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Advancing Inclusion - Careers in Philanthropy for Professionals with Disabilities

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>> Good afternoon and welcome to the RespectAbility Webinar for November 7th, 2018. My name is Phillip polly. I'm the policy and practices director for report ability. It is my pleasure and honor to be with you here today to be joined by James and meg to be talking about this critical topic. I hope everyone had a good night last night, however you felt about the results, but we will not be talking about the election today. Instead we're talking philanthropy and inclusion and inclusion of people with disabilities in philanthropy. I'm very excited about this topic to talk about the philanthropic sector as really a place where there's a workforce needs, there are the talented people with disabilities out there in the world, and there's some really substantive strategies to ensure that, you know, the people most directly affected by the critical issues that private foundation funders and foundations work on are impacted and shaped by the lived experience of people from multiple marginalized communities, from people with multiple identities, and from the millions of people with disabilities out there in our nation today. As the topic says, advancing inclusion, careers for professionals with disabilities, I am joined today by James Emmett and Meg O'Connor and I want to read through their bios. James Emmett is one of the world's recognized leaders in disability inclusion. He has a long list of titles, successes when can Tums to getting people with disabilities into the workplace. Currently the lead strategist for the workplace initiative. He oversees strategic development and projects really at the cutting edge of disability inclusion. Some of his past work includes working with Walgreens, Best Buy, office depot, Pepsi Co. and mercy health around some of their really transformative work at promoting disability inclusion in the workplace. He's a superstar, knows his stuff. He has really a great perspective both as a philanthropy professional, as a professional and as somebody who's really pushed to move the needle. Likewise also joining us is Meg O'Connor who has worked with some of the top brands across a variety of industries and has been implementing leading disability inclusion efforts for major corporations for decades. She's won numerous awards for her work. I don't of a list big enough to reflect all of those, I'm sorry about that, Meg, but things like talent management, consumer solution, and corporate marketing branding all geared towards including people with disabilities in the workforce. She's also had a great impact about really changing things like how the world high fashion, corporate philanthropy and really just an amazing woman, amazing leader and great person to be joining us today.

With that I'm going to shut up to are now and turn the floor over to our colleagues. Take it away.

>> Great, thank you, Phillip. I appreciate it. Obviously this is Meg O'Connor and I'm excited to be with you guys today and talk a little bit about careers in philanthropy and people with disabilities and the opportunity that we have ahead. I wanted to start with some level setting as we always do in our Webinars and why this matters and this topic matters and when we think about the population of people with disabilities, there are 56 million people in the U.S. with some type of disabling condition and that equates to 22 million working age Americans with disabilities as you look at the chart on this slide it really tells a powerful story and that is people with disabilities are the largest minority group in the country and when we face disabilities we don't often think diversity and the point of the slide is not only that we're the largest minority group in the country about you that when disability impacts an individual, it impacts everybody. It is not a white issue, a black issue, an Asian, LGBTQ, it is an everyone's issue. When you're talking about disability employment, you're also talking about diversity and inclusion in broader way. So this is a great slide. I use it a lot with my corporate clients because many times they think of visible disabilities and not the invisible disabilities that the majority of folks have and this sets the stage for them of why disability inclusion should matter.

Go to the next slide. So as we started to prepare for this topic we really wanted to understand kind of the breadth of opportunities that are out there. A lot of people when they're thinking about employment, they think about big companies, they think about nonprofits. They think about state, local, and Federal Government agencies and philanthropy for whatever reason can often be the last frontier that people think about in their job. So when we looked Linked In at the end of last week and we're looking at opportunities, we saw that there are 12,000 jobs in philanthropy today that are listed linked in. That is a huge number and opportunity that we have for folks to obtain employment when we think about careers in philanthropy. We also looked at this just as one resource that there are several and we have many listed at the end of this deck as well too. Why philanthropy? We think about philanthropy as an opportunity to really dive into your passion and what is important to you in your work. It's an opportunity to take your time, talent, and resources and really put them into something that you truly believe in and what's impactful for you as an individual.

The other piece philanthropy has had a long and storied history of really driving change both locally and globally. Nonprofit foundations alike have really driven a lot of the civil rights issues, human rights issues, initiatives, everything that you can think of that is a movement of some kind locally or globally, chances are a philanthropist somewhere has had their hands in it and really helped drive it forward and make it happen. So when you think about those movements, it's really creating social change and helping people understand what those passions are about and how they impact our world. And so a career in philanthropy really has an opportunity to take both your profession, whatever your expertise or your function is and marry it with your passion and that's something that James and I have been both been able to do and it's been quite rewarding. We're ready to go to the next slide. So I wanted to share if those of you on this call have any experience with disability inclusion and the benefits of hiring people with disabilities, this will not be new to you. Those on the call that may be wondering why disability inclusion and why would foundations or philanthropy be interested in hiring people with disabilities. And we have seen these results over and over again that people with disabilities impact in a very positive way the workforce and that is every workforce. So some studies have been done over the last several years, Walgreens the most notable one, the first one that did a study of employees with disabilities and compared them to employees without disabilities and really looking at the performance, the ten year absenteeism safety records and you see these numbers here, 90 percent perform on par or better than their nondisabled colleagues. 48 percent greater tenure, 40 percent less absenteeism. There's also data point of 34 percent less safety incidences. So when you talk about all of these positive factors, the bottom line for any organization is these data points save them money and being in a business is about making money. So these are really positive results that we have seen over and over again and you see to the right some of our most recognized brands are actually engaged ostensibly in disability include us in their work. These same results and the positive impacts and benefits are not just a business benefit. They're also a benefit for philanthropy and so foundation, philanthropy organizations are looking for ways to improve their workforce, improve their culture and have a positive return on their investment as they look to invest in people and other organizations. So Phillip, I think we can go to the next slide.

This is some data that we pumped from a survey that was done in 2010. It is ‑‑ even though it is eight years old and we have seen other studies that provide similar data, I like this one in particular because it highlights several key points of what managers were asked about working with an individual with a disability. And so this was a survey that was done by the National Organization on Disability and sponsored by the Kessler foundation and Harris poll. They all joined forces to find out what managers say about working with people with disabilities. The slide is most impactful when you see the blue line is the same. So the same as everybody else. Working with people with disabilities is the same and no different. Where we have a few highlights that are actually interesting and point to the previous data that we saw on the last slide is the top line, the green line showing dedication, 35 percent of people with disabilities ‑‑ 35 percent of managers said that people with disabilities were more dedicated than their nondisabled colleague. And if you go down to the very bottom data point and turn over 33 percent less turn over, so, again, continues to reinforce what we've seen and the positive impact and this is directly from managers that were surveyed. So it's not just performance data. This is manager's perceptions and how they work with individuals with disabilities in the workplace. So net net, it's good for business, it's good for philanthropy. So let's go to the next slide. I was talking to somebody last week about a career in philanthropy. I've been really fortunate in my career, I started out in corporate America and spent the bulk of my career in corporate America. I had an opportunity to work with a National Organization on Disability for three years and help them with their initiative and then join the Clinton family foundation. I feel like I have this trifecta of experience in, you know, corporations, nonprofits and philanthropy. The jobs are really varied across the board. I think it's important to think about your skill sets and how you want to apply them. But very high level job types that we think about when we think about philanthropy or things like branch management. If you're with a foundation, chances are they're giving money, getting grants to nonprofit entities that are areas of interest to them and so managing those grants, making sure that the grant making strategy maps to the core beliefs of the organization. So we want to be a good steward of that money and making sure that the grants are being managed effectively. We build really close partnerships with your nonprofit organizations or your grantees. Somebody that is really skilled at relationship building and relationship management is going to be really key. So people are great in this role. There's also project management. This is for type As that really like a process and following a program and helping deliver on expectations and driving impact and metrics and understanding the outcomes of a project or a program and that could be both programs internally within the philanthropic organization or can be externally as you manage some of those grants and see the outcomes of those grants as well. There are also operations functions. So for me I am functionally a human resource professional. That is something that translates very well into philanthropy. Any time you have employees working anywhere you need a human resource department and these other sections fall into that realm as well when you think about finance, operations, accounting, all of the things that make a business run. Philanthropy is a business but it's in the business of doing good. All of those components will fall into play when you think about careers in philanthropy.

Next slide.

>> This goes a little bit deeper. There's a lot here in this slide and I'm not going to read it all but just a high level overview and I believe I pulled ‑‑ in talking about, you know, what ‑‑ getting into a little bit more detail what makes ‑‑ what are the skills and criteria for somebody being successful in a philanthropic environment. Adaptability, there's lots of change in movement, we need folks that are flexible and can work with organizations all the time where they shift their focus or every three years they refine their focus areas and what they're going to be driving their grant making strategies towards so being able to see that and be adaptable to those changes is really important. Fault leadership and analysis is really important. We see this a lot in the grant making strategy that we work is understanding how to be a good partner and how to help drive change within the organization that you're providing funds with. So not being ‑‑ and this was something I had to learn coming from a corporate environment, you're either delivering or you weren't. If you weren't delivering then you moved on to the next thing and foundations, at least the ones I have been exposed to tend to be kinder and gentler in that approach and really want to be a good partner in helping you design your strategy and help you understand how to make positive impact and make connections with you to other organizations that we've worked with so that you can be successful in the most positive way. Folks that are good at research, reading proposals, doing the nuts and bolts of really understanding how an organization can drive forward, of course there is legal compliance, people that are great at communications, we have convenings and events and bringing partners together. So people that are really great at facilitation and creating a ‑‑ we call them learning labs, creating an opportunity where you can bring folks together and really share what we're learning for greater impact across the field really great opportunities across all sectors and I think if you think about any position that you may be aware of or that you would be interested in chances are you can find it in the world of philanthropy. Next slide. If we talk about types of jobs, I thought that if we give you some the top five things you can do to start a career in philanthropy and I think ‑‑ and this was a great gateway for me. So thinking of my personal experience with as to get nonprofit experience, understand how nonprofits work, what some of their pain points are, what operationally do they need to focus on, how do they go about applying for grants and funding from other organizations and what that looks like and what the process is and the timing and sequencing of things, that was all really impactful for me when I joined the foundation to understand what that experience was like from the side of a nonprofit partner that was seeking money. In fact because I had said so many times writing proposals that we're ten, 15 pages and answering the same question in 15 different ways when we ‑‑ when I arrived at the foundation one of the things that I said is we got to keep it simple are and truly understand and sometimes providing less is actually more difficult. We instituted rather than a ten or 15 proposal application we want a two page concept paper. Tell me in two pages what you'll do, what the outcome is, what's the budget and what are the metrics you're going to use to really determine success in the program. So that nonprofit experience really helped my lens of how we could be a better partner with some of our nonprofit organizations to make things simpler and easier in their world as well. Get passionate on an issue. Again, think about things that really excite you and drive you whether it's clean water or reducing plastic or human rights, saving the whales or whatever your issue is, chances are there's an organization out there that is focusing on that issue. So team up with them, volunteer, see if they have part time jobs, full time jobs that you can jump in and get that nonprofit experience. No. 3 and we've talked acts about this already is translate your skills and your experience. Think about what a nonprofit organization or foundation needs and things they've done and how that applies. This dovetails nicely into No. 4 is do information interviews. We all did these early on in our careers. We were trying to find out what you want to do and who you want to be when you grow up and it's a great thing to do as you're thinking about a career transition or a career opportunity that you are not as familiar with. It's a great time to build relationships and be flexible and think about how you can get started in this field. I say this to everyone whether you're just starting out or you're in a career transition, you have to be flexible and you're not going to find the perfect job right away and sometimes you have to step into it and take a start‑up position or maybe a position that in your current environment might be considered a lower level position but if you're transitioning in your career or wanting to do something different it's a great way to learn on the ground work and experience and skill up in your new area of focus.

No. 5, consider multiple options in philanthropy. You know, opportunities can happen any aware and so we think about nonprofits, we think about big foundations, giving dollars but there are also corporate foundations, many have a foundation where they were doing grant making into the community. So that's a great way to translate corporate level experiences and corporate foundation. There's also municipalities, governments, state and local municipalities that have grant making and activities. Look around, do some research, and look for maybe not the so obvious of the big folks that you often hear about, the Rockefellers or the Ford foundation, there are others out there as well. So it's a great opportunity to do some homework and see who is in why you are focus area or your passion area.

>> Thanks, Meg, that was a great overview. My name is James Emmett and Phillip gave me a great introduction. The one thing I will add to that I want destruction is I am a person with a physical disability. My personal story is my mom was in ‑‑ a nurse in the Great Lakes naval hospital just outside of Chicago during the Vietnam war and she was exposed to a lot of different chemicals and different things coming and back then they didn't know impact. So she was basically working in that hospital up until like literally the hour that she had me. I was born with a birth defect and missing my left hand. So I've been a person with a visible disability my whole life. Again, I think that from a philanthropic standpoint that has given me an interesting viewpoint of how to bring a perspective on folks who have different perspectives potentially and how to bring that into a foundation and hopefully the foundation benefit from that differing perspective and I think through the work of RespectAbility and we're starting to see foundations realize whether you're working on disability issues, specifically as a foundation, or not, you're working on other issues, having different perspectives, just like Meg talked about corporate America, having different perspectives is really a critical thing and I think we're ‑‑ we've even heard, right, Meg, our foundation staff, some of the folks who had been in foundations previously say it's great to get people from different backgrounds and different perspectives because you approach the work. It may be in a different way, right, and that not only benefits corporate America but for those of you who are on the call that just wasn't to Meg's great tips about obtaining a career in philanthropy, right, I think it's important that you embrace that ‑‑ your ability to bring a different perspective into those funders. If you're willing and comfortable with that up play that as you talk to potential different foundations about ho how you can brother I that different perspective. So thank you, Meg, to are that overview. One of the things that we wanted to do on the back end of this was give you an example of, okay, so now you've obtained your dream job in philanthropy. We wanted to give you an example of Meg and my journey of how we helped transform a foundation and were given the grade by our trustees Fred and Nancy Poses, given the trust to build an initiative. We want to give you the perspective of how we build that, what we were thinking when we built that, what is potential future work whether it's to for our foundation or for other foundations and we'll talk this in terms of specifically in disability and employment strategy. Again as Meg said hopefully you'll find relevance to how to build a strategy within a foundation. The other thing I think Meg is so critical, such a critical point is, there are so many great foundations out there, the Rockefellers the Fords, all the ones so big and do so much good work but on the same token there are so many corporate foundations and family foundations that are growing and looking for good staff and good ideas. And so I'm hoping that if you are considering a career in philanthropy you're not only looking at those really big foundations, you're looking ‑‑ you're doing your due diligence within your state. You're doing your due diligence within your city, within the companies within your city to see where the foundations exist and where there may be opportunity because I'll tell you and, Meg, I think you would agree with this, right s. the Poses family foundation had resources but it also gave Meg and I an opportunity to build an initiative which was incredible but I think that ‑‑ I think there are other foundations that this possibility to exist. So as we think about it, we just wanted to kind of as I said walk you through how we built the strategy. Meg and I joined the Poses family foundation in late 2012, early 2013. At that time the Poses family foundation, and if you go to ‑‑ are the two main websites for ‑‑ that describe the work of the foundation are understood.org, which is a Web site for parents of kids with attention issues and the workplace side of it is workplace initiative.org. I think they're on the resources at the end. But those two websites understood.org and workplace initiative discoloring describe some of the work that has resulted from this journey. But back in 2012 when we joined the foundation the foundation was mainly a check writing foundation. They were doing some greatly work but not a lot of it was related to what we would say strategic philanthropy, right. At that time they were making the choice to convert to more of a strategic philanthropic organization, where yes, they were going to provide grants but also technical assistance and strategy around their work in the issues they cared about. One of those was disability employment. So as we look at in this first slide as we began our journey on building a strategy in late 2012, early 2013, this was the status of the world, of disability employment of the area that we carried about and we were seeing where there was companies that still had fairly low or pretty low demand for workers with disabilities. There was the Walgreens example and Lowe's and best buy and a few other great companies doing work to strategically hire people with disabilities. The botulism toxin bottom line there were very few companies that have that demand who had created that demand for workers with disabilities. We face that. We also face from a nonprofit side, we in 2012 of a variety of different community providers. Not everybody there's some really good ones but a lot of community providers and community organization who really treated disability employment like a one‑off situation, right? Where they were just helping one or two people with disabilities get jobs here or there but there was no strategy, no communication with business partners. There was no business language being used. We faced low demands from companies, not a lot of business knowledge on the supply side of workers with disabilities and we found that funders in terms of other foundations funding work and disability employment, there was a very limited number of folks. There was the Chicago community trust was doing great work. Our good friend Elaine cats at Kessler foundation who's really a pioneer in disability employment funding was doing some good work and there were a few other foundations doing that. The botulism toxin the tomorrow line is there were and there still are today, right, but RespectAbility's working on that, foundations doing work in disability employment. But we saw that state. We saw that state back in 2012 and so we asked ourself, how do we build a framework that we could create not just a few jobs but thousands of jobs and create thousands of opportunities for workers with disabilities and we felt we had to address those three areas of the low company demand, the lack of knowledge on the provider side, and lack of interest on the funders side. We created a three-prong strategy that you'll see on this slide on the bottom right of this slide where we said we are going to go national, local, and field bit. So we said one of the things we have to do is work on that demand issue. We have to start grooming companies, figuring out other companies besides the very few handful of companies that are ‑‑ that were doing disability inclusion and see if we can drive demand, build the business case and we were able to do that with great partners. So companies like UPS joined us on this journey. Companies like Pepsi, like Amazon have joined us as some of those national companies that have been a partner with us in building strategic intention around disability inclusion. So we had that national side of our strategy. The next thing we do and Meg says this a lot and it's really well taken, right, is even if you partner with national companies, all hiring is local, right? We needed to build the local capacity and work on projects that would demonstrate the importance of local collaboration. We saw that. To that end then getting to those service providers, we said our second problem is we have service providers who build speed business. Let's build some local efforts. What we did is build a set of what we called at the time clusters of in different communities like Louisville Kentucky, St. Louis, Missouri, where we built on to the success that organizations were half collaborating and really tried to build local efficiency so they could better work with the companies. Again all in the vision of decreasing the unemployment rate for people with disabilities. Lastly we said if we're working nationally and locally, part of the thing we want to do is share our learnings, continue to help the field, whether it's companies or nonprofit organizations understand what we understand. We began the journey especially towards the end of this period between 2012 and 2017 of presenting at conferences, doing Webinars like this, and, again, for those of you on the call who are looking at careers in philanthropy, this was our ‑‑ an amazing opportunity for Meg and I and our team Judith Smith and other folks who joined us on this journey along with our past president Shelly London who joined us on this journey of we were empowered about I our trustees. We were empowered by Fred and Nancy Posess. That's how we began. If we go to the next slide, Phillip, we'll talk a little bit more about the intermediate, the journey and then we'll talk about the end of the journey. I talked about the three-prong strategy that we created in beginning of 2013. We began to operationalize, right? And as we thought about again the ultimate goal is creating more employment opportunities for people with disabilities. We again said on a national level we have to find brand name partners. We have to find companies who will engage and you'll see great companies like syntax, Procter & Gamble, like peppy who joined us in that journey. As a funder we couldn't give Pepsi or Amazon money to build their initiative, but what we could do was find what we called intermediaries or community partners who we could give money to who are nonprofit who then could in turn support those companies. So we chose, for example, ability beyond which is located in Connecticut that already had a strong partnership with Pepsi and we helped ‑‑ we provided grants and technical assistance to ability beyond to help Pepsi build their national disability strategy. Or we chose northwest center or Amazon or an organization in Indianapolis that I'm sitting at right now called Tangram or a great organization in Ohio called bio quest that ultimately supported syntax in their efforts. We also worked with United States business leadership network which is now disability in and it helped them build a cohort of companies, 20 big brand companies that are currently working together on disability inclusion. So we were always asking the question how do we initially catalyze this field? How do we ‑‑ and always going back to those three prongs. How do we work on a national, local level and a field building level to catalyze this field? So we found those national partners as the slide talks about. We then looked locally as I was saying, we looked at communities where good work was already going on and seeing if our funding and our technical assistants could help those communities build even more aggressive models to more efficiently get people with disabilities through the system and into jobs, into career oriented jobs. And so we found places like we said like Columbus, Ohio, where we still have a project today in partnership with a couple local organizations and their vocational rehabilitation department which has been a fantastic partner. We worked with an organization called options in Louisville Kentucky that already had a coalition of service providers with them but we helped them build up their strength and partnership with Louisville based companies. So we built local models and then like we said we went out and talked about it. We went to conferences. And the other really exciting thing that happened that was unintended ‑‑ I shouldn't say unintended but it was not part of one of our bigger goals is we had other foundations join this journey with us. Not only were Meg and I able to help kind of be able to craft the disability employment strategy of one funder, now we had other partners who were joining our cofunding projects with us. The list is pretty long but other funders like autism speaks, like the Kessler foundation, like the mains family Smith charitable trust down in San Francisco, like ICD in New York, like next for autism, a variety of other funders, folks that had provided dollars now came together in what we initially kind of informally called the funder collaborative so we could all multiply our resources. Now we have a national strategy, a local strategy. Now we're educated in the field but we're also getting other dollars behind us and not only did we get some potential match dollars with partners but we also worked at the local level to get state dollars and other workforce development dollars to help build our project. Again, we wanted to amplify the work that we were doing and I would say as you think about a career in philanthropy, one of the things I have learned is once you start going out and doing good work find other funders, but, again, it could be small funders, it could be bigger funders. Find other funders who share your passion. We have ten thousand now who share our passion and who have helped us in one way or another who have joined the journey and it's so exciting and that's just has a multiplicity effect on our program. As you think about it, you as an individual seeking a career in philanthropy, not only can you have impact in your potential organization or your potential foundation but as you start your journey hopefully bringing other foundations in collaboration along the way. That's one of the things we learned along the way as well. Phillip if you could go to the next slide. This next slide is a little bit of a road map just kind of how we looked at it. Again, how we thought about disability employment as ‑‑ you no, the unemployment as the key problem and how we were and going to continue to address it. So as you see we kind of built three stages in our initiative from 2013 to 17, that five‑year span in thinking about, you know, first building a foundation, getting out and establishing what we want to do as a funder, as a foundation. Then we funneled projects and we not only funded projects but as Meg said, Meg comes from a corporate background. I come from a background before I worked with companies, I'm a vocational rehabilitation counselor by trade. So I came from that VR background and so we were trying to build, right, trying to build from a philanthropic standpoint we were getting diverse opinions and so not only did we as a foundation provide grants, we also provide technical assistance to our projects from myself, from Meg, from other consultants we brought on who could help the projects from a strategic standpoint build. So we did that. We set that foundation. We started and then the next period of time as you see the next kind of is we wanted to learn and thrive, right? We wanted to understand that the projects we were funding and supporting, what's working. What's not. What can we include in the models moving forward. I will say we've had the Poses family foundation, we've had some wonderfully successful programs and we've had some failures and some things we didn't meet outcomes, objectives but I would say every one of those initiatives helped us move forward because we learn from the successes but also learn from the barriers and failures. That's one of the other things I guess being new to the foundation, I felt okay now I'm able to give out money to organizations and have this impact. I almost felt this internal pressure on myself that every single project be uber successful otherwise I'm wasting time of everybody, wasting time and resource, right? And that's one of the lessons I've learned as an individual in philanthropy is that not everything's going to be successful. Even if it's resourced well. There's a lot of barriers to whatever the projects may be but especially in the field of disability employment. That's one of the things I would say as professional is feel ‑‑ if you're in philanthropy, learning from your success but also from the failures and let the failures help drive your lessons and the strategy moving forward. That's what he with did in Phase II is learned and thrived. Now we're into and we hit what we called the delivering scale. Now went to scale it. After we built the foundation we learned, we thrived, and now we're scaling. That's where we're at right now, that's where we concluded our first phase is now we're scaling, right? We've gone from catalyzing of this field that we care about to looking at projects that are really going to scale. As we think about the next steps that's really the key for not just the hostess family foundation but if there are other funders on the call but how did we start thinking about scale in this area in disability and disability employment. If we could go to the next slide. We wanted to give you that perspective of the journey, right. Now we've gone through that five year period from the beginning of 2013 to the end of 2017 we have learned a ton as professionals with disability did as in philanthropy. We accomplished, I believe the number was when we first wanted to measure ourselves and set up outcomes for our initiative in the hostess family foundation we set the goal of we hope to have impact and create 7500 opportunities, employment, 7500 jobs for people with disabilities. I believe through our projects the number as of the end of 2017 was close to 13 and I think we're now up to over 16,000 jobs created; is that right, Meg? Or is it even more now?

>> Yep. Yeah,s it a little over. We're inching up to 17,000. Yep.

>> Okay. So we're close to 17,000 jobs that we can directly relate to projects we've either funded and/or provided technical assistance on, right? And when we first set that number for the folks on the Webinar, back in early 2013 of went to create 7500 jobs by the end of 2017, I almost resigned right there. I'm thinking to myself how can we really get to that number. It was a goal our trustees believed in our ability to get there. Our president believed we could get there but I was thinking boy, we've got to really be smart about our projects and help to really think about how we're going to do this along with not just reaching this goal but learning all the lessons along the way that, again, can catalyze the field. And so there were times in the journey where we were concerned about that objective, concerned about the momentum we were creating. We continued to learn those lessons. Again one of the other lessons I would then impart to professionals with disabilities who want to be part of philanthropy is set those stretch goals for yourself for your program, for your foundation. We really didn't think it would be achievable and we more than achieved that goal by continuing to stretch our thinking in this area we care about as we move forward. And again I would say and Meg I'll let you comment here my perspective in this ‑‑ that I brought to the foundation as an individual with a disability but also as a person who had been in the disability world for a long time had a fairly unique impact on the way this foundation thought about any issue but specific to disability inclusion. Meg, any comments there on how you felt in terms of what you brought to the table from your background?

>> No, I think nothing new than I had already said. I think it's just ‑‑ coming at it was a little bit of a different mind‑set and approach and I talked a little bit about being a little kinder, gentler in my approach because the corporate environment and culture is very different when you talk about project execution and delivery. I had to really set my mind‑set on the bigger picture what we were answer and what we were trying to learn. And that's part of being able to adapt to new environments and different approaches and for me I think that was one of the biggest learnings that I had and I feel really fortunate to have the experience because I think it's made me better in my analytical thinking and thinking about things in a broader picture. It's really been rewarding.

>> Thank you. On this slide this is now today, right, from our work in the hostess family foundation and the workplace initiative this is some of the action items, not just us anymore, right, but the field of disability inclusion to think about to improve even bigger scale and at the bottom we even need to learn about. When you look at some of the action items we really believe for the field of disability employment it's important to continue to work on transformation of HR practices, right? We know sometimes unintentionally a lot of the HR practices especially with the introduction of AI to the human resource process, a lot of people with disabilities are getting locked out of the system. So we have to address that. We have to address that with corporate America. We have to address that with all companies across the country. We want to establish model companies, right? We think it's more important and I think Jennifer and Phillip and the team at RespectAbility do a great job of this of really sharing the folks doing it well. And we want Microsoft and Walgreens and Pepsi and those companies who are doing it well to tell the world to serve as model companies so that other companies who are in the space of I'm not even sure I want to do disability inclusion, you know, really see those brand models coming up. We want to continue to support those model companies. We think it's important that we continue to build on the current local work and continue to identify local work because as we said, at the end of the day, if you're in a national foundation you're in a global foundation working on, you know, national global initiatives is critical but when you think about hiring and you think about impact, at the end of the day it's that job seeker with a disability and their supervisor in Evans ville Indiana that really make the difference or wherever that really make the difference. So building on the current local work. We think it's really important for especially job seekers with disabilities to continue to be aware of and improve their own technology in terms of the job search and being able to use technology as part of their job search and job supports. We have a thing if you go to workplace initiatives.org, if you go to that Web site you will see we have a tool called the do it yourself guide that is the initial guide on how to help companies begin initial steps of having strategic work around disability inclusion. Moving forward we'd like to build that out into more of an online resource, not just a guide quote/unquote but more of an online portal where companies can come in and get customized support. We also think this concept of cohorts, right? The examples I gave going for the gold through disability in which is actually now called inclusion works, advice which is a project of autism speaks and next for autism, those are a couple examples of what we call company cohort, companies working together to expand the field. So that is a piece of that and then when we think about our learning agenda, we think about learning more about the pipeline of job seekers with disabilities which is going to be critical to scale, making sure we're getting to those 22 million Americans, whether they're in the system or not and we're also thinking and we're continuing to learn more about that and continuing to learn more about how we can mobilize the quote/unquote disability system to support workers. So that's some of the pieces that we're going forward and hopefully, again, that gives you an example of some of the work of our journey, right, as professionals in philanthropy as professionals with disability experience and who have disabilities. We have been able to impact our foundation and we believe as Meg said there's so much opportunity and, again, we understood that disclosure and how you talk about your own disability. Again, if you are a job seeker looking at a career in philanthropy, we understand how you talk about your disability and how you disclose it's a personal decision. What I can tell you at least from a person with a visible disability is upplaying that nowadays and letting foundations understand that you make this of your view as a person with a disability and how you bring strength to the workplace is a really important piece to consider. On this last slide and we have a couple more slides that just talk about resources and so Phillip I know we want to open it up to questions and answers. Do we want to highlight these last couple resources or do we want to do that as we opened it up to Q&A?

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>> I'm going to buzz through the last couple slides and I have a bunch of questions and we'll invite the audience to ask any questions they want. James and Meg, it's been really interesting to see the field of philanthropy really to grapple with disability as part and parcel of the workspace do the work they need to do with you it's a journey. I want to take a step back two years ago when the Ford foundation announced a multi billion dollar initiative around race, ethnicity, gender, sexual orientation. They did not mention disability as one of the categories of marginalized communities they wanted to impact. Not only did they put out a video about this great new multi billion dollar initiative without any captioning meaning that people who were deaf could not understand what was being said. Likewise all of the video and image materials put out as part of this rollout will no ‑‑ people who were blind could not actually read or understand what was being done. Likewise at the time the Ford Web site was not fully accessible. Meaning if you used a screen reader or had some vision issue you couldn't actually go out and find out what the Ford foundation was doing to transform the world of philanthropy. RespectAbility worked with the Ford foundation, other disability leaders to really open their eyes to the fact they were intentionally or unintentionally excluding the one in five Americans who have a disability, meaning millions and billions of people in the world couldn't be part of, you know, this transformative work to really impact marginalized communities yet every marginalized community in the world has beam with disabilities living in it. Really a model for reportabilities wants to see what happens in the world of philanthropy. Really powerful leader there by the name of Nurene Todd she has been a mover and shaker and partner of ours. On the slide you have a bunch of ‑‑ talk about what Ford has been doing. I highly encourage anyone connected to philanthropy read Darryl walker's journey to embrace disability. Likewise bring up to make sure there's interpreters, captioning, people with disabilities from multiple marginalized identities can participate and bring their perspectives and voice to these conversations which are so important. Likewise the McArtur foundation, a number of the other big names out there they have been really making a very forward leaning to add disability to part and parcel of the work they do. They held a big contest not that long ago and they really are embracing this. These are the big fish in the pond. As the big fish move the smaller will too. If you're particularly interested in the job piece RespectAbility, linked in all have websites. Have resources specifically related to nonprofit jobs. There's things like job accommodation network which can give you advice in terms of accommodation Maureen ford ‑‑ likewise also has a job for there's other resources that are out there. Where the work is being done they need people and we want to see people with disabilities part and parcel of that. Last slide before I turn it over to questions, run down of organizations that support inclusion and diversity in philanthropy at large and they are now or going to become partners in advancing this work forward. If there's any issue in particular, whether it's an education climate change what have you there's inn a organization out there doing good work in the philanthropic space and a good organization that needs talented employees to bring their voice to the table. So there's two ways our audience can ask a question. Either you can type it into the chat box on bottom left‑hand side of your screen and operator can you explain how folks can ask a phone question?

>> Participant who have called in on the telephone to listen are welcome to indicate they'd like to ask a question by preferring 7# on their telephone keypad. That's seven followed by the pound sign on your telephone keypad to indicate you would like to speak. Just listen tore your name to be announced and we will unmute your line. All participants can submit questions in the Q&A box.

>> Just a quick question that comes up. This comes out of the world of kind of corporate inclusion, but I think that it's important to think about James or Meg do you want to define what an employee resource group is.

>> Sure. I can take that. Employee resource groups are organizations or sometimes called affinity groups or business resource groups of like minded people and their allies within companies that support one another. An employee resource group an example many of them started with working mothers, veteran's groups, Asian Americans, African‑Americans and now what has been emerging over the last ten years is organizations having disability employee resource groups. Each one can be a little bit different but the ones that are run really well are ones that align to the needs of the business and also serve as advisors to the organization ensuring that they're helping with things like accessibility, answering questions around what the job ‑‑ what the hiring experiences like the application is like within an organization. So they can be really powerful within a company and not just a lunch and learn type activity though they do have those but the ones that are really driving change are the ones that are really impacting the business and influencing where they go next.

>> Gotcha. Thank you very much, Meg. Kind of a related question, whether we're talking about the private or public sector but I haven't heard any kind of discussion around in the philanthropic sector. Can either of you talk about what is the self identification campaign and how that might be one of the many tools, toolbox of promoting disability inclusion in philanthropy.

>> James since you kind of touched on this already, do you want to start?

>> Absolutely. So I think more and more right we're seeing companies utilize what's called self identification campaign, in other words, getting out to their workforce and messaging around why that somebody with a disability should disclose within that setting and I think what ‑‑ in terms of Phillip in terms of foundation I think being able to utilize messaging, whether it's through videos, communication of partnerships, lunch and learns, through communications of the staff in different ways but that communication focusing on how the foundation values people with disabilities and basically encouraging people to disclose their ‑‑ encouraging leaders, individuals to step out and say I have a learning disability or I have autism or I have a mental health condition. And allowing the people to bring their whole self to work, right? So often especially folks within disabilities choose not to disclose. Every decision is a personal decision but many folks choose not to disclose right because of fear of being stigmatized. If that company or that foundation can brother I to light the value that they place on people with disabilities internally through that strategic messaging then we can get more people not just helping the foundation hire people more staff with disabilities but knowing you already have staff with disabilities on your team but if you messaged this in a self ID campaign in a strategic way you can go et those folks to come forward and talk more about their disability and their perspective in a more honest light.

>> Wonderful. Thank you. Do you have something to add?

>> I was only going to add ‑‑ I have epilepsy and I have always disclosed for me it was a matter of safely disclosing but there was and ‑‑ that you feel out your ‑‑ not to disclose with your most trusted advisors or friends at work that you feel are going to be okay with disclosure of the other thing I would say and I actually did a presentation at an event and we did a scenario of how to ‑‑ what to do and what not to do when someone discloses a disability and for me I feel like I'd be able to retire if I had a dollar for every time somebody told me their dog or cat had epilepsy and that's someone who is ‑‑ at first I was like that's a really interesting way to respond to someone disclosing and then I thought about it, they're trying to relayed and understand in whatever format that brings and it's not about me or about them. It's them trying to understand and process the information. Don't be surprised if somebody says something that seems a little off. We've got people with disabilities on the phone call likely something this has happened to you in your lifetime where people have said things that put you off a little bit and I think it's just remembering that for the most part people don't mean any harm. They're just trying to process and relate and figure things out. So start with a trusted friend or coworker or somebody that ‑‑ and practice with them if you're nervous about disclosing and as James said it's always a personal decision we both, James and I both know people that still to this day say I will never ever disclose and completely respect that. So whatever you're most comfortable with do what's right for you but just a couple of tips if you decide you want to disclose.

>> Thank you so much, Meg, James. We are out of time for today but I just want to quickly say that a phrase that you always hear when it comes to conversations about disability is that nothing about us without us and when it comes to the impact that philanthropy has in our nation today we really are at the point where it needs to be a matter of nothing about us without us. I saw a report from the chronicle in philanthropy that last year quite literally this say found very Prudential the biggest year in terms of fundraising in American today and, you know, as more and more people with disabilities think about and look at philanthropy as a career, as a way to have an impact to give back and to really take a place of leadership, James, Meg, you are part and parcel of what we want to see. You're vision of what can be done. You are a forefront of this work. We're delighted to have had you with us today. Thank you so much for your time. Thank you so much for your attention, to are our audience there will be copies distributed to everybody who registered. Video and audio recording will be on our Web site in a couple business days. Thank you so much for joining us and that concludes today's Webinar.