Liane Hernandez and Michelle Pitot from YWCA Southern Arizona have worked with CFSA’s Board of Directors and the Board Committees since the fall of 2018. At the outset, we identified the following goals:

- To expand upon the work from 2016 that resulted in CFSA’s Diversity and Inclusion statement.
- To provide training that increases Board and Committee members’ knowledge about factors that affect Diversity, Equity, and Inclusion (DEI) efforts.
- To identify concrete actions for the Board and Staff that will help inform the Strategic Planning process in the upcoming fiscal year.

These overarching goals guided all the work for the year and allowed the Board and Committees to build a solid foundation for further DEI work.

Liane and Michelle began the year by facilitating the Board retreat, followed by three additional trainings and meeting with each Committee. The retreat and trainings included formal presentations, facilitated dialogue, and small group discussions. Over the course of the year, we presented topics that included:

- Past and current efforts to increase diversity and inclusion among philanthropic organizations across the country
- Moving beyond creating a diverse board to one that builds inclusion and equity
- Basic definition of terms to create a shared language when discussing DEI issues
- Unconscious bias and microaggressions and how they play out in daily communication
- Effectively and professionally addressing potentially oppressive language and behaviors in meetings and in the community
- The history of the construction of race in this country and how it still impacts power, social structure, and inequity today

All along, we worked with the board and committees to identify ways to build trust with each other, so that ongoing discussions about DEI issues, which can be difficult, have an optimal chance of success. One idea that was surfaced was to identify a “watcher” at meetings, to help the person running the meeting to notice when it seemed like all voices were not being heard. While this idea has not yet been implemented, it may be helpful to return to that in the future.

Starting with the retreat, the group participated in exercises that allowed the Directors to get to know each other on a new level. Everyone agreed that in the future the Board should have more opportunities to interact outside of just completing Board business. Another idea that was discussed related to this topic was that each meeting could start
with a question designed for the members to learn more about each other. And while this has been implemented in some areas, it hasn’t taken hold in others. Perhaps with the foundation built this year it isn’t necessary, but as new members come on board it will be important to remember to offer opportunities for them to be known and get to know others.

During our work with the Board and Committees, we witnessed much courage and willingness of Directors to roll up their sleeves and get to work on the DEI issues discussed. We were impressed by CFSA leadership’s commitment to this critical yet often challenging journey. As the Board moves into a year of strategic planning, we expect that you will continue to make progress in this area and wish to offer ideas to help with the work. In addition to the observations and recommendations mentioned above, we offer the following suggestions based on what we observed:

1. It became clear that Board and Committee members have a broad range of awareness and understanding of DEI issues and how they affect their work with CFSA. We recommend that the Board participate in continued training and direct discussions of race, ethnicity, gender, socioeconomics, and all the ways that oppression manifests in our society and in philanthropy in particular. This could be pursued through discussions of specific articles, books, TED talks, or similar. Some Board Members already have ideas about resources in this area, and the YWCA is always a great source of information as well.

2. It also became clear that some members of Committees, especially community members who are not on the Board, did not have any awareness of CFSA’s work that has been done to address DEI issues, both prior to and since we began working with you. Moving forward, it will be important for Committee chairs to ensure that everyone is made aware of this work. Further, if any discussion groups on topics identified in #1 above occur, we advise that all committee members be invited to such discussions. This will help to ensure that the importance of DEI work continues to be in everyone’s awareness moving forward.

3. As with all foundations, you are in a position which requires that you solicit funding and support from those in a position to give it, while simultaneously awarding support and funding to those who need it. Therefore, you need to cultivate skills to be able to address DEI matters in very diverse realms. We observed that CFSA has already made great progress with regards to expecting those who receive funding to embrace the principles of Diversity, Equity, and Inclusion in their organizations. It is more difficult to address this when seeking support from people and institutions that may not have prioritized DEI to date. The two committees most directly impacted by this are the Investment Committee and the Community Investment Team. These two committees can benefit from learning more about how other foundations have incorporated ideas of equity and inclusion into their work with funders and donors.

4. It is probably most difficult to understand how DEI issues impact the seemingly concrete either/or world of budgets, and this was evident in our visit to the
Finance/Audit Committee. Based on the tone of the discussion in that committee, it seemed to us that this committee is struggling with the tenets of equity and inclusion and understanding how it affects budget decisions. Still, as budgets are in a very basic sense moral documents that reflect the priorities of an organization, this committee should be supported in ongoing efforts to increase understanding of the connection between DEI and numbers.

5. CFSA is known in the community for having staff members who are highly committed to fairness and equity. It shows up in RFPs that are disseminated, interviews with and support of organizations funded by CFSA, the range of funding opportunities available, and actual funding decisions. We observed that, similar to many nonprofits, there can be a disconnect between the work of the Board and that of the staff. We recommend therefore that you continue to seek opportunities for the Board to cultivate an understanding of what staff members experience in their work in the community. Providing time for staff to present some aspect of their work at Board meetings or having joint board-staff retreats or meetings are two ways this could be enhanced.

6. Each committee has identified specific goals and milestones to track their progress in DEI work. In order to support Committee Chairs and members in this work, we recommend that you include regular updates on your Board agendas. Perhaps each committee could choose a meeting in which they will give the Board information about their goals and achievements. Please remember to celebrate your successes! This will help you to stay motivated to continue in this process, which as you know should be seen as a marathon rather than a sprint.

Overall, we are impressed with your work to date and feel confident that you will continue to grow in this area. We look forward to seeing CFSA become even more visible in Southern Arizona as a leader in your commitment to Diversity, Equity, and Inclusion in the world of Philanthropy and in our community overall.

Thank you for this opportunity to participate in your process. We’ve been honored to be a part of this work and look forward to your continued success.

In community,

Liane Hernandez

Michelle Pitot
### Community Foundation for Southern Arizona

**Committee Chair**

**Committee Action Planning for Inclusion Practice at**

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<table>
<thead>
<tr>
<th>Potential Obstacles</th>
<th>Long Term Success</th>
<th>Short Term Success</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Diversity and Inclusion</strong></td>
<td>Use our funds to support projects committed to building and developing a narrative on diversity.</td>
<td>Create an annual report on diversity activities.</td>
</tr>
<tr>
<td><strong>Beginning</strong></td>
<td>Be a learning organization in partnership with community groups.</td>
<td>Write annual reports.</td>
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<tr>
<td><strong>Building</strong></td>
<td>Create an annual report for groups to gain access.</td>
<td>Publish and distribute an annual report.</td>
</tr>
<tr>
<td><strong>Ongoing</strong></td>
<td>Organize a process to include people who exclude others.</td>
<td>Publish an annual report.</td>
</tr>
<tr>
<td><strong>Future</strong></td>
<td>Grow momentum to maintain and focus on this.</td>
<td>Publish an annual report.</td>
</tr>
</tbody>
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**Top Goals**

1. How do we change our governance model to reflect our increasing presence? (Southern Arizona)
2. Where should CFA be across Southern Arizona? (Community, Advocacy, and Outreach)
**Potential Obstacles**

<table>
<thead>
<tr>
<th>Funds</th>
<th>Identify donor advised foundations and funds that support DEI initiatives.</th>
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<td></td>
<td>Establish a relationship with DEI leaders to understand their needs and goals.</td>
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<td>Continue conversations around DEI with the community to foster buy-in and support.</td>
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<td>Create a culture of inclusion in your organization.</td>
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**Short-Term Success**

- **Ongoing:**
  - Convene committee members
  - Draft and share
  - Meet regularly

- **Top Goal:**
  - Action Step Lead
  - With WHOM?
  - WHEN

- **Committee Chair:**
  - Jim Rowley

**Committee Action Planning for Inclusion Practice at Community Foundation for Southern Arizona**

<table>
<thead>
<tr>
<th>Milestones</th>
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<td>In FY 20...</td>
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<tr>
<th>How will you work to overcome these obstacles?</th>
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<td>Recognize and acknowledge the need for DEI initiatives.</td>
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<td>Acquire and communicate effectively.</td>
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<td>Communicate the importance of DEI and encourage people to be part of the conversation.</td>
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<td>Establish goals. Track progress and report out to the community.</td>
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<tr>
<td>Education and training on cultural competence.</td>
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<td>Identify potential barriers and develop strategies to overcome them.</td>
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<td>Ensure that DEI is integrated into all aspects of the organization.</td>
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**Celebrate Success?**

- How will you celebrate?
To ensure we are recognizing our pledges, annual impact and the CSAs board and set new ambassadors for the board. All board commitments building each. Examen, barriers may be present. Purple sister:
Opportunities:
1. Time is an issue for next round of board members and colleagues
2. Address the community members from community
3. Provide support board members to introduce board members to CSA and
4. Classic board member in attendance and feasibility. Build a new candidate, do not worry about the number of members.
5. Quality and diversity of new members
6. Engage leadership of potential new members.
7. Engage members to identify ways to identify.
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**MILESTONES**

**LONG-TERM SUCCESS**

FY2019

**SHORT-TERM SUCCESS**

Celebrate success

**GOVERNANCE**

Committee Chair

Community Foundation for Southern Arizona

Committee Action Planning for Inclusion Practice at