MISSION CAPITAL

ANNUAL REPORT 2022
A YEAR OF CLOSING THE RACIAL LEADERSHIP GAP
For over 20 years, Mission Capital has been serving nonprofits — now with a race equity focused mission: to create an equitable and resilient sector where all can thrive. We spark progress within individuals and maximize opportunity and impact across the nonprofit sector through collaboration, leadership development, customized trainings, strategic consulting and pushing the boundaries of our sector’s culture.

**Nonprofits, like small businesses, are the life blood of communities.**

Organizational resilience and sustainability are critical for nonprofits to have a positive impact in the communities they serve. Since 2020, nonprofits have experienced staff transitions from the Great Resignation, the Great Retirement, and the “shecession” - an exodus of women from the workplace.

**The National Council of Nonprofits reports:**

- 76% of nonprofits have job vacancies greater than 10%
- 42% of nonprofits have job vacancies greater than 20%

Leaders identifying as BIPOC or of the Global Majority often face the “glass cliff” which is when racialized barriers lead to shorter leadership tenure and a potential wave of executive transitions. Ongoing research and resources from organizations like the Building Movement Project inform our approach to developing support for BIPOC leaders.

During our work in 2022, we built upon our historical knowledge and understanding around the racial leadership gap in the nonprofit sector to help organizations co-create opportunities for sustainability, long-term leadership development, and mission impact. This allows us and the organizations we serve to explore self-analysis and growth.

We are excited to share with you stories written by our staff that capture some of the projects we are working on, internally and externally, that show our progress in these areas. We invite you to explore them and engage with us in 2023.

**Together we can take the next iterative steps toward grappling with the challenges and questions of boards, executives and staff, and funders to close the racial leadership gap.**

**THANK YOU!**

As a capacity builder we recognize our work is done alongside many in our community and we thank all our members, clients, affiliates, partners, nonprofits, and funders for their commitment to this journey with us.
IMPLICIT BIAS
by Hector J. Campos,
Senior Consultant - Consulting, Leadership & Learning

We all have implicit and explicit biases that influence our decision making and personal interactions. We learn them from our upbringing, our communities, and society. If we are not aware, we may apply those biases in the grant application and review process and treat organizations unfairly due to prejudice, stereotyping, generalizations, or assumptions.

Even grant reviewers that consider themselves advocates for racial justice, may review and judge grantee applications unjustly based on their implicit biases.

These inequities greatly impact BIPOC-led organizations that are typically smaller, understaffed and receive fewer resources.

The result is that underserved BIPOC communities are not getting the resources they deserve and services they need. It also minimizes the intentions and impact of philanthropic organizations on the sector.

Since the fall of 2020, Mission Capital has been facilitating Implicit Bias 101 workshops for philanthropic organizations. This includes providing a foundation for what implicit bias is, exploring ways that grant makers can develop processes to reduce and interrupt the effects of bias in philanthropy, and having conversations to build in structural interventions to address forms of bias in grant making.

A funder in a recent session stated:

“This was amazing! Thank you for giving our people a space to learn and reflect together in a digital space. This was perfect and exactly what we needed. I am looking forward to thinking about how we might engage with one another again in the future.”

Mission Capital has also facilitated a full six-week learning circle to a philanthropic organization who was committed to delving deeper into mitigating both implicit and explicit biases.

While it is nearly impossible to eliminate bias, Mission Capital is committed to offering implicit bias trainings for foundations and other philanthropic organizations to develop processes and systems to mitigate biases and create a more equitable grant application and review process.

The goal is to eliminate biases that are based on race, gender, personal/organizational affiliation, and conflict of interest, to name a few. A more intentional approach to equitable grant making will result in philanthropic organizations systematically addressing implicit biases to enhance the grant making process that will advance the quality of our collective work in the central Texas social sector.

IMPLICIT BIAS LEARNING CIRCLE

Join us in this learning experience designed to help you explore your implicit biases. You will do individual and group work to identify and understand the attitudes or stereotypes that affect your understanding, actions, and decisions in an unconscious manner. LEARN MORE
In 2022, Mission Capital membership enhanced its commitment to equity through two new additions. First, we intentionally realigned the former Pay-What-You-Can opportunity to become the Partners in Equity membership.

**This pivot ensures that organizations sharing Mission Capital’s mission of equity can access and benefit from our services at a price that fits their individual needs.**

Mirroring the Standard Membership, Partners in Equity provides a flexible cost option for organizations headquartered in Central Texas and fulfill specific criteria. Nonprofits who are led or mostly staffed by people who identify as members of the global majority, or their public mission or vision candidly states a dedication toward advancing equity or social justice qualify for this membership level.

Second, Mission Capital encouraged member organizations to educate and inform their employees in the ways they, too, may benefit from and access professional development through Mission Capital.

The intention behind his decision was to help to reduce gatekeeping of resources and to encourage staff members to generate a career plan, thus better supporting all employees at all levels of our member organizations. Our membership team provides a pre-drafted email when members join or renew, making it simple to reach out.

“The flexible payment program through Mission Capital has been invaluable to my organization. Being a start up, it is so important to have access to tools, resources and strategic community partnerships but oftentimes these things are out of reach for small non-profits due to the cost. Through this program, we are getting quality education and professional/organizational development in order to boost our ability to scale and impact the local community.”

— Monique Parker, Little Bit of Good
In March 2022, Mission Capital started co-creating a compensation philosophy through a series of open work sessions. Thus far, the process has been long and intense.

**Pivotal to our efforts is the belief that all staff voices are heard so that all members benefit from more equitable compensation.**

Through these sessions, Mission Capital has realized and started to dismantle white-centered cultural norms surrounding compensation. We did this through willfully engaging in difficult and uncomfortable conversations, gathering feedback from all staff, and building consent from staff.

Since Mission Capital has committed to centering equity in our external and internal environments, we turned to a compensation philosophy because it provides clarity, transparency, and accountability for how and why compensation decisions are made. For staff (who are often most directly impacted by these policies) the transparency and ability to collaborate increases productivity.

A great example of this approach is that, after staff gave feedback, our end-of-year bonuses in 2022 were tiered, with those earning less income getting larger bonuses than those on the higher-end of the spectrum.

Our vision is a Central Texas where all have access to opportunity and can thrive. This includes our outside community and staff.

**Our process for the compensation philosophy has been driven by our goals of transparency, accountability, shared leadership, and people-first.**

We envision a compensation philosophy that sets the baseline for how compensation decisions are made and incorporates principles and data that go beyond market rates. We desire for all staff to have a clear understanding of how compensation decisions are made, how those decisions impact them, and for resources to be distributed equitably.
By moving beyond the practices of naming a successor on a piece of paper, our Succession Management Workshops focus on a comprehensive way of integrating planning and preparing for transitions into your organizational culture. Since 2018, we have partnered with foundations and associations to provide over 50 grantees with these workshops. Our aim is to support them in building organizational resiliency and a culture of succession management.

**But what does this iteration of succession management look like, and how does it integrate with shared power and leadership?**

Since 2021, we have worked with organizations to support equitable practices and create organizational cultures of belonging, leadership awareness, address gaps, and find growth opportunities.

We have deeply invested in our own unlearning around leadership and workplace belonging and delivered programs over the years geared toward serving leaders and improving workplace experiences.

Two of our core focus areas are serving leaders and organizations. We have traditionally designed numerous programs to serve the former, but we have not focused on building equitable organizations. Our work around building leadership awareness and workplace belonging are meant to delve into this area.

In 2023, we will share a guide that provides high-level themes from our work around leadership awareness and key growth areas necessary to create equitable organizations.

In addition to the Leadership Awareness work, during the past year we have focused on learning through our own awareness of who we are and what we believe in. We have paused some of our leadership trainings to dig deep into examining our values, the needs of our community, and our role in building a resilient sector where all can thrive.

**We believe that leadership potential resides in all of us.**

Our goal is to assist leaders so that they can elevate their leadership abilities through awareness of self, relationships that foster collaborations, and organizations that challenge the status quo.

A core team of cross-organizational staff worked to explore leadership development that existed in the past, the resources, and models of other nonprofit leaders, and what our singular and distinguishing role will become.

This year we will continue to explore new leadership frameworks that will inform the next iteration of our leadership trainings, we hope that when they’re ready you will join us to unlearn and learn together.

“I hugely appreciate the classes and what they aim to bring to nonprofit folks in Austin! We are so grateful you are putting in good faith efforts to equip us with knowledge and consistently aiming to support the community.” - Participant

LEADERSHIP TRANSITION SERIES

In our newest series, we prepare your organization for planned and unexpected leadership transitions and examine how power and equity affect succession management. [LEARN MORE](#)
MEASURING WHAT MATTERS

by Ashika Raval,
Collective Impact Program Specialist - Good Measure

In 2022, after receiving feedback from our community Good Measure found itself taking a reflective pause in terms of its programming. We questioned whether current programs should continue as is, or whether the new year was an opportunity to reassess what sustainable and positive racial equity programming could look like for Good Measure.

Good Measure decided to take the latter path and would serve as the basis for all future decision-making as it pertained to programming. One of the first shifts: we shared data from the “Measuring What Matters” program evaluation with our community. This study was done by outside evaluator Knology.

We invited GM (Good Measure) community leaders to learn about the community-driven program evaluation process, focus groups, surveys etc. This included MWM (Measuring What Matters) program alumni, data and evaluation experts and GM stakeholders.

By the end of that process, we were confident that we had upheld transparency with evaluation results.

Our next step was to create a MWM planning committee, in which past MWM participants were asked to join us in unpacking, rebuilding and reimagining what Measuring What Matters could be. We recognized that true community-driven work was vital during this process.

The MWM planning committee now meets once a month – outlining and dissecting the various steps of the outreach, application and curriculum of programming.

Ami Kane, Deputy Director of Girls Empowerment Network (2017 MWM alumni) said this about our new process:

“The first word that comes to mind when reflecting on this committee is intentional. The process was approached so that even those on the committee could take more steps back than we thought we needed to. A word that is the opposite of this process is bureaucratic. Things have felt less business goal driven but more intentional on processes and steps.

“I show up because Measuring What Matters changed the trajectory of Girls Empowerment Network, it was such a good experience – it was a data revolution. If I can do anything to help other people get my experience, I would love to be a part of this. I feel like if we can reduce barriers from small organizations from being in the room that Measuring What Matters can reach the next level of non-profits. And if all processes are left how they are, many orgs won’t have opportunities.”

GOOD MEASURE

Good Measure is an association of philanthropic organizations who work together with community partners to creatively and strategically use data equitably to build programs that are more impactful and successful. LEARN MORE
Our work is made possible by the ongoing support and generosity of individuals and funding partner organizations:

- Andy Roddick Foundation
- The Annie E. Casey Foundation
- Applied Materials Foundation
- Aragona Family Foundation
- Bank of America
- Blackbaud
- The Carl C. Anderson Sr. & Marie Jo Anderson Charitable Foundation
- Casey Family Programs
- Davis Kaufman PLLC
- Georgetown Health Foundation
- H-E-B
- Hogg Foundation for Mental Health
- Maxwell, Locke & Ritter LLP
- Michael & Susan Dell Foundation
- PNC Bank
- Q2 Software, Inc.
- The Reissa Foundation
- St. David’s Foundation
- Truist Bank
- United Way for Greater Austin
- Webber Family Foundation
- Wells Fargo

We’re committed to continue working with them and look forward to mutual accountability, progressive dialogue and real plans for evolution. Let’s learn together, dream together and work together on opportunities to create important leaps towards an equitable future for our community.

CONTACT MISSION CAPITAL:
info@missioncapital.org
missioncapital.org
+1(512) 477-5955

THANK YOU!