

# Preparing the Next Generation: Addressing the Racial Leadership Gap in Nonprofit Fundraising

## Theory of Change

### Program Goal

To support the retention, promotion, satisfaction and success of professionals of color in the fundraising field within NYC nonprofits.

### Problem Statement

As the nonprofit sector undergoes a generational transition of leadership to one that is more ethnically and racially diverse, systemic barriers to the creation of a viable pipeline for, and advancement of, development professionals of color must be addressed to ensure their presence and success. While senior development professionals of color have flourished within the field, they have climbed the ladder without professional support programs to help them address the intersections of power, race and fundraising that have made their career trajectory harder – and that discourage people of color from entering into or remaining in the profession.

### Interventions

**Professional Training for Development Skills** – to build competence and confidence in critical areas of job performance

**Peer Support** – to build participants' ability to reflect and analyze their situations and create a robust and empathetic community of colleagues

**Career Development and Coaching** – to help participants successfully navigate long-term career choices as well as more immediate professional options

**Structural Analysis** – to bring an understanding of how one's personal situation is nested within the context of systemic factors

**Role Model Guidance** – to provide a range of coping strategies for common situations experienced by development professionals of color

**Boosting Allyship** – to develop a system-wide responsibility for transforming the fundraising field into one that is more hospitable to people of color

### Program Results

**Increased confidence and agency**, including greater sense of efficacy, promotions and career advancement

**Broader inclusion in decision-making and development strategy**, including the ability to affect their current work environment

**Higher skill in fundraising**, including more strategic fundraising planning, donor development, stronger solicitation skills, and improved systematic evaluation of fundraising efforts

**Increased capacity to manage fundraising-related interpersonal relationships**, including managing up, involving staff agency-wide in fundraising execution, stronger board-staff partnerships, and better donor relations

**Greater self-awareness on the part of development professionals** of the full spectrum of dynamics, including implicit bias, racial and ethnic profiling and issues of equity and access that can affect job performance, and the skills for i) successfully navigating these in the moment; ii) influencing change in their environment; iii) determining when adequate change is not possible and a shift in position is called for

### Milestones

- Stated commitment to remaining in the field and pursuing further professional development
- Willingness to support and/or mentor other development professionals

- Executive Leadership consults with development staff in drafting annual budget's income goals
- Fundraising objectives are aligned with – and inform – nonprofit's strategic plan

- An annual organizational fundraising plan with clear, concise goals that relates to past history and informs future growth to guide the development department's efforts
- Year-round donor stewardship that nurtures a robust donor pipeline occurs to strengthen the organization's long-term financial horizon

- More people have been mobilized to reach out on the organization's behalf
- Development staff are respected and supported by people at all levels and across all departments within the organization

- Completion of racial equity training (acquiring conflict resolution skills)
- Demonstrated ability to apply these learnings in real-world settings

Cause **Effective**

cause **generosity**  
cause **community**  
cause **change**