# OUR HISTORY

- 1968: In the aftermath of Dr. King's assassination, Philadelphia leaders convened to prevent unrest and address community pain.

- 1969: The Philadelphia Urban Coalition was founded to unite business, government, labor, and community leaders.

The Philadelphia Urban Coalition, "was created to fight inner city and other social inequities by bringing together the various public and private sectors in our city… not so much a new organization as a new structure through which existing organizations and existing leadership can coordinate and expand their efforts." - Founder, Charlie Bowser

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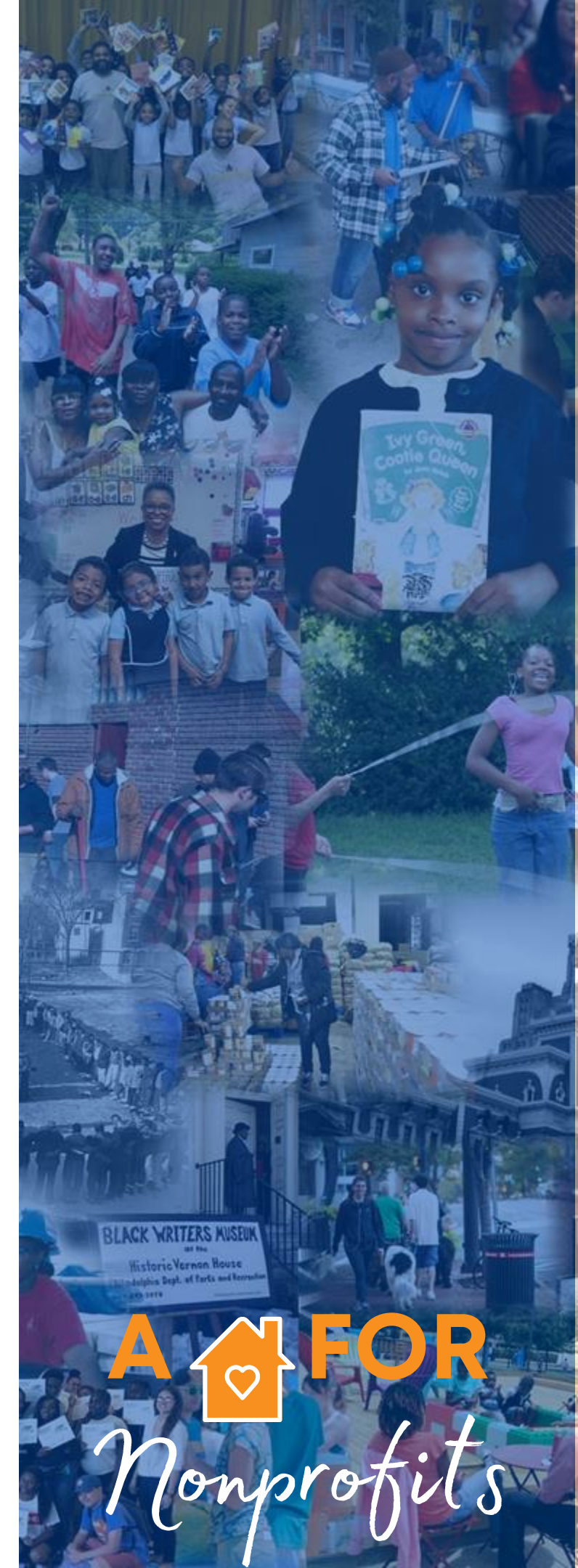
OUR VISION

To partner with all segments of our community to ensure that every person has the opportunity for educational and economic success, and a secure and healthy life.

A 🏠 FOR
Nonprofits

OUR VALUES

- We care deeply about what we do, and how we do it.
- We believe in the potential of all individuals and in the self-empowerment of grassroots groups.
- We are committed to excellence in service delivery.
- We hold ourselves accountable for our actions; our goal is a consistent one: operational, fiscal and personal integrity.
- We are innovative, entrepreneurial and responsive to emerging needs.
- We strive to be cost-effective and results-oriented.
- We believe in the "power of diversity" - and proudly put this into practice.
- We believe that change comes about when all voices can be heard.

OUR MISSION

The Urban Affairs Coalition unites government, business, neighborhoods, and individual initiative to improve the quality of life in the region, build wealth in urban communities, and solve emerging issues.

OUR WORK

We are a Coalition of 50+ partner organizations, large and small, working on diverse issues that immediately affect communities. We strengthen nonprofit organizations through **fiscal sponsorship, capacity building, and program evaluation.**

OUR PRIORITIES

✓ **STRENGTHENING NONPROFITS**

✓ **DEVELOPING YOUTH & YOUNG ADULTS**

✓ **CREATING STRATEGIC PARTNERSHIPS**

✓ **BUILDING WEALTH IN URBAN COMMUNITIES**

A FOR *Nonprofits*

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What is DEI?

D
Diversity

The practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures.

E
Equity

The consistent, systematic, fair, just, and impartial treatment of all individuals.

I
Inclusion

The recognition, appreciation, and use of the talents and skills of people of all backgrounds.

WHY DEI IS BOTH RIGHT & SMART

36%

Companies with diverse leadership are more likely to outperform financially
McKinsey, Diversity Wins 2020

64%

Americans support organizations aligned with their values
Edelman Trust Barometer 2021

3x

Higher innovation rates in companies with diverse management teams
Boston Consulting Group, Boost Innovation 2018

87%

Of job seekers consider workplace diversity when evaluating job offers
Glassdoor, Diversity & Inclusion Workplace Survey 2020

19%

Higher revenue reported by companies with above-average diversity
Boston Consulting Group, Boost Innovation 2018

85%

Of CEOs say DEI programs improved business performance
PwC, Global Diversity & Inclusion Survey 2021

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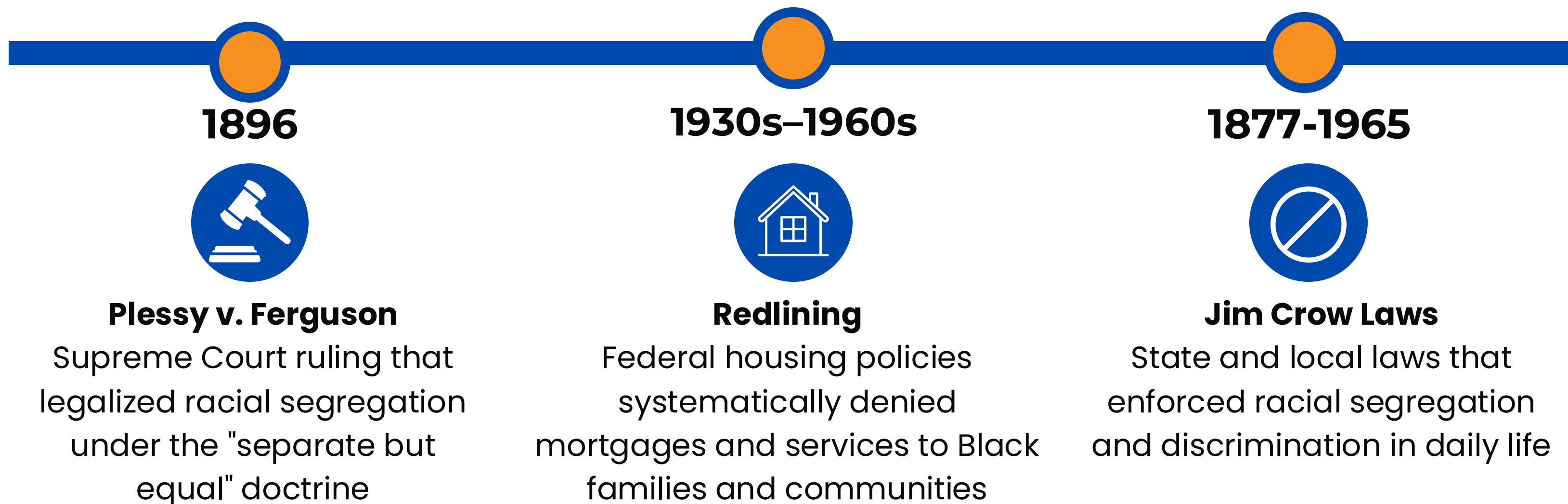A Home for Nonprofits Since 1969™

DEI IS FOR EVERYONE

Not just about race—includes gender, LGBTQ+, disabilities, immigrants, and all underrepresented groups. **DEI makes the promise of America real for all.**
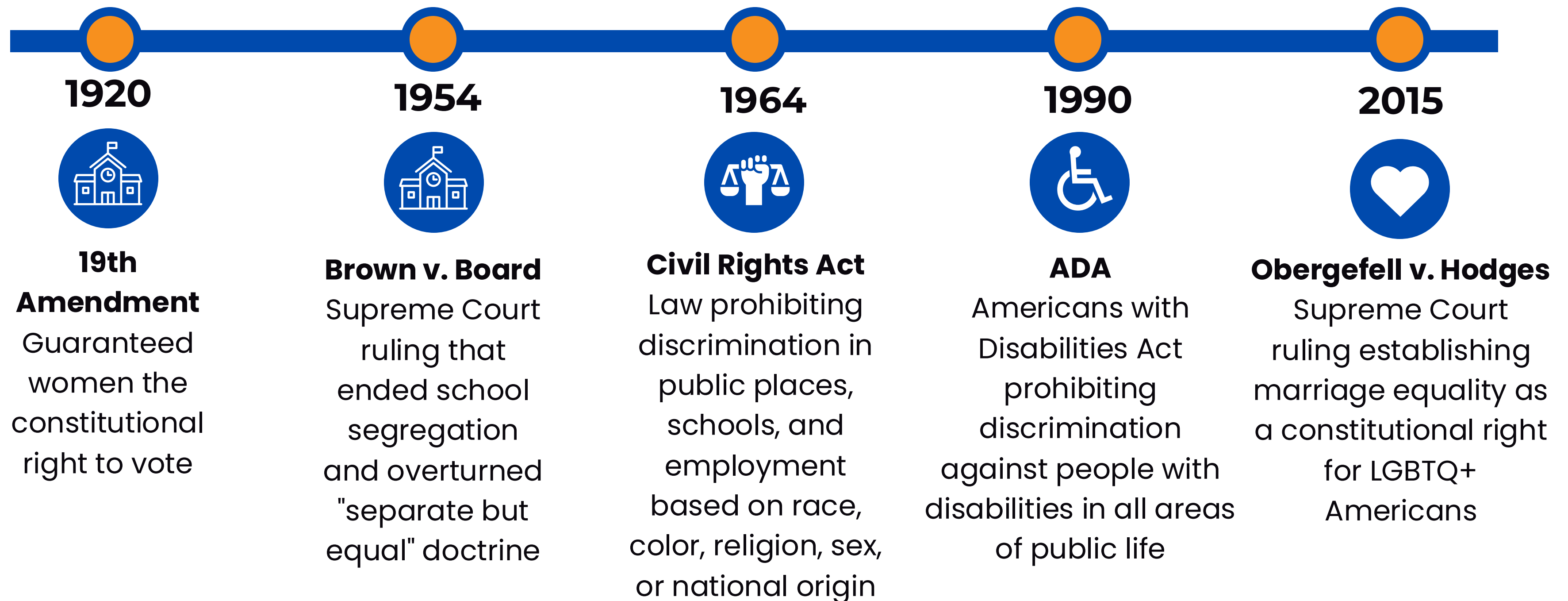
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WHY DEI BECAME ESSENTIAL

For much of U.S. history, discrimination was not only accepted but written into law:

1896

Plessy v. Ferguson
Supreme Court ruling that legalized racial segregation under the "separate but equal" doctrine

1930s–1960s

Redlining
Federal housing policies systematically denied mortgages and services to Black families and communities

1877-1965

Jim Crow Laws
State and local laws that enforced racial segregation and discrimination in daily life

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CHANGING THE LAWS CODIFIED CHANGE:

1920

19th Amendment
Guaranteed women the constitutional right to vote

1954

Brown v. Board
Supreme Court ruling that ended school segregation and overturned "separate but equal" doctrine

1964

Civil Rights Act
Law prohibiting discrimination in public places, schools, and employment based on race, color, religion, sex, or national origin

1990

ADA
Americans with Disabilities Act prohibiting discrimination against people with disabilities in all areas of public life

2015

Obergefell v. Hodges
Supreme Court ruling establishing marriage equality as a constitutional right for LGBTQ+ Americans

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REMEDIES INTRODUCED TO CORRECT EXCLUSION:

(1960s–1970s)

Affirmative Action and Quotas
Created scholarships, leadership pipelines, and targeted programs to expand access.

1978

Bakke v. University of California
Outlawed quotas but upheld that affirmative action could be lawful.

TITLE VII OF THE CIVIL RIGHTS ACT (1964)

It shall be an unlawful employment practice for an employer to fail or refuse to hire or to discharge any individual, or otherwise to discriminate against any individual with respect to his compensation, terms, conditions, or privileges of employment, because of such individual's race, color, religion, sex, or national origin." Prohibits employment discrimination based on race, color, religion, sex, and national origin.

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Where We Are Today

SIGNS OF PROGRESS

+30%

Black household income increase from 2011–2022

U.S. Chamber of Commerce

58%

Women now earn the majority of bachelor's degrees

Forbes

98%

Major employers include LGBTQ+ workplace protections

Human Rights Campaign

485

Companies now benchmark disability inclusion, up from 80 in 2015 — a 6x increase

Disability:IN, 2023 Disability Index Report

PROGRESS & CHALLENGES

- In 2020, George Floyd's murder sparked new urgency around racial equity.
- Hundreds of corporations and nonprofits pledged to expand DEI.

Commitments

52%

of Fortune 1000 companies pledged DEI initiatives

McKinsey (2021)

Progress

27%

reported measurable progress on commitments

Deloitte (2023)

HOW AMERICANS SEE EQUITY

- **24% Black, 37% Hispanic, 45% White** satisfied with how Black people are treated in the U.S.
- **62% of Americans** optimistic Black–White relations will improve
- **59% of Black Americans** say racial inequity will always be a problem
- **42% of women vs. 58% of men** satisfied with how women are treated in society
- **40% of people with disabilities** report unfair treatment

Gallup 2022–23; Urban Institute 2023

EVOLVING LEGAL CLIMATE

Students for Fair Admissions v. Harvard and University of North Carolina (2023):

The Supreme Court struck down race-conscious admissions, effectively ending affirmative action in higher education.

Fair Access ≠ Quotas:

DEI has never been about quotas — it's about fair access, opportunity, and systems that create equity.

Organizations must frame DEI as lawful, mission-driven equity.

THE PRESSURES AROUND DEI

Legal Uncertainty

Court rulings and state laws create a complex legal landscape that varies by jurisdiction

Funding Pressures

Restrictions on language and requirements in funding agreements create constraints on DEI work

Politicized Language

Terms like "equity" are being reframed as "access" to navigate political sensitivities

Mission Risk

Organizations must balance core principles with maintaining valuable partnerships

MISSION-FIRST GUIDANCE (PANO)

🎯Ground DEI initiatives in your organization's core mission, not treated as a side project

⚖️Boards should adopt explicit equity policies in recruitment, governance, and community engagement

💬Language can adapt to changing environments while core values remain consistent

"Nonprofits must advance diversity, equity, inclusion, and justice in alignment with their mission and values, ensuring that board and staff reflect the communities they serve."
– *Pennsylvania Association of Nonprofit Organizations*

EXAMPLE:

Shifting to "equity and access" when funders resist the DEI acronym, but keeping inclusion practices intact

HOW UAC ADVANCES EQUITY & INCLUSION

- **Principles** – UAC's DEAI statement guides everything we do, ensuring diversity, equity, accessibility, and inclusion are at the heart of our mission.
- **Accountability** – We track board and vendor diversity as a measure of representation (not quotas).
- **Programs & Partnerships:**

Economic Development Projects (EDP)
UAC's EDP program works to ensure fair access for minority- and women-owned businesses in construction by identifying barriers, mapping opportunities, and expanding pipelines for participation.
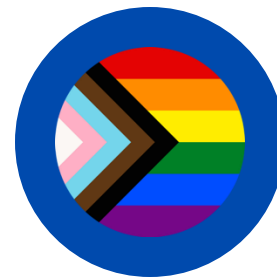
LGBTQ+ Programming
UAC was one of the first organizations in Philadelphia to provide a home for LGBTQ+ nonprofits during the AIDS crisis.

Black Nonprofit Chief Executives of Philadelphia
200+ member affinity group supporting Black nonprofit executives across the region.

Learn more or join at: bncep.org

HOW OTHERS ARE RESPONDING:

1. **Healthcare (PENN Medicine)**

   Penn Medicine & WURD's Black Doctors Directory restructured after legal challenge; now expanded as the Community Health & Wellness Directory (open to all doctors committed to underserved care).

2. **Corporate (Microsoft)**

   Universities reframed DEI as "belonging" or "student success" while keeping policies intact.

3. **Philanthropy (Ford Foundation)**

   Shifted language to "inclusive growth" but sustained substantive DEI programs.

4. **Higher Education**

   Reframed under "equity and justice" while maintaining funding commitments.

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Building Inclusive Organizations That Last

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BUILDING LONG-TERM RESILIENCE

Reactive Organizations

- Respond primarily to headlines
- Make temporary changes to appease critics
- Focus on short-term metrics

Resilient Organizations

- Embed DEI into systems
- Create structures that outlast political shifts
- Stay mission-focused through changing climates

When the climate shifts, are we reacting out of fear — or responding in a way that keeps us true to our mission and values?"
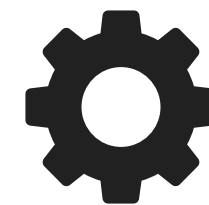
ROLE OF LEADERSHIP & BOARDS

- *PANO Standards for Excellence* call on boards to adopt explicit equity policies in recruitment, governance, and community engagement.

- Boards and executives must embed equity into hiring, procurement, and program design.

- Progress must be measured and adjusted to ensure values translate into outcomes.
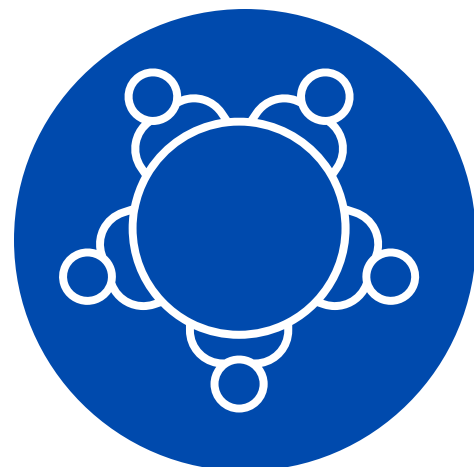
Collect Data → Analyze Trends → Adjust Systems

Example: UAC's DEAI statement guides how we build a workforce that reflects our communities, and we track board and staff diversity to hold ourselves accountable.

BUILDING INCLUSIVE ENVIRONMENTS

DEI Roundtable

The Main Line Chamber of Commerce DEI Roundtable brings professionals together to share best practices and metrics, showing the power of peer learning across industries.

Knowledge Exchange

Employee Resource Groups (ERGs)

Voluntary, employee-led groups that foster diverse, inclusive workplaces by creating communities open to all employees (must open to everyone including allies)

Community Building

Comprehensive Equity

Alongside demographics like race, gender, and ability, boards should also examine income and geography — are we hiring Philadelphians and opening doors for low-income communities?

Inclusive Opportunity

AUTHENTICITY VS. PERFORMANCE

- Diverse staff at all levels of organization
- Ongoing DEI training and development
- Clear policies and accountability measures
- Measurable outcomes and transparency
- Community involvement and partnerships

- One-time statements and social media posts
- DEI limited to heritage month celebrations
- Diverse imagery but homogeneous leadership
- No metrics or accountability systems
- Silence on difficult DEI issues and challenges

60%
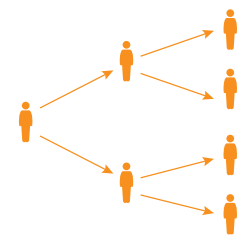of consumers buy from brands "walking the talk" on DEI
(Edelman, 2022)

74%
of Americans say nonprofits should lead on equity issues
(Independent Sector, 2023)

REACHING DIVERSE AUDIENCES EFFECTIVELY

Trust is Local

Faith leaders, neighborhood organizations, and community media outlets are the most trusted messengers (Pew 2021).

Partnerships Multiply Impact

Working with established community institutions amplifies your message and builds authentic relationships.

Language Matters

Language should include everyone. At the same time, outreach must extend to historically excluded groups. Inclusion ≠ exclusion

PRACTICAL TIP: BEFore launching outreach, ask: "Who do our audiences already trust — and how can we partner with them?"

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Turning Values into Action

PRACTICAL TOOLS FOR NONPROFITS

Workforce Scans & Tracking
Conduct regular audits of hiring, retention, and promotion patterns to identify gaps and measure progress

Mission-Anchored Messaging
Ground DEI language in your organization's core purpose and community impact

Open ERGs & Leadership Cadence
Create inclusive employee resource groups that foster belonging and establish regular leadership check-ins

Third-Party Validators
Leverage partners, clients, and community members to amplify your organization's authentic DEI commitments

Legal guidance
Engage legal counsel to review policies and ensure DEI initiatives remain affirming and compliant

DEI is the work of creating organizations and communities where everyone has access to opportunity; where everyone can contribute and thrive. Diversity drives innovation, equity builds trust, and inclusion fuels growth.
The challenge is not simply to talk about diversity, equity, and inclusion—but to live it. How will we ensure our commitment shows up not just in our words, but in our actions, our decisions, and our impact?

![Urban Affairs Coalition logo](Urban Affairs Coalition — A Home for Nonprofits Since 1969™)

THANK YOU!

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