

Valuing Our Workforce Transcript

>> ELIOT MELO: Hello, everyone. I would like everyone to find a seat please. Please find a seat. And I would like to introduce the CEO of TSNE MissionWorks, Elaine.

>> ELAINE NG: Thank you, Eliot. Please have a seat. Hi, everyone. Is this good? Okay. Welcome, everyone. It's so great to see so many people here. Thank you for stepping out to this panel in the City Awake festival. TSNE MissionWorks is honored to host this event for the Fierce Urgency of Now. And before we begin, I just want to give a quick shout out to the City Awake. Can you all raise your hand? Or stand up?

[Applause] Thank you. Thank you for doing all this organizing. And also, Sheena is not here, but Sheena is an amazing member of the chamber. Because it's her work that we organized all this. And to the panel, and our moderator, thank you. And to the great staff at TSNE MissionWorks who worked behind-the-scenes to make today happen. Thank you, all.

[Applause]

So, I'm especially excited to be here, because TSNE has been part of a long time effort in the nonprofit sector for the last decade. That's been working on the need to transition leadership to the next generation. It's been going on, I think, for 20 years. And multiple reports have pointed out, baby boomers are retiring in unprecedented numbers and we've known about this for a long time, but now it's actually happening. So for me to transition leadership of next generation of young people and young leaders is no longer just a luxury but an urgent necessity. As the Building Movement Project's *Race to Lead Report*, are folks familiar with that? That report pointed out in very stark language and data that it's not for a lack of leadership that we haven't transitioned to the next generation. And it's not for a lack of academic or experiential leadership. It's because there's isn't opportunities. And it's especially true for young people of color, young leaders of color.

So, you know, the structural and institutional and societal racism and challenges in place are a lot of things that are preventing, young people, young leaders, millennials from moving into leadership positions. I'm not a millennial, unfortunately, but I am a woman of color and I am in leadership in the nonprofit sector. And I'm inspired by the fierce voice and the urgency that young people, young leaders have taught me, because you are leading the work for us now. And leaving my generation in the dust. But, you know, you are really leading this work and changing the paradigm of what leadership looks like.

And sheer numbers of young leaders of color, by sheer numbers are an unprecedented amount in our society and in our sector. So, it's inspiring to see that, you know, folks are advocating and taking leadership to change our institutional challenges and our institutional racist structures. And as TSNE MissionWorks *Wage Equity Matters* report points out, there's sheets of data around the room. And I know the panel will address some of this later. But this report points out the significant gaps that still exist and persist in wage equity that's based on gender and race and age. And I firmly believe that it's going to be your generation, the millennials of color especially, who will be the driving force in eliminating these gaps as you take on leadership in our society and in our sector.

And now, I'm going to turn this over to the panel who are doing a lot of the work that I just talked about. And before that, I want to introduce you to our moderator for this evening. Miriam Ortiz. Miriam Ortiz is an accomplished leader in her own right. She has since 2000 been highly and deeply involved in community organizing, youth development, and advocacy work. She's held multiple leadership positions at the Italian Home for Children and at Centro Latino. And Founder and the Board Chair of the Student Immigrant

Movement. Which really focuses on providing young people who are undocumented with the experience, the support, and the strength to advocate and organize themselves against injustice.

So welcome, Miriam. And Miriam will introduce you to the rest of the panel.

>> MIRIAM ORTIZ: All right. Thank you so much, Elaine. And thanks, everybody for being here. I want to remind folks this is being live streamed and that we have a hastag: #FUNinBOS #WageEquity. So this is an event for millennials, so I'm going to the thing and ask you to take a selfie. I'm going to do that right now. So please take your phone. And I'm going to give you 10-15 seconds and I'm going to do that with the panelist. Ready? I don't see people doing it. [Laughter]

I want to make sure that this night is being captured. All right. Yes. Awesome. So, again, the hashtag to share that is #FUNinBOS #WageEquityMatters.

How we doing there? #WageEquityMatters.

So while you're doing that, I want to take a moment before we start our program to recognize that today is the one-year anniversary of Maria. Where brothers and sisters from Puerto Rico experience incredible devastation in the island. And as we take the time to reflect and look back, I want to make sure we're holding this space to recognize there are actions happening in the city that want to remind us about this commitment to as Americans that we deliver on the promise of recovery on our brothers and sisters.

>>AUDIENCE MEMBER: And The U.S. Virgin Islands.

>> MIRIAM ORTIZ: And the U.S. Vigin Islands. Correct. So all those communities of Americans that have been affected by it. So just wanted to give a shout out to some of the organizations doing the work and remind ourselves of the commitment. AgitArte, Racías Borikén, Seeds of Our Ancestors. And the event happening today is Un año despues de Maria: Marching and Healing. So if you can give a round of applause and send that energy out to our brothers and sisters doing that work.

So next, I want to introduce you to our lovely panelists. We have a chance to get to know a little bit about them as we get started with the questions. But here we have Lawrence Barriner, the second, who is an independent consultant. Please welcome him.

[Applause]

We have Manisha Bewtra, who is an Alderman-At-Large for the City of Melrose and Senior Program Manager at the Massachusetts Housing Partnership. Thank you.

[Applause]

Right here in the center, we have Jeannette Andre, who is a Deputy Director for The Lenny Zakim Fund.

[Applause]

And last but not least, Christina Haines who's the Volunteer Manager for Silver Lining Mentoring here in Boston.

[Applause]

So to get the conversation started, I know many of you came in early and had an opportunity to chat with folks you haven't seen in a while. Who saw some of the posters going around? Who had an opportunity to stop by and read some of the statistics? You can raise your hand. This is the report that Elaine was referencing earlier from TSNE MissionWorks and the compensation report they came out with last year. Those of you with your hands up, who had an opportunity to see that, who was depressed by the statistics? Depressed. All right. [Laughter]

Depressed. Because the pictures really dire and the data is telling us what is happening. There was one in particular that was really strike to go me, which is that one apartment in the City of Boston with utilities is \$19,032 and as we're thinking about this sector, 44% of the nonprofit workers in the city are making less than \$31,000. So just think about that for a second, right? We're a sector who is in charge of moving all of our causes forward, but at the same time we're not taking the time to reflect on the practices and what are we doing to perpetuate the injustices? So that was depressing. And in regards to leadership, we know there's a picture that we know very well, the representation in leadership positions in all of our organizations is not reflective of the population we're serving, as well as employees that there are in terms of Blacks and Hispanics, right? We are 4% and 2% relatively of CEOs. So with this in mind, the conversation we want to have today is what can we do to retain and continue to build this leadership of millennials of color in the sector, right? If we're talking about \$31,000, some of those entry-level positions, sometimes people qualify for public benefits. So what are the things that organizations can do besides compensation? This is about having a holistic approach and view about how do we move leadership of millennials of color forward? So with that in mind, I hope that tonight we have an opportunity to learn more about what that looks like on the ground from our wonderful panelists.

So I'm going to get started with the first question. So can you tell us a bit about who you are and how you ended up in the position that you're at?

>> CHRISTINA HAINES: Thank you so much for having me on this panel. I'm really happy to be here. My name is Christina Haines, and I'm originally from Taunton which is south of Boston. I spent 10 years after college living in Boston, Cambridge. And now I live in north of Boston. I'm a manager for Silver Lining Mentoring which serves youth and foster kids with mentoring and life skill development and I was drawn to this position in a very personal way. As a volunteer with the organization, for over two years, to a young person, and also as a future adoptive parent, and I had done quite a bit of equity work throughout my career. The first 10 years of my career, I worked at Harvard University firstly in intercultural relations and then in the Global Health Institute working on issues of health equity and social determinants of health. And it was through this personal connection of my volunteer work and the transition in my personal life after growing my family through adoption from foster care that I began to take a more critical look at the system and was just floored by the disparities in life outcomes that youth in care were facing and, furthermore, the over-representation of youth of color in foster care period. And I decided Silver Lining Mentoring was the way that I wanted to make an impact on that issue of vulnerable families and youth. Because they were addressing what I felt no other organization was in the same way. Which is providing voluntary relationships. Connection that wasn't through a paid provider or a service provider, but was really about establishing those organic connections for young people. And also doing so with Silver Lining's values of cultural responsiveness, being strength-based and youth-focused. So it's the values of the organization and what Silver Lining Mentoring provides that really I felt was the best way for me to make an impact in my career. And I was so appreciative it connected so well with my personal values and equities I was concerned with.

There were few touch points in my career and I want to talk about as we move through the discussion that I feel were intentional programs and opportunities in place that allowed me to have an equitable path to

what I was able to achieve in my career and how I was able to progress to what I feel were positions that were of leadership position in the organizations I've been in.

One of those was a tuition assistance program that allowed me to obtain a master's degree for a total cost of about \$500. A master's degree from Harvard. And a fellowship program specifically for leaders of color that I participated in that gave me exceptional connections that I still draw upon.

As well as having four supervisors or leaderships of the organization who were supervisors of color. And my relationships with them in the mentorship they provided.

>>JEANNETTE ANDRE: Hello. My name is Jeannette Andre and I'm the Deputy Director at The Lenny Zakim Fund. At the Fund we support social justice grassroots nonprofits by providing grant, technical assistance and professional development training, networking, and resource connecting. And when you put this question on paper, I had a really hard time with figuring out how I got to the place that I got, because I feel like it was all just a happy accident and how I ended up in the jobs that I served in and the roles that I served in.

So I started as an internship in Washington, D.C. in a philanthropic membership organization and I thought what the heck is philanthropy. As a young Filipina woman growing up in a relatively rural area of Florida, I knew that I was recipient of programs and services that relied on philanthropy but never thought of that part of the sector as a career. And so I got into this and had an internship, and then if you want to talk about wage equity, I was an AmeriCorps Vista at Social Venture Partners out in Seattle, and in a lot of these spaces, I was the one of the only if not the only person of color in the room, and I should be very transparent. I'm also half white. So I want to recognize the privileges and advantages I got from growing up with a white father.

And, so, I don't really know how I got here, but I'm really glad that I'm here at this point. Because I think my role at the Lenny Zakim Fund and in philanthropy in general is the drive the conversation forward around race and equity, and around how we use our power to start conversations and support community leaders who are the experts and who are making real change on the ground. And I think that that's something that's starting to flip within philanthropy, and seeing people who are doing work as experts and not philanthropy telling people what to do. And it's a constant struggle. Like all those old Congressmen who want to like stay in power, you have to continue to push back and every two steps forward, you still take one step back. So my role as The Lenny Zakim Fund specifically is to help provide professional development training with grassroots leaders to make sure that not only are they equipped with the opportunities they need and the connections they need, but they have the skills development and internal networking with each other in order to support their ability to do their work. So I'm really excited about that. And the way that we define social justice at The Lenny Zakim Fund are leaders and organizations who are reflective of and have started in the community. And, so, we're not looking for organizations from the outside to parachute in and create change. We'll really trying to find people with personal connections in those communities and uplift their work and help them and partner with them. I don't want to say help, because I think that's patriarchal. But partner with them and have them leverage our resources and networks to make effective social justice and social change happen.

>> MIRIAM ORTIZ: Thank you.

>> Hi, everyone. My name is Manisha Bewtra. And I want to thank TSNE for putting this together. In telling the folks who put it together, they put so much work into this panel and bringing everyone in this room

together. I'm very excited to be here. Thank you all for taking time out of your day to hear us and, hopefully, hear from each other.

I'm a Senior Program Manager at the Massachusetts Housing Partnership where I work with cities and towns across the state on developing more affordable housing. My background is in city planning. I have a master's degree in city planning and I've worked for over a decade, more than that now. I'm an old millennial. [Laughter]

So I was excited to be qualified. [Laughter] I was born in 1980. I took the first two years of my... (totally cusp!). If you add 20 plus 18, you get my age, which is approaching 40. But not 40 yet. So my career is in city planning, but I'm also a newly-elected official in the City of Melrose. An Alderman-At-Large. Which is essentially a city council. The first person of color ever to be elected which has been interesting journey.

[Applause]

Thank you. And I think as we all do, I carry with me many identities. I'm an Indian American woman, heterosexual, cisgender, married to an awesome husband. Have a 6-year-old kid. I'm a daughter of immigrants. And my extended family is all over North America and all over the world, including in India. I am physically and economically mobile. And I try to think about all those things and both my identity in terms of where I feel like a minority, but also where feel like I have privilege and how can I be constantly reflective as a planner and elected [official].

So also I commute by the bus and the orange line from Melrose, but I also have the means to be able to take a taxi or commuter rail when I want to. So, again, I love taking the bus and meeting with my mutual friends. So how I got to where I am? You know, it's a combination of constant reflection on my personal mission and like thinking about what really drives me and trying to seek the work that best aligns with that. And I like to say fulfill that, but it's always an ongoing thing. So I guess best aligns with it. In the last couple of years, I did a lot of reflecting on realizing that equity and social justice were really central to what I wanted to do, but also I see myself as somebody who likes working within the system, but who likes working within the system to change it. So that's sort of one piece in terms of thinking about how I got to where I am now and where I want to go.

The other thing is learning, like how to network, and how much networking is both a way people who have had a seat at the table who have access to network, but also how I have been able to use my network or build networks and build relationships to get a seat at the table. So that's a bit about who I am.

>> MIRIAM ORTIZ: Thank you.

>> LAWRENCE BARRINER II: So my name is Lawrence. I'm going to use a timer. I tend to be long-winded. And as a man, I want to be very conscious of not taking up more space than I'm allotted. So, who I am, I think about myself in terms of identities, similarly. I identify as Black. I identify as queer. I'm about to turn 30, which feels bizarre. [Laughter]

I am a Floridian. I grew up in Tallahassee, I consider myself a Southerner but I've been in Boston for 10 years. I think I was saying to Tiffany earlier, whom I met, I was born into this sector. My dad is a pastor and my mom is a teacher. And I just have been in nonprofits for as long as I can remember. So I think that's really how I got here. But in terms of like my arc from birth, grew up in Atlanta. Grew up in Tallahassee, Florida. Went to undergrad in Boston. Took some time off from undergrad to do some soul-searching, personal, spiritual exploration and while doing some of that, I found a lot of things. But one of them was that the people whom I felt most aligned with tended to work in the nonprofit sector. And, so, that's how I got back

into the sector from my birth pathway. And now, I consider myself similarly someone who is, often in the system to shift the system. But now I'm an independent consultant. So I believe in multi-pronged strategies for social change. So I'm currently outside, but I like hop back and forth from inside to outside.

>> MIRIAM ORTIZ: Thank you so much. Yes, we have another mic. So the next question is, we have heard from some of the similar theme about representation and what it means to be the only person of color in the organization. What it means to work from within or outside of the system. So I'm wondering what are you working on specifically that impacts equity matters for millennials of color? And you can interpret that as you see fit. Anybody want to take this one?

>>CHRISTINA HAINES: I'm happy to start on some of this. You know, what I am working on Silver Lining Mentoring is to impact the child welfare system. But also to infuse everything we do at Silver Lining Mentoring with a discussion about racial equity. And as I've mentioned how that affects how youth enter the child welfare system. African-American youths are twice as likely to enter the system as their white counterparts and stay in the system longer and to age out which is a large portion of the group that we work with. And 75% of the people in the program are youth of color and we want to make sure the mentors reflect that diversity. So that young people, as they're simultaneously being pulled away from communities and caregivers who may share their racial identity, are connected back in to that community through voluntary mentors. So it's an important part of my role and my approach to the work to figure out how to make those connections and facilitate those types of conversations in our community. And I see mentoring relationships helping build those bridges. We know Boston is incredibly segregated in so many levels and intangible levels of connections and relationships. And it's so inspiring work that we do to be able to see those connections bridge neighborhoods, communities, generations, and the many aspects of identity and intersectionality. And, so, I'm new in this role at Silver Lining Mentoring, 3 months into this position, but as I've said, for many years connected to the organization and I'm really looking to help grow that conversation and be part of the conversation around equity within both the work that we do, working with youth, but also as part of what our city is undertaking.

>> MIRIAM ORTIZ: I wonder if others are seeing this similar dynamic of wanting to be representative of the populations that you're serving and what are your organizations doing in order to fulfill that promise? Or how does it manifest in your work?

>> Could you repeat the question?

>> MIRIAM ORTIZ: That's okay. So the question we're discussion is how the work of the panelists have been involved in impacts equity matters for millennials? And, so, right now, we're having this discussion about making sure that, you know, the mentors that you've worked with are representative of the population that you're working with. So I'm wondering if that resonates with other's experience or if you want to speak to how issues of millennials of color relate to your work?

>>JEANNETTE ANDRE: I can respond from a philanthropy side. I was recently in a room for grantmakers of color networking group. And there was a man who had shared this was a first time that he was in a room with mostly people of color. It was all people of color, because it was the grantmakers of color networking group. But grants and philanthropy is not a welcoming space for people of color. And there's a small number of organizations and philanthropists to drive that, to change the culture of philanthropy to make it not only diverse and inclusive, but understanding and meeting people where they're at. We internally have a commitment to being, you know, not only a non-racist organization, but an anti-racist organization and finding ways to include diverse communities and the communities that we serve in our decision-making process. And to support those communities in an equitable manner. So one of the aspects of our training is our professional

development that we provide for free for our current and former grant recipients are a 2-hour seminars on specific capacity building topics. And these are grassroots organizations who have figured out how to do things without having professional, access to professional consulting. And the value of their experiences and their work and being able to share that is immeasurable. So we have our grantees come in who are of diverse communities and are most of the time young leaders of color.

And they present on capacity building topics and professional development topics for all our other grant recipients. And not only do they do that, but we pay them to do that. Because we value their time and their expertise and are trying to incorporate more equitable practices in paying people for doing the work that we ask them as philanthropists to do. I don't know if that answered your question.

>> MIRIAM ORTIZ: Does anyone else want to speak to that topic?

>> MANISHA BEWTRA: So I work in affordable housing and city planning. And it's always been sort of striking to me how often the rooms I'm in don't look at all like our community. Don't look like the room that we're sitting in right now. And I think some of the ways I personally tried to disrupt that has been when, so I just started my job at MHP a few months ago and was at my previous job at the Metropolitan Area Planning Council for about 9 years. So I can speak about what I was trying to accomplish there and also what I'm trying to do where I am now in terms of just bringing up race. And reaching out and cutting to the chase with fellow colleagues of color and kind of asking when I meet brand-new people, just kind of testing the water and seeing what the office culture is really like. And something I found myself gravitating towards over and over again in my day job as well as my -- well, I don't know how to describe my different hat. Because day and night, they're both day and night. But in my role in Melrose as well, just thinking about -- sorry. Hold on. Just thinking about creating space for conversations, thinking about how we're recruiting folks, thinking about our cultural norms. I find there's a lot of things that are just sort of assumed, right? Like you have lunch meeting and you order sandwiches. There's other food besides sandwiches. Thinking about what vendors you choose. Like I think there's just a lot of different ways of trying to introduce conversation and just create the space to have uncomfortable moments. And uncomfortable conversations. And directly talk about race.

>> MIRIAM ORTIZ: Thank you. Lawrence, do you have any comments on that?

>> LAWRENCE BARRINER II: Yeah, I'll hop in quickly. Two significant parts of my work is facilitation and communication. And, so, the piece I'll share now that I think is relevant to equity matters is around storytelling. And here to part of my work is helping both individuals and organizations that are part of the big system understand which stories we are working within, which stories we believe and how those stories shape the action that we take. Right now, I'm teaching a four-week personal storytelling for social change workshop with the Podcast Garage and a lot of what we're working on in that space is how does our individual understanding of our narrative impact what it is we think matters in the world? And then impact what steps we are choosing to make that world a better place or place that works for more and more people.

And, so, when I think about equity, as it relates to my personal story, or other personal stories in general, I think equity is everybody getting what they need to succeed. And I think that is in actual direct opposition to equality, which is everyone is getting the same thing. Because all people don't need the same thing. And, so, as I think about personal stories and wage equity, you know, a friend of mine I've been in conversation with in their hiring policies, they're talking about reparations for their staff. So if you have parents, grandparents, who were discriminated against by systems, maybe there's no individual person you can point to, but there's a person who would benefit from having compensation flow back in your lineage which is a part of your story. You know, we both think that would be like a really dope thing. So as I think about equity, stories really matter, and stories impact how we decide to move and act.

>> MIRIAM ORTIZ: Thank you. I think it's very interesting that this piece of storytelling is coming up, because as we think about the solutions, right? When we're talking about how do we make these workplaces more welcoming, more nurturing. You can hear me? No? Okay. Is this better? Much better. Awesome. I had a feeling.

So we're talking about storytelling and the stories we tell ourselves, right? And there's disputes about how can organizations retain talent like us, continue to develop us and we can think about individual solutions. We can think about mentorship, we can think about compensation packages and perks. But are we really engaging in the right conversations? Because what we're pointing to now is really systemic things in place that are preventing workplaces from being better for us. And, so, with that in mind, let's move towards a solution, maybe not a solution, but let's be hopeful about the future and how is it that we can make it better? So if you can share your thoughts on how the nonprofit sector can improve and what would make it better or more sustainable place more millennials to work at?

>>MANISHA BEWTRA: I'll piggyback on your part about storytelling. One place to start, it feels like a soft touch and there are really concrete things we need to do as well is by starting with storytelling. I think a lot of times, just asking folks, you know, where they're coming from and doing some team building, I think people find a lot about each other and it helps to test those norms that I think people make a lot of assumptions. I was reflecting on with the experience of a friend who, you know, lives in a high-priced downtown apartment. And felt very judged by her boss who sort of, like, looked at it as, oh, you know, like she was walking the walk and she walks to work. She and her husband are both first-generation college graduates. There were a lot of things behind-the-scenes and they're both professionals of color that sort of like the immediate judgment of like oh, we work in the nonprofit or public sector. And what does that mean? And kind of unpacking that layer. And then hearing things like, I don't know, just like having more self-reflection and learning each other's stories.

And another thing is I guess one thing I was going to share was like personal experiences around just like policies, like, holidays and time off, and understanding. So when I started my career, I worked at a little tiny nonprofit in Baltimore. And everybody at the organization was, you know, folks who pretty much lived and grew up in the area. And it was -- the staff was half black and half white and then there was me. And they were much older than me. Like everyone was twice my age and the thing I experienced early on, I want to know what our holiday schedule is because I need to travel to see my family. So I think of things like that. Or I want to know if I can take Diwali off. So I feel like there's other things, there's professional development which I bet my colleagues will probably talk about or that I can touch on more, but that's one thing that struck me. Having clear policies to help us.

>> MIRIAM ORTIZ: Thank you for sharing that. Often it's a blind spot for organizations.

>> JEANNETTE ANDRE: Yeah, to piggyback on that, I'll start with some ways we can work within the current system and a different way to think about the system, right? So thinking about the high burn out rate of non-employees and how we can focus on self-care and incorporate a culture of self-care in organizations and that's meaningful and accessible for all and how leadership models that self-care. So if you have a vacation policy or other self-care related policies but nobody is taking it, then what's the point of those policies? And if the leadership isn't taking it and you see them working when they're on vacation, would you feel comfortable checking out and not answering your email or just disengaging from work altogether? You know, creating an inclusive and inquisitive culture that allows people to fail and solicit honest feedback, I think what we heard in the report was that there's this hierarchal structure of very high-level management people and then program people and no people in between. So how can we create a culture of feedback and change to empower people that are on more junior-level positions to create change within the organization? Respecting people's

boundaries related to vacation inside and outside of work I think is really important and doesn't cost any money so, why is there an expectation for you to check your email at 8:00 a.m. while you're on the train or 5:30 after you've left the office? It's unfair and unequitable. And then also allowing people to focus on the mental and physical wellness, because self-care isn't just about going to the gym. It's equipping and empowering people to understand other self-care tools and investing in themselves. The other thing related to policies. How are we creating inclusive organizations as a whole? So, not just talking about millennials of color, but thinking about other historically excluded groups. Thinking about people who have religious holiday obligations that aren't traditionally Christian. People in the LGBTQ Community. How are your HR policies and insurance policies supporting and inviting them to be full members of your organization? And the last, one of the last things I'm saying is why are we asking people to have advanced degrees for junior or entry-level jobs? Because we recognize people of color have a higher barrier level of entry into higher education and we want to value, or we should value and uplift their experiences equally to education. I think one of the things that we saw in that report was that we don't have time to invest in professional development. So the cop-out is to say you have to have an advanced degree. Because you assume that person's journey to professional development will be different or easier to manage. And then the system level question I always have as a philanthropist and I see things from across organizations and across types of problematic work is why does leadership structure, why are we supporting a leadership structure that's based on corporate America, white corporate America when we are doing social change work and we have the luxury and the obligation to be creative and energetic in our work? I think philanthropy doesn't want to invest in different leadership models because it's uncomfortable and doesn't look like what people see in their work life. But there are different ways that organizations can exist, co-directors, flatter organizational models, different ways boards can function or be able to support their work. So I don't have an answer to this. I'm just something I'm noodling around. But how do we shift the way organizations even structurally exist in order to effectively create racial, social, and economic justice?

>> MIRIAM ORTIZ: Amen to that. Yes.

>>JEANNETTE ANDRE: That's my little diatribe.

>> LAWRENCE BARRINER II: Just wanted to say two quick things. One about the board structure piece. I'm the President of the Board of an organization here in Boston called Resist. It's a foundation and I think they're pretty dope. And over the last two years, they have shifted into a worker self- directed structure. And I won't get into the detail here, maybe in Q & A if that's useful go there. Or talk to me afterwards. Most people in here seem millennial age, so Google is a thing. But that's one concrete thing. Like actually think about shifting the structure of your nonprofit. It's possible.

And then, you know, as I think about myself as someone who has been in this sector, the thing that would make nonprofit sector in Boston better for me is actually like, blunt, direct, sometimes really difficult conversations about white supremacy in the sector. That is actually far and away the thing that would have the most impact. Because it would impact things like gender, race, class, culture. If you go there, you like get all those other things.

>> CHRISTINA HAINES: Yeah, what I would add to this discussion is the challenge to the present leadership which is we know from the report is majority white and majority female in the nonprofit sector. Yeah. Sorry. And a specific challenge that I would put forward is a collection of some of the what I think are the best ideas that are really concrete, first is around succession planning for current leadership. To build our bench strength so the upcoming and rising leaders within the organization, not people necessarily brought in from the outside. Succession plans that include explicit and measurable goals formalizing the advancement of leaders of color within the organization presently. And building on from that, connecting the performance of

assessment of executive leadership for supporting diverse leadership and making sure the board is aware of it and that get factored into their evaluation and tied to pay.

And likewise, the counterpart to that having professional development conversations required as part of the performance assessment for all staff so it's baked into those touch points for all staff. And bringing it down to our other aspects of the system. When we think about key projects and thought leadership that is coming up within an organization, and this can be seen in strategic planning processes or in various types of planning for organizations, ensuring there are opportunities for existing staff, including and particularly staff of color to participate in those projects for professional development so, not automatically resorting to bringing in consultants or contractors who may be in privileged positions who come in and do that really strategic advanced work that can propel someone's career and leadership skills. But absorb those within the organization. And likewise, for the administrative burden, the tasks that are burdensome administratively or time-consuming, think of different creative ways to distribute that within the organization. So employees in junior-level positions can have some space to contribute to the strategic vision of the organization.

And when we think about the wage equity gap and ways to mitigate that, obviously, best-case scenario would be finding the resources to offer higher salaries. But there's other ways to decrease or at least assist with one's personal expenses. But aren't necessarily a salary increase. So what about flexible and remote work? When the cost of transportation and housing is so high, what is wrong from working from home and offering that essentially the discount you're saving on that T pass, on that parking, on that Lyft because it's 10:30 at night because you're kind of afraid to walk home to the T. Just those cost savings that is easily possible just through being able to work remotely. So those are concrete ideas. I love to hear everyone's thoughts in the Q & A as well.

>> MIRIAM ORTIZ: Thank you so much. I think we touched upon some of the ideas, not just on the individual level, but collectively and systemically. And I want to make sure we have the time to make this an opportunity to make what it was intended to be which was a conversation. So we're going to open up the time to ask questions from the audience. I think we have a few mics going around. So I'm going to ask that you raise your hand, and as you ask your question, if you can be brief. And we'll take it from there. Any questions? We have one in the back.

>> AUDIENCE MEMBER: Hi. Can you hear me? Hi, everyone. My name is Diana Mancera and I work for a nonprofit as well. It's Massachusetts State Coalition Against Sexual Assault and Domestic Violence. So thank you so much for all your wisdom and thoughts. And I guess one of the things, I'm a millennial myself and I hire millennials. Particularly millennials of color because I'm a woman of color and I believe in that. And I do run into this issue with supervisors and people above me who are constantly struggling with this piece of the rap that we have as millennials. That we don't work as hard. That we believe that things should be given to us. Because, I don't know, because some of us had to go back to school. We didn't have an option. Like when I graduated from undergrad, I didn't have an option and I had to go back to school because there's no jobs out there. So there's this rap that we have as millennials, that we deserve the job and we deserve to get higher positions because of our education or whatever that may be.

And the self-care piece as some of you mentioned. A lot of millennials today, we talk a lot about self-care. And nonprofits do not really like that word. So it's a multiple question. How do you talk about the rap that we have as millennials? And how do you address that? And how do you remove that too?

>>MIRIAM ORTIZ: Any takers for this one?

>>JEANNETTE ANDRE: I don't know if anyone here has strong opinions on baby boomers. But I do. And I'll save you all from hearing them, but I don't know what you can do to push back on those who are prejudiced against you based on the generation you're born in. It seems like they aren't open to learning anyway if what they're doing is treating, you, as an individual as an entire caricature of your generation. So I'm not very helpful on that. And the only thing I'll say related to self-care is on the philanthropic end, if we're investing the effectiveness and the sustainability of organizations and we're forgetting what that requires treating individuals as human beings and supporting them as human beings, then we're doing the whole sector a disservice. To people have to bring that conversation in and when we see things in budget, that's great, but how are you sustaining yourself? How are you going to continue to do this change making work? Because I've seen too many grassroots community leaders dropout, fall out, go into the corporate sector or just, I've seen someone leave the country because they just burned out completely and entirely. And, so, thinking about how, we, as funders have that conversation and stop balking at things. Like you have this line item in your budget to support professional development or self-care or whatever. Because those things are vital to making a thriving and robust sector.

>> Thank you.

>> MANISHA: I forget what I was going to say. So, -- here you go. [Laughter]

>> MIRIAM ORTIZ: We'll circle back.

>> LAWRENCE BARRINER, II: So I would say I've been in those situations like that. And lessons I feel like I've learned, step one is actually to listen, which is actually is not always my first piece of advice. Because sometimes I don't want to listen to what you have to say, because I disagree deeply. But it's been my experience that listening at the beginning of those types of conversations, to hear like what is it they actually are complaining about? And then once I have a good understanding of that, stage 2 is to have a very explicit goals-oriented conversation. So like, you, as a supervisor, what are your goals when you're supervising blank person or blank group of people? And as someone who holds some of those identities, I can say "my goal as someone who works here is this." And what has happened in several times in stage 3, oh, it turns out we have goals that make sense together and we can strategize about how we help each other out in that moment. I will say that that has backfired one time. So by no means is listening always a thing that works, especially, as people of color, most of us know, listening didn't always work, sometimes it hurts. So I had friends who tried to go in with that strategy and have gotten burned by it because they have been explicit that they had needs that their job wasn't meeting. And the supervisor was like we can't do that, so bye. So it's possible that could happen, but it's been the majority of my experience that people who are in supervision role actually just want to make sure they are covering their tails. So having those conversations can help.

>>MANISHA BEWTRA: I remembered. Data. There's data that says millennials are not just all about avocado toast, lattes and craft beer. Which is, yeah, I do think we do broadly like those things. But there's sort of like this caricature of what a millennial is. And maybe a person with maybe an advanced degree, probably white, people of color too. So there's data that shows that's all around this room, and also that shows, you know, housing prices, childcare. I mean, I sent my kid to baby college when he was an infant. It was \$20,000 for the first year. Yeah. Surprise! There is cheaper childcare. Princess Charlotte? Yeah. In the UK, the princess is, they're paying less for childcare than what most parents in Massachusetts would have to pay. So there's data to show that there are these disparities. And I think this whole idea of millennials being all about wanting mission oriented work. Like just challenging that and saying what's wrong with that? But I think the other thing I'm seeing in my work is I'm concerned about our generations being more segregated. Like in our housing conversations, we're talking a lot about senior housing or housing for families, housing for kids. And I mean, housing for empty nesters. And I think we actually need to make sure we're talking to each

other. Because what I love to see is more age friendly across the age spectrum society. Because baby boomers aren't the problem. Millennials aren't the problem. Gen-Xers exist. So I don't know. Just the storytelling, eliciting stories is one of the ways I do that in my work is asking people around the room "what's your housing story" if I see, you know, folks who maybe have kids or grandkids saying "can your kids afford to live in this community?" "Can someone who looks different from them afford to live in that community?" And I think that level of personalizing helps get that conversation past that stuck point of like millennials as a monolith.

>> CHRISTINA HAINES: If you're looking for that data, I would recommend a book *Kids These Days*. I'm sorry I don't remember the author, but he was prominent in Occupy Wall Street movement. Written by a millennial and intended to refute the very talking points we hear disparaging millennials, bringing forth the economic data and social data.

>> MIRIAM ORTIZ: Thank you. That's great advice. Back there. Oh, wait. Yeah. I have a blind spot.

>> AUDIENCE MEMBER: Thank you. I'm here. I'm here.

>> MIRIAM ORTIZ: I hear you.

>> AUDIENCE MEMBER: I'm Andrew Sharp. Thanks for putting on such a great discourse. Big up to the nonprofit. One of the issues I find, and I don't know if it's a cultural issue, I find that in most organizations, and since I've moved here and I've been doing a lot of research, and especially for my Caribbean diaspora community, when you look at the organization and you look at the members, and Board members, everyone is old. Above 50. Let's say 45. And you have the younger generation, which is the younger Caribbean diaspora. So how do we change in terms of getting some of these old folks, old foggy, excuse me if you're old in here. But getting the more younger ones involved. Because I look at organizations and they say I can't bother with that because it's all old folks in it and then you have that generation gap. You have that interest being lost. So how do we go about that? Should we set term limits on them? You know? And sorry to say, I'm going to bring up politics again. Look at Congress. All these old folks, you know? Come on. [Laughter]

>> MIRIAM ORTIZ: Thank you. So how do we keep them moving? Anybody have any insights? Yeah?

>>LAWRENCE BARRINER, II: Yes to term limits. Period. And I think that can actually be used as an asset. Or term limits can be seen as an opportunity. I have a friend who is on an organization's board where they have actually have really, strategic might be the word, they have conversations with people as they come on to the board about what is it that you want to do on this board? You have a term limit, it's 4 years. So in the 4 years, what is it that you want to move while you're here? Great. And in these board meetings, you can have conversations about connecting to your folks because you're bringing a new audience, or expanding the size of the org's budget because you're a fundraiser or whatever it is. So, yes, to the term limits. They can be an asset instead of this thing that's seen as fearful and bad. And then something I've experienced having been as I'm new to the Resist board, but we have had transition meetings. And the transition was actually seen, I found the transition meeting as a way to learn from these elders who have been in movement spaces for a really long time and have learned a lot of things. So some of those things are not relevant anymore, which is part of why there's an urge to move those people out of the spaces. But it's actually important for the current board to learn the things old things the old board knew so they don't make the mistakes. And so that we have that knowledge and wisdom as we learn new things to support the organization that's doing whatever it's doing. So those are two things.

>>CHRISTINA HAINES: Yeah, I would say that there is going to be a certain amount of bravery and boldness that is going to come in to claiming our seat on the board or at the table. And it might be uncomfortable in the beginning. And I think that everyone comes with a different why that they are working on social justice issues. Sometimes it's very personal, sometimes it's more abstract. And I think we're all going to need to own our own why and recognize that may be different from someone else. But your why for being at that table and claiming your seat on the board or claiming your leadership position is just as valid. And I think whatever you need to have that source of strength and confidence in owning that position, find it. So find those communities, whether in spaces like this where you can connect with others who are trying to blaze new paths and open new doorways that have felt very closed and often been very closed. And use those communities as sources of strength and invite in others who may not feel comfortable having attended an event like this. Next time, bring your friend who wouldn't necessarily have thought to come to this or that this was a relevant discussion for them.

>>JEANNETTE ANDRE: Another thing, And, yes, definitely term limits. It gives you a neutral context for people stepping off boards and set expectations. But you want to look at your by-laws, but they don't have to be on your board to serve on some board committees, right? So you can create a board committee of committed, millennials that are involved in your community and are passionate. If there's someone on your board who is an ally to that, to invite them to serve on the committee as well and empower them to create change within your organization. Probably don't put them on the social media team because that's what everybody thinks millennials love to do. But, really, invest in how they want to contribute to your organization. That's also a really nice way for people who are new to board service to understand what board culture is like. And it sets them up for success if you decide to officially invite them onto your board.

>> MANISHA BEWTRA: I just want to give a quick shout to for the Mel King Institute, which is one organization – [Mic cuts out]

The Mel King Institute for Community Building. I put some flyers out there for upcoming trainings. They do board trainings. You know, having served on the board and feeling kind of like a fish out of water, like I have things to contribute here, but I don't know what's going on or how to do that. I think the training is really valuable. I think that through this conversation, I've been thinking also about how can you both train folks in the system you have, but also think about how to evolve your system or create some flexibility within it in terms of what those roles could look like?

>>LAWRENCE BARRINER, II: I'm going to summarize what I said earlier because I rambled a little bit. What I meant to say is tell your Board member to train the next generation by stepping off and supporting that.

>> MIRIAM ORTIZ: Thank you. And thank you for the emphasis on creating spaces outside of the normal structure, right? We think we can only have influence as a board. But if we think about young professional groups that lead into the pipeline of leadership of organization, it's also a way to integrate that new fresh blood.

I think we may have time for one more question. Back here? Who has the mic? Okay.

>>AUDIENCE MEMBER: Hi. Not that I think there's a really straightforward answer to this, but I'm going to ask it because I like to get feedback. So what suggestion do you have for like increasing pay in the nonprofit sector generally? Because like, I in one role, I'm a Director of my department, and another role I'm a professor and very few of my students like mention that they want to go into nonprofit sector. When I mention it, the first thing they say is "the pay is low. I can find a comparable job in the private sector or even in the

public sector,” and I want to know outside of begging for excess grant money, how can you increase those salaries so we can attract those people into our organizations?

>> MIRIAM ORTIZ: Anybody want to answer from the panel? How do we generate money?
[Laughter]

>>CHRISTINA HAINES: I think it's part of a broader discussion in terms of the sources of funding for nonprofits and what they value in funding. Right? So capacity building and professional development. So to a certain extent, it is co-education with funders, I think, on the value of providing competitive wages. And that's a tough conversation, but if we all in this sector are having that with our individual donors, and making that known in our grants, it will start to be heard. And it is becoming, I think, more known as a need that focusing on this smallest possible administrative cost, i.e., actually the folks who are delivering the services, that's not the metric we want to use, right? But having that conversation with funders I think is a slow but important process that we all need to be part of.

>> MIRIAM ORTIZ: Thank you. Any final remarks from our panel? How are we doing on time? I just want to make sure. We have time for one more question? Yes. So there was one on my right side wherever the mic is. Oh. Awesome.

>>AUDIENCE MEMBER: I guess more of a method [Away from mic]. But that's a different conversation. But at the same time it's not. But I'm curious in the philanthropy work and also in the nonprofit spaces that all of you are traveling through, how you see, I think millennials generally are a little bit further along in the conversation around white supremacy and capitalism and the problems they bring. So how do you -- how have you seen successfully or how do you envision successful education for folks feeling competent in those spaces when they see them come up?

>> Just to clarify, do you mean like people who work at nonprofits where white supremacy culture is dominant?

>> AUDIENCE MEMBER: Yeah. So I'm coming from this as a white Executive Director in an organization that is populated by and employed with women of color. But then also a larger national organization that is not. So I'm trying to balance in between my community and the larger community which is a little bit older and much whiter.

>> LAWRENCE BARRINER, II: So I'll say maybe two things. Actually, I want to back up to just echo the like educate your funders thing. Both for wages and as it relates to white supremacy. I've seen organizations often based in California in the Bay who are sort of leading on some of this. But it's actually in your funders' interest, because they're often interested in solving problems, to talk about white supremacy because it creates lots of problems. And, so, co-education is a good strategy for that. Like we as an organization are going through anti-racism training. We're inviting our Board members into that because we need to be having these conversations together, because if you have like a conventional nonprofit structure, your board is in charge of approving your work. So if the board is in conversation with you, that can be a really helpful thing.

And I think other thing I'll say on just dealing with white supremacy in spaces is assuming, like, come to the workplace, assuming that that's what's normal. And actually build your structure in a way that respond to that normalcy. I just assume that everyone, when they come into work, that they have had some sort of aggression lobbed at them in the train, on the bus, in the car, on the news, wherever. So building the culture of your organization to assume that as baseline and that then makes it a lot easier to have some of those

conversations and it makes it a lot easier for people who have been harmed by those things sometimes very immediately or sometimes in longer arc. To be able to say “we have a racism problem here and it shows up this way, and can we just talk about that?” Yeah. I have a lot more things to say, but I'm going to stop there.

>>CHRISTINA HAINES: Just another book recommendation. *So You Want to Talk About Race*. I'll give you some good tips for establishing a common vocabulary which actually is a vocabulary, language which is the first step in even really having equity conversation.

>> MANISHA BEWTRA: I think continuing to be a rabble-rouser and talk about it. But also finding, I mean this is sort of piggybacking on things we've said. But finding those spaces within affinity groups or also folks who are also grappling with the same issues. It's like free therapy to go and find a book club where we're really all talking about race together and unpacking white supremacy and then taking another crack at it.

>> JEANNETTE ANDRE: I do also want to recognize that there's power dynamics at play especially with funders and nonprofits. And it shouldn't be a burden of nonprofit to educate funders to do this work. Funders should also be held accountable internally and have people internally driving this work. I lost my train of thought. I've seen those conversations go poorly. And, so, it's about creating intentional spaces for people to feel comfortable to talk about race. And sometimes when people say white supremacy, they don't understand the definition that we're using when we say white supremacy. And, so, just allowing people to fully enter spaces and have philanthropy drive the conversation internally also while recognizing the nonprofit sector is really leading this, and we have a lot of catching up to do. And that's related to how do you pay people? You pay people if people give unrestricted large multi-year grants to support your work, but grant makers don't do that and I think it's a bitter conversation and frustration that I have around accountability in the foundation sector, because we don't report to anyone. We have -- we don't have to collaborate. We don't have to learn. We don't have to grow. There's donor advised funds where you don't know who's managing the money. So one of the messages I'd like to leave for any funders in the room is how are you thinking about partnering with communities and radical transparency, and making sure that the actions that we're doing are supporting and not harming the organization and the issues we're advancing.

>> MIRIAM ORTIZ: Thank you so much for sharing. It looks like we have time for one more question on the right side of the room where the mic is.

>> AUDIENCE MEMBER: My name is Kelly and I work with Christina actually at Silver Lining Mentoring. So, my question is relating to spaces in the nonprofit sector that say they are progressive, they think they're progressive. They are doing some things. The conversations are being had. But real radical change is either it's so slow and incremental that it feels like nothing or just barely anything. Or otherwise, they want the people of color in the organization, or just the people of color in general, like consultants or whatever, to be educating people on the ground. And the onus is not on the white executive leadership to push things through and set the tone at the top. They're like oh, this is great. I know research report shows we should be doing this. I know it's important. I'm just going to let these people do it. So my question for you is, how do we put onus on those people? And how do we really have conversations, not about, you know, the elementary things, but with people who say they are progressive. What is the Fierce Urgency of Now? What does that mean? And what should we be doing today?

>> MIRIAM ORTIZ: Any takers?

>> AUDIENCE MEMBER: I know it's a complicated question.

>>JEANNETTE ANDRE: One of the things I'm going to sound like a broken record, right? Because funders have power, funders need to have commitment to policies and procedures that reflect social justice, racial justice values. And they need to have start having conversations with executive directors around how they are implementing those policies within nonprofits. And I think you learn from communities on what change needs to happen. And then we can lead from a position of power and in partnership with community, but I think that's one of the ways in which we try to have a voice, especially around self-care too, which is something that people don't invest in a lot. We see a lot of burnout and we don't want people to do that. So we start having those conversations. And the more that people in position of power can prioritize policies, like racial and social, and economic justice internally within an organization, the faster change happens.

>> MIRIAM ORTIZ: Thank you. Do we have one more?

>> LAWRENCE BARRINER, II: Yeah, this is definitely a soapbox of mine. So I'm going to try not to do all the things. Something I deeply believe, and this is from *Pedagogy of the Oppressed* by Paulo Freire. He's just says straight up it is work of oppressed people to liberate themselves and then to liberate their oppressors. I don't like hearing that. And he makes a really clear case why people who exist in oppressor spaces literally can't see what it is they're doing. And systems of oppression are designed to prevent them from seeing it. So, you know, again, that's not a thing that I like to think about and hear, but sometimes I run book groups on *Pedagogy of the Oppressed* because I think it's so important to understand that's sort of the base level. Now if you disagree with that insight, so be it. We can have that conversation too. But that's sort of one thing I started to move with. I think another thing that he says in his organizing model is part of the way that people who are oppressed make it really obvious to oppressors why oppression should end. Because it's actually in the interest of the oppressor to end the oppression. It doesn't make sense to them, because they exist in a system that convinces them they're good. But actually they're not good and what we see with all types of oppression, gender, race, class, ability, sexual orientation, et cetera is that people who are in the oppressor group actually have to self-harm in order to oppress someone else. And that self-harm is literal disconnection from parts of our identities. Like men actually disconnect from their ability to feel in order to oppress other people. People who are heterosexual, like they tear their mental ability to connect intimately with people of their same gender, because heteropatriarchy convinces us that being heterosexual is everything and you have to exist in this one way. Anyways, I'm not going to dig way way way into that. So it's actually in the interest of the oppressor to end the oppression. And there are in that book and many other books, ways to make that a really clear concrete pathway to shifting people's understanding about what white supremacy is and why it should end. Ending white supremacy actually helps white people. Yeah. I'll stop.

>> MIRIAM ORTIZ: Again, I want to make sure we honor the time that was allotted for this section. I want to first ask you for a round of applause for our panelists for sharing their experience.

[Applause]

I also want to thank you, because I think this section really encompasses the spirit of the night which is to ask difficult questions, make sure we have space for reflection to find patterns and commonalities, to share resources. And that's what tonight was about. And I want to make sure we have this space to continue to do that. We have another section where you can continue to network. I'm sorry if we didn't get to all the questions. But definitely, if you want to continue, approach one of us. This is what this space is for. And just a little reminder when you came in, you had a bingo card that was about connecting with people and having very intentional conversations. So just remind you about that. There's some really awesome prizes. So once again, thank you. And give yourself a round of applause for making the space and time to come here.

[Applause]

>> Another quick announcement. You don't have to leave. You can still network. There is still food, there is still drinks. So you're welcome to stay.

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