



WOMEN OF COLOR ADVANCING PEACE, SECURITY  
AND CONFLICT TRANSFORMATION  
**ORGANIZATIONS  
IN SOLIDARITY**

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**EQUITABLE  
INVESTMENT:**

**DEI BUDGET  
RECOMMENDATIONS  
FOR NONPROFITS**

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DECEMBER 2023



**WCAPS** | WOMEN OF COLOR ADVANCING PEACE,  
SECURITY, AND CONFLICT TRANSFORMATION

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## THE ORGANIZATIONS

Women of Color Advancing Peace, Security, and Conflict Transformation (WCAPS) is devoted to serving as a force multiplier for our membership in the peace, security, and conflict transformation field. WCAPS aims to be an incubator for greatness as we provide a platform for our members to engage in dialogue, conduct knowledge sharing activities, participate in mentorship programs, and host initiatives that are salient to changing the global landscape. Our mission is to advance the leadership and professional development of women of color in the fields of international peace, security, and conflict transformation, with the goal to ultimately impact sustainable change. We do this via our working groups, incorporating chapters, and by providing spaces for our members to shift their ideas into initiatives.

WCAPS began in 2017 by Ambassador Bonnie Jenkins with her belief that all people should be treated equally, fairly, and with respect. She put her beliefs into practice when she founded WCAPS as a space for women of color to come together and access resources and community, as well as showcase their expertise in spaces that they created. The central goal of WCAPS is to encourage and support women of color to advance their leadership and professional development and provide avenues for them to find a seat at the table to engage on issues of peace, security and conflict transformation. During the summer of 2020 following the deaths of numerous Black and Brown men and women at the hands of unjust systems , including George Floyd and Breonna Taylor, Amb. Jenkins founded the Organizations in Solidarity initiative (better known as OrgsinSolidarty or OiS).

## THE ORGANIZATIONS

The creation of the OiS program allowed WCAPS to cultivate connections with a wide network of external partners and create a community of mutual accountability specifically focused on DEIA goals set forth in the WCAPS United States or United Kingdom Standing Together Against Racism and Discrimination Statements. The WCAPS program OiS has grown to more than 300 organizations and individuals who are signatories to the Statements. These partners stand behind OiS' mission to combat racist beliefs, attitudes, and acts of discrimination, and integrate diversity within all levels of their organizations and as individuals in the peace and security, foreign policy and national security fields. We draw attention to the current state of affairs, educate, as well as elevate and support diverse voices and perspectives and the individuals who hold them. This gives due recognition and credit to achievements of Black people and people of color and strives toward a world where all people are treated fairly, equitably, and with respect.

The work of OiS supports the broader mission of WCAPS to create a space for our membership and the signatories of the Statements to come together wherein they can exchange ideas about how to move forward in attaining the goals of equity in the peace and security field. Through collaboration with the OiS Working Groups and OiS Job Board, we are steadily moving towards creating more opportunities for people of color, especially women of color, and our allies to bridge the divides that Amb. Jenkins started WCAPS to cross.

Please connect with us!



The publication designer: Tamera Allen



## THE AUTHOR



Tamera Allen is the Program Associate at WCAPS. In her role, she supports WCAPS programs as well as focuses on the development and implementation of the Organizations in Solidarity initiative. Prior to joining WCAPS, she worked to support Public Diplomacy professionals within the U.S. Department of State in various positions.

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## GRATITUDE

We extend our heartfelt gratitude to all those who have played an integral role in bringing this publication to fruition from concept to publishing. Special appreciation is reserved for the tireless efforts of Maher Akremi, whose commitment to excellence has shaped the content into its final form. We also express sincere appreciation to our supporters, collaborators, and the wider community whose encouragement and engagement have been invaluable, specifically Niamh Healy and Sharece Bunn whose insights were invaluable. This publication stands as a testament to the collective spirit of collaboration and shared commitment to knowledge and moving the needle on DEI in the field. Thank you for being an essential part of this journey.

## INTRODUCTION

In the realm of nonprofit organizations, fostering diversity, equity, and inclusion (DEI) isn't just a moral imperative—it's also a strategic necessity. A dedicated DEI budget is crucial to fueling initiatives that go beyond rhetoric and truly drive positive change. By allocating resources specifically to DEI efforts, nonprofits signal their commitment to addressing systemic inequalities, promoting representation, and creating an environment where all voices are heard and valued. This budget empowers organizations to implement training, outreach, and awareness campaigns, ultimately strengthening their capacity to serve their communities more effectively and equitably. However, it can be difficult to know where to start when contemplating a DEI budget. What resources does one need to allocate toward? What is imperative to include in a prospective budget? How far reaching should the budget be? This resource aims to delve beyond the compelling reasons why DEI budgeting is not just a moral imperative but a strategic necessity for non-profit organizations and provide guidance on how to implement DEI into their organizational budgets.

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WHY IT'S  
IMPORTANT

TO BUDGET FOR DEI

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# WHY IT'S IMPORTANT TO BUDGET FOR DEI

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In the ever-evolving landscape of non-profit organizations, the pursuit of social justice, inclusivity, and equity stands as a cornerstone for creating lasting positive impact. As organizations strive to address diverse and complex societal challenges, the significance of Diversity, Equity, and Inclusion (DEI) has become increasingly apparent. While the ethos of non-profits is rooted in altruism, the effectiveness of their efforts is intricately tied to their ability to reflect and embrace the rich tapestry of humanity ([National Council of Nonprofits, 2022](#)).

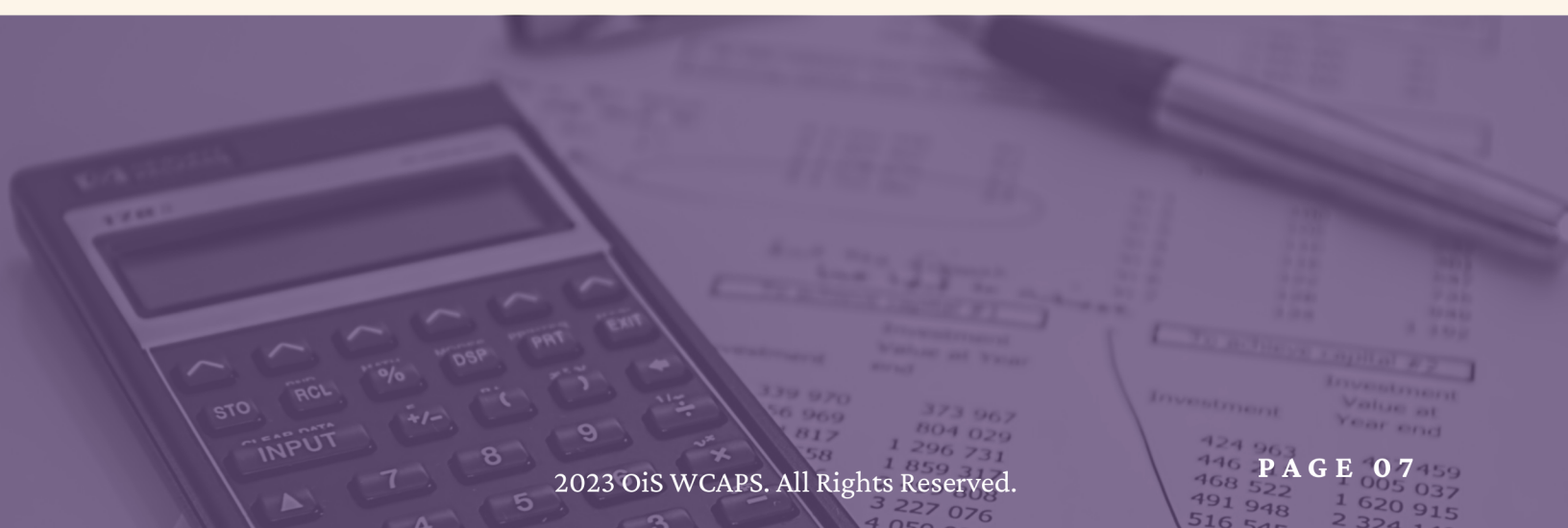
Integrating DEI into the organizational budget is not only a strategic imperative for fulfilling the mission of non-profits but also a proactive step towards building a more resilient, accountable, and impactful entity. The diverse and inclusive environment cultivated through these initiatives creates a workplace culture that is more adaptable and innovative. When faced with challenges, the organization can draw on a wealth of perspectives, resulting in more robust problem-solving and a greater ability to navigate uncertainties.

By aligning financial priorities with the principles of diversity and equity, organizations lay the groundwork for a more inclusive and sustainable future ([Kratz, 2023](#)). The allocated funds enable the implementation of targeted recruitment efforts, reaching out to candidates from various backgrounds and experiences. The result is a team that not only brings a broader range of perspectives to the table but also fosters a deeper connection with the community they serve.

# WHY ITS IMPORTANT TO BUDGET FOR DEI

Moreover, the commitment to DEI is not only internal but also resonates with external stakeholders. Potential donors and grantors increasingly align their funding decisions with organizations that demonstrate a commitment to DEI principles (National Institute of Health, 2023). The budget, therefore, becomes a tool not just for internal operations but also for aligning the organization with the values of those who can significantly impact its mission.

In this narrative, DEI budgeting is not just about meeting legal or ethical standards, although that is undeniably important. It is about creating a sustainable and impactful future. The financial allocation towards DEI becomes an investment in a vision where the organization not only fulfills its immediate mission but contributes to the creation of a more inclusive and equitable society in the long term.



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**KEY  
CONSIDERATIONS  
FOR CREATING A  
DEI BUDGET**

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# KEY CONSIDERATIONS

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## What to take into account before creating a DEI budget

In embarking on the crucial endeavor of formulating effective Diversity, Equity, and Inclusion (DEI) budgets, it is paramount to delve into key considerations that will shape the foundation of this transformative initiative. Crafting a DEI budget for nonprofit entities involves a nuanced understanding of their unique operational dynamics, mission-driven ethos, and the diverse communities they serve. This section serves as a compass, guiding stakeholders through essential factors that demand thoughtful consideration. From aligning budgetary allocations with organizational values to fostering inclusive practices that resonate with the nonprofit's mission, the following discussions illuminate the multifaceted aspects pivotal to the successful integration of DEI principles into financial frameworks. On this journey, it is imperative to recognize that the true measure of impact lies in nonprofit's ability to foster equitable and inclusive environments that align with their core missions and resonate with the diverse communities they serve.

### **Staff-time**

Incorporating staff time as a dedicated component in a Diversity, Equity, and Inclusion (DEI) budget is not just a financial consideration; it is a strategic acknowledgment of the pivotal role that committed personnel play in cultivating a workplace culture that embraces diversity, equity, and inclusion. Beyond the monetary investment, the allocation of staff time underscores a commitment to fostering an environment where individuals from diverse backgrounds feel valued and included. This commitment recognizes that real change requires the dedication of human resources to drive meaningful initiatives, such as diversity programs, mentorship opportunities, and the implementation of inclusive policies.

# KEY CONSIDERATIONS: STAFF TIME

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By explicitly incorporating staff time into the DEI budget, organizations signal that they understand the importance of ongoing efforts and continuous engagement in order to build and sustain a more inclusive workplace as well as respect it as an integral part of staff's responsibilities and not an additive component. This proactive approach not only demonstrates a commitment to diversity and inclusion but also empowers employees to actively contribute to the organization's collective journey towards a more equitable and diverse future.

Leadership buy-in is particularly key for the development, fostering and accountability of a company culture rooting in DEI. As a general recommendation, staff, particularly c-suite level individuals, should be allocated a portion of their work towards supporting DEI efforts within the organization. As leadership is compensated more than other organizational staff, this time allocated may take more resources from the budget than more junior staff, but is crucial for the furtherment of DEI work in an organization ([Rodriguez-Ojeda, 2023](#)).

Recognizing the pivotal role of human resources staff in shaping organizational culture, especially as recruiters and primary points of contact for staff, underscores the critical importance of integrating Diversity, Equity, and Inclusion into the foundation of their work. When crafting a DEI budget, it is important to ensure the bandwidth and time of HR professionals are taken into consideration. These professionals are not merely administrators but architects of the organization's ethos, making their commitment to DEI initiatives indispensable.

# KEY CONSIDERATIONS: STAFF TIME

Another crucial component to creating a comprehensive Diversity, Equity, and Inclusion (DEI) budget is broadening the scope beyond immediate job responsibilities and acknowledging the significance of staff time invested in DEI-focused Employee Resource Groups (ERGs) ([Cenkci, 2019](#)). These groups, while not directly linked to an individual's specific role, play a pivotal part in fostering a sense of belonging within the organization. Allocating resources to accommodate staff participation in ERGs reflects an acknowledgment that nurturing a diverse and inclusive workplace extends beyond core job functions. By including this aspect in the budgetary considerations, organizations acknowledge the holistic nature of DEI efforts, valuing the cultivation of a workplace culture where employees feel a sense of community, support, and shared purpose ([Hilmanovich, 2023](#)). This approach not only strengthens the social fabric of the organization but also contributes to the overall success of DEI initiatives by promoting a workforce that is not only diverse but also deeply connected and engaged in the pursuit of shared values ([Dennis, 2023](#)).



# KEY CONSIDERATIONS: DEI PROGRAMS

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## **DEI Programs**

Allocating funds for organizational DEI programs is an intentional investment in societal impact. This budgetary commitment ensures the effective implementation of initiatives aimed at promoting diversity, equity, and inclusion, fostering positive change, and realizing the organization's mission in a more inclusive manner.

Embarking on the vital endeavor of implementing DEI programs within a nonprofit organization necessitates a purposeful and strategic allocation of funds. By earmarking resources for DEI programs, nonprofits position themselves as agents of positive change, recognizing that fostering diversity, equity, and inclusion is not just a philanthropic endeavor but a foundational driver of social progress. This section delves into the intricacies of DEI programs for nonprofits, exploring how thoughtful budgeting can propel initiatives that transform the internal dynamics of the organization while simultaneously contributing meaningfully to a more inclusive society.

## **Trainings and Education**

DEI training and education ensures ongoing professional development, fosters cultural competence, and empowers staff to contribute effectively to the organization's commitment to diversity, equity, and inclusion. Training and education for DEI can take the form of online-trainings, or involve engaging with a DEI expert to instruct lessons ([Nova, 2023](#)). With this in mind, the budgetary considerations towards training and education can include a range of efforts from individual consultant pricing to e-platform or module.

# KEY CONSIDERATIONS: DEI PROGRAMS

## **Mentorship Programs**

One of the most significant, actionable approaches nonprofit organizations can take to bolster DEI is to support staff engagement in mentorship programs ([Gillies, 2023](#)). As such, one highly recommended program to allocate funds within a DEI budget is a mentorship program. This could be in the form of novel internal programs or supporting staff to engage with existing external programs. The outlining of a mentorship program budget is strongly influenced by the size of the organization's staff and scale of the desired program.



# KEY CONSIDERATIONS: HIRING A DEI CONSULTANT

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## Hiring a DEI Consultant

A common practice in DEI budgeting is to hire a DEI consultant and lean on their expertise. Working with an expert can provide specialized guidance in navigating complex DEI challenges, fostering a more inclusive organizational culture, and achieving sustained positive impact.

When considering hiring a DEI consultant, organizations should assess their needs and the desired impact they hope their organization achieves with the hiring of a consultant. This will support the framing of outreach to consultants whose pricings can range anywhere from hourly fees of \$75 - \$350 or a salary of \$90,000 per year ([Rae & Guthrie, 2022](#)).

A final note on DEI consultants. Regardless of the budgeted amount, the consultant hired, or the thoroughness of the plan provided, if an organization does not follow through and implement recommendations suggested by that consultant then it is wasted resources and effort.

## Resources when considering a DEI Consultant

- [What is a DEI Consultant?](#)
- [How to and How not to Hire a Racial Equity consultant](#)
- [Hourly Wage for JOPWELL DEI Consultant Salary in the United States](#)
- [DEI BUSINESS CONSULTING HOURLY PAY RATE](#)
- [What You Get When You Hire a DEI Consultant](#)

## DEI Consultants

- [Black owned DEI Companies and consultants](#)



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RECOMMENDATIONS  
PER  
ORGANIZATION SIZE

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# RECOMMENDATIONS PER ORGANIZATION SIZE

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This section provides tailored recommendations for nonprofit organizations, organized by staff size. Starting with small organizations, it progresses to larger ones, with suggested considerations for their DEI budgets. Notably, as organization size increases, recommendations encompass those applicable to smaller counterparts.

While there is no one-size-fits-all budgeting approach for organizational diversity, equity, and inclusion efforts, it is crucial to adapt spending strategies. A general principle dictates that as an organization grows, the allocation of resources to DEI should also increase. This ensures that the expanding staff is treated equitably, internal systems evolve, and the broader impacts of the organization's work are carefully considered through an equity lens.

## **Small Nonprofit Organizations**

In navigating the intricate landscape of recommendations tailored for small nonprofits, it becomes imperative to consider the unique challenges and opportunities that characterize these organizations. Recognizing the significance of limited resources, both in terms of staff size (here considered less than 15) ([CauseID, 2020](#)) and budget constraints, this section offers targeted recommendations designed to empower small nonprofits in their pursuit of meaningful impact. From streamlined strategies that leverage existing capacities to innovative approaches fostering sustainability, the following recommendations aim to provide practical and achievable pathways for small nonprofits to thrive, enhance their reach, and effectively fulfill their missions within their specific operational contexts.

# ORGANIZATION RECOMMENDATIONS: SMALL ORGANIZATIONS

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## **Staff Time**

In instances where the staff size is small or the budget is constrained, we recommend a pragmatic approach involves placing a stronger emphasis on staff involvement and dedicating time from staff hours, as opposed to earmarking specific funds for external training or consultant services. Acknowledge the pivotal role of staff engagement and budget for initiatives integrated into staff's regular workflow, thereby establishing a cost-effective yet impactful strategy for advancing diversity, equity, and inclusion within the organization.

- A recommendation of 10% of staff work time designated can have a significant impact on DEI work. This time should be applied to leadership as well as organizational staff to put time into or initiatives that pertain to DEI work. This time should not be an additional 10% on top of their regular work, but rather a piece of overall 100% (Sanchez Reonal, 2019).
- Another cost effective recommendation is to encourage staff to participate in external mentorship programs. This is an opportunity to encourage staff development without standing up an internal mentorship program if your organization is not yet prepared to do so (Gillies, 2023).

## **DEI Programs**

Consider allocating resources for internal training sessions, awareness campaigns, and employee engagement initiatives to maximize the impact of limited funds. These may come in the form of prebuild programing acquired and tailored to the organization's context. By fostering a culture of inclusivity from within, small nonprofits can harness their unique strengths to drive meaningful change without overextending resources.

# ORGANIZATION RECOMMENDATIONS: MEDIUM ORGANIZATIONS

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## Medium Nonprofit Organizations

In navigating the realm of DEI initiatives, medium-sized (here considered 15-50 personnel) ([Nonprofit times, 2021](#)) organizations are equipped with more resources and staffing capacity to implement strategies that can significantly shape their workplace culture. With a more substantial financial backing and a larger team, these organizations are able to take a more directed approach to fostering meaningful change. This section provides tailored recommendations for medium-sized entities, offering insights into effective ways to organize and implement DEI programs. From targeted training sessions to innovative recruitment practices, the aim is to harness the available resources optimally, creating an environment that not only embraces diversity but actively champions equity and inclusion.

### Staff Time

With a more sizable team and greater organizational capacity, medium sized organizations possess the resources to engage their staff actively in DEI efforts. From participation in specialized training programs to active involvement in employee resource groups, the focus is on harnessing the collective commitment and potential of staff members to drive transformative initiatives. By intentionally integrating staff time into the DEI framework, medium-sized organizations can cultivate a workforce that reflects diversity and contributes to creating an inclusive and equitable environment.

- We recommend that mid-sized organizations in addition to dedicating funds for 10% of staff time to DEI work, specially focus on supporting employee resource groups (ERGs). In addition, colleagues can take more steps within this time to work on different initiatives towards DEI such as regular internal assessments and surveys. We recommend encouraging all staff to engage in this work with a careful eye for positionality and an awareness of privileges.

# ORGANIZATION RECOMMENDATIONS: MEDIUM ORGANIZATIONS

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## DEI Programs

With a more substantial operational scale and resources at their disposal, mid-sized organizations stand poised to implement impactful DEI initiatives that resonate throughout their workforce. However, this endeavor requires a thoughtful and strategic approach to budgeting that addresses the organization's specific needs, aligns with its mission, and ensures a lasting impact on workplace culture. Exploring tailored recommendations to maximize the effectiveness of DEI programs within the confines of available resources. These can take many forms, so finding the right ones for your organization is key.

- We recommend considering standing up or further developing a mentorship program. With more wiggle room in the budget, mid-sized nonprofits have more space to carry out mentorship programs which are a critical and impactful way to further its DEI work ([Gillies, 2023](#)).

## DEI Consultant

As introduced above, budgeting of funds towards consultants ranges a great deal in price. Consultant rates run the gamut of formats, implementation methods and can cost anywhere between \$500 - \$90,000 USD. With a mid-sized non-profit organization with more staff and financial resources, it is likely more feasible to hire a DEI consultant to support the shaping of more involved efforts in the organization.

- It is recommended that DEI consultants be brought in for a variety of reasons including, but not limited to lack of ERG engagement, lack of organization staff diversity, etc. ([Murray, 2023](#)).
- When creating a DEI budget, organizational teams should decide which type of training and education would take place and procure expertise accordingly.



# ORGANIZATION RECOMMENDATIONS: LARGE ORGANIZATIONS

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## **Large Nonprofit Organizations**

With substantial funds and a sizable team, large organizations (here defined as 50 or more staff) ([Slatten, et al., 2021](#)) possess the means to orchestrate transformative programs that can reverberate across their extensive workforce. This section outlines tailored recommendations for large organizations, delving into innovative strategies that leverage their ample resources for maximum impact. From comprehensive training initiatives to organizational-wide cultural shifts, the focus is on harnessing the influence of considerable funds and staff to cultivate a workplace environment that not only embraces diversity and equity but actively champions inclusion. Along with the above mentioned recommendations, large organizations should consider the following:

### **Staff Time**

Large organizations enjoy considerably more substantial resources and staff abound, making DEI staff time designation a powerful catalyst for transformative Diversity, Equity, and Inclusion (DEI) initiatives. With a significant workforce, these organizations have the capacity to leverage staff time effectively, fostering a workplace culture that actively champions diversity and inclusion internally and in the wider field within which the organization exists.

- One recommendation for a large organization with substantial funds is to create one or more roles to support DEI work such as a Chief Diversity Office (CDO) or similar leadership role whose sole purpose is to navigate DEI leadership in the organization. The CDO can work across departments, collaborate with leadership, and ensure that DEI efforts are integrated seamlessly into the organization's overall strategy. This high-level position not only signifies the organization's serious commitment to DEI but also provides the necessary authority to effect systemic change and drive cultural transformation on a large scale ([Basu, 2023](#)). This work should not supplant integrating DEI work as 10% of all staff's time and Employee Resource Groups, rather it should support, catalyze and direct that time.



# ORGANIZATION RECOMMENDATIONS: MEDIUM ORGANIZATIONS

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## **DEI Programs**

With abundant resources and a diverse workforce, these organizations have the capacity to spearhead comprehensive DEI programs that transcend conventional boundaries.

- We recommend that as a larger budget allows for more room to fully execute strategic DEI programs, large organizations should take advantage of their reach to exercise more advanced strategies such as advanced training programs, dedicate entire departments to DEI work and have more developed mentorship programs with dedicated staff to not only organize but participate.

## **DEI Consultant**

In the pursuit of cultivating a workplace culture that champions diversity, equity, and inclusion (DEI) within large organizations a dedicated DEI consultant or consultants could have a transformative impact. With complex structures and diverse workforces, these organizations could most benefit from strategic expertise to navigate the nuanced landscape of DEI initiatives.

- When hiring a DEI consultant(s) for your large nonprofit organization, it's crucial to prioritize candidates with a comprehensive understanding of your organization's mission, values, and unique operational context. Look for consultants with a proven track record of success in navigating the intricacies of large organizations, as well as expertise in fostering inclusive cultures. Consider individuals or firms that have experience working with nonprofits and demonstrate a nuanced understanding of the challenges and opportunities within the sector. Furthermore, prioritize consultants who adopt a collaborative approach, engaging with stakeholders at all levels to tailor DEI strategies that align seamlessly with your organization's objectives. This collaborative ethos ensures that the consultant becomes an integral part of your organizational fabric, fostering a sustained commitment to diversity, equity, and inclusion.

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# CLOSING REMARKS

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## CLOSING REMARKS

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The journey toward embracing Diversity, Equity, and Inclusion (DEI) in budgeting is a unique narrative for each entity, shaped by its size, mission, and financial constraints. It is an acknowledgment that there is no one-size-fits-all approach, and the path toward a more inclusive future is as diverse as the communities these organizations serve.

As we reflect on the importance of DEI budgeting, it becomes evident that the commitment to inclusivity is not confined by the limitations of budget size or organizational scale. Whether a grassroots initiative or a well-established institution, every organization has the power to make meaningful strides toward fostering diversity and equity.

In navigating the complexities of DEI integration, it's crucial to recognize that the pursuit of perfection can often be a paralyzing force. The landscape of societal change is ever-shifting, and the imperfection of progress should not deter action. Imperfect action is, after all, the catalyst for improvement. Small steps, taken with genuine intent, have the potential to create ripples of positive change that extend far beyond initial expectations.

Therefore, let us not be immobilized by the fear of not doing enough or doing it perfectly. Instead, let us be motivated by the knowledge that each effort, regardless of its scale, contributes to a more just and inclusive world. The uniqueness of each organization is not a barrier but an opportunity to tailor DEI initiatives in a way that resonates authentically with its mission and community.

In closing, the call to action is clear: weave the principles of Diversity, Equity, and Inclusion into the very fabric of your organization's budget, acknowledging its distinct identity and impact potential. Embrace imperfection as a companion on the journey, understanding that progress, no matter how small, is progress nonetheless. In the pursuit of a more inclusive future, let action prevail over paralysis, and may the diverse voices and experiences within and around your organization propel it toward lasting positive change.

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ORGANIZATIONS  
IN SOLIDARITY

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