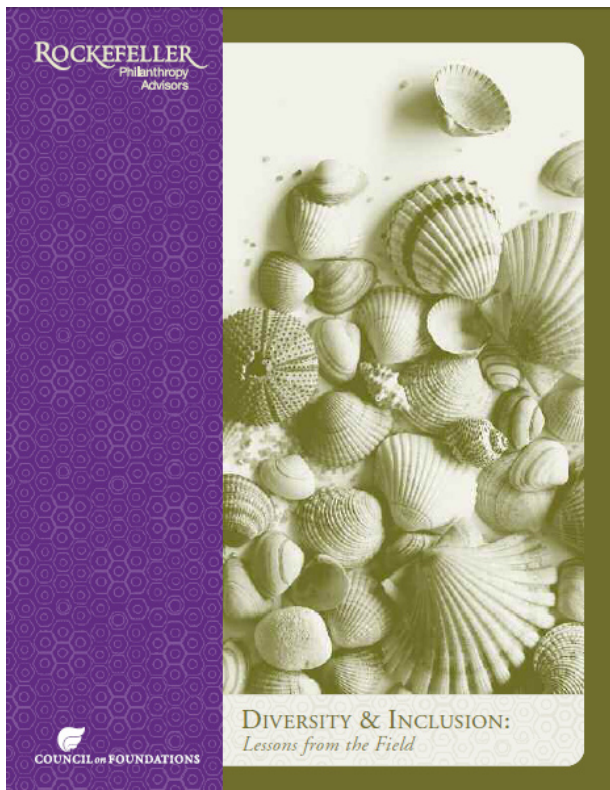


Diversity & Inclusion: Lessons from the Field



Foundation and the Robert Wood Johnson Foundation—vary in focus, from hands-on grantmaking strategies to moral and marketplace rationales for embracing diversity. The first essay, from the Jessie Smith Noyes Foundation, highlights the challenges a family foundation faced in expanding its board. The Rosenberg Foundation essay argues that diversity has costs that are well worth the investment. The W.K. Kellogg and Robert Wood Johnson Foundations discuss the importance of diversity to the success of their missions, while The California Endowment points out the relevance of diversity across the spectrum of philanthropic interventions. Together, the pieces emphasize the need to move away from diversity based on quotas and headcounts towards true inclusion, where diverse perspectives are incorporated to effect change, by working with communities, not just for them, to realize our common vision.

The final essay draws on empirical studies to explore the crucial question in the debate on diversity in philanthropy: whether or not diversity actually leads to effectiveness. The authors find evidence that racial/ethnic diversity indeed contributes to better outcomes but can create tension in groups. With empirical evidence supporting the link between diversity and effectiveness, the case for diversity becomes clearer. Diversity is here to stay, making it a goal for philanthropic institutions to learn to manage it and maximize its impact.

Lessons from the Field aims to connect leaders by candidly sharing successes and failures, and most of all, by emphasizing the diversity imperative in our changing society.

— Jessica Chao, Renée B. Branch, Meghna Shah

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The Inescapable Reality of a Changing Society

In late 2008, Rockefeller Philanthropy Advisors, with the Council on Foundations, released the latest in a series of publications on philanthropy and communities of color. *Diversity & Inclusion: Lessons from the Field*, was made possible by generous support from the Charles Stewart Mott Foundation. In the months after the United States elected its first African American president and the California State Assembly made a major legislative effort to regulate foundation giving to communities of color, questions of race, ethnicity and equality are timely in the country and in the field. This collection of lessons learned from CEOs and trustees shares six foundations' commitment to diversity in staffing and grantmaking and its resulting impact on effectiveness.

The essays—drawn from the experiences of the Jessie Smith Noyes Foundation, Dell Inc., The California Endowment, Rosenberg Foundation, W.K. Kellogg