



Diversity, Equity & Inclusion

DEI Report

2022

Delaware Nonprofit Board &
Leadership Diversity Study

Sponsored by:



TABLE OF CONTENTS

- 01.** Introduction
- 02.** Summary of Findings
- 04.** Methodology and Sample Representation
- 06.** Perceptions of Board and Leadership Diversity
- 07.** Racial Diversity of Board Directors and Leadership
- 10.** Other Board Diversity Characteristics
- 12.** Other Executive and Senior Leadership Diversity Characteristics
- 13.** Delaware Nonprofit Diversity, Equity, and Inclusion Practices
- 16.** Conclusions
- 17.** Opportunities for Action
- 19.** Resources Referenced in This Report
- 20.** Appendix: Data Tables

INTRODUCTION

As fiduciaries of charitable organizations working to improve communities, Delaware nonprofit boards of directors have an ethical responsibility to ensure their actions result in the positive changes their organizations seek. It is concerning, then, that in some local communities, stakeholders have been vastly underrepresented on nonprofit boards for decades. Instead, nonprofit board members have often been the elite, those with resources and networks, even those who have no personal connection to the individuals or communities the nonprofit serves. And they have been predominantly white. This lack of racial diversity has been in studies nationally by Boardsource (2021), Building Movement Project (2020, 2022), and in Delaware by DANA and Trustees of Color (2014). The 2014 Delaware study mirrored national findings: Delaware nonprofit boards of directors were predominantly white and male.

Since that study, our country and our state have experienced major societal shocks that have heightened awareness of racial inequities and added urgency to the need to address them. One key strategy for doing so is to ensure the leadership of community-based organizations has representation from those whose lived experiences can inform decisions and allocate resources. Yet national data reflects minimal progress in diversifying nonprofit boards and in advancing persons who identify as Black, Indigenous, or people of color (BIPOC) into leadership positions BoardSource (2021), Building Movement Project (2022).

This survey was conducted to understand the current makeup of Delaware nonprofit boards and was expanded to understand the diversity profile of the executive director and senior teams. Diversity can reflect many different characteristics, including age, race, gender identity, sexual orientation, education, profession, experiences and even where board members live. It explores many of these characteristics but pays particular attention to racial diversity. We cannot avoid shining a light on the difference in racial representation between those who allocate

nonprofit resources and those who are the beneficiaries of those resources. In addition, the nonprofit sector is not immune to racism and the institutional barriers that exist for people of color to serve in leadership roles within the organizations and on nonprofit boards (Building Movement Project, 2022).

Although many factors influence board and leadership diversity, there are known practices that can, over time, improve the diversity composition of nonprofit boards and their leadership. This study seeks to understand in what ways nonprofits engage in those practices to create diverse, inclusive and equitable board and organizational cultures.

● ● ● ● Acknowledgements & Gratitude

This study was shaped by several individuals who met with the DANA team members to advise them on survey design, analysis and the final report. We are grateful for the time and counsel of Raina Allen, Jamee Boone, Terrence Dickenson, Arreon Harley-Emerson, Cynthia Primo Martin, Noreen Poole, Heidi Sweetman, Patricia Rivera, Devona Williams and Chanta Wilkinson.

We are also grateful for the financial support of Barclays. And most of all, we are grateful for the 140 nonprofit leaders who spent precious time responding to this study.

● ● ● ● About DANA

DANA, the Delaware Alliance for Nonprofit Advancement, is a nonprofit whose mission is to advance the Delaware nonprofit sector's impact. Our vision is the nonprofit sector is empowered to achieve inclusive, thriving, and vibrant communities in Delaware. Through our membership, advocacy, training, consulting, and research, DANA strives to strengthen nonprofit leadership, enhance Delaware nonprofit sustainability and resilience, and advance the sector. To learn more about DANA, its membership, and its services, visit delawarenonprofit.org.

SUMMARY OF FINDINGS

This survey exploring board and leadership diversity in Delaware nonprofits was conducted at the beginning of 2022. Collaboratively designed with representation from DANA; consultants with diversity, equity and inclusion expertise; and nonprofit leaders of color, the survey repeats questions from a 2014 Delaware study conducted by DANA and Trustees of Color (DANA/TOC) with additional questions referenced from national studies by BoardSource, the Building Movement Project, and Nonprofit HR.

What diversity means for a nonprofit’s board and leadership will be specific to that organization based on its mission, the community in which it operates, and the people it serves. This study explores many characteristics but pays particular attention to racial composition on the boards of Delaware nonprofits and in their executive and senior leadership.

The survey was designed to answer the following questions:

- ① Do nonprofits *believe* their boards and leadership are reflective of their communities?
- ① Are the boards *actually* reflective of their communities?
- ① How does Delaware board and leadership diversity compare with prior studies and with national data?
- ① What DEI practices are Delaware nonprofits implementing to improve board and leadership diversity?

The responses of 140 individuals provide insight to these questions. More than half (53%) of respondents serve as executive directors. The majority (83%) of organizations represented were 501(c)(3) charities, including some foundations and religious institutions.



Most respondents said they believe their board (75%), board leadership (66%) and executive and senior leadership (75%) are reflective of the community they serve. This was a sizeable increase in attitude compared with the 2014 DANA/TOC study, where slightly over half (58%) believed their boards and board leadership reflected the community.



From a racial diversity perspective, Delaware nonprofit boards are now more diverse than 2014, but the diversity makeup still underrepresents community racial diversity.

- ① There has been an increase in the number of African American board directors and leaders, but there is still room for improvement.
- ① Representation of people of Hispanic or Latin American descent has not improved over the years and is considerably lower than the state’s adult Hispanic/Latino population percentage. It is also considerably lower than the representation reported in national studies.
- ① Senior leadership within nonprofits is more racially diverse than executive directors and boards of directors. This is consistent with national studies and identifies a need to reduce barriers for people of color to achieve top positions within nonprofits.



REPORT HIGHLIGHTS



This study shows women were over-represented in boards and board leadership. This is a change from the 2014 DANA/TOC study, where women were a minority.



Some characteristics, such as sexual orientation and disability status, were unknown to most respondents. It is possible that these diversity characteristics are not being measured in many organizations.



Context and experience matter, and for nonprofits that primarily serve a specific county, the majority of board members also live in the county. However, that is not the case in Wilmington where the majority of board members live outside of the city.

● ● ● ● Putting Diversity, Equity and Inclusion into Practice



Most respondents indicated they prioritize DEI values and principles in their work, with nearly half having made DEI a priority for more than five years.



Those organizations that have prioritized DEI for five years or more also have more diverse boards and executive leadership than those organizations that began this work within the past two years.



A quarter of the organizations have a statement or criteria for diversity in their bylaws.



Fewer than 25% of the organizations, however, have implemented recommended strategies for creating a more diverse, inclusive and equitable culture. This reflects a lower level of engagement in these strategies than noted in national diversity studies.

The survey findings can serve as a conversation starter for boards of directors and their leadership on what steps they can take to enhance diversity in the boardroom and in positions of power within their organizations. The report ends with a few suggestions, including:

- 🕒 Reflect on what diversity means for the board and the nonprofit.
- 🕒 Measure and report on diversity data.
- 🕒 Be intentional in recruitment practices.
- 🕒 Conduct regular assessments of culture, programs and talent management.
- 🕒 Bring racial equity and diversity into succession planning.
- 🕒 Support staff members of color to develop their leadership skills.
- 🕒 Adopt equitable compensation practices.
- 🕒 Invest in and keep at it for the long haul.

METHODOLOGY AND SAMPLE REPRESENTATION

Survey Development

This survey of diversity, equity and inclusion practices of nonprofits in the state of Delaware was collaboratively designed with representation from DANA, consultants with DEI expertise, and nonprofit leaders and was shaped by prior Delaware and national studies. It was distributed widely to Delaware nonprofits through DANA’s membership list and through the email lists of statewide partners and foundations. An incentive was offered for survey completion: The names of participating nonprofits were entered into a raffle to win an Amazon gift card.

The survey was designed to answer the following questions:

- 🕒 Do stakeholders *believe* their boards are reflective of their communities?
- 🕒 Are the boards *actually* reflective of their communities?
- 🕒 How does Delaware board and leadership diversity compare with national data?
- 🕒 In what ways are the DEI practices of Delaware nonprofits similar to practices nationwide?

Who Responded

Of the 217 individuals who started the survey, 140 were completed and used for analysis. Most of the respondents (89%) represented organizations identifying as 501(c)(3) under the U.S. Internal Revenue Code (Figure 1). This code encompasses charitable organizations including church/religious organizations and private foundations. The remainder of respondents represented 501(c)(4) organizations such as chambers of commerce, or trade associations, and 501(c)(6) organizations founded to promote causes related to social welfare, such as civic leagues. More than half (53%) of survey respondents served as the organization’s executive director or CEO (see Figure 2). Nearly a quarter were board members, and most of these identified themselves as the board chair or president.

Appendix A provides more detailed information about the nonprofit organizations referenced in this survey. Compared with the nonprofit sector data provided by [SHARE Delaware](#), this sample had a higher percentage of health and human services agency respondents than the sector as a whole, and significantly fewer safety/justice organizations. Forty-three percent of respondents represented organizations with an operating budget over \$1 million, compared with only a third of nonprofits in Delaware.

Where applicable, the survey findings were compared with the findings from the 2014 study conducted by DANA/TOC. Although the differences in the findings cannot be generalized, they show how this sample’s board and leadership diversity profile compares to the 2014 findings.

Figure 1 | Distribution of Respondents by U.S. Internal Revenue Code

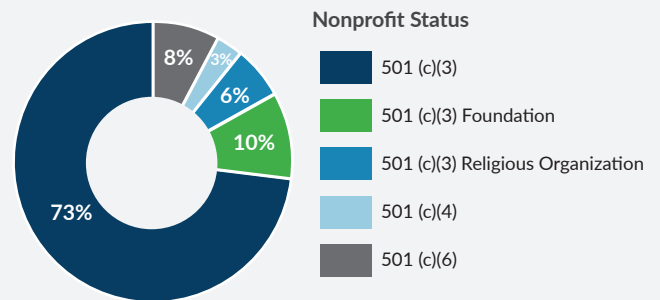
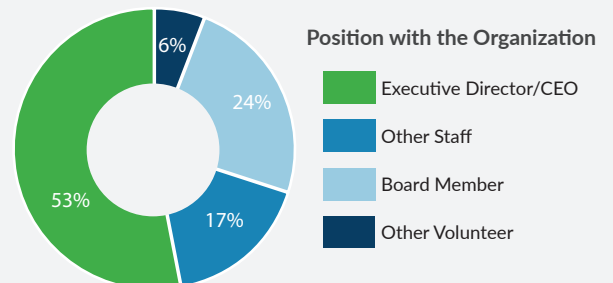


Figure 2 | Distribution of Respondents by Position in the Organization



To offer insights into how Delaware compares with national practices, this report references the national study reports *Leading with Intent* by BoardSource (2021) and *Nonprofit HR's Nonprofit Diversity Practices: with new survey results* (2021). In both national studies, the data set included a larger number of organizations with operating budgets over \$1 million; 12% of Nonprofit HR respondents represented organizations of \$1 million or less, compared with 57% in this study.

It is important to note that because this is a convenience sample versus a randomized or representative sample, the results cannot be extrapolated precisely to the entire Delaware community. The survey, however, does provide insight into the makeup and practices of boardrooms and executive leadership that may be applicable to Delaware nonprofits more broadly. Not every analysis in this report has the same respondent size because respondents skipped questions or only partially answered a question. The analysis used the responses by those who completely answered the specific question. Appendix B provide the number of individuals and organizations used for each analysis. Some data sets do not equal 100 or 100% due to rounding discrepancies.

REPORT FINDINGS

PERCEPTIONS OF BOARD AND LEADERSHIP DIVERSITY

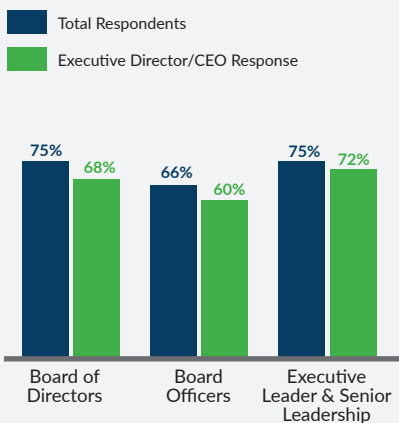
Respondents were asked to share their opinions on whether the nonprofit leadership, the board and the board leadership reflected the diversity of the community the nonprofit serves. As *Figure 3* shows, three-quarters of respondents agreed that both the nonprofit leadership and the board of directors were reflective of the community, while only two-thirds agreed that the board officers reflected the diversity of the community.

There were distinctions between responding executive directors and other survey participants. A slightly smaller percentage of executives agreed that their board and board officers were reflective of community diversity. For those who represented an organization led by a person of color, there was even greater agreement that the leadership reflected the community they served (*Figure 4*).

This survey shows a 17 percentage-point increase in the perception that boards reflect community diversity compared with the 2014 DANA/TOC study. In that survey, only 58% of respondents felt their board reflected the population the nonprofit served (*Figure 5*).

As the next several sections reveal, the actual demographic diversity profile is not aligned with this perception of community representation.

Figure 3 % Agree the following are a Reflection of the Community



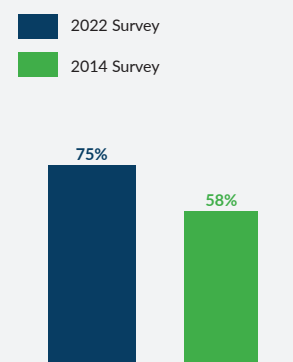
2021 DE Population 18+

Figure 4 % Agree the Following Are a Reflection of the Community



2021 DE Population 18+

Figure 5 % Agree the Board of Directors Reflects the Community



RACIAL DIVERSITY OF BOARD DIRECTORS AND LEADERSHIP

Racial/Ethnic Characteristics of the Board of Directors and Officers

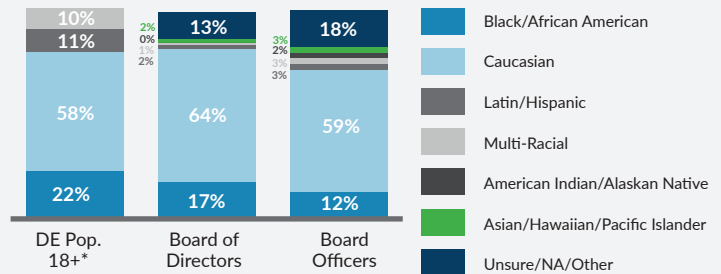
Board diversity can reflect many different characteristics, including age, race, gender identity, sexual orientation, education, profession, experiences and even where board members live. Each organization has to determine which diversity characteristics matter for the population it serves.

Compared with the Delaware population age 18 and older, the racial and ethnic diversity of Delaware nonprofit boards of directors and its leadership is still low (Figure 6). This study, however, shows a slight increase in racial diversity. In 2014, 14% of board directors and 10% of board leadership identified as Black/African American, compared with 17% and 12%, respectively, in 2022 (Figure 7).

Although 11% of the Delaware population over 18 is Hispanic, only 2% of boardrooms include Hispanic individuals. This is consistent with results from the 2014 study. Other ethnic groups are also underrepresented on nonprofit boards.

Delaware nonprofit boards seem to be more racially diverse than the national average (Figure 8).

Figure 6 % of Delaware Nonprofit Leadership and Board Directors by Race



2021 DE Population 18+*

*Of note: demographic data for the state of Delaware, counties, and Wilmington does not provide ethnic/racial delineations by age group beyond Caucasian, Black, and Hispanic.

Figure 7 Delaware Board Directors & Officers Racial Diversity in 2014 and 2022

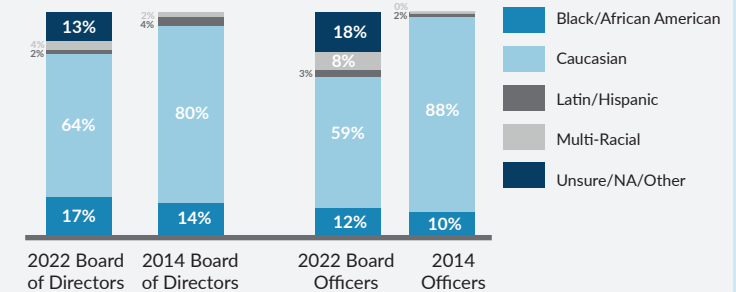
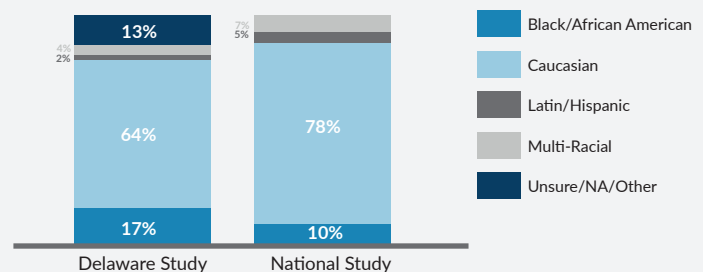


Figure 8 Delaware Board Directors Diversity Compared to the National Average



Board Source Leading with Intent, 2021

Racial/Ethnic Characteristics of Nonprofit Leadership

The survey also requested information on the ethnic profile of the executive director and, where applicable, the senior leadership team of the nonprofit. Similar to the board of directors, executives of Delaware nonprofits are predominantly Caucasian (69%); just 12% identified as Black/African American (Figure 9). It is noted that compared with the BoardSource 2021 study, a higher percentage of Delaware nonprofits are led by persons of color (Figure 10).

Compared to nonprofit executive directors, the senior leadership of Delaware nonprofits is more racially diverse, as 22% identified as Black/African American, 3% as Hispanic, and 8% as other BIPOC (Figure 9). This is consistent with national studies. Building Movement Project’s 2021 Race to Lead study found a similar differential, where a higher percentage of staff were people of color than at the executive level.

Optimistically, one would expect that in a few years as current executives turn over, there will be a more diverse makeup of Delaware nonprofit leaders. Building Movement Project (2021) found, however, that only 50% of BIPOC staff aspire to leadership. It also reveals that compared with their white counterparts, BIPOC staff perceive a disparity in access to leadership development, training and other support to gain the skills and experience necessary to be considered for top leadership.

Figure 9 Delaware Nonprofit Executive and Senior Leadership Racial Diversity

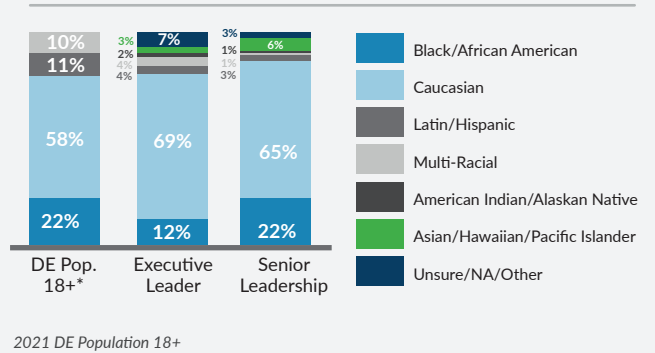


Figure 10 Delaware Executive Director Diversity Compared to the National Average

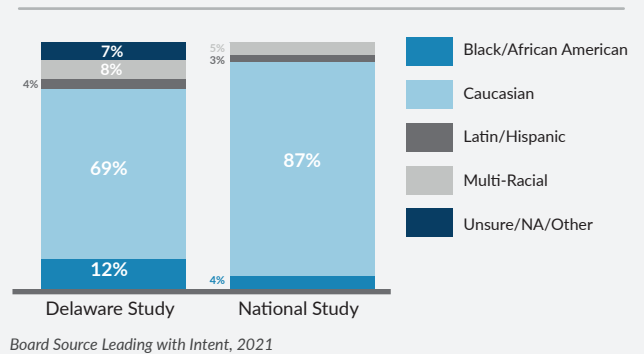


Figure 11 New Castle County Board of Directors and Executive Diversity Profile

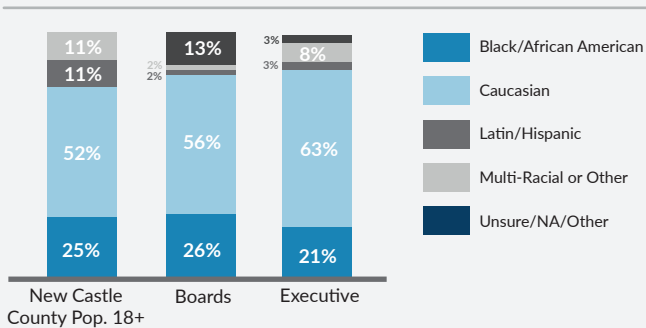
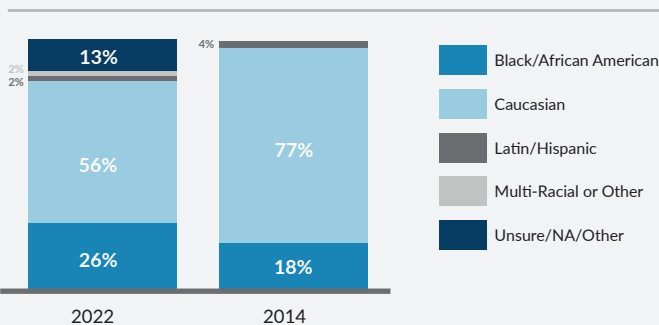


Figure 12 New Castle County Board of Directors Diversity Compared to 2014



Racial/Ethnic Characteristics of Board and Leadership Across the Counties

The racial composition of New Castle County-serving nonprofits’ boards of directors is most closely aligned with the population’s racial mix (Figure 11). In this survey, 26% of board directors were Black/African American, representing an increase from 18% in 2014 (Figure 12). Similar to the state-level results, however, Hispanic individuals are still underrepresented. The executive leadership of New Castle-serving nonprofits in this survey is majority Caucasian (63%) and only one-fifth Black/African American.

The responding Kent County-serving nonprofits were less racially diverse than the population and were less racially diverse than those responding in 2014 (Figures 13 and 14). Only 8% of board directors—compared with 12% in 2014—were Black/African American. There were no Hispanic board directors identified this year, compared with 6% on Kent County-serving boards in 2014. There were no Black/African American executives. Seven percent of executive directors identified as Hispanic. These respondents reflected decreased board diversity compared with those who responded in 2014.

Figure 13 Kent County Board of Directors and Executive Diversity Profile

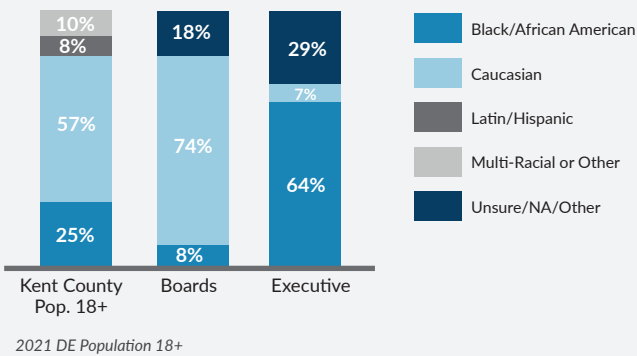
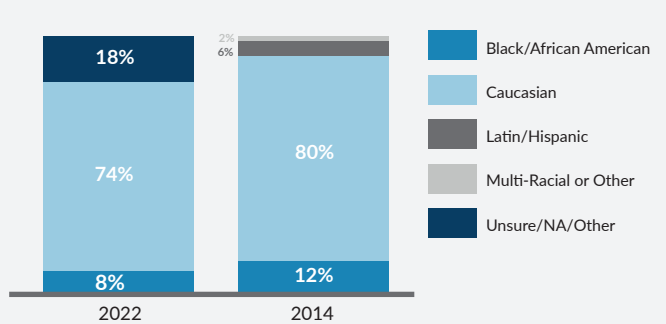


Figure 14 Kent County Board of Directors Diversity Compared to 2014



The boards of Sussex County-serving nonprofits in this survey had the highest representation of Hispanic board members (5%), but Hispanics were still underrepresented compared with Sussex County’s Hispanic population (Figure 15). There was a greater representation of African American board members compared with the general population. More executives identified as multiracial. Those participating in this study had slightly more diverse boards than in 2014 (Figure 16). Black/African American board member representation increased to 17% from 12% eight years ago. Hispanic representation increased to 5% from 2%.

Figure 15 Sussex County Board of Directors and Executive Diversity Profile

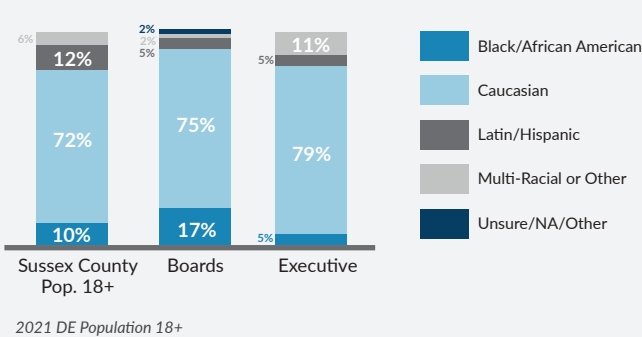
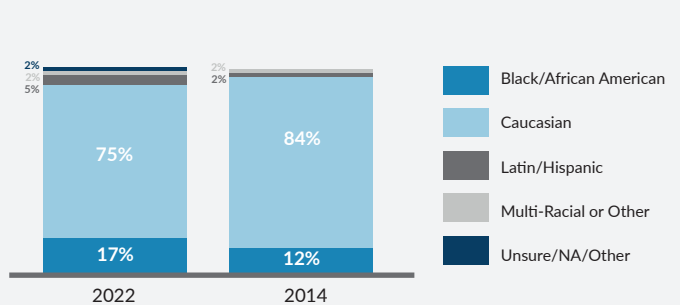


Figure 16 Sussex County Board of Directors Diversity Compared to 2014



Delaware’s largest city is racially diverse but the nonprofit leadership is not as diverse.

Wilmington’s population age 18 and older is 55% Black/African American, 13% Hispanic, and 26% Caucasian. Many nonprofits in Delaware are headquartered in the city and focus their missions on improving their neighborhoods. The majority of nonprofit organizations’ leadership and their boards are white. Only 37% of board directors of Wilmington-serving nonprofits and 26% of executive directors identified as Black/African American, and only 3% and 4%, respectively, identified as Hispanic.

A minority (38%) of board directors of Wilmington-serving communities live in Wilmington.

OTHER BOARD DIVERSITY CHARACTERISTICS

Race is just one aspect of diversity. This survey attempted to capture other diversity characteristics as well. In some areas, few provided the data for their boards or leadership. This could be an indication that this characteristic is not measured.



Board directors tend to be older compared with the state population (Figure 17). Almost a third of board directors (32%) and board leadership (31%) are under age 50, compared with 51% of Delaware’s population.



Women now make up the majority of boards and board officer positions (Figure 18). Boards are more reflective of the population’s gender diversity, with 50% of board members and 49% of officers were identified as female. This is a shift from 2014, when less than half of board members (48%) and board leadership (42%) were female. Less than 1% of Delaware nonprofit board directors were identified as nonbinary.



Six percent of board officers are identified as LGBTQIA+, compared with 4.5% of the Delaware population. This characteristic was only referenced by a small portion of the study and may not be a diversity feature measured by many boards. Among those boards that do measure this characteristic, 3% of all board directors were identified as LGBTQIA+.



A sizable portion of the respondents could not respond to whether board members had a disability. This may be a sign that this characteristic is not being measured. Less than 1% of board members were identified as having a disability, yet many nonprofits serve individuals with disabilities.



Two-thirds of board members have a bachelor’s degree or higher, compared with 33% of the Delaware population.

Figure 17 Age Diversity of Delaware Nonprofit Board Leadership

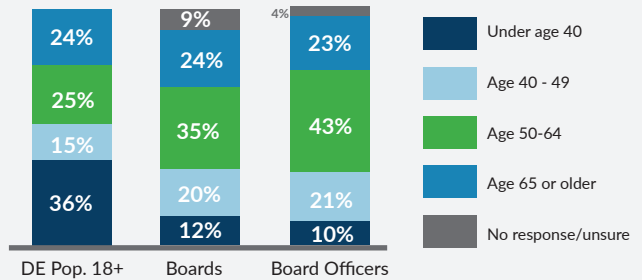
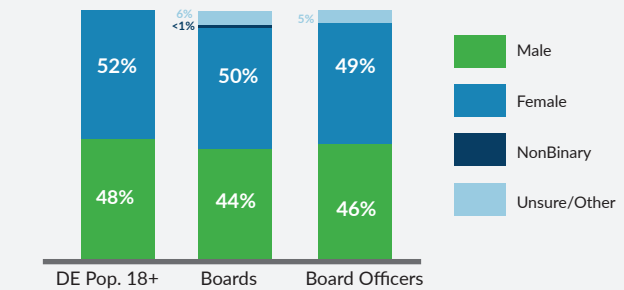


Figure 18 Gender Diversity of Delaware Nonprofit Board Leadership

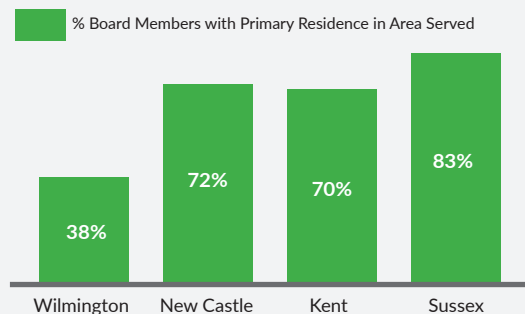


Delaware population statistics do not provide data for those who neither identify male or female. According to the UCLA School of Law Williams Institute, 0.8% of Delaware’s adult population identifies as transgender. <https://williamsinstitute.law.ucla.edu/subpopulations/transgender-people/>

Where Board Members Live

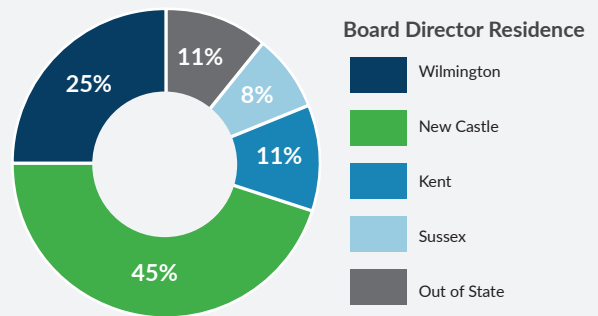
Those who live in the community the nonprofit serves experience community life and potentially understand the nuances of social issues better than those who live in different parts of the state or country. For nonprofits that primarily serve the counties, the majority of board members live in the area the nonprofit primarily serves (Figure 19). However, only 38% of board members of Wilmington-serving nonprofits live in Wilmington.

Figure 19 Representation by Residents



A quarter of nonprofit board members who serve on statewide nonprofits live in Wilmington. Conversely, despite 44% of the 18+ population living “below the canal” in Sussex and Kent counties, fewer than 19% of statewide-serving nonprofit board members live in those counties. This may reflect that many of these nonprofits are headquartered in or near Wilmington (Figure 20).

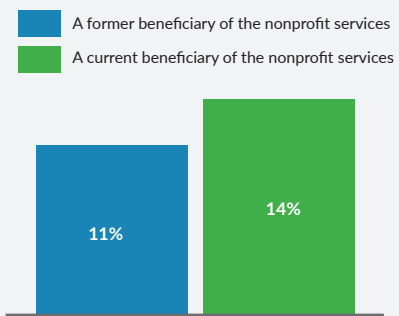
Figure 20 Where Board Members Live Who Serve on Statewide Nonprofits



Board Members' Relationship to the Nonprofit

One diversity characteristic explored is whether beneficiaries are members of the nonprofit board. These individuals may be better positioned to inform community outcomes based on the board's decisions. Only a third of participants provide insight into this characteristic. Of those who did, 14% of board directors were current beneficiaries and 11% were former beneficiaries (Figure 21).

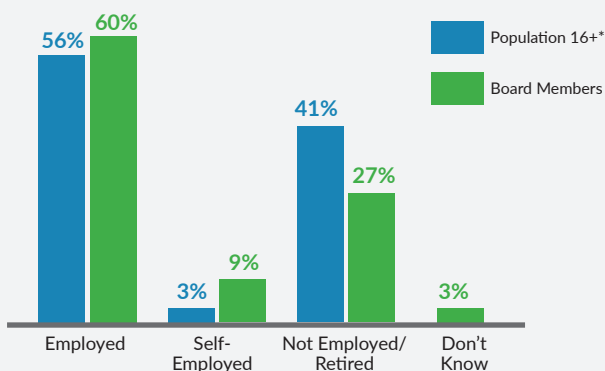
Figure 21 % of Board Directors Who Are Beneficiaries of the Organization's Services



Board Members' Professions

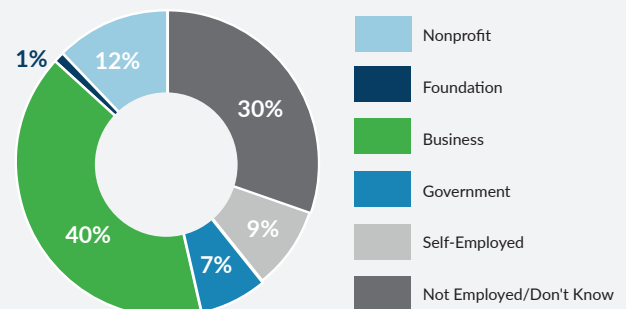
A board member's profession is often considered in board recruitment, as they bring skills, professional experiences and networks that can benefit the nonprofit. As Figure 22 shows, like the adult population, the majority of board members are employed. A higher percentage of self-employed individuals sit on boards compared to the working population. The majority of board members are employed by a nonprofit or business (Figure 23).

Figure 22 Board Directors Employed



*Source: American Community Survey, US CENSUS, 2021

Figure 23 Board Director's Employer Type



Other Board Diversity Characteristics

Respondents were invited to share what other diversity characteristics they sought. The word cloud in Figure 24 presents the responses. Beyond race and ethnicity, age, experience and skill sets were considered important by many.

Figure 24 | Other Board Director Diversity Characteristics



OTHER NONPROFIT EXECUTIVE AND SENIOR LEADERSHIP DIVERSITY CHARACTERISTICS

Similar to racial diversity, other diversity characteristics of Delaware nonprofit executive directors mirrored the diversity profile of the board of directors. The senior leadership (for those agencies that stated they have senior leadership) tended to be more reflective of the population, or in the case of gender and sexual orientation, to have a greater level of representation.

- Nonprofit executives are older than senior leadership**, with less than 41% under the age of 50, compared with 51% of their senior team. Fifteen percent of executives in this study were over age 65, a slightly higher percentage than the national average of 11% (BoardSource, 2021).
- Executive leaders also reflect the state’s gender diversity**, with slightly more than half identifying as female and 2% identifying as nonbinary. Over two-thirds (70%) of the senior leadership were female, and 3% identified as nonbinary. There were no sizeable differences in leadership gender among organization type.
- A higher percentage of executive directors and senior leadership were identified as LGBTQIA+** (12% and 14%, respectively) compared with the estimated percentage of 4.5% in the general population (Wallace Institute). Nationally, 10% of executives identified as LGBTQIA+ (BoardSource, 2021).
- Three percent of executives and 5% of senior leadership were identified as having a disability**, which is consistent with national data (BoardSource, 2021).

DELAWARE NONPROFIT DIVERSITY, EQUITY AND INCLUSION PRACTICES

This study attempted to explore ways in which nonprofits' practices and policies encourage a more diverse, equitable and inclusive culture. Several questions provided insight in these areas: exploring the value of DEI principles and application of DEI principles into practice.

Prioritizing DEI Values and Principles

The overwhelming majority, 80%, indicated that their organization prioritizes the values and principles of DEI completely or to some degree in their practices (Figure 25). Board chairs and executive directors gave their organizations a little less credit in this area, with 75% indicating they prioritized DEI values and principles in their practices. A small percentage (5%) of total respondents believed their organization does not prioritize these values at all.



Nearly half indicated their organization had prioritized values of DEI in their practices for five years or more, and a fifth indicated this had been the case for more than 10 years (Figure 26). According to the responses, nearly half (47%) of nonprofits with an operating budget of \$1 million or more have been addressing DEI, compared with 39% of those whose operating budget is under \$1 million. A quarter of nonprofits began prioritizing DEI-related principles over the past two years or indicated they are just getting started.



Nonprofit organizations that began their DEI work five or more years ago have more diverse boards and executive leadership (Figure 27). Organizations that are just getting started are less diverse, with 4% less representation of BIPOC or multiracial individuals on their boards and 11% less representation of BIPOC or multiracial executives.



Figure 25 Has Your Organization Prioritized the Values and Principles of Diversity, Equity, and Inclusion in Its Practices?

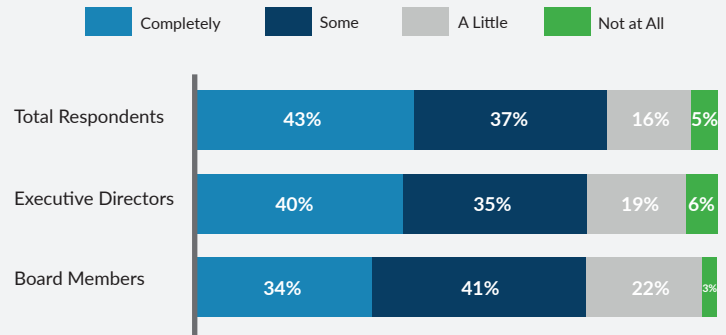


Figure 26 Number of Years Delaware Nonprofits Have Prioritized the Values and Principles of DEI in Their Practices

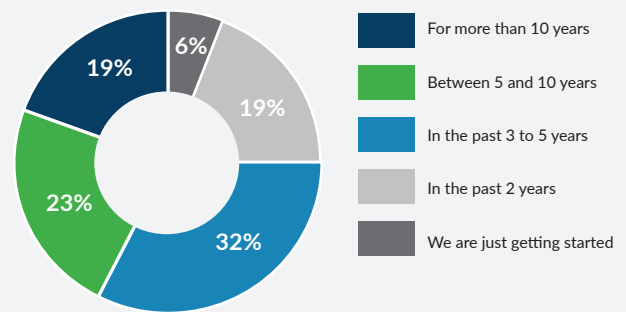
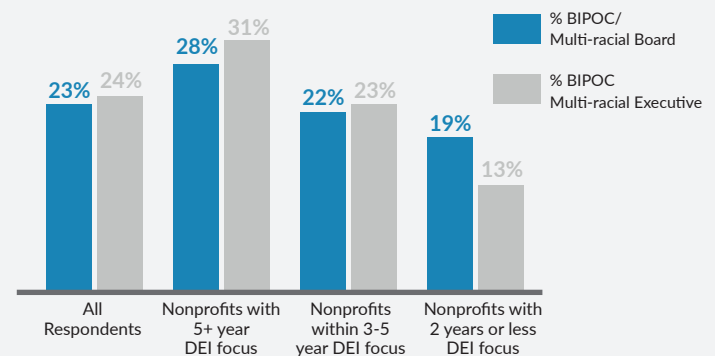


Figure 27 Racial Diversity of Delaware Nonprofit Boards and Executive by Years Focusing on DEI



DEI-Related Nonprofit Governance and Human Resource Practices

We sought to understand how organizations have taken action to strengthen their diversity, equity and inclusion activities. We explored governance and management practices.

- Almost a third of respondents (31%) indicated their bylaws directly address diversity, while over a quarter noted that their bylaws included a statement about the importance of diversity on the board (Figure 28).** Some bylaws require that a certain number of board members have certain diversity characteristics (14%) or represent a certain population (12%). There was no discernable difference among those nonprofits that have prioritized DEI for five or more years compared with the total.
- There are many ways nonprofits are taking action to create a more inclusive, diverse and equitable culture. Figure 29 provides insight on what actions nonprofits have taken.** Over a fifth (21%) have explicitly stated that DEI is a core value, with 15% integrating DEI as a pillar in their strategic plans and allocating financial resources to help the organization pursue its DEI goals.
- A smaller percentage of Delaware nonprofits have integrated DEI into their values, planning and evaluations compared with the national average (Figure 29).** One reason may be the differences in operating budget size of DANA survey respondents and that of Nonprofit HR. Nearly all (88%) of the Nonprofit HR respondents had operating budgets exceeding \$1 million, compared with 43% of Delaware respondents. However, the responses of Delaware nonprofits with operating budgets exceeding \$1 million showed no substantive difference between their efforts to integrate DEI and those of smaller organizations.

Figure 28 Ways Delaware's Nonprofits' Bylaws Require Board Diversity

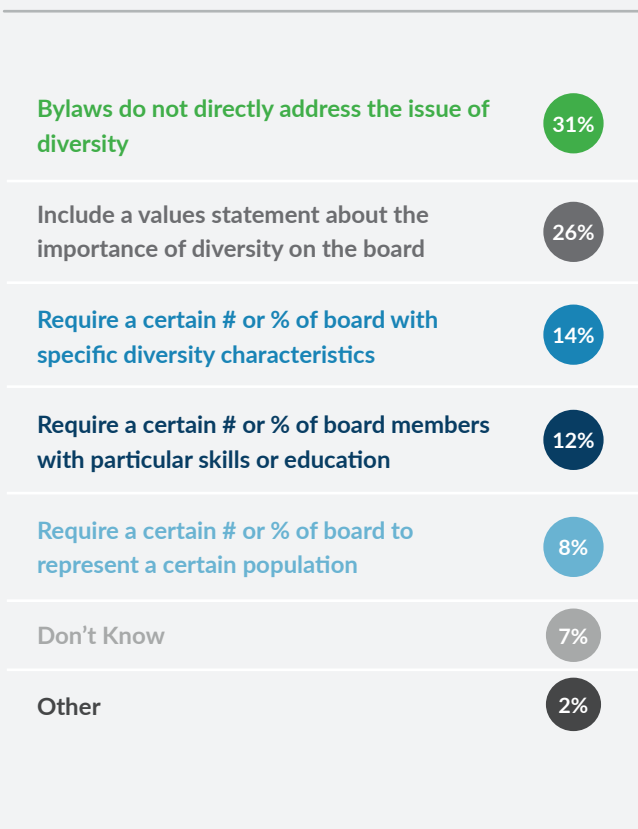
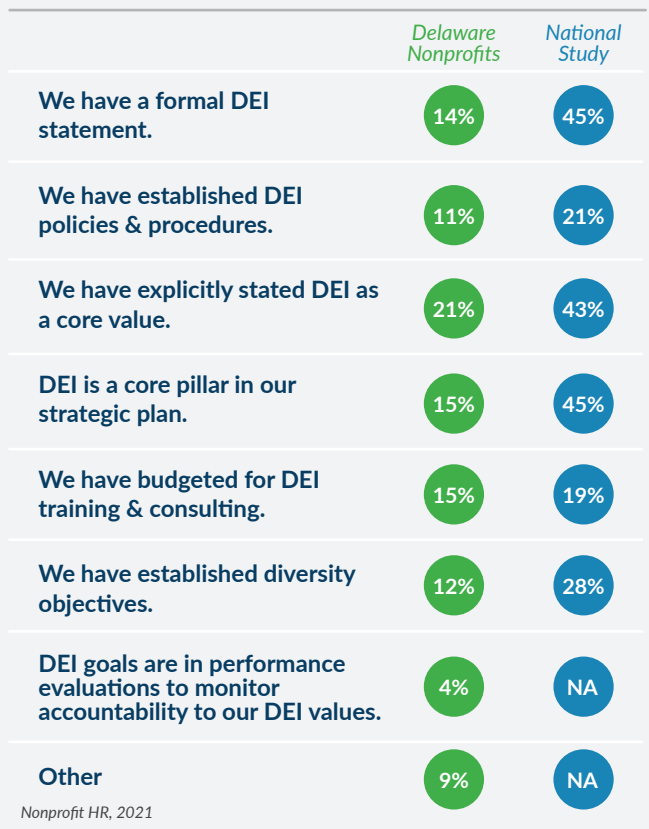


Figure 29 Ways Nonprofits Have Prioritized the Values and Principles of DEI in Their Practices





Hiring and recruiting practices have changed the most in the past two years compared with other talent management strategies (Figure 30). A third (33%) of Delaware nonprofits have evolved their recruiting and hiring practices. For most other activities, only about 10% or fewer nonprofits have made changes. Similar to the policy area, fewer respondents to this survey mentioned engagement in this area than respondents to the national study by Nonprofit HR (2021).

Figure 30 | HR/Talent Management Practices and Policies Changed in the Past Two Years to Recruit/Retain More Diverse Individuals?

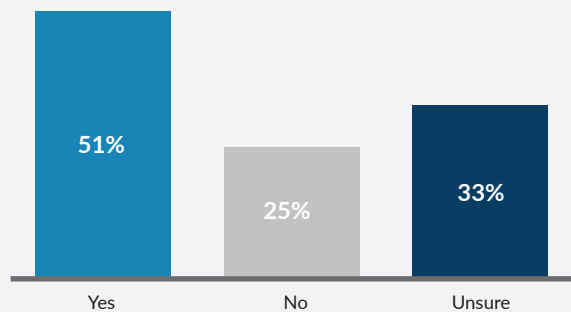
	Delaware Nonprofits	National Study
Job Postings/Interviewing & Hiring	33%	63%
Leadership development practices	11%	39%
Compensation and benefits	10%	34%
Promotion	9%	24%
Performance management	9%	30%
Engagement and retention practices	8%	37%
Succession planning	6%	20%
Mentoring and other peer learning practices	6%	27%
Other	1%	5%
None of the Above	7%	NA

Nonprofit HR, 2021



Over half of nonprofits plan to take DEI-related actions, and seek support in their efforts (Figure 31).

Figure 31 | Percent Looking to Take DEI Action in the Next Year and Need Direction or Support



CONCLUSIONS

- This survey marks substantial progress in measuring not only diversity in the leadership of nonprofits in Delaware but also the degree to which there are practices in place to move diversity efforts forward. Subsequent administration of this survey will allow for assessment of change over time.
- The data indicate that respondents may have felt more strongly that their boards and leadership reflect their community than is the case. Recognizing that respondents could define diversity and representation in many ways, this survey sought to look at racial diversity as well as other demographic characteristics to understand actual diversity representation.
- A comparison of these survey results with the 2014 DANA/TOC study suggests that Delaware nonprofits have made progress in increasing the racial diversity of their boards of directors and board leadership but that there is room for improvement because these numbers still do not reflect state demographics.

In particular, individuals of Hispanic or Latin American descent are significantly underrepresented.

Although there is room to increase African American representation in board leadership and at the executive level, Delaware's boards and executive leadership reflect a greater percentage of African American individuals than do national studies.

Similar to national studies, senior leadership shows more diversity than executive directors, indicating the potential for more diverse leadership if nonprofits work toward removing barriers and seek to promote diverse staff into executive director roles.

- Respondents' perspectives on valuing and prioritizing DEI were also more aspirational than what was reported as actual practices. Respondents overwhelmingly indicated their organizations prioritized DEI in their practices, with over half signifying they had prioritized DEI for five years or more. These organizations did have a greater level of racially diverse board and executive leadership than those prioritizing DEI for less than five years.
- Few respondents, however, indicated policies had been changed or actions taken in the past two years to recruit and retain more diverse individuals. Furthermore, they indicated significantly lower levels of prioritization of DEI practices compared with those who participated in the national study by Nonprofit HR (2021).

OPPORTUNITIES FOR ACTION

In the past two years, DANA has seen a sizable increase in member attendance at DEI-related training programs and in requests for DEI-related consulting support. As the data from this survey reveals, nonprofits are at different stages in implementing their DEI practices. There is opportunity for continued diversification of their boards of directors as well as for nonprofit staff to develop leadership skills, connect with networks of power and influence, and rise into executive director roles. The survey findings can serve as a conversation starter for boards of directors and their leadership on what steps they can take to enhance diversity in the boardroom and in positions of power within the organization.



Reflect on what diversity means for the board and the nonprofit.

Though racial diversity is critical to addressing the structural inequities within our systems and communities, other diverse characteristics enrich decision discernment, innovation and community connections. This survey touched upon several diversity characteristics.



Measure and report on diversity data.

What one measures matters, and regularly reporting progress in the recruitment and retention of diverse board and staff will highlight areas for improvement.



Be intentional in recruitment practices.

We tend to congregate and connect with people who are similar to us. Identify networks comprising diverse individuals, build relationships and provide opportunities for diverse individuals to engage with the nonprofit's programs. In the past two years, DANA has helped to place 22 people of color on nonprofit boards through its Board Connections program. Cynthia Primo Martin, founder of Trustees of Color, has authored a handbook ([Handbook for Nonprofit Leadership: Recruiting, Training and Engaging Trustees of Color](#)) providing leaders with insightful steps to recruit people of color on nonprofit boards.



Conduct a regular assessment of culture, programs and talent management.

DANA provides an [online assessment](#), developed by Michigan Nonprofit Association, which provides a snapshot of an organization's DEI practices to help nonprofits understand their capacity and progress in demonstrating best practices in diversity, equity and inclusion. Nonprofits can use the results to incorporate recommended changes into strategic and operational planning.



Bring racial equity and diversity into succession planning.

Policies that outline leadership succession for the board and executives can prepare organizations to identify and recruit diverse individuals to the board and leadership positions. Building Movement Project and BoardSource (2021) recommend creating a board action plan.



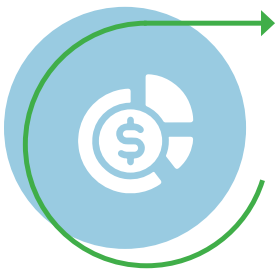
Support staff of color in their leadership development.

Race to Lead (2022) research on BIPOC leaders indicates that these individuals often are not afforded the same level of leadership development as their white counterparts receive. Fewer have access to affinity groups or professional cohorts, mentors, or training in financial management and fundraising.



Adopt equitable compensation practices.

For too long, a myth that nonprofit staff do not need to be paid for the value of their work has compressed earning opportunities for nonprofit staff. This has kept some individuals working in nonprofits at or below the poverty line. It also reduces a nonprofit's ability to attract top talent.



Invest in and keep at it for the long haul.

Changing the diversity of an organization's board and leadership requires resources of time and money. We recommend integrating diversity strategies with a nonprofit's strategic plan. Annually budget to ensure the staff and board are working on the identified actions to improve their diversity culture. Consider setting DEI performance goals for the board and executives. And, as stated earlier, measure and report progress.





**RESOURCES
REFERENCED IN
THIS REPORT**

2021 Nonprofit Diversity Practices: with new survey results, Nonprofit HR.
<https://www.nonprofithr.com/2021diversityreport/>

Avoiding the Glass Cliff: Advice to Boards on Preparing for and Supporting a New Leader of Color, 2022, BoardSource and Building Movement Project.
<https://boardsource.org/avoiding-glass-cliff/>

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<https://web.cvent.com/event/7d35b715-227b-4ba1-9036-c01fa1b30467/summary>

Diversity on Delaware's Nonprofit Boards, 2014. Delaware Alliance for Nonprofit Advancement and Trustees of Color, Unpublished Survey Report.

Handbook for Nonprofit Leadership: Recruiting, Training, and Engaging Trustees of Color, 2021, Cynthia Primo Martin, available through Cedar Tree Books or online.
<https://www.cedartreebooks.com/catalog/1-books/162-handbook-for-nonprofit-leadership>

Leading with Intent: Reviewing the State of Diversity, Equity, and Inclusion on Nonprofit Boards, 2021, BoardSource.
<https://leadingwithintent.org/diversity-equity-and-inclusion-findings/>

Race to Lead Revisited: Obstacles and Opportunities in Addressing the Nonprofit Racial Leadership Gap, 2020, Building Movement Project.
<https://buildingmovement.org/reports/race-to-lead-revisited-national-report/>

Trading Glass Ceilings for Glass Cliffs: A Race to Lead Report on Nonprofit Executives of Color, 2022, Building Movement Project.
<https://buildingmovement.org/reports/trading-glass-ceilings-for-glass-cliffs-a-race-to-lead-report-on-nonprofit-executives-of-color/>

Delaware Population Consortium, 2021 population statistics
<https://stateplanning.delaware.gov/demography/dpc.shtml>

APPENDIX A

Survey Respondent Representation

Table 1 | Distribution of respondents by mission area compared to sector

	SHARE Delaware	DANA DEI Survey
Human Service	19%	30%
Education/Employment/Youth	18%	13%
Public Safety/Justice	14%	4%
Arts, Culture, Humanities	11%	15%
Health & Medical	10%	11%
Religion/Spiritual	7%	4%
Housing & Shelter	6%	8%
Environment & Animal	4%	2%
Community Improvement / Social Action	4%	6%
Other	7%	8%

SHARE Delaware using available IRS 990 and 990 EZ data, April 2022

Table 2 | Distribution of respondents by organization budget

	SHARE Delaware	DANA DEI Survey
Up to \$99,000	25%	11%
\$100,000-\$399,999	26%	23%
\$400,000-\$999,999	17%	23%
\$1,000,000-\$1,999,999	11%	16%
\$2,000,000-\$4,999,999	9%	15%
\$5,000,000-\$9,999,999	5%	7%
\$10,000,000 and above	7%	5%

SHARE Delaware using available IRS 990 and 990 EZ data, April 2022

Table 3 | Distribution of respondents by geography served

	DANA DEI Survey	State Population Mix (2020)
Wilmington	22%	7%
New Castle County (Other than Wilmington)	13%	50%
Kent County	13%	18%
Sussex County	21%	25%
State of Delaware	20%	
Mid-Atlantic Region	6%	
Other	5%	

Delaware Population Consortium 2022

APPENDIX B

Summary of Data Counts for Each Analysis Area

Not every data set in this report has the same base sample size because respondents skipped questions. The data provided are based on the number of respondents who completely answered the specific question. Some data sets do not equal 100 or 100% due to rounding discrepancies.

Figure(s)		Number of Individuals	Number of Organizations
1	Distribution of respondents by US. Internal Revenue code	140	140
2	Distribution of respondents by position in the organization	140	140
3	Distribution of Respondents by Geography Served	122	122
4	% Executives Agree the following are a Reflection of the Community	64	64
4, 5	% BIPOC Executives Agree the following are a Reflection of the Community	28	28
6, 7, 8	Delaware Nonprofit Leadership and Board Directors by Race-Boards	754	70
6, 7	Delaware Nonprofit Leadership and Board Directors by Race-Board Officers	302	64
9, 10	Delaware Nonprofit Leadership and Board Directors by Race-Executive Director	113	113
9	Delaware Nonprofit Leadership and Board Directors by Race-Senior Leadership	221	52
11, 12	New Castle County Board of Directors Profile	246	20
11	New Castle County Executive Director Profile	38	38
13, 14	Kent County Board of Directors	77	6
13	Kent County Executive Directors	14	14
15, 16	Sussex County Board of Directors Profile	59	7
15	Sussex County Executive Diversity Profile	19	19
17	Age Diversity of Delaware Nonprofit Boards	763	70
17	Age Diversity of Delaware Nonprofit Board Officers	233	64
18	Gender Diversity of Delaware Nonprofit Boards and Leadership	900	70
18	Gender Diversity of Delaware Nonprofit Board Officers	255	64
19	Representation by Residents	780	80
20	Where Board Members Live who Serve on State-wide Nonprofits	307	20
21	% of Board Directors who are Beneficiaries of the Organization's Services	319	39
22	% Board Directors Employed	886	80
23	Board Director's Employer Type	886	80
24	Word Cloud of Other Board Director Diversity Characteristics	NA	80
25	Has your organization prioritized the values and principles of diversity, equity, and inclusion (DEI) in its practices?	NA	127
26	Number of Years Delaware Nonprofits have prioritized the values and principles of DEI in their practices?	NA	111
27	Racial Diversity of Delaware Nonprofit Boards and Executive by Years focusing on DEI	NA	111
28	Ways Delaware Nonprofit's bylaws require Board diversity	NA	140
29	Ways Nonprofits have prioritized the values and principles DEI in its practices	NA	140
30	HR/Talent Management practices and policies changed in the past two years to recruit/retain more diverse individuals?	NA	140
31	Percent looking to take DEI action steps in the next year and need direction or support	NA	109



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