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Embodying Equity: Change Management Strategies for Addressing Racial Equity in Environmental Nonprofits

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Table of Contents

Abstract

Recent social movements and the urgency of the climate crisis have heightened awareness of the exclusion of people of color within the environmental movement. While many environmental nonprofits are working to address racial equity within their organizations, they are often not well-equipped with the tools, tactics, and change management strategies to successfully execute their goals. Using data from case studies via qualitative interviews with local Richmond, VA environmental nonprofit leaders, this study aims to combine insights from nonprofit leaders doing racial equity work with key theories of change from the ProSci ADKAR model, John Kotter's 8-Step Process for Leading Change, and adrienne maree brown's *Emergent Strategy*. The study also incorporates relevant literature and survey data about diversity, equity, and inclusion (DEI) work and the current state of diversity in the environmental sector. Conclusions explore possible approaches to racial equity work, a hybrid model of change theory for racial equity, and an analysis of common challenges and roadblocks for nonprofit leaders.

Keywords: racial equity, diversity, inclusion, environmental, sustainability, change theory, theory of change, change management, environmental justice

"If we feel a sense of urgency about the human experiment, maybe we'll actually get to work, whether that's rushing to save souls before the Rapture or rushing to address climate change."

- John Green, *The Anthropocene Reviewed*

Introduction

Part I: Overview

As a result of historical and systemic racism, environmental nonprofits are an overwhelmingly white-dominated sector. With racial equity issues at the forefront of conversation and amidst the backdrop of an urgent global reckoning on both racial and environmental fronts, many environmental NGO leaders are recognizing—some for the first time—that diversity, equity, and inclusion is an issue at their organization. But for many leaders of environmental NGOs, the path towards change is often unclear.

Despite an overwhelming abundance of resources, training, tactics, and strategies available for nonprofits seeking to implement racial equity initiatives, there is less guidance on the actual change-making process as it relates to this work. Should organizations hire a new DEI manager, or start an employee anti-racism book club, or hold a workshop on diversity training, or launch a new program to serve more diverse populations—or all, or none, of the above? This scattershot approach to DEI is rarely guided by organizational change theory, and thus often fails to lead to meaningful or lasting change.

Unsuccessful racial equity programs can be a poor or inefficient use of time and resources, counterproductive to stated goals, and harmful to marginalized communities. When DEI initiatives fail, people of color often bear the burden of that failure, while white leaders may feel that they have "checked the box" and done their part to show support of diversity—without making any real sacrifices. The systematic exclusion of BIPOC (black, indigenous, and people of

color) voices in the environmental sector has led to a crisis of environmental justice, whereby marginalized communities are most negatively impacted by climate change.

The Environmental Protection Agency (EPA) defines environmental justice (EJ) as "the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income." Considering this definition, it is critical that environmental nonprofits learn how to effectively transform their organizations and choose paths towards DEI that lead to meaningful, sustainable change. If environmental nonprofits can succeed in moving from predominantly white teams and exclusionary culture to inclusive, diverse groups serving diverse populations, then they will be able to work towards their mission more effectively, or to tailor their mission to be more inclusive to the needs of marginalized communities.

This study is an exploration of common racial equity strategies and their effectiveness, analyzed using the framework of three popular change-making theories. Through detailed case studies of local environmental NGOs in the Richmond, VA area, the study seeks to understand the decision-making process and implementation of racial equity initiatives, and to retroactively apply theories of change to help understand the effectiveness of each approach. The insights from this study will help environmental NGOs—and all nonprofits struggling with legacies of racism and exclusion—to better understand how to think about, plan for, and implement racial equity work within their organizations, and how theories of change may help inform this work.

Part II: Context and Problem Analysis

Context: Race and the Environmental Movement

The history of American environmentalism is "a history of middle-class white male environmental activism" (Taylor, 1997). The field of environmentalism and conservation has historically been built by and for white communities, despite the implicit idea that environmental issues affect everyone. The 1960s is sometimes perceived as the beginning of environmentalism as a social cause, when "evidence of humanity's destruction of the natural habitat" served as a motivator for conservation (Davis, 2014, p. 141). But many scholars argue that the environmental movement was built on the same fundamental concepts that pre-date the 1960s: colonialism, extraction, and white-led conquest and subjugation of minorities.

Problematic practices and ideologies can be found throughout the history of the environmental movement. The most well-known founders of American environmentalism—such as John Muir, Theodore Roosevelt, and John James Audobon—were slaveholders who supported or upheld racist worldviews. Outdoor education programs have also ignored this legacy of racism, often positioning the outdoors as "an essentialized, empty space," rather than a space that was forcibly stolen from Indigenous people. This absence of critical analysis of race and ownership in the outdoors may be considered to be an erasure of the history of violence and colonialism, instead "reproducing and extending structures of whiteness" (McLean 2013).

But within just the last few years, there has been a racial reckoning occuring around the world—and throughout the field of environmental nonprofits. While environmental NGOs may have been able to sidestep the legacy of racism with a boilerplate message about how "the

environment is for everyone," it now seems impossible to ignore the ways that the environmental movement has perpetuated, ignored, or exacerbated issues of racial equity. The link between environmentalism and racial justice has made its way to the forefront of the conversation about climate change and conservation. With this increased understanding of systemic racism comes an understanding of how communities of color have been most impacted by the issues of climate change. For example, in July 2020, the executive director of the Sierra Club published an article called "Pulling Down Our Monuments" in which he denounced some of the beliefs of the organization's founder, John Muir, and acknowledged that the Sierra Club was created from a place of "whiteness and privilege". A month earlier, the deputy director of the National Park Service (NPS) published a statement committing to "lead change and work against racism" to engage communities that "have been missing from the discussions for far too long," signalling that the NPS was not just committed to racial equity, but are also reevaluating how they can do this work better and more effectively (Vela, 2020).

Similarly, in an op-ed in June 2020, Hop Hopkins, the Director of Organizational Transformation at the Sierra Club, argued that a "long-overdue realization" of the connection between climate change and white supremacy is growing. This realization is driven by people of color in the climate justice movement, as well as a growing awareness of systemic inequity. Hopkins' argument is that if we valued the lives of all people equally, then the climate crisis would not exist; and until all lives are valued equally, the climate crisis will continue.

Problem Analysis

Defining DEI and Racial Equity. For the purpose of this study, "diversity, equity, and inclusion" and "racial equity" are terms that are used somewhat interchangeably and are broadly defined. Because this study looks at changemaking effectiveness, and because each organization will be at varying points of progress, the focus is on change and difference over time, rather than the "achievement" of a diverse, equitable, and inclusive organization. Therefore, a comprehensive or operational definition of DEI may vary based on the organization's goals and programs.

Diversity Statistics at Environmental NGOS. While there may seem to be an outpouring of support for racial equity work in environmental NGOs, the statistics tell a different story. There is still a pervasive lack of diversity in conservation, and environmental policies and institutions continue to exclude BIPOC communities (Kashwan 2020). This exclusion is seen both in the makeup of staff at environmental NGOs and the communities that these organizations serve. According to a 2018 report in The George Wright Forum, Black Americans make up less than two percent of national park visitors. In 2017, only about three percent of recipients of the nation's environmental science degrees were Black (Data USA), and a survey found that 88 percent of staff and 95 percent of board members of environmental NGOs were white (Taylor, 2014).

In a report entitled *The State of Diversity in Environmental Organizations* (2014), researchers surveyed nearly 300 conservation NGOs, governmental environmental agencies, and environmental grantmaking foundations, as well as 21 environmental professionals. Their research found that there has been significant progress on gender diversity within these

organizations, but that the gains have mostly gone to white women (and that men are still more likely to hold higher positions of leadership). The report calls the state of racial diversity in environmental organizations "troubling" and states that minority groups are severely underrepresented in the environmental workforce. While many organizations state a desire to be more diverse or inclusive, few have taken more formal steps, such as forming a diversity committee or hiring a diversity manager. The report also found that the recruitment and advertising for environmental NGO roles introduced unconscious bias and replication of the current hiring pipeline. Writes Taylor, "dominant culture of the organizations is alienating to ethnic minorities, the poor, the LGBTQ community, and others outside the mainstream."

Race to Lead's 2019 survey, which focuses on the nonprofit industry more broadly, found that while 74% of surveyed individuals reported DEI initiatives within their organization—with trainings as the most frequent type of initiative—BIPOC nonprofit workers reported "few shifts towards equity in the workplace" (Rave to Lead Revisited, p. 3, 2019). The Center for Effective Philanthropy compiled a report, Nonprofit Diversity Efforts: Current Practices and the Role of Foundations (2018), which surveyed 205 leaders of nonprofit organizations. The survey found that while 83% said race/ethnic diversity was relevant to the organization's goals, it was not often discussed as a priority. In 2014, a report found that only 18% of nonprofit staff are people of color, and 92% of board members were white (Nonprofit Quarterly). According to Nonprofit HR, 68% of organizations lack a true diversity strategy. The 2019 Nonprofit Diversity Practices Report found that slightly more than half of survey respondents had a formal diversity statement, and they cited racial/ethnic diversity as their greatest diversity challenge.

Connections to Changemaking Theory. A knowledge gap of racial equity concepts is often not the roadblock for successful change; rather, it is often a lack of understanding of how to implement organizational change. And unless environmental NGO leaders understand how to design and implement changemaking strategies, they can't create a more diverse and equitable environmental sector. Therefore, in addition to analyzing and categorizing the common types of racial equity strategies used, the study will apply three well-established theories of organizational change: the Prosci ADKAR® model, Kotter's 8-Step Process for Leading Change, and adrienne maree brown's Emergent Strategy. These theories are more commonly used in the private sector, and this cross-sector analysis offers a unique framework. The Prosci ADKAR® model identifies five key elements for change: awareness, desire, knowledge, ability, and reinforcement. Kotter's 8-step process outlines the steps perceived as essential for change. Comparing these models of change to real experiences and attempts at DEI work within nonprofits will lead to a greater understanding of the components and steps needed for DEI work to succeed. These models have some shortcomings, and as such, we will also identify ways that organizations are managing change in new or innovative ways, or by using strategies that are counter to these more traditional models, and whether the unique characteristics of the nonprofit field affect the relevance or application of these models.

Of course, nonprofit organizations are no strangers to change; they are "arguably in a perpetual state of change" (Akingbola et al, 2019), navigating a complicated landscape of clients, stakeholders, community needs, new legislative policies, tech innovations, funding shifts, and more. This is particularly true of the environmental sector, where issues of climate change are fast-moving and increasingly urgent. Another study (Stid & Bradach, 2009) presented the theory

that non-profits are "best in visionary leadership, but often significantly under-managed."

Unfortunately, it takes more than just a vision to implement an organizational change. An

understanding of change management theories can help nonprofits leaders navigate change and

to identify specific opportunities to improve. For example, in *Change Management in*

Environmental Nonprofits (Boreyko, 2010), the researchers found that by referencing Kurt

Lewin's 3-Step Model of change, a gap was revealed in the practices of D.C-area nonprofits:

they were unable to move to the third step, "moving". Factors such as effective communication

and participatory decision-making were often overlooked as priorities in a change/transition

process. While there are differences in the skills, motivations, and challenges of workers in

for-profit and non-profit organizations (Chapman 1998; Buelens & Van den Broeck 2007),

nonprofits would benefit from borrowing more from the established, tested change theories in the

for-profit world.

Part III: Research Questions and Study Outline

This study aims to increase understanding of different tactics and strategies for racial

equity utilized by environmental nonprofits, as well as to investigate why some racial equity

strategies are more successful than others by analyzing case studies from local environmental

NGOs through a change-making lens.

The study asks the following research questions:

1. What are the different practices, strategies, and approaches being used in
   environment-related nonprofits to address racial equity and systemic racism?

2. What theories of change can nonprofits consider to help inform the decision-making and
   implementation process when working to become more diverse, equitable, and inclusive?

By drawing from the literature and the study data, we have identified and categorized common "buckets" or types of DEI tactics used by nonprofits—such as implementing staff training programs, hiring diverse leadership, and launching new public-facing programs with a DEI focus. Naming the common strategies implemented also serves to provide a blueprint to NGOs of tactics they could consider implementing in their own organizations. By studying these tactics and whether they align with the ADKAR, Kotter, and brown's change theories, the study will uncover patterns or insights that may predict the success (or failure) of these common DEI tactics. Ultimately, the goal of this study is to help historically white environmental nonprofits (and/or any nonprofit that is seeking to improve the diversity and equity within their organization) to 1) better understand some of the options and paths they could take, and 2) provide frameworks of organizational changemaking theories to inform their work.

"The only lasting truth is change."

- Octavia Butler, activist and science fiction writer

Literature Review

Introduction

To understand the obstacles facing nonprofits seeking to improve racial equity at their

organizations, it's helpful to understand the background and history of the nonprofit industry and

the ways in which it was informed by—and continues to uphold—structures of racism and white

supremacy. In *How White People Conquered the Nonprofit Industry*, writer Anastasia Reesa

Tomkin points to white supremacy as a fundamental tenet of the nonprofit industry. One statistic

to illustrate this point: nonprofits are over 80 percent white-led; zooming in to focus on the 315

largest nonprofits in the U.S., that number increases to 90 percent (Tomkin, 2020).

Edgar Villanueva, a leading scholar and author of *Decolonizing Wealth,* writes that

philanthropy is "racism in institutionalized form"—the pageantry and formality, the

requirements, the culture—and that foundations perpetuate a dominant worldview that is "highly

racialized and often dictated by white European culture." In the field of philanthropy, 92% of

foundation CEOs and 89% of board members are white, but only 7-8% of foundation funding is

specifically allocated to people of color (Villanueva, 2018).

Villanueva is far from the only scholar sounding the alarm bell against the structures of

the entire nonprofit system. In *Winner Takes All: The Elite Charade of Changing the World*,

author Anand Giridharadas argues that many nonprofits and social impact ventures are doing

more harm than good. Giridharads refers to their approach as the "Trying-to-Solve-the-Problem-

with-the-Tools-That-Caused-It" issue, in which a group of elites introducing market-based

solutions and capitalist structures as the solution to all problems—without acknowledging the

ways that these systems caused issues of inequality in the first place, or examining other systemic or social causes of poverty. By denying their own power and the hierarchy of the status quo, the people at the top can remain at the top, while feeling good about the "work" they've done at so-called inequality reduction.

Today's emerging nonprofit leaders shouldn't be able to spend decades in the nonprofit field without examining how current models perpetuate inequality, or perhaps looking at ways to make more significant social change outside the field of NGOs. But unfortunately, it's easy to go through an entire career in nonprofits and not confront these issues. Writes author Morgan Simon in *Real Impact*, "it took me a decade of experience before… I came to realize that these 'good works' were actually part of the problem in legitimizing an inequitable economic system" (Simon, p. 12). Simon writes that "being the enemy of good—meaning, in this case, an advocate for something better and more transformative—is a tough role to play in an industry where everyone is truly motivated by the idea of doing good" (Simon, p. 80). Simon makes the argument that most of the actual progress towards social justice happens outside of the nonprofit sector. Her book makes a case against many of the fundamental ideas of the nonprofit system, and puts into perspective just how small the scale of philanthropy is. For example, there is an average of $46 billion spent annually on philanthropy, which may seem like a lot of money—but perhaps not in comparison to the $196 trillion that circulates in the global economy every day (Simon, p. 31). Further, only 12 percent of foundation giving goes to social justice-related initiatives specifically—the rest contributing to arts and education—and U.S. foundations are only required to give 5 percent of their resources per year (Simon, p. 17).

The culture of nonprofit organizations may be unwelcoming or hostile to BIPOC staff, due to a legacy of white dominance in the nonprofit sector. Tema Okun, the author of *Dismantling Racism: A Workbook for Social Change Groups* identifies norms and standards that promote white supremacy thinking, such as perfectionism, a sense of urgency, defensiveness, paternalism, power hoarding, and individualism. These characteristics can create a toxic, unsafe workplace for people of color. In a Community-Centric Fundraising essay series, development manager Ashley Lugo writes of her experience with white supremacy culture: "Nonprofits, in particular, often uphold white supremacy culture through pushing a sense of urgency for the sake of progress… it's that much more exhausting to be BIPOC while navigating the nonprofit industrial complex" (Lugo, 2020). Because of the giving patterns, power dynamics, and unsustainable practices in the philanthropic sector, nonprofit financial patterns work to perpetuate this gap and to hold in place a society that maintains the power of a majority-white elite—which often is in direct opposition to the mission they claim to be pursuing.

Overview of Common DEI Strategies and Approaches

The literature demonstrates evidence of the impact of racism and white supremacy within the nonprofit sector, and how those legacies can be resistant to change. But if there was ever a time more primed for change, that time is now: The Black Lives Matter movement, the environmental justice movement, and the urgency of the climate crisis is a perfect storm for environmental NGOs to push for change within their organizations. So, for nonprofit leaders interested in creating more diverse, less white-dominated organizations—what paths should they take towards progress? What decision-making frameworks can they use to find the right approach for their organization, and what can they learn from successes and failures of other nonprofits? This section provides an overview of the literature and research on some of the more

common approaches to DEI and racial equity work, using examples and research from nonprofit, government, and independent sectors.

Training, Workshops, and Education Programs

One of the first steps commonly taken towards DEI initiatives is the implementation of a training or staff education program, sometimes referred to as "diversity training". It's often seen as a "cornerstone of diversity initiatives" (Kulik et. al), and can be required or voluntary. This may take many forms, such as mandatory formal training, a workshop series led by outside experts, or peer-led learning groups. The existence of diversity training (or lack thereof) is often highlighted as an indicator of how committed a nonprofit is to DEI work. For example, Nonprofit HR's 2019 Nonprofit Diversity Practices Report found that just 41% of nonprofit leaders went through diversity training, and 43% for staff; this number drops to 9% for board members.

Dobbin & Kalev (2018) traces the origins of anti-bias training to the 1960s-era civil rights movement, but many studies have shown that anti-bias training does not effectively change behavior or reduce bias in the workplace on its own. Noon (2017) calls this kind of diversity training "pointless" and based on unproven theories. One of the most controversial trainings is "unconscious bias training", which is based on the idea of subliminal or unintentional snap judgments. Tate (2018) argues that this type of training has "become a performative act to move beyond racism through training to participate in a constructed 'post-racial' reality" and is an instrument for preserving white innocence. Studies also show that voluntary or optional diversity training can be particularly ineffective. Kulik et al. (2007) found that demographics did

not correlate with willingness to participate in a voluntary DEI training program; instead, employees with a higher competence in diversity issues were more likely to attend training, and those with low diversity competence were less motivated to participate. The participants who needed the training most were uninterested, and so voluntary DEI training programs may be, as they say, preaching to the choir.

There is a large volume of research on the pitfalls and promises of diversity training. A few common themes emerge in what makes DEI training more likely to make an impact. A study by Roberson, Kulik, & Pepper (2003) identified five areas of controversy in the design of diversity training programs: a focus on awareness over skill-building, too-broad and diluted definitions of diversity, avoiding any confrontation, heterogeneous training groups, and confusion over the desired demographic of the trainer. The study suggests a needs assessment framework to resolve these controversies, and argues that tailoring the training to the specific needs and circumstances of each organization, rather than taking a one-size-fits-all approach, is essential. Mosley (2017) also emphasizes the importance of emotion and connection, not a passive or non-confrontational approach, in training curricula and tactics.

In *Beyond Diversity Training: A Social Infusion for Cultural Inclusion* (2008), Chavez & Weisinger propose a new model of diversity training focused on three objectives: (1) establishing a relational culture that "celebrates the 'me' within the 'we'", (2) maintaining an inclusive culture whereby employees are self-motivated to learn, and (3) building an organizational strategy that values different perspectives and viewpoints. By using an integrative approach, with active learning and an encouragement of healthy, positive discussion that focuses on the stories

of individuals, Chavez & Weisinger argue that DEI training can help organizations shift towards an attitude of "managing *for* diversity", rather than "managing diversity."

Diversifying Leadership and New Hires

According to a 2006 study from CompassPoint Nonprofit Services and the Meyer Foundation, the majority (82%) of executive directors are white. 75% of those executive directors of nonprofits surveyed planned to leave their jobs (but not the sector) within the next five years. Nearly two decades later, the sector is in a moment of "seismic change" (Smith 2019); as white nonprofit leaders leave, leaders of color have not easily been able to step into leadership roles. In *Nonprofit Leadership at a Crossroads*, Smith outlines the challenges that diverse would-be-leaders face. While BIPOC staff are ready and trained to lead, the current leadership isn't ready to pass the baton. "White supremacy can make it hard for them to see the competency of someone who isn't white," she writes, citing that a decade of "incomplete" DEI work has led to a painful and complicated moment in nonprofit leadership. This creates "snowcapped" organizations where staff of color are at the bottom of the hierarchy, and decision-making is done primarily by older white executive directors.

Race to Lead, an organization that works to address the nonprofit racial leadership gap, detailed the obstacles for leaders of color in nonprofits in their 2019 report. They found that while people of color indicate more interest in leadership positions at NGOs, there is a significant "white advantage" throughout the nonprofit sector, which they define as "the concrete ways that structure and power in nonprofit organizations reinforce the benefits of whiteness" (*Race to Lead Revisited*, p. 2, 2020). They attribute the lack of diversity to lack of opportunities

and persistent racialized barriers for would-be leaders of color; despite similar levels of interest and education, people of color hold fewer positions of power, especially in organizations that are primarily white-run—which is defined by *Race to Lead* as organizations where at least 75% of leadership and board members are white (*Race to Lead Revisited*, p. 22, 2020). Wrote one *Race to Lead* survey respondent: "Diversity, equity, and inclusion work in all-white spaces feels exhausting and traumatic" (*Race to Lead Revisited*, 2020).

Green 2.0 is an independent advocacy organization that focuses on increasing the racial and ethnic diversity within the mainstream environmental movement. In their annual Transparency Report Card, they compile demographic data from 37 environmental NGOs. In 2020, they found "measurable increases" of people of color and women on staff—on average, organizations added six people of color and eight women to their full-time staff from 2017-20. They found that this increase is higher than it would have been by chance, demonstrating that NGOs are actively working to diversify their staff, but that this diversity data is only one factor in the environmental movement's progress towards representing all communities. Increases in diversity numbers can be a sign of progress, but it can also backfire if it's not coupled with changes in culture or action within the organization. The research shows that hiring diverse staff to "fix" a diversity issue can be damaging for the organization's staff, morale, and reputation. Leadership transitions are complicated, especially when that transition reflects a shift in power and racial dynamics at the organization. The organization may be criticized as creating a "figurehead" DEI position for PR purposes, or, worse, may cause damage and harm to their partners, employees, and organizational culture.

Many scholars argue that the new generation of nonprofit leaders should be directly impacted by, or have direct experience being affected by, the issues that the nonprofit is addressing. The origins of this idea can perhaps be traced to scholar Paulo Freire's *Pedagogy of the Oppressed* (1968). Freire asserted that the oppressed should have a "fundamental role in the change process", and that community voice must be centered in the decision-making process.

New Grants, Programs, and "Doing the Work"

A common criticism of DEI initiatives is that they are often focused on conversation, learning, and training—but not always on action. Writes Tomkin (2020): "That's one of the key pillars of modern polite white supremacy, isn't it? The uncanny ability to talk in circles about an issue… the conversation is glorified as though it were the action itself." Passive strategies, such as training, conversations, and anti-white racism book clubs are often the first tactics implemented by organizations. But one potential anti-racism tactic that emerged from the literature is to talk about it less, and just focus on doing the work. What does it look like to implement a strategy that's more action-oriented—to change the grant-making process to be more equitable, or implement new programs focused on DEI work? When DEI work is done through a shift in resource allocation and work-based changes in focus, does it lead to more meaningful or lasting change?

As Slocum (2006) writes: "Whites should not imagine that they can simply learn enough anti-racist practices to do it well or shed responsibility." In a case study of an organization called Nuestra Raices, they cite that their approach is rooted in community leadership and input, and that, rather than focusing on crafting diversity policies and memos, they are addressing systemic

racism "quietly and organically" (341). Anti-racism work is executed through the questions the organization asks itself, and through their response to community interests and needs.

Foundation giving patterns are a helpful case study in how minority communities are underrepresented and underserved. The National Committee for Responsive Philanthropy (NCRP) conducted a study in 2020 of 25 community foundations across the United States. They found a consistent pattern of lack of explicit support for Black communities. According to their results, "only 1% of grantmaking from the 25 foundations that we looked at was specifically designed for Black communities, even though a combined 15% of these 25 cities' populations are Black." They estimate that allocating funding on a more balanced per-capita basis would have led to $2 billion in additional funds to Black communities. The study notes that the Black investment rate for community foundations is much worse than other measures of inequality, and that this disparity demonstrates how community foundations are failing to serve their full communities, calling it "redlining by another name."

Movements such as Community-Centric Fundraising are working to ground fundraising in racial equity and social justice. New practices and tools are emerging to challenge and change traditional fundraising practices, like the Equitable Grantmaking Continuum (Le, *Funders: Here's a tool to make your grantmaking more equitable,* 2021). These more work-based approaches are fundamental to a comprehensive and authentic DEI strategy.

Theories of Change Management

Overview

John P. Kotter, a scholar on organizational change theory, describes a crisis of change management in his 2021 book, *Change: How Organizations Achieve Hard-To-Imagine Results in Uncertain and Volatile Times*. While the pace of global change has accelerated, organizational ability to adapt to that change has not. Kotter describes this as "a gap" that is "clearly growing between the amount of change happening around us and the change we are successfully, smartly implementing in most of our organizations and lives" (Kotter 2021). According to a frequently-cited study by consulting group McKinsey & Company (2016), 70 percent of complex, large-scale change programs fail—due to lack of engagement, collaboration, support, or accountability. The McKinsey & Company study argues that leaders pay attention to the ideas or systems they're working to change, but if they don't know how to manage that process and lead their organization towards change, it may be a wasted effort. Therefore, this section focuses not on DEI strategies or the nonprofit sector, but on the general concept of changemaking more generally, and on frameworks and concepts that can help leaders implement change more successfully—irrespective of sector or topic.

In reviewing the literature on change management, two dominant theories emerged in traditional change management: Kotter's 8-Step Process for Leading Change and the Prosci ADKAR model. These were chosen to focus on in part because of the recommendation of an advisor, but also because the nature of these models—the eight and five steps, respectively—provided a discrete framework for analysis. We will also review critiques of these theories, as well as criticisms of the change management industry more broadly.

Organizational Change: Kotter's 8-Step Process for Leading Change

Kotter's 8-step process for leading change is a methodology that identifies the success factors for change, according to Dr. Kotter's 40+ years of research observing 100+ companies navigate complex changes (Kotter, 1996). The eight steps in the model are as follows: 1. Create a sense of urgency; 2. Build a guiding coalition; 3. Form a strategic vision and initiatives; 4. Enlist a volunteer army; 5. Enable action by removing barriers 6. Generate short-term wins; 7. Sustain acceleration, and; 8. Institute change.

Kotter's website describes a wide array of applications for his approach, including culture change, digital transformation, operational efficiency, and more. The eight-step approach has been applied across many sectors, including higher education, in a study of implementing a new student evaluation system for teaching (Wentworth, 2018) and in to build faculty engagement in accreditation (Calegari et al, 2015), both of which found that Kotter's model can be helpful in implementing change. It's also been applied to the health sector to reduce the risk of surgical site infection (Burden, 2016) and to address the needs of health care trainees during the COVID-19 pandemic (Weiss, 2020). Richesin (2011) studied the implementation of a nonprofit organizational change initiative using Kotter's model. Richesin also found that there is little research about organizational change models as applied to the nonprofit sector; using a case study approach to explore change at a single NGO, they concluded that the 8-step change model was a valuable framework for both nonprofit and for-profit organizations. Although this model has some limitations and is nearly three decades old, it remains a "recommendable reference" that derives its validity more from observations than empirical or scientific evidence (Appelbaum et al, 2012).

Individual Change: The Prosci ADKAR® Model

The Prosci ADKAR® model is used by leaders around the world. It was developed by Jeff Hiatt, who studied the change patterns of more than 700 organizations. Unlike Kotter's theory, the ADKAR model is based on the theory that individual change must come before organizational change, and that organizational change fails when individuals do not fully understand the change. Another difference is that Kotter's model focuses on the perspective of senior leaders, while ADKAR centers the organization more broadly (Galli 2019).

ADKAR is an acronym: Awareness of the need for change; Desire to support the change; Knowledge of how to change; Ability to demonstrate skills & behaviors; and Reinforcement to make the change stick. The ADKAR model posits that each of these components must be fully realized in order for change to occur (prosci.com/methodology/adkar). The ADKAR Model is a complementary model to the Prosci 3-Phase process, a framework for organizational change. Unlike Kotter's 8-step change theory, ADKAR is not necessarily linear in nature.

The ADKAR model has been applied primarily to for-profit businesses and specific business practices, though some cross-sector studies can be found in the literature. For example, Karambelkar & Bhattacharya (2017) applied ADKAR to the onboarding process for HR professionals, suggesting the model as a systematic approach to the design and implementation of onboarding new hires. In *Leading change with ADKAR,* Wong et al. (2019) provided a case study of how an academic medical center used ADKAR to move more than 1,000 clinicians into

a new facility; they found that although change is an ongoing process, ADKAR was a "useful tool that guided us through the complexities of a large-scale organizational change."

Critiques of Traditional Change Management Theories

The change management industry is booming. According to the *Organization And Change Management Consulting Market Report*, it was valued at $1,108.3 million in 2018 and is projected to grow over the next decade. Consulting companies such as Booz Allen Hamilton, Deloitte, McKinsey & Company, and The Boston Consulting group profit from positioning themselves as change management experts, and an increasing number of MBA programs offer a Change Management specialization or certificate.

But some scholars argue that these more traditional models of change management are not as timeless as the change management companies would like you to believe, and that the rapidly-changing environment today is a "new normal" (Worley & Mohrman, 2014). The "old normal" was characterized by a pattern of slow change, followed by a burst of "radical advancement"; stability and implementation of change was the focus. Worley & Mohrman attribute Lewin's Change Model as a key theory in defining change management, and note that both Kotter's eight-step process and the Prosci ADKAR model can be mapped onto Lewin's framework. The "new normal", by contrast, exists in an environment of near-constant disruption. Worley & Mohrman argue that the dominant change management frameworks have (ironically) not adapted to this change in the cadence of disruption and calm, and that a new model would take into account the history of the organization, the importance of design, the ability to make rapid iterative adjustments, and creating more targeted, high-impact interventions that disrupt

current systems. The new model they propose has less arrows and more flow; less "managing" change through hierarchy, more grassroots ownership and "engage-and-learn" processes.

This more nuanced approach feels appropriate for the nonprofit sector, and may partly explain why the sector has traditionally shied away from utilizing private-sector change theories; while profit is usually the primary motivator for the private sector, nonprofits have more complicated motivators and metrics of success. With these limitations in mind, this study assesses how on-the-ground change implementation in the case studies is aligned with the Kotter and/or ADKAR models, but also looks for patterns of divergence and difference, and assesses whether the traditional models are useful in a nonprofit setting.

Emergent Strategy

It is difficult to review the literature on theories of change, environmentalism, and social justice without recognizing the work of adrienne maree brown, and in particular, her book *Emergent Strategy* (2017). brown's work is heavily cited in popular contemporary literature and analysis about the nonprofit industry, including Villanueva's *Decolonizing Wealth* and Incite!'s *The Revolution Will Not be Funded: Beyond the Nonprofit Industrial Complex*. brown is an activist and writer, and her work is largely inspired by science fiction writer Octavia Butler, who pioneered the genre of speculative social justice science fiction. And according to Walidah Imarisha, co-editor of *Octavia's Brood* (2015), science fiction has "everything" to do with social justice. Writes Imarisha: "Whenever we try to envision a world without war, without violence, without prisons, without capitalism, we are engaging in speculative fiction. All organizing is science fiction." In many ways, this represents a new way of approaching change: by imagining

it into existence. Butler also wrote about change theory in her books, including *Parable of the Sower*, a 1993 novel set in dystopian 2025 America. A repeated mantra of the book is: "All that you touch you change / all that you change, changes you." This is a key component of emergent strategy: the idea that "what we practice at the small scale sets the patterns for the whole system."

Emergent strategy also draws how humans can learn from complex patterns in nature, inspired by principles of biomimicry and permaculture. The way birds flock together on instinct, or how trees join at their roots to become stronger as a collective group—these are all examples of emergence. And while emergent strategy is a unique, eloquent, and perhaps the most on-trend theory of change in social justice circles, it may lack the simplicity of the more traditional change management theories. It is straightforward to assess whether your plan checks all five letters of the ADKAR model or to identify your place on Kotter's 8-step process; borrowing strategies from nature and science fiction to guide a change management process is, arguably, much more complex.

brown does articulate a process for change when describing her work as executive director for Ruckus, where she describes successfully managing a transition "from a kickass, majority white, male-led environmental-issue-centered network into a kickass, female-led, multicultural, justice- AND environment-centered network". She describes six core principles that, in practice, led them to a successful transition. These include respecting local and long-term relationships, not inserting themselves into community work, supporting action led by

communities impacted by injustice, and avoiding any work that is not deeply rooted in systemic change. As brown explains, "such a fundamental shift requires many small steps".

Conclusion

As Hopkins (2020) writes, "When it comes to racism, many white people are like fish swimming in water: White supremacy is so pervasive that it's hard to even know that it's there." But once you see it, it is impossible not to notice the ways in which it informs and shapes everything around us—the parks we visit, the jobs we apply to, the air we breathe.

Following this logic, the first step towards dismantling white supremacy and racism in the nonprofit field may be to simply recognize that it exists and define what it is, and to learn more about how it may shape each organization or industry. For example, when the Kalamazoo Community Foundation set out on a five-year plan to grow diversity, equity, and inclusion in philanthropy and in their organization, they first had to create a shared understanding of terms within their organization. As cited by Pickett-Erway et al. (2014), they began with a workshop on understanding systemic racism, and held anti-racism workshops for their staff and board members. Models and frameworks to understand racism and white supremacy in society, such as critical race theory, are fairly well-researched and documented.

But diversity training is not the last or only tool that organizations should be using to push forward racial equity work at their organization. Nonprofit organizations and foundations testing new ways to create change. For example, in a blog post on the popular website nonprofitaf.com, *It's time we fundraise in a way that doesn't uphold white moderation and white supremacy*, Vu Le (2020) writes about specific ways that nonprofit fundraisers can work against

the established norms of white saviorism, inequity, and poverty tourism in fundraising: "One organization sent Ijeoma Iluo's book 'So You Want to Talk About Race' to their major donors and engaged them in a book discussion… another organization for Give Big, a one-day giving campaign, sent out an email blast to their donor base encouraging people to donate to other organizations." Le notes that these tactics are a "small but significant" step towards emphasizing the community and challenging the dynamics of the current system.

Regardless of their current state or starting point, most environmental NGOs are focusing resources, thought, and energy towards becoming more diverse, equitable, and inclusive. But the "what next" of this—the tactical strategies and ideas—are overwhelming, and their effectiveness varied or unproven. And to approach such complex and values-oriented changes, the solution has to be as systemic as the problem. While the current moment may seem like a "perfect storm" of urgency and revelation to inspire action, some scholars argue that it may be too late. Kishshana Palmer, a consultant for DEI work in the nonprofit industry, says that "it feels like the moment is dimming, [but] it hasn't passed yet" (*The Ethical Rainmaker,* 2021), and that organizations need to figure out how to shift from performative actions to more lasting and meaningful changes.

"Helping is just the sunny side of control."

-   Fleur Larsen, DEI consultant, on *The Ethical Rainmaker* podcast

Methods and Findings

Methods

The primary data source for the study consisted of a series of interviews with leaders at environmental nonprofits in the Richmond, VA region. The interviews were transcribed and analyzed for common themes, as well as compared and categorized according to the key elements of three change management theories. The patterns that emerged from the categorization process may indicate opportunities, gaps, or areas for improvement for the changemaking process in racial equity work at these organizations.

Twelve organizations were identified as potential candidates for the interviews. They were identified through personal knowledge and working experience in the Richmond nonprofit region, as well as through peer suggestions. The organizations were selected based on their location, their focus on work in the environmental sector, and some current or previous indication of racial equity related work, programs, or initiatives. Of those organizations identified, six responded and were available to participate.

Half of the interview participants were leaders at the highest level of the organization, such as the president or executive director; the other three were mid-level leaders with relevant job titles/experience for the study (ex. community engagement, outreach program management). Half of the interviews were 1:1, and the other half were conducted as pair interviews with two participants from the organization, for a total of nine interviewees. Of these participants, seven were female and two were male; the final sample was a majority white group. As this was an

anonymous study, the organizations and participants will remain confidential, and so any identifying details have been removed from this paper and in transcript excerpts.

The interviews were held either in-person or virtually via Zoom, and lasted from half an hour to a full hour. Each participant signed a consent form prior to the interview and received a summary of the objectives of the research study. The interviews were recorded via phone or Zoom, and the recordings of the interviews were transcribed using Otter.ai software, which were then manually corrected by the researcher. The interviewees were asked a series of open-ended questions, as well as follow-up questions based on their responses. The questions focused on their experience with racial equity work within their organization, their perceptions on challenges and constraints in that work, and their philosophy on how racial equity connects to the mission and strategy of their organization. A full list of questions can be found in Appendix A.

In addition to the interview transcripts, the websites of each organization were used as secondary resources and to learn more about specific initiatives mentioned in the interviews—for example, program descriptions, strategic plans, or whitepapers. This data was used to verify and/or supplement the information provided by the interviewees.

Limitations

Several limitations must be considered in this study. First, "racial equity" and DEI initiatives were not clearly defined as operational terms by the interviewer. This was an intentional choice meant to allow freedom for the participants to discuss these topics within their own established parameters and definitions, rather than the perceptions of the interviewer.

Because the study is focused more on the process of change than the "achievement" or success of racial equity initiatives, less focus was placed on creating an operational definition for these terms. In addition, the focus on racial equity in the interview questions precipitated a necessary exclusion of other issues related to diversity and inclusion, such as gender, ability, sexual orientation, and inclusion of other marginalized groups. This narrowing of focus was necessary for the goals of the study, but it should be noted that many of the organizations are working towards equity more broadly. It would be useful for future research to expand this definition, and perhaps to investigate the history and background of exclusion of other marginalized groups (such as women, LGBTQIA+) in the environmental sector in order to better align with the DEI goals of organizations, which are often not focused solely on racial equity.

The study also focuses only on the perceptions and experiences of select staff within the organization, mostly at the highest level of leadership. Although the study is anonymous and confidential, it's natural for the leaders of the organizations to want to showcase their work in a positive light. Although the conversations seemed honest and candid, the statements from interviewees should perhaps be approached with some skepticism. In future research, interviewing multiple stakeholders from each organization—such as entry-level employees, volunteers, community partners, or beneficiaries of the nonprofits' work—and comparing those responses in aggregate would help create a more balanced and accurate picture of the organization and their work, and especially of their perception within their community.

Findings

The findings from the study are presented in the following sections: general themes and takeaways, classification of common racial equity tactics, and analysis of the data through the lens of Kotter, ADKAR, and Emergent Strategy change theories.

General Themes and Takeaways

Each study participant was asked about what they perceived as the limitations, constraints, and barriers to change within their organization. The main themes were struggles with a legacy of mostly-white leadership, a "more-work-to-be-done" mindset, historical tensions, burdening BIPOC staff, fear of change, and challenging of fundamental nonprofit concepts.

A condensed chart of the key findings is below; for an extended version with supporting quotes from multiple interviewees, see Appendix B, Table 1.

Theme	Key quote from interviews
All-white or mostly white leadership	"…frontline staff are people of color and leadership are white people." "And, you know, we're still a white led organization, mostly made up of white led organizations."
More work to be done	"But yeah, there's, there's always work to be done on that."
Constituents or audience is diverse	"There are a lot of different people out on the trail. And of course, we've tried over the past couple years to be more intentional about that."
Being intentional	"we're trying to be intentional, make sure everyone feels invited"
History of organization or work	"You know, there's very few gardens that originated from someone that was not white, or the land that was not white or, and so just the history of the organization."
Black Lives Matter as catalyst	"I think it was finally like, pushed to the point of action by, like, uprisings from last summer. And I think that it was work that [our ED] had probably wanted to do for a while."

Dissonance between actions in personal/work life	"I'm literally going to get on my bike and go be a part of this, but we're debating if we should post something on our social media."
Demands from donors	"Someone wrote back saying, I'll give money once you have more females on your board."
Burden of RE work falling on BIPOC staff or board members	"For me, whether I like it or not, it is an all the time conversation for me. This position has become very much the go-to for diversity and inclusion. And I don't know that if this were a Caucasian person, or a white person in this position that it would have that."
Challenging fundamental nonprofit concepts	"There's a real danger of a savior complex to have, you know, oh, we're gonna go help this community." "We try really hard to stay away from language around 'communities that we serve', for instance."
Fear of change, staff resistance	"I mean, absolutely, some of that is fear of change. and some of that changes, as simple as the wording on a position description, and a team members, uncomfortable witness with that"

White Leadership and White-Led Decision Making

Most of the interviewees discussed how their organization is lacking in diversity, some of them citing that they have an all-white or majority-white staff and board. In addition, much of the decision-making on racial equity initiatives is done by those leaders, not by people of color within the organization. Several interviewees expressed frustration with the hierarchy within their organization—specifically that entry-level and frontline workers were people of color, but the higher levels of leadership remained "whitecapped". They stated that without growth opportunities within the organization for staff of color, this issue will be perpetuated over time, and that it's difficult to disrupt the current status quo of leadership. Said one interviewee: "for people of color [and] people with lived experience to move up in the organization, ultimately, it means that some of our existing leadership needs to leave."

A "More Work to Be Done" Mindset

Almost every interviewee used the phrase "more work to be done", or some variation of it, and emphasized the ongoing and continuous nature of racial equity work. It was often (and perhaps accurately) portrayed by interviewees as an ongoing, uphill battle with no clear ending. This was often brought up in the context of goals of success: instead of naming real or hypothetical examples of success, some interviewees discussed instead how true success and "finishing" the work of racial equity could never be achieved. Optimistically, this could be an example of a growth mindset and an understanding of the complexity of work, but it may also (as noted in the section on Kotter's short-term wins) be inadvertently inhibiting the momentum of successful change initiatives.

Tensions Regarding History of Organization

Several interviewees acknowledged the complex history of exclusion from their organization, or contentious founding stories—being founded by someone with Confederate ties, for example, is not uncommon in Richmond. This was often presented as an opportunity to lean into and acknowledge, rather than to shy away from. For example, one organization recently hired a new educator role focused on African-American history; another talked about highlighting the historical markers along their trail.

Burden of Work for BIPOC Staff

"I sometimes feel like all that people see is the color of my skin. And that people don't feel like they can talk to me about anything other than diversity," one participant described. Some interviewees of color expressed frustration with always being tagged in or asked to do

diversity-related work, such as sitting on panels, boards, leading conversations, etc.—particularly

if that was not necessarily the role they were seeking to do at their organization. One white

interviewee discussed the importance of trying to avoid burdening her BIPOC staff or using their

skin color as a "selling point", saying that when they hire people of color, they take care to

emphasize that "we're a really white organization, we want to change. And we hope that you'll be

a part of that, not that we're going to put all the responsibility on you. But this is a step for us and

the direction to ensure that we resemble the communities that we serve." This level of caution

and care was not seen across all organizations. Interviewees of color who worked at

organizations that did not express this concern named the burden of work as an issue. They

shared that it impacted their time and ability to do their work, hindered their career mobility, and

negatively impacted their emotional well-being.

Challenging Traditional Nonprofit Concepts and Language

Some organizations talked about challenging the traditional concepts and language used

in the nonprofit industry; others did not. For example, one nonprofit leader talked about the

"danger of a savior complex" and how their team was working on moving away from certain

phrasings and frameworks, such as avoiding referring to the neighborhoods where they work as

"communities we serve." They discussed how "other service-providing nonprofits tend to lean

into more of a paternalistic model" and that, eventually, they may re-examine their overall

programs and process to focus more on the dignity and respect of the communities that they

partner with.

Fear of Change

When asked about barriers to becoming more diverse, one executive director responded quickly: "fear of change". They discussed hesitancy within their organization to break habits or do work in different ways, especially staff that had been loyal to the organization for many years. While there was not a significant amount of elaboration on this topic, it was frequently cited as a struggle or roadblock for most of the interviewees.

Common Racial Equity (RE) Practices, Approaches, and Strategies

The first research question focuses on identifying some of the most common tactics, strategies, and approaches for racial equity work. The study data identified several common themes, including workshops/training, committees/working groups, formation of new programs, and hiring diverse staff and/or staff for specific DEI-related roles.

A condensed version of the themes are organized in the chart below; the extended version can be found in Appendix B, Table 2.

Theme	Quote from interviews
Workshops and trainings	"So we went through multiple programs with VCIC, we did their unconscious bias, and then all of our senior leadership took a special training."
Committee or working group	"We have a racial equity working group, it is put together, there are two board members and the rest of our staff."
Doing the work	"But for me, that's doing more of the work within the community, I think it's really important to gain the trust of the community, by our work, marrying a lot of the things that we're trying to implement as an organization."
Accessibility	"We just got a grant… to translate all of our materials and Spanish, and then we're going to be doing radio ads in Spanish as well."

Focusing on board diversity	"So this past year, we added an additional two board members of color onto our board."
Changing public perception through PR/marketing	"The perception, at least on the outside for many, is that we've abandoned the community… because we don't talk about the good work that we're doing often enough."
Engaging with external experts	"I'm learning more and more, trying to find more experts."
Leadership and/or a "director of DEI" role	"Placing all that onus and responsibility on one or two individuals to carry that burden for the organization is not successful."
HR process	"The major themes that we have come out of that with are everything from HR, policies, doing a review of salary and benefits, taking a review of our hiring practices, and our board selection process."

Workshops and Training

Most of the nonprofit leaders interviewed mentioned training, workshops, or shared resources for staff and board members. When asked about short-term future goals, many discussed planning workshops for their team. Otherwise, the interviewees did not talk extensively about the positive impacts or changes that occurred as a result of these workshops.

Committees and Working Groups

Several organizations had formed a working group or steering committee for racial equity work. These groups were formed by staff and stakeholders who expressed interest in participating, and/or participants were nominated to participate by organizational leadership. Many interviewees discussed the importance of diversity and representation within this group, and of the group having lived experience and backgrounds. For example, the Racial Equity Review Team of one organization analyzes the organization's policies to look for "any way that it could disproportionately impact any one community", and so working knowledge of the

experiences of those communities was an essential component and a critical step in the process. In other organizations, however, it was unclear how the racial equity working group's formation impacted the day-to-day work or policies of the organization, signaling perhaps a lack of meaningful integration of this initiative.

"Doing the Work"

A more complex conversation about racial equity initiatives can be found in this category of "doing the work"—creating programs, grants, or other allocation of resources specifically geared towards increasing racial equity and inclusion within their organization. Examples of this "doing the work" approach include creating an outdoor equity fund, building partnerships with diverse organizations, translating materials to Spanish, and creating programs that are specifically tailored to diverse populations. This approach is more inherent to the mission of some organizations than others; for example, it's perhaps a more natural alignment for organizations focused on food justice than on gardens or trails. A more detailed analysis of this work, and how it follows (or diverges from) concepts of change theory, can be found in the next sections.

Many interviewees talked about the tension between *talking* about racial equity work and actually *doing* it. A common criticism of DEI initiatives is an "all talk, no action" approach. But paradoxically, some of the organizations that had the most thoughtful and comprehensive approaches to racial equity also suffered from the legacy of their reputation as a predominantly-white organization. In one case, an organization had recently pivoted their leadership structure and had gotten rid of their community engagement director role, opting for a

more distributed approach across their organization. The absence of this role led to negative

impacts on their brand, as the organization's president explained:

> There's a perception that because one individual is no longer at the organization that our
>
> community engagement has stopped, right? Um, that can't be further from the truth…and
>
> we don't talk about the good work that we're doing. often enough. Some of our own team
>
> members think that we've abandoned the community.

Leadership, DEI Directors, and New Hires

Another common question that emerged in the interviews was the debate over who was

responsible for leading racial equity work within the organization, as well as for holding the

organization accountable. Many interviewees expressed a desire to hire a diversity, equity, and

inclusion director (or similar job title) and named it as a long-term goal. One organization said it

was explicitly in their upcoming plans, while others expressed this more as a wish, but cited lack

of resources and funding as a barrier. Others expressed disdain or confusion about the idea of a

separate DEI role:

> So funny to see all those job postings? Like? Is that silly? I don't mean to be rude. It's just
>
> like, it's like, where did this job come from? Where's this job?"
>
> But to place the burden of all of that, to do the outreach into the community on one
>
> individual, especially for a city and region as diverse as Richmond is setting someone up
>
> and also the organization up for failure.

The key differentiator in the interviewee's attitude about a dedicated DEI role seemed to hinge

on whether they perceived the role to be outward-facing or primarily internal. Those who

conceptualized the role as *doing the work* of diversity, equity, and inclusion on behalf of the

organization had generally less positive views about this approach, or shared stories about how they had tried and failed with that approach in the past. Those who viewed this role as more internal-facing—for example, to have a "director of diversity, equity inclusion, that helps keep that conversation live on a daily, weekly, monthly basis within the organization and facilitate training"—felt that this could be an important and valuable strategy.

Analysis of Theories of Change

The three change theories being considered for this study are Kotter's 8-Step Process for Leading Change, the Prosci ADKAR® Model, and adrienne maree brown's Emergent Strategy. Note that these theories, and the steps or elements within each theory, were not named or explicitly stated in the interview process, and this is a retroactive analysis of their change processes as described in the case study interviews.

Kotter's 8-Step Process for Leading Change

Kotter's 8-step process for leading change offers a linear, step-by-step approach to change within an organization. Below are examples and analysis of each step of the process, evidence from the interviews that matched these steps, and patterns/themes that emerged.

Step 1: Sense of Urgency. Every nonprofit leader interviewed cited the Black Lives Matter movement (BLM) and the racial uprisings of 2020 as a catalyst for change that created increased urgency around racial equity work. Some discussed how they were already engaging in conversations about this work, but that BLM "pushed [us] to the point of action". Others who were not extensively engaging in racial equity work described it more as a "pressure to engage."

Step 2: Build a Guiding Coalition. Many interviewees named this as a part of their process, as all-staff conversations and smaller groups. The committees and racial equity working groups may fall into this category, or in step #4.

Step 3: Form a Strategic Vision and Initiatives. There was also strong evidence for this step. Some interviewees discussed strategic planning or revisions to their mission statement to more explicitly highlight racial equity and inclusion as core to their overall mission.

Step 4: Enlist a Volunteer Army. Evidence of this may be seen in the racial equity working groups, committees, etc., depending on the structure and purpose of the group.

Step 5: Enable Action by Removing Barriers. There is less evidence of this step in the case studies. In fact, many interviewees discussed barriers to this work—such as staff being too "bogged down" in day-to-day work to be able to focus enough time and energy on moving the work of the racial equity committee forward—but did not (in that case) offer ways that the organization was working to remove those barriers, such as decreasing the workload of those staff members to make room for this new work.

6. Generate Short-Term Wins. Many interviewees cited achievements in their racial equity work, such as translating all of their signs to Spanish, holding a successful event for Juneteenth, or strengthening a community partnership. However, there was some hesitancy to name these as "wins". Instead, there was a lot of conversation about how there is "more work to be done", or "a long way to go", and focus on the continued work ahead.

7-8 Sustain Acceleration and Institute Change. This is perhaps where the more business-oriented nature of Kotter's steps falls short for the purpose of analyzing more complex and ongoing changes.

The Prosci ADKAR® Model

The ADKAR model is a change model that focuses on a bottom-up method and individual change. Unlike Kotter's 8-step change theory, it is non-linear and is not intended as a sequential model.

AKDAR is an acronym for Awareness, Desire, Knowledge, Ability, and Reinforcement. Examples of each of these five components could be found throughout the interviews. One nonprofit leader described their process for the formation of their racial equity group, and their description had each of the components of the ADKAR model. This organization was notably advanced in their work towards racial equity, as evidenced by their strong community partnerships, public perception, and the complex discussion of their frameworks and mindset towards racial equity. It's interesting to see how, unprompted and (presumably) without previous exposure to the ADKAR model, this one narrative maps so closely to the ADKAR change model. The interview excerpts that follow were all compiled from one answer from the program manager of that organization.

Awareness of the Need for Change. "I think it was finally pushed to the point of action by uprisings from last summer… And I think that it was work that [our ED] had probably wanted to do for a while. We had, you know, several, all staff conversations about wanting to put together a smaller group of staff and board members to actually drive the initiative forward. It started with us doing a survey of staff and board… We wrote a lot of our own questions, but we also leaned pretty heavily on this staff survey that's been used by this organization called Living Cities, which is doing some interesting work. And they actually use this survey on an annual basis to track progress within their organization."

The interviewee articulates a catalyst for action here—namey, the Black Lives Matter movement and internal conversations. They then shift into information-finding and assessment mode by surveying their staff, which helps to focus awareness not just on the broader issues, but on the current state of and perceptions within their organization.

Desire to Support the Change. "There was a survey that asked people what their interest level and commitment level to doing that to do it to lead in that work was…. [the survey was] essentially asking staff and board, how committed are you? How familiar are you with these terms?"

In this explanation, we see evidence of assessing the motivation of employees, shifting from awareness to desire for action. As mentioned in the themes, this assessment of commitment is a key part of the process.

Knowledge of How to Change. "How are you able to recognize, you know, systemic, institutionalized, and personal language and violence and microaggressions? And how able are you to identify them and recognize them when they're happening? And how well equipped do you feel, to combat it, when you do see it? I'm trying to think we asked people to really identify like, specific things that they had seen, both in places where maybe something happened, that wasn't responded to well, or, you know, essentially, like, examples of racism that people are experiencing, or, you know, or seeing in their work life. And then asking people to identify places where they had felt supported or didn't feel supported. And then ask for really specific guidance."

Here, the narrative focuses on the "how" of the work. By asking about knowledge and ability to recognize violence and microaggressions, the interviewee is assessing their team's

knowledge in a more practical context; by asking how well equipped they are to combat it, they're identifying whether their team knows what to do, and how they can support their team.

Ability to Demonstrate Skills and Behaviors. "We were getting some information from that survey back about how there were pretty good levels of ability to recognize instances of racism on various levels, but less confidence in the feeling like people had the tools that they needed to actually combat it."

The interviewee identifies a gap here in their team's ability to demonstrate skills and behaviors. This signals where they are in the process and, according to ADKAR's theory, where they may need to place more resources.

Reinforcement to Make the Change Stick. "Our first or next milestone will be actually hiring a consultant to help guide the process. Recognizing that [the consultant] should be someone who's well versed and has a lot of experience in working like to, to help institutionalize and operationalize this work… Creating better internal and external communication to really make sure that we all can consistently and clearly articulate the connection between this place where I started out with, of recognizing and being able to articulate both internally and externally the connection between racial inequity and the environment in which our work exists."

The interviewee identifies next steps. ADKAR names examples of reinforcements in this step as celebrations, rewards/recognition, feedback, corrective actions, and accountability mechanisms. This step focuses on long-term, lasting change. The interviewee's response here—particularly the point about institutionalizing and operationalizing the work—indicates a systematic approach to integrating this work throughout their organization.

adrienne maree brown's Emergent Strategy

Unlike the Kotter and ADKAR models, the concepts of emergent strategy do not clearly fit into steps or checklists. In fact, brown prefaces her book, *Emergent Strategy*, as "a cluster of thoughts in development, observations of existing patterns, and questions of how we apply the brilliance of the world around us to our efforts to coexist in and with this world as humans," referring to her writing style and process as "more 'ooh ah wow how??' than 'Empirical data proves that…'". (brown, p. 3). However, she does identify six core concepts of emergent strategy which helped her to transition her environmental nonprofit into a radically diverse organization. Below is an analysis of how those six concepts emerged throughout the case studies.

1. Respecting Local and Long-Term Relationships. Many organizations talked about their role within the ecosystem of the work being done in Richmond, rather than emphasizing a claim in ownership of this work. Overlap in mission was often welcomed and embraced, not seen as competitive. One interviewee expressed frustration for a "theology of scarcity" mindset, "which is, if they go after money, it's money we lose"; their organization has a very small staff and relies heavily on community partnerships and collaboration to achieve their goals.

2. Not Inserting Themselves Into Community Work. Said one interviewee: "We want to make sure that we are not stepping on the toes of an organization that's already doing amazing community outreach and wellness in that community." One organization reflected on their process for not stepping into communities and "thinking they have the right answer", and instead working with communities to listen and allow them to lead and guide the work based on what they actually need.

3. Avoiding Any Work That Is Not Deeply Rooted in Systemic Change. Of all the concepts in emergent strategy, this one is perhaps more at odds with the traditional mindset of

nonprofit thinking, which often position the nonprofit as a savior and their community as helpless beneficiaries. Focusing on systemic change is one thing; *avoiding* work that doesn't address systemic change is much more complex. A strong example of this is one organization who talked about their transition in their approach to partnerships, saying that "just giving tickets for a community to come is not a true partnership" and that they had pivoted to work towards more meaningful, systems-level change—despite the short-term benefits and positive press that free tickets may cause.

      4. Build Space for a Strong Community Vision. Organizations that seemed to be engaged in more complex racial equity work emphasized the importance of community ownership and vision. For example, one organization talked about their plan to step out from their work when the time is right: "so when they are, for instance, growing their own kale, we'll stop sending them kale… we'll step out when the time is right for us to do so." Rather than creating a long-term dependency on their services, the nonprofit leader was focused on helping the community to become self-sufficient and have gradual ownership over that work.

      5. Impacted Leadership, Privileged Support. The idea of impacted leadership—that is, leaders who are impacted by the issues they're addressing, such as an executive director of a homeless services organization who has themselves experienced homelessness—is arguably still uncommon in the nonprofit sector. Evidence of this was also not seen in these case studies, and the majority of interviewees discussed their mostly-white staff as a barrier to success in racial equity work. The change process for this is complicated, as explained by one interviewee: "making sure that there are growth opportunities, specifically for people of color, specifically for people with lived experience to move up in the organization, ultimately, means that some of our existing leadership needs to leave."

6. Feminine Leadership. Over three-fourths of the case study participants interviewed were women. Some of this can be explained by the history of the organizations more broadly, especially in the case of public gardens, which has traditionally been a female-dominated field. The female leaders expressed pride in being a women-led organization, and some talked about their history as female-founded. Others expressed frustration about the lack of gender diversity, particularly for their board members, and discussed short-term goals for placing more females in leadership positions.

Putting It All Together: A Potential Hybrid Framework

The data from interviews showcased the common racial equity tactics in environmental nonprofits, as well as a comparative look at how various organizations approached similar tactics in different ways, and/or reached different conclusions about the efficacy of their approach. Each interview outlined the decision-making process of an organization facing change; while some of these mapped easily onto established theories of change, there were notable areas in each change theory that did not have significant corollary evidence.

The emerging patterns and common themes from the findings can be rearranged and combined to create a new conceptual model. This framework is a hybrid model, drawing from components of the Prosci ADKAR® Model, Kotter's 8-Step Theory of Change, and adrienne maree brown's Emergent Strategy, as well incorporating major themes from the interviews. In taking this approach, seven phrases were identified: *Seeing, Feeling, Listening, Stretching, Moving, Speaking,* and *Embodying*. The key motivators, primary activities, goals, alignments to change theories, and common challenges were identified for each theme. A summary of this data can be found in the chart below.

Hybrid Framework (One-Page Overview)

	Seeing	Feeling	Imagining	Connecting	Moving	Speaking	Listening
Motivators	Sensing & Learning	Recognizing & Desiring	Defining & Visioning	Organizing & Preparing	Acting & Working	Broadcasting & Celebrating	Assessing & Challenging
Primary activities	Conversations and education around racial equity. Wider movements (like BLM). Calls to action or criticism from an external audience.	Assessing personal/org role in racial equity. Thinking about personal context.	Seeking guidance from experts, consultants, or BIPOC stakeholders. Deciding on the best course of action.	Defining clear goals and desired outcomes. Removing barriers to action. Establishing leaders for work. Organizing committees or work structure.	Doing the work.	Aligning new work and mission/identity through PR and comms. Celebrating small wins.	Assessing changes and opportunities for further growth. Re-starting process with more complex goals for racial equity work. Over time, less distinction between RE work and org work.
Goal(s)	Understand racial equity issues more broadly.	Understand historical and personal context.	Map and plan for action.	Make a plan.	Do the plan.	Communicate wins and changes.	Continue to work towards progress; identify the next step/phase.
Change theory match	A1	K1, A2	K2, A3, E1, E5	K3, K5, E2, E4	A4	K6, A5	K7, E3
Challenges and roadblocks	Stopping here. Distancing personal situation/experience from societal issues.	Leading from pressure or obligation to change, instead of desire.	Relying on white-led decision making. Not acknowledging fear of change as a barrier. Decision paralysis.	Placing the burden of work on BIPOC staff. Not clearing space and capacity in anticipation of work. Lack of operationalization.	Integrating work from main day-to-day operations.	Creating a "more work to be done" narrative. Over-celebrating.	Not leveling up by challenging bigger ideas or graduating to more complex racial equity work. Stopping here.

Explanation of Framework

Phase 1: Seeing, Summary. The first phase, *Seeing*, focuses on education and understanding of racial equity issues. This may be motivated by external conversations, such as wider movements like Black Lives Matter. In this stage, awareness of equity and inclusion as an issue is established. This may also come from stakeholders or constituents; for example, some organizations in the case study noted that some donors refused to donate until the organization hired more BIPOC staff, signalling a need for change or action. This phase connects to ADKAR's step 1, "Awareness of the need for change". This phase is marked by conversations around racial equity and learning more about diversity issues more broadly. This may include reading and researching DEI information about the environmental sector, as well as understanding key concepts of historical racism.

Phase 1: Seeing, Challenges and Considerations. This step is a crucial first step for racial equity work and precedes any sense of urgency or move towards action. However, some organizations, both in the case studies and literature reviews, fell into thinking that simply being aware of the issues was an accomplishment.

Depending on the current state of knowledge within the organization, this phase may be a big or small undertaking; within some organizations, there is a more inherent understanding of how historical and systemic racism has informed today's structures and systems. For others, this may be a difficult or new concept, and there may be some resistance to acknowledging the validity of these ideas.

Phase 2: Feeling, Summary. After establishing a baseline of understanding on racial equity and systemic racism, the next step that emerged was to define the issues in a more personal context. In this phase, a sense of urgency (Kotter's Step 1) and personal desire to support the change (ADKAR) should be the primary motivators and guiding emotions. The organization may begin to understand their role and responsibility, and how their mission does (or does not) connect to racial equity work.

Phase 2: Feeling, Challenges and Considerations. Two of the organizations struggled with being motivated by pressure or obligation to make changes, rather than to lead from a true place of desire and responsibility. If organizations are acting due to pressure from external stakeholders, but are not personally motivated to create change, this may lead to a lack of accountability or follow-through.

Phase 3: Imagining, Summary. This phase integrates Kotter's step 2 (build a guiding coalition), ADKAR's step 3 (knowledge of how to change), as well as key ideas from emergent strategy, such as respecting local and long-term relationships and relying on impacted leadership to inform decisions. In this phase, the organization maps a plan for action. Some organizations with internal expertise relied on their guidance, while others hired an external consultant or DEI expert, or discussed plans for doing so.

In this phase, the common tactics and strategies for racial equity work should be reviewed. Organizations should consider what approach is best for them at this point in their journey, based

on needs, goals, and feasibility/resources, as well as an honest assessment of the organization's current understanding of racial equity issues. The "menu" of common tactics includes:

1. Workshops and training

2. Creating grants and programs focused on racial equity

3. Hiring for DEI-focused positions

4. Evaluating HR or organizational practices for inclusivity

Phase 3: Imagining, Challenges and Considerations. When asked about the biggest barrier to change, one executive director in the case studies replied immediately: "Fear of change!". This phase signals the transition from passive learning to preparing for action and change. Leaders who do not acknowledge or consider the fears of their employees—either based on their personal values or simply a desire to do things the way they've always been done—may face resistance or subpar follow-through later in the process. All stakeholders must be on board with and invested in the vision for change, and must have an understanding of why the change is occurring.

Relying on white-led decision making and privileged leadership was a common reflection heard throughout the data. While intentions were set in previous steps to work towards understanding, the decision-making or execution was often still led by all-white or mostly-white committees. If the organization is already a mostly-white organization, this can be a difficult barrier, and may ultimately mean that existing leadership may need to leave or step down in order to make space for more diverse perspectives.

Phrase 4: Listening, Summary. In this phase, specific goals and desired outcomes are established. The leaders for the actual work to be done are established in this step, who may (or may not) be different from the strategic leaders in phase 3. This phase is about operationalizing the plan, with timelines, goals, and written desired outcomes. This connects to Kotter's step 3 (form a strategic vision and initiatives) and emergent strategy (build a space for strong community vision).

Phrase 4: Listening, Challenges and Considerations. A crucial component of this phase that is perhaps overlooked is to enable action by removing barriers (Kotter's step 5). This may mean re-allocating resources for this work, securing new resources, or shifting priorities. Not clearing space and capacity in anticipation of work was named as a struggle for many interviewees.

Additionally, placing the burden of this work (planning or execution) on BIPOC staff was a common frustration expressed by nonprofit leaders in the study. This suggests that teing mindful of assigning this work only to those who fit the job description *and* have expressed interest in this work, and who have the capacity to take on extra work, is key to avoiding burnout or frustration on BIPOC staff or board members.

Phase 5: Moving, Summary. This is the action-oriented phase where the plan is executed. The specifics of this step vary depending on the course of action chosen.

Phase 5: Moving, Challenges and Considerations. In this phase, integrating the DEI or racial equity work into the day-to-day operations was a common challenge identified by case study participants.

Phase 6: Speaking, Summary. This phase includes articulation and celebration of the work done. This may be oriented towards strategic or identity alignment, such as revising the company website to highlight the work, or updating the mission statement in public-facing communications. This phase aligns with Kotter's step 6 (generate short-term wins) and ADKAR's last component (reinforcement to make the change stick).

Phase 6: Speaking, Challenges and Considerations. Many organizations in the study struggled with doing this step too much or not enough. Several interviewees expressed concern that the over-articulation of accomplishments may seem like falsely claiming success. However, more organizations seemed to do too little in this step. Instead, they emphasized that there was "more work to be done" and that the work would never be complete. While this may be true, they could be depriving their team of a key step in change theory, which is to celebrate small wins. Additionally, some organizations were doing more work in racial equity, but because they were not highlighting it publicly, their reputation in the community did not reflect this work.

Phase 7: Growing, Summary. In this final phase of the cycle, organizations can assess changes and prepare to seek out next steps for future growth, with the goal of re-starting the process with more complex goals for racial equity work. Over time, the organization may see less distinction between racial equity initiatives and their main work, instead viewing it as a core component of

their mission and operations. This step aligns with Kotter's step 7 (sustain acceleration) and emergent strategy (avoid any work that is not deeply rooted in systemic change).

Phase 7: Growing , Challenges and Considerations. The biggest challenge faced by organizations is viewing this as a linear model, instead of a cyclical one. Most interviewees expressed that they planned to continue their work towards racial equity as it evolved to more complex and integrated work.

"Diversity without inclusion is tokenism. Diversity without equity is segregation.

Diversity without accountability does not promote justice."

- From Green 2.0's *2020 NGO & Foundation Transparency Report Card*

Discussion and Implications

Introduction and Summary of Key Findings

For generations, communities of color have been excluded from the environmental nonprofit sector. Despite an increasing desire for change in recent years, the issue of racial equity is not being fairly or effectively addressed, and nonprofit leaders are not well equipped to manage racial equity initiatives within their organization. This is often not caused by a lack of understanding of historical/systemic racism, but a lack of fluency in the changemaking process. Further, there are specific challenges and roadblocks that organizations face while trying to manage a change that is so values-oriented, emotionally charged, and complex. The purpose of this project is to better understand the processes and decision-making of environmental nonprofit leaders who are managing racial equity-related initiatives and transformations within their organization, and to create a roadmap that may be a helpful tool for this specific organizational change problem. In the existing literature, many change theories have been applied to the for-profit sector, but these have not been widely applied to DEI work in the nonprofit sector. This project aims to contribute knowledge by combining insights with nonprofit leaders and analysis of their processes and considerations through the lens of several established change theories.

The study relied on data from qualitative interviews with six environmental nonprofits in the Richmond, VA area. This allowed for both an organizational-level and individual-level focus from a diverse subset of organizations. Throughout the interviews, common challenges, themes, and thought processes emerged. Many of the organizational change stories closely mapped onto the steps of established change theories, but the areas where there was mismatch—for example, where there was no data found in the interviews that aligned with a step in ADKAR or Kotter's

change management processes—revealed insights and opportunities for organizations to improve their processes. The resulting model is a hybrid theory of change that takes into account common concerns and challenges of nonprofit organizations working towards racial equity. While this new model is by no means comprehensive or generalizable to all organizations, it can help guide decision-making and problem-solving. At points where DEI efforts stall, this hybrid model can be used as a resource. For nonprofit organizations that are new to racial equity work, this hybrid change model provides a big-picture overview of the potential journey, as well as a summary of insights from a subset of environmental nonprofits that have been through and learned from this process.

Interpretation of Findings

The insights from the study can be combined to create a hybrid model of change theory for environmental nonprofits embarking in racial equity work. However, this process is iterative and cyclical, rather than the traditionally more linear shape of change theory. The implementation of the action plan is not the end of the process, but a mid-way point. A visual model of the process may be presented as follows:
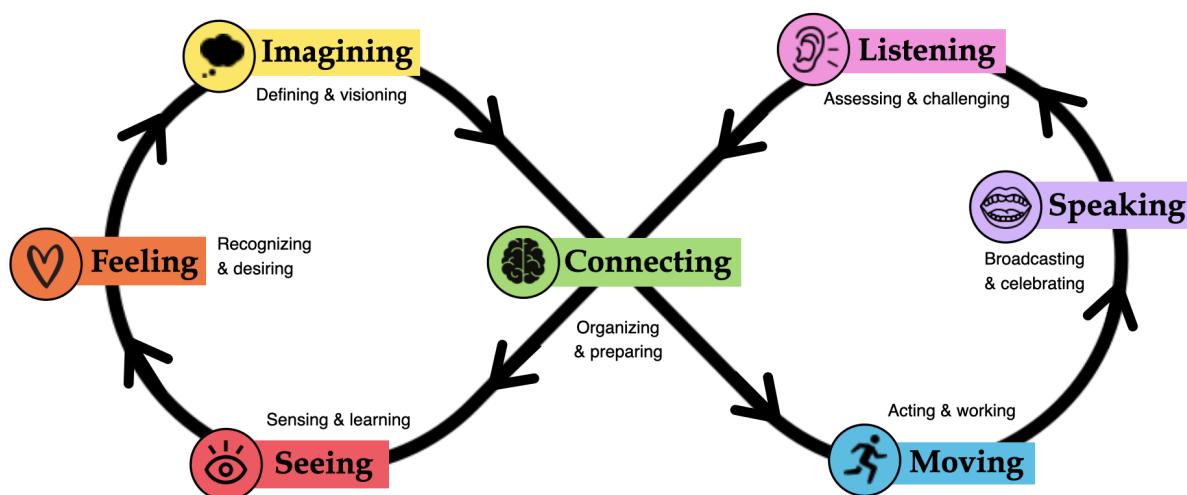
Implications for Nonprofit Organizations

The study uncovered several specific challenges that the nonprofit leaders faced. Below, the identified roadblocks are identified for each stage of the process, as well as suggestions for overcoming these roadblocks—based on insights from interviewees and from the change theory literature. These considerations may be useful for nonprofit leaders to learn from and work to avoid or navigate around.

Intellectualizing or Depersonalizing Issues of Racial Equity. In the initial "seeing" phase, individuals are forming an understanding of the issues around racial equity, both broadly and within their industry. It's important here to make the connection between the wider landscape and the specific/personal implications. Not making these connections may result in a lack of personal accountability or understanding of how future work may make an impact.

Being Motivated by Pressure Instead of Desire. The pressure to change may come from donors, board members, employees, or other external sources. This can be an effective catalyst for organizations to begin conversations or work around racial equity. However, leaders of this work should also be driven by internal motivators. If external pressure is the sole or primary motivator of change, the organization may be more likely to lose motivation or stall in their progress. This differentiator—motivation by pressure vs. desire—may foreshadow the success of the organization's initiatives.

Decision Paralysis and a One-Size-Fits-All Approach. No two organizations took the same approach to racial equity at their organization. While there were many similarities, different tactics were utilized based on the desires, concerns, and specific goals. Nonprofit leaders should be wary of decision paralysis, and to be mindful that they may not find the "perfect" approach. Instead, they should be open to iteration and adapting over time. As one interviewee advised, "start where you are"—and rely on the insights and experiences of others. Relying on an external expert, such as a DEI consultant, can be a helpful tactic to overcome this hurdle. For example, in Richmond, several interviewees mentioned working with the Virginia Center for Inclusive Communities (VCIC) in the early stages of their planning process.

Not Acknowledging Fear of Change. As discussed in the findings, fear of change was cited as a barrier for many organizations, especially those with a longer history and more long-term employees. When beginning new racial equity initiatives, leaders should assess the level of fear or resistance to change within their organization. If the fear of change is high, it may be beneficial to spend more time in the initial phases of learning and understanding.

Not Removing Barriers for Work. The emphasis on the burden of work, especially for staff of color, was a universal experience throughout the case studies. In some ways, this is a universal step for any change process: if a new task is added to a team member's responsibilities, then something must be removed to balance and allocate resources and time for that work. However, the emotional burden of DEI work should also be considered. Without these shifts and space-making, staff may feel frustrated, overworked, or undervalued.

Under-Communicating Responsibility and Accountability for Racial Equity Work. In the case studies, one organization pivoted from having a dedicated "community engagement director" role to distributing the responsibility of this work across the organization. Although this was a well-intentioned shift towards a more holistic and distributed approach to racial equity work, it was not as successful a transition as they'd hoped. Unfortunately, they recounted how some of their employees perceived that the organization had abandoned their community engagement work because the role no longer existed—the opposite of the desired outcome. There are many different ways to approach this, and this study does not attempt to make conclusions about the most effective leadership structure for DEI work. Regardless of how responsibility is assigned, it's essential to communicate the intentions and responsibilities to all stakeholders.

Not Acknowledging Successes and Wins. In racial equity work, there can be a fear of celebrating success—as if highlighting accomplishments may signal that leaders think there is no more work to be done. However, this approach leads to skipping a key step of celebrating small

wins. While organizations can and should take caution not to overstate their successes, taking time to celebrate wins and acknowledge the progress being made can help with motivation and reinforcement of changes made. It's possible that skipping this step of celebrating short-term wins and accomplishments—and instead focusing on the magnitude of future work—may be detrimental to the overall progress and momentum of these initiatives.

Thinking of the Process As Linear and Finite. As a somewhat contradictory caution to the previous point, organizations should think of this process as interactive and ongoing. The organizations who seemed to be succeeding most in their racial equity work articulated more complex ideas, such as challenging basic notions of their work and restructuring existing programs to center racial equity. This advice diverges from the shape of more traditional change theory—for example, Kotter's Step 8, "initiate change", has a finality to it that is inherently hard to achieve. DEI and racial equity work is more complex than, for example, transitioning to a new sales management system. A more nuanced version of this for racial equity work may focus instead on transitioning to more complex and integrative versions of racial equity work; for example, to "graduate" from workshops and committees to more complicated and long-term initiatives, such as community partnerships, new programs, or a re-evaluation of HR practices.

Recommendations and Future Research

This study focuses on environmental nonprofits. This sub-sector was chosen because of the relative shared history of the organizations, and the awareness and focus on racial equity issues within the environmental movement. Future research may focus on other subsectors of the nonprofit industry and compare how, and if, the findings from this study may differ based on the sectors.

Additionally, the findings from this study draw the experience of a small number of nonprofit leaders. Future research could expand to survey more interviewees. The current study focuses on the decision-making process and experiences/perceptions of leaders, but notably excludes other voices, such as entry-level staff, volunteers, or donors. Interviewing various stakeholders from the same organization could provide a more nuanced and less biased assessment of the efficacy of the organization's efforts and public perception.

Future research could also focus on the tools and tactics for success by stage, and/or strategies for organizations to approach this work. For example, the "seeing" phase may include specific suggestions or organizations that have been strong partners in this stage, such as the Virginia Center for Inclusive Communities. The "imagining" phase might include tools to help employees envision a more racially equitable future for their organization, drawing perhaps on concepts from speculative science fiction and/or design thinking to help stakeholders understand goals and possibilities for change.

Appendix A - Interview Questions

1. To start, please introduce yourself and briefly state your current title at [organization].

2. In your own words, what is the mission of your organization?

3. What do you see as some of the issues related to diversity, equity, and inclusion in your industry/field? What have you noticed?

4. Do you have conversations about racial equity at work? If so, who leads these conversations?

5. Are there any initiatives (past, current, or future) that your organization is working on related to DEI?

6. If you've implemented DEI-related programs (training, grants, etc) in the past, can you talk a little about that process?

7. How did your organization decide what route to take?

8. What was the outcome?

9. What are the main goal(s) of DEI work within your organization? How did you determine these goals?

10. What limitations, constraints, or challenges did you face while implementing new RE programs?

11. Do the uprisings and racial justice from last summer connect to current work?

Appendix B - Interview Data (Excerpts)

Table 1 - General Themes, Constraints, and Barriers

Theme	Quote from interviews
Mission is inclusive of community	"Our job is to protect, enhance and promote, and then also be a community builder and resource throughout the Commonwealth for other trails to get built." "The mission is to... increase green space in the city of Richmond and to increase access to public space for all citizens of Richmond, [in] ways that also address climate change." "Our mission is to improve access to healthy food and the knowledge of what to do with it."
All-white or mostly white leadership	"And, you know, we're still a white led organization, mostly made up of white led organizations." "But when I first was hired on, it was with seven white men who interviewed me." "Divide is not the right word. But we're predominantly run by white people; [other org] is predominantly run by people of color, I don't see diversity within organizations." "I will say that we have made very special efforts to reach out to work with students and universities and colleges around the region to recruit a diverse group of interns that work here in the PR and marketing department." "When I came on board as an environmental educator, I was the only African American I was the only person of color to be on any education team here." "We are essentially a founder-run organization. Our executive director, who is a white man, has been with the organization for 10 years. We have four, no, sorry, three director positions, myself, among them. And all three of us are white." "Richmond Parks and Rec had Nathan Burrell, but he's moved on now to DCR. Yeah. So I mean, having somebody of his caliber up at that top level, I'm really hoping that we'll start and see some of that funnel

	down."
	"And yet we see that across all other organizations where you look at, not any of our positions necessarily, entry level, but more frontline staff, are people of color and leadership or white people. And unfortunately, that's the way that it still is represented in our own organization."
	"The broader issue of our entire leadership structure being white people is to make sure that we are fostering leadership opportunities from inside the organization, and through our hiring practices, but really building up leadership capacity from from our from within the organization, making sure that there are growth opportunities, specifically for people of color [and] people with lived experience to move up in the organization, ultimately, it means that some of our existing leadership needs to leave. Right?"
"More work to be done"	"And many people have worked really, really hard over the past couple of years to make sure more people are at the table, specifically, you know, tribes and urban areas. But yeah, there's, there's always work to be done on that."
Constituents or audience is diverse	"You see there are a lot of different people out on the trail. And of course, we've tried over the past couple years to be more intentional about that."
Being intentional	"We're trying to be intentional, make sure everyone feels invited."
History of organization or work	"And I don't think people think of the trails, recreation, transportation—we've got to remember the history, there is actually a confederate monument on the trail. I think it's important for us to recognize that there are things that have happened on or near the trail that we need to be, we need to know and understand."
	"But public gardens generally are very white, very white not only in their teams, their staffing, but also very white in their volunteer base and to an extent their constituents, their visitation."
	"I think the environmental movement has a pretty well documented and insidious role, with communities of color on a couple levels. So both in terms of not engaging those communities, when many of them, especially Native American communities, and Black communities, depending on where you are in the United States, who've actually been stewards of the land for hundreds of years, and have been on the frontlines of those fights. But then also, some of the like leading environmental figures were incredibly overtly racist and did a lot of

	explicit damage, in terms of the policies that the community pushed. And conservation movement in particular still is definitely, at least the visible names, conservation movement is super white."
	"Part of it is our history. For sure. You know, there's very few gardens that originated from someone that was not white, or the land that was not white or, and so just the history of the organization, even though it's a young garden that's a challenge."
	"One of our big initiatives on the historical side of historical programming is the African American stories that are here. So we're trying to expand that story, not only throughout the levels of the house, there are four levels throughout the house, but also throughout that whole historical corridor. And so I have just hired our first African American Historical educator."
Was Black Lives Matter a catalyst for racial equity work?	"Yeah, I think it did, to be very transparent. Yeah, I think it did push me to face these things more that sometimes you get too focused on what you're doing, like the day to day that somebody goes, *Oh, I'll do that later*. So I do think it encouraged me to do that. And I think some people really loved it. But when we looked at our social media, some people did not. And I remember seeing the next newsletter, people unsubscribing saying that we were very political, which wasn't a political statement, it was a very, it was a very team Black Lives Matter post that we did. So I think it pushed us for sure. And kind of created this movement that we're all kind of looking inwardly of, how can we be more intentional about this?"
	"Yes, it did. Although, I mean, it was, we were already going that direction, and then it just kind of brought more, more power to it, I guess, more urgency. So we have seen where we are really making a concerted effort to partner with organizations to have these conversations."
	"I think it was finally like, pushed to the point of action by, like, uprisings from last summer. And I think that it was work that [our ED] had probably wanted to do for a while."
	"I think it definitely did. I mean, I think a lot of organizations, ours included, and partner organizations, just felt a lot of pressure to engage on these issues, because they were seeing statements and other things that other organizations were doing in response. So yeah, I think a lot of people got prodded to engage a bit more deeply following the uprisings."
Dissonance	"I'm literally going to get on my bike and go be a part of this, but and

between actions in personal life and work life	we're debating if we should post something on our social media because honestly, we're worried… we felt like it was the right thing to do"
Demands from audience for more diversity	"I wrote a letter, you know, asking for money. You know, you do those snail mail letters. Someone wrote back saying, I'll give money once you have more females on your board."
Anxiety over making a mistake	"I feel like there's an anxiety that I don't want to make a mistake."
Day-to-day operations blocking RE focus	"Just, you know, I'd love for us to do a number of training sessions, and then we just get bogged down with the day to day operations of the organization."
Burden of RE work falling on BIPOC staff or board members	"It's sometimes the same people who are asking you to be on boards. So that's an issue. I feel like I've heard all the time, it's like the same person is asked to be on ten boards, because they are black, and they work somewhere specific or what have you." "But when we're hiring people, especially with hiring people of color, you know, or representing underserved populations, it's being intentional about, hey, we're a really white organization, we want to change. And we hope that you'll be a part of that, not that we're going to put all the responsibility on you. But this is a step for us and the direction to ensure that we resemble the communities that we serve." "For me, whether I like it or not, it is an all-the-time conversation for me. This position has become very much the go-to for diversity and inclusion. And I don't know that if this were a Caucasian person, or a white person in this position that it would have that. So, I mean, it's, it's interesting, but I have I know, this is gonna sound strange, but I have never thought about my race so much as I have in the past four years. It's sometimes overwhelming, I sometimes feel like all that people see is the color of my skin. And that people don't feel like they can talk to me about anything other than diversity, you know, or, you know, the struggles that African Americans have, you know, those kinds of things, it feels like that is dominating my life right now… I've talked with other African Americans who have helped us with our historical perspectives and the messaging that we're trying to get across. And many of them have said that they too, have been kind of put into this role that they were not necessarily seeking when they came into those positions. But so you know, I understand it. I know it has to happen, and I'm okay with it being me. I just hope that at some point, it will be different that I will be seen as [name], rather than being seen as Black

	[name]." "We've never recorded my hiring process as being on a selling point, the fact that they acknowledge their position, where they stood with that as the structure in the organization, and the fact that they're acknowledging it, and me wanting to be a part a participant in it, but at the same time, not being tasked with the responsibility of doing a lot of the heavy lifting."
RE trainings don't fit organizational culture	"I also think there is some training for diversity and equity. A lot of them are very corporate. And we're very small, though, like finding the right ones that fit our culture is not a very corporate culture."
Struggle to operationalize or collect data	"Part of that is taking stock of those relationships that we already have. And so an inventory, you know, who have we engaged with? How have we engaged with them?" "And so what we did is we as a team leadership got together and developed a performance appraisal process that was tied very closely to our strategic plan, and our core values."
Challenging fundamental concepts and language used in nonprofits	"There's a real danger of a savior complex to have, you know, oh, we're gonna go help this community, going back to that whole idea of communities." "We're getting better about saying things like "underserved" but I've heard underprivileged, that's not like, right, but that another word, underserved is the agency." "Making sure that we are partnering with the communities that we're working in, we try really hard to stay away from language around like "communities that we serve", for instance, I'm trying really hard to pay ultimate, like respect and dignity to the communities that we're partnering with, and that we're working in." "I think that we're very aware or if we try to be very aware of the tendency that we might have that... other service-providing nonprofits tend to lean into more of a paternalistic model."
Fear of change, staff resistance	"But we've also put ourselves in the position to have some of those difficult conversations, be in those challenging situations with some of our community partners and some of our community members. And so rather than apologizing and moving on, we're doing everything we can to understand when someone has had a negative experience or, and we're learning from that, and we're sharing that experience."

	"I mean, absolutely, some of that is fear of change. and some of that changes, as simple as the wording on a position description, and a team member being uncomfortable with that." "Yeah, I think just the same kind of goes hand in hand… habits, and so the ability to break out of those habits and to again, going back to the to have the board, the staff, and the volunteers represent more of the community at large and so that people do feel comfortable when they come to visit me my that's my dream is for this, this organization to be representative of the whole Richmond region." "I think some of it is public perception. Some of it is stakeholder perception. Some of it is even, you know, staff perceptions. And so I think that those are the three main hurdles that we've gotta get through."

Table 2 - Common Racial Equity Practices, Approaches, and Strategies

Theme	Quote from interviews
Running workshops and trainings	"We are running a training program right now, it has a super long name, like, oh, gosh, I'm literally running this and I can't even remember the name." "I'm continuing to look for resources for the staff on diversity and equity." "We took some courses with VCIC. And they talked about how if you are not intentionally trying to be diverse, then you're unintentionally not being diverse. And so I think that really hit home with a lot of the staff here." "So we went through multiple programs with VCIC, we did their unconscious bias, and then all of our senior leadership took a special training for us to be able to as the trainer trainer, so that we could also offer that to our onboarding staff. But you know, I, I don't know if everybody else will do it or not. I've just recently gone through some cultural responsiveness training."
Forming a committee or working group	"I'm part of a committee asking for funding in the future at a state level for trails. And it's been great to see the intentionality of making sure, of asking different groups to be involved, specifically tribes, specifically people of color to be involved with the conversation where potentially

	previously it was mostly a white room."
	"We have a racial equity Working Group, it is put together, there are two board members and the rest our staff."
	"[Our racial equity review team] is a group of, I think 15 or so. Members of partner organizations who come through each policy. To look for any way that it could disproportionately impact any one community."
Doing the work - Creating programs or grants for RE	"We started our outdoor equity fund to make sure everyone is able to get to the trail. "
	"But for me, that's doing more of the work within the community, I think it's really important to gain the trust of the community, by our work, marrying a lot of the things that we're trying to implement as an organization."
	"I think that we really work towards building community within Richmond, and looking at what needs to be put in place in order to cultivate building a community, with everyone with our work and with our programs."
Accessibility	"We just got a grant… to translate all of our materials and Spanish, and then we're going to be doing radio ads in Spanish as well."
	"She has been instrumental in helping us to translate some of our maps and programs and things like that into Spanish because we have a large Spanish population."
	"One of the things that I'm involved in now with our advertising and marketing is working more closely and intentionally with media that we may not have worked so much with in the past, to be able to invite people from other communities who may not have been here before audiences to please come to the garden. So that is something that's very pertinent right now, as we've, you know, we had an interview yesterday with the Spanish speaking radio station."
	"That we want to be more accessible, but part of it is getting people here. I'm guaranteeing that you arrived in a car. And so does everyone else. Um, you know, maybe a couple people bike. Maybe someone runs, but we have no public transportation here. Those are conversations that we're having right now."

Focusing on board diversity	"And so, I have been very intentional about adding additional board members for diversity." "So this past year, we added an additional two board members of color onto our board."
Engaging with external experts	"I, yeah, I'm learning more and more, trying to find more experts and how to kind of, I guess, deal with some of the history on or near the trail and ways to showcase that."
Hiring a diversity director or dedicated role (or evidence/arguments for not taking this approach)	"So funny to see all those job postings? Like...is that silly? I don't mean to be rude. It's just like, it's like, where did this job come from? Where's this job? Yeah, we don't, well, we're too small to hire someone full time for diversity. It'd be great to do that." "Um, it's not really [my job], just because most of my focus is getting folks out and volunteering and pulling weeds and stuff, which is just completely separate from the broader picture to a degree." "Well, I think that it's really being incorporated through just about everything that we are doing right now." "And I would say, you know, prior to my arrival, community engagement was really viewed as almost a separate department or a separate entity here with really two people in that department. And one of the things that I'm hopeful that we can do is spread that role and responsibility of community engagement across our entire organization across all departments and so that no matter where you are, or how you're working, community engagement is a part of your role. And, and so that opportunity, but also that responsibility, is to be welcoming to everyone, no matter if you're a volunteer, or you're in [departments], that's something that you do as a part of your role here, right." "And so, you know, to answer your question, more specifically, it's not one person that's pushing or driving this. It's, we're doing it all together. And if we don't do it that way, it's never going to take and so everyone has to be on the same page. Everyone has to want to do this." "Placing all that onus and responsibility on one or two individuals to carry that burden for the organization is not successful. And I have seen, and I think maybe in the future, we will go down that direction, having a director of diversity, equity inclusion that helps keep that conversation accountable on a daily, weekly, monthly basis within the organization and facilitate training around that can be very helpful. But to place the burden of all of that, to do the outreach into the community on one individual, especially for a city and region as diverse as Richmond is

	setting someone up and also the organization up for failure." "I've had some of our own team members, and even community members, philanthropic organizations say, "Well, [organization] is not doing community engagement anymore". And so there's a perception that because one individual is no longer at the organization that our community engagement has stopped, right? That can't be further from the truth." "At the board level, and have that all the way down through the organization. We've planned for that. We also have identified the need to bring on a diversity, equity and inclusion director not to be outward facing, but to allow us to have those conversations on an annual and not a monthly, weekly, daily basis." "I don't know. I see this as a way for us to integrate it by being in the community engagement position. And, knowing that we will probably never have funding to have a separate DEI person." "Creating better internal and external communication to really make sure that we all can consistently and clearly articulate the connection between this place where I started out with recognizing and being able to articulate both internally and externally, this connection between racial inequity and the environment in which our work exists, right. So like, what does racism have to do with food access, and really being able to articulate that really well across the organization, [and] trying to think of some other kind of common themes."
Recruitment and HR process changes	"And if that means the wording on our position descriptions, or how we are posting those, or where we're posting these position descriptions, ensuring that we have representation of various communities on selection committees as we're doing interviews." "Otherwise, I mean, it's been a very difficult experience trying to recruit African American or people of color, just to come and apply for positions here. And these are seen as predominantly white career paths." "So kind of the major themes that we have come out of that with are everything from HR, policies, doing a review of salary and benefits, taking a review of our hiring practices, and our board, like the selection process."
Connecting PR, marketing, and communications with actions	"And then we are going to be launching our logo with a rainbow in it to show LGBTQ that we are pro that and so that's going to be coming out and some we just approved it internally."

	"That's where we're at right now is like, how do we quit just talking about it and making sure that everything that we do aligns with that?"

" I'm like, you say equitable access to green space here, but I don't see it on the [website]."

"And so we are trying to do more so that we can include more people and help people to see [organization] as that type of organization."

"I think we need to increase the perception and awareness that we are an organization striving to be more inclusive and more diverse and really, it's so easy to kind of say like, Yes, we have a lot of women on our board. A lot of white women on the board or you know, not on the board and in the workforce, you know, and that is the appearance. And so making sure that it goes beyond appearance and saying, Yes, we do want more inclusivity, we want more diversity and kind of bridging that gap between what's happening and putting it into practice, I think would maybe be our biggest challenge."

"The perception, at least on the outside for many, is that we've abandoned the community, and then even within our organization, because we haven't done a great inventory. And we don't talk about the good work that we're doing. often enough. Some of our own team members think that we've abandoned the community."

"And, you know, what's murky, meaning partners may not want to be on the front page, then we are supporting them or, you know, it's not always appropriate to celebrate and acknowledge some of that work." |

Table 3 - Theories of Change - ADKAR

Theme	Quote from interviews
A1 - Awareness of the need for change	"I think they just learned there was more to it to improve the city than just planting trees."

"And they talked about if you are not intentionally trying to be diverse, then you're unintentionally not being diverse. And so I think that really hit home with a lot of the staff here."

"Primarily that we have to acknowledge systemic injustice, and racial injustice, even particularly very specifically to the Richmond region that |

	has created the environment in which our work is necessary." "We used a lot of their questions, and then made them more personal, but essentially asking staff and board like, how committed are you? Like, how committed do you think we are to racial equity work? How familiar are you with these terms? Like how are you able to recognize, you know, systemic, institutionalized, and personal language and violence and microaggressions?"
A2 - Desire to support the change	"We're trying a lot of different things to try and change all of those. And so I think that it's just going to be continuing to move forward and continuing to be intentional. And the more that we're able to do that, and I think the rest of it will fall into place. Intentional." "But also, I think there was a survey or something that asked people what their interest level and commitment level to doing that to lead in that work was." "And so, you know, to answer your question, more specifically, it's not one person that's pushing or driving this. We're doing it all together. And if we don't do it that way, it's never going to take and so everyone has to be on the same page. Everyone has to want to do this."
A3 - Knowledge of how to change	"The next milestone will be actually hiring a consultant to help guide the process. Recognizing that that should be someone who's well versed and has a lot of experience in working like to, to help institutionalize and operationalize this work." "And how able are you to identify them and recognize them when they're happening? And how well equipped do you feel, to combat it, when you do see it?"
A4 - Ability to demonstrate skills & behaviors	"We asked people to really identify specific things that they had seen, both in places where maybe something happened, that wasn't responded to well, or examples of racism that people are experiencing, or or seeing in their work life. "
A5 - Reinforcement to make the change stick	"And then asking people to identify places where they felt supported or didn't feel supported. And then ask him for, like, really specific guidance." "So I think the hope, especially for the network partners, is that people can take some of these materials back to their own teams, and run sort of like internal versions of this or something similar."

Table 4 - Theories of Change - Kotter's 8 Steps

Theme	Quote from interviews
K1 - Create a sense of urgency	"Yes, [BLM] did. Although, I mean, it was, we were already going that direction, and then it just kind of brought more, more power to it, I guess, more urgency. So we have seen where we are really making a concerted effort to partner with organizations to have these conversations" [see: BLM section]
K2 - Build a guiding coalition	"We had several, all staff conversations about wanting to put together essentially a smaller group of staff and board members to actually drive the initiative forward." "We've asked every author to incorporate environmental justice when they are writing the papers."
K3 - Form a strategic vision and initiatives	"The mission is to increase green space in the city of Richmond and to increase access to public space for all citizens of Richmond." "Yeah, so [the racial equity mission] has been made much more explicit over the last four or five years. So again, our big thing is, is the common agenda, this policy index that we put together and try and coordinate partners around so that now has an equity review team to ensure that no policies have a disproportionate burden on communities of color, etc."
K4 - Enlist a volunteer army	"Asking different groups to be involved, specifically tribes, specifically people of color to be involved with the conversation where potentially previously it was mostly a white room."
K5 - Enable action by removing barriers	"That we want to be more accessible, but part of it is getting people here. I'm guaranteeing that you arrived in a car. And so does everyone else. Um, you know, maybe a couple people bike. Maybe someone runs, but we have no public transportation here. Those are conversations that we're having right now."

Table 5 - Theories of Change - Emergent Strategy

Theme	Quote from interviews
E1 - Respecting	"And so that's the thing that bounces around in my head is what is it that

local and long-term relationships	we do? And what do they do? Well, and where do we need a partner? And where there are times we're gonna overlap with somebody and we're at times we're gonna say, like, we've got to say, [other organization] are the tree people from here on out, and we'll partner with them." "It's very relationship based, which I believe is the way it should be." "We want to make sure that we are not stepping on the toes of an organization that's already doing amazing community outreach. So how do we partner with them? I think that this is like a good demonstration of the kind of organization that we want to be, which is utilizing the reputation and the resources that we have access to, in this case, a pretty decent sized grant, and are literally just like passing it through our organization, to this other partner organization to support their work. And we essentially will come in and supplement the ultimate goal of this project."
E2 - Not inserting themselves into community work	"And I think some of the best advice I've heard is, you know, start where you are." "How do we make sure that we're not just falling into… stepping into communities and thinking that we have the right answer, and rather to be working with them and saying, like, what is the right answer and what is actually needed?"
E3 - Avoiding any work that is not deeply rooted in systemic change	"Just giving tickets for a community to come is not a true partnership. And so how do we build and leverage those to ensure that the programs that we're running, the exhibits that we're developing, the spaces that we're designing, are meaningful and relevant to all communities?" "So it's one thing to look at systemic causes, it's another thing to look at our own organizational structure."
E4 - Build space for strong community vision	"That still keeps the focus on their work. And then we'll step out when the time is right for us to do so. So when they are, for instance, growing their own kale, we'll stop sending kale; when they're growing their own cucumbers, we'll stop sending cucumbers, right? Really being able to be thinking of ourselves as just like a bridge or a stepping stone that still keeps the focus on what they're doing. And very directly supports their project in the way that is right for that community." "And I think everybody operates out of what I would call a theology of scarcity, which is, if they go after money, it's money we lose." "That's like us getting permission from a partner where we are kind of

	working together to do outreach in the community, but essentially, we're still providing a service. So I think it's something that we wrestle with on a regular basis is like, how do we be a food justice organization? If that's what we're trying to be? How do we be explicitly anti-racist in our work, and still provide a service that we see as necessary?" "We're partnering with them on a [project] where we know that it's not the right solution to just step in and provide a mobile market in the same way that we have in other communities. And maybe it's not right for us to do that, and other communities too. But it's become something that those other partners and those other communities expect."
E5 - Impacted leadership - supporting action led by communities impacted by injustice	"We need to put that together and become a more cohesive community, both from a natural perspective, getting out into nature and feeling comfortable in nature, and also kind of participating in these activities and taking ownership of it." "When I was actually in the interview process, one of the questions was speaking to the point of, w*hat do you think about a nonprofit that doesn't have like an education component to it*, and I remember responding to the fact that it's irresponsible for a nonprofit to be in this space to not offer an education component. And I feel very strongly about that, because I feel it's one thing to offer service to a community. But um, if you're not also empowering the community to be able to provide for themselves and better their circumstances, you're really doing a disservice. Because you are perpetually going to be in a place of servitude or you're servicing the community, instead of allowing the community to eventually evolve to a place where they're able to provide for themselves or empower themselves, to do for themselves. And I feel like that's what a lot of our work is going towards, is empowering people in the community to be in positions where they're able to empower themselves with the services that we provide, and not be perpetually in this position of offering the service to them." "And instead of coming into the place and imposing or forcing our style upon them, asking the questions about how we can support your style, or what you're doing and use our resources." "Making sure that there are growth opportunities, specifically for people of color specifically for people with lived experience to move up in the organization, ultimately, that means that like, ultimately, it means that some of our existing leadership needs to leave. Right? In order to create space for people with lived experience, for people of color to move into leadership positions."
E5 - Privileged	"Well, I have a call next week with Dominion energy. So let me see if I

support	can ask them for some money. And so I asked for 10,000 from them." "I did add in the thing about privilege [in the board meeting], and I thought, I wonder how this is gonna sit with people like, we have to acknowledge that our access to green space has been a privilege." "I try to look at myself in order to gain perspective on how other people are looking at racial equity. So as a male, I have privilege over women. And you know, as a cisgender, male, I've privileged in that way, too. So, um, I tried to have that perspective when other people are looking at this as well."
E6 - Feminine leadership	"I have a personal goal, all of our chairs have been men, and so at least a woman as a chair, I'm hoping for that." "It was started by tenacious women."

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