

## ***What are AFP Fellows in Diversity and Inclusion trying to change?***

*A literature review of the Projects submitted by the 2015-16 and 2016-17 AFP Fellow cohorts.*

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AFP Fellow in Diversity and Inclusion 2018-19

### **Introduction**

The AFP Fellowship in Diversity and Inclusion was a program launched in 2015 by the AFP Foundation for Philanthropy-Canada, with funding from the Ministry of Citizenship and Immigration's Partnership Project Office. It was initially targeted at Ontario-based emerging and mid-level non-profit professionals who belonged to a diverse community. The goal was, and continues to be, to build the capacity of emerging fundraising leaders that reflect the diversity of our communities. This regional-focused iteration of the Fellowship lasted for 2 years, and saw 2 cohorts make their way through the programs, the 2015-16 Fellows, and 2016-17 Fellows, totalling 60 Fellows.

With funding from Heritage Canada in 2018, the AFP Foundation for Philanthropy – Canada was able to launch the national expansion of the Fellowship, providing dedicated education, professional development, and mentorship to 20 mid-level and emerging non-profit professionals from across Canada, representing a wide range of cultural backgrounds and interests.

One of the components for completion of the program was/is a Fellow Project:

*Fellows will choose and develop a project directed at enhancing diversity and improving inclusion, (preferably) within their organization or the fundraising field. Fellows can choose to work independently or in small groups (3 or less).*

When it came time for the author (Khalil Guliwala) to work on his project, a series of natural questions arose:

1. How did these past Fellows view the topic of Diversity, its intersection with the charitable sector, and, for want of a better word, to *correct* for under- and misrepresentation of Diversity in the sector?
2. What strategies and tactics could be gleaned from these individuals, trail-blazers, on mitigating the very complex and sensitive issue of being “the Other”?
3. Was it possible, based on the responses and attitudes of the Fellows (circa when their Projects were written), to discover competing approaches to the topic of Diversity and solving it, to present these side-by-side, to hold them in tension, allowing the “diversity within diversity” to come to the forefront?

A topic for the author's project had presented itself.

But this project aims to do more than merely alleviate the curiosity of its author.

A literature review, like the one offered in this project, serves as a gateway to the projects and also to the various themes within “Diversity.”

Playing these projects off each other, listening to variations on a theme, allows a certain richness and diversity of viewpoints that might not otherwise be appreciated if the Projects are treated in isolation.

In other words, this Project aims to convey the wide-ranging approaches and attitudes to “Diversity”, ranging from tales of pain and hope, to calm and methodical research and analysis of this society-wide problem. What should always be kept in mind, despite the tone adopted by the Fellows, are the very real scenes of acceptance and rejection, lived out and continuing to be lived out across Canada, in offices, boardrooms, and living rooms.

Ultimately, this project aims to learn from these Fellows, to never forget them, to draw hope from those who might also, like us, struggle, and to give hope to others when they have none. And in that spirit, when the choice is between summarizing a Fellow’s thought or including long quotes from a Fellow’s project, preference has been given to providing them the space for their own voices to come through whole and unadulterated.

## **A few notes on the current Project**

This literature review cannot in any way capture all the richness and complexity of the Projects it attempts to study or the Fellows who have attempted in their own way to put some structure to the issues. To have read and re-read these projects, as individual pieces and as grouped pieces, has been both an enriching experience, and a humbling one. Presenting them has been a challenge in itself given the diversity in writing styles, reference styles, and subject matter. With that in mind, the author has made the following editorial decisions:

- A. For purposes of readability, certain key themes will be looked at, not every idea in every project. When an idea or viewpoint is tackled in this paper, not every instance or permutation of it and the related Project will be mentioned, rather the most diverse or structured points to demonstrate the space between the 2 poles of the ideas.
- B. When quoting from a Fellow project, the name(s) of the author(s) will be used in bold, and will match what appears in the Table of Fellow Projects, e.g. **(Zaina-Sophie Salibi)**.
- C. As Fellow Projects were not consistent in the use of page numbers for projects (i.e. some Projects had no page numbering), the current project will not mention page numbers even if when they are available.
- D. Some of the selections quoted from Fellow projects include instances when the Fellows were themselves quoting or referencing other materials in their project. For the sake of simplicity, the text from the Fellow project will be presented as it appears in the Fellow project, without “referencing the reference.” Interested individuals are encouraged to seek out and consult the original Fellow project to track down the reference or the source of the original quote.

As the first 2 cohorts of the program were Ontario-based, there might be a geographical-bias to how the issues are viewed, e.g. the anti-immigrant rhetoric that is a staple of Quebec politics or the erosion of services to English-speaking Quebecers and its impact on fundraising will not be found here. And that’s okay given what the previous scope of the Fellowship was prior to the nationwide expansion. And, as the scope expands, and as more cohorts of Fellows pass through, adding to the critical mass of thought and leadership, perhaps one day we’ll have worked through all the issues. Or, better yet, create a world where such a Fellowship and program aren’t needed. A better tomorrow, brighter than today.

## The Fellow projects

The following table lists the projects, along with additional information that the author believes would be of use to prospective readers

- Projects are tagged with keywords such as:
  - whether the Fellow Project focuses on a specific type of diversity (e.g. LGBTQ+, ethnic diversity, visible minority, women, youth, indigenous, physically handicapped, etc). When no diversity-specific information is mentioned in the table, the presumption should be that the Fellow Project didn't drill down to a specific diversity but was broad about it;
  - if the Fellow project focuses on diversity within a certain organization, making the project organization-specific to a certain degree;
  - recruitment level, which includes Staff, Board, Volunteers.

Author	Fellow Project	Organization-specific	Staff	Board	Volunteer	Diversity-specific
Ada Tsang	Developing A Training Module For Endeavour Volunteers On "Embracing Diversity And Building Effective Teams"	Endeavour Volunteer Consulting for Non-Profits (Endeavour)			Yes	
Alana Liberman, Frankie Chow	Diversity And Inclusion Board Recruitment Policy For The Living City Foundation	The Living City Foundation		Yes		
Amy Ellen Soden	Faces Of Philanthropy: Diversity Stories Of Human Service					
Andrea Thompson, Melodie Gabriel	Fellowship In Inclusion And Philanthropy Final Project					
Charlie Andrews (C.W.A)	LGBTQ+ Inclusion In Philanthropy		Yes			LGBTQ+
Cheryl Blackman	Using Decision Making Strategies In Support Of Inclusive Giving		Yes	Yes		
Claudia Hughes	Fellow Project Summary					
Eugenia Duodu, Salomeh Ahmadi, Uma Venkataramaiah	Inclusive Youth Philanthropy				Yes	Youth
Gerri Lutaaya	Improving Diversity & Inclusion At Teach For Canada	Teach For Canada	Yes	Yes	Yes	First Nations
Hava Goldberg, Tanya Rumble, Thiviya Sehasothy	An Analysis Of Diversity & Inclusion In The Workplace Focused On Toronto Non-Profit Organizations		Yes			

Author	Fellow Project	Organization-specific	Staff	Board	Volunteer	Diversity-specific
Hope Lovell	The Future Of Our Social Purpose Enterprise	Downtown Mission	Yes	Yes	Yes	
Jacqui Terry-Carroll	Collective Impact: Building Inclusive And Engaged Communities In Refugee Services In Waterloo Region					
Janneth Mayorga	Diversity And Inclusion Organizational Strategic Planning University Level Course Curriculum					
Jannies Le	A Diversity And Inclusion Policy And Training Manual Accessible Client Standards					
Jessica Farias	Importance Of Integrating Fundraising & Program Teams					
Lisette Teran	Strategies To Youth Empowerment For Philanthropy					Youth
Lorena Muñoz, Alisha Pawa, Dolly Singh	Diverse Fundraising Committee Strategy	Childhood Cancer Canada, Trillium Health Partners Foundation			Yes	Ethnicity
Mam Joof, Lucia Ly	A Framework For Engaging Women Of Diverse Communities In Fund Development				Yes	Women (all diversity)
Melissa Leite	A Diversity And Inclusion Recruitment Resource Document For Tides Canada	Tides Canada	Yes			
Mimosa Kabir	Diversity And Inclusion Report	Soulpepper Theatre Company	Yes	Yes	Yes	
Ranjan Khatri	From Astrological Motive To Philanthropy Motivation: A Shifting Landscape In Tula Daan					Religious (Hinduism)
Sandra Villarraga	Diversity & Inclusion Communication Plan	Lutherwood	Yes	Yes	Yes	
Shehzad Qureshi	Georgetown Hospital Foundation Board Diversity	Georgetown Hospital Foundation		Yes		Ethnicity/immigration

Author	Fellow Project	Organization-specific	Staff	Board	Volunteer	Diversity-specific
Tania Cheng	A Diversity And Inclusion Policy For Ontario Ecoschools	Ontario EcoSchools	Yes	Yes	Yes	
Tania Hossain	Kpis: Going Beyond The Numbers					
Teresa Cheng, Nayeon Kim, Frances Quintero Rawlings	Beyond Belonging: Stories Reflecting On Diversity And Inclusion In The Not-For-Profit Sector					
Toni Francis-Bowie	Reviewing Recruitment, Retention & Advancement Opportunities For Racialized Women In The Philanthropic Sector Across The Greater Toronto And Hamilton Area (GTHA)		Yes			Women (ethnicity)
Wanjiro Ndungu, Anil Kanji	Developing A Culture Of Diverse & Inclusive Supporter Communications Greenpeace Canada	Greenpeace Canada				
Winsome Smith	New Hope Church And Benevolence Policy	New Hope Church				
Zaina-Sophie Salibi	A Business Case For Diversity And Inclusion In Academic Fundraising		Yes	Yes		

### Types of diversity

While not every Fellow project focused on all types of diversity, collectively, the Fellow projects address many types of diversity:

- Age
- Disabilities
- Ethnicity
- First Nations
- Gender (Women)
- Geographic
- Language
- LGBTQ+
- Religious
- Youth

The author found the following distinction quoted in **(Zaina-Sophie Salibi)** quite helpful when it came to thinking of the levels of diversity:

*Surface-level diversity: diversity of observable attributes such as race, gender, ethnicity and age.*

*Deep-level diversity: diversity of attributes that are inferred through observation or experience, such as one's values or personality.*

*Source: Jason A. Colquitt et al., Organizational Behaviour. 2<sup>nd</sup> Canadian Edition (McGraw-Hill Ryerson, 2013)*

Two themes cropped up many times across the Projects:

- 1) the idea of intersectionality: that someone could, and perhaps more correctly does, fall under multiple categories, or surface-level diversities, at once;
- 2) the balancing act between the surface-level diversity(s) and the deep-level diversity(s) that are embodied within the concrete individual, either for the individual themselves, or for the external observer aiming to find a way to connect with that individual.

Or to put it more succinctly, “diversity is diverse.”

*Women are a good example of how these layers and intersections come into play and how we cannot simply group them into one segment that we must “include”. (Mam Joof, Lucia Ly)*

*[...] we must understand that diversity is multifaceted and diversity can exist within diversity. This means that a diverse community is not a single entity, and individuals can identify with cross cultures/diverse criterias. When approaching individuals to volunteer or support the foundation, we must understand who they are and value their proposition. We must build relationships not around money, but with authenticity this means Board members and staff must also show up at their events and gain visibility in their communities. (Alana Liberman, Frankie Chow)*

*[...] you can have diversity of skin colours without true diversity and you can also have diversity within groups who share the same skin colour. It is nuanced, it is complex and it is about time we recognized that and move beyond these big labels. They are easy and lazy. True diversity takes work, it means we have to dig deeper and we have to get to know the individual. (Teresa Cheng, Nayeon Kim, Frances Quintero Rawlings)*

And this “diversity within diversity” isn’t always neat. It can lead to frustrations with other individuals who share some but not all the same diversity types, or the adaptive strategy of moulding oneself to appear more like another diversity type:

*When Pride Toronto chose to honour Black Lives Matter – Toronto in the 2016 parade, it was clear that they were doing so because of the vast amount of public attention we had brought to various issues regarding anti-Blackness since our inception. However, we felt we were being tokenized, as Pride was ignoring its own issues of anti-Blackness, racism and ableism that had been raised over the years. (Teresa Cheng, Nayeon Kim, Frances Quintero Rawlings)*

*“I feel like I have to work harder than White women with the same or less education. In order to legitimize myself I need signifiers like my engineering ring, or adding ‘MBA’ after my title!” (Toni Francis-Bowie)*

*As a young person, I am keenly aware of my dress and presentation in front of others. I have found that there is a higher standard of scrutiny for young Canadians. For example, when I am meeting with a senior leader, that’s where my cufflinks come out and I ensure my shoes are shined. Additionally, young people enter from a position of disadvantage. So often, we are perceived as “we don’t know what we are talking about” due to our age – even before a single word has been said. At meetings and events, I’ve often found that I needed to first justify my presence by listing my experience and credentials before I can speak and share my insights. This is why I’ve invested time into crafting the right narrative to ensure that I am “listened to” as opposed to just being heard. (Teresa Cheng, Nayeon Kim, Frances Quintero Rawlings)*



## Why should charities focus on Diversity and Inclusion?

Amongst the Projects, there were many reasons given for why an organization (specifically a charity) would want to promote diversity and inclusion, either for board, staff, volunteers, or donors.

1. A business case for Diversity and Inclusion based on better performing teams and adjusting to a diverse talent pool (**Zaina-Sophie Salibi; Tania Hossain; Lorena Muñoz, Alisha Pawa, Dolly Singh; Alana Liberman, Frankie Chow**).

- Diverse teams have better results

*Diverse teams of varying racial and ethnic makeup produce better results, the evidence is clear (Brennan 2015). If you want to grow your organization you need to include diversity in your strategy. (Lorena Muñoz, Alisha Pawa, Dolly Singh)*

- Society, and hence the talent pool, is increasingly become more and more diverse, and organizations will have to compete to attract and retain talent, and be known as “diverse-friendly”

*As cities and organizations are increasingly becoming multicultural and global, it has become an urgent business imperative to fill talent pipelines with diversity. A significant body of research shows that diverse teams are more innovative and perform at higher levels. “Companies that build diversity and inclusion into their teams reap the benefits of new ideas, more debate and, ultimately, better business decisions.”<sup>vi</sup> Organizations that fail to advance and retain a diverse pool of talent are at risk of being unable to effectively serve a growing segment of consumers and the community at large. (Tania Hossain)*

*Organizations will need to be prepared to develop multiple practices and measures to retain their diverse workforce and continue to engage with their constituents. For staff, this may mean different employee resource groups, leadership development and recruitment programs, strategic partnership developments, etc. For service users or constituents, this may mean offering different program formats, access points, languages, groups, etc. For donors, this may mean different donor programs, stewardship and cultivation strategies. (Mam Joof, Lucia Ly)*

*Far too often fundraising professionals who are seeking new roles have lamented that it is difficult to know the true colours of an organization where they are interviewing. (Hava Goldberg, Tanya Rumble, Thiviyaa Sehasothy)*

2. Legal responsibilities towards diverse communities need to conform to provincial and national regulations or in some cases need to be enforced

*In 2012, Bill 33, Toby's Act (Right to be Free from Discrimination and Harassment Because of Gender Identity or Gender Expression) was passed by the Provincial Government of Ontario. This allowed for Gender identity and Gender Expression to be included in the Ontario Human Rights Code. Often, organizations and companies adopt the Human Rights Code into the inclusive and anti-discrimination policies. One strategy to determine if an organization is keeping their policies updated is to see if gender identity and gender expression are included in such policies, since it the recent addition to the clause. Surprisingly, in my experience spot-checking this update, many organization have failed to update their policies to include gender identity and expression, which was made possible in 2012. **(Charlie Andrews (C.W.A))***

*While organizations have waited until the amendment of the Human Rights Code to include gender identity and gender expression, leaders should be accountable and take action to create safe spaces, rather than waiting for government to reinforce necessary change. This may be radical, but such innovation will enhance the working culture and allow the company or organization to champion diversity and to be inclusive. **(Charlie Andrews (C.W.A))***

*Hiring a diverse fundraising team entails so much more than having anti-discrimination policies and adhering to provincial and federal regulations. **(Zaina-Sophie Salibi)***

That's not to say that a change in law always finds itself expressed in the ways diverse communities are treated in public life.

*With same-gender marriages becoming legal in more countries around the world, some people question whether LGBT people continue to face challenges, as if fighting for the right to marry was the only challenge. Well, I know that in Ontario, the average annual income for a majority of trans people is about \$15,000, despite them having obtained post-secondary education and having good job skills. We need to get that number up, no matter what anyone says. I know that is a statistic worth fighting for. **(Teresa Cheng, Nayeon Kim, Frances Quintero Rawlings)***

In some cases, especially when it comes to buildings planned and designed before laws mandating equal accessibility, it can mean recalibrating physical spaces to conform to the updated laws and the mission of the charity:

*My organization, The Scott Mission (TSM), is headquartered in an older building built in the 1960s-1970s. (...) In recent years, there has been a growing concern*

*among staff that our ability to provide fair and equal access to our programs is being impeded by the outdated and inaccessible physical facilities. With the introduction of the Accessibility for Ontarians with Disabilities Act (AODA) in 2005, addressing these concerns has become of greater and more pressing importance.*  
**(Claudia Hughes)**

3. “Hot topic.”

*There was an acknowledgement, especially amongst artists that change in the industry is becoming more evident, however there were concerns that as a “hot topic”, there is an inauthenticity and mistrust towards new strategies, especially with funding concerns looming. With this, the concept of questioning why you’re being invited to the table rose—the fear of being tokenized as a part of a collection of shapes and colours, rather than implementing effectual change. Another concern is that the topic of diversity and inclusion is a trend, and the strategies to address the issue are Band-Aid solutions rather than a fundamental shift in culture and organizational structure.* **(Mimosa Kabir)**

4. New/untapped donor markets, either within Canada or overseas, for the present or future

*For many charities, Diversity and Inclusion really revolves around how they can strategically raise money from other diverse communities.* **(Alana Liberman, Frankie Chow)**

*As Toronto’s demographics continue to evolve, more and more diverse communities will spring up and it is important for The Foundation to have plans in place to strategically gain their support in the constant battle to balance nature and urbanization [...] Nature conservation is a global concern, and should be supported by everyone in the community. Yet the reality is most nature conservancy supporters are baby boomers who are predominantly white. This doesn’t mean other diverse communities don’t care about nature conservation; they just have different opinions on nature conservation. A 2015 outdoor participation report by Outdoor Foundation found that in 2014 73% of Americans who participated in outdoor activities were white. Even though this report is American, the results are applicable to Canada.* **(Alana Liberman, Frankie Chow)**

*Global Affairs Canada states on their website that the majority of Canadian international students come from China<sup>10</sup>. Reconciled with the fact that there is an increased and very visible trend of philanthropic giving in China<sup>11</sup>, and that the Chinese government has passed its first ever Charity Law in 2016, Development Officers must focus their efforts on the internationalization of at least part of their operations if their fundraising is to remain sustainable and worthy of a world-class institution for years to come.* **(Zaina-Sophie Salibi)**

5. Succession planning within organizations

*In order to stay innovative, relevant, authentic and in touch with their community while simultaneously assuring sustainability, these leaders should be succession planning with racialized professionals in mind in order to tap into their energy, optimism, passion and deep community connection because they are intimately connected to the issues of and solutions for their community.*

**(Toni Francis-Bowie)**

6. Better connections between granters and some charities (specific mention was made of Aboriginal charities)

***The risk in not hiring and advancing equitably, is a critical disconnection between stated organizational mission and goals and actual community impact evidenced by the Measuring the Circle research report. In 2014, the Circle on Philanthropy and Aboriginal Peoples in Canada developed a research paper that specifically measured emerging trends in philanthropy for First Nations, Metis, and Inuit communities in Canada. Survey respondents were asked what they thought were the greatest challenges facing Aboriginal-dedicated charities in Canada. According to respondents, those funders who fund Aboriginal organizations face one main internal challenge. Specifically, most mentioned that grantmakers were hampered by a lack of cultural competency when collaborating with Aboriginal-dedicated charities on initiatives for Aboriginal beneficiaries and causes. They described a lack of in-depth knowledge of conceptual differences in ideals, mores and traditions amongst and between Aboriginal groups as well as between non-Aboriginal and Aboriginal communities in Canada. (Toni Francis-Bowie)***

7. “Like attracts like”: engaging more fundraisers from diverse communities, either staff, board, or volunteers, will give the organization, through them, the ability to connect better, and perhaps more authentically, with members of the same diverse community.

This idea and its complexities will be further discussed in the section **The complexities of Diversity and Inclusion.**

## How do charities start the ball rolling on increasing Diversity and Inclusion?

This depends on a host of a factors, primarily an awareness that the organization is also part of story as it is embedded in society.

While many of the extrinsic reasons provided by Fellows for an organization to increase its Diversity and Inclusion have been highlighted previously, these differ significantly from an organization's own intrinsic motivations to do so.

*In May, AFP (Association of Fundraising Professionals) hosted the Charitable Soul of York Region Conference to address and discuss Diversity and Inclusion in York Region. Panel host Hamlin Grange gave three main reasons as to why organizations would implement Diversity and Inclusion into their operation strategy, an A, B, and C. A is Appeasement; in which an organization is going through a PR or legal backlash and are forced to adopt Diversity and Inclusion. B stands for Business Plan; for when an organization wants to engage a previously unapproached diverse market for profit. And lastly C for Core Values; which occurs when an organization truly embraces Diversity and Inclusion as a key element that defines what the organization's mission and values. The most important thing is it doesn't matter if an organization decides to incorporate Diversity and Inclusion due to appeasement or business plan, as long as they eventually become an organization's core values. (Alana Liberman, Frankie Chow)*

When combined with the following scale, there is now a better ability to gauge an organization's progress towards Diversity and Inclusion:

*For each category, the benchmarks are divided into five levels that indicate progress toward the best practices in that category:*

### *LEVEL 5: BEST PRACTICE*

- *Demonstrating current best practices in D&I; exemplary for other organizations globally*

### *LEVEL 4: PROGRESSIVE*

- *Implementing D&I systemically; showing improved results and outcomes*

### *LEVEL 3: PROACTIVE*

- *A clear awareness of the value of D&I; starting to implement D&I systemically*

### *LEVEL 2: REACTIVE*

- *A compliance mindset; actions are taken primarily to comply with relevant laws and social pressures*

**LEVEL 1: INACTIVE**

- *No D&I work has begun; diversity and a culture of inclusion are not part of organizational goals*

**(Gerri Lutaaya)**

While not expressed explicitly in these terms in the Projects, Data is crucial. As the famous, and overused, Peter Drucker quote states: “What gets measured gets managed.”

It can include Human Resources-related data:

*As confirmed by Ontario’s Human Rights Commission’s website, collecting data for diversity initiatives that foster an organizational culture that is open and welcoming and respects people with different backgrounds, abilities and orientations is allowed by law. The Foundation should make it clear in all its communications with donors why the data is being collected. (Shehzad Qureshi)*

Or audience-related data:

*Our first step was to understand our existing audience. We dove deep into our data to create profiles based on age, geography, and language (English or French). This initial step of data analysis led to two recommendations for the organization:*

- 1. Improving data quality and comprehensiveness should be an organizational goal. We need to develop a culture that values collecting demographic data with each and every email, phone call, survey, and petition. It has the added benefits of supporting our lead generation efforts and improving donor communications by creating targeted solicitations and helping to build deeper relationships with donors, thus boosting donations*
- 2. The initial data deep dive should be used to identify areas in Canada where we have proportionately little representation or presence, and to develop strategies for how we can be more inclusive of those communities in our communications.*

**(Wanjiro Ndungu, Anil Kanji)**

However, some data collection might contravene labour laws and human rights legislation that prohibit tracking and reporting on some information, but should be thought through nonetheless:

*It should be noted that there isn’t consistency in the identity-based questions employers in the GTHA ask mostly because of labour and human rights legislation that limits the amount of information that an employee needs to share about themselves. Having said that, I argue that facilitating a choice to voluntarily disclose more identity-based information with the stated goal of using this information to increase equitable representation in the organization through hiring, advancement and retention practices, and offering monitoring and accountability procedures to assure the same, would certainly be a welcome addition to many current and prospective employees in the sector. (Toni Francis-Bowie)*

When it comes to Data, when these are transformed into Key Performance Indicators (KPIs), there might be even greater opportunity for change, as long as there is a feedback loop to adjust strategies:

*Lastly, KPIs are indicators, not actions. According to Bersin by Deloitte, The Diversity and Inclusion Benchmarking Report, most organizations that have diversity and inclusion policies have some metrics in place but rarely do they adjust their organizational strategies based on metrics or feedback. This leads to organizations simply collecting data for the purpose of reporting, not for the intention of actually creating inclusive workplaces. (Tania Hossain)*

And this data need not have to be micro-level data on the individual level, but could also be macro-level data on the group level on the ethnic and language compositions of neighborhoods, so as to better address these groups in their languages and through the mediums that they are most aware of:

*How an organization chooses to market and communicate to certain segments should speak to how diverse populations respond to different media. Organizations should find innovative ways to reach out to diverse communities. At SickKids, the Foundation eventually launched a Chinese website, held a radiothon and established a story bank for media features, offering first person accounts of the hospital's work from patients, doctors and researchers. The Surrey Memorial Hospital Foundation raised millions of the dollars by reaching out to the Sikh community for help. The community responded by organizing a radiothon on the local Sikh radio station where Sikh deejays made the ask over the air. (Mam Joof, Lucia Ly)*

*Whether that means having a translator during a time in need, or meeting all dietary restrictions. This will give us an opportunity to learn first hand, the needs of the various ethnicity groups. (Lorena Muñoz, Alisha Pawa, Dolly Singh)*

And, using data can sometimes lead to recommendations that cause an organization to prioritize the issues and adjust the speed of change to the reality:

*Given that less than 5% of Georgetown Hospital Foundation's donors are from a visible minority it does not need to make drastic changes in its board structure in the short term. (Shehzad Qureshi)*

The vehicles of Diversity and Inclusion can also include policies, checklists (**Wanjiro Ndungu, Anil Kanji**), and as mentioned previously, a recalibrated physical space that allows for more accessibility.

## The complexities of Diversity and Inclusion

1. If “Like attracts like”, does that mean that “unlike can never attract unlike”?

As mentioned previously, the idea of “like attracts like” is centred on the notion that engaging more fundraisers from diverse communities, either staff, board, or volunteers, will give the organization, through them, the ability to connect better, and perhaps more authentically, with members of the same diverse community.

*A large component of this Diversity and Community Engagement Sub – Committee that is missing, is that it needs more faces from a larger range of different ethnicities to be able to connect with a wider range of people within the community. (Lorena Muñoz, Alisha Pawa, Dolly Singh)*

However, from personal accounts of diverse fundraisers, primarily of color and religious minorities, this notion has a significant career-limiting impact on them:

*The survey data shared below, suggests that strategically prioritising and measuring diversity, inclusion and equity in an organization can have a significant impact on workplace representation. Echoing this point, one interview subject shared that she was dismayed at the little representation of Black women and men in fundraising roles in philanthropic organizations, where it was required to raise money from affluent individuals who tended to have generational wealth, and tended not to be reflective of the diversity of Toronto or Canada. From her perspective, in hiring, there tended to be an assumption that “like can speak to like”. This sentiment was shared by other interviewees who argued that when racialized women were hired in this sector, they were often for junior positions without significant power, and in roles that were not forward facing or requiring external relations, unless the communities they were tasked to interface with were communities of colour. In these cases, said another interviewee, one ‘minority’ fundraising role would be dedicated responsible for fundraising in a specific community they had some affiliation with, securing and protecting their role, but also putting them in a position where they might be required to speak on behalf of their entire community and represent their needs and goals. Another interviewee seconded this point by sharing that, when she was offered roles in philanthropy it was specifically to fundraise in her own community or prospect in an area she specialized in, and that a racialized woman was never hired on to be the primary Director of Development. (Toni Francis-Bowie)*

*Another interviewee shared that she frequently made it through to the third round of interviews for senior level roles that interfaced with high net worth donors, only to be told by the CEO or other senior executives at the final stage of the process that she didn’t fit the profile of what they were looking for- that she*



*had the skills- but that they weren't sure how well she would be able to relate to their donors. One CEO went as far as to say that they didn't think she could make high-net worth donors feel comfortable when she accompanies them to different parts of the world to visit projects. As a hijab-wearing professional, she says she experiences both racism and islamophobia, most evident in the interview process. Echoing the comment made by the interviewee before, she often gets questioned on her age and tenure, and has had other professionals explicitly express surprise at her applying for senior leadership roles or commenting that 'she's very mature for her age'. (Toni Francis-Bowie)*

Behind such views, what could be said to function is an obsession on surface-level diversity, to the near exclusion of deep-level diversity that acknowledges that a person is different from another person.

*To be diverse and understand diversity, many organizations do not look deep enough. They usually think if they engage one champion from that community, or hire someone from that community then it is enough. The problem is that a community is made up of thousands of individuals, and organizations need to find out more about a particular group of people or the individual through relationship building. (Teresa Cheng, Nayeon Kim, Frances Quintero Rawlings)*

*Once the first diverse communities have been identified and Board members are ready to reach out to those communities, we will have to disregard everything about demographics. At the end of the day, you are engaging an individual with their own motivators to come and support the Living City Foundation and TRCA. Focus on understanding their values, interests, and personal motivators and identify their values that alignments with the foundation. Get to know the individual and their community with respect and curiosity. Know that this is a long process, and the benefits may not be felt until years down the road. (Alana Liberman, Frankie Chow)*

And, in fact, perhaps this obsession with “like attracting like” is less a demand from donors, and more a prejudice of senior leadership in the charitable sector who underestimate the openness of donors who are also human beings, and embedded in society.

*Experienced fundraisers have undoubtedly seen how differently donors may react to any given solicitor. As explained by social psychologist Donn Erwin Byrne in his 1971 book *The Attraction Paradigm*, the theory of similarity---attraction states that we naturally favour interacting with those who we perceive as more similar to us in order to reduce the possibility that we may find ourselves in uncomfortable or awkward situations or confrontations. However, most donors I have spoken with reject the notion that they would feel more comfortable dealing with a fundraiser of the same background: it is the nature — the core*

*essence —of the person they prefer, not his or her origins or surface---level diversity. (Zaina-Sophie Salibi)*

## 2. Frustration at being a reluctant spokesperson

There is a psychic toll demanded of either constantly defending your position or explaining your views to others, or appeasing the status quo:

*I find it really discouraging and exhausting when I'm asked to educate on multiple levels based on my personal experience - that's not my job! It's not the job of marginalized people to educate. Please do your homework. There are so many resources. You learn and let's work together. It takes effort, time and it's stressful (especially if there's only one of you). It can take an emotional, mental and spiritual toll. People can (not always intentionally) say harmful things and be very direct in asking questions – privileged questions that you wouldn't ask other people about their experience. (Teresa Cheng, Nayeon Kim, Frances Quintero Rawlings)*

## 3. Tokenism

When it comes to implementing Diversity and Inclusion into their operation strategy, Tokenism is an insidious form of Appeasement: providing symbolic and sham roles to individuals to either prevent or correct a backlash, while continuing to propagate a system of neglect and disenfranchisement.

*Tokenism does not create change it creates tokenism. That being said you're in a double bind as a person being tokenized. Do you turn your back on an opportunity for change?! It's bittersweet. I can't say it's positive. Usually it's challenging as a sole member of a marginalized group, even if it ends up with more positive outcome. There's a lot of things that are not understood. Tokenism allows discrimination to keep happening on an institutional level. (Teresa Cheng, Nayeon Kim, Frances Quintero Rawlings)*

Tokenism draws its power when there isn't a critical mass of diversity; should a critical mass develop, there is then room to make a sustained attempt for diversity:

*One of the main reasons why Diversity and Inclusion initiatives regarding boards and committees fail is because organizations are focused on filling a quota to build representation. When the board has one diverse member, the individual tends to feel socially isolated as they are unable to give their opinions. They usually don't tend to stay and leave the board after their term is over. However, when you have 2 diverse members, instead of the two members teaming up the result is usually one member siding with the majority of the group in order to*

*avoid being the social outcast. It seems the ideal number is 3, as at that point the diverse members will start to work together to and push forward their ideas and needs. (Alana Liberman, Frankie Chow)*

*For organizations to be genuinely successful in including new voices, boards should aim to have diverse representation which includes a minimum of 3 people or 30% of the total membership of the board to avoid isolation and create lasting change. (Cheryl Blackman)*

4. Use of allies (mentors and sponsorships) as crucial

*Interestingly, what has helped racialized women advance in the sector is sponsorship or mentorship by a White leader. One interviewee talked about her first official non-profit role being given to her by a White woman who 'took a chance on her', and offered her a role that was a launch pad for her career advancement in the sector. This leader took her under her wing and exposed her to many opportunities including having her lead a social group to help her network and build her credibility. From her perspective, this leader had a certain level of privilege that she didn't have access to, which legitimized and enabled her to attain stepping stone roles. It became easier to gain other people's support in the organization with this leader's endorsement. (Toni Francis-Bowie)*

5. The intersectionality of youth

*As well, when I was early in my career, age was a big obstacle in my career progression. The negative presumptions people make about young professionals were and still are insidious. (Teresa Cheng, Nayeon Kim, Frances Quintero Rawlings)*

*Another theme that emerged was that the age of staff equated to them not being taken seriously, i.e. that age discrimination was a significant challenge in their work environment.*

- *"Perceived minimum age when it comes to promotions. "*
- *Succinctly written: "Age"*
- *Finally, and perhaps most poignantly: Intrinsic bias, invisible racial perception is just that - intrinsic and invisible. It's hard to do any education without people feeling threatened or insulted."*

**(Hava Goldberg, Tanya Rumble, Thiviyaa Sehasothy)**

6. "Benefiting" from one's diversity type

*I'm often asked where I am from, and I would tell them I'm from Toronto Canada, but they would continue to press because it didn't seem like that was the answer they were expecting. Honestly, I feel that I am more Canadian than I am Chinese, but when I am placed in certain situations, I feel like I need to play up my Chinese background because it would be beneficial in that situation. Then I would go back to being my Canadian self.*  
**(Teresa Cheng, Nayeon Kim, Frances Quintero Rawlings)**

7. Timeframe for change – How soon is now?

*At the same time, Teach For Canada is faced with a number of challenges: the organization is still in its infancy, has limited staff and financial capacity and has high demand for teachers by First Nations communities. This makes it extremely difficult to focus efforts on D&I. As such, the proposed three-phase D&I workplan (slide 7), was intentionally developed without constraining timelines, taking into consideration that each phase and its components will take time to complete, even to the point that during extremely busy (peak) times, the entire process may need to be put on hold. However, Rome was not built in a day and for important work such this, the development and eventual implementation of D&I practices at Teach For Canada will certainly be richer and stronger by working at the appropriate pace. As the organization continues to grow, Teach For Canada will acquire a larger breadth of perspectives and experiences, thus contributing to a more inclusive environment and experience for all involved.*  
**(Gerri Lutaaya)**

## Concluding remarks

The purpose of this project has not been to judge or arbitrarily rank the work of previous Fellows, rather, as stated previously, to allow the different voices speaking on the subject to be heard. As we can see, there are still a lot of issues to be addressed and tackled. But as we might also notice, we have individuals committed to changing the status quo, and improving the quality of lives of fundraisers, member of the charitable community, and, in essence, society. They're approaching it from different angles, different lenses, different organizations, allowing for a sustained multi-pronged attack on the situation. This should give us hope.

## A personal thank you

Special mention must be made again of the AFP Fellowship in Diversity and Inclusion, the National Director, **Ronit Yarosky**, and Executive Vice President of the AFP Foundations for Philanthropy, **Lori Gusdorf**. Thank you for all you do to make the charitable sector, Canadian society, and the lives of fundraisers better.

And to past funders (**Ministry of Citizenship and Immigration's Partnership Project Office**), thank you. Your support has been crucial to making society better. Such a body of knowledge as past Fellow projects, and the creation of this community of committed activists would have been impossible without your visionary investment. Thank you.

I wish to especially thank **Heritage Canada**, funder for the 2018-19 Fellowship, for its funding and support that took this Fellowship nationwide. This fellowship has been nothing but life-changing, life-altering, and life-saving. Thank you.

I believe that the topic of "diversity" is the logical continuation of the civil rights movement; first the laws change, and then the behaviors have to change. And that's where we're at now – changing behaviors by not just pointing out inconsistencies between values and behavior, but by taking the long walk with our fellow citizens, and helping us all get to a better place. What sticks with me is that a society grows great when we plant trees whose fruit we know we will never taste. Improving diversity in the charitable sector will be a multi-generation project, the intersection of demographics, birth rates, death rates, immigration quotas, and migration. Some of us will never taste the fruits of our labor, but we will have planted the seed, and perhaps that is our comfort.