



# Changing the Face of Housing in Minnesota Leadership Survey Report

Measuring the Success of Housing, Planning, and Community Development Organizations in Recruiting and Maintaining Racially and Ethnically Diverse Staffs and Boards

First Edition  
December 2004



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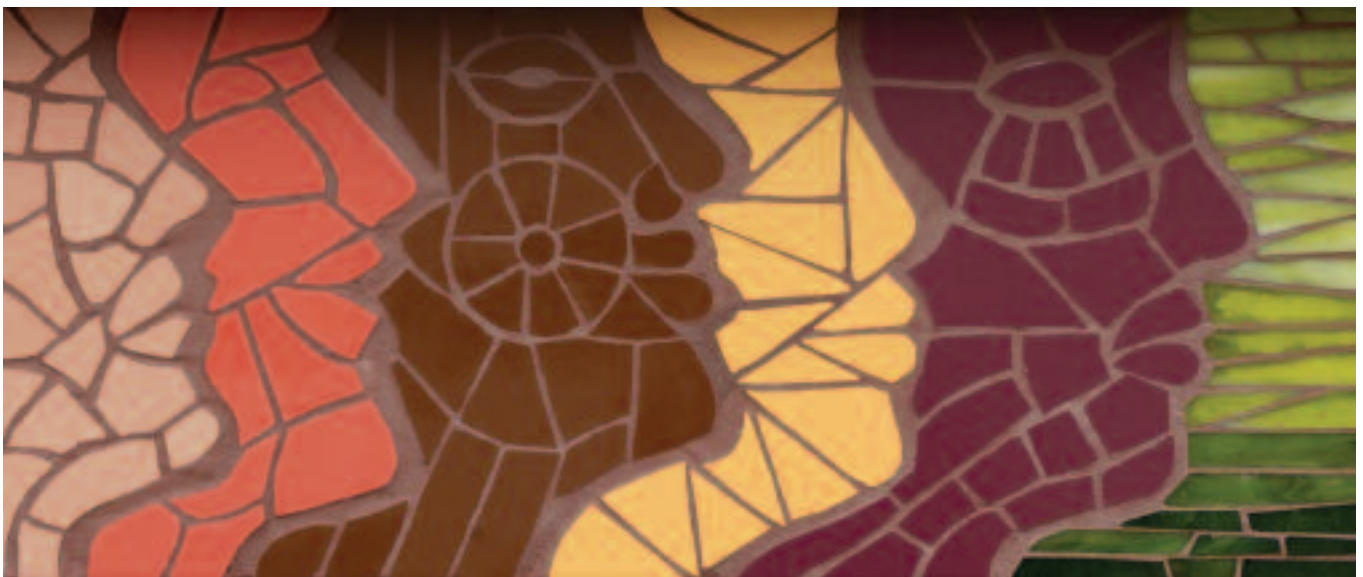


### Cover Art

Marilyn Lindstrom with artist associate Malichansouk Kouanchao and women residents of the Jeremiah Program, *Hand to Heart Mosaic Series: Rainbow of Faces*, 2003, ceramic, tile, glass, mirror, and clay, 30 x 12 in. The mural project was sponsored by The Jeremiah Program and the City of Minneapolis Art in Public Places Program.

### Artist Statement

The imagery and its symbolism for the "Hand to Heart" mural grew out of discussions and brainstorming with the women residents of the Jeremiah Program, a program that "changes women's lives for their children's future." Single mothers live in beautiful, affordable housing at the Jeremiah Program while going to school, working, managing their families, and participating in the collective vision of the program. The mosaics were created to represent different aspects of the resident's culture, heritage, and journey through Jeremiah. In this particular mosaic (one of seventeen), a rainbow of faces looks together toward the future. Success is a shared journey, and everyone plays a part in creating a community that is better for all people.



### About the Authors and GrayHall LLP

Nora Hall, Ph.D., Managing Partner, and Karen Gray, M.S., Senior Partner, are principals in GrayHall LLP, a management consulting firm specializing in research, evaluation, planning, and communications. Founded in 1987, GrayHall works with a range of partners, including corporations, educational programs, foundations, government, higher education, school districts, individual schools, and nonprofits. The principals have extensive organizational experience and have helped groups of many sizes critically assess program, project, and organizational outcomes. Ms. Gray and Dr. Hall have provided consulting services for local, national, and international organizations and have received local and national recognition for their work. They have published articles on leadership, occupations, organizational communication, inclusiveness, and diversity in scholarly journals, newspapers, and books. GrayHall is the executive producer of No Short Cuts®, a nationally distributed videotape series on leadership and culture in service environments.

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Changing the Face of Housing in Minnesota is a joint initiative of the Corporation for Supportive Housing (CSH), the Family Housing Fund (the Fund), and the Twin Cities Local Initiatives Support Corporation (LISC). It was created to support local housing, planning, and community development organizations in their efforts to recruit and maintain diverse boards of directors and to recruit, hire, and retain diverse staff.

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Thank you to all of the housing, planning, and community development leaders, managers, and staff who provided information and explanations of their diversity and inclusiveness efforts and activities and for candidly responding to the telephone survey and recognizing the importance of working on diversity and inclusiveness to help create a more equitable workplace.

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## Executive Summary

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### Introduction and Background

Changing the Face of Housing in Minnesota (CFHM) contracted GrayHall LLP to conduct a telephone survey conducted in 2003 with leaders, managers, and staff of housing, planning, and community development organizations regarding the progress of their organizations in recruiting and maintaining racially and ethnically diverse staffs and leaders.<sup>1</sup> This report summarizes the results of the survey and provides a baseline for measuring progress in future years.

### Method

This assessment involved anonymous telephone interviews carried out over a six-month period during June–December 2003. GrayHall LLP staff and associates conducted the interviews. Data collection began with a sample of 160 planning and community development organizations in the seven-county metro area.<sup>2</sup> The sample was drawn from a population of 267 organizations that were part of the combined mailing lists of the sponsoring organizations: the Corporation for Supportive Housing, the Family Housing Fund, and the Twin Cities Local Initiatives Support Corporation. The survey gathered 97 usable responses, a 61% response rate. Of the 97 respondents, 39% classified themselves as developer/CDC/housing service providers, 25% as supportive housing/human service providers, 17% as government agencies, 12% as advocacy organizations/affiliation groups, and 7% as intermediaries. We are 95% confident that this data will be within +/- 8 percentage points when generalizing to the total population. The survey collected data on the following: board members' racial/ethnic and cultural background and gender; board selection and service; staff members' racial/ethnic and cultural background and gender; staff recruitment, hiring, and retention; and how sponsors and organizations can help each other achieve CFHM's goals. The survey placed emphasis on nine racial/ethnic groups: African American (multiple generations U.S. born); African/Black (new immigrants); American Indian (Native American); Asian Pacific (multiple generations U.S. born); Asian Pacific (new immigrants); Latino, Chicano, Hispanic (multiple generations U.S. born); Latino (new immigrants); Caucasian/White (multiple generations U.S. born); and Caucasian/White (new immigrants). Respondents could report additional gender or racial/ethnic groups by selecting the category of "Other." The study design did not call for comparing the findings to other racial/ethnic employment demographics within the field of housing, community development, and planning or with other fields. The goal was to report a baseline of information on employees in housing, community development, and planning organizations in the seven-county metro area for purposes of comparing employment progress over time.

### Findings

The assessment shows that people of color compose about 20% of all housing, planning, and community development boards, approximately 17% of all staff positions, and just 14% of staff leadership positions. The findings are reported in nine sections: A.) Board Composition, B.) Board Selection and Service, C.) Staffing, D.) Staff Recruitment, Hiring, and Retention, E.) Commitment to Hiring a Multicultural Workforce, F.) Strategies for Supporting Diverse Staff, G.) Obstacles to Staff Diversity, H.) Help from Sponsors, and I.) Referring Colleagues and Sharing Information.

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<sup>1</sup> *Racially and ethnically diverse* refers to a variety of physically distinct people and people who belong to particular groups with affiliations that are passed from generation to generation. CFHM is particularly concerned about improving the representation of African Americans, American Indians, Latinos, and Asian/Pacific Americans in the field of affordable housing, planning, and community development.

<sup>2</sup> The seven counties are Anoka, Carver, Dakota, Hennepin, Ramsey, Scott, and Washington.

### A. Board Composition

Respondents described the make-up of their boards by indicating the number of men and women and identifying the racial/ethnic groups comprised by the board. The members of boards were reported to be primarily Caucasian and African American. Caucasians or whites occupy 80% of board memberships, followed by African Americans (multiple generations U.S. born), who account for approximately 14% of board members. American Indian (Native American), Asian Pacific (multiple generations U.S. born), and Latino, Chicano, and Hispanic (multiple generations U.S. born) members composed approximately 6% of boards and advisory committees, and new immigrant Americans of any race made up less than 1% of all organizations' boards/committees. The size of the organization made no significant difference in the composition of its board.

### B. Board Selection and Service

Respondents were asked whether their organizations had in place criteria by which to qualify individuals for board service.<sup>3</sup> About a third did have established criteria that applied to all board positions (32%), and about the same number (30%) did not; 23% of the organizations reported that they established criteria as openings occurred. Among the 15% who answered "Other" to this question, the most common reason given by government agency employees was that agencies have no control over board positions because they are held by elected officials or political appointments. Some developers have set aside board positions, such as reserving positions for representatives of affiliated organizations and neighborhood organizations or for elected officers. A few advocacy organizations reported seeking persons with specific expertise (e.g., grant writing, networking, or prior board service) for some board positions. Advocacy organizations also reported seeking demonstrated commitment to the organization's mission and experience with its services (e.g., having been homeless). More medium-size organizations (40%) indicated that they have established criteria that apply to all candidates than did small and large ones.

When asked if their organization's bylaws reserved some board seats for specific types of members, more respondents answered "No" (56%) than "Yes" (44%). Supportive housing/human service providers had fewer such bylaws than the other types of organizations. Most (73%) of the respondents indicated that their organizations did not have written policies on board diversity. The obstacles to increasing board diversity that were noted included lack of time, limited contacts with diverse communities, and problems with recruitment, retention, and technical expertise. Many responding organizations said they were dissatisfied with the recruitment and retention strategies they were currently using and felt that their need for technical expertise limited their selection of board members.

### C. Staffing

Women account for approximately 30% more of those employed in the field of housing, planning, and community development than do men, and Caucasian or white employees compose the largest racial/ethnic group in all organizations (81%). Women leaders and managers make up 59% of all employees in these organizations and 67% of all professionals. Women technicians account for 70% of employees in that category, and 19% of service workers are women. Caucasian employees are almost evenly distributed across job categories and occupy 84% of all leader and manager positions. People of color compose approximately 17% of the staff of all organizations and approximately 14% of their leaders and managers. Members of new immigrant groups make up less than 1% of the staffs of all organizations. Other categories of workers, most frequently workers with disabilities, compose about 1% of organizations' workers.

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<sup>3</sup> The term *criteria* in the Changing the Face of Housing Leadership Survey and this report refers to the accepted organizational standards or methods used in making decisions or judgments about diversity work such as board qualifications and staff recruitment.

#### **D. Staff Recruiting, Hiring, and Retention**

When asked whether their organizations had written criteria for recruiting diverse staff members, nearly half (48%) of the planning and community development organizations surveyed answered that they had established diversity criteria for all candidates. Nearly a third (32%) had no criteria in place, while 14% replied “Other” and 6% indicated that they developed criteria suited to openings as they arise. About 54% of respondents described the criteria they used to recruit diverse staff. Most stressed the importance of advertising in ethnic and community-based publications, training, and community outreach as well as the importance of manager accountability and of an organization’s values, policies, and plans in defining staff recruitment criteria.

#### **E. Commitment to Hiring a Multicultural Workforce**

Most (70%) of the housing, planning, and community development organizations had adopted written commitments to hire a multicultural workforce, including 71% of the developers/CDCs/housing service providers, 67% of government agencies, 71% of intermediaries, 79% of supportive housing human service providers, and 50% of advocacy organizations or affiliation groups. Although the predominant racial/ethnic group on the organizations’ staff was Caucasian/white (81%), many respondents pointed out that this group includes many cultures, and reminded us of their strong commitments to hire people of color despite the many challenges noted earlier.

#### **F. Strategies for Supporting Diverse Staff**

Overall, most organizations (54%) had adopted training and networking strategies to support all staff or addressed the support needs of diverse staff as they came up: 44% of developers/CDCs/housing service providers, 54% of government agencies, 70% of supportive housing human service providers, and 73% of advocacy organizations or affiliation groups had support strategies in place or addressed the support needs of staff as they were presented, although only 29% of intermediaries had strategies that apply to all staff. Eight organizations (two intermediaries, four CDCs, and two supportive housing groups) offered other strategies for supporting diverse staff, including addressing the needs of particular programs within their organizations, establishing diversity priorities, and putting strategies in place that empower employees. There were clear similarities between the strategies for recruiting diverse staff reported above and those identified here. For example, in describing criteria for recruiting diverse staff, respondents noted that they participate in community outreach activities such as placing ads in community newspapers that focus on communities of color; that they rely on diversity plans, values, and commitments; and that they hold managers accountable for setting and accomplishing diversity goals.

#### **G. Obstacles to Staff Diversity**

When respondents were asked, “What are some of the obstacles to staff diversity?”, 44% responded that they were unable to find qualified people from diverse communities; 14% selected a lack of time, limited contacts with diverse communities, and lack of interest on the part of diverse people, respectively; 9% reported that other matters take priority; and 65% identified other factors in addition to those mentioned. Organizations of all types (approximately 65%) offered examples of obstacles to staff diversity, which included the limited size of their organizations’ budgets and staffs, too few applicants of color in job pools, barriers posed by union memberships, and the limited skills, experience, and expertise of applicants of color. Several organizations indicated that small staff sizes and long-term employees made it hard to diversify their organizations. Other respondents were concerned about the salary requirements of people of color, noting that it is hard for some organizations to compete for employees because of their limited budgets.

## H. Help From Sponsors

The last section of the survey asked respondents what the sponsoring organizations of Changing the Face of Housing in Minnesota—the Corporation for Supportive Housing, Family Housing Fund, and Twin Cities Local Initiatives Support Corporation— could do to help organizations in the field of housing, planning, and community development increase board and staff diversity. More intermediaries (80%) and supportive housing and human service providers (63%) requested help with recruitment. There was somewhat less interest in the categories of self-assessment and planning and of education and training. Respondents used the “Other” response to acknowledge the work of Changing the Face of Housing in Minnesota and to offer ways to modify CFHM’s work to better address their needs. Among suggestions were several requests for CFHM sponsors to share best practices, enhance the skills of job applicants and interns, provide funding, and enhance communications and partnerships. Some respondents would like sponsors to create a pool of people of color to serve on boards, and others would like funding for new hires or interns because of their organizations’ limited staffing budgets.

## I. Referring Colleagues and Sharing Information

Sponsors wanted to know if they could refer their colleagues in the field to each other for sharing knowledge about recruiting and maintaining diverse boards, staffs, and leaders, and 97% answered “Yes.”

## Conclusions

The literature on community change stresses the importance of drawing on the creativity of the whole community in order to achieve desired outcomes. With people of color making up approximately 20% of all housing, planning, and community development boards, 17% of all staff, and just 14% of staff leadership positions, it will take the whole community working together to achieve long-term, visible, and sustainable change. Current research suggests that finding multiple ways for stakeholders to participate in the change process increases satisfaction and improves outcomes.

To create the community many envision, CFHM and others will have to determine what success would look like. The findings of the *CFHM 2003 Leadership Survey*, which is generalizable to the entire housing, planning, and community development field, can help organizations define success, steer planning, and motivate action. Findings from the survey provide insight into the present state and needs of organizations and offer a benchmark for the field. With this study as a guide, CFHM and its partners can evaluate success over time. Report researchers recommend repeating this study in three years to assess progress.

In addition, the *CFHM 2003 Leadership Survey* findings identify current barriers that organizations in the housing, planning, and community development field face in recruiting and maintaining racially and ethnically diverse staffs and leaders in the field; show that developing effective recruitment strategies are a high priority; and raise questions about the role of CFHM in offering self-assessment, planning, education, and training to organizations to help them change the face of housing in Minnesota.

## I. Introduction and Background

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In 2003, Changing the Face of Housing in Minnesota (CFHM) contracted with GrayHall LLP, a Saint Paul-based management consulting firm specializing in research, evaluation, planning, and communications, to survey housing, community development, and planning organizations in the seven-county metro area.<sup>4</sup> Changing the Face of Housing in Minnesota is a joint initiative of the Corporation for Supportive Housing (CSH), the Family Housing Fund (the Fund), and the Twin Cities Local Initiatives Support Corporation (LISC). It was created to support local housing, planning, and community development organizations in their efforts to recruit and maintain diverse boards of directors and to recruit, hire, and retain diverse staff.

The purpose of the assessment was to document the progress of organizations in recruiting and maintaining racially and ethnically diverse staffs and leaders.<sup>5</sup> The study design did not call for comparing the findings to other racial/ethnic employment demographics within the field of housing, community development, and planning or with other fields. The goal was to report a baseline of information on employees in housing, community development, and planning organizations in the seven-county metro area for purposes of comparing employment progress over time.

Specific objectives were to:

- create a picture of the field in 2003 that will be used as a benchmark to examine progress over time;
- highlight specific aspects of diversity/inclusiveness recruitment, hiring, and retention that warrant attention; and
- inform itself to help organizations implement strategies that will increase the participation of communities of color at all levels of housing production, planning, management, policy, and decision making.

This report, based on telephone interviews with leaders, managers, and staff of housing, planning, and community development organizations, reveals that people of color compose about 20 percent of all housing, planning, and community development boards, approximately 17 percent of all staff positions, and just 14 percent of staff leadership positions. It suggests the importance of working with housing, planning, and community development organizations to address barriers to diversity as well as areas of recruitment and retention identified by the survey.

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<sup>4</sup> The seven counties are Anoka, Carver, Dakota, Hennepin, Ramsey, Scott, and Washington.

<sup>5</sup> *Racially and ethnically diverse* refers to a variety of physically distinct people and people who belong to particular groups with affiliations that are passed from generation to generation. CFHM is particularly concerned about improving the representation of African Americans, American Indians, Latinos, and Asian/Pacific Americans in the field of affordable housing, planning, and community development.

## II. Method

The following assessment of housing, community development, and planning organizations in the seven-county metro area is based on telephone interviews carried out over a six-month period during June–December 2003. GrayHall LLP staff and associates conducted the interviews.

### Tasks and Scope

This study consisted of four major steps:

#### Step 1: Planning and Design

The interview survey was designed in consultation with the Changing the Face of Housing in Minnesota sponsors: the Corporation for Supportive Housing, the Family Housing Fund, the Twin Cities Local Initiatives Support Corporation, and the CFHM Advisory Group. Through telephone discussions, emails, and joint meetings, GrayHall staff developed a work plan and a telephone survey. This instrument guided all interviews (Appendix A). The survey highlighted the following:

- Board members’ racial/ethnic and cultural background and gender,
- Board selection and service,
- Staff members’ racial/ethnic and cultural background and gender,
- Staff recruitment, hiring and retention,
- How sponsors and organizations can help each other achieve CFHM’s strategies.

#### Step 2: Primary Data Collection

The method of data collection was telephone interviews with a sample of 160 housing planning and community development organizations in the seven-county metro area.<sup>6</sup> Table 1 shows the number of organizations that responded from each county. The sample was drawn from a population of 267 organizations that were part of the combined mailing lists of the sponsoring organizations: the Corporation for Supportive Housing, the Family Housing Fund, and the Twin Cities Local Initiatives Support Corporation. (See Step 4 below for details about the accuracy of the sample.)

**Table 1: 2003 CFHM Leadership Survey Respondents by County**

County	Organization Size			Total
	Small (1–10 Employees)	Medium (11–99 Employees)	Large (100 + Employees)	
Anoka	1	3	0	4
Carver	0	1	0	1
Dakota	0	0	1	1
Hennepin	19	28	5	52
Ramsey	15	14	6	35
Scott	0	1	0	1
Washington	1	0	2	3
<b>Total</b>	<b>36</b>	<b>47</b>	<b>14</b>	<b>97</b>

<sup>6</sup> The seven counties are Anoka, Carver, Dakota, Hennepin, Ramsey, Scott, and Washington.

**Step 2: Primary Data Collection (continued)**

All callers were assured anonymity and were told that their responses would be incorporated into a primary database using categories such as developer/community development corporation (CDC)/ housing service providers, government agencies, intermediaries, supportive housing human service providers, and advocacy organizations or affiliation groups. Calls were made to 160 organizations, and the survey gathered 97 usable responses, a 61 percent response rate. Some organizations were unable to respond to all questions in the survey, primarily because such questions were not applicable. Consequently, tables and figures in this report show various response rates (e.g., Figure 3—Overall Responses: N = 86).

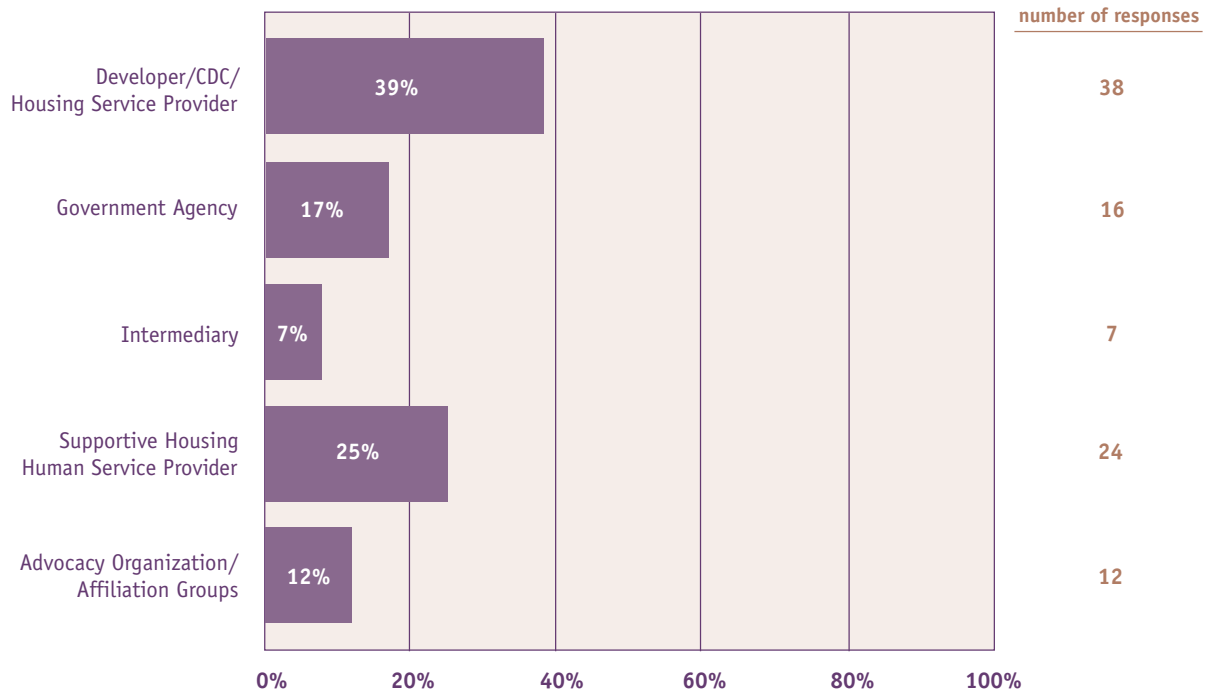
Of the 97 respondents, 39 percent classified themselves as developer/CDC/housing service providers, 25 percent were listed as supportive housing/human service providers, 17 percent chose the category of government agency, 12 percent were classified as advocacy organizations/affiliation groups, and seven percent chose intermediary. Forty organizations (25%) did not respond to phone calls, five organizations (3%) refused to participate because they feared providing information would reveal too much about their employees, and eighteen organizations (11%) are included in surveys that were completed by a parent organization. Fourteen percent (14%) of the organizations are classified as small (1–10 employees), 49 percent are classified as medium (11–99 employees), and 37 percent as large (100 plus employees). Table 2 shows sample sizes and respondent information. Figure 1 shows the breakdown of organization type, and Figure 2 illustrates the size of respondent organizations.

**Table 2: Respondents to the 2003 CFHM Leadership Survey**

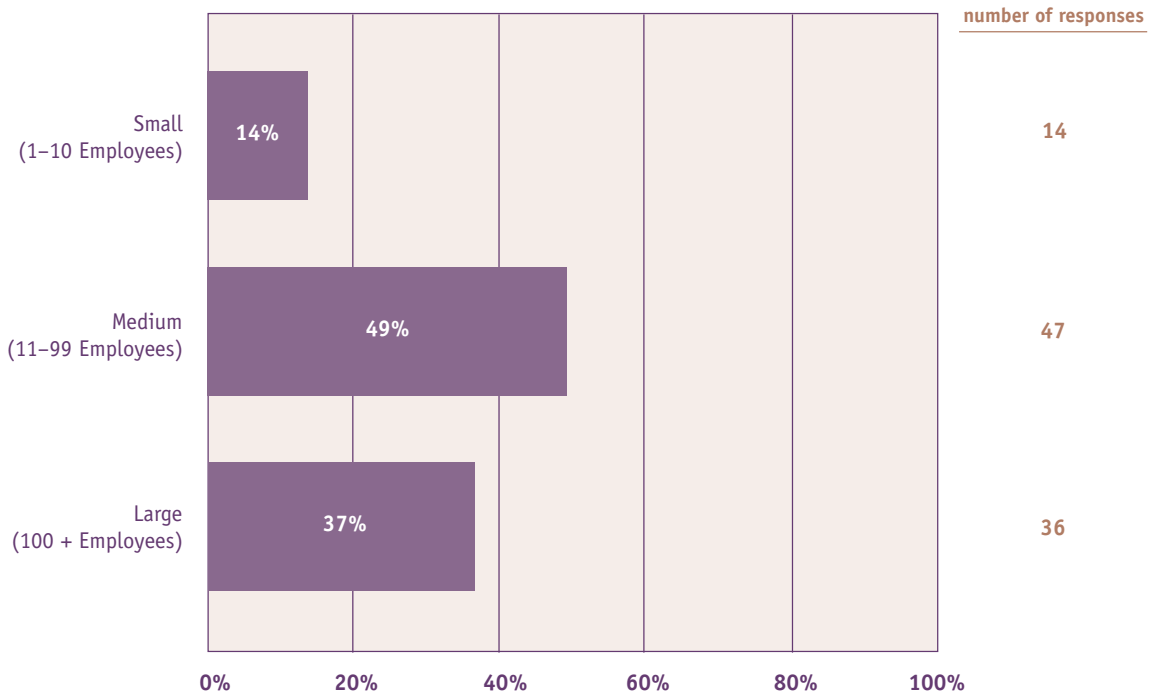
Housing Category	Total Population (100%)	Sample Size (60%)	Interviews Completed	No Responses	Declined	Part of a Survey Completed
Advocacy Organizations or Affiliation Groups	24	14	12 (89%)	2 (11%)	0	0
Developer/Community Development Corporation/Housing Service Provider	83	50	38 (76%)	9 (18%)	3 (6%)	0
Government Agency	57	34	16 (48%)	1 (2%)	1 (2%)	16 (48%)
Intermediary	11	7	7 (100%)	0	0	0
Supportive Housing Human Service Provider	92	55	24 (44%)	28 (51%)	1 (2%)	2 (3%)
<b>Total</b>	<b>267</b>	<b>160</b>	<b>97 (61%)</b>	<b>40 (25%)</b>	<b>5 (3%)</b>	<b>18 (11%)</b>

<sup>7</sup> Some organizations listed in the total population were part of a larger system (e.g., a government agency with two large units such as: (a) planning and (b) housing and redevelopment) in which one survey was completed for the system.

**Figure 1: Organization Classifications (N=97)**



**Figure 2: Organization Size Classifications (N=97)**



### **Step 3: Data Ordering, Analysis, and Report Preparation**

In reviewing and analyzing the information collected, GrayHall LLP held debriefing and discussion sessions with the CFHM sponsors and Advisory Group.

### **Step 4 : Accuracy of the Data**

The study began with a sample of 160 organizations that were drawn from a population of 267 organizations. Ninety-seven (97) interviews were completed. The accuracy of this data is +/- 8% at a 95 percent confidence level. We are 95 percent confident that this data will be within +/- 8 percentage points when generalizing to the total population. For example, if the data shows that 50 percent of the respondents have no criteria to qualify individuals for board service, we could then say that we are 95 percent confident that the data would fall within a 42 percent to 58 percent range of having no criteria when generalizing to the total population of 267 organizations. The widely accepted ideal is +/- 5 percent at a 95 percent confidence level. In order to achieve this amount of accuracy, we would have had to complete 158 interviews from our population of 267. Generally, any confidence level of under +/- 10 percent is considered very acceptable.

### **Step 5: Presentation of Findings and Final Report**

The assessment findings were presented to the sponsors and Advisory Group of Changing the Face of Housing in Minnesota. This report was prepared by GrayHall LLP based on completed telephone surveys.

### III. Findings and Analysis

The survey gathered information on the number, gender, and racial/ethnic make-up of board members. It asked how board members are selected for service, inquired about the number, gender, and racial/ethnic background of staff, and examined staff recruiting, hiring, and retention. The final section of the survey asked respondents to identify ways that the sponsors of Changing the Face of Housing in Minnesota (CFHM) could help in recruiting and maintaining diverse boards of directors and in recruiting, hiring, and retaining diverse staff. It also asked respondents if they would serve as resources to the field of affordable housing, planning, and community development by sharing their learnings about recruitment, hiring, and retaining board members and staff. Responses are organized into eight sections: board composition, board selection and service, staffing, staff recruiting, hiring and retention, commitments to a multicultural workforce, strategies for supporting diverse staff, obstacles to staff diversity, and help from sponsors.

#### A. Board Composition

In reporting board composition, selection, and service, respondents discussed the number, gender, and racial/ethnic make-up of board members; whether their organizations had criteria by which to qualify individuals for board service;<sup>8</sup> if the organization's bylaws reserve some board seats for specific types of members; whether the organization maintained a written policy on board diversity; and whether they experienced obstacles to increasing diversity.<sup>9</sup> There are many similarities when comparing the boards of directors and advisory committees of developers, community development corporations, housing service providers, government agencies, intermediaries, supportive housing human service providers, and advocacy organizations or affiliation groups. The members of boards are primarily Caucasian and African American.

Respondents described the make-up of their boards by indicating the number of men and women and identifying the racial/ethnic groups that compose the board. The survey placed emphasis on nine racial/ethnic groups: African American (multiple generations U.S. born), African/Black (new immigrant), American Indian (Native American), Asian Pacific (multiple generations U.S. born), Asian Pacific (new immigrant), Latino, Chicano, Hispanic (multiple generations U.S. born), Latino (new immigrant), Caucasian/White (multiple generations U.S. born), and Caucasian/White (new immigrant). Respondents could report additional gender or racial/ethnic groups by selecting the "Other" category. As illustrated by [Table 3](#) (Board Members in Each Ethnic Category by Organization), the largest number of board members are Caucasian or white. Of the five organization categories—developer/community development corporation (CDC)/housing service provider (HSP); government agency; intermediary; supportive housing human service provider; and advocacy organization or affiliation group—Caucasians or whites occupy 80 percent of board memberships. They are followed by African Americans (multiple generations U.S. born), who account for approximately 14 percent of board members. American Indian (Native American), Asian Pacific (multiple generations U.S. born), Latino, Chicano, and Hispanic (multiple generations U.S. born) members composed approximately 6 percent of boards and advisory

<sup>8</sup> The term *criteria* in the *Changing the Face of Housing Leadership Survey* and this report refers to the accepted organizational standards or methods used in making decisions or judgments about diversity work such as board qualifications and staff recruitment.

<sup>9</sup> Trustees and advisory committee members are included in any reference to "board."

**A. Board Composition (continued)**

committees, and new immigrant Americans (e.g., African/Black, Asian Pacific, Latino, and Caucasian) make up less than 1 percent of the overall composition of all organizations boards/committees. There is no significant difference in board composition when the size of the organization is considered. Small, medium, and large organizations are essentially equal when comparing the racial and ethnic composition of their boards (Table 4).

**Table 3: Board Members in Each Ethnic Category by Organization Type (N=97)**

Organization Type	Race/Ethnicity					
	African American	American Indian	Asian	Latino/Hispanic	Caucasian/White	Other
Advocacy Organizations or Affiliation Groups	16%	1%	2%	3%	76%	2%
Developer/Community Development Corporation/Housing Service Provider	17%	1%	3%	1%	77%	1%
Government Agency	9%	2%	1%	4%	84%	0%
Intermediary	15%	2%	2%	2%	79%	0%
Supportive Housing Human Service Provider	13%	2%	1%	0%	84%	0%
<b>Overall</b>	<b>14%</b>	<b>2%</b>	<b>2%</b>	<b>2%</b>	<b>80%</b>	<b>Less than 1%</b>

**Table 4: Board Members in Each Ethnic Category by Organization Size (N=97)**

Organization Size	Race/Ethnicity					
	African American	American Indian	Asian	Latino/Hispanic	Caucasian/White	Other
Small (1-10)	16%	1%	1%	2%	79%	1%
Medium (11-99)	14%	2%	2%	1%	80%	1%
Large (100+)	10%	2%	2%	3%	83%	0%

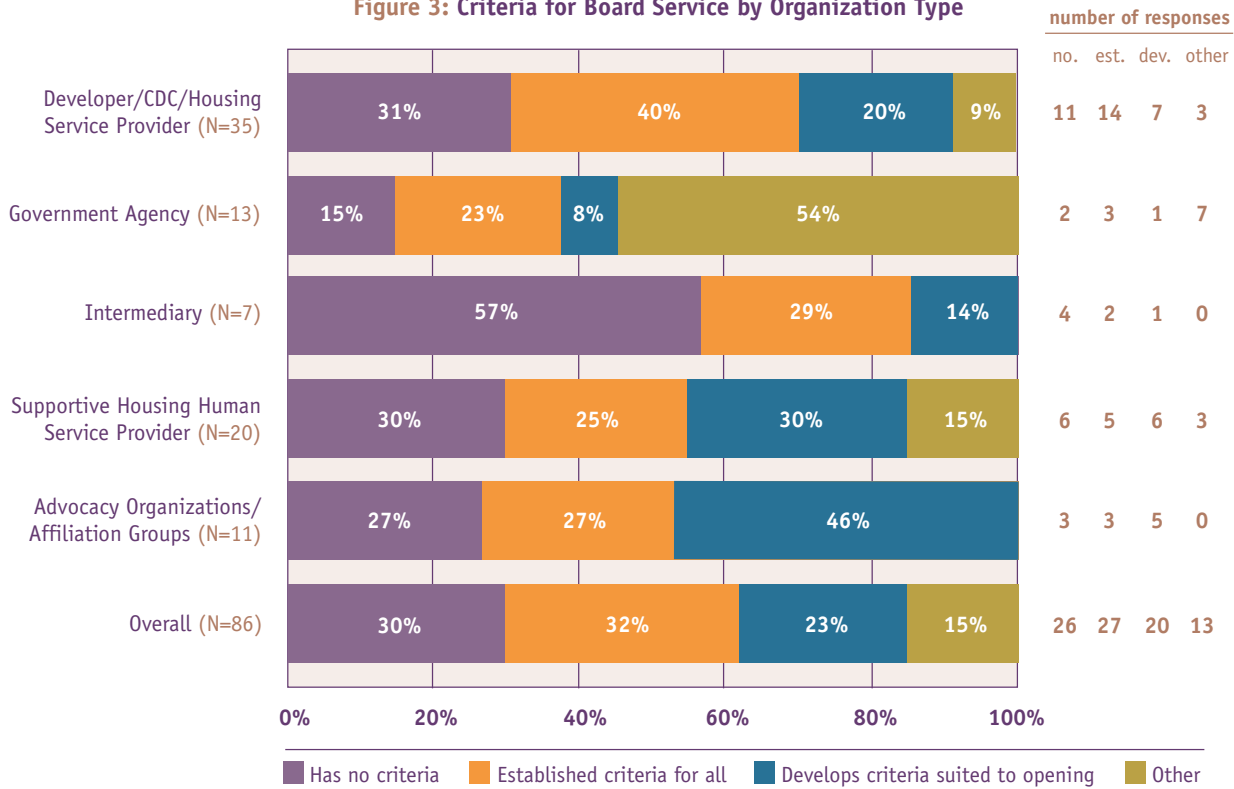
## B. Board Selection and Service

In reporting on board selection and service, respondents discussed whether their organizations had in place criteria by which to qualify individuals for board service. Many had established criteria that applied to all board positions (32%). About the same number had no criteria (30%) for board service. Twenty-three percent (23%) of the organizations established criteria as openings occurred, and 15 percent answered “Other” to this question. (See Figure 3: Criteria for Board Service by Organization Type.)

One of the most consistent reasons given when “Other” was checked by government agency employees was that agencies have no control over board positions because they are held by elected officials or political appointments (e.g., county board appoints its members). Some developers have set aside board positions, such as reserving up to five positions for affiliated organizations and neighborhood organizations or reserving openings for new officers.

A few advocacy organizations reported that specific expertise is sought for some board positions. For example, experience in grant writing, networking, and prior board service might be needed. Also noted by advocacy organizations was the need for demonstrated commitment to the organization’s mission and experience with the organization’s services (e.g., experiencing homelessness).

Figure 3: Criteria for Board Service by Organization Type



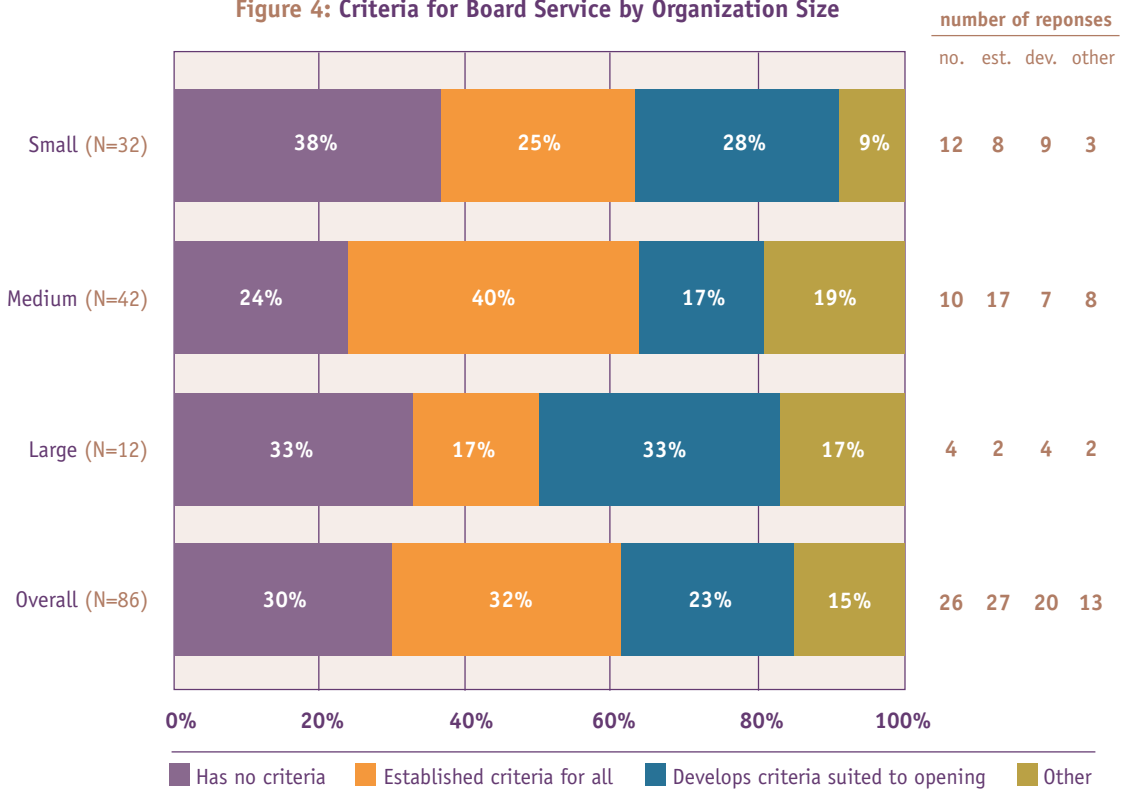
**B. Board Selection and Service (continued)**

Among small, medium, and large organizations, many had no criteria for qualifying board service (30% overall). Of note are the 40 percent of medium-size organizations that indicated they have established criteria that apply to all candidates (Figure 4: Criteria for Board Service by Organization Size.)

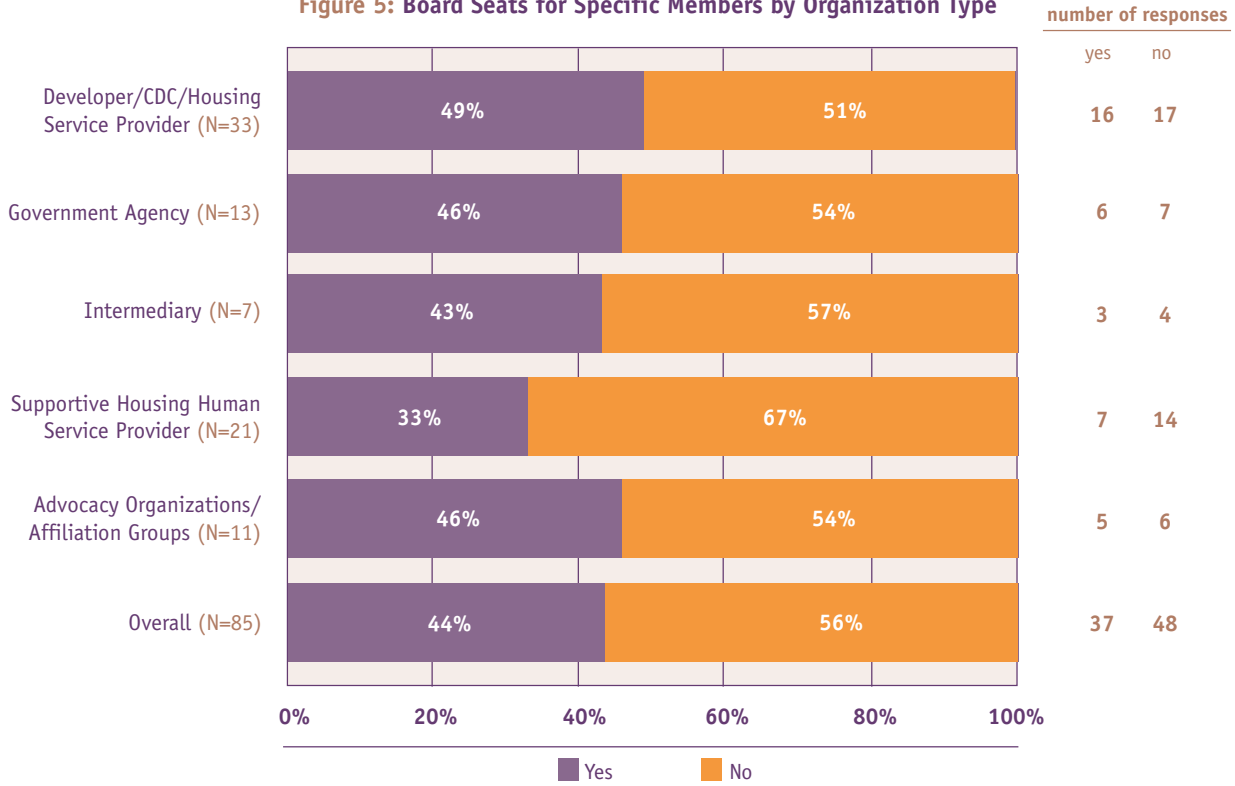
**Bylaws and Membership**

Respondents were asked if their organization’s bylaws reserved some board seats for specific types of members, and most respondents answered “No” (56%) with the remaining 44 percent answering “Yes.” Of the total “Yes” and “No” responses, developer, government agencies, intermediaries, and advocacy organizations account for most organizations with bylaws that stipulate the type of board members. (See Figure 5: Board Seats for Specific Members by Organization Type.) The largest number of “No” responses (67%) came from supportive housing human service provider organizations. Large organizations (83%) with 100 or more employees had fewer statements in their bylaws about reserved board seats (Figure 6).

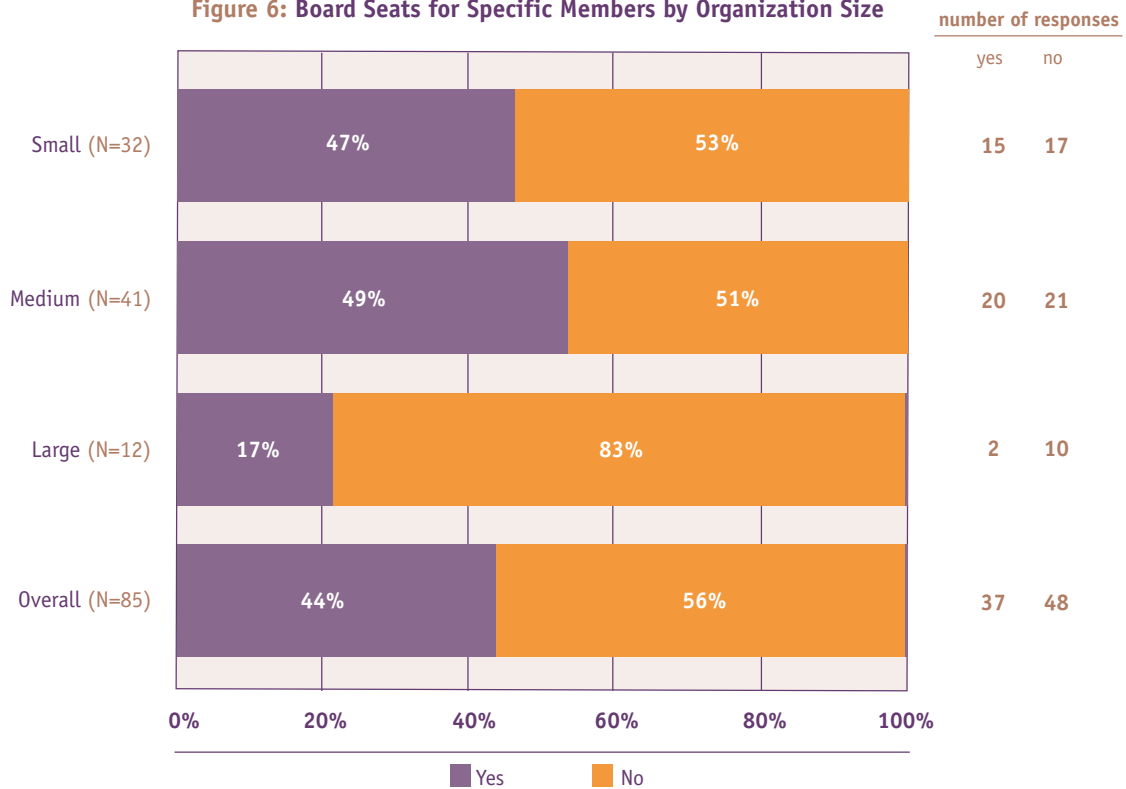
**Figure 4: Criteria for Board Service by Organization Size**



**Figure 5: Board Seats for Specific Members by Organization Type**



**Figure 6: Board Seats for Specific Members by Organization Size**



**Bylaws and Membership (continued)**

Thirty-eight organizations described the process that they use to reserve board seats for specific types of members. Those 38 included 17 developers/CDCs/HSPs; 6 government agencies; 3 intermediaries; 7 supportive housing human service providers; and 5 advocacy organizations or affiliation groups. Some organizations (31) provided explanations for the percentage of seats designated for specific types of members. The greatest number of comments were made by developer/CDC /HSPs (Table 5).

Most organizations (21) indicated that 51 percent or more of their board seats were reserved. All government agencies reported that most of their board members were appointed or that the memberships were reserved for elected officials. In contrast, developers/community development corporations/housing service providers felt that it was important to include representatives from all eight categories reported in Table 6 below: elected officials, representatives from faith communities, clients, economic diversity, people with specific expertise (e.g., financial, legal), racial/ethnic diversity, residents, women, and youth. Advocacy organizations also reserved seats for nearly all categories illustrated in Table 6. Examples of comments from all organization types regarding reserving board seats are the following:

- Board members must be in a business (e.g., lawyers, accountants) that can help the organization.
- One-third of our board must be low-income or members of low-income neighborhoods surrounding our office.
- The board is a majority of residents from the service area with government and business representation.
- The board needs to represent communities the organization serves and one or more members must be consumers of the organization’s services.
- The board is comprised of those who live in properties developed by the CDC and those who endorse the organization’s mission.

**Table 5: Reserved Board Seats by Organization Type (N=31)**

Organization Type	Reserved Seats		
	Less than 25%	25%–50%	51% or more
Advocacy Organizations or Affiliation Groups	—	—	6
Developer/Community Development Corporation/Housing Service Provider	7	2	6
Government Agency	—	—	6
Intermediary	—	—	1
Supportive Housing Human Service Provider	—	1	2

**Table 6: Types of Reserved Board Seats by Organization Type (N=38)**

Types of Board Seats	Dev/CDC/HSP	Government Agency	Intermediary	Supportive HHSP	Advocacy Organization
Board/agency/government appointments and elected officials	4	4	2	—	1
Church pastor or members	1	—	—	1	—
Clients (e.g., former homeless, previously homeless)	2	—	—	1	1
Economic diversity (e.g., limited/low-income residents, other)	1	—	—	2	2
Expertise (financial, legal, accounting, service area, large business, renter advocate, landlord/property manager/property owner)	6	—	1	—	1
Racial/ethnic group (e.g., Latinos, people of color, new immigrants, majority of color)	1	1	—	—	2
Residents (e.g., renters, homeowners, workers from the area, consumers of the organization's services, residents of a specific city or geographic neighborhood)	14	2	1	6	2
Women and youth (e.g., age 30 and under)	1	—	—	1	—

**Board Diversity Policy**

Most (73%) of the respondents indicated that their organizations did not have written policies on board diversity. Ninety-three percent (93%) of government agencies did not have written policies, and approximately 74 percent of intermediaries, supportive housing human service providers, and advocacy organizations did not have written diversity policies. Most large organizations (92%) did not have written policies on board diversity, and a majority of small and medium organizations (approximately 73%) said they had no such policies. See Figures 7 and 8.

Figure 7: Diversity Policies by Organization Type

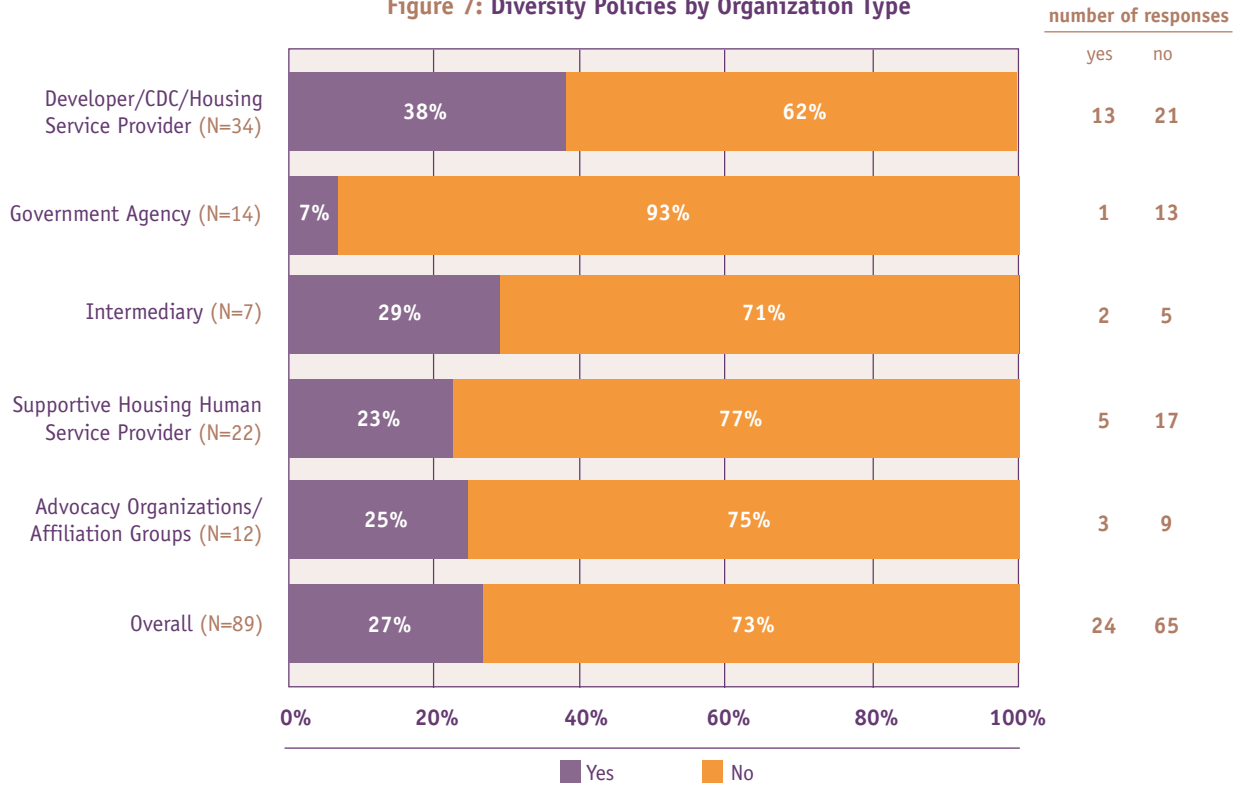
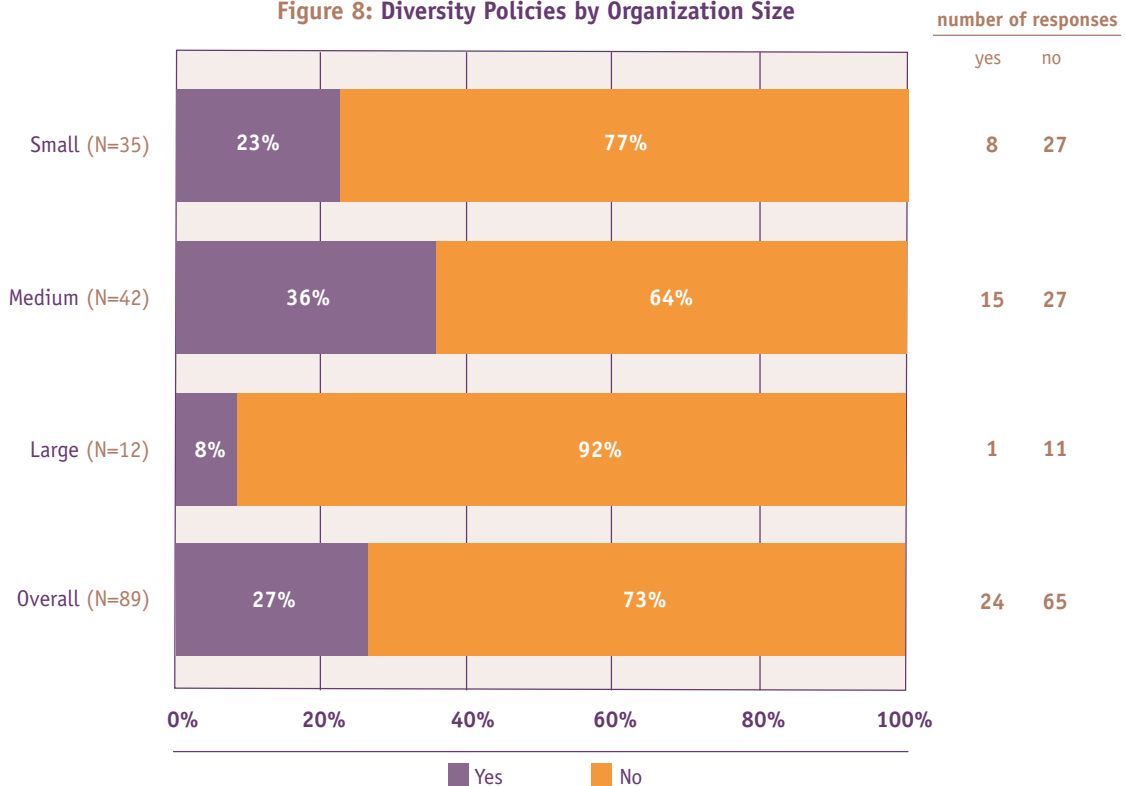


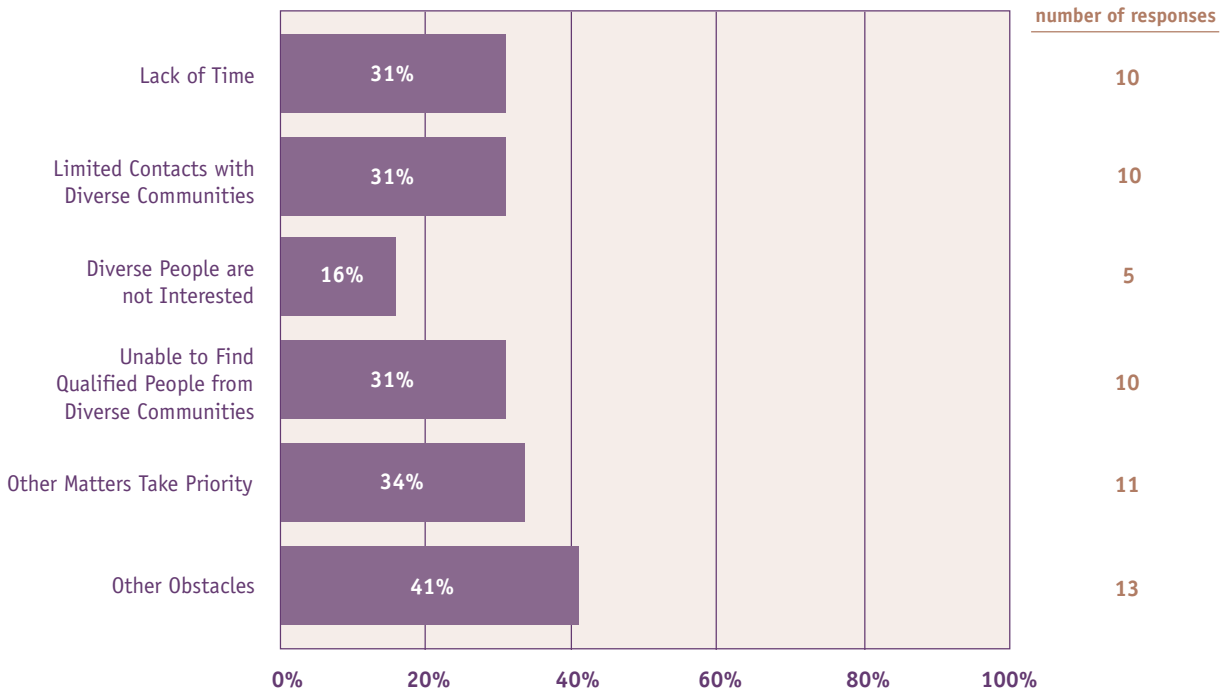
Figure 8: Diversity Policies by Organization Size



### Obstacles to Board Diversity

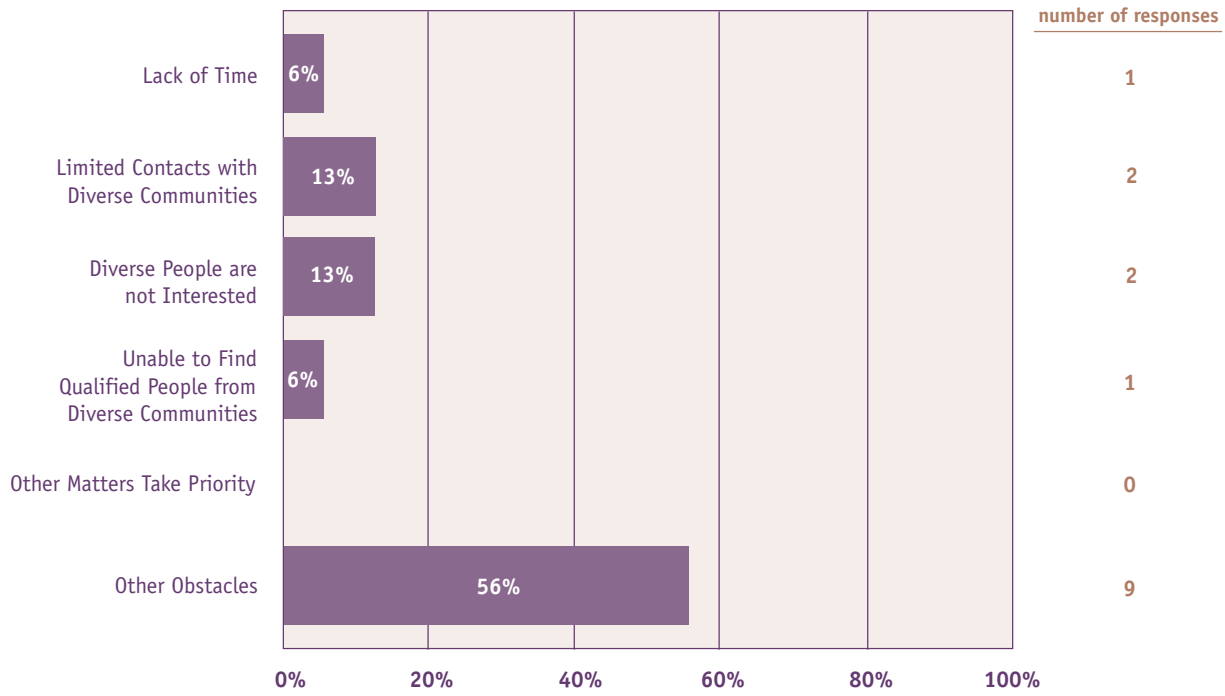
The highest number of responses to the question about obstacles to increasing board diversity was recorded as “Other,” including 41 percent of developers/CDC/HSPs (Figure 9). A majority (56%) of government agencies cited “other obstacles” as a challenge (Figure 10), while intermediaries were primarily divided among categories of “lack of time,” “limited contacts with diverse communities” and “other obstacles” (Figure 11). Figures 12 and 13 show that supportive housing human service providers and advocacy organizations chose the response category of “other obstacles” most often when they were asked whether time, contacts with diverse communities, applicant interests or qualifications were obstacles to increasing board diversity. Likewise, when organizations are considered as a whole (Figure 14), “other obstacles” is the primary response. The response category “limited contacts with diverse communities” suggests that the organizations did not have strong networks in communities of color. In contrast, the category “unable to find qualified people from diverse communities” indicates that organizations were not able to find job applicants who met their requirements.

**Figure 9: Obstacles to Increasing Board Diversity for Developer/Community Development Corporation/Housing Service Providers\* (N=32)**



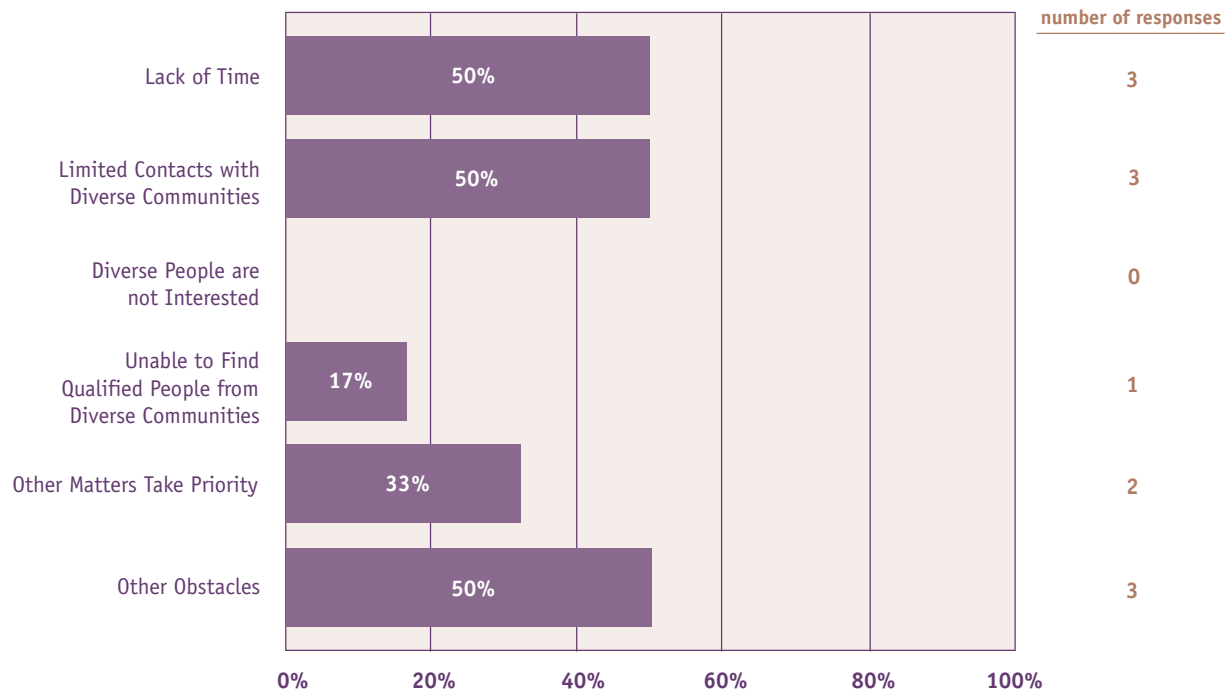
\*More than one option could be mentioned per respondent.

**Figure 10: Obstacles to Increasing Board Diversity for Government Agencies\* (N=16)**



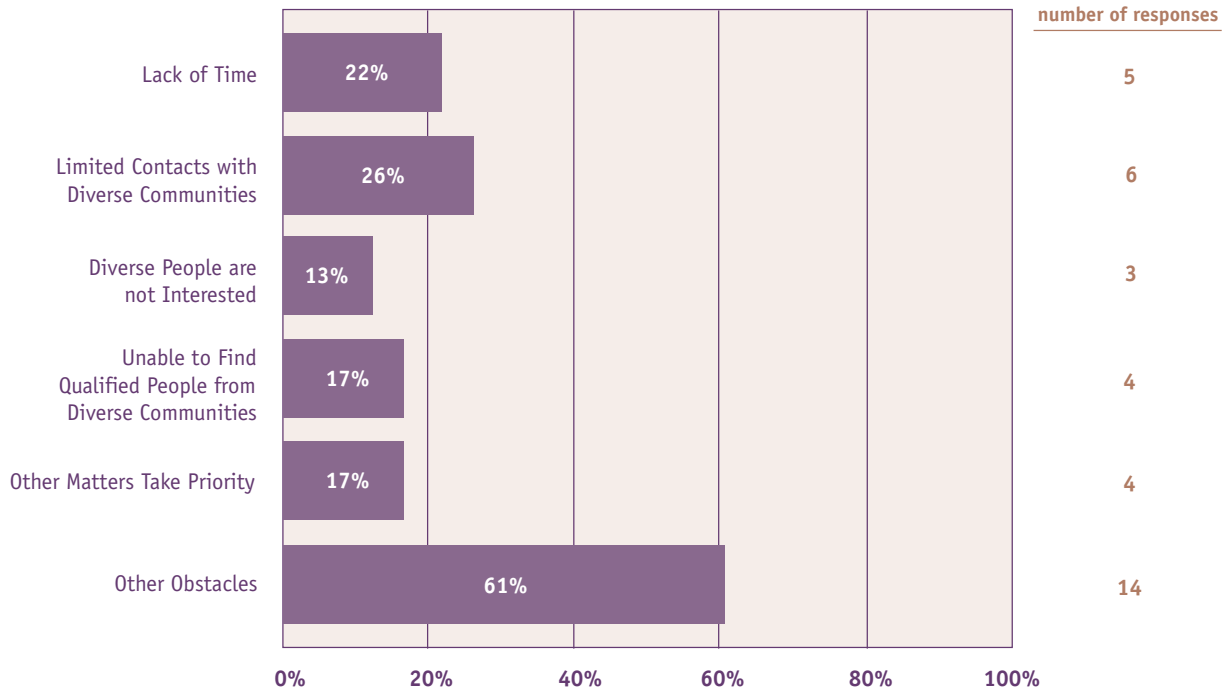
\*More than one option could be mentioned per respondent.

**Figure 11: Obstacles to Increasing Board Diversity for Intermediaries\* (N=6)**



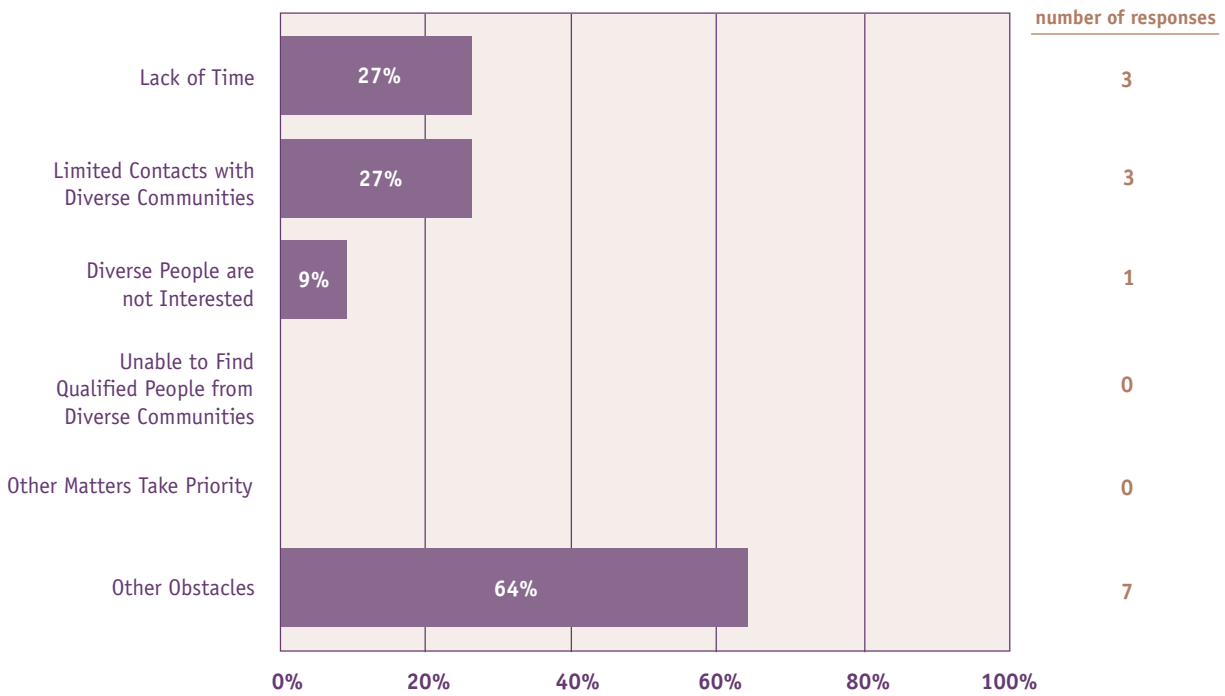
\*More than one option could be mentioned per respondent.

**Figure 12: Obstacles to Increasing Board Diversity for Supportive Housing Human Service Providers\* (N=23)**



\*More than one option could be mentioned per respondent.

**Figure 13: Obstacles to Increasing Board Diversity for Advocacy Organizations\* (N=11)**

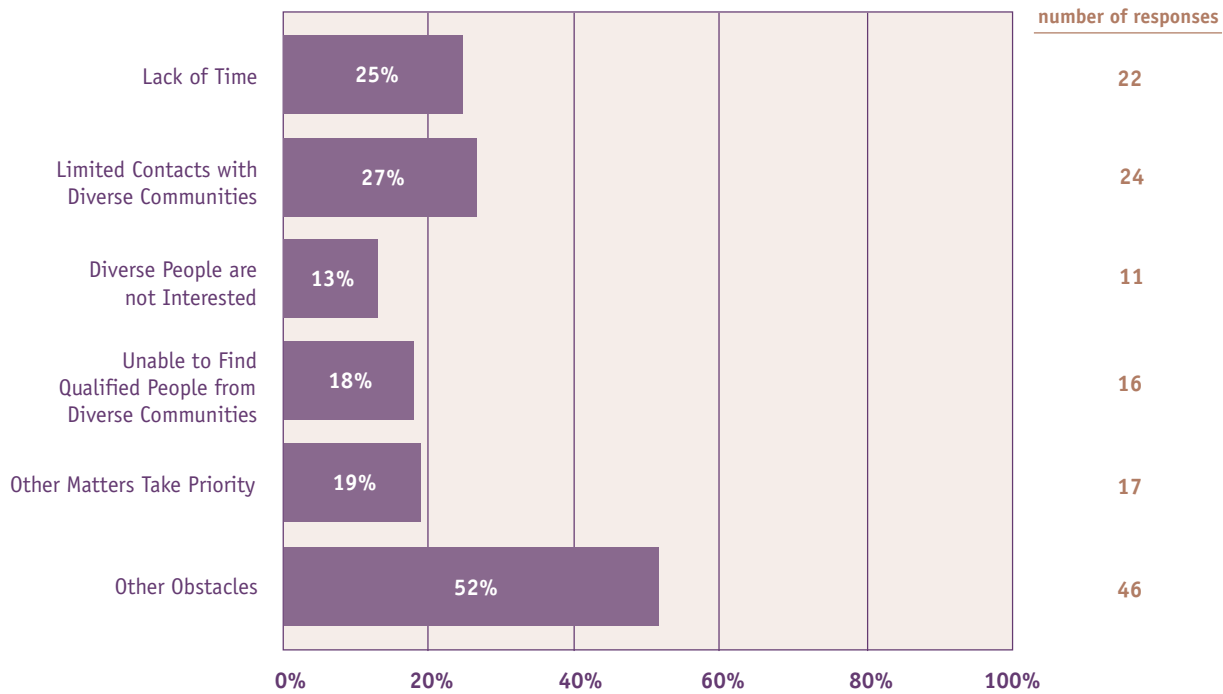


\*More than one option could be mentioned per respondent.

**Obstacles to Board Diversity (continued)**

About one-half of the 88 organizations that answered the question described other obstacles that were not captured by the response categories in Table 7. These other obstacles fall into three categories: recruitment, retention, and technical expertise. All responding organizations were challenged by the recruitment and retention strategies they were already using and felt that their need for technical expertise limited their selection of board members. Table 8 illustrates responses according to each category, and examples of these comments appear below. Of the issues listed in Tables 8 and 9, “lack of time” and “limited contacts with diverse communities” were identified by the greatest number of organizations as central obstacles to increasing board diversity.

**Figure 14: Obstacles to Increasing Board Diversity Overall\* (N=88)**



\*More than one option could be mentioned per respondent.

**Table 7: Obstacles to Increasing Board Diversity Recorded as "Other" (N=42)**

Other Obstacles	Overall
Members are appointed or elected	22%
Challenges recruiting board members of color <ul style="list-style-type: none"> <li>• Limited community diversity</li> <li>• Operating model may create unintended challenges</li> <li>• Need to improve</li> </ul>	46%
Challenges retaining board members of color	17%
Specific technical expertise needed	10%
Limited board openings	5%

**Table 8: Obstacles to Increasing Board Diversity by Organization Type (N=88)**

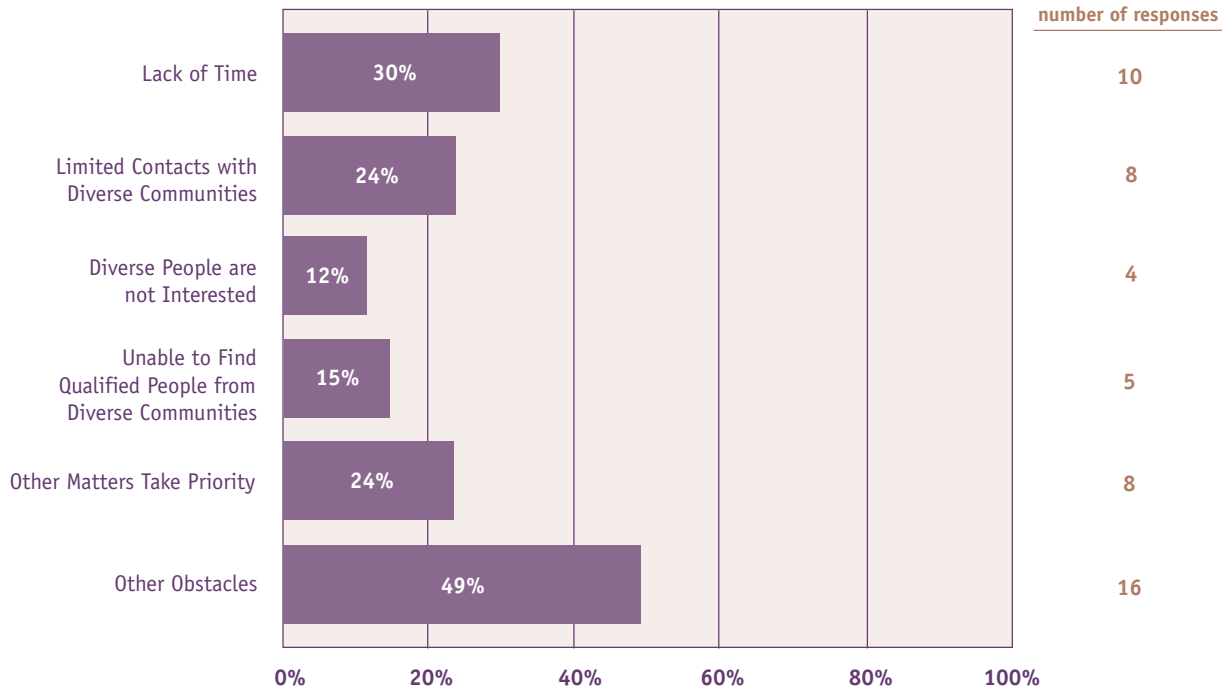
Obstacle	Organization Type					
	Overall	Dev/CDL/HSP	Government Agency	Intermediary	Supportive HSP	Advocacy Organization
Lack of time	25%	31%	6%	50%	22%	27%
Limited contacts with diverse communities	27%	31%	12%	50%	26%	27%
Diverse people are not interested	12%	16%	12%	—	13%	9%
Unable to find qualified people from diverse communities	18%	31%	6%	17%	17%	—
Other matters take priority	19%	34%	—	33%	17%	—
Other	52%	41%	56%	50%	61%	64%
Not applicable/Not of concern	7%	3%	31%	—	—	—

**Table 9: Obstacles to Increasing Board Diversity by Organization Size (N=88)**

Obstacle	Organization Type		
	Small	Medium	Large
Lack of time	30%	24%	14%
Limited contacts with diverse communities	24%	29%	29%
Diverse people are not interested	12%	17%	—
Unable to find qualified people from diverse communities	15%	19%	21%
Other matters take priority	24%	22%	—
Other	48%	54%	57%
Not applicable/Not of concern	9%	2%	14%

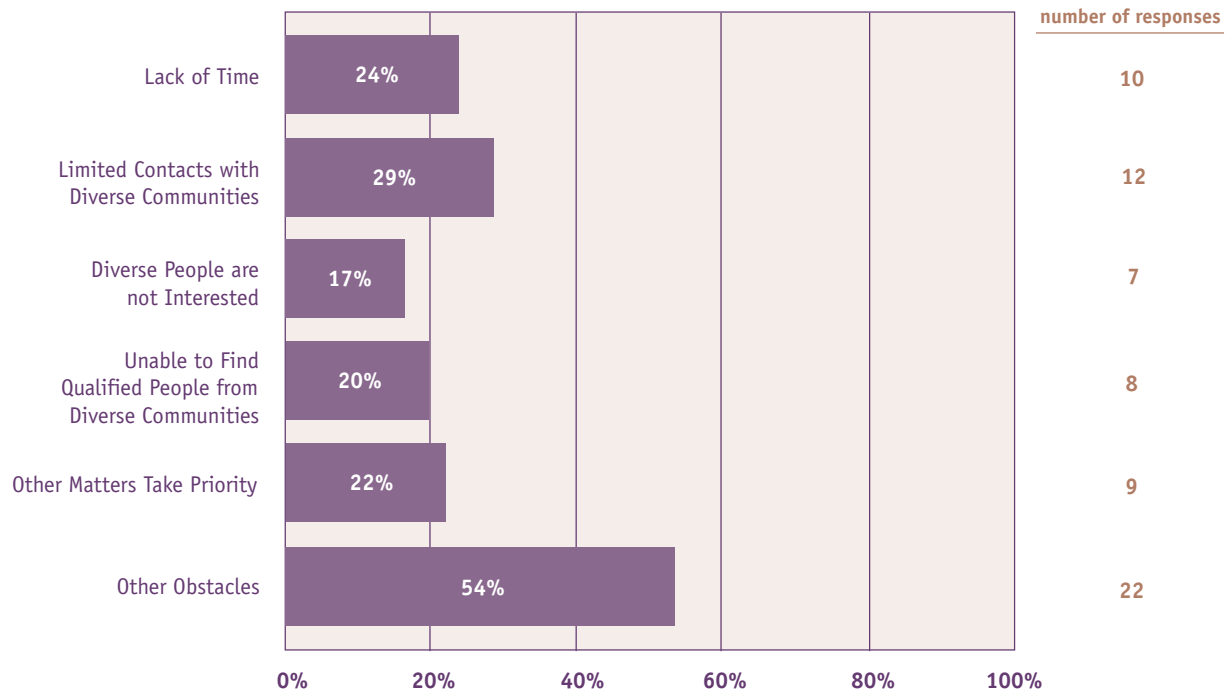
There is not much difference in how organizations responded according to size (Figures 15–17). Small (49%), medium (54%), and large (57%) organizations primarily reported other obstacles. Lack of time and limited contact with diverse communities followed as secondary challenges, along with an inability to find qualified people from diverse communities as a tertiary problem.

**Figure 15: Obstacles to Increasing Board Diversity for Small Organizations\* (N=33)**



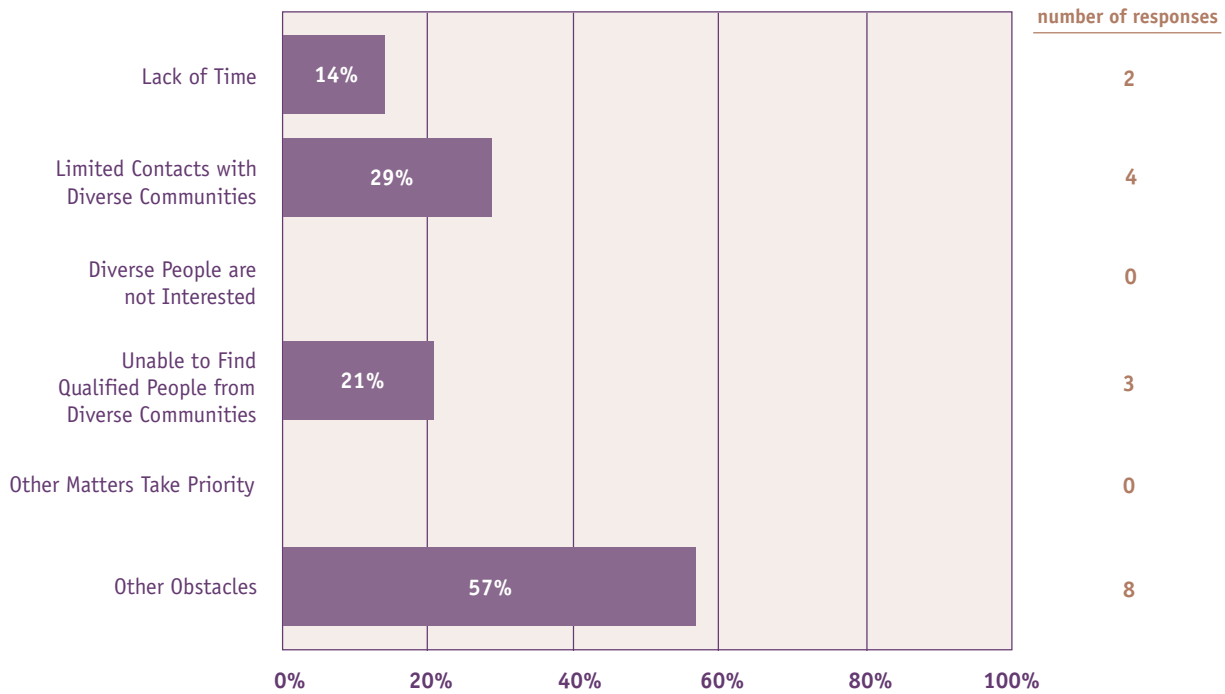
\*More than one option could be mentioned per respondent.

**Figure 16: Obstacles to Increasing Board Diversity for Medium Organizations\* (N=41)**



\*More than one option could be mentioned per respondent.

**Figure 17: Obstacles to Increasing Board Diversity for Large Organizations\* (N=14)**



\*More than one option could be mentioned per respondent.

**Obstacles to Board Diversity (continued)**

Nine organizations (22%) indicated that they were limited in their ability to select board members due to long-standing standards that govern board appointments. Similarly, elected officials filled many board seats. Examples of comments include the following:

- All board members are elected officials. Hopefully they reflect the community/ward that they are elected from.
- Most board members come up through the ranks and the county board may not be their main target.
- The county has limited representation of people of color. Our agency has no control over who runs for office.
- There are few people of color in Minnesota. That is reflected in the number of people of color who are elected officials.
- We have to depend on an appointment process.

Seven supportive housing organizations, six CDCs, two government agencies, two intermediaries, and two advocacy organizations (46% of all responses) cited recruitment issues as a reason for their lack of board diversity. The obstacles ranged from the limited diversity in the community to the need for organizations to improve or work harder at recruitment. One respondent from an advocacy organization described how it has overcome obstacles to board diversity:

**Obstacles to Board Diversity (continued)**

*We're in the process of building relationships with other community partners. We have worked hard to have a board that reflects the makeup of the Twin Cities metro. Our board is more diverse than the membership. We also draw board members from our membership. We are developing an African American caucus and a new immigrant caucus. This ensures new leaders will emerge for future board service.*

Respondents who identified obstacles seemed frustrated by the recruitment strategies that they were using and felt that the limited number of diverse people in the community and the ways their boards chose to operate presented many challenges, as in the comments below:

**Limited Community Diversity**

- Getting connected to the right people in communities of color is difficult.
- In some cultures, mental illness is viewed very differently. If the person doesn't view it as we do, they may not want to join our board.
- It takes a long time to recruit board members, as long as 3–6 months, and we live in a community with low diversity.
- It's a conflict of interest to give a loan to a business and then invite the owner to be on the board.
- Most of the folks we know are within organizations we serve, which is a conflict of interest.
- Not many people of color are in high “power” positions.
- Not sure it's a problem, because there is not a lot of diversity to choose from.
- The number of people from communities of color who are active volunteers are in great demand.
- There are no particular roadblocks. Minnesota is not the most diverse state.
- There are not many diverse professionals to choose from. Those who are professionals are tapped so often.
- There is a lack of knowledge about various communities, making recruitment difficult.
- There is a short supply and high demand for candidates of color and few who are not over-committed. Trying to make them see your place as a priority, given all the requests they receive, is difficult. Also, given the funding climate, board members need to be people who can help the organization obtain financial resources. It's even harder to find a diversity of potential board members qualified to assist the board with resource development.
- We're unable to find people from diverse communities with time to serve.

**Operating Models May Create Unintended Challenges**

- It is often not very meaningful for people of color to be on white, middle-class acting boards. It's a long learning curve. We have a long-term strategy for connecting work in the community, and we have not chosen to turn all relationships into board positions. Volunteers can get involved in other ways. To this end we are working to create a community council with less-formal inputs.
- Our Eurocentric model of evening board meetings eliminates some participation.
- Sometimes it is not a normal part of a person's culture to do board work (e.g., Roberts Rules of Order).
- The challenge is a lack of people willing to step up and run and who understand how government works.
- Those who self-promote for membership tend to be white.
- When openings arise, we are often looking for specific skills.

### Need to Improve

- It's a matter of convincing the traditionally disenfranchised and letting them know that their involvement matters.
- Our board is new. We need to find out what we need.
- People, in general, are not interested in the population we deal with. We have to recruit to get people involved.
- There are no obstacles to increasing board diversity. We want to do a better job.
- There is not enough focus on working with other ethnicities.
- We need to promote the organization with residents to increase board involvement.

Seven organizations (five CDCs and two advocacy organizations), approximately 17 percent, identified retention as a primary concern. The following comments are examples:

- It was difficult for white people, being in the majority, to deal with people of color in leadership positions.
- It's harder to retain people of color on the board. We have made a lot of contacts. There are people who are interested but stretched too thin. There's always a limited pool to choose members from. Housing has not been an interesting topic until the recent affordable housing crisis.
- Often people are committed to a lot of activities and being on a board is sometimes too demanding, so people don't stick with it. We have a business board. There are not as many people of color available as we would like in business, and it's a conflict of interest for our participants to be on the board.
- Some ethnic groups don't stay because their family and work take priority. People who are very qualified are stretched thin because they are wanted by so many boards.
- We had one person of color on the board that had issues with other people of color. There were so many issues between cultural groups.
- We tend to lose those we've recruited to better positions over time.

Four organizations (10%) reported that they seek specific technical skills for their board openings, and one indicated it is limited by the geographical requirements for board membership. Following are examples of their comments:

- There are limited opportunities to match board openings with diverse people. All board members must be from the county, and there is limited diversity in this county.
- These institutions don't have a lot of people of color involved in general. Because of the advisory committee's informal structure, it's typically made up of leaders (within our network) and other key policy makers such as local foundation, corporate, and government representatives. We do have extensive community contacts we take advantage of.
- We are increasingly becoming a national organization with a Minnesota-based board. Our board is comprised mainly of business and philanthropy representatives (versus community representatives). We have a need for technical experts.
- We're often looking for specific skills when openings arise.

**Need to Improve (continued)**

Two supportive housing organizations and a government agency (5%) cited low board turnover as a challenge to adding diversity, as there are few opportunities for replacing board members. According to one respondent, “There is not much turnover on our board; at least 50 percent of the board has served a long time. The community’s demographics are very different now than when the board was created.”

**C. Staffing**

Respondents to the *CFHM 2003 Leadership Survey* were asked to identify position titles in their organizations and to indicate whether the positions were leader or manager roles. Respondents were asked how many men, women, African American, American Indian, Asian Pacific, Latino/Chicano/Hispanic, Caucasian/white, and new immigrant persons occupied positions in each category. More than 800 titles were provided by the 97 organizations that responded to the survey. To simplify reporting, the research team modified a list of nine job categories that is used by the United States Department of Labor<sup>10</sup> to include five titles to create the reporting categories for the *CFHM 2003 Leadership Survey*. The categories used to classify the 800 titles were Leaders/Managers, Professionals, Technicians, Clerical, and Service Workers.<sup>11</sup>

As [Tables 10–15](#) illustrate, approximately 30 percent more women are employed in the field of planning and community development than men, and Caucasian or white employees compose the largest racial/ethnic group in all organizations (81%). Women leaders/managers represent 59 percent of all employees in planning and community development organizations, and they make up 67 percent of all professionals. Women technicians make up 70 percent of that position category, and 19 percent of service workers are women. Most clerical workers are women (88%).

Caucasian employees are almost evenly distributed across the five job categories, approximately 80 percent in each. Caucasians occupy 84 percent of all leader and manager positions. People of color (African Americans, African/black/new immigrants, American Indian, Asian Pacific, Asian/Pacific/new immigrants, Latino/Chicano/Hispanic, Latino/new immigrants) compose approximately 17 percent of the staff of all organizations. Members of new immigrant groups make up less than 1 percent of the staffs of all organizations. Other workers, typically defined in this study as workers with disabilities, constitute about 1 percent of organizations’ workers. People of color make up approximately 14 percent of organizations’ leaders and managers.

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<sup>10</sup> Major job categories used by the Department of Labor are: Officials/Managers, Professionals, Technicians, Sales Workers, Office Clerical, Crafts, Operatives (Semi-Skilled), Laborers (Unskilled), and Service Workers (Janitors); ([www.dol.gov](http://www.dol.gov)).

<sup>11</sup> For instance: Leaders/Managers would include chief operating officers, directors, presidents; Professionals would include associates, coordinators, specialists; Technicians would include technology specialists, network administrators, on-call assistants; Clerical would include administrative support, secretaries, mail processors; and Service Workers would include cooks, janitors, security officers.

The next largest racial/ethnic group of employees is African Americans. They represent 11 percent of the staff of all organizations. Most African Americans are employed as service workers, clerical staff, and technicians (45%). An equal percentage (9 percent) of African Americans hold leader/manager and professional positions. Asian Pacific and Latino/Chicano/Hispanic Americans make up about 5 percent of the workforce of planning and community development organizations. They are nearly evenly divided in the five job categories, representing approximately 2–3 percent of all leaders/managers, professionals, technicians, clerical, and service workers.

Of the organization types, developers/CDCs/HSPs and supportive housing human service providers employ a greater number of leaders/managers of color than the others. Approximately 17 percent of these organizations have employees of color as leaders/managers, compared with approximately 11 percent of the employees working for government agencies and 6 percent of employees at advocacy organizations that responded to the survey (Tables 10–15).

**Table 10: Staffing of All Housing, Planning, and Community Development Organizations by Gender and Race/Ethnicity (N=97)**

Staffing-All Organization Types	Male	Female	African American	African/Black/New	American Indian	Asian Pacific	Asian Pacific/New	Latino/Chicano/Hispanic	Latino/New	Caucasian/White	Caucasian/White/New	Other
Overall	35%	65%	11%	<1%	1%	3%	<1%	2%	<1%	81%	<1%	1%
Leaders/Managers	41%	59%	9%	<1%	1%	2%	<1%	2%	<1%	84%	<1%	1%
Professionals	33%	67%	9%	<1%	1%	4%	<1%	2%	<1%	83%	<1%	<1%
Technicians	30%	70%	13%	1%	2%	3%	<1%	2%	<1%	78%	<1%	<1%
Clerical	12%	88%	13%	<1%	1%	3%	<1%	2%	<1%	80%	<1%	1%
Service Workers	81%	19%	19%	<1%	1%	2%	<1%	2%	<1%	76%	<1%	<1%

**Table 11: Staffing of Developer/Community Development Corporation/Housing Service Provider Organizations by Gender and Race/Ethnicity (N=38)**

Staffing-Dev/CDC/HSP	Male	Female	African American	African/Black/New	American Indian	Asian Pacific	Asian Pacific/New	Latino/Chicano/Hispanic	Latino/New	Caucasian/White	Caucasian/White/New	Other
Leaders/Managers	42%	58%	12%	1%	1%	2%	<1%	1%	<1%	81%	<1%	1%
Professionals	35%	65%	10%	1%	<1%	3%	1%	3%	<1%	82%	<1%	1%
Technicians	29%	71%	14%	1%	1%	2%	1%	4%	<1%	77%	<1%	1%
Clerical	18%	82%	15%	1%	<1%	6%	1%	2%	<1%	74%	<1%	2%
Service Workers	79%	21%	24%	1%	<1%	2%	<1%	5%	<1%	69%	<1%	<1%

**Table 12: Staffing of Government Agencies by Gender and Race/Ethnicity**

Staffing—Government Agencies	Male	Female	African American	African/Black/New	American Indian	Asian Pacific	Asian Pacific/New	Latino/Chicano/Hispanic	Latino/New	Caucasian/White	Caucasian/White/New	Other
Leaders/Managers	39%	61%	6%	<1%	1%	2%	<1%	2%	<1%	90%	<1%	<1%
Professionals	34%	66%	7%	<1%	1%	5%	<1%	3%	<1%	84%	<1%	1%
Technicians	36%	64%	8%	<1%	1%	4%	<1%	1%	<1%	86%	<1%	<1%
Clerical	11%	89%	11%	<1%	1%	2%	<1%	2%	<1%	83%	<1%	1%
Service Workers	83%	17%	15%	<1%	1%	2%	<1%	<1%	<1%	81%	<1%	1%

**Table 13: Staffing of Intermediaries by Gender and Race/Ethnicity**

Staffing—Intermediary	Male	Female	African American	African/Black/New	American Indian	Asian Pacific	Asian Pacific/New	Latino/Chicano/Hispanic	Latino/New	Caucasian/White	Caucasian/White/New	Other
Leaders/Managers	47%	53%	3%	3%	<1%	<1%	<1%	3%	<1%	83%	<1%	8%
Professionals	13%	87%	13%	<1%	<1%	6%	<1%	<1%	<1%	81%	<1%	<1%
Technicians	0%	100%	20%	<1%	<1%	<1%	<1%	<1%	<1%	80%	<1%	<1%
Clerical	18%	82%	27%	<1%	<1%	9%	<1%	<1%	<1%	64%	<1%	<1%
Service Workers	83%	17%	15%	<1%	1%	2%	<1%	<1%	<1%	81%	<1%	1%

**Table 14: Staffing of Supportive Housing Human Service Provider Organizations by Gender and Race/Ethnicity**

Staffing-SHHSP	Male	Female	African American	African/Black/New	American Indian	Asian Pacific	Asian Pacific/New	Latino/Chicano/Hispanic	Latino/New	Caucasian/White	Caucasian/White/New	Other
Leaders/Managers	41%	59%	12%	<1%	1%	2%	1%	2%	<1%	81%	<1%	1%
Professionals	30%	70%	13%	1%	1%	3%	<1%	1%	<1%	81%	<1%	<1%
Technicians	26%	74%	16%	1%	3%	3%	<1%	2%	<1%	75%	<1%	<1%
Clerical	11%	89%	15%	2%	<1%	3%	<1%	1%	<1%	78%	<1%	1%
Service Workers	75%	25%	23%	1%	2%	3%	<1%	2%	<1%	70%	<1%	<1%

**Table 15: Staffing of Advocacy Organizations by Gender and Race/Ethnicity**

Staffing-Advocacy	Male	Female	African American	African/Black/New	American Indian	Asian Pacific	Asian Pacific/New	Latino/Chicano/Hispanic	Latino/New	Caucasian/White	Caucasian/White/New	Other
Leaders/Managers	37%	63%	6%	<1%	<1%	<1%	<1%	<1%	<1%	94%	<1%	<1%
Professionals	57%	43%	<1%	<1%	<1%	<1%	<1%	17%	<1%	83%	<1%	<1%
Technicians	33%	67%	17%	2%	<1%	2%	<1%	7%	7%	65%	<1%	<1%
Clerical	0%	100%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	100%	<1%	<1%
Service Workers	100%	0%	50%	<1%	<1%	<1%	<1%	<1%	<1%	50%	<1%	<1%

### D. Staff Recruiting, Hiring, and Retention

Planning and community development organizations were asked whether their organizations had written criteria for recruiting diverse staff. As with similar questions asked of the organizations regarding the recruitment of board members, they were provided with four choices: has no criteria, has established criteria which apply to all candidates, develops criteria suited to an opening as it arises, and other. Nearly half (48%) of all organizations had established criteria for all candidates. Thirty-two percent (32%) had no criteria. Fourteen percent (14%) of all organizations selected “Other” as a response, and 6 percent indicated they developed criteria suited to openings as they arise. A majority of supportive housing human service providers (65%), advocacy organizations (60%), and government agencies (50%) had established criteria for all candidates, while most intermediaries (57%) and developer/CDC/housing service provider organizations had none. Small, medium, and large organizations were similar in their responses regarding criteria for recruiting diverse staff, with most indicating that their criteria were the same for all staff. Figures 18 and 19: (Criteria for Recruiting Diverse Staff by Organization Type and Size) illustrate the number of responses.

**Figure 18: Criteria for Recruiting Diverse Staff by Organization Type**

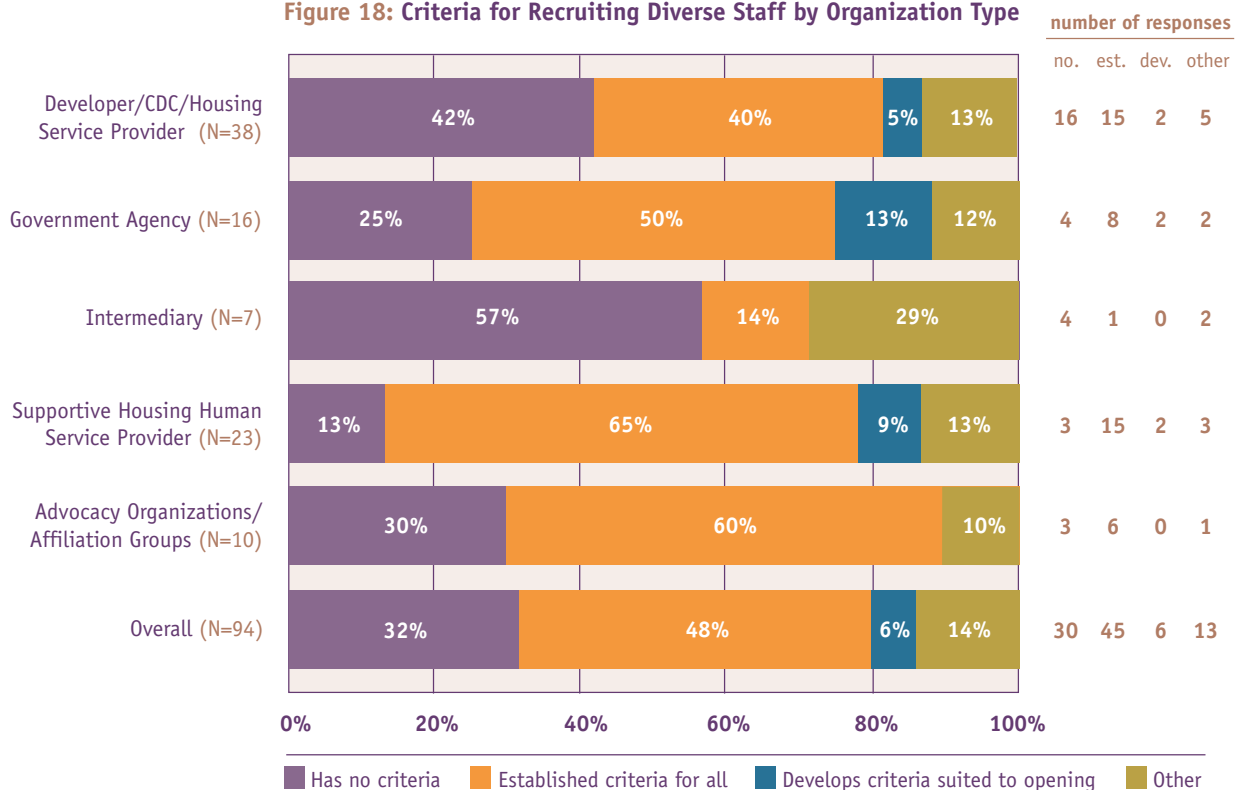
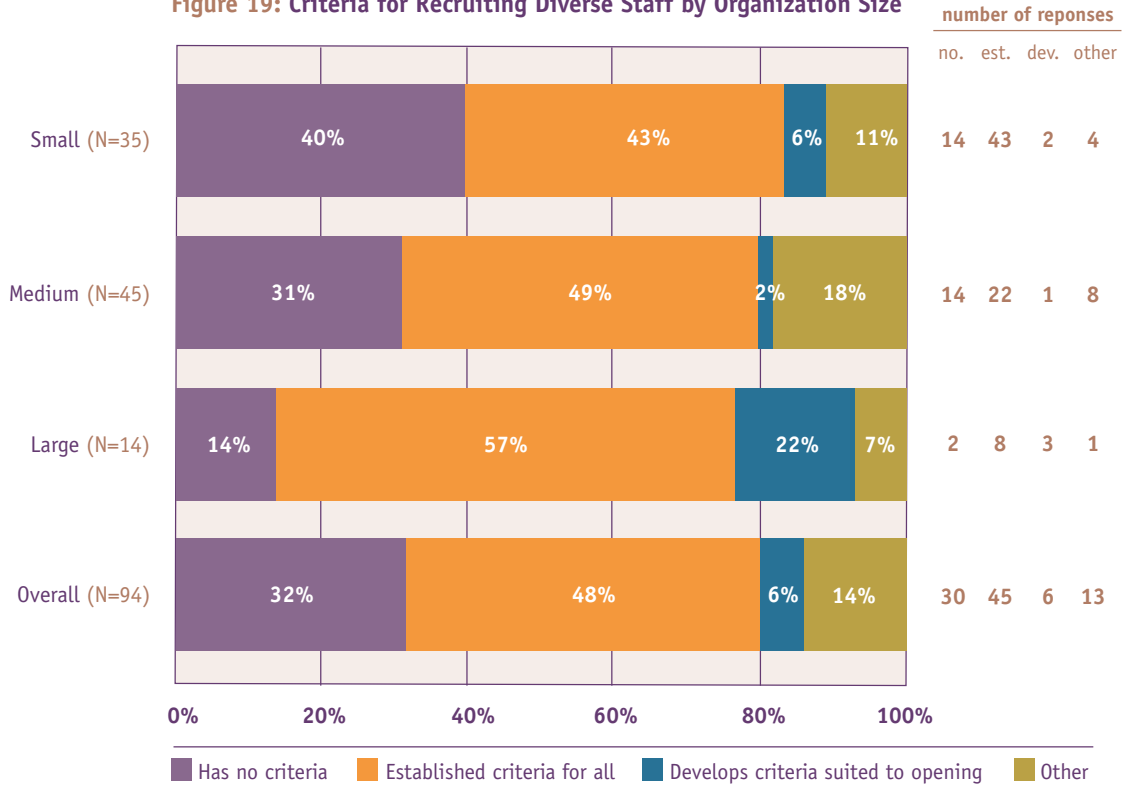


Figure 19: Criteria for Recruiting Diverse Staff by Organization Size



**D. Staff Recruiting, Hiring, and Retention (continued)**

About 14 percent of the housing, planning, and community development organizations reported “Other” when asked if their organization had criteria for recruiting diverse staff, and approximately 54 percent of respondents described those criteria. Both sets of responses are combined in this section. Most other comments focused on advertising in ethnic and community-based publications, training, and community outreach. For example, one supportive housing human service provider said,

*Our human resources department has a set of ethnic newspapers it advertises job openings in, and we have other resources. For example, our diversity group meets monthly and discusses job openings and how to get the word out to potential candidates. We keep trying to bring in speakers on a regular basis to train staff and clients. All of our managers are required to provide time and money to do diversity training/education twice annually. Our managers are evaluated on how well they address diversity objectives.*

Intermediaries, supportive housing organizations, and advocacy organizations indicated that they place ads in publications, distribute job announcements to local agencies, and conduct outreach to various community members, especially women. Additional responses identified currently enforced affirmative action policies, personal contacts by managers, and unwritten but intentional commitments to recruit diverse staff. [Table 16 \(Recruiting Criteria\)](#) illustrates the key categories of criteria that were identified by respondents.

**Table 16: Recruiting Criteria (N=64)**

Criteria	Overall
Manager accountability, organizational values, affirmative action policies, and diversity plans	72%
Publicity	35%
Staff Outreach	11%
Unwritten, but active commitment to recruit diverse staff	7%

The importance of manager accountability and of an organization’s values, policies, and plans were strongly emphasized in defining staff recruitment criteria. Said one respondent, “Even though we have a very small staff, one of our values is to have a staff that reflects the community.” Several organizations provided examples of recruitment criteria that related to their dependence on Equal Employment Opportunity (EEO) policies:

- Our affirmative action plan is filed with the state, and the department includes utilization analysis.
- Our equal opportunity policy and affirmative action plan are reported annually with goals in specific areas. The goals depend on the class/code of positions.
- Our written affirmative action plan lays out our recruitment efforts. We make sure we advertise in newspapers that focus on racial/ethnic communities. There is a list of racial/cultural organizations that get announcements, including communities of color, immigrants, and the people we serve.
- The affirmative action labor market in the county determines our recruitment. For example, 10 percent in the county are people of color, and 10 percent of staff need to be of color.
- We are an equal opportunity employer. We have a standard EEOC policy and use standard job descriptions and the best candidate for the position is chosen.

One advocacy organization was in search of best practices for recruiting and retaining diverse staff and was “in the process of redoing all policies and procedures,” and another advocacy organization reported that it does not spend time focusing on diversity because diversity is not a problem given its community of volunteers of color. “We make no special efforts. We let the world bring itself to us,” said the respondent. Responses provided primarily by CDCs and supportive housing organizations indicated that intentional advertising is needed to recruit diverse staff. “Where and how an organization advertises makes a critical difference,” said one person. Below are comments about manager accountability, publicity, and staff outreach:

### **Manager Accountability**

- In recent discussions, our departments agreed that positions could be promoted in many ways, such as advertising in newspapers with wide circulations in communities of color. There is no one standard for the county as a whole.
- Our county has a variety of job classes. The needs for each are assessed and job announcements are created including the criteria important for that need.
- Our hiring decisions are based on knowledge and expertise.
- Part of our strategic planning for 2003-2004 is to increase staff diversity via recruitment, retention, and volunteers.
- The Human Resources Department has a number of criteria based on adopted policies, which encourage the hiring of staff that reflect the makeup of our community.
- We are a supporter of Changing the Face of Housing in Minnesota and encourage candidates to apply for all openings. We are committed to a successful workplace.
- We are proactive and have goals to increase staff diversity. We're able to hire residents through a special training program. We could handle training 30–40 residents a year if funding was available. In the past, most of our programs put residents in bottom-rung jobs that served their population. We decided we needed better ways of integrating our training and placement and being more inclusive in our hiring. Our goals are fairly modest, but we realize the need to create an environment that can prosper.
- We have a strong diversity initiative in our organization and recently exceeded our diversity goals.
- We have a written policy in place not to discriminate.
- We have an expectation that there is a person of color in all finalist pools.
- We often reestablish a set of job duties after a review of the job description. Our intent is to create more flexibility in developing a pool of candidates.
- We really like to recruit staff who reflect the clients we serve, specifically their race and life experiences. One program targets a specific ethnic group, and we try to hire staff who are members of the ethnic group we serve.
- We're affiliated with the United Way and have a contract with the county. We have to follow their procedures and use their lists for recruitment.

### **Publicity**

- Currently, junior colleges in the metro area are sent postings. Positions requiring licensure are sent to colleges and universities that offer training in those fields.
- For all job openings, we recruit until we have a diverse pool.
- In our shelter, 15 percent of the shelter users are a particular ethnic group. We may spend extra energy looking for staff with that ethnic background in an effort to have staff match clients' ethnicity or experiences of homelessness.
- Our clientele represent a specific ethnic group, and we recruit hard for qualified staff from that ethnic group. We use cheap but creative advertising: free publications, State Workforce, school and church bulletins, and electronic bulletin boards.
- Our job board is distributed to a wide range of agencies.
- Our job descriptions and announcements say, "Needs experience working with people from a variety of cultures and ethnic backgrounds." When filling positions, we also do community outreach to organizations that work largely with communities of color. We announce position openings in media that target communities of color.
- There are 200 places we send agency openings to, including schools and community-based organizations. We promote open positions at organizations that primarily serve people of color, such as the Urban League, CLUES, La Prensa, and the Recorder.
- We advertise in a variety of newspapers.
- We advertise in culturally specific media outlets, including radio and print. We use language in hiring announcements that says EEO Employer, people of color encouraged to apply. Since we focus on encouraging people of color to apply, we could be viewed as discriminatory.
- We aggressively use community newspapers for recruitment and publicize job openings in primary gathering places for diverse communities.
- We have a fellowship program, allowing recruitment of students of color that are in public policy programs at university/college levels. We also recruit employees from other states.
- We recruit through 100 agencies and advertise in focused papers.

### **Staff Outreach**

- All staff are encouraged to network in communities of color.
- Recruiting a diverse staff is a significant objective, and we go to great pains to try to recruit.

### E. Commitment to Hiring a Multicultural Workforce

Seventy percent (70%) of the housing, planning, and community development organizations had adopted written commitments to hire a multicultural workforce. As illustrated in Figure 20 (Written Hiring Commitments by Organization Type), 71 percent of the developers/CDCs/HSPs, 67 percent of government agencies, 71 percent of intermediaries, 79 percent of supportive housing human service providers, and 50 percent of advocacy organizations or affiliation groups have written commitments to hire a diverse workforce.

About the same percentage (79%) of large (100+ employees) and medium (11–99 employees) organizations had written commitments to hiring diverse staff. Fifty-six percent of small organizations had commitments in writing. See Figure 21.

Although the predominant racial/ethnic group on the organizations’ staffs are Caucasian/white (81%), many respondents pointed out that Caucasian/white includes many cultures, and they reminded us of their strong commitments to hire people of color (e.g., African Americans, American Indians, Asian Pacific Americans, and Latino/Chicano/Hispanic Americans) despite the many challenges noted in previous sections of this report.

Figure 20: Written Hiring Commitments by Organization Type

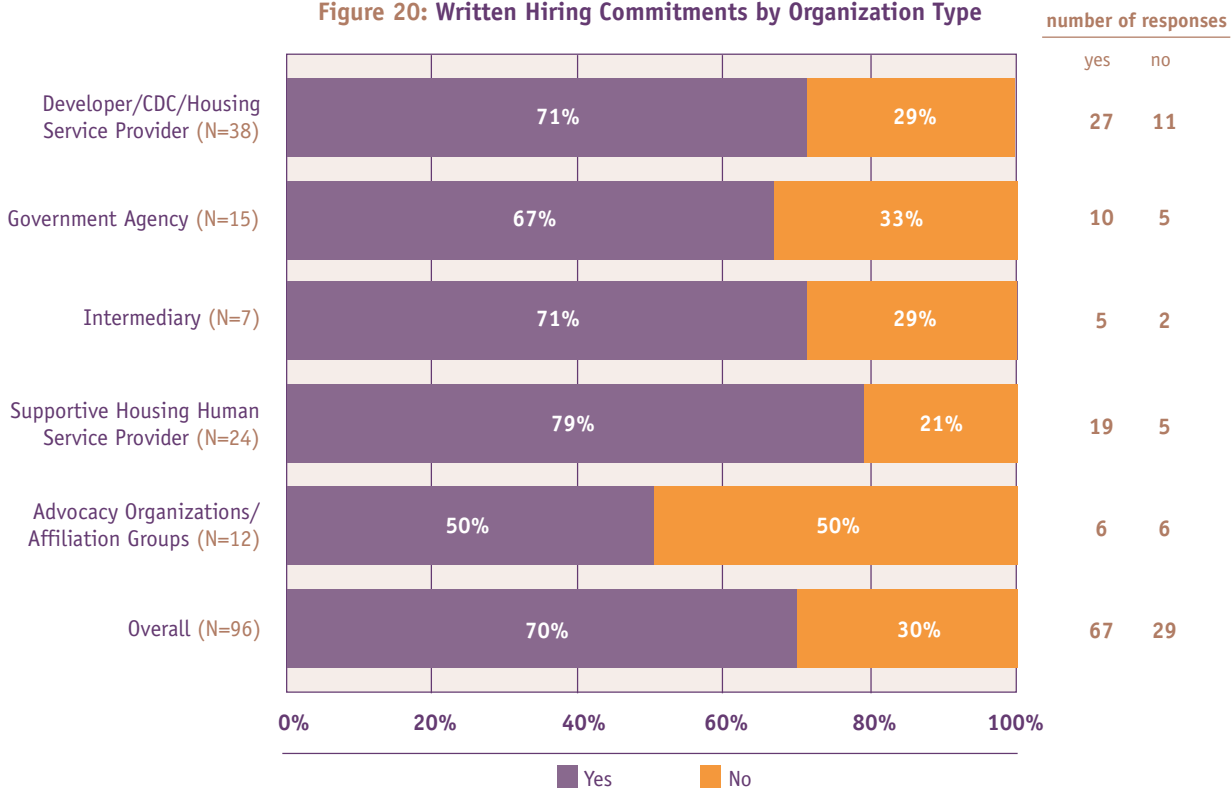
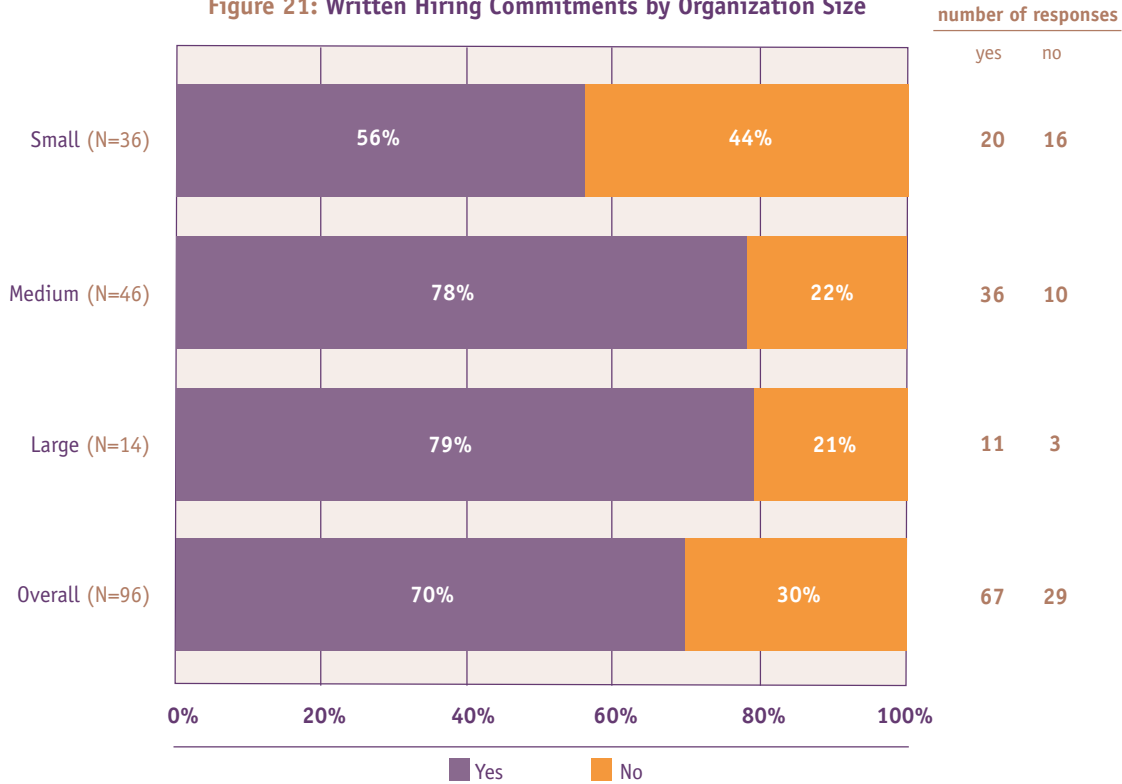


Figure 21: Written Hiring Commitments by Organization Size



### F. Strategies for Supporting Diverse Staff

Overall, most organizations (54%) had strategies to support all staff or addressed the support needs of diverse staff as they came up. Forty-four percent (44%) of developers/CDCs/housing service providers, 54 percent of government agencies, 70 percent of supportive housing human service providers, and 73 percent of advocacy organizations or affiliation groups had support strategies in place or addressed the support needs of staff as they were presented. Twenty-nine percent (29%) of intermediaries had strategies that apply to all staff. Small (1–10 employees) and medium (11–99 employees) organizations were similar to organizations overall: about 52 percent of both had strategies established for all employees and developed plans for employees of color if they were needed. Similarly, 65 percent of large organizations (100+ employees) had strategies for all employees and designed specific plans when needed. See Figures 22 and 23 (Strategy for Supporting Diverse Staff by Organization Type and Size).

In replying to the question, “Does your organization have a strategy for supporting diverse staff?” respondents were able to choose “other” in addition to the other three categories (“has no strategy,” “has established strategy which apply to all staff,” “develops strategy suited to each position as it arises”). Eight organizations (two intermediaries, four CDCs, and two supportive housing groups) offered other strategies for supporting diverse staff, including addressing the needs of particular programs within their organizations, establishing diversity priorities, and putting strategies in place that empower employees. Examples of their comments are on page 36.

Figure 22: Strategies for Supporting Diverse Staff by Organization Type

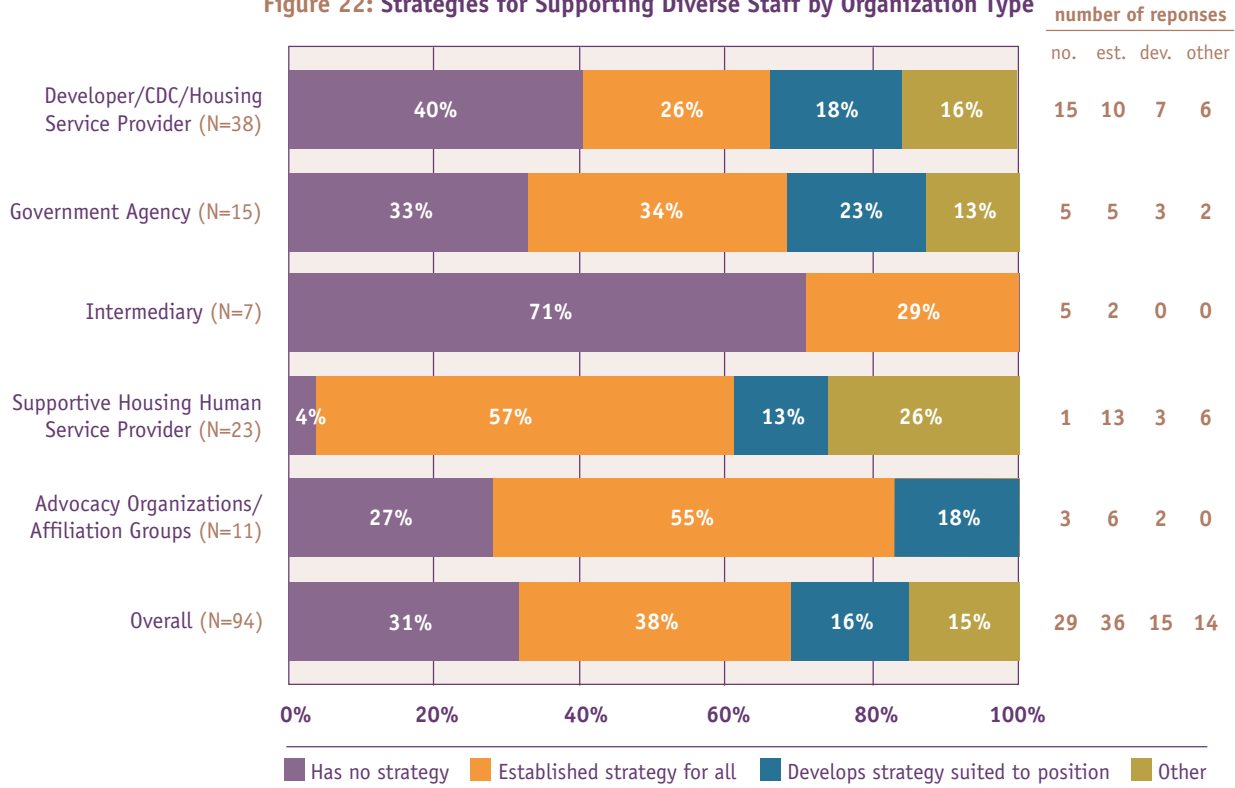
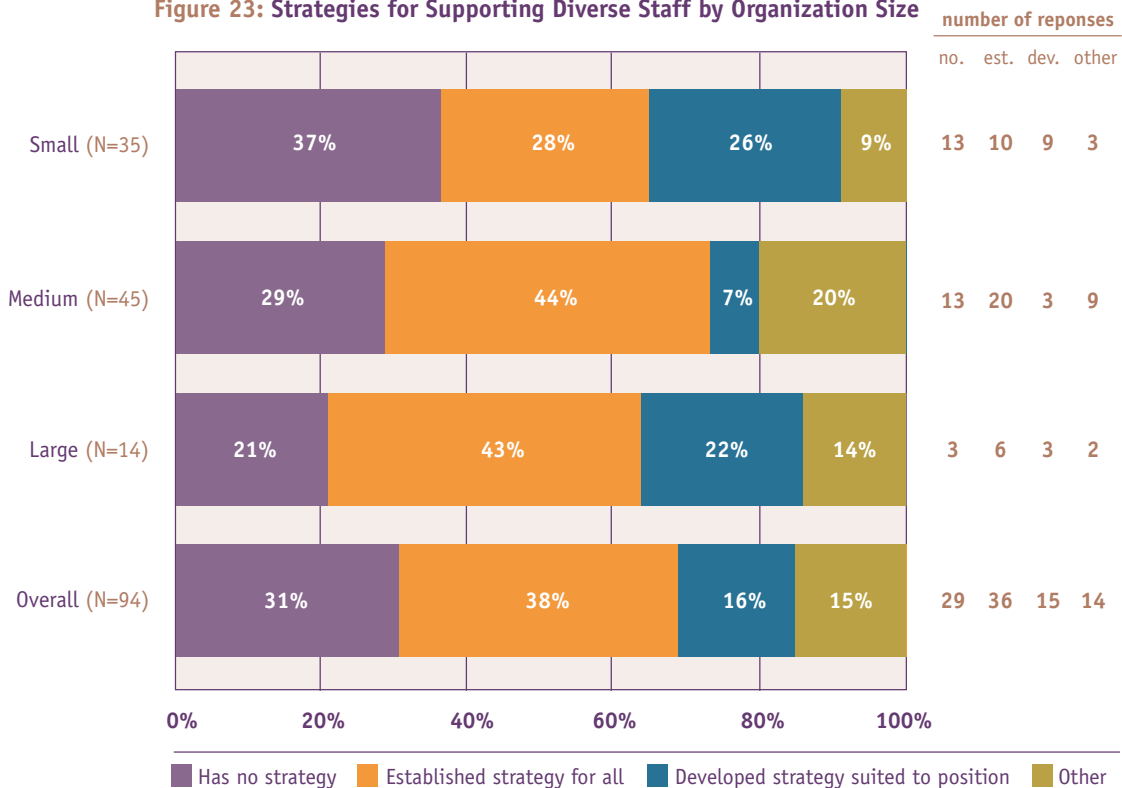


Figure 23: Strategies for Supporting Diverse Staff by Organization Size



**F. Strategies for Supporting Diverse Staff (continued)**

- Different program teams do different activities based on their needs.
- We began scheduling monthly meetings over lunch to address diversity issues, and we have a growing management strategy that intentionally sets diversity as a priority. We believe in empowering the staff. We give as much control as possible to the staff for hiring decisions. Our management strategy is to support any decision the staff makes—this strategy helps people perform well and facilitates staff training opportunities.
- We offer a lot of one-on-one mentoring.
- We use our Diversity Committee for staff trainings.
- We’re developing strategies to address diversity needs.

More strategies were described by respondents in answer to question 5 (Table 17 below), which asked for descriptions of actions that are used to support diverse staff. There are clear similarities between the strategies outlined in the section on recruiting diverse staff and those identified here. For example, in describing criteria for recruiting diverse staff, respondents noted that they participate in community outreach activities such as placing ads in community newspapers that focus on communities of color; that they rely on diversity plans, values, and commitments; and that they hold managers accountable for setting and accomplishing diversity goals. In supporting diverse staff, the responding organizations rely on plans, values, and commitments. They also participate in and require training and hold staff accountable with performance measures.

**Table 17: Strategies for Supporting Diverse Staff (N=65)**

Strategy	Overall
Training programs, networks, teams, committees, staff satisfaction surveys	49%
Plans, guidelines, values, commitments; cultural competency expectations; libraries of cultural resources; partnerships with agencies, colleges, universities; web sites serving groups of color; ads in culturally specific press	39%
Performance measures (e.g., recruiting and maintaining a diverse workforce; allocation of financial resources)	15%
<i>More than one option could be mentioned per respondent.</i>	

#### F. Strategies for Supporting Diverse Staff (continued)

The strategies offered by each category of organizations acknowledged the importance of planning for diversity, of updating or renewing plans regularly, and of building and sustaining support for diverse staff. One survey respondent outlined the multifaceted approach used by her/his organization:

*[We are] in the third year of an initiative of which a key component is recruiting and maintaining a diverse workforce. A variety of resource networks are available for staff, including the African American Resource Network, Multicultural Network, Disability Network, Hispanic Network, and GLBT Network. [We have] a diversity program within the Human Resources Department that provides leadership and excellence in all areas of diversity throughout the [organization]. [One of our departments] has an active Diversity Action Team to address retaining and supporting a diverse workforce. We also try to provide a variety of training and educational opportunities to increase awareness and understanding of the value of diversity.*

In some instances, committees, networks, and other groups were charged with supporting a diverse staff, but did not seem to have action plans. One respondent said,

*Our Diversity Committee meets regularly on a monthly basis. There are no specific requirements for who's on the committee and no policy on committee training or use of visual aids. We may need to develop specific policies.*

In contrast, some organizations and professional guidelines required staff to attend training. A few organizations ask staff to share their learning with others in the office. One respondent described it this way: “By law, licensed chemical dependency counselors must go through a specific amount of diversity training annually. They are expected to share their learning with staff.” And another said, “As part of ongoing professional development, employees can link to para-institutions. There is a network of organizations of color in the community that employees of color can access for support, mentoring and coaching.” More examples of comments follow.

#### **Training Programs**

- Our Cultural Coordinating Committee was developed to support both staff and clients.
- Our Diversity/Inclusive Committee offers ongoing training on inclusion and diversity. Management does specific training.
- Our staff orientation discusses the various populations we work with in detail.
- We have a Diversity Committee that includes staff from all programs. The committee sends e-mails about diversity activities and holidays, sponsors ethnic lunches, and shows videotapes about diversity.
- We have a fairly well-developed strategy that requires new employees to attend an "Undoing Racism" program shortly after being hired. A Diversity Taskforce is in place to oversee existing programs/activities and recommend improvements and new efforts.
- We have a pretty good program for helping employees work with diverse communities.
- We have regular staff development to learn about cultures other than our own.
- We have specific strategies for education on diversity.

- We offer ongoing training opportunities and outreach to organizations working to employ persons of diverse cultures. We have plans to establish a diversity website link, a commitment to allocate necessary resources, and we've asked our managers to develop a personal diversity plan.
- We offer personal development opportunities and training.
- We offer training and benefits that would attract the best candidates.
- We provide diversity training for all staff.
- We provide training to everyone—local and national.
- We require and suggest training for everyone, which includes team building and respecting differences.

### **Plans, Guidelines, and Partnerships**

- Our business plan identifies cultural competencies, and we're working on a staff satisfaction survey to find out how satisfied our employees are. We have a diversity plan and regular diversity training to support the staff.
- Our Office of Diversity develops strategies to support staff.
- Our strategies are revised each year. This year we are working with agencies serving targeted groups, supporting staff training and staff of color networks, placing job ads in newspapers that target communities of color, and conducting Equal Employment Opportunity (EEO) exit interviews.
- Three committees are working on the 3 R's (recruitment, retention, respect). They are developing guidelines for an inclusive workplace. We have connected with some colleges and universities to recruit interns. We have some affinity groups that help with employee retention. We've added a diversity component to new-employee orientation. All housing jobs are advertised on the Changing the Face of Housing website.
- We are committed to having a majority staff of color.
- We have personnel policies, state, and federal regulations requiring that we address diversity issues.

### **Performance Measures**

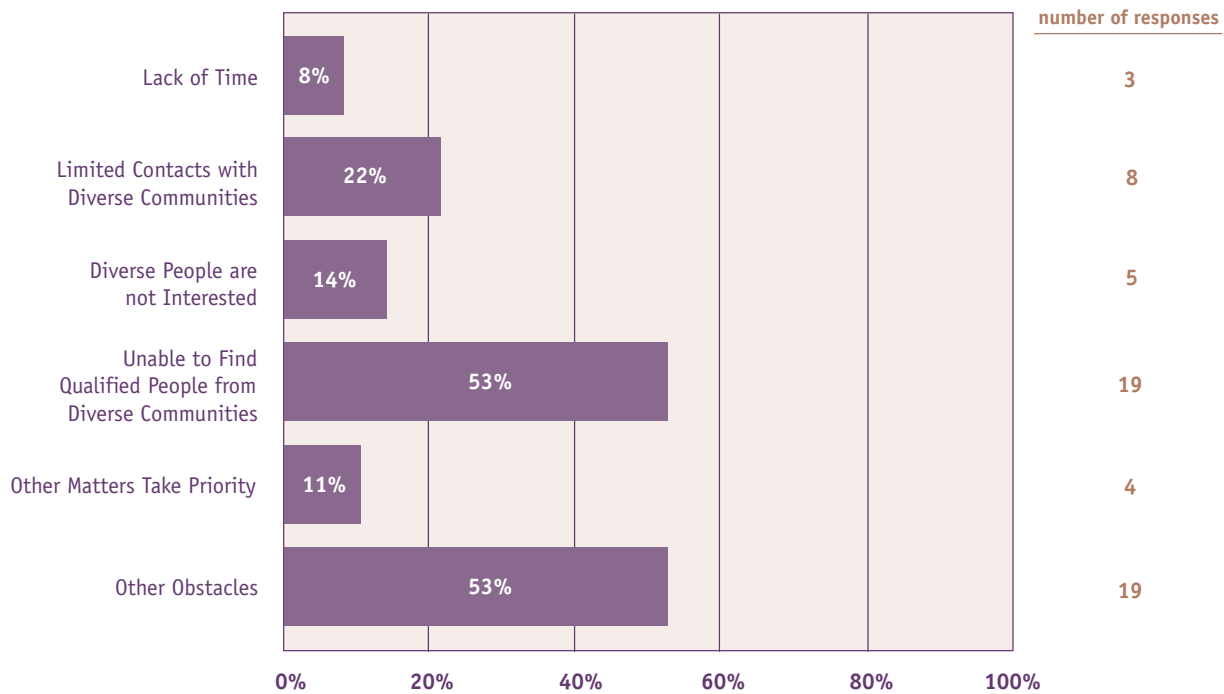
- Each of our program directors is required to set goals for her/his department, and they are evaluated on outcomes during performance evaluations. They establish new plans each year, which include goals to hire 10 percent people of color agency-wide and certain numbers of employees of color in each department. Programs with a higher percentage of people of color as clients are expected to have staff members who reflect the population served. We have a core organization value that challenges each employee to work effectively with people from many cultures. We maintain a library of relevant cultural materials.
- We work at doing things to show appreciation when meeting goals for diversity, like time off, cards and gifts, workshops on diversity.

### G. Obstacles to Staff Diversity

As discussed elsewhere, people of color make up about 17 percent of the housing, planning, and community development workforce. When respondents were asked, “What are some of the obstacles to staff diversity?” possible responses were lack of time, limited contacts with diverse communities, diverse people are not interested, unable to find qualified people from diverse communities, other matters take priority, and other obstacles. When considered as a whole, 65 percent of housing, planning, and community development organizations indicated that other obstacles challenged them in achieving staff diversity. The next closest response was that they were unable to find qualified people from diverse communities (44%), and approximately 14% of the 97 organizations selected lack of time, limited contacts with diverse communities, and diverse people are not interested, respectively. Figures 24 to 32 illustrate responses by each organization type and by size. Nine percent (9%) of all organizations selected the response other matters take priority (Figure 29: Obstacles to Recruiting Diverse Staff for All Organizations).

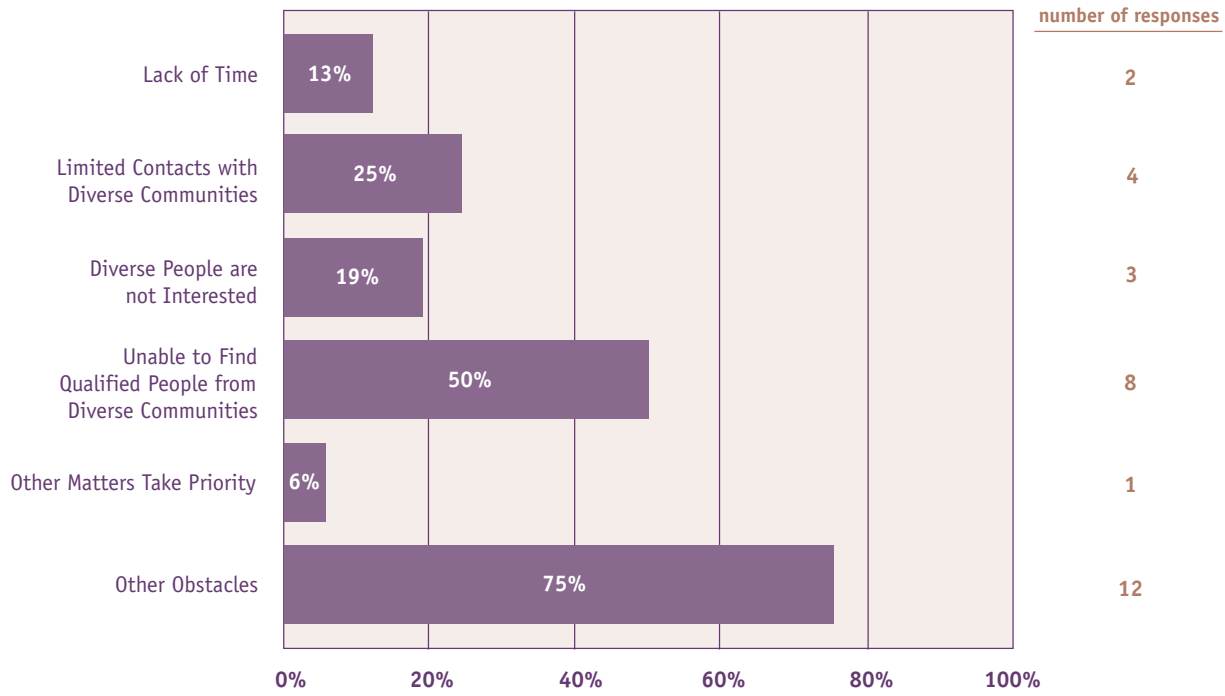
Developer/CDC/housing service providers resemble the overall picture of housing, planning, and community development organizations in their responses reporting obstacles to staff diversity. Fifty-three percent (53%) of the thirty-six organizations were unable to find qualified people from diverse communities and 53 percent selected the response “Other” obstacles. About 15 percent of the developer organizations responded that they had a lack of time and limited contacts with diverse communities, and that diverse people are not interested. Eleven percent (11%) of developers said that other matters take priority.

**Figure 24: Obstacles to Recruiting Diverse Staff for Developer/Community Development Corporation/Housing Service Providers\* (N=36)**



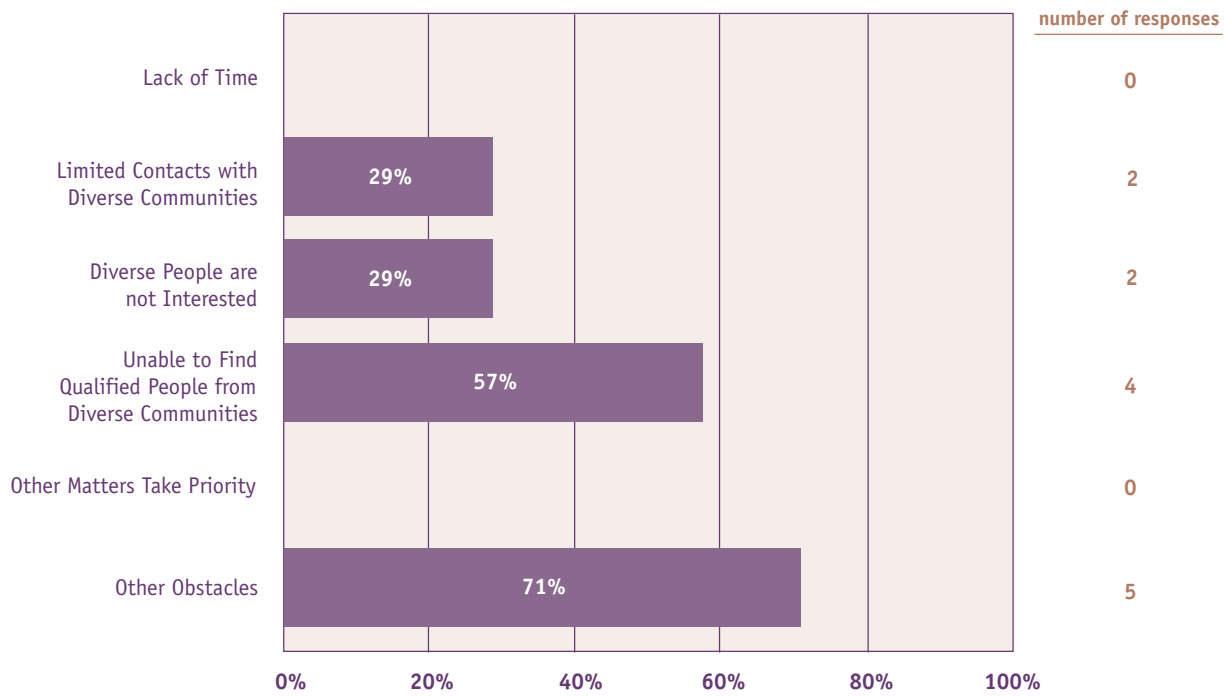
\*More than one option could be mentioned per respondent.

**Figure 25: Obstacles to Recruiting Diverse Staff for Government Agencies\* (N=16)**



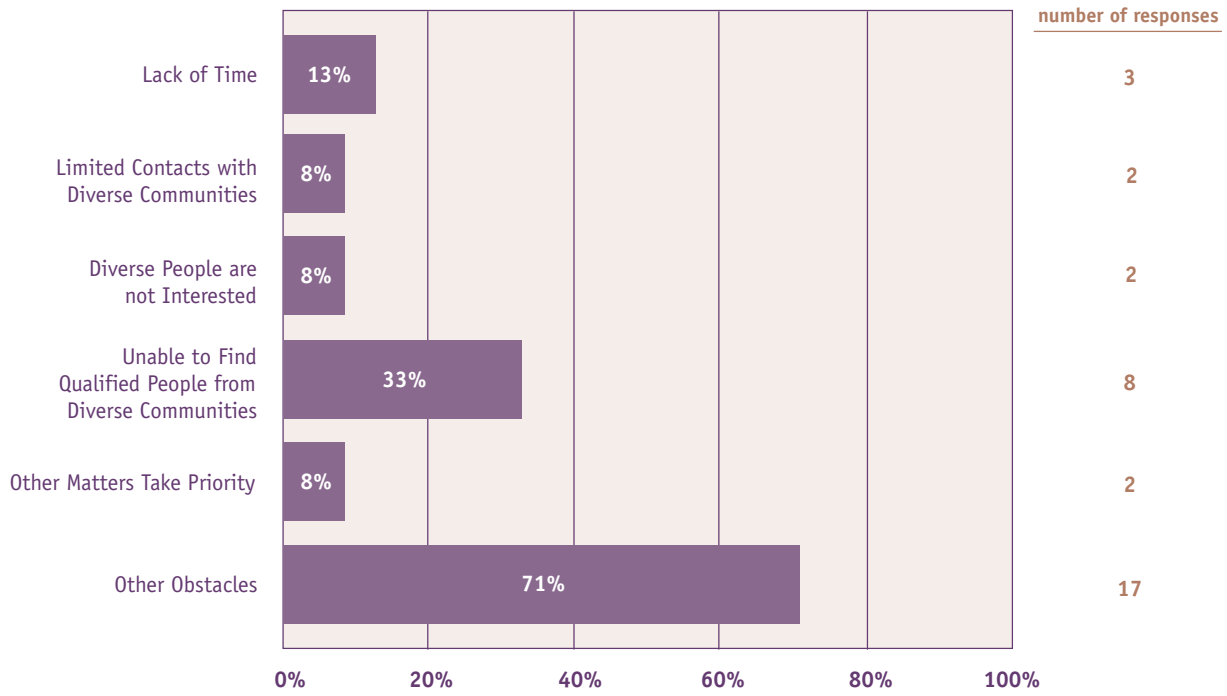
\*More than one option could be mentioned per respondent.

**Figure 26: Obstacles to Recruiting Diverse Staff for Intermediaries\* (N=7)**



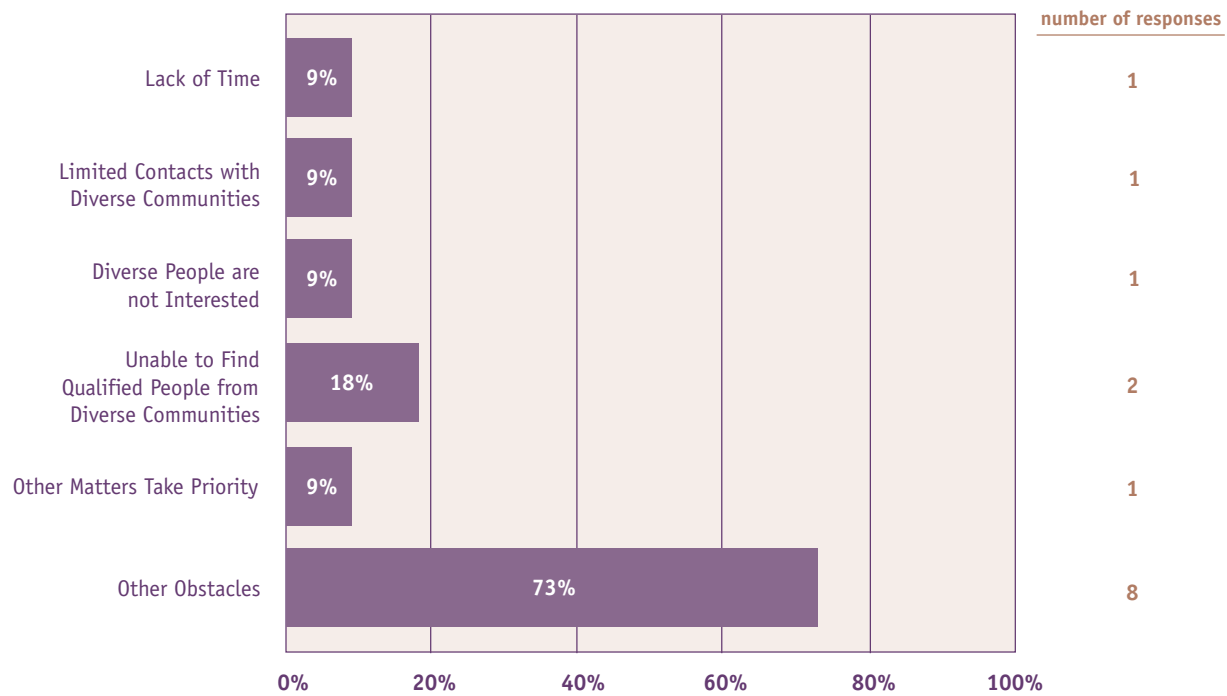
\*More than one option could be mentioned per respondent.

**Figure 27: Obstacles to Recruiting Diverse Staff for Supportive Housing Human Service Providers\* (N=24)**



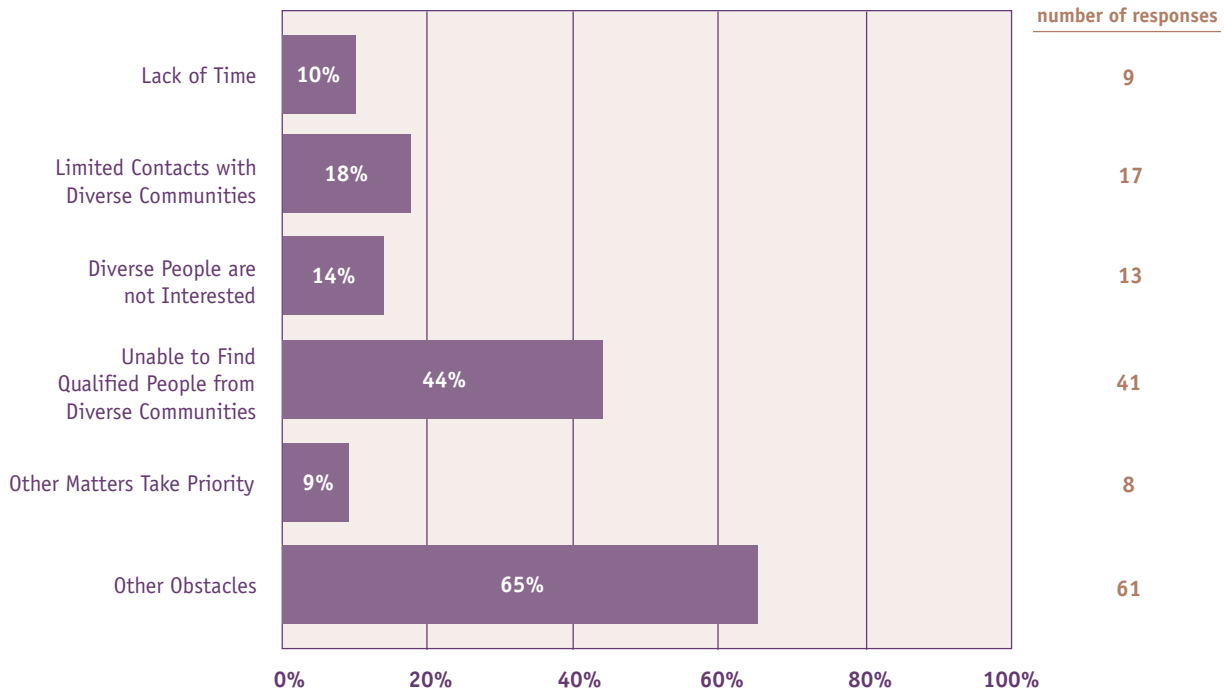
\*More than one option could be mentioned per respondent.

**Figure 28: Obstacles to Recruiting Diverse Staff for Advocacy Organizations or Affiliation Groups\* (N=11)**



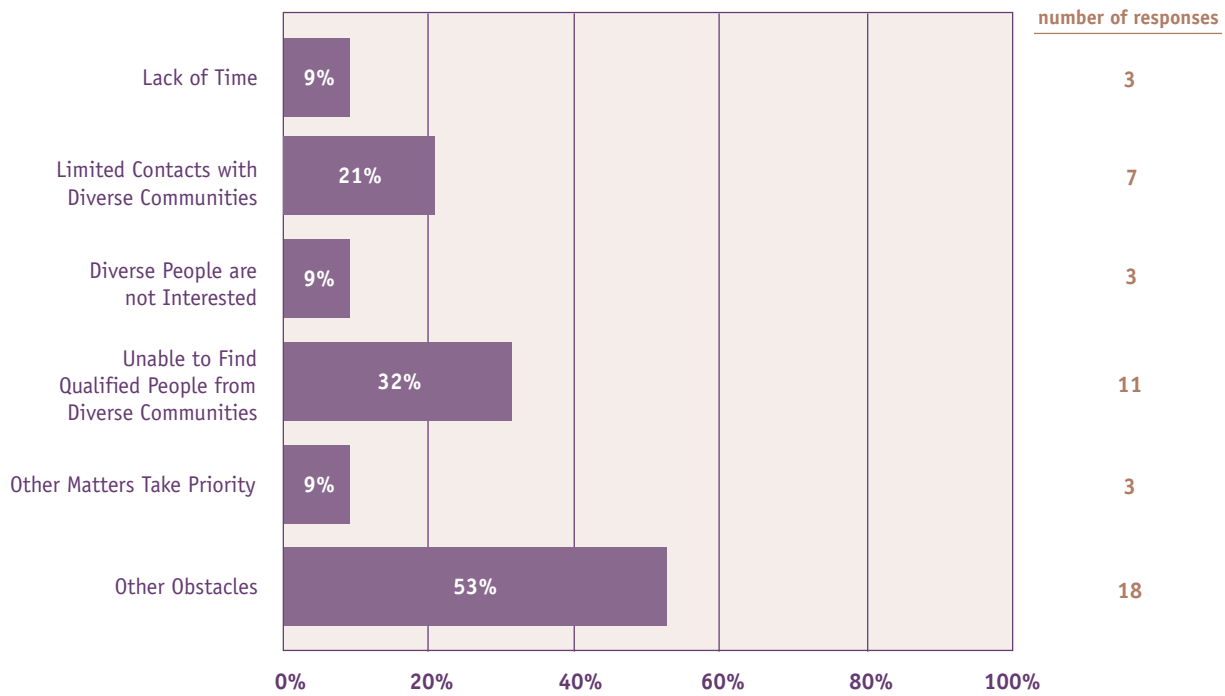
\*More than one option could be mentioned per respondent.

**Figure 29: Obstacles to Recruiting Diverse Staff for All Organizations\* (N=94)**



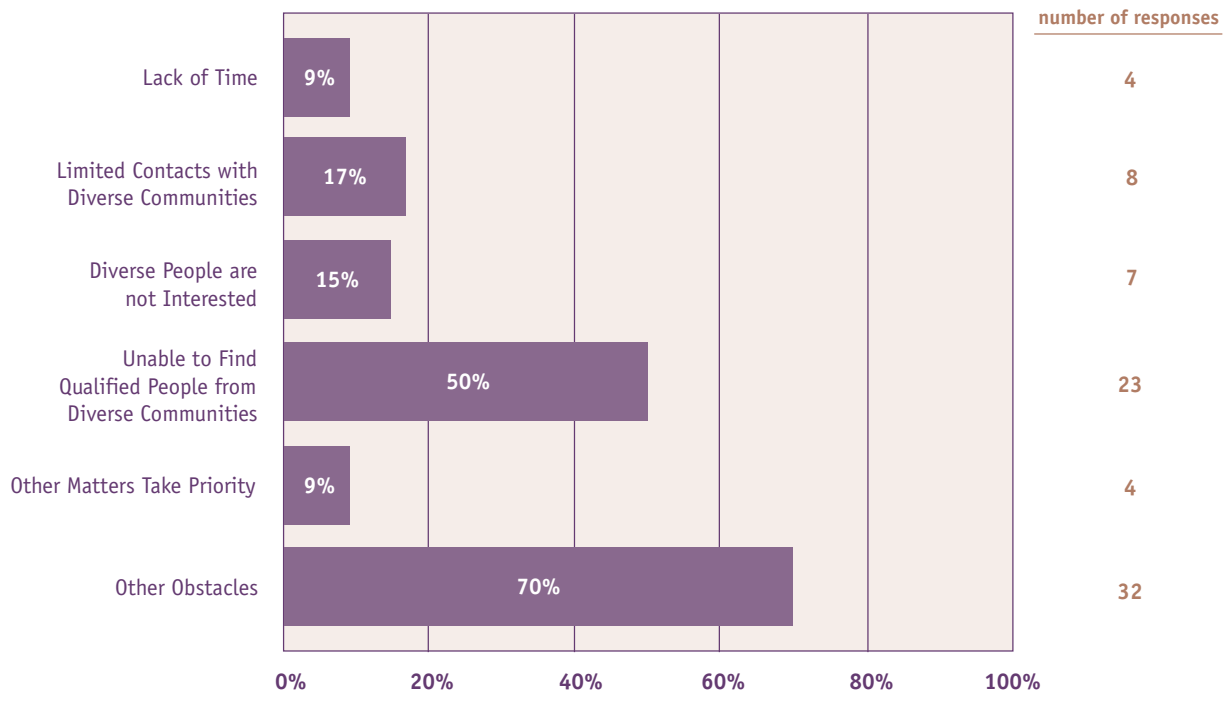
\*More than one option could be mentioned per respondent.

**Figure 30: Obstacles to Recruiting Diverse Staff for Small Organizations\* (N=34)**



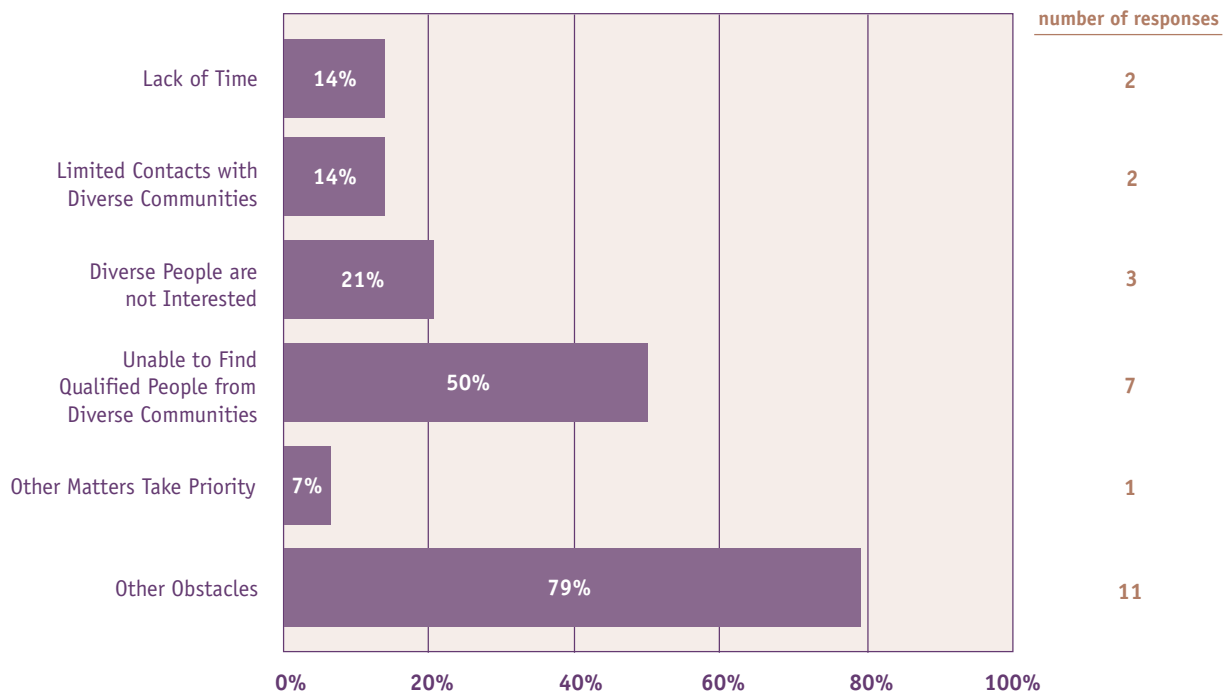
\*More than one option could be mentioned per respondent.

**Figure 31: Obstacles to Recruiting Diverse Staff for Medium Organizations\* (N=46)**



\*More than one option could be mentioned per respondent.

**Figure 32: Obstacles to Recruiting Diverse Staff for Large Organizations\* (N=14)**



\*More than one option could be mentioned per respondent.

**G. Obstacles to Staff Diversity (continued)**

Government agencies (a total of sixteen organizations) were close to developers in their responses: lack of time (13%), limited contacts with diverse communities (25%), diverse people are not interested (19%), unable to find qualified people from diverse communities (50%), and other matters take priority (6%). Slightly more (75%) government agencies chose the “Other” response. Intermediaries (7 organizations) also resemble developers in their responses to contacts with diverse communities (29%), whether diverse people are interested (29%), and difficulty finding qualified people (57%). Intermediaries were most similar to government agencies in identifying other obstacles (71%).

Supportive housing human service providers and advocacy organizations, like intermediaries, selected other obstacles as a major concern, 71 percent and 73 percent respectively. The organizations were also similar to intermediaries and organizations as a whole in responding that other matters take priority, 8 percent and 9 percent respectively. Unlike organizations overall, supportive housing human service providers and advocacy organizations were somewhat less bothered by lack of time (13% of supportive housing and 9% of advocacy organizations), contacts with diverse communities (8% of supportive housing and 9% of advocacy organizations), interest on the part of diverse people (8% of supportive housing and 9% of advocacy organizations), and their ability to find diverse job candidates (33% of supportive housing and 18% of advocacy organizations). Just 8 percent of supportive housing organizations and 9 percent of advocacy organizations indicated that other matters were of more priority. In considering responses to this question by the size of organizations, there is great similarity, although more medium (11–99 employees) and large (100+ employees) organizations were more concerned about “Other” obstacles.

What were the other obstacles identified? Organizations of all types (approximately 65%) offered examples of obstacles to staff diversity that did not fit well into the other possible responses. Their concerns included the limited size of their organizations’ budgets and staffs, too few applicants of color in job pools, barriers posed by union memberships, and the limited skills, experience, and expertise of applicants of color. Comments such as “We have an extremely small staff” were frequent. One advocacy organization said, “We’re so small that staff diversification is not an issue yet. We’re planning for a new position that will require specific Section 8 and HUD skills.” One developer organization described budgetary challenges: “We generally lack the finances to address diversity. Contracts are disappearing. Government contracts have been cut and that reduces our opportunities for hiring.”

Several organizations of all types indicated that small staff sizes and long-term employees made it hard to diversify their organizations. One respondent said people of color are not attracted to unions but union seniority is helpful in her/his organization’s hiring process. See Table 18.

**Table 18: Other Obstacles to Staff Diversity (N=61)**

Obstacles	Overall
Organization's size, stability, and hiring budget	74%
Few applicants of color	22%
Memberships, skills, and expertise	18%
<i>More than one option could be mentioned per respondent.</i>	

**G. Obstacles to Staff Diversity (continued)**

Other respondents were concerned about the salary requirements of people of color. A supportive housing human service provider said, “Salary is a primary consideration. When we can pay high-enough salaries, we're successful attracting a diverse pool of candidates. What we've had to do is use diversity and life experience as a job requirement.” Similarly, it is hard for some organizations to compete for employees because of their limited budgets. A respondent from a supportive housing human service organization said,

*In some areas, we do better than others. As a non-profit, it is hard to compete with corporate and government positions that pay more. We lose qualified candidates to organizations that pay more, and we are often in a place where staff acquire training and go on to higher-paying positions.*

Several organizations said that the specific skills that are needed for their workplaces are obstacles to achieving diversity. Issues of limited time for employee mentoring and lack of knowledge and field experience on the part of job applicants were also mentioned as barriers. While such concerns are appropriate, some of the comments made in response to this question were worded in ways that may perpetuate stereotypes and misinformation about the housing, planning, and community development expertise in communities of color.<sup>12</sup> For example, one respondent said,

*We've lowered qualifications for position openings when possible. Sometimes that is not possible because licensing is needed. There are some opportunities to hire without certain skills/education, but few people of color apply.*

<sup>12</sup> It is well known that in many states including Minnesota, people from communities of color are employed in housing, planning, and community development fields, and performing well (e.g., Rev. Kirbyjon H. Caldwell, an African American pastor, has led a community development initiative for the Windsor Village United Methodist Church in Houston, Texas since 1982 ([www.kingdombuilder.com](http://www.kingdombuilder.com)); The Hispanic Association of Contractors and Enterprises (HACE) located in Philadelphia, Pennsylvania has worked to combat community deterioration through economic development initiatives since 1982 (email: [hacecdc@hacecdc.org](mailto:hacecdc@hacecdc.org)); the Asian Neighborhood Design (AND), a non-profit community development agency in San Francisco, has provided services in housing and community development, architecture and planning, family and youth self-sufficiency, and employment training for low-income multicultural communities since 1973 ([info@andnet.org](mailto:info@andnet.org)); and the Hmong/American Friendship Association (HAFA), a Milwaukee Community Housing Development Organization, began in 1994 as a housing rehabilitation organization focused on housing counseling and safety issues including lead abatement—later expanded to include an outreach program that teaches families about lead poisoning issues, helps home buyers secure lead inspections, and trains staff in lead abatement procedures ([www.hmongamer.org](http://www.hmongamer.org)).

Another respondent said,

*We have to turn down applicants from [one community of color] due to language constraints. I don't speak [the language], there are no funds for interpreters, and we don't have a representative [from that community] on our board.*

The use of potentially stereotypical language can also be seen in two responses about the number and type of applicants that apply or qualify for jobs:

*Those people of color who are really qualified have their choice of jobs. When we've hired people who were not very well qualified, we have had to let them go.*

*Program licensure is a policy barrier to employment of people of color. Minnesota statistics indicate that one in four African American males are arrested by age 24. Our employees must have a clean record to work here.*

A respondent from an advocacy organization pointed out the value of hiring people who have had similar life circumstances: “People may not have had training or professional work experience, but their experience can assist organizations. We don't see or feel a real challenge to finding qualified people of color, and if we can do it, others can do it. It has to be intentional.” One respondent from a developer organization indicated that it’s important to keep working at removing obstacles and to stay focused, be proactive and flexible, and maintain a supportive work environment. Below are examples of further responses that demonstrate the types of responses included in [Table 18](#).

### **Organization Size, Stability, and Hiring Budget**

- Employee relations does most of the recruiting for county positions. It may be that there is a great deal of employee stability in units.
- It’s difficult to retain people of color when the organization is predominantly Caucasian.
- Not all departments are focused on diversity.
- Some people of color are highly recruited, and non-profit salaries and benefits are not competitive with corporate and others to attract and retain.
- The biggest constraint is not the hiring process but our low turnover; the higher-level staff pool is not as deep, and competition for most positions can be daunting.
- The size of our organization is a limitation. We’re not that large and we do not have a human resources infrastructure that could specifically address these issues.
- This does not apply to us because we don't have any dollars to hire.
- We don't pay qualified people well enough. They find other opportunities and leave.
- We have budget constraints to any expansion of staff. The budget range we have limits our opportunities.
- We have no money available for additional staff. There is little staff turnover. For our last opening, we placed an ad and recruited in communities of color. One person of color applied and was not qualified for the position. It was not an entry-level position.
- We lose people as they move up and out to banks. We’re not growing. Our white staff doesn't quit, there’s very low turnover.

**Organization Size, Stability, and Hiring Budget (continued)**

- We use vendors and consultants of color to provide diversity perspectives in our organization, since we are not planning any staff expansion and we don't have adequate space for additional staff.
- We're interested in diversity although we hire infrequently. We have a small staff and managed to do a good job recruiting for our last opening. We had a number of qualified people of color apply. When we have more positions, we expect to be more successful.
- We're not in a position to grow. Each hire to date has been a unique situation.

**Few Applicants of Color**

- For some programs, it's hard to find qualified staff. Under housing, no problem [hiring people from some groups of color]. We've not had a Latino apply. There's low turnover of staff at this agency, not much movement.
- Our county strives to offer a diverse pool of applicants for each job position. Some job classes which require particular licenses and education are sometimes more difficult to attract candidates that meet the qualifications. We are working to be an employer of choice but have to continue to promote ourselves as such and to build trust in various communities. There are some perceptions that working for a community agency is better than working for a large bureaucratic organization.
- Rule requirements are a barrier, and I don't recommend removing rules. We are concerned about the cultural appropriateness of caseworkers and language barriers. Our positions pay poorly, but we are working with universities to encourage enrollment of students of color in majors that are related to our field.
- Suburban communities have a more difficult time recruiting people of color than urban centers.
- We do not get many applicants of color; our jobs may not be appealing to them. Often the applicants of color are not qualified. We can't always tell race from the application; we may be missing out on some good folks.
- We have very little staff turnover. Few applicants. Last search only one person of color applied and they were not qualified.
- We try to reach a lot of different audiences, but there are few people of color who apply.
- When we place our ads, we don't get diverse applicants.

### **Memberships, Skills, Expertise, and Timing**

- One [new immigrant] community is just establishing itself and needs leadership training.
- Our staff is very diverse. The only problem is with immigrant employees who need interpretation or translation services, etc.
- Since we are statewide, we experience a lack of diversity in certain geographic communities.
- The timing of when jobs are posted is a barrier; often we need to fill positions very quickly. We have had difficulty finding people with experience or credentials from communities of color. We have held a position open to try to identify a person of color. Capacity development is needed because there's a lack of qualified people of color with the expertise we are seeking.
- The urgency of completing our work in a timely way rules our selection process. There is not a lot of room for mentoring in certain positions (realities of schedules) in combination with other interests or demands.
- There is no full-time person recruiting. In the development area, people have very unique and long-term experience when we hire them. There is no college-level training program to teach the unique skill set necessary for development or property management.
- Union seniority is a primary issue. The majority of current employees are not diverse. We are laying off lower level employees and we are not hiring.
- We often seek higher education or technical skills, and some cultural groups do not end up in our pool of job applicants. We are a bi-cultural organization and have had more success hiring Caucasians and [employees from one other racial/ethnic group].
- We try to match staff with the people receiving the services. We serve 15,000 square miles, not just the metro area.
- We're doing an adequate job as a public institution with low turnover and few openings, especially higher up. Maintenance positions are union, so positions are filled according to seniority.
- We're looking for grassroots specialization. It's an issue of subject matter that many don't understand. There's high-level competition for the applicants who are knowledgeable.

### **H. Help From Sponsors**

The last section of the survey asked respondents what the sponsors of Changing the Face of Housing in Minnesota (Corporation for Supportive Housing, Family Housing Fund, Twin Cities Local Initiative Support Corporation) could do to help their organizations increase board and staff diversity. Respondents were provided with four choices: self-assessment and planning; education and training; recruitment (all are goals of CFHM); and other, which they were asked to describe.

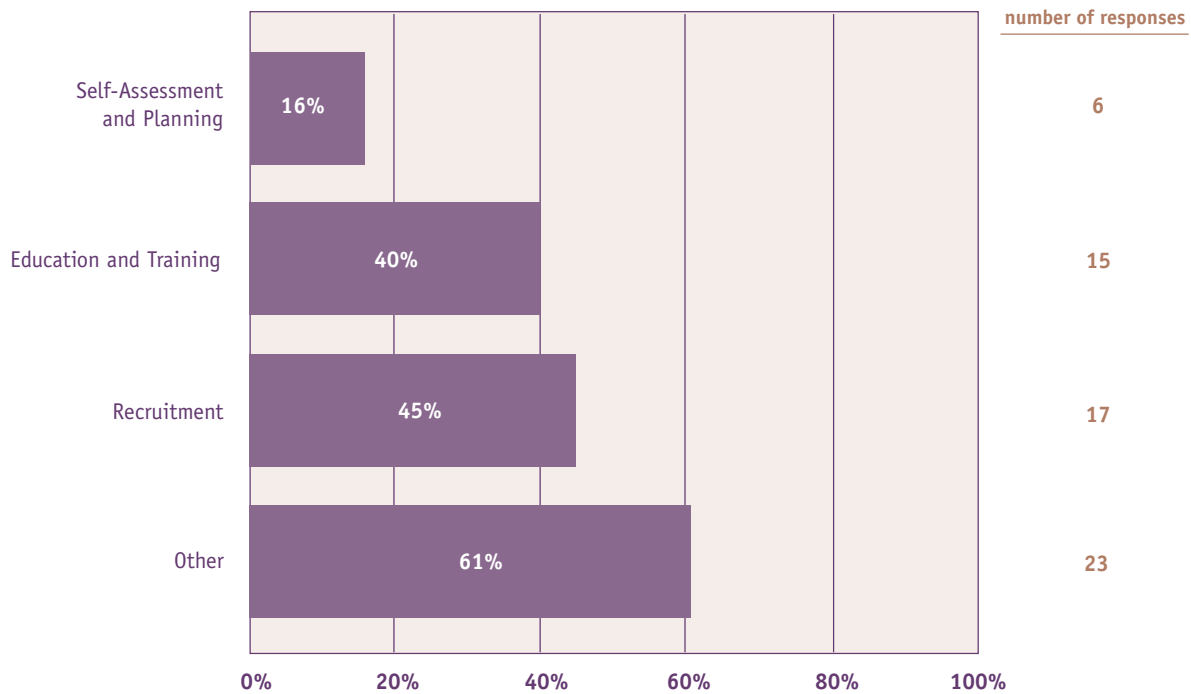
As a whole, the organizations chose other (56%) and recruitment (51%) most often. Seventy-one percent (71%) of government agencies and 60 percent of intermediaries selected "Other", as did 61 percent of the small (1–10 employees) and 55 percent of the medium (11–99 employees) organizations. Overall, 37 percent (37%) of the organizations selected education and training and 13 percent chose self-assessment and planning.

**H. Help From Sponsors (continued)**

Figures 33–41 below show responses for the 90 organizations that responded by organization type and size.

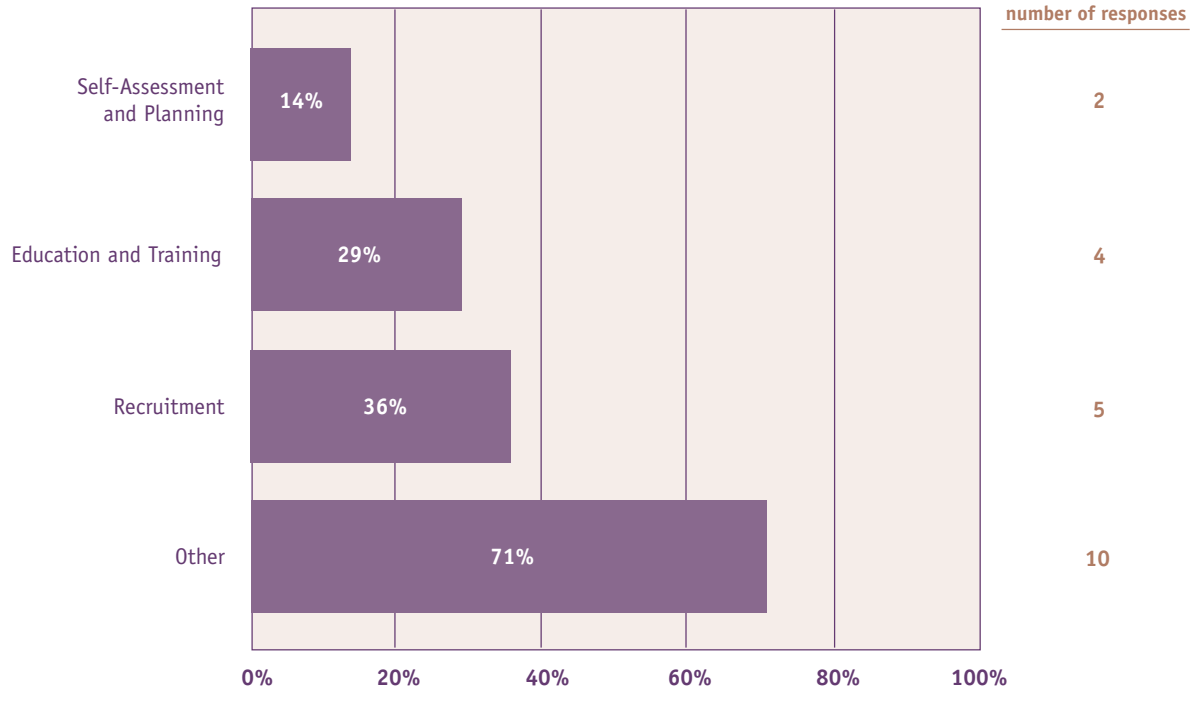
More intermediaries (80%) and supportive housing human service providers (63%) requested help with recruitment. Large organizations (62%) also wanted more assistance with recruitment compared to small (49%) and medium (50%) organizations. There was somewhat less interest in self-assessment and planning and in education and training. For example, just 33 percent of advocacy organizations, 16 percent of developer/CDC/housing service providers, 14 percent of government agencies, and four percent of supportive housing human service providers said self-assessment and planning would be helpful. None of the intermediaries requested self-assessment and planning help. When organization size is considered, 21 percent of medium organizations (11–99 employees), eight percent of large (100+ employees), and six percent of small organizations (1–10 employees) indicated that self-assessment and planning would help them. Education and training seemed more important than self-assessment and planning. Forty-six percent (46%) of all organizations classified as medium requested education and training, as did 44 percent of advocacy organizations. Thirty-eight percent (38%) of supportive housing human service providers, 29 percent of government agencies, and 20 percent of intermediaries also believed that education and training would be helpful. Likewise, 31 percent of all large organizations and 27 percent of all small organizations said education and training could help.

**Figure 33: How Sponsors Can Help Developers/CDCs/Housing Service Providers Increase Board and Staff Diversity\* (N=38)**



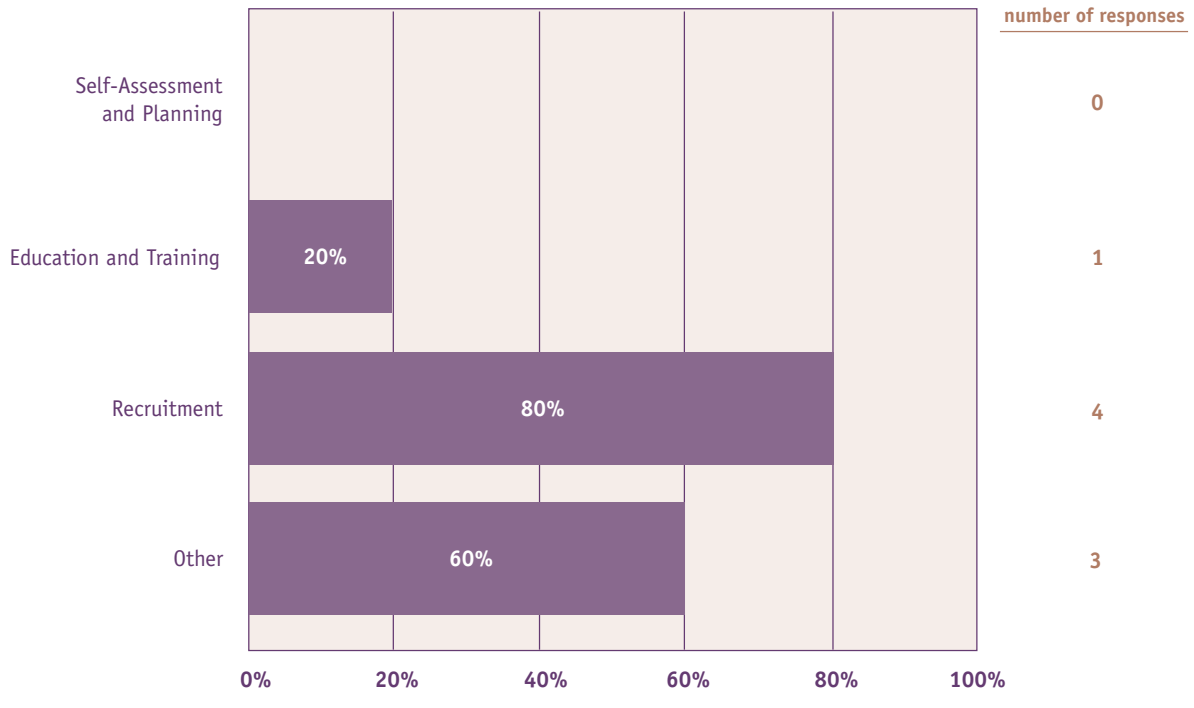
\*More than one option could be mentioned per respondent.

**Figure 34: How Sponsors Can Help Government Agencies Increase Board and Staff Diversity\* (N=14)**



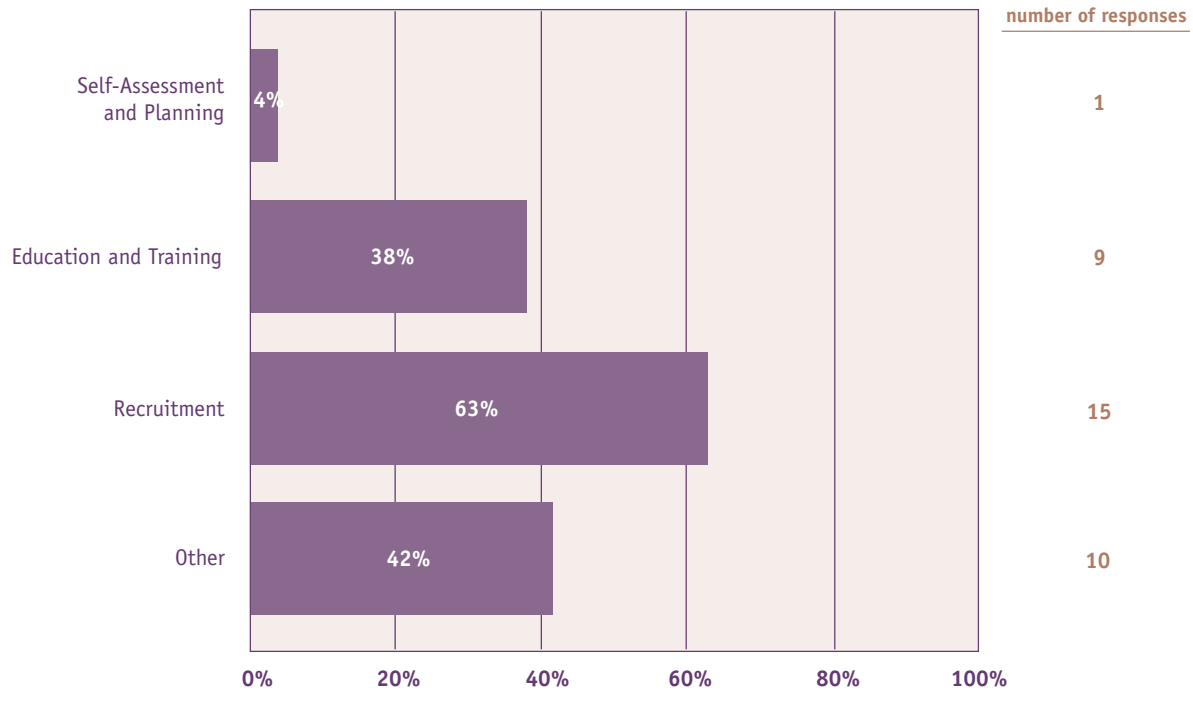
\*More than one option could be mentioned per respondent.

**Figure 35: How Sponsors Can Help Intermediaries Increase Board and Staff Diversity\* (N=5)**



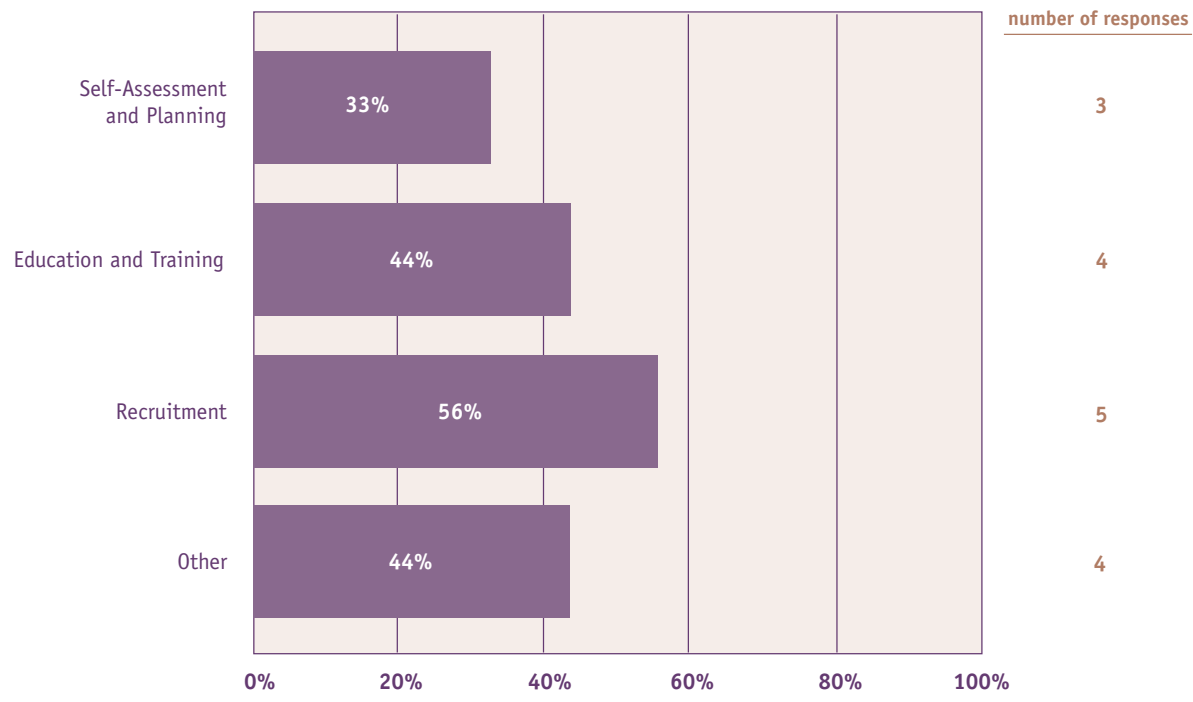
\*More than one option could be mentioned per respondent.

**Figure 36: How Sponsors Can Help Supportive Housing/ Housing Service Providers Increase Board and Staff Diversity\* (N=24)**



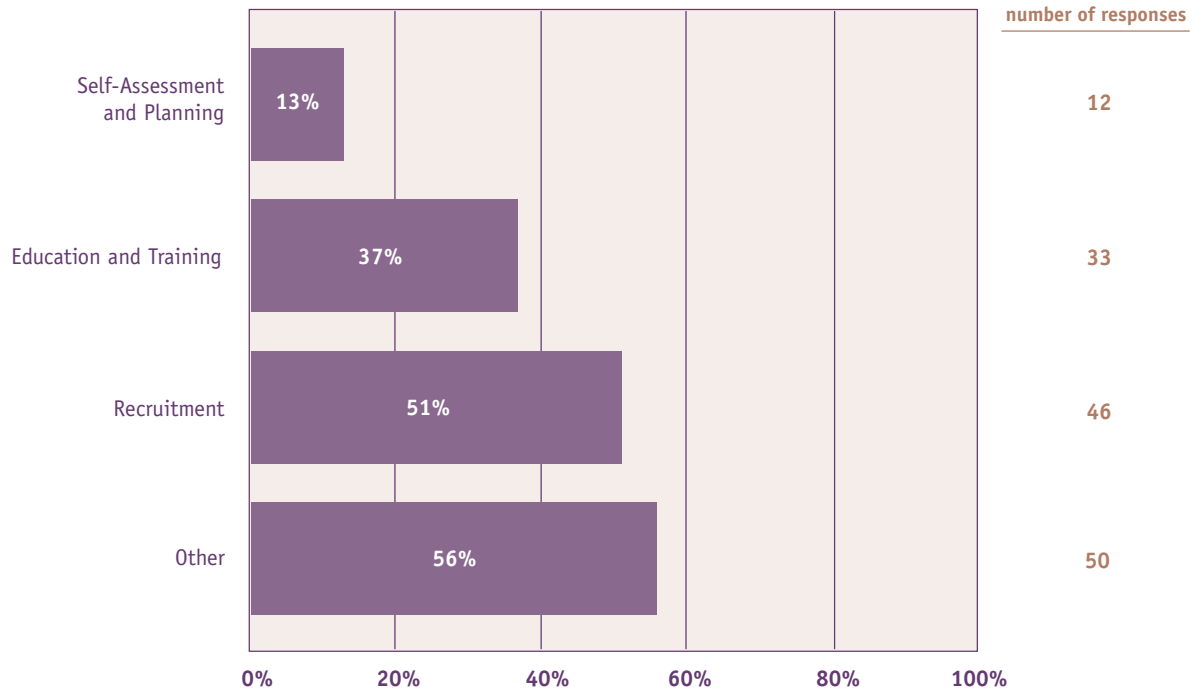
\*More than one option could be mentioned per respondent.

**Figure 37: How Sponsors Can Help Advocacy Organizations and Affiliation Groups Increase Board and Staff Diversity\* (N=9)**



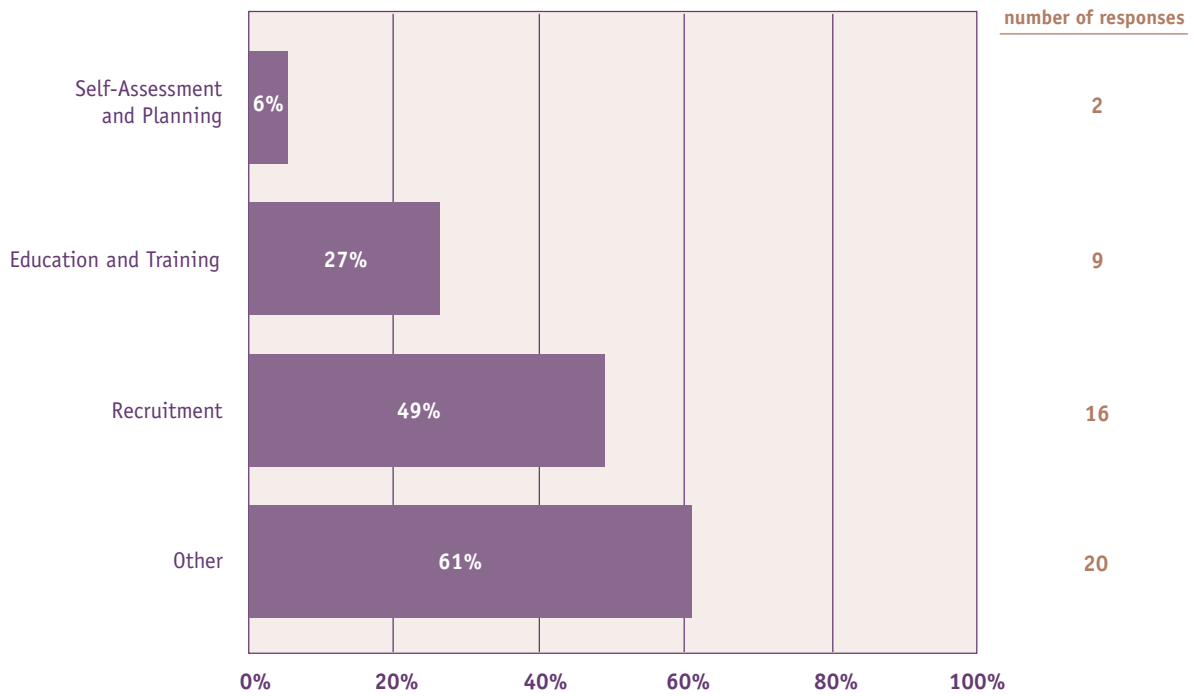
\*More than one option could be mentioned per respondent.

**Figure 38: How Sponsors Can Help All Organizations Increase Board and Staff Diversity\* (N=90)**



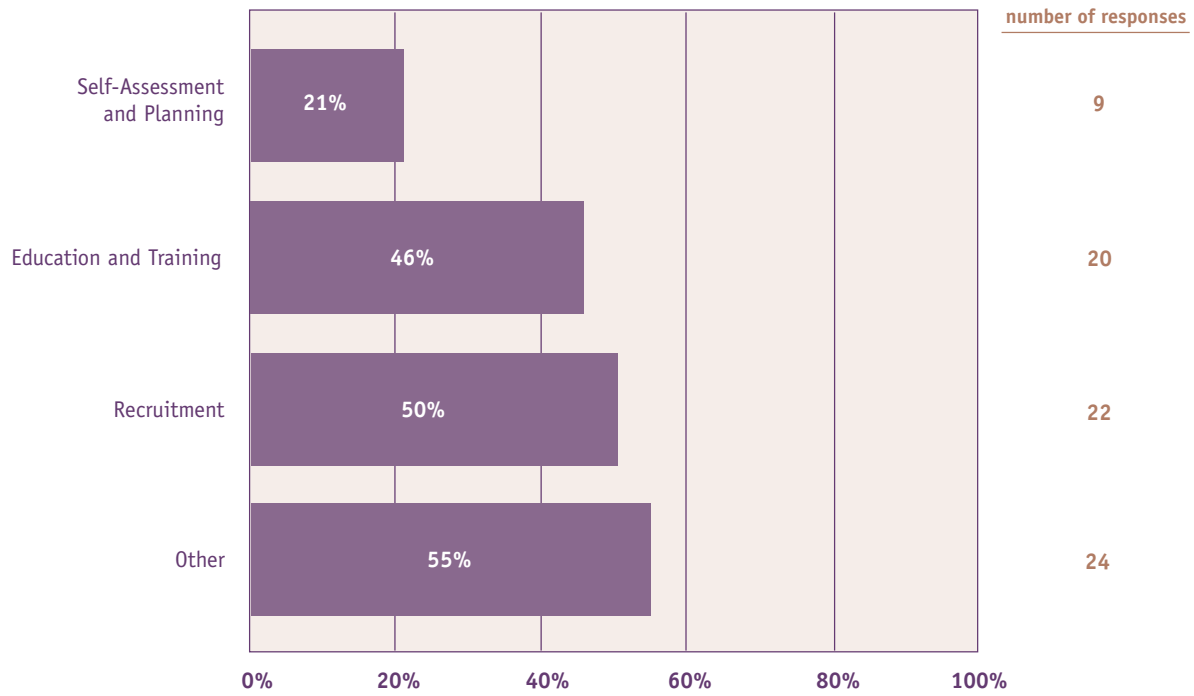
\*More than one option could be mentioned per respondent.

**Figure 39: How Sponsors Can Help Small Organizations Increase Board and Staff Diversity\* (N=33)**



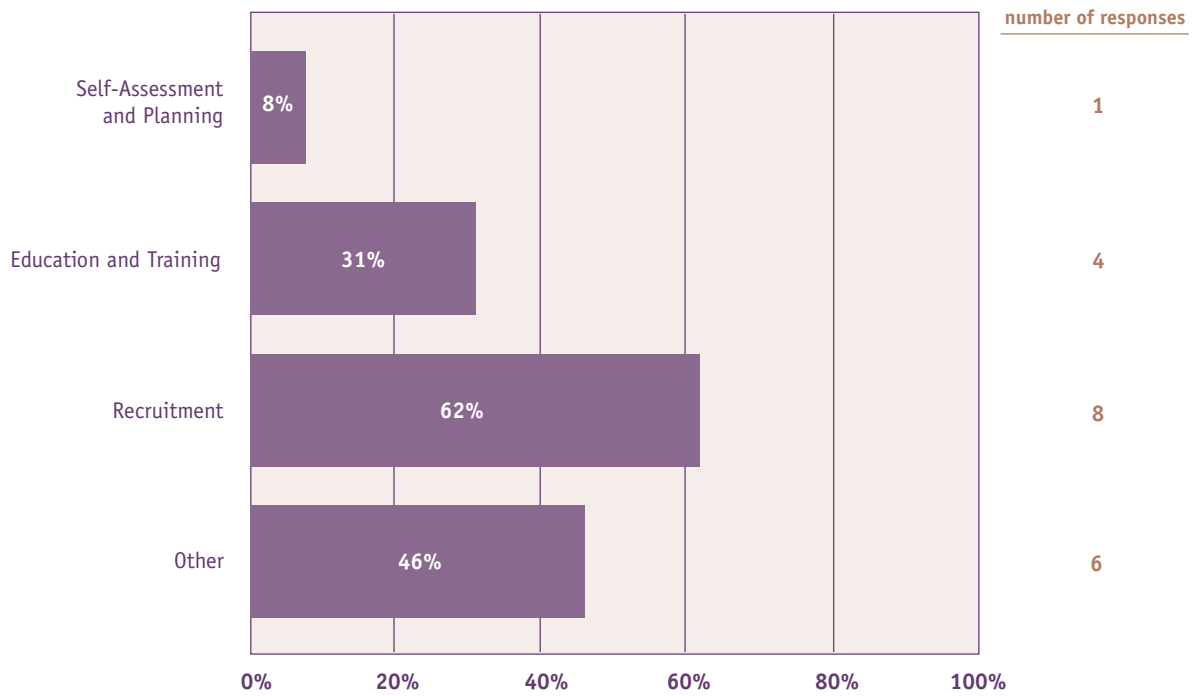
\*More than one option could be mentioned per respondent.

**Figure 40: How Sponsors Can Help Medium Organizations Increase Board and Staff Diversity\* (N=44)**



\*More than one option could be mentioned per respondent.

**Figure 41: How Sponsors Can Help Large Organizations Increase Board and Staff Diversity\* (N=13)**



\*More than one option could be mentioned per respondent.

**Table 19: Other Help for Increasing Board and Staff Diversity (N=50)**

Help Organizations by:	Overall
Sharing best practices	42%
Enhancing the skills of job applicants and interns	38%
Providing funding	14%
Enhancing communications and partnerships	6%

**H. Help From Sponsors (continued)**

As also demonstrated in previous sections, respondents were able to identify other options that were not captured by the response categories presented to them. Many used the “Other” response to acknowledge the work of Changing the Face of Housing in Minnesota and offer ways to modify CFHM’s work to better address their needs. Among suggestions were several requests for CFHM sponsors to share best practices, enhance the skills of job applicants and interns, provide funding, and enhance communications and partnerships. Some respondents would like sponsors to create a pool of people of color to serve on boards. Others would like to have funding for new hires or interns because housing, planning, and community development organizations have limited staffing budgets, as discussed earlier.

A few respondents would like CFHM to support the leadership that’s already working on the issues by providing strategies that will most effectively enhance their work. One respondent said, for example, “We are already working on diversity issues and just need reminders to continuously improve.” Another said, “We have already tried many things to achieve diversity. Perhaps the sponsors could offer management-level training related to retention issues—help us figure out how to overcome the issue of leaders of color being stretched too thin. Help us figure out the best ways to bring a person of color into a primarily white organization.” Table 19 illustrates the breakdown of these additional responses, followed by specific examples.

Respondents offered a variety of ways the sponsors might assist them in adding diversity to their boards and staff. One person, responding for an intermediary, called upon sponsors to help influence board members:

*It is easier for the sponsors to influence me, harder for them to influence the board because the sponsors typically are not thinking about our organization when they are talking to our board members; they likely run into our board members in many places. It would be good if the sponsors invited board members to participate in a conversation.*

Two concerns about increasing board and staff diversity were expressed as follows:

*Our board is interested in diversity, but it’s not the highest priority. No one wants to make token selections for board positions.*

*It’s hard to maintain diversity when there is a lack of commitment to staying with an organization.*

#### H. Help From Sponsors (continued)

In all, respondents recommended that sponsors build partnerships with industries to assist housing, planning, and community development organizations' recruitment efforts. They asked for help in building stronger bridges to communities of color, and they would like to know best practices for multicultural teamwork.

##### **Sharing Best Practices**

- Build the capacity for mentorship and leadership development of housing organizations.
- Centralize sources of information on scholarships and loan forgiveness for education.
- Continue to provide information about the issue.
- Develop and share accountability structures that measure change. How do we take programs further?
- Identify ways advertising can make a difference in recruiting staff and board.
- Invite board members to partner in the discussion.
- Offer effective ways to help activate and mobilize residents who may be potential candidates for job openings.
- Offer effective ways to tap resident leadership for board and staff.
- Share examples of hiring policies that attract candidates and are attractive to hiring organizations.
- Sponsor a discussion with consultants about how to develop a plan that's culturally meaningful.
- Sponsor an annual networking event.
- Suggest tools or offer opportunities for recruiting board and staff that will help us to get outside of our area of affiliation.

##### **Enhancing the Skills of Job Applicants and Interns**

- Create a pool of people of color interested in board service that can link to the Minnesota Council for Nonprofits or United Way. It would be nice to have a place to call, a reference bank for people.
- Develop a resource database. It's always helpful to have a database of applicants.
- Develop stronger relationships between LISC and a variety of educational institutions to increase training capacity specifically geared toward building accreditation.
- Help county HRAs by supporting internships.
- Help fund strategic placement of interns in housing agencies.
- Provide lists of community leaders who would not mind being contacted regarding board and job openings (e.g., valid community leaders).
- Redesign the current LISC apprenticeship program to send apprentices to the University of Wisconsin's Property Management Program, and then they can be part of the hiring pool.
- Sponsor people to attend the Carlson School MBA Program in Real Estate.

##### **Providing Funding**

- Create a fund that could help organizations compete with corporations for employees of color.
- Provide money to hire staff with focus on communities of color.
- Provide funding to hire or train an employee that is a person of color. This does a service for the field and gets people into the field that may qualify for a leadership position at a later date.
- Provide money for staff expansion.

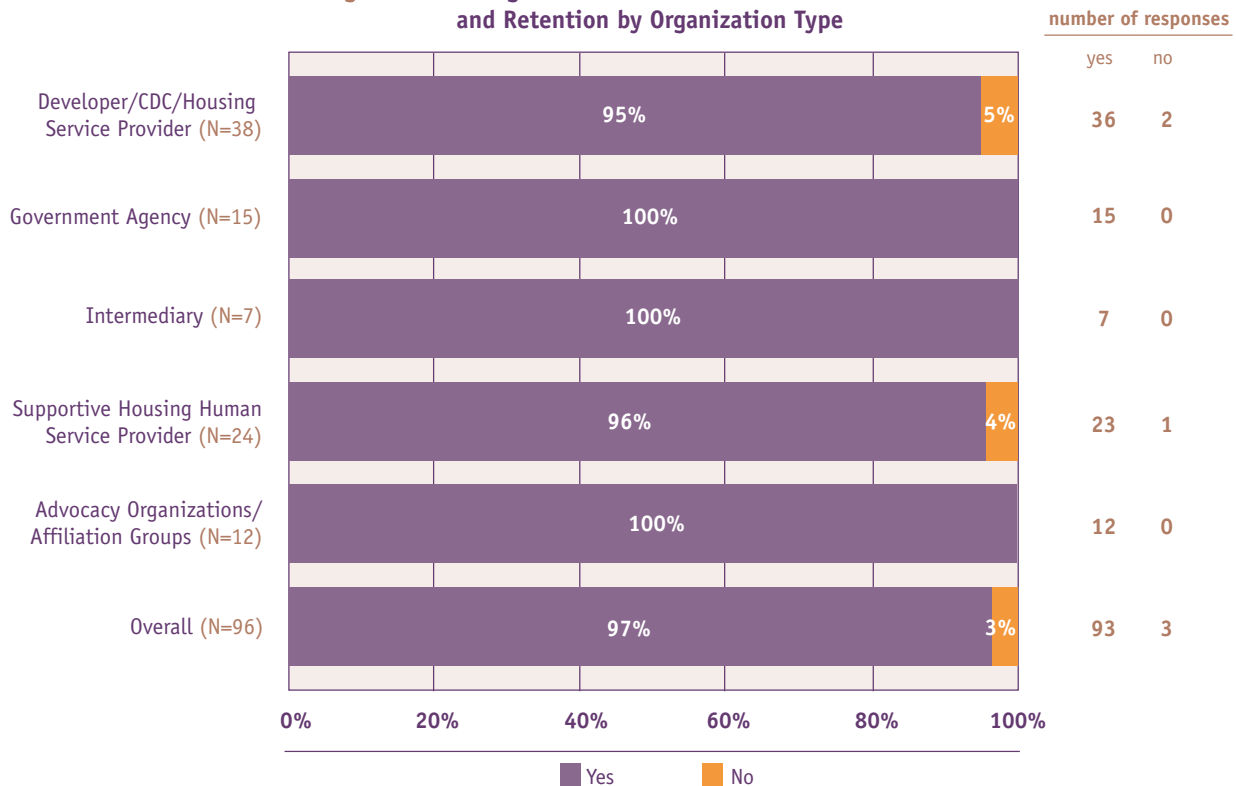
### Enhancing Communications and Partnerships

- Help bridge and connect with communities of color.
- Our board is pretty committed to diversity but has nearly worn out its welcome in some communities. We need more agencies to tap into.
- Partner with other industries to recruit employees of color: Chambers of Commerce, banking community, and corporations.

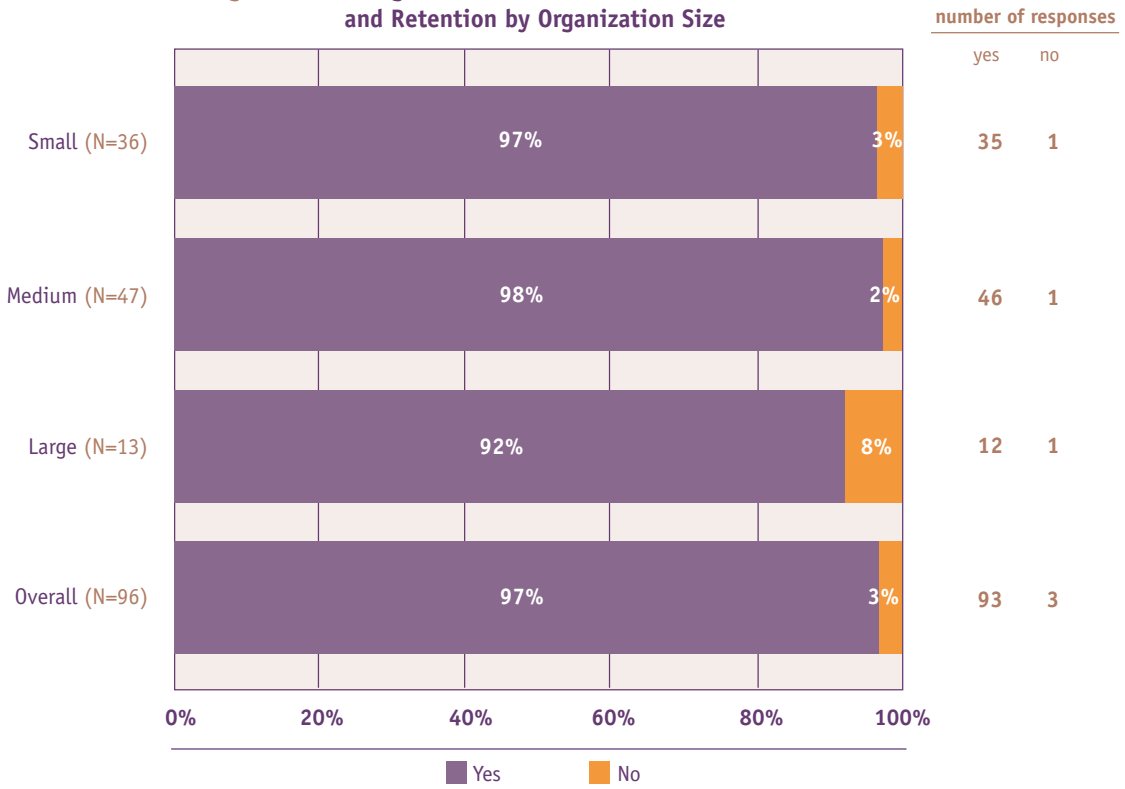
### I. Referring Colleagues and Sharing Information

Sponsors wanted to know if they could refer their colleagues in the field of housing, planning, and community development to each other for sharing learning about recruiting and maintaining diverse boards, staffs, and leaders. “Yes” responses were high—97 percent of organizations as a whole. Figures 42 and 43 show organizations’ eagerness to help each other.

**Figure 42: Willingness to Share Information on Recruitment and Retention by Organization Type**



**Figure 43: Willingness to Share Information on Recruitment and Retention by Organization Size**



## IV. Conclusions

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The literature on community change stresses the importance of drawing on the creativity of the whole community in order to achieve desired outcomes. With people of color making up approximately 20 percent of all housing, planning, and community development boards, 17 percent of all staff, and just 14 percent of staff leadership positions, it will take the whole community working together to achieve long-term visible and sustainable change. Research suggests that finding multiple ways for stakeholders to participate in the change process increases satisfaction and improves outcomes.

To create the community many are envisioning, CFHM and others will have to determine what success should look like. The findings of the *CFHM 2003 Leadership Survey*, which is generalizable to the entire housing, planning, and community development field, can frame discussions about what success looks like, steer planning, and motivate action.<sup>13</sup> Findings from the survey provide insight into ways to assist organizations and offer a benchmark for the field. With this study as a guide, CFHM and its partners can evaluate success over time. We recommend repeating this study in three years to assess progress.

In addition, the *CFHM 2003 Leadership Survey* findings suggest possible barriers to changing the face of housing in Minnesota, show that developing effective recruitment strategies are a high priority, and raise questions about partner involvement, such as the role of CFHM in offering self-assessment, planning, education, and training to housing, planning, and community development organizations and what else organizations can do to change the face of housing in Minnesota given barriers they presently encounter.

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<sup>13</sup> See “Step 4—Accuracy of the Data” in the Method section of this report. The accuracy of this data is +/-8% at a 95% confidence level.

## V. Appendices

### Appendix A

#### Changing the Face of Housing in Minnesota Advisory Group and Funders

##### Directors

*Jody Anderson*, Human Resources Manager  
Twin Cities Habitat for Humanity

*Peter Barte*, Acquisitions Manager  
National Equity Fund

*Carol Berde*, Executive Vice President  
The McKnight Foundation

*Donnie Yolanda Brown*, Executive Associate  
Minneapolis Area Association of Realtors

*Gary L. Cunningham*, CEO  
North Point Health and Wellness Center, Inc.

*Jonathan Farmer*, Executive Director  
Minnesota Supportive Housing Consortium

*Tom Fulton*, President, Family Housing Fund

*Mike Haley*, Deputy Commissioner, Homes  
Minnesota Housing Finance Agency

*Barb Jeanetta*, Senior Program Officer  
Local Initiatives Support Corporation

*Susan Kimberly*, Director, Department of Planning  
and Economic Development, City of St. Paul

*Natalie Johnson Lee*, Council Member  
Minneapolis City Council

*Jolene Mason*, Housing Advocate  
Community Stabilization Project

*Mari Moen*, Program Director  
Corporation for Supportive Housing

*Shawna Nelsen Tobeckukwu*  
Communications Director, Family Housing Fund

*Jacqueline G. Nicholas*, Assistant Vice President and  
Community Affairs Officer  
Federal Reserve Bank of Minneapolis

*Elizabeth Ryan*, Director, Housing Policy and  
Development Community Planning and Economic  
Development

*Stephen Seidel*, Urban Programs Director  
Habitat for Humanity International

*Jo-Anne Stately*, Senior Program Officer  
The Saint Paul Foundation

*George Stone*, Associate Director  
Corporation for Supportive Housing

*Erik Takeshita*, Senior Aide/Project Coordinator  
Office of the Mayor, City of Minneapolis

*James Trice*, Public Policy Advocate  
Children's Home Society & Family Services Inc.

*Elsa Vega-Perez*, Program Officer  
Otto Bremer Foundation

*Denise Warren*, Program Officer for Capacity Building  
and Training, Corporation for Supportive Housing

*Jeff Washburne*, Program Director  
City of Lakes Community Land Trust

*Ellie Webster*, Executive Director  
Little Earth Community Partnership

*Stella Whitney-West*, Chief Operations Officer  
North Point Health and Wellness Center, Inc.

*Paul D. Williams*, Senior Program Director  
Local Initiatives Support Corporation

##### Funders

Corporation for Supportive Housing (CSH)  
Family Housing Fund

Greater Twin Cities United Way  
Minnesota Housing Finance Agency (MHFA)  
Otto Bremer Foundation

Twin Cities Local Initiatives Support Corporation  
(LISC)

## V. Appendices

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### Appendix B

#### Changing the Face of Housing in Minnesota Leadership Survey

##### General

This survey is designed to gather information on Developer/Community Development Corporation (CDC)/Housing Service Providers, Government Agencies, Intermediaries, Supportive Housing Human Service Providers, and Advocacy Organizations or Affiliation Groups. Information gathered with this survey will be used to produce the first in a series of Changing the Face of Housing in Minnesota reports that can be used to examine the field's progress in recruiting and maintaining racially and ethnically diverse staffs and leaders.

##### Type of Information Requested

**Section One:** Basic Information

**Section Two:** Board Members

**Section Three:** Board Selection and Service

**Section Four:** Staffing

**Section Five:** Staff Recruiting, Hiring, and Retention

**Section Six:** Help From Sponsors

##### Report Distribution Policy

A complimentary copy of the report will be mailed to the chief executive of the Developer/Community Development Corporation (CDC)/Housing Service Providers, Government Agencies, Intermediaries, Supportive Housing Human Service Providers, and Advocacy Organizations or Affiliation Groups that participate in the survey. A summary of findings will be mailed to Changing the Face of Housing in Minnesota event participants. Summaries will also be available at Changing the Face of Housing in Minnesota events and on the website at [www.changingthefaceofhousing.org](http://www.changingthefaceofhousing.org).

##### Anonymity

Changing the Face of Housing in Minnesota will not release specific information about individual organizations that participate in this survey. All responses will be incorporated into a primary database using categories such as Developer/Community Development Corporation (CDC)/Housing Service Providers, Government Agencies, Intermediaries, Supportive Housing Human Service Providers, and Advocacy Organizations or Affiliation Groups.

**Appendix B**  
**Changing the Face of Housing in Minnesota Leadership Survey**

**Section One: Basic Information**

1. Respondent's name:
  
2. Respondent's title:
  
3. Chief executive name: (If different from respondent)

**Check only one:**

The following descriptions will be used to classify the organizations for the purpose of the survey:

- Developer/Community Development Corporation (CDC)/Housing Service Provider
  - Government Agency
  - Intermediary
  - Supportive Housing Human Service Provider
  - Advocacy Organizations or Affiliation Groups
  - Other (Please specify): \_\_\_\_\_
- 

**Section Two: Board Members** (Board of Directors, Trustees, Advisory Committees, etc.)

1. List the number of board members in each category:

Men	Women	
_____	_____	African American (Multiple generations U.S. born)
_____	_____	African/Black (New immigrant)
_____	_____	American Indian (Native American)
_____	_____	Asian Pacific (Multiple generations U.S. born)
_____	_____	Asian Pacific (New immigrant)
_____	_____	Latino, Chicano, Hispanic (Multiple generations U.S. born)
_____	_____	Latino (New immigrant)
_____	_____	White (Multiple generations U.S. born)
_____	_____	White (New immigrant)
_____	_____	Other (Please specify)
_____	_____	<b>Total</b> (add lines above)

### Section Three: Board Selection and Service

1. Does your organization have criteria to qualify individuals for board (Trustee, Advisory Committee, etc.) service:

- Has no criteria
- Has established criteria which apply to all candidates
- Develops criteria suited to each opening as it arises
- Other (Please specify): \_\_\_\_\_  
\_\_\_\_\_

2. Do your organization's bylaws reserve some board (Trustee, Advisory Committee, etc.) seats for specific types of members?

- Yes, please describe the process: \_\_\_\_\_  
\_\_\_\_\_

No

3. Does your organization have a written policy on board (Trustee, Advisory Committee, etc.) diversity?

- Yes
- No

4. What are some of the obstacles to increasing board (Trustee, Advisory Committee, etc.) diversity?  
(Check all that apply)

- Lack of time
- Limited contacts with diverse communities
- Diverse people are not interested
- Unable to find qualified people from diverse communities
- Other matters take priority
- Other (Please specify) \_\_\_\_\_  
\_\_\_\_\_



### Section Five: Staff Recruiting, Hiring, and Retention

1. Does your organization have criteria for recruiting diverse staff?

- Has no criteria
- Has established criteria which apply to all candidates
- Develops criteria suited to each opening as it arises
- Other (Please specify)

2. Please describe the criteria: \_\_\_\_\_  
\_\_\_\_\_

3. Does your organization have a written commitment to hire a multicultural workforce?

- Yes
- No

4. Does your organization have a strategy for supporting diverse staff?  
(e.g., ongoing activities in place to ensure that all employees are valued, included, etc.)

- Has no strategy
- Has established strategy which apply to all staff
- Develops strategy suited to each position as it arises
- Other (Please specify) \_\_\_\_\_

5. If applicable, please describe the strategy: \_\_\_\_\_  
\_\_\_\_\_

6. What are some of the obstacles to staff diversity? (e.g., recruiting, hiring, retaining, and supporting diverse staff)

- Lack of time
- Limited contacts with diverse communities
- Diverse people are not interested
- Unable to find qualified people from diverse communities
- Other matters take priority
- Other (Please specify) \_\_\_\_\_

## Section Six: Help From Sponsors

1. What can the sponsors (Corporation for Supportive Housing/CSH, Family Housing Fund/the Fund, Twin Cities local Initiative Support Corporation/LISC) of Changing the Face of Housing in Minnesota do to help your organization increase board (Trustee, Advisory Committee, etc.) and staff diversity?

Self-assessment and planning

Education and training

Recruitment

Other (Please specify) \_\_\_\_\_

2. May we refer colleagues to your organization for information on recruiting and maintaining diverse staffs and leaders?

Yes

No



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