



Center *for*  
**Nonprofits & Philanthropy**  
THE BUSH SCHOOL • TEXAS A&M UNIVERSITY

# Culturally Competent Leadership at Nonprofit Organizations

**Dr. Duchess D. Humphrey**

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Introduction by Dr. Kenneth Taylor

# Center for Nonprofits & Philanthropy



**Excellence ★ Respect ★ Leadership ★ Loyalty ★ Integrity ★ Selfless Service**

Founded in 2017, the Center operates with the belief that that nonprofits are instrumental in creating opportunities for all. This happens through capable leadership, excellent governance, and engagement of stakeholders. We also recommit to the principles of *public service and democracy* and the value of *diversity of thought and expression* that have helped The Bush School since its inception.

**Our Mission:** The CNP supports a vibrant nonprofit and philanthropic sector in Texas and beyond, through high quality research, professional outreach and engaged learning.

## Our Values

**Nonprofits**  
**Opportunity for All**  
**Board Governance**  
**Leadership**  
**Engagement**

## **Educational Opportunities**

- Master of Public Service & Administration
- Executive Master of Public Service & Administration
- Certificate in Nonprofit Management
- Certificate in Nonprofit Leadership; continuing and professional education

# HUMPHREY BIO

Epidemiologist Specialist and Special Projects Supervisor for the Tarrant County Public Health Department

Ph.D. in Public Administration from the University of North Texas (UNT)

Research and scholarship focuses on Public and Nonprofit Governance and Culturally Competent Leadership

Lecturer at UNT and serves as a Subject Matter Expert for the CNP



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# WHY CULTURALLY COMPETENT NONPROFIT LEADERSHIP?

Civil Society

Voluntary Action

Facilitators of TRUST, SOCIAL INCLUSION, and COMMUNAL ENGAGEMENT (Putnam 2000)



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# WHY IS CULTURAL COMPETENCY IMPERATIVE FOR NONPROFIT LEADERSHIP, CONT'D

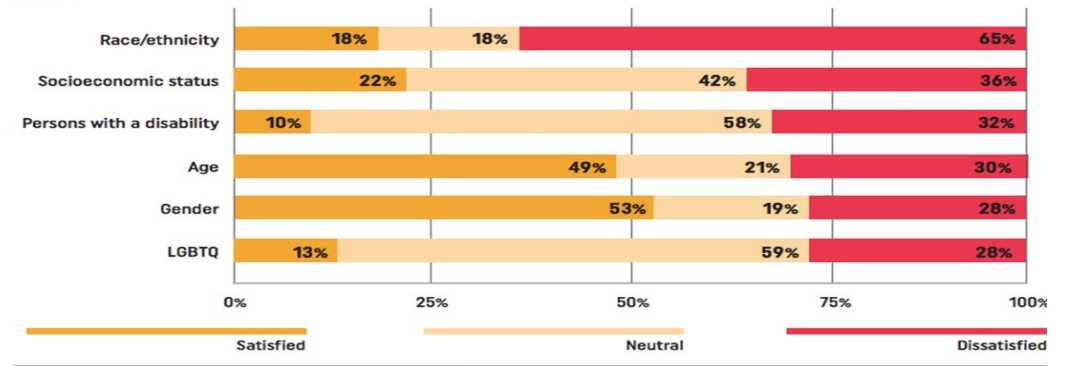
**FIG P1** DEMOGRAPHIC PROFILE OF BOARDS AND EXECUTIVES<sup>6</sup>

Race & Ethnicity	Chief Executive	Board Chair	Board Member
Caucasian	90%	90%	84%
African American/Black	4%	5%	8%
Asian	2%	2%	3%
American Indian or Alaska Native	< 1%	1%	1%
Native Hawaiian or Pacific Islander	< 1%	< 1%	< 1%
Two or more races	2%	1%	1%
Other	2%	1%	3%
Hispanic or Latino of any race	3%	3%	5%
Not Hispanic or Latino	97%	97%	95%

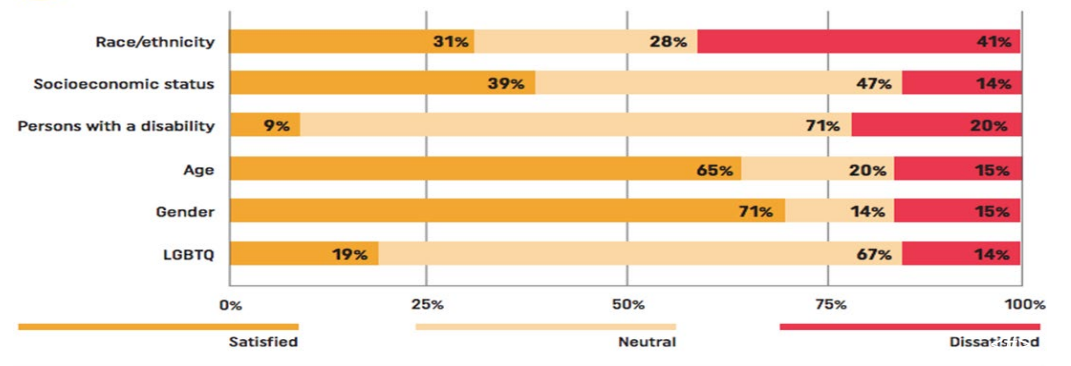
Gender	Chief Executive	Board Chair	Board Member
Male	28%	58%	52%
Female	72%	42%	48%
Other	0%	< 1%	< 1%

Age	Chief Executive	Board Chair	Board Member
65 or older	13%	29%	16%
50 to 64	56%	43%	41%
40 to 49	20%	17%	26%
Under 40	11%	11%	17%

**FIG P2** CHIEF EXECUTIVE SATISFACTION WITH CURRENT BOARD DIVERSITY



**FIG P3** BOARD CHAIR SATISFACTION WITH CURRENT BOARD DIVERSITY



# THE STARTING POINT: CULTURAL COMPETENCE

Cultural-based programming

Multiculturalism

Diversity training

Political correctness

Equal employment opportunity

Affirmative Action

Social equity



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# CULTURE AT THE ORGANIZATIONAL LEVEL



Durnez, François 2015

# COMPETENCE IS ...





# WHAT IS CULTURAL COMPETENCY?

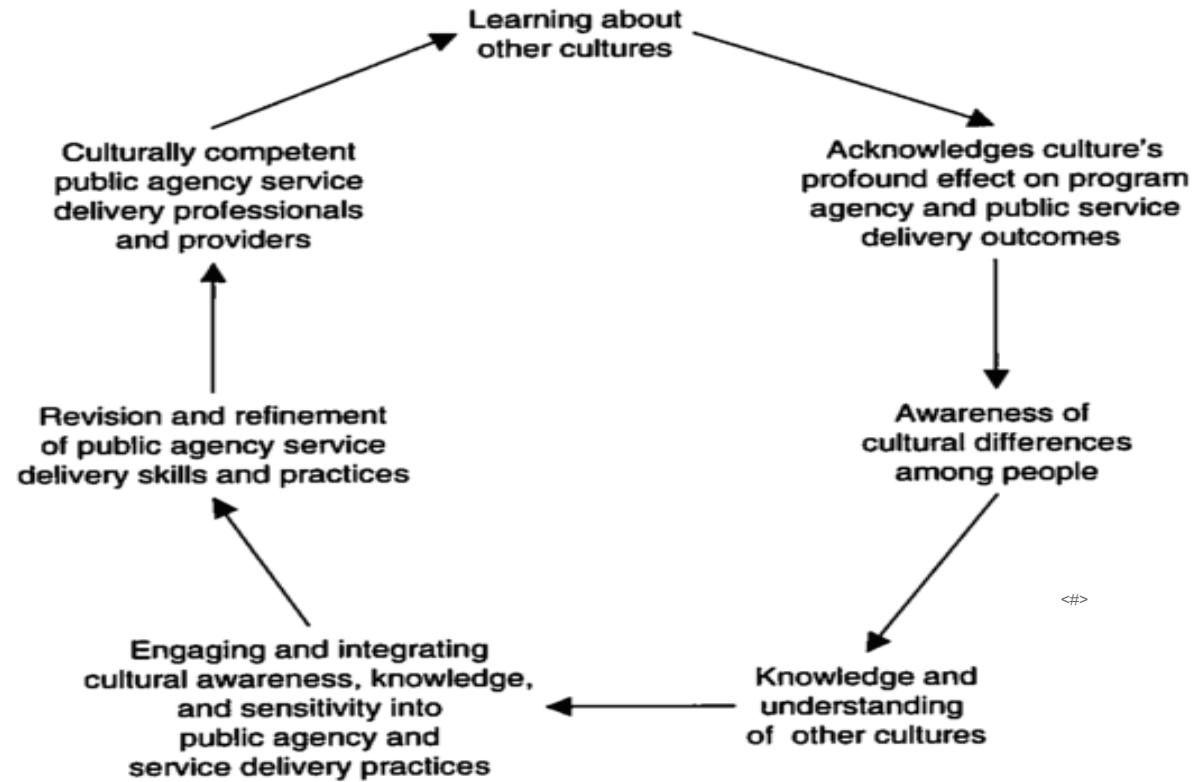
Respect for and understanding of diverse ethnic and cultural groups, their histories, traditions, beliefs, and value system in the provision and delivery of service (Mathews 2008).

A set of congruent behaviors, attitudes, and policies that come together in a system, agency or professional which enable that system, agency or professional to work effectively in cross cultural situations (Cross 1988, p.1).

The ability to effectively interact with individuals different from oneself (Wyatt-Nichol and Antwi-Boasiako 2008, p.79)



# CULTURAL COMPETENCY MODEL



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# LEARNING ABOUT CULTURES

**Integrate** and **transform knowledge** about those being served.

**Reviewing** standards, policies, practices, and organizational culture.

**Creating, negotiating,** and **institutionalizing** at the organizational level.



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# ACKNOWLEDGEMENT OF THE INFLUENCE OF CULTURE ON THE ORGANIZATION

Risks and Strengths

Assets

Resources

Motivations



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# Awareness of Cultural Differences



Interpretation of intercultural experience

Minimize risk of **cultural imposition!**



# Knowledge and Understanding of Other Cultures



Culturally appropriate resources.

Asking the important cultural questions through culturally competent evaluation.



# ENGAGING AND INTEGRATING CULTURAL AWARENESS, KNOWLEDGE AND SENSITIVITY

Demonstration of a conceptual / substantive cultural understanding of the:

History

Values

Policies

Communication Styles

Economy

Beliefs/ Practices



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# REVISION AND REFINEMENT OF SERVICE DELIVERY SKILLS AND PRACTICES

Acknowledge culture as a prevailing factor.

Acknowledge the conflictual nature between the values of dominant mainstream group(s) and those of the minority.

Respect culturally defined needs.

Recognize the concepts of individual, family, and community differ.





# CULTURALLY COMPETENT NONPROFIT LEADERS



Knowledge is sought.

Assessment and Evaluation.

Culturally-specific information.

New approaches are developed.

Cultural competency is championed!



# Enhancing Culturally Competent Leadership



**Develop** a common understanding of cultural competency.

**Promote** an organizational culture that encourages constant and consistent learning.

**Evaluate** policies and charters to ensure the directives are supportive of outreach, transparency, and inclusiveness in the dissemination of information and advocacy of minority group rights.



# ENHANCING CULTURALLY COMPETENT LEADERSHIP, cont'd.



**Create a cultural competency action plan.**

**Recruit, mentor, promote, and retain a culturally diverse staff and board.**

**Allow staff to engage in cultural immersion.**



# QUESTIONS?



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## UPCOMING EVENTS:

May 5, Introduction to the Situational Leadership Model

May 13, Performance Measures for Nonprofits

May 25 – 26, Leadership in Public Service Program

August 2021, Nonprofit Leadership and Social Justice Certificate offerings

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