

Articles for Nonprofit Finance Professionals

A Letter to My White Male Friends of a Certain Age

- Cross racial relationships are critical to our survival and healing both as humans and as a nation.
- "I need you to go as hard with earning about what's going on and why it's wrong and what you can do".
- "Begin to understand how racism has harmed you and your life and will harm the lives of your children if you don't step up now".
- "They don't talk at all about the damage that deep-seated white supremacist ideas and unfounded fears of and threats posed by the presence of black people in what are thought to be white spaces".

Building Equity into Nonprofit Finance

- "If you are looking to see if a nonprofit is truly committed to racial justice and equity, ask to see what percentage of its expenses are invested in this work and in what way".
- "We can honor the life of George Floyd by consciously expressing our commitment to racial justice and holding our organizations accountable by demonstrating it in our financial decisions".

6 Trends Driving Nonprofit Hiring in 2021

- The most successful leaders motivated their staff by driving communication that projected empathy, trust, and respect for the hard work of their teams.
- CFOs must build new revenue models, leverage government and financial institution relationships, and effectively work across all areas of the organization to execute financial goals.
- Diversity, Equity, and Inclusion Shapes Hiring Priorities.
- Organizations are looking to expand and deepen their fundraising activities.
- Retirements and other significant leadership changes are moving forward.
- Tech-Savvy Leaders Will Embrace New Ways to Deliver Their Mission.

What CFOs Can Do About Diversity

- Set the expectation that diversity hiring is a priority and then practice it in your own hiring decisions.
- Distinction between equity and equality. Diverse financial leaders sometimes don't get the same career development opportunities.
- A CFO must create meaningful dialogue with in-demand diverse talent focused on their career development aspirations.
- Confront the more systemic issues in education and access that have contributed to the scarcity of diverse talent in the financial profession.

CFOs Must Embrace a Culture of Equality

- Companies with high diversity (on measures of age, ability, ethnicity, gender, gender identity or expression, religion, or sexual orientation, and whether or not they have diversity programs in place) have stronger profit margins and share gains.
- "We've noticed that a typical source of hesitancy around efforts to diversify is a false belief that it's a zero-sum game. But companies don't have to fire a white man for every Black woman they hire. They don't have to lose the benefits of a 20-year veteran's perspective; they can simply layer in other, equally valuable perspectives. Diversifying should be additive".

Prepared for the Strengths Matter Conference, October 2021 CFO workshop led by Harry Harding and Madeline McNeely