



Infographics Collection

Unrealized Impact 2.0

*The Hard Truth About Where We Are
and Ways to Move Forward*

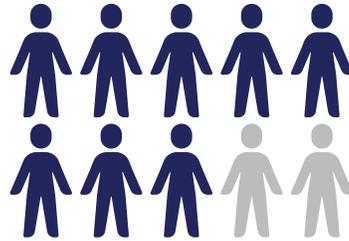
Michael Corral | Lucerito Ortiz | Xiomara Padamsee

Who Runs the (Education) World? Still White People.

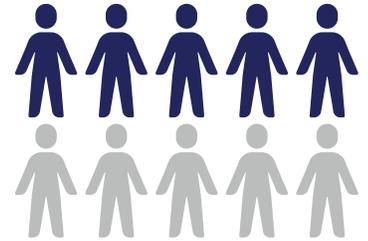
That needs to change.



Overall Representation Gap



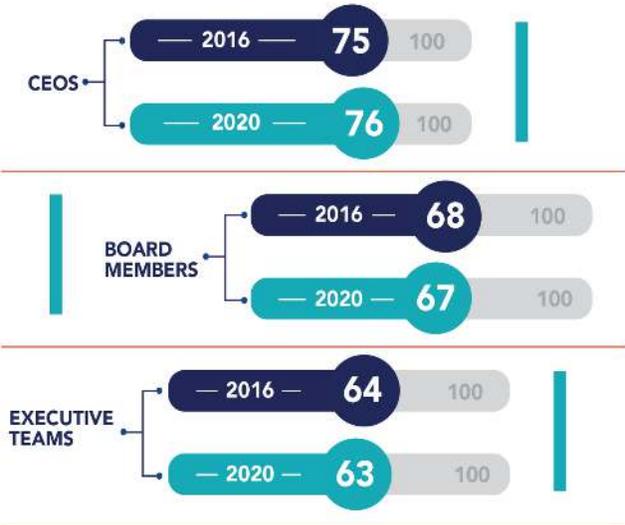
80% Of students served are students of color



53% But only 53% of staff are staff of color

Representation gap grows with positional power... and is virtually unchanged since 2016

White staff make up 63% of Executive Teams, 67% of Board Members, and 76% of CEOs



District and charter CEOs, are more racially diverse — but only marginally so:

73% white CEOs

Philanthropic org CEOs are the least racially diverse of all:

80% white CEOs

The Growing Latinx Gap

The largest representation gap is among the Latinx community.



40% of students in our sample are Latinx...



...but only 22% of staff...



...and 8% of leadership teams.

Latinx students are the least likely to have a teacher that shares their racial/ethnic identity.

Uninterrupted, this gap will only continue grow...



Latinx students currently comprise 1 out of 3 K-12 students in the US, and are the fastest growing racial/ethnic group

52%

The Latinx community accounted for 52% of US the population growth in the last decade

Who Gets to Thrive?

Staff with historically marginalized identities consistently report less positive DEI experiences.



Who experiences belonging and fairness?

Across multiple measures...

Men
White staff
Straight staff

...experience the **highest** levels of equity and inclusion



Non-binary staff
Black & Multi-racial staff
LGBTQIA+ staff

...experience the **lowest** levels of equity and inclusion

Who experiences bias?

Non-binary staff
Native American/
Indigenous staff
LGBTQIA+

...experience the **highest** levels of bias



Men
White staff
Straight staff

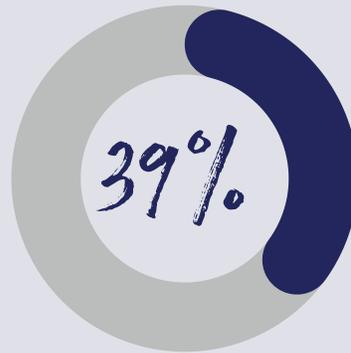
...experience the **lowest** levels of bias

Anti-Blackness Persists

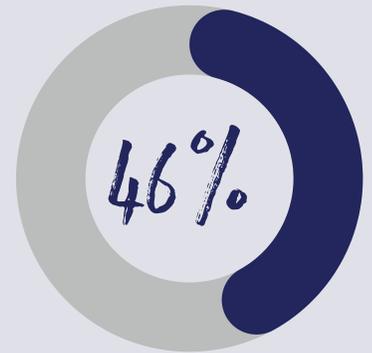
Education organizations have a persistent challenge around — may even be perpetuating — anti-Blackness.



Black staff, particularly Black women, report among the most negative staff experiences across diversity, inclusion, and equity



and



of Black women... of Black LGBTQIA+ staff...

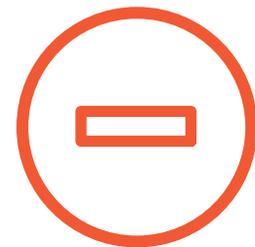
...report experiencing *bias*



Black staff are among the least likely to agree that they can bring their

whole selves

to work with only 68% agreement compared to white staff with highest agreement at 78%



Black women are one of only two subgroups to report a negative (-2)

Net Promoter Score

Historically Silenced Voices

Amplifying Native American/Indigenous and Non-Binary Staff Experience



The experiences and voices of Native American/Indigenous staff and non-binary staff are often omitted from research and data because of low "n" sizes. While our sample also did not include enough Native American/Indigenous or non-binary respondents to make representative claims, given the US history of forced assimilation, violence, and erasure of these communities, we feel it is critically important to amplify the experiences of individuals who hold these identities.



Amplifying
Native
American /
Indigenous Staff
Experience
n=86

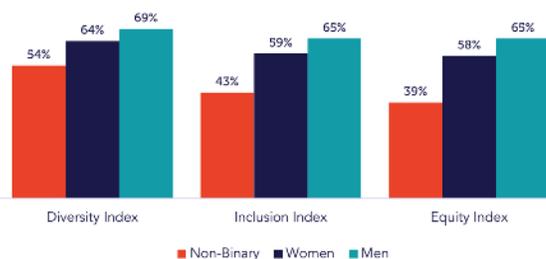
Native American/Indigenous staff are the **most likely** racial/ethnic sub-group to experience bias and are **far above national average** on this metric.

Bias

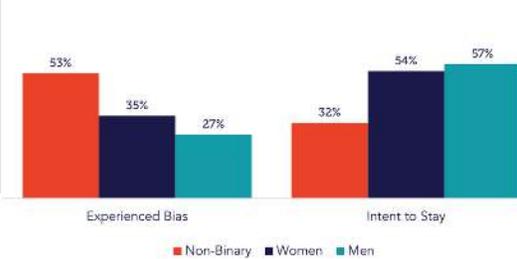


Amplifying
Non-binary
Staff
Experience
n=399

Non-binary staff report the least positive experiences of any gender identity group across all three indices of DEI.



Non-binary staff are much more likely to experience bias, and much less likely to intend to stay than other gender identity groups.



Gender Identity Staff Experience

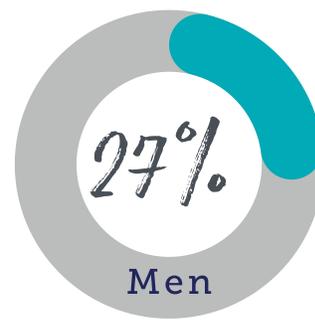


Non-binary staff have the least positive DEI experience along gender lines

Women consistently report less positive DEI experiences than men

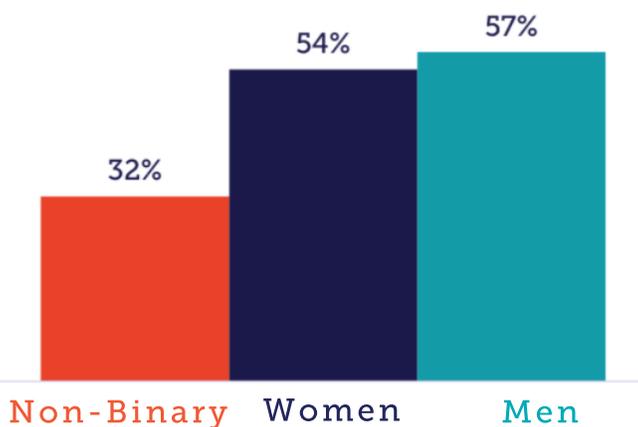
53%

of non-binary staff report experiencing bias



37% of women report experiencing bias as compared to 27% of men

Intent to Stay:



Net Promoter Score:



Non-binary staff have the lowest Intent to Stay at their organization

Women have substantially lower NPS than men

LGBTQIA+ Staff Experience



LGBTQIA+ staff consistently report less positive DEI experiences than non-LGBTQIA+ staff

Bias



41% of LGBTQIA+ staff report experiencing bias as compared to...



32% ...of non-LGBTQIA+ staff

Intent to Stay

LGBTQIA+ staff report lower intent to stay



Whole Self

35%
15% less

In 35% of orgs, LGBTQIA+ staff are at least...

...likely to agree that they can "bring their full selves to work"

Intersectionality: Oppression Compounds

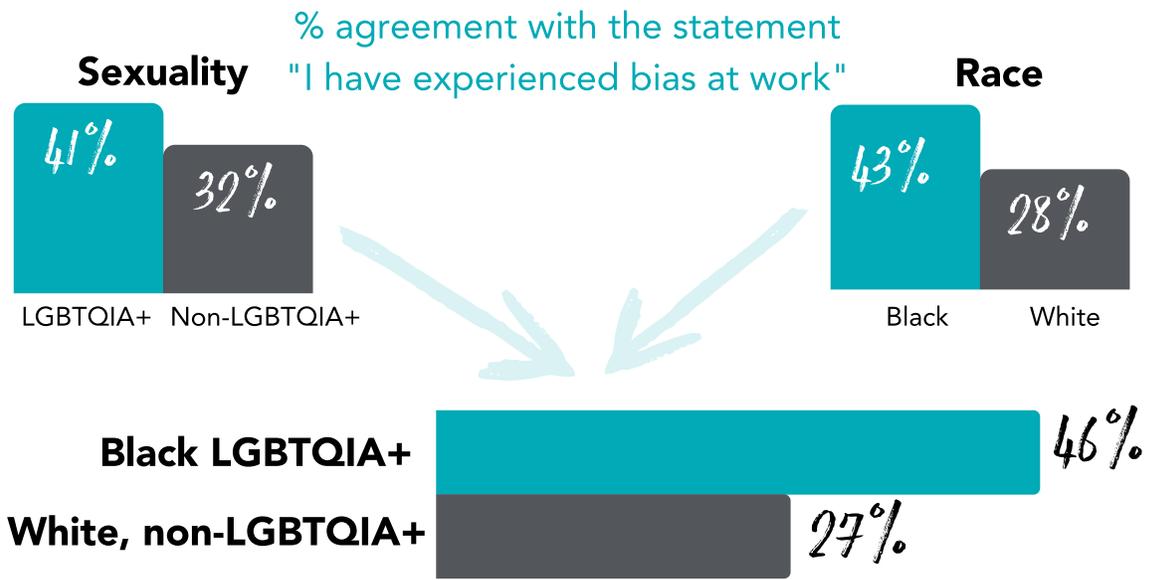


All people carry multiple and intersecting identities. Our data highlights that negative experiences often compound at the intersection of multiple historically marginalized identities. For example...

Experiencing

Bias

at the intersection of race/ethnicity and sexuality



Experiencing

Inclusion

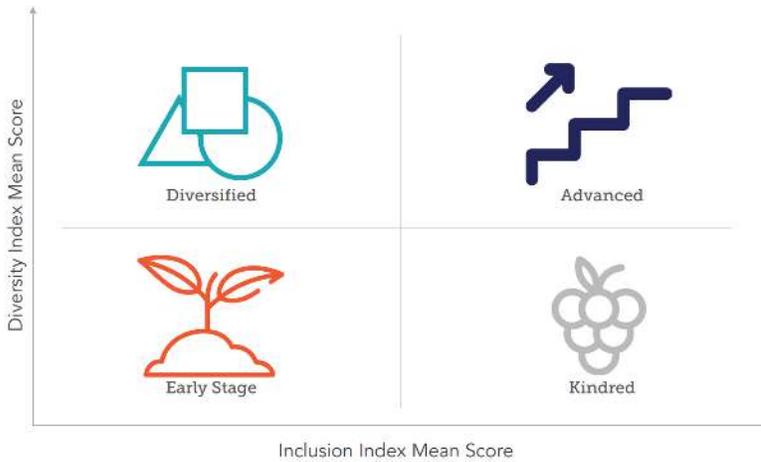
at the intersection of race/ethnicity and gender



Stronger DEI, Stronger Orgs

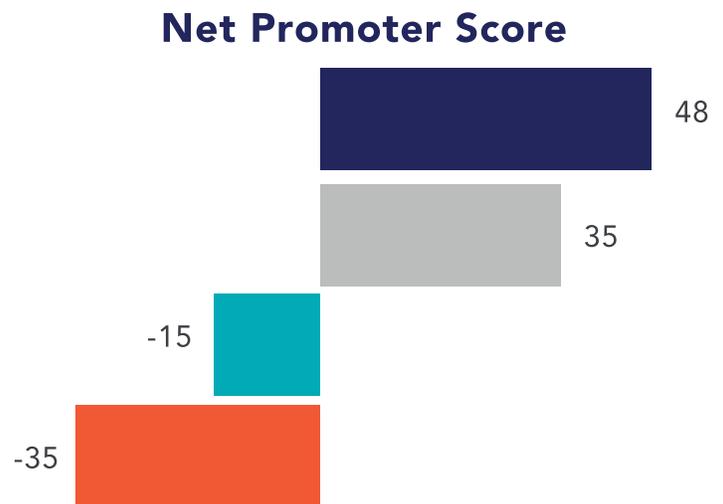
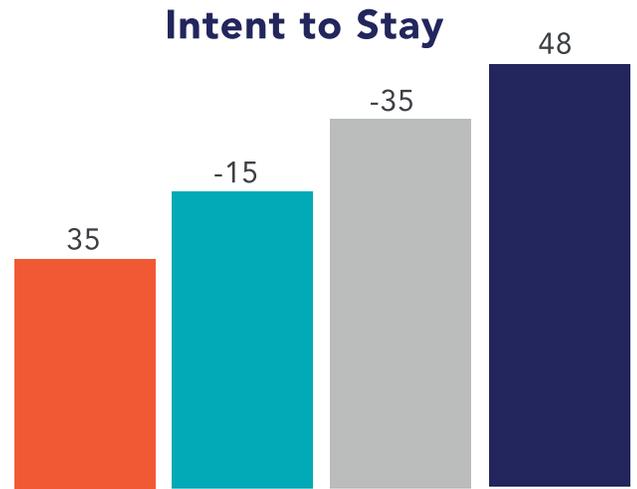


In Unrealized Impact 2.0, we identify four DEI Profiles based on organizations' Diversity and Inclusion Index measures



- Advanced** 
- Kindred** 
- Diversified** 
- Early Stage** 

We see a direct correlation between staff DEI experiences and staff organizational satisfaction.



1

Moving Past Random Acts of DEI

Orgs that deeply integrate DEI as part of their ongoing work are more likely to be Advanced

Orgs are 11% more likely to be Advanced if they integrate DEI into their mission/vision, 12% more likely if they have a DEI belief statement, and 13% more likely if they've defined key terms within their org context.

2

Diversifying Leadership Beyond the CEO

Orgs that diversify their entire leadership teams are more likely to be Advanced.

As compared to orgs whose leadership teams include only 1 racial/ethnic group, when leadership teams include 4+ groups, staff are 14% more likely to agree that their org recognizes and eliminates exclusion, 14% more likely to see a diverse set of staff advancing, and give their orgs higher marks across DEI indices.

What works?

Promising Practices

3

Sharing Power through Meaningful Engagement

Orgs that enable authentic participation are more likely to be Advanced.

Orgs are 20% more likely to be Advanced if they provide opportunities for diverse input into decisions. Orgs that invite staff feedback on DEI efforts are 18% more likely to be Advanced, and orgs that include DEI in exit interviews are 17% more likely.

4

Moving Beyond Icebreakers to Authentic Relationships

Orgs that support relationship and critical skill building are more likely to be Advanced.

Orgs that offer opportunities for relationship building (e.g. mentoring, affinity groups) are 9% more likely to be Advanced. Orgs that provide DEI-related professional development through coaching and training are 15% and 19% more likely respectively.

5

Infusing Accountability for What Matters

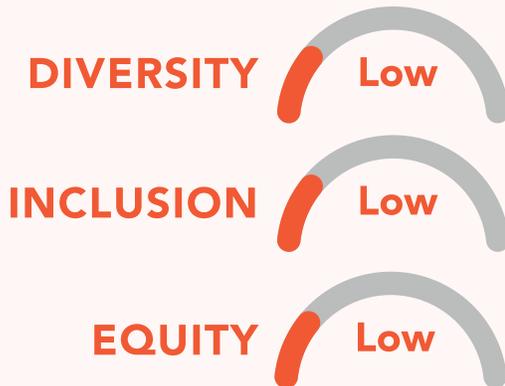
Orgs focusing on equity-based outcomes are more likely to be Advanced.

Orgs are 16% more likely to be Advanced if they track promotions, 13% more likely if they track pay, and 15% more likely if they track turnover by race/ethnicity. Further, Advanced orgs are more than twice as likely as Early Stage orgs to emphasize outcomes in their equity statements.

EARLY STAGE



Staff typically perceive...



Early Stage orgs typically experience medium levels of what we call “noise” – unresolved conflict or tension regularly heard or surfaced by broad swaths of staff.



Watch out for low management commitment or difficulty prioritizing DEI and antiracism in the context of other competing priorities.

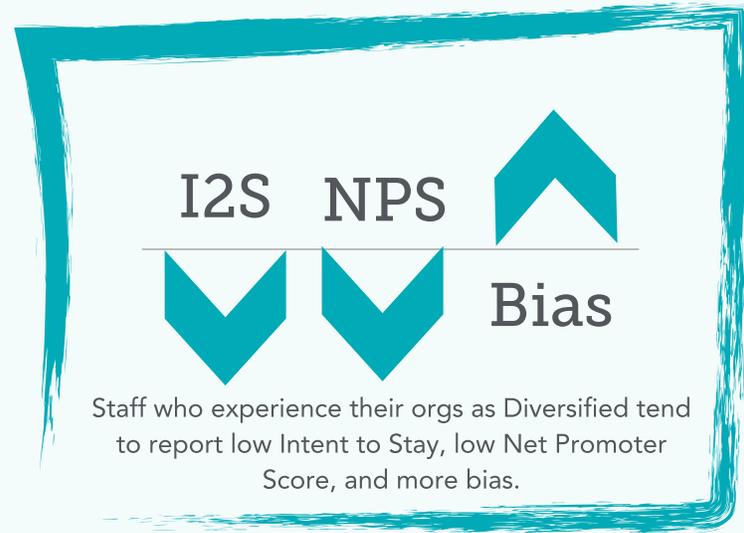
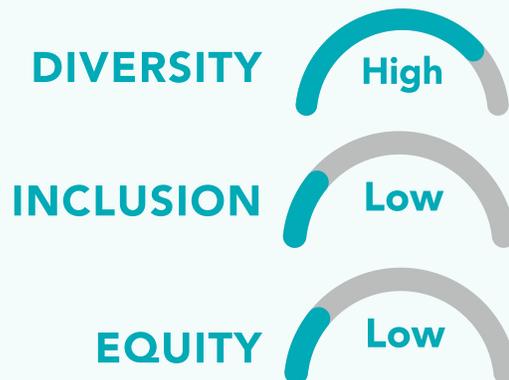
RECOMMENDATIONS

- **Commit and Invest** – Clearly articulate the value and benefits of DEI. Put a stake in the ground related to DEI beliefs. Prepare for a multi-year, non-linear journey.
- **Define Your Terms** – Articulate your beliefs and intentions within your org context to enable aligned expectations and consistency in the work.
- **Take Stock** – Surface and amplify often-invisible pain points throughout the organization. Interrogate the root causes to help inform tailored next steps.
- **Plan and Prioritize** – Invest in a plan for forward progress. Be transparent and accountable through implementation. Be sure to drive toward simultaneous progress across diversity, inclusion, and equity.

DIVERSIFIED



Staff typically perceive...



Diversified orgs typically experience high levels of what we call “noise” — unresolved conflict or tension regularly heard or surfaced by broad swaths of staff.



Watch out for messages conveying expectations of an “assimilationist culture”.

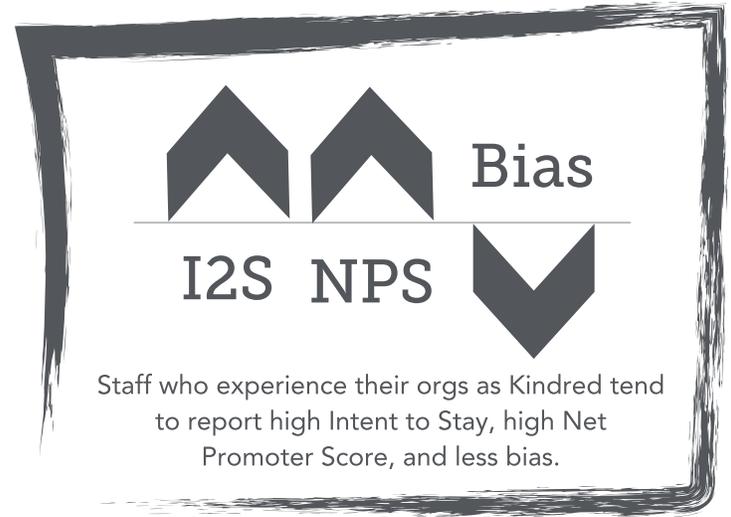
RECOMMENDATIONS

- **Shore up Basics** – Commit and invest, define your terms, take stock of strengths and challenges, and create a strong plan for forward progress.
- **Shift Culture** – Identify and re-imagine cultural norms that contribute to exclusion. Address coded language and expectations. Interrogate systems, policies, and structures for disparate impacts by identity group.
- **Develop Capacity** – Support staff and leaders to build skill and comfort engaging in difficult conversations, sharing feedback, spotting and interrupting inequitable practices and habits, and (re)building trust.
- **Ensure Accountability** – Implement accountability structures like DEI-infused competencies and 360 reviews built into performance management cycles.

KINDRED



Staff typically perceive...



Kindred orgs typically experience the lowest levels of what we call “noise” — unresolved conflict or tension regularly heard or surfaced by broad swaths of staff.



Watch out for lack of a burning platform impeding progress toward gaining organizational benefits of DEI and antiracism.

RECOMMENDATIONS

- **Define the Value** – Communicate and align on the benefits of diversity and how it will help enhance your mission and goals.
- **Rebuild for What You Want to be True** – Interrogate for whom you want to be inclusive and equitable, whom the current state serves, and what values, assumptions, and practices maintain current homogeneity. Then invest boldly in necessary shifts.
- **Increase Diversity** – Hire staff who bring new identities, beliefs, and experiences – especially racial diversity. Spot for, surface, and interrupt implicit bias in recruitment and hiring. Intentionally sequence this AFTER efforts to rebuild are underway.
- **Prepare for Non-linear Progress** – Resist temptation to revert to status quo patterns in challenging moments and as the “noise” increases.

ADVANCED



Staff typically perceive...

DIVERSITY



INCLUSION



EQUITY



I2S NPS Bias

Staff who experience their orgs as Advanced tend to report high Intent to Stay, high Net Promoter Score, and less bias.



Advanced orgs typically experience lower levels of what we call "noise" — unresolved conflict or tension regularly heard or surfaced by broad swaths of staff.



Watch out for perceptions that "we have arrived" or that the organization's DEI and antiracism work is complete.

RECOMMENDATIONS

- **Remain Diligent** – Avoid complacency. Regularly reassess changing staff needs, and refine strategies and priorities over time. Be sure to disaggregate the data!
- **Support Staff to Toggle Between Worlds** – Advanced organization staff often toggle between internal culture experienced as strong on DEI and antiracism and broader external systems still deeply anchored in white supremacy culture. Acknowledge the effort of toggling through recovery time, celebration habits, and grace for one another.
- **Shift the Paradigm Toward Liberation** – Make space for alignment on what role staff can and should play in deconstructing white supremacy culture within the organization and in interactions with partners, funders, communities, and external systems.
- **Plan for Sustainability** – There are two types of Advanced organizations: Organic Advanced were typically founded with DEI and antiracism as a key part of the organizational fabric. Learned Advanced are those that developed into this DEI Profile over time. Organic Advanced organizations: focus on codifying practices. Learned Advanced organizations: focus on ensuring that culture takes root.

Philanthropy... can and must do better.



White Staff in Philanthropy



White CEOs in Philanthropy

Philanthropic staff is still majority white – especially in positions with the most power

White funders react:

I'm always somewhere between cautious optimism and outright rage about the progress we're making and how we show up. I see moments of progress and yet then catch myself or the org falling into familiar white savior mentality.

Too often we white leaders make decisions without the perspectives of People of Color. But most of us have not lived in the communities we serve, nor do we have a complete picture of the relevant experiences.

We have made progress: due diligence now includes input from parents, the proportion of our portfolio led by People of Color has increased, and the composition of our own senior team is less white than it was a few years ago. In other areas we have fumbled spectacularly: our team is frustrated with a lack of equity and inclusivity in internal policies, and we've offended potential grantees with awkward and inept attempts to assess their commitments to equity and proximity.

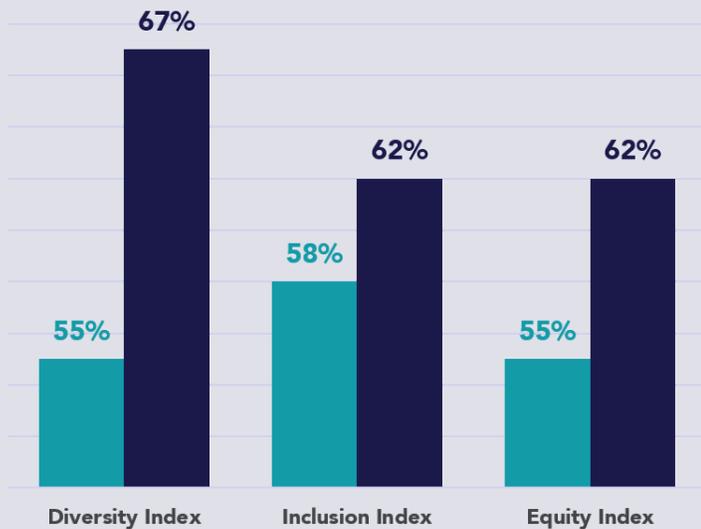
Funders of Color react:

We say we want to center the experience of Black and Brown communities, yet their representation on our leadership team is nonexistent; we say we want to center grantees, yet they have little power in how we develop strategy or determine what gets funding; we say we want equity across our work, yet are unwilling to resource and prioritize the requisite org shifts.

I face a constant uphill battle to engage (1) fellow funders who have exacerbated inequities yet have outsized influence in how we invest to support the communities that have felt the brunt of the impact and (2) colleagues early in their equity journeys who harm our community due to ignorance and privilege.

I have spent my career as an instigator and infiltrator. It's a role that I have both accepted and found power in. But lately, I feel hopeless. I am tired of sacrificing my body and mental health to lead equity work within a philanthropic organization. I'm tired of seeing how we run to heal white pain and stroke white fragility while leaving staff of color to seek mental health support to show up every day.

Philanthropy... can and must do better.



Funder respondents report less positive experiences across all three dimensions

RECOMMENDATIONS

Do the Work

Make changes internally that the foundation seeks to advance externally while offering transparency with grantees about the ongoing journey.

Orient Around Those Most Impacted

Orient decision-making to engage and center those most impacted. Create psychological safety, interrupt protection of white comfort, and mitigate the impact of hierarchy, privilege, and positional power to enable full involvement

Invest in Leaders From Communities Served

Invest in leaders who come from and represent the communities served. Shift the distribution of investments to disproportionately focus on leaders who come from communities served to help course-correct an inequitable system.

Set and Elevate the Standards

Establish a set of baseline DEI and antiracism indicators as prerequisites for funding an investment. Invest in maintaining and growing a healthy ecosystem of support for organizations driving progress on DEI and antiracism.