

A Framework For Engaging Women of Diverse Communities in Fund Development

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Overview

The objective of this project is to develop a strategic framework to support charitable organizations in raising awareness and funding from women across all dimensions of diversity. While the project focuses predominantly on the cultural, language, race, ethnicity and religious aspects of diversity, we acknowledge that to be truly inclusive means also taking into consideration of intersections including but not limited to sexual orientation, socioeconomic status, age, abilities and personalities.

We will be researching and compiling case studies from organizations that have established policies and/or undertaken initiatives to engage more diverse women to highlight some of the successful models as well as share some of the opportunities and challenges that exist.

By the end of the project, we will have a strategic framework with guidelines, recommendations and an evaluation plan that organizations can adapt for their own diversity and inclusion policy-making and initiatives.

Rationale

Women are increasingly involved and influential in philanthropy. This is due to their changing status in society. In the past, most organizations focused their fundraising efforts on male donors, given the traditional assumption that women were not making philanthropic decisions for their households. These days women are becoming more influential in charitable giving and leveraging their power to influence philanthropic decision making¹. Women in Canada now control approximately one-third of total household wealth. Data through surveys and the CRA suggest that 300,000 – 350,000 women in Canada or 4% of Canadian female tax filers have access to both the financial resources and the desire needed to make a major gift of charity. Women are also more visible in the Canadian economy, they make up 60% of University graduates, and are now attaining higher positions in the corporate world².

As women have increased their rates of college enrollment, entering the workforce and into higher paying jobs, they are also increasingly outliving men. The philanthropic sector has begun to see an increase in the visibility of female participation as major donors. Whether by accumulated wealth through their own work, or inherited wealth from family or spouses, female donors are having a significant impact on philanthropic initiatives. And more frequently, couples are making philanthropic decisions together.³

Women are increasingly becoming involved in philanthropy through their time and talent. They are present in leadership for philanthropic organizations, helping to lead fundraising campaigns, plan events, and offer their expertise on governing and auxiliary boards and as staff. Financial security is a great motivator, however women practice due diligence when they participate in philanthropy and this is why they support on average no more than four causes at a time.

¹ The Alford Group (2015) Diversity in Fundraising: Women Leading Philanthropy. <http://alford.com/diversity-in-fundraising-women-leading-philanthropy/>

² <https://www.td.com/ca/document/PDF/tdw-pgf-canadian-women-and-philanthropy.pdf> (June, 2014)

³ The Alford Group (2015) Diversity in Fundraising: Women Leading Philanthropy. <http://alford.com/diversity-in-fundraising-women-leading-philanthropy/>

Participating in the charitable sector is also seen as a form of altruistic behaviour, charities act as “agents of change in society” which supports the need for social development⁴.

Organizations have to think about how female donors might differ, in terms of how they want to give, what they want to give to and whether being part of a network impacts their giving? Researchers are finding that across income levels, there is a real interest in philanthropy among women. Although men and women in Canada both support charity, women are more likely to support health related causes, social services and donate more volunteer time than men. In 2010 out of 2.1 billion hours of volunteer time, women represented 53% of total volunteer hours. By volunteering it is part of a proactive approach to practice due diligence to learn about the charities they will eventually support financially and allow them to get close and personal. If the charity world wants to see women participate even more in charitable giving they have to be committed to qualitative communication. Organizations have to make a deliberate effort to engage but also avoid being exclusive.

Both men and women are influenced by social media, especially collective giving models such as crowd funding but women choose to publicly endorse charities to their friends. The challenge of identifying how women want to engage in the philanthropic landscape corresponds to the challenge of addressing diversity in philanthropy more broadly. Women are not a homogeneous group, in other words one size doesn't fit all, organizations have to adapt to be more inclusive of different types of donors. When engaging with diverse communities, there has to be a clear understanding of the ethnic, religious, racial and culture of donors and respect these differences. Then determine what the barriers are – how to ask, how to cultivate, what language and style is important to them? Charities should also use new approaches to bring in new donors – what worked in the past might not work for donors with different backgrounds, beliefs or cultures.⁵

⁴ <https://www.td.com/ca/document/PDF/tdw-pgf-canadian-women-and-philanthropy.pdf> (June, 2014)

⁵ The Alford Group (2015) Diversity in Fundraising: Women Leading Philanthropy.
<http://alford.com/diversity-in-fundraising-women-leading-philanthropy/>

In November 2013, the Association of Fundraising Professionals in the Ottawa Chapter along with funding from the Ministry of Citizenship and Immigration Canada, organized the Women and Philanthropy Conference as part of a series for fundraising professionals and donors to develop a greater understanding of the giving traditions and charitable interests of several diverse communities in Ontario. The figure below provides valuable insights from presenters and participants.

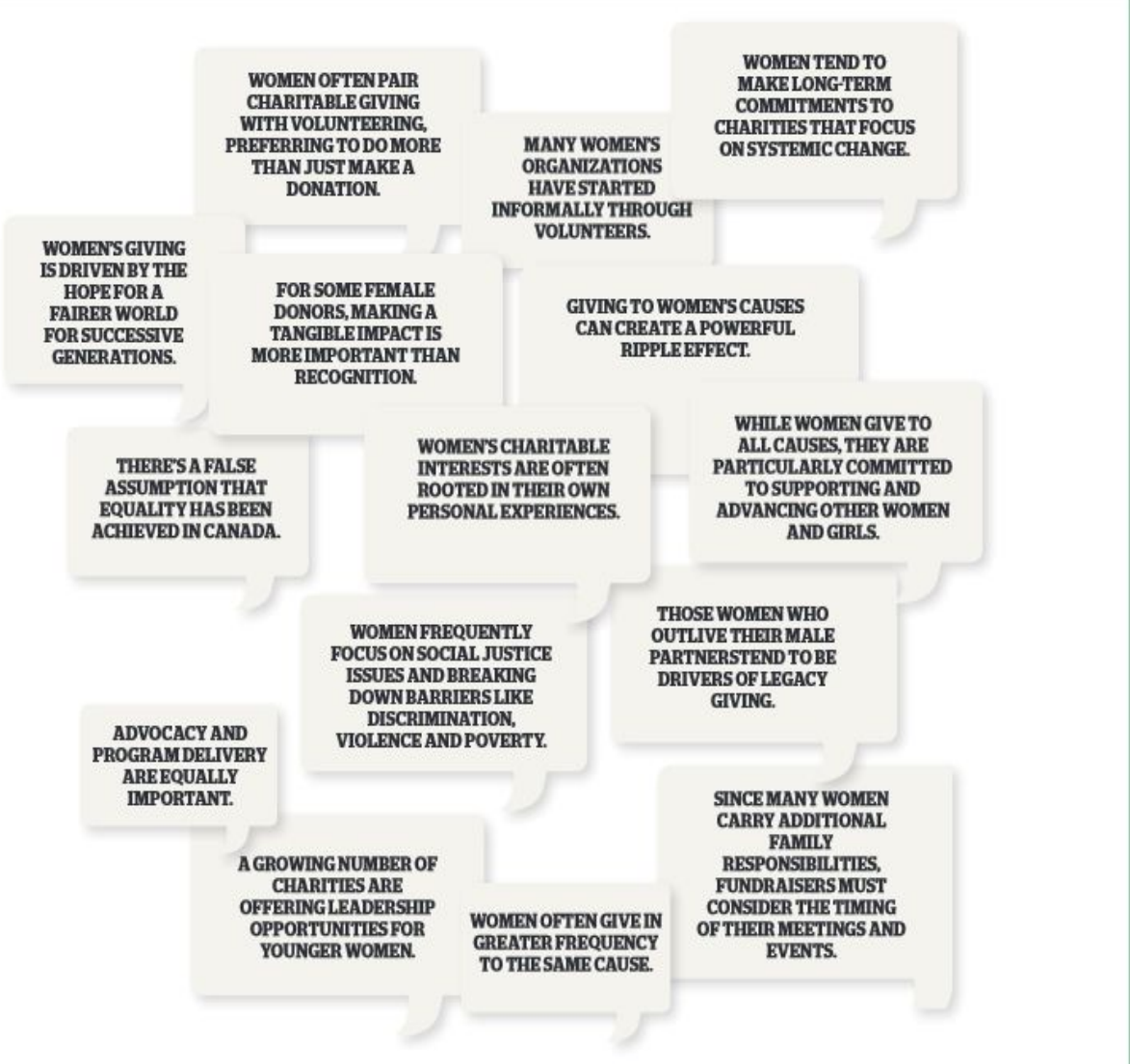


Figure 1: http://www.afpnet.org/files/DiverseCommunities/AFP_Women%20FINAL.pdf (November, 2013)

Project Plan

The project will answer the following key questions:

Case Studies

- What are some organizations currently doing to engage women of diverse backgrounds?
We will look at some successful women-focused philanthropic programs, initiatives and groups across sectors and highlight some of the best practices.

Assessment and Potential Caveats

- How can an organization assess its current structures and evaluate its readiness to take on a strategic policy to increase engagement of diverse women?
- What are some of the challenges organizations face in developing their diversity and inclusion plan to engage with individuals from diverse backgrounds?

Strategy

- What strategies can organizations use to inform their policy development in engaging more diverse women through fund development and in marketing/communications?
- How can organizations engage stakeholders at all levels – leadership, staff, volunteers – to buy into this strategy?
- What are some of the implementation strategies used?

Evaluation

- What are some of the qualitative and quantitative evaluation measures organizations can use to track their progress?

Case Studies

Some organizations have been successful at engaging with women from diverse backgrounds in philanthropy. We will look at some of these successful philanthropic endeavours, not all are women-focused, but they include initiatives and groups across sectors and highlight some of the best practices.

CASE STUDY 1

Women's Philanthropy, a subsidiary of Federation CJA which is one of Canada's oldest Jewish Organizations is a good example of how a particular community of women in leadership positions came together and are successfully engaged in philanthropy. They describe themselves as a "sisterhood of women united by acts of kindness and generosity dedicated to ensuring the continuity and vitality of Jewish community". They are made up of Jewish women over 40 who are leaders in their respective sector. Their involvement comprises of hosting events, making a donation and volunteering.

Their objectives are to inspire and engage with women to mobilize resources to strengthen and build a vibrant community for future generations. Their motivation comes from a religious and cultural virtue to take responsibility and elevate their community. This association of women philanthropists is a good example of women who have taken it upon themselves to be agents of change in society, supporting the need for social development.

CASE STUDY 2

Women Gaining Ground is an umbrella initiative of the United Way, a non profit organization that raises money to improve lives and build communities by engaging individuals and mobilizing collective action. Established in 2007, Women Gaining Ground was launched after a report that United Way produced which highlighted a growing increase of families living in poverty within Toronto. A small group of affluent women were moved by the data and decided they could do more for women in their community. Women Gaining Ground is a group of over

one hundred female philanthropists working to improve the lives of disadvantaged women in Toronto⁶. The group raises money through its membership fee and directs it to United Way programs that address women in poverty. Their goal is to provide a social safety net to a demographic that is facing challenges.

Its members consist mostly of women who are professionals from the finance, banking or legal sectors who have an understanding of the struggles that most women face in the workplace. Since inception they have started and supported a number of successful programs including⁷:

1. Native Child and Family Services of Toronto's Aboriginal Women's Empowerment Through Education
2. Women's Habitat of Etobicoke's Women and Microenterprise Program
3. COSTI Immigrant Services' Women's Life Skills Program
4. Rexdale Women's Centre - Women's Economic Self-Sufficiency Program
5. YWCA Toronto's Teen Mothers Program

Women Gaining Ground is a great example of the types of charitable giving many women are drawn to - improving the quality of life and creating stronger communities through providing opportunities for women and girls. These examples showcase the diverse range of women the group was able to support through its philanthropic initiatives.

CASE STUDY 3

An anonymous Midwest institution in the United States began to address diversity and inclusion in their fundraising efforts. Their development office hired mostly male staff which only focused their fundraising efforts on male donors and even when couples donated, the recognition went to the male partner. However, long term thinking by part of the women on the development team brought

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<http://www.theglobeandmail.com/news/toronto/group-of-female-philanthropists-focuses-on-helping-women-in-poverty/article17948382/> (2014)

⁷ <http://www.unitedwaytyr.com/investments-page>.

attention to the fact that in the near future most university students and alumnus would be female and not acknowledging or stewarding this demographic would be a huge loss. So they used a few fundraising approaches to address this issue:

Prospecting & Solicitation

- They created a Women's Council, with the six core members being women; the council comprised of women in high profile professional positions or major gift prospects.
- A women's giving circle was created, providing a specific giving venue for women.
- Events were organized to connect with women who were potential major gift donors.

Cultivation

- They conducted focus groups with female alumnus to find out their experiences as students at the university.
- All major gift officers are now proactively cultivating couples, as opposed to just the male figure.

Stewardship and Recognition

- A special event was launched at the home of the University's President that was spurred by the institutions women's initiative.

Human Resources:

- Two female major gift officers were hired to complement the once all male staff of major gift officers.
- For the first time a woman served on the Leadership Gifts Committee of the Board of Trustees⁸.

Interviews - Gaining Perspective

Included in the Appendix are four interviews we conducted with women from diverse backgrounds and across sectors. These interviews are important to get real life perspectives of

⁸ Women's Philanthropy on Campus: Releasing the Energy of Women Donors and Embracing the Winds of Change Women's Philanthropy Institute at the Center on Philanthropy at Indiana University. (December 2009).

women and understand their philanthropic endeavours. It will be beneficial for organizations to consider conducting similar interviews with their stakeholders as they set out on their journey to address diversity and inclusion. Interviews can be conducted with staff, volunteers or donors. Having this perspective for how financial decisions are made in the household, their philanthropic involvement and influences will add value to their strategic planning. These interviews could be done both formally and informally through surveys or in person contact by staff, volunteers, leaders who are trusted by the individual. It is also a great opportunity to use this interaction to develop deeper connections and relationships - as long as it is done respectfully of the other person and engages them in a genuine way.

Assessment and Potential Caveats

With all diversity and inclusion policies, there must be a willingness and understanding from the organization to take it on and make the necessary changes and steps to advance. Human, financial and time resources must be allocated. Organizations must be willing to make a self-assessment to see where their organization stands and where they want to see themselves. What are the current priorities? If engaging women of diverse backgrounds is not aligned with their overall strategic plan, it should be. The organization at all levels must see that it is a priority. Leadership must be willing and able to step up and spearhead the change by being a part of the process and displaying their enthusiasm and commitment to ensure its success.

Organizations may face potential challenges including lack of support and vision from leadership, lack of commitment from the organization as a whole, lack of human and financial resources to carry out its objectives, a lack of knowledge and understanding as well as competing priorities that align with the strategic direction of the organization. A strong vision and commitment must be paired with strong leadership comprised of a team of executives, staff and volunteers who can drive and encourage the success in the organization.

Organizations should be aware of its limitations and set realistic and measurable goals and timelines while being flexible to changes.

Strategy

THE 3 R's: RECOGNITION, REFLECTION & RESEARCH

Diversity comes in many different forms which include race, ethnicity, gender, language, culture, sexual orientation, religious affiliation, physical ability, socioeconomic status as well as different personality types and approaches to thinking.

Organizations of any size looking to embark on building true diversity and inclusivity into its work must recognize the different layers and intersections that are made up not only within their organization but within the communities, in which they live, work and serve.

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”.

By looking both internally and externally, organizations can determine what gaps exist between who they are, who they serve and who is potentially left out – at all levels of the organization.

From a fundraising and marketing perspective, recognizing diversity in your community and who it may involve is the first step in expanding your donor as well as client base.

For example, the SickKids Foundation in Toronto recognized that they were situated in one of the most ethnically diverse communities in Canada and sought to better understand the city's culturally diverse groups and their propensity to donate money supporting children's health. They enlisted Environics Analytics to help identify the main groups within the SickKids' database of over 266,000 donors. From there they were able to identify donors among more than 20 groups – including Chinese, South Asian, East Indian, Italian, Portuguese and Greek and determined a potential donor base including more than 1.5 million people in the Chinese and

South Asian community alone. Armed with this information, they were able to create a fundraising approach that integrated marketing, public relations, events and community outreach.⁹

The SickKids Foundation made it a priority to research and analyze the existing constituents in the Foundation's database and then applying it to the broader surrounding community. By knowing who their current supporters were and who potentially from the surrounding ethnic communities would be interested and able to give, they were able to create a plan to engage those groups more appropriately and directly.

While the SickKids Foundation example only focuses on the cultural aspect, we can generalize its impact in other ways. The Foundation recognized its demographic challenges but turned it into an opportunity. They did not make an assumption as to who their stakeholders were or create a generic plan. The Foundation recognized that there was a segment of the community they needed to reach out to, was able to reflect on its own lack of knowledge regarding these communities, and do the necessary research to find out more.

INCLUSIVE BUILDING BLOCKS

Engaging diverse and multicultural communities is not simply knowing that they exist. In order to create real engagement, an organization must look towards the building blocks of inclusivity - looking at senior leadership, staff, volunteers, and clients. It is about developing a genuine connection with the community, learning more about them, engaging them in the conversation and sharing stories that affect them.

Organizations should evaluate their own internal programs and services to ensure that they are building an inclusive environment where not only diversity in staff and leadership are recognized and promoted, but diversity in service and constituents are recognized as well.

⁹ <http://www.environicsanalytics.ca/sickkids-foundation>

Knowing who your community is will help support your awareness, outreach and marketing campaigns to target them better and ensuring they have the same access as anyone else.

Once these different dimensions of diversity are recognized, understood and engaged, organizations will be in a better position to cultivate diverse donors who can see themselves reflected and accepted as integral parts of the organization. Just as in the third Case Study of the Institution that realized they needed to confront their historical conservative fundraising practices they not only had to start cultivating and stewarding women, but they had to hire new staff that reflected their donor base.

Research shows that we are more likely to trust and like people who are similar to us¹⁰ Organizations should ensure that their leaders are reflective of the diversity of their community. This means looking at their current senior leadership teams (Board, Executive team) and ensuring that they have an equitable recruitment strategy that will bring in diverse leaders including diverse women to the table and offering staff development and growth opportunities.

There should be representation from women of diverse backgrounds at all levels and that their engagement is meaningful rather than tokenized. Organizations must be willing to commit towards gender parity, including diverse gender parity, from Board level to front line staff. The broad range of experiences and perspectives brought in by women of diverse backgrounds must be acknowledged, appreciated and taken into account.

At each level of the organization, there should be consistent, ongoing and informed training to develop cultural competency – including learning appropriate terminology, language and history, on defining and understanding values and principles and on developing safe environments for all. To do so, organizations should engage knowledgeable and trusted facilitators, teachers, consultants from the different communities.

¹⁰ Pikovsky Auerbach, Anna http://ssir.org/articles/entry/fostering_a_culture_of_diverse_philanthropy (Dec, 2014)

DEVELOPING DIVERSE & INNOVATIVE PRACTICES

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.

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 researchers¹¹. 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.¹²

Research suggests that women tend to make charitable giving a shared event and are more likely to be public about their gifts¹³. This poses an incentive and opportunity for organizations to engage women from diverse communities and provide opportunities for women, especially women in leadership, to share their giving stories and causes. Since women are inclined to make philanthropy a family and community affair, their stories may inspire others in their communities to turn their attention to a cause they may have previously overlooked.

¹¹ <http://www.environicsanalytics.ca/sickkids-foundation>

¹² McKechnie, Kathryn <http://www.charityinfo.ca/articles/Building-bridges-to-diverse-ethnic-communities> (Jan, 2012)

¹³ Brill, Betsy <http://www.forbes.com/2009/08/18/brill-women-philanthropy-intelligent-investing-wealth.html> (Aug, 2009)

When the Markham-Stouffville Hospital partnered with the Pakistani-Muslim community to raise \$1 million for the hospital, they began by making changes and ensuring that particular community was being reflected and served by their organization including serving halal food and providing female staff for female patients wherever possible¹⁴. These are the types of stories that would connect with women in the community as well.

According to Forbes, women have shown a growing interest in philanthropic models that allow donors to leverage and pool their charitable dollars. A great example is the 100+ Women Who Care initiative that was started by Karen Dunigan who raised over \$12,000 in one hour by calling friends in order to purchase much needed baby cribs, mattresses, blankets and beds for new mothers at the Center for Family Health. The initiative was so successful it has now expanded to 350 chapters worldwide and includes not only women but men, people and kids chapters.

Women are likely to use a range of giving vehicles including family foundations, donor-advised funds, giving circles and women's funds¹⁵. According to "Women, Philanthropy, and Social Change: Visions for a Just Society", women of diverse backgrounds learned to be bold and strategic donors, effective fundraisers and powerful social change agents¹⁶.

Taking an innovative approach means acknowledging that sometimes challenges cannot be solved through one approach or by one organization alone or leader or donor. Sometimes the innovative solution requires recognizing the value of partnerships. For organizations looking to engage more diverse women but who may not have the resources, knowledge or skills to do so, partnerships with women's groups and affiliations could help bridge the gap.

Finally, developing diverse and innovative practices means bringing in various viewpoints and perspectives and introducing solutions that address a collective vision to creating a more

¹⁴ McKechnie, Kathryn <http://www.charityinfo.ca/articles/Building-bridges-to-diverse-ethnic-communities> (Jan, 2012)

¹⁵ Brill, Betsy <http://www.forbes.com/2009/08/18/brill-women-philanthropy-intelligent-investing-wealth.html> (Aug, 2009)

¹⁶ Clift, Elayne "Women, Philanthropy and Social Change: Visions for a Just Society" (2005)

inclusive community: “Although individuals naturally form affinities with those who are similar to them, it's important to find a way to bring everyone to the same table so that the solutions for the community take into account all voices, needs, and abilities. This requires not only a collective vision, but also a collective participation”¹⁷.

Evaluation Plan

You have now embarked on this journey to not only engage with women but to be more inclusive in your fundraising practices. However, now you need to think about how to monitor and evaluate these practices against some benchmarks. Having an evaluation plan allows you to improve and to prove that you are accomplishing what you set out to accomplish. For example the Edmonton Arts Council set about trying to improve their diversity and inclusion results by reevaluating their arts program granting process and the demographic of recipients. They conducted a diversity audit, evaluated their policies and practices, hired a community liaison, and from there they were able to establish benchmarks and indicators to evaluate their successes and gaps in their granting process¹⁸.

There are many tools these days available to organizations who are on this journey. An evaluation plan must be inclusive to all parts of your organization:

- Leadership/Governance
- Service Delivery
- Employment Practices, Resources and Operations
- Contracting and Purchasing
- Communications
- Professional Development
- Monitoring and performance

¹⁷ Pikovsky Auerbach, Anna http://ssir.org/articles/entry/fostering_a_culture_of_diverse_philanthropy (Dec, 2014)

¹⁸ <http://www.shiftworkplace.com/evaluating-the-effectiveness-of-diversity-and-inclusion-efforts>

York Region built a comprehensive self-assessment tool that guides organizations of all types to complete self assessments for their diversity and inclusion practices. The tool is a table made up of questions or indicators, that requires organizations to complete with evidence and some kind of scoring method. By completing the self-assessment, organizations can use the results to start a process by which plans, accountability structures, timelines and monitoring systems are put in place to help move the organization forward. They recommend using the tool in a group setting to allow for a comprehensive discussion amongst internal stakeholders within the organization. Their tool has eight sections which corresponds to the eight areas of organizational responsibility.

For the purposes of this project we have created an integrated and simplified tool that a nonprofit can use to focus on being inclusive to women. The self-assessment should be conducted annually.

Column 1: Indicators

The first column lists indicators that help to assess the extent to which organizational policies, procedures and practices are diverse and inclusive. These are questions that organizations have to address.

Column 2: Evidence

The second column – a key part of the self-assessment – is where evidence is provided to support the score given to the indicator. Identifying appropriate sources of evidence is an important part of completing the self-assessment as the tool may be influenced by subjectivity, hearsay, individual agendas or political bias.

Column 3: Score

The third column is where a score is assigned to help determine how far the organization has moved on the indicator. Scoring is based on the level of action taken on the indicator, from “no action taken” (0), to “minimal” (1), “partial” (2), “substantial” (3), and “full” (4). Possible aspects

to consider when assigning a score is the extent to which discussions have taken place and, where applicable, the development and implementation of a work plan¹⁹.

Indicators	Evidence	Score
Has your organization defined diversity to include the different characteristics for example, age, gender, ethnicity, immigrant status, disability status?		
Have the organizational policies incorporated goals to address the barriers that exist for women and minority groups?		
Has a communications plan been developed to communicate goals to and hold discussions with staff, volunteers and stakeholders?		
Has your organization gone through diversity training? Has the organization gone through any cultural competency		

¹⁹ Strengthening Diversity in Your Organization: A Self Assessment Tool. <http://www.yorkwelcome.ca/wps/wcm/connect/immigration/b4fd0295-4f20-4941-8a6e-e1cc76d30a2e/SelfAssessmentTool.pdf?MOD=AJPERES> (2014)

training?		
<p>Inclusionary objectives are built into the job descriptions and performance development of all staff - including at the executive leadership level. Inclusionary objectives should also be represented in Board and volunteer committees.</p>		
<p>Recruitment and selection procedures are implemented and barriers to improving a more representative of women as well as women of minority groups in the workforce are addressed - including at the Board and Executive Leadership level.</p>		
<p>Selection criteria and recruitment processes are based on merit and potential, and applications are actively encouraged from women of diverse communities.</p>		
<p>The commitment to inclusionary and equitable</p>		

<p>practices is actively promoted on a regular basis to staff through all means of communication.</p>		
<p>Public events and organizational literature reflect the objectives of engaging women and women of minority groups.</p>		
<p>Cultivation, solicitation and stewardship practices are inclusive of women and minority groups.</p>		
<p>Organizational involvement in community and public events is appropriate to and respectful of diversity initiatives.</p>		
<p>All informational documents, and visual or written portrayals of individuals/ groups positively reflect diversity in text and illustrations; free of stereotypes, checked</p>		

for discriminatory criteria.		
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Once the assessment is complete, the scores should be added and the goal is to understand the progress of the diversity initiatives against the total score of 44 points. The leadership team or board of directors need to spend time reviewing the results. These results should then be shared with staff, volunteers and stakeholders ensuring there is true transparency. However, it is important for organizations to keep in mind that this self-assessment is a guide but also a starting point, each organization is encouraged to add or change questions so that it fits their needs, especially because this too; has been modified to focus on women and diversity. It is important to complete an annual self-assessment to track progress.

Conclusion

The idea that building diversity and inclusivity into an organization may seem daunting at first – but the important thing is that once we have all recognized that organizations and systems have to change, we can start taking the small steps to make it happen. Whether it is acknowledging that our leadership teams need more women involvement or that we are not reaching a particular segment of the community, it is this first step of reflection that is crucial to spearheading the necessary steps for real change to happen. And as we have seen there are real tangible benefits for organizations to make the commitment – increase in prospects, donors, service users to recruitment of talented staff and leaders. Women of diverse backgrounds have so much potential to contribute not only financially but also through experiences and talents. We have seen a few examples of initiatives that showcase women’s ability to be innovative and visionaries, especially in raising funds. We hope that the strategies and evaluation guidelines we have set out in this project will support you in taking the first step in engaging diverse women in fund development.

Appendix

We conducted some interviews with women from diverse backgrounds and professional experiences and asked them some key questions to get their perspectives on the charitable sector as it relates to diversity.

Interview 1 - Director of a Community Social Service Not for Profit

I sat down with the Director of Fundraising at a Community Social Service Not for Profit and asked her a few questions about her philanthropic involvement. She has worked in the charity world for over two decades and much of that time she dedicated to one particular organization. The organization is involved in a lot of female centred philanthropy and also focused on diversity of women. That experience as well as her current position has allowed her to gain great insight into the charity world and definitely influences her philanthropic giving. Currently supporting six organizations, her motivation has always been to help those who face barriers in society.

When I asked her about her childhood and how that has influenced her philanthropic journey, she admits that it was evident to her at a young age, that inequality existed in this world. She acknowledges that her family were not affluent like others in her community, but she was content and felt lucky with what she had as there were others that had less. Having been raised by a single mother, her exposure to the charity world was mostly through attending church with her family.

In her household, she and her spouse have a shared responsibility when it comes to making financial decisions but her experience in the charity world influences their philanthropic giving. Her decision to support a cause financially or through her time will be based on facts rather than emotion because having worked in the field for so long she is wary of some charities with great overhead costs. However, she is more likely to support a traditional established charity

that has proven itself and that has a lot of data to back the work that they do. She is aware that her passion has not yet influenced her children to be greatly involved but that they do have a respect for the charity world.

Her professional and personal experience has confirmed her belief that it is good business practice to focus on diversity and inclusion practices but that it should be done delicately. She also pointed out that diversity of thought is another key factor for organizations to consider and that the philanthropic community needs to invest in a diverse and inclusive talent pool.

Interview 2 - Director of volunteer development at a Non Profit

1. Do you work in the charitable sector?

Yes. A not-for-profit focused on business education for youth.

2. How are you involved in philanthropy?

I assist the philanthropy team in securing donors to fund some of the initiatives our team creates. I have also helped write grants, proposals and business development plans.

3. How many charities do you currently support?

On an annual basis I support 3-5 organizations consistently, both domestic and international. However, I support others as well depending on need and/or events, natural disasters, etc.

4. Financial Decisions (Sensitive question, tread lightly):

I. Who makes the financial decisions in your household?

We all have decision making authority in the household depending on how the decision impacts us.

II. Who makes the financial decision when it comes to charitable giving?

We each make our own and support the causes we all feel the desire or need to. That being said, we all support many of the same causes.

5. What motivates you to give? Is it based on emotion or fact?

It's a little bit of both. I have an emotional attachment to a few of the organizations I support however when there is a public call or natural disaster it tends to be based on fact and emotion for the hardship I see or witness people dealing with.

6. How has your upbringing influenced your charitable giving or involvement?

Yes! We were always taught to support charitable causes and give for everything we receive. We would always put aside some of our allowance, or give our clothes, toys etc. that we didn't have a use for or never used to those who didn't have as much. It's also one of the religious pillars we grew up with so that served as positive influence also.

7. Are your children involved in Philanthropy?

I don't have children right now but it's something I believe was of great value to me growing up and part of the reason that I have made it a part of my monthly and yearly plans. I would definitely involve my children from a young age.

8. Preferred Communication Style:

I. Do you feel charities are addressing diversity and inclusion in their mission or strategic planning?

a. This is a challenging question to answer because the organization I work for is the first not for profit that I've had exposure to their mission and strategic planning. I know we can do a much better job at this and if other charitable organizations are facing similar challenges then I wouldn't be surprised at all that this is happening.

II. How would you like charities to communicate with you?

a. Video campaigns and video messages are very effective because people are very quick to forgo reading emails now that we are inundated with them. Depending on what was being communicated, a phone call would also be welcome.

Interview 3 - Digital Coordinator in the Fashion Industry

1. Do you work in the charitable sector?

No, I do not.

2. How are you involved in philanthropy?

Yeah, I donate periodically.

3. How many charities do you currently support?

Currently support 2-3.

4. Financial Decisions (Sensitive question, tread lightly):

I make my own financial decisions.

I. Who makes the financial decisions in your household?

My siblings and I (parents kids).

II. Who makes the financial decision when it comes to charitable giving?

I make it as it comes from my assets.

5. What motivates you to give? Is it based on emotion or fact?

Mostly by the connection to the research as well as how the organization is performing yearly.

6. How has your upbringing influenced your charitable giving or involvement?

It hasn't influenced it positively as my family is not philanthropic. But when someone in my family passes away from a specific disease, will look into organizations that support research in that sector.

7. Are your children involved in Philanthropy?

I have no children.

8. Preferred Communication Style:

Email

I. Do you feel charities are addressing diversity and inclusion in their mission

Many of the local ones I feel are while the national ones I feel are having trouble spending money in the right projects.

Interview 4 - Manager at a Not For Profit

1. Do you work in the charitable sector?

I work for a Not For Profit organisation that is connected to community and food.

2. How are you involved in philanthropy?

I volunteer for a local Youth shelter and devote a lot of time to help them with their events and fundraising, and we support different charities financially

3. How many charities do you currently support?

3 or 4

I. Who makes the financial decisions in your household?

We both do

II. Who makes the financial decision when it comes to charitable giving?

I do

5. What motivates you to give? Is it based on emotion or fact?

Some emotional reaction, often connected with friend's causes, or my kids. Motivation to give to a new cause is usually because I have some personal connection to their mission or I can see an immediate need.

6. How has your upbringing influenced your charitable giving or involvement?

I was always involved in volunteering as a teenager, but that was my own personal choice. My parents are very kind people, but didn't volunteer when I was growing up. They both have volunteered with different causes since retirement. I don't share my parent's choices on charitable giving.

7. Are your children involved in Philanthropy?

They all volunteer for their own causes. I feel I've shown them the value behind giving back to society, but have not asked them to share my choice of causes.

8. Preferred Communication Style:

I. Do you feel charities are addressing diversity and inclusion in their mission.

I am not aware of charities being actively inclusive in their messaging unless of course their mission is about diversity.

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