



# thepipelineproject

PEOPLE OF COLOR LEADERSHIP,  
ADVANCEMENT & PROGRAM DEVELOPMENT  
STRATEGIES FOR THE LGBT MOVEMENT

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[www.lgbtpipeline.org](http://www.lgbtpipeline.org)

## about the **pipeline**project

the **pipeline**project is a recruitment, retention, and leadership advancement initiative. The initiative's goals are to produce programs and engage in activities that together represent a long-term effort to increase the number of people of color working within the nation's LGBT rights, service and advocacy sector, and ultimately increase the level of diversity in the leadership of our movement.

the **pipeline**project does this by working to achieve significantly increased levels of diversity within LGBT advocacy and service organizations and in the leadership of those organizations with programs that focus on:

- Recruitment and retention of diverse talent for LGBT organizations
- Mechanisms, programs and strategies to advance people of color to ever-greater leadership positions within LGBT organizations
- Strategies to both prepare LGBT organizations for and invest them in significant levels of diversity and inclusion.

the **pipeline**project focuses on four steps to achieve its greater goals:

### **Priming the Pump**

By recruiting new, diverse talent to work for and with LGBT organizations at staff and Board levels we are infusing the LGBT Movement with young and experienced diverse talent and strengthening organizations. We're doing this through ever-expanding relationships with colleges, universities, employee resource groups, and other pools of likely recruits, as well as targeted research.

### **Organizational Preparation for and Management of Diversity & Inclusion**

the **pipeline**project offers curriculum-based and individually-tailored strategies in guided organizational change that leads LGBT institutions to the goal of "inclusiveness" versus simple "diversity." Following up structured sessions with Executive Directors, Management Teams and Boards with scheduled follow-up and on-call support and coaching, we are helping organizations increase their capacity to both benefit more effectively from diverse talent and retain that talent.

### **People of Color Advancement within LGBT Organizations**

the **pipeline**project provides a comprehensive agenda of programs and services that stems the attrition of key talent from the Movement and deepens their commitment to it. Our programs also ensure appropriate and timely advancement for that talent.

We also provide coaching, fellowship and mentorship programs that connect promising and diverse talent with resources to improve their professional development and core proficiencies. This work, coupled with our facilitating the creation of peer networks and encouraging collaboration and relationship-building, not only strengthens individuals, but organizations and the Movement itself.

### **Outreach to Key Movement Investors**

Using existing opportunities and creating new ones to publicize our work enables us to create an ever-larger group of Movement investors working collaboratively to achieve a more dynamic, diverse, successful, and impactful LGBT Movement. Relating success stories and making the case for the connection between developing and advancing diverse talent and the greater effectiveness of those organizations is the **pipeline**project's ongoing challenge to itself.

## Priming the Pump

the**pipeline**project began its work in this area by focusing on recruiting young, energetic undergraduate and post-graduate students to place in summer, fall, spring, and year-long internships at LGBT organizations around the country. In its first nine months of operation, the**pipeline**project's internship program, recruited 132 intern candidates for 47 internships ultimately placing interns in 30% of those positions.

Beyond internships, the**pipeline**project has also begun the process of matching people of color with permanent opportunities within LGBT organizations, and we anticipate those services to grow particularly as our interns graduate and enter the permanent employment market.

Following are some of the 2009 **pipeline**project interns:

### Kimberly Chen

University of California, Berkeley  
Equality California Summer 2009

Kimberly expects to earn a degree in Ethnic Studies and Political Science in 2012.

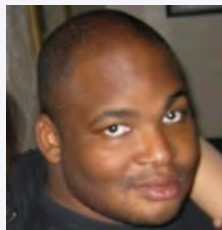
She is also a member of Theatre Rice, performing modern Asian-American theatre, as well as Cal Queer & Asian, and Queer Womyn at Berkeley. She is also a volunteer mentor at an elementary school and is fluent in Mandarin. Her summer internship at Equality California has allowed her to continue her interest in LGBT organizing, specifically the issues affecting queer people of color.



### Ernest Cooper

Utah State University  
COLAGE, Summer 2009

Ernest lives in Logan, Utah. He studies speech communications with an emphasis in non-profit organization and vocal performance for music at Utah State University.



He has been active with a number of campus organizations, including L.I.F.E (Love Is For Everyone), the Gay Straight Alliance at Utah State. He is also involved with the GLBTA Service Center on campus, Black Student Union, Outspoken Panel, and Pi Kappa Alpha Fraternity. He interned summer 2009 at COLAGE in San Francisco, where he furthered his desire to work with children and teens in the movement for equal rights.

### Ashlee Davis

Howard University School of Law  
Equality Maryland

Ashlee Davis is a second year law student at Howard, and a native of Nashville. Ashlee had the pleasure of participating in the Equality Federation Institute's summer program where she interned with Equality Maryland.



This internship afforded her the opportunity to engage in LGBTQ legislative analytical research in the Baltimore city and Prince George's county religious communities. Ashlee enjoys playing percussion, cooking, traveling, and photography. In the future she hopes to discover and professionally contribute to an area that raises a greater awareness of LGBTQ persons of faith.

### Angelika Ferguson

Middlebury College  
Services and Advocacy for  
GLBT Elders, Summer 2009

Angelika Ferguson is a recent graduate of Middlebury College, as well as a Posse Scholar Alumnus. She was a joint Japanese and Women's and Gender Studies major.



Her hometown is a mixture of Brooklyn and Jamaica (Queens). During her time at Middlebury, Angelika was involved in her school's Gay/Straight Alliance called MOQA and Japanese Club. Additionally, she was a resident of the Japanese (sophomore year) and Queer Studies (senior year) Academic Interest Houses. Although she is still figuring out what she wants to do in life, she is glad to have the opportunity to do an internship through the Pipeline Project.

### Prabhat Gautam

Kenyon College  
Immigration Equality, 2009

Prabhat Gautam studied Economics and International Studies with a concentration in English/Anglophone Literature at Kenyon College in Washington, DC.



Originally from Kathmandu, Nepal, Prabhat is fluent in Nepali and Hindi, and speaks Urdu. His degree taught him to conduct intensive qualitative and quantitative research, which he plans to use in the area of social and public policy. He is currently interning at Immigration Equality, which is a perfect match for his skills and interests.

### Enrique TorreMolina

Universidad de las Américas  
IGLHRC, Summer 2009

Enrique TorreMolina was a Development Intern at the International Gay and Lesbian Human Rights Commission and attends Universidad de las Américas, Puebla in Cholula, Mexico, studying International Relations.



He speaks Spanish and English, in addition to French, which he learned having spent two summers in Lyon, France. He has participated in the Latin American Model UN, PFLAG, is a member of the first LGBT student group in a private university in Mexico, and writes a column on LGBT issues for his university's newspaper. Enrique has also interned at the New York State Division of Human Rights in the Bronx.

## Organizational Preparation for and Management of Diversity & Inclusion

To facilitate the ability and improvement of LGBT organizations to retain and advance people of color, [thepipelineproject](#) developed a two-day curriculum in the style of strategic planning to assist managers, Executive Directors and Boards in understanding the historical and contextual reasons their organizations have had difficulty attracting and retaining people of color staff and Board members.

This curriculum forms the centerpiece of what we refer to as our “environmental change” work: making Movement organizations more accessible, welcoming and positive environments for people of color (and by extension, all people) and giving those organizations the tools to get the most out of their staffs and Boards generally.

Our curriculum was initially tested with 16 Community Center Executive Directors from around the country in the winter and spring of 2009. Feedback received from those initial curriculum participants was almost wholly positive.

Additionally, because the curriculum is structured to culminate in a set of goals and objectives for participants, their organizations, and groups of participants collectively, effectiveness was easily assessed. In reviewing progress several months after the end of the last testing session, most participants had made significant progress towards achieving their goals and completing their objectives. We are currently negotiating with other organizations to work with them using this curriculum and the supportive services provided post-curriculum.

With respect to those post-curriculum services, LGBT organizations have found them invaluable. Services include on-call availability for participants as they work to achieve their goals and coach participants as they trouble-shoot challenges.

## People of Color Advancement within LGBT Organizations

At the same time that [thepipelineproject](#) provides support to key organizational staff and Board members, parallel support in the form of coaching, mentorship, networking and comprehensive programming to people of color working within the LGBT Movement is provided.

Currently, the keystone program provided by [thepipelineproject](#) in this area is the 21st Century Fellows Program.

The 21st Century Fellows Program is a year-long program for people of color managers currently working at national and international LGBT human rights, service and advocacy organizations that are current grantees of the Arcus Foundation, the Gill Foundation and the Evelyn and Walter Haas Jr. Fund, which together are funding the different components of the program during its inaugural year.

[thepipelineproject](#), in collaboration with the Flexible Leadership Investment Program of the Haas, Jr. Fund and Rockwood Leadership Institute, manages the program.

For the inaugural cohort, over 40 nominees were vetted for 20 domestic slots. The 2009-10 Cohort also includes 2 international fellows.

The program’s primary goals are three-fold:

### Individual Goals

The provision of leadership development support for people of color managers within LGBT organizations coupled with opportunities for those managers to connect with and learn from each other will:

- Support individuals to build their hard and soft leadership skills;
- Foster lasting professional networks often missing from the professional development lives of people of color; and
- Contribute to sector-wide people of color retention efforts resulting in more people of color advancing to executive positions within LGBT organizations, which will then be better equipped to advance rights and opportunities for all LGBT people.

### Organizational Goals

By supporting the leadership development of LGBT organizations' key staff members, the program will strengthen those organizations by:

- Bolstering programming objectives and increasing levels of programmatic success and impact;
- Providing an additional element of support for organizations' strategic planning, and succession planning goals and efforts.

### Movement Goals

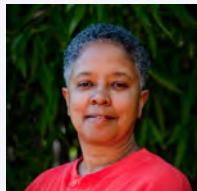
The program will strengthen the LGBT movement in the short-term by facilitating leadership, advancement and connections between and among people of color within LGBT organizations.

The program also seeks to address longer-term movement leadership needs by sustaining the advancement of people of color by better preparing them for higher positions and building supportive professional networks of peers.

Following are the **pipelineproject's** 2009-10 21st Century Fellows:

#### **Eva N. Boyce**

Chief Financial Officer  
Gay & Lesbian Advocates  
& Defenders  
*Boston, MA*



#### **Bernadette Brown**

Director of Policy  
Triangle Foundation  
*Detroit, MI*



#### **Muhsin Hendricks**

Imam  
The Inner Circle  
*Cape Town, South Africa*



#### **Andrés Hoyos**

Associate Director  
Center CARE Wellness  
The Lesbian, Gay, Bisexual &  
Transgender Community Center  
*New York, NY*



#### **Jonathan Lang**

Network Director  
Empire State Pride Agenda  
*Albany, NY*



#### **Kelly Lewis**

Community Organizer  
OutFront Minnesota  
*Minneapolis, MN*



#### **Rebecca Libed**

Deputy Director of Development  
International Gay and Lesbian  
Human Rights Commission  
*New York, NY*



#### **L. Indra Lusero**

Assistant Director  
The Palm Center  
*Denver, CO*



#### **Juan Martinez**

Development Director  
Basic Rights Oregon/  
Basic Rights Education Fund  
*Portland, OR*



#### **Wanja Muguongo**

Program Manager  
UHAI: East African Sexual Health  
and Rights Initiative  
*Nairobi, Kenya*



#### **Tawal Panyacosit Jr.**

Director, API Equality  
Chinese for Affirmative Action  
*San Francisco, CA*



#### **Sung Won Park**

Project Manager  
Intersections International  
*New York, NY*



**Rashad Robinson**

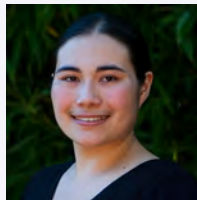
Director of Media Programs  
 Gay & Lesbian Alliance  
 Against Defamation  
*New York, NY*

**Francisco Roqué**

Associate Director for the  
 Institute for Gay Men's Health  
 Gay Men's Health Crisis  
*New York, NY*

**Catherine Sakimura**

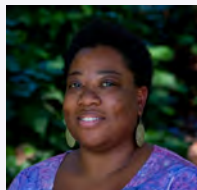
Staff Attorney & Family  
 Protection Project Coordinator  
 National Center for Lesbian Rights  
*San Francisco, CA*

**Reverend Roland Stringfellow**

Coordinator, Bay Area Coalition of  
 Welcoming Congregations  
 Center for Lesbian & Gay  
 Studies in Religion & Ministry  
 Pacific School of Religion  
*Berkeley, CA*

**Beverly Tillery**

Director of Community Education  
 and Advocacy  
 Lambda Legal Defense  
 & Education Fund  
*New York, NY*

**Hector Vargas**

Director, Education &  
 Public Affairs Department  
 Lambda Legal Defense &  
 Education Fund  
*New York, NY*

**George B. Walker, Jr.**

Vice President, Leadership Initiatives  
 Gay & Lesbian Leadership Institute  
*Washington, DC*

**Javarré Cordero Wilson**

3MV Program Coordinator  
 Black Coalition on AIDS  
*San Francisco, CA*

**Staff Bios****Clarence Patton**

Clarence Patton is the Founder, Developer and Program Director of the Pipeline Project. Additionally, he is the Principal of Pipeline Consulting, which provides recruitment, leadership and program development support to non-profits.



From November 2005 through January 2008, Mr. Patton was the Executive Director of both of the New York City Gay & Lesbian Anti-Violence Project, and Acting Executive Director of the National Coalition of Anti-Violence Programs.

During his tenure, he successfully leveraged \$750,000 for LGBTQ domestic violence services and programming at the Anti-Violence Project and 13 other agencies across New York State and also oversaw almost all steps of the now-completed merger of the Anti-Violence Project with its national coalition.

Before assuming these dual roles, Mr. Patton was Director of Community Organizing and Public Advocacy at the Anti-Violence Project. In this role, he was responsible for creating the department and ultimately expanded staffing to five FTE, and acted as secondary and often primary spokesperson for organization to media and community.

He also managed and expanded numerous government and private foundation resources including writing and managing all solicitations to elected officials for member item funds and held creative oversight and managed distribution of an ongoing public service advertising campaign and coordinated all public relations and external communication efforts.

He created the first-ever statewide LGBTQ Domestic Violence Network in New York and developed and implemented comprehensive strategies to improve agency outreach to, work with and staff recruitment in people of color and transgender communities.

Mr. Patton was also instrumental in developing and implementing a new agency focus on developing public policy initiative efforts, and oversaw, executed and/or initiated programming that included: significantly enhanced and improved volunteer recruitment, retention, and education initiatives; the creation of a new Youth Anti-Violence Initiative; the development of Anti-LGBT violence in the workplace trainings, curricula, presentations and employee protections analyses.

From August 1996 through December 1998 he was the Anti-Violence Project's Director of Development. During that time he oversaw and/or executed all aspects of organization's fundraising activities and supported the growth of the organization's operating \$850,000 to almost \$1.2 million. Mr. Patton also created the organization's direct mail and membership program.

Before arriving at the Anti-Violence Project, he was Program Coordinator at the Empire State Pride Agenda, New York State's lesbian and gay lobbying group and political action committee.

As Program Coordinator, he was the organization's primary contact for people of color communities in New York City and all community groups in Upstate New York, where he traveled extensively working on the Pride Agenda's efforts to organize the state's lesbian and gay community around political and legislative issues.

For three years, Mr. Patton was Chair of the Board of People of Color in Crisis (POCC), an advocacy and service agency in Brooklyn primarily serving men of African descent living with or at risk for HIV and AIDS, and he currently serves on the Boards of Gay Men's Health Crisis and Willoughby Walk Cooperative Apartments.

At Cornell University where he studied Urban and Regional Studies, he was active both in community work in the City of Ithaca as well as the Cornell Lesbian, Gay, Bisexual Coalition. While at Cornell, he was also the head of Gays, Bisexuals and Lesbians of Color (GBLOC).

Mr. Patton resides in Brooklyn, New York.

## L. Andrés García

L. Andrés García (Andy) joined The Pipeline Project in January 2009. Andy is an expert in the areas of diversity, leadership development, health promotion, and LGBT movement organizing. For over 15 years, his work on a wide range of social justice issues has impacted government officials, young people, attorneys, educators, healthcare providers, youth-service workers, and civil rights advocates. He is personally and professionally committed to the ideal of a just society.



Most recently, as Associate Director of Diversity for Massachusetts Legal Services, Mr. García led efforts to diversify and increase the cultural competence of the 23 organizations providing civil legal services to low income residents throughout Massachusetts. He designed and facilitated close to 30 workshops on topics including oppression and privilege, harassment prevention, and the recruitment and retention of people of color. For this position, Mr. García drew from prior experience working in the Office of Multicultural Student Affairs at the University of New Hampshire.

Prior to his work with Massachusetts Legal Services, Mr. García was Program Director at one of the nation's oldest and best-respected LGBT youth organizations. At BAGLY, Mr. García was responsible for providing social, educational, and support services to over 2,500 young people per year. To achieve the organization's mission as a "youth-led, adult-supported" organization, he pioneered a curriculum whereby the organization's young people were trained to become its leaders. This curriculum focused on diversity, cultural competence, and leadership development, while teaching young people facilitation techniques, mediation skills, and health promotion strategies.

Mr. García was well-prepared for BAGLY by the previous four years he spent at the National Youth Advocacy Coalition. There he held two positions, both newly created: Outreach and Education Coordinator and HIV/ STD Technical Assistance Coordinator. In these positions, he expanded and supported the Coalition's membership, and pioneered a nationally recognized training of the trainers program focused on cutting-edge HIV prevention for LGBT youth.

He began doing diversity and social justice work while he was a student at Cornell University. To answer questions not posed in his psychology coursework, Mr. García decided to pursue a second major in Women's Studies, making him the first male to graduate with one. His studies fueled an interest in activism on a wide range of social issues, both on campus and in the larger community. He was soon hired as Assistant Curator of Cornell's world-renowned Human Sexuality Archives, which allowed him to develop a strong knowledge and appreciation of LGBT history and activism.

Perhaps his most formative college experience was his involvement with the highly innovative Connections Series. Mr. García was one of the Cornell students who designed and facilitated a series of eight weekly workshops for their peers about diversity and issues of oppression. The workshops he designed and facilitated encouraged participants to analyze the interconnected ideologies that enable institutions and individuals to perpetuate oppression.

Mr. García lives in Brooklyn, NY.

[thepipelineproject](#) began operations in January 2009, however, after less than one year of activity, it is already having an outsized impact on LGBT organizations and those working within them:

*"The Pipeline Project has been invaluable to me as the Executive Director of The LGBT Community Center of Greater Cleveland.*

*Recently, while working on creating a Domestic Partner Registry for the City of Cleveland, opposition surfaced primarily from the African American Baptist community. Clarence Patton and the Pipeline Project provided invaluable guidance on dealing with this issue. With a primarily white group of LGBT activists – we were not making much head way with the African American religious community. After receiving advice from the Pipeline Project, we were able to forge a relationship with the Cleveland NAACP and the Call & Post Newspaper (African American Christian Newspaper). These relationships not only proved to be invaluable for the passage of the Domestic Partner Registry but also for looking forward to progressive policy changes in the future.*

*Additionally, as a board member of CenterLink, the Pipeline Project has been helpful expanding our thinking in regard to leadership in the LGBT Community Center movement."*

*"I recently experienced a conflict with someone at one of our partnership organizations. I really wasn't sure as to how to handle the situation and the first person I thought to call was Clarence. The first piece of advice Clarence gave me was to breathe!*

*When I recounted the dilemma, Clarence provided me with step-by-step suggestions on how to handle the situation. He was very patient and very detailed, explaining the rationale behind everything he said to me.*

*What I appreciated most was that Clarence did not tell me what to do. He explored various scenarios, asked me questions and encouraged me to decide what would be the best course of action. His advice proved very practical and what he said to me on that day has become a permanent part of my conflict resolution toolkit."*

*"I have been through a lot of diversity/inclusiveness workshops and trainings where they have said it was a "safe-space". Working with Clarence and the Pipeline Project has truly been my first experience where I felt a "safe-space" was created.*

*The Pipeline Project has not only assisted us in bringing our community together around race and inclusion but has also brought the greater LGBT community together through their work with CenterLink. Being able to meet with other community center key leadership about these issues; learning and sharing best practices; being nurtured through discussions around negative experiences; and encouraging growth have all been take-aways for me when working with Clarence and Terry Stone from CenterLink."*

*"The Pipeline Project has provided Affirmations critical support, guidance and access to information as we strive to build a fully inclusive LGBT community center in Metro Detroit.*

*Clarence Patton and his team have been a treasure to work with - providing concrete suggestions and solutions for positive change, easy access to demographic and other data, and links to others doing this work.*

*Truly, we would not have moved so thoughtfully or with as clear a focus without the support offered by the Pipeline Project."*

To learn more about [thepipelineproject's Internship or Job-Placement Programs](#) whether you're looking for a position or offering an opportunity, please contact **Andy García**: [agarcia@lgbtpipeline.org](mailto:agarcia@lgbtpipeline.org) or **617-607-4779**.

To learn more about [thepipelineproject's support for organizations or mentoring and fellowship programming for individuals](#), please contact **Clarence Patton**: [cpatton@lgbtpipeline.org](mailto:cpatton@lgbtpipeline.org) or **718-623-6135**.