

# *Profiles in Foundation Giving to Communities of Color*

May 2008

## *Volume II*

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BY:  
RACE & EQUITY IN PHILANTHROPY GROUP

WITH THE ASSISTANCE OF:  
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## **INTRODUCTION**

The first volume of *Profiles in Giving* established a base for the ways in which foundations can consider their investments to communities of color by way of support to organizations led by and serving those communities. The report operated with the assumption that it is important to fund these organizations. This report follows this line of thought and continues to raise key questions for the field in this area. Such questions include, why is it important to fund these organizations, perhaps now more than ever? If foundations are to adopt explicit strategies to allocate funds by the demographics of grantees, what should drive such decisions? What systems can be put in place in philanthropic organizations to track and monitor spending and support to these groups?

The significance of race in American society has truly taken center stage in 2008. As we have passed the fortieth anniversary of the death of Martin Luther King, Jr., come upon the tenth anniversary of the conversations on race sponsored by the Clinton administration, and as we are situated in the midst of a vigorous political campaign which includes an African American Democratic frontrunner, whose own struggle to be more than “that black candidate” thrust him into delivering a historic speech on race, the contemporary influence of race is palpable. No matter how often some might want to avoid race, the concept and its consequences always seem to surface, as its presence and significance have never left us. The United States may have experienced a Civil Rights Movement, and may have enacted federal policies to explicitly address racial disparities, but American culture and civil society have far from transcended the idea and influence of race. One only need glance at enduring inequalities that remain colored by race to see the continued relevance of race in shaping lives and opportunities.

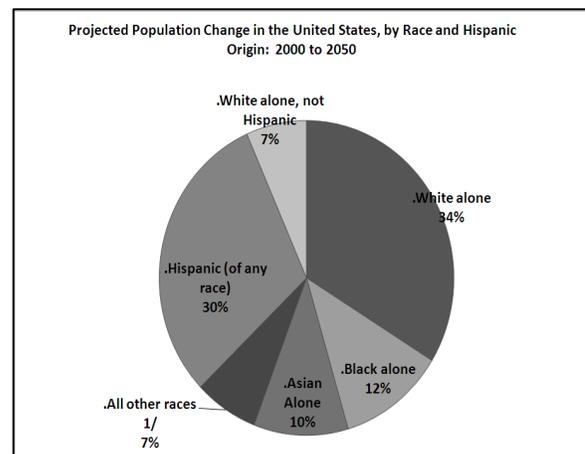
In focusing on any program issue area common to philanthropy, race plays a critical role. If the mission of a foundation is to enhance opportunities for vulnerable children and families, what would be the demographics of those children and families? If one is addressing health outcomes and access to health care, who would be those who tend to face the greatest health challenges and remain furthest from the highest quality health institutions, services, and professionals? If a foundation intends to enhance education, improve schools and student outcomes, who would be those least likely to attend highly effective schools?

In any of the core issues common to philanthropy, communities of color prominently figure into those strategies that would lead to the most impressive outcomes. In order to make the greatest strides in health care, education, and poverty and other core social concerns, great

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strides must be made in the lives and life opportunities of communities of color. The historical construction and ongoing persistence of institutional racism has placed communities of color largely behind in most social indicators for generations. One of the reasons why communities of color remain behind in certain key areas of life is the persistence of systems, decisions, and everyday cultural practices that promote and nurture white privilege and limit opportunities for those who are not white.

These realities are generally known, but subtly avoided in popular discourse, and often explosive when raised, stirring up defensive reactions. Despite the discomfort it brings to polite conversation, race remains integral to understanding any social dynamic in American society. The unique challenge to philanthropy is that “charitable” intentions to improve society cannot truly lead to outcomes that have effectively addressed the greatest needs in education, health, poverty, the environment, and other concerns without exploration, understanding, and acknowledgement of the role of race and racism. What does this mean for grant making?



Approaches to race, ethnicity, and equity have often emphasized numbers – the quantity of particular demographic groups represented. When it comes to grant making leading to outcomes adequately addressing key social concerns and improving lives in communities

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of color, greater representation of grantee organizations led by people of color and serving communities of color is not the end in itself. While the multiple complex layers of institutionalized racism will not automatically be erased by more grants to people of color, the Race and Equity in Philanthropy Group (REPG) realizes that greater resources in the hands of communities of color and the institutions that serve them can go a long way in helping to build stronger infrastructure and establish greater voice and influence in areas that have persistently been exclusive.

For instance, those who address poverty in philanthropic and philanthropic-supported institutions and think tanks are often not demographically representative of those populations most adversely affected by poverty. Populations and geographical spaces in which poverty persists often lack the indigenous infrastructure – well-resourced, representative organizations and institutions – to provide voice and bring insightful local solutions based on experience, familiarity, and relationships. It takes organizations led by people of color and serving communities of color – those disproportionately adversely impacted by the concerns commonly

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held true in philanthropy – to transcend barriers that less connected and cognizant organizations may encounter and to leverage a greater depth of ties to communities of color to bring about change aligned with common philanthropic intentions.

Again, this is not to merely suggest that organizations led by people of color can authentically address the concerns of communities of color better than white led organizations regardless of perspective. It *is* to suggest that enhanced infrastructure and capacity in communities of color can bring far more than ideas to neighborhoods. If reducing poverty is an aim, isn't increasing the dollars circulating in historically impoverished neighborhoods a logical solution? And, if those organizations are also explicitly serving the communities they represent, don't they bring a greater insight and understanding than those who seek to serve their communities from the outside?

The need for greater philanthropic dollars to reach organizations led by and serving communities of color can be valuable at all levels. Not only are outcomes potentially enhanced by allocating dollars to representative organizations at the grassroots level, but in policy, funding, and other decision-making arenas as well. Without representation in the design of strategies and the appropriation of dollars, inclusion of the perspectives of certain racial and ethnic communities can be left out. Additionally, if those perspectives are not represented, and the intentions are to enhance education, health outcomes, poverty, and the like, intended outcomes will simply not be as robust.

In sum, supporting people of color-led organizations is relevant to the mission of the majority of foundations. The REPG, in continuing its commitment to enhancing the capacity of foundations to support organizations led by people of color and serving communities of color, sees the value of ensuring that philanthropy helps strengthen the infrastructure in communities of color as core to achieving progress toward concerns common to the philanthropic industry. Both the application of a racial lens to grant making and the increased allocation of dollars to organizations led by and serving communities of color are simultaneously essential to enhancing philanthropic outcomes. It is the combination of these approaches that increases the likelihood of the successful execution of the missions of most foundations.

### ***State of Affairs***

The Race and Equity in Philanthropy Group (REPG), a burgeoning learning exchange among a group of philanthropic institutions exploring how to enhance philanthropy's impact on communities of color, produced *Profiles in Giving*, a report released in 2007, which captured the experiences of four foundations with respect to measuring grant making to communities of color. This report is somewhat of a sequel, updating some of the efforts of member

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foundations in the REPG and their attempts to raise the bar on their potential to adequately and practically address race and equity in their grant making.

Last year, the REPG was faced with a number of looming questions regarding the responsibility of philanthropic institutions to distribute, measure, and demonstrate funding to communities of color. From a philanthropic perspective, what does it mean to invest in communities of color? Since foundations fund incorporated entities, how does one determine which incorporated organizations truly represent communities of color? What kinds of systems and processes must be in place in order for foundations to appropriately measure the impact of their investments in communities of color?

The Greenlining Institute report<sup>1</sup> emphasized the limited dollars flowing from philanthropic institutions to organizations led by people of color and serving communities of color. *Profiles in Giving* explored the experiences of The Annie E. Casey Foundation, the W.K. Kellogg Foundation, The San Francisco Foundation, and The California Endowment in giving to communities of color and measuring the distribution of those funds. Implementing such processes is easier said than done. How does one define an organization that truly represents communities of color? What would be the characteristics of such an organization? How would one account for organizations that serve, but do not represent communities of color?

The REPG defines organizations led by people of color and serving communities of color as those which have a CEO and more than half its board as persons of color and a mission that emphasizes serving communities of color. Indeed, there may not be a perfect definition for an appropriately representative organization in this respect, but this definition does provide some general sense of entities that have historically had limited access to philanthropic dollars.

The dialogue around whether or not foundations should prioritize, measure, and demonstrate the impact of funds to particular identifiable populations has vigorously continued since the production of *Profiles in Giving*, exemplified in a proposed bill in the California State Legislature<sup>2</sup>, which requires foundations with assets over \$250,000,000 to collect data on the racial and gender composition of their board of directors, staff and grantee organizations specifically serving “minority” communities. First, the suggestion of government legislating the philanthropic community’s relationship to particular populations has not been received well by the philanthropic industry. Secondly, the viability of the very process around which demographics and the degree of service to particular populations has been questioned.

This report’s primary intent is not to debate the role of government in the philanthropic industry; however, it, through the experiences of member foundations in the REPG and sharing data from key program areas common to foundations (i.e. the environment, health), hopes to shed light on the degree of difficulty in intentionally measuring and demonstrating funds to

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communities of color and organizations led by and serving communities of color. Is it too difficult to accurately define and code the value and impact of funds in communities of color?

As a learning exchange that emphasizes the practical application of grant making tools among member foundations, the REPG stresses the importance of determining the potential of philanthropy's dollars to be distributed and measured based on demographics through actual attempts at practical application in particular foundations. By joining REPG, member foundations demonstrate a commitment to raising the bar on their ability to develop strategies focused on race and equity, dispense larger sums to communities of color, measure the distribution of those funds, and tell the story about the experience of implementing these approaches.

The assumption of the REPG is that, while difficult, it is *possible* to measure funds to communities of color. Additionally, given the various studies that have demonstrated a disproportionately limited amount of philanthropic dollars reaching communities of color, the REPG sees the act of foundations measuring the distribution of grants by demographics as *necessary* in order to adequately address core traditional philanthropic areas of interest, such as education, health, the environment, and many more.

### ***The REPG, Its Status and Direction***

The Race and Equity in Philanthropy Group, as it emerged in 2005, sought to provide a forum through which different foundations from across the United States could exchange ideas and, more specifically, practices around how to best contribute to expanding opportunities for communities of color, promoting racial justice, and enhancing equity for vulnerable populations in general. The REPG emerged out of a scan of the philanthropic industry sponsored by The Annie E. Casey Foundation and conducted by Marga Incorporated (which continues to coordinate the REPG).

The first few meetings of the REPG included The Annie E. Casey Foundation, The San Francisco Foundation, The California Endowment, the Walter and Evelyn Haas, Jr. Fund, and the Rockefeller Foundation. The current members include The Annie E. Casey Foundation, The San Francisco Foundation, the W.K. Kellogg Foundation, The Atlantic Philanthropies. Newer members considering joining include the Marguerite Casey Foundation and the Foundation for the Mid South.

The process of The Annie E. Casey Foundation/Marga Incorporated research included focus groups/learning exchanges among particular foundations. Dialogue in these sessions surfaced the need and desire to create an ongoing forum through which a small group of foundations

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could learn from each other regarding to the capacity to appropriately address racial inequities in both internal and external philanthropic practices.

After several meetings, member foundations decided to focus specifically on grant making practices related to funding and support to organizations led by people of color and communities of color. The original *Profiles in Giving* report intended to capture the state of affairs as it relates to grant making to communities of color at The Annie E. Casey Foundation, the W.K. Kellogg Foundation, The California Endowment, and The San Francisco Foundation. In many ways, the first report set a baseline for the status of giving to communities of color.

In the wake of that report, member foundations committed to reviewing their practices and improving them. Subsequently, member foundations have been developing specific work plans to improve their systems for giving and measuring funds by demographics. This report captures the status of the work plans of The Annie E. Casey Foundation, The San Francisco Foundation, The Atlantic Philanthropies, and the W.K. Kellogg Foundation.

The end result of the work plans intends to enhance practice, raising the ability of philanthropic institutions to address core social issues by placing greater emphasis on the populations that are most adversely impacted. The REPG believes that these enhanced practices among particular member foundations transcend theories around where foundations are not doing enough, and will provide specific and useful ways to implement means through which philanthropic investments improve communities of color.

The REPG remains intentionally small, attempting to be as practical and focused as possible. The quarterly meetings of the REPG are truly learning exchanges, relying on peer experience and insight to collectively create effective case examples among the member foundations. Despite this approach – a smaller group that can engage in intensive dialogue around specific approaches, and apply learning from the exchanges in the respective funder’s home bases – the REPG is simultaneously seeking to influence the broader field of philanthropy. This series of reports is created and distributed with this spirit in mind.

Demand for the first *Profiles in Giving* report has continued to increase, and we have run a third printing of that report to accompany this one. The REPG will continue communicating with the field, and will pursue more direct means of engagement – videos, sponsored conversations, etc. In many ways, this second REPG report launches a next phase in the evolution of the Group, and, hopefully, in the growth of the dialogue in the field about the potential of philanthropy to catalyze noticeable improvements in the lives of people of color and vulnerable populations in general.

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By this point next year, the REPG members will likely report on new frontiers in giving that can be instructive to the field.

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This report contains the plans and attempts of four member foundations to code, define, measure, and promote grantee diversity, and in particular, their support to organizations led by people of color and to communities of color. The participating organizations are in different places in their work on these issues and using different approaches. Where there are more detailed stories to share on these issues, they are described in the funder’s profile. In other instances, funders chose to share their status regarding planning foundation-wide strategies on issue of race across their grant making.

Finally, the report ends with a series of data “fact sheets” that summarize some national statistics on racial disparities in key result and issue areas of importance to REPG funders. These data remind us why a strategic focus on funding in communities of color and to organizations led by people of color is necessary in philanthropic organizations.

### *Foundation Work Plans*

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## **FOUNDATION WORK PLANS**

### **THE ANNIE E. CASEY FOUNDATION**

#### ***At This Time Last Year***

The Annie E. Casey Foundation (AECF) began collecting self-reported data on the racial and gender diversity of the boards and staff of its grantees for the first time in the organization's history. This data collection followed previous efforts to collect diversity data based on AECF program officer's knowledge of the racial/ethnic make-up of their grantee pool; however, these data were often not accurate, and did not provide precise data on board versus staff as well as the representation of specific racial/ethnic groups (i.e., African-American, Latino, White, etc.). The Diversity Workforce Analysis template used by AECF staff was developed after reviewing the kinds of data collected from partner foundations in the Race and Equity in Philanthropy Group.

#### ***Update***

#### ***Recent Activities***

Since the previous report was issued, AECF:

- Developed a concept paper that linked the importance of grantee diversity to the overall mission of AECF, and more specifically, to the Foundation's efforts to close gaps in racial disparities within its result areas;
- Engaged staff from across the Foundation to vet this concept and, thereby, further build the rationale for analyzing grantee diversity data;
- Engaged the Foundation's Management Committee to gather thoughts on a methodology moving forward;
- Finalized a template to collect diversity data;
- Developed talking points for program staff to use in conversations with their grantees as to why AECF was doing this and how they would use the data moving forward;

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- Engaged AECF research staff to do initial data cleaning and coding of the data;
  - Identified a consultant team with expertise in statistical analysis and database management to complete data coding, cleaning and analyses;
  - The RESPECT Capacity Development and Training Workgroup drafted recommendations to the Management Committee for specific performance measures that they could employ to gauge staff's performance on this core competency. The measures were deeply aligned with RESPECT's educational programming to encourage and promote staff's participation in these events; and
  - Produced 41 individual portfolio reports customized for each program officer presenting racial and gender diversity data on their grantee base in their investment area (i.e., health, education, child welfare, etc.). These reports included summary data for the entire portfolio and diversity data for each individual grantee, using a combination of charts and graphs for easy analyses.

The Foundation collected and reported information from grantees in three different ways: the overall organization, the units or departments that specifically received the AECF grant, and independent consultants. For each portfolio's grantees, the Foundation requested and reported information on race and gender overall and for various levels of staff. The Foundation also applied points of comparison, showing the number of grantees that had and did not have 40-50% of their boards and staff composed of females and of people of color.

While AECF is planning for a Foundation-wide conversation and strategy to address grantee diversity (see below), the individual portfolio reports have spawned some early results; for example:

- Several program officers supporting portfolios on policy and advocacy joined together to plan a convening this spring to explore various "pipeline" strategies to diversify state and national advocacy organizations that AECF funds;
- One program unit is in the early stages of planning a convening of minority-led organizations to explore possible new grantee partnerships;
- Another program unit is doing a deeper analysis to further understand the racial/gender diversity in key areas within their portfolios;

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- The Evaluation Unit has invested in Duquesne University's Diversity Researchers Intern program specifically geared to grow the number of graduate/post graduate minority students undertaking careers as researchers;
- The RESPECT workgroup and the Policy and Communications Strategy Group has also invested in The Economic Analysis and Research Network (EARN)/Howard University/University of Texas-Pan American (UTPA) Summer Internship Program. This program provides undergraduate students of color with experience working in policy "think tank" organizations, allowing them to consider such work as a career option<sup>3</sup>; and
- RESPECT also engaged Marga to develop a database of researchers of color enabling the AECF human resource department and program officers to have ready access to candidates to fill vacancies and to engage these researchers to support their portfolio work.

### ***Ongoing Analyses on Grantee Diversity***

In addition to the general baseline reports that have already been completed, analysts are in the beginning stages of planning a new set of reports using this data. One report will examine the diversity of AECF's "top twenty" grantees with the largest grants, while another report will document the diversity of grantees and the average amount of funding received by level of diversity, including the percent of spending on minority-led organizations (defined as having at least 50% board and staff of color). Both of these reports are to be completed in the first half of 2008.

### ***Current Work Plan***

Building on its current data collection efforts, the priority tasks for AECF are to facilitate agreement on grantee diversity goals and standards as well as additional strategies to support to people of color-led organizations, create a data collection infrastructure to facilitate the achievement of those benchmarks, and plan for the sustainability of these efforts.

### ***Facilitating Agreement on Goals and Benchmarks for Grantee Diversity and Support to People of Color-led Organizations***

AECF is at the beginning stages of a conversation on establishing goals and benchmarks on grantee diversity, understanding how they can be reached, and being specific about the

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Foundation's role in benchmark achievement. As it stands now in AECF, there are several conversations about diversity goals and benchmarks “on the table”:

- Grantee diversity as described above;
- Conversations on workforce diversity are also happening at Casey; an internal workgroup is collecting and analyzing data of the makeup of its staff and proposing goals for the Foundation in this area; and
- There has been an ongoing discussion on Foundation support to organizations led by people of color that is growing given the current focus on grantee diversity. For the last several years, AECF’s Partner Organizations of Color Portfolio has aimed to connect organizations led by people of color to the Foundation’s work in meaningful ways. In calendar year 2007, Casey expanded the definition of “people of color led” from the Executive/CEO being a person of color to two other attributes: the organization has a diverse board and staff; and the organization’s mission is focused on supporting communities of color. The Foundation identifies two Partners per year; selected organizations receive grants totaling \$200,000 (spread out over four years) to help build out new areas of work and capacity if necessary, individualized technical assistance and coaching, participation in networking opportunities, and internal connections and introductions to senior leadership and key Foundation staff.

Staff at the Foundation are learning that all of these conversations are connected although they may proceed on different timetables. Given that AECF has previously had discussions about staff diversity, it will take lessons from those conversations to help carry them into discussions on grantee diversity. How much are grantee diversity goals driven by the nature of the work at hand? How much are grantee diversity goals driven by workforce diversity? Is the Foundation’s current strategy for workforce diversity sufficient to help it reach its goals? These are all questions before Foundation staff responsible for these efforts.

In its approach to set goals and benchmarks on grantee diversity and support to people of color-led organizations, the conversations will begin at the programmatic level within units utilizing the portfolio-level data collected in 2007. This strategy was designed so that conversations begin within units amongst staff who are closest to the grantees, their work, and the constituents that they serve. As such, programmatic staff has the “first take” on proposing goals and benchmarks on these issues and their thoughts will “build up” to Management conversations and cross-Foundation discussions. The overall strategy is being planned by the

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Foundation's Organizational Priority on Equity Workgroup – a group made up of AECF managers. AECF anticipates that these conversations will begin within the Management Committee in June 2008.

### *Data Collection Infrastructure to Operationalize the Achievement of Benchmarks*

Once benchmarks are established, the Foundation will take steps to further clarify practices for collecting and reporting data regarding grantee diversity and spending to minority-led organizations. This includes: establishing standards for coding, building standards into data systems, establishing reporting requirements and frequency of reporting, using reporting to facilitate internal conversations, and monitoring performance. There is currently a unique opportunity to push for these changes in data collection systems as the Foundation is poised to design and implement a new grants management system.

### *Planning Sustainability / Ongoing Maintenance and Accountability*

One of the strategies to ensure staff accountability on meeting forthcoming goals and benchmarks in this area is to tie employee behavior to the Foundation's newly designed performance management system. AECF recently added a performance indicator on equity and diversity competency driven by their standards and principles in this area. The Foundation's standard on diversity reads as follows:

*"We realize that a rich diversity of racial backgrounds, ethnicity, gender, age, & points of view contributes to the creativity of the Foundation's thinking & to its effectiveness with the communities, clients, & leaders with whom we work. Accordingly, we seek to create & maintain a diverse staff at all levels, as well as to exhibit sensitivity to & respect for differences in all our personal, professional & business relationships on behalf of the Foundation. Further, we seek to use our grant making & consulting resources in an equitable manner with regard to race, ethnicity & gender. In so doing, we work to increase the equitable representation of community work, direct services work & systems work in our key decision-making forums & seek to establish a baseline of knowledge about the diversity of grantee organizations, vendors, consultants & other contracting services from which to set future goals and measure progress."*

Staff are now rated during their performance evaluations as to whether they are:

- ✓ *developing* skills and competencies related to the Foundation standard on diversity;
- ✓ *fully effective* in their ability and capacities to meet these competencies; or

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✓ a *role model* for others in the Foundation.

While there may be ways to strengthen the connection of the performance measure to these issues, this measure provides managers with a gateway to open the conversation and a new way to talk to Program Officers about the diversity of their grantee pool.

## W.K. KELLOGG FOUNDATION

### *At This Time Last Year*

The Kellogg Foundation had previously examined trends in its “diversity related” grant making, finding a significant increase in these investments over a four-year period (1999-2003). A major initiative included The *Cultures of Giving* investment. This investment was designed to increase the understanding of the gap in access to leadership, wealth, and influence by and among communities of color in order to grow their contributions of time, money, and know-how toward mutually responsible and just community change. The *Cultures of Giving* work honors traditions, identifies and promotes innovative approaches to giving that originate from communities of color, shares learning, and brings practices to light across and among various races and cultures as well as the broader field of philanthropy. *The Cultures of Giving* work with ethnic-based funds has taken a natural evolution of initial exploration to capacity building and now toward philanthropic asset development. Additionally, in the efforts to maximize its impact on diverse communities, the W. K. Kellogg Foundation had developed a roadmap, called *Capitalizing on Diversity* to deepen its impact. The Foundation was working to institutionalize and implement this road map, building on existing internal structures. Based on lessons from its own programmatic work, it was also developing a foundation-wide accountability plan. In order to integrate diversity into the Foundation and its grant making, it acknowledged a few necessities:

- Engaged leadership,
- An authorizing organizational culture,
- Explicit policies and procedures, and
- Internal and external systems that support the documentation and the sharing of information and best practices.

### *Update*

Building on the recognition of these key factors, the W.K. Kellogg Foundation has made considerable progress. The Board of Directors and President/Chief Executive Officer affirmed a commitment to becoming an anti racist organization and to working to promote racial equity. In so doing, the necessary authorizing culture was created and the work of developing policies, procedures, and practices began. Central to this link was the year long process of developing a new integrated and comprehensive strategic framework for the entire Foundation. This new framework was endorsed by the Foundation Board in December 2007.

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The W.K. Kellogg Foundation strategic framework includes mission and vision statements that focus on vulnerable children. In the United States, children of color are over-represented within the population of vulnerable children and families. The Kellogg Foundation's overall accountability systems will require measuring impact and outcomes within targeted communities of color, often in geographically specified areas. The framework addresses the need for improvements in five key areas (Food, Health & Well-Being; Community Assets; Family Income & Assets; Civic & Philanthropic Engagement; and Education & Learning). The work will be organized around five key approaches: Racial Equity, Policy, Leadership, Success by Third Grade, and Geographic Place. By targeting geographic areas, progress can be measured and tracked. The Foundation is now recognizing work teams to focus on each aspect of the new strategic framework. The new framework acknowledges that although the U.S. population as a whole is growing more diverse with every passing year, too many children are growing up in segregated communities. For families in these communities, the barriers to advancement continue to mount. For many, the dream of financial stability has all but vanished. Yet as a nation, the collective energy and means to do much better for oneself and one's children still exists.

### ***Current Work Plan***

The racial equity team has completed a first draft work plan which will be integrated into the comprehensive, organization-wide work plan at a later date. Launching its new work plan internally and connecting it with its existing programs, staff structure, and staff skills, Kellogg has divided its racial equity work plan into six quarters extending into the first half of 2009. The plan includes specific goals and activities for each quarter to guide the implementation of the new strategy. Activities include creating its Racial Equity Team to implement the work plan, quarterly reflections on its efforts (involving the Racial Equity Team, board, and staff), presentations to board and staff members, creating and participating in meetings and activities supported by Kellogg, and working on strategies for other areas such as human resources, communications, data systems, and organizational learning.

*First Quarter 2008:* The first part of the work plan aims to identify, build, and maintain key relationships within the Foundation and with external organizations.

#### *Goals*

1. Build internal organizational support and relationships for racial equity focus.
2. Identify and convene racial equity team (identify and hire consultants).
3. Identify and maintain external organizational relationships vital to work.
4. Finalize monthly work plan including activities.

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*Second Quarter 2008:* Activities for the second quarter consists of follow-up on first quarter activities that involved board and staff, completing grant making for the current fiscal year, developing strategies related to other elements of Kellogg's overall strategic framework, and creating a strategy for the second year of implementation.

### *Goals*

1. Identify and convene national working group.
2. Strategically fund potential organizational partners and groups.
3. Develop an outline for a comprehensive appropriation request for phase one racial equity work.
4. Design cross programming strategy for racial equity work, including evaluation metrics to be applied internally and externally.

*Third Quarter 2008:* Moving to create the broader part of its strategy, the Foundation will continue its grant making efforts, integrating consultant research, focusing on integrating racial equity into its overall data management, communication/media, and evaluation strategies. It will also begin its public and private sector engagement.

### *Goals*

1. Finalize Strategic Plan for Racial Equity (internal and external focuses) and national work.
2. Secure Board support and approval of three year (phase one) appropriation.
3. Begin to solicit related concept papers and proposals.

*Fourth Quarter 2008:* In addition to implementing the strategic framework and updating board members, activities in this quarter include sustaining a national learning community, developing a consensus document on a national agenda for racial equity, and partnering with other groups to work with the new (presidential) administration to further a national racial equity agenda.

### *Goals*

1. Fund year 2009 grantees.
2. Establish and sustain national learning communities.
3. Implement internal and external learning and communications strategies.

*Fifth Quarter 2009:* In the first part of the year, Kellogg will begin its "grand rounds" on racial equity, with discussions of its programmatic work from multiple perspectives. It will include guest speakers, programmatic updates, and possibly field trips for learning exchanges.

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*Goals*

1. Establish funder collaboratives for collective action and learning on racial equity within targeted geographic areas.
2. Initiate a forum series on successful racial equity actions with a state, regional, and national focus.
3. Review the learning from previous quarters and adjust plan.

*Sixth Quarter 2009:* The last part of the work plan turns to examine racial equity in the Foundation's policy investments, in the state of Michigan, and in the Foundation's regional relationships. At this point, the Foundation will begin searching for new opportunities based on environmental and demographic changes, and look for international models.

*Goals*

1. Focus on leadership models for racial equity.
2. Establish and implement a learning series on structural racism for an internal audience.
3. Fund development and implementation strategies to achieve policy change for racial equity including civic accountability mechanisms.

The new W.K. Kellogg Foundation strategic framework weaves an overall commitment to racial equity throughout its vision, mission, approaches, and elements. The Kellogg Foundation is now working to operationalize this intention through internal restructuring, systems alignment, and human resource management. Most importantly, it is working to learn from each phase of the implementation process. This new era of work at the W.K. Kellogg Foundation builds on years of internal leadership and work to enhance the organization's capacity to address issues of diversity and racial equity.

## THE SAN FRANCISCO FOUNDATION

### *At This Time Last Year*

It was noted that The San Francisco Foundation (TSFF) has been collecting demographic information on the staff, board, and constituents of all of its grantees for some years, but has been limited in its ability to fully analyze this information, especially with respect to communities of color. It did not have clear methods in place to measure progress of grantees in improving their staff and/or board diversity, offer support and/or strategies to those organizations whose diversity does not match its constituents and want to improve, or clarify how grant decisions would be impacted for organizations whose diversity does not conform to their constituent populations after notice by the foundation and opportunities for the organization to make changes.

### *Update*

Over the course of the last year, The San Francisco Foundation (TSFF) has been working with a new customized grants system that will enable prospective and current grantees to more easily submit diversity and other data electronically to the Foundation, and improve the ability of the Foundation to analyze and report on the data collected. This new system uses a portal (Grantee Center) for grantees to apply online. In moving to this new portal system, data from other sources, such as the U.S. Census, GuideStar, and Geographic Information Systems (GIS) can be accessed, compared, and contrasted with the information provided by organizations applying to the Foundation. With a data collection system in place, the next step for the Foundation is to address questions about the desired and necessary types of diversity information it wants, and how this information can be used to inform and improve the grant making process. The increased level of automation also leaves the Foundation to think about how the Foundation can develop indicators that can be informed by the collected data, and that will help with Foundation's assessment of impact, ability to learn from the assessment, and the impact report to its board, staff, grantees, and broader community.

The Foundation has a strong conviction that diversity benefits everyone and is not only compatible with but also promotes excellence. Its grant making policy reflects a belief that organizational performance is greatly enhanced when people with different backgrounds and perspectives are engaged in an organization's activities and decision-making process. These values are pursued in practice. First, a substantial number of grants made by the Foundation are specifically designed to promote diversity, while many other grants increase access to services for diverse groups. Second, the Foundation strives for diversity among its own board,

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staff, as well as vendors with which it contracts, recognizing that otherwise the Foundation's ability to achieve excellence in its programs would be seriously constrained. Finally, the Foundation encourages diversity in the boards, staff, and served constituencies of the organizations receiving its grants, as has been described earlier. This policy must be practiced flexibly and with sensitivity, as there are many fine organizations that are in the process of becoming more diverse, where mission, location, or stage of development slows diversification, and others for which substantial homogeneity may be considered more appropriate (e.g., a religious, ethnic, or immigrant group).

To model its philosophy and commitment to diversity, TSFF's website ([www.sff.org](http://www.sff.org)) now shares demographic information (gender and race) about its board, management, and staff. In the near future, it plans to use the new data collection and analysis capacity being developed to add demographic information reflecting grantees and the grants.

### ***Current Work Plan***

#### ***Short Term***

For the short-term, TSFF would like to collect and review tools from philanthropy and other sectors, showing how they have framed relevant questions around diversity and gathered information to answer those questions. The Foundation's priorities are as follows:

#### ***To Have a Uniform Policy on Diversity Data, Using Race and Equity as a Model***

In order to ensure that diversity data is valued and therefore used, a uniform policy on the types and uses of diversity data needs to be developed by the program department. The Foundation will start with data related to race and ethnicity and its impact on organizations and communities of color. The data and policies developed and used to measure the Foundation's impact on communities of color will subsequently be extended to other areas of diversity.

#### ***To Create a Strategy to Work with Grantees to Diversify***

The Foundation will examine the question of whether all of its grantee organizations should be required to meet certain diversity criteria, and if so what role we should play in assisting organizations in meeting that criteria. If it decides to go in this direction, the Foundation has to determine a strategy for doing so and use existing and new data to guide this strategy and to measure effectiveness. Additionally, where an organization faces challenges in diversifying and seeks help, the Foundation will need to develop a mechanism for offering technical assistance and support.

### *To Use This Strategy in TSFF's overall Grant Making Strategy and Approach*

TSFF seeks to incorporate its diversity criteria into its overall grant making strategy, so that grant award decisions include whether an organization is in compliance with the diversity criteria set by the Foundation. This includes feeling comfortable with a decision to not award a grant if an organization is not willing to comply with TSFF's diversity criteria or a decision that compliance has not been achieved.

### *Create Strategies to Increase Diversity in Other Areas*

Given the multiple ways a foundation can impact communities of color, TSFF acknowledges that in addition to grant making, there are other areas where diversity criteria is important. This would include intermediate non-profits that provide support and technical assistance to its grantees; vendors that contractually provide goods and services to the Foundation (including investment and money managers) and continued work within its own staff to monitor how its diversity reflects the community and grantees it serves.

### *Expanding Diversity to Include Other Areas*

TSFF diversity work is starting with issues related to race and ethnicity, but continues to value and understand the need to include other areas such as gender, sexual orientation, and disability. We believe given the important history and work on race, achieving improved diversity in race and ethnicity provides a strong platform for incorporating other areas of diversity into its policies, criteria, and outcomes.

### ***Long Term***

TSFF's purpose is to improve the quality of life, promote greater equity of opportunity, and to assist those in need or at risk in Alameda, Contra Costa, Marin, San Francisco, and San Mateo Counties in the Bay Area Region of California. The Bay Area's unique character is derived importantly from its heritage as one of America's most diverse communities. The Foundation actively seeks to promote access, equality, and diversity, and to end discrimination based on race, ethnicity, gender, sexual orientation, disability, or age. TSFF seeks to incorporate more deeply this core value into its grant making, donor services and relationships, purchasing and vendor relationships, and Board and staff composition, and develop effective tools for learning from its work and measuring the impact of its policies and strategies on diversity. Lastly, TSFF seeks to continue to provide leadership through its work with philanthropy, the non-profit

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sector, and communities in general on the importance of continuing to learn and facilitate dialogue and strategies for achieving a more diverse and just society.

## The Atlantic Philanthropies

### ***About Atlantic***

The newest member of the Race and Equity in Philanthropy Group, The Atlantic Philanthropies is dedicated to bringing about lasting changes in the lives of disadvantaged and vulnerable people. Atlantic focuses on social problems in four critical areas: Ageing, Disadvantaged Children & Youth, Population Health, and Reconciliation & Human Rights. Programs funded by Atlantic operate in Australia, Bermuda, Northern Ireland, the Republic of Ireland, South Africa, the United States and Viet Nam. Atlantic intends to spend its nearly \$4 billion endowment by the year 2016.

Atlantic's spend-down model and global structure make it a unique case for measuring impact on communities of color because of the shorter timeline for tracking progress and the different distinctions and definitions of race across its geographies.

### ***Current State***

In 2007, Gara LaMarche joined The Atlantic Philanthropies as President and CEO. One year after his arrival, the Foundation is in the midst of reviewing its program strategies and aims to include racial equity as a part of the review process, with the goal of building explicit strategies to address issues of race into each of its four program areas. Once Atlantic examines the current state of racial equity in its programs, it will then design a plan for evaluating its impact on communities of color. In addition to forming a working group on this issue, Mr. LaMarche also seeks to engage the organization's leadership and Trustees to re-think Atlantic's impact, with particular attention to communities of color.

While Atlantic is working to build explicit strategies that address issues of race in its program areas, all of its grants are aimed to make lasting change in the lives of disadvantaged and vulnerable people. Many of Atlantic's existing grants touch on issues of racial equity in the countries where Atlantic operates. Examples include:

- In Bermuda, in an effort to maximize the human potential on the island, Atlantic has helped to fund a study (from 2007-2009) on disparities in various outcomes among young black and white men. These outcomes include education, employment, income, earnings, and behaviors that reduce the likelihood of their success.
- In South Africa, Atlantic supported the establishment of a digital archive to preserve and provide access to records and stories relating to the South African Truth and Reconciliation Commission (TRC). The TRC was a court-like body assembled in South Africa after the end of

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Apartheid which served as the key instrument in democratic South Africa's interrogation of its apartheid past.

- In the United States, Atlantic is supporting the Aspen Institute Roundtable on Community Change to host leadership seminars on racial equity for its Ageing and Disadvantaged Children & Youth grantees.
- In the United States, The Ageing Programme has recently revised its strategy to be more deliberate in the inclusion of elders of color in its strategic area of Civic Engagement. This effort builds on the program's prior support of programs that have created opportunities for elders of color, most notably Civic Ventures' Experience Corps, which uses older adult volunteers to provide tutoring to academically-at-risk school children.

### SUMMARY

Each of the foundations began with an assessment of their ability to measure their grant making to and impact on communities of color. What information could be garnered from their own grants databases? How useful is that information and how could it be more useful? Upon that reflection, each one had to consider what would be necessary in order to generate better measures, ones that were reflective of their missions, and ones that could be feasibly collected and analyzed. Subsequently, they had to think about the necessary tools and practices that would have to be engaged in order to meet their own individually determined goals.

As one can see, each of the foundations is now using a nuanced approach to begin to assess their giving and impact on communities of color. One foundation has forged ahead in collecting and analyzing grantee data via a brief survey. Another has approached its impact assessment by enhancing its technological capacity, and one foundation is implementing a detailed plan for how it plans to engage all aspects of the foundations in conversations and planning the assessment of impact. And finally, one foundation is at the initially stages for developing its approach to measuring its international impact.

While all of these approaches are customized to the goals and mission of each organization, all of them are possible and feasible with a commitment to developing a strategy to document and measure the impact of its work, to put systems in place or enhance existing ones, and to analyze the significance of this impact.

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## **DATA ON RACE AND RACIAL DISPARITIES IN PROGRAM AREAS OF INTEREST TO REPG FUNDERS**

### **COMMUNITY DEVELOPMENT**

Housing discrimination, limited goods and services, spatial mismatch of jobs and job-seekers, neighborhood segregation by race and class, and segregated and under-resourced schools are some of the existing conditions that contribute to neighborhood instability. These conditions are also disproportionately present in communities of color.

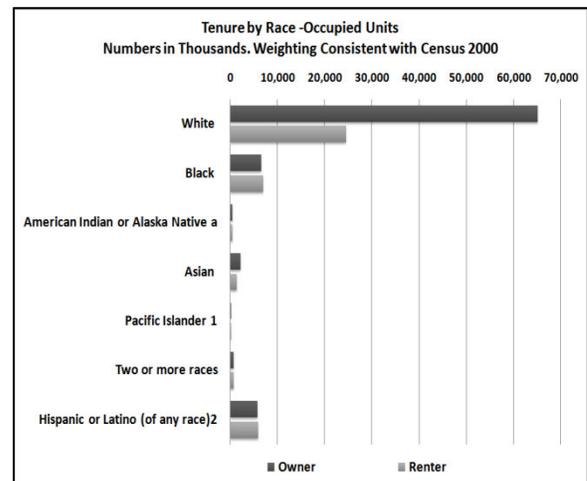
#### **Highlighted Community Development Data**

**Integration:** Blacks and Hispanics/Latinos experience the highest levels of segregation residential segregation.<sup>4</sup> Less than ten percent of residents in the fifty largest U.S. cities live in black-white integrated blocks.<sup>5</sup>

**Home Purchases:** Both Latinos and African Americans are 31% to 141% more likely to receive higher subprime mortgage rates (fixed) (adjustable: 15% - 37%) for purchasing homes than white borrowers. African Americans were 31% more likely to

receive higher-rate subprime purchase loans than white borrowers.<sup>6</sup>

**Job Availability:** The highest level of spatial mismatch between jobs and places of residence were greatest among blacks.<sup>7</sup> In places where the job supply is decentralized, Blacks are still isolated from jobs.<sup>8</sup>



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## POVERTY

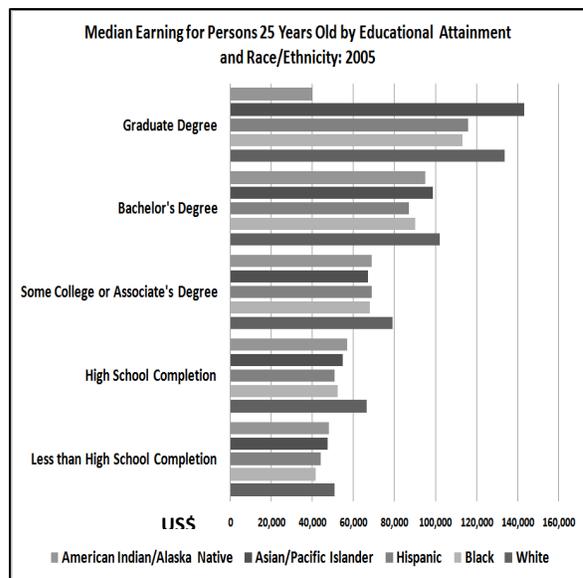
The distribution of poverty within the U.S. is affected by both government and private policies and practices in many areas. The unequal impact of policy such as participation in government-sponsored assistance programs, child tax credit eligibility, and discriminatory practices in hiring, are some of the ways racial disparities persist.<sup>10</sup>

### Highlighted Poverty Data

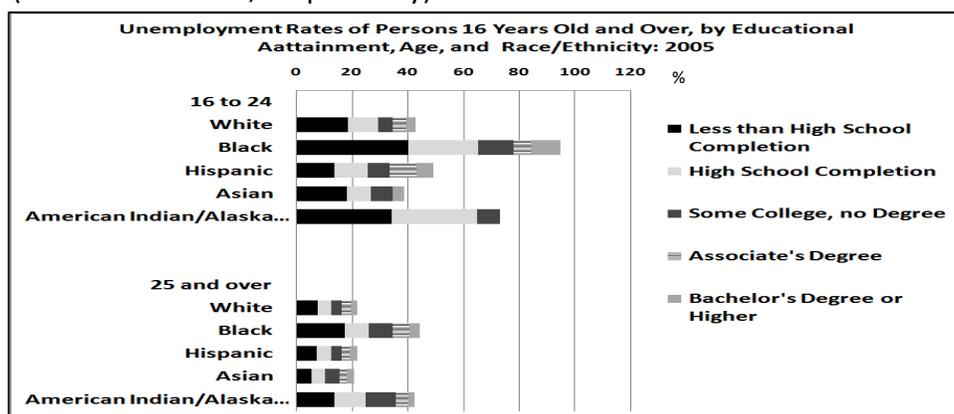
**Overall:** In 2006, 12.6% of the population lived under poverty, but almost a quarter (24.3%) of the black and more than one-fifth (20.6%) of the Hispanic population were in poverty.<sup>11</sup> The median household income for Non-Hispanic White households (\$52,423) was 64% higher than Blacks (\$31,969), 39% more than Hispanics (\$37,781), and 18% lower than Asians (\$64,238).<sup>12</sup>

**Children:** According to the National Poverty Center, 17.8% of all children in the US were living in poverty in 2004. This number reflects a disproportionate number of Black and Hispanic children, with about one-third of the children in each of these groups living in poverty (33.2% and 28.9%, respectively).

Only about a tenth of Non-Hispanic White and Asian children lived in similar circumstances (10.5% and 9.8%, respectively).<sup>13</sup>



**Income Taxes:** Children of color are 10 times more likely than other children to be denied the full child tax credit because their income is too low, and received an average of \$83 to \$157 less than other children on the credit.<sup>14</sup>



## AGING

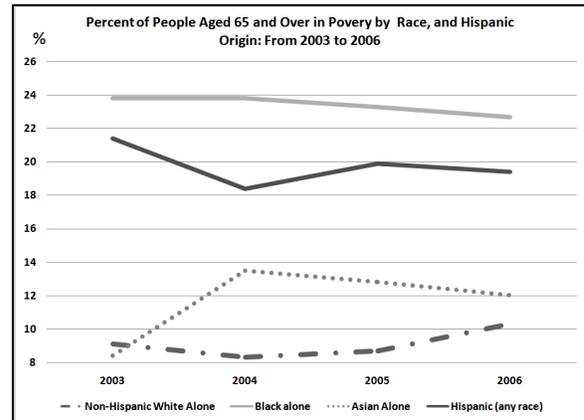
As life expectancies across groups continue to grow, so too do the issues facing those over age of 65. With that growth and the expanded percentage of minorities in the population, the necessity for reducing disparities in aging becomes more pressing.<sup>15</sup>

### Highlighted Aging Data

Adults over the age of sixty-five are expected to compose one-fifth of the population by the year 2030, with twice as much growth expected among older adults in communities of color (143% growth in the American Indian population up to 254% in the Hispanic population).<sup>16</sup>

**Poverty Among the Elderly:** The proportion of Black (22%) and Hispanic (21%) adults over age 65 that live in poverty are 3 times larger than the proportion of elderly White (8%) adults in poverty (2000), and were two to three times more likely to live alone (2003). Asian women in poverty were 4 times more likely to live alone than Asian men. Both Non-Hispanic White and Asian men and women had slightly higher labor force participation rates than Blacks and Hispanics (2003).

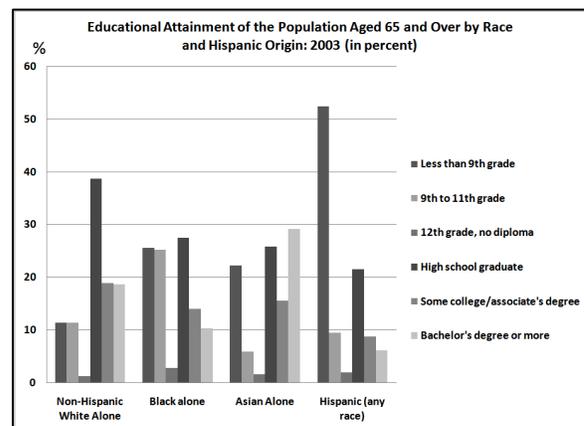
**Homeownership:** The difference in homeownership between Non-Hispanic White households with an older adult and similar Asian, Hispanic, and Black households was about 20%, with the latter groups owning homes less frequently (2001).



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**Living in Nursing Homes:** Between ages 65 and 85, black men and women more frequently reside in nursing homes than white men and women<sup>18</sup>

**Grandchildren:** Children in families maintained by grandparents are more often: in families with income below poverty, in households receiving public assistance, and without health insurance. Children of color represent almost 60% of children living in grand-parent maintained families.<sup>19</sup>



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## EDUCATION

While the proportion of post-secondary degrees awarded to people of color has grown slightly over the last decade<sup>21</sup>, large differences in the educational experiences remain in areas such as participation, attendance, enrollment and attainment.

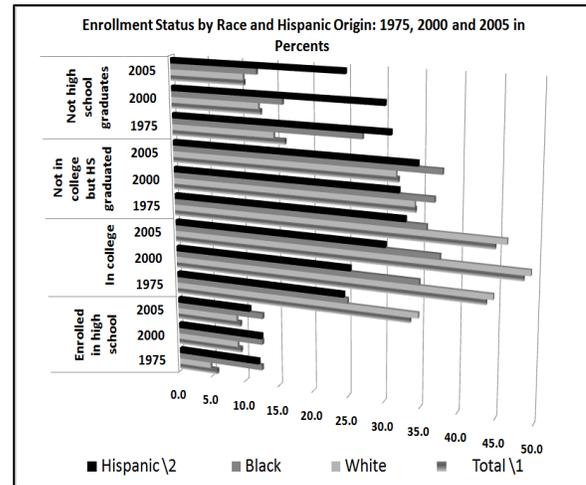
### Highlighted Education Data

**Participation:** While the overall percentage of youth between the ages of 16 and 24 who dropped out of high school declined between 1989 and 2005, there are still large differences in groups.

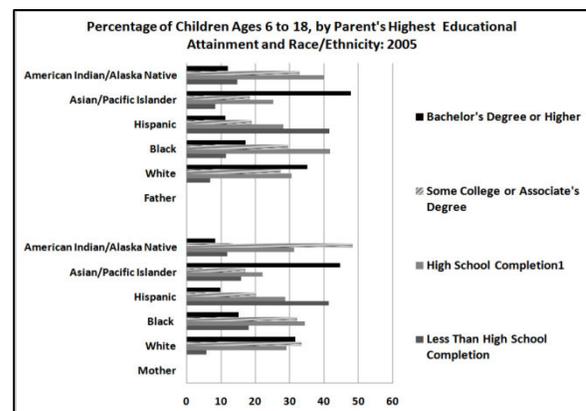
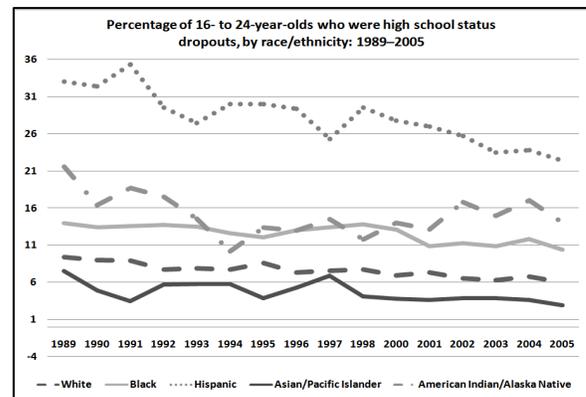
American Indians/Alaskan Natives had the most absenteeism (2002) Black students had the highest levels of suspensions and expulsions, with over three times as many suspensions as White non-Hispanic students, following by American Indian students (2000).<sup>22</sup>

**Achievement:** Among high school graduates in 2000, American Indians least frequently completed advanced coursework in science, mathematics and in a foreign language. Black, non-Hispanic students, consistently averaged the lowest scores on the SAT and ACT from 1996 to 2004 and on Advanced Placement examinations in 2003.<sup>23</sup>

**Available Support:** As shown in the adjacent graph, children of color are more frequently from families with parents that have significantly less formal education than other families.



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## HEALTH

The area of health encompasses a number of approaches including supporting research to inform health policy, diversification the health workforce, and research on trends in disparities within health areas. Areas of interest include service utilization, access and quality of care, cultural competence, disparities in diagnoses and the incidence and prevalence of diseases.

### Highlighted Health Data

**Barriers to Good Health:** Among the barriers to having good health are neighborhood resources, cultural competency in services, insurance, spatial segregation, discrimination in the health care system, and access to health and wellness.<sup>26</sup>

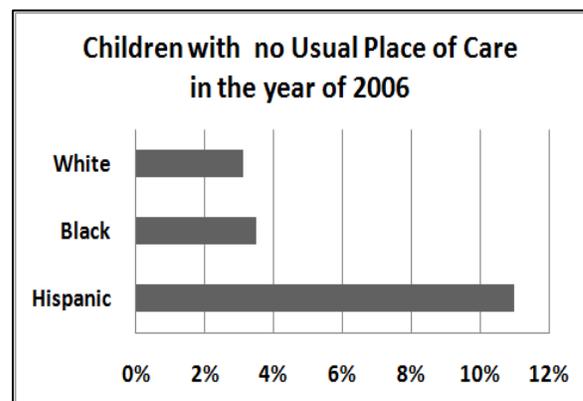
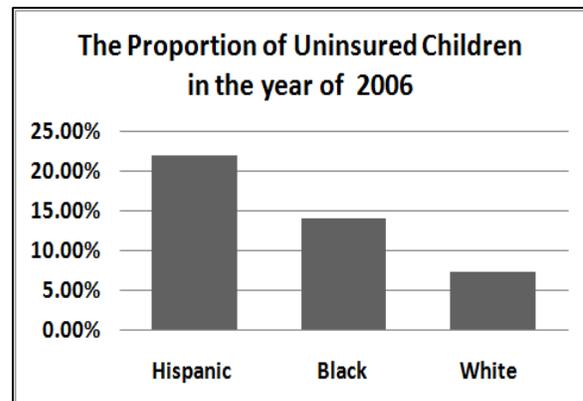
**Insurance<sup>27</sup>:** One-tenth of Non-Hispanic Whites were without health insurance, whereas 34.1% of Hispanics, 20.5% of Blacks, and 15.5% of Asians were without health insurance in 2006. The proportion of uninsured children was greatest among Hispanic children (22.1%) followed by Black (14.1%), Asian (11.4%) and White children (7.3%).

**Overall Access<sup>28</sup>:** Just over 11% of Hispanic children had no usual place of care, compared to 3.1% of Non-Hispanic White children and 3.5% of Black children. Hispanic (37%) and Black children (24%)

usually receive care at clinics more often than Non-Hispanic White children (16%).

**Medical Workforce:** Although people of color compose one quarter of the US population, they only make up six to seven percent of the nation's nursing, medicine, dentistry, and psychology workforce.<sup>29</sup>

**Specific Disease:** Black men and women have the highest rates of death related to cancer.<sup>30</sup>



## ENVIRONMENT

Disparities in the environment are significant with regard to the overall health conditions within communities, and can be especially critical to child development and school readiness.

### Highlighted Environmental Data

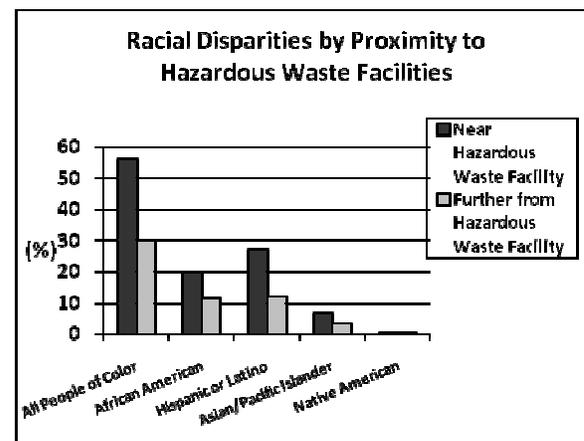
**Overall:** Recent research by both the Environmental Protection Agency and other researchers has shown persistent discrepancies in the dumping of toxic waste – more often in or near communities of color, a larger portion of the African American population being affected by asthma, and more African American children suffering from lead poisoning.<sup>31</sup>

**Proximity to Hazard Waste Sites:** Although less than in 1990, almost twice as many people of color still lived near (within three kilometers) a hazardous waste facility as people of color that did not live near such facilities in 2000.<sup>32</sup>

**Disaster Preparedness:** For disasters, race is a significant factor in the pre-existing conditions of communities prior to disaster,

affecting their ability to endure and their ability to recover.<sup>33</sup> The difference in access to a vehicle among poor Black and White people prior to Hurricane Katrina was 36%: less than 20% of poor Black people had access to a vehicle.<sup>34</sup>

**Chemical Accidents:** Chemical facilities in counties with larger percentages of African Americans tend to have a greater risk of chemical accidents and related injuries.<sup>35</sup>



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