



UNIVERSITY OF SAN FRANCISCO
CHANGE THE WORLD FROM HERE

MASTER OF NONPROFIT ADMINISTRATION

“We Have to See What We Can Be:

The importance of Latinx Leadership Representation in Nonprofit Fundraising and Development and How These Leaders Thrive Despite Systemic Barriers in the Sector.

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NPA 662: Nonprofit Data Analysis - Capstone

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Instructor: Marco Tavanti Ph.D.

INTRODUCTION (Introducción)



Purpose (propósito)

Purpose Statement



The purpose of this project is to explore the power of representation for up and coming latinx leaders, the methods current latinx leaders use to navigate and overcome challenges that come with implicit bias in nonprofit and development, and what organizations can do to better support them.

Why this matters

“Representation brings a sense of value and belonging to marginalized and underrepresented communities.”- Ayana Therapy



Project Objectives (Objetivos)

Identify and highlight methods current nonprofit development leaders of color use to thrive despite systemic barriers in the nonprofit sector.

Inspire future nonprofit leaders of color in fundraising and development to see who they can be.

Make recommendations for how organizations can support Latinx leader fundraising and development initiatives.

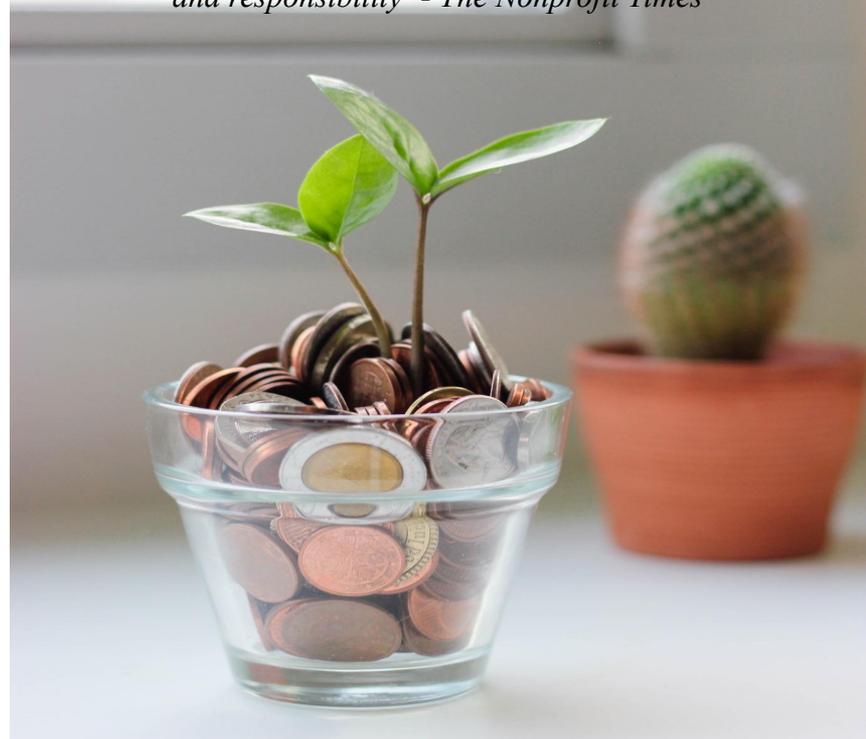
Project Benefits (Beneficios)

Nonprofit Sector Benefits: This study is a starting point for additional research that can be done to analyze other under-invited demographics in fundraising and development in the nonprofit sector.

Organization Benefits: This study provides recommendations for how organizations can better support their fundraising and development leaders of color.

Community Benefits: This study provides encouragement for other leaders of color who may be discouraged by the lack of representation in the sector. You belong.

“It's about engaging our whole community in giving to solve the problems of our own communities. Giving is power to change our communities for the better. All of us should share that power and responsibility”- The Nonprofit Times



Methods & Approaches (Métodos y Enfoques)

Research Questions

Literature Review

Expert Interviews

RQ1.

Why does representation matter for future leaders of color?

Expert Interviews
Books & Audio Books
Academic Journals

Interviews were semi- structured and conducted via Zoom and in-person. A total of four expert interviews were conducted. Interviewees had over 50 years of combined experience in fundraising and development. Experts' backgrounds ranged from executive directors, to fundraising experts, entrepreneurs, and educators.

RQ2.

How do nonprofit fundraising and development leaders of color thrive despite systemic barriers?

RQ 3.

How can organizations better support these leaders?

DATA Analysis- Common Experiences

Findings (common themes)	Expert Quotes
Latinx leaders in fundraising and development are intentional about creating access for other latinx leaders.	Each expert has started their own initiatives- All
Latinx leaders often find themselves being the first latinx person to hold their position or the only person in the room who identifies as latinx or POC.	“Which is one reason why I never shied away from being the first in a position because other latinx need to see me in these different positions and different places so they know theres a possibility and opportunity”- E3
Being unapologetically themselves is seen as radical.	“Really you’re wearing hoops and red lipstick really you?” - E2

DATA Analysis- How They Thrive

Findings (Common themes)	Expert Quotes
Personally educating donors with first hand experience/knowledge	<p>“I am not speaking for them but I am speaking through my own experience. I am able to connect those that we serve in a personal way that others may not be able to.” -E2</p>
Due to lack of access; form partnerships with other leaders who are willing to sponsor them to help latinx leaders gain access to spaces allowing them to build their own rapport with donors.	<p>Accessibility was one thing that I had to really rely on him at the beginning. If it wasn't because he took me along to stakeholder meetings or took me along then it would have been a lot harder to get to the relationships when it comes to fundraising and development.</p>
Collaborating with other latinx leaders and applying for grants together.	<p>“...we have already collaborated with them and have gotten donations with them.” -E2</p>
Being mindful of where they invest their energy.	<p>“I have to choose my time really wisely.” Fundraising is only part of what I do when I'm able to hire someone in a development position. I will mainly focus on creating relationships.” - E3</p>
Faith & Family	<p>“My daughter is my heart.”- E1</p>

DATA Analysis- How They Thrive (cont)

Findings (Common themes)	Expert Quotes
Building community with other latinx leaders in their field to navigate challenges and obstacles.	“I have a very close circle of women that are in leadership positions all over the country.”- E3
Conducting extensive research before meeting someone and paying attention to details upon meeting them. These mental notes give you tools to continue building rapport. (Networking)	“Before I even start to cultivate my relationship I do my research.” -E3
Being unapologetically themselves.	“This is how I look this is who I am if you’re uncomfortable then thats your responsibility not mine.”- E3
Tooting their own horns	“I AM an asset”- E2



RECOMMENDATIONS

1. **Support fundraising capacity for latinx nonprofits and nonprofits led by latinx professionals.**
2. **When hiring latinx leaders; collaborate in creating a space where leaders can build their teams and recruit their own board members from other historically uninvited communities.**
3. **Allow these leaders the grace given to others to learn to develop and to make mistakes.**
4. **Pay for respite and sabbaticals.**

Resources

- <https://www.somoselpoder.org>
- <https://www.cof.org/content/hispanics-philanthropy>
- <https://www.prospanica.org>
- <https://www.nic.lat/organizations-that-help-latin-os-in-the-united-states/>
- <https://www.leaderspring.org>



References

1. A. (2020a, July 1). *Ms. Foundation Releases Landmark Study on Philanthropic Giving for Women and Girls of Color*. Ms. Foundation for Women. <https://forwomen.org/pocket-change-release/>
2. Admin, B. (2020, July 7). *Nonprofits Led by People of Color Win Less Grant Money With More Strings (Study)*. Race to Lead. <https://racetolead.org/nonprofits-led-by-people-of-color-win-less-grant-money-with-more-strings-study/>
3. Ahmadian, M. (2019). Resilience, community action and societal transformation: People, place, practice, power, politics and possibility in transition. *Community Development*, 50(2), 277–278. <https://doi.org/10.1080/15575330.2019.1579999>
4. *Philanthropy's Sleeping Giant: Why Can't We Engage Latino's More Successfully?* (2020). Armando Zumaya - Training and Consulting.
<http://www.armandozumaya.com/philanthropys-sleeping-giant-why-cant-we-engage-latinos-more-successfully.html>
5. Therapy, A. (2020, June 16). *Power of Representation*. AyanaTherapy.
<https://www.ayanatherapy.com/post/power-of-representation>



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SUMMARY

It's easy to see what is lacking in the nonprofit sector when it comes to diverse leadership representation. Research shows that Latinx leaders are under-invited in the sector and latinx organizations only receive 1% of philanthropic dollars. While this is problematic and needs to be changed, there is power in recognizing that what these studies are also showing is these leaders' ability to overcome despite internal and external challenges, not only do they overcome; they thrive.

PURPOSE

The purpose of this project is to explore the power of representation for up and coming latinx leaders, the methods current latinx leaders use to navigate and overcome challenges that come with implicit bias in nonprofit and development, and what organizations can do to better support them.

RESEARCH

- ❑ RQ1. Why does representation matter for future leaders of color?
- ❑ RQ2. How do nonprofit fundraising and development leaders of color thrive despite systemic barriers?
- ❑ RQ 3. How can organizations better support these leaders?

METHODS

Qualitative research approach that drew on primary and secondary sources.

- ❑ Literature Review
- ❑ Four Expert Interviews

DATA AND ANALYSIS

Findings (Common themes)	Expert Quotes
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Faith & Family	"My daughter is my heart." -E1

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RESULTS

Findings (Common themes)	Expert Quotes
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Being unapologetically themselves.	"This is how I look this is who I am if you're uncomfortable then that's your responsibility not mine." - E3
Tooting their own horns	"I AM an asset"- E2

RECOMMENDATIONS

- ❑ Support fundraising capacity for latinx nonprofits and nonprofits led by latinx professionals.
- ❑ When hiring latinx leaders; collaborate in creating a space where leaders can build their teams and recruit their own board members from other historically uninvited communities.
- ❑ Allow these leaders the grace given to others to learn. to

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