

EMPLOYER

As an employer, McKnight has the opportunity and responsibility to embed equity across our policies and practices—in how we hire, train, develop, and support our teams, and in how we craft our culture as an organization.

President Tonya Allen heads an all-women senior leadership team who are majority people of color. In addition, we have increased diversity at every level and in every department across the Foundation. This didn't happen by chance. It required actively recruiting candidates from a variety of backgrounds and valuing their skills and lived experiences in addition to specific academic degrees or other formal credentials.

We offer staff training and organizational cultural development that employ an equity approach. In 2017 and 2020, all staff members took the ***Intercultural Development Inventory***, an assessment tool for building cultural competence, to improve how McKnight navigates cultural differences as an organization. In addition, staff participated in DEI training, which entailed understanding the structural nature of racism, exploring how race and racism shape our experiences and power, and recognizing how intercultural competence can support racial equity work. The DEI training was a challenging process that led to sometimes uncomfortable conversations.

In 2016-2017, after more than 74 hours of individual and team coaching and staff-wide internal conversations and training over 18 months, our organizational IDI profile changed from *Minimization* to *Acceptance*. Globally, 67% of people display *Minimization*, an orientation that emphasizes what we have in common at the expense of deeper understanding of cultural differences. Those in the *Acceptance* orientation, on the other hand, appreciate cultural commonalities and differences in comparing their culture with others.

In 2019, the Foundation saw significant changes inside our organization, such as a series of retirements of senior staff and the development of our new Vibrant & Equitable Communities program. Then the Covid-19 pandemic hit. All of these events required us to temporarily pause staff-wide DEI trainings. However, we still offered individual coaching with interculturally competent coaches. Trainings restarted in 2021.

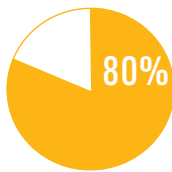
In our new chapter of leadership, we remain committed to our internal equity work among our board and staff as we continue to welcome many new colleagues and resume trainings in 2021.





OUR TEAM HAS A WEALTH OF DIVERSITY IN PERSPECTIVES, RACIAL BACKGROUNDS, AND LIVED EXPERIENCES TO ADVANCE THE FOUNDATION'S MISSION.

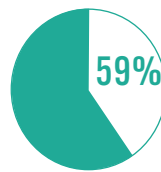
SENIOR LEADERSHIP TEAM



PEOPLE OF COLOR

Four of our senior leaders are Black or Asian American.

ALL DIRECTORS AND SENIOR LEADERS



Ten of 17 team members who hold director level positions or above identify as Black, Indigenous, or people of color.



STRATEGIC QUESTIONS WE'RE STILL NAVIGATING

- What kind of culture of norms and expectations do we want to create throughout the organization?
- How do we create space to continue to be proximate to the people we aim to serve?