189).

These decisions produced phases in the evolution of our society. According to Gurin et al. (2004), the decisions themselves were just the starting points for change; the policy shifts that have occurred in between those major decisions were what truly transformed our nation. According to Gurin et al. (2004), as of June, 2003, we have entered the next period of transformation that defines the history of civil rights and educational access in our country.

The Court issued a resounding reaffirmation of affirmative action as a compelling state interest, a policy that were clearly articulated in the multitude of *amicus briefs* filed at the Supreme Court (Gurin et al. 2004). These briefs offer great understanding into the value of diversity to our country, from for-profit to nonprofit organizations, to government and the

military. While many educational institutions and organizations filed briefs on citizen's behalf, the court also received statements from major corporations, nonprofit organizations, elected officials, and retired military leaders (Gurin et al. 2004).

Gurin et al. (2004) admitted, the University of Michigan possessed a strong argument and case for the pedagogical benefits of diversity on college campuses, neighborhoods, and classrooms, but the *amicus briefs* made an equally strong case for the advantages of diversity in the workforce for the country (Gurin et al. 2004). Gurin et al. (2004) used the General Motors (GM) example to convey the importance of diversity in our industries and corporate sector.

General Motors (GM) established a diverse workforce necessary not only for the sake of its own industry, but for the nation and world economy. "In General Motors' experience, only a well educated, diverse work force, comprising people who have learned to work productively and creatively with individuals from a multitude of races and ethnic, religious, and cultural backgrounds, can maintain America's competitiveness in the increasingly diverse and interconnected world economy" (Gurin et al. 2004, 189).

According to Gurin et al. (2004), one striking brief filed in support of the University of Michigan was submitted by retired military officers of the United States armed forces. Their accounts of the special situations created by the military chain of command were cited by the justices during the oral arguments of the case, and in the final Court decision in *Grutter v. Bollinger*. These former leaders of our armed forces dynamically articulated the problems they faced because of the lack of diversity within the upper ranks of their organizations:

The chasm between the racial composition of the officer corps and the enlisted personnel undermined military effectiveness in a variety of ways. For example, military effectiveness depends heavily upon unit cohesion. In turn, group cohesiveness depends

on a shared sense of mission and the unimpeded flow of information through the chain of command. African American personnel were often unknown, unaddressed or both because lines of authority from the military police to the officer corps were almost exclusively white. Indeed, communication between the largely white officer corps and black enlisted men could be so tenuous that a commander might remain blissfully unaware of patterns of racial discrimination that infuriated black servicemen.

(Gurin et al. 2004)

Gurin et al. (2004) added many white officers were unaware of how serious the problem was. Violence and death proved necessary to drive home the realization that various assistant secretaries, special assistants, and even commanding officers had only the faintest idea what the black men and women in the service were thinking (Gurin et al. 2004).

Ultimately, the armed forces of the 70s acknowledged its racial disparities were so crucial, that it was on the cusp of self-destruction (Gurin et al. 2004). This argument from the military were introduced by the justices of the Supreme Court themselves in oral arguments; insights were clear, as well as, eventual decisions, that military leaders had influential impacts on the justices. (Gurin et al. 2004).

Justice Sandra O'Connor reflected on the problem in the military by stating;

High-ranking retired officers and civilian leaders of the United States military assert that, based on their decades of experience, a highly qualified, racially diverse officer corps is essential to the military's ability to fulfill its principle mission to provide national security. At present, the military cannot achieve an office corps that is both qualified and racially diverse. (Gurin et al. 2004).

Gurin et al. (2004) admitted the Supreme Court decided on complicated cases. From 1978 to 2003 was a time when most decisions were made. But the real test of dealing with covert racial justice is now in the 21st century. Society has a deeper understanding of diversity issues in public, private, and nonprofit employment. The answer lies in the leaders of these agencies and organizations to take advantage of diversity and its benefits to the entire country.

California Initiative's (Disclosure of Information on Employees and Giving)

Paul Brest's (2008) article discusses California's legislation requiring charities to provide information on the diversity of their employees and the diversity of the organizations their grants are distributed to. He commented, goals for charitable organizations are diverse and that charity employees should be recruited based on their abilities rather than race, gender or sexual orientation (Brest 2008). He also noted, legislation offered no provisions for groups such as disabled people (Brest 2008).

"The California State Assembly recently passed a bill which would require foundations with assets of more than \$250-million to collect and disclose data on the race and gender of their board and staff members, as well as, the race, gender, and sexual orientation of the boards and staffs of their grantees and the communities they serve" (Brest 2008, 42). The measure was removed in the eleventh hour following California's biggest foundations promising to lavish millions of dollars on minority communities (Foundation Watch 2008).

"Joe Coto, author of the legislation known as AB 624, says his ultimate goal was to ensure that foundation giving represents the diversity of California" (Brest 2008, 42). According to Brest (2008), the necessary duties or objectives of philanthropy are as diverse as the items within a huge library. "Leaving aside whether a legislature should dictate a library's holdings,

the Assembly measure ignores the wise adage that one can't judge a book by its cover. And it would require a collection of three and only three books -- the books of race, gender, and sexual orientation” (Brest 2008, 42). Brest (2008) acknowledged, the measure did not exactly burn the other texts that inspire philanthropy; it just reminds them (Brest 2008). Perhaps, the bill was just a reminder of what philanthropy stood for.

Brest (2008) argued, “sometimes a book's cover tells you just what's inside. That's the case with our grants to reduce air pollution in the predominantly minority neighborhoods of the ports of Los Angeles and Long Beach, to improve public schools in East Palo Alto and Hayward, to reduce teen pregnancy in the San Joaquin Valley, and to support music education for disadvantaged kids in the East Bay” (Brest 2008, 42). Brest (2008) noted, while these grants primarily benefit minority groups, the selection of the grantee institutions to execute them is determined by its effectiveness and not necessarily the sex, sexual orientation, or race of its employees.

A recent essay titled, *are Foundations Doing Enough for Society?*

Critically contrasted the Hewlett Foundation's 2001 grant of \$400-million to Stanford University with the total sum of its direct support for efforts to benefit minorities. Yet, Stanford is the path to success for the 47 percent of its undergraduate students who are members of minority groups. One could tell the same story, even more so, about the foundation's recent \$113-million grant to the state's pre-eminent public research institution, the University of California at Berkeley.

(Brest 2008).

According to Brest (2008), “focusing only on minority students misses the point. He claims, the path-breaking work done by faculty members of all colors at Stanford's medical school and Berkeley's School of Public Health ultimately benefits California's increasingly diverse population” (Brest 2008, 42). So too, he acknowledges, does studies to thwart global warming, which will be devastating for people of color worldwide (Brest 2008).

“Even amongst its identity-based approach, the Assembly measure perversely omits many other disadvantaged groups, like older U.S. citizens and people with physical and mental disabilities (Brest 2008). More fundamentally, the bill sends a message that while African-Americans, Mexican-Americans, and Asian-Americans matter, those living in abject poverty in Africa, Mexico, and Asia do not” (Brest 2008, 42).

Brest (2008) concedes, even though the Hewlett Foundation's grant making reflects William and Flora Hewlett's commitment or obligation to the state in which they reside and prospered, a greater proportion of their grant dollars -- more if you include their work to thwart global warming -- are directed toward alleviating the poverty of the people in regions who live on less than \$2 a day (Brest 2008).

Brest (2008) claimed, “foundations offered grants to benefit all citizens of California, the nation, and the world without regard to economic status, race, or ethnicity. For example, grants to make information available free on the Internet, to make the arts of all cultures widely accessible, and to promote scientific knowledge to make life healthier and more sustainable for all, especially, for the poor who are always hardest hit by health and environmental problems” (Brest 2008, 42).

According to Brest, “given the tremendous range of problems in California and the world that philanthropy can help to solve, legislating favoritism for particular groups is myopic public

policy. It is perfectly appropriate to ask foundations to disclose to whom they make grants and for what purposes; the Internal Revenue Service (IRS) in fact does so, and these reports (IRS Form 990-PF) are freely available to the public online and from each foundation” (Brest 2008, 42).

According to Brest (2008), many foundations agree that the time is ripe for organizations to explain to the public how they are trying to improve society and what evidence they have to indicate success. An increasing number of organizations are now making this information readily available. But, “that is a far cry from the California Assembly's requirement that foundations collect and disclose information about three personal characteristics that are deeply misleading proxies for the good that foundations do” (Brest 2008, 48).

There is also pressure in California to give grants to minority-led nonprofit organizations. Suzanne Perry (2008) noted, this pressure is affecting other states as well. Perry’s (2008) article discussed initiatives to disclose the diversity of government giving and how it is strengthening groups. Information is provided in her article as to how improvements can be measured, objections to the initiative, and the importance of minority-led charities.

Perry (2008) explained following efforts by California lawmakers to spur grant makers into giving millions of dollars to minority-led nonprofit groups was an effort sparked because foundations in other parts of the country were facing new pressure to open its books on their grant-making practices. She claimed, Rep. Jake Wheatley Jr., a State Legislator representing the Pittsburgh area, sent letters to nine big foundations in Pennsylvania in late June asking them to provide a database with details about the recipients of all grants made in 2006 (Perry 2008).

Considering the dramatic demographic shifts projected for Pennsylvania, Perry believes it is “imperative for nonprofits to begin conversations and share information on how foundations

have worked to empower minority communities” (Perry 2008, 18). Mr. Wheatley, a Democrat, said he is looking for ways to help charities in his district that need more money and was inspired California’s initiative to get foundations to disclose more information about their grants (Perry 2008). "I thought it was an interesting model to take a look at in Pennsylvania," he said (Perry 2008, 18).

According to Perry (2008), California’s effort was highly controversial in the foundation world because it;

Involved legislation (AB 624) to require big grant makers to disclose information about the diversity of its giving, staff members, and boards. The bill was promoted by the Greenlining Institute, a public-policy group in Berkeley that says foundations give only a small percentage of grants to minority-led organizations and, as tax-exempt organizations, should be required to account for where their dollars go. Contrary to the views of Brest (2008), Perry (2008) noted, grant makers contended that the measure interfered with the traditional right of foundations to make giving decisions without government pressure and reporting requirements were not the best way to bring more diversity to philanthropy.

(Perry 2008)

The author of the California initiative, Assemblyman Joe Coto, a liberal democrat from San Jose, agreed to withdraw it in June after 10 large foundations -- including the California Endowment, the James Irvine Foundation, the William and Flora Hewlett Foundation, and the David and Lucile Packard Foundation – guaranteed to announce by the end of 2008 a set of multiyear, multimillion-dollar grants (Perry 2008). The funding would assist in strengthening minority-led grass-roots organizations that help minority and low-income citizens and groups

provide leadership development/training to a diverse cadre of philanthropic leaders, staff-members, and board executives (Perry 2008).

That is why it is important to determine if any collaborative efforts by leaders (i.e., question #14 of survey) are taking place to promote diversity and strengthen the skills of minorities in Baltimore City nonprofits. Such initiatives undertaken in California could serve as benchmarks or best practices for nonprofits in Baltimore-Washington, D.C or any other metropolitan area throughout the United States.

In essence, collaborative efforts in Baltimore City to promote diversity and strengthen the skills of minorities could draw regional or national attention similar to California's initiatives. In response, this could create necessary grants (i.e., funding and resources) to support efforts to increase diversity. Perry (2008) would agree that collaboration among nonprofit leaders could stimulate a need to promote greater diversity and strengthen the skills of minorities. This has the potential to impact minority-led charities as well.

Perry (2008) pointed out there are now state and federal efforts to entice philanthropic institutions to raise their level of giving to minority-led charities. "If diversity and inclusion is important in the government sector, the corporate world, other areas of public life, why should it not be equally important in our most sacred institutions, the philanthropic institutions?" said Luis J. Diaz, President of the United States Hispanic Advocacy Association, in Washington" (Perry 2008, 18).

Mr. Diaz acknowledged, his group desires more monetary funding to go to Hispanic-led organizations that serve the United States large entrance of immigrants (Perry 2008). It has already notified political officials in New Jersey, where Mr. Diaz lives, to talk about the issue(s) and attempt to seek out New York congressman next, he said (Perry 2008).

Florida is another state pushing for more transparency in giving. “The Florida Minority Community Reinvestment Coalition, a group that works to improve the economic footing of minorities, is planning to push both state legislators and Florida members of Congress to fight for more diversity in foundation giving, says Al Pina, the group's chair. Greenlining made a presentation to 150 heads of Florida minority organizations in May 2008, he says, and overwhelmingly we got feedback, it’s time, we want to move forward on this issue" (Perry 2008, 18).

According to Perry (2008), Pennsylvania’s “Mr. Wheatley asked the Greenlining Institute to help him analyze what percentage of grants and dollars went to minority-led groups from foundations that received his letter. He said, three of the grant makers sent the requested data, including the Pittsburgh Foundation” (Perry 2008, 18). Grant making can be viewed by anyone. It is public record, admitted John Ellis, Vice President for communications at the Pittsburgh Foundation (Perry 2008). Ellis acknowledged that ongoing talks with Mr. Wheatley would take place to determine what his interests are (Perry 2008).

“The Heinz Endowments claimed it had not yet received the letter, but would prefer to sit down with Mr. Wheatley to discuss its giving, said Douglas Root, Communications Director (Perry 2008). The representative seemed to be interested in whether foundations were giving enough help to underserved communities, he said. We think we have an excellent story to tell in that regard" (Perry 2008, 18).

Perry (2008) argued, there are different ways to measure the amount of grants allotted to minority-led nonprofits. “A study by Greenlining last spring of giving by 25 large, national foundations found that 12 percent of the grants and 8 percent of the money awarded in 2005 went to minority-led groups (organizations with minorities making up at least 50 percent of the

staff and board and offering programs designed primarily to serve minorities)” (Perry 2008, 18). Some grant makers indicated that measuring grants this way actually undervalues giving for minorities.

According to Perry (2008), in the post-California initiative, grant makers released a study they commissioned on domestic giving by 50 large California foundations. “The study, conducted by the Foundation Center, revealed in 2005 at least 39 percent of the grants, and 33 percent of the dollars, primarily helped minorities. An estimated 75 percent of grants intended to benefit poor people also helped minorities, even if not explicitly earmarked to benefit them, it added” (Perry 2008, 18).

Perry (2008) posits, Steve Gunderson, President of the Council on Foundations, said;

foundations should expect more pressure from lawmakers asking them to account for the diversity of their giving. I have no doubt that once we get through the election and get legislatures convening next year, we will see this in additional states, he said. He praised the California accord for offering a voluntary, rather than legislative solution -- one that moves away from number crunching" and focuses on strengthening the groups that deliver services. But he said foundations need to work together to develop common ways to measure whether efforts to bolster such groups succeed (Perry 2008). We've got to be able to say, did the investment work, and if not, why not?" he said.

(Perry 2008)

Mark Rosenman (2008) takes a very different stance from Paul Brest (2008) and Suzanne Perry (2008). His article also discusses Californian legislation that affects charitable organizations and ethnic minorities. Rosenman (2008) described how the California bill requires foundations to disclose data about grants donated to nonprofit groups staffed by minorities. He

argued government cannot fully address diversity issues. Details are provided in his article regarding research by Harvard University, the problematic example of AmeriCorps, and a survey by the Urban Institute think-tank.

Rosenman (2008) noted “the legislation is far reaching: It also would require disclosure about the composition of the board and staff of the foundation, as well as, data on who owns businesses with which it has contracts. The bill's supporters said it was drawing interest from elected officials in other states and in Congress. It might seem the California measure offers no great dilemma, since diversity is part of the basic American creed which organized philanthropy strives to improve” (Rosenman 2008, 38).

But great complexity, according to Rosenman (2008), ponders what that means in reality. A lack of connection exists between what a huge number of foundations say they believe on issues of diversity and how they establish their institutional and grant-making priorities (Rosenman 2008). Rosenman (2008) argued, while institutional openness is vitally important and may even stimulate new initiatives on diversity, the California congress is terribly flawed and will not contribute to profound change in the lives of the large portion of Americans who desperately need more attention from philanthropy (Rosenman 2008).

According to Rosenman (2008), some of institutions own voluntary initiatives to promote diversity fail to go at it with full force and may end up obstructing some of the changes philanthropy should now be making (Rosenman 2008). To be sure, the number of racial and ethnic minorities who hold program-officer jobs at foundations has grown significantly in the past two decades and now stands at about 35 percent (Rosenman 2008). Although the number of minorities holding chief-executive jobs at foundations has increased sharply in the same period, distressingly they still total just fewer than 6 percent (Rosenman 2008).

“Racial and ethnic minorities remain significantly underrepresented on foundation boards, holding only about 13 percent of trustee and director spots, though that number also has multiplied over two decades. Women have done somewhat better -- they now fill more than 50 percent of chief-executive positions and hold more than a third of foundation board seats” (Rosenman 2008, 38).

The emphasis on diversity is no surprise, given less than 9 percent of grant dollars go toward efforts to assist racial minorities, according to the Foundation Center (Rosenman 2008). According to Rosenman, less than 15 percent of foundation funds flow directly as grants to low-income groups (Rosenman 2008). He conceded, even though sections of a great deal of other foundation grants yield benefits to minorities and those poverty stricken, the percentages still appear much too low to citizens who think of charitable pursuits, principally, as providing assistance to those with the highest need. (Rosenman 2008).

According to Rosenman (2008), “nonprofit organizations should not feel righteous comfort because the spotlight is on foundations; their record may well be worse. A recent Urban Institute survey found, fully half of nonprofit boards are all white and only about a third of charities think racial and ethnic diversity is important in constituting board membership” (Rosenman 2008, 18). While reporting such data is important for reducing these critical issues as required by a government numbers game, such as the California legislation, is to trivialize them (Rosenman 2008). “It is far more important to assess how resources are being allocated and how those decisions are being made -- what is the overall grant-making strategy and who gets to decide?” (Rosenman 2008, 18).

When government gets to define what it means to "specifically serve" particular "communities," as it happened in California, nonprofit organizations would probably find itself

once again in the same position it's been in over and over again with limits on acceptable activities (Rosenman 2008, 18). It is instructive to look at the rules of AmeriCorps, the Legal Services Corporation, or any of the government grants and contract programs for nonprofit organizations to see what policy makers deem appropriate and inappropriate use of resources (Rosenman 2008).

Traditional charitable institutions and direct services are acceptable and, typically eligible for government assistance (Rosenman 2008). These are necessary, good, and laudable activities, but not sufficient to truly advancing social justice or strengthening democracy (Rosenman 2008). According to Rosenman (2008), on the other hand, activities basic to community organizing and efforts to build social movements, to educate and motivate people to vote or to influence public policy and challenge public institutions have not been eligible.

Rosenman (2008) explained, “diversity is not a question of opening the door and inviting others into your house. The question is how the house might be renovated so that it best reflects the design decisions of all now in it, of all who now own it, or, more accurately, of all who act as stewards for the house's true owners: the fully diverse public” (Rosenman 2008, 18). It is critical that initiatives move beyond questions of effectiveness in organizations narrowly defined grant-making programs and turn to questions about their societal role and what they must truly seek to achieve as both single grant makers and giving or philanthropy as a whole (Rosenman 2008).

He posited, too much is needed and too much is at stake to count the number, race, and ethnicity of citizens impacted by various grants, determine how well they were served, and call it a day (Rosenman 2008). Diversity in foundations is not about playing with numbers. It is about understanding that holding power and privilege in the hands of traditional elites is an anachronism that cannot well serve either dominant or marginalized groups in a rapidly changing

world, nor will trying to do so go unchallenged (Rosenman 2008). One needs to look no further than the demographics and dynamics of America's presidential primaries to understand why diversity is an imperative (Rosenman 2008).

According to Rosenman (2008), mandates won't be successful in achieving genuine diversity, but neither will un-paid efforts that do not truly go to the center of an organization's purposes and the way they are translated and practiced (Rosenman 2008). "It is only by coming to an enlightened understanding of this inevitable change, and in the seeming contradiction that foundations need now to fully embrace what unavoidably confronts them, that they can appropriately honor diversity. In doing so, philanthropy can assert a genuine and necessary leadership in our society" (Rosenman 2008, 18). Foundations need to show that they understand that encouraging diversity entails changing how power is distributed in the nonprofit sector. That is what genuine diversity is about -- it's not about incorporating new sets of figures in yearly reports or on government documents (Rosenman 2008).

This section on California's initiatives brings more accountability to philanthropic and nonprofit organizations. This is at the heart of this research. These initiatives mark the beginning of efforts to increase diversity in giving and employment within nonprofits. Increasing diversity in leadership positions plays a significant role in nonprofits adhering to any policies instituted by governments or philanthropic organizations.

The bottom line is that disparities exist in leadership positions in nonprofits. California brought transparency (e.g., giving and demography) to the forefront. What, if anything is the Baltimore/Washington, D.C. corridor doing to increase diversity in nonprofit leadership? In other words, the question is what, if anything, are current leaders doing to resolve these disparities?

Are leaders instituting changes (e.g., minor or major) that increase diversity among their ranks and within other employee ranks (non-management and management) within their organizations? This study attempts to gauge what current leaders are doing, if anything, to address issues of diversity and what extent their views differ on these issues.

Early efforts of minority scholars and practitioners were key to the success of increasing diversity in nonprofits today. Their articles and work/life experiences as bureaucrats detailed many struggles throughout the U.S. to counter discrimination and unfair hiring practices. This leads to a brief assessment of early minority (African American) efforts to increase black (and other minorities) involvement in government administration.

In essence, taking advantage of diversity means utilizing the urban population of minorities to the benefit of cities and society in general. Lenneal J. Henderson (1979), writing in the 1970s, echoed similar concerns by explaining the significance of administrative advocacy and black administrators in urban bureaucracies. Black's scholars and administrators in cities in the 1970s often were mistakenly viewed as representative of all African Americans.

Administrative Advocacy: Black Administrators in Urban Bureaucracies

Lenneal J. Henderson's (1979) book titled *Administrative Advocacy: Black Administrators in Urban Bureaucracies* focuses on a new kind of expert or professional in the metropolis: the black administrator. In this study, he argued "the continuous urbanization of blacks since World War II coupled with intense mass agitation by segments of urban black communities for greater participation in governance, have created a visible and volatile black population to which black administrators presumably have special contributions to make" (Henderson 1979, 1). Today, this argument could be made for blacks in nonprofit leadership.

Indeed, a pervasive, but often latent assumption of some equal employment opportunity policymakers and uninformed citizens is that black administrators somehow “represent” all blacks in the city, county, or other jurisdictions they work for (Henderson 1979). Henderson (1979) explained, this assumption is important to examine because it may further challenge administrative theories which separate politics from administration and administrators from urban politics.

If black administrators use their training and expertise to “represent” black urban dwellers, they do not only challenge the politics-administration dichotomy, but they also facilitate interest group aggregation. The “interest groups may be civic, community, or professional organizations” (Henderson 1979, 1).

Henderson’s (1979) study examined whether, and to what extent, black administrator’s advocated for civic, community, and professional interests in urban bureaucracies. He employed a survey to determine (1) whether black administrators are members of civic, community and professional organizations; (2) whether they go beyond passive membership in these organizations to pursue actively the interests of these organizations; and (3) what methods of advocacy administrators were most and least likely to employ when they actively pursued civic, community and professional interests (Henderson 1979).

Henderson (1979) interviewed 233 administrators serving city, county, and metropolitan agencies. The administrators worked throughout the United States, including areas of San Francisco-Oakland, Ca., Washington, D.C., Virginia, Maryland, St. Louis, Mo., East St. Louis, Illinois and New Orleans-Orleans Parish Standard Metropolitan Statistical Areas. Most administrators in the study were black, but a control group of white administrators provided a comparative racial dimension to his study.

Both black and white administrators were scored on both a civic/community index and a professional index developed by the author to identify the presence and intensity of administrator advocacy. Both indices produced an advocacy score for both administrators participating in civic or community organizations and those participating in professional organizations (Henderson 1979).

The findings of Henderson's (1979) study implied study approaches that addressed representative bureaucracy, especially, in metropolitan areas, role theory public organizations and nonprofit organizations, administrative behavior of black administrators in public and nonprofit organizations, interest group relationships with urban bureaucracies, the relationship of urban administrators of all races with emerging black populations in large metropolitan areas, and organizational change and adaptation (Henderson 1979).

Henderson (1979) identified the socioeconomic and occupational characteristics in the study. He compared responses of black and white administrators to questionnaire items on the administrators' backgrounds and current job statuses. He found, although black and white administrators were generally similar in their educational background and in-service training, black administrators were younger, better educated and more likely to have been trained in public administration than white administrators (Henderson 1979). Also, more black administrators were born in the Southern United States than white administrators, a pattern which reflects the movement of the black population from the rural South to the urban North (Henderson 1979).

Henderson (1979) also found occupational differences between white and black administrators. "Black administrators were more likely to have worked for civil rights, manpower, housing, or educational institutions prior to becoming public administrators than

whites. Also, black administrators worked in cities in which the black population is at least 23% and, in four cities with populations under 25,000 and in two cities with populations over 100,000, the black population was more than 70% of the total population” (Henderson 1979, 99). White administrators worked in cities in which the black population was 5-40% (Henderson 1979). Fifty-eight percent of the white administrators worked in cities or urban areas in which the black population was less than 25% (Henderson 1979).

Henderson (1979) also found, both black and white administrators change jobs every 16 months. “This nomadic may be attributable to the relative youth of the administrators or to rising demand for urban administrators. But, among blacks, the increasing pressures for the recruitment of more black executives results in constant movement by black administrators to more responsible and higher paying jobs” (Henderson 1979, 99).

Henderson’s (1979) findings have several implications for administrator advocacy. Occupational differences between black and white urban administrators are significant. These differences suggest contrasting sources of occupational socialization which influence black and white administrators’ perspectives on advocacy as well as their advocacy inclinations (Henderson 1979). Henderson (1979) commented, since most black administrators work in cities with substantial black populations, their perceptions are perhaps influenced by active black interest groups. These groups incessantly urge black administrators to press for more services to black communities (Henderson 1979). Therefore, black administrators continuously stress the need for administrative equity (Henderson 1979).

Another objective of Henderson’s (1979) study was to determine whether the concept of advocacy is applicable to black urban administrators and was designed to examine advocacy behavior. Henderson (1979) accomplished this objective by developing a civic/community index

and a professional advocacy index. Both indices were designed to detect the presence and intensity of advocacy tendencies among black and white administrators (Henderson 1979).

“These indices were also constructed because advocacy was considered to consist of examinable behaviors which go beyond the concept of representation” (Henderson 1979, 100).

Each index was comprised of specific advocacy indicators which sought to determine whether administrators changed the definitions of their jobs as a result of their organizational advocacy; whether administrators donated money to civic, community or professional organizations; whether administrators participated in demonstrations or strikes on behalf of these organizations and other activities which demonstrate administrators’ pursuit of the interests of these organizations (Henderson 1979). Six case studies were examined to raise questions in the larger survey of black and white administrators. Some of Henderson’s (1979) findings include:

(1) Black administrators scored higher on the civic/community index than white administrators, (2) however, most black and white administrators neither join nor advocate civic or community interests. (3) Although black and white administrators avoid disruptive advocacy methods such as strikes, marches and demonstrations, black administrators were more likely to participate in these advocacy methods than white administrators. (4) Black administrators working in “non-traditional” positions such as human rights, manpower and community development positions scored higher on the civic/community index than black administrators serving in fiscal, personnel, public works and other “traditional” agencies. (5) Black administrators working in city and county agencies scored higher on the civic/community index than black administrators working in regional or metropolitan agencies.

(Henderson 1979)

Henderson (1979) concluded, strong relationships between type of administrative positions and advocacy suggest bureaucratic roles are more influential in determining advocacy inclinations than the racial identities of bureaucratic incumbents. Whether black and white administrators held “traditional” or “non-traditional” positions is therefore more important than whether they are black or white (Henderson 1979).

“Traditional positions include fiscal, public works, law enforcement, personnel and other positions normally associated with urban bureaucracies. Non-traditional administrative positions include human and civil rights posts, affirmative action jobs and other racially-oriented positions which were created during the civil rights movement” (Henderson 1979, 102). Non-traditional administrative positions were therefore designed to be more attentive to minority needs (Henderson 1979). They were created to ensure, for example, bureaucracies recruit more black employees; blacks have adequate housing opportunities or blacks were adequately represented on citizen policy boards. Advocacy responsibilities were therefore structured into “non-traditional” positions (Henderson 1979).

Henderson (1979) found a strong correlation between types of administrative positions and advocacy corroborates earlier findings which indicated administrators in “non-traditional” positions scored higher on the civic/community and professional advocacy indices than those in “traditional” positions (Henderson 1979). The implications of these finding were the nature of administrators’ job roles, the job descriptions associated with those roles, and the advocacy responsibilities built into these roles must be considered with administrators’ scores on the civic/community and professional advocacy indices. Today, Henderson’s (1979) findings have many implications. One such implication includes the relationship of the concept of advocacy to theories of representative bureaucracy.

The study of administrative advocacy undertaken by Henderson (1979) added a new dimension to the study of representative bureaucracy. The range of concerns he brought up include not only how well bureaucracies represent the social backgrounds of the populace, but also how responsive bureaucrats of varying social backgrounds were to the populace (Henderson 1979).

“Responsiveness may therefore include administrators’ advocacy of organized interest representing constituencies of one or more social backgrounds. Empirically, representative bureaucracy theorists should continue to examine the relationship between the proportion of various social groupings in the population and their numerical representation in the administration of bureaucracies” (Henderson 1979, 109).

Henderson’s (1979) study of administrator advocacy was a critical step in understanding how urban bureaucracies through their employees can render more effective service to all citizens. His major finding was “although black urban administrators appeared more inclined to advocate civic, community, and professional interests than white administrators, the majority of both black and white administrators are not, generally, advocacy prone” (Henderson 1979, 109).

Henderson’s (1979) study is significant to understanding the current role of minority leaders of Baltimore City nonprofits. Demographic data collected on education, income, race, gender, and age (e.g., questions #18, #19, #20, #21, and #25) of minority leaders could yield interesting findings when compared to responses of other racial groups about issues of diversity. For example, what role, if any, does income, gender, or age of minority leaders play in their responses to issues of diversity?

In addition, minority leader responses to issues of diversity could be generally associated with theories of passive and active representation. In other words, responses from minority

leaders may permit explanations of behaviors or belief systems characterized by passive and active representation. Are black minority leaders passive in their efforts to promote diversity? Or are black minority leader's actively involved (active representation) above and beyond other racial groups in addressing issues of diversity?

With few minorities in leadership positions in Baltimore City nonprofits, the concept of administrative advocacy or notion that blacks "represent" all African Americans can be assessed as well. What is important here is identifying similar patterns that may exist in responses to issues of diversity by black leaders. In other words, are black leader's responses to questions similar to one another and/or different from other racial groups? Similar comparisons can be made with the majority of the questions used in the survey.

Would similar response patterns be associated with black leaders in contrast to other racial group responses on issues of diversity? For example, minority leader responses to questions about recruitment and hiring (i.e., question #3), do similarities exist among black respondents related to these issues of diversity? In essence, are black leaders facilitating a combined effort to promote diversity above and beyond other racial groups based on responses they provide?

Or vice versa, whereby non-minority groups are acting as major facilitators of recruitment and hiring of minorities. Or some other racial group(s) may play a major role in increasing diversity related to recruitment and hiring of minorities. With that said, the findings could show that there are no significant differences in responses based on demographics.

African American Suburban Political Empowerment

Valerie C. Johnson's (2002) textbook titled *Black Power in the Suburbs: The Myth or Reality of African American Suburban Political Incorporation* is a welcome addition to the growing literature on the African American experience in the suburbs (Silverman 2003).

Henderson (1979) emphasized the importance of studying urban bureaucracies while Johnson focused on suburban political empowerment. Johnson (2002) provided an interesting case study of the black suburban experience in the southern United States.

She argued; Black political incorporation is complicated by the region's historic legacy of racism and impeded by entrenched governing coalitions that have a tendency to maintain the status quo. Johnson found these conditions, along with growing class stratification within the black community and emerging demographic trends have hampered efforts to promote black political incorporation in the suburbs. Johnson's selection of Prince George's County in Maryland as a research site highlights the importance of examining black political incorporation in the context of community demographics, and her analysis serves as a critical case study. Her conclusions about the nature of black political incorporation in a southern community warrants the extent to which similar research results could be generated in other suburbs of the United States.

(Silverman 2003)

According to Robert M. Silverman (writing in the *Urban Affairs Review* 2003), in adding to the designation of Prince George's County as a research setting, Johnson's research methodology is most interesting. The textbook's underlying argument is developed through a detailed case study that connects semi-structured interviews with African American leaders and a wealth of archival data (Silverman 2003).

“In essence, Johnson provides future scholars with a methodological approach for studying politics in the black community that can be replicated and used in comparative analysis. Her approach is within the tradition of community studies, and it should serve as a methodological foundation for future research” (Silverman 2003, 274). Despite its strong points, one weak point of this methodology is, primarily focused on the perceptions of political elites, and Johnson offers sparse data reflective of a broader cross section of perspectives in the African-American community (Silverman 2003).

Silverman (2003) acknowledged, the main emphasis of the book is to provide a wealth of information about internal and external factors affecting African American political incorporation in Prince George’s County. Individual chapters outline the county’s political history, its social and economic trends, the experiences of black candidates in local elections, patterns of political appointments in the county, and the politics of suburban education (Silverman 2003). Together, these chapters present a fairly coherent picture of the African-American experiences in Prince George’s County (Silverman 2003).

One of Johnson’s (2002) main arguments was black political incorporation has been hindered due to class stratification within the black community. Her discussion of class stratification within the black community was also linked to the broader issue of black political incorporation (Silverman 2003). After demonstrating how the history of race relations and coalition building in local politics contributed to the underrepresentation of African-Americans in elected and appointed positions in Prince George’s County, she then turns to a discussion of class stratification (*Urban Affairs Review* 2003). Johnson argues that, in part, black political incorporation is problematic in the contemporary period because of class divisions in the African-American community (Silverman 2003).

Johnson (2002) argued the presence of these divisions weakens African-American constituencies and lessens their ability to address “perennial challenges” such as the expansion of civil rights and the eradication of systematic racism. “Instead of pursuing a political agenda focused on issues of importance to the whole African-American community, Johnson argues that black politics in contemporary suburbs increasingly reflects the divergent goals and issues of African-Americans across the socioeconomic spectrum” (Silverman 2003, 275).

Johnson (2002) challenges conventional wisdom of the idea of one group within a community by discussing the way in which class cleavages among African Americans affect their representation and policy interests in the suburbs. Johnson (2002) discussed a Caucasian stronghold of power and an unwillingness to share it. Her textbook sheds light on the quest by African Americans to influence public policy in Prince George’s County governing coalition.

Could Johnson’s (2002) arguments generally transform into similar concerns by Baltimore City nonprofit minority leaders? The basic premise of her argument is that black political cohesiveness is made difficult by Prince George’s County’s historic stronghold of racism and delay by entrenched governing groups that maintain the status quo. In essence, could an atmosphere with Baltimore City nonprofits be reminiscent to that of Prince George’s County? Could stratification exist among Baltimore City’s minority nonprofit leaders? Johnson (2002) may agree to both assertions above. An examination of the results of the study could shed light into these assertions. Comparing survey responses to demographics of leaders could warrant justification or dismissal of Johnson’s (2002) allegations. With that said, the successful minority influence on public policy and inclusion into public, private, and nonprofit organizations comes the necessity to manage a diverse workforce. In order for leaders to enhance the overall success of their organizations, managing human resource diversity is important.

Minority influence on communities may have a negative effect as well. Some authors contend that racial and ethnic increases cause a decrease in taxes raised or a reduction in public goods. Daniel Hopkins (2009) study (i.e., see below) focuses on the argument that increased diversity does not always increase tax votes. Citizens and localities may be less willing to raise local or city taxes when they are experiencing rapid changes in demographics.

The Diversity Discount:
When Increasing Ethnic and Racial Diversity Prevents Tax Increases

Daniel J. Hopkins (2009) argues that racial and ethnic diversity reduces U.S. investment in public goods. He acknowledges that he is unsure of the reason why this may be case. His essay (i.e., title above) discusses these challenges by researching the impact of racial and ethnic demographics on property tax votes in Massachusetts and Texas (Hopkins 2009). He points out that diversity does not always influence local tax votes (Hopkins 2009).

He explains that “diversity reduces localities willingness to raise taxes only when localities are undergoing sudden demographic changes. Theoretically, this finding points us away from the dominant understanding of diversity as divergent preferences, and towards approaches that emphasize how sudden demographic changes can destabilize residents’ expectations and influence local elites” (Hopkins 2009, 160). To understand how diversity influences public good provision, one should take a closer look at towns that are diversifying (Hopkins 2009).

He notes that “in the United States, localities that are ethnically and racially diverse are often among the most disadvantaged. According to recent research, those disadvantages are compounded by local politics” (Hopkins 2009, 160). Other authors have shown that diverse U.S. municipalities spend less money on schools, roads, and other public goods (Hopkins 2009).

“In a variety of settings, ethnic and racial diversity seems to dampen communities’ willingness to make large-scale public investments. Since U.S. local governments now spend 1.14 trillion dollars each year (U.S. Census Bureau, 2005), even small changes in demographics might explain major inequalities in the public resources available across America” (Hopkins 2009, 160).

Hopkins (2009) contends that “by studying Massachusetts municipalities from 1995 to 1999, and by supplementing the findings with Texas school districts from 1999 to 2002, his article traces how small demographic changes can sometimes lead to marked changes in local public finance. It can thus transform an often-discussed correlation into a legitimate causal claim” (Hopkins 2009, 161).

Hopkins (2009) points out that “Massachusetts and Texas allow us to capture one homogeneous state that has recently diversified and another state that has long been diverse, extending the scope of inferences” (Hopkins 2009, 161). His study’s results challenge past ways of thinking about diversity’s influence (Hopkins 2009). “In Massachusetts and Texas, diverse communities face no special obstacles in overriding tax limitations. In both states, levels of ethnic and racial diversity do not dampen communities’ willingness to hold or pass measures that raise taxes” (Hopkins 2009, 161). He explains that such a “finding moves us beyond simplistic notions that people are consistently less likely to support tax hikes when the money will benefit those from other groups” (Hopkins 2009, 161).

Hopkins (2009) argues that people are unwilling to support local spending that benefits those from other groups. He explains that his “research can verify that levels of diversity are not a significant predictor of towns’ willingness to approve tax hikes. But what many researchers have missed is the role of changes in diversity. Even in a state as homogeneous as

Massachusetts, small demographic changes have marked effects on those towns' willingness to make long-term public investments" (Hopkins 2009, 173). In other words, his results indicate that time is an important element in understanding how diverse environments shape public investment (Hopkins 2009).

He notes that "in the period from 2000 to 2006, 110 localities across the United States responded to sudden demographic changes by considering or passing anti-immigrant ordinances" (Hopkins 2009, 175). He thinks that his "findings help us understand that it is those communities that have undergone sudden demographic changes, not communities that have long been diverse, where diversity's effects are pronounced" (Hopkins 2009, 175). He also points out that his findings help us understand why investment in public goods does not fall to zero in diverse places like Texas (Hopkins 2009). "Once local demographics stabilize, and with them residents' expectations, diverse localities face no special barriers to raising taxes" (Hopkins 2009, 175). He also notes that we would benefit from future studies that examine how and when diversity changes people's expectations about remaining in their communities (Hopkins 2009).

According to Hopkins (2009), his essay is "premised on the idea that to understand how diversity shapes public investment, we cannot be content with data on spending alone. We need to observe the intervening political processes—and to account for a wide range of alternative mechanisms" (Hopkins 2009, 175). He argues that more can be done in this area. More detailed observations of cities and greater attention to rhetoric of public investment debates, will help in another way (Hopkins 2009).

Hopkins (2009) admits that "questions of how to integrate Americans across racial and ethnic lines have generated sharp and ongoing debates, from *Brown v. the Board of Education* to the recent *Bollinger* decisions on affirmative action. And those debates are unlikely to go away:

like Massachusetts and Texas, the United States is seeing sharp increases in its racial and ethnic diversity” (Hopkins 2009, 175). He acknowledges his study focused on Massachusetts and Texas as critical cases, but the findings on the impact of demographic changes might well apply to the set of states that are diversifying more quickly or at the same pace (Hopkins 2009).

Managing Human Resource Diversity

Audrey Matthews (1999) observed, whether an organization, public or private, shows a profit or an increase in outcomes and productivity at year end is directly connected to how well human resources, cultural diversity, their corollaries, and strategic workforce planning, were managed (Matthews 1999). The same is true for nonprofit organizations in the area of providing efficient public service. Both managers and executives in the nonprofit sector must be aware of the effects of managing human resource diversity.

Managing diversity also entails addressing issues of diversity gaps (i.e., disparities in diversity among employment positions) and minority underrepresentation. Questions #2, #5, #6, #7, #8, #9, #10, #11, #14, and #15 in the survey solicit important information related to nonprofit leader’s feedback on diversity gaps and underrepresentation. According to Matthews (1999), properly managing diversity could improve the performance of nonprofit organizations. “In addition, critical areas of human resources also include personnel practices, cost, capacity to operate effectively and undertake change productivity, and customer services” (Milakovich and Gordon 2007, 454; Ospina 1992, 53).

Succession planning is also important to nonprofit leadership and management positions. With major demographic changes taking place in the country, it is imperative that nonprofit executives and board members properly prepare the next generation of leaders. The baby-boom

generation is about to retire in the next 5 to 10 years. A new cadre of leaders will be taking their place. Properly training and developing these up-and-coming leaders is a responsibility of current nonprofit executives. Their readiness, or not, will be dictated by current leadership efforts to guide them in this transition.

Therefore, a question (#13) on the survey attempts to gauge the response of current executives on readiness of new leader to take over reins of power. According to some literature, there are still corporate executives who do not understand the effect of well-managed human resources cultural diversity programs and succession planning on corporate success. “As a result, businesses continue to experience costly outlays for employee replacement, workforce stability, and lost productivity” (Ospina 1992, 53). However, governments and nonprofit organizations have followed corporate predecessors, such as IBM and Owens Corning, who did understand the impact of human resources cultural diversity programs on their bottom line (Rice 2010).

“Human resource managers and general management should seek to identify new policies and strategies, using competing value techniques to balance productivity and diversity” (Otto 1992, 53-54). Even after initiatives such as those used by Owens Corning were established, there remained a fact of life that must be considered by organizations (Rice 2010). “Any initiative prescribed that makes diversity management training an essential tool would fail without the direct help and support of managers and supervisors” (Weimer and Vining 1992, 236-237).

“Achieving and managing diversity in public, private, and nonprofit organizations requires a comprehensive strategy. The strategy must emphasize a shift from looking at hiring numbers (e.g., affirmative action) and assimilation to focusing on valuing difference (e.g.,

multiculturalism) and managing diversity in all organizations” (Rice 2010, 303). This strategy would allow for-profit and nonprofit organizations to transform itself into employers of choice for the most talented individuals from all racial, ethnic, and gender backgrounds (Mor Barak 2000).

According to some scholars, “traditional affirmative action programs, while necessary, do not guarantee workplace diversity. Nor do affirmative action programs promote cultural change and effective integration” (Rice 2001; Shin and Mesch 1996; Thomas 1991-1992). Some work place changes such as diversity initiatives take years to be properly implemented.

Rice (2010) conceded, achieving changes in leadership in order to achieve a multicultural, diverse organization is a comprehensive, multiyear process. Such a change requires careful analysis, clear decision-making, and major commitments followed by sustained and effective actions over a period of time throughout the organization (Rice 2010). He acknowledged some immediate actions are necessary for movement toward a multicultural, diverse organization. These are “training and development outreach and recruitment, changes in the work environment, work standards for accountability, and recognition” (Rice 2010, 303).

Acknowledging demographic changes in which women and people of color would be an increasingly larger portion of the workforce is an organizational necessity (Rice 2010). A public “organization that is effective in reducing discrimination, achieving a diverse workforce, and becoming multicultural in its operations” will experience less friction and turbulence in a changing society (Rice 2010, 303). Further, “a public organization that achieves and manages diversity will recognize that diversity can be an extremely effective means of working and interacting in the interest of both organizational productivity and individual well-being and satisfaction” (Rice 2010, 303) (see related questions #9 and #12 in the survey).

David Pitts (2009) explained, a number of organizations across public and private sectors have begun efforts toward managing workforce diversity. At the federal level in the United States, almost 90 percent of agencies report they are actively managing diversity (Pitts 2009). However, he notes that very little empirical research has tied diversity management to work group performance or other work-related outcomes.

Pitt's article uses a survey of U.S. federal employees to test the relationships between diversity management, job satisfaction, and work group performance. His findings indicated diversity management is strongly linked to both work group performance and job satisfaction and that people of color see benefits from diversity management above and beyond those experienced by white employees (Pitts 2009). A comparison of Pitts (2009) findings related to this study will be analyzed. Differences to responses based on race could yield interesting findings on how race impacts leader's views on diversity. All questions in the survey are designed to extract professional and personal responses to issues of diversity.

Pitts (2009) explained;

Since the early 1980s, the U.S. workforce has seen increasing diversity along ethnic lines, with higher than ever workforce participation among all ethnic minority groups. As a result, public organizations are experiencing a "shock" to the environment in which they operate-not only is the labor market composed of a drastically different profile of potential employees, but target populations are also shifting as well. He noted both scholars and practitioners have begun to explore the consequences of this increased diversity on work-related outcomes. He agreed emphasis on diversity and its management has become a primary theme

in the public management research literature, with inquiry devoted to diversity management programs (Kellough and Naff 2004; Naff and Kellough 2003), the impact of diversity on performance outcomes (Pitts 2005; Wise and Tschirhart 2000), the status of minority groups in public employment (Lewis 1996; Lewis and Allee 1992; Lewis and Smithey 1998), and the role of diversity in public administration education.

(Pitts and Wise 2004; Tschirhart and Wise 2002).

Pitts acknowledged R. Roosevelt Thomas (1990) was instrumental to bringing attention to the concept of diversity management, urging organizations to draw on diversity as a strength and competitive edge (Pitts 2009). Thomas (1990) was first to broaden the notion of what diversity encompassed, transitioning beyond the conversations about diversity as simply race and ethnicity.

Pitts (2009) explained Thomas's (1990) position that managing diversity entails managing for all backgrounds and differences, whether they are based on race, sex, socio-economic status, education, or function. "This meant focusing on making sure all groups of employees had what they needed in order to succeed at work, moving the emphasis in large part to post-recruitment processes" (Pitts 2009, 329).

Recruitment was critical, Thomas explained, but mostly in a strategic way (Pitts 2009). Managing of diversity was not similar to affirmative action and equal employment opportunity in that it was about managers and what they did on the job, on a daily basis, and the initiatives or policies/programs that organizations could implement to best represent diverse employees (Pitts 2009).

Thomas's (1990) believed that organizations should focus on diversity. This has been embraced by a number of other scholars and practitioners (Ricucci 2002; Wise and Tschirhart 2000). “It is inherently pragmatic and focused on improving outcomes such as job satisfaction, employee motivation and performance, and interpersonal relations. It purposefully differentiates itself from affirmative action and EEO, which helps prevent white male backlash, and it maintains a clear link to performance” (Pitts 2009, 329).

Pitts (2009) points out that some scholars (i.e., especially racial minorities), argued diversity management is harmful to organizations because it detracts attention from discriminatory tactics that should be remedied first (Caudron and Hayes 1997; Cox, Lobel, and McLeod 1991; Morrison 1992). With that said, Pitts (2009) acknowledged that if diversity management is examined beside continued focus on equity in recruitment, selection, and promotion, then it actually may assist in leveling the playing field for these groups (Naff and Kellough 2003).

Pitts questioned; if diversity management has different characteristics than that of affirmative action and equal employment opportunity processes, then what does diversity management entail (Pitts 2009)? Diversity management has been characterized as a product of human resource management (Mathews 1998), and the policies and programs that comprise diversity management function vary substantially amongst organizations, involving development/training programs, family-friendly policies, mentor/mentee opportunities, and advocacy groups (Kellough and Naff 2004).

Pitts (2009) agreed with Naff and Kellough (2003) that the unstableness or looseness of the diversity management function leads to increased complexity in operationalizing it for empirical research, resulting in little published research that considers the link between diversity

management processes and performance in public sector organizations. Kellough and Naff studied a federal organizations to comprehend what is commonly included in diversity management programs and found 7 core components: ensuring management accountability; examining organizational structure, culture, and management systems; paying attention to representation; providing training; developing mentoring programs; promoting internal advocacy groups; and emphasizing shared values among stakeholders (Kellough and Naff 2004).

As identified, some of the 7 core component agencies grouped with diversity management function, paid closed attention to representation, for example - are more correctly identified as affirmative action or equal employment opportunity programs than managing diversity programs, according to the distinction offered by Thomas (1990) and accepted by others (Pitts 2009). Pitts noted that the valuing of differences is more normative in nature and considers whether employees and managers appreciate the different cultural assumptions and biases employees bring to their work (Pitts 2009).

He pointed out, “multicultural understanding is imperative for managers who oversee the work of diverse employees and such understandings are improved through programs aimed at bridging cultural gaps” (Pitts 2009, 330). He agreed with Adler (2002) that “these issues are often the soft and ambiguous areas that many managers like to avoid, but research on multicultural management shows synergies can develop when different cultural values are combined in creative ways. Finally, Pitts (2009) noted, pragmatic programs and policies constitute what is typically considered "managing for diversity" in the Thomas (1990) view of things” (Pitts 2009, 330). These have a tendency to include “mentoring programs, succession planning, family friendly programs, alternative work arrangements and a mix of group-based and individually oriented assignments” (Pitts 2009, 330).

Pitts (2009) identifies three views about what diversity management means:

*The first is a traditional view based in recruitment, outreach, and affirmative action/EEO processes. This type of diversity program seeks to ensure that there is adequate representation of all groups in the organization.

*The second is a more management-oriented approach based on employee retention, performance, and collaboration. This type of approach is espoused by those like Thomas who believe that continued focus on affirmative action and EEO misses the point.

*The third is a comprehensive approach that includes elements of both affirmative action/EEO and diversity management programs. These programs, like the model proposed by Pitts (2006a), consider all diversity-related processes and programs under a large "diversity management" umbrella.

(Pitts 2009)

The practical implications of Pitts (2009) study are clear and direct. He concluded diversity management is important. At the organizational or institutional level, he argued that resources should be devoted to diversity management programs and training opportunities (Pitts 2009). "Diversity should be viewed as a core competency for all employees, particularly managers. The millions of dollars that organizations are pouring into diversity management programs appear to be, at least generally across the board, well spent" (Pitts 2009, 336).

Pitts (2009) found that at the sub-organizational level, managers should place time and effort in understanding the different background and perspectives of employee groups. Pitts (2009) thinks leaders who would be most successful are those who effectively manage the diversity present in their groups (Pitts 2009). As an organizational field, this means leading scholars need to see diversity management as a core tool in the toolkit available to students of

public management (Pitts 2009). “Master of public administration programs should strive to include diversity- related competencies across their curricula. At the very least, students should graduate from these programs with a firm idea of what it means to manage diversity” (Pitts 2009, 336).

Organizational Culture in Nonprofits

Nonprofits are very different. They are mission oriented. There are staff members, boards, board directors, and volunteers. Nonprofits have paid and unpaid staff. Some organizations are very old while others are newly created. All of these things are what makes nonprofit cultures quite different or unique from other organizations (public or private).

Understanding the culture of nonprofits allow executive leaders to accomplish their mission. Peter Brinkerhoff (2011) has been intrigued that although nonprofits have been leaders in becoming culturally competent with many cultures of geographic communities, often these organizations are not as adept at figuring out how to be culturally competent inside its organizations (Teegarden, Rothman Hinden, and Sturm 2011).

Paige H. Teegarden, Denise Rothman Hinden, and Paul Sturm’s (2011) textbook conveys to nonprofit leaders a better understanding of organizational culture. They unearth *hidden truths* that seem to govern how a nonprofit organization functions (Teegarden et al. 2011). They discovered a nonprofit organizational culture.

This culture is rooted in the way nonprofit leaders operate their organizations. Teegarden et al. (2011) identify two types of cultures within organizations. The two types are “culture of conflict and culture of collaboration” (Teegarden et al. 2011, xiii). Within a “culture of conflict,” organizational leaders have a strong sense of turf and territory. They believe it is the only organization that has the right to deliver programs and services in its mission area.

“The organizations leadership view groups with related missions or interest in the recipients of its programs as adversaries to be undermined and attacked, and staff are expected to act accordingly. The environment within such an organization suggests a place engaged in constant battle” (Teegarden et al. 2011, xiii). Such battles use up a lot of the organizations resources available for carrying out its mission and delivering its programs (Teegarden et al. 2011).

In contrast, an organization that practices a “culture of collaboration” would lead more coordinated efforts to achieve its mission. Leadership would continue to reach out and ask others to join the organization in planning and implementing programs for the benefit of the community (Teegarden et al. 2011). Virtually all programs are planned and implemented in partnership with one or more entities.

This enables nonprofit organizations to leverage resources and bring a broad array of programs and services to its constituency (Teegarden et al. 2011). Staff time and energy is spent on affirming work of service rather than on draining work of conflict (Teegarden et al. 2011). Question #14 in the survey attempts to gauge whether a “culture of collaboration” exists between Baltimore City nonprofit leader’s related to promoting diversity and strengthening the skills of minorities.

Teegarden et al. (2011) understand organizational culture requires time to be reflective and a willingness to look at ideas that grow first from institution rather than hard science. They point out an organization’s culture lives in its walk, not its talk; in its accepted practices, not its written policies (Teegarden et al. 2011). “It does not reside in official pronouncements or platitudes. It lives in the day-to-day conversations and interactions among staff members, in the subtle but unmistakable messages as to what is really valued by the organization, in the ways in

which new ideas and initiatives are resisted or supported by professional and volunteer leadership” (Teegarden et al. 2011, xvii). This is the lens or perspective brought to nonprofit leaders in their textbook.

Teegarden et al. (2011) propose the *hidden truths* that govern organizational behavior can be uncovered. Their Revealing Organizational Culture Process (ROC) is a step-by-step guide for discovering elements of organizational culture and developing strategies for applying those discoveries to management challenges (Teegarden et al. 2011). The authors first explain what is meant by cultural competency. Cultural competency refers to the ability to interact effectively and appropriately with people of different cultures (Teegarden et al. 2011). Teegarden et al. (2011) explore the academic and management literature about organizational culture. They argue, the definition of organizational culture in nonprofits is the same as the definition for public or for-profit organizations.

The authors do not believe there is a specific organizational culture that is critical to nonprofit effectiveness. In other words, there is no perfect culture that all nonprofits should try to achieve (Teegarden et al. 2011). Each organization’s culture must be understood on its own terms, including its strengths and challenges (Teegarden et al. 2011). The authors claim, what is effective for each organization will be unique to its culture (Teegarden et al. 2011).

Teegarden et al. (2011) points out, there are commonalities across many nonprofit organizations’ cultures that arise from the theoretical, legal, and situational boundaries that distinguish nonprofit organizations from other types or organizational structures. The authors believe, nonprofit leaders who think about the nonprofit sector as a single entity will find in there textbook a unique exploration of what it means to be nonprofit and a sense of the broad, if *hidden truths* are shared by most nonprofits (Teegarden et al. 2011).

Teegarden et al. (2011) explicitly examine organizational culture in the nonprofit sector through descriptions of six different nonprofits. They gathered the data from these organizations through structured telephone interviews with a key informant at each organization. Throughout their analysis of the interviews, they illustrate how elements of organizational culture become more visible during particular times of stress and how a deeper understanding of these elements may begin to help an organization cope with stress or create a beneficial response to it (Teegarden et al. 2011). In essence, they show how organizational culture may be helping or hindering organizational management during challenging times (Teegarden et al. 2011).

Teegarden et al. (2011) introduces a process called Revealing Organizational Culture (ROC) and a step-by-step guide for using it. They discovered, understanding how to identify the true nature of organizational culture is a learned skill; having this skill is a matter of cultural perspective, effective use of this skill means being able to step outside the organization and look in, but it also means knowing where to look and what to look for (Teegarden et al. 2011).

The ROC takes organizations through the information gathering process, descriptions of what happens in the organization, group storytelling; and assists those who need to know aspects of the organizations culture, where to find this information. ROC focuses on three particular kinds of stories—“creation stories about the founding of the organization, survival stories about the resolution of particularly hard challenges, and hero and heroine stories about the quintessential staff and success” (Teegarden et al. 2011, 69).

Through ROC, organizations discover its *hidden truths* and develop an organizational culture summary statement (Teegarden et al. 2011). This statement begins to articulate the deepest underlying assumptions of the organizational culture (Teegarden et al. 2011). In so doing, it provides the context for understanding elements of culture help or hinder efforts to

solve management challenges.

The authors explain, through this understanding organizations begin to find new ways of responding to management challenges and opportunities. They learn the need or pressure to change organizational culture most often surfaces during times of stress or challenge in an organization. They suggest making cursory assessments of organizational culture as part of organization development activity, such as strategy development, marketing, image building, all types of capacity building, and succession planning (Teegarden et al. 2011). Then, information about an organizations culture would be available during more stressful periods, such as executive transitions, restructuring, organizational alignment, and mergers (Teegarden et al. 2011).

Culture is very important to organizations. According to Larry D. Lauer (1993), culture establishes how things are done and what beliefs cannot be compromised. “Cultural traits provide the bonding that brings people together and establishes their collective identity. People spend most of their lives in organizations, and so the factors which bring them together and the beliefs they come to share are of no small concern” (Lauer, 1993, 34). Lauer (1993) goes on to explain that it has been well established that strong organizations have strong cultures. When organizations are merged or changed, management problems can develop which, more often than not, are related to confusion about culture, value priorities, behavior expectations, and beliefs.

An organization’s culture really begins with its founders. It relates to what the founders propose to do and how they set out to do it (Lauer 1993). According to Lauer (1993), fulfilling that dream, realizing that vision, and establishing appropriate behaviors and themes to reach their goals are all critically important to collective motivation and overall organizational productivity. Lauer (1993) believed, when people first come to work, they want to know how things are done

at that particular place. Then, they want to feel good about belonging (Lauer 1993).

The culture is what establishes these ground rules and clarifies an organization's basic principles of teamwork (Lauer 1993). Culture, as such, turns into a self-selecting process. People who feel at home with how things operate stay on. Those who don't, move on. In this way, "clarity of culture helps in the organization building process" (Lauer 1993, 35). Lauer (1993) explained, culture lets people know while they might not be happy in one setting, they can be completely fulfilled in another.

Leaving one organization for another, in this context, is a perfectly natural thing to do (Lauer 1993). The challenge is to define the organization's culture in a way that not only avoids direct conflict with these differences, but establishes an articulated respect for them (Lauer 1993). In such a setting, "an organizational culture can become the meeting ground which brings together different kinds of people for a common and satisfying purpose" (Lauer 1993, 35). A key point has been made that suggests nonprofit leaders or leaders in general can help develop, shape, and maintain a desired organizational culture. Leaders affect organizational ingenuity or innovativeness by creating new components of shared values (Conger and Kanungo 1987; Schein 1985; Trice and Beyer 1993).

Leaders possess a substantial impact on organizational culture. They are "definers" and "givers" of culture in organizations, who can bring fairness and equality into existence and introduce values, beliefs, and assumptions they believe are necessary and good for organizations (Denison 1990; Schein 1985). As a nonprofit organization grows and develops, employees pull from their own experiences, and the resulting organizational culture reflects the total group's experience as well as those parts of the founders' beliefs that seemed to work in practice (Jaskyte 2004).

Review of Literature (Section II)

Diversity in Organizations and Representation

Diversity in Organizations

According to Martin M. Chemers, Stuart Oskamp, and Mark A. Costanzo (1995), the changing demographic characteristics of the workforce present both challenges and opportunities to individuals and to the organizations to which they belong. “On the positive side, people who had heretofore been denied the opportunity for full development of their talents will be afforded a greater chance to realize their potential. At the same time, organizations will stand to benefit from diversity on a number of fronts” (Chemers et al. 1995, 1).

In terms of selection and placement, a broader talent pool means more high-quality employees from which to choose (Chemers et al. 1995). In terms of creativity, innovation, and performance, demographic diversity can also mean diversity of perspectives and ideas (Chemers et al. 1995). Therefore, a number of questions (#3, #5, and #10) are included in the survey that gathers information on how leaders recruit and hire minorities.

Executives need to explore this broader talent stream of minorities in vocational/technical schools, colleges/universities, and other areas of public and private employment. Recruitment and hiring techniques are crucial components in diversify nonprofit organizations. Young minority college graduates could possess a wide array of new perspectives and ideas that benefit nonprofits. Understanding the dynamics of this diverse pool of future nonprofit leaders will serve to enhance nonprofit success.

Chemers et al. (1995) suggests, our ability, as individuals, organizations, and a society, to garner the benefits of organizational diversity while reducing the disadvantages depends on our understanding of the dynamics of organizational diversity. The authors argued diversity has

expanded from an exclusive emphasis on demographic diversity, such as race, gender, and ethnicity, to include more task-related dimensions such as functional specialization and organizational level (Chemers et al. 1995). Likewise, the measures of outcomes of diversity have expanded to include not only the emotional responses and satisfaction of individuals but also individual performance and organizational productivity (Chemers et al. 1995).

Chemers et al. (1995) textbook brought together many of the top theorists on diversity management, intergroup relations, and organizational effectiveness. The textbook is a smorgasbord of diversity arguments in terms of perspective, intellectual roots, foci, levels of analysis, and recommendations for dealing with organizational diversity. Many scientific disciplines have useful perspectives surrounding questions of diversity and intergroup relations, and their textbook reflects multidisciplinary influences which address multiple levels of analysis (Chemers et al. 1995).

Within Chemers et al. (1995) textbook, the authors focus on the reaction of individuals (e.g., the perception of personal identity). In addition, the authors analyze the effects of diversity on dyadic interactions (e.g., mentoring and superior-subordinate managerial relationships); small group dynamics (e.g., cohesion, communication, and leadership); and organizational outcomes (e.g., organization-wide demographic patterns and interdepartmental integration) (Chemers et al. 1995).

Chemers et al. (1995) recognized the complexity of diversity issues and were well aware of the extent to which barriers to the full acceptance of all people remain firmly entrenched and resistant to change. Yet, the analysis points toward redressing the problems and realizing the enormous potential and advantages of diverse organizations in a pluralistic society (Chemers et al. 1995).

Harry C. Triandis (1994) provided a theoretical framework which illustrates key variables that must be considered when thinking about diversity. These variables are *cultural distance*, *perceived similarity*, and a *sense of control* as well as *cultural shock* (Triandis 1994). He posits if there is too large a *cultural distance*, it may be better to keep the ethnicity groups separate and select those among each group who are objectively similar to work together and coordinate the actions of the separate groups, rather than to mix the individuals directly (Triandis, Kurowski, and Gelfand 1994).

Triandis et al. (1994) explained, The United Nations provides a model along these lines. They observed representatives of each nation have a lot in common, belong to similar socioeconomic groups, and thus can work together. On the other hand, if the *cultural distance* is small, as with nonprofits in the U.S., one can introduce a variety of factors, such as cross-cultural training, superordinate goals, and equal status contact that are likely to lead to positive intergroup attitudes, a *sense of control*, and little *cultural shock* (Triandis, Kurowski, and Gelfand 1994). These methods of interaction could lead to enhanced communication and relationships between nonprofit executives and minority successors.

Question #11 in the survey identifies any specific leadership training/development offered to minorities within Baltimore City nonprofits. Such training and development could bridge communication and cultural gaps between current executives and young minority employees. Creating positive intergroup attitudes would allow for a smooth leadership transition in the nonprofit sector. In addition, this *cultural distance* is small in comparison to Triandis et. al. (1994) example of the United Nations. However, a small *cultural distance* does expose differences between two individuals.

Bernardo Ferdman (1990) argued, no two persons are alike in every respect, and thus can

be regarded as diverse relative to each other. But these features make us like some specified group of people and different than other groups which constitute the principal thrust of the current work being done to address diversity in organizations (Chemers et al. 1995). “Thus diversity in organizations is typically seen to be composed of variations in race, gender, ethnicity, nationality, sexual orientation, physical abilities, social class, age, and other such socially meaningful categorizations, together with the additional differences caused by or signified by these markers” (Chemers et al. 1995, 37).

Individual uniqueness is typically construed as the ways in which a person is separate from and different than other individuals and independent of the collective (Chemers et al. 1995). This leaves to question whether or not persons are constructed essentially as members of collectives or is there a great deal of within-group variation that must be considered if we are to have a complete picture of the dynamics of diversity in organizations (Ferdman 1992; Ferdman and Cortes 1992). Part of this variation is due to the processes accompanying the intergroup contact inherent in a diverse society. Thus, from a social psychological perspective, group-level accounts of diversity are insufficient if they do not provide a means to consider the linkages between collectives and their individual members (Chemers et al. 1995).

Ferdman (1990) sought to bridge the gap between a focus on group differences and a focus on individual uniqueness by elaborating the concept of *cultural identity* which may be defined as the person’s individual image of the cultural features characterized his or her group(s) (Ferdman 1990) and of the reflection (i.e., or lack of reflection) of these features on his or her self-representation. In other words, Ferdman argues, the construct of *cultural identity* can serve as a psychological lens to analyze the experience and impact of diversity at the individual level while maintaining in focus the reality or existence of group-level differences (Ferdman 1990).

Identifying and embracing *cultural identity* can set the tone for greater understanding of diversity in organizations and can improve relationships among groups and increase overall organizational performance. This argument for understanding diversity, as it relates to *cultural identity*, could prove beneficial to nonprofit organizations as well.

Organizations need to embrace diversity. Values toward diversity are reflected in an organizations culture. Cultural change is an integral part of an organization's transformation to a pluralistic model which promotes diversity (Cox, and Finley-Nickelson 1991). According to Cox (1993), organizations with pluralistic cultures eschew assimilation and, instead, support the interdependence and preservation of subcultures within the organization. Pluralistic cultures are identified by an acceptance of ambiguity, an understanding of a wide range of employment ethics and belief systems, and the encouragement of diversity in thought, practice, and action (Chemers et al. 1995).

Although change in organizational culture is critical for effective management of diversity, cultural change requires intensive and long-term efforts aimed at understanding the implicit core assumptions regarding diversity (Trompenaars 1993). Effective cultural changes regarding diversity often result in changes in vision, traditions, symbols, management practices, and reward structures that value and promote diversity (Thomas 1991).

Effective diversity efforts in organizations require a multilevel approach to change which involves organizational culture, structure, and behavior (Chemers et al. 1995). Cultural, structural, and behavioral factors synergistically combine to support inequitable and exclusionary power relationships among groups in organizations (Chemers et al. 1995). "These factors create a culture that defines power in terms of majority attributes; promotes structural segregation of power by rank, department, and position; constrains minorities' power behaviors and distorts

perceptions of their power; and promotes negative reactions and backlash to the use of power among minority members in organizations” (Chemers et al. 1995, 125). Given such negative impacts of power by majority, the current organizational culture, structure, and *cultural identity* within Baltimore City nonprofit leadership should be challenged. *Cultural identity* within nonprofits need expand to include other races /ethnicities which entail a better understanding of diversity.

There are two questions in the survey related to the effect of minority underrepresentation in nonprofit leadership on organizational growth and success (#9) and level of satisfaction or dissatisfaction with racial composition of nonprofits (#12). Question #9 could challenge executive leader’s *cultural identity* because it offers leaders the opportunity to explain whether or not minority underrepresentation in nonprofit leadership impacts organizational growth and success. In other words, Baltimore City nonprofit leadership dominated by one race (i.e., white males) could possess a *cultural identity* or cultural atmosphere that does not apprehend the effect of minority underrepresentation within its ranks. With that said, an admission that minority underrepresentation in nonprofit leadership affects organizational growth/success would imply flaws in leaders *cultural identity*.

The other question (#12) is designed to determine level of satisfaction or dissatisfaction nonprofits are with the composition of employees within their organizations. Breaking this cultural barrier or *cultural identity* would require some level of dissatisfaction by nonprofit leaders with the racial composition of employees within their organizations. In so doing, dissatisfaction with the status-quo may generate a desire among nonprofit executives (i.e., including board members) to embrace diversity by increasing the number of minorities in management and leadership positions.

To that end, nonprofit leaders should be motivated to break barriers that would expand *cultural identity* beyond individual or group levels to increase minority presence within its leadership ranks. In essence, current nonprofit leaders need to acknowledge that pluralistic cultures help increase organizational growth, success, and raise the level of satisfaction employees experience within nonprofit organizations. To do so, first begins with an increased focus on mentoring.

Mentoring is an important commodity for orchestrating components of power in nonprofit organizations and has the ability to create changes in structure, culture, and behavior with respect to diversity and the development of power among minority groups (Chemers et al. 1995). Question #11 of the survey examines the amount of mentoring that occurs through leadership development/training within Baltimore City nonprofits. Mentoring relationships are reciprocal; cultural, structural, and behavioral factors limit the development of mentoring relationships among minorities, but according to the authors, mentoring influences all three of these factors (Chemers et al. 1995).

Chemers et al. 1995 described mentoring is a tangible method for the advancement of minorities; it promotes cultural change, structural integration, and the development of power. “An effective intervention into this cycle is for organizations to develop a critical mass of minority mentors in high-ranking positions. This intervention would “create a climate that supports the balanced development of diversified and homogeneous mentoring relationships for both minority and majority protégés and their mentors” (Chemers et al. 1995, 125).

Mentoring can also take on a team concept. Employees differ from each other by tenure, technical expertise, educational background/level, organizational level, and socioeconomic status. With these increases, a term dubbed workforce diversity began to take shape in the 1980s

(Chemers et al. 1995). Since then, issues of workforce diversity have had major impacts on many areas of organizations. “Personnel policies, benefits packages, career paths, work schedules, training programs, and even office parties are now being examined for potentially negative consequences they may have for those who differ from traditional employees – that is, the ones who have usually been in positions of power” (Chemers et al. 1995, 133).

Chemers et al. (1995) explained by changing their official policies and personnel practices, employers are addressing some of the previously unquestioned biases that can interfere with effective organizational functioning. Organizations also need to develop a much better understanding of exactly how workforce diversity affects interpersonal dynamics among employees as they work through various types of tasks (Chemers et al. 1995).

Because public sector, private sector, and nonprofit organizations are rapidly restructuring around work teams, versus individual contributors, understanding the dynamics of diversity within work teams is especially important (Chemers et al. 1995). In today’s organizational environment, work teams often bring together diverse members of its organizations in hopes of reaping the potential benefits of having people with different points-of-view address the same problem (Chemers et al. 1995).

Peter M. Blau (1977) termed two dimensions of diversity as a “horizontal” perspective and “vertical” differentiation. The “horizontal” perspective assumes that characteristics such as race, gender, age, and so on are all more or less equal in their consequences. In the “horizontal” perspective, it is difference alone which is viewed as central. For example, in “horizontal” diversity, many organizations should value diversity because it improves performance for effective decision-making and problem-solving teams (Sessa and Jackson, 1994).

The assumption behind this argument is, diversity of all kinds are associated with

differing ideas, perspectives, skill, and abilities, and when all of these differences are brought to bear on a problem, there is a performance benefit (Sessa and Jackson, 1994). In organizational settings, the argument that diversity results in improved problem solving within teams is often held steadfast, regardless of the issues of diversity being considered (Sessa and Jackson, 1994).

In contrast, in the sociological literature, the explicit assumption underlying much of the research related to issues of diversity is that differences among people are the basis for vertical differentiation (Blau 1977). That is, differences serve as cues used to assign people to positions in a hierarchy of asymmetrical power relationships (Blau 1977). Sessa and Jackson (1994) posit to understand how diversity affects the dynamics of work teams and the longer term outcomes of these teams, they believe both perspectives must be used. But, research that incorporates the two dimensions are scarce (Sessa and Jackson 1994).

Chemers et al. (1995) explained most organizational theorists agree the quality of leadership is a powerful contributor to organizational success. “Leaders serve to coalesce, coordinate, and deploy the collective resources of the group to achieve a mission or reach a goal” (Chemers et al. 1995, 157) Organizational diversity adds additional challenges to the already considerable demands on leaders (Chemers et al. 1995).

Chemers et al. (1995) observed few major differences exist between demographic (e.g., gender and ethnicity) categories in regard to leadership styles. However, stereotypical beliefs and expectations based on categorical membership still function to limit the opportunities of women and minorities to attain leadership positions and they continue to bias evaluations of such persons in these positions (Chemers et al. 1995).

“The implication here is that diversity efforts might best be directed at diminishing stereotypes and reducing their impact on organizational functioning. That is, rather than

emphasizing the differences between people, organizational leaders might emphasize their similarities in needs, values, and abilities” (Chemers et al. 1995, 181). The authors make it clear that every manager is responsible for the development of all subordinates and must make whatever efforts necessary to do so (Chemers et al. 1995).

According to Chemers et al. (1995), the workforce of organizations is becoming increasingly heterogeneous in such demographic attributes as age, sex, race, ethnicity, and national origin. This fact is well accepted among practicing managers and management scholars (Chemers et al. 1995). The authors suggests both groups are interested in understanding the effect of such diversity on the organization and in developing insights as to best practices to manage this increasingly diverse workforce.

The authors discussed two streams of work relative to diversity that appeared in organization and management literature. They are: *diversity research*, developed largely in response to the Hudson Institute report on the U.S. workforce in 2000 and *demography research* was inspired by Pfeffer’s (1983) paper on organizational demography. They comment, these two publications stimulated the plethora of empirical and theoretical work analyzing the nature and effects of workforce diversity or heterogeneity on individuals, groups, and organizations (Chemers et al. 1995).

“*Diversity research* studies the effects of heterogeneity in a variety of social and cultural attributes on the employment experiences of individuals, usually individuals who are in the minority categories of these attributes. *Demography research*, on the other hand, studies both the causes and the consequences of the composition of distribution of specific demographic attributes of employees in an organization or in units within it” (Chemers et al. 1995, 192). Both studies are important to organizational development, growth, and success.

Even with separate distinctions of *diversity research* and *demography research*, the term diversity remains difficult to define. Roosevelt Thomas Jr. (1991) offered this interesting twist on the notion of diversity. He says, associating diversity with affirmative action has caused a substantial amount of confusion. Diversity has other related terms such as pluralism, multiculturalism, and inclusion. Such “subjects” or terms are often considered under the umbrella of diversity (Thomas 1991).

Thomas (1991) asserted waiting to be teased out on its own merits—rather than on the premise of being the next generation of affirmative action—is a diversity framework that can strengthen managerial and organizational approaches to a variety of issues (e.g., functional conflicts, acquisitions/mergers, multiple line of business, managing change, teaming, work/family issues, globalism, total quality, and workforce demographic characteristics—just to name a few obvious possibilities). As such, the diversity framework most importantly would provide a way of thinking, a way of approaching and framing a set of issues (Thomas 1991). The “focus is not on managing diversity or understanding differences or affirmative action but on diversity itself” (Thomas 1991, 1).

Thomas (1991) defined diversity as any mixture of items characterized by differences and similarities. Managers, he explained, must deal with similarities and differences simultaneously (Thomas 1991). A discussion of diversity must specify the dimensions in question (e.g., race, gender, sexual orientation, product line, age, functional specialization, status- i.e., disability, etc...). Thomas (1991) described, managers have eight options for responding to diversity. They are to exclude, deny, suppress, segregate, assimilate, tolerate, build relationships, and foster mutual adaptation (Thomas 1991).

Thomas (1991) explained, there are three (3) points regarding the dynamics of managers responding to diversity;

1. Only one (foster mutual adaptation) of eight options unequivocally endorses diversity.

The other seven seek to ignore, minimize, or eliminate diversity.

2. There is no inherent positive or negative value associated with the options.

Whether an option is appropriate depends on the circumstances.

3. Each of the response options can be used with any collective mixture of differences and similarities.

(Thomas 1991)

According to Thomas (1991), the three points above collectively suggested a need to redefine *managing diversity*. *Managing Diversity* is not simply mutual adaptation, but is the process of responding appropriately to diversity mixtures. In this process, the manager must (a) recognize diversity mixtures when they are present, (b) ascertain whether a response is required, and (c) select the appropriate response or blend of responses (Thomas 1991). The effective manager, he argued, is capable in all aspects of the process.

Thomas (1991) continues to contribute to the ongoing discussion and evolution regarding the nature of diversity. Before deciding what to do about diversity, he believes, we must spend more time attempting to understand the concept of diversity and what it actually means. Once an understanding of diversity is achieved, Thomas (1991) believes, we can more easily evaluate affirmative action, understand differences, manage diversity, and other actionable approaches. His work on distinguishing diversity from affirmative action and other equal opportunity efforts has made a profound impact on the study of diversity in organizations.

Nonprofits and Representation in Organizations

Nonprofit organizations may need to identify more with the communities in which it serves. Organizations that mirror its society can serve to strengthen the political and governing process within its cities throughout the United States. Kelly LeRoux (2009) posits, “social service organizations often act as civic intermediaries for its clients by facilitating interactions with governing systems and political processes and institutions. Theories of descriptive representation and representative bureaucracy suggest that organizations will act in ways that advance the political interests of their clients when organizational leadership is racially reflective of the clientele served” (LeRoux 2009, 741).

LeRoux (2009) acknowledged, “little is known about the effects of racial representation on nonprofit organizational activities. He pointed out, to what extent can these theories explain nonprofit organizational efforts to advance the political interests of its clients?” (LeRoux’s 2009, 741). LeRoux’s (2009) article examined this question using data from a sample of nonprofit service agencies in Michigan. He used a multivariate regression to examine the effects of racial representation on four civic intermediary roles performed by nonprofits: political representation, education, mobilization, and assimilation (LeRoux 2009).

His findings suggested, nonprofits engage in activities at higher rates when agency leadership is more racially reflective of the clientele served (LeRoux 2009). Scholars of “American democracy and civic participation frequently note substantial participation gap exist in the United States, in which citizens with greater resources of time, education, and money participate at higher levels in virtually every aspect of the political process” (Brady, Verba, & Schlozman, as cited in LeRoux 2009, 741). Yet, present work suggests, nonprofits have a tendency to play a role in mitigating this imbalance (Berry & Arons as cited in LeRoux 2009).

Through advocacy and political mobilization activities, nonprofit organizations aid in expressing the desires of groups with less representation in the political process (LeRoux 2009). Social service organizations, including nonprofits often serve as a voice for public concerns. Nonprofits provide the voice for its citizens, some of them lack key access to political affiliations and institutions or do not possess the required knowledge or skill-set to participate in politics on their own (LeRoux 2009). LeRoux (2009) comments, much of the empirical research related to nonprofits' political responsibilities or roles has centered on advocacy activities of these organizations.

“By serving as the organizational vehicle through which preferences of individual clients can be aggregated to exert influence on government in both electoral politics and in the distribution of public resources, nonprofits function as collective action institutions, representing the specialized interests of their constituency groups” (LeRoux 2009, 742). Through acts of advocacy, nonprofit organizations involve themselves in politics on behalf of citizen groups (LeRoux 2009).

As expressed earlier, “nonprofits promote civic awareness and stimulate activity on the part of its clients by functioning as intermediaries between itself and the larger political structure and thus may be, particularly, well suited for promoting direct participation from underrepresented groups. “By linking citizen-clients to governing systems and to political processes, local human service organizations play a significant role in promoting civic participation and awareness of democratic processes, even though these activities are layered on top of the agency’s service mission or core purpose” (LeRoux 2009, 742).

LeRoux (2009) explains, most nonprofit organizations do not have a specific group identity base, yet it counts for huge, often disproportionate numbers of minorities (i.e., especially

racial minorities) among its citizens served. “The extent to which service providing organizations can create communities of interest may hinge on how much organizational leadership can identify with the client it serves. Service-providing organizations may be more likely to embrace civic intermediary roles when the agency leadership reflects the social characteristics of clients served” (LeRoux 2009, 742).

Political science as a discipline has yielded sufficient evidence that descriptive representation can lead to substantive representation, meaning, when persons with policymaking authority have social characteristics reflecting those of the citizens served or constituency as a whole, policies enacted by these persons reflect the interests of the represented (Eisinger 1982; Welch and Bledsoe 1988).

With that said, an abundance of literature from the discipline of public administration has empirically established the connection between passive representation and active representation, whereby public organizations that are demographically representative of its citizens becomes more inclined to enact policies consistent with the interests of those citizens (Meier 1993; Meier and Bohte 2001; Sowa and Selden 2003; Wilkins and Keiser 2006).

Although nonprofit organizations don’t possess similar legal policy-making authority that government bureaucracies possess, prior studies have shown nonprofits influence policy-making in significant ways (Berry and Arons 2003; Nicholson-Crotty 2007). This influence on policy-making often occurs outside the realm of government. LeRoux (2009) posits, “despite the relevance of these theories and their potential for guiding nonprofit research, previous studies have failed to examine whether organizations are more likely to act in the political interests of its clientele when the racial composition of organizational leadership matches the racial composition of organizational clients” (LeRoux 2009, 742).

LeRoux's literature explores political representation theory and the theory of representative bureaucracy to analyze how the ethnic/racial matching of nonprofit leadership to agency clientele impacts the civic intermediary responsibilities of social service entities (LeRoux 2009). He poses the question, "to what extent does racial representation of organizational clientele at the board level influence nonprofits' propensity to engage in the civic intermediary activities of political representation, client education, political mobilization, and assimilation? Does a racial representation mismatch between organizational leadership and agency clientele decrease nonprofits' commitment to act as civic intermediaries for its clients" (LeRoux 2009, 743)?

LeRoux's (2009) question was evaluated as it relates to the Black community. His analysis sought to comprehend whether nonprofit organizations engaged in politically oriented activities at higher rates when the proportion of Black board members more closely approximates the proportion of Black clients served by the organization (LeRoux 2009).

According to LeRoux, "given that the vast majority of nonprofit board members are White (see BoardSource Web site: www.boardsource.org), his principal hypothesis was, nonprofits with higher levels of representation mismatch would accord civic intermediary activities with less priority and thus engage in these client-focused, political interest activities at much lower rates (LeRoux 2009, 743). The state of Michigan provided the setting for his study.

Nonprofit social service organizations positioned throughout the state were his unit of analysis (LeRoux 2009). LeRoux's (2009) research study represented a critical beginning toward comprehending how racial composition of organizational leadership matters to citizens served by the organization. This study by comparison attempts to comprehend how the racial disparity in Baltimore City nonprofit leadership is viewed by current leaders.

The questionnaire in this study is designed to determine if an association exists between leader demographics and their emphasis on promoting diversity within nonprofits. In other words, do Caucasian nonprofit leaders (i.e., men and women) place more or less emphasis on issues of diversity than Black or Hispanic minority leaders (i.e., men and women)? With that said, the issues of diversity outlined in this study attempt to gauge the importance placed on recruiting, hiring, and training a new cadre of minority leaders.

The literature reviewed represents a smorgasbord of concepts and ideas that explain nonprofit leadership behavior, styles and organizational cultures that exist. The connection is similar to the study LeRoux (2009) had completed, but the focus is more on nonprofit minority employees (i.e., or potential employees) rather than clientele-citizens served. Or can organizational influence dominate the culture of nonprofits above race within the Baltimore.

“Black or Blue: Racial Profiling”

Other studies have shown a strong organizational influence that possibly precedes any issues of race. In their article titled, “Black or Blue: Racial Profiling and Representative Bureaucracy, authors Vicki M. Wilkins, and Brian N. Williams (2008) question if there were “conditions under which minority bureaucrats would be less likely to provide active representation (Wilkins and Williams 2008, 654)?

They address this question by testing the link between passive and active representation for race in a police department and in the particular instance of racial profiling. They bring together literature from three areas: racial profiling, representative bureaucracy, and police socialization” (Wilkins and Williams 2008, 654). This is an interesting study because it involves the dynamics of demographics and how that relates to representation in the work-sector.

The theory of representative bureaucracy addresses demographic characteristics of bureaucrats and how this demography affects the distribution of outputs to clients who share these demographic characteristics (Wilkins and Williams 2008). “Most literature explains the differences between two forms of representation: passive and active. Passive representation addresses whether bureaucracy has the same demographic origins as the population it serves such as sex, race, income, class, and religion” (Mosher 1982, 10).

“Studies of passive representation examine whether the composition of bureaucracy mirrors the demographic composition of the general population or whether minorities are underrepresented in the bureaucracy” (Cayer and Sigelman 1980; Cornwell and Kellough 1994; Hall and Saltzstein 1975; Kellough 1990; Kellough and Elliot 1992; Meier and Stewart 1992; Naff 2001). According to the authors, these studies seldom examine the effects of representation or lack of representation on an agency’s policy outputs Wilkins and Williams (2008).

In contrast, active representation assesses how representation impacts or influences policy making and implementation (Wilkins and Williams 2008). Active representation alleges or indicates that bureaucrats act purposely on behalf of their counterparts in the general population (Pitkin 1967). Early scholar’s presumed, passive representation would automatically transition into active representation, but recent work has identified a couple of necessary conditions for this connection to take place (Keiser et al. 2002; Meier 1993).

First, bureaucrats must have discretion in order to act on a given policy (Wilkins and Williams 2008). In bureaucracies, whereby most decisions are dictated by rules, bureaucrats have few opportunities to shape outputs to reward a particular group they serve (Meier 1993). The second necessary condition is the policy area must be salient to the demographic group in question (Keiser et al. 2002; Meier 1993; Selden 1997).

Wilkins and Williams (2008) explained, passive representation leads to active representation. Wilkins and Williams' (2008) findings supports the hypothesis, organizational socialization could hinder the link between passive and active representation. Furthermore, they found, the presence of black police officers is related to an increase in racial disparity within the division. They admitted the findings were unexpected and raised several important questions, most of which require individual level data to address.

The concept of organizational socialization weighs heavily on Wilkins and Williams (2008) findings. They pointed out, recent research on representative bureaucracy focuses on the role that institutional and contextual factors play in the link between passive and active representation (Keiser et al. 2002). Wilkins and Williams (2008) admitted, one of the institutional variables considered was organizational socialization. They posit, "scholars argue administrators are socialized by the organizations they work in and adopt behaviors and preferences consistent with organizational goals, thereby minimizing the influence of their own personal values on bureaucratic behavior" (Downs 1967, Gawthrop 1969, Meier and Nigro 1976, Simon 1957, Thompson 1976, Weber 1946).

To confirm that administrative decisions are in line with the values, missions, and goals of nonprofit organizations, organizations attempt to instill in its employees a common set of assumptions and way of viewing the world (Wilkins and William 2008). This worldview values organizational loyalty above personal beliefs (Downs 1967, Romzek 1990, Simon 1957). Simon claimed organizational identity, the process in which "the individual substitute's organizational objectives...for his own aims...hoped to depersonalize administrative decision making, ensuring all employees make correct decisions consistent with organizational objectives (Simon 1957, 218).

Employees often accept and adopt the organization's values in order to increase their chance of promotion and career success. This is done because they encounter pressure from friends or peers to do so, or basically because they come to accept and internalize the dominant organizational view (Romzek 1990, Simon 1957, Thompson 1976). "Therefore, organizational socialization may actually strip away the racial identity of black police officers and replace it with an organizational identity, in essence, fostering the transformation of being black in blue to being blue" (Wilkins and Williams 2008, 656).

The level of cohesion and solidarity between law enforcement officers has long been recognized as one of the most noticeable yet, unusual aspects of the law enforcement profession (Hahn 1971) and has been identified metaphorically as a "blue-walled mosaic." As such, the law enforcement community reflects and projects a sense of fraternal support and fidelity that, in turn, promotes and reinforces an overarching law enforcement culture (Wilkins and Williams 2008).

How did the authors collect the necessary data to analyze and generate their conclusions? Wilkins and Williams (2008) collected data for their project from vehicle stop forms collected by the San Diego Police Department in 2000. Starting on January 1, 2000, police officers in San Diego were required to complete a vehicle stop form each time they stopped a vehicle (Wilkins and Williams 2008). They noted use of the vehicle stop forms were discontinued in 2001.

Vehicle stop forms recorded the context of traffic stop encounters (e.g., date and time), the reason for the stop, driver demographics (e.g., gender, race, and age), actions taken during the stop (e.g., search authority, search outcome), and the disposition of the stop (e.g., citation, arrest) (Wilkins and Williams 2008). Officers were required to submit completed forms at the closing of their shifts. The data on the forms was entered into a database by personnel at police

headquarters. During their study conducted in 2000, Wilkins and Williams (2008) compiled and analyzed 168,901 stop forms.

The only piece of individual-level information the police officers were required to provide was the division he or she was assigned to (Wilkins and Williams 2008). Given this, the level of analysis for this project was aggregated to the division. The San Diego Police Department consists of eight divisions (Wilkins and Williams 2008). These divisions (i.e., North, Northeast, East, Southeast, Central, West, South, and Mid-City) were geographically arranged throughout the area and served as the first line of command for the police officers (Wilkins and Williams 2008).

To test the relationships between racial profiling and representative bureaucracy, the authors used the most common measure of racial disparity; vehicle stops (i.e., dependent variable) (Wilkins and Williams). To test the link between passive and active representation, the variable of interest was the percentage of black sworn police officers (i.e., independent variable) in each division in 2000 (Wilkins and Williams 2008).

There were a lot of community factors (i.e., control variables) considered and included in their study. Several community factors may have influenced vehicle stops, therefore, the authors controlled for these variables in their model (Wilkins and Williams 2008). First, they included the median income of the division according to the 2000 U.S. Census (Wilkins and Williams 2008). They also expected “to find higher racial disparity in divisions with lower median incomes. An additional way to reveal effects of poverty on police behavior was to control for the monthly city unemployment rate” (Wilkins and Williams 2008, 657). The authors hypothesized, unemployment was positively related to racial disparity during traffic stops (Wilkins and Williams 2008).

Another community factor often associated with officer behavior was racial composition of the division's population (Wilkins and Williams 2008). During the study, black motorists were more likely to be stopped or searched in neighborhoods with higher populations of white residents (Meehan and Ponder 2002; Smith and Petrocelli 2001). To control for the composition of the division, they included a measure for the percentage of the division population that self-identified as white/Caucasian in the 2000 census (Wilkins and Williams 2008). They expected to find racial disparity increases in divisions where the populations were predominantly white/Caucasian (Wilkins and Williams 2008).

The final community variable controlled for was the monthly overall crime rate for the city. The measure of crime rates included seven crimes: homicide, forcible rape, robbery, aggravated assault, burglary, motor vehicle theft, and larceny. They hypothesized, increased crime rates, increased enforcement, which, in turn, may have increased disparity. The results of Wilkins and Williams' (2008) model predicted relationships between the presence of black officers and racial profiling. The independent variables in their model predict 54 percent of the variance in the dependent variable (Wilkins and Williams 2008). However, parameter estimates were most intriguing.

Wilkins and Williams (2008) pointed out, parameter estimates that were most interesting. They expected, because of high levels of socialization, the percentage of black police officers in the division would not reduce the racial disparity in vehicle stops for that division (Wilkins and Williams 2008). Their hypothesis was supported. The coefficient was both positive and statistically significant ($p < .01$).

In other words, as the presence of black police officers increased, so did the racial disparity in vehicle stops for that division (Wilkins and Williams 2008). Substantively speaking,

the impact was large: A 1 percent increase in black police officers in a division lead to a 1.98 increase in the racial disparity measure for the division in a month (Wilkins and Williams 2008).

In essence, can a connection be made between passive and active representation?

Wilkins and Williams (2008) posed the question, are there conditions under which minority bureaucrats do not provide active representation? They addressed this question in an agency with high levels of formal and informal socialization, and their answer appeared to be yes. They concluded, the structure and processes of an organization can affect the representation provided by the bureaucrats working there (Wilkins and Williams 2008). They found the presence of black police officers was related to an increase in racial disparity within the division. Their finding raised several important questions, most of which required individual-level data to address.

The results of their analysis, coupled with the statements that emerged from the analysis of in-depth individual interviews and focus group discussions with African American police executives and officers, seemed to suggest, the pressure to conform to the organization or to achieve the goals of the organization weighs heavily on black officers, affects their attitudes and ultimately their behavior (Wilkins and Williams 2008). However, they admitted more systematic individual-level qualitative research was necessary to explore causal relationships.

Could a similar effect be found in studying responses of Baltimore City minority nonprofit leaders? This study could shed light on that possibility. Findings could illustrate that non-minority leaders are placing more emphasis on issues of diversity than minority leaders. In other words, results could indicate that minority executives are placing less emphasis on recruiting minority employees. Given the amount of demographic data obtained and the questions related to issues of diversity, this study should generate interesting findings.

Theory of Representation (Baltimore City Nonprofit Leadership)

As mentioned throughout this review, this research study is about gaining insight from Baltimore City nonprofit leaders on issues related to diversity and underrepresentation (i.e., diversity gap). This kind of insight is important given the demographic changes taking place in the city. More importantly, this study assesses what, if anything, nonprofit leaders are doing to increase diversity within Baltimore City nonprofit leadership ranks. The questions are intended to measure similarities and differences in responses by nonprofit leaders on issues of diversity and underrepresentation (i.e., or diversity gap). Questions are also designed to measure the level of importance or significance diversity has on current nonprofit leaders.

There are a number of relationships to determine. The key point is to explore similarities and differences in nonprofit leader responses to questions based on demographics (e.g., age, sex, race, education level, and income or socio-economic status), size of organization, years of employment, minority hiring/recruiting techniques, view on diversity policies/quotas, view on readiness for future leadership, and view of impact underrepresentation/diversity gap on organizational growth and success.

Based on the racial background of Baltimore City nonprofit leaders, their perception of minority underrepresentation (i.e., diversity gap) in nonprofit leadership positions may vary. This theory of representation suggests the racial composition of organizational leadership is associated with the level of priority nonprofits accord to promoting minority leadership opportunities.

Such opportunities would include leadership/development training programs, specifically designed for minorities, equal opportunities for advancement, diversifying the workforce (e.g., sex and racial composition), the impact of underrepresentation (i.e., diversity gap) on

organizational growth and success, and support for racial hiring quotas, where past historical findings have been verified. Nonprofit leadership views on racial quotas are vital to understanding how they perceive issues of diversity. Racial quotas today appear drastic but not altogether out of the question. Therefore, question (#10) related to quotas has been included in the survey questionnaire.

This theory suggests one's demographic backgrounds are closely associated with the emphasis (i.e., or lack thereof) nonprofit leaders place on increasing diversity within leadership ranks. Therefore, the perception of the diversity gap on Baltimore City nonprofit leaders would vary based on the leaders demographics. This theory is rooted in two major theories of representation identified by Pitkin (1967) and Krislov (1974).

Their two theories of representation suggested, the racial composition of organizational leadership would make a difference in the level of priority nonprofits accord to promoting client interests: the classic political theory of representation (Pitkin, 1967) and the public organizational theory of representative bureaucracy (Krislov, 1974). These two theories are associated with the racial composition of organizational leadership for promoting client interests.

The basic premise behind this study is associated with identifying the demographic backgrounds of organizational leaders and comparing their responses to issues of diversity and efforts to increase diversity among nonprofit leadership in Baltimore City. *The Urban Institute's (2009-2010) Study* indicated, minorities are underrepresented in nonprofit leadership positions in Baltimore City. Nonprofit leadership in Baltimore City is not as diversified as the city's population or among paid staff positions within its organizations. This theory suggests, leaders within Baltimore City nonprofits may or may not be placing the necessary commitment or collective pursuit toward diversifying its ranks.

The basic theory of representation identified by Pitkin (1967) and Krislov (1974) raised the question within this study that addresses whether or not nonprofit leaders could serve in the best interest of the majority (i.e., which are minorities) population within Baltimore City. The attempt to answer that question is not part of this study, but the role of nonprofit leadership in combating the diversity gap is warranted.

In the classic and frequently cited political theory of representation, Pitkin (1967) stated, representation serves “to speak for, act for, look after the interests of their respective groups” (Pitkin 1967, 117). Pitkin concluded, “representation is not any single action by one participant, but the overall structure and functioning of the system” (Pitkin 1967, 221).

In this study, utilizing Pitkin’s (1967) assertion above, Baltimore City nonprofit leaders would serve to act in the interest of the general population they serve. Such action(s) would be to ensure nonprofit leadership mirror’s Baltimore City’s population. Current Baltimore City nonprofit leaders could serve as catalysts for change by increasing minority presence within their own ranks. Taking action to diversify Baltimore City nonprofit leadership ranks may prove beneficial to citizens of Baltimore as well as all local nonprofit organizations.

Krislov’s (1974) theory of representative bureaucracy suggests, racially representative nonprofit boards may be more inclined to promote the interests of their clientele. The theory of representative bureaucracy is based on a normative belief that a public workforce should demographically mirror its constituency and the general service population (Krislov, 1974).

As previously noted, representative bureaucracy can be characterized as either passive or active (Mosher, 1982). Passive representation occurs when an organization’s workforce approximates the same demographic characteristics as the persons it serves. Passive representation carries important symbolic value for clients because it is more likely to be

perceived with legitimacy by beneficiaries of the organization and demonstrates that access and equality of opportunity are realities (Ricucci and Saidel, 1997).

Active representation, on the other hand, is achieved when the public workforce implements policies and programs in ways that benefit the specific clientele groups served by the organization. Kelly and Newman (2001) argued, “implicit in the study of passive representation is the notion that it leads to more active forms of representation” (Kelly and Newman 2001, 3). But the study by Wilkins and Williams (2008) disproves this contention.

In this particular study, passive representation may occur due to Baltimore City’s nonprofit paid staff (e.g., non-management/supervisory) employees mirror the city’s population. According to the Urban Institute’s (2009) study, 61.5 % of nonprofit paid staff positions in Baltimore City are held by people of color. This figure is close to the city’s minority population of nearly 70% (Urban Institute 2009). If passive representation exists, based on the above figures, within Baltimore City nonprofit paid staff positions, the question becomes, why doesn’t passive representation exist at nonprofit leadership (e.g., CEOs, Executives) levels? This study is intended to shed light on this question by examining the differences in leader responses to issues of diversity and their perception of the diversity gap.

There is an enormous amount of literature written by scholars and practitioners on diversity in nonprofit organizations. Yet, few studies actually focus on diversity of nonprofit CEOs/Executive leadership positions within nonprofit organizations. Comparisons could be made to demographics or diversity of CEO/Executive level positions and paid staff positions within nonprofits.

As with the Urban Institute’s (2009-2010) study and other studies, findings indicated nonprofit organizations paid staff positions were more diverse than CEO/Executive level

leadership positions, including boards of nonprofits. Little or no emphasis has been placed on studying the responses of these CEO/executive level leaders on the subject of diversity, or lack thereof, within their own ranks or board members. Representative bureaucracy is at the core of CEO/Executive leader's ability to represent the interest of the communities they serve.

LeRoux (2009) pointed out, diversity and representation is important in the composition of nonprofit boards yet, there has been far less research pertaining to these issues in the nonprofit sector. There have been limited amounts of empirical studies examining the effects of racial diversity on nonprofit boards and virtually no research aimed at explaining organizational culture/behavior based on racially representative boards (LeRoux 2009). "The board of directors is the legitimate policy-making, leadership, and governance body of a nonprofit organization. The composition of the board heavily influences policy priorities and delivery of services to clients" (LeRoux 2009, 748).

Accordingly, CEO's/Executive leaders, as well as, board members contribute to improve nonprofit performance. They both manage the operations of nonprofits through policy making, oversight, establishing goals, setting priorities, fund raising, allocating resources, and establishing short term and long term strategic planning. In addition, leaders today must be aware of the racial transformations taking place in society.

LeRoux (2009) suggested an important highlight, government bureaucracies and nonprofit organizations represent two distinct institutional forms, with very different types of legal authority through which to achieve representation. However, the compelling findings from the public management research demonstrated when organizations are more demographically representative of its clientele, the organization becomes more likely to deliver programs and services consistent with the interests of its clients (Meier, 1993; Meier & Bohte, 2001; Sowa &

Selden, 2003; Welch & Bledsoe, 1988) suggested, this subject is worth investigating within the nonprofit social service sector.

LeRoux (2009) conceded, a theory of public organizational behavior and the theory of representative bureaucracy hold promise for explaining nonprofit organizational behavior, but prior to his analysis, there was no data available for testing this theory on nonprofit organizations. Nevertheless, prior to investigating this theory on nonprofit organizations, there should be more studies similar to this that assesses the responses of nonprofit leaders on issues of diversity and the diversity gap. In the midst of an increasingly diverse workforce and general population, what role do leaders play in increasing diversity?

Researching the perception of the diversity gap or underrepresentation in Baltimore City nonprofit leadership positions should begin by posing questions to its leaders. Does a Baltimore City nonprofit leader act as intermediary for their citizen-clients by actively engaging minorities to enter the ranks of nonprofit leadership? Does this “representative mismatch” (i.e., leadership vs. area residents and paid staff employees) in Baltimore City nonprofit leadership impact organizational growth and success?

Asking a question related to the impact of minority underrepresentation (i.e., diversity gap) on organizational growth and success is also important. This question (survey question #9) is included in the survey questionnaire to determine the extent to which leaders perceive the gap in diversity affects their organizations performance, growth and success in the community. Yet, another question (comparing survey questions #3 and #18) pertinent to the issue is does nonprofit leaders educational levels have any connection to recruitment efforts (i.e., or lack thereof) in luring minority college graduates into nonprofit organizations?

These questions are similar to what LeRoux (2009) posed, but were geared more toward

current nonprofit leadership and whether or not they were priming minorities (e.g., question #11 of survey) for nonprofit leadership positions. Does Baltimore City nonprofit leadership actively engage its predominantly minority constituents or staff (i.e., non-management) toward pursuing leadership/development training programs? Hopefully, this research could answer the above concerns.

LeRoux (2009) acknowledged, “representative mismatch” can impact nonprofit leadership’s ability to mobilize minority citizens. This research sought to identify areas of concern, if any, that needed amplification to increase diversity in leadership positions for Baltimore City nonprofits. LeRoux (2009) focused, on racially diverse boards, while this research focuses on CEO/Executive leadership positions within nonprofit organizations at field office levels.

LeRoux’s (2009) study finds that “the racial matching of organizational leadership to its clientele has important consequences for how well the organization advances clients’ political interests. Racially representative organizations display increased efforts to provide political education to their clients as well as increased efforts to mobilize them to take action on issues clients have at stake in and help them assimilate as civic participants” (LeRoux 2009, 757). His findings carry both theoretical and practical significance. By demonstrating the applicability of political and public organizational theories to nonprofit organizations, his analysis points toward the need for a theory of representation for the nonprofit sector (LeRoux 2009).

LeRoux (2009) emphasized that more research is needed in the areas of nonprofit organizational leadership and theories of representative bureaucracy. He questions whether the race of the executive director or other paid management staff make a difference in the extent to which nonprofit service agencies promote clients’ political interests? What outcomes might be

expected based on the racial composition of nonprofits' general workforce—frontline staff and street-level service providers who have daily direct encounters with clients? These are the types of empirical questions that could provide the focus for further investigation.

This study asks similar questions, one question being, if the race of the CEO/executive director or other paid management staff makes a difference to the extent which nonprofit service agencies promote minority career development interests? What are the outcomes associated with CEO's/executive leaders who are the front line recruiters of employees for their nonprofit organizations? They have the largest role and make the biggest impact toward diversifying nonprofit leadership within Baltimore City. In other words, CEO's/executive nonprofit leaders are the front-line employees who are able to reduce the diversity gap.

Diversity on Nonprofit Boards and CEO's/Executive Positions

Judith Miller (1999) contended, managing diversity is one of the most important challenges facing all organizational leaders today (BoardSource 1999). In the nonprofit sector, managers confront the additional task of adequately representing the interests of the constituencies their organizations serve. Constituent interest, as often believed, would be adequately represented by mandating demographic diversity for board and staff. These external mandates are most frequently imposed by government and private funding agents (BoardSource 1999).

According to Miller, achieving meaningful representation on nonprofit boards of directors requires more than an externally mandated diversity policy. Achieving this kind of diversity requires a commitment to the benefits of diversity (i.e., creativity, differing perspectives, and innovation) and the pursuit of common interests and values (BoardSource

1999). More importantly, remembering heterogeneity of opinion could be brought to bear on dimensions of diversity extended beyond simple demographic characteristic.

Miller (1999) argued, when recruiting individuals to serve as representatives, boards must look beyond demographic characteristics and examine the unique contribution each potential board member can bring to the organization. Whether the board is looking for an accountant, a senior citizen, or a person with a disability, the emphasis must be on the unique contribution that could be realized when attention is focused on what could be accomplished by a diversity of skills, interests, and perspectives (BoardSource 1999). Miller (1999), writing in BoardSource contended, “organizations must be free to build diverse boards that best represent constituent interests while also advancing organizational mission and purpose, irrespective of differences in basic demographic characteristics and without deference to externally mandated requirements” (BoardSource 1999, 5).

According to Kathleen Fletcher (1999), the issue of board diversity has been of great concern to the nonprofit sector since the early 1980s. Many nonprofit leaders acknowledge, too often, governing bodies do not reflect the communities or the specific clientele their organizations serve (BoardSource 1999). “Traditionally, the boards of organizations such as foundations, hospitals, symphonies, and libraries have been made up predominantly of elite White males”(BoardSource 1999, 15).

Some historians and researchers feel this homogeneity in traditional governing boards helped establish and maintain a model for class, ethnic, racial, and sex discrimination throughout society (BoardSource 1999). According to Fletcher (1999), the current drive to diversify boards seeks to change this model. Organizations recognize the need for diversity in order to make effective decisions, to design and deliver appropriate services to minority clients, and to compete

in an era of scarce resources (BoardSource 1999).

Although there seems to be agreement in principle that boards make better decisions if diverse viewpoints and experiences are part of their deliberations, bringing together these diverse viewpoints is more difficult than it sounds (BoardSource 1999). Fletcher (1999) argued, there are factors which explain why this is true. First, new board members are, typically, recruited from among the friends, acquaintances, and business associates of those already on the board. This system, of course, tends to make boards homogeneous (BoardSource 1999).

“It often takes great effort for board members to reach beyond their immediate circles and bring people of different backgrounds to the table” (BoardSource 1999, 15). Inertia and lack of time for board work combined discourages organizations from expanding their recruitment horizons (BoardSource 1999). While overt or covert racism may appear to be an underlying reason for the lack of diversity in some organizations, often, tradition and lack of effort keep boards from changing their demographic profile (BoardSource 1999).

Second, the definition of diversity is often not understood. Many nonprofit leaders, funders, and community activists who demand their boards pursue diverse membership refer to adding persons of different racial backgrounds to predominantly or entirely White boards. They often overlook the many other categories of diversity, such as social class, sexual preference, religion, disability, age, or area of expertise. Despite the expansive definition of diversity, most discussions of board diversity seem to revolve around race and ethnicity. Consequently, today most mainstream nonprofit boards struggle with the goal of adding people of color (BoardSource 1999).

Fletcher (1999) argued, there are no magic steps to board diversity or any other quick fixes. “It takes real commitment over time, constant flexibility and openness, and a true desire to

succeed for the good of the organization rather than for the approval of outsiders. The reason board diversification is difficult are that many organizations do not have the requisite desire or commitment. If they develop it, they will find the effort truly rewarding, and they will succeed” (BoardSource 1999, 25).

William A. Brown (2002) also pointed out the importance of board diversity. Brown (2002) admitted, nonprofit boards of directors are becoming more racially diverse or are facing pressures to increase diversity. His research used survey data from 121 executive directors in nonprofit organizations in two metropolitan areas to investigate the effect of board member diversity, attitudes, and recruitment practices on board performance (Brown 2002). His analysis revealed, boards with a higher percentage of racial minorities reportedly performed better on the political aspect of board performance.

Often the composition of the board serves as a fundamental force to secure resources (Provan, 1980) and legitimacy (Siciliano, 1996) for nonprofits. Aspects of composition which may improve the organization’s position include, for example, securing members who are business professionals, lawyers, experts in the field, clients, philanthropic, and racially/ethnically diverse (Brown 2002).

According to Brown (2002), key constituents of the organization would influence who a nonprofit selects as board members, but increasingly demographic and racial diversity are seen as very important both politically and operationally for boards. Because of this, nonprofit boards are becoming increasingly diverse (Rutledge, 1994). Yet the effect of diverse board composition on performance is not clear (Brown 2002).

According to Brown (2002), diversity encourages innovation and creativity because as more diverse individuals participate in a group they bring different ideas and perspectives and if

managed effectively could come up with better solutions to complex problems. There are two general categories within the concept of diversity. They are; *observable attributes* and *underlying attributes* of diversity (Shaw and Barrett-Power 1998). To explain further, diversity *observable attributes* include gender, race and age while *underlying attributes* comprise one's attitudes, values, and socioeconomic status (Shaw and Barrett-Power 1998).

Nevertheless, Brown (2002) suggested, nonprofit organizations are confronted with the reality of increasing *observable attributes* on its boards. One rationale for increased diversity on board membership is the rationalization that even small organizations do not operate in a vacuum (Brown 2002). Organizations should realize the necessity for it to function in an environment that acknowledges a variety of stakeholders, including funders, clients, and the general community.

The National Center for Nonprofit Boards (NCNB) conducted a comprehensive national survey to explore issues of diversity within nonprofit organizations and within boards of directors. This was the first national survey to assess characteristics of staff, board members, and clients, and their attitudes toward diversity (Rutledge, 1994). They found, as did Kang and Cnaan (1995), that although minority membership appears to be increasing, board members are still primarily white (i.e., approximately 80%) and male (i.e., approximately 60%).

Board members, often in conjunction with executive leaders, are tasked with selecting executive leaders for their organizations. But it is the responsibility of the executives to ensure diverse pools of candidates (e.g., especially internal employees) are at the board's disposal. This means that executive leaders must diversify their own leadership (i.e., management) ranks. Instituting recruitment, hiring, and training/development opportunities for minorities encourages board members to diversify executive leadership ranks.

In essence, nonprofit can utilize an array of techniques and strategies illustrated in previous studies (e.g., see next section) to increase diversity in senior management and executive leadership positions. Other studies have shown that diversity adds value to and often increases performance of organizations. There have been numerous textbooks written that assist with learning how to implement a formal diversity measurement process to demonstrate diversities return-on-investment impact in the least possible time.

With that said, an examination of literature discussing the impact of diversity on organizational performance is warranted. Those nonprofit leaders that are satisfied or dissatisfied with the composition of their organizations (e.g., as question #12 of survey captures) or are experiencing negative effects of minority underrepresentation (e.g., as question #8 of survey records) can utilize various models to increase diversity in their organizations.

Examining the Impact of Diversity on Organizational Performance

Edward E. Hubbard (2004) textbook titled *The Diversity Scorecard: Evaluating the Impact of Diversity on Organizational Performance* was written for senior leaders and diversity professionals who were eager to see practical applications of the models, techniques, theories, strategies, and issues that constitute the diversity arena. There has been a growing “desire to learn about diversity measurement strategies to create compelling evidence highlighting how diversity adds value to organizational performance and the bottom line” (Hubbard 2004, 14).

Hubbard’s textbook covers critical aspects of a diversity measurement scorecard process and outlines a comprehensive return-on-investment system which helps identify diversity’s contribution to the organizations bottom line in financial terms (Hubbard 2004). Diversity measurements provide step-by-step scorecard processes that are proven to work in the real

environment of the workplace (Hubbard 2004).

Effective diversity measures serve at least two purposes: (1) they should help guide decision-making throughout the organization, and (2) they serve as a basis for evaluating performance (Hubbard 2004). The diversity measurement strategies utilized in Hubbard's (2004) textbook addresses these two purposes in three ways. First, these strategies encourage in a clear, consistent, and shared view of how an organization could implement its strategy at each level in the organization (Hubbard 2004).

Hubbard (2004) suggested, not every employee would be able to articulate the entire value creation process and how diversity plays a role; however, he explains that these strategies should ensure that each employee has a clear understanding of his or her own role in the process. Hubbard (2004) points out that the approaches used will help build consensus around how different elements within the organization contributes to its value creation.

Second, Hubbard (2004) noted, the approach to the textbook was to force diversity professionals and others who use it to concentrate on the vital few measures that really make a difference. "Anyone can easily generate 50 or more measures of organizational performance across a variety of categories, but this exercise would be counterproductive because too many measures are difficult to track. A truly effective measurement system usually contains no more than 20 to 25 measures" (Hubbard 2004, 14).

These measures are spread across a balanced framework of strategic perspectives using lead and lag indicators that change as conditions require (Hubbard 2004). Hubbard (2004) illustrated, selecting the vital few measures was important; however, organizations would need a full complement of measures to select from to make informed choices about what vital few are needed to create a comprehensive picture of performance as conditions change.

The third diversity measurement Hubbard (2004) explained, allows the diversity practitioner to express the vital few measures in terms that line managers and senior executives would understand and value. He commented, in diversity, conventional measures of cost control, such as hours of diversity training, time-to-fill rates, employee turnover numbers, and even employee satisfaction, would continue to lack credibility unless they are shown how to influence key performance drivers in the organization (Hubbard 2004).

Hubbard's (2004) textbook was designed to aid in learning how to implement a formal diversity scorecard measurement process to demonstrate diversities return-on-investment impact in the least possible time. This measurement acts as a coach and guide while providing implementation ideas to help carry out this process (Hubbard 2004). He explained, after working through the diversity scorecard process outlined in his textbook, organizations would be able to complete the following tasks:

- * Link diversity measures to the organization's measures of performance.
- * Build a business case for diversity measurement.
- * Implement a multi-step process to evaluate diversity's impact and contribution.
- * Identify some basic diversity scorecard components.
- * Construct a series of diversity scorecard indices that are linked to the organizations business drivers.
- * Report the diversity metrics, demonstrating its contribution and return-on-investment.
- * Plan how to track each diversity measure.
- * Address critical implementation issues that help integrate the diversity scorecard into the fabric of the organization's normal mode of operation.

(Hubbard 2004)

In addition, organizations would improve the accuracy of its diversity metrics by linking them to the critical success factors, as well as, learn how to select the right metrics to support organizational performance and success (Hubbard 2004).

Nonprofit Use of a Diversity Matrix

Diversity of nonprofit organizations really begins with the demographic composition of the boards. While many nonprofit leaders are sensitive to diversity issues, they often fail to deal with the problem “systematically or effectively” (Fox 2007, 10). In the late 1990’s, for instance, the board of Dallas Challenge—a nonprofit that offers programs for needy youngsters – was described by one director as: a very inactive nonprofit organization with little creativity or visibility. When brainstorming, most people had similar backgrounds to draw upon, so coming up with new ideas was difficult. This kind of stagnate thinking was not healthy for the organization (Fox 2007).

As the Dallas Challenge illustrates, diversity is important for generating different perspectives when making decisions. Mark Fox (2007) offered an observation made by Samuel Gough Jr. who felt even organizations that were founded to empower or serve people of a specific race, religion, ethnicity, national origin, or gender should have governing boards and managers that could look at issues from a range of different points-of-view based on their backgrounds and experiences.

Funders are increasingly using diversity as a funding criterion (Fox 2007). They often ask nonprofits about the level of diversity on their governing boards and executive level positions (Fox 2007). The implication is, funding is more likely to be distributed to nonprofit organizations that possess diverse governing boards and executive leadership (Fox 2007). Fox

(2007) explained, diversity isn't just about demographic factors. Diversity also involves valuing differences in thought, background, and experience. Demographic diversity would be associated with these things to some extent—but not exclusively (Fox 2007). He noted, nonprofits could avoid a narrow view of diversity by creating a *diversity and skills* matrix.

Relating diversity to other efforts could mitigate perceptions that minority board members or executives/CEO's are being selected for their minority status, as opposed to, other contributions they could make. One example of this approach being utilized is with the Saint John Community Loan Fund. This nonprofit uses a diversity matrix to recruit board and committee members reflective of the community it serves; by gender, income, experience, and skills (Fox 2007). The Saint John Community Loan Fund has a small staff, but it has tried to hire individuals from among its target population in an effort to create additional opportunities (Fox 2007).

Fox (2007) explained, one way of improving board and executive leadership diversity is to use a diversity matrix. Tables give nonprofits a quick way to identify areas in which they're well represented versus areas needing attention when recruiting and selecting new members (Fox 2007). Boards and executives should be wary of focusing only on diversity when selecting new members.

A limited view of diversity may lead to unrealistic expectations by other board members or executive/CEO leaders and perpetuate racial or gender assumptions (Fox 2007). "A diversity and skills matrix can be used by nonprofits to check the boards progress not only to meet diversity measures but in creating a good balance of expertise and relationship resources" (Fox 2007, 10).

Diversity Policy and Implementation

Diversity Policies

There is a large amount of literature, research and resources available concerning diversity in philanthropy. Most of the literature has been written in the last two decades. “The Center on Philanthropy at Indiana University catalogues research on diversity in giving and volunteerism, and several prominent organizations such as the National Center on Black Philanthropy, Native Americans in Philanthropy, and Hispanics in Philanthropy exist to support these communities’ philanthropic efforts” (Weisinger 2005, 2).

There has not been nearly as much literature written on actual diversity policies within philanthropic organizations. Case study research also lack in terms of diversity policies. Robert K. Yin (2009) may argue, nonprofit organizations can provide key answers to implementing diversity policies. “In general, case studies are the preferred method when (a) “how or why questions are being posed, (b) the investigator has little control over events, and (c) the focus is on a contemporary phenomenon within a real life context” (Yin 2009, 2).

In essence, this method could be used to determine the overall effectiveness of diversity policies. A longitudinal study could assess the effectiveness of diversity policies across a certain period of time. Diversity policies in nonprofit organizations are growing in importance and need to be addressed to accompany various social and demographic changes taking place.

“There are many subjects in public administration where research within a phenomena’s context provides better evidence and opportunity for explanation” (Agranoff and Radin 2009, 204). Using Robert Agranoff and Beryl A. Radin’s (2009) comparative case study approach, a number of diversity policies could be compared with similar situations. Examination of multiple situations within an overall framework could prove beneficial when studying diversity policies.

In essence, cases surrounding diversity policies within various nonprofit organizations could be analyzed comparatively to determine which is most effective.

In a report by O'Toole and Montjoy (1979), they explained, it is difficult to convert public policies into appropriate action. They observed, problems usually appear during implementation, some were predictable from the nature of the policies itself. If so, prospective policies could be analyzed in terms of its implementability (O'Toole and Montjoy 1979). This may be the case for diversity policies because of the potential impact on nonprofit leader's decision-making authority.

This may be true, especially, in areas of recruitment and hiring. Recruitment and hiring are components of leadership decision-making which requires careful analysis. Diversity policies are sensitive topics and the opinions of nonprofit leaders may vary substantially. With that said, it is important that a theory of policy implementation be carefully examined related to management employment hiring decisions.

Diversity policies require preparation and careful planning to determine if it would be effective or not. Determining whether policies would be effective prior to implementation is a difficult task. Richard F. Elmore (1980) suggested, there is a lack of literature that offers guidance in the implementation process. He noted, implementation research is long on description and short on prescription (Elmore 1980).

“Most implementation research is case studies. This fact, by itself, he explains is neither good nor bad. But it does present special problems when it comes to translating research into useful guidance for policymakers” (Elmore 1980, 601). Therefore, as with diversity policies, it's sure to encounter implementation problems within nonprofit and philanthropic organizations.

Policies surrounding diversity would be most effective by use of Elmore's (1980)

forward mapping approach. “Forward mapping is a strategy that comes most readily to mind when one thinks about how a policymaker might try to affect the implementation process. It begins at the top of the process, with as clear a statement as possible of the policymakers intent, and proceeds through a sequence of increasingly more specific steps to define what is expected of the implementers at each level” (Elmore 1980, 601).

Brief Discussion of Three Implementation Frameworks:

1. Utilizing Elmore’s (1980) concept of forward mapping, nonprofit leaders could develop diversity policies and determine strategic ways to implement them. Forward mapping of a nonprofit organization’s diversity policies would begin with a statement of intent. This would be what the diversity policies are intended to achieve. In other words, the intent would be to increase diversity in nonprofit leadership positions.

Forward mapping would then outline nonprofit regulations and administrative actions consistent with the intent to increase diversity. Next, forward mapping would elaborate on a division of responsibilities between board members, CEO/Executives, and paid management staff. To conclude, it would state the outcome, usually in terms of an observable effect on diversity within nonprofit organizations. This observable effect must remain consistent with the original intent or purpose outlined by nonprofit policymakers.

2. Paul A. Sabatier’s (1986) approach to implementation echoed similar strategies that may prove successful in diversifying nonprofit agencies and other philanthropic organizations. His paper analyzed literature on implementation within the last fifteen years. Sabatier (1986) outlined strengths and weaknesses of top-down and bottom-up approaches. He outlined “a conceptual framework for examining policy change over a ten to twenty year period which

combines the best features of the top-down and bottom-up approaches with insights from other literatures” (Sabatier 1986, 21).

The top-down approach outlined by Sabatier (1986) has enabled diversity policies to be implemented properly. Asking questions related to what extent are the actions of nonprofit leaders and nonprofit organizations consistent with the objectives and procedures outlined in the diversity policy decisions (Sabatier 1986). Another question to pose would be to what extent were the objectives of diversity policies attained over time, (i.e., to what extent were the impacts consistent with the objectives) (Sabatier 1986)?

What were the principal factors affecting policy outputs and impacts, both those relevant to the official diversity policy, as well as, other politically significant ones (Sabatier 1986)? Finally, nonprofit leaders who develop diversity policies would need to monitor how the policy was reformulated over time on the basis of experience. Such experience would prove valuable toward making future decisions related to diversity.

The acquisition of experience by one or several major nonprofit organizations or philanthropic entities may benefit other organizations. Those nonprofit leaders who devise effective diversity policies that are successfully implemented could work to coordinate diversity efforts among many other organizations simultaneously. The final product could be in the form of a list of best practices intended to increase diversity at executive level and management level positions in nonprofit organizations.

3. Laurence J. O’Toole and Robert S. Montjoy (1984) provided tools that may prove beneficial to this undertaking. O’Toole and Montjoy (1984) used organizational theory to develop predictions about what is likely to happen when policymakers ask two or more administrative agencies to work together implementing a policy (O’Toole and Montjoy 1984).

Their article “provides useful analysis by incorporating several variables from current implementation literature and then explores the utility of an additional factor - the pattern, or structure, of interdependence among the implementing units” (O’Toole and Montjoy 1984, 491). Using a similar approach within nonprofit organizations, policies on diversity have a greater likelihood of success due to the increased number of organizations involved. A source of legitimacy and compliance may be established because of the sheer volume of participants.

In other words, sustained cooperation throughout wide ranging metropolitan area (i.e. Baltimore, Maryland-Washington, D.C.) increases the importance and the successful ability to implement diversity policies. *The Urban Institute’s (2009-2010) Study* has paved the way by highlighting area statistics on nonprofit diversity within the Baltimore, Maryland-Washington, D.C. area and other metropolitan areas throughout the country.

Identifying existing diversity policies established by nonprofit organizations and foundations (e.g., funding institutions) is another component discovered during the literature search for this study. Policies on diversity are important to both entities because they both work to provide valuable services to communities. Most literature on diversity policies identified here, are derived from textbooks, journal articles (i.e., peer reviewed), funding organizations/ foundations, and nonprofit organizations standards and practices.

Implementation of diversity policies within nonprofits is vital to its growth and success. Increased concern and emphasis is due to the transition from baby-boomers to a new corps of leaders. New leaders are coming from different cultural and racial backgrounds than that of their predecessors. The major task is to increase diversity by adopting and implementing effective diversity policies. Implementation of an effective diversity policy starts with substantial support mechanisms in place to reinforce the importance of the benefits of diversity.

Implementing diversity policies within nonprofits is an uphill task. Sabatier and Mazmanian pointed out, “to understand what actually happens after a program is enacted or formulated is the subject of policy implementation: those events and activities that occur after the issuing of authoritative public policy directives which include both the effort to administer and the substantive impacts on people and events” (Sabatier and Mazmanian 1989, 4).

In essence, their definition of policy implementation could be associated with implementing diversity policies within nonprofits as well. This is because diversity policies not only encompasses nonprofit organizations and funding institutions but devise these policies that have impacts communities and citizens, social forces or social environments, relationships within and among other nonprofits, political atmospheres, and has economic ramifications. In other words, all entities impacted by diversity policies play a role in its implementation.

The most important aspect of diversity policies is not the policies itself, but how it could be implemented successfully within nonprofit and philanthropic organizations. Successful implementation relates most often to the ability to mirror society by race, gender, age, and sexual orientation. Adjusting to the demographics in which nonprofits serve may foster greater cohesion (i.e., among the race of citizens), promote a sense of inclusiveness within communities, and increase overall productivity and success of nonprofits.

Question #10 of the survey is intended to gauge leader’s reaction to a policy that would increase diversity within nonprofit leadership ranks. This policy on a racial quota’s to increase diversity could emanate from nonprofits or foundations and would require rules or guidelines attached to them for proper compliance. Monitoring for compliance could be a shared task between the institution(s) charged with implementation (philanthropy, foundation, government agency, etc...) and corresponding nonprofit organization.

In other words, the implementation and monitoring phase of such a policy would need to be controlled by foundations (e.g., philanthropic institutions, major funding organizations, etc...), and/or government agencies having primary jurisdiction over allocation of funding and resources. Given the changing demographics and gaps in diversity, such a policy may be a viable option to increase diversity in Baltimore City nonprofit leadership. In essence, a closer look at diversity policies in nonprofits may require examination of the role of foundations that provide the greatest financial and resource assistance to nonprofits.

A Closer Look at Diversity

As stated above, diversity policies may be a necessary component to accompany the demographic changes now taking place in communities. Such changes reshape the impact of diversity within the field of Philanthropy. Foundations are now embracing diversity in its grant-making and organizational practices. In so doing, they gain valuable knowledge of the community in which they serve (California Endowment 2009). “This in turn, broadens their perspective on the political, economic, and social problems they aim to resolve” (California Endowment 2009, 3).

Greater emphasis has been placed on diversity within nonprofits in the last twenty years. Foundations and nonprofits organizations are now aware of diversity policies more than ever before. Foundations now integrate diversity policies as it relates to “governance, programs, human resources, grants management, and outsourcing/vendor contracts. Foundations working to integrate diversity policies into their grant-making and organizational practices also work to leverage all aspects of their resources to bring positive change to the communities they serve” (California Endowment 2009, 3).

More importantly, the establishment of diversity policies and practices are essential steps toward institutionalizing a commitment to diversity that would live beyond the current leadership and serve to represent the values of the foundation far into the future (California Endowment 2009). Establishing diversity policies and addressing related issues are becoming more prevalent.

Judith Y. Weisinger (2005) expressed, the need to tackle issues of diversity in the United States nonprofit organizations are clear. The U.S. Census 2000 indicated, about one-quarter of the U.S population identified as non-white, by race, and nearly 13% self-identified as Hispanic (U.S. Census, 2000). These figures have substantially increased in the last ten years. “Further, cultural self-identifications in the census overlap because respondents were able to select more than one race. These demographic changes signify the need to better address issues of diversity in nonprofit organizations, beginning with representational diversity” (Weisinger 2005, 2).

“While major American nonprofit organizations have greatly assisted communities of color in the U.S., and have increased their racial and ethnic composition, their boards, executives and staff remain largely white” (O’Neill, 2002, 231). In fact, Rogers and Smith (1994) found, “only 14.3% of nonprofit managers were minorities, and of the managers with some graduate education, 12.5% were people of color” (Weisinger 2005, 2). “Although race and ethnicity are not the only dimensions of representational diversity, in diverse societies, race, and race-like ethnicity create the most stark divides” (McPherson, Smith-Lovin’ and Cook, 2001, 429).

“As an advocate for healthy communities in one of the most eclectic states in the nation, the California Endowment places a high value on pluralism. In 2008, in its quest to improve the effectiveness of its grants portfolio and institutional operations, the Endowment contracted with Social Policy Research Associates (SPR) to complete an internal assessment of its diversity policies and practices” (California Endowment 2009, 3).

Based on recommendations gathered from foundations known for its concerted focus on diversity initiatives and inclusivity, SPR conducted a national scan which included eight interviews with foundation leaders and reviews of online materials for another 45 foundations (California Endowment 2009). SPR's initial goal was to provide the Endowment's leaders with a panorama of how other foundations addressed diversity within its institutions.

Philanthropists have made strides in the development of policy statements and procedures that incorporates diversity in both its grant-making and organizational practices. The scan yielded innovative examples the Endowment believed other funders might also benefit from by having the opportunity to reference these materials as tools to deepen their dialogue and engagement around issues of diversity, equity, and social justice (California Endowment 2009).

The end result culminated with a resource guide titled *Foundation Diversity Policies and Practices Toolkit*.

The California Endowment's creation of the *Foundation Diversity Policies and Practices Toolkit* is designed to advance diversity by encouraging practices including:

Internal Diversity Assessments

Conducting periodic assessments of board and staff appointments, grant-making, and contracting to help institutional leaders identify priorities, recognize strategic opportunities, and enhance their diversity performance.

Diversity Plans

Developing and implementing diversity plans to help leaders design specific and concrete steps to expand representation and engagement from diverse communities in their mission and work.

Field Development and Coordination

Supporting more integrated and coordinated planning, investment, and action to expand the field's overall capacity for change.

Peer Support

Building peer networks, both formal and informal, to help individuals, their institutions, and the larger field achieve greater diversity.

Periodic Progress Reporting

Tracking progress, communicating accomplishments, and sharing lessons learned to establish field-wide performance benchmarks and enhanced transparency and public accountability.

Public Leadership

Exercising visible leadership by encouraging others to join, publicly promoting the benefits of diversity, and identifying new strategies that lead to greater effectiveness.

Above information retrieved from [http://www.calendow.org/uploadedFiles/Publications/ Other/ Philanthropy/ Online%20Diversity %20Toolkit.pdf](http://www.calendow.org/uploadedFiles/Publications/Other/Philanthropy/Online%20Diversity%20Toolkit.pdf)

Grant Funding Institutions that Require Diversity in Nonprofits

Some grant funding institutions require strict diversity policies within nonprofits before adjudicating funding allocations. They require these organizations receiving grants to be diversified within their workforce. They make grants available to 501(c) (3) organizations that have mirrored the diversity of their client base. This is a huge step toward getting other nonprofit organizations to diversify its boards, CEO/Executive positions, management personnel, and paid staff positions.

One such foundation is the Z. Smith Reynolds Foundation. This foundation award grants only to nonprofit, tax-exempt, charitable organizations and institutions that are exempt under Section 501(c) (3) of the Internal Revenue Code or to governmental units (Z. Smith Reynolds 2007). Z. Smith Reynolds Foundation grant making policies “reflect the belief that organizational performance is greatly enhanced when people with different backgrounds and perspectives are engaged in an organization’s activities and decision-making process” (Z. Smith Reynolds 2007, 2).

Thus, this foundation actively seeks to promote access, equity and inclusiveness, and to discourage discrimination based on race, creed, ethnicity, gender, age, sexual orientation, socioeconomic status, and other factors which deny the essential humanity of all people (Z. Smith Reynolds Foundation 2007). This principle is a lens through which all work of the foundations should be viewed.

The Board of Trustees of the Z. Smith Reynolds Foundation adopted policies for the purpose of insuring all grantees of the foundation are making reasonable efforts to have racially diverse governing boards, CEO/Executives, and paid staff personnel. In determining an acceptable level of organizational board diversity, the foundation looks at the geographical area

the organization purports to serve. The expectation is the organization would make reasonable efforts to have a governing board, CEO/Executives, and paid staff that reflects the racial make-up of the geographic area it serves.

Examining the Implementation of Diversity Policies

Diversity policies associated with philanthropic communities are quite different based on the mission or goal of an organization. They reflect the clientele served and the products or the type of services it provides. Such policies range from those established by the nonprofit organizations, the funding institutions, government entities, or corporate headquarters in large nonprofit organizations.

The history of diversity policies within nonprofit organizations dates back to the civil rights era of the 1950s, 1960s, and 1970s. Policies on diversity in nonprofits do not resonate with the same amount of enforcement (i.e., penalties/sanctions) measures we often see in for-profit corporations or government agencies. Yet, nonprofits possess equal impact and importance for serving its communities. It is an area in which more and more nonprofits are presenting statements of diversity and inclusiveness accompanied by concrete defined policies.

The importance of policies related to diversity in nonprofits is constantly growing with the demographic changes taking place in our communities. Combine this issue of diversity with the baby-boom generation relinquishing positions of power to younger more progressive nonprofit leaders, we see a new generation of leaders emerge. These young leaders come from different cultural backgrounds (i.e., especially when compared to baby-boomers) and possess varied approaches to serve their communities. A cultural or racial/ethnic shift is taking place that warrants more attention to the implementation of diversity policies to ensure equality of

opportunity for the entire philanthropic community.

As mentioned earlier, diversity policies within nonprofits vary depending on the organization. Most nonprofit organizations are more diverse in paid staff (i.e., non-management) positions than Board membership, Chief Executive Officer (CEO) or Executive level positions. Diversity policies relate mostly to racial composition although there are other characteristics such as age, gender, sexual orientation, or socio-economic status that are equally important.

Often the objective is to add people of color to nonprofit leadership positions, but other opportunities to diversify come up as well. Other opportunities may include, adding Hispanics to an Asian board and adding younger personnel to older boards or management staff. As America becomes more racially and ethnically diverse, issues related to diversifying nonprofits will be a primary concern for nonprofits. Demographic changes within society would impact nonprofit communities, as well as, government entities.

Today, these demographic changes are most prevalent in states and geographic territories such as Florida, California, Washington D.C.-Baltimore, Maryland region, Arizona, and Texas, to name a few. For example, “57% of California’s population is comprised of people of color, just 28% of nonprofit board members reflect that demographic reality” (The Urban Institute 2009). Nonprofits initiatives should focus more on mirroring society in regard to board memberships, CEO/Executive level and paid management/staff personnel. Studies completed by The Urban Institute and a number of other research organizations indicate nonprofit organizations lack diversity.

According to Jan Masaoka, “the call for demographic diversity in nonprofit organizations grew out of a genuine concern that many nonprofits serving minority communities had few, if any, staff or board members from those same communities” (Blue Avocado 2009, 1). Masaoka

(2009) questioned how board members and CEOs from other communities (i.e., including dissimilar racial backgrounds) could understand the needs and perspectives of the community in which they serve, especially when very few local citizens serve as managers or decision-makers within these organizations. Masaoka (2009) explained, many nonprofit organizations who serve low-income communities of color have no board members or CEOs of color, no members who have ever been poor, and no members who personally know anyone who is poor (Blue Avocado 2009).

Diversity policies are vital to increasing the number of minorities entering nonprofit leadership and executive positions, as pointed out by Masaoka (2009) above. Not all nonprofits have diversity policies or strictly adhere to written policies established by its organization. Funding organizations and other grant offering institutions also have diversity policies which require nonprofits to be more racially diverse. With that said, it is vitally important to examine these existing diversity policies that are in place. Current policies would shape the direction of future diversity initiatives made by funders, government agencies, as well as, nonprofit organizations.

Discussions related to adopting and implementing diversity policies are often difficult for nonprofits to engage in. Issues of race, gender, and sexual orientation bring about a wide variety of opinions and emotions. Such responses can vary depending on the individual. But nevertheless, diversity policies may be needed in order for nonprofits to better serve its communities. And there are many reasons identified to erect diversity policies. Some reasons may be attributable to a nonprofit organization's missions or goals. Other reasons include business and corporate.

Nonprofit Mission and Diversity Policy Statements

In regard to a nonprofits mission statement, diversity is part of the organization's value system and is essential to the organization's ability to develop and deliver programs that support its mission (Blue Avocado 2009). Mission reasons are program reasons; they come out of the program's need to be responsive to its community's needs (Blue Avocado 2009). According to Masaoka (2009), a diversity policy statement to reflect an organization's mission would be to bring wisdom and inspiration to a broad spectrum of diverse communities, and encourage strong minority participation with executive and management staff.

Another sample diversity policy statement would be "to keep our organization in touch with the needs of families and to help hold us accountable to those served, we will strive to have two or more members of our board be parents whose children are residents of our treatment program" (Blue Avocado 2009, 3). In essence, establishing diversity policies for nonprofit organizations to adhere to, could be adopted as a foundational principle and tied into the organization's mission statement.

If diversity is a component of the mission statement or goals, developing or adhering to diversity policies should be a critical component of the nonprofit organization. In other words, if the diversity policies are tied to the mission statement or goals of an organization, it puts diversity in the forefront of organizational ambition and could lead to the organizations future growth and success.

A business rationale would be that diversity policies are good for business. Nonprofit organizations face less criticism if it mirrors the communities in which its serves. By doing so, it becomes more effective in serving community needs. Masaoka has noted, "in addition, complaints and attacks by communities of color are less likely to occur (because of

organizational responsiveness) and the organization is more likely to respond if there are members of those communities in the organization's leadership" (Blue Avocado 2009, 3).

Masaoka goes on to provide a sample diversity policy statement based on business reasons: "To help us develop a relevant service and reach the Latino population we want to serve, we are committed to a staff and board that is comprised of 40% or more from the Latino/Hispanic community" (Blue Avocado 2009, 3).

In terms of a policy addressing socio-economic status within a board, Masaoka explained, another diversity policy could be "because our organization seeks to serve a racially diverse spectrum of low income families, we strive for a board composition that is racially and ethnically diverse" (Blue Avocado 2009, 3).

Diversity policies should also reflect a measure of responsibility by the nonprofit organization. Nonprofits shoulder responsibilities as employers, as trainers of workers, as owners of facilities, and consumers of products and services (Blue Avocado 2009). In these roles, Masaoka (2009) has noted, nonprofit organizations have a legal responsibility to prevent discrimination of all kinds.

For example, facilities should be equipped (i.e. elevators, rails, restrooms) to serve people with disabilities. Nonprofits that serve broader communities should strive for the composition of board, CEO, and paid staff employees to reflect the racial and ethnic picture of the communities in which it serves (Blue Avocado 2009).

A definitional reason should also accompany diversity policies. Masaoka posits, "that ethnic-specific, gender-specific, and other organizations focused on specific groups should clarify and articulate their policies (whether and how to diversify) as part of their missions and their strategies for working and engaging with their communities" (Blue Avocado 2009, 3).

Examples of diversity policies based on definitional reasons include; because the organization is built on the idea of self-help for the deaf community, to keep deaf people in leadership within the organization we would conduct our board or management staff meetings in American Sign Language (ASL), and as a result, board members and management staff must be fluent in ASL (Blue Avocado 2009).

A great number of nonprofit organizations do not have a mission statement which encompasses diversity and is not necessary in order to practice diversity or develop separate diversity policies to guide employment or promotional decisions. An active approach to diversity is implementing policies or guidelines that set precedents which allow organizations to maintain diversity.

Equally troubling is the notion of hiring someone from within the community to act as their sole representative. In other words, just bringing in someone from the community does not allow the organization full representation on its board, executive or management staff. Hiring of board members and other leadership positions has to encompass a mix of different strategies of recruitment in order to seek the best candidates.

Masaoka noted, “constituents should have voices on the boards of organizations, not only as beneficiaries but as leaders and as constituents of the organization’s wider impact. Rather than seeing the organization as us serving them, we need to see our organizations as part of a constituency” (Blue Avocado 2009, 3). If these organizations and institutions are to have meaningful impacts on its constituents—clients, customers, audiences, nonprofit partners, volunteers and others—constituents must take their rightful place at the leadership tables of their organizations (Blue Avocado 2009).

Diversity Policy Process

Enactment of diversity policies within nonprofit organizations requires careful planning. This plan would need to be flexible to appease changes or adjustments based on requirements expressed by funders. Policies on diversity in nonprofits would also need to be flexible to accommodate the changing demographics.

These diversity policies would need to adapt all facts of the changing environment or demography. Most diversity initiatives are concerned with race and ethnic changes, other diversity areas would include gender, socio-economic status, age, sexual orientation, disability status, as well as geographic diversity.

Other processes for adopting policies on diversity are considerations to ensure compliance with labor laws that protect Americans with disabilities. In other words, facilities and services should be established to accommodate disabled employees, as well as, the citizens it serves. Developing and implementing diversity policies would aid nonprofit leaders with designing specific guidelines to increase representation which would mirror the communities it serves. After searching what foundations and nonprofits in the U.S. were doing to increase representation, the California Endowment devised a diversity plan.

They identified 15 measures to be undertaken in order to monitor and/or increase diversity.

The measures are listed below;

1. Adopt and publicly disseminate a clear statement of support for diversity policies in philanthropy, including grant asking.

2. Engage Board of Directors/Trustees in endorsing/supporting an organizational diversity policy plan.
3. Include diversity-related measures in the performance goals for the CEO and other managers, as appropriate.
4. Review and make appropriate changes to personnel policies and procedures to ensure compliance with all relevant federal, state and local laws and regulations on employment nondiscrimination and employee benefits.
5. Identify and implement a plan for an additional staff orientation and training on diversity issues.
6. Ensure compliance with accessibility requirements of the Americans with Disabilities Act for all offices and implementation of best practices for accessibility of communications formats (e.g., website accessibility for persons with visual and physical disabilities, appropriate translations of written materials in other languages, etc.).
7. Develop and adopt appropriate diversity indicators for board, management and staff; collect baseline data and implement and publicly report periodic collection of data.
8. Conduct proactive outreach and recruitment for diverse candidates for board, management and staff positions.
9. Continue collecting and documenting diversity-related information about applicants and grants, especially populations/communities served.
10. Continue sharing appropriate information about grant making (e.g., number and description of grants serving specific populations/communities) to philanthropy affinity groups upon request.

11. Collaborate with philanthropy peers to develop and implement standardized diversity indicators for applicant/grantee organizations (e.g., organization's current constituent/client demographics, populations/communities to be served by the grant, staff, volunteer and board demographics, etc.).
12. Review and make appropriate changes to contracting policies regarding sole source vs. competitive bid contracting, and promote equal opportunity and diversity in contracting.
13. Explore, review and consider private sector and corporate efforts to promote socially responsible investments and the promotion of diversity among investment managers.
14. Evaluate and disseminate best practices regarding increasing diversity in philanthropy.
15. Support adoption of best practices by peer foundations, including dissemination to regional associations of grant-makers, Council on Foundations, Diversity in Philanthropy Project, philanthropy affinity groups, Independent Sector, and other key stakeholders.

Above information retrieved from <http://www.calendow.org/uploadedFiles/Publications/Other/Philanthropy/Online%20Diversity%20Toolkit>.

Diversity Policy Implementation

Implementing a diversity policy to increase the number of nonprofit CEO's/Executive Directors requires a unique plan of action. A plan such as this first requires identifying organizations where minorities are underrepresented. Policies would have to be put in place to establish training/development opportunities for minorities in management and/or paid staff positions. First, because of the many components diversity encompasses, defining the term is important. As mentioned previously, Thomas (1990) argued, the difficulty of defining diversity.

Diversity, for the purposes of this dissertation refers to race. This includes people of color (i.e., African American, Hispanic, Asian, Pacific Islander, and Multiracial). Diversity policies could be implemented within nonprofit organizations (boards, CEO/Executive level positions, and management staff), philanthropic foundations, and government agencies. Most diversity policies are supported by foundations or endowment entities that provide grants to nonprofit organizations. It is imperative that proper monitoring and control mechanisms are in place to ensure diversification within organizations actually take place.

Government agencies and philanthropic institutions can provide diversity guidelines or provisions before approving funding allocations. Nonprofit organizations could be in support or opposition to diversity policies. These organizations that do not have written policies on diversity often have the most difficulty adhering to established policies by major funders. The actors within the nonprofit community include philanthropists, nonprofit organizations, government agencies, political officials, foundations, endowments, community citizens, CEOs/Executives, board members, management staff, non-management staff, paid staff, and volunteer staff.

Identification of Related Frameworks

The framework to best describe the process of increasing diversity in CEO/Executive Director positions is the concept of forward mapping vs. backward mapping identified by Richard Elmore (1980). Forward mapping is the best approach for implementing diversity policies because of the need to ensure control and compliance by nonprofit organizations.

A top-down approach allows executive leaders, board members, and managers at nonprofits to communicate with government organizations or philanthropic institutions about proposed decisions regarding leadership positions. Therefore, the role of leadership and the communication that takes place is crucial to the effectiveness of diversity policies in nonprofit organizations.

The essential argument by Elmore (1980) was there are two clearly distinguishable approaches to implementation analysis: forward mapping and backward mapping. “Forward mapping is the strategy that comes most readily to mind when one thinks about how a policy-maker might try to affect the implementation process” (Elmore 1980, 602). Forward mapping begins at the top of the process, with as clear a statement as possible of the policymaker’s intent, and proceeds through a sequence of increasingly more specific steps to define what is expected of implementers at each level (Elmore 1980).

Forward mapping is important for compliance, especially, in areas such as diversity. A clear statement of intent would be to increase diversity of nonprofit leadership within the CEO/Executive Director positions. The implementers are expected to adhere to established policies and programs designed by policymakers. These policies and programs would specifically describe new leadership training and development programs (LDPs). On-the-job training for minorities would also be instituted.

Individual Development Plans (IDPs) could be incorporated to track and monitor progress of minority employee development and leadership capabilities. Specific recruiting and selection procedures would be in place to ensure minorities have equal opportunity for advancement into CEO/Executive Director positions. With that said, current leaders are questioned on this proposed study about minority equal opportunity for advancement. In essence, any questions concerning issues of diversity need to address areas of equality and opportunity for minorities to advance their careers.

The statement of intent is the most important step toward diversifying nonprofit organizations. All policies established would serve to fulfill the original intent. Outlining regulations and administrative actions on issues such as nonprofit recruitment, retention and hiring must be consistent with the original intent. Regulations and administrative actions are to detail a division of responsibility between decision-makers within the organizations to ensure each unit has a clearly defined mission.

The outcome or observable effect on the target population (e.g., minorities) should be consistent with the initial purpose of the policymakers. These administrative actions or organizational arrangements require little or no modification. The cost to implement this policy would be minimal to existing organizational routines. However, the need for training and development programs would require additional time and resources. No additional technological changes or enhancements within organizations would be necessary.

According to Elmore (1980), forward mapping has one key concern. He posits that, “the most serious problem with forward mapping is its implicit and unquestioned assumption that policymakers control the organizational, political, and technological processes that affect implementation” (Elmore 1980, 603). Within nonprofits, the concern here is the disconnect

government agencies and philanthropic organizations have for controlling decisions made by nonprofit organizations.

In other words, nonprofit leaders may not view government agencies or other philanthropic organizations as part of their decision-making processes. This is much similar to the politics-administration dichotomy with government institutions. To counter this, the compliance factor is greatest when funding reductions (i.e., denial/suspensions) or other disciplinary actions are utilized as a technique to control organizational decision-making.

Elmore (1980) explained the importance of both forward mapping and backward mapping, he notes, they both have strengths and weaknesses. The use of backward mapping as a tool to increase diversity would be a failure. This is due to current leadership decisions within nonprofits being part of the problem rather than the solution. Decisions to recruit and hire managers and leaders for nonprofits create diversity gaps or underrepresentation.

Current leadership is partially the blame. Backward mapping would give nonprofit leadership even more discretion in the recruitment and hiring of CEOs/Executive Directors. Such behavior permeates organizational leadership. But, effective administrative control and oversight at the top would reduce or eliminate current decision-making trends.

The supervision and monitoring afforded by forward mapping allows policymakers (e.g., government agencies, philanthropic organizations, funders, etc...) the needed discretion to implement diversity policies. According to Elmore (1980), “forward mapping stresses factors that tend to centralize control and that are easily manipulated by policymakers: funding formulas; formal organizational structures; authority relationships among administrative units; regulations; and administrative control (budget, planning, and evaluation requirements)” (Elmore 1980, 605). All are key components which enable conformity and cooperation by leadership

within nonprofit organizations and its diversity policies. Formal devices of command and control are necessary to centralize authority (Elmore 1980).

The use of forward mapping or backward mapping as a tool to implement policies really depends on the type of policy being implemented. If the policy requires technical sophistication or expertise and a component of bargaining is necessary as identified by Elmore (1980), then the backward mapping approach is appropriate. But, if the policy is related to racial/ethnic diversity or inclusiveness, a top-down approach or the forward mapping technique identified by Elmore (1980) is necessary.

Implementation of diversity policies are different from everyday decisions generally made by nonprofit leaders. In other words, delegating discretion among nonprofits leaders on issues of diversity may not be the most effective implementation process. We see this has not been effective given current demographic data compiled by The Urban Institute's (2009) study and other studies throughout the United States. A more controlled and centralized approach identified by Elmore's (1980) forward mapping technique appears to be the most appropriate. Nonetheless, both forward mapping and backward mapping are important to the implementation process.

Implementing diversity policies within nonprofit organizations may increase the number of CEO/Executive directors. More specifically, policies would be implemented to increase the number of minorities (e.g., African American, Hispanic, Asian, Latino/a, Pacific Islander) in nonprofit organizations across the United States. The use of another framework would work also. Helen Ingram and Anne Schneider's (1990) conceptual framework would be ideal for implementing this policies surrounding diversity.

The most important aspect of implementing diversity policies would be to assess the

demographics of major nonprofits throughout the country. This demographic data could be analyzed to determine the necessary increases in diversity in order to mirror the communities in which they serve. Government agencies, philanthropic institutions, grant-making organizations, as well as, other nonprofit organizations would play a key role in this implementation process.

Ingram and Schneider's (1990) conceptual framework is a great fit for this undertaking. Application of this model begins with detailing the actors involved at each stage above in Figure 1 Elements in Policy Content. The listing of elements include S - Statutes, T- Target Populations, A - Implementing Agencies, O - Objectives or Goals, and T, R, A - Tools, Rules, and Assumptions. Each element supplies a description of a particular action needed within nonprofits.

Below is a list of institutions categorized under each element within the policy content.

S – Statutes

Diversity policies to increase the number of minority nonprofit leaders (CEO/Executive directors), for example, by 15 percent within the Baltimore City-Washington, D.C. corridor. Policies would also include requirements to have statements of inclusiveness on all nonprofit organization websites. The diversity policies and the statement of inclusiveness should be viewable on all nonprofit organizations websites.

T – Target Populations

All registered 501 (3) (c) organizations such as nonprofit organizations, charitable organizations, and all institutions that provide services to the general public by use of donated funds or government grants. In other words, the target populations are institutions that receive funding or resources and distribute them to the general public. Such institutions would need to

diversify their nonprofit leadership ranks in order to receive funding from philanthropic and/or government organizations.

A – Implementing Agencies

Implementing agencies are tasked with diversity policy adoption/formulation, implementation or adjudication, monitoring and compliance. This includes philanthropic organizations, grant-making, government agencies. Implementing agencies could include nonprofit organizations that are responsible for adopting diversity policies.

O -Objects or Goals

Objectives are to increase diversity within nonprofit leadership ranks, for example, by 15% throughout the Baltimore City-Washington, D.C. corridor.

T, R, A - Tools, Rules, and Assumptions

Tools or instruments are intended to motivate implementing agencies and target populations to make decisions and take actions consistent with policy objectives (Ingram and Schneider 1990). Ingram and Schneider (1990) cautioned that flawed statutes were major contributors to implementation problems and failed policies. Therefore, more attention should be given to the adoption or formulation of diversity policies to ensure it's implemented effectively. Providing coherent and consistent feedback in the adoption and formulation (i.e., S-statutory design) process is important to diversity policymakers (government agencies, philanthropic institutions, and funding organizations).

Those in charge of policy formulation must be aware of the entire process (i.e., conceptual framework above) as outlined by Ingram and Schneider (1990). Implementation context would vary depending on the statute, but may change for different policy elements

within particular policies (Ingram and Schneider 1990). The core elements in policy content are identified and linked above in a scheme more comprehensive and relevant to policy results than previous work (Ingram and Schneider 1990).

This “value added” dimension of implementation in which the extent of discretion exercised by implementers is measured by changes made in the core elements of policies (Ingram and Schneider 1990). In other words, implementers of diversity policy should provide within the tools, rules, and assumptions, a sufficient level of discretion to managers who are tasked with implementing diversity policies within their organizations.

A requirement of strict adherence to rules and regulations governing diversity policies may alienate and create disconnects between the target populations and the implementing agencies. Careful consideration must be given to those leaders who are being guided in the process of diversifying their organizations. This is due to the sensitive nature of issues related to diversity.

Associating “statutes to attributes” of the implementation process may include providing incentives or monetary bonuses to those nonprofit organizations that are in compliance with regulations (t, r, a - tools, rules, and assumptions) outlined in the diversity policy. More emphasis should be placed on content of diversity policies to ensure compliance. Process is the vehicle which enables it to take shape, but diversity policy content would garner the most attention from current nonprofit leaders. Policy content allows nonprofit leaders to assess what necessary changes need to take place within their organizations to be in compliance with diversity policies.

Ingram and Schneider (1990) borrowed from other policy designs to frame their own approach. They call it a “value added component of implementation” (Ingram and Schneider

1990, 72). In the above framework, the structural aspects of policy content include agents, target populations, and objectives. These elements are linked together by tools, rules, and assumptions or policy theories (Ingram and Schneider 1990). Thus, the underlying logic of policies includes “purposes or objectives, agents, targets, rules, tools, and assumptions linking the elements together” (Ingram and Schneider 1990, 72).

The graph illustrates the elements in policy content. Included in the graph are letter abbreviations; S-Statutes, T- Target populations, A-Implementing agencies, O-Objectives or goals, and t, r, a, - Tools, rules, and assumptions. The intent of the graph is to show that statutes provide an objective, and empirical referent for measuring important characteristics of implementation (Ingram and Schneider 1990). Diversity policies could flow through this graph with success if discretion is allowed and nonprofit leaders gain a sense of accomplishment or achievement that would benefit their organizations.

Evaluation Method (Implementation)

Success or failure of diversity policy implementation depends on the nonprofit community and the response of the public. They are the beneficiaries of diversity. Diversity in CEO/Execute level positions as well as paid management staff may be important to future nonprofit growth and success. The indicators are identified by comparing diversity figures of nonprofits (leadership positions) prior to policy implementation and after implementation.

A longitudinal study (twenty years) should indicate the impact of diversity policies throughout nonprofits. More dense populations that have minorities should be evaluated as well as other less dense areas. For example, Baltimore has a very dense population of minorities within its city limits, but a less dense minority population in surrounding counties.

Current studies indicate that nonprofits are not as diverse as the communities they serve. A comparison of cities and states is relevant to any evaluation method employed to gain insight to patterns that may exist throughout the country. More diversity and inclusiveness statements are now being posted throughout major nonprofit and philanthropic organization's websites. Commitments to increasing minority CEO/Executives and paid management staff in nonprofits can only be determined by examination of nonprofit employment statistics. The use of evaluation methods, demographic data, and racial data obtained by nonprofits provide a measure of success or failure of diversity policies.

Diversity remains a central concern for many metropolitan areas like Baltimore-Washington, D.C. There are a many strengths and weaknesses to implementing a diversity policy that would increase the number of minority CEO/Executives in nonprofits throughout the U.S. The obstacles would not hinder a policy from being instituted.

The strengths of implementing a diversity policy are beneficial to nonprofits and the community they serve. That would include the potential for increased growth and success, increase of minority involvement/participation, increase in community acceptance, and an increase in funding and support are just to name a few.

The challenges would include opposition from; nonprofits organizations (some, not all), current leadership (baby-boomers), proponents of laissez-faire or traditional philanthropists, and some governmental entities/politicians. Many other leaders against establishing mechanisms to control decision-making by nonprofit leaders will arise. Those who support less government intervention or involvement in the private sector will voice their opinions. Implementation may suffer delay or disagreement which may deter full compliance.

The successful outcome of a diversity policy that would include more minorities in

CEO/Executive level and paid management staff positions would change the dynamics of the entire nonprofit community. A sense on inclusion would enhance the relationship between nonprofits and the communities they serve. The outcome of this policy being successfully implemented would not only increase minority involvement in decision-making, but would attract more young leaders into nonprofit management and paid staff positions.

The next steps are to examine the success of other nonprofits in diversifying their leadership and staff positions. Learning from other nonprofits could be the vehicle that triggers necessary change and allow diversity policies to guide future successes of nonprofits throughout the country. Among the key insights of the literature is the observation that, if non-profit leaders are going to be responsive to diversity values, they must exert sufficient organizational influence to not only have those values prevail in the organization but also to effectively manage organizational power struggles over the pursuit of these values.

We know representative bureaucracy plays a major role in CEO/Executives ability to perform their duties. What we don't know is their perception of the diversity gap and what, if anything is being done about it. A final issue to explore would be, are there measurable differences by race or sex in the effort to increase diversity. Based on the foregoing information related to nonprofits' community relationship, civic intermediary duties, theories of representative bureaucracy and discussions of CEO/Executive leadership, the following research design and hypotheses below were postulated.

CHAPTER 3

Research Design

Research Hypotheses

This chapter outlines the research design utilized for this study, including the hypotheses, the nature of the data pursued, data collection and analysis methods. The research hypotheses relate to examining the responses of nonprofit leaders when asked about issues of diversity. The selected issues of diversity include many of the components of the literature reviewed.

The independent variables in the study are demographics of leaders (i.e., race, age, sex, income, and educational level). The dependent variables include the selected issues of diversity (i.e., readiness of young leaders to lead; following baby-boomer retirements, existence or utilization of minority leadership training/development programs, minority recruitment, equal opportunity for advancement, impact of minority underrepresentation (i.e., disparity in diversity) on organizational performance, growth and success, level of satisfaction or dissatisfaction with the racial composition of nonprofits, executive level leadership views on racial quotas, and the existence of any collaborative efforts by leaders to promote diversity and strengthen the skills of minorities).

Central Research Question

How do theories of organizational influence explain the variation of nonprofit leaders' views on issues of diversity?

Study Hypotheses

- H1** Minority nonprofit leaders are less likely to indicate that equal opportunity exists for all employees to advance into executive level or senior management leadership positions than non-minority leaders.
Independent Variable - Race
Dependent Variable - Equal opportunity to advance

H2 Nonprofit leaders between the age of 40-49 are more likely to indicate that minority nonprofit leadership is lagging behind population diversity in Baltimore City because of limited efforts to recruit minorities than nonprofit leaders 60 or older.

Independent Variable - Age

Dependent Variable – Limited efforts to recruit minorities

H3 Male respondents are more likely to give higher priority to increasing the number of unrepresented minority groups into non-profit leadership positions than women respondents.

Independent Variable - Gender

Dependent Variable – Increasing number of unrepresented minority groups into non-profit leadership positions

H4 More minority nonprofit leaders will indicate that Baltimore City communities (i.e., citizens residing within City limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership than non-minority nonprofit leaders.

Independent Variable – Race

Dependent Variable – Baltimore City communities impacted by the disparity in racial diversity

H5 Nonprofit leaders with higher income are more likely to favor a policy to place qualified minority employees into leadership positions than nonprofit leaders with lower income.

Independent Variable – Income

Dependent Variable – Favor policy to place qualified minority employees into leadership positions.

A survey questionnaire is best to investigate the hypotheses. A self-administered test allows personal and reflective time to respond to survey questions. Questions are designed to gather information from leaders on issue of diversity that can be examined in relation to the organizational literature on diversity. Also, similarities and/or differences in responses can be analyzed based on leader demographics.

Target Population

The target population for this research includes nonprofit leaders (i.e., executive level and senior management with personnel decision-making authority) working in organizations within Baltimore City limits. Baltimore Maryland is chosen for the study due to its demographic population and voluminous nonprofit community. The city's population is rich in diversity as nonprofit leaders are tasked with representing a mix of different racial, ethnic, and cultural backgrounds. With that said, the city of Baltimore is ideal for a study to examine nonprofit leader responses on issues of diversity.

The nonprofit leadership/senior management or executive level positions are those equal to or representing positions such as Chief Executive Officers (CEOs), Presidents and Executive Directors. High level paid staff employees (i.e., senior managers or equivalent) are also considered in the definition of nonprofit leadership or executive level positions. Non-management (i.e., staff employees and volunteers) and board-members are not part of this study.

The target population of nonprofit leaders provides the best opportunity for exploring the differences in responses on survey questions, seek feedback as to why leadership disparities exists, and to gauge their perception about issues of diversity. This population could also indicate what, if any, new measures (i.e., programs, policies and/or procedures) are now being undertaken to address underrepresentation in leadership.

The design of the survey questions elicits necessary feedback from participants in order to examine these differences. In essence, responses to the survey questionnaire play an important role in assessing how leaders view diversity. Survey responses are also compared and/or contrasted with the literature written on diversity to help answer the research question.

A. Target Population – The target population is the group or aggregation of elements studied; the group to generalize the results of the study. The units of analysis are individuals. Individual’s best answer the research question as to how theories of organizational influence explain the variation of nonprofit leaders’ views on selected issues of diversity. In addition, an examination of the extent nonprofit leaders views vary on issues of diversity in leadership positions in Baltimore City is warranted.

Studying perceptions of individuals would be of benefit as it would allow the researcher to draw valuable conclusions about the research question. Perceptions about issues of diversity may differ by race, sex, age, income, tenure of leaders and the organizations size in which the lead.

The population of interest in this research includes active nonprofit leaders or executives (e.g., Chief Executive Officers, Presidents, Senior Managers, and Executive Directors) who work for organizations within Baltimore City. These respondents are the most knowledgeable individuals who may provide the most accurate assessment of selected issues as diversity and offer key answers to the research question and hypotheses under investigation. Confidence could be placed on the results if there are a substantial number of respondents (Czaja and Blair 2005).

B. Sampling Frame – The sampling frame is the source or sources including the population of eligible people or groups (Czaja and Blair 2005). This frame matches the population studied. In other words, every nonprofit leader within Baltimore City is in the population of interest. Therefore, the sampling frame would be all active nonprofit leaders working for 501(c) (3) organizations within Baltimore City.

There are 924 nonprofits that constitute my target population. This population constitutes leaders (e.g., CEO's, Directors, Presidents, and Senior Managers) from nonprofit organizations. Nonprofit organizations include Arts, Culture, and/or Humanities, Education, Health, and Social or Human Services. Church organizations and Colleges/Universities are not included in the study/sample. The potential participants will be drawn from a random sample. This list was obtained from the Office of the Maryland Secretary of State.

- C. Sampling Technique – The sampling technique used involved all nonprofit senior managers or executive leaders in Baltimore City. Four-hundred Sixty Two (462; half)) nonprofit organizations and corresponding nonprofit leaders were identified and used as part of the sample studied. Everyone had equal chance to participate and respond to survey questions via the Web (surveymonkey.com).
- D. Sample – Sampling is the selection of elements, following prescribed rules, from a defined population. These elements are usually the subjects of the study. In this study, they are nonprofit senior managers or executive leaders (Czaja and Blair 2005). Nonprofit senior managers or executives who are working within Baltimore City make-up the sample. Given *The Urban Institute's (2009-2010)* research findings on diversity, which outlined the disparities most significant in the Baltimore city area, it is important to include all 501(c) (3) organizations within the city. By studying nonprofit leaders' responses to survey questions, generalizations can be made about the entire Baltimore City nonprofit leadership population.

Survey Technique

The survey technique utilizes an online survey conducted via an internet survey company called SurveyMonkey. According to Czaja and Blair (2005), there is no one best survey method; each have their own strengths and weaknesses. There are many benefits to conducting an Internet survey. With Internet surveys, “the administrative, resource factors such as cost can be very low, length of data collection period can be very short (1-3 weeks), and the geographic distribution of the sample may be wide”(Czaja and Blair 2005, ch3, 35).

Another advantage of internet surveys is, “the length of the questionnaire can be short (e.g., <10 minutes), use of open-ended questions is fair/good, use of visual aids very good, data quality issues like sampling frame bias is low/high, and the design of the questionnaire may be complex” (Czaja and Blair 2005 ch3, 35). Internet surveys also eliminate paper usage, questionnaire reproduction, postage, and data entry costs of mail surveys (Czaja and Blair 2005).

Because of certain characteristics of the target population chosen for this study, an Internet survey is the best method for data collection. An assumption could be made, that most, if not all, nonprofit senior managers or executive leaders have access to the Internet and therefore would encounter no foreseeable problems accessing and completing the online survey.

Information provided on “the list sampling frame allows potential nonprofit leaders to be contacted via telephone and email to explain the purpose and importance of the online survey” (Czaja and Blair 2005 ch3, 40). This identified me as the sponsor and reassured participants of their confidentiality, but also provided instructions for accessing and submitting the online survey.

A short introductory message stating the purpose of the survey and encouraging participation was provided on the welcome page of the Web questionnaire along with

straightforward instructions for getting to the first page of the questionnaire. The welcome page includes contact email address and telephone number for nonprofit leaders who may have questions or concerns. A mailing address is provided for those respondents who wish to print and mail-in their completed questionnaire.

Multiple reminders to complete the online survey were sent (via email and postage mail) to nonprofit leaders who did not log on to complete the survey within the specified period of time (ex. first email reminder was sent three days following online survey opening). Reminders “delivered via e-mail, if possible, are essential for increasing response rates” (Czaja and Blair 2005 ch3, 40).

Survey Implementation Plan

A. Questionnaire Design - The survey questions are designed to gather and analyze information related to nonprofit leadership views on issues of diversity and the diversity gap or underrepresentation within Baltimore City. Most questions are closed-ended, but there were some open-ended (i.e., “Other” category within multiple choice questionnaire) questions as well. Respondents chose from the list of provided responses. There is attitude, knowledge, and behavior related questions on diversity. Demographic data on nonprofit leaders was collected as well.

B. Questionnaire-Hypothesis Mapping:

Hypothesis mapping links the question(s) to the related hypotheses identified in the study. Questions are designed to gather responses that provide potential answers to related hypotheses.

Hypothesis	Questions for Testing
Hypothesis 1	Q1
Hypothesis 2	Q5
Hypothesis 3	Q7
Hypothesis 4	Q8
Hypothesis 5	Q10

C. Questionnaire Testing – Pretesting was conducted to make sure nonprofit leaders understand the questions. Several pretests were completed with colleagues to look for problems in order to correct them and ensure accuracy. A pretest of the questionnaire and field procedures are the only way of finding out if everything is functional, especially, if the survey employs new techniques or a new set of questions (American Association for Public Opinion Research 2010). Cognitive interviewing took place with friends who provided useful feedback in the development of the questionnaire. Understanding the cognitive processes respondent’s use in answering questions aids in writing better questions and the collection of better data.

D. Administration Plan – The survey was administered online via Web-based design. An e-mail was sent to all nonprofit leaders/executives (i.e., potential respondents) in Baltimore City. The URL embedded in the e-mail takes the respondent to a web-site (surveymonkey.com) to complete the questionnaire.

Response rates are typically low for Web-based surveys. To combat this, follow-up contacts via email, phone and mail was done in order to help increase the completion rate and achieve an acceptable response rate. In essence, enticing

nonprofit leaders to complete the web-based survey was not a problem. The problem of nonresponse is greatly reduced because the survey is limited to a special population of nonprofit leaders (Czaja and Blair 2005).

The option to preview the questionnaire is usually impossible via Web surveys. A printed survey was reviewed (i.e., see survey in Appendix section). The instrument was relatively short (i.e., twenty-five questions) and easy to complete in order to boost participation. Information related to the time it takes to complete the survey along with ease and accessibility is detailed in the cover letter, the introduction and all follow-up correspondence (i.e., see copies in Appendix section). Additional mail and e-mail notification was completed as well. This alerted researcher of any incorrect email/business addresses.

In a Web-based survey (i.e., surveymonkey.com), the response pattern is much more clustered toward the beginning of each email/postage mailing; those who intend to respond, typically, do it almost immediately (Czaja and Blair 2005). The spacing of the follow-up action was determined by the speed of completed online surveys. Initial follow-up took place three days after initial release of the online survey. The survey was administered across a three week time-frame during the Fall 2011 semester (December 1 – 23rd, 2011).

The survey takes about 5-10 minutes to complete. Follow-up emails encouraging completion was sent out each week until the three week period expired. The final week included follow-up phone calls and mailings to nonprofit leaders to encourage completion. Monitoring response rates was important in tracking the number of surveys returned each day/week.

Strategies for Mitigating Non-Response Bias

The survey was designed to reduce non-response bias by placing questions related to the selected issues of diversity at the beginning of the survey followed by organization size/type and then demographic questions at the end. To combat said bias, the questionnaire was designed to solicit perceptions from nonprofit leaders on selected issues of diversity. Likewise, the questionnaire was constructed to address issues of diversity as it relates to the current climate of disparity among nonprofit leaders and to determine their efforts, if any, in combating disparities. In addition, the survey encouraged participants to respond to questions based on their work/life experiences and belief systems. This is one positive attribute that persuaded participation.

In essence, the higher the response rate, the lower the likelihood of non-response bias. Ensuring correct e-mail addresses, phone numbers, and mailing addresses are available was vitally important to the implementation strategy of the study and helped reduced non-response rates. Timely follow-up procedures also offered opportunities to reduce non-response bias.

Before administering the survey, alerting participants (i.e., all nonprofit leaders/executives) of the importance and value data gathered from the survey can prove to be beneficial to all nonprofit leaders/executives. The future direction of their organizations decision-making processes regarding diversity in the nonprofit leadership is a critical point to be made. A substantial effort was made early to notify all nonprofit leaders in Baltimore City that the survey would be approaching and that results play a major role in impacting the Baltimore-Washington, D.C. area nonprofit communities. Such efforts paved the way for obtaining better than average (i.e., 30% response rate obtained for this online survey) response rate. Adhering to timely follow-up procedures and closely monitoring uncompleted or missing web surveys was the most effective strategy for mitigating non-response bias and improving responses rates.

Data Entry, Coding, and Cleaning Procedures

With a web-based survey, all of the questions are automatically coded by surveymonkey.com. There are no separate open ended questions in the survey, but there are questions with “Other” category which allowed additional responses for evaluation/analysis. There are up to six answer categories in a question, coded 1 - 6, plus “Don’t Know” (DK) coded as 8, and “Decline to Answer” coded as 9. For example, there are four answer categories in one question: i.e., 1= excellent, 2= good, 3=fair, 4= poor and 8=DK, 9=Decline to Answer.

All answer categories for questions are mutually exclusive and exhaustive (Czaja and Blair 2005). Data was checked and cleaned before analysis began. This allowed for the identification of coding and data-entry errors. During the cleaning process, the coded response to each question (i.e., variable) is checked for illegal code values and, when possible, for consistency with responses to other, related questions (Czaja and Blair 2005). Other steps taken ensure codes for respondent’s sex (e.g., 1=male and 2=female) have no other codes assigned, such as 3 (or higher). Consistency like this is checked throughout the entire survey. When the data was collected using a computer, these activities are moved “up front” and become part of questionnaire development (Czaja and Blair 2005).

Data recoding was considered given the response categories on some questions. In some instances, grouping or merging response categories was necessary in this study. One possible data recode was to group age into categories of “young, middle, and older” (Babbie, Haley and Zaino ch7, 103). These groups are formed by collapsing and recoding the categories of the variable. Other response categories like education were recoded to obtain a better understanding of the data results. Data recoding was completed in this study but was not included in the findings and conclusion of results due to the limited number of response categories.

Data Analysis Plan

Data analysis is done utilizing the Statistical Package for the Social Sciences (SPSS) software. SPSS is capable of computing many different statistical procedures with different kinds of data (Babbie, Halley and Zaino 2007). Analysis of the data was completed in order to test the hypotheses outlined in the research plan. Subsequently, SPSS was used to analyze data and draw conclusions about nonprofit leader's responses to issues of diversity by gathering their perceptions concerning diversity.

A narrative analysis was done on responses that are written (i.e., "Other" category of responses) in the survey. Excel spreadsheet was utilized to input narrative responses. Analyzing narrative responses included identifying recurring patterns (i.e., common themes) among responses and addressing discontinuities. Narrative responses were kept to a minimum in order to identify the main point(s) discussed.

Types of Analysis (Univariate and Bivariate)

Univariate Analysis:

Univariate describes the respondent population. They can be compared to the target population. The analysis of one variable at a time (Babbie, Halley and Zaino 2007). This analysis is done to measure independent variables such as age, race, sex, and income to test and see if the hypotheses are supported more or less by each of these classifications. In other words, analysis is done to determine if various demographics provide support for or against various hypotheses identified in the study. SPSS was used to generate frequency distributions, descriptive statistics, and cross-tabulations to further explain relationships between the independent and dependent variables.

Various bar charts were created to gain a visual of each frequency distribution. A question related to equal employment is important for understanding how nonprofit leaders view opportunities for minorities in this study. Univariate analysis was performed on more than one variable at a time. SPSS was used to identify the names of all variables related to recruiting and/or hiring of minorities and was instructed to, simultaneously run frequencies for all items. For example, frequencies were run on method best to recruit and hire minorities in leadership positions (MBTRHM) and what strategies are being done to retain and promote employees (SDTRPE).

Running frequencies on recruiting/hiring minorities provides data that indicates what strategies nonprofit leaders utilize to recruit and hire minorities. Similarities and differences were analyzed to gain a better understanding of nonprofit leader's job related responsibilities surrounding recruitment. This kind of information is important to draw important conclusions related to the findings in the study. The findings in the study also created the need to provide a

list of recommendations as part of the conclusion in the study.

Running frequency distributions for individual variables does not provide a complete picture of the data. No single item in a data set provided complete representation of what is being studied. Often times, it is better to merge two or more indicators of a concept into a composite index (Babbie, Halley and Zaino 2007). SPSS has the capability to perform data transformations. SPSS was also used to combine adjacent categories and create or collapse new, more manageable variables (Babbie, Halley and Zaino 2007). Accordingly, the aforementioned univariate analysis techniques were performed to test whether the hypotheses determined for the study is supported.

Bivariate Analysis:

The analysis of two variables opens the possibility for exploring the relationships between those variables (Babbie, Halley and Zaino 2007). Accordingly, bivariate analysis was performed on survey data to explain some of the phenomena being studied. SPSS is used to run frequency distributions in order to understand differences in recruiting efforts of nonprofit leaders as it relates to addressing or increasing minority representation in nonprofit leadership positions.

Similarities and/or differences were found based on nonprofit leader's demographics. In other words, do nonprofit leader's demographics play a role in their views on diversity? Nonprofit leaders may also have contrasting views as to how to solve disparities in diversity. Data findings help explain problems associated with minority underrepresentation in nonprofit leadership and may offer solutions from leaders to address selected issues of diversity.

Cross-tabulation is a table or matrix that shows the distribution of one variable for each category of a second variable (Babbie, Halley and Zaino 2007). Cross-tabulations are run on survey data to determine if two variables are associated. “Running crosstabs will help determine whether there is an association, namely the strength of the association and in some cases, the direction of the association” (Babbie, Halley and Zaino 2007 ch10, 170).

Discovering potential reasons why diversity disparities exist in leadership ranks and assessing what, if anything is being done to correct them is the core of this study. Nonprofit leadership employment hiring decisions impact the demographics of Baltimore City nonprofit organizations. Testing the hypotheses by using questions that seek to identify why there is a lack of diversity in Baltimore City nonprofit leadership is critical to this study.

Chi-square testing assists with determining the logic of statistical significance. Chi-square test is one of the most widely used tests of significance. Tests of significance estimate the probability of the association between variables. A significance level of less than .05 indicates a potential relationship between the variables tested. By comparing the actual distribution of responses to the observed distribution of responses, the expected outcomes are random chance or sampling errors. Given this distribution of responses, results would mean absolutely no association between the variables (Babbie, Halley and Zaino 2007).

“A percentage point difference of 10% or more is sometimes taken as an indication that there may be an association between the variables that is worth investigating further” (Babbie, Halley and Zaino 2007 ch10, 179). Keep in mind that finding an association between variables is best viewed as evidence of, not proof of, a causal relationship (Babbie, Halley and Zaino 2007). Bivariate analysis also assists with determining why nonprofit leaders think and act as they do when addressing issues of diversity.

Measuring the association of two variables may provide answers to two important questions; “how strong is the association or relationship between the two variables? And, for ordinal and interval/ratio variables, what is the direction of association between the two variables?” (Babbie, Halley and Zaino 2007 ch13, 223). The value of lambda, which can vary between 0.00 and 1.00, indicates the strength of association or relationship between nominal variables. “The closer the value of lambda is to 1.00, the stronger the relationship between the variables. Conversely, the closer the value of lambda is to 0.00, the weaker the relationship between the variables” (Babbie, Halley and Zaino 2007 ch13, 224).

If lambda is closer to 1.00, this means the variables tested in the data set would have a strong relationship between the variables. Depending on the wording of the hypotheses, this would mean knowing the extent to which variables tested were associated with, affects, or has an impact on other variables (Babbie, Halley and Zaino 2007). A strong relationship between variables would indicate the hypotheses are supported by the findings.

Gamma is a measure of association based on logic of proportionate reduction of error (PRE) appropriate for two ordinal variables. Gamma indicates the strength of association, as well as, the direction of association between two ordinal variables (Babbie, Halley and Zaino 2007). In terms of the strength of association using gamma, the closer to -1.00 or $+1.00$, the stronger the relationship between the two variables, whereas, the closer to 0.00 , the weaker the association between the variables (Babbie, Halley and Zaino 2007).

In terms of direction of association using gamma, a negative sign indicates a negative association; as one variable increases, the other decreases (i.e., the items change in opposite directions). Conversely, a positive sign indicates a positive association; both items change in the same direction, they both either increase or decrease (Babbie, Halley and Zaino 2007).

A negative association between *income* (i.e., socio-economic-status) of nonprofit leader and *method or effort to recruit minorities into leadership positions*, for instance, would indicate the variables change in opposite directions. As one increases, the other decreases. Conversely, a positive association between *income* of nonprofit leader and *method or effort to recruit minorities into leadership positions* indicates the variables change in the same direction.

They both either increase or decrease. Gamma would aid in determining whether knowing how two nonprofit leaders (i.e., respondents) differ in *income* would reduce the number of errors made in guessing how they differ in their *method or effort to recruit minorities into leadership positions*. Running frequency distributions and cross-tabulations to determine appropriate chi-square relationships between variables are the main techniques used in this study. Analysis of data utilizing one or two variables and providing written analysis of the findings are utilized to determine appropriate relationships. Gamma and lambda results are not provided in this study because frequency distributions and cross-tabulation results analyzed provide a better glimpse into the reality of disparities in diversity in Baltimore City nonprofit leadership.

There is no interval related data in this study. Running frequency distributions and cross-tabulations are the most effective statistical method used to investigate data patterns. These results would be pertinent for testing the hypotheses. For example, the method of minority recruitment (i.e., or recruitment in general) would reveal whether nonprofit leaders are seeking to find qualified applicants. Method of recruitment provides key data as to how employees are recruited and what types of employees (e.g., high school graduates, college graduates, etc...) are being hired in nonprofit organizations.

Determining statistical significance allows estimation of the likelihood a relationship between variables in the sample actually exists in the population, as opposed to, being viewed as

an illusion due to chance or sampling error (Babbie, Halley and Zaino 2007). Tests of significance allow an estimation of the likelihood for finding a relationship between *sex* and *use of leadership development/training programs* and whether this relationship happened by chance. If the chances for the findings are very unlikely, say, only about two in fifty, then the confidence needed to generalize the findings from the sample to the population for which it was drawn would need to be statistically validated or perhaps substantiated (Babbie, Halley and Zaino 2007).

Using a variety of data analysis is important for drawing more accurate and valid conclusions of the findings through the data. Utilization of the most important tests such as frequency distributions, cross-tabulations, and generating charts/graphs provides the necessary results to make general conclusions about the population of Baltimore City nonprofit leadership. Working with human subjects via survey instrument provides useful conclusions as to why disparities in diversity or minority underrepresentation may exist.

The summary report compiles important facts drawn from various analysis techniques. Summary reports yield useful analogies of observed data. This kind of information is helpful in providing effective solutions or recommendations to bring about positive and necessary changes in diversity of Baltimore City nonprofit leadership. Below section provides a summary of research utilized in this study.

The central research question and related hypotheses are best answered using descriptive statistics that examines relationships of survey participants based on their demographics. Data was analyzed and compared to the literature written on diversity in organizations and organizational influence. Also, results were compared to literature written on representation (i.e., passive and active). The summary details the methods used help answer the research questions.

Summary of Research Methods

The research methods outlined above are one group of measures used to collect data to help answer tough diversity related questions. Research on diversity relies heavily on the respondent's personal reflection (i.e., perceptions) on the selected issues identified in the study. The questionnaire is designed to extract certain nuances that explain how leaders are approaching diversity. Such issues can be measured by comparing the responses of participants to identify actions or potential actions to increase diversity in the nonprofit leadership circle. Responses by participants are often rooted in socialization and/or characteristics of organizational influences.

The research methods described above is designed to gather data to answer the research question. The research question centers around how theories of organizational influence explain the variation of nonprofit leader's views on the selected issues of diversity. In other words, what theoretical arguments could be made about nonprofit leader's responses?

Survey research is best in gathering appropriate data to analyze, compare and contrast with theoretical arguments discussed in the literature reviewed. The survey research method provides insights as to the direction nonprofit leaders are taking on issues of diversity in Baltimore City nonprofits. With that said, nonprofit leaders within these organizations play a pivotal role in shaping the demographic composition of current and future leadership.

The target population for this research study provides key information on the importance of diversity in nonprofit leadership in the 21st century. Nonprofit leaders also provide the best opportunity for researchers to compare and contrast the extent to which leader responses differ on survey questions. Leader responses provide valuable feedback as to why disparities in diversity exist in Baltimore City nonprofit leadership. This target population may offer a current

resolution and/or propose new measures (i.e., programs, policies or procedures) to be undertaken that reduce the disparity of diversity in Baltimore City nonprofit leadership.

The design of the survey elicits feedback from participants in order to examine differences based on leader demographics, perceptions of disparity in diversity (i.e., minority underrepresentation) in senior management or executive level positions throughout Baltimore City. With that said, the responses to the survey questionnaire provide insight on how they cope with or address selected issues of diversity. The issues of diversity are also designed to extract responses from leaders that identify their level of involvement and/or influence on diversity in their nonprofit organizations. In essences, gathering diversity related information from leaders is important to assessing issues of diversity in Baltimore City nonprofits.

The technique utilized to gather information via online web survey (SurveyMonkey) is one of the best and most efficient methods of data collection. Yet, there is no one best measure, each method has its own strengths and weaknesses. The strengths outweigh the weaknesses in collecting online survey data when compared to other more costly and time consuming methods. With Internet surveys, resources and time can be closely monitored. Distribution of the survey can include a wide ranging area. The time to collect data on this study was three weeks (Dec. 1 - 23rd, 2011).

Another advantage previously mentioned of Internet surveys is that the length of the questionnaire was short (e.g., 25 questions for this study) and time to complete (i.e., estimated 5 to 10 minutes) proved to increase participation and response rates. Sampling frame bias is kept very low. This Internet survey also eliminated the use of paper, repeated questionnaire reproduction, costly postage, and data entry costs of mail surveys. As noted earlier, because of the characteristics of the target population of nonprofit leaders chosen for this study, Internet

survey (i.e., SurveyMonkey) was the best method for data collection. A majority, if not all, nonprofit leaders have access to the Internet.

Pretesting was conducted to ensure that leaders understand the questions. Pretesting colleagues and friends provided the ability to identify and correct potential problems. This ensured accuracy of the survey instrument. Pretesting of questionnaire and field procedures was the best way to determine if the data collection method was functioning properly. Solicitation of feedback was necessary in order to identify potential problems. This included cognitive interviewing with colleagues and friends that provided useful feedback in the development of the questionnaire. An understanding of the cognitive processes respondent's use in answering questions aids in gathering more useful feedback from written surveys.

Prior to administering the survey, notifying participants (i.e., all nonprofit leaders and executives in the sample population) of the importance and potential value the data from the survey increased the probability of higher completion rates. Therefore, a focused effort was made early with organizational leaders. Respondents were informed that their participation played a key role in analyzing perceptions about diversity in Baltimore City area nonprofit leadership. As stated previously, adhering to timely follow-up procedures and closely monitoring uncompleted or missing web surveys was the best strategy for increasing response rates.

Also, with a web-based survey, questions were coded with the exception of those that were open ended (i.e., "Other" categories of responses). There was no need to individually code surveys to identify which respondents completed the survey. A data record established by surveymonkey.com included all the coded responses for one respondent.

There are up to six answer categories in a question, coded 1 - 6, plus "Don't Know"

(DK) coded as 8, and “Decline to Answer” coded as 9. There are four answer categories in one question: e.g., 1= excellent, 2= good, 3=fair, 4= poor and 8=DK, 9=Decline to Answer. If the respondent with identification number 001 answered question 1 excellent, the answer is coded as 1. If the answers to question 2 and 3 were good and fair, the code values would be 2 and 3, respectively.

The data record begins with the respondent’s identification number; the code values for the first six columns of the first respondent’s data record would be 001123 (Czaja and Blair 2005). As previously noted, following this pattern, code numbers would be automatically assigned by surveymonkey to the rest of the first respondent’s answers to the remaining 24 questions and to the answers given by the other respondents.

Both univariate and bivariate analysis are performed. Both analyses are done in order to measure demographic variables such as age, race, sex, and income to test and see if the 5 hypotheses are supported more or less by each of these classifications. As mentioned earlier, analysis is done to determine if various demographics provide support for or against various hypotheses identified in the study. SPSS was utilized to generate descriptive statistics; frequency distributions, cross-tabulations to further explain the relationship between variables. Charts and graphs were created to provide a visual of data results. This statistical method was used to investigate data patterns generated by SPSS.

These results are pertinent for testing the 5 hypotheses in the study. For example, the method of minority recruitment (i.e., not including women) may reveal whether nonprofit leaders are seeking to find qualified applicants. Method(s) of recruitment provide key data as to how nonprofit leaders recruit and what types of employees (e.g., high school grads, college grads, etc...) are being recruited and hired in nonprofit organizations. Determining statistical

significance allows an estimation of the likelihood a relationship between variables in the sample actually exists in the population. As stated earlier, for example, tests of significance would allow an estimation of the likelihood for finding a relationship between *gender* and *use of leadership development/training programs* and whether this relationship happened by chance. Chi-square tests were used to examine the significance of relationships.

The proposed research methods employed here are designed to answer the research question; *how do theories of organizational influence explain the variation of nonprofit leaders' views on issues of diversity?* An analysis of responses by nonprofit leaders combined with the examination of the literature yields valuable information for nonprofit organizations in addressing issues of diversity.

Addressing issues of diversity play an important role in an ever changing demographic population. Such findings identify issues of diversity nonprofit leaders are most or least concerned about and seek answers as to what, if anything, is being done to close the diversity gap in Baltimore City nonprofit leadership. Tabulation of data aids in examining issues of diversity with demographics of respondents and also aids in answering the central research question and related hypothesis.

CHAPTER 4

FINDINGS

Tabulation of Data

Results of the data findings are provided in this chapter. The sample is identified along with an analysis of nonprofit leader responses by use of descriptive statistics. Demographic characteristics were compared in relation to the answered survey questions. This was done in order to determine the credibility of the five hypotheses outlined in the study. Collection of demographic data of nonprofit leaders combined with a thorough analysis of responses to selected issues of diversity outlined in the study resulted in establishing key differences to diversity issues based on a leaders' background (i.e., personal and professional).

In other words, analyzing issues of diversity based on nonprofit leader demographics proves useful in comparing racial and/or sex differences on issues of diversity. In essence, nonprofit leader demographics play a vital role in assessing how they responded to issues of diversity in nonprofit leadership. Analyzing the demographics (i.e., race, socio-economic status, income, education, gender, and age) of leaders and their responses to non-demographic related questions in the survey provided key findings to compare to the literature written on diversity and organizational influence.

This study compares demographic characteristics of leaders and their perception of issues of diversity within Baltimore City nonprofit organizations. In doing so, an examination of the central research question of how theories of organizational influence explain the variation of nonprofit leaders' views on issues of diversity is warranted. In other words, comparing the responses based on leader demographics aids in determining the importance of organizational influence on nonprofit leader's views on issues of diversity.

The selected issues of diversity outlined in the study include;

1. Readiness of Young Leaders to Lead (e.g., following baby-boomer retirements)
2. Existence or Utilization of Minority Leadership Training/Development Programs
3. Minority Recruitment
4. Equal Opportunity for Advancement
5. Impact of Minority Under-representation (i.e., diversity gap) on Organizational Growth and Success
6. Level of Satisfaction or Dissatisfaction with the Racial Composition of Nonprofits
7. Nonprofit Leadership Views on Racial Quotas
8. Existence of Any Collaborative Efforts by Leaders to Promote Diversity and Strengthen the Skills of Minorities

Note: Cross-tabulations were done and findings reported in this chapter as well.

Sample

The population in this study is defined as Baltimore City nonprofit organizational leaders. Leaders include chief executives, presidents (i.e., including vice-presidents), executive directors, and/or other senior leadership/management personnel. Leaders presided over a host of nonprofit organizations, including;

1. Healthcare: Nonprofits serving Baltimore communities (e.g., mental health, crisis intervention, medical assistance)
2. Faith-Based: Nonprofits providing services to the entire Baltimore City
3. Human Services: Crime, legal, employment, food, agriculture, nutrition, housing, shelter, public safety, recreation, youth development, and child care
4. Others: (e.g., environment-Chesapeake Bay organizations/foundations, animal related, civil rights, social action, advocacy, philanthropic, voluntarism, science, technology, museums)

This study excluded leaders of various organizations such as; Hospitals (e.g., administrators, physicians, nurses), or related Outpatient Facilities, Churches (e.g., pastors, ministers officials/officers), Schools (e.g., colleges, universities, preparatory, charter, fraternities, sororities, alumni associations, foundations, trusts, etc...), and all nonprofit organizations whose primary service area(s) are outside of Baltimore City (e.g., county-wide, state-wide, national, and international organizations).

The Office of the Maryland Secretary of State provided a listing of 1,226 nonprofit organizations (i.e., registered 501(c) 3's) within Baltimore City limits. The listing was transferred to an excel spreadsheet. The excel spreadsheet of Baltimore City nonprofits included the name of the organization, address, phone number, director/leaders (i.e., main contact person) name, and email address, if any, of organization or leader. Upon receiving the listing, it was necessary collect additional email addresses and clean-up the dataset by eliminating those organizations that did not fit the organizational types identified above.

As noted above, leaders of hospitals, churches, schools and all nonprofit organizations whose primary service area(s) are outside of Baltimore City were not included in the study and therefore eliminated from the dataset. A significant number of organizations did not have email addresses on file with the Office of the Maryland Secretary of State. Those that did not have email addresses were notified (i.e., via phone call) to obtain the contact information of the leader.

Of the 1,226 original nonprofit organizations on the Office of the Maryland Secretary of State's listing, 302 organizations were removed from the listing because they did not fit the organizational type identified above. The remaining 924 organizations fit the above parameters of this study. Of these 924 nonprofit organizations, a random sample was done to identify half of the organizations to comprise the sample size. 462 organizations comprise the sample size.

A disadvantage to self-administered online surveys emailed to potential respondents is low response rate. A majority of the studies on online survey response rates indicate that the average and/or median response rate is between 25% -30% (SuperSurvey.com 2009). Michael B. Hamilton of SuperSurvey.com collected response rates of 199 online surveys. He found that half of the 199 surveys received at least a 26% response rate (SuperSurvey.com 2009).

Data collection for this study was performed in the month of December 2011. The data collection period was from December 1st through December 23rd. This was the latter part of the Fall 2011 school semester. 140 of the 462 Baltimore City Nonprofit leaders completed the online survey. This resulted in a 30% response rate. This was acceptable rate given the findings related to online survey response rates and other studies done on email survey response rates.

Non-response error can be a problem when the response rate is low. This may be the case when those nonprofit leaders choosing not to respond may be different than those that return the online survey. 22 nonprofit leaders contacted the researcher via email to decline participation in the study. Most indicated that their organization was relatively small with only a few or no paid staff employees. A reasonable justification, however, the survey included questions that can be answered by all size and types of nonprofits.

The survey was also intended to gather information of nonprofit leader experiences with issues of diversity regardless of the actual size of their current organization. 20 potential respondents opted-out (i.e., selected not to receive further emails) in completion of the survey. 41 potential respondents bounced or deleted the survey from their email retrieval system. The remaining 239 potential participants did not respond to the initial, follow-up emails, or phone calls to complete the survey. As noted above, the resulting 140 nonprofit leaders participated in the survey.

Composition of Survey Questionnaire

The survey is composed of 25 questions. Of the 25 questions in the survey, the first 15 questions collected data in order to examine nonprofit leader responses to issues of diversity. Questions #1 & #2 collect data from respondents on areas of equal opportunity and advancement of minorities (i.e., not including women). As noted previously, the definition of minority for the purposes of this study did not include women. This was due to the fact that women are not underrepresented in Baltimore City nonprofit leadership positions.

Questions #3 & #4 collect responses related to strategies that best enhance the recruitment/ hiring of racial minorities and the retention and promotion of employees. Questions #5 through #11 collect data on issues related to lack of diversity in Baltimore City nonprofit leadership. Questions #12 through #15 collect data related to efficacy or satisfaction of racial composition of Baltimore City nonprofits, readiness of nonprofit sector to address the future leadership transition, collaboration efforts amongst leaders, and problem identification of diversity gap concerns.

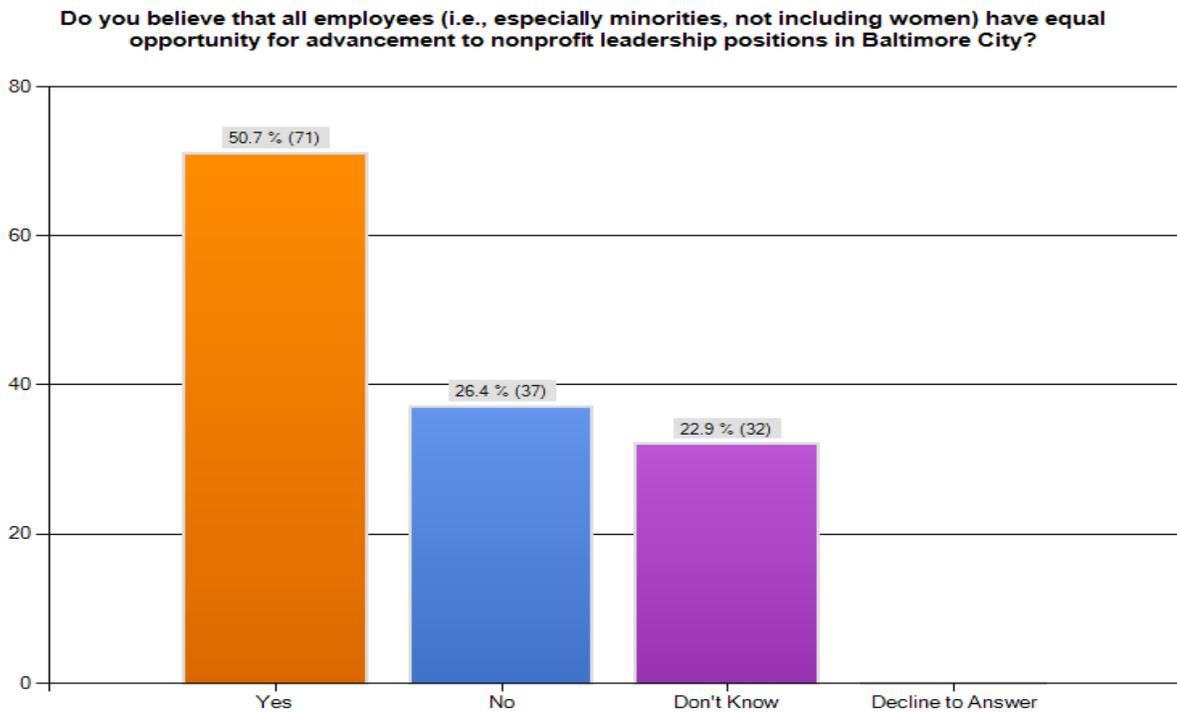
Questions #16 & #17 collect data on organizational size and type respondents lead. The remaining 8 questions (#18 through #25) in the survey collected demographic data, including respondent's current position held and status (i.e., tenure and how first learned about current position). There are 7 questions that have "Other (please specify)" as one answer choice. "Other (please specify)" answers were collected and placed on an excel spreadsheet for analysis.

Survey Findings

Issues of Diversity

This study analyzed responses of survey participants on issues of diversity, organizational characteristics (i.e., size and type), demographic characteristics, and status of respondents (e.g., current position held, tenure, how learned about position). Statistical findings were then compared to determine first and second most frequent response given on each survey question. Data findings are grouped below by each question category. Descriptive statistics and cross-tabulations as also performed to compare and contrast responses later in this section as well.

Equal Opportunity (Q1)

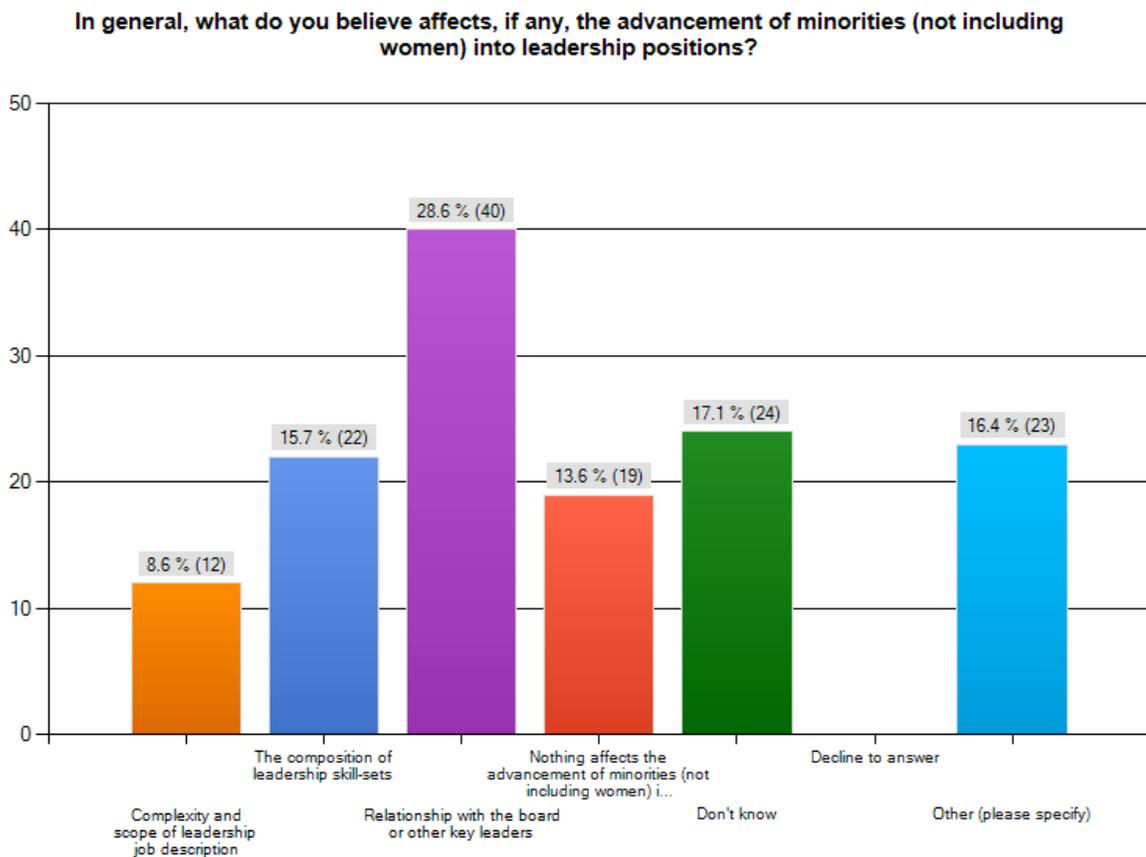


Question #1 50.7% of respondents indicated “Yes,” that they believe all employees (i.e., especially minorities, not including women) have equal opportunity for advancement to nonprofit leadership positions in Baltimore City. 26.4% of respondents indicated “No,” that they

don't believe all employees (i.e., especially minorities, not including women) have equal opportunity for advancement to nonprofit leadership positions in Baltimore City.

22.9% indicated that they don't know if all employees (i.e., especially minorities, not including women) have equal opportunity for advancement to nonprofit leadership positions in Baltimore City. No one declined to answer this question. An examination of the data reveals that most respondents believe that all employees (i.e., especially minorities, not including women) have equal opportunity for advancement to nonprofit leadership positions in Baltimore City.

Advancement of Minorities (i.e., not including women) (Q2)

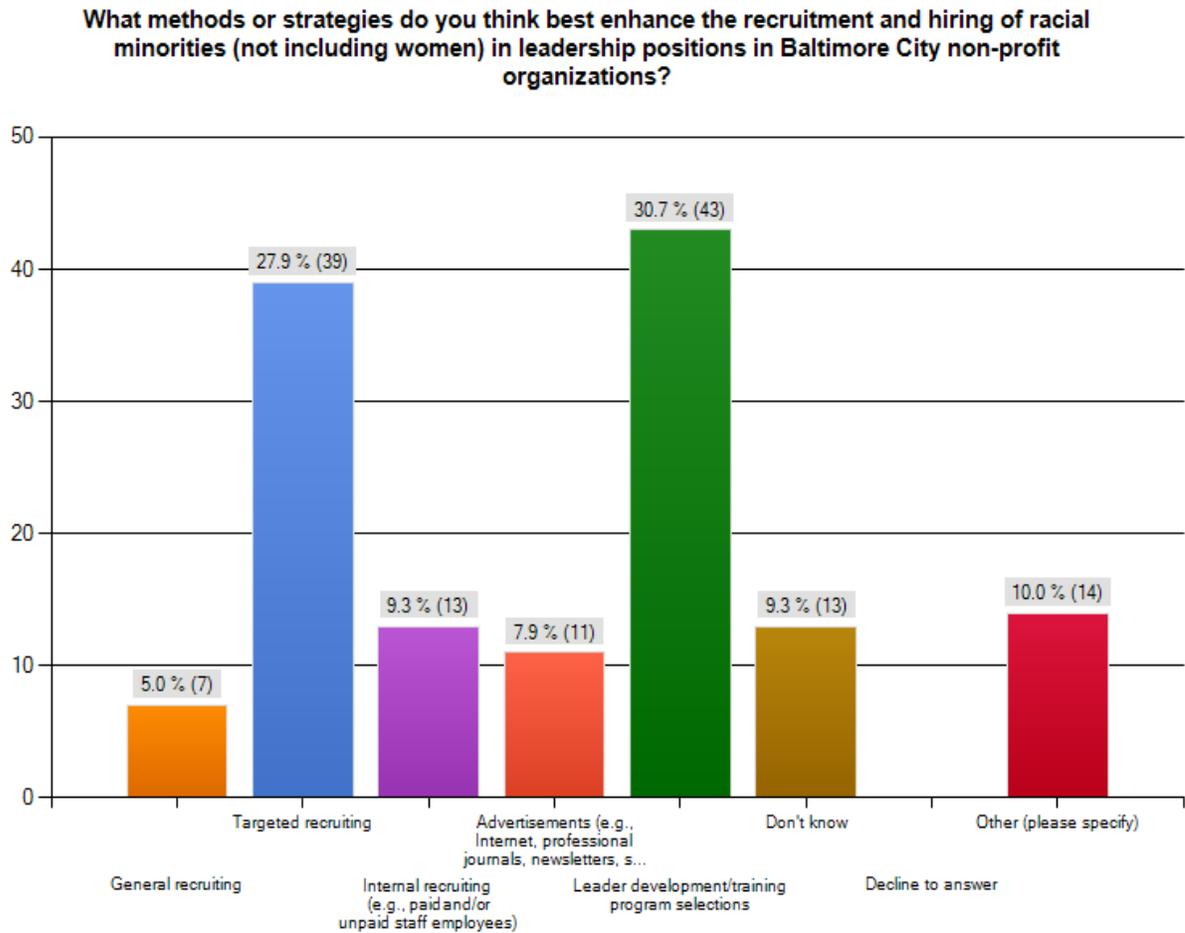


Question #2 8.6% of respondents indicated that they believe that the complexity and scope of leadership job description affects the advancement of minorities (i.e., not including women) into leadership positions. 15.7% of respondents indicated that they believe the composition of leadership skill-sets affects the advancement of minorities (i.e., not including women) into leadership positions.

28.6% of respondents indicated that they believe that the relationship with the board or other key leaders affects the advancement of minorities (i.e., not including women) into leadership positions. 13.6% of respondents indicated that they believe nothing affects the advancement of minorities (i.e., not including women) into leadership positions. 17.1% of respondents indicated that don't know what, if anything affects the advancement of minorities (i.e., not including women) into leadership positions.

No respondents declined to answer this question. 16.4% of respondents indicated "Other (please specify)" as a response to this question. An examination of this question reveals that the majority of respondents believe that a relationship with the board affects the advancement of minorities (i.e., not including women) into leadership positions.

Efficacy of Strategy (recruitment and hiring)(Q3)



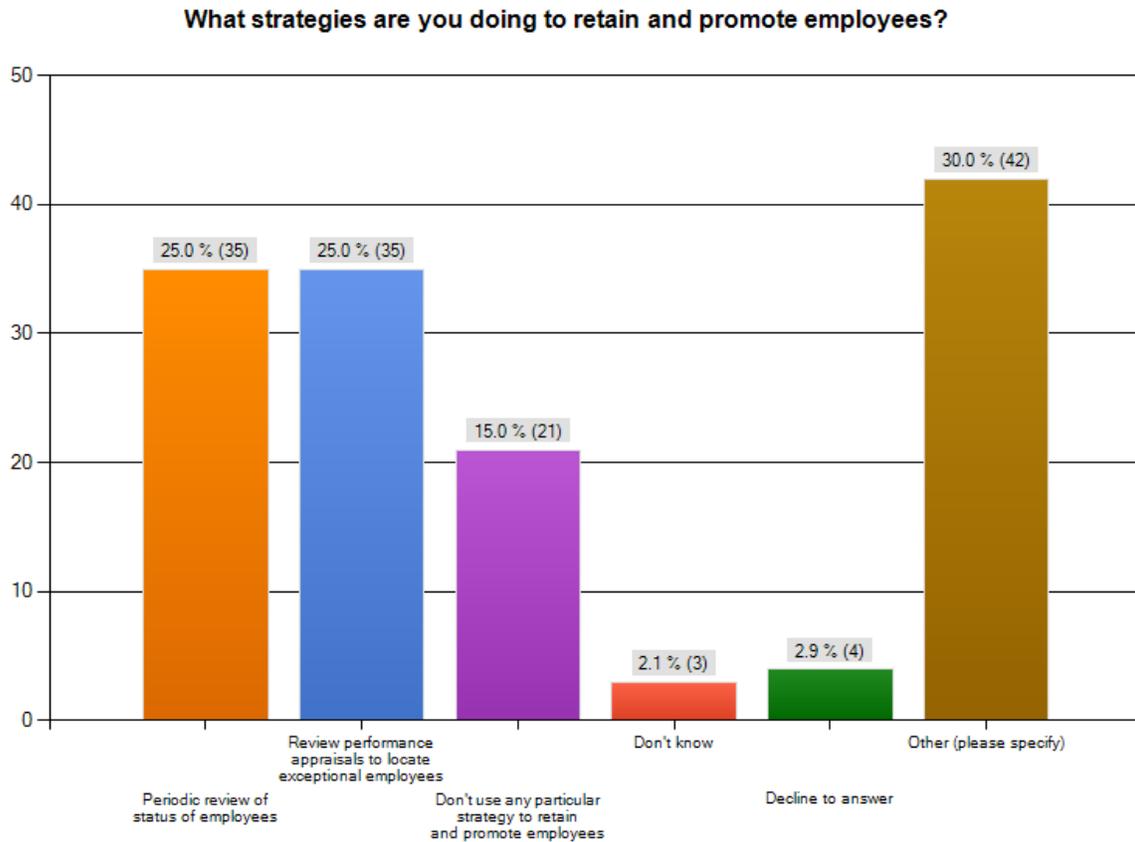
Question #3 5.0% of respondents indicated that general recruiting is a method or strategy that best enhance the recruitment and hiring of racial minorities (i.e., not including women) in leadership positions in Baltimore City nonprofit organizations. 27.9% of respondents indicated that targeted recruiting is a method or strategy that best enhance the recruitment and hiring of racial minorities (i.e., not including women) in leadership positions in Baltimore City nonprofit organizations.

9.3% of respondents indicated that internal recruiting (e.g., paid and/or unpaid staff employees) is a method or strategy that best enhance the recruitment and hiring of racial minorities (i.e., not including women) in leadership positions in Baltimore City nonprofit organizations. 7.9% of respondents indicated that advertisements (e.g., internet, professional journals, newsletters, search committees, colleges/universities) is a method or strategy that best enhance the recruitment and hiring of racial minorities (i.e., not including women) in leadership positions in Baltimore City nonprofit organizations.

30.7% of respondents indicated that utilization of leadership development/training program selections are a method or strategy that best enhance the recruitment and hiring of racial minorities (i.e., not including women) in leadership positions in Baltimore City nonprofit organizations. 9.3% of respondents indicated that they don't know which method or strategy best enhance the recruitment and hiring of racial minorities (i.e., not including women) in leadership positions in Baltimore City nonprofit organizations. No one declined to answer the question. 10.0% of respondents indicated "Other (please specify)" as an answer to this question.

An examination of responses to this question reveals that both targeted recruiting (27.9%) and leadership development/training program selections (30.7%) are what most nonprofit leaders believe is the method or strategy that best enhance the recruitment and hiring of racial minorities (i.e., not including women) in leadership positions in Baltimore City nonprofit organizations. Both responses combined received well over half (58.6%) of the total responses.

Efficacy of Strategy (retention and promotion) (Q4)

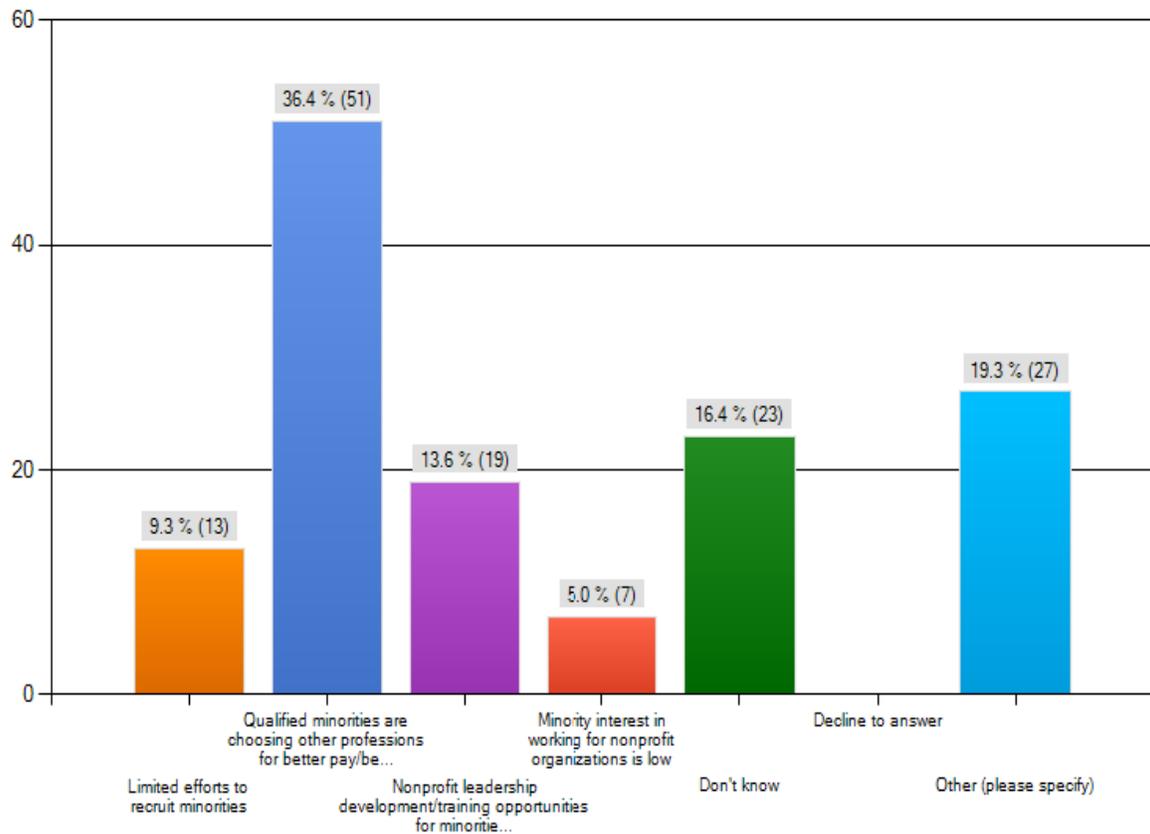


Question #4 25.0% of respondents indicated that a periodic review of status of employees is a strategy they are doing to retain and promote employees. Also, 25.0% of respondents indicated that a review of performance appraisals to locate exceptional employees is a strategy they are doing to retain and promote employees. 15.0% of respondents indicated that they “Don’t use any particular strategy to retain and promote employees.” 2.1% of respondents indicated that they “Don’t Know” what strategies are being undertaken to retain and promote employees. 2.9% of respondents declined to answer this question. 30.0% of respondents indicated “Other (please specify)” as the selection to this question.

An equal number (35) and percentage (25.0%) of respondents indicated that a periodic review of status of employees and “Review performance appraisals to locate exceptional employees” are strategies they are doing to retain and promote employees. With that said, a majority of respondents (30%; 42) to this question indicated other strategies are being done to retain and promote employees within their organization. Other strategies they indicated include, but not limited to; focused mentoring, leadership training, diversity training, promotion of strong core values, and cultural leadership training.

Minority Leadership Lagging Population Diversity (Q5)

The Urban Institute’s 2009-2010 study titled “Measuring Racial-Ethnic Diversity in Baltimore-Washington Region’s Nonprofit Sector” indicates that 69.4% of Baltimore city residents are minorities, while 33.7% of the nonprofits are headed by a minority. Why do you think, according to this study, minority nonprofit leadership is lagging behind population diversity in Baltimore City?



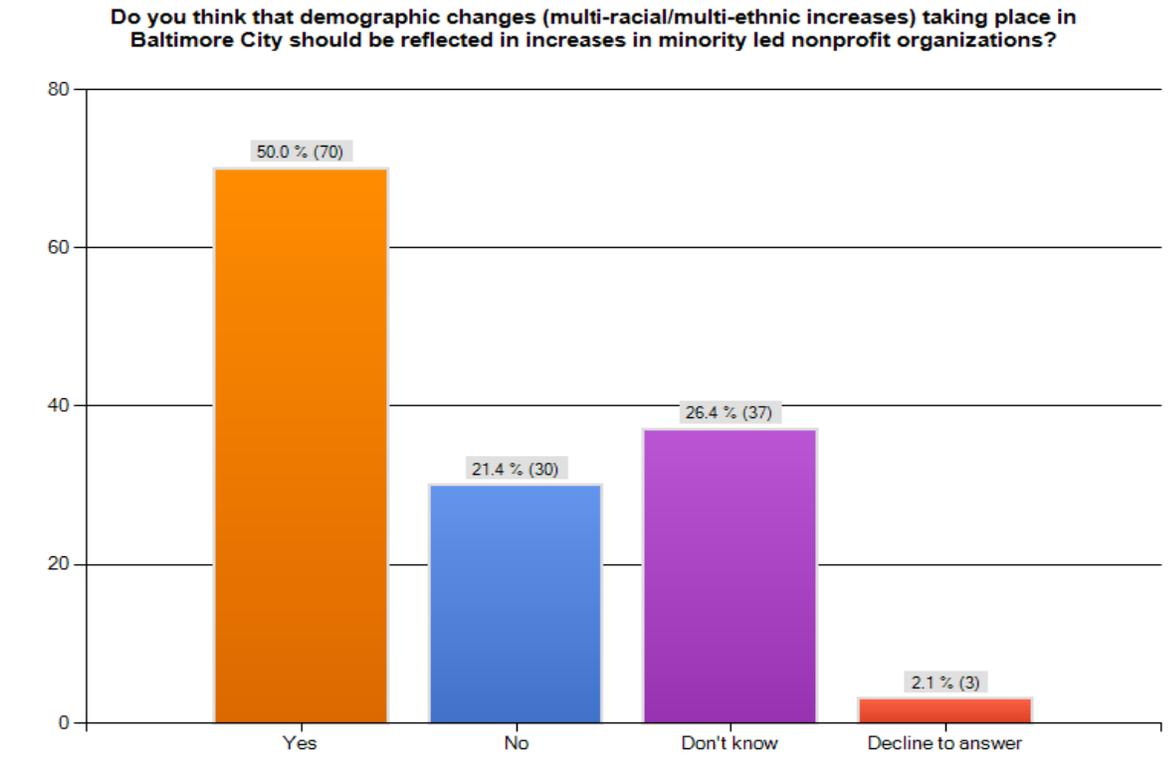
Question #5 9.3% of respondents indicated that limited efforts to recruit minorities are the reasons why minority nonprofit leadership is lagging behind population diversity in Baltimore City. 36.4% of respondents indicated that qualified minorities are choosing other professions for better pay/benefits as the reason why minority nonprofit leadership is lagging behind population diversity in Baltimore City.

13.6% of respondents indicated that nonprofit leadership development/training opportunities for minorities is low as the reason why minority nonprofit leadership is lagging behind population diversity in Baltimore City. 5.0% of respondents indicated that minority interest in working for nonprofit organizations is low as the reason why minority nonprofit leadership is lagging behind population diversity in Baltimore City.

16.4% of respondents indicated that they don't know why minority nonprofit leadership is lagging behind population diversity in Baltimore City. No respondent declined to answer this question. 19.3% of respondents indicated "Other (please specify)" as the reason why minority nonprofit leadership is lagging behind population diversity in Baltimore City.

A majority of the respondents indicated that they believe qualified minorities are choosing other professions for better pay/benefits as the reason why minority nonprofit leadership is lagging behind population diversity in Baltimore City. The second highest response was from those leaders indicating that they don't know why minority nonprofit leadership is lagging behind population diversity in Baltimore City.

Demographic Changes to Reflect Minority Increases (Q6)

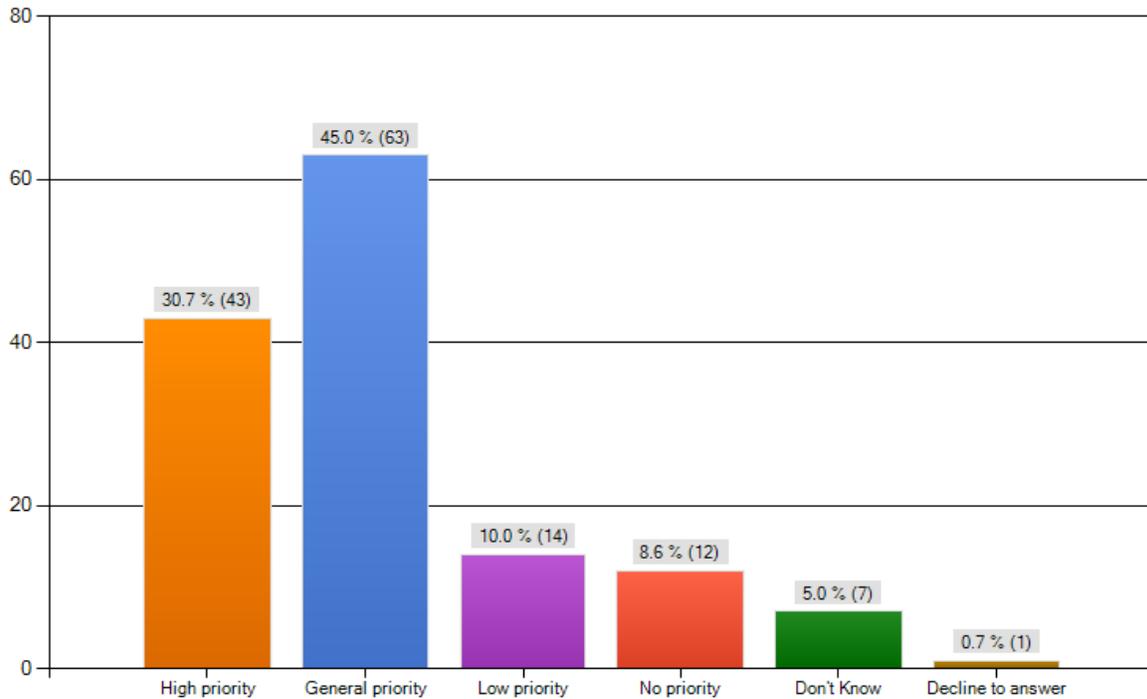


Question #6 50.0% of respondents indicated “Yes,” demographic changes (e.g., multi-racial/multi-ethnic increases) taking place in Baltimore City should be reflected in increases in minority led nonprofit organizations. 21.4% indicated “No,” demographic changes (e.g., multi-racial/multi-ethnic increases) taking place in Baltimore City should not be reflected in increases in minority led nonprofit organizations.

26.4% of respondents indicated that they don’t know if demographic changes (e.g., multi-racial/multi-ethnic increases) taking place in Baltimore City should be reflected in increases in minority led nonprofit organizations. 2.1% of respondents declined to answer the question. An examination of the results indicates that a majority of respondents think that demographic changes (e.g., multi-racial/multi-ethnic increases) taking place in Baltimore City should be reflected in increases in minority led nonprofit organizations.

Economic Downturn and Priority of Diversity (Q7)

The economic downturn generally has decreased funding for many of Baltimore City's nonprofit organizations and increased demands for services. If adequate financial resources can be obtained during this downturn, what priority do you think should be given to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions?



Question #7 30.7% of respondents indicated high priority should be given to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions. If adequate financial resources can be obtained during this economic downturn, 45.0% of respondents indicated general priority should be given to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions. If adequate financial resources can be obtained during this economic downturn,

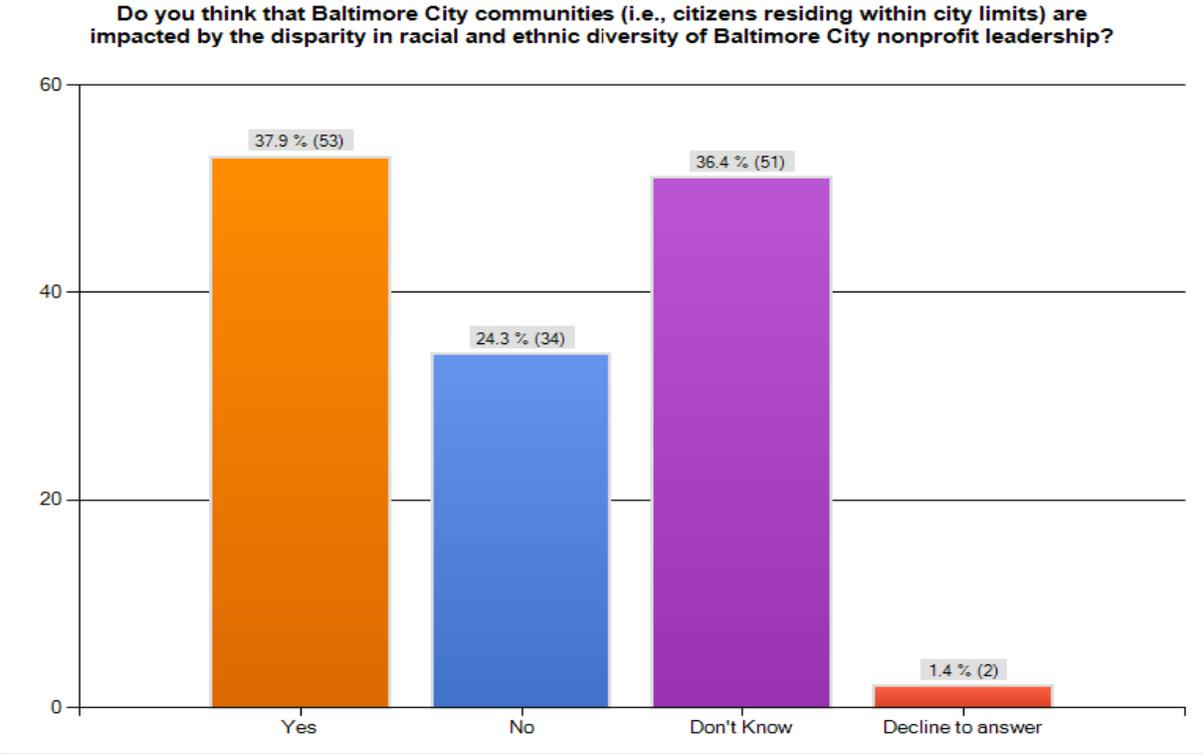
10.0% of respondents indicated low priority should be given to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions. If adequate financial resources can be obtained during this economic downturn,

8.6% of respondents indicated that no priority should be given to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions.

If adequate financial resources can be obtained during this economic downturn, 5.0% of respondents indicated that they don't know what priority should be given to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions. One (.7%) participant declined to answer this question.

An examination of responses to this question reveals that if adequate financial resources can be obtained during this economic downturn, most leaders think that a general priority should be given to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions.

Communities Impacted by Leadership Disparities (Q8)



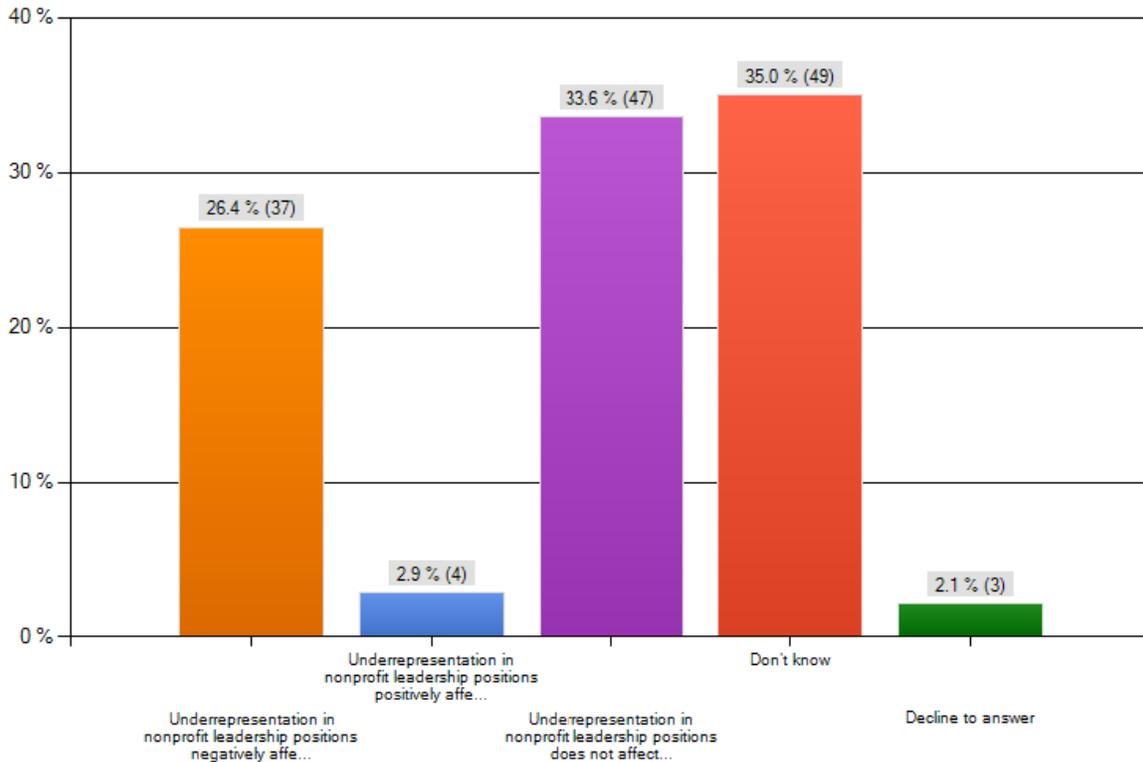
Question #8 37.9% of respondents indicated that Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership. 24.3% of respondents indicated that Baltimore City communities (i.e., citizens residing within city limits) are not impacted by the disparity in racial diversity of Baltimore City nonprofit leadership.

36.4% of respondents indicated that they don't know if Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership. Two survey participants' (1.4%) declined to answer the question.

An examination of responses to this question reveals that most leaders think that Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership. The second leading response revealed that survey participants "Don't Know" if Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership.

Underrepresentation and Organizational Performance, Growth and Success (Q9)

What would you say is the relationship between underrepresentation in nonprofit leadership positions in Baltimore City and organizational performance, growth and success of non-profit organizations?



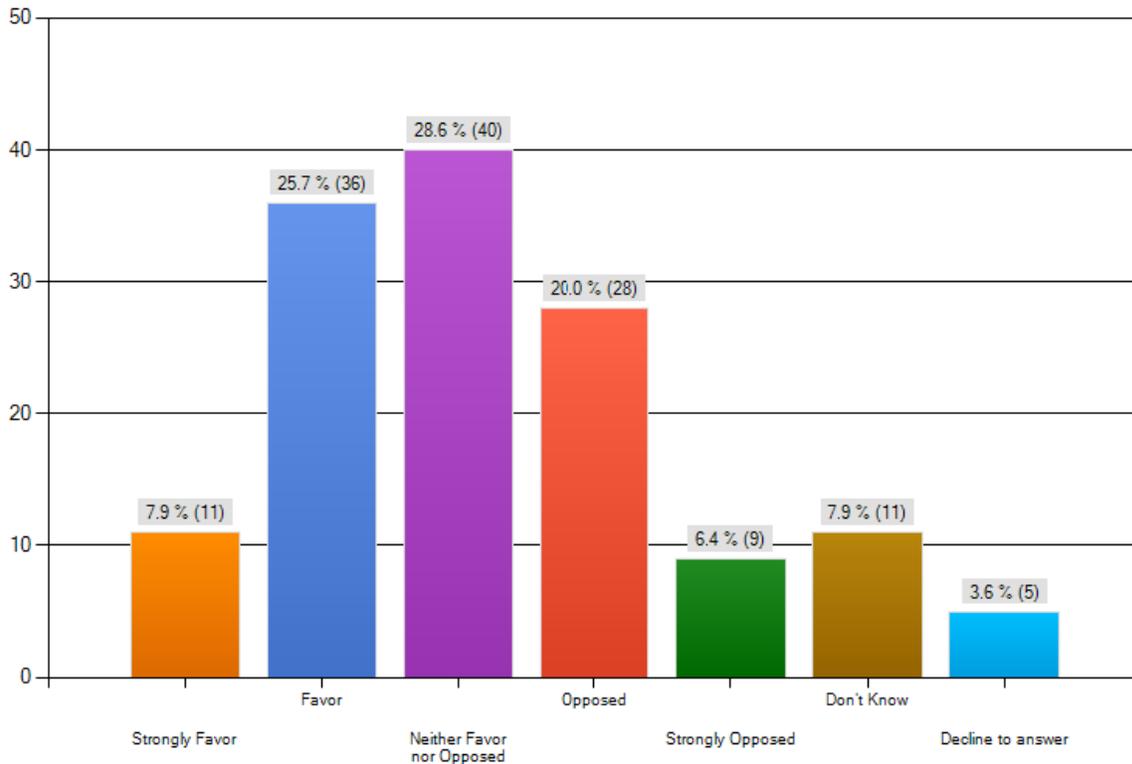
Question #9 26.4% of respondents indicated that underrepresentation in nonprofit leadership positions negatively affects organizational performance, growth and success. 2.9% of respondents indicated that underrepresentation in nonprofit leadership positions positively affects organizational performance, growth and success. 33.6% of respondents indicated that underrepresentation in nonprofit leadership positions does not affect organizational performance, growth and success.

35% of respondents indicated that they “Don’t Know” if a relationship exist between underrepresentation in nonprofit leadership positions in Baltimore City and organizational performance, growth and success of non-profit organizations. No respondents declined to

answer the question. An examination of responses to this question reveals that most nonprofit leaders indicated that underrepresentation in nonprofit leadership positions does not affect organizational performance, growth and success.

Organizational Diversity Policy (Q10)

In your opinion should there be in the organization a policy that would place qualified minority employees (not including women) into leadership positions? What would be your opinion on this happening?

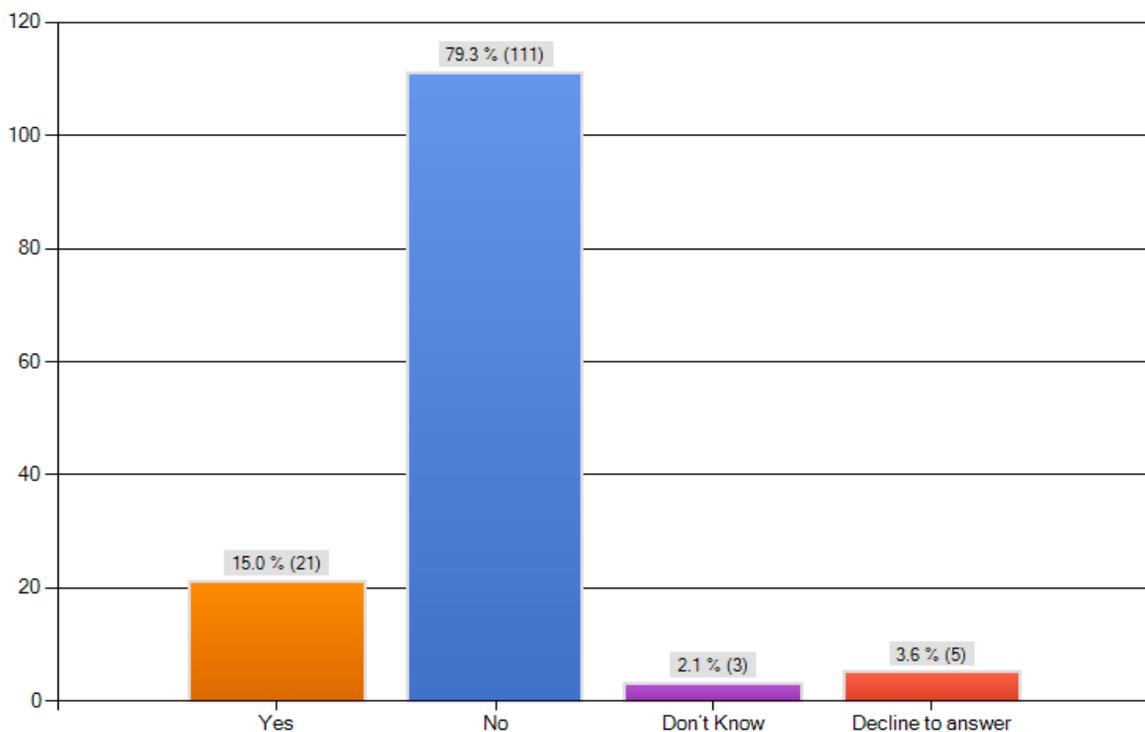


Question #10 7.9% of respondents would strongly favor a policy in nonprofit organizations that places qualified minority employees (i.e., not including women) into leadership positions. 25.7% of respondents would favor a policy in nonprofit organizations that places qualified minority employees (i.e., not including women) into leadership positions. 28.6% of respondents neither favor nor oppose a policy in nonprofit organizations that places qualified minority employees (i.e., not including women) into leadership positions.

20.0% of respondents would oppose a policy in nonprofit organizations that places qualified minority employees (i.e., not including women) into leadership positions. 6.4% of respondents would strongly oppose a policy in nonprofit organizations that places qualified minority employees (i.e., not including women) into leadership positions. 7.9% of respondents “Don’t Know” if there should be a policy in nonprofit organizations that places qualified minority employees (i.e., not including women) into leadership positions. Five (3.6%) respondents declined to answer the question. An examination of responses to this question reveals that a majority of nonprofit leaders neither favor nor oppose a policy in nonprofit organizations that places qualified minority employees (i.e., not including women) into leadership positions.

Leadership Development/Training Program (e.g., minorities, not including women) (Q11)

Does your organization have a leadership development/training program designed specifically to facilitate the incorporation of unrepresented (e.g., minorities, not including women) paid staff employees into leadership level positions?

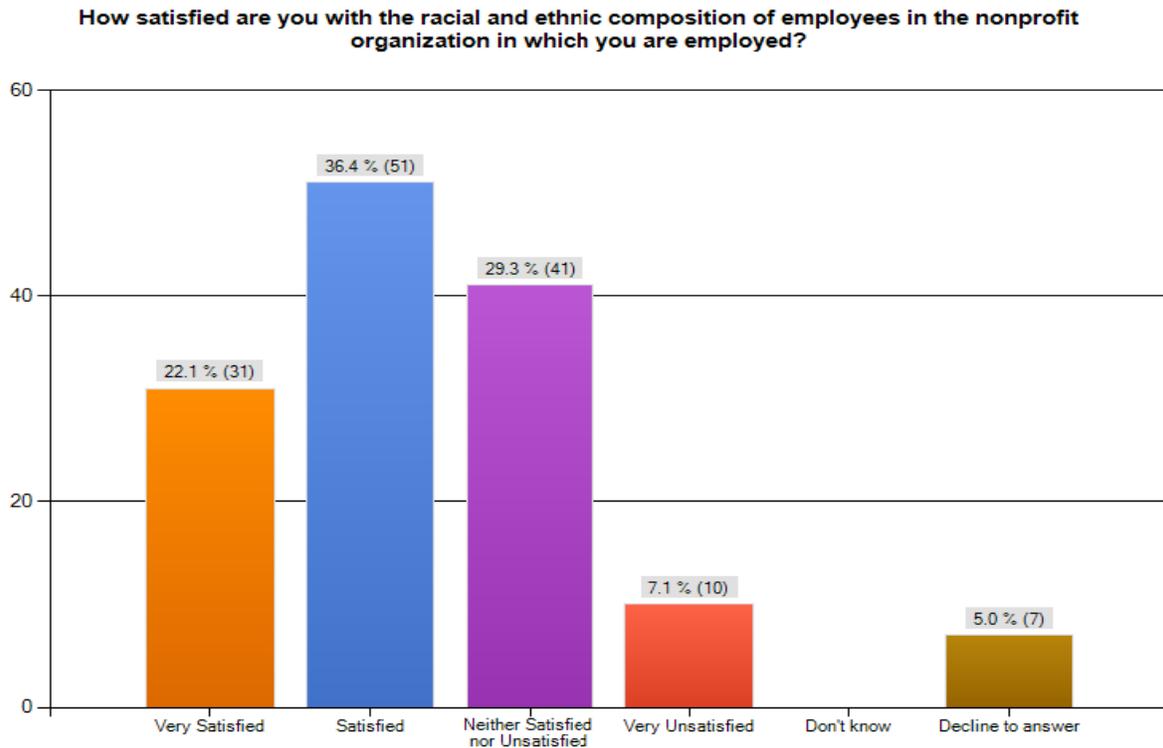


Question #11 15.0% of respondents indicated “Yes,” their organization has a leadership development/training program designed specifically to facilitate the incorporation of unrepresented (e.g., minorities, not including women) paid staff employees into leadership level positions. 79.3% of respondents indicated “No,” their organization does not have a leadership development/training program designed specifically to facilitate the incorporation of unrepresented (e.g., minorities, not including women) paid staff employees into leadership level positions.

2.1% of respondents indicated that they don’t know if their organization has a leadership development/training program designed specifically to facilitate the incorporation of unrepresented (e.g., minorities, not including women) paid staff employees into leadership level positions. 3.6% of respondents declined to answer this question.

An analysis of responses reveals that an overwhelming majority of nonprofit leaders indicated that their organization does not have a leadership development/training program designed specifically to facilitate the incorporation of unrepresented (e.g., minorities, not including women) paid staff employees into leadership level positions.

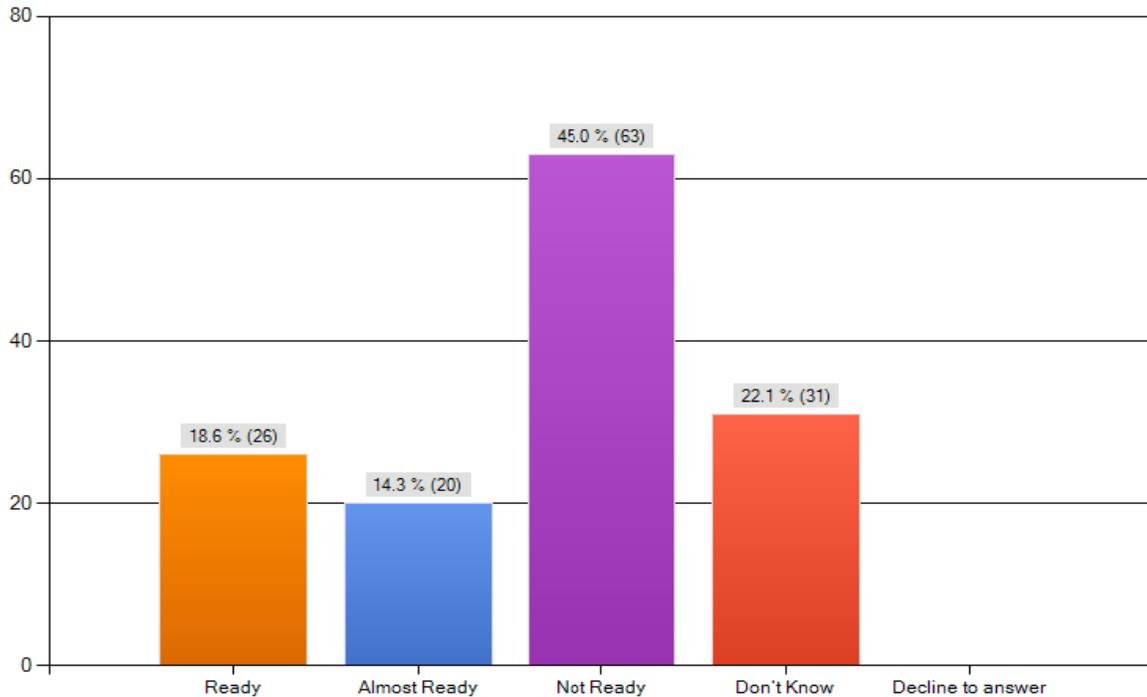
Satisfaction of Racial Composition (Q12)



Question #12 22.1% of respondents indicated that they are very satisfied with the racial composition of employees in the nonprofit organization in which they are employed. 36.4% of respondents indicated that they are satisfied with the racial composition of employees in the nonprofit organization in which they are employed. 29.3% of respondents indicated that they are neither satisfied nor unsatisfied with the racial composition of employees in the nonprofit organization in which they are employed. 7.1% of respondents indicated that they are very unsatisfied with the racial composition of employees in the nonprofit organization in which they are employed. No respondents indicated that they “Don’t Know.” 5.0% of respondents declined to answer the question. An analysis of responses reveals that most nonprofit leaders surveyed indicated that they are satisfied with the racial composition of employees in their organization.

Nonprofit Sector Ready for Leadership Transition (Q13)

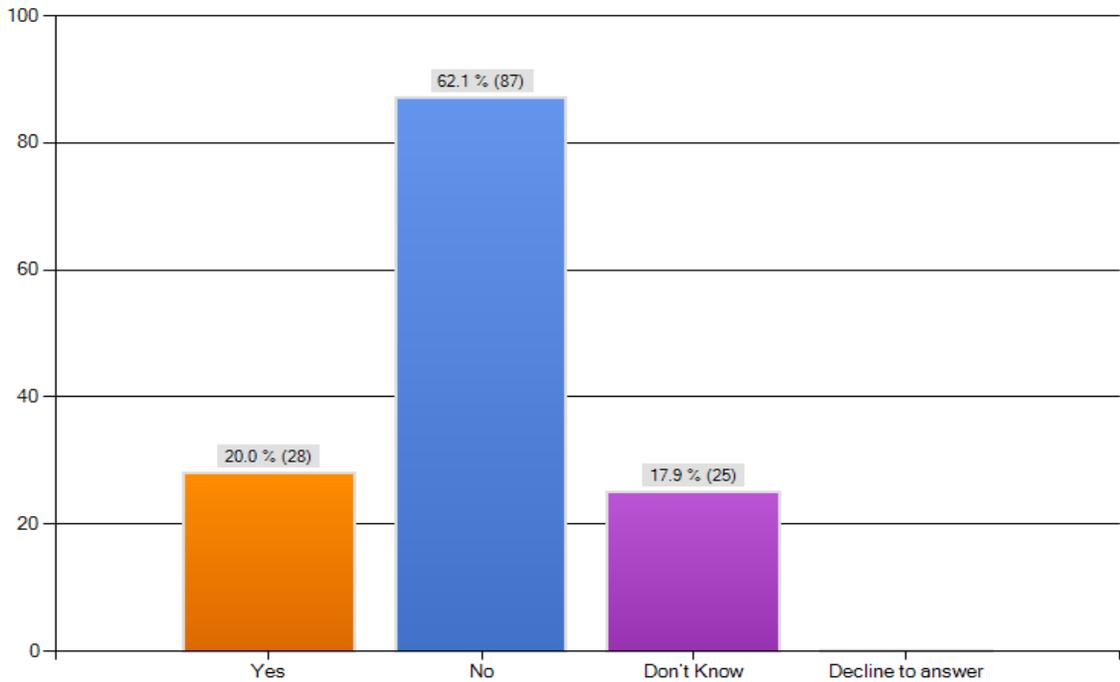
Nonprofit leadership is beginning to move to the next generation. The baby-boom generation is about to retire with a new cadre of leaders taking their place. How ready do you think the nonprofit sector is to address this transition?



Question #13 Nonprofit leadership is beginning to move to the next generation. The baby-boom generation is about to retire with a new cadre of leaders taking their place. How ready do you think the nonprofit sector is to address this transition? 18.6% of respondents indicated that the nonprofit sector is ready to address the leadership transition. 14.3% of respondents indicated that the nonprofit sector is almost ready to address the leadership transition. 45.0% of respondents indicated that that the nonprofit sector is not ready to address the leadership transition. 22.1% of respondents indicated that they “Don’t Know” if the nonprofit sector is ready to address the leadership transition. No one declined to answer this question. An analysis of responses reveals that a majority of respondents indicated that the nonprofit sector is not ready to address the leadership transition.

Collaborative Efforts to Promote Diversity and Strengthen Minority Skills (Q14)

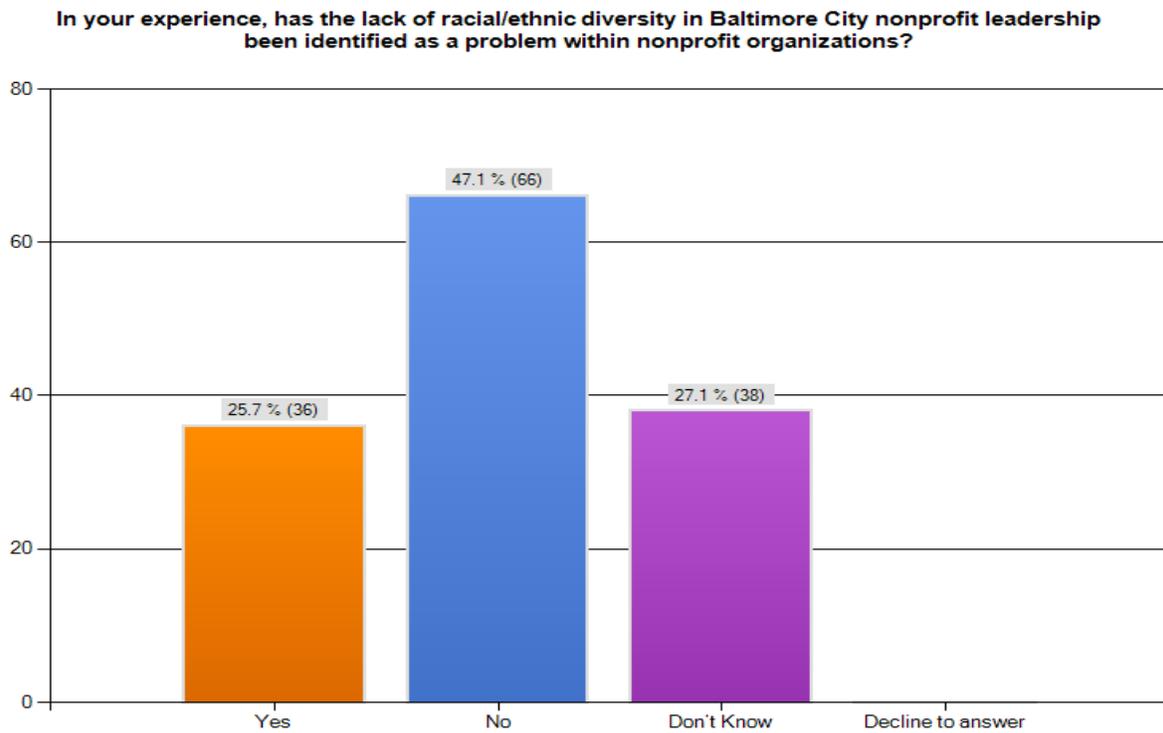
Are you aware of any collaborative efforts between Baltimore City nonprofit leaders to promote diversity and strengthen the skills of underrepresented (e.g., all minorities) populations?



Question #14 20.0% of respondents indicated that they are aware of collaborative efforts to promote diversity and strengthen the skills of underrepresented (e.g., all minorities) populations. 62.1% of respondents indicated that they are not aware of any collaborative efforts to promote diversity and strengthen the skills of underrepresented (e.g., all minorities) populations.

17.9% of respondents indicated that they “Don’t Know” about collaborative efforts to promote diversity and strengthen the skills of underrepresented (e.g., all minorities) populations. No survey participants declined to answer the question. An analysis of responses indicates that a majority of nonprofit leaders are unaware of any collaborative efforts to promote diversity and strengthen the skills of underrepresented (e.g., all minorities) populations.

Lack of Racial Diversity in Nonprofit Leadership a Problem (Q15)

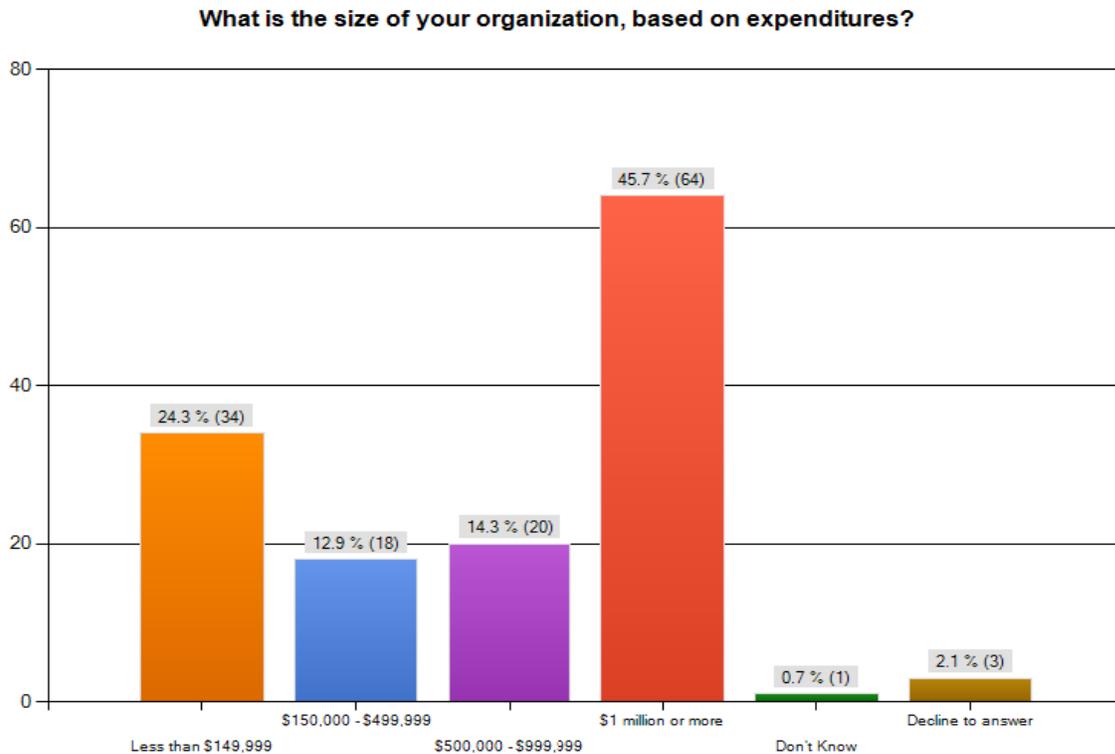


Question #15 25.7% of respondents indicated that “Yes,” the lack of racial diversity in Baltimore City nonprofit leadership has been identified as a problem within nonprofit organizations. 47.1% of respondents indicated that “No,” the lack of racial diversity in Baltimore City nonprofit leadership has not been identified as a problem within nonprofit organizations.

27.1% of respondents indicated that they “Don’t Know” if the lack of racial diversity in Baltimore City nonprofit leadership has been identified as a problem within nonprofit organizations. No respondents declined to answer the question. An examination of the responses revealed that most nonprofit leaders indicated that the lack of racial diversity in Baltimore City nonprofit leadership has not been identified as a problem within nonprofit organizations.

Organizational Characteristics

Size (based on expenditures) (Q16)

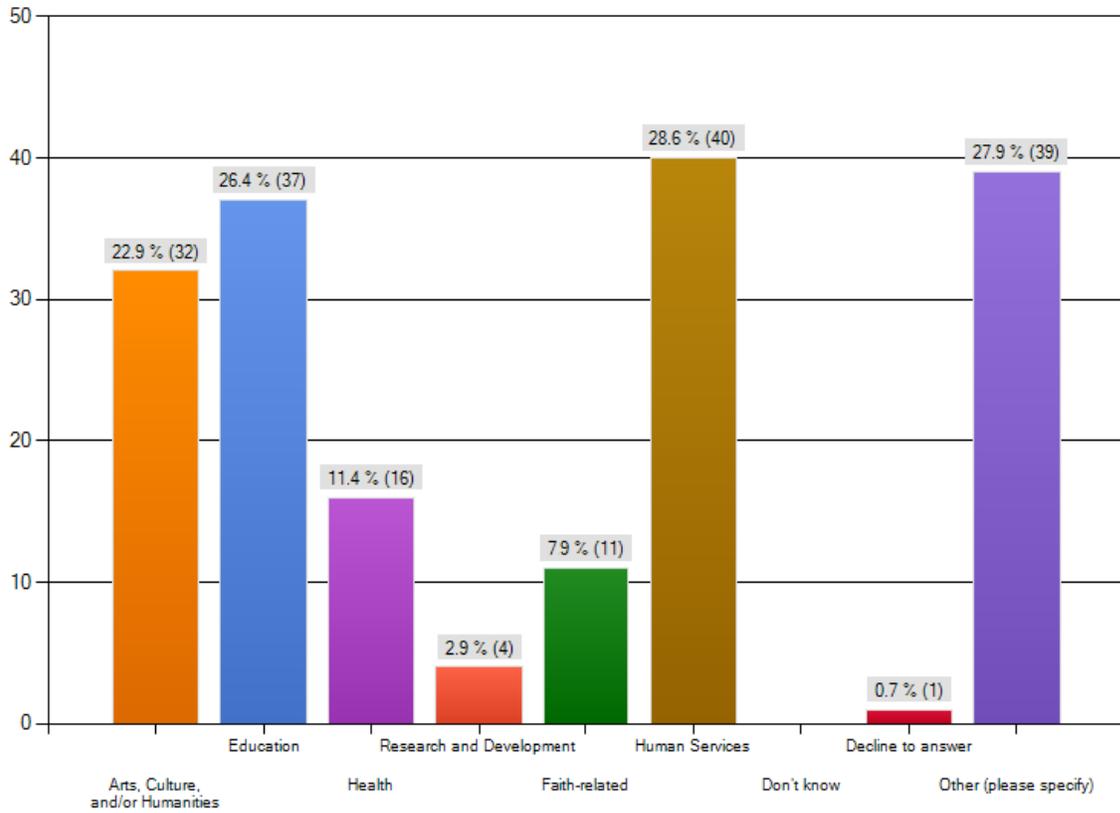


Question #16 24.3% of respondents indicated that their organizational expenditures are less than \$149,999. 12.9% of respondents indicated that their organizational expenditures are between \$150,000- \$499,999. 14.3% of respondents indicated that their organizational expenditures are between \$500,000- \$999,999.

45.7% of respondents indicated that their organizational expenditures are \$1 million or more. One responded indicated that they “Don’t Know” the size or their organization, based on expenditures. 2.1% of respondents declined to answer this question. An examination of this question reveals that more than half of the respondents indicated that their organization has expenditures totaling \$1 million or more. While the second highest reported organizational expenditures by respondents were less than \$149,999.

Type (Q17)

What type of organization do you lead? (Check all that apply):

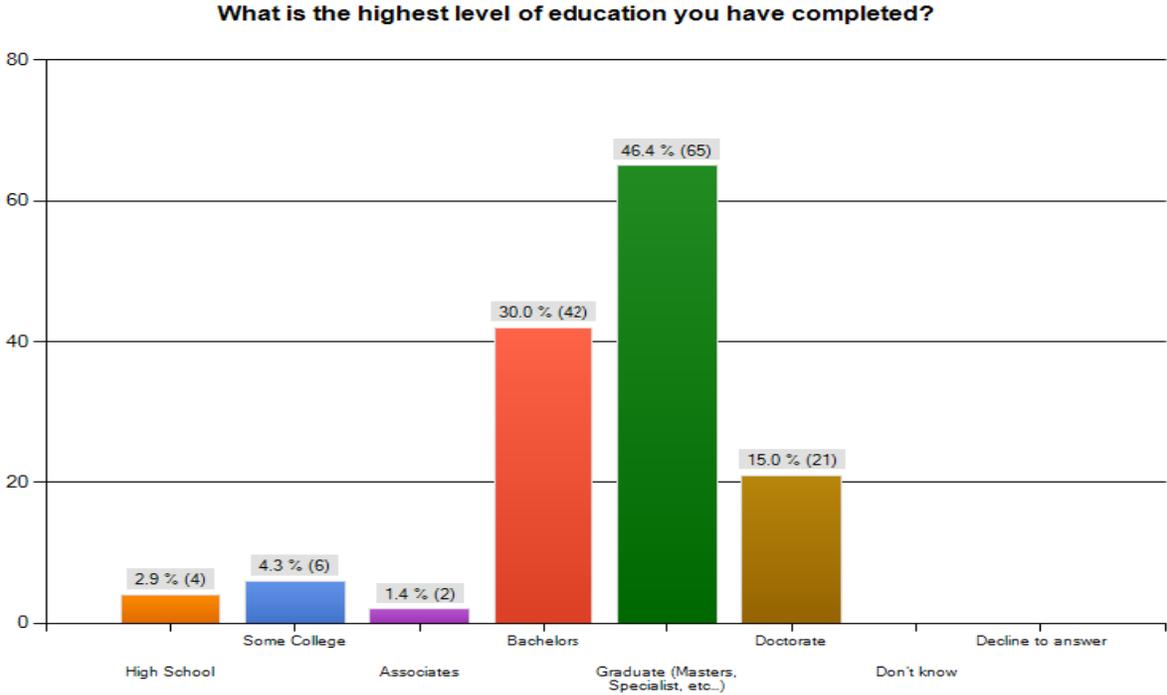


Question #17 22.9% of respondents indicated that they lead Arts, Culture, and/or Humanities organizations. 26.4% of respondents indicated that they lead an Educational (i.e., not including colleges or universities, foundations or trusts) organization. 11.4% of respondents indicated that they lead Health related organizations (i.e., not including Hospitals or related institutions). 2.9% of respondents indicated that they lead Research and Development organizations. 7.9% of respondents indicated that they lead Faith-related organizations (i.e., not including Churches or similar organizations). 28.6% of respondents indicated that they lead Human Service type organizations. .7% of respondents declined to answer this question. No respondents' indicated that they did not know the type of organization led. 27.9% of respondents

indicated that they lead other types of organizations. An analysis of these responses to this question indicates that most respondents lead Human Service organizations. Participants indicated that they lead a lot of other types of organizations as well. A close third is Educational type organizations.

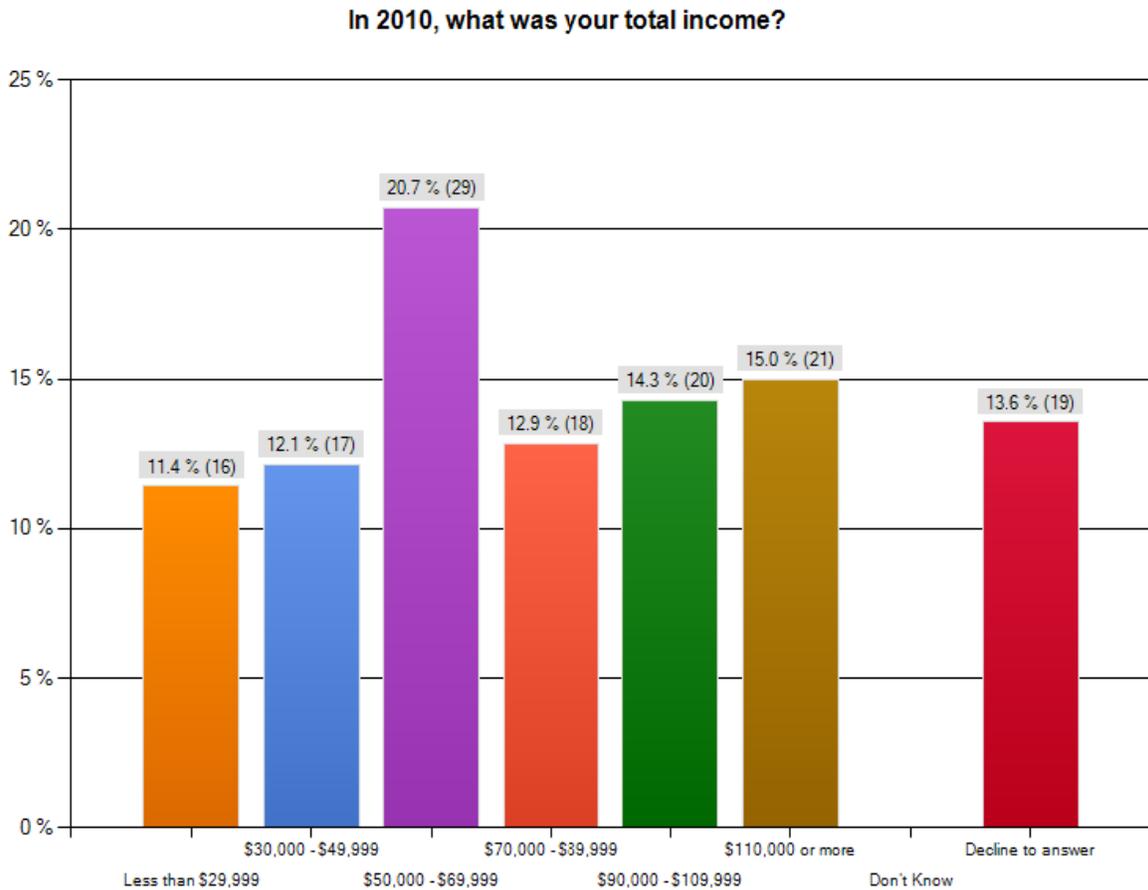
Demographic Characteristics of Nonprofit Leaders

Education (highest level completed) (Q18)



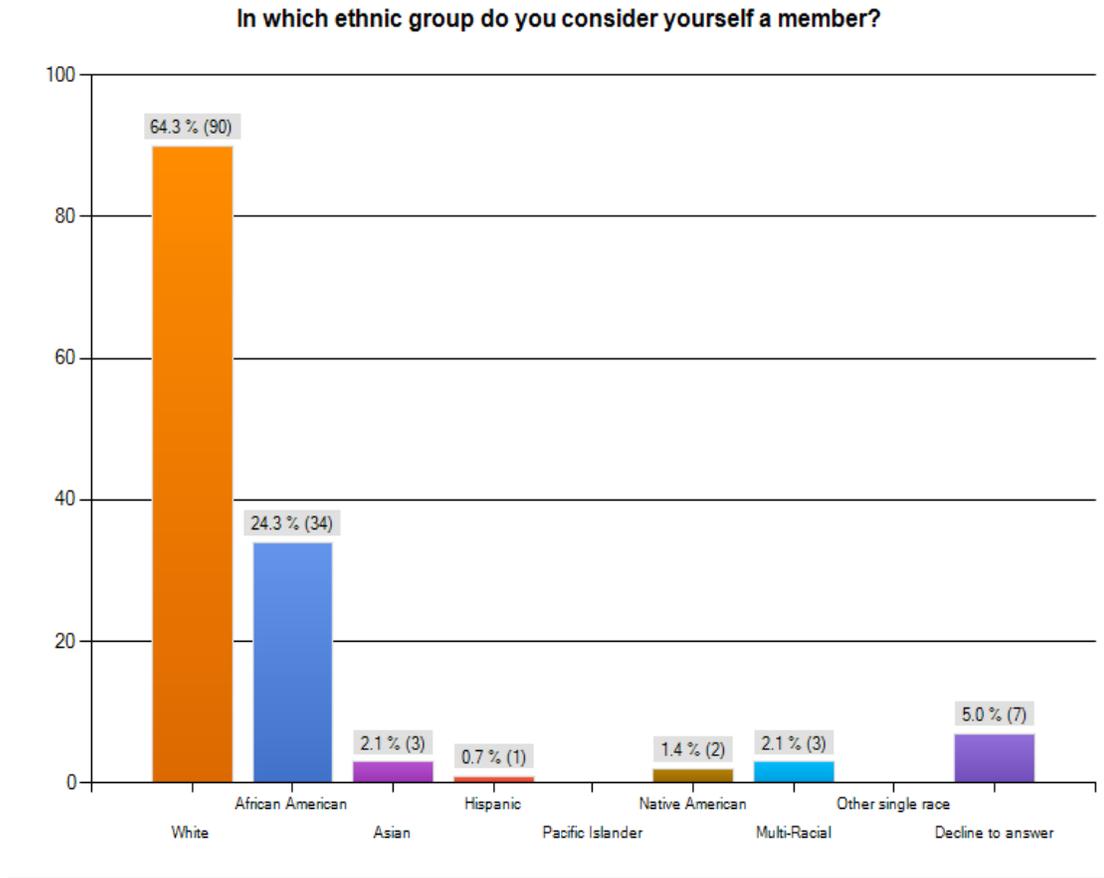
Question #18 2.9% of respondents completed High School. 4.3% of respondents completed some college. 1.4% of respondents obtained an Associate’s degree. 30.0% of respondents have a Bachelor’s degree. 46.4% of respondents completed a Graduate degree (e.g., Masters, Specialists, etc…) 15.0% possess a Doctorate degree. An examination of this demographic reveals that most of Baltimore City nonprofit leaders responding to the online survey have obtained a Graduate degree (i.e., Masters, Specialists, etc…). A Bachelors’ is the second most common type of degree or second highest level of education recorded.

Income (year 2010) (Q19)



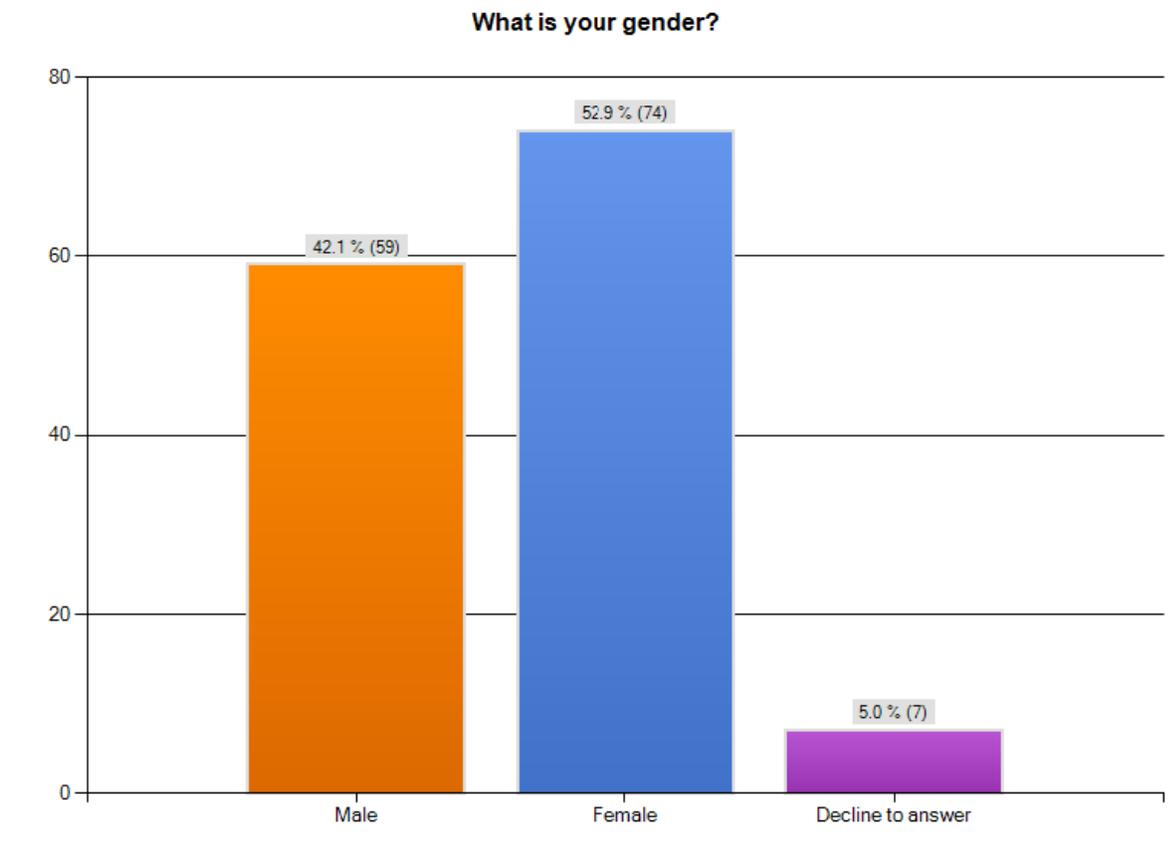
Question #19 11.4% of respondents indicated that they earned less than \$29, 999. 12.1% of respondents indicated that they earn between \$30,000- \$49,999. 20.7% of respondents indicated that they earned between \$50, 000 - \$69,999. 12.9% of respondents indicated that they earned between \$70,000- \$89,999. 14.3% of respondents indicated that they earned between \$90,000- \$109,000. 15.0% of respondents indicated that they earned \$110,000 or more. An examination of this demographic revealed that a majority of nonprofit leaders earn between \$50,000 and \$69,999. A relatively high number (13.6%) of respondents declined to answer this question.

Race (Q20)



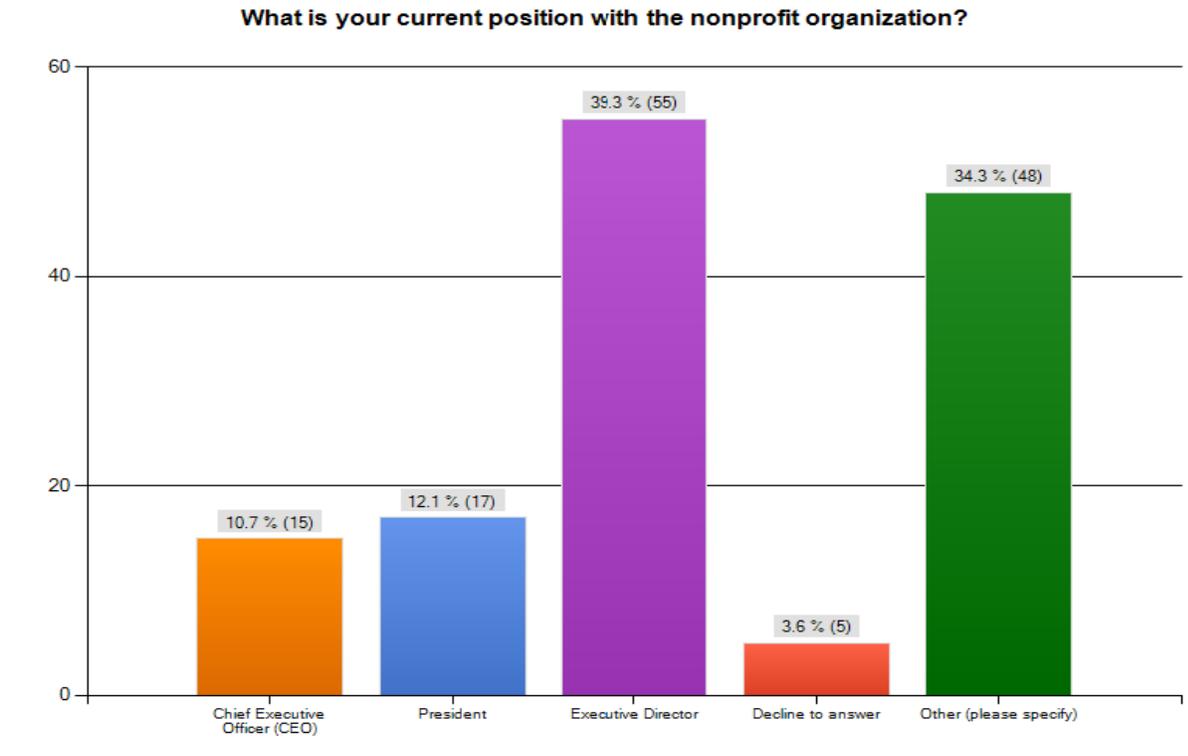
Question #20 64.3% of respondents indicated that they are White. 24.3% indicated that they are African American. 2.1% indicated that they are Asian. .7% indicated that they are Hispanic. No participants indicated that they are Pacific Islander. 1.4% indicated that they are Native American. 2.1% indicated that they are Multi-Racial. No participants indicated that they are in the “Other/Single Race” category of responses. 5.0% of participants declined to answer this question. An examination of this demographic revealed that most respondents were White, with African American respondents being the second most.

Sex (Q21)



Question #21 42.1% of respondents indicated that they are male. While 52.9% of respondents indicated that they are female. 5.0% of respondents declined to answer this demographic question. An examination of this question reveals that most participants in the study are female.

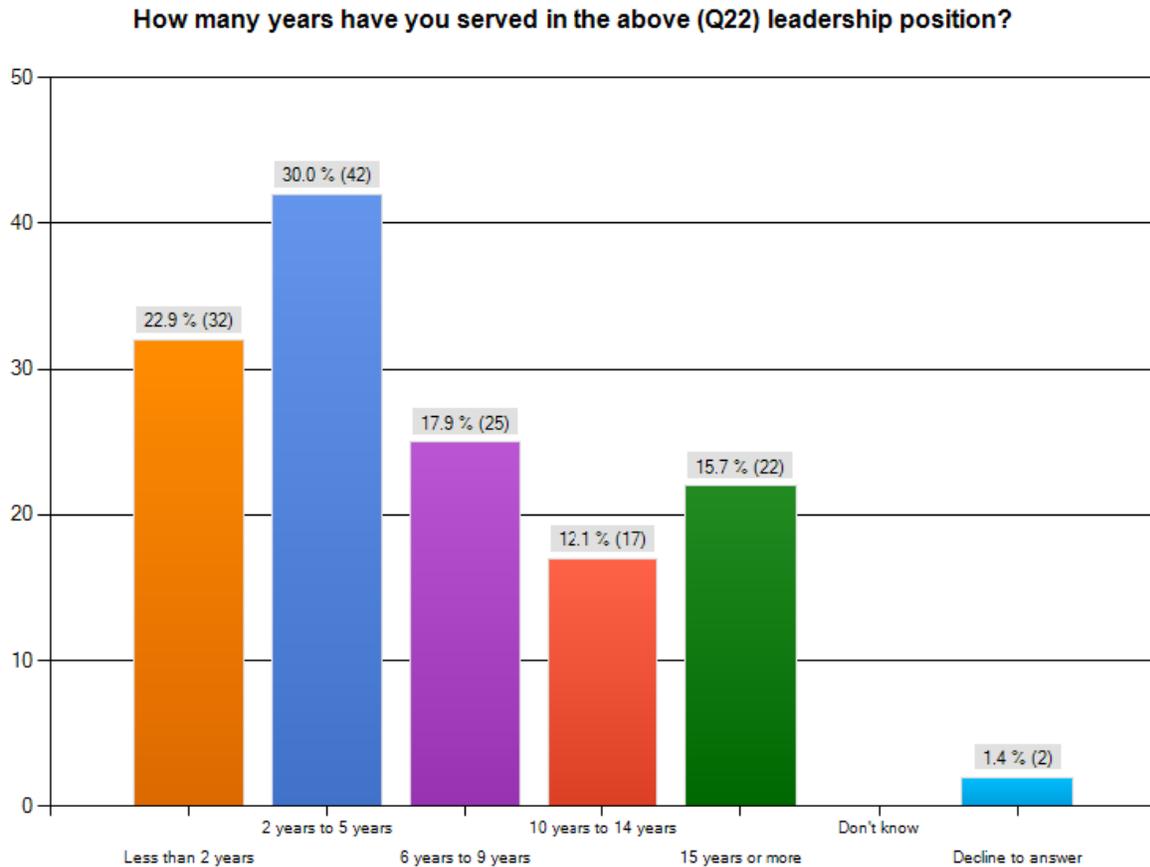
Current Position (Q22)



Question #22 10.7% of respondents indicated that their current position with the organization is Chief Executive Officer (CEO). 12.1% of respondents indicated that their current position with the organization is President. 39.3% of respondents indicated that their current position with the organization is Executive Director.

3.6% of respondents declined to indicate their current position with the organization. 34.3% of respondents indicated that they have other leadership position titles. An examination of this question reveals that most respondents indicated that they are Executive Directors. The second most responses were in the other category of leadership titles.

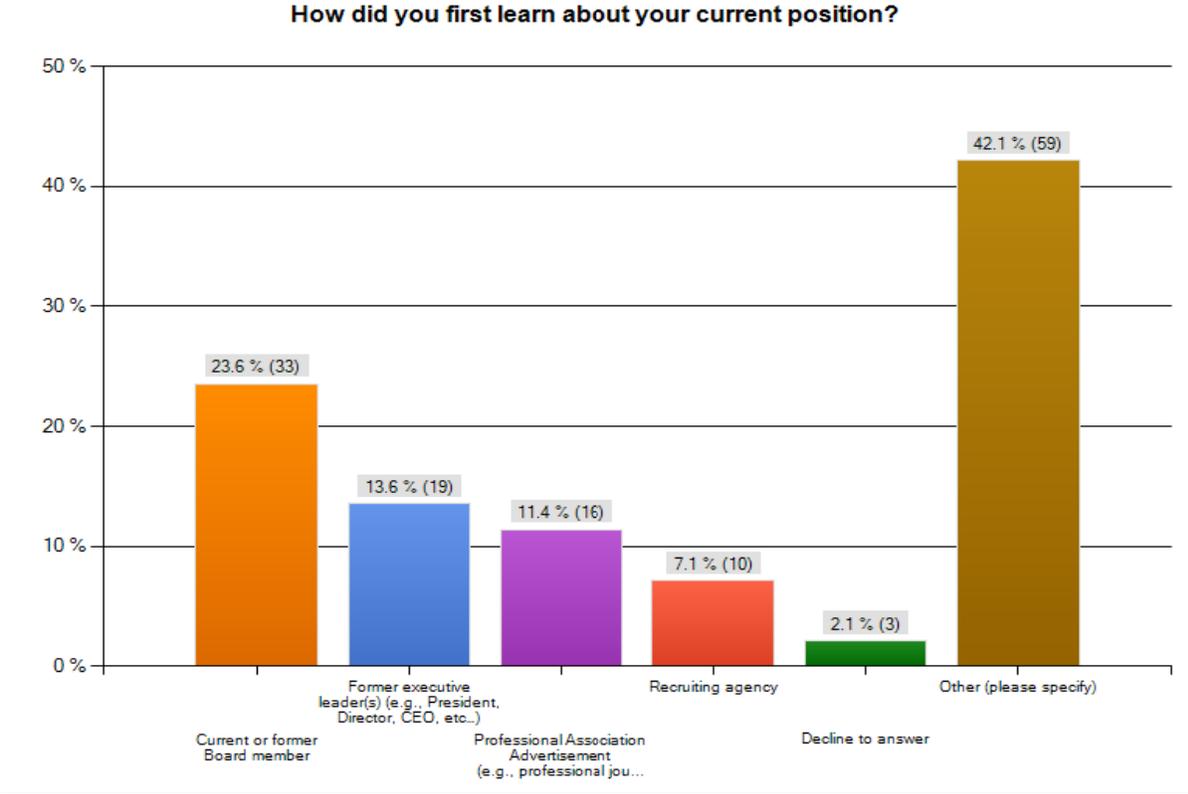
Tenure (years served in current position) (Q23)



Question #23 22.9% of respondents indicated that they have served less than 2 years in their current position. 30.0% of respondents indicated that they have served between 2 – 5 years in their current position. 17.9% of respondents indicated that they have served between 6 – 9 years in their current position. 12.1% of respondents indicated that they have served between 10 – 14 years in their current position. 15.7% percent of respondents indicated that they have served 15 or more years in their current position. 1.4% of respondents declined to indicate how long they have served in their current position. No participants indicated that they “Don’t Know” how long they have served in their current position.

An analysis of responses to this question reveals that most nonprofit leaders have served between 2 – 5 years in their current position. While the second most is less than 2 years served in their current position. Given these two findings, over half of the current leaders have served less than 5 years in their current position.

How First Learned About Current Position (Q24)

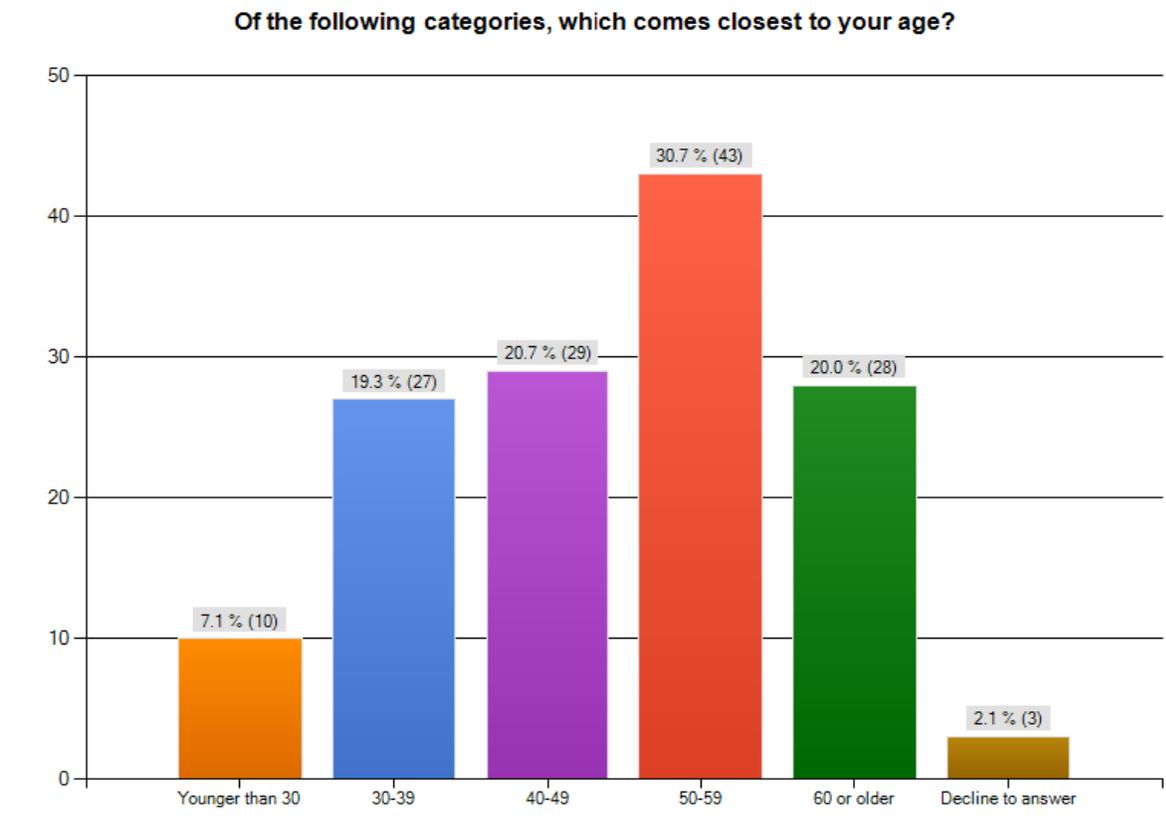


Question #24 23.6% of respondents indicated that they first learned about their current position through a current or former Board member. 13.6% of respondents indicated that they first learned about their current position through a former executive leader(s) (e.g., President, Director, Chief Executive Officer, etc...). 11.4% of respondents indicated that they first learned about their current position through a professional association advertisement (e.g., professional journal, newsletter, online internet job search).

7.1% of respondents indicated that they first learned about their current position through a recruiting agency. 2.1% of respondents declined to indicate how they first learned about their current position. 42.1% of respondents indicated that they first learned about their current position through some other means not listed as an answer choice for the survey question.

An analysis of responses shows that most leaders (42.1%) indicated that they first learned about their current position through other means rather than board members, executive leaders, and/or professional association advertisements, or recruiting agencies. A large number of respondents also indicated that through a current or former Board member was how they learned about their current position. Current of former Board member was the second highest response.

Age (Q25)



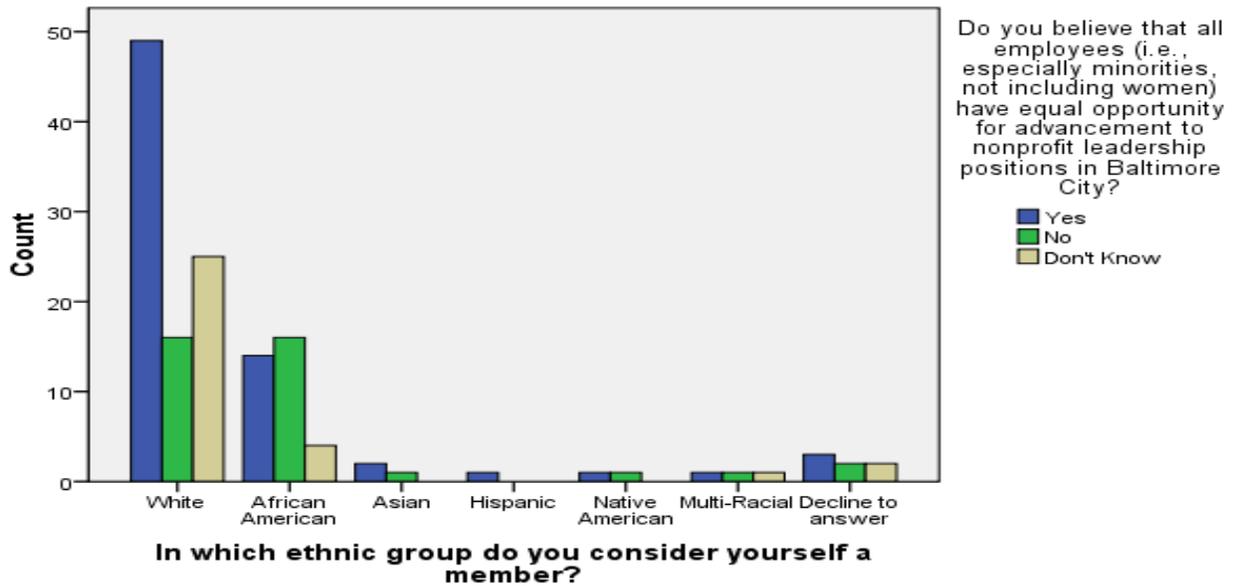
Question #25 7.1% of respondents indicated that they are younger than 30. 19.3% of respondents indicated that they are between the age of 30-39. 20.7% of respondents indicated that they are between the age of 40-49. 30.7% of respondents indicated that they are between the age of 50-59. 20.0% of respondents indicated that they are 60 or older. 2.1% of respondents declined to answer this demographic question. An examination of this question reveals that most respondents indicated that they are between the age of 50-59. The second most respondents indicated that they are between age 40-49. Nearly tied with second are respondents indicating that they are age 60 or older.

Tabulation of Data (continued)

Cross-tabulation – Issues of Diversity and Demographics

(Race, Sex, Education, Age, and Income)

Equal Opportunity (Q1) & Race



In which racial group do you consider yourself a member? Do you believe that all employees (i.e., especially minorities, not including women) have equal opportunity for advancement to nonprofit leadership positions in Baltimore City?

		Do you believe that all employees (i.e., especially minorities, not including women) have equal opportunity for advancement to nonprofit leadership positions in Baltimore City?			
		Yes	No	Don't Know	Total
In which racial group do you consider yourself a member?	White	49	16	25	90
		54.4%	17.8%	27.8%	100.0%
	African American	14	16	4	34
		41.2%	47.1%	11.8%	100.0%
	Asian	2	1	0	3
		66.7%	33.3%	.0%	100.0%
	Hispanic	1	0	0	1
		100.0%	.0%	.0%	100.0%

Native American	1 50.0%	1 50.0%	0 .0%	2 100.0%
Multi-Racial	1 33.3%	1 33.3%	1 33.3%	3 100.0%
Decline to answer	3 42.9%	2 28.6%	2 28.6%	7 100.0%
Total	71 50.7%	37 26.4%	32 22.9%	140 100.0%

Chi-Square Tests

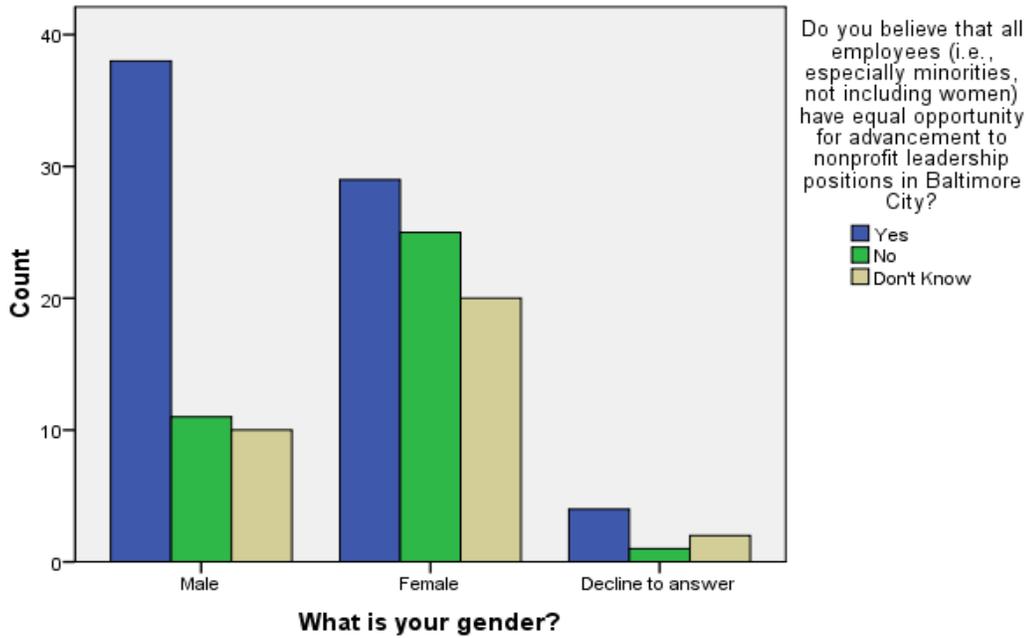
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.979 ^a	12	.243
Likelihood Ratio	16.069	12	.188
Linear-by-Linear Association	.080	1	.777
N of Valid Cases	140		

a. 15 cells (71.4%) have expected count less than 5. The minimum expected count is .23.

Data reveals that when comparing White respondents to African American respondents, more white respondents (54.4%) indicated that they believe that all employees (i.e., especially minorities, not including women) have equal opportunity for advancement to nonprofit leadership positions in Baltimore City. 41.2% of African American respondents indicated that they believe that all employees (i.e., especially minorities, not including women) have equal opportunity for advancement to nonprofit leadership positions in Baltimore City.

More African American respondents (47.1%) than White respondents (17.8%) indicated that they don't believe that all employees (i.e., especially minorities, not including women) have equal opportunity for advancement to nonprofit leadership positions in Baltimore City. Other race of respondents tallied too few to make general comparisons. Given these differences, chi-square test of .243 indicates no significant relationship between all responses. Chi-square is above the acceptable significance level.

Equal Opportunity (Q1) & Sex



What is your gender? Do you believe that all employees (i.e., especially minorities, not including women) have equal opportunity for advancement to nonprofit leadership positions in Baltimore City?

		Do you believe that all employees (i.e., especially minorities, not including women) have equal opportunity for advancement to nonprofit leadership positions in Baltimore City?			
		Yes	No	Don't Know	Total
What is your gender?	Male	38 64.4%	11 18.6%	10 16.9%	59 100.0%
	Female	29 39.2%	25 33.8%	20 27.0%	74 100.0%
	Decline to answer	4 57.1%	1 14.3%	2 28.6%	7 100.0%
Total		71 50.7%	37 26.4%	32 22.9%	140 100.0%

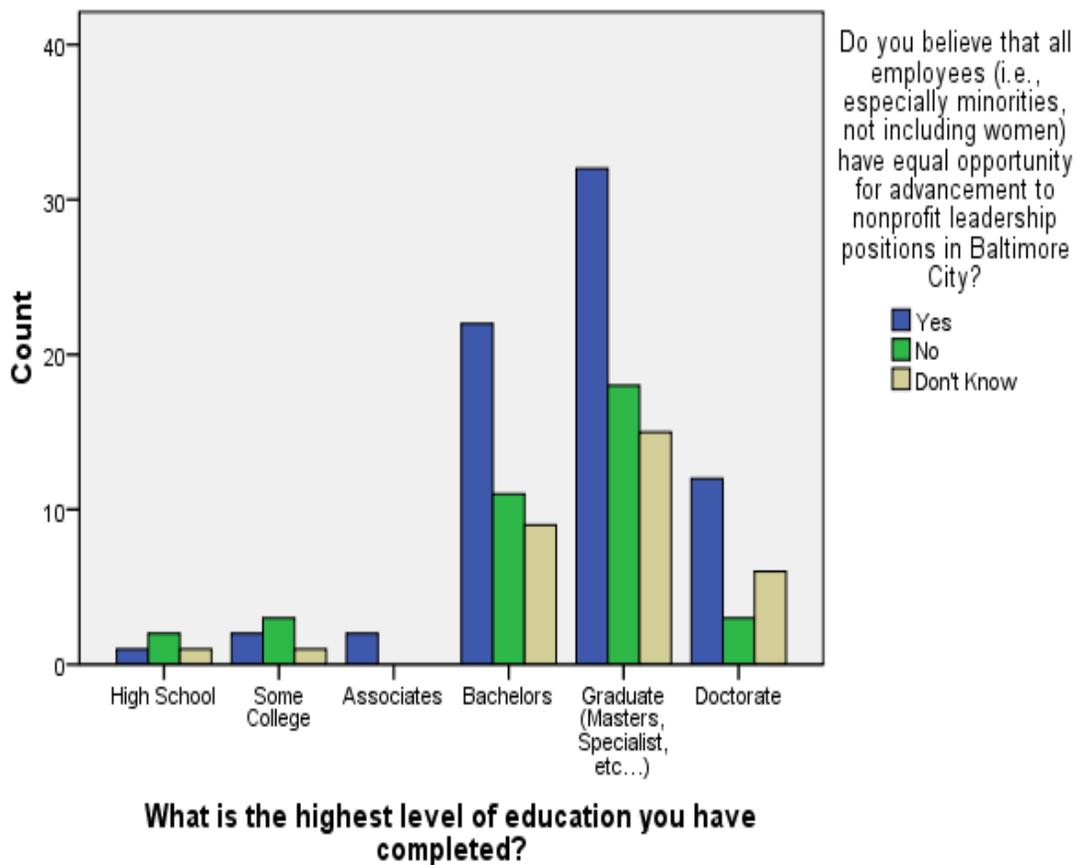
Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.998 ^a	4	.061
Likelihood Ratio	9.152	4	.057
Linear-by-Linear Association	4.284	1	.038
N of Valid Cases	140		

a. 3 cells (33.3%) have expected count less than 5. The minimum expected count is 1.60.

When compared to women (39.2%), a significantly higher percentage of men (64.4%) believe that all employees (i.e., especially minorities, not including women) have equal opportunity for advancement to nonprofit leadership positions in Baltimore City. 33.8% of women compared to 18.6% of men do not believe that all employees (i.e., especially minorities, not including women) have equal opportunity for advancement to nonprofit leadership positions in Baltimore City. Although chi-square of 0.061 indicates that the relationships are not significant, there are noticeable differences in responses to question #1 based on respondents gender.

Equal Opportunity (Q1) & Education Level



What is the highest level of education you have completed? Do you believe that all employees (i.e., especially minorities, not including women) have equal opportunity for advancement to nonprofit leadership positions in Baltimore City?

		Do you believe that all employees (i.e., especially minorities, not including women) have equal opportunity for advancement to nonprofit leadership positions in Baltimore City?			
		Yes	No	Don't Know	Total
What is the highest level of education you have completed?	High School	1 25.0%	2 50.0%	1 25.0%	4 100.0%
	Some College	2 33.3%	3 50.0%	1 16.7%	6 100.0%
	Associates	2 100.0%	0 .0%	0 .0%	2 100.0%
	Bachelors	22 52.4%	11 26.2%	9 21.4%	42 100.0%
	Graduate (Masters, Specialist, etc...)	32 49.2%	18 27.7%	15 23.1%	65 100.0%
	Doctorate	12 57.1%	3 14.3%	6 28.6%	21 100.0%
	Total	71 50.7%	37 26.4%	32 22.9%	140 100.0%

Chi-Square Tests

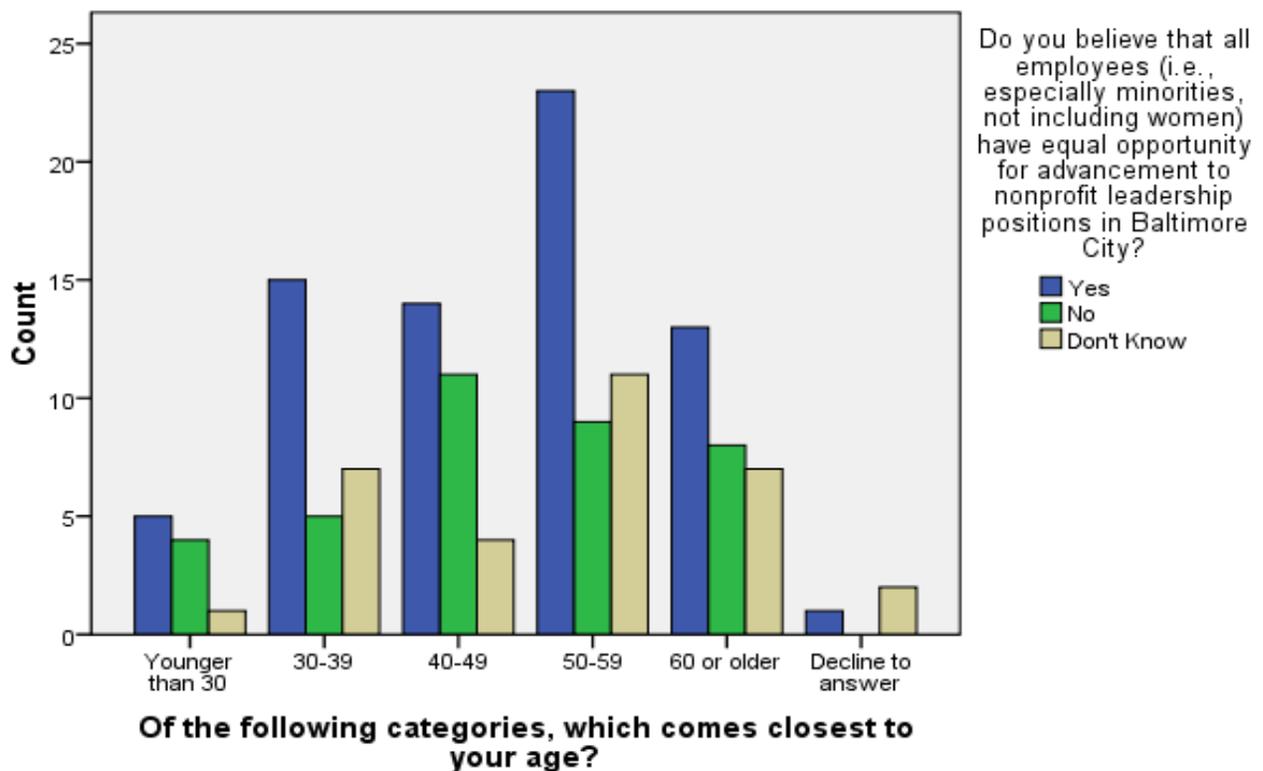
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.807 ^a	10	.744
Likelihood Ratio	7.527	10	.675
Linear-by-Linear Association	.055	1	.815
N of Valid Cases	140		

a. 10 cells (55.6%) have expected count less than 5. The minimum expected count is .46.

A higher percentage of respondents with no college degree (i.e., less than an Associate's degree; 50% High School, 50% Some College) indicated that don't believe that all employees (i.e., especially minorities, not including women) have equal opportunity for advancement to

nonprofit leadership positions in Baltimore City. But a majority of respondents with an Associate’s degree or higher indicated that they believe all employees (i.e., especially minorities, not including women) have equal opportunity for advancement to nonprofit leadership positions in Baltimore City. Data shows that a respondents education level may have a connection to how the view equal opportunity for all employees (i.e., especially minorities, not including women) to advance into nonprofit leadership positions in Baltimore City. A chi-square of .744 indicates no significant relationship exists among all survey participants levels of education.

Equal Opportunity (Q1) & Age



Of the following categories, which comes closest to your age? Do you believe that all employees (i.e., especially minorities, not including women) have equal opportunity for advancement to nonprofit leadership positions in Baltimore City?

		Do you believe that all employees (i.e., especially minorities, not including women) have equal opportunity for advancement to nonprofit leadership positions in Baltimore City?			
		Yes	No	Don't Know	Total
Of the following categories, which comes closest to your age?	Younger than 30	5 50.0%	4 40.0%	1 10.0%	10 100.0%
	30-39	15 55.6%	5 18.5%	7 25.9%	27 100.0%
	40-49	14 48.3%	11 37.9%	4 13.8%	29 100.0%
	50-59	23 53.5%	9 20.9%	11 25.6%	43 100.0%
	60 or older	13 46.4%	8 28.6%	7 25.0%	28 100.0%
	Decline to answer	1 33.3%	0 .0%	2 66.7%	3 100.0%
	Total	71 50.7%	37 26.4%	32 22.9%	140 100.0%

Chi-Square Tests

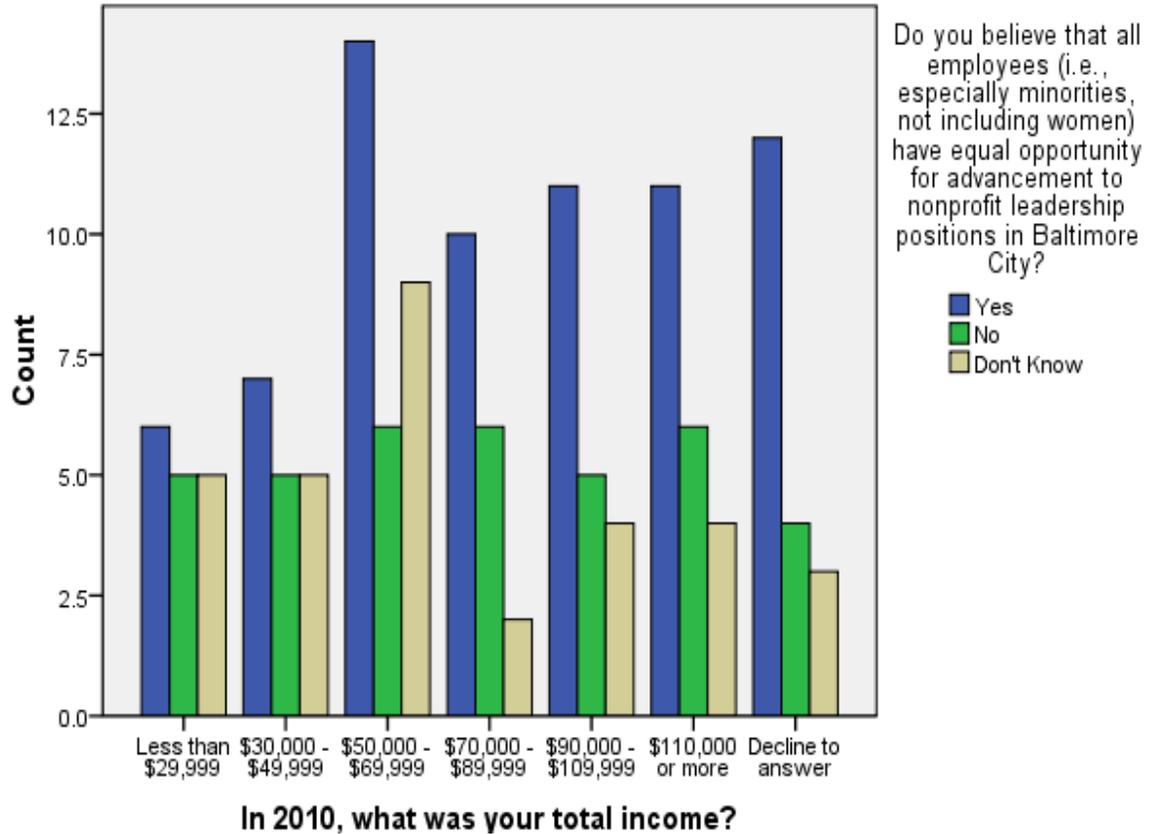
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.218 ^a	10	.512
Likelihood Ratio	9.368	10	.498
Linear-by-Linear Association	.976	1	.323
N of Valid Cases	140		

a. 5 cells (27.8%) have expected count less than 5. The minimum expected count is .69.

A majority of respondents in the survey are between ages 50-59. It is interesting to note that the highest percentage (55.6%) of respondents who believe that all employees (i.e., especially minorities, not including women) have equal opportunity for advancement to nonprofit leadership positions in Baltimore City were between the ages of 30-39. Overall, chi-

square of .512 indicates that no significant relationship exists between all age categories of respondents on the question of equal opportunity.

Equal Opportunity (Q1) & Income



In 2010, what was your total income? Do you believe that all employees (i.e., especially minorities, not including women) have equal opportunity for advancement to nonprofit leadership positions in Baltimore City?

		Do you believe that all employees (i.e., especially minorities, not including women) have equal opportunity for advancement to nonprofit leadership positions in Baltimore City?			
		Yes	No	Don't Know	Total
In 2010, what was your total income?	Less than \$29,999	6 37.5%	5 31.2%	5 31.2%	16 100.0%

\$30,000- \$49,999	7	5	5	17
	41.2%	29.4%	29.4%	100.0%
\$50,000- \$69,999	14	6	9	29
	48.3%	20.7%	31.0%	100.0%
\$70,000- \$89,999	10	6	2	18
	55.6%	33.3%	11.1%	100.0%
\$90,000- \$109,999	11	5	4	20
	55.0%	25.0%	20.0%	100.0%
\$110,000 or more	11	6	4	21
	52.4%	28.6%	19.0%	100.0%
Decline to answer	12	4	3	19
	63.2%	21.1%	15.8%	100.0%
Total	71	37	32	140
	50.7%	26.4%	22.9%	100.0%

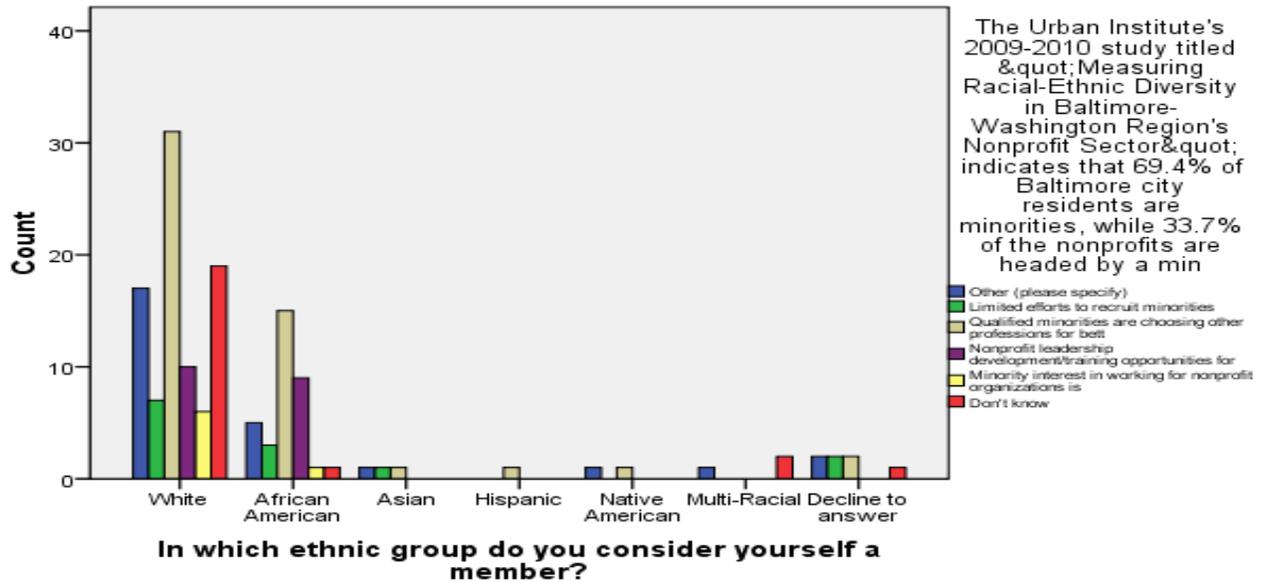
Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.148 ^a	12	.908
Likelihood Ratio	6.343	12	.898
Linear-by-Linear Association	3.292	1	.070
N of Valid Cases	140		

a. 9 cells (42.9%) have expected count less than 5. The minimum expected count is 3.66.

A chi-square of .908 reveals no significant relationship between respondents income and equal employment opportunity for all employees (i.e., especially minorities, not including women) to advance into nonprofit leadership positions in Baltimore City.

Minority Leadership Lagging Population Diversity (Q5) & Race



In which racial group do you consider yourself a member? The Urban Institute's 2009-2010 study titled "Measuring Racial-Ethnic Diversity in Baltimore-Washington Region's Nonprofit Sector" indicates that 69.4% of Baltimore city residents are minorities, while 33.7% of the nonprofits are headed by a minority. Why do you think, according to this study, minority nonprofit leadership is lagging behind population diversity in Baltimore City?

		The Urban Institute's 2009-2010 study titled "Measuring Racial-Ethnic Diversity in Baltimore-Washington Region's Nonprofit Sector" indicates that 69.4% of Baltimore city residents are minorities, while 33.7% of the nonprofits are headed by a minority. Why do you think, according to this study, minority nonprofit leadership is lagging behind population diversity in Baltimore City?						
		Other (please specify)	Limited efforts to recruit minorities	Qualified minorities are choosing other professions for better pay/benefits	Nonprofit leadership development/training opportunities for minorities interest in working for nonprofit organizations is low	Minority interest in working for nonprofit organizations is low	Don't know	Total
In which racial group do you consider yourself a member?	White	17 18.9%	7 7.8%	31 34.4%	10 11.1%	6 6.7%	19 21.1%	90 100.0%
	African American	5 14.7%	3 8.8%	15 44.1%	9 26.5%	1 2.9%	1 2.9%	34 100.0%

Asian	1	1	1	0	0	0	3
	33.3%	33.3%	33.3%	.0%	.0%	.0%	100.0%
Hispanic	0	0	1	0	0	0	1
	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
Native American	1	0	1	0	0	0	2
	50.0%	.0%	50.0%	.0%	.0%	.0%	100.0%
Multi-Racial	1	0	0	0	0	2	3
	33.3%	.0%	.0%	.0%	.0%	66.7%	100.0%
Decline to answer	2	2	2	0	0	1	7
	28.6%	28.6%	28.6%	.0%	.0%	14.3%	100.0%
Total	27	13	51	19	7	23	140
	19.3%	9.3%	36.4%	13.6%	5.0%	16.4%	100.0%

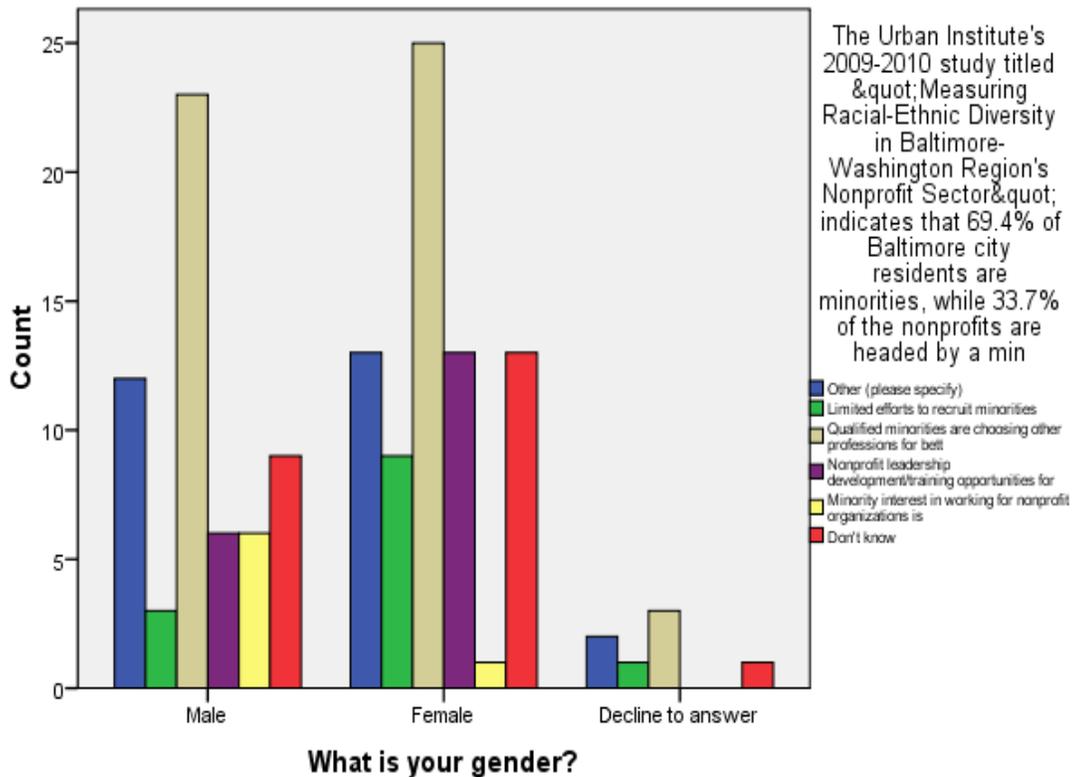
Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	29.921 ^a	30	.470
Likelihood Ratio	32.117	30	.362
Linear-by-Linear Association	1.520	1	.218
N of Valid Cases	140		

a. 34 cells (81.0%) have expected count less than 5. The minimum expected count is .05.

Data indicates that a majority of respondents from all racial categories believe that qualified minorities are choosing other professions for better pay/benefits as the reason why minority nonprofit leadership is lagging behind population diversity in Baltimore City. Overall, a chi-square of .470 reveals no significant relationship between race of all respondents and why they think nonprofit leadership is lagging behind population diversity in Baltimore City.

Minority Leadership Lagging Population Diversity (Q5) & Sex



What is your gender? The Urban Institute's 2009-2010 study titled "Measuring Racial-Ethnic Diversity in Baltimore-Washington Region's Nonprofit Sector" indicates that 69.4% of Baltimore city residents are minorities, while 33.7% of the nonprofits are headed by a minority. Why do you think, according to this study, minority nonprofit leadership is lagging behind population diversity in Baltimore City?

		The Urban Institute's 2009-2010 study titled "Measuring Racial-Ethnic Diversity in Baltimore-Washington Region's Nonprofit Sector" indicates that 69.4% of Baltimore city residents are minorities, while 33.7% of the nonprofits are headed by a minority. Why do you think, according to this study, minority nonprofit leadership is lagging behind population diversity in Baltimore City?						
		Other (please specify)	Limited efforts to recruit minorities	Qualified minorities are choosing other professions for better pay/benefits	Nonprofit leadership development/training opportunities for minorities is low	Minority interest in working for nonprofit organizations is low	Don't know	Total
What is your gender?	Male	12	3	23	6	6	9	59

gender?	20.3%	5.1%	39.0%	10.2%	10.2%	15.3%	100.0%
Female	13	9	25	13	1	13	74
	17.6%	12.2%	33.8%	17.6%	1.4%	17.6%	100.0%
Decline to answer	2	1	3	0	0	1	7
	28.6%	14.3%	42.9%	.0%	.0%	14.3%	100.0%
Total	27	13	51	19	7	23	140
	19.3%	9.3%	36.4%	13.6%	5.0%	16.4%	100.0%

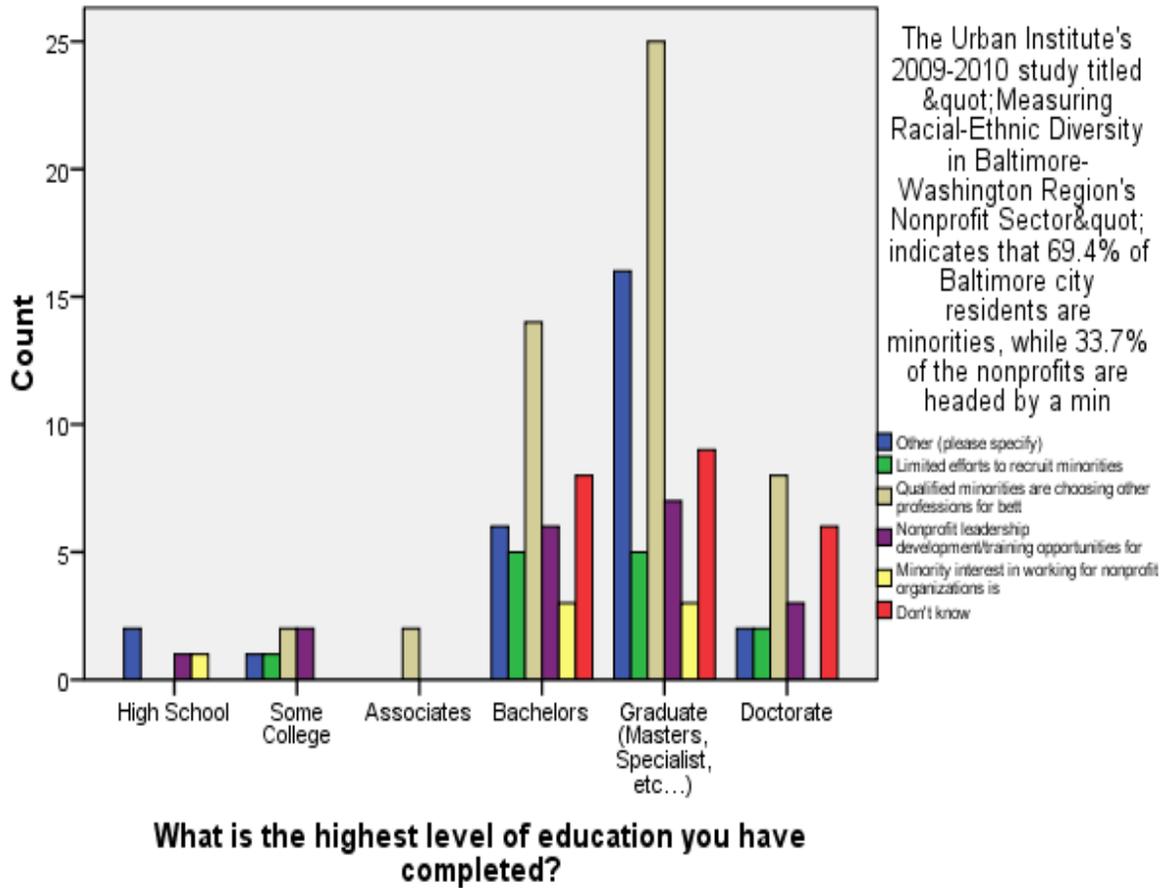
Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.682 ^a	10	.383
Likelihood Ratio	12.130	10	.276
Linear-by-Linear Association	.398	01	.528
N of Valid Cases	140		

a. 8 cells (44.4%) have expected count less than 5. The minimum expected count is .35.

Data indicates that a majority of male and female respondents believe that qualified minorities are choosing other professions for better pay/benefits as the reason why minority nonprofit leadership is lagging behind population diversity in Baltimore City. Overall, a chi-square of .383 reveals no significant relationship between sex type and why nonprofit leadership is lagging behind population diversity in Baltimore City.

Minority Leadership Lagging Population Diversity (Q5) & Education Level



Highest level of education completed? The Urban Institute's 2009-2010 study titled "Measuring Racial-Ethnic Diversity in Baltimore-Washington Region's Nonprofit Sector" indicates that 69.4% of Baltimore city residents are minorities, while 33.7% of the nonprofits are headed by a minority. Why do you think, according to this study, minority nonprofit leadership is lagging behind population diversity in Baltimore City?

The Urban Institute's 2009-2010 study titled "Measuring Racial-Ethnic Diversity in Baltimore-Washington Region's Nonprofit Sector" indicates that 69.4% of Baltimore city residents are minorities, while 33.7% of the nonprofits are headed by a minority. Why do you think, according to this study, minority nonprofit leadership is lagging behind population diversity in Baltimore City?

	Other (please specify)	Limited efforts to recruit minorities	Qualified minorities are choosing other professions for better pay/benefits	Nonprofit leadership development/training opportunities for minorities is low	Minority interest in working for nonprofit organizations is low	Don't know	Total
What is the highest level of education you have completed?							
High School	2 50.0%	0 .0%	0 .0%	1 25.0%	1 25.0%	0 .0%	4 100.0%
Some College	1 16.7%	1 16.7%	2 33.3%	2 33.3%	0 .0%	0 .0%	6 100.0%
Associates	0 .0%	0 .0%	2 100.0%	0 .0%	0 .0%	0 .0%	2 100.0%
Bachelors	6 14.3%	5 11.9%	14 33.3%	6 14.3%	3 7.1%	8 19.0%	42 100.0%
Graduate (Masters, Specialist, etc...)	16 24.6%	5 7.7%	25 38.5%	7 10.8%	3 4.6%	9 13.8%	65 100.0%
Doctorate	2 9.5%	2 9.5%	8 38.1%	3 14.3%	0 .0%	6 28.6%	21 100.0%
Total	27 19.3%	13 9.3%	51 36.4%	19 13.6%	7 5.0%	23 16.4%	140 100.0%

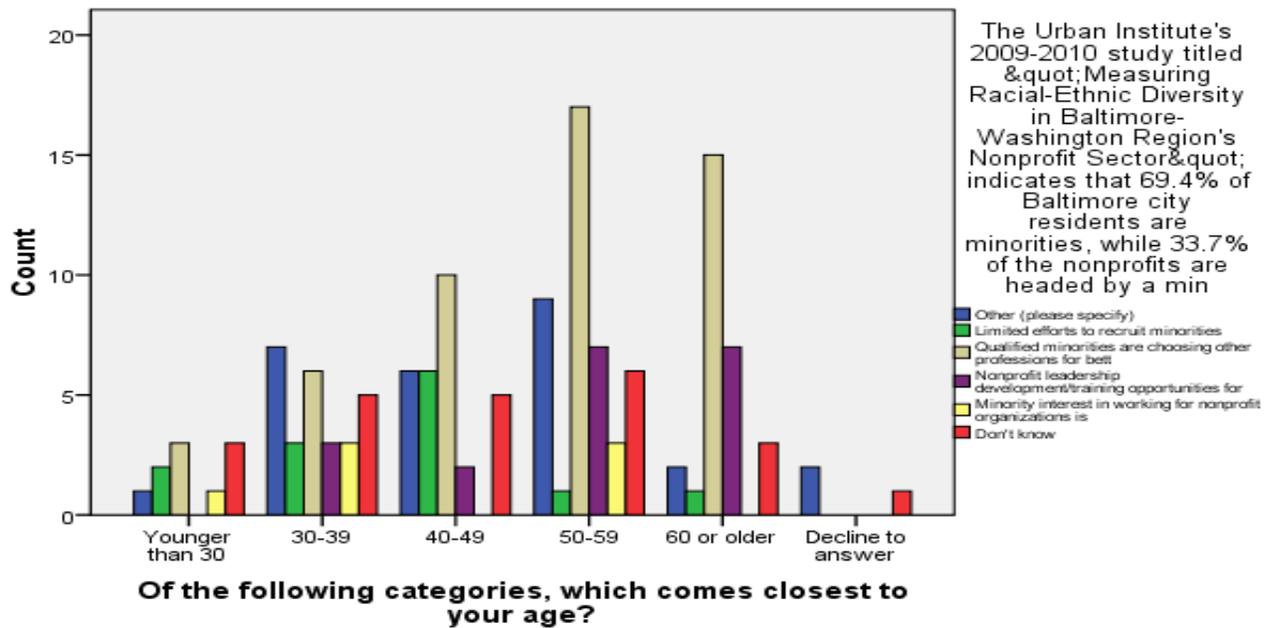
Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	22.327 ^a	25	.617
Likelihood Ratio	24.715	25	.478
Linear-by-Linear Association	.729	1	.393
N of Valid Cases	140		

a. 26 cells (72.2%) have expected count less than 5. The minimum expected count is .10.

Data indicates that most respondents believe that qualified minorities are choosing other professions for better pay/benefits as the reason why minority nonprofit leadership is lagging behind population diversity in Baltimore City. Education level of respondents is not related to how they view the lag in minority nonprofit leadership when compared to population diversity in Baltimore City. In other words, a chi-square of .617 reveals no significant relationship between education level of participants and why nonprofit leadership is lagging behind population diversity in Baltimore City.

Minority Leadership Lagging Population Diversity (Q5) & Age



Of the following categories, which comes closest to your age? The Urban Institute's 2009-2010 study titled "Measuring Racial-Ethnic Diversity in Baltimore-Washington Region's Nonprofit Sector" indicates that 69.4% of Baltimore city residents are minorities, while 33.7% of the nonprofits are headed by a minority. Why do you think, according to this study, minority nonprofit leadership is lagging behind population diversity in Baltimore City?

The Urban Institute's 2009-2010 study titled "Measuring Racial-Ethnic Diversity in Baltimore-Washington Region's Nonprofit Sector" indicates that 69.4% of Baltimore city residents are minorities, while 33.7% of the nonprofits are headed by a minority. Why do you think, according to this study, minority nonprofit leadership is lagging behind population diversity in Baltimore City?

		Other (please specify)	Limited efforts to recruit minorities	Qualified minorities are choosing other professions for better pay/benefits	Nonprofit leadership development/training opportunities for minorities is low	Minority interest in working for nonprofit organizations is low	Don't know	Total
Of the following categories, which comes closest to your age?	Younger than 30	1 10.0%	2 20.0%	3 30.0%	0 .0%	1 10.0%	3 30.0%	10 100.0%
	30-39	7 25.9%	3 11.1%	6 22.2%	3 11.1%	3 11.1%	5 18.5%	27 100.0%
	40-49	6 20.7%	6 20.7%	10 34.5%	2 6.9%	0 .0%	5 17.2%	29 100.0%
	50-59	9 20.9%	1 2.3%	17 39.5%	7 16.3%	3 7.0%	6 14.0%	43 100.0%
	60 or older	2 7.1%	1 3.6%	15 53.6%	7 25.0%	0 .0%	3 10.7%	28 100.0%
	Decline to answer	2 66.7%	0 .0%	0 .0%	0 .0%	0 .0%	1 33.3%	3 100.0%
	Total	27 19.3%	13 9.3%	51 36.4%	19 13.6%	7 5.0%	23 16.4%	140 100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	34.853 ^a	25	.091
Likelihood Ratio	38.923	25	.037
Linear-by-Linear Association	.047	1	.828
N of Valid Cases	140		

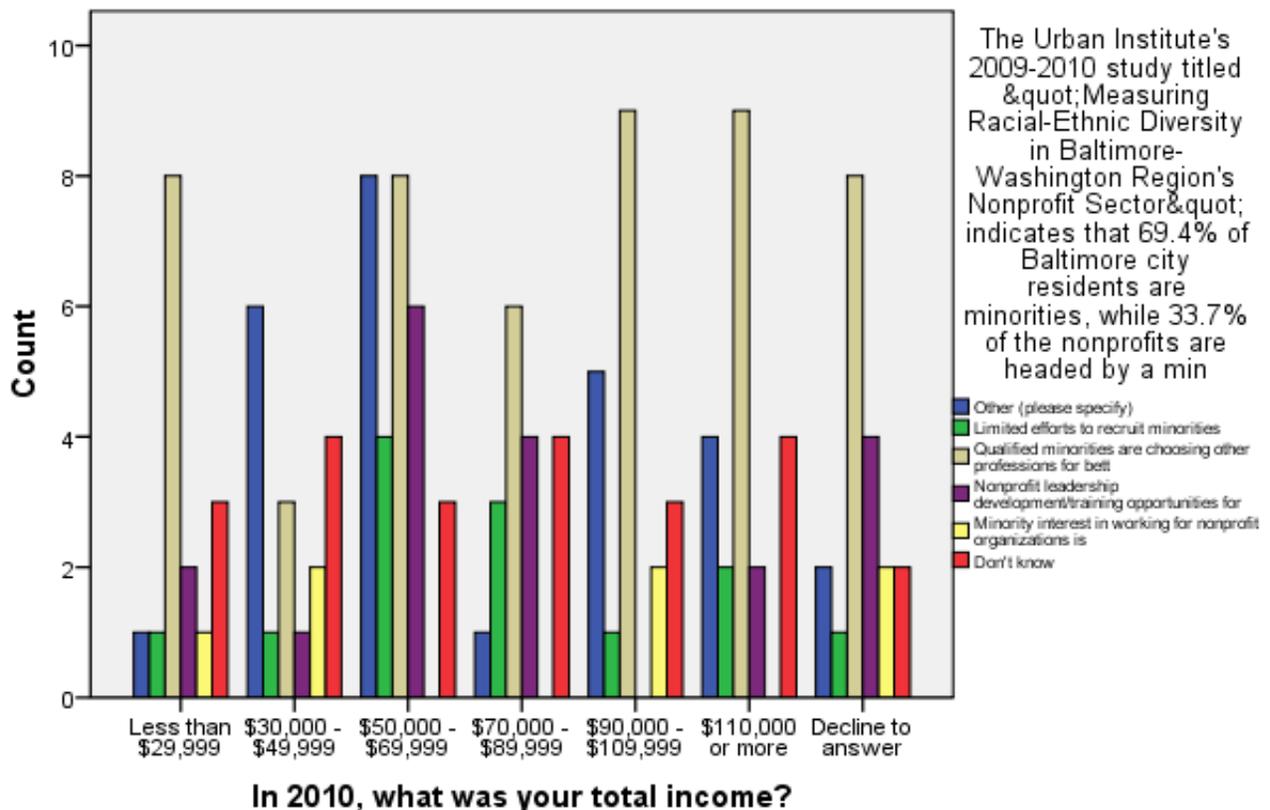
a. 26 cells (72.2%) have expected count less than 5. The minimum expected count is .15.

Age of respondents is not related to how they view the lag in minority nonprofit leadership when compared to population diversity in Baltimore City. It is interesting to note that

an overwhelming majority of respondents age 50 or older (i.e., 50-59-39.5% and 60 or older - 53.6%) believe that qualified minorities are choosing other professions for better pay/benefits as the reason why minority nonprofit leadership is lagging behind population diversity in Baltimore City.

The percentage (i.e., Younger than 30 -30%, 30-39-22.2%, 40-49-34.5%) of respondents under age 50 is less than those over age 50 who believe that qualified minorities are choosing other professions for better pay/benefits as the reason why minority nonprofit leadership is lagging behind population diversity in Baltimore City. A chi-square of .091 reveals no significant relationship between age of survey participants and why they believe nonprofit leadership is lagging behind population diversity in Baltimore City.

Minority Leadership Lagging Population Diversity (Q5) & Income



In 2010, what was your total income? The Urban Institute's 2009-2010 study titled “Measuring Racial-Ethnic Diversity in Baltimore-Washington Region's Nonprofit Sector” indicates that 69.4% of Baltimore city residents are minorities, while 33.7% of the nonprofits are headed by a minority. Why do you think, according to this study, minority nonprofit leadership is lagging behind population diversity in Baltimore City?

		The Urban Institute's 2009-2010 study titled “Measuring Racial-Ethnic Diversity in Baltimore-Washington Region's Nonprofit Sector” indicates that 69.4% of Baltimore city residents are minorities, while 33.7% of the nonprofits are headed by a minority. Why do you think, according to this study, minority nonprofit leadership is lagging behind population diversity in Baltimore City?						
		Other (please specify)	Limited efforts to recruit minorities	Qualified minorities are choosing other professions for better pay/benefits	Nonprofit leadership development/training opportunities for minorities is low	Minority interest in working for nonprofit organizations is low	Don't know	Total
In 2010, what was your total income?	Less than \$29,999	1 6.2%	1 6.2%	8 50.0%	2 12.5%	1 6.2%	3 18.8%	16 100.0%
	\$30,000 - \$49,999	6 35.3%	1 5.9%	3 17.6%	1 5.9%	2 11.8%	4 23.5%	17 100.0%
	\$50,000 - \$69,999	8 27.6%	4 13.8%	8 27.6%	6 20.7%	0 .0%	3 10.3%	29 100.0%
	\$70,000 - \$89,999	1 5.6%	3 16.7%	6 33.3%	4 22.2%	0 .0%	4 22.2%	18 100.0%
	\$90,000 - \$109,999	5 25.0%	1 5.0%	9 45.0%	0 .0%	2 10.0%	3 15.0%	20 100.0%
	\$110,000 or more	4 19.0%	2 9.5%	9 42.9%	2 9.5%	0 .0%	4 19.0%	21 100.0%
	Decline to answer	2 10.5%	1 5.3%	8 42.1%	4 21.1%	2 10.5%	2 10.5%	19 100.0%
	Total	27 19.3%	13 9.3%	51 36.4%	19 13.6%	7 5.0%	23 16.4%	140 100.0%

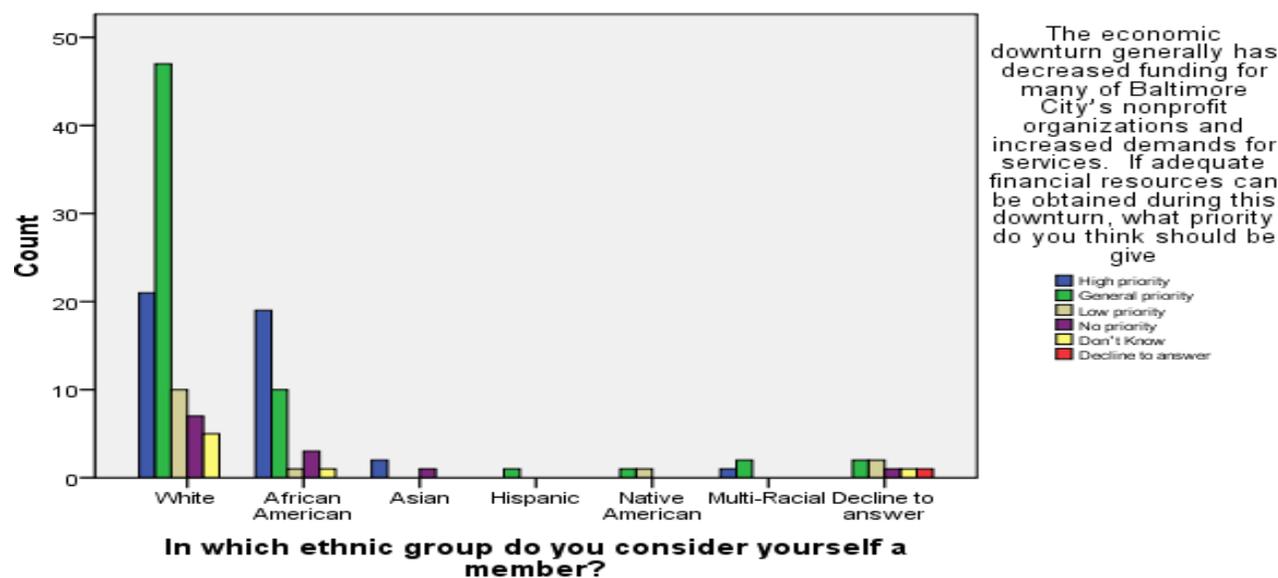
Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	30.141 ^a	30	.458
Likelihood Ratio	36.143	30	.203
Linear-by-Linear Association	.023	1	.879
N of Valid Cases	140		

a. 34 cells (81.0%) have expected count less than 5. The minimum expected count is .80.

Data indicates respondent's income has no relationship to how they answered question #5. There is no significant difference in how respondents answered question #5 based on their reported total income in 2010. In essence, the annual income of survey participants is not related to how they view the lag in minority nonprofit leadership when compared to population diversity in Baltimore City. A chi-square of .458 reveals no significant relationship between income of participants and why nonprofit leadership is lagging behind population diversity in Baltimore City.

Economic Downturn and Priority of Diversity (Q7) & Race



In which racial group do you consider yourself a member? The economic downturn generally has decreased funding for many of Baltimore City’s nonprofit organizations and increased demands for services. If adequate financial resources can be obtained during this downturn, what priority do you think should be given to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions?

		The economic downturn generally has decreased funding for many of Baltimore City’s nonprofit organizations and increased demands for services. If adequate financial resources can be obtained during this downturn, what priority do you think should be given to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions?						
		High priority	General priority	Low priority	No priority	Don’t Know	Decline to answer	Total
In which racial group do you consider yourself a member?	White	21 23.3%	47 52.2%	10 11.1%	7 7.8%	5 5.6%	0 .0%	90 100.0%
	African American	19 55.9%	10 29.4%	1 2.9%	3 8.8%	1 2.9%	0 .0%	34 100.0%
	Asian	2 66.7%	0 .0%	0 .0%	1 33.3%	0 .0%	0 .0%	3 100.0%
	Hispanic	0 .0%	1 100.0%	0 .0%	0 .0%	0 .0%	0 .0%	1 100.0%
	Native American	0 .0%	1 50.0%	1 50.0%	0 .0%	0 .0%	0 .0%	2 100.0%
	Multi-Racial	1 33.3%	2 66.7%	0 .0%	0 .0%	0 .0%	0 .0%	3 100.0%
	Decline to answer	0 .0%	2 28.6%	2 28.6%	1 14.3%	1 14.3%	1 14.3%	7 100.0%
	Total	43 30.7%	63 45.0%	14 10.0%	12 8.6%	7 5.0%	1 .7%	140 100.0%

Chi-Square Tests

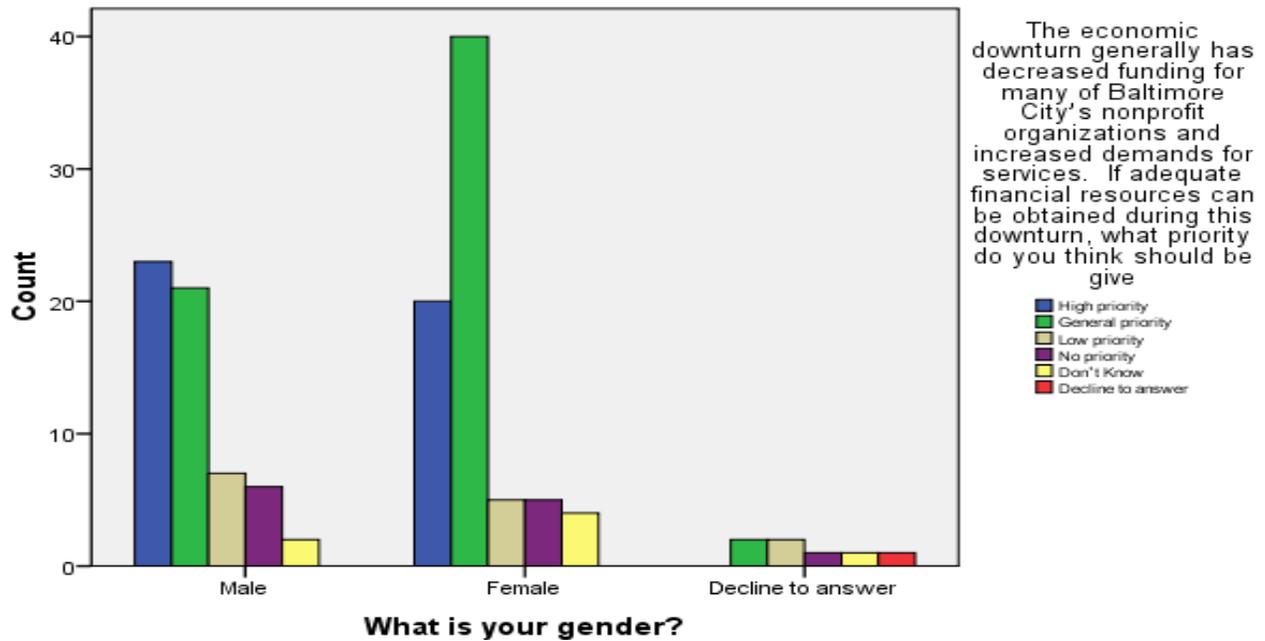
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	50.710 ^a	30	.010
Likelihood Ratio	39.226	30	.121
Linear-by-Linear Association	5.037	1	.025
N of Valid Cases	140		

a. 36 cells (85.7%) have expected count less than 5. The minimum expected count is .01.

Data reveals a significant relationships exists between the race of respondents and what priority should be given to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions. 23.3% of White respondents compared to 55.9% of African American respondents indicated that “High Priority” should be given to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions. 66.7% of Asian respondents indicated that “High Priority” should be given to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions.

A majority of White respondents (52.2%) indicated that a “General Priority” should be given to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions. With that said, a majority of African American respondents (55.9%) indicated that “High Priority” should be given to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions. Other racial group responses were too low to make general comparisons. A chi-square of .010 indicates a significant relationship exists between race of survey participants and what priority, if any, should be given to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions.

Economic Downturn and Priority of Diversity (Q7) & Gender



What is your gender? The economic downturn generally has decreased funding for many of Baltimore City's nonprofit organizations and increased demands for services. If adequate financial resources can be obtained during this downturn, what priority do you think should be given to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions?

		The economic downturn generally has decreased funding for many of Baltimore City's nonprofit organizations and increased demands for services. If adequate financial resources can be obtained during this downturn, what priority do you think should be given to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions?						
		High priority	General priority	Low priority	No priority	Don't Know	Decline to answer	Total
What is your gender?	Male	23 39.0%	21 35.6%	7 11.9%	6 10.2%	2 3.4%	0 .0%	59 100.0%
	Female	20 27.0%	40 54.1%	5 6.8%	5 6.8%	4 5.4%	0 .0%	74 100.0%
	Decline to answer	0 .0%	2 28.6%	2 28.6%	1 14.3%	1 14.3%	1 14.3%	7 100.0%
Total		43 30.7%	63 45.0%	14 10.0%	12 8.6%	7 5.0%	1 .7%	140 100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	31.381 ^a	10	.001
Likelihood Ratio	19.377	10	.036
Linear-by-Linear Association	4.436	1	.035
N of Valid Cases	140		

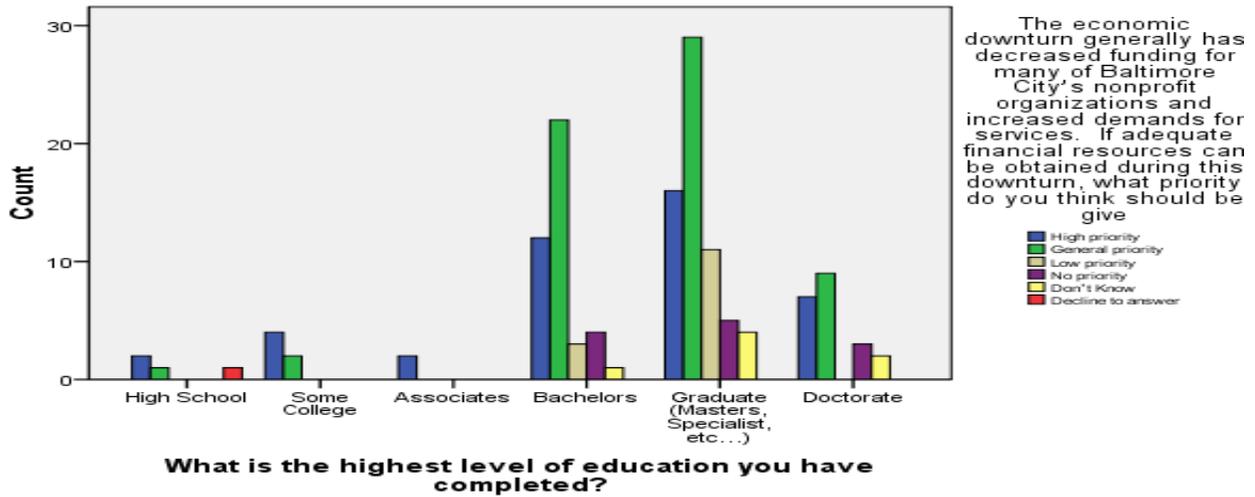
a. 10 cells (55.6%) have expected count less than 5. The minimum expected count is .05.

Data indicates that a higher percentage of males (39.0%) when compared to females (27.0%) would give “High Priority” to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions. But a higher percentage females (54.1%), when compared to males (35.6%) would give “General Priority” to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions.

A higher percentage of males (11.9%) when compared to females (6.8%) give “Low Priority” to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions. More male respondents (10.2%) than female respondents (6.8%) give “No Priority” to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions.

No respondents declined to answer question #7. Chi-square of .001 indicates a significant relationship exists between male and female respondents. Overall, in comparing female and male respondents, more women give both “General Priority” and “High Priority” to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions.

Economic Downturn and Priority of Diversity (Q7) & Education Level



What is the highest level of education you have completed? The economic downturn generally has decreased funding for many of Baltimore City's nonprofit organizations and increased demands for services. If adequate financial resources can be obtained during this downturn, what priority do you think should be given to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions?

		The economic downturn generally has decreased funding for many of Baltimore City's nonprofit organizations and increased demands for services. If adequate financial resources can be obtained during this downturn, what priority do you think should be given...						
		High priority	General priority	Low priority	No priority	Don't Know	Decline to answer	Total
What is the highest level of education you have completed?	High School	2	1	0	0	0	1	4
		50.0%	25.0%	.0%	.0%	.0%	25.0%	100.0%
	Some College	4	2	0	0	0	0	6
		66.7%	33.3%	.0%	.0%	.0%	.0%	100.0%
	Associates	2	0	0	0	0	0	2
	100.0%	.0%	.0%	.0%	.0%	.0%	100.0%	
	Bachelors	12	22	3	4	1	0	42
		28.6%	52.4%	7.1%	9.5%	2.4%	.0%	100.0%
	Graduate (Masters, Specialist, etc...)	16	29	11	5	4	0	65
		24.6%	44.6%	16.9%	7.7%	6.2%	.0%	100.0%

Doctorate	7	9	0	3	2	0	21
	33.3%	42.9%	.0%	14.3%	9.5%	.0%	100.0%
Total	43	63	14	12	7	1	140
	30.7%	45.0%	10.0%	8.6%	5.0%	.7%	100.0%

Chi-Square Tests

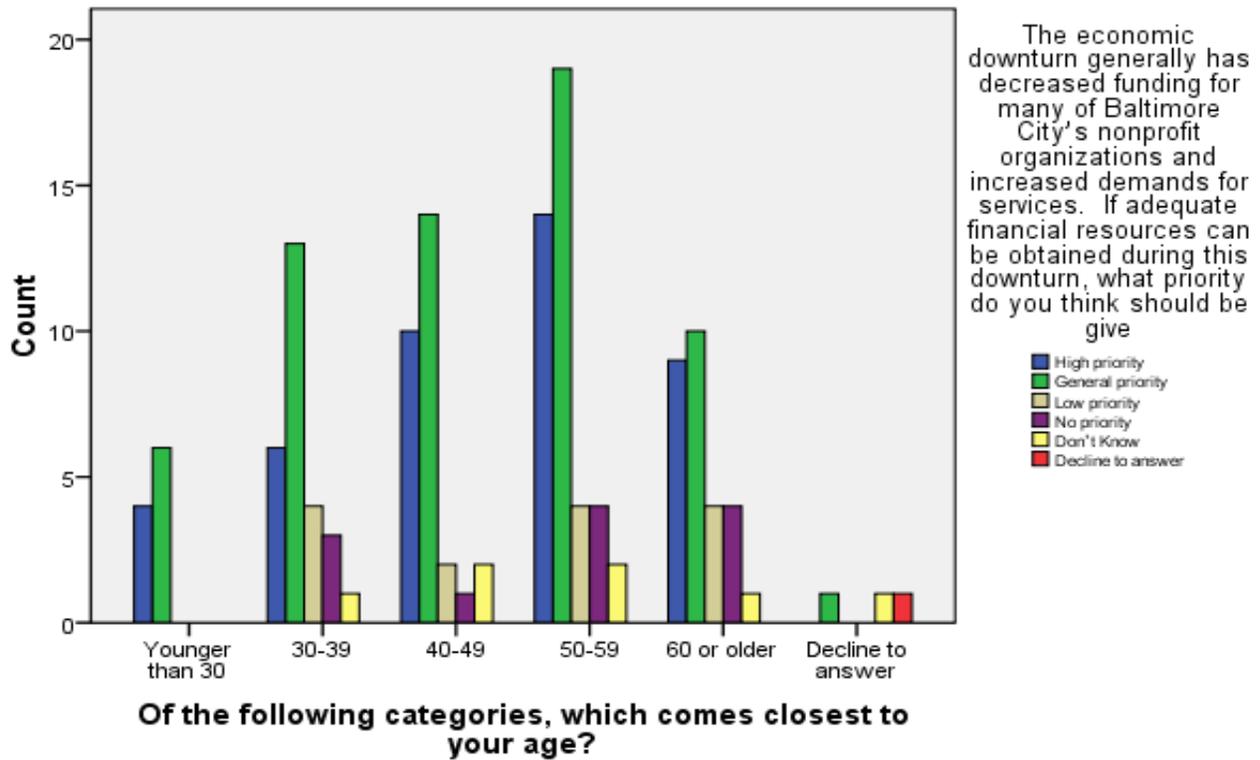
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	53.900 ^a	25	.001
Likelihood Ratio	30.374	25	.211
Linear-by-Linear Association	1.765	1	.184
N of Valid Cases	140		

a. 28 cells (77.8%) have expected count less than 5. The minimum expected count is .01.

Data indicates that respondents whose education level is less than a Bachelor’s degree give “Higher Priority” to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions than respondents with a Bachelor’s degree or higher. More respondents with Bachelor’s degrees or higher give “Low Priority” and/or “No Priority” to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions when compared to respondents without Bachelor’s degrees.

Overall, data reveals that respondents with less college education give more priority to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions. Chi-square of .001 indicates that a significant relationship exists between the education level of respondents and what priority, if any, they give to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions.

Economic Downturn and Priority of Diversity (Q7) & Age



Of the following categories, which comes closest to your age? The economic downturn generally has decreased funding for many of Baltimore City's nonprofit organizations and increased demands for services. If adequate financial resources can be obtained during this downturn, what priority do you think should be given to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions?

		The economic downturn generally has decreased funding for many of Baltimore City's nonprofit organizations and increased demands for services. If adequate financial resources can be obtained during this downturn, what priority do you think should be given to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions?						Total
		High priority	General priority	Low priority	No priority	Don't Know	Decline to answer	
Of the following categories, which comes closest to your age?	Younger than 30	4	6	0	0	0	0	10
	30-39	6	13	4	3	1	0	27
		40.0%	60.0%	.0%	.0%	.0%	.0%	100.0%
		22.2%	48.1%	14.8%	11.1%	3.7%	.0%	100.0%

40-49	10 34.5%	14 48.3%	2 6.9%	1 3.4%	2 6.9%	0 .0%	29 100.0%
50-59	14 32.6%	19 44.2%	4 9.3%	4 9.3%	2 4.7%	0 .0%	43 100.0%
60 or older	9 32.1%	10 35.7%	4 14.3%	4 14.3%	1 3.6%	0 .0%	28 100.0%
Decline to answer	0 .0%	1 33.3%	0 .0%	0 .0%	1 33.3%	1 33.3%	3 100.0%
Total	43 30.7%	63 45.0%	14 10.0%	12 8.6%	7 5.0%	1 .7%	140 100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	60.745 ^a	25	.000
Likelihood Ratio	23.871	25	.527
Linear-by-Linear Association	2.959	1	.085
N of Valid Cases	140		

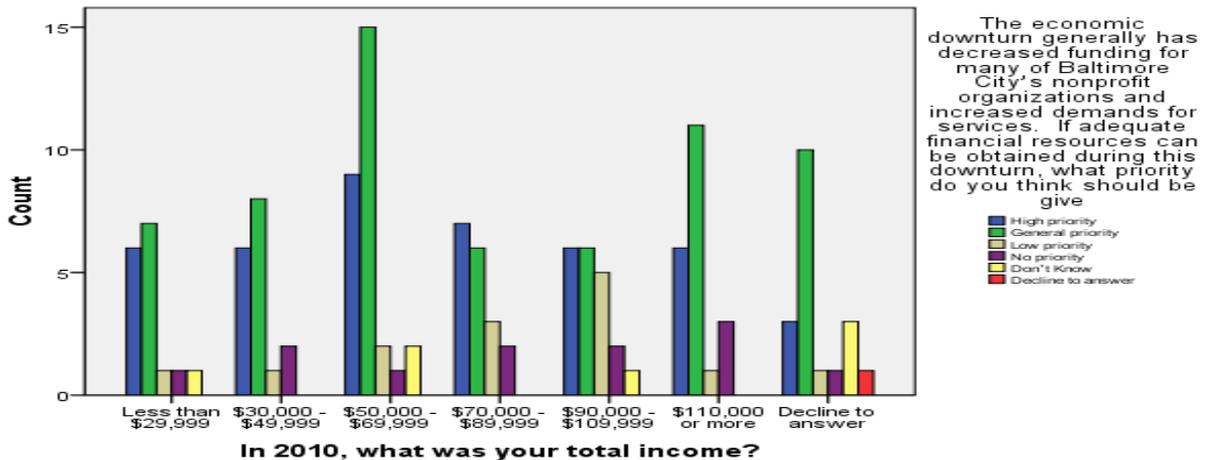
a. 28 cells (77.8%) have expected count less than 5. The minimum expected count is .02.

Question #7 reveals that a higher percentage of respondents (40.0%) younger than 30 give “High Priority” to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions when compared to other age groups? Also, respondents younger than 30 are the highest percentage (60%) who would give “General Priority” to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions when compared to other age groups. It is also interesting to note that no respondents younger than 30 give “Low Priority” or “No Priority” to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions.

Respondents 60 or older provided the highest combined percentages of “Low Priority” (14.3%) and “No Priority” (14.3%) in to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions. Although respondents age 50-59 represent the highest number of participants to question #7, they provided less significant results when compared to other age groups.

Data reveals that respondents age 50 or older (i.e., 50-59; 32.6% and 60 or older; 32.1%) have a higher combined percentage of “Higher Priority” in increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions when compared to respondents age 30-49 (i.e., 30-39; 22.2% and 40-49; 34.5%). With that said, chi-square of .000 indicates a significant relationship between age of respondents and what priority, if any, they give to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions.

Economic Downturn and Priority of Diversity (Q7) & Income



In 2010, what was your total income? The economic downturn generally has decreased funding for many of Baltimore City's nonprofit organizations and increased demands for services. If adequate financial resources can be obtained during this downturn, what priority do you think should be given to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions?

		<p>The economic downturn generally has decreased funding for many of Baltimore City's nonprofit organizations and increased demands for services. If adequate financial resources can be obtained during this downturn, what priority do you think should be given to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions?</p>						
		High priority	General priority	Low priority	No priority	Don't Know	Decline to answer	Total
In 2010, what was your total income?	Less than \$29,999	6 37.5%	7 43.8%	1 6.2%	1 6.2%	1 6.2%	0 .0%	16 100.0%
	\$30,000 - \$49,999	6 35.3%	8 47.1%	1 5.9%	2 11.8%	0 .0%	0 .0%	17 100.0%
	\$50,000 - \$69,999	9 31.0%	15 51.7%	2 6.9%	1 3.4%	2 6.9%	0 .0%	29 100.0%
	\$70,000 - \$89,999	7 38.9%	6 33.3%	3 16.7%	2 11.1%	0 .0%	0 .0%	18 100.0%
	\$90,000 - \$109,999	6 30.0%	6 30.0%	5 25.0%	2 10.0%	1 5.0%	0 .0%	20 100.0%
	\$110,000 or more	6 28.6%	11 52.4%	1 4.8%	3 14.3%	0 .0%	0 .0%	21 100.0%
	Decline to answer	3 15.8%	10 52.6%	1 5.3%	1 5.3%	3 15.8%	1 5.3%	19 100.0%
	Total	43 30.7%	63 45.0%	14 10.0%	12 8.6%	7 5.0%	1 .7%	140 100.0%

Chi-Square Tests

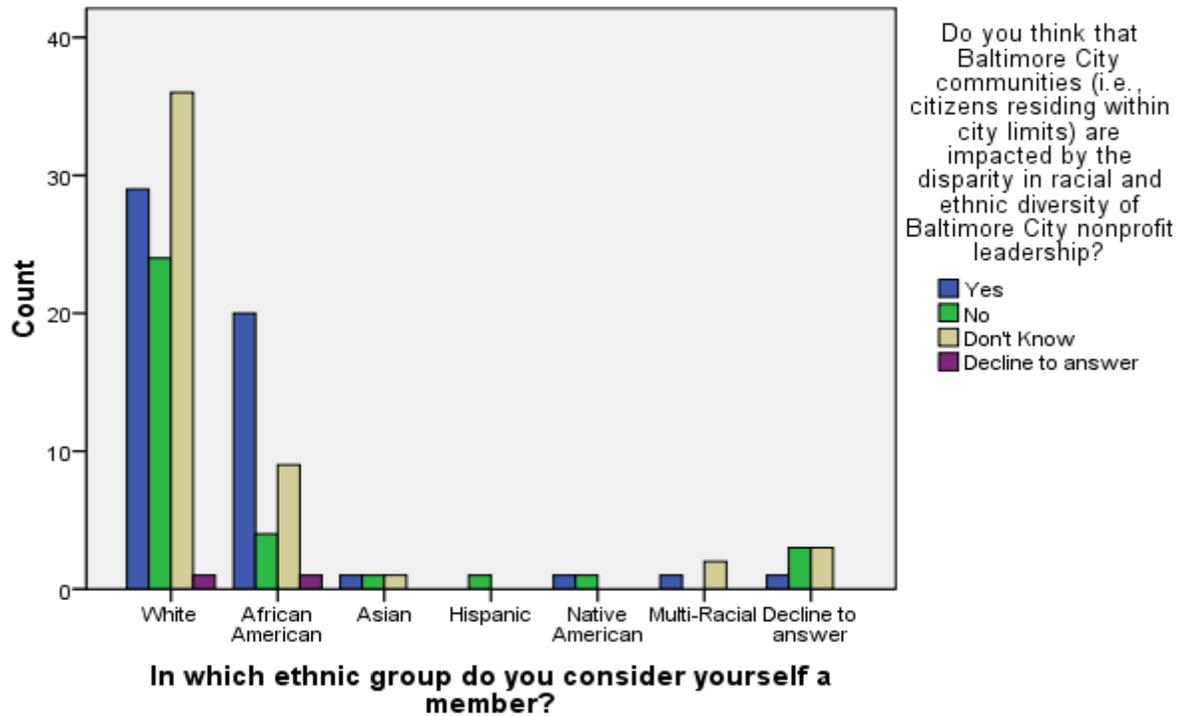
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	27.881 ^a	30	.577
Likelihood Ratio	26.075	30	.671
Linear-by-Linear Association	3.892	1	.049
N of Valid Cases	140		

a. 29 cells (69.0%) have expected count less than 5. The minimum expected count is .11.

Respondents earning between \$70,000- \$89,999 were the highest percentage (38.9%) who selected “High Priority” in increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions. Respondents earning between \$110,000 or more were the highest percentage (52.4%) who selected “General Priority” in increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions.

Respondents earning between \$90,000- \$109,000 were the highest percentage (25.0%) who selected “Low Priority” in increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions. Respondents earning between \$110,000 or more were the highest percentage (14.3%) who selected “No Priority” in increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions. Percentages vary within each category of responses and income groups. Chi-square of .577 indicates no significant relationship exists between the income of participants and what priority, if any, should be given to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions.

Communities Impacted by Leadership Disparities (Q8) & Race



In which racial group do you consider yourself a member? Do you think that Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership?

		Do you think that Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership?				
		Yes	No	Don't Know	Decline to answer	Total
In which racial group do you consider yourself a member?	White	29	24	36	1	90
		32.2%	26.7%	40.0%	1.1%	100.0%
	African American	20	4	9	1	34
		58.8%	11.8%	26.5%	2.9%	100.0%
	Asian	1	1	1	0	3
		33.3%	33.3%	33.3%	.0%	100.0%
Hispanic	0	1	0	0	1	
	.0%	100.0%	.0%	.0%	100.0%	
Native	1	1	0	0	2	

American	50.0%	50.0%	.0%	.0%	100.0%
Multi-Racial	1	0	2	0	3
	33.3%	.0%	66.7%	.0%	100.0%
Decline to answer	1	3	3	0	7
	14.3%	42.9%	42.9%	.0%	100.0%
Total	53	34	51	2	140
	37.9%	24.3%	36.4%	1.4%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	17.363 ^a	18	.498
Likelihood Ratio	18.529	18	.421
Linear-by-Linear Association	.087	1	.768
N of Valid Cases	140		

a. 22 cells (78.6%) have expected count less than 5. The minimum expected count is .01.

Data reveals that the highest percentage (58.8%) of survey participants who think Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership are African Americans. 32.2% of White respondents think that Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership.

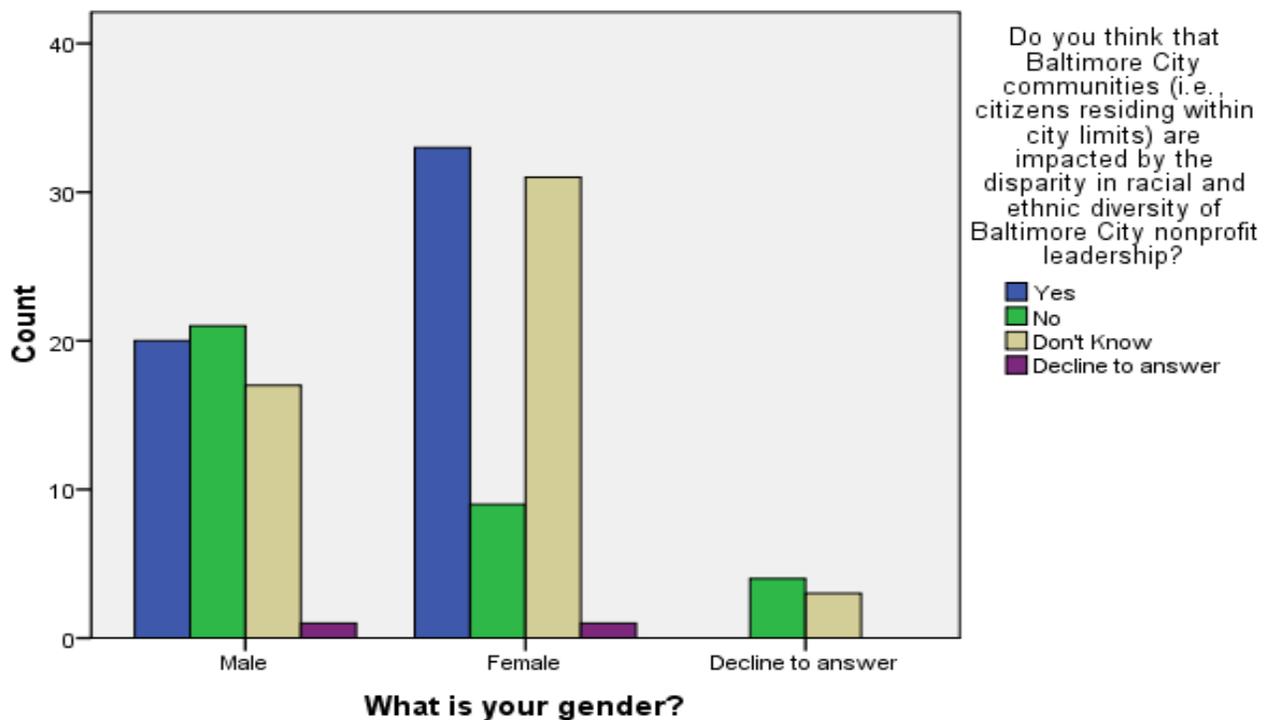
Data also indicates that 26.7% of White respondents do not think that Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership. While 11.8% of African American respondents think that Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership.

Due to the limited number of other racial groups (i.e., Asian, Hispanic, Native American,

and Multi-Racial) participating in the survey, responses could not be compared with other races.

A chi-square of .498 indicates no significant relationship exists between racial group and whether or not Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership.

Communities Impacted by Leadership Disparities (Q8) & Sex



What is your gender? Do you think that Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership?

		Do you think that Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership?				
		Yes	No	Don't Know	Decline to answer	Total
What is your gender?	Male	20 33.9%	21 35.6%	17 28.8%	1 1.7%	59 100.0%

Female	33 44.6%	9 12.2%	31 41.9%	1 1.4%	74 100.0%
Decline to answer	0 .0%	4 57.1%	3 42.9%	0 .0%	7 100.0%
Total	53 37.9%	34 24.3%	51 36.4%	2 1.4%	140 100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.235 ^a	6	.013
Likelihood Ratio	18.741	6	.005
Linear-by-Linear Association	.598	1	.439
N of Valid Cases	140		

a. 6 cells (50.0%) have expected count less than 5. The minimum expected count is .10.

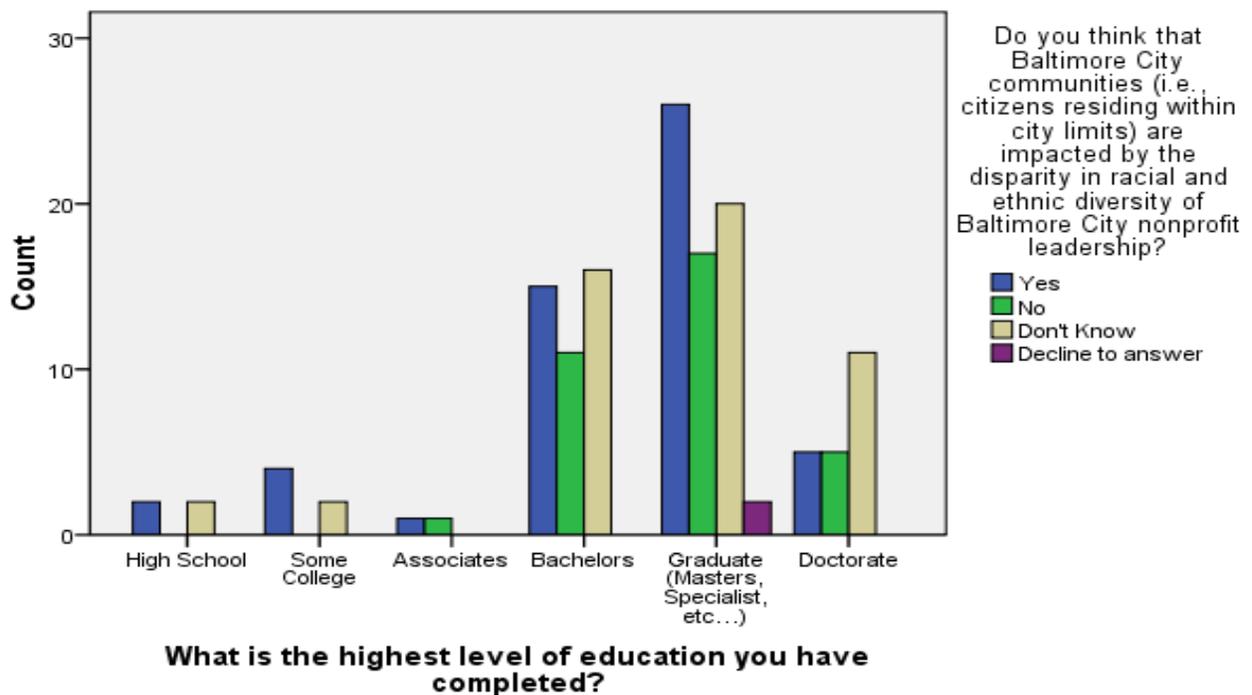
When comparing male to female survey participants, a higher percentage (44.6%) of female respondents indicated that they think Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership. 33.9% of male respondents indicated that they think Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership.

Also, when comparing male to female survey participants, a higher percentage (35.6%) of male respondents indicated that they do not think Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership. 12.2% of female respondents indicated that they do not think Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership.

Overall, a majority of respondents (i.e., both male and female) indicated that they think

Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership. A chi-square of .013 indicates a significant relationship exists between the sex of participants and whether or not they think Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership.

Communities Impacted by Leadership Disparities (Q8) & Education Level



What is the highest level of education you have completed? Do you think that Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership?

		Do you think that Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership?				
		Yes	No	Don't Know	Decline to answer	Total
What is the highest level of education you have	High School	2	0	2	0	4
	Some College	4	0	2	0	6
		50.0%	.0%	50.0%	.0%	100.0%

completed?		66.7%	.0%	33.3%	.0%	100.0%
Associates	1	50.0%	50.0%	0	.0%	2
Bachelors	15	35.7%	26.2%	16	.0%	42
Graduate (Masters, Specialist, etc...)	26	40.0%	26.2%	20	3.1%	65
Doctorate	5	23.8%	23.8%	11	.0%	21
Total	53	37.9%	24.3%	51	1.4%	140

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.230 ^a	15	.736
Likelihood Ratio	14.750	15	.470
Linear-by-Linear Association	1.449	1	.229
N of Valid Cases	140		

a. 15 cells (62.5%) have expected count less than 5. The minimum expected count is .03.

A majority of the survey participants indicated that they hold a Graduate (i.e., Masters, Specialists, etc...) degree. 40% of respondents holding Graduate (i.e., Masters, Specialists, etc...) indicated that they think Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership. While 26.2% of respondents with a Graduate (Masters, Specialists, etc...) degree do not think Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership.

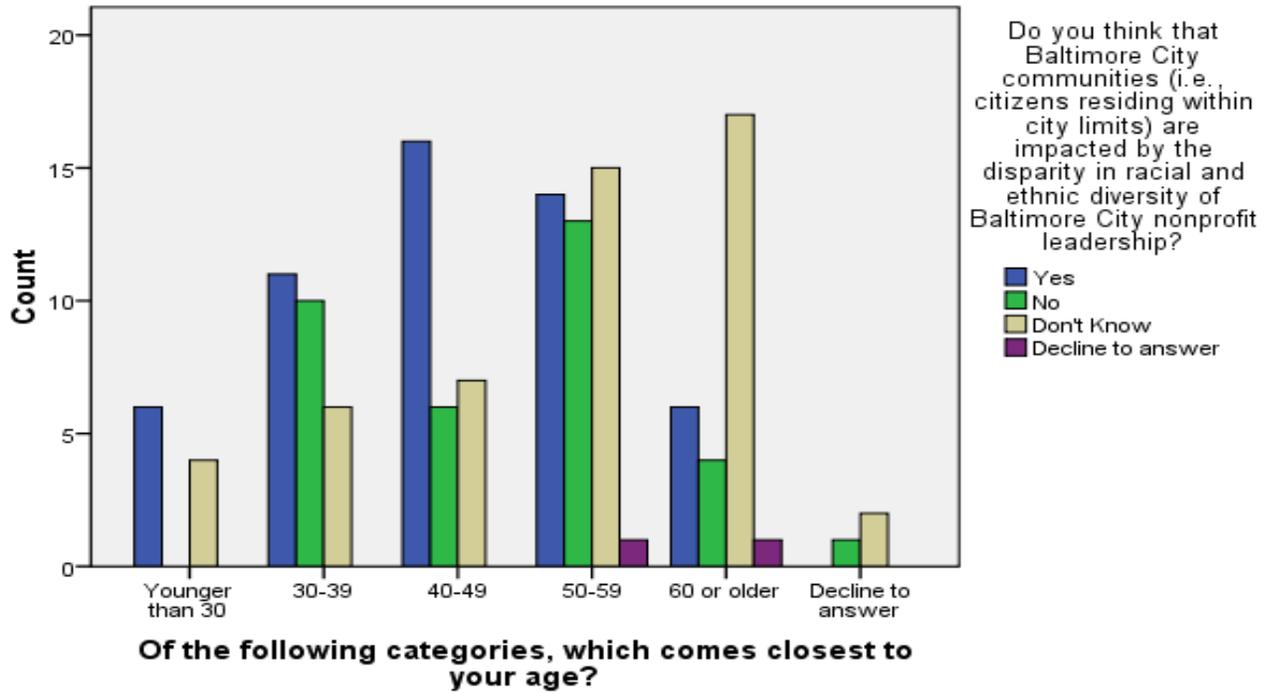
A chi-square of .736 reveals no significant relationship between the education level of respondents and whether, or not, they think Baltimore City communities (i.e., citizens residing

within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership. In other words, no significant relationship can be found when comparing all levels of education to question #8.

Also, there were too few respondents with Associates degrees or less to compare with other degree holders. In addition, a high percentage of respondents (52.4%) who hold Doctorate degrees indicated they don't know if Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership.

A wide array of responses to question #8 revealed that one's education level is not significantly related to whether, or not, they think Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership. Also, education level of respondents and how they view disparities in racial diversity of Baltimore City nonprofit leadership may be caused by other socialization factors not examined in this study.

Communities Impacted by Leadership Disparities (Q8) & Age



Of the following categories, which comes closest to your age? Do you think that Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership?

		Do you think that Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership?				
		Yes	No	Don't Know	Decline to answer	Total
Of the following categories, which comes closest to your age?	Younger than 30	6	0	4	0	10
		60.0%	.0%	40.0%	.0%	100.0%
	30-39	11	10	6	0	27
		40.7%	37.0%	22.2%	.0%	100.0%
	40-49	16	6	7	0	29
		55.2%	20.7%	24.1%	.0%	100.0%
	50-59	14	13	15	1	43
		32.6%	30.2%	34.9%	2.3%	100.0%

60 or older	6	4	17	1	28
	21.4%	14.3%	60.7%	3.6%	100.0%
Decline to answer	0	1	2	0	3
	.0%	33.3%	66.7%	.0%	100.0%
Total	53	34	51	2	140
	37.9%	24.3%	36.4%	1.4%	100.0%

Chi-Square Tests

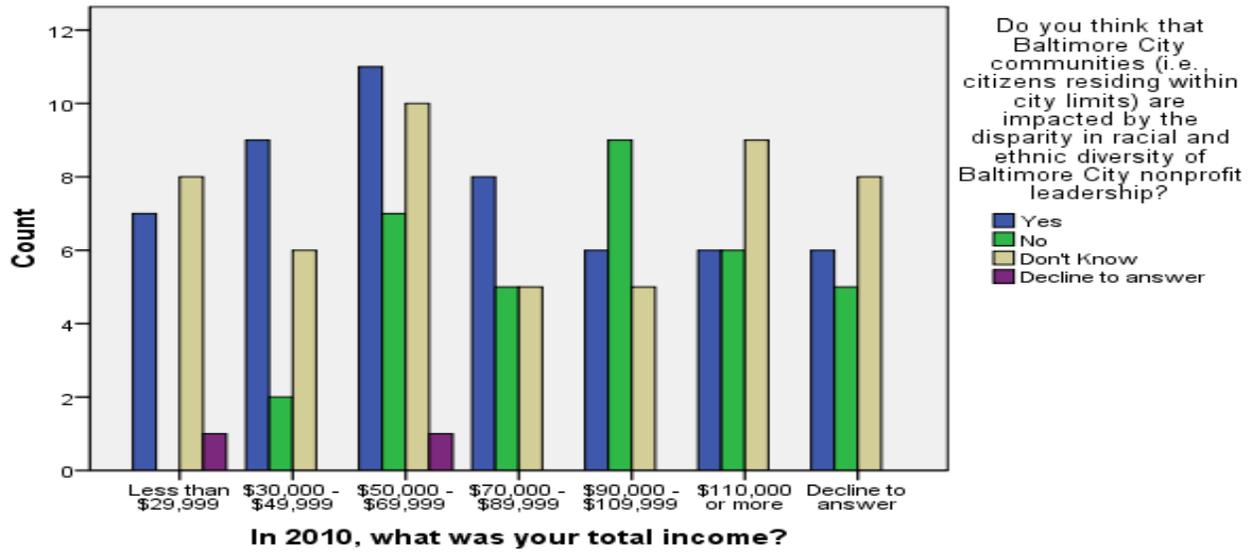
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	23.549 ^a	15	.073
Likelihood Ratio	27.091	15	.028
Linear-by-Linear Association	10.382	1	.001
N of Valid Cases	140		

a. 12 cells (50.0%) have expected count less than 5. The minimum expected count is .04.

60% of respondents younger than 30 indicated that they think Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership. No respondents younger than 30 indicated that they do not think Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership.

It is also interesting to note that a majority of respondents in all age groups indicated that they think Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership. A chi-square of .073 indicates no significant relationship exists between the age of participants and whether, or not, Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership.

Communities Impacted by Leadership Disparities (Q8) & Income



In 2010, what was your total income? Do you think that Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership?

		Do you think that Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership?				
		Yes	No	Don't Know	Decline to answer	Total
In 2010, what was your total income?	Less than \$29,999	7 43.8%	0 .0%	8 50.0%	1 6.2%	16 100.0%
	\$30,000 - \$49,999	9 52.9%	2 11.8%	6 35.3%	0 .0%	17 100.0%
	\$50,000 - \$69,999	11 37.9%	7 24.1%	10 34.5%	1 3.4%	29 100.0%
	\$70,000 - \$89,999	8 44.4%	5 27.8%	5 27.8%	0 .0%	18 100.0%
	\$90,000 - \$109,999	6 30.0%	9 45.0%	5 25.0%	0 .0%	20 100.0%
	\$110,000 or more	6 28.6%	6 28.6%	9 42.9%	0 .0%	21 100.0%

Decline to answer	6 31.6%	5 26.3%	8 42.1%	0 .0%	19 100.0%
Total	53 37.9%	34 24.3%	51 36.4%	2 1.4%	140 100.0%

Chi-Square Tests

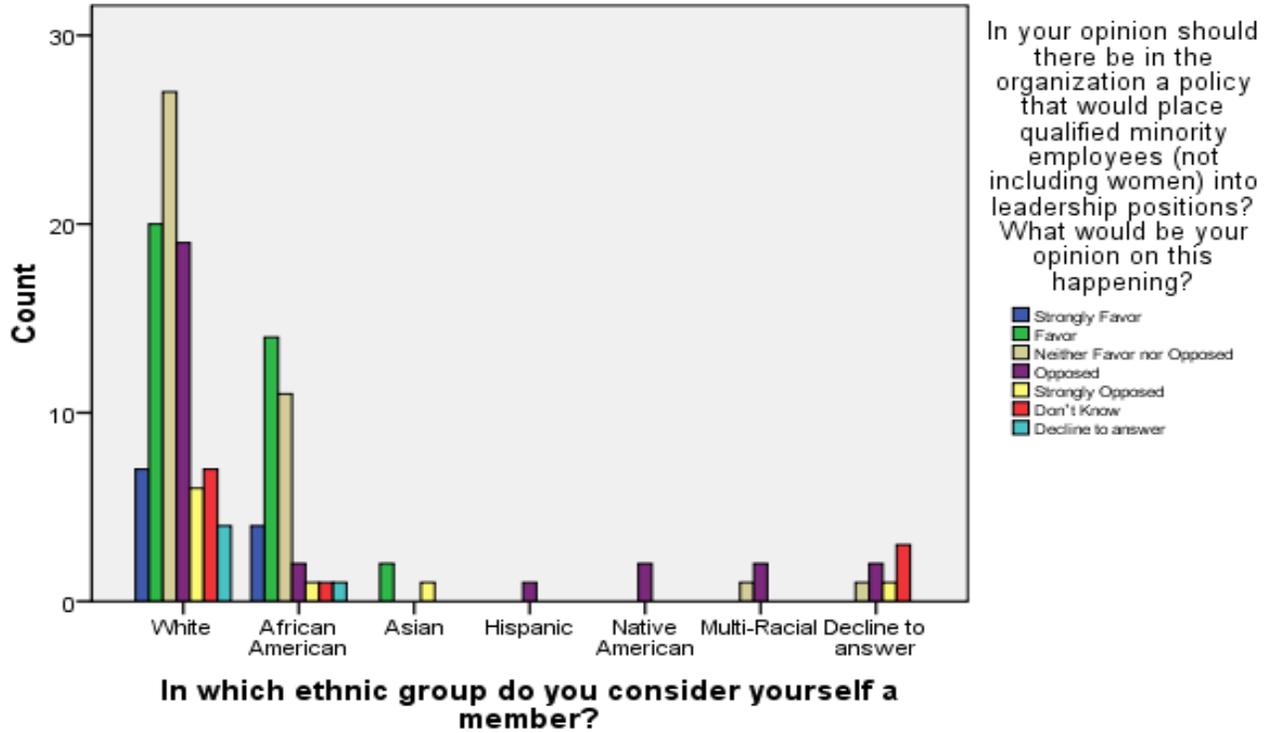
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	18.303 ^a	18	.436
Likelihood Ratio	21.611	18	.250
Linear-by-Linear Association	.143	1	.705
N of Valid Cases	140		

a. 12 cells (42.9%) have expected count less than 5. The minimum expected count is .23.

The highest percentage of respondents (52.9%) who think that Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership earned between \$30,000- \$49,999 in 2010. On the other hand, the highest percentage of respondents (45.0%) who do not think that Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership earned between \$90,000- \$109,999 in 2010.

It is also interesting to note that a high percentage of respondents (42.9%) earning \$110,000 or more in 2010 indicated they don't know if Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership. A chi-square of .436 reveals that no significant relationship exists between the 2010 earnings of participants and whether, or not, they think Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership.

Organizational Diversity Policy (Q10) & Race



In which racial group do you consider yourself a member? In your opinion should there be in the organization a policy that would place qualified minority employees (not including women) into leadership positions? What would be your opinion on this happening?

		In your opinion should there be in the organization a policy that would place qualified minority employees (not including women) into leadership positions? What would be your opinion on this happening?							Total
		Strongly Favor	Favor	Neither Favor nor Opposed	Opposed	Strongly Opposed	Don't Know	Decline to answer	
In which racial group do you consider yourself a member?	White	7 7.8%	20 22.2%	27 30.0%	19 21.1%	6 6.7%	7 7.8%	4 4.4%	90 100.0%
	African American	4 11.8%	14 41.2%	11 32.4%	2 5.9%	1 2.9%	1 2.9%	1 2.9%	34 100.0%
	Asian	0 .0%	2 66.7%	0 .0%	0 .0%	1 33.3%	0 .0%	0 .0%	3 100.0%

Hispanic	0	0	0	1	0	0	0	1
	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
Native American	0	0	0	2	0	0	0	2
	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
Multi-Racial	0	0	1	2	0	0	0	3
	.0%	.0%	33.3%	66.7%	.0%	.0%	.0%	100.0%
Decline to answer	0	0	1	2	1	3	0	7
	.0%	.0%	14.3%	28.6%	14.3%	42.9%	.0%	100.0%
Total	11	36	40	28	9	11	5	140
	7.9%	25.7%	28.6%	20.0%	6.4%	7.9%	3.6%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	49.002 ^a	36	.073
Likelihood Ratio	44.786	36	.149
Linear-by-Linear Association	5.347	1	.021
N of Valid Cases	140		

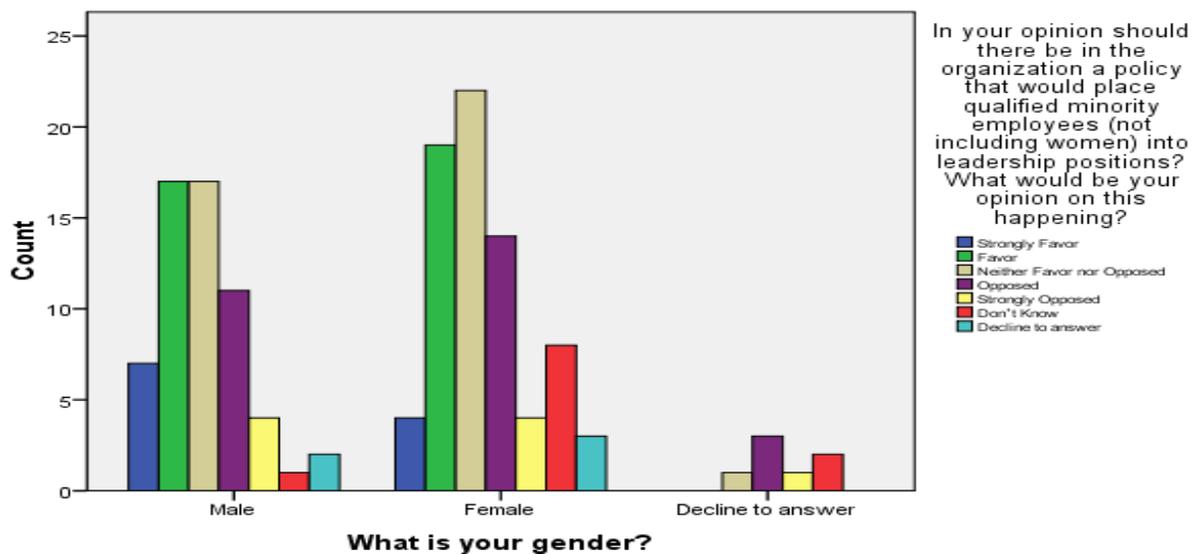
a. 40 cells (81.6%) have expected count less than 5. The minimum expected count is .04.

The highest percentage of respondents (11.8%) who would “Strongly Favor” a policy to place qualified minority employees (not including women) into leadership positions are African Americans. Also, a high percentage of African American (41.2%) and Asian (66.7%) respondents would “Favor” a policy to place qualified minority employees (not including women) into leadership positions when compared to other racial groups.

On the other hand, a majority of White respondents (i.e., 30%) “Neither Favor nor Oppose” a policy that would place qualified minority employees (i.e., not including women) into leadership positions. A majority of other racial groups (i.e., Hispanic, Native American, and Multi-Racial) indicated that would “Oppose” a policy that would place qualified minority employees (not including women) into leadership positions.

Given other racial group participants (i.e., Asian, Hispanic, Native American, and Multi-Racial) to question #10 were too few, comparisons with African American and White respondents could not be made. A chi-square of .073 indicates that no significant relationship exists between race of participants and whether, or not, they favor or oppose a policy to place qualified minority employees (not including women) into leadership positions.

Organizational Diversity Policy (Q10) & Sex



What is your gender? In your opinion should there be in the organization a policy that would place qualified minority employees (not including women) into leadership positions? What would be your opinion on this happening?

		In your opinion should there be in the organization a policy that would place qualified minority employees (not including women) into leadership positions? What would be your opinion on this happening?							Total
		Strongly Favor	Favor	Neither Favor nor Opposed	Strongly Opposed	Don't Know	Decline to answer		
What is your gender?	Male	7 11.9%	17 28.8%	17 28.8%	11 18.6%	4 6.8%	1 1.7%	2 3.4%	59 100.0%
	Female	4 5.4%	19 25.7%	22 29.7%	14 18.9%	4 5.4%	8 10.8%	3 4.1%	74 100.0%

Decline to answer	0 .0%	0 .0%	1 14.3%	3 42.9%	1 14.3%	2 28.6%	0 .0%	7 100.0%
Total	11 7.9%	36 25.7%	40 28.6%	28 20.0%	9 6.4%	11 7.9%	5 3.6%	140 100.0%

Chi-Square Tests

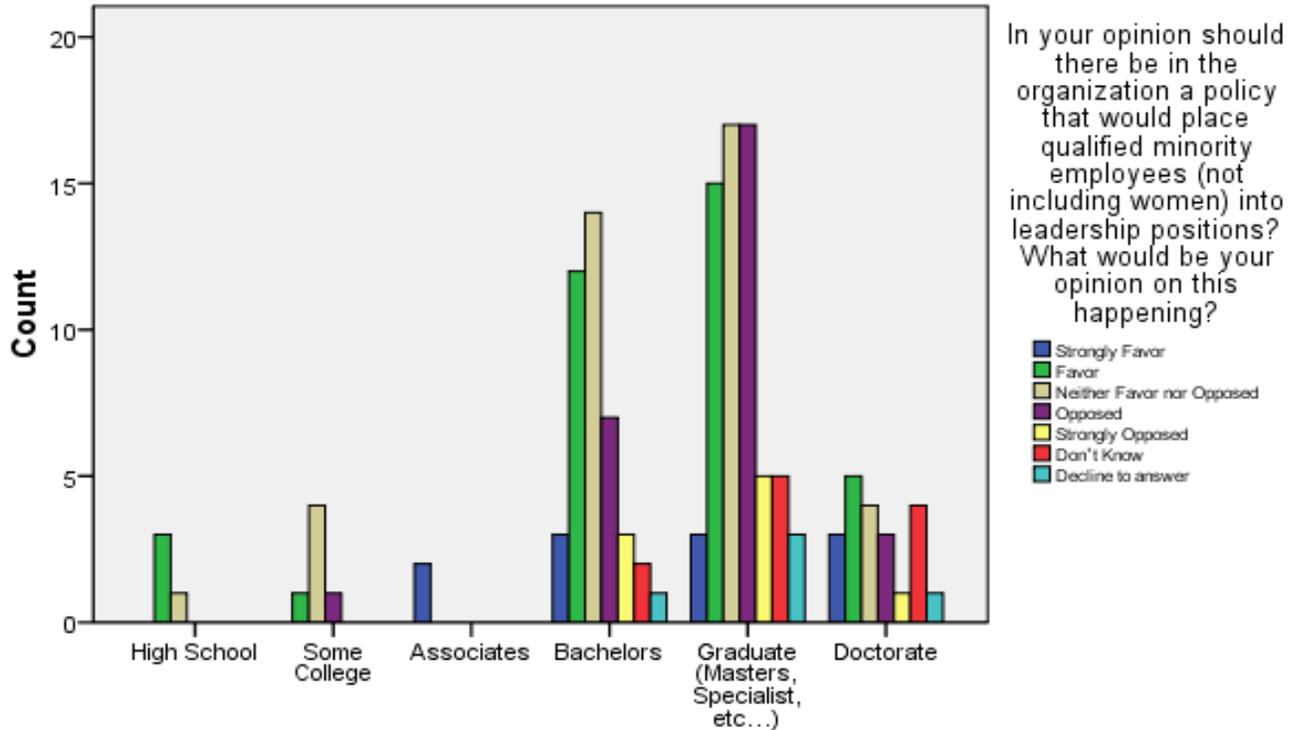
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.408 ^a	12	.220
Likelihood Ratio	17.101	12	.146
Linear-by-Linear Association	7.098	1	.008
N of Valid Cases	140		

a. 13 cells (61.9%) have expected count less than 5. The minimum expected count is .25.

A higher percentage of male survey participants (11.9%) than female survey participants (5.4%) would “Strongly Favor” a policy to place qualified minority employees (not including women) into leadership positions. In addition, a higher percentage of male participants (28.8%) than female survey participants (25.7%) would “Favor” a policy to place qualified minority employees (not including women) into leadership positions.

Survey data also reveals that a higher percentage of female respondents (29.7%) than male respondents (28.8%) “Neither Favor nor Oppose” a policy to place qualified minority employees (not including women) into leadership positions. A near equal percentage of male (18.6%) and female participants (18.9%) would “Oppose” a policy to place qualified minority employees (not including women) into leadership positions. With that said, although general comparisons can be made between sex of participants to question #10, a chi-square of .220 reveals that no significance exists.

Organizational Diversity Policy (Q10) & Education



What is the highest level of education you have completed?

What is the highest level of education you have completed? In your opinion should there be in the organization a policy that would place qualified minority employees (not including women) into leadership positions? What would be your opinion on this happening?

		In your opinion should there be in the organization a policy that would place qualified minority employees (not including women) into leadership positions? What would be your opinion on this happening?							Total
		Strongly Favor	Favor	Neither Favor nor Opposed	Opposed	Strongly Opposed	Don't Know	Decline to answer	
What is the highest level of education you have completed?	High School	0	3	1	0	0	0	0	4
	Some College	0	1	4	1	0	0	0	6
	Associates	2	0	0	0	0	0	0	2
		0.0%	75.0%	25.0%	.0%	.0%	.0%	.0%	100.0%
		0.0%	16.7%	66.7%	16.7%	.0%	.0%	.0%	100.0%
		100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%

Bachelors	3	12	14	7	3	2	1	42
	7.1%	28.6%	33.3%	16.7%	7.1%	4.8%	2.4%	100.0%
Graduate (Masters, Specialist, etc...)	3	15	17	17	5	5	3	65
	4.6%	23.1%	26.2%	26.2%	7.7%	7.7%	4.6%	100.0%
Doctorate	3	5	4	3	1	4	1	21
	14.3%	23.8%	19.0%	14.3%	4.8%	19.0%	4.8%	100.0%
Total	11	36	40	28	9	11	5	140
	7.9%	25.7%	28.6%	20.0%	6.4%	7.9%	3.6%	100.0%

Chi-Square Tests

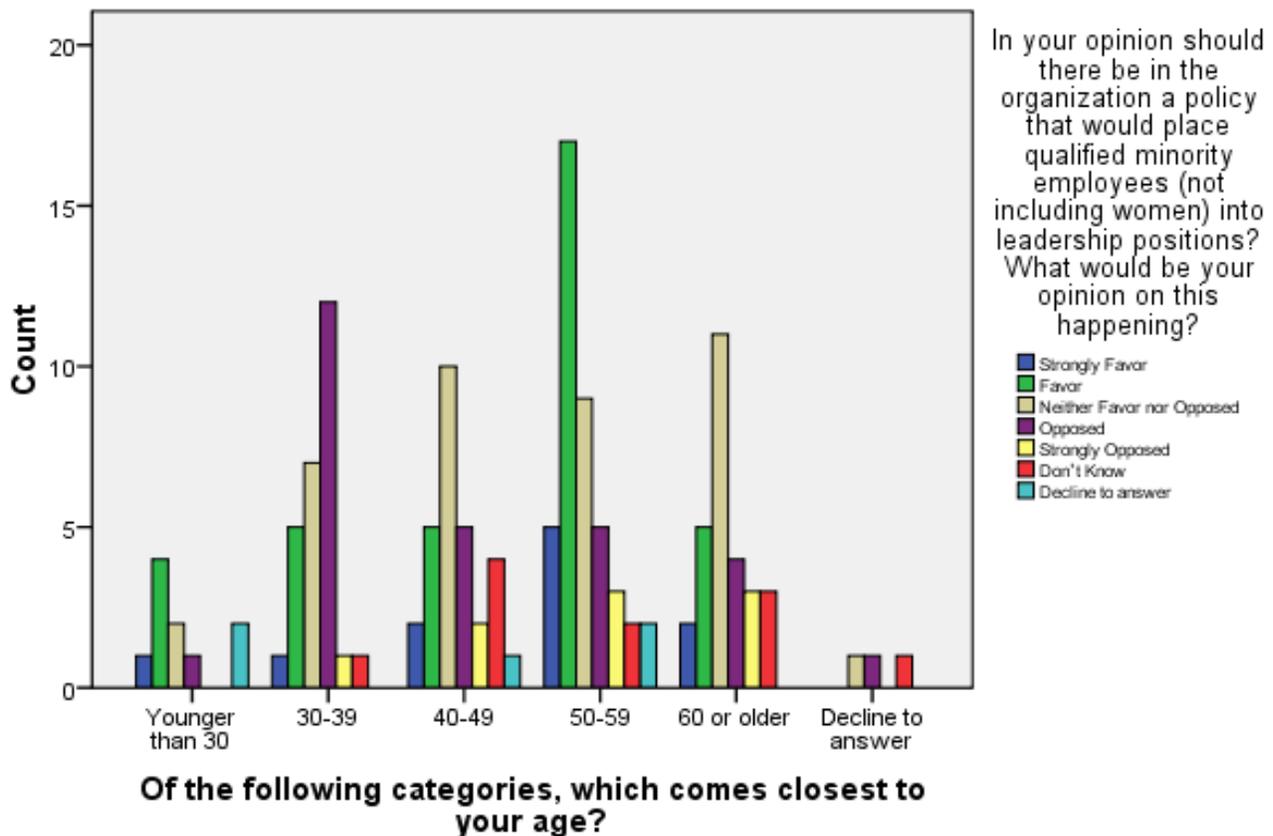
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	43.770 ^a	30	.050
Likelihood Ratio	30.828	30	.424
Linear-by-Linear Association	4.867	1	.027
N of Valid Cases	140		

a. 32 cells (76.2%) have expected count less than 5. The minimum expected count is .07.

All survey participants with whose highest education level is an Associate's degree "Strongly Favor" a policy that would place qualified minority employees (not including women) into leadership positions. This was the highest percentage of all education levels reported by survey participants. 75% of respondents whose highest level of education is a High school diploma "Favor" a policy that would place qualified minority employees (not including women) into leadership positions. This was the highest percentage of all education levels reported by survey participants. 66.7% of respondents whose highest level of education is a Some College "Neither Favor nor Oppose" a policy that would place qualified minority employees (not including women) into leadership positions. This was the highest percentage of all education levels reported by survey participants.

26.2% of respondents whose highest level of education is a Graduate (Masters, Specialist, etc...) degree would “Oppose” a policy to place qualified minority employees (not including women) into leadership positions. This was the highest percentage among all education levels reported by survey participants. Also, 7.7% of respondents whose highest level of education is a Graduate (Masters, Specialist, etc...) degree would “Strongly Oppose” a policy to place qualified minority employees (not including women) into leadership positions. This was the highest percentage among all education levels reported by survey participants. A chi-square of .050 indicates a significant relationship exists between education level of respondents and whether, or not there should be a policy to place qualified minority employees (not including women) into leadership positions.

Organizational Diversity Policy (Q10) & Age



Of the following categories, which comes closest to your age? In your opinion should there be in the organization a policy that would place qualified minority employees (not including women) into leadership positions? What would be your opinion on this happening?

		In your opinion should there be in the organization a policy that would place qualified minority employees (not including women) into leadership positions? What would be your opinion on this happening?							
		Strongly Favor	Favor	Neither Favor nor Opposed	Opposed	Strongly Opposed	Don't Know	Decline to answer	Total
Of the following categories, which comes closest to your age?	Younger than 30	1 10.0%	4 40.0%	2 20.0%	1 10.0%	0 .0%	0 .0%	2 20.0%	10 100.0%
	30-39	1 3.7%	5 18.5%	7 25.9%	12 44.4%	1 3.7%	1 3.7%	0 .0%	27 100.0%
	40-49	2 6.9%	5 17.2%	10 34.5%	5 17.2%	2 6.9%	4 13.8%	1 3.4%	29 100.0%
	50-59	5 11.6%	17 39.5%	9 20.9%	5 11.6%	3 7.0%	2 4.7%	2 4.7%	43 100.0%
	60 or older	2 7.1%	5 17.9%	11 39.3%	4 14.3%	3 10.7%	3 10.7%	0 .0%	28 100.0%
	Decline to answer	0 .0%	0 .0%	1 33.3%	1 33.3%	0 .0%	1 33.3%	0 .0%	3 100.0%
	Total	11 7.9%	36 25.7%	40 28.6%	28 20.0%	9 6.4%	11 7.9%	5 3.6%	140 100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	39.874 ^a	30	.107
Likelihood Ratio	37.378	30	.166
Linear-by-Linear Association	.030	1	.862
N of Valid Cases	140		

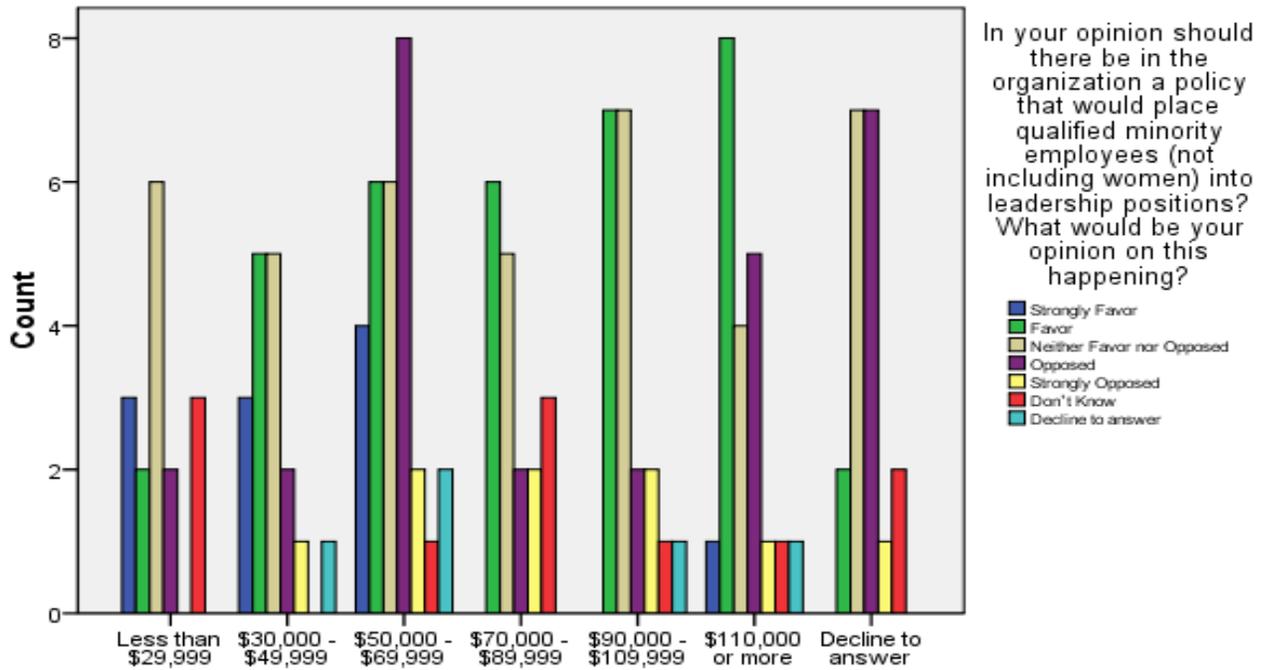
a. 30 cells (71.4%) have expected count less than 5. The minimum expected count is .11.

11.6% of respondents age 50-59 would “Strongly Favor” a policy that would place qualified minority employees (not including women) into leadership positions. This was the highest percentage in the “Strongly Favor” category of answers. A majority of respondents (i.e., 40%) younger than 30 would “Favor” a policy that would place qualified minority employees (not including women) into leadership positions. The second highest percentage (39.5%) of respondents that would “Favor” a policy to place qualified minority employees (not including women) into leadership positions were between age 50-59.

The highest percentage of respondents (39.3%) who “Neither Favor no Oppose” such measure were 60 or older. The highest percentage of respondents (44.4%) that would oppose such a measure was between age 30-39. Also, the highest percentage of respondents (10.7%) who would be “Strongly Opposed” to a policy that would place qualified minority employees (not including women) into leadership positions was 60 or older.

13.8% of respondents between the age of 40-49 indicated that they “Don’t Know” if they would or would not favor a policy that would place qualified minority employees (not including women) into leadership positions. A chi-square of .107 indicates no significant relationship between the age of survey participants and whether or not they would favor a policy to place qualified minority employees (not including women) into leadership positions.

Organizational Diversity Policy (Q10) & Income



In 2010, what was your total income? In your opinion should there be in the organization a policy that would place qualified minority employees (not including women) into leadership positions? What would be your opinion on this happening?

		In your opinion should there be in the organization a policy that would place qualified minority employees (not including women) into leadership positions? What would be your opinion on this happening?							
		Strongly Favor	Favor	Neither Favor nor Opposed	Opposed	Strongly Opposed	Don't Know	Decline to answer	Total
In 2010, what was your total income?	Less than \$29,999	3 18.8%	2 12.5%	6 37.5%	2 12.5%	0 .0%	3 18.8%	0 .0%	16 100.0%
	\$30,000 - \$49,999	3 17.6%	5 29.4%	5 29.4%	2 11.8%	1 5.9%	0 .0%	1 5.9%	17 100.0%
	\$50,000 - \$69,999	4 13.8%	6 20.7%	6 20.7%	8 27.6%	2 6.9%	1 3.4%	2 6.9%	29 100.0%
	\$70,000 - \$89,999	0 .0%	6 33.3%	5 27.8%	2 11.1%	2 11.1%	3 16.7%	0 .0%	18 100.0%
	\$90,000 - \$109,999	7 21.2%	7 21.2%	7 21.2%	2 6.1%	2 6.1%	2 6.1%	1 3.0%	33 100.0%

\$90,000 - \$109,999	0	7	7	2	2	1	1	20
	.0%	35.0%	35.0%	10.0%	10.0%	5.0%	5.0%	100.0%
\$110,000 or more	1	8	4	5	1	1	1	21
	4.8%	38.1%	19.0%	23.8%	4.8%	4.8%	4.8%	100.0%
Decline to answer	0	2	7	7	1	2	0	19
	.0%	10.5%	36.8%	36.8%	5.3%	10.5%	.0%	100.0%
Total	11	36	40	28	9	11	5	140
	7.9%	25.7%	28.6%	20.0%	6.4%	7.9%	3.6%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	37.249 ^a	36	.411
Likelihood Ratio	43.725	36	.176
Linear-by-Linear Association	1.475	1	.225
N of Valid Cases	140		

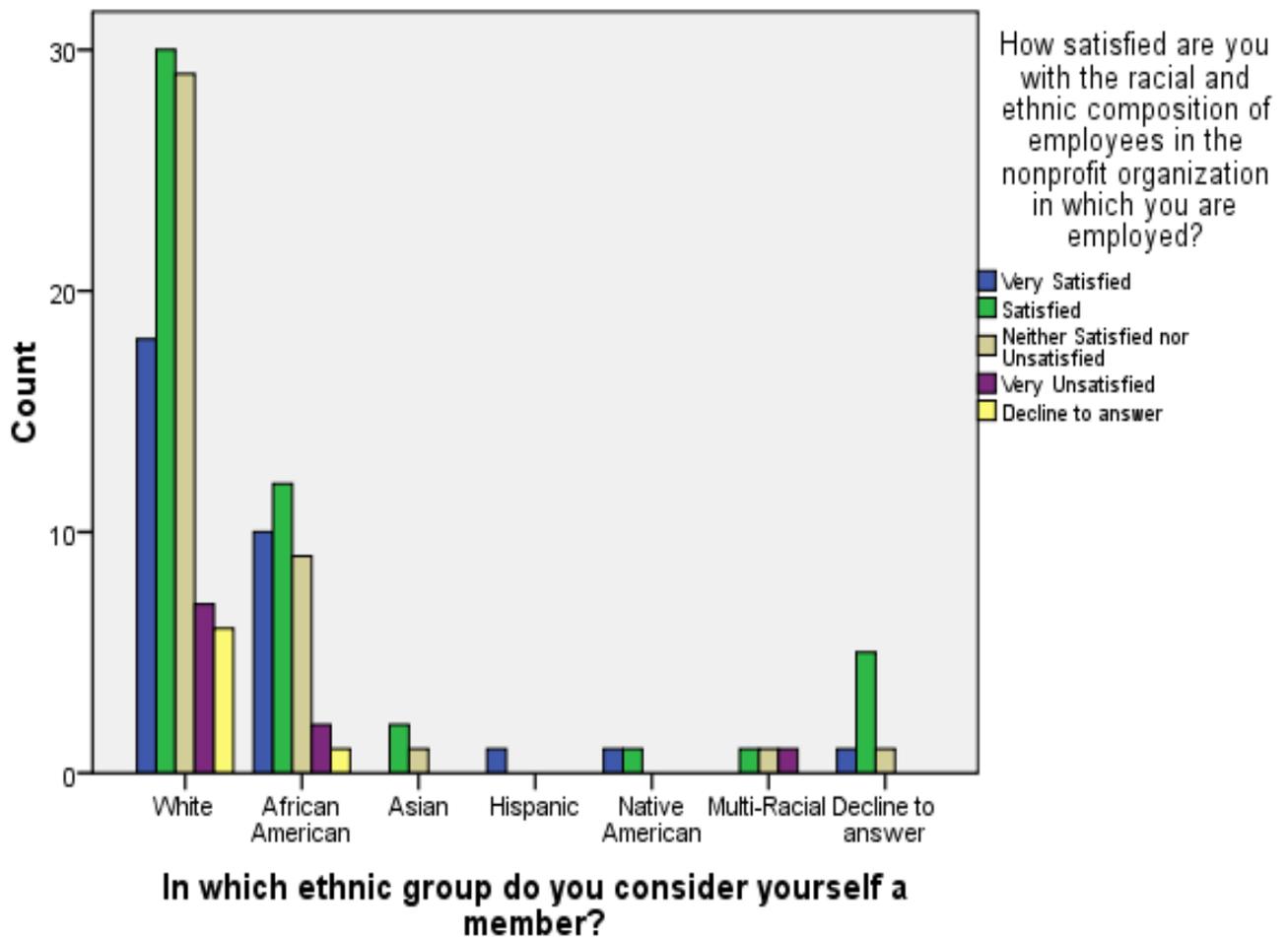
a. 40 cells (81.6%) have expected count less than 5. The minimum expected count is .57.

18.8% of respondents with reported 2010 income of less than \$29,999 “Strongly Favor” a policy that would place qualified minority employees (not including women) into leadership positions. This was the highest percentage of all categories of income reported by survey participants. Also, 37.5% of respondents earning less than \$29,999 “Neither Favor nor Oppose” a policy that would place qualified minority employees (not including women) into leadership positions.

38.1% of respondents reporting 2010 earnings of \$110,000 or more would “Favor” a policy that would place qualified minority employees (not including women) into leadership positions. This was the highest percentage of all categories of income reported by survey participants. The highest percentage of respondents earning \$50,000 - \$69,999 in 2010 indicated that they “Oppose” a policy that would place qualified minority employees (not

including women) into leadership positions. This was also the highest percentage of all categories of income reported by survey participants. Chi-square of .411 indicates no significant difference between income of participants and whether, or not they would favor a policy that would place qualified minority employees (not including women) into leadership positions.

Satisfaction of Racial Composition (Q12) & Race



In which racial group do you consider yourself a member? How satisfied are you with the racial composition of employees in the nonprofit organization in which you are employed?

		How satisfied are you with the racial composition of employees in the nonprofit organization in which you are employed?					Total
		Very Satisfied	Satisfied	Neither Satisfied nor Unsatisfied	Very Unsatisfied	Decline to answer	
In which racial group do you consider yourself a member?	White	18 20.0%	30 33.3%	29 32.2%	7 7.8%	6 6.7%	90 100.0%
	African American	10 29.4%	12 35.3%	9 26.5%	2 5.9%	1 2.9%	34 100.0%
	Asian	0 .0%	2 66.7%	1 33.3%	0 .0%	0 .0%	3 100.0%
	Hispanic	1 100.0%	0 .0%	0 .0%	0 .0%	0 .0%	1 100.0%
	Native American	1 50.0%	1 50.0%	0 .0%	0 .0%	0 .0%	2 100.0%
	Multi-Racial	0 .0%	1 33.3%	1 33.3%	1 33.3%	0 .0%	3 100.0%
	Decline to answer	1 14.3%	5 71.4%	1 14.3%	0 .0%	0 .0%	7 100.0%
	Total	31 22.1%	51 36.4%	41 29.3%	10 7.1%	7 5.0%	140 100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	17.120 ^a	24	.843
Likelihood Ratio	17.993	24	.803
Linear-by-Linear Association	1.439	1	.230
N of Valid Cases	140		

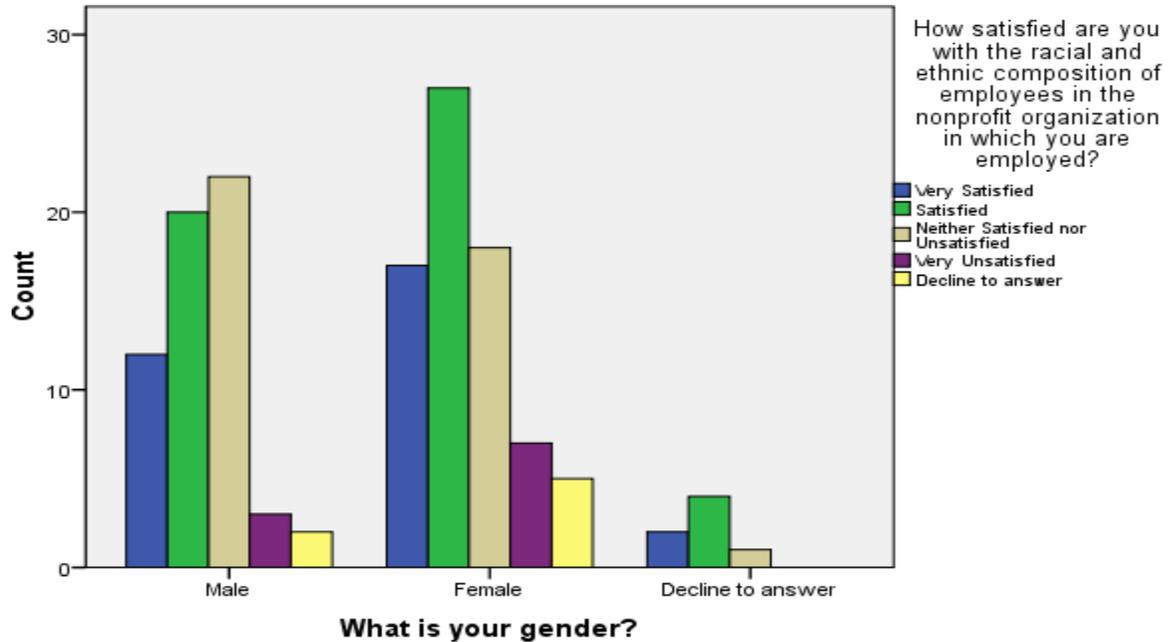
a. 28 cells (80.0%) have expected count less than 5. The minimum expected count is .05.

Between the two largest racial groups (i.e., White and African American) participating in the survey, 29.4% of African Americans indicated that they are “Very Satisfied” with the racial composition of employees in the nonprofit organization in which they are employed. In addition, comparing those same two racial groups (i.e., White and African American), the highest percentage of respondents who indicated they are “Satisfied” with the racial composition of employees in the nonprofit organization in which they are employed were African American.

32.2% of White respondents indicated they are “Neither Satisfied nor Unsatisfied” with the racial composition of employees in the nonprofit organization in which they are employed. With that said, 26.5% of African American respondents indicated they are “Neither Satisfied nor Unsatisfied” with the racial composition of employees in the nonprofit organization in which they are employed.

7.8% of White survey participants compared to 5.9% of African American respondents indicated they are “Very Unsatisfied” with the racial composition of employees in the nonprofit organization in which they are employed. There were too few participants in the other racial categories (i.e., Asian, Hispanic, Native American, and Multi-Racial) to make any general comparisons. A chi-square of .843 indicates no significant relationship between race of survey participants and whether or not they are satisfied with the racial composition of employees in their organizations.

Satisfaction of Racial Composition (Q12) & Sex



What is your gender? * How satisfied are you with the racial composition of employees in the nonprofit organization in which you are employed?

		How satisfied are you with the racial composition of employees in the nonprofit organization in which you are employed?					Total
		Very Satisfied	Satisfied	Neither Satisfied nor Unsatisfied	Very Unsatisfied	Decline to answer	
What is your gender?	Male	12 20.3%	20 33.9%	22 37.3%	3 5.1%	2 3.4%	59 100.0%
	Female	17 23.0%	27 36.5%	18 24.3%	7 9.5%	5 6.8%	74 100.0%
	Decline to answer	2 28.6%	4 57.1%	1 14.3%	0 .0%	0 .0%	7 100.0%
Total		31 22.1%	51 36.4%	41 29.3%	10 7.1%	7 5.0%	140 100.0%

Chi-Square Tests

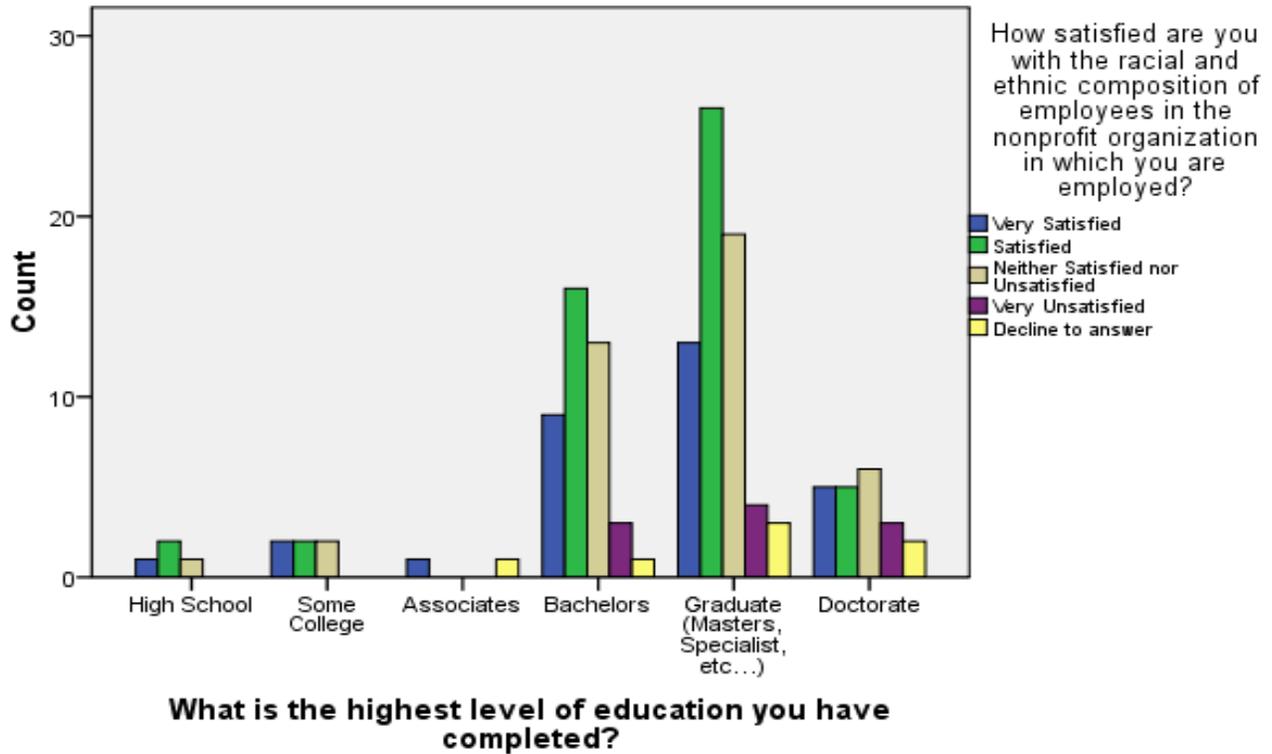
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.137 ^a	8	.632
Likelihood Ratio	6.900	8	.547
Linear-by-Linear Association	.178	1	.673
N of Valid Cases	140		

a. 8 cells (53.3%) have expected count less than 5. The minimum expected count is .35.

When compared to men, a higher percentage of women (23.0%) indicated they are “Very Satisfied” with the racial composition of employees in the nonprofit organization in which they are employed. 20.3% of men indicated they are “Very Satisfied” with the racial composition of employees in the nonprofit organization in which they are employed. Also, a slightly higher percentage of female survey participants indicated they are “Satisfied” with the racial composition of employees in the nonprofit organization in which they are employed. 33.9% of men surveyed indicated they are “Satisfied” with the racial composition of employees in the nonprofit organization in which they are employed.

A higher percentage of male (37.3%) respondents than females (24.3%) respondents, indicated they are “Neither Satisfied nor Unsatisfied” with the racial composition of employees in their nonprofit organization. A higher percentage of female (9.5%) respondents than male (5.1%) respondents indicated they are “Very Unsatisfied” with the racial composition of employees in their nonprofit organization. A chi-square of .632 indicates no significant relationship between sex of participants and whether or not they are satisfied with the racial composition of employees in their nonprofit organizations.

Satisfaction of Racial Composition (Q12) & Education



What is the highest level of education you have completed? How satisfied are you with the racial composition of employees in the nonprofit organization in which you are employed?

		How satisfied are you with the racial composition of employees in the nonprofit organization in which you are employed?					
		Very Satisfied	Satisfied	Neither Satisfied nor Unsatisfied	Very Unsatisfied	Decline to answer	Total
What is the highest level of education you have completed?	High School	1 25.0%	2 50.0%	1 25.0%	0 .0%	0 .0%	4 100.0%
	Some College	2 33.3%	2 33.3%	2 33.3%	0 .0%	0 .0%	6 100.0%
	Associates	1 50.0%	0 .0%	0 .0%	0 .0%	1 50.0%	2 100.0%

Bachelors	9	16	13	3	1	42
	21.4%	38.1%	31.0%	7.1%	2.4%	100.0%
Graduate (Masters, Specialist, etc...)	13	26	19	4	3	65
	20.0%	40.0%	29.2%	6.2%	4.6%	100.0%
Doctorate	5	5	6	3	2	21
	23.8%	23.8%	28.6%	14.3%	9.5%	100.0%
Total	31	51	41	10	7	140
	22.1%	36.4%	29.3%	7.1%	5.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.539 ^a	20	.683
Likelihood Ratio	13.409	20	.859
Linear-by-Linear Association	1.601	1	.206
N of Valid Cases	140		

a. 22 cells (73.3%) have expected count less than 5. The minimum expected count is .10.

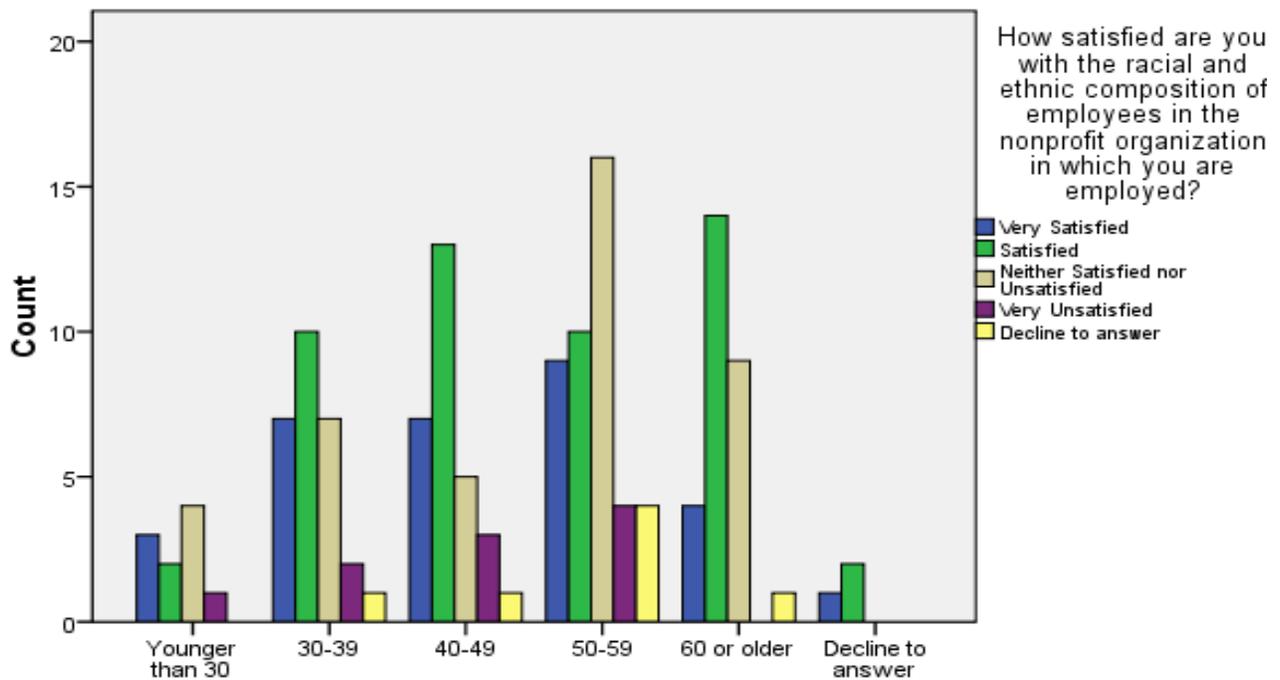
When comparing participants who have completed a Bachelor's, Master's, or Doctorate degree, the highest percentage (23.8%) indicating that they are "Very Satisfied" with the racial composition of employees in their nonprofit organization are those with Doctorate degrees. Also, when comparing participants who have completed a Bachelor's, Master's, or Doctorate degree, the highest percentage (40.0%) indicating that they are "Satisfied" with the racial composition of employees in their nonprofit organization are those with Master's degrees.

In addition, when comparing participants who have completed a Bachelor's, Master's, or Doctorate degree, the highest percentage (31.0%) indicating that they are "Neither Satisfied nor Unsatisfied" with the racial composition of employees in their nonprofit organization are those with Bachelor's degrees. The highest percentage of participants (14.3%) indicating they are "Very Unsatisfied" with the racial composition of employees in their nonprofit organization are

those who have completed a Doctorate degree. With that said, a chi-square of .683 indicates no significant relationship between the education level of survey participants and whether or not they are satisfied with the racial composition of employees in their nonprofit organizations.

General comparisons were made with participants holding a Bachelor’s degree or higher because they were the largest number of participants in the study. With that said, general comparisons could not be made with participants with High School diplomas, some college, and/or Associates degrees because there were too few survey participants in those level of education categories. Also, data shows that no survey participants with a High School education, some college, or Associates degree indicated they were “Very Unsatisfied” with the racial composition of employees in their nonprofit organizations.

Satisfaction of Racial Composition (Q12) & Age



Of the following categories, which comes closest to your age? How satisfied are you with the racial composition of employees in the nonprofit organization in which you are employed?

		How satisfied are you with the racial composition of employees in the nonprofit organization in which you are employed?					
		Very Satisfied	Satisfied	Neither Satisfied nor Unsatisfied	Very Unsatisfied	Decline to answer	Total
Of the following categories, which comes closest to your age?	Younger than 30	3 30.0%	2 20.0%	4 40.0%	1 10.0%	0 .0%	10 100.0%
	30-39	7 25.9%	10 37.0%	7 25.9%	2 7.4%	1 3.7%	27 100.0%
	40-49	7 24.1%	13 44.8%	5 17.2%	3 10.3%	1 3.4%	29 100.0%
	50-59	9 20.9%	10 23.3%	16 37.2%	4 9.3%	4 9.3%	43 100.0%
	60 or older	4 14.3%	14 50.0%	9 32.1%	0 .0%	1 3.6%	28 100.0%
	Decline to answer	1 33.3%	2 66.7%	0 .0%	0 .0%	0 .0%	3 100.0%
	Total	31 22.1%	51 36.4%	41 29.3%	10 7.1%	7 5.0%	140 100.0%

Chi-Square Tests

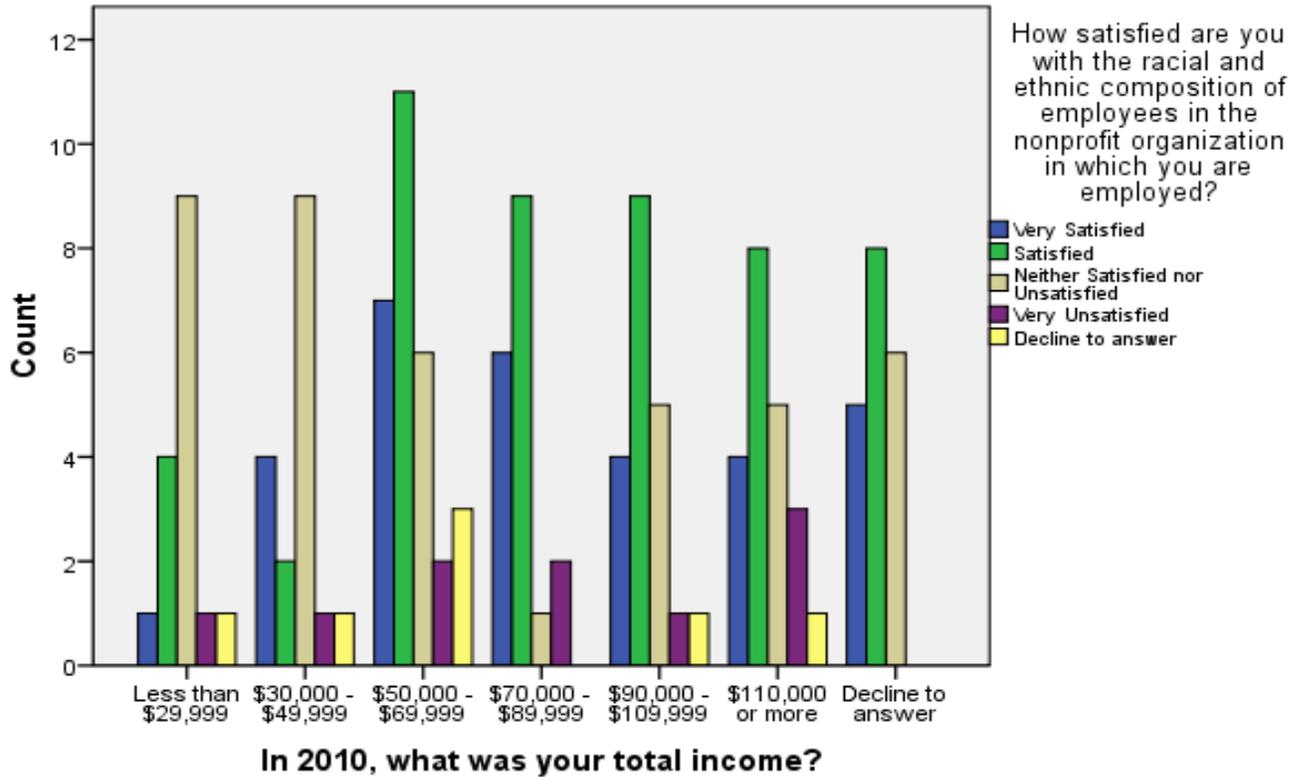
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.432 ^a	20	.689
Likelihood Ratio	20.104	20	.451
Linear-by-Linear Association	.141	1	.707
N of Valid Cases	140		

a. 18 cells (60.0%) have expected count less than 5. The minimum expected count is .15.

Of all the age categories above, the highest percentage of respondents (30.0%) indicating they are “Very Satisfied” with the racial composition of employees in their nonprofit organization were younger than 30. Also, the highest percentage of respondents (50.0%) indicating they are “Satisfied” with the racial composition of employees in their nonprofit organization were 60 or older.

The highest percentage of respondents (40.0%) indicating they are “Neither Satisfied nor Unsatisfied” with the racial composition of employees in their nonprofit organization were younger than 30. Also, the highest percentage of respondents (40.0%) indicating they are “Unsatisfied” with the racial composition of employees in their nonprofit organization were between age 40-49. Although general comparisons can be made with all age categories, a chi-square of .689 reveals no significant relationship exists between age of respondents and whether or not they are satisfied with the racial composition of employees in their nonprofit organizations.

Satisfaction of Racial Composition (Q12) & Income



In 2010, what was your total income? How satisfied are you with the racial composition of employees in the nonprofit organization in which you are employed?

		How satisfied are you with the racial composition of employees in the nonprofit organization in which you are employed?					
		Very Satisfied	Satisfied	Neither Satisfied nor Unsatisfied	Very Unsatisfied	Decline to answer	Total
In 2010, what was your total income?	Less than \$29,999	1 6.2%	4 25.0%	9 56.2%	1 6.2%	1 6.2%	16 100.0%
	\$30,000 - \$49,999	4 23.5%	2 11.8%	9 52.9%	1 5.9%	1 5.9%	17 100.0%

\$50,000 - \$69,999	7 24.1%	11 37.9%	6 20.7%	2 6.9%	3 10.3%	29 100.0%
\$70,000 - \$89,999	6 33.3%	9 50.0%	1 5.6%	2 11.1%	0 .0%	18 100.0%
\$90,000 - \$109,999	4 20.0%	9 45.0%	5 25.0%	1 5.0%	1 5.0%	20 100.0%
\$110,000 or more	4 19.0%	8 38.1%	5 23.8%	3 14.3%	1 4.8%	21 100.0%
Decline to answer	5 26.3%	8 42.1%	6 31.6%	0 .0%	0 .0%	19 100.0%
Total	31 22.1%	51 36.4%	41 29.3%	10 7.1%	7 5.0%	140 100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26.934 ^a	24	.308
Likelihood Ratio	31.290	24	.146
Linear-by-Linear Association	3.531	1	.060
N of Valid Cases	140		

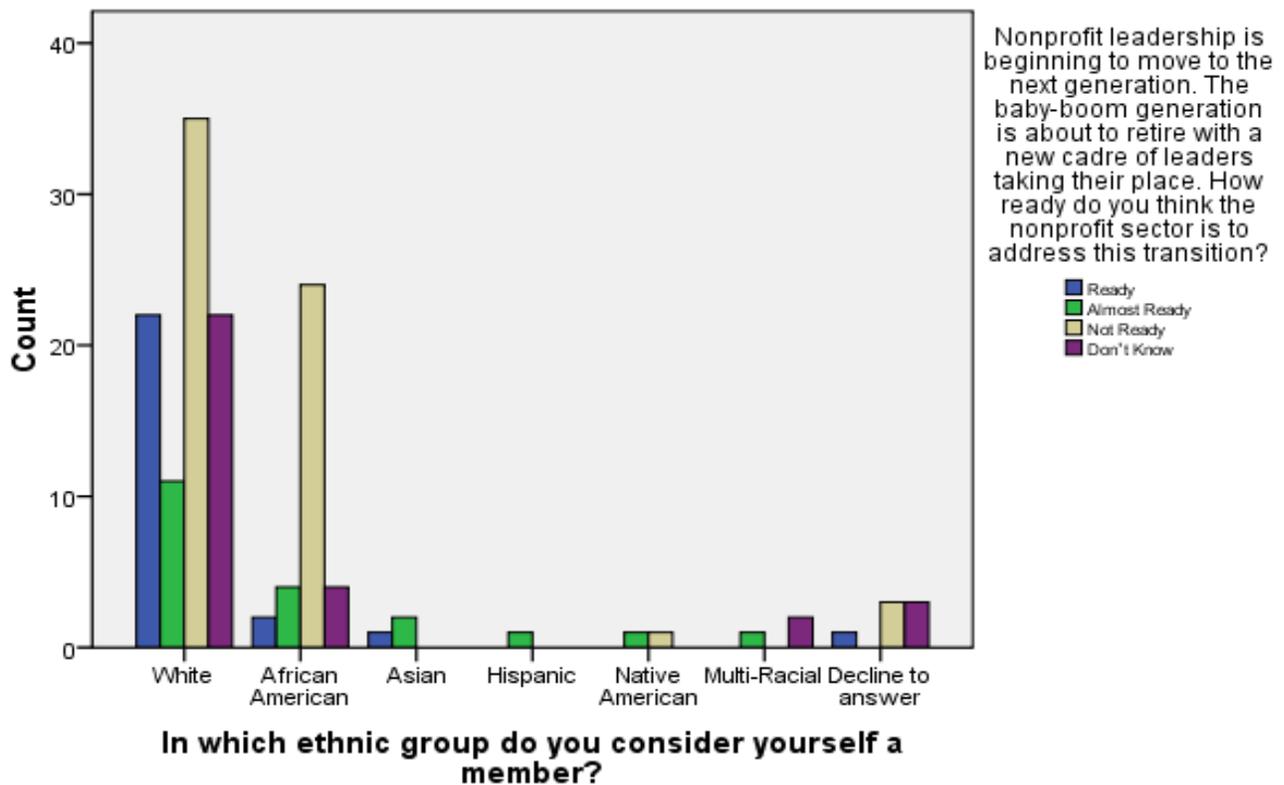
a. 22 cells (62.9%) have expected count less than 5. The minimum expected count is .80.

In comparing all income categories, the highest percentage of respondents (33.3%) indicating they are “Very Satisfied” with the racial composition of employees in their nonprofit organization reported earnings of \$70,000-\$89,999 in 2010. Also, half of those respondents (50.0%) indicated that they are “Satisfied” with the racial composition of employees in their nonprofit organization. 50.0% was also the highest percent tallied in the “Satisfied” category of answers.

Of all the age categories above, the highest percentage of respondents (56.2%) indicating they are “Neither Satisfied nor Unsatisfied” with the racial composition of employees in their

organization reported income of less than \$29,999 in 2010. 14.3% of respondents with income of \$110,000 or more indicated they are “Very Unsatisfied” with the racial composition of employees in their nonprofit organization. This was the highest percentage tallied in the “Very Unsatisfied” category of answers. Given, the range of income levels reported and whether or not respondents are satisfied with the racial composition of employees in there nonprofit organization, a chi-square of .308 reveals no significant relationships exists.

Nonprofit Sector Ready for Leadership Transition (Q13) & Race



In which racial group do you consider yourself a member? Nonprofit leadership is beginning to move to the next generation. The baby-boom generation is about to retire with a new cadre of leaders taking their place. How ready do you think the nonprofit sector is to address this transition?

		Nonprofit leadership is beginning to move to the next generation. The baby-boom generation is about to retire with a new cadre of leaders taking their place. How ready do you think the nonprofit sector is to address this transition?				Total
		Ready	Almost Ready	Not Ready	Don't Know	
In which racial group do you consider yourself a member?	White	22 24.4%	11 12.2%	35 38.9%	22 24.4%	90 100.0%
	African American	2 5.9%	4 11.8%	24 70.6%	4 11.8%	34 100.0%
	Asian	1 33.3%	2 66.7%	0 .0%	0 .0%	3 100.0%
	Hispanic	0 .0%	1 100.0%	0 .0%	0 .0%	1 100.0%
	Native American	0 .0%	1 50.0%	1 50.0%	0 .0%	2 100.0%
	Multi-Racial	0 .0%	1 33.3%	0 .0%	2 66.7%	3 100.0%
	Decline to answer	1 14.3%	0 .0%	3 42.9%	3 42.9%	7 100.0%
	Total	26 18.6%	20 14.3%	63 45.0%	31 22.1%	140 100.0%

Chi-Square Tests

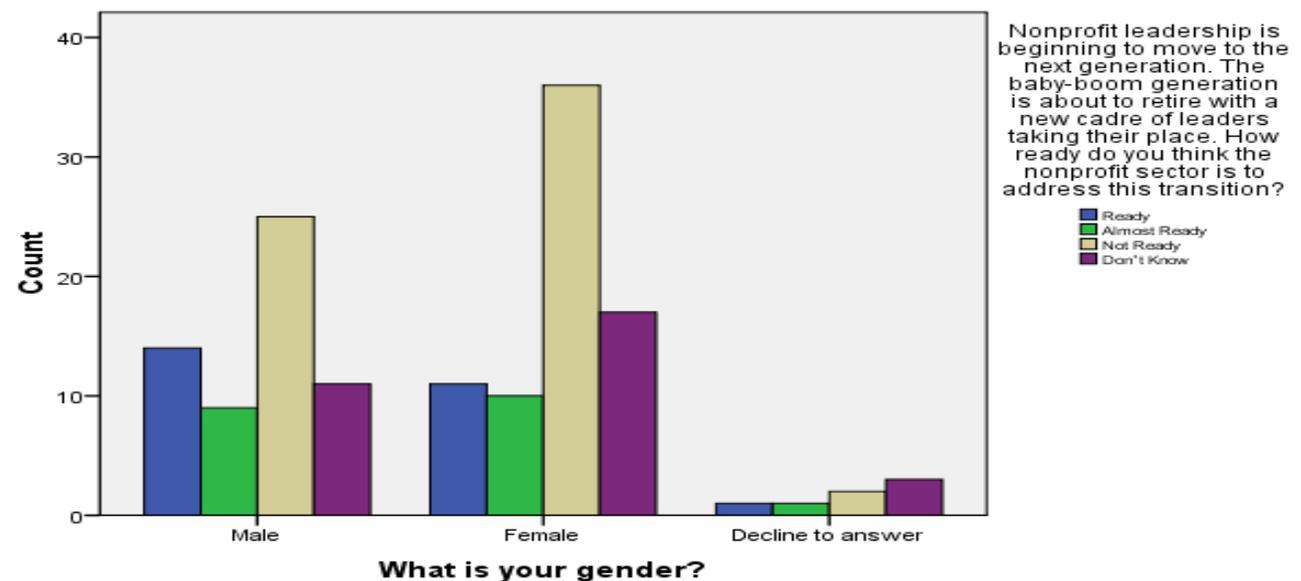
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	37.129 ^a	18	.005
Likelihood Ratio	36.379	18	.006
Linear-by-Linear Association	1.733	1	.188
N of Valid Cases	140		

a. 21 cells (75.0%) have expected count less than 5. The minimum expected count is .14.

When comparing African American and White respondents, a significantly higher percentage (24.4%) of White respondents indicated that the nonprofit sector is “Ready” to address the leadership transition. 5.9% of African American respondents indicated that the nonprofit sector is “Ready” to address the leadership transition. When comparing African American and White respondents, 12.2% of White respondents indicated that the nonprofit sector is “Almost Ready” to address the leadership transition. 11.8% of African American respondents indicated that the nonprofit sector is “Almost Ready” to address the leadership transition.

70.6% of African American survey participant indicated that the nonprofit sector is “Not Ready” to address the leadership transition compared to 38.9% of White respondents. Also, a significantly high percentage (24.4%) of White survey participants indicated that they “Don’t Know” how ready the nonprofit sector is to address this transition. A chi-square of .005 indicates a significant relationship exists between the race of survey participants and how ready or not they think the nonprofit sector is to address the leadership transition.

Nonprofit Sector Ready for Leadership Transition (Q13) & Sex



What is your gender? Nonprofit leadership is beginning to move to the next generation. The baby-boom generation is about to retire with a new cadre of leaders taking their place. How ready do you think the nonprofit sector is to address this transition?

		Nonprofit leadership is beginning to move to the next generation. The baby-boom generation is about to retire with a new cadre of leaders taking their place. How ready do you think the nonprofit sector is to address this transition?				
		Ready	Almost Ready	Not Ready	Don't Know	Total
What is your gender?	Male	14 23.7%	9 15.3%	25 42.4%	11 18.6%	59 100.0%
	Female	11 14.9%	10 13.5%	36 48.6%	17 23.0%	74 100.0%
	Decline to answer	1 14.3%	1 14.3%	2 28.6%	3 42.9%	7 100.0%
	Total	26 18.6%	20 14.3%	63 45.0%	31 22.1%	140 100.0%

Chi-Square Tests

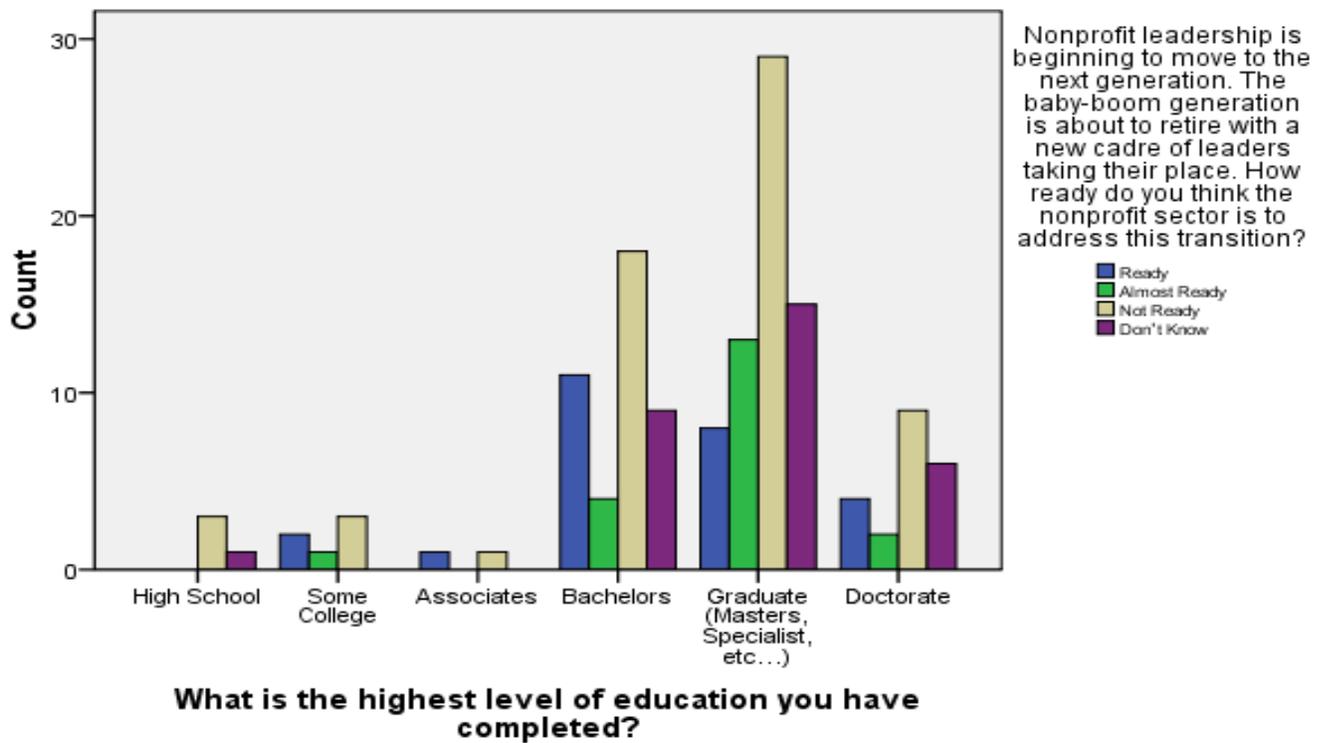
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.966 ^a	6	.681
Likelihood Ratio	3.727	6	.714
Linear-by-Linear Association	2.416	1	.120
N of Valid Cases	140		

a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is 1.00.

When comparing male and female survey participants, 23.7% of males versus 14.9% of females indicated that the nonprofit sector is “Ready” to address the leadership transition. Also, 15.3% of males versus 13.5% of females indicated that the nonprofit sector is “Almost Ready” to address the leadership transition. On the other hand, 48.6% of females versus 42.4% of males indicated that the nonprofit sector is “Not Ready” to address this leadership transition.

A higher percentage of females (23.0%) compared to 18.6% of males indicated they “Don’t Know” if the nonprofit sector is ready or not to address the leadership transition. A chi-square of .681 reveals no significant relationship exists between sex of respondents and whether or not the nonprofit sector is ready to address the leadership transition.

Nonprofit Sector Ready for Leadership Transition (Q13) & Education Level



What is the highest level of education you have completed? Nonprofit leadership is beginning to move to the next generation. The baby-boom generation is about to retire with a new cadre of leaders taking their place. How ready do you think the nonprofit sector is to address this transition?

		Nonprofit leadership is beginning to move to the next generation. The baby-boom generation is about to retire with a new cadre of leaders taking their place. How ready do you think the nonprofit sector is to address this transition?				
		Ready	Almost Ready	Not Ready	Don't Know	Total
What is the highest level of education you have completed?	High School	0 .0%	0 .0%	3 75.0%	1 25.0%	4 100.0%
	Some College	2 33.3%	1 16.7%	3 50.0%	0 .0%	6 100.0%
	Associates	1 50.0%	0 .0%	1 50.0%	0 .0%	2 100.0%
	Bachelors	11 26.2%	4 9.5%	18 42.9%	9 21.4%	42 100.0%
	Graduate (Masters, Specialist, etc...)	8 12.3%	13 20.0%	29 44.6%	15 23.1%	65 100.0%
	Doctorate	4 19.0%	2 9.5%	9 42.9%	6 28.6%	21 100.0%
	Total	26 18.6%	20 14.3%	63 45.0%	31 22.1%	140 100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.690 ^a	15	.702
Likelihood Ratio	14.421	15	.494
Linear-by-Linear Association	.681	1	.409
N of Valid Cases	140		

a. 15 cells (62.5%) have expected count less than 5. The minimum expected count is .29.

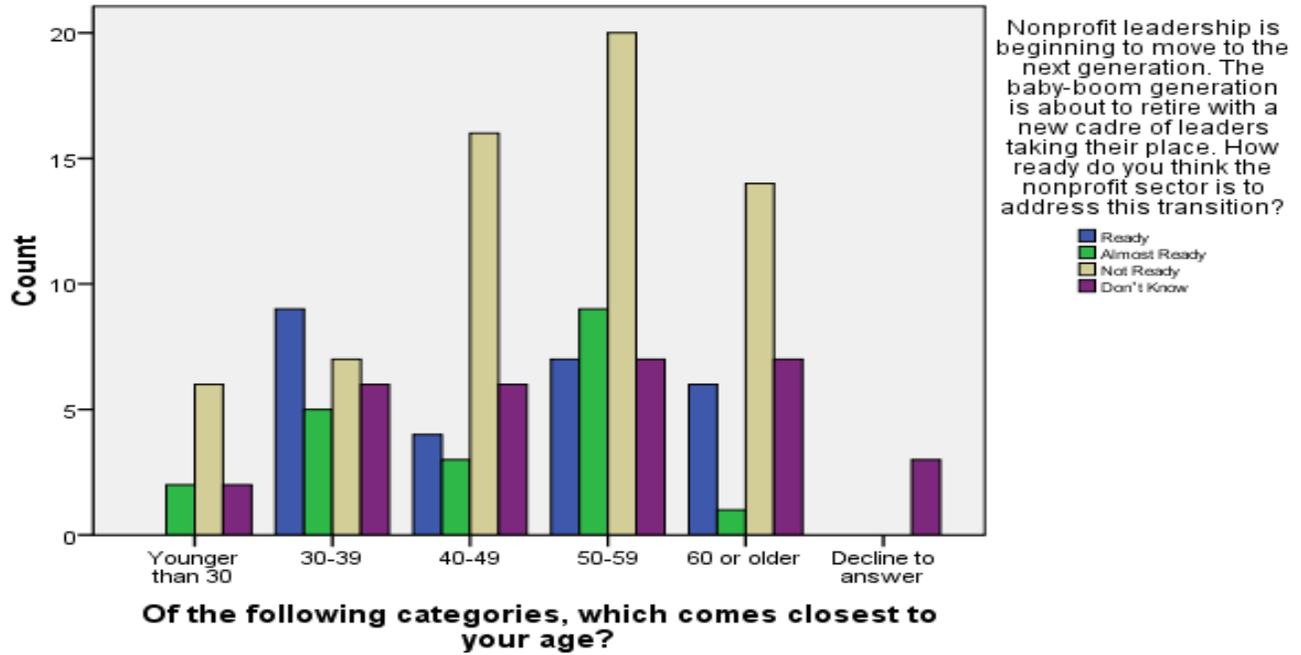
When comparing participants who have completed a Bachelor's, Master's, or Doctorate degree, the highest percentage (26.2%) indicated that the nonprofit sector is "Ready" to address the leadership transition hold Bachelor's degrees. 19.0% of respondents with a Doctorate degree indicate that the nonprofit sector is "Ready" to address the leadership transition. 12.3% of respondents holding a Master's degree indicated that the nonprofit sector is "Ready to address the leadership transition.

Also, when comparing participants who have completed a Bachelor's, Master's, or Doctorate degree, the highest percentage (20.0%) indicating that the nonprofit sector is "Almost Ready" to address the leadership transition. An equal percentage (9.5%) of survey participants holding Bachelor's and Doctorate's degree indicated the nonprofit sector is "Almost Ready" to address the leadership transition.

In addition, when comparing participants who have completed a Bachelor's, Master's, or Doctorate degree, the highest percentage (44.6%) indicating that the nonprofit sector is "Not Ready" to address the leadership transition are those holding Master's degrees. The highest percentage of participants indicating they "Don't Know" if the nonprofit sector is ready or not to address the leadership transition holds Doctorate degrees.

There were too few participants who self-identified as having a High School education, some college, and Associates' degrees to make general comparisons with other racial groups. With that said, a chi-square of .702 indicates no significant relationship between the education level of survey participants and how ready or not they think the nonprofit sector is to address the leadership transition.

Nonprofit Sector Ready for Leadership Transition (Q13) & Age



Of the following categories, which comes closest to your age? Nonprofit leadership is beginning to move to the next generation. The baby-boom generation is about to retire with a new cadre of leaders taking their place. How ready do you think the nonprofit sector is to address this transition?

		Nonprofit leadership is beginning to move to the next generation. The baby-boom generation is about to retire with a new cadre of leaders taking their place. How ready do you think the nonprofit sector is to address this transition?				
		Ready	Almost Ready	Not Ready	Don't Know	Total
Of the following categories, which comes closest to your age?	Younger than 30	0	2	6	2	10
		.0%	20.0%	60.0%	20.0%	100.0%
	30-39	9	5	7	6	27
		33.3%	18.5%	25.9%	22.2%	100.0%
	40-49	4	3	16	6	29
	13.8%	10.3%	55.2%	20.7%	100.0%	
	50-59	7	9	20	7	43
		16.3%	20.9%	46.5%	16.3%	100.0%

60 or older	6	1	14	7	28
	21.4%	3.6%	50.0%	25.0%	100.0%
Decline to answer	0	0	0	3	3
	.0%	.0%	.0%	100.0%	100.0%
Total	26	20	63	31	140
	18.6%	14.3%	45.0%	22.1%	100.0%

Chi-Square Tests

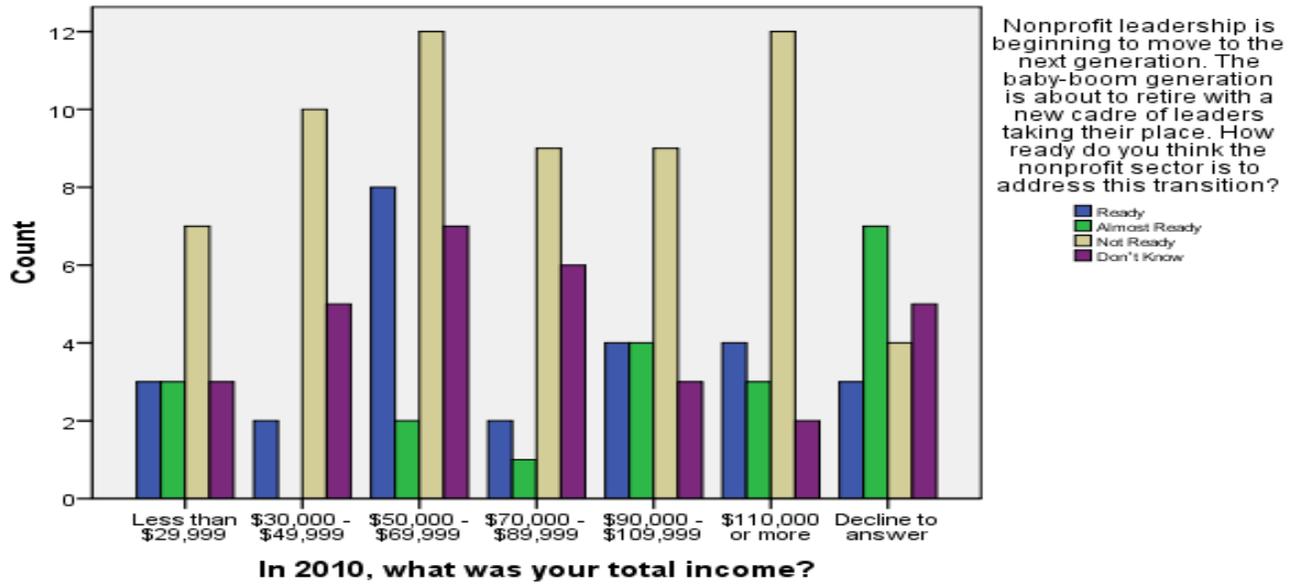
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	24.983 ^a	15	.050
Likelihood Ratio	25.914	15	.039
Linear-by-Linear Association	1.100	1	.294
N of Valid Cases	140		

a. 11 cells (45.8%) have expected count less than 5. The minimum expected count is .43.

Of all the age categories above, the highest percentage of respondents (33.3%) indicated that the nonprofit sector is “Ready” to address the leadership transition. 20.9% of respondents age 50- 59 indicated that the nonprofit sector is “Almost Ready” to address the leadership transition. Also, the highest percentage of respondents (60.0%) indicated that the nonprofit sector is “Not Ready” to address the leadership transition are younger than 30. This was the highest percentage in the “Not Ready” category of answers.

The highest percentage of respondents (25.0%) indicating they “Don’t Know” if the nonprofit sector is ready or not ready to address the leadership transition are age 60 and older. A chi-square of .050 indicates that significant relationships exists between the age respondents and whether or not they think the nonprofit sector is ready to address the leadership transition. In essence, with the exception of survey participants age 30-39, a majority of respondents in all other age group categories indicated that the nonprofit sector is “Not Ready” to address the leadership transition.

Nonprofit Sector Ready for Leadership Transition (Q13) & Income



In 2010, what was your total income? Nonprofit leadership is beginning to move to the next generation. The baby-boom generation is about to retire with a new cadre of leaders taking their place. How ready do you think the nonprofit sector is to address this transition?

		Nonprofit leadership is beginning to move to the next generation. The baby-boom generation is about to retire with a new cadre of leaders taking their place. How ready do you think the nonprofit sector is to address this transition?				
		Ready	Almost Ready	Not Ready	Don't Know	Total
In 2010, what was your total income?	Less than \$29,999	3 18.8%	3 18.8%	7 43.8%	3 18.8%	16 100.0%
	\$30,000 - \$49,999	2 11.8%	0 .0%	10 58.8%	5 29.4%	17 100.0%
	\$50,000 - \$69,999	8 27.6%	2 6.9%	12 41.4%	7 24.1%	29 100.0%
	\$70,000 - \$89,999	2 11.1%	1 5.6%	9 50.0%	6 33.3%	18 100.0%
	\$90,000 - \$109,999	4 20.0%	4 20.0%	9 45.0%	3 15.0%	20 100.0%
	\$110,000 or more	4 20.0%	3 15.0%	12 60.0%	2 10.0%	21 100.0%

\$110,000 or more	4 19.0%	3 14.3%	12 57.1%	2 9.5%	21 100.0%
Decline to answer	3 15.8%	7 36.8%	4 21.1%	5 26.3%	19 100.0%
Total	26 18.6%	20 14.3%	63 45.0%	31 22.1%	140 100.0%

Chi-Square Tests

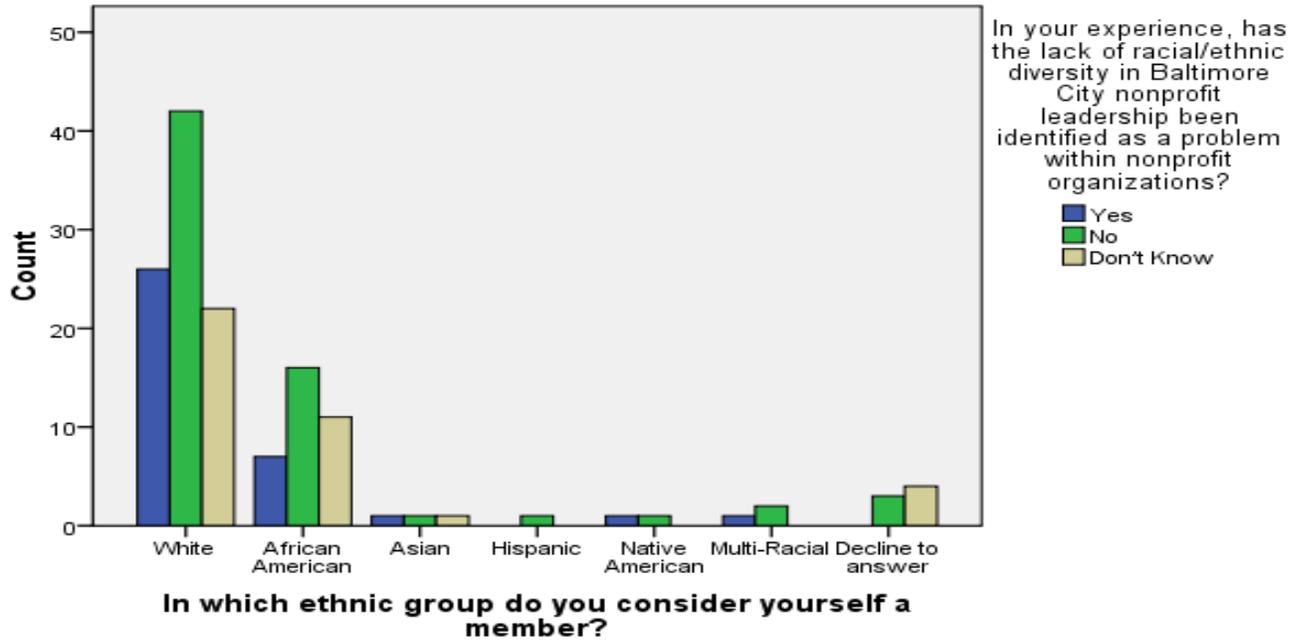
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	21.982 ^a	18	.233
Likelihood Ratio	23.589	18	.169
Linear-by-Linear Association	.876	1	.349
N of Valid Cases	140		

a. 19 cells (67.9%) have expected count less than 5. The minimum expected count is 2.29.

In comparing all income categories, the highest percentage of respondents (27.6%) indicated that the nonprofit sector is “Ready” to address the leadership transition reported earnings of \$50,000 - \$69,999 in 2010. Also, in comparing all income categories, the highest percentage of respondents (20.0%) indicated that the nonprofit sector is “Almost Ready” to address the leadership transition reported earnings of \$90,000 - \$109,999 in 2010.

Well over half (58.8%) of respondents earning between \$30,000 - \$49,999 in 2010 indicated that the nonprofit sector is “Not Ready” to address the leadership transition. This was followed closely (57.1%) by those who earn \$110,000 or more in 2010. 33.3% of respondents who reported earnings of \$70,000 - \$89,999 in 2010 indicated they “Don’t Know” if the nonprofit sector is ready or not to address the leadership transition. A chi-square of .233 indicates no significant relationship exists between 2010 income of survey participants and whether or not the nonprofit sector is ready to address the leadership transition.

Lack of Racial Diversity in Nonprofit Leadership a Problem (Q15) & Race



In which racial group do you consider yourself a member? In your experience, has the lack of racial diversity in Baltimore City nonprofit leadership been identified as a problem within nonprofit organizations?

In which racial group do you consider yourself a member?	In your experience, has the lack of racial diversity in Baltimore City nonprofit leadership been identified as a problem within nonprofit organizations?			
	Yes	No	Don't Know	Total
White	26	42	22	90
	28.9%	46.7%	24.4%	100.0%
African American	7	16	11	34
	20.6%	47.1%	32.4%	100.0%
Asian	1	1	1	3
	33.3%	33.3%	33.3%	100.0%
Hispanic	0	1	0	1
	.0%	100.0%	.0%	100.0%
Native American	1	1	0	2
	50.0%	50.0%	.0%	100.0%

Multi-Racial	1 33.3%	2 66.7%	0 .0%	3 100.0%
Decline to answer	0 .0%	3 42.9%	4 57.1%	7 100.0%
Total	36 25.7%	66 47.1%	38 27.1%	140 100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.917 ^a	12	.710
Likelihood Ratio	11.764	12	.465
Linear-by-Linear Association	1.851	1	.174
N of Valid Cases	140		

a. 15 cells (71.4%) have expected count less than 5. The minimum expected count is .26.

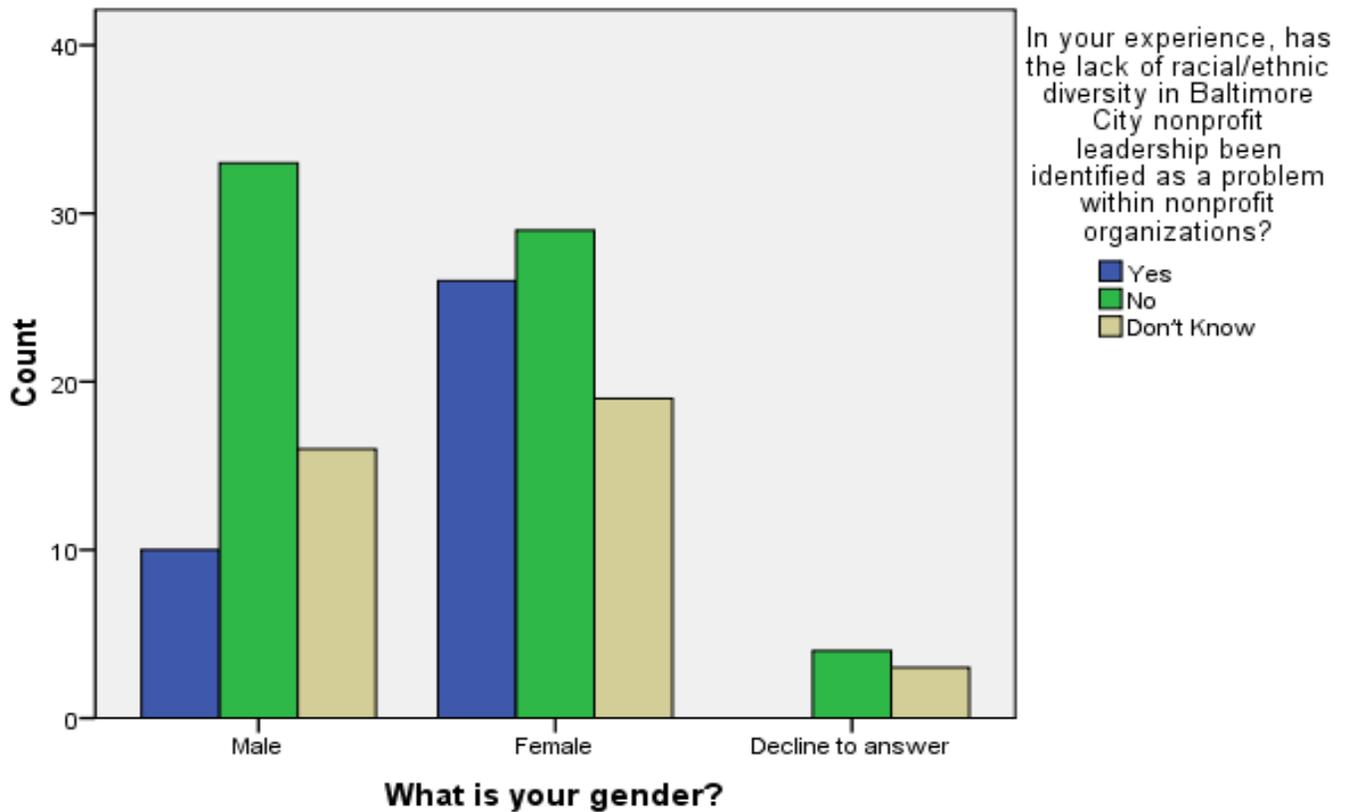
When comparing White respondents to African American respondents, 28.9% of White respondents answered “Yes,” in their experience, the lack of racial diversity in Baltimore City nonprofit leadership been identified as a problem within nonprofit organizations. 20.6% of African American respondents answered “Yes,” in their experience, the lack of racial diversity in Baltimore City nonprofit leadership been identified as a problem within nonprofit organizations.

Also, in comparing African American survey participants to White participants, 47.1% of African American respondents answered “No,” in their experience, the lack of racial diversity in Baltimore City nonprofit leadership has not been identified as a problem within nonprofit organizations. 46.7% of White respondents answered “No,” in their experience, the lack of racial diversity in Baltimore City nonprofit leadership has not been identified as a problem within nonprofit organizations.

Comparisons with participants who self-identified as Asian, Hispanic, Native American,

and Multi-Racial were not made due to the limited number of responses received. A chi-square of .710 reveals no significant relationship exists between race and whether or not the lack of racial diversity in Baltimore City nonprofit leadership been identified as a problem within nonprofit organizations.

Lack of Racial Diversity in Nonprofit Leadership a Problem (Q15) & Sex



What is your gender? In your experience, has the lack of racial diversity in Baltimore City nonprofit leadership been identified as a problem within nonprofit organizations?

		In your experience, has the lack of racial diversity in Baltimore City nonprofit leadership been identified as a problem within nonprofit organizations?			
		Yes	No	Don't Know	Total
What is your gender?	Male	10 16.9%	33 55.9%	16 27.1%	59 100.0%

Female	26	29	19	74
	35.1%	39.2%	25.7%	100.0%
Decline to answer	0	4	3	7
	.0%	57.1%	42.9%	100.0%
Total	36	66	38	140
	25.7%	47.1%	27.1%	100.0%

Chi-Square Tests

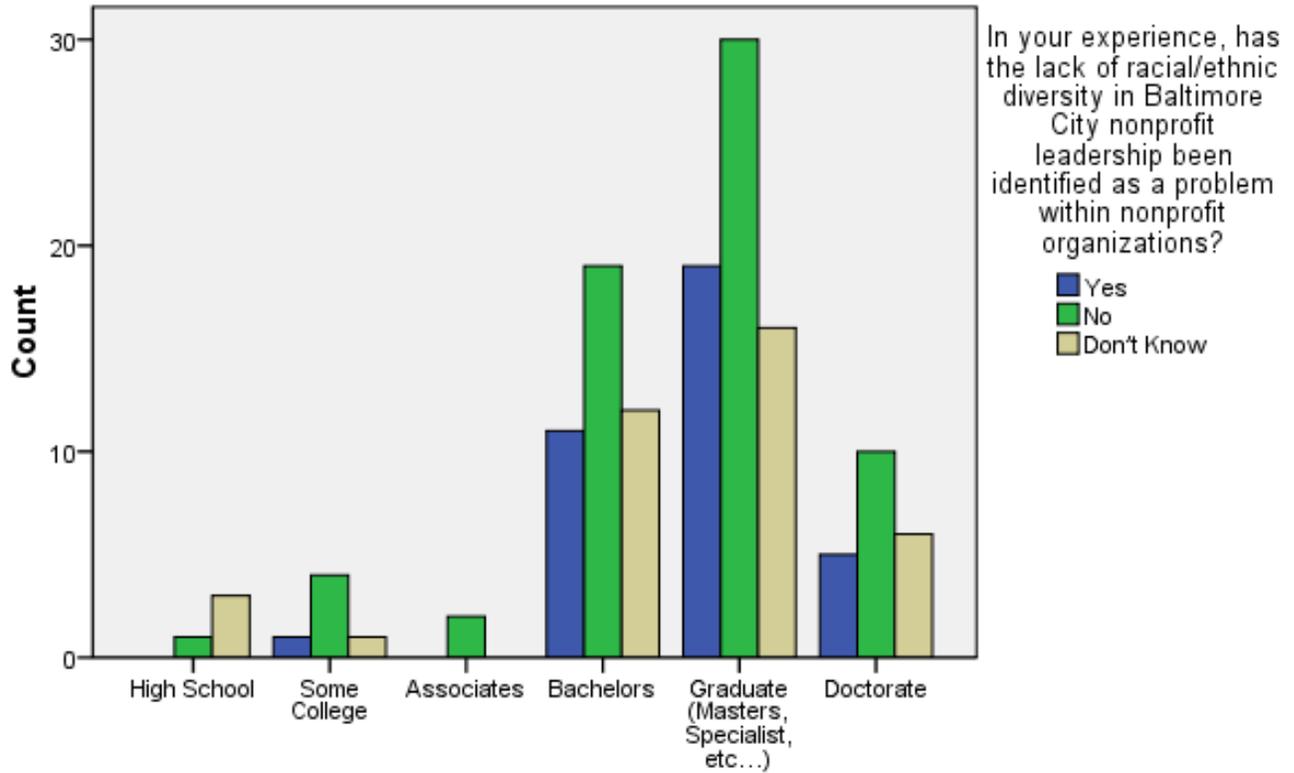
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.921 ^a	4	.063
Likelihood Ratio	10.601	4	.031
Linear-by-Linear Association	.205	1	.651
N of Valid Cases	140		

a. 3 cells (33.3%) have expected count less than 5. The minimum expected count is 1.80.

When comparing female to male survey respondents, 35.1% of females indicated “Yes,” in their experience, the lack of racial diversity in Baltimore City nonprofit leadership been identified as a problem within nonprofit organizations. 16.9% of men indicated “Yes,” in their experience, the lack of racial diversity in Baltimore City nonprofit leadership been identified as a problem within nonprofit organizations.

On the other hand, 55.9% of male respondents indicated “No,” in their experience, the lack of racial diversity in Baltimore City nonprofit leadership has not been identified as a problem within nonprofit organizations. While 39.2% of females indicated “No,” in their experience, the lack of racial diversity in Baltimore City nonprofit leadership has not been identified as a problem within nonprofit organizations. A chi-square of .063 reveals no significant relationship exists between sex of respondents and whether or not in their experience, the lack of racial diversity in Baltimore City nonprofit leadership been identified as a problem within nonprofit organizations.

Lack of Racial Diversity in Nonprofit Leadership a Problem (Q15) & Education Level



What is the highest level of education you have completed?

What is the highest level of education you have completed? In your experience, has the lack of racial diversity in Baltimore City nonprofit leadership been identified as a problem within nonprofit organizations?

		In your experience, has the lack of racial diversity in Baltimore City nonprofit leadership been identified as a problem within nonprofit organizations?			
		Yes	No	Don't Know	Total
What is the highest level of education you have completed?	High School	0 .0%	1 25.0%	3 75.0%	4 100.0%
	Some College	1 16.7%	4 66.7%	1 16.7%	6 100.0%
	Associates	0 .0%	2 100.0%	0 .0%	2 100.0%
	Bachelors	11	19	12	42

	26.2%	45.2%	28.6%	100.0%
Graduate (Masters, Specialist, etc...)	19	30	16	65
	29.2%	46.2%	24.6%	100.0%
Doctorate	5	10	6	21
	23.8%	47.6%	28.6%	100.0%
Total	36	66	38	140
	25.7%	47.1%	27.1%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.574 ^a	10	.573
Likelihood Ratio	9.352	10	.499
Linear-by-Linear Association	1.425	1	.233
N of Valid Cases	140		

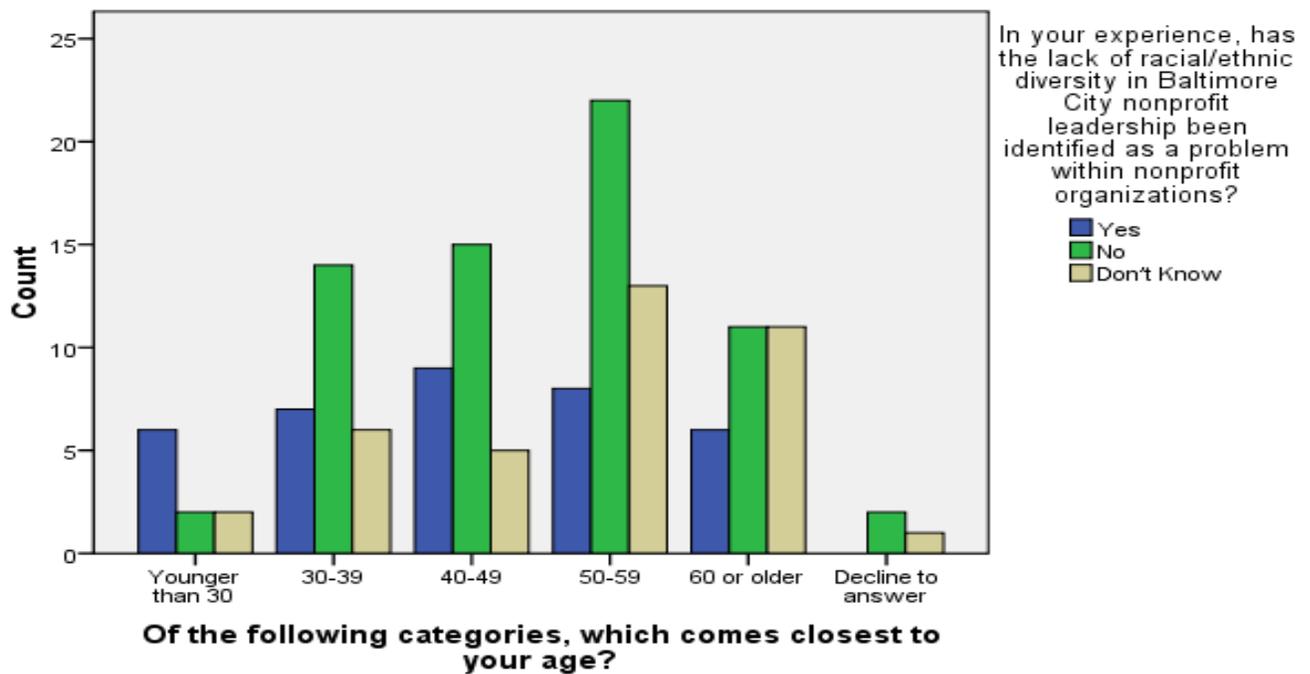
a. 9 cells (50.0%) have expected count less than 5. The minimum expected count is .51.

When comparing participants who have completed a Bachelor’s, Master’s, or Doctorate degree, the highest percentage (29.2%) indicated “Yes,” in their experience, the lack of racial diversity in Baltimore City nonprofit leadership been identified as a problem within nonprofit organizations were those who hold Master’s degrees.

Also, when comparing participants who have completed a Bachelor’s degree or higher, the highest percentage was a Doctorate; 47.6%, followed by Masters; 46.2% and Bachelor’s; 45.2% indicated “No,” in their experience, the lack of racial diversity in Baltimore City nonprofit leadership has not been identified as a problem within nonprofit organizations. A relatively close percentage of respondents with Bachelor’s degrees or higher (i.e., Doctorate; 28.6%, Bachelor’s 28.6%, and Masters; 24.6%) indicated they “Don’t Know” if the lack of racial diversity in Baltimore City nonprofit leadership has been identified as a problem within nonprofit organizations.

There were too few participants who self-identified as having a High School education, some college, and Associates' degrees to make general comparisons with other racial groups. With that said, a chi-square of .573 indicates no significant relationship between the education level of survey participants and whether or not the lack of racial diversity in Baltimore City nonprofit leadership been identified as a problem within nonprofit organizations.

Lack of Racial Diversity in Nonprofit Leadership a Problem (Q15) & Age



Of the following categories, which comes closest to your age? In your experience, has the lack of racial diversity in Baltimore City nonprofit leadership been identified as a problem within nonprofit organizations?

		In your experience, has the lack of racial diversity in Baltimore City nonprofit leadership been identified as a problem within nonprofit organizations?			
		Yes	No	Don't Know	Total
Of the following categories, which comes closest to your age?	Younger than 30	6	2	2	10
		60.0%	20.0%	20.0%	100.0%
	30-39	7	14	6	27

	25.9%	51.9%	22.2%	100.0%
40-49	9	15	5	29
	31.0%	51.7%	17.2%	100.0%
50-59	8	22	13	43
	18.6%	51.2%	30.2%	100.0%
60 or older	6	11	11	28
	21.4%	39.3%	39.3%	100.0%
Decline to answer	0	2	1	3
	.0%	66.7%	33.3%	100.0%
Total	36	66	38	140
	25.7%	47.1%	27.1%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.474 ^a	10	.255
Likelihood Ratio	12.484	10	.254
Linear-by-Linear Association	5.768	1	.016
N of Valid Cases	140		

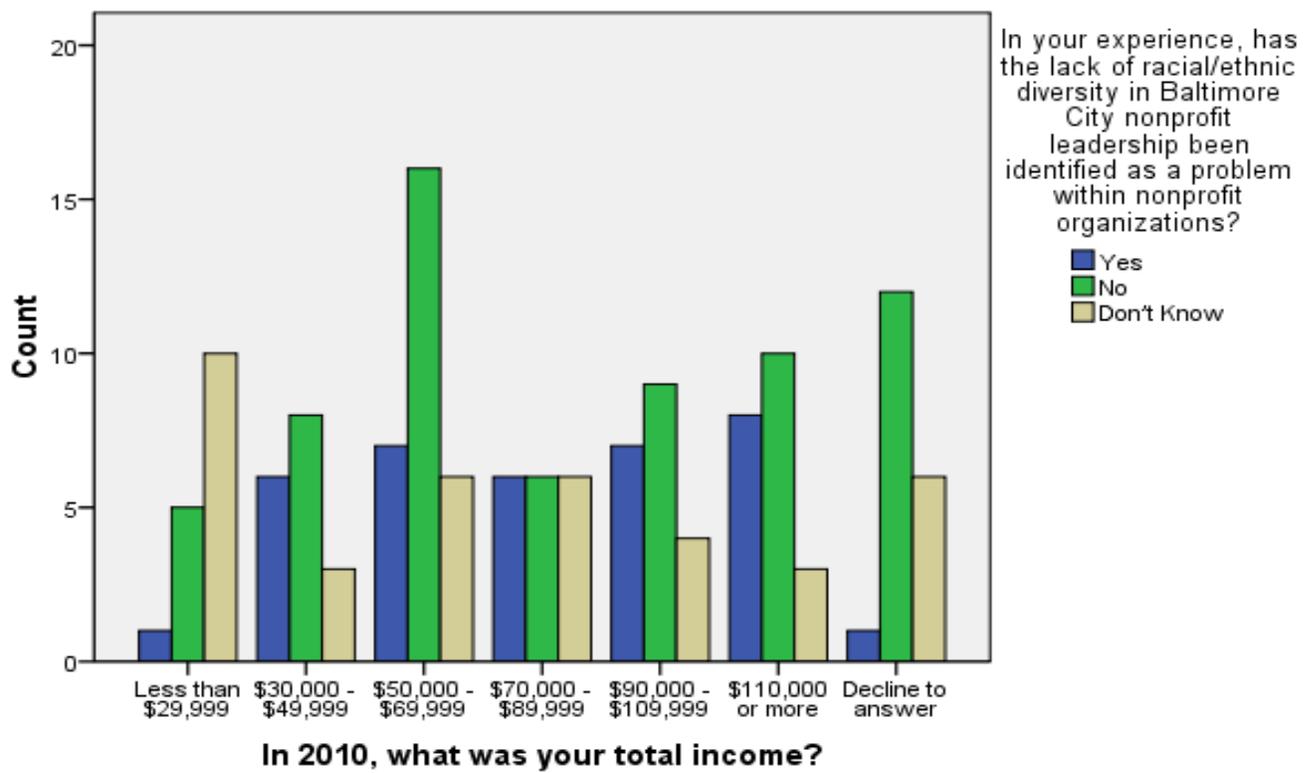
a. 6 cells (33.3%) have expected count less than 5. The minimum expected count is .77.

A high percentage of respondents (60%) younger than 30 indicated “Yes,” in their experience, the lack of racial diversity in Baltimore City nonprofit leadership been identified as a problem within nonprofit organizations. This was the highest percentage tallied in the “Yes” category of response selections. 51.9% of respondents age 30-39 indicated “No,” in their experience, the lack of racial diversity in Baltimore City nonprofit leadership has not been identified as a problem within nonprofit organizations.

Also, 51.2% of respondents age 50-59 and 51.7% of respondents age 40-49 indicated “No,” in their experience, the lack of racial diversity in Baltimore City nonprofit leadership has not been identified as a problem within nonprofit organizations. 39.3% of respondents age 60 or

older indicated that they “Don’t Know” if the lack of racial diversity in Baltimore City nonprofit leadership been identified as a problem within nonprofit organizations. A chi-square of .255 reveals no significant relationship exists between the age of respondents and whether or not they think the lack of racial diversity in Baltimore City nonprofit leadership been identified as a problem within nonprofit organizations.

Lack of Racial Diversity in Nonprofit Leadership a Problem (Q15) & Income



In 2010, what was your total income? In your experience, has the lack of racial diversity in Baltimore City nonprofit leadership been identified as a problem within nonprofit organizations?

		In your experience, has the lack of racial diversity in Baltimore City nonprofit leadership been identified as a problem within nonprofit organizations?			
		Yes	No	Don't Know	Total
In 2010, what was your total income?	Less than \$29,999	1 6.2%	5 31.2%	10 62.5%	16 100.0%

\$30,000 - \$49,999	6	8	3	17
	35.3%	47.1%	17.6%	100.0%
\$50,000 - \$69,999	7	16	6	29
	24.1%	55.2%	20.7%	100.0%
\$70,000 - \$89,999	6	6	6	18
	33.3%	33.3%	33.3%	100.0%
\$90,000 - \$109,999	7	9	4	20
	35.0%	45.0%	20.0%	100.0%
\$110,000 or more	8	10	3	21
	38.1%	47.6%	14.3%	100.0%
Decline to answer	1	12	6	19
	5.3%	63.2%	31.6%	100.0%
Total	36	66	38	140
	25.7%	47.1%	27.1%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	21.873 ^a	12	.039
Likelihood Ratio	22.575	12	.032
Linear-by-Linear Association	.523	1	.470
N of Valid Cases	140		

a. 7 cells (33.3%) have expected count less than 5. The minimum expected count is 4.11.

In comparing all income categories, the highest percentage of respondents (38.1%) indicated that “Yes,” in their experience, the lack of racial diversity in Baltimore City nonprofit leadership been identified as a problem within nonprofit organizations reported earnings in 2010 of \$110,000 or more. Of all the income categories in the study, this was the highest percentage of respondents in the “Yes” answer category.

Also, in comparing all income categories, the highest percentage of respondents (55.2%) that indicated “No,” in their experience, the lack of racial diversity in Baltimore City nonprofit leadership has not been identified as a problem within nonprofit organizations reported earnings in 2010 of \$50,000 - \$69,999. Of all the income categories in the study, this was the highest percentage of respondents in the “No” answer category.

A high percentage of respondents (62.5%) who reported earnings of less than \$29,999 in 2010 indicated they “Don’t Know” if the lack of racial diversity in Baltimore City nonprofit leadership been identified as a problem within nonprofit organizations. A chi-square of .039 indicates that a relationship exists between respondents total income in 2010 and whether or not, the lack of racial diversity in Baltimore City nonprofit leadership been identified as a problem within nonprofit organizations.

In essence, the highest percentage of responses for each category of income in this study (i.e., except those earning between \$70,000 - \$89,999) indicated “No,” the lack of racial diversity in Baltimore City nonprofit leadership has not been identified as a problem within nonprofit organizations. Those respondents reporting 2010 earnings between \$70,000- \$89,999 were equally distributed by percentage (33.3%) among all available answer choices. Next, would be to review the findings in the data and compare and contrast those findings with the literature reviewed and research question in this study.

Analysis of Data

Responsive to Literature and Research Question

Given the importance of nonprofit leader demographics to the study, the central research question focuses on how theories of organizational influence explain the variation of nonprofit leaders' views on selected issues of diversity. Organizational influence often precedes any influence based on leader demographics (i.e., race, gender, socio-economic status, age, etc...) when addressing issues of diversity. In essence, this means that an organizations culture, customs (e.g., procedures for recruitment, hiring, promotion, etc...) or common practices may influence the decisions of leader's more than one's race, gender, and/or age.

It is interesting to note that findings in this study indicated that although a majority of respondents are women (52.9% women versus. 42.1% men; question#21), a significant number of answers reveal that leaders are not actively addressing disparities in diversity of nonprofit leadership. With a majority of women respondents, it would have been likely to expect responses that reflect more efforts to increase diversity.

The first question in the survey relates to equality of opportunity for advancement. In this question, most respondents (50.7%) believe that all employees (i.e., especially minorities, not including women) have equal opportunity for advancement to nonprofit leadership positions in Baltimore City. It can be argued that respondents in the study may be influenced more by organizational culture within nonprofits than demographic factors. In essence, a review of responses based on sex yield that both men and women may be influenced more by organizational processes or norms (i.e., hiring/recruiting, promoting, training/development) that affect underrepresented groups. The perception that equal opportunity exists for all employees, as indicated by a majority of survey participants is in sharp contrast to the reality of disparities in

racial diversity of Baltimore City Nonprofit leadership.

According to this study, the women respondents represent a majority-minority of Baltimore City nonprofit leaders. That is to say they participated in the study at a higher rate than their male counterparts. Prior demographic data on sex obtained from *The Urban Institute's (2009-2010)* study revealed that men make up a majority of nonprofit leaders in Baltimore City. With that said, given a higher response rate received by women, a new challenge for women leaders is an increased role in creating more opportunities for other underrepresented groups. Overall, leader responses to selected issues of diversity in this study varied.

Theories of Organizational Influence

Theories of organizational influence (i.e., passive versus active representation, organizational socialization, and organizational culture) are utilized to explain variances in Baltimore City nonprofit leader responses to issues of diversity. The research question seeks to identify how theories of organizational influence shape Baltimore City nonprofit leaders decisions regarding issues of diversity. Such theories signal the importance of assessing organizational influence and influence based on a respondent's demographics in terms of decision-making on selected issues of diversity.

Representation (Passive vs. Active)

Findings in this study are similar to the one conducted by Vicki M. Wilkins and Brian N. Williams (2008). Their study titled "Black or Blue: Racial Profiling and Representative Bureaucracy" provides significant proof that strong organizational influence precedes any issues of race. Given that women represent a significant portion of participants in this study, responses should reflect more efforts to increase diversity. Organizational influence rather than demographic influence appear to dominate the responses to issues of diversity in the study.

Wilkins and Williams (2008) questioned if there were conditions under which minority bureaucrats would be less likely to provide active representation. A similar question in this study would be are there conditions under which minority respondents (i.e., especially women) would be less likely to provide active representation on issues of diversity. With that said, the proponents of representation or representative bureaucracy would argue the opposite. In essence, minority respondents would have a tendency to favor more issues of diversity than their non-minority counterparts.

In this study, the theory of representative bureaucracy addresses demographic characteristics of respondents and how these factors affect their views on issues of diversity outlined in the questionnaire. Most literature explains the differences between two forms of representation, passive and active. Passive representation addresses whether bureaucracy has the same demographic origins as the population it serves such as sex, race, income, class, and religion (Mosher 1982).

In this study, passive representation is nonexistent because the demographic origins of most survey participants does not mirror the population served. In other words, studies of passive representation examine whether the composition of bureaucracy mirrors the demographic composition of the general population or whether minorities are underrepresented in the bureaucracy (Cayer and Sigelman 1980; Cornwell and Kellough 1994; Hall and Saltzstein 1975; Kellough 1990; Kellough and Elliot 1992; Meier and Stewart 1992; Naff 2001). Bureaucracy in this study relates to Baltimore City nonprofit leadership.

Active representation, in contrast, addresses how representation influences policy making and implementation (Wilkins and Williams 2008). Active representation assumes Baltimore City nonprofit leaders would act purposely on behalf of their counterparts in the general

population (Pitkin 1967). Active representation also assumes that Baltimore City nonprofit leaders would be inclined to increase diversity within their own leadership ranks.

Even though Baltimore's City's nonprofit leadership does not mirror the population they serve, data findings indicate most respondents (50.7%, question #1) believe all employees (i.e., especially minorities) have equal opportunity for advancement to nonprofit leadership positions. Most survey participants (28.6%, question #2) also believe that improving relationships with the board or other key leaders would increase opportunities for minorities to advance into leadership positions.

In addition, a majority of respondents (30.7%, question #3) think that leadership/development programs are strategies that best enhance the recruitment and hiring of racial minorities. Targeted recruiting (27.9%, question #3) was the second highest response related to methods or strategies best to enhance the recruitment and hiring of racial minorities in leadership positions in Baltimore City nonprofit organizations.

A majority of respondents (36.4%, question #5) indicated that minority nonprofit leadership is lagging population diversity in Baltimore City because qualified minorities are choosing other professions for better pay/benefits. This may be a general response to explain leadership disparities in Baltimore City nonprofits. In essence, there may be a large number of potential leaders of all races who are choosing to enter other fields. Linking race to pay/benefits may not be the primary factor that causes leadership disparities.

It is difficult to conclude that minorities are purposefully seeking employment in other organizations (i.e., public/private; for-profit) because of the lower pay/benefits in the nonprofit sector. Additional studies are needed to examine question #5 in further detail. In essence, other factors may contribute to potential minority leaders opting for other career fields. Other factors

may include advancement opportunities, increased workforce diversity, employment/job security, retirement structure, personal/professional networks, and flexibility is just to name a few.

Increased efforts by nonprofit leaders to recruit and hire minority leaders may reduce the effect or percentage of respondents that consider pay/benefits as causes of leadership disparities. In other words, active recruitment and hiring of minorities for leadership positions within nonprofits may create a culture within nonprofits that focuses less on pay/benefits as reasons minority nonprofit leadership is lagging behind population diversity in Baltimore City.

Most respondents (50%, question #6) think that demographic changes (multi-racial/multi-ethnic increases) taking place in Baltimore City should be reflected in increases in minority led nonprofit organizations. The above response percentage reveals that although Baltimore City nonprofit leaders do not mirror the communities they serve or staff they oversee, they appear to favor initiatives that increase diversity. It can be assumed through active representation, Baltimore City nonprofit leaders would act purposely on behalf of their counterparts.

Diversity statistics regarding Baltimore City nonprofits do not reflect a diverse (i.e., by race) leadership rank. Survey respondents indicate that more diversity is needed. In essence, responses by participants reveal potential practices of active representation. Given passive representation between Baltimore City, its nonprofit leadership, and staff (i.e., paid and unpaid) is non-existent, respondents display components of active representation in responding to various survey questions. In essence, data reveals that survey participants possess a general desire to increase diversity of Baltimore City nonprofit leadership.

Theories of representation (i.e., passive and active) signal the importance of examining how theories of organizational influence explain the variation of responses of nonprofit leaders

on issues of diversity. This study focuses on identifying efforts by respondents to diversify Baltimore City nonprofit leadership. Whether passive or active representation is utilized, the final objective would be to gain measureable increases in diversity in leadership of nonprofits.

Organizational Socialization

Organizational socialization could hinder the link between passive and active representation (Wilkins and Williams 2008). With that said, could pressures of organizational socialization cause minority nonprofit leaders (i.e., especially women) to actually increase the disparity in diversity within Baltimore City nonprofits? Or could minority leaders (i.e., especially women) create avenues for other minorities to enter Baltimore City nonprofit leadership positions? Data and findings in this study cannot fully answer either question.

Some of the findings in this study are unexpected. For example, the majority of participants in the study are women (52.9%, question #21). Their organizational socialization differs from men. In other words, women may view the diversity gap and its impact on organizations differently than men. Women may view the need to diversify as a means for organizational success more than men. Or they may be socialized by nonprofits and other leaders who provide less emphasis on the importance of diversifying to improve organizational performance, growth, and success.

One such argument may be found in responses to question #9 of the survey. The question asks respondents about the effect, if any, of underrepresentation in nonprofit leadership positions in Baltimore City on organizational performance, growth and success. While most respondents (35.0%, question #9) indicated they “Don’t Know” the relationship between underrepresentation in nonprofit leadership positions in Baltimore City and organizational performance, growth and success of non-profit organizations, 33.6% indicated that

underrepresentation in nonprofit leadership positions does not affect organizational performance, growth and success.

It can be argued that organizational socialization among Baltimore City nonprofit leadership creates an atmosphere whereby most leaders either don't know or believe lack of diversity does not affect organizational performance, growth, and success. In other words, Baltimore City nonprofit leaders may be socialized to believe that underrepresentation in the leadership ranks does not impair organizational performance, growth, and success. Another comment could be made about Baltimore City nonprofit leaders that fits the old saying "if it's not broken, don't fix it." In other words, being aware of the lack of diversity in Baltimore City nonprofit leadership while believing it does not impair organizational performance may lead to placing less emphasis to diversifying leadership.

Various scholars within the literature reviewed suggest that administrators are socialized by their organizations and adopt behaviors and preferences consistent with organizational goals, thereby minimizing the influence of their own personal values on bureaucratic behavior (Downs 1967, Gawthrop 1969, Meier and Nigro 1976, Simon 1957, Thompson 1976, Weber 1946). With that said, it could be argued that many of Baltimore City's nonprofit leaders have taken this position in regards to diversity.

To ensure nonprofit leadership decisions are consistent with the goals and values of their organizations, leaders may be instilling amongst each other a common set of assumptions and way of viewing the nonprofit world. This worldview values organizational loyalty above personal beliefs (Downs 1967, Romzek 1990, Simon 1957). Simon (1957) claimed organization identification, "the process whereby the individual substitutes organizational objectives...for his own aims" (Simon 1957, 218) hoped to depersonalize administrative decision making, ensuring

all employees make “correct” decisions consistent with organizational objectives.

Employees may be willing to adopt the organization’s values to increase the chance of promotion and career success either because they feel peer pressure to do so, or simply because they come to agree with and internalize the dominant organizational view (Romzek 1990, Simon 1957, Thompson 1976). Therefore, organizational socialization may actually strip away the racial identity of minority nonprofit leaders and replace it with an organizational identity, in essence, fostering the transformation of being a minority to fitting in with the majority (Wilkins and Williams 2008).

Question #8 in the survey could draw an opposing argument and conclusion about Baltimore City nonprofit leadership. The question asks whether leaders think that Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of nonprofit leadership. A significantly high number of respondents (37.9%) indicated “Yes” to this question. A majority of participants indicated that communities (i.e., citizens residing within city limits) are actually impacted by the disparity in racial diversity of Baltimore City nonprofit leadership.

Given the majority of respondents (37.9%) to question #8 indicated that they think citizens within the community are impacted by the disparity in racial composition of leadership, it seems contradictory that the majority of respondents (39.2%, question #9) also indicated that underrepresentation in nonprofit leadership positions does not affect organizational performance, growth and success. In essence, over a third of nonprofit leaders surveyed (question #8) indicated that the communities are negatively impacted by racial disparities in leadership, while another third of respondents (39.2%, question #9) indicated that underrepresentation does not affect organizational performance, growth, and success.

With that said, it's safe to conclude that many of the survey responses reveal inconsistencies in the findings when comparing various questions. Responses to issues of diversity vary by each respondent which indicates less cohesiveness and more personal or individual-level influences on certain survey questions.

In essence, the concept of organizational socialization within Baltimore City nonprofit leadership on issues of diversity requires a more in-depth study. As data findings indicate and the literature outlined by Wilkins and Williams (2008), more systematic individual-level qualitative research may be necessary to explore causal relationships behind such findings.

Organizational Culture

Organizational culture within Baltimore City nonprofits is changing. Leadership is tasked with managing human resource diversity in both leadership (e.g., management and senior level personnel) and staff (e.g., non-management, paid and unpaid) level positions. Achieving and managing diversity requires a commitment and a comprehensive strategy (e.g., effective policies, procedures, retention, training/development, etc...).

Acceptance of changes in demographics by nonprofit leaders is a necessity. Nonprofit leaders must be able to adapt to demographic changes in order to reduce internal conflicts and raise the overall level of productivity and satisfaction of employees. In essence, the way leaders manage this diversity establishes their organizations culture.

Organizational cultures in nonprofits are quite different from other public, for-profit or private organizations. Nonprofit organizations are mission driven, utilize a more hands-on approach when serving communities, and rely less on policies or procedures (e.g., Affirmative Action-AA or Equal Employment Opportunity-EEO) that require racial diversity within nonprofit entities.

Question #10 in the survey tests the importance of potential policies intended to increase diversity in Baltimore City nonprofit leadership. The question asks, in your opinion should there be in the organization a policy that would place qualified minority employees (i.e., not including women) into leadership positions? What is your opinion on this happening? Surprisingly, most respondents (28.6%, question#10) indicated that they would neither favor nor oppose a policy that would place qualified minority employees (i.e., not including women) into leadership positions.

25.7% of respondents indicated that they would favor a policy that places qualified minority employees (i.e., not including women) into leadership positions. 20% of respondents would oppose a policy to place qualified minority employees (not including women) into leadership positions. This mix of responses suggests that various cultures exist within each organization. Again, there is no consistency in the responses. Nearly as many respondents (20%) oppose such policies as those that favor a policy. Data suggests that there are no set policies or procedures established by Baltimore City nonprofits that place qualified minority employees (not including women) into leadership positions. Survey participants provided significantly different opinions on instituting a policy similar to Affirmative Action (AA) or Equal Employment Opportunity (EEO) in the public/private sector that would place qualified minority employees (i.e., not including women) into leadership positions. 7.9% of survey participants strongly favor such a measure, while 6.4% would strongly oppose it. It could be argued that given the amount of variance in responses to question #10, identifying a particular organizational influence or established culture within nonprofits regarding diversity policy is difficult to assess.

As discussed previously, most respondents (28.6%, question#10) indicated that they would neither favor nor oppose a policy that places qualified minority employees (i.e., not including women) into leadership positions. With such a high percentage falling into the neutral category, it would be interesting to assess the level of satisfaction respondents are with the racial composition of employees within their nonprofit organization.

Question#12 asks respondents to indicate how satisfied they are with the racial composition of employees in the nonprofit organization in which they are employed. Results indicate that a majority (36.4%) of respondents are “Satisfied” with the racial composition of employees in the nonprofit organization in which they are employed. In addition, a relatively high percentage (22.1%) of respondents indicate that they are “Very Satisfied” with the racial composition of employees in the nonprofit organization in which they are employed.

Overall, data collected from question #12 indicates that most survey participants are either “Satisfied” or “Very Satisfied” with the racial composition of employees in the nonprofit organization in which they are employed. Question#12 also reveals more consistency in responses when compared with responses of other questions. Reduced variation in responses suggests a culture within organizations whereby leaders have a general satisfaction of the racial composition of their organizations.

It is also interesting to note that 29.3% of respondents to question#12 are neither satisfied nor unsatisfied with the racial composition of employees in their organization. Satisfaction with the racial composition of employees in an organization potentially creates an atmosphere that embraces cultural differences. In essence, the organizational culture is firmly implanted in the way nonprofit leaders operate their organizations. Increased levels of employee satisfaction enable leaders to effectively reduce internal conflicts.

In general, theories of organizational culture that embrace the importance of employee satisfaction have the tendency to reduce internal problems related to employee motivation, stress, well-being, and retention. Question#15 in the survey asks respondents to indicate if the lack of racial diversity in Baltimore City nonprofit leadership ever been identified as a problem within nonprofit organizations.

Nearly half (47.1%, question#15) of respondents indicated that the lack of racial diversity in Baltimore City nonprofit leadership has not been identified as a problem within nonprofit organizations. 23.5% indicated that the lack of racial diversity in Baltimore City nonprofit leadership has been a problem. 27.5% indicated that they “Don’t Know” if the lack of racial diversity in Baltimore City nonprofit leadership has been identified as a problem within nonprofit organizations.

Yet a majority of respondents (49.0%, question#15) indicated that disparities in diversity of Baltimore City nonprofit leadership is not a problem, the combined responses (i.e., 23.5% - Yes and 27.5% - Don’t Know) raise concern about the issue of diversity in leadership. It can be argued that leaders who manage human resources within Baltimore City have differing opinions on whether disparities in leadership are identified as a problem.

Given, nearly one quarter (23.5%) of all survey participants see this as a problem suggests that leaders have opposing views on the issue of disparity in leadership. Organizational influences, personal life experiences, and professional experiences may have shaped their response to this question. In other words, it is difficult to pinpoint if responses to question#15 are derived from any component of organizational socialization, organizational culture, or personal experiences. Other variables within the question would be needed in order to further examine the reasons why leaders believe disparities in leadership is a problem.

Addressing the diversity disparity now may benefit nonprofit organizations in the future. Government organizations, funding institutions (e.g., philanthropists) are establishing diversity criteria and requiring inclusiveness policies in order for nonprofits to qualify for grants and resource assistance. Establishing a culture in nonprofits that embraces diversity creates the opportunity to receive increased financial assistance and/or resource allocations. Nonprofits may gain greater acceptance in communities if they diversify employee ranks, especially management and executive level positions.

Collaboration efforts between leaders would also help reshape and diversify the management and executive leadership landscape. Collaboration also aids in establishing a culture within nonprofits that fosters diversity. Understanding the culture of nonprofits and the greater need to diversify allows executive leaders to better accomplish their mission. Paige H. Teegarden, Denise Rothman Hinden, and Paul Sturm's (2011) textbook convey to nonprofit leaders a better understanding of organizational culture. They unearth *hidden truths* that seem to govern how a nonprofit organization functions (Teegarden et al. 2011). They determined that culture is rooted in the way nonprofit leaders operate their organizations.

Teegarden et al. (2011) identify two types of cultures within organizations. The two types are "culture of conflict and culture of collaboration" (Teegarden et al. 2011, xiii). Questions#15 & #14 are intended to examine the notion of "culture of conflict and culture of collaboration." Given the mix of responses to question#15, disparities in diversity often create problems. The racial composition of Baltimore City's nonprofit leadership does not mirror staff personnel or the communities they serve.

Within this culture of conflict, leaders have a tendency to not collaborate with one another. Within a "culture of conflict," organizational leaders have a strong sense of turf and

territory (Teegarden et al. 2011). They may have a tendency to believe that other organizations (e.g., nonprofits, philanthropists, and government agencies) should not govern the demographic composition of their organizations.

In contrast, an organization that practices a “culture of collaboration” would lead more coordinated efforts to achieve its mission. Therefore, if an orchestrated attempt was undertaken to increase diversity in nonprofit leadership positions, it would begin with collaborative efforts between current leaders in order to share experiences in targeting, recruiting, hiring, and retaining potential nonprofit leaders.

Question#14 in the survey is designed to record any collaborative efforts by survey participants to promote diversity and strengthen the skills of underrepresented (e.g., all minorities) populations. Analysis of question#14 reveals just the opposite. Well over half (62.1%) of respondents indicated that they are not aware of any collaborative efforts between Baltimore City nonprofit leaders to promote diversity and strengthen the skills of underrepresented (e.g., all minorities) populations. Another 17.9% of respondents to question#14 indicated that they “Don’t Know” of any collaborative efforts between Baltimore City nonprofit leaders to promote diversity and strengthen the skills of underrepresented (e.g., all minorities) populations.

In other words, survey results reveal that there are little, if any, collective efforts within the Baltimore City nonprofit leadership ranks to promote diversity and strengthen the skills of minorities (i.e., current or potential employees). In essence, the organizational culture within nonprofits does not expand out to create a network of collaboration to combat disparities in diversity within Baltimore City nonprofit organizations.

Baltimore City nonprofit leaders should reach out among each other to seek ways to increase diversity in nonprofits. Teegarden et al. (2011) understand organizational culture requires time to be reflective and a willingness to look at ideas that grow first from institution rather than hard science. They point out an organization's culture lives in its walk, not its talk; in its accepted practices, not its written policies (Teegarden et al. 2011).

An organizations culture “does not reside in official pronouncements or platitudes. It lives in the day-to-day conversations and interactions among staff members, in the subtle but unmistakable messages as to what is really valued by the organization, in the ways in which new ideas and initiatives are resisted or supported by professional and volunteer leadership” (Teegarden et al. 2011, xvii).

In essence, given the lack of diversity of Baltimore City nonprofits, leaders who come together can share experiences and offer best practices in order to improve the demographics of leadership. Question #6 in the survey gathers data to determine if leaders think that demographic changes (multi-racial/multi-ethnic increases) taking place in Baltimore City should be reflected in increases in minority led nonprofit organizations.

A majority of respondents (50.0%) answered “Yes” to this question. Based on the majority of respondents, it can be determined that demographic increases in the Baltimore City area should be accompanied by increases in leadership diversity. It appears that most leaders exhibit a collective will or an inherent organizational culture that acknowledges the importance of nonprofit leadership mirroring the communities they serve.

Culture is very important to organizations. According to Larry D. Lauer (1993), culture establishes how things are done and what beliefs cannot be compromised. Often times, nonprofit organizations possess different traits from other nonprofit organizations. “Cultural traits provide

the bonding that brings people together and establishes their collective identity. People spend most of their lives in organizations, and so the factors which bring them together and the beliefs they come to share are of no small concern” (Lauer, 1993, 34).

Individual cultures within Baltimore City nonprofit organizations potentially explain why there is an array of responses received from survey participants. For example, questions #2, #3, and #4 that pertain to recruitment, hiring, and advancement of minorities (i.e., not including women) have varied responses. One can conclude that the culture of Baltimore City nonprofit organizations vary differently. In other words, issues of diversity are treated differently based on an organizations culture. Often this culture is created by the leadership style within the organization and/or leadership style of board members. Culture is what establishes ground rules and clarifies organizational principles of teamwork (Lauer 1993). Culture, as such, turns into a self-selecting process. People who feel at home with how things operate stay on. Retention often becomes a big concern for nonprofit organizations. Question#4 in the survey collects data on what strategies participants undertake to retain and promote employees.

Most respondents (30.0%) selected “Other” with details ranging from not having any employees to a combination of available responses. A tie for second (both 25.0%) respectively, respondents indicated that they review performance appraisals to locate exceptional employees and periodic review of status of employees. Responses to question#4 indicate that many of the participants are performing similar tasks to retain and promote employees. In essence, a majority of respondents favor a review of performance or review of status of employees as the most effective strategies to retain and promote employees.

An organizational culture that places greater emphasis on retaining and promoting employees enables it to grow and be more effective in meeting the needs of its community. An

organizations culture needs to be dynamic and able to adapt to change. The challenge is to define the organization's culture in a way that not only avoids conflict, but establishes an articulated respect for them (Lauer 1993). In such a setting, "an organizational culture can become the meeting ground which brings together different kinds of people for a common and satisfying purpose" (Lauer 1993, 35).

Being able to adapt to changes (e.g., social, cultural, demographic, and economic) also allows organizations to make successful leadership transitions. Question #13 in the survey asks respondents to indicate how "Ready" they think the nonprofit sector is in addressing the leadership transition. A majority of respondents (45.0%) indicated that the nonprofit sector is "Not Ready" to address the leadership transition. 18.6% indicated that the nonprofit sector is "Ready" to address the leadership transition.

Survey data on question#13 reveals that most participants are not very confident in the next cadre of leader's ability to take over Baltimore City's nonprofit organizations. It's apparent that organizational influence or culture within nonprofits creates similar responses to question#13. A majority of the leaders are leery of future leaders. This creates a culture that lacks confidence in future leaders.

Leaders have a major effect on culture. They help develop, shape, and maintain a desired organizational culture (Conger and Kanungo 1987; Schein 1985; Trice and Beyer 1993). They are "definers" and "givers" of culture, who can create and infuse the values, beliefs, and assumptions they believe are necessary and good for the organization (Denison 1990; Schein 1985).

Major Discoveries

Explanations or Insights Generated from Data

The data collected generated some very interesting results. There were several surprises in the findings. There appears to be a general consensus among survey participants that all employees have equal opportunity for advancement to nonprofit leadership positions, yet demographic data reveals a lack of diversity in Baltimore City nonprofit leadership. In essence, there are contradictions in the perception of diversity versus the reality of disparity found in Baltimore City nonprofit organizations.

The major discoveries in the data include;

1. A general belief (50.7%, question #1) by participants that equal opportunity exists for all employees but nonprofit leader demographics and responses to issues of diversity does not reflect this belief.
2. No leadership/development training efforts (79.3%, question #11 indicated no leadership/development program in their nonprofit) are instituted on a large scale throughout the Baltimore City nonprofit community.
3. A majority of participants (52.9%) in the study self-identified as women. Not necessarily a major discovery, but a welcome surprise that more women than men responded to the survey.
4. A majority of respondents (36.4%, question #5) indicated that qualified minorities are choosing other professions for better pay/benefits but limited or no effort to recruit minorities are indicated in the survey results.
5. Most respondents (50%, question #6) think that demographic changes (multi-racial/multi-ethnic increases) taking place in Baltimore City should be reflected in

increases in minority led nonprofit organizations while little or no efforts appear to be undertaken to increase diversity in Baltimore City nonprofit leadership.

Other key findings show that establishing effective relationships with the board (28.6%, question #2) are important networking opportunities for potential minority leaders. In essence, networking plays an important role in the selection and advancement opportunities for nonprofit leaders. Greater emphasis on networking opportunities for minorities may yield more effective personal and professional relationships with leaders in decision-making roles.

Another important discovery in the data reveals a general priority to increase diversity in Baltimore City nonprofit leadership positions. Question #7 indicates that most survey participants (45%) place a “General Priority” on increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions. In other words, a “High Priority” on increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions did not receive the highest percentage (30.7%) of responses.

A final discovery that links diversity disparity as being a problem in the community is question #8. A majority of respondents (37.9%) think that Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership. Given these findings, initiatives to increase diversity should exist at all levels within nonprofits. Prior demographic data shows that staff-level positions mirror the demographics of the community but leadership-level positions do not. In other words, problem identification is the first step to taking appropriate action to increase diversity. Five hypotheses were used to test some of the relationships between demographics and issues of diversity.

Hypotheses Testing

H1 Minority nonprofit leaders are less likely to indicate that equal opportunity exists for all employees to advance into executive level or senior management leadership positions than non-minority leaders.
Independent Variable - Race
Dependent Variable - Equal opportunity to advance
(Hyp1 Q1/Race pg.245)

Hypothesis 1 proposed that minority leaders are less likely to indicate that equal opportunity exists for all employees to advance into executive level or leadership positions than non-minority leaders. Cross-tabulation was conducted to test the hypothesis. Based on the analysis, the null hypothesis, which assumes that there was no significant difference between minority nonprofit leaders and non-minority leaders in terms of equal opportunity, was rejected at the significance level of .05 and the alternate was accepted. Therefore, the data suggests that there is significance difference between minority nonprofit leaders and non-minority leaders. When we examine cross-tabulation, we find that minorities are less likely to indicate that equal opportunity exists for all employees to advance into executive level or leadership positions than non-minority leaders.

H2 Nonprofit leaders between the age of 40-49 are more likely to indicate that minority nonprofit leadership is lagging behind population diversity in Baltimore City because of limited efforts to recruit minorities than nonprofit leaders 60 or older.
Independent Variable - Age
Dependent Variable – Limited efforts to recruit minorities
(Hyp2 Q5/Age pg.261)

Hypothesis 2 proposed that nonprofit leaders between the age of 40-49 are more likely to indicate that minority nonprofit leadership is lagging behind population diversity in Baltimore City because of limited efforts to recruit minorities than nonprofit leaders 60 or older. Based on the analysis, the null hypothesis, which assumes that there was no significant difference between age of nonprofit leaders in terms of efforts to recruit minorities into leadership positions, was rejected at the significance level of .05 and the alternate was accepted. Therefore, the data suggests that there is significance difference between responses of nonprofit leader age 40-49 and those 60 or older. When we examine cross-tabulation, we find that nonprofit leaders age 40-49 are more likely to indicate that minority nonprofit leadership is lagging behind population diversity in Baltimore City because of limited efforts to recruit minorities than nonprofit leaders 60 or older.

H3 Male respondents are more likely to give higher priority to increasing the number of unrepresented minority groups into non-profit leadership positions than female respondents.
Independent Variable - Gender
Dependent Variable – Increasing number of unrepresented minority groups into non-profit leadership positions
(Hyp3 Q7/Sexr pg.268)

Hypothesis 3 proposed that male respondents are more likely to give higher priority to increasing the number of unrepresented minority groups into non-profit leadership positions than female respondents. Based on the analysis, the null hypothesis, which assumes that there was no significant difference between male and female nonprofit leaders in increasing the number of unrepresented minority groups into non-profit leadership positions, was accepted at the significance level of .05. Therefore, we failed to accept the hypothesis that male respondents are more likely to give higher priority to increasing the number of unrepresented minority groups into non-profit leadership positions than female respondents.

H4 More minority nonprofit leaders will indicate that Baltimore City communities (i.e., citizens residing within City limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership than non-minority nonprofit leaders.
Independent Variable – Race
Dependent Variable – Baltimore City communities impacted by the disparity in racial diversity
(Hyp4 Q8/Race pg.278)

Hypothesis 4 proposed that more minority nonprofit leaders will indicate that Baltimore City communities (i.e., citizens residing within City limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership than non-minority nonprofit leaders. Cross-tabulation was conducted to test the hypothesis. Based on the analysis, the null hypothesis, which assumes that there was no significant relationship between race of nonprofit leaders and whether or not Baltimore City communities are impacted by the disparity in racial diversity, was rejected at the significance level of .05 and the alternate was accepted.

Therefore, the data suggests that there is significance difference between race of nonprofit leaders and whether or not they think Baltimore City communities are impacted by the disparity in racial diversity. For example, when we examine cross-tabulation, we find that African Americans are more likely to indicate that Baltimore City communities (i.e., citizens residing within City limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership than White nonprofit leaders.

H5 Nonprofit leaders with higher income are more likely to favor a policy to place qualified minority employees into leadership positions than nonprofit leaders with lower income.
Independent Variable – Income
Dependent Variable – Favor policy to place qualified minority employees into leadership positions.
(Hyp5 Q10/Income pg.298)

Hypothesis 5 proposed that nonprofit leaders with higher income are more likely to favor a policy to place qualified minority employees into leadership positions than nonprofit leaders with lower income. Cross-tabulation was run to test the hypothesis. Based on the analysis, the null hypothesis, which assumes that there was no significant relationship between the 2010 income of nonprofit leaders and whether or not they favor a policy to place qualified minority employees into leadership positions, was rejected at the significance level of .05 and the alternate was accepted. When we examine cross-tabulation, we find a chi-square of .411 which suggests that no significant relationship exists between the income of nonprofit leaders and whether or not they favor a policy to place qualified minority employees into leadership positions.

CHAPTER 5

Summary and Conclusion

The last chapter of this dissertation provides a summary and conclusion section that discusses the significance of the findings. The summary describes key components or theories of each chapter including various sub-sections as they relate to the findings in the study. The conclusion discusses major findings in the study which includes the significance of the findings in relation to the research question, key concepts or theories, research methodology, and for any policy, action, reform, or change within the nonprofit, public or leadership community. The final section of the conclusion is a personal reflection on promoting diversity in leadership as it relates to the significance of study to public policy roles of nonprofits.

Since diversity within future nonprofit leadership is the major theme of this dissertation, any discussions to achieve more diversity are warranted. In essence, the summary and conclusion section compares and contrasts the literature reviewed in this study with the survey findings to provide more insight into the actual research question. Identification of similarities and/or differences in the organizational literature (i.e., both applied and practitioner contributions) on nonprofits and nonprofit leadership is important. Both descriptive and analytical data interpretations are valuable assets that aid in answering the research question.

This study has called for a thorough examination of the literature on diversity in which to compare nonprofit leader responses. In other words, how do these theories of organizational influence explain the variation of nonprofit leaders' views on issues of diversity? In addition, what theoretical argument(s) could be made about nonprofit leader responses? Details into these questions and some key findings that provide necessary answers are discussed in this final section of the dissertation.

Summary

There are a number of demographic studies conducted that pinpoint racial disparities in nonprofit organizations throughout the United States. One such study is *The Urban Institute's 2009-2010 Study* on "Measuring Racial-Ethnic Diversity in the Baltimore-Washington Region's Nonprofit Sector." This study identified racial disparities in nonprofit leadership within Baltimore city. This study focused on the demographic make-up of nonprofit employees in various positions (i.e., CEOs, Presidents, Executive Directors, Management, Staff, and unpaid volunteers) throughout the Baltimore-Washington corridor.

This dissertation was designed to focus on identifying the reasons for which leadership disparities exist, at least within Baltimore city. In doing so, comparing and contrasting leader responses and relating the findings to the literature reviewed is the essence of the study. In other words, this dissertation analyzes leader responses on selected issues of diversity identified in the survey. Findings were then examined, compared, and contrasted with literature reviewed. Thus the research question; how do theories of organizational influence explain the variation of nonprofit leaders' views on issues of diversity?

Baltimore city nonprofit leaders were surveyed utilizing online SurveyMonkey (www.surveymonkey.com) software and the results were analyzed using SPSS data analysis tools. A comparison of nonprofit leader responses was completed in order to identify similarities and/or differences in responses on selected issues of diversity. The issues of diversity outlined in this study include; readiness of young leaders to lead (i.e., following baby-boomer retirements), existence or utilization of minority leadership training/development programs, minority recruitment, equal opportunity for advancement, influence of minority underrepresentation (e.g., diversity gap) on organizational performance, growth and success, level of satisfaction or

dissatisfaction with the racial composition of nonprofits, executive level leadership views on racial policies or quotas, and the existence of any collaborative efforts between leaders to promote diversity and strengthen the skills of minorities.

As mentioned previously, nonprofit leader response results were then compared to the organizational literature discussed in this study. Examination of similarities and/or differences in responses to survey questions based on demographics of respondents provided insight on the significance of racial influence in decision-making on issues of diversity. Data was also analyzed in order to compare responses to the literature on organizational diversity. This was performed to identify any connections to organizational influences on decision-making and on issues of diversity in Baltimore city nonprofits. The literature on organizational influence was compiled and outlined in Chapter 2 which contained two separate review sections.

The literature reviewed section (Chapter 2) encompasses various components of written material on organizational theory and influence. It includes major scholarly research undertaken in the last four to five decades along with literature contributed by practitioners in the field of philanthropy. Chapter 2 also discusses the potential effects of the leadership transition from current baby-boomers to a new cadre of leaders. This involved a discussion of recruitment and training/development of future leaders.

A discussion of women and minority leaders in nonprofits is included in Chapter 2 as well. Detailing the successes and failures of minorities (i.e., including women) in obtaining leadership positions provides a wealth of knowledge and insight on diversity in nonprofits. Examining what, if any, role issues of diversity play in the career success of minority leader's helps determine the direction of future trends in nonprofit leadership. Current leaders shape present and future increases in diversity of leadership in nonprofit organizations.

Significant findings from *The Urban Institute's 2009-2010 Study* are outlined in Chapter 2. *The Urban Institute's 2009-2010 Study* findings are important to this study because they outline the demographic composition of nonprofits and leadership in the Baltimore-Washington, D.C. area. Along with providing details of *The Urban Institute's 2009-2010 Study* and a discussion of various issues of diversity was the need to outline important arguments for diversity in organizations.

Rice (2010) textbook titled *Diversity and Public Administration: Theory, Issues and Perspectives* explains that “current considerations for the provision of public services must include how to respond effectively to the principle challenges of the twenty-first century. Many of these challenges will emanate from changing demographics that are impacting the demand for and the delivery and provision of public goods and services” (Rice 2010, 3). Such demographic changes call for a more diverse workforce in public, private, and nonprofit institutions. Along with the changing demographics, is a pressing need for nonprofit leaders to possess greater understanding or apprehension of cultural diversity.

The demand for cultural competency in nonprofits is a key concern with changing demographics. Nonprofit leaders need a better understanding of diversity as it relates to race, cultural groups, traditions, historical backgrounds, beliefs, and value systems to effectively deliver services to the community (Rice 2010). Culturally competent nonprofit leaders are better able to provide services that reflect the different cultural influences of their constituents (Rice 2010).

Cultural competency is the final goal along the continuum for creating nonprofit organizations and government institutions which fully represent all segments of the population (Rice 2010). Representing all segments of the population within various work sectors creates a

mirror effect in which all citizens believe that agencies are conscious of diversity.

Equal or fair representation (e.g., theory or concept of representative bureaucracy) is a by-product of cultural competency. The more culturally competent the nonprofit leader, the more they embrace components of representative bureaucracy. In other words, the presumed direct link between passive and active representation is based upon shared demographic characteristics which reduce the effects of racial disparities in nonprofits (i.e., especially nonprofit leadership).

Issues of diversity and representation become less important as more agency employees are required to raise their level of cultural competency. Increases in cultural competency in nonprofit leadership may lessen the requirement for policies or procedures related to diversity inclusiveness. With that said, nonprofit leaders who know the difference between passive and active representation are more inclined to achieve cultural competency.

The importance of understanding representation and cultural competency goes above and beyond the selected issues of diversity outlined in this study and the nonprofit workforce. In other words, the understanding of the multiple components of diversity helps nonprofit leader's decision-making throughout their personal and professional lives. Acquiring such attributes increases a nonprofits leader's ability to interact effectively with board members, government leaders, philanthropists, citizens, and the community in which they serve. These attributes also allow greater understanding of the need to raise the number of opportunities available for minorities within nonprofits.

There is also a greater need for more culturally appropriate and responsive programs and services in nonprofit organizations, including executive leadership opportunities for minorities. Adoption and formation of more policies and procedures that create environments to support

minority inclusion may prove beneficial to the entire organization. Nonprofit leader's who examine and develop their cultural knowledge or expertise and share that information with their fellow employees are crucial to future nonprofit success. Examination of cultural knowledge and expertise of nonprofit leaders may lead to a more diverse leadership structure that reaps the benefits of a diverse organization.

Diversity, in its most expansive definition, includes habits of thought, education, life experience, personality, style, gender, ethnicity, and values (Knowlton 2001). A range of diversity can contribute to organizational productivity, while lack of diversity may be (or become) a liability (Knowlton 2001). Knowlton (2001) believes, assuring diversity is a vital part of finding and keeping talented staff.

Building diversity in organizations is vital to future nonprofit success. Emphasizing diversity is a practical choice, based on rapidly evolving United States demographics (Nonprofit World 2002). Recognizing opportunities for diversifying, nonprofits are spearheading mandates for multicultural workforces and emerging market strategies (Nonprofit World 2002). In other words, diversity has its advantages.

Calinda Lee (2004), argued, transformational leaders recognize that the prospect pool of employees is not static. Evolving demographics dictate that nonprofit executives and development professionals embrace diversity and learn new skills to respond to the rich mosaic of diverse communities (Lee 2004). Doing so will help nonprofits shatter old paradigms, expand donor bases, and dramatically increase contributed income (Lee 2004). Doing so will also improve retention of employees (i.e., especially minorities). In essence, the importance of a diverse workforce also acts as a vehicle to retain the most productive workforce.

Newborn (2011) argued, nonprofit organizations need to weave the idea of diversity considerations into their daily work. Otherwise, these organizations could begin losing good employees. Nonprofits would be at risk for violating discrimination lawsuits surrounding unfair policies and practices (Newborn 2011). Worst of all, nonprofits wouldn't meet the diverse needs of their communities, stakeholders, and would become dormant and static (Newborn 2011).

With that said, this study provides useful data and findings that attempt to seek measures to avoid the adverse consequences of disparity in diversity and to combat racial homogeneity.

Details of Study

A detailed discussion of the data analysis aids in contributing to the literature on organizational influence and diversity. A quantitative approach was utilized to test the five hypothesis identified in the study. Results were compared to the organizational literature detailed in the study to analyze how theories of organizational influence explain the variation of nonprofit leaders' views on issues of diversity.

Collecting and analyzing demographic data was vital to this study. Utilizing SPSS to run descriptive statistics and cross-tabulations was important in comparing and contrasting responses based on racial backgrounds of respondents. The independent variables (i.e., race, educational level, age, and gender) identified in each hypothesis and the dependent variables (organizational performance, growth, and success, recruitment, use of minority leadership development/training programs, and equal opportunity to advance) are also compared and contrasted to display similarities and differences as discussed in the organizational literature. Testing the survey responses of nonprofit leaders on issues of diversity and examining the theoretical literature on organizations and organizational influence provided insight as to how nonprofits are organized and operated.

The sampling was composed of 462 nonprofit organizational leaders (i.e., CEO's, executive directors, presidents, or other senior leaders/managers) within Baltimore city. Surveys were emailed during the Fall Semester 2011. Nonprofit staff-level supervisors and non-management (e.g., paid and/or unpaid staff) personnel were not included in the study. Surveys were emailed using SurveyMonkey (i.e., www.surveymonkey.com). SurveyMonkey was utilized for survey design, collection, and analysis (e.g., via SPSS integration).

Conclusion

Significance of Findings Related to Research Question

The significance of the findings related to the research question reveals that organizational influences may have a profound effect on nonprofit leadership views on issues of diversity. Organizational culture and influence appear to impact the views of participants in regards to issues of diversity.

Interesting enough, most survey participants were women. The majority being women participants signals their interest in diversity issues beyond their own organizational objectives. In other words, women participated more because they may feel that they have a vested interest in shaping the diversity of Baltimore City nonprofit leadership. Sharing their views provided a glimpse of future diversity efforts.

A belief that all employees have equal opportunity for advancement to nonprofit leadership positions in the face of gaps in diversity shows that all survey participants may be willing to increase diversity in nonprofit leadership. What stands in the way are organizational cultures, influences, customs, and norms within nonprofits that dominate the landscape of leadership decision-making.

In essence, current nonprofit leaders will need to venture out of these current norms and customs to develop new ways of recruiting and hiring qualified minority nonprofit leaders. This may prove to be a viable alternative to the existing system dominated by personal networks utilized to replace existing nonprofit leaders.

Theories of organizational influence explain the variation of nonprofit leaders' views on issues of diversity in many different ways. Organizational socialization of leaders often precedes any influence based on the demographic characteristics of Baltimore City nonprofit leadership. Socialization within these nonprofit organizations currently exhibit tight networks (i.e., personal and professional) in which entrance from outside is often difficult to penetrate.

Baltimore City nonprofit leadership networks need to expand to include internal employees and potential employees outside the nonprofit community. Strengthening networks between nonprofit leaders and non-leaders (i.e., staff employees and potential minority employees) rather than between nonprofit leadership offers greater opportunities to identify minority talent in the Baltimore City area. In addition, current leaders who allow potential leader's access to board members and other key leaders via organizational functions permit the proper expansion of networking to encompass potential minority leaders. The use of leadership development/training programs also provides the opportunity for increased networking among participants.

Most survey participants indicated that leadership development/training programs are the best methods or strategies to enhance the recruitment and hiring of racial minorities in leadership positions in Baltimore City nonprofit organizations. With that said, the culture of influence within these nonprofits would have to evolve and embrace development/training programs as a measure to improve diversity of Baltimore City nonprofit leadership.

The findings in this study do not suggest a reformulation of the research question. The findings do suggest that there a number of influences (i.e., organizational, cultural, social, demographic) that shape leadership decision-making on diversity. It is difficult to identify any one theory of organizational influence that explains participant's views on issues of diversity.

Key Concepts or Theories Identified

The significance of these findings contribute to the literature written on leadership, diversity, recruitment, promotion, representative bureaucracy, and can be compared with other theoretical literature reviewed (e.g., Sections I and II) in this study. All above areas are important to the acknowledgement of potential minority candidates, successful selection of those candidates, and overseeing retention and advancement opportunities for minorities. In addition, understanding the benefits of representative bureaucracy allows current executives to fully engage opportunities for minorities and improve the overall productivity of their organizations.

Leadership

The significance of these findings also supports the argument for renewed emphasis on improving the skills of current and future leaders. The theory of leadership that focuses on enhancing skills (e.g., leadership skills development) via course instruction and applied principles or concepts may benefit nonprofit leader's decision-making ability. More specifically, leadership skills taught that result in nonprofit leader's ability to recognize the importance of diversity by instituting inclusiveness practices can prove to be a valuable tool for nonprofit organizations. Improving the skills of leaders also benefits the community served.

More focus should be given to a skills-approach as outlined by Peter G. Northouse (2004)

and other authors writing on leadership theory. In essence, effective leadership traits are in demand. Data results of this study show a wide range of leadership styles and strategies when addressing issues of diversity. For example, leaders display varying views on strategies that best enhance the recruitment and hiring of minorities into leadership positions.

Effective skill building gained from institutions of learning in these two areas would allow leaders to focus more on external influences (i.e., professional journals, LinkedIn, Colleges/Universities, etc...) as alternatives over repeated reliance on internal personal networks. In essence, leaders (e.g. current, potential and future leaders) who gain appropriate skills training at colleges and universities can be taught that leadership is learned and therefore improvements can be gained by proper instructional techniques.

Leadership courses offered by colleges and universities across the country need greater emphasis on training leaders for nonprofit leadership positions. Proper skills can be taught that engage current and potential nonprofit leaders on the techniques of leading during this demographic transition. The skills approach as outlined by Northouse (2004) focuses on the essential competencies leaders need to achieve effective performance.

With that said, it is equally important that appropriate skills are taught regarding leadership just as they are learned in on-the-job training or other training/developmental programs. The significance of the findings in this study along with the facts presented by *The Urban Institute's 2009-2010 Study* make strong arguments for enhanced college and university curricula designed to improve the leadership skills of current and potential nonprofit leadership candidates.

Diversity

The significance of these findings also contributes to enormous amount of literature written on diversity in the workforce. Yet, the term diversity has many different definitions and components, the underlying emphasis should always be on adequate representation of racial composition and allowance of equality of opportunity. Questions #1 and #2 of the survey attempts to gauge the importance of diversity as it relates to equal opportunity and advancement of minorities into leadership positions. Clearly, data shows that most nonprofit leaders in Baltimore city are White male and female employees serving a majority minority population.

Data shows a mix of responses to question #1 and #2 in the survey which indicates that the perception of equality of opportunity for advancement does not equal reality. In other words, most current leaders are either unaware of the disparities or gaps in nonprofit leadership and/or their responses do not truly reflect their hiring and promotional practices/policies. The end result is that in order for change to occur, proper problem identification, evaluation, assessment, and adjudicative action must take place to increases levels of diversity in Baltimore city nonprofits. This study captured the viewpoints of leaders that fit or do not fit the reality of the disparity in Baltimore city nonprofit leadership.

This research contributes to literature on diversity in that most studies do not focus on examining the responses of current nonprofit executives/leaders. This study contributes to the knowledge gathered on nonprofit leaders in their response to issues of diversity. Such studies can provide key initiatives or insight as to what leaders are thinking and how they react to gaps or disparities in diversity. In this regard, more studies are needed which examine the responses of current leaders on issues of diversity.

Such findings, as in this study seek answers as to what, if anything, leaders are doing

(i.e., individually and/or collectively) to combat racial disparities in Baltimore city nonprofit leadership. In other words, is nonprofit leadership part of the problem, or part of the solution? Perhaps both? With that said, data compiled in this study suggests that greater collective action between nonprofit leaders combined with broader recruitment and hiring processes can lead to increases in minority (i.e., not including women) led nonprofit organizations in Baltimore city. In other words, greater emphasis on external recruitment within the Baltimore community (i.e., local colleges/universities, increased involvement in career/job fair presence, professional journals, etc...) can lead to increases in minority hiring opportunities.

Recruitment and Promotion

Recruitment and promotion are two concepts that are important to any theory that addresses diversity. Both are components of action to diversify a workforce. Nonprofit organizations proper use of recruitment and promotion prove essential to the demographic composition of their organizations. Various questions (i.e., #1, #2, #3, #4, #6, #7, and #14) in the survey are related to recruitment and promotion. This study was designed to extract the level of importance nonprofit leaders give to recruitment processes, retaining and promoting qualified minorities in their organization.

The importance of these two concepts weighs heavily on the responses of nonprofit leaders. Data findings indicate a wide array of leader responses to recruitment and promotion techniques employed in nonprofits. In other words, there is no one single method or methods identifiable that appear to be more beneficial than the other. Unlike government organizations with processes (e.g., exams, experience/education evaluations, time-in-grade requirements, qualification reviews, etc...) for recruitment and promotion of employees, nonprofits rely

heavily on leadership decisions that often have little or no consistent qualifications criteria or guidelines.

This study reveals that nonprofits leadership styles or techniques of recruitment and promotion vary widely. This often creates unfair practices that limit minority equal opportunity for recruitment and promotion. The data shows that recruitment and promotional practices tend to center on organizational cultural norms/practices, personal relationships, and friendships, rather than sustained effective employment evaluation techniques. With that said, the concept of recruitment and promotion is not clearly defined by a set of principles or guidelines established by nonprofit leaders in assessing the skills, potential, or feasibility of candidates for employment or promotional opportunities. In essence, data reveals a system of recruitment and promotion dominated by personal relations rather than professional evaluation. In this regard, the notion of representative bureaucracy is undermined due to the fact that nonprofit leadership utilizes little or no organized strategy to combat disparity or gap in Baltimore City nonprofit leadership.

Representative Bureaucracy

The theory of representative bureaucracy suggests that organizations perform better if their workforces reflect the characteristics of their constituent populations (Andrews, Boyne, Meier, O'Toole, and Walker 2011). Given this theory, would it be safe to assume that Baltimore city nonprofits are not performing up to their potential due to lack of diversity in the leadership positions?

A fair assessment of this theory of representative bureaucracy would require more research involving the performance of Baltimore city nonprofits based on additional indicators unrelated to diversity. With that said, data in this study suggests that greater emphasis on

recruitment, promotional opportunities, and training/development programs designed for minorities would increase the diversity of nonprofit leadership. If more focus in these areas can improve the performance of nonprofits, it can be argued that the theory of representative bureaucracy has some bearing on organizational performance.

The significance of the findings in this study set the tone for an argument for diversity and/or representative bureaucracy. Questions (i.e., #5, #6, #7, #8, and #9) are designed to examine the importance of the theory of representative bureaucracy and its impact on increasing the presence of minority led nonprofits in Baltimore city. Data findings reveal that these questions garner different responses based on leader demographics. Race, organizational influence, and socialization create an array of responses that differ in meaning.

The literature and data findings suggest that the impact of diversity and/or representative bureaucracy is contingent on individual leader strategy or organizational strategy. In essence, whatever method (e.g., recruitment/hiring/selection, retention, promotion, training/development) employed by nonprofit leaders defines the organizations strategy on combating disparities or underrepresentation to achieve representative bureaucracy. This means that nonprofit executive leaders (i.e., along with board members and other management decision-makers) dictate the direction toward or away from a demographically representative nonprofit organization.

The evidence identified in this research proves inconsistent with the basic theory of representative bureaucracy but supports a moderating effect of organizational strategy. Representative bureaucracy is neither positively or negatively associated with nonprofit leaders perceptions of organizations performance, growth, and success. However, nonprofit leaders that pursue a strategy that increases diversity in Baltimore city nonprofit leadership ranks are better able to mirror the characteristics (i.e., demographics) of their constituent populations.

Active vs. Passive Representation

The findings in the data also shed light on nonprofit leader's ability to interact with people of different cultures. As mentioned previously, it can be argued that the more culturally competent the nonprofit leader, the more they embrace components of representative bureaucracy. Establishing a proper relationship between passive and active representation is based upon shared demographic characteristics.

This study has found a connection between nonprofit leader's demographics and their responses to related issues of diversity. A comparison of respondents demographics clearly indicate that minority (including women) leaders are practicing more active representation on various issues of diversity outlined in the survey questionnaire. In essence, minority leaders (including women) tend possess similar strategies to recruit, retain, train/develop, and promote employees (i.e., especially minorities).

The data and findings suggest more active representation is utilized by minority (i.e., including women) led nonprofits when compared to non-minority led nonprofits. Active or passive representation may become less of an issue as philanthropic institutions and government agencies require diversity inclusiveness (i.e., nonprofit organizations diversity trends/ statistics) as part of their review process and requirements to receive funding or resource assistance. Nonetheless, knowing the difference between passive and active representation is important to achieving cultural competency.

The significance of the findings in this study contribute to the above concepts and theories. Literature on diversity in the workforce takes on a new perspective when reviewing the practices of nonprofit organizational leaders. There are often no consistent rules or policies/procedures in place to direct nonprofit leaders in their recruitment and selection

processes. Data in this study corroborates this argument that many leaders are using different techniques and resources to advertise, interview, select, train/develop, and promote employees in their organizations.

The significance of these findings indicates that the literature on diversity, leadership, organizational influence, cultural competency, and representation cannot completely define the characteristics of nonprofit leaders in addressing issues of diversity. Given, there are no organized approaches specifically geared for employees (i.e., especially minorities), other factors such as socialization, acculturation, and personal or prior professional experience/backgrounds may play a more significant role in nonprofit leaders assessment of diversity related issues in their organizations.

Findings in Relation to Research Methodology

The use of survey research to collect and analyze data on issues of diversity provided the best method to compare and contrast responses of survey participants. Data generated using SurveyMonkey (i.e., surveymonkey.com) permitted the use of cross-tabulations, chart building, and analysis of responses based on issues of diversity and demographics of participants. In essence, the findings in the study were best captured by the use of survey research.

Data was collected in real time and provided low costs. Automation of responses to issues of diversity was categorized instantly. Utilization of SurveyMonkey software to collect data on issues of diversity and demographics provided response percents and response counts that were updated as each participant responded. This allowed the daily observation of results and analysis of responses on a continuing basis.

The benefits of survey research outweighed the costs. One benefit is that the data was

collected and processed in a relatively short period of time (i.e., 3 to 4 weeks). Traditional methods of data collection would have required more time and may not have been as accurate. For example, contact information that is inaccurate provided instant recognition rather than return mail or costly personal interview trips.

Another benefit of the use of online survey is the convenience offered to participants. Many nonprofit leaders sent emails indicating that they would complete the survey in a few days. Participants were allowed to complete the survey at their convenience rather than on a scheduled time with phone interviews or personal face-to-face interviews. In addition, participants could complete the online survey at their own pace or as time permitted. For example, nonprofit leaders were able to start completing the survey, take a break, or handle interruptions without being concerned with finishing the survey.

The survey questions were designed by the researcher. This proved to be an added benefit to the research methodology as well. Designing questions along with using survey research is often complex. The logic and sequence of the questionnaire in the survey was employed without much difficulty. Allowing survey participants to provide only one answer to a question reduced the amount of error and allowed for more accurate data analysis.

With that said, the significance of the findings in relation to nonprofit leader responses to issues of diversity generated more reliable results. More accurate generalizations were made based on the findings because the research techniques were utilized properly. Findings provide accurate assessments that can be used to improve policy, action, reform, or future change regarding issues of diversity. In essence, the nonprofit community can benefit from studies on diversity.

Significance of Findings to the Nonprofit Community

The significance of the findings for policy, action, reform, and change speaks directly to the nonprofit leadership community. More policies regarding diversity and equal representation (i.e., inclusiveness) in the nonprofit leadership workforce is needed. Such policies can serve as the vehicle for increasing minority presence in Baltimore City nonprofit leadership positions. The findings suggest that more diversity policies are needed in order to harness the wealth of minority talent within Baltimore's community.

Baltimore City nonprofit leaders need to devise creative ways which can be channeled into collective action to achieve a more diverse nonprofit leadership workforce. This begins with taking action to promote social inclusion and equality at the leadership level within their nonprofits. Nonprofit leaders need to act now given the change in demographics of the community's populations. Harnessing this minority talent poses as an example for the world to see. Action (e.g., policy formulation and implementation outlined in literature review) relates to coordinated efforts by nonprofit leaders and board members combined with other philanthropic institutions to bring about a more diverse leadership cadre.

Change enables the Baltimore city nonprofit leadership corps to devise new ways to meet the demands of a diverse population. Nonprofit leaders and other components (e.g., board members) of the nonprofit community need to successfully adapt to its demographic environment. In essence, this means that demographic change in nonprofit leadership needs to occur at a pace equivalent to or above the general population itself. Even though data and results here show that increases in diversity has not kept pace with general population changes, it is never too late to make necessary adjustments or corrections to the existing system.

The changing dynamics of economic opportunity has brought on a new challenge for the

nonprofit community. Increased demands in stressful economic times met with changing dynamics have brought added pressure to current leaders. A two-fold challenge requires that current leaders understand the dynamics of population change and take advantage of the valuable resource offered through human capital. Human capital that is more diverse in the last half-century than it has ever been.

The significance of these findings speaks directly to the world of action in which proper utilization of human resources are the most significant contribution offered up by nonprofits. In other words, an investment in diversifying Baltimore city's nonprofit leadership sector is the single-most important action that maintains the health and longevity of nonprofits. In essence, this investment enables nonprofits to accomplish their mission and meet their overall goals/objectives. A healthy community is the result of a nonprofit leadership cadre that has successfully utilized its human capital to survive or continue its meaningful and purposeful existence.

Significance of Study to Public Policy Roles of Nonprofits

The significance of this study attempts to identify diversity concerns relevant to promoting a more diverse nonprofit leadership community within Baltimore City. It attempts to capture the essence of diversity initiatives undertaken by nonprofit leaders. Increasing minority presence in nonprofit leadership positions provides for greater acceptance of diversity in the nonprofit work sector.

The public policy roles of nonprofits (e.g., service delivery, education, research and development, community development, etc...) are often impacted by diversity. Public policy initiatives that seek to increase diversity benefits society as a whole. Delivering public services

are greatly enhanced when the demographics of the service providers mirror the population or community in which they serve. Quality and quantity of service delivery has the potential to increase when nonprofit employees (e.g., executives, managers, non-managers, and volunteers) are satisfied with the demographic composition of their organizations.

Education is also vital to increasing diversity in the nonprofit sector. Public policies that promote the education of employees on issues of diversity create a collective consciousness of understanding that fosters inclusiveness. Public policies should be designed in ways that increase the level of understanding by emphasizing education as a tool to promote cultural awareness.

Proper education begins in our colleges and universities. Such institutions provide the framework for which potential leaders are developed and instructed on issues of diversity and cultural awareness. Professors that promote diversity in the workforce set the tone for new leaders to understand the importance of a cultural blend of leaders as they represent the changing dynamics (i.e., demographics) of our population.

As with education, more research and development must be undertaken on diversity in the workforce in order gain greater understanding of complex diversity issues. Increases in research and development can be the mechanism or vehicle that allows academicians and practitioners to bridge the gap that allows successful learning to transcend into appropriate action in the work sector.

The connection between both disciplines fosters greater learning which ensures the proper application of mechanisms (e.g., cultural and diversity training/development, diversity inclusiveness, cultural competency, diversity matrix, etc...) that raise the level of awareness and importance of diversity in the nonprofit workforce. Research similar to the one undertaken in

this study provides insightful findings that identify various diversity initiatives undertaken within nonprofit organizations. Such initiatives can be shared amongst other nonprofit leaders. This sharing of information as a result of prior research and development can lead nonprofit leaders on a path which improves local communities.

The improvement of local communities signals a step in the right direction and/or the accomplishment of most nonprofit organizational missions, goals and objectives. Nonprofit leaders that utilize public policies to promote more diverse leadership are often viewed as representative of its local communities. This mirror effect serves to enhance relationships between nonprofits and its communities. In other words, diversity in nonprofit leadership poses as an effective instrument to promote community development.

Nonprofits and their leaders play a pivotal role in promoting community development. Community development offers up ways to empower citizens by providing them with the necessary skill-sets to bring change within their communities. Nonprofit leaders are in a position to design public policies that increase the effectiveness of citizens or groups within a community. With that said, citizens within these communities serve as vital assets when nonprofit leaders tap into this pool of candidates for leadership roles. In essence, public policies that emphasize the importance of community development as it relates to recruiting and developing local talent serves to enhance the overall community.

Nonprofits most important role is to effectively serve their communities. In doing so, nonprofit leaders and their organizations act as builders of the community in regards to instituting justice, ensuring equality, and fostering respect. With that said, effective nonprofit leaders are tasked with tapping into the creativity, entrepreneurship, knowledge and experience that exist within communities.

Therefore, nonprofit leaders' duties are to help channel collective action that achieves the community's desired outcomes. In essence, the purpose of this study was to gauge the relationship between nonprofit leaders and organizations, examine the literature reviewed on organizational influence, and determine the importance of issues of diversity in relation to Baltimore City nonprofit leadership. These areas are key to an organizations performance as well. Hopefully, the results shed light into helping improve the diversity of Baltimore City nonprofits and the communities in which they serve.

Recommendations

There are a number of recommendations for Baltimore City nonprofit leaders to address diversity in leadership positions. The recommendations range from inter-organizational efforts to collaborative efforts between areas leaders. The 4 recommendations include;

- (1) increase leadership development/training programs,
- (2) increase networking opportunities for minorities,
- (3) greater collaboration/communication between nonprofit leaders, and
- (4) expand recruiting efforts within the Baltimore City community.

1. Increase Leadership Development/Training Programs:

Leadership development/training programs can benefit current leaders as well as current and future employees. Participants in the programs gain greater insight into the leadership process of nonprofits. Participants also have a tendency to become more committed to the nonprofit organization. In essence, leadership development/training programs are designed to enhance the skills and techniques necessary for effective leadership of nonprofits.

Leadership development/training programs benefit the organization by allowing employees to interact more with leadership. This interaction aids in creating a team approach to achieving an organization's mission or goal. Leadership development/training participants are allowed to play an active role in managing/leading the nonprofit. This will increase overall production of the organization as well.

2. Increase Networking Opportunities for Minorities:

Networking is most important factor in gaining access to nonprofit leaders. Leaders need to be available for employees who are interested in becoming leaders. Networking allows potential leaders to initiate key contacts with leaders. Nonprofit leaders who allow potential leaders to build internal relationships will be taking necessary steps to improve diversity of Baltimore City nonprofits.

Sharing knowledge with subordinate employees is the true test of an effective leader. The more leaders convey to employees establishes effective networks that can boost the overall productivity of the organization. In essence, properly instituted networks enhance employer and employee relations which can break the barrier to entry into the nonprofit leadership sector.

3. Greater Collaboration/Communication between Nonprofit Leaders:

Lack of diversity is a central concern within Baltimore City nonprofit leadership. A diversity issue requires the effort of all leaders in order to collectively increase diversity. Effective collaboration between leaders is necessary to raise the percentage of minority leaders (i.e., not including women) in Baltimore City nonprofit organizations.

Larger nonprofits within the Baltimore City area need to take the lead in increasing collaboration between leaders to increase diversity of Baltimore City's nonprofit leadership. Identifying lack of diversity in Baltimore City nonprofit leadership as a city-wide problem rather than an individual or organizational problem may create an atmosphere of collective action. Given the population of Baltimore City is a majority minority, the future consequences of increasing diversity will benefit local citizens, businesses, and the entire local nonprofit community.

4. Expand Recruiting Efforts within the Baltimore City Community:

Nonprofit leaders need to tap into the wealth of talent that exists in the local colleges and universities within the city. Leaders need to contact appropriate employees (e.g., college/university guidance/career counselors, career centers) within local college institutions to establish relationships with personnel tasked with assisting graduates in securing employment.

Leaders can also participate in more career/job fairs being held on college campuses and throughout the city/state. Such involvement allows nonprofits to debunk stereotypes regarding nonprofit careers/advancement opportunities. Greater presence on college campuses sheds positive light on the diversity initiatives of current leaders.

Two Recommendations Observed from Websites/Area Leadership Training:

There are two additional recommendations that were not observed in the findings. One was observed when viewing the websites of participating nonprofit organizations. The other was included as a measure to provide training for nonprofit leaders. The 2 other recommendations include; (5) establish effective diversity inclusiveness practices and policies, and (6) institute cultural awareness/sensitivity training for nonprofit leaders.

5. Establish effective diversity inclusiveness practices and policies:

Recognizing and providing a tough stance to promote diversity is important for nonprofit organizations. Nonprofit leaders can display a willingness to combat disparities in diversity by providing more inclusiveness statements on their websites. Nonprofit leaders can also include these statements on other written literature about their nonprofit organizations.

Inclusiveness practices can also be incorporated into their mission statements. Mission statements can include phrases such as; equal employment opportunity, equitable treatment and/or intolerance of discrimination (i.e., based on race, creed, religion, sexual orientation, or color), promote and/or value diversity, and building fairness. Those leaders who provide written acknowledgement disapproving disparities are displaying greater emphasis on the importance of diversity. This can set the standard for other Baltimore City nonprofit organizations to follow. Such statements also create a more inclusive organizational culture.

6. Institute cultural awareness/sensitivity training for nonprofit leaders:

Nonprofit leaders who are culturally aware of the various perceptions, values, and traditions of others within their organizations are better able to manage diversity.

Cultural awareness/sensitivity training enables leaders to embrace the differences observed within their organizations. Such training will allow managers to understand the importance of a team concept to goal or mission accomplishment. Becoming aware of the cultural dynamic or force within Baltimore City nonprofits opens the door for inclusion of all background of individuals. Nonprofit leaders who embrace this dynamic will lead in shaping the future of diversity within Baltimore City nonprofits.

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APPENDICES

ASPA'S CODE OF ETHICS

I. Serve the Public Interest

Serve the public, beyond serving oneself. ASPA members are committed to:

1. Exercise discretionary authority to promote the public interest.
2. Oppose all forms of discrimination and harassment, and promote affirmative action
3. Recognize and support the public's right to know the public's business.
4. Involve citizens in policy decision-making.
5. Exercise compassion, benevolence, fairness and optimism.
6. Respond to the public in ways that are complete, clear, and easy to understand.
7. Assist citizens in their dealings with government.
8. Be prepared to make decisions that may not be popular.

II. Respect the Constitution and the Law

Respect, support, and study government constitutions and laws that define responsibilities of public agencies, employees, and all citizens. ASPA members are committed to:

1. Understand and apply legislation and regulations relevant to their professional role.
2. Work to improve and change laws and policies that are counterproductive or obsolete.
3. Eliminate unlawful discrimination.
4. Prevent all forms of mismanagement of public funds by establishing and maintaining strong fiscal and management controls, and by supporting audits and investigative activities.
5. Respect and protect privileged information.

6. Encourage and facilitate legitimate dissent activities in government and protect the whistleblowing rights of public employees.
7. Promote constitutional principles of equality, fairness, representativeness, responsiveness and due process in protecting citizens' rights.

III. Demonstrate Personal Integrity

Demonstrate the highest standards in all activities to inspire public confidence and trust in public service.

ASPA members are committed to:

1. Maintain truthfulness and honesty and to not compromise them for advancement, honor, or personal gain.
2. Ensure that others receive credit for their work and contributions.
3. Zealously guard against conflict of interest or its appearance: e.g., nepotism, improper outside employment, misuse of public resources or the acceptance of gifts.
4. Respect superiors, subordinates, colleagues and the public.
5. Take responsibility for their own errors.
6. Conduct official acts without partisanship.

IV. Promote Ethical Organizations

Strengthen organizational capabilities to apply ethics, efficiency and effectiveness in serving the public.

ASPA members are committed to:

1. Enhance organizational capacity for open communication, creativity, and dedication.

2. Subordinate institutional loyalties to the public good.
3. Establish procedures that promote ethical behavior and hold individuals and organizations accountable for their conduct.
4. Provide organization members with an administrative means for dissent, assurance of due process and safeguards against reprisal.
5. Promote merit principles that protect against arbitrary and capricious actions.
6. Promote organizational accountability through appropriate controls and procedures.
7. Encourage organizations to adopt, distribute, and periodically review a code of ethics as a living document.

V. Strive for Professional Excellence

Strengthen individual capabilities and encourage the professional development of others.

ASPA members are committed to:

1. Provide support and encouragement to upgrade competence.
2. Accept as a personal duty the responsibility to keep up to date on emerging issues and potential problems.
3. Encourage others, throughout their careers, to participate in professional activities and associations.
4. Allocate time to meet with students and provide a bridge between classroom studies and the realities of public service.

UNIVERSITY OF BALTIMORE

Application for Approval of Research Involving Human Subjects

This form is to be completed by the investigator who will submit it to the Institutional Review Board (IRB) for review and approval. Answer all the questions completely and spell out any acronyms. Include a copy of any applicable survey instruments with your application. When the IRB has approved the application, the investigator will be notified in writing. **Any changes to an approved protocol will have to be re-submitted for review and approval.**

	Researcher 1	Researcher 2		
Name	Dexter A. Dickey			
Department	College of Public Affairs			
Phone #	410 440-3516			
Email	dexter.dickey@ubalt.edu			
Status Faculty/ Staff/Student	Doctoral Student (Public Administration)			
If student, faculty sponsor	Dr. Lenneal Henderson (Chair) Dr. Samuel Brown Dr. Heather Wyatt-Nichol			
Project Title	Baltimore City Nonprofit Leadership: An Analysis of the Dynamics of Nonprofit Leadership and Issues of Diversity			
Agency Sponsor (if applicable)				
Grant number (if applicable)				
Project Duration	Estimated Start Date	October 31,/2011	Estimated End Date	12/31/2011
Submission Date				
Exempt Status Do you believe your proposal is exempt from IRB Review?	In order to be exempt, you must answer the questions and satisfy the criteria in Parts A and B below. (Please answer after you complete checklists A & B.)			
		Yes X		No
Expedited Review: Are you applying for expedited review?	Expedited review is possible only in one of two circumstances: 1. There is minimal risk to the participants <u>and</u> the researcher is not requesting the IRB to waive the normally required informed consent procedures. or 2. The IRB review is to evaluate minor changes in previously approved research.			
		Yes		No X
<i>It is possible that your research is exempt from IRB review. Please complete Parts A and B</i>				

below, regardless of whether you believe your research is exempt. Part A – Please check Yes or No for each item, To be considered exempt, all answers must be No.

Yes	No	Item
	X	1 Does the research involve as subjects prisoners, fetuses, pregnant women, the seriously ill, or mentally or cognitively compromised adults.
	X	2 Does the research involve the collection or recording of behavior which, if known outside the research, could reasonably place subjects at risk of criminal or civil liability or be damaging to the subjects' financial standing, employability, or reputation.
	X	3 Does the research involve the collection of information regarding sensitive aspects of subjects' behavior (e.g., drug or alcohol use, illegal conduct, sexual behavior)?
	X	4 Does the research involve subjects under the age of 18 (except as they are participating in projects that fall under categories 1, 3, 4, and/or 5 in Part B)? Category B 2 studies that include minors should be submitted for expedited review.
	X	5 Does the research involve deception? (see question C.5.)
	X	6 Do the research procedures generate any evident or foreseeable risk to the subjects?
	X	7 Is the researcher requesting that the IRB grant a waiver of the required informed consent procedures? (Note: informed consent procedures are not required when the research involves only observation of public behavior and in those cases a request for a waiver is unnecessary.)

Part B – Please mark Yes or No for each item below, regardless of whether you believe your research is exempt. To be considered exempt, at least one must be marked yes.

Yes	No	Item
	X	1 Will the research be conducted in established or commonly accepted educational settings and involve normal educational practices (e.g., research on regular and special education instructional strategies, research on instructional techniques, curricula, or classroom management methods).
X		2 Will the research involve the use of educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures or observation of public behavior, <u>where information is recorded anonymously</u> (i.e., so that the human subject cannot be identified, directly or indirectly through identifiers linked to the subject)? [Note - All survey/interview/observational research in which elected or appointed public officials or candidates for public office serve as subjects is exempt, whether or not data collection is anonymous.]
	X	3 If the research involves the collection or study of existing data, documents, records, pathological specimens, or diagnostic specimens then are these sources either a.) publicly available <u>or</u> b.) is the information being collected and recorded anonymously (i.e., in such a manner that subjects cannot be identified, directly or through identifiers linked to the subject)?
	X	4 Is the research (including demonstration projects) being conducted by or subject to the approval of federal department or agency heads <u>and</u> is it designed to study, evaluate, or otherwise examine one or more of the following: (i) public benefit or service programs (e.g., social security, welfare, etc.); (ii) procedures for obtaining benefits or services under those programs; (iii) possible changes in or alternatives to those programs or procedures; or (iv) possible changes in methods or levels of payment for benefits or services under those programs?
	X	5 Does the research involve taste or food quality evaluations or consumer

		acceptance studies and are the tested products wholesome foods without additives, or foods which contain additives at or below levels found to be safe by the EPA of the Food Safety and Inspection Service of the U.S. Department of Agriculture?
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Is Your Research Exempt?

If your answers to Part A above are all No and at least one of your answers in Part B is yes, please answer YES to the exempt status question on the cover page of this application before continuing on.

Even if you believe you satisfy the criteria for exemption, the Institutional Review Board needs to review your proposal to confirm that.

Therefore, whether or not you have indicated that you are seeking exempt status, please CONTINUE ON to answer the questions in Part C.

Part C: About the Proposed Research – please answer all the questions in this section. Please be clear and concise, but provide enough detail so the Board can make an informed determination.

1. Describe the purpose of the proposed research and your research protocol. Avoid using acronyms or technical jargon, unless they are defined. Attach additional pages when necessary. This proposed research surveys nonprofit leaders (Chief Executive Officers, Executives, Senior Managers, and Presidents) of 501(c) (3) organizations located in Baltimore, Maryland. The survey will be conducted with the nonprofit leaders of organizations located in Baltimore city. I will examine the responses and reactions of leaders on selected issues of diversity. Issues of diversity include; readiness of young leaders to lead (following baby-boomer retirements), existence or utilization of minority leadership development training programs, minority recruitment, equal opportunity for advancement, impact of minority underrepresentation (i.e., diversity gap) on organizational growth and success, level of satisfaction or dissatisfaction with the racial composition of nonprofits, leadership views on racial quotas, and the existence of any collaborative efforts by leaders to promote diversity and strengthen the skills of minorities. The objective of the study is to examine how current leaders view issues of diversity and what, if anything is being done to increase minority representation in nonprofit leadership positions in Baltimore City. An online Web-based survey will be conducted utilizing Survey Monkey. The target population will be nonprofit leaders of 501(c) (3) organizations within Baltimore City. The time frame of this study will be approximately 2 months, beginning on October 31, 2011 through December 31, 2011. Results of the survey can be utilized to explore new ways to increase minority representations in leadership positions in nonprofit organizations. It can also identify what current leaders are doing to increase diversity among the ranks of nonprofit leadership.

2. Describe the human subject population (size, age, gender, and racial distribution) and how participants will be selected for inclusion in the research. If you are limiting your study to certain specific groups, please justify why. What is your relationship to the subject population (fellow student, co-worker, supervisor, government agent, law enforcement)? The estimated population size is approximately 800 nonprofit leaders (depending on response rate). An appropriate sample of these 800 officials will be selected based on the completion of their self-administered questionnaires. The objective is to use the responses at least 160 of the possible 800 population. Nonprofits leader’s ages range from 35 to 75. Nonprofit leaders are comprised of both men and women. Participants will be encouraged to participate in the survey via e-mail and an attached

self-administered survey and/or personal visit by researcher to the organization. This research is limited to this particular group because they have the biggest impact in shaping the diverse make-up of future leaders of nonprofits. I have no relationship to the subject population.

3. Describe the type of data you will be collecting and how it will be collected, e.g., survey, interview, focus group, record review, etc. (Attach a copy of the questionnaire, interview guide, or other collection instruments.) Data will be collected via online survey. The type of data I will be collecting will be related to issues of diversity. Questions are related to: readiness of young leaders to lead (following baby-boomer retirements), existence or utilization of minority leadership development training programs, minority recruitment, equal opportunity for advancement, impact of minority underrepresentation (i.e., diversity gap) on organizational growth and success, level of satisfaction or dissatisfaction with the racial composition of nonprofits leadership views on racial quotas, and the existence of any collaborative efforts by leaders to promote diversity and strengthen the skills of minorities.

4. Does the research involve potential discomfiture or harassment to human subjects beyond levels encountered in daily life? Describe the potential discomfiture to the human subjects as the research is carried out. None

5. If your answer to A.5. was yes, please describe the nature of the deception. No deception involved

6. Describe the potential benefits of the research.

Benefits of research include; better understanding of the challenge nonprofit leaders face in recruiting minorities into leadership positions, explanations of problems faced by nonprofits in selecting future leaders, types of programs and development programs and services offered to assist minorities in gaining valuable experience in order to increase their advancement opportunities.

7. Describe here the informed consent procedures and attach the informed consent statement:

Informed consent statement will be attached to web based application. It will be included in the introductory page of the attached application sent to potential respondents. Informed consent will be obtained prior to research being done. A copy of the informed consent statement is below:

Statement of Survey Purpose, Risks, and Benefits

From: Dexter A. Dickey
5703 Highgate Dr.
Baltimore, MD. 21215

To: Nonprofit Organizational Leaders/Individual Respondents

Purpose of Study:

To whom it may concern,

My name is Dexter A. Dickey. I am writing this letter to inform you of a study being conducted on nonprofit organizations within Baltimore City. The study targets all employees in nonprofit leadership (CEOs, Executive Directors, Senior Managers, and Presidents) positions. The study is titled “Baltimore City Nonprofit Leadership: An Analysis of the Dynamics of Nonprofit Leadership and Issues of Diversity.” The web-based survey (i.e., provided by survey monkey) would take approximately 5 to 10 minutes to complete. There are a total of 25 questions. You will be asked a series of questions related to issues of diversity including; readiness of young leaders to lead (following baby-boomer retirements), existence or utilization of minority leadership development training programs, minority recruitment, equal opportunity for advancement, impact of minority underrepresentation (i.e., diversity gap) on organizational growth and success, level of satisfaction or dissatisfaction with the racial composition of nonprofits leadership views on racial quotas, and the existence of any collaborative efforts by leaders to promote diversity and strengthen the skills of minorities. The last portion of the questionnaire will be comprised of demographic questions pertinent to your background. There would be no risks or discomforts as a result of the data collection from this study. The benefit of this study provide useful guidance as to what other nonprofit leaders are doing to increase minority representation in nonprofit leadership positions in Baltimore City. This information would be crucial for improving overall diversity in the Baltimore-Washington region, as well as, the United States. Responses would be strictly confidential. Therefore, the identification of respondent’s participating in the survey will not be disclosed. All participation is strictly voluntary.

Please contact Dexter A. Dickey at (410) 440-3516 or Dr. Lenneal Henderson at (410) 837-6198 if you have any questions. Please contact Dr. Eric Easton, IRB Chair, at (410) 837-4874 or eeaston@ubalt.edu if you have questions about your rights as a research participant.

I hereby agree to participate in the project and by signing the consent, I am acknowledging that I am at least 18 years of age. Please click on the agreement to participate below

Thank you in advance for your time in completing the survey.

Yes	No	
	X	a. Does the research involve protected subjects including prisoners, pregnant women, minors?
	X	b. Does the research involve UB Students as subjects/participants?
	X	c. Does the research involve UB Faculty or Staff as subjects/participants?
	X	d. Does the research involve deception?
<p>9. Might the <i>disclosure</i> of the subjects' responses reasonably be expected to cause the subjects to feel embarrassed or that their privacy has been violated? Might disclosure place the subjects at risk of criminal or civil liability or potentially damage the subjects' financial standing, employability, or reputation? No</p> <p>If so, describe the procedures in place for protecting, privacy and prevent breach of confidentiality as well as the rights of the human subjects generally.</p>		
<p>10. What are the potential risks if an individual is identified with <i>participating</i> in the study? Explain how you are mitigating that risk. No risk involved</p>		
<p>11. Describe how and where the data (original documents and electronic databases) will be stored and protected. Data will be kept confidential and secured and access is password protected.</p>		
<p>12. Describe who will have access to the data. I will only have access to the raw data and to any information that might indirectly identify the respondent.</p>		

Note: Any future additions or changes in procedures involving human subjects after the proposal has been approved must be brought to the attention of the Committee.
I agree to provide proper surveillance of this project to ensure that the rights and welfare of the human subjects are properly protected.

Dexter A. Dickey October 15th, 2011

Signed, Researcher 1

(Date)

Signed Researcher 2

(Date)

Lenneal J. Henderson October 15, 2011

Signed, Faculty Advisor

(Date)

(If Applicable)

(Date)

We are familiar with and approve of the procedures involving human subjects associated with this project.

Signed, IRB Committee Chair

(Date)

Signed, Dean

Letter of Informed Consent

From: Dexter A. Dickey
5703 Highgate Dr.
Baltimore, MD. 21215

To: Nonprofit Organizations/Individual Respondents

Topic: Baltimore City Nonprofit Leadership: An Analysis of the Dynamics of Nonprofit Leadership and Issues of Diversity

Purpose of Study:

To whom it may concern,

My name is Dexter A. Dickey. I am writing this letter to inform you of a study that is conducted on nonprofit organizations within Baltimore City. The study is targeting all employees in nonprofit leadership (CEOs, Executive Directors, Senior Managers, and Presidents) positions. The study is titled “Baltimore City Nonprofit Leadership: An Analysis of the Dynamics of Nonprofit Leadership and Issues of Diversity.”

The web-based survey (Survey Monkey) will take approximately 5 to 10 minutes to complete. There are a total of 25 questions. There are no risks or discomforts involved due to the data collected in this study.

The benefit in this study is that it may provide useful guidance as to what other nonprofit leaders are doing to increase minority representation in nonprofit leadership positions in Baltimore City. Such information may be crucial to improving overall diversity in the Baltimore-Washington region, as well as the United States. Responses will be held confidential in which the identification of the respondent’s participating in the survey will not be disclosed and held in complete privacy. All participation is strictly voluntary.

For questions about this study or your rights, please contact Dexter A. Dickey at (410) 440-3516 or email at dexter.dickey@ubalt.edu. Return signed consent to above address.

Please sign and date to acknowledge consent: Sign _____ Date _____

Thank you in advance for participating in the survey.

Letter of Introduction

From: Dexter A. Dickey
5703 Highgate Dr.
Baltimore, MD. 21215

To: Nonprofit Organizations/Individual Respondents

Dear Sir/Mam,

Please take a moment to complete the web-based survey. This survey is being done with all participating nonprofit organizations in Baltimore City. The questionnaire is designed to gather information from nonprofit leaders (CEOs, Executive Directors, Senior Managers, and Presidents) about issues of diversity in leadership positions of nonprofit organizations. The study is titled “Baltimore City Nonprofit Leadership: An Analysis of the Dynamics of Nonprofit Leadership and Issues of Diversity.”

The results of the study will be used to better understand the role of minority involvement in nonprofit organizations, especially at the executive/leadership level. Information gathered may be crucial to improving overall diversity in the Baltimore-Washington region, as well as the United States.

Your responses will be strictly confidentiality and participation voluntary. For questions about this study, please contact Dexter A. Dickey at (410) 440-3516 or email at dexter.dickey@ubalt.edu. This dissertation research is being conducted for partial fulfillment of the requirements for a doctoral degree. Thank you in advance for participating in the survey.

Dexter A. Dickey

Survey Follow-up E-mail/Letter

From: Dexter A. Dickey
5703 Highgate Dr.
Baltimore MD, 21215

To: Survey respondent

Topic: Baltimore City Nonprofit Leadership: An Analysis of the Dynamics of Nonprofit Leadership and Issues of Diversity

Reference: Follow-up reminder to complete web-based survey

Dear Sir/Ma'am,

A few days ago, we sent you an email with a link to a questionnaire about “Baltimore City Nonprofit Leadership: An Analysis of the Dynamics of Nonprofit Leadership and Issues of Diversity.” The questionnaire solicited your feedback about minority nonprofit leadership in Baltimore City. If you have already submitted the web-based questionnaire, please accept our thanks. If not, then please click on the link below to complete the survey.

The survey takes about 5 to 10 minutes to complete. We are appreciative of your assistance, as your responses will be vital to providing information to assess issues related to minority nonprofit leadership.

Please do not hesitate to contact me at (410) 440-3516 or email dexter.dickey@ubalt.edu if you have any questions.

If you have not completed the survey, please click on the link below in order to complete the survey.

Thank you in advance for your time and effort in completing the survey,

Dexter A. Dickey

Reminder Post Card

A Friendly Reminder

Please complete the survey on “Baltimore City Nonprofit Leadership: An Analysis of the Dynamics of Nonprofit Leadership and Issues of Diversity”

The questionnaire solicited your feedback about diversity in nonprofit leadership in Baltimore City. If you have already submitted the web-based questionnaire, please accept our thanks. If not, then please click on the link below to complete the survey. The password is located in the email. The survey takes about 5 to 10 minutes to complete.

If you have not received this questionnaire via email or need us to resend you the link, please do not hesitate to contact Dexter A. Dickey at (410) 440-3516 or email dexter.dickey@ubalt.edu.

If you have not completed the survey, please click on the link below in order to complete the survey.

Thank you in advance for your time and effort in completing the survey.



Office of
Sponsored
Research

t: 410.837.6191
t: 410.837.6199
f: 410.837.5249
www.ubalt.edu

November 3, 2011

Dexter Dickey
College of Public Affairs
University of Baltimore
1420 N. Charles Street
Baltimore, MD 21201

Dear Mr. Dickey:

This letter serves as official confirmation of the Institutional Review Board's review of your protocol for a study entitled "Diversity Gap in Baltimore City Nonprofit Leadership: An Analysis of Responses from Executive Leaders on Issues of Diversity," submitted for review on October 25th, 2011.

The Institutional Review Board considered your request and concluded that your protocol poses no more than minimal risk to participants. In addition, research involving the use of widely acceptable survey procedures where the results are kept confidential and the questions pose minimal discomfort to participants is exempt from IRB full-committee review per 45 CFR 46.101 (b) (2). As a result, the Institutional Review Board has designated your proposal as exempt.

Investigators are responsible for reporting in writing to the IRB any changes to the human subject research protocol, measures, or in the informed consent documents. This includes changes to the research design or procedures that could introduce new or increased risks to human subjects and thereby change the nature of the research. In addition, you must report any adverse events or unanticipated problems to the IRB for review.

If you have any questions, please do not hesitate to contact me directly by phone or via email.

As authorized by Eric B. Easton, J.D., Ph.D.
Chair, Institutional Review Board

Marc P. Lennon
Coordinator, Institutional Review Board

cc: Dr. L. Henderson

Survey Instrument Questionnaire

Baltimore City Nonprofit Leadership:

An Analysis of the Dynamics of Nonprofit Leadership and Issues of Diversity

Please take about 5-10 minutes to complete the following survey. It is comprised of 25 questions. The survey is being conducted to solicit information from nonprofit executives (CEO's, Executive Directors, Senior Managers, and Presidents) about your perspectives on diversity in nonprofit leadership. Please be brief with narrative responses. **All responses are kept CONFIDENTIAL. PLEASE DO NOT WRITE YOUR NAME ON SURVEY.** Please fill-in one answer for each question. Thank you in advance for your time in completing the survey.

1. Do you believe that all employees (i.e., especially minorities, not including women) have equal opportunity for advancement to nonprofit leadership positions in Baltimore City?

- Yes
- No
- Don't Know
- Decline to answer

(If 1= Yes, Don't know, or Decline to answer), skip 1a and go to 2.

1a. What do you believe most hinders employee (i.e., especially minorities, but not including women) advancement opportunities?

2. In general, what do you believe affects, if any, the advancement of minorities (not including women) into leadership positions?

- Complexity and scope of leadership job description
- The composition of leadership skill-sets
- Relationship with the board or other key leaders
- Other (Please specify) _____
- Nothing affects the advancement of minorities (not including women) into leadership positions.
- Don't know
- Decline to answer

3. What methods or strategies do you think best enhance the recruitment and hiring of racial minorities (not including women) in leadership positions in Baltimore City non-profit organizations?

- General recruiting
- Targeted recruiting
- Internal recruiting (e.g., paid and/or unpaid staff employees)
- Advertisements (e.g., Internet, professional journals, newsletters, search committees, colleges/universities)
- Leadership development/training program selections
- Other (Please specify) _____
- Don't know
- Decline to answer

4. What strategies are you doing to retain and promote employees?

- Periodic review of status of employees
- Review performance appraisals to locate exceptional employees
- Other (Please specify) _____
- Don't use any particular strategy to retain and promote employees
- Don't know
- Decline to answer

5. The Urban Institute's (2009-10) study titled "Measuring Racial-Ethnic Diversity in Baltimore-Washington Region's Nonprofit Sector" indicates that 69.4% of Baltimore city residents are minorities, while 33.7% of the nonprofits are headed by a minority. Why do you think, according to this study, minority nonprofit leadership is lagging behind population diversity in Baltimore City?
- Limited efforts to recruit minorities
 - Qualified minorities are choosing other professions for better pay/benefits
 - Nonprofit leadership development/training opportunities for minorities is low
 - Minority interest in working for nonprofit organizations is low
 - Other (Please specify) _____
 - Don't know
 - Decline to answer

6. Do you think that demographic changes (multi-racial/multi-ethnic increases) taking place in Baltimore City should be reflected in increases in minority (not including women) led nonprofit organizations?
- Yes
 - No
 - Don't Know
 - Decline to answer

(If 6=Don't know, or Decline to answer), skip 6a and go to 7

- 6a. Why do you think that demographic changes (multi-racial/multi-ethnic increases) taking place in Baltimore City should or should not be reflected in increases in minority (not including women) led nonprofit organizations?
-
-

7. The economic downturn generally has decreased funding for many of Baltimore City's nonprofit organizations and increased demands for services. If adequate financial resources can be obtained during this downturn, what priority do you think should be given to increasing the number of unrepresented (e.g., minorities, not including women) groups into nonprofit leadership positions?
- High priority
 - General priority
 - Low priority
 - No priority
 - Don't Know
 - Decline to answer

8. Do you think that Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership?
- Yes
 - No
 - Don't Know
 - Decline to answer

(If 8=Don't know, or Decline to answer), skip 8a and go to 9

- 8a. If above answer is Yes or No, please explain why you feel this way.
-
-

9. What would you say is the relationship between underrepresentation in nonprofit leadership positions in Baltimore City and organizational performance, growth and success of non-profit organizations?
- Underrepresentation in nonprofit leadership positions negatively affects organizational performance, growth and success.
 - Underrepresentation in nonprofit leadership positions does not negatively affect organizational performance, growth and success.
 - Don't know
 - Decline to answer

(If 9=Don't know or Decline to answer), skip 9a and go to 10

9a. What is it about underrepresentation that makes you feel this way?

10. In your opinion should there be in the organization a policy that would place qualified minority employees (not including women) into leadership positions? What would be your opinion on this happening?
- Strongly Favor
 - Favor
 - Neither Favor nor Opposed
 - Opposed
 - Strongly Opposed
 - Don't Know
 - Decline to answer

11. Does your organization have a leadership development/training program designed specifically to facilitate the incorporation of unrepresented (minorities, not including women) paid staff employees into leadership level positions?
- Yes
 - No
 - Don't Know
 - Decline to answer

12. How satisfied are you with the racial composition of employees in the nonprofit organization in which you are employed?
- | | |
|---|---|
| <input type="radio"/> Very Satisfied | <input type="radio"/> Very Unsatisfied |
| <input type="radio"/> Satisfied | <input type="radio"/> Don't Know |
| <input type="radio"/> Neither Satisfied nor Unsatisfied | <input type="radio"/> Decline to answer |
| <input type="radio"/> Unsatisfied | |

13. Nonprofit leadership is beginning to move to the next generation. The baby-boom generation is about to retire with a new cadre of leaders taking their place. How ready do you think the nonprofit sector is to address this transition?
- Ready
 - Almost Ready
 - Not Ready
 - Don't Know
 - Decline to answer

14. Are you aware of any collaborative efforts between Baltimore City nonprofit leaders to promote diversity and strengthen the skills of underrepresented (e.g., all minorities) populations?
- Yes
 - No
 - Don't Know
 - Decline to answer

(If 14=No, Don't know, or Decline to answer), skip 14a and go to 15

14a If Yes, What are these efforts?

15. In your experience, has the lack of racial diversity in Baltimore City nonprofit leadership been identified as a problem within nonprofit organizations?

- Yes
- No
- Don't Know
- Decline to answer

(If 15=Don't know, or Decline to answer), skip 15a and go to 16

15a. If above answer is Yes or No, please explain why you believe this to be so.

16. What is the size of your organization, based on expenditures?

- Less than \$149,999
- \$150,000 - \$499,999
- \$500,000 - \$999,999
- \$1 million or more
- Don't Know
- Decline to answer

17. What type of organization do you lead? (Check all that apply):

- Arts, Culture, and/or Humanities
- Education
- Health
- Research and Development
- Faith-related
- Human Services
- Other (Please specify) _____
- Don't know
- Decline to answer

18. What is the highest level of education you have completed?

- High School
- Some College
- Associates
- Bachelors
- Graduate (Masters, Specialist, etc...)
- Doctorate
- Don't know
- Decline to answer

19. In 2010, what was your total income?

- Less than \$29,999
- \$30,000 - \$49,999
- \$50,000 - \$69,999
- \$70,000 - \$89,999
- \$90,000 - \$109,999
- \$110,000 or more
- Don' Know
- Decline to answer

20. In which racial group do you consider yourself a member?

- White
- African American
- Asian
- Hispanic
- Pacific Islander
- Native American
- Multi-Racial
- Other single race
- Decline to answer

21. What is your sex?

- male
- female
- Decline to answer

22. What is your current position with the nonprofit organization?

- Chief Executive Officer
- President
- Executive Director
- Other Nonprofit Leader Position (Please specify) _____
- Decline to answer

23. How many years have you served in the above (Q22) leadership position?

- Less than 2 years
- 2 years to 5 years
- 6 years to 9 years
- 10 years to 14 years
- 15 years or more
- Decline to answer

24. How did you first learn about your current position?

- Current or former Board member
- Former executive leader(s) (e.g., President, Director, CEO, etc...)
- Professional Association
- Advertisement (e.g., professional journal, newsletter, online internet job search)
- Recruiting agency
- Other (Please specify) _____
- Decline to answer

25. Of the following categories, which comes closest to your age?

- Younger than 30
- 30-39
- 40-49
- 50-59
- 60 or older
- Decline to answer

Thank you for taking the time to complete the survey. Upon completing, please place the survey in the envelope provided and mail to: 5703 Highgate Drive Baltimore, Maryland 21215. If you have questions about the survey you may call Dexter Dickey (410) 440-3516 or email him at dexter.dickey@ubalt.edu.

SPSS Data Dictionary for Survey Instrument

Q1) MEOALP

Label: Do you believe that all employees (i.e., especially minorities) have equal opportunity for advancement to nonprofit leadership positions in Baltimore City?

Missing: 9

Measurement Level: [Nominal]

Value Labels:

- 1 Yes
- 2 No
- 8 DK
- 9 Decline to answer

(If 1= Yes, DK, or Decline to answer), go to 2

(If 1=No) go to 1a

Q1a) What do you believe most hinders minority advancement opportunities?

Q2) BAAOOM

Label: In general, what do you believe affects, if any, the advancement of minorities (not including women) into leadership positions?

Missing Value: 9

Measurement Level: [Nominal]

Value Labels:

- 1 Complexity and scope of leadership job description
- 2 The composition of leadership skill-sets
- 3 Relationship with the board or other key leaders
- 4 Other
- 5 Nothing affects the advancement of minorities (not including women) into leadership positions
- 8 DK
- 9 Decline to answer

Q3) MBTRHM

Label: Method or strategies best to recruit and hire racial minorities in leadership positions in Baltimore City nonprofit organizations?

Missing Value: 9

Measurement Level: [Nominal]

Value Labels:

- 1 Internal recruiting
- 2 Advertisements
- 3 Leadership development/training
- 4 Other
- 8 DK
- 9 Decline to answer

Q4) SDTRPE

Label: What strategies are you doing to retain and promote employees?

Missing Value: 9

Measurement Level: [Nominal]

Value Labels:

- 1 Periodic review of status of employees
- 2 Review performance appraisals to locate exceptional employees
- 3 Other
- 4 Don't use any particular strategy to retain and promote employees
- 8 DK
- 9 Decline to answer

Q5) MNPLPD

Label: Why minority nonprofit leadership lags behind population diversity?

Missing: 9

Measurement Level: [Nominal]

Value Labels:

- 1 Limited or Lack of recruiting efforts
- 2 Minorities entering career fields with potential for higher salaries
- 3 Limited or Lack of effective leadership development/training programs
- 4 Minority interest in working for nonprofits low
- 5 Other
- 8 DK
- 9 Decline to answer

Q6) DCIMLN

Label: Demographic changes in Baltimore City should be reflected in increases in minority led nonprofit organizations?

Missing: 9

Measurement Level: [Nominal]

Value Labels:

- 1 Yes
- 2 No
- 8 DK
- 9 Decline to answer

Q6a) Why do you think that demographic changes (multi-racial/multi-ethnic increases) taking place in Baltimore City should or should not be reflected in increases in minority led nonprofit organizations?

Q7) EDPGTM

Label: Economic downturn generally has decreased funding for many of Baltimore City's nonprofit organizations and increased demands for services. If adequate financial resources can be obtained during this downturn, what priority do you think should be given to increasing the number of unrepresented groups into nonprofit leadership positions?

Missing: 9

Measurement Level: [Nominal]

Value Labels:

- 1 High priority
- 2 General priority
- 3 Low priority
- 4 No priority
- 8 Don't Know
- 9 Decline to answer

Q8) BCIBRD

Label: Do you think that Baltimore City communities (i.e., citizens residing within city limits) are impacted by the disparity in racial diversity of Baltimore City nonprofit leadership?

Missing: 9

Measurement Level: [Nominal]

Value Labels:

- 1 Yes
- 2 No
- 8 Don't Know
- 9 Decline to answer

Q8a) If above answer is Yes or No, please explain why you feel this way.

Q9) MUEOGS

Label: Relationship between underrepresentation in nonprofit leadership positions in Baltimore City and organizational performance, growth and success?

Missing: 9

Measurement Level: [Nominal]

Value Labels:

1 Underrepresentation in nonprofit leadership positions negatively affects organizational performance, growth and success.

2 Underrepresentation in nonprofit leadership positions does not negatively affect organizational performance, growth and success.

8 Don't know

9 Decline to answer

(If 9=DK or Decline to answer) skip 9a and go to 10

Q9a) What is it about underrepresentation that makes you believe this way?

Q10) SREQRM

Label: What is your opinion about a policy that would place qualified minority employees into leadership level positions? What would be your opinion on this happening?

Missing: 9

Measurement Level: [Ordinal]

Value Labels:

1 Strongly Favor

2 Favor

3 Neither Favor nor Opposed

4 Opposed

5 Strongly Opposed

8 DK

9 Decline to answer

Q11) LDPFPS

Label: Does your organization have a leadership development/training program designed specifically to facilitate the incorporation of unrepresented paid staff employees into leadership level positions?

Missing: 9

Measurement Level: [Nominal]

Value Labels:

1 Yes

2 No

8 DK

9 Decline to answer

Q12) SRECNP

Label: Satisfied with racial composition of employees in nonprofit organization where you work

Missing: 9

Measurement Level: [Ordinal]

Value Labels:

1 Very Satisfied

2 Satisfied

3 Neither Satisfied nor Unsatisfied

4 Unsatisfied

5 Very Unsatisfied

8 DK

9 Decline to answer

Q13) BBTONG

Label: Baby boom generation think new nonprofit leaders ready for leadership transition

Missing: 9

Measurement Level: [Ordinal]

Value Labels:

- 1 Ready
- 2 Almost Ready
- 3 Not Ready
- 8 DK
- 9 Decline to answer

Q14) ACETPD

Label: Any collaborative efforts between nonprofits to promote diversity and strengthen skills of minorities

Missing: 9

Measurement Level: [Nominal]

Value Labels:

- 1 Yes
- 2 No
- 8 DK
- 9 Decline to answer

Q14a) If yes, what are these efforts?

Q15) LRDNP

Label: In your experience, has the lack of racial diversity in Baltimore City nonprofit leadership been identified as a problem within nonprofit organizations?

Missing: 9

Measurement Level: [Nominal]

Value Labels:

- 1 Yes
- 2 No
- 8 Don't Know
- 9 Decline to answer

Q15a) If above answer is Yes or No, please explain why you feel this way.

Q16) SOOBOE

Label: What is the size of your organization, based on expenditures?

Missing: 9

Measurement Level: [Ordinal]

Value Labels:

- 1 Less than \$149,999
- 2 \$250,000 - \$499,999
- 3 \$500,000- \$999,999
- 4 \$1 million or more
- 8 DK
- 9 Decline to answer

Q17) WTOLED

Label: What type of organization do you lead?

Missing: 9

Measurement Level: [Nominal]

Value Labels:

- 1 Arts, Culture, and/or Humanities
- 2 Education
- 3 Health
- 4 Human Services
- 5 Other
- 8 DK
- 9 Decline to answer

Q18) HLEVED

Label: What is the highest level of education you have completed?

Missing: 9

Measurement Level: [Ordinal]

Value Labels:

- 1 High School
- 2 Some College
- 3 Associates
- 4 Bachelors
- 5 Graduate (Masters, Specialists, etc...)
- 6 Doctorate
- 8 DK
- 9 Decline to answer

Q19) TOTINC

Label: In 2010, what was your total income?

Missing: 9

Measurement Level: [Ordinal]

Value Labels:

- 1 Less than \$29,999
- 2 \$30,000 - \$49,999
- 3 \$50,000 - \$69,999
- 4 \$70,000 - \$89,999
- 5 \$90,000 - \$109,999
- 6 \$110,000 or more
- 8 DK
- 9 Decline to answer

Q20) RACIAL

Label: Which racial group do you consider yourself a member?

Missing: 9

Measurement Level: [Nominal]

Value Labels:

- 0 White
- 1 African American
- 2 Asian
- 3 Hispanic
- 4 Pacific Islander
- 5 Native American
- 6 Multi-Racial
- 7 Other single race
- 8 DK
- 9 Decline to answer

Q21) SEXSEX

Label: What is your sex?

Missing: 9

Measurement Level: [Nominal]

Value Labels:

- 1 Male
- 2 Female
- 9 Decline to answer

Q22) POSITN

Label: What is your current position with the nonprofit organization?

Missing: 9

Measurement Level: [Nominal]

Value Labels:

- 1 Chief Executive Officer (CEO)
- 2 President
- 3 Executive Director
- 4 Other Nonprofit Leader Position
- 9 Decline to answer

Q23) TENURE

Label: How many years have you served in the above (Q22) leadership position?

Missing: 9

Measurement Level: [Nominal]

Value Labels:

- 1 Less than 2 years
- 2 2 years to 5 years
- 3 6 years to 9 years
- 4 10 years to 14 years
- 5 15 years or more
- 9 Decline to answer

Q24) SELPOS

Label: How did you first learn about your current position? (Q22)

Missing: 9

Measurement Level: [Nominal]

Value Labels:

- 1 Current or former Board member
- 2 Former executive leader(s) (e.g., President, Director, CEO, etc...)
- 3 Professional Association
- 4 Advertisement (e.g., professional journal, newsletter, online internet job search)
- 5 Recruiting agency
- 6 Other (Please specify) _____
- 9 Decline to answer

Q25) AGEYRS

Label: Of the following categories, which comes closest to your age?

Missing: 9

Measurement Level: [Interval/Ratio]

Value Labels:

- 1 Younger than 30
- 2 30-39
- 3 40-49
- 4 50-59
- 5 60 or older
- 9 Decline to answer

Research Methodology (overview)

Quantitative Analysis:

Collect Numerical Data:

Method best to answer central research question and hypotheses. Analyze responses on diversity related issues.

Target Population:

Baltimore City Nonprofit Leaders:

Executives (CEO's), Presidents, Vice Presidents, Directors, Senior managers (with personnel decision-making authority)

Survey Questionnaire:

SurveyMonkey:

Total 25 multiple-choice questions;

15 diversity issues

2 organizational size/type

2 position and tenure

6 demographic

Utilization of SPSS:

Descriptive Statistics:

Frequency distributions, cross-tabulations, chi-square, bar charts

Target Population/Organization Type:

Organizations Included in the Study:

Leaders presided over a host of nonprofit organizations, including;

1. **Healthcare:** Nonprofits serving Baltimore communities (e.g., mental health, crisis intervention, medical assistance, etc...)
2. **Faith-Based:** Nonprofits providing services to the entire Baltimore City area
3. **Human Services:** Crime, legal, employment, food, agriculture, nutrition, housing, shelter, public safety, recreation, youth development, child care, etc...
4. **Others:** For example, environment-Chesapeake Bay organizations/foundations, animal related, civil rights, social action, advocacy, philanthropic, voluntarism, science, technology, museums, etc...

Organizations Excluded from Study:

This study excluded leaders of various organizations;

1. **Hospitals** (e.g., administrators, physicians, nurses), and/or related **Outpatient Facilities**
2. **Churches** (i.e., pastors, ministers, other officers/officials)
3. **Schools** and/or **affiliated organizations** (e.g., colleges, universities, preparatory, charter, fraternities, sororities, alumni associations, foundations, trusts, etc...)
4. **Nonprofit organizations whose primary service area(s) are outside of Baltimore City** (e.g., county-wide, state-wide, national, and international organizations)

Data Collection: (Gathering the Sample Population)

The **Office of the Maryland Secretary of State** provided a listing of 1,226 nonprofit organizations (i.e., registered 501(c)(3's)) within Baltimore City limits. The listing was entered on excel spreadsheet.

The excel spreadsheet of Baltimore City nonprofits included the name of the organization, address, phone number, director/ leaders name, and email address, if any, of organization or leader.

Upon receiving the listing, it was necessary collect additional email addresses and clean-up the dataset by eliminating those organizations that did not fit the organizational type chosen for the study.

Of **1,226** 501(c)(3) Baltimore City nonprofit organizations:

302 organizations were removed from the listing and excluded from the study because they did not fit the organizational type identified

924 organizations fit parameters of this study. A random sample was conducted to identify half of the organizations to comprise the sample size

462 organizations comprised the sample size

140 of the **462** Baltimore City Nonprofit leaders completed the online survey

30% response rate

Insights Generated from Data:

1. No leadership/development training efforts (79.3%, question #11) are instituted on a large scale throughout the Baltimore City nonprofit community.
2. A majority of participants (52.9%, question #21) self-identified as women. Not necessarily a major discovery, but a welcome surprise that more women than men participated in the study.
3. A majority of respondents (36.4%, question #5) indicated that qualified minorities are choosing other professions for better pay/benefits. A general consensus throughout the literature.
4. Most respondents (50%, question #6) indicated that demographic changes taking place in Baltimore City should be reflected in increases in minority led nonprofit organizations.
5. A majority of respondents (37.9%, question #8) indicated that Baltimore City communities are impacted by the disparity in racial and ethnic diversity of Baltimore City nonprofit leadership.
6. Responses to questions (i.e., #'s 1, 2, 8, 10, &12) vary more by demographics of participants than most other questions. Variances in responses found in questions related to; equality of opportunity, communities impacted by leadership disparities, diversity policy, and satisfaction with racial/ethnic composition of employees.
7. A general belief (50.7%, question #1) by participants that equal opportunity exists for all employees. Anticipated a higher response. 22.9% "Don't Know."

Summary/Conclusion:

Participant's views often reveal personal observations or experiences on issues of diversity. Organizational influence precedes any influence based on demographics, given the current disparities in leadership diversity.

The connection between organizational influence and representation within Baltimore City nonprofit leadership and issues of diversity would benefit from more in-depth studies.

Although data findings reveal important information connecting nonprofit leadership and issues of diversity, more systematic individual-level analysis may benefit the exploration of causal relationships behind leader demographics, issues of diversity, and organizational influence.

Recommendations:

There are a number of recommendations for Baltimore City nonprofit leaders to address diversity issues. The recommendations range from inter-organizational efforts to external efforts between areas leaders.

The recommendations include;

1. Increase leadership development/training programs (within individual organizations and city-wide)
2. Increase networking opportunities for minorities (especially staff employees)
3. Greater collaboration/communication between nonprofit leaders (dialogues on diversity, best practices)
4. Expand recruiting efforts within Baltimore City community (Universities; career/job fair, career centers)

Below recommendations were not observed from data findings:

5. Establish effective diversity inclusiveness practices and policies (statements of inclusiveness)
6. Institute cultural awareness/sensitivity training for nonprofit leaders (internal and external workshops)

Significance of Findings

This study has called for a thorough examination of the literature on diversity and organizational influence in which to compare nonprofit leader responses.

Managing diversity is one of the challenges of the 21st century. Many of these challenges will emanate from changing demographics that are impacting the demand for and the delivery and provision of public goods and services” (Rice 2010, 3). Such demographic changes call for a more diverse workforce in public, private, and nonprofit institutions. Along with the changing demographics, is a pressing need for nonprofit leaders to possess greater understanding or apprehension of cultural diversity.

Adoption and formation of more policies and procedures that create environments to support minority inclusion may prove beneficial to the entire organization. Nonprofit leaders who examine and develop their cultural knowledge or expertise and share that information with their fellow employees are crucial to future nonprofit success.

The significance of the findings related to the research question reveals that organizational influences may have a profound effect on nonprofit leadership views on issues of diversity. Organizational culture and influence appear to impact the views of participants in regards to issues of diversity.

Organizational socialization of leaders often precedes any influence based on the demographic characteristics of Baltimore City nonprofit leadership. Socialization within these nonprofit leaders appears to exhibit networks supported by personal and professional relationships. Gaining entrance into these socialization networks is often difficult to achieve.

Key Concepts or Theories Identified

Leadership

The significance of these findings also supports the argument for renewed emphasis on improving the skills of current and future leaders. Leadership skills taught that result in nonprofit leader's ability to recognize the importance of diversity by instituting inclusiveness practices can be a valuable tool for nonprofit organizations. Improving the skills of leaders also benefits the Baltimore City communities.

Diversity

The significance of these findings also contributes to the literature written on diversity in the workforce. Although, diversity has many different definitions and components, the underlying emphasis should be equality of opportunity within Baltimore City nonprofit leadership.

Recruitment and Promotion

Recruitment and promotion are two concepts that are important to any theory that addresses diversity. Both are components of action to diversify a workforce. Nonprofit organizations proper use of recruitment and promotion prove essential to the demographic composition of their organizations.

Representative Bureaucracy

The theory of representative bureaucracy suggests that organizations perform better if their workforces reflect the characteristics of their constituent populations (Andrews, Boyne, Meier, O'Toole, and Walker 2011). Given this theory, Baltimore city nonprofits may not be performing up to their potential due to lack of diversity in leadership positions.

Active vs. Passive Representation

The findings in the data also shed light on nonprofit leader's ability to interact with people of different cultures. It can be argued that the more culturally competent the nonprofit leader, the more they embrace components of representative bureaucracy. Establishing a proper relationship between passive and active representation is based upon shared demographic characteristics.

Significance of Findings to the Nonprofit Community

The significance of the findings for policy, action, reform, and change speaks directly to the nonprofit leadership community. More policies regarding diversity and equal representation (i.e., inclusiveness) in the nonprofit leadership workforce is needed. Such policies can serve as the vehicle for increasing minority presence in Baltimore City nonprofit leadership positions. The findings suggest that more diversity policies are needed in order to harness the wealth of minority talent within Baltimore's community.

Significance of Study to Public Policy Roles of Nonprofits

The significance of this study attempts to identify diversity concerns relevant to promoting a more diverse nonprofit leadership community within Baltimore City. It attempts to capture the essence of diversity initiatives undertaken by nonprofit leaders. Increasing minority presence in nonprofit leadership positions provides for greater acceptance of diversity in the nonprofit work-sector.

Significance to Public Administration

Increased diversity provides more opportunities for young graduates of public administration and other related degree's to explore careers in nonprofit leadership.

The study of diversity benefits public administration in the academic discipline and the field of practice. This research may increase the amount of studies undertaken to evaluate the relationship between nonprofit leadership and issues of diversity.