



Moral Leadership in the Face of Pressure

November 13th, 2025

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A graphic of an iceberg floating in a dark blue, starry space. The tip of the iceberg is above the water line, representing visible initiatives. The much larger part of the iceberg is below the water line, representing deeper integration and organizational culture. The iceberg is rendered in various shades of blue and white.

THE DEI ICEBERG MODEL

TRUE DEI IS SUBSTANTIVE, NOT JUST SYMBOLIC

SURFACE-LEVEL INITIATIVES (VISIBLE)

- DIVERSITY AND INCLUSION POLICIES
- MANDATORY DEI TRAININGS
- EMPLOYEE RESOURCE GROUPS (ERGS)

GOVERNANCE AND STRATEGY

- BOARD DIVERSITY AND OVERSIGHT
- EQUITY-BASED BUDGETING
- INCLUSIVE DESIGN-MAKING
- DATA-DRIVEN ACCOUNTABILITY

ORGANIZATIONAL CULTURE

- PSYCHOLOGICAL SAFETY
- BELONGING AND VOICE
- SHARED NORMS AND VALUES
- SPONSORED MENTORSHIP
- COLLABORATIVE LEADERSHIP

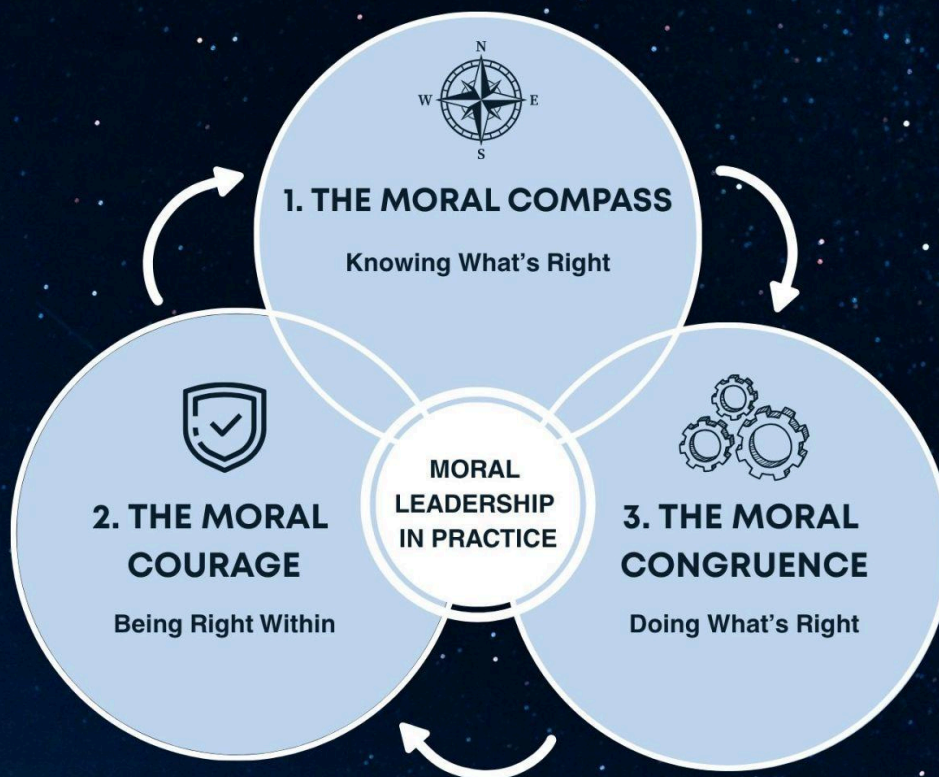
DEEPER INTEGRATION (INVISIBLE/EMBEDDED)

- INCLUSIVE LEADERSHIP COMPETENCIES
- EQUITABLE PROMOTION PATHS
- ANTI-BIAS PRACTICES
- SHARED POWER AND ACCOUNTABILITY



THE TRUE NORTH LEADERSHIP MODEL™

THREE PILLARS OF MORAL LEADERSHIP



The Moral Compass

- Anchoring decisions in explicit values
- Translating values into visible standards
- Re-centering mission when pressure disrupts direction

The Moral Courage

- Acting ethically despite resistance or risk
- Naming inequity
- Operating in partnership with peer equity champions

The Moral Congruence

- Alignment between your moral compass, moral courage, and actions (leadership decisions, policies, practices, etc.)

LEADING FROM CONVICTION, NOT CONVENIENCE



Applying Giving Voice to Values (GVV) through the True North Leadership Model (TNLM)

This handout integrates Mary Gentile’s Giving Voice to Values (GVV) framework with the True North Leadership Model (TNLM). Use the reflective questions below to strengthen your moral clarity, courage, and congruence when navigating DEI-related ethical dilemmas.

GVV Pillar	Reflective Question	TNLM Component
Values	What do you believe is morally right in this scenario?	The Moral Compass
Choice	What are your options? What choices are being made for you?	The Moral Compass
Purpose	How does this connect to your deeper “why” as a leader?	The Moral Compass
Normalization	Have your peers faced this kind of external pressure before?	The Moral Courage
Self-Knowledge	What emotions or instincts show up for you? What values do you tend to prioritize under pressure?	The Moral Courage
Voice / Activity	What would you say? What tone would you use?	The Moral Congruence
Reasons / Rationalizations	What pushback might you hear? How could you prepare to respond?	The Moral Congruence

Use this tool during leadership reflection sessions or team discussions. Each pillar corresponds to a core practice within the True North Leadership Model: Moral Compass (clarity), Moral Courage (fortitude), and Moral Congruence (alignment).

Executive Orders Affecting Charitable Nonprofits



Updated October 27, 2025

New updates are highlighted in beige.

After his January 20th inauguration, President Trump signed dozens of Executive Orders (EOs) covering a broad range of issues, including diversity, equity, and inclusion programs; government grants and contracts; civic engagement; immigration; and certain nonprofit subsectors. **Some of the EOs won't take effect immediately, and many are expected to be immediately challenged in court.** This chart outlines some of the EOs that may affect nonprofits directly or indirectly.

This document will be updated frequently, so please use this link to see the most up-to-date version:
<https://www.councilofnonprofits.org/files/media/documents/2025/chart-executive-orders.pdf>

Help us track the impacts of the recent Executive Orders on the nonprofit sector by sharing your stories of observed impacts on your work and the people you serve: <https://www.councilofnonprofits.org/form/effects-executive-actions-nonprofits>

Background Resources

- National Webinar: Executive Actions and their Impact on Charitable Nonprofits (57:38) [recording](#) and [slides](#), National Council of Nonprofits, Feb. 7, 2025
- [The Impacts of the Recent Executive Orders on Nonprofits](#), National Council of Nonprofits.
- [Presidential Actions](#), White House.
- [What Is an Executive Order?](#), American Bar Association, Jan. 25, 2021.

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The content provided in this chart is provided in good faith for informational purposes only and is neither intended to be nor should be construed as legal or tax advice. Please consult an attorney for the latest and most accurate information. The National Council of Nonprofits makes no representations or warranties as to the accuracy or timeliness of the information contained herein.

Diversity, Equity, and Inclusion (DEI)

Nonprofit Impact

Federal government DEI programs and trainings, often provided by or in partnership with nonprofits, will be eliminated. In addition, President Trump has signed EOs extending "anti-DEI" efforts to the private sector.

Executive Order	Implications	Status
<p>Ending Illegal Discrimination and Restoring Merit-Based Opportunity</p>	<p>Requires every federal grant or contract to certify it is compliant with “anti-discrimination” laws and does not operate any programs promoting DEI that violate “anti-discrimination” laws.</p> <p>Directs the Office of Management and Budget (OMB) to review all processes, directives, and guidance, and remove all references to DEIA “under whatever name they appear” and terminate all mandates, requirements, programs, and activities.</p> <p>Requires a report by the Attorney General and each agency to identify up to 9 potential investigations of corporations, large nonprofits or associations, or foundations with assets of \$500 million or more or state and local bar and medical associations and higher education institutions with endowments of \$1 billion or more.</p> <p>Requires guidance for all education agencies and higher education institutions that receive federal funds or federal student loan assistance.</p> <p>Rescinds EO 11246 which required government contracts to include antidiscrimination provisions and affirmative action requirements.</p>	<p>Partially Challenged by: NADOHE v. Trump, MLKJ County v. Turner</p> <p>Status: In effect, litigation ongoing.</p> <p>Lawsuit Summary: Seeking to block EOs prohibiting federal grant and contract recipients from engaging in DEI initiatives.</p> <ul style="list-style-type: none"> • 4th Circuit Overruling NADHOE PI • NADOHE Preliminary Injunction • MLKJ County Preliminary Injunction

Diversity, Equity, and Inclusion (DEI)

Executive Order	Implications	Status	Related Documents
<p>Ending Radical and Wasteful Government DEI Programs and Preferencing</p>	<p>Directs the Office of Management and Budget (OMB) and the Office of Personnel Management (OPM) to coordinate with all federal agencies to terminate all DEI programs in federal agencies, including equity related grants, and equity action plans.</p>	<p>Challenged by: NCN v. OMB, NY v. Trump (23 state attorneys general)</p> <p>Status: OMB Memo rescinded, blocked, litigation ongoing.</p> <p>Lawsuit Summary: Seeking to block the OMB Memo freezing federal funds.</p> <ul style="list-style-type: none"> • NCN Administrative Stay • NCN Temporary Restraining Order • NCN Preliminary Order • NCN Opinion • NY Temporary Restraining Order • NY Preliminary Injunction 	<ul style="list-style-type: none"> • OMB Funding Freeze Memo • OMB Funding Freeze Rescission • NCN Statement • DOJ Civil Rights Fraud Initiative • DOJ Discrimination Guidance
		<p>Partially Challenged by: NADOHE v. Trump, Rhode Island Coalition Against Domestic Violence v. Kennedy, Jr, National Digital Inclusion Alliance v. Trump</p> <p>Status: In effect, litigation ongoing.</p> <p>Lawsuit Summary: Seeking to block EOs prohibiting federal grant and contract recipients from engaging in DEI initiatives, including by certification requirements.</p> <ul style="list-style-type: none"> • NADOHE Preliminary Injunction • Appellate Court overruling NADOHE PI • RI Fifth Revised TRO • RI Preliminary Injunction Granted 	<ul style="list-style-type: none"> • OPM DEIA Guidance • DOJ DEI/DEIA Memo • EEOC What to Do DEI Guidance • EEOC What to Know DEI Guidance
		<p>Challenged by: Chicago Women in Trades v. Trump, American Public Health Association et al. v. National Institutes of Health</p> <p>Status: Blocked, litigation ongoing.</p> <p>Lawsuit Summary: Challenging making diversity, equity, and inclusion illegal.</p> <ul style="list-style-type: none"> • CWT Preliminary Injunction • APHA Striking Down NIH Grant Directives as Unlawful 	

Diversity, Equity, and Inclusion (DEI)

Executive Order	Implications	Status
<u>Implementing the President’s “Department of Government Efficiency” Workforce Optimization</u>	<p>Assigned agency leads must prepare for “large-scale reductions in force,” prioritizing any initiatives, operations, or components that include diversity, equity, and inclusion or other functions “not mandated by statute or other law.”</p>	<p>Status: In effect.</p>
<u>Initial Rescissions of Harmful Executive Orders and Actions</u>	<p>Rescinds previous Biden Executive Orders to expand DEI in federal government programs, the federal workforce, and underserved communities.</p>	<p>Status: In effect.</p>
<u>Reforming Accreditation to Strengthen Higher Education</u>	<p>Directs the Secretary of Education to hold accountable accreditors who fail to meet applicable recognition criteria or violated Federal law by requiring institutions to engage in “unlawful discrimination...under the guise of ‘diversity, equity, and inclusion’ initiatives.”</p> <p>Directs the Attorney General and Secretary of Education to investigate and terminate unlawful discrimination by law schools, medical schools, or graduate medical education entities, including unlawful DEI requirements, and to require accreditors to rely on student outcomes without reference to race, ethnicity, or sex.</p>	<p>Status: In effect.</p>

Diversity, Equity, and Inclusion (DEI)

Executive Order	Implications	Status
<p><u>Reinstating Common Sense School Discipline Policies</u></p>	<p>Directs a report on discriminatory-equity-ideology-based school discipline and behavior modification techniques, including an assessment of the role of nonprofit organizations that are Federal grant recipients in promoting discriminatory-equity-ideology-based discipline and behavior modification techniques and recommendations to prevent federal funding from going to those programs.</p>	<p>Status: In effect.</p>
<p><u>Restoring Equality of Opportunity and Meritocracy</u></p>	<p>Eliminates the use of disparate impact theory, as a matter of federal policy, to the maximum degree possible. Disparate Impact is a legal tool used to challenge seemingly neutral policies or practices that disproportionately impact protected classes, even when there is no discriminatory intent.</p> <p>Revokes presidential approvals of Department of Justice Title IV of the Civil Rights Act regulations.</p> <p>Directs agencies to deprioritize the enforcement of disparate-impact rules and regulations and to assess current proceedings based on disparate impact and to bring those proceedings into compliance with the EO.</p> <p>Directs the Attorney General to initiate the repeal or amendment of implementing regulations for Title VI of the Civil Rights Act.</p>	<p>Status: In effect.</p>

Federal Government

Nonprofit Impact

Nonprofits partnering with federal government agencies or receiving federal funding, especially through government grants and contracts, may experience longer wait times and slower processing, loss of points of contacts or difficulty reaching them, and increased strain on relationships.

Nonprofits should advocate for and talk to government partners about government grants and contracting reform and provide specific examples of how processes and reporting requirements could be streamlined.

Nonprofits will no longer have direct White House connections through the Office of Faith-Based and Neighborhood Partnerships.

Executive Order/Action	Implications	Litigation	Related Documents
<p>Memorandum for the Heads of Executive Departments and Agencies</p>	<p>States that “[i]t is the policy of the Administration to stop funding NGOs that undermine the national interest.”</p> <p>Does not define “nongovernmental organizations (NGOs)”.</p> <p>Directs the heads of executive departments and agencies to “review all funding that agencies provide to NGOs.”</p> <p>Requires agencies to “align future funding decisions with the interests of the United States and with the goals and priorities of my Administration, as expressed in executive actions; as otherwise determined in the judgment of the heads of agencies; and on the basis of applicable authorizing statutes, regulations, and terms.”</p>	<p>Status: In effect.</p>	<ul style="list-style-type: none"> • NCN Statement

Federal Government

Executive Order	Implications	Status
<p><u>Improving Education Outcomes by Empowering Parents, States, and Communities</u></p>	<p>Requires the Secretary of Education to facilitate the closure of the Department of Education.</p>	<p>Challenged by: <u>New York v. McMahon</u></p> <p>Status: In effect, litigation ongoing.</p> <p>Lawsuit Summary: Challenges the reduction in force of remaining employees and closure of the Department.</p> <ul style="list-style-type: none"> • <u>NY Preliminary Injunction</u> • <u>Supreme Court blocking PI</u> • <u>1st Circuit dismisses appeal (permits District Court to void PI)</u>. [9/30/25]
<p><u>Establishing and Implementing the President’s “Department of Government Efficiency”</u></p>	<p>Establishes the Department of Government Efficiency (DOGE) to implement the DOGE Agenda, modernize federal technology and software and provide access to all unclassified agency records, software systems, and IT systems.</p>	<p>Challenged by: <u>Public Citizen v. Trump</u>, <u>NY v. Trump</u>, <u>AFT v. Bessent</u>, <u>CREW v. DOGE</u>, <u>Japanese American Citizens League v. Musk</u>, <u>Maryland v. Ag</u>, <u>Maryland v. Corp. for Nat’l and Community Service</u> (25 state attorneys general), <u>Elev8 Baltimore v. Corp. for Nat’l and Community Service</u>, <u>Trump v. AFGE</u></p> <p>Status: In effect, litigation ongoing. AmeriCorps members in service and funding restored. Union employees of AmeriCorps reinstated. Further firings or RIFs suspended without court approval. Grans and contracts reinstated and restored. Reinstate Elev8 plaintiffs. Nominal bond of \$100.</p> <p>Lawsuit Summary: Multiple cases challenging the creation and status of DOGE as a government agency, its access to information, circumvention of FOIA, and Reduction in Force (RIF); challenging furloughed staff and funding cuts to AmeriCorps.</p> <ul style="list-style-type: none"> • <u>SCOTUS Stay</u> (Permitting Reduction in Force) • <u>Elev8 Preliminary Injunction</u> • <u>NY Preliminary Injunction</u> • <u>4th Circuit Overruling AFT Preliminary Injunction</u> • <u>CREW Opinion</u> • <u>4th Circuit orders District Court to dismiss Maryland v. Ag</u> • <u>Maryland Preliminary Injunction (AmeriCorps)</u> • <u>Maryland Briefing Temporarily Halted</u>

Federal Government

Executive Order	Implications	Status
<p><u>Ensuring Lawful Governance and Implementing the President’s “Department of Government Efficiency” Deregulatory Initiative</u></p>	<p>Directs the heads of federal agencies to coordinate with their DOGE Team Leads and the OMB Director to review all regulations within their jurisdiction for “consistency with law and Administration policy.”</p> <p>Requires federal agencies identify regulation categories such as those that “implicate matters of social, political, or economic significance that are not authorized by clear statutory authority.”</p> <p>Directs OIRA’s Administrator to develop a Unified Regulator Agenda that will modify or rescind those regulations.</p>	<p>Challenged by: <u>New Jersey v. OMB</u> (22 AGs)</p> <p>Status: In effect, litigation ongoing.</p> <p>Lawsuit Summary: Challenging the termination of federal grants and awards that “no longer effectuates...agency priorities”.</p>
<p><u>Ensuring Accountability for all Agencies</u></p>	<p>Requires all federal agencies to submit proposed and final regulations to the Executive Office for review before they are published in the Federal Register.</p> <p>Sets Rules of Conduct Guiding Federal Employees’ Interpretation of Law and that “[t]he President and the Attorney General’s opinions on questions of law are controlling on all employees in the conduct of their official duties.”</p>	<p>Status: In effect.</p>
<p><u>Radical Transparency About Wasteful Spending</u></p>	<p>Requires the heads of federal agencies to make as many details as possible of “every terminated program, cancelled contract, terminated grant, or any other discontinued obligation of Federal funds” public. Federal agencies must comply with “applicable laws, regulations, and the terms and conditions of the underlying contract, grant, or other award.”</p>	<p>Status: In effect.</p>

Federal Government

Executive Order	Implications	Status	Related Documents
<p>Restoring Accountability to Policy-Influencing Positions Within the Federal Workforce</p>	<p>Changes human resources policies and allows for easier termination.</p> <p>Creates a new category to exempt federal employees in “policy-determining, policy-making, or policy-advocating” position from accessing tools to appeal termination. Positions federal agencies can consider include those with duties such as “substantive participation and discretionary authority in agency grantmaking.”</p>	<p>Challenged by: AFGE, AFL-CIO v. OPM, NTEU v. Trump (unions), Stainnak v. Trump (class action)</p> <p>Status: Partially blocked by ruling mass firings unlawful but does not require reinstatement, litigation ongoing.</p> <p>Lawsuit Summary: Seeking to have probationary employees reinstated. OPM ordered to rescind memos directing agencies to fire probationary employees.</p> <ul style="list-style-type: none"> • AFGE, AFL-CIO Preliminary Injunction • SCOTUS overruling AFGE, AFL-CIO PI • NTEU Order to Stay Until Final Rule • AFGE, AFL-CIO District Court rules mass firings unlawful • AFGE, AFL-CIO New Appeal on merits of case • AFGE, AFL-CIO 9th Circuit dismisses appeals of PI as moot 	<ul style="list-style-type: none"> • OPM Guidance on Revocation of EO
<p>Commencing the Reduction of the Federal Bureaucracy</p>	<p>Eliminates the Presidio Trust, Inter-American Foundation, United States African Development Foundation, and the United States Institute of Peace.</p>	<p>Partially Challenged by: United States Institute of Peace v. Jackson, Pippenger v. U.S. DOGE Service</p> <p>Status: Partially blocked.</p> <p>Lawsuit Summary: Seeking to block the elimination of the United States Institute of Peace.</p> <ul style="list-style-type: none"> • USIP Summary Judgement • Pippenger Order Denying Temporary Injunction • Pippenger Stay Pending USIP Case • USIP Order to Stay Pending Appeal • USIP Order Denying Rehearing, Stay Maintained 	

Federal Government

Executive Order	Implications	Status	Related Documents
Return to In-Person Work	<p>Directs full-time, in person work for all federal employees.</p>	<p>Challenged by: AFGE v. Ezell (dismissed with prejudice for lack of subject matter jurisdiction and lack of standing).</p> <p>Status: In effect. Case closed.</p> <p>Lawsuit Summary:</p> <ul style="list-style-type: none"> • AFGE Dismissed with prejudice • AFGE Appeal of dismissal 	<ul style="list-style-type: none"> • OPM Memo Deferred Resignation
Regulatory Freeze Pending Review	<p>Freezes outstanding regulations pending review.</p>	<p>Status: In effect.</p>	
Initial Rescissions of Harmful Executive Orders and Actions	<p>Removes pay transparency and equity requirements for federal workers.</p> <p>Rescinds previous Biden Executive Order requiring executive employees to commit to an ethics code and not accept gifts from lobbyists.</p> <p>Rescinds previous Biden Executive Order establishing the White House Office of Faith-Based and Neighborhood Partnerships.</p>	<p>Status: In effect</p>	

Federal Government

Executive Order/Action	Implications	Status	Related Documents
Memorandum on Ensuring the Enforcement of Federal Rule of Civil Procedure 65(c)	<p>Requires all federal agencies to request plaintiffs seeking an injunction to post a bond equal to the federal government’s potential costs and damages.</p>	<p>Status: In effect.</p>	<ul style="list-style-type: none"> • Fact Sheet on FRCP 65(c).
Continuing the Reduction of the Federal Bureaucracy	<p>Eliminates to the maximum extent possible the: Federal Mediation and Conciliation Service, United States Agency for Global Media, Woodrow Wilson International center for Scholars in the Smithsonian Institution, Institute of Museum and Library Services, United States Interagency Council on Homelessness, Community Development Financial Institutions Fund, and Minority Business Development Agency.</p>	<p>Challenged by: Rhode Island v. Trump, American Library Association v. Sonderling</p> <p>Status: Partially blocked to certain agencies, litigation ongoing.</p> <p>Lawsuit Summary: Seeking to stop the elimination of IMLS and other agencies.</p> <ul style="list-style-type: none"> • RI Preliminary Injunction applied to IMLS, MBDA, and FMCS • Rhode Island Denying Motion to Stay (maintaining previous PI) • ALA Denying Preliminary Injunction • 1st Circuit Upholds PI 	
Eliminating Waste and Saving Taxpayer Dollars by Consolidating Procurement	<p>Consolidates all domestic federal procurement into the General Services Administration (GSA).</p> <p>Requires all agencies to submit proposals for GSA to conduct domestic procurement within 60 days</p>	<p>Status: In effect.</p>	

Federal Government

Executive Order	Implications	Status
<p><u>Implementing the President’s “Department of Government Efficiency” Cost Efficiency Initiative</u></p>	<p>Requires each agency to build a centralized technological system to record payments issued by covered contracts and grants.</p> <p>Requires a brief, written justification for each payment to be posted publicly, as permitted by law.</p> <p>Requires a mechanism to pause and rapidly review any payment.</p> <p>Requires review of all existing covered contracts and grants and, where appropriate, termination or modification to reduce overall spending or reallocation to promote efficiency and advance policies.</p> <p>Prioritizes review of covered contracts and grants to educational institutions and foreign entities for waste, fraud, and abuse within 30 days.</p> <p>Requires new guidance for new contracts or modifying existing contracts.</p>	<p>Challenged by: <u>American Federation of Government Employees, AFLI-CIO v. Trump</u></p> <p>Status: Blocked, litigation ongoing</p> <p>Lawsuit Summary: Challenging large-scale reductions in force.</p> <ul style="list-style-type: none"> • <u>AFGE Preliminary Injunction</u> • <u>AFGE 9th Circuit invalidates PI</u>
<p><u>Stopping Waste, Fraud, and Abuse by Eliminating Information Silos</u></p>	<p>Directs Agency Heads to authorize and facilitate intra- and inter-agency sharing and consolidation of unclassified agency records.</p> <p>Requires Agency Heads to ensure the Federal Government “has unfettered access to comprehensive data from all State programs that receive Federal funding.”</p>	<p>Status: In effect.</p>

Federal Government

Executive Order	Implications	Status	Related Documents
<u>Hiring Freeze</u>	Implements federal hiring freeze.	Status: In effect.	<ul style="list-style-type: none"> • <u>OMB/OPM Hiring Freeze Guidance</u> • <u>OPM DEIA Guidance</u> • <u>DOJ DEI/DEIA Memo</u> • <u>EEOC What to Do DEI Guidance</u> • <u>EEOC What to Know DEI Guidance</u>
<u>Directing the Repeal of Unlawful Regulations</u>	<p>Requires review and repeal of unlawful and potentially unlawful regulations within 60 days.</p> <p>Directs agencies to finalize rules without notice and comment where consistent with the “good cause” exception.</p>	Status: In effect.	
<u>Reducing Anti-Competitive Regulatory Barriers</u>	<p>Requires agencies to identify anti-competitive regulations that create or facilitate monopolies, create unnecessary barriers to entry, limit competition between competing entities, create or facilitate licensure or accreditation requirements that unduly limit competition, unnecessarily burden the procurement processes, or otherwise impose anti-competitive restraints or distortions on the operation of the free market.</p>	Status: In effect.	
<u>Restoring Common Sense to Federal Procurement</u>	<p>Requires agencies to amend the Federal Acquisition Regulation (FAR) to only contain provisions required by statute or are otherwise necessary to support simplicity and usability, strengthen the efficiency of the procurement system, or protect economic or national security interests.</p>	Status: In effect.	

Federal Government

Executive Order	Implications	Status
<u>Ensuring Commercial Cost-Effective Solutions in Federal Contracts</u>	Requires agency contracting officers to conduct a review of all open agency solicitations and notices for non-commercial products or services and consolidate them into a proposed application requesting approval for the agency's approval authority.	Status: In effect.
<u>Ending Taxpayer Subsidization of Biased Media</u>	Ceases all Federal funding and cancels existing funding for National Public Radio (NPR) and the Public Broadcasting Service (PBS).	Challenged by: <u>National Public Radio v. Trump</u> , <u>Public Broadcasting Service v. Trump</u> Status: In effect, litigation pending. Lawsuit Summary: Seeking to stop the elimination of funding for NPR and PBS, respectively.
<u>Improving Our Nation Through Better Design</u>	Establishes a national initiative to improve visual presentation and usability of Federal services in digital and physical spaces.	Status: In effect.

Federal Government

Executive Order	Implications	Status
<p><u>Improving Oversight of Federal Grantmaking</u></p>	<p>Requires each agency to have a Presidential appointee to create a review process of new funding opportunity announcements and review discretionary grants to ensure consistency with agency priorities and national interest.</p> <p>Requires review process to incorporate: review and approval of funding opportunity announcements by political appointee, continuation of existing coordination with OMB, review by designated subject-matter experts, review for necessary requirements for adequate evaluation and plain language, interagency coordination, additional review for scientific research discretionary grants, pre-issuance review of discretionary award.</p> <p>Prohibits discretionary awards to be used to fund, promote, encourage, subsidize or facilitate racial preferences, awardees that deny a “sex binary” or “the notion that sex is a chosen or mutable characteristic,” “illegal immigration,” or “any other initiatives that compromise public safety or promote anti-American values.”</p> <p>Prefers discretionary awards to be given to institutions with lower indirect cost rates.</p> <p>Requires discretionary grants to be given to a broad range of recipients and not focused to previous awardees.</p> <p>Requires revision of the Uniform Guidance and other guidance to streamline application requirements and clarify and require discretionary grants to permit termination for convenience.</p> <p>Requires each agency to revise the terms and conditions to permit immediate termination for convenience or clarify termination is permitted if no longer advancing agency priorities or the national interest and requires the terms in all future grants and regulations.</p> <p>Requires language in future discretionary grant agreements to prohibit recipients from drawing down general funds for projects without the affirmative authorization of the agency and to provide written specific explanations or support for requests for each drawdown.</p>	<p>Status: In effect.</p>

Federal Government

Executive Action	Implications	Status
<p><u>Memorandum Countering Domestic Terrorism and Organized Political Violence</u></p>	<p>Directs the National Joint Terrorism Task Force and its local offices (JTTFs) to “coordinate and supervise a comprehensive national strategy to investigate, prosecute, and disrupt entities and individuals engaged in acts of political violence and intimidation designed to suppress lawful political activity or obstruct the rule of law.”</p> <p>Directs the JTTFs to investigate potential Federal crimes relating to recruiting or radicalizing persons; institutional and individual funders, officers and employees of organizations aiding and abetting principal actors engaging in criminal conduct; and nongovernmental organizations and American citizens with close ties to foreign government, agents, citizens, foundations, or influence networks engaged in violations of the Foreign Agents Registration Act or money laundering by supporting or encouraging domestic terrorism.</p> <p>Directs the Attorney General to issue specific guidance that ensures domestic terrorism priorities include politically motivated terrorist acts.</p> <p>Directs the Secretary of the Treasury to make available resources to identify and disrupt financial networks that fund domestic terrorism and political violence.</p> <p>Directs the Commissioner of the IRS to ensure no tax-exempt entity is directly or indirectly financing political violence or domestic terrorism and to refer organizations, employees, and officers to the DOJ for investigation.</p> <p>Directs Federal law enforcement agencies to question and interrogate individuals engaged in political violence or lawlessness regarding the entity or individual organizing such actions and related financial sponsorship.</p> <p>Permits the Attorney General to recommend any group or entity engaged in activities meeting the definition of “domestic terrorism” to be designated as a “domestic terrorism organization.”</p> <p>Directs the Attorney General and Secretary of Homeland Security to designate domestic terrorism a national priority area and develop grant programs to detect, prevent, and protect against threats.</p>	<p>Status: In effect.</p>

Federal Government

Executive Action	Implications	Status
<u>Memorandum: Use of Appropriated Funds for Illegal Lobbying and Partisan Political Activity by Federal Grantees</u>	<p>Directs the Attorney General to investigate whether Federal grant funds are being used to illegally support lobbying activities and take appropriate action.</p> <p>Requires a report within 180 days.</p>	<p>Status: In effect.</p>

Immigration

Nonprofit Impact

Nonprofits working with immigrant populations, providing legal assistance or training, or delivering humanitarian or other direct aid, may see the need for services increase, may lose funding, and could be targeted by law enforcement. Human services and social services could also be targeted.

Executive Order	Implications	Status	Related Documents
<p><u>Protecting the American People Against Invasion</u></p>	<p>Directs relevant federal agencies to take action to remove undocumented immigrants from the country.</p> <p>Requires the Attorney General and Secretary of Homeland Security to review all federal contracts, grants, and other agreements providing funding to nongovernmental organizations supporting or providing services to “illegal aliens” for conformity, waste, fraud, abuse, and compliance with immigration laws and pauses funding.</p> <p>Terminates agreements determined to be in violation and initiates clawback or recoupment.</p> <p>Directs the creation of statewide Homeland Security Taskforces and detention centers.</p> <p>Requires the identification of all “unregistered illegal aliens”.</p> <p>Directs relevant agencies to take action to block federal funding to sanctuary cities.</p> <p>Requires all federal agencies to ensure undocumented immigrants do not receive any public benefits.</p>	<p>Challenged by: <u>San Francisco v. Trump</u>, <u>Chelsea v. Trump</u>, <u>Make the Road New York v. Noem</u>, <u>Amica Center for Immigrant Rights v. DOJ</u></p> <p>Status: Blocked, litigation ongoing.</p> <p>Lawsuit Summary: Challenging targeting sanctuary cities, expedited removal, and immigrants’ access to counsel.</p> <ul style="list-style-type: none"> • <u>SF Preliminary Injunction</u> • <u>SF Order Clarifying Conditions on Grants</u> • <u>SF Preliminary Injunction Extension 8/22/25</u> • <u>Amica Denial of Preliminary Injunction</u> • <u>Amica Appeal to DC Circuit</u> • <u>Make the Road Opinion 8/29/25</u> • <u>Chelsea District Court denies Preliminary Injunction</u> 	<ul style="list-style-type: none"> • <u>DOJ Sanctuary Jurisdiction Memo</u>

Immigration

Executive Order	Implications	Status
<p><u>Realigning the United States Refugee Admissions Program</u></p>	<p>Suspends the US Refugee Admissions Program.</p>	<p>Challenged by: <u>Pacito v. Trump</u></p> <p>Status: Partially blocked, litigation ongoing. Refugee reception and placements agreements reinstated.</p> <p>Lawsuit Summary: Challenging the termination of the USRAP.</p> <ul style="list-style-type: none"> • <u>Pacito Preliminary Injunction</u> • <u>9th Circuit Clarification narrowing PI</u> • <u>State Stop Work Order</u> • <u>Compliance Framework Order</u> • <u>Class Certification Granted</u> • <u>9th Circuit Temporary Stay original and second PI</u>
<p><u>Protecting the Meaning and Value of American Citizenship</u></p>	<p>Challenges birthright citizenship under the 14th Amendment when the person's mother was unlawfully in the US and the father was not a US citizen or permanent resident or the mother's presence was lawful but temporary and the father was not a US citizen or permanent resident.</p>	<p>Challenged by: <u>CASA v. Trump</u>, <u>Washington v. Trump</u> (class action), <u>New Jersey v. Trump</u>, <u>Barbara et al. v. Trump</u>, <u>Washington v. Trump</u></p> <p>Status: Blocked, litigation ongoing.</p> <p>Lawsuit Summary: Multiple cases challenging whether limiting birthright citizenship is constitutional. The Supreme Court failed to rule on the constitutionality question and will wait for a future case to make final determination. Justice Sotomayor's dissent stated it was unconstitutional.</p> <ul style="list-style-type: none"> • <u>SCOTUS Decision</u> • <u>Barbara Classwide Preliminary Injunction</u> • <u>WA 9th Circuit Universal Preliminary Injunction</u> • <u>NJ Dist Ct Upholding Preliminary Injunction</u> • <u>CASA Classwide Preliminary Injunction</u> • <u>CASA WA Gov't Appeals PI to Supreme Court (cert. petition)</u> • <u>CASA WA Govt Appealing Classwide PI</u> • <u>NJ 1st Circuit upholds Preliminary Injunction</u>

Immigration

Executive Order	Implications	Status
<p><u>Ending Taxpayer Subsidization of Open Borders</u></p>	<p>Directs federal departments and agencies to identify federally funded programs that “illegal aliens” can access, including cash and non-cash public benefits and ensure payments to states and localities do not subsidize or promote “illegal immigration” or “abet so-called ‘sanctuary’ policies.”</p> <p>Requires enhanced eligibility verification systems to exclude any “ineligible alien.”</p> <p>Requires the OMB and other assigned staff to identify all sources of federal funding for “illegal aliens,” recommend other actions, and refer “improper receipt or use of Federal benefit” to DOJ and DHS within 30 days.</p>	<p>Challenged by: <u>New York v. Dept. of Justice</u></p> <p>Status: Blocked, litigation ongoing.</p> <p>Lawsuit Summary: Challenging Notices regarding the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA).</p> <ul style="list-style-type: none"> • <u>NY Preliminary Injunction</u>
<p><u>Securing Our Borders</u></p>	<p>Prioritizes building a physical wall, deterrent and prevention of entry, detention, removal, criminal charges, cooperation with State and local law enforcement, and obtaining operational control of the borders.</p>	<p>Status: In effect.</p>

LGBTQ+

Nonprofit Impact

Charitable nonprofits serving LGBTQ+ communities, and providing gender-affirming care and other services, may experience loss of federal funding, increase in demand for services, and strained relationships with government partners.

Executive Order	Implications	Status	Related Documents
<p><u>Initial Rescissions of Harmful Executive Orders and Actions</u></p>	<p>Revokes previous executive order (<u>EO 13988</u>) preventing and combating discrimination on the basis of gender identity or sexual orientation.</p>	<p>Status: In effect.</p>	
<p><u>Defending Women From Gender Ideology Extremism and Restoring Biological Truth to the Federal Government</u></p>	<p>Requires the United States to recognize only two sexes, male and female.</p> <p>Directs the Executive Branch to enforce all sex-protective laws under the lens of two sexes.</p> <p>Directs government-issued identification documents to only recognize two sexes.</p> <p>Prohibits federal funds to be used to promote gender ideology.</p> <p>Requires all agencies to remove all references that promote gender ideology.</p>	<p>Challenged by: <u>National Urban League v. Trump</u>, <u>Rhode Island Latino Arts v. NEA</u>, <u>San Francisco AIDS Foundation v. Trump</u>, <u>Rhode Island Coalition Against Domestic Violence v. Bondi</u></p> <p>Status: In effect, litigation ongoing.</p> <p>Lawsuit Summary: Challenging this executive order and related actions enforcement as unconstitutional.</p> <ul style="list-style-type: none"> • <u>RI Order Denying Preliminary Injunction</u> • <u>RI Preliminary Stay</u> • <u>RI Preliminary Injunction</u> • <u>Nat'l Urban League Denying Preliminary Injunction</u> • <u>SF AIDS Preliminary Injunction</u> • <u>SF AIDS Paused</u> 	<ul style="list-style-type: none"> • <u>HHS Action</u>

Environment

Nonprofit Impact

Nonprofits receiving or expecting funding from Elective Pay (sometimes known as “Direct Pay”), Inflation Reduction Act, or other Infrastructure Investment and Jobs Act programs may have the programs and funds terminated.

Charitable nonprofits may also be contacted to comment on their experience before, during, and after natural disasters.

Executive Order	Implications	Status	Related Documents
<p><u>Council to Assess the Federal Emergency Management Agency</u></p>	<p>Creates a Federal Emergency Management Agency (FEMA) Review Council that shall meet regularly and “solicit information and ideas from a broad range of stakeholders, including...nonprofit organizations.” This Council will give the President a report on FEMA’s response to natural disasters since 2020 that evaluates whether the agency can serve its functions. The first public meeting will be held 90 days from Jan. 24, 2025.</p>	<p>Status: In effect.</p>	<ul style="list-style-type: none"> • <u>FEMA Memo of 34 Words</u>
<p><u>Achieving Efficiency Through State and Local Preparedness</u></p>	<p>Requires a National Resilience Strategy.</p> <p>Requires review of and recommendations on critical infrastructure policies.</p> <p>Requires a National Risk Register.</p>	<p>Status: In effect.</p>	

Environment

Executive Order	Implications	Status	Related Documents
<p>Unleashing American Energy</p>	<p>Expands energy exploration on Federal lands and waters, eliminates electric vehicle (EV) mandate, terminates Green New Deal.</p>	<p>Challenged by: Woonasquatucket River Watershed Council, NCN v. Ag, Green & Health Home Initiatives v. EPA</p> <p>Status: Blocked, litigation ongoing.</p> <p>Lawsuit Summary: Challenging the Administration’s freeze on funding from the Inflation Reduction Act (IRA) and the Infrastructure Investment and Jobs Act (IIJA), known also as the Bipartisan Infrastructure Law.</p> <ul style="list-style-type: none"> • Woonasquatucket Preliminary Injunction • Order - EPA Grants Did Not Violate PI • Woonasquatucket Denying Hold on Appeal • GHII Summary Judgment 	<ul style="list-style-type: none"> • EPA's Press Release

Environment

Executive Order	Implications	Status
<p><u>Initial Rescissions of Harmful Executive Orders and Actions</u></p>	<p>Revokes previous executive order (<u>EO 14052</u>) to implement the Infrastructure Investment and Jobs Act.</p> <p>Federal agencies are directed to immediately pause the disbursement of funds appropriated through the Inflation Reduction Act of 2022 (Public Law 117-169) or the Infrastructure Investment and Jobs Act (Public Law 117-58).</p> <p>Agencies have three months to report to the White House on whether the paused funds align with the President's stated policy objectives. If the funds do not align, funds will not be distributed.</p>	<p>Status: In effect.</p>

Census

Nonprofit Impact

Lays the groundwork for legislation and other actions to exclude noncitizens from future Censuses. The National Council of Nonprofits submitted an [amicus brief](#) when this issue was heard by the U.S. Supreme Court for the 2020 Census.

Executive Order	Implications	Status	Related Documents
Initial Rescissions of Harmful Executive Orders and Actions	<p>Rescinds previous Biden Executive Order that required all persons, regardless of citizenship or immigration status, to be counted in the Census.</p> <p>Rescinds previous Biden Executive Order directing federal agencies to provide access to voter information.</p>	<p>Status: In effect.</p>	<ul style="list-style-type: none">• Termination of Census Committees

Civic Engagement

Nonprofit Impact

Restricts voting access and nonprofit advocacy rights.

Executive Order	Implications	Status
<p>Preserving and Protecting the Integrity of American Elections</p>	<p>Requires the mail voter registration form to require proof of citizenship.</p> <p>Requires recording of the type of document an applicant uses as proof of citizenship.</p> <p>Requires identification of “unqualified voters registered in the States”.</p> <p>Requires information on foreign nationals who have registered or have voted.</p> <p>Requires assessment of citizenship prior to providing voter registration forms for public assistance programs.</p> <p>Prioritizes enforcement against noncitizens registering to vote.</p> <p>Removes federal funds to states that do not comply.</p> <p>Changes voting standards, guidelines, administration, and electronic systems.</p> <p>Conditions funding for the states on “uniform and nondiscriminatory standards... that define what constitutes a vote and what will be counted as a vote.”</p> <p>Prioritizes enforcement against foreign nationals from contributing or donating in elections.</p> <p>Prioritizes enforcement against lobbying by organizations or entities that have received federal funds.</p>	<p>Challenged by: League of Women Voters Education Fund v. Trump (consolidated case)</p> <p>Status: Partially blocked regarding documentary proof of citizenship and assessment of citizenship prior to registration assistance, partially ongoing.</p> <p>Lawsuit Summary: Challenges the executive order as unconstitutional and in violation of federal statutes.</p> <ul style="list-style-type: none"> • Consolidated Preliminary Injunction

House of Worship/Faith-Based Groups

Nonprofit Impact

Houses of worship and faith-based groups and community organizations may be now eligible to receive or access federal grants, contracts, programs, and other federal funding opportunities. Recommendations regarding free speech of pastors and religious leaders could lead to an attempt to [eliminate nonprofit nonpartisanship](#) and allow partisan politics to use charitable nonprofits for partisan purposes.

Executive Order	Implications	Status
<p>Establishment of the White House Faith Office</p>	<p>Establishes the White House Faith Office to “empower faith-based entities, community organizations, and houses of worship to serve families and communities.”</p> <p>Replaces the former White House Office of Faith-Based and Community Initiatives.</p> <p>Charges the White House Faith Office to make recommendations; convene meetings; advise on the implementation of policy; showcase innovative initiatives; coordinate and support on training and education; consult on volunteerism, charitable giving, and payroll deductions; identify and promote grant opportunities; identify concerns; and make proposals to reduce burdens on the free exercise of religion.</p> <p>Clarifies that the “executive branch wants faith-based entities, community organizations, and houses of worship, to the fullest extent permitted by law, to compete on a level playing field for grants, contracts, programs, and other Federal funding opportunities.”</p>	<p>Status: In effect.</p>

House of Worship/Faith-Based Groups

Executive Order	Implications	Status
<u>Establishment of the Religious Liberty Commission</u>	<p>Establishes a 14-person Commission to produce a report on religious liberty in America.</p> <p>Requires the Commission to consider the First Amendment rights of pastors, religious leaders, houses of worship, faith-based institutions, and religious speakers; attacks on houses of worship; debanking of religious entities; First Amendment rights of teachers, students, military chaplains, service members, employers, and employees; conscience protections concerning vaccine mandates; parents' authority; Government displays; and free exercise of faith without fear or Government censorship or retaliation.</p>	<p>Status: In effect.</p>

Other

Nonprofit Impact

Nonprofits working on specific issues and from various subsectors seen as and providing information contrary to the Administration may be targeted.

Arts and culture nonprofits, museums, and libraries will no longer be “integrated into strategies, policies, and programs that advance the economic development, well-being, and resilience of all communities”, among other things, by the Trump Administration.

Nonprofits that provide foreign assistance may be targeted.

Executive Order	Implications	Status
Restoring Freedom of Speech and Ending Federal Censorship	Claims combatting “misinformation,” “disinformation,” and “malinformation” are infringements on First Amendment freedom of speech.	Status: In effect.
Reevaluating and Realigning United States Foreign Aid	Requires foreign assistance to be disbursed in a manner aligned with the foreign policy of the President and places a 90-day pause on foreign development assistance.	<p>Challenged by: AIDS Vaccine Advocacy Coalition v. State, Global Health Council v. Trump (consolidated with AIDS)</p> <p>Status: Blocked; payments are to resume; OMB is not to give effect to any terminations, suspensions, or stop work orders, litigation ongoing.</p> <p>Lawsuit Summary: Seeking to require the State Department and USAID to resume foreign aid payments.</p> <ul style="list-style-type: none"> • DC Circuit Overruling AIDS Preliminary Injunction • DC Circuit Invalidating AIDS/Global PI • Dist Ct Denies Stay Pending Appeal • Dist Ct Order Clarifying PI

Other

Executive Order	Implications	Status
<p><u>Initial Rescissions of Harmful Executive Orders and Actions</u></p>	<p>Rescinds previous Order promoting the arts, humanities, and museum and library services.</p>	<p>Status: In effect.</p>
<p><u>Restoring Public Service Loan Forgiveness</u></p>	<p>Directs the Dep. of Ed to propose changes to the <u>Public Service Loan Forgiveness</u> (PSLF) program to exclude certain nonprofit organizations “whose activities have a substantial illegal purpose,” including “terrorism”, “child abuse,” “illegal discrimination,” or “disorderly conduct.”</p>	<p>Status: In effect.</p>
<p><u>Ending Crime and Disorder on America’s Streets</u></p>	<p>Directs the Attorney General and Secretaries of Health and Human Services, Housing and Urban Development, and Transportation to immediately assess their discretionary grant programs to prioritize States and municipalities with stricter laws on homelessness.</p> <p>Directs the Department of Housing and Urban Development to change federal grant guidelines by requiring recipients for homeless assistance to collect and share health-related data to law enforcement under specific circumstances.</p> <p>Increases requirements for Federal grantees to show they reduce homelessness and increase public safety.</p> <p>Directs the elimination of funding for “housing first”, “harm reduction”, and “safe consumption” programs.</p> <p>Directs the Secretary of Health and Human Services and the Secretary of Housing and Urban Development to increase accountability and grants awarded for homelessness assistance and transitional living programs.</p>	<p>Status: In effect.</p>

Other

Executive Order	Implications	Status
<u>Ensuring Transparency in Higher Education Admission</u>	Directs the Secretary of Education to revamp the Integrated Postsecondary Education Data System, expand scope of reporting and transparency into admissions, increase accuracy checks, take remedial action for failure to submit data.	Status: In effect.



Jamal Jimerson – Chief Innovation Officer & MISSION Coach
Nehemie Moïse – Chief Creative Officer & SOUL Coach

Moral Leadership in the Face of Pressure

A New Model for Nonprofit Resilience

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November 13, 2025

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Agenda

01

Part I: The Crisis of Value Compromise

02

Part II: The True North Leadership Model

03

Part III: Persistence in Practice

Our 4Cs Framework



Our Purpose and Vision

- **Partnering with Changemakers:** We don't have clients - we have partner-in-purpose. We support nonprofits and mission-driven organizations to align leadership with values, vision, and character
- **True North Leadership Model (TNLM):** We help leaders align who they are with how they lead - grounding leadership in purpose, integrity, and impact
- **Equity-Centered Transformation:** We envision a world where leadership reflects justice, character, and community-centered values

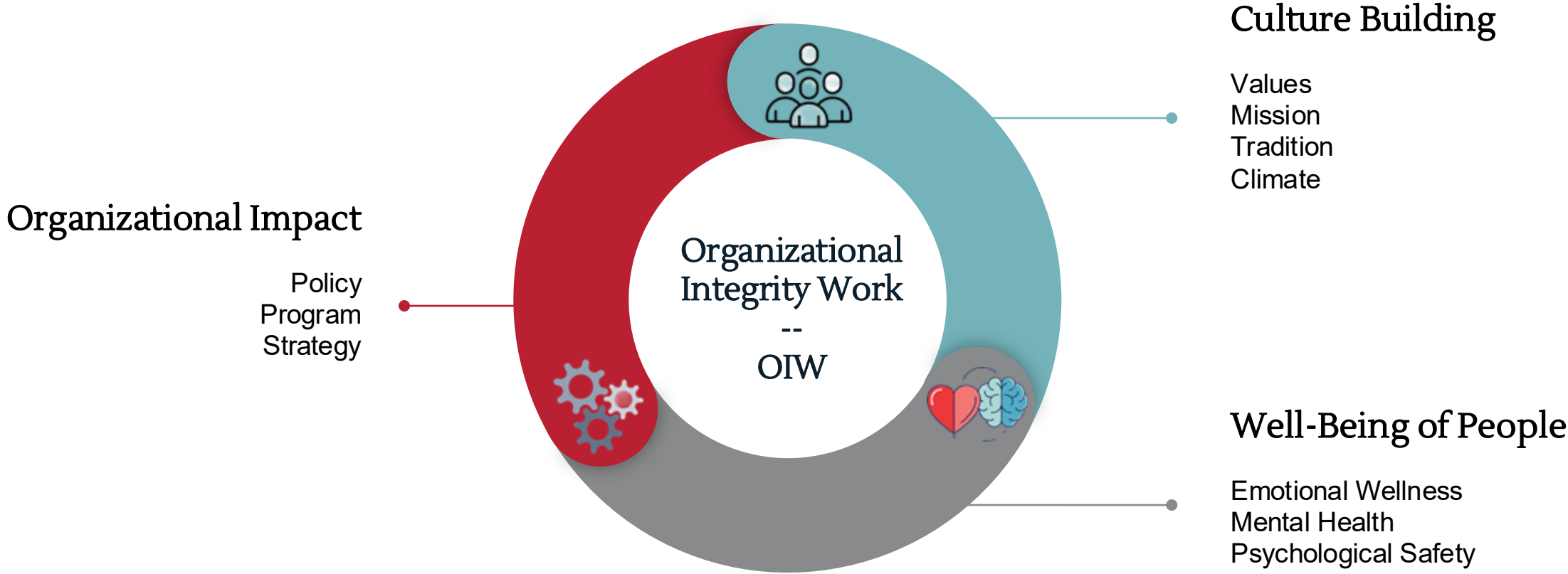
Our Mission

- **Build Capacity:** Through our dual-coach model, we provide personalized coaching and strategic insight to align leadership with values and long-term impact
- **Strengthen Systems:** We support equity-driven governance, operations, and team practices that promote sustainable organizational growth

Our Why

- **Bridging the Leadership Gap:** Many leaders are under-supported. We offer tools and guidance to help them thrive—professionally and personally
- **Driving Long-Term Change:** Strong leaders build strong organizations. Strong organizations change communities
- **Creating Deep Impact:** We help leaders move beyond short-term fixes to achieve mission-aligned, sustainable transformation

Philosophy of Organizational Integrity Work





Partners in Purpose

Our partners span diverse missions and sectors united by one goal:
leading with integrity to strengthen impact

Impact Snapshot

- 100+ nonprofits served collectively
- 90% of engagements included board governance, structure, and engagement
- Over 15 years of experience across leadership, strategy, and organizational culture

Select Partners

- Fulfill Food Bank
- Enfield Loaves & Fishes
- Norwalk ACTS
- Manchester Adult Education
- Horizons National
- Sustainable CT
- Southeast Area Transit District
- Hartford Foundation for Public Giving
- City of New London

Sectors Served

- Arts and Culture
- Education
- Youth Development
- Human Services
- Environmental Justice
- Faith-Based Organizations
- Community Development

Nonprofits Exist to Express Moral Vision

- “Nonprofits are *values-expressive* by design.” (Macy, 2006)
- Their purpose is to reflect a shared belief in what’s *just, caring, and possible*.
- When values are threatened, leadership must respond or drift.

The “work” of DEI in Nonprofits

THE DEI ICEBERG MODEL

TRUE DEI IS SUBSTANTIVE, NOT JUST SYMBOLIC

SURFACE-LEVEL INITIATIVES (VISIBLE)

- DIVERSITY AND INCLUSION POLICIES
- MANDATORY DEI TRAININGS
- EMPLOYEE RESOURCE GROUPS (ERGS)



GOVERNANCE AND STRATEGY

- BOARD DIVERSITY AND OVERSIGHT
- EQUITY-BASED BUDGETING
- INCLUSIVE DESIGN-MAKING
- DATA-DRIVEN ACCOUNTABILITY

ORGANIZATIONAL CULTURE

- PSYCHOLOGICAL SAFETY
- BELONGING AND VOICE
- SHARED NORMS AND VALUES
- SPONSORED MENTORSHIP
- COLLABORATIVE LEADERSHIP

DEEPER INTEGRATION (INVISIBLE/EMBEDDED)

- INCLUSIVE LEADERSHIP COMPETENCIES
- EQUITABLE PROMOTION PATHS
- ANTI-BIAS PRACTICES
- SHARED POWER AND ACCOUNTABILITY

Can You *Afford* to Lead from Your Values?

- DEI Restrictions now tied to federal funding (National Council of Nonprofits, 2025)
- Legal ambiguity weaponized to suppress equity efforts (DOJ, 2025)
- Leaders of color face disproportionate pushback (Thomas-Breitfeld & Kunreuther, 2017)
- Only 24% of the public trust nonprofits to hold mission under pressure (Independent Sector, 2025)

The “Say-Do Gap”

- Value congruence equals alignment between what we say and do (Espedal & Elter, 2024)
- The "say–do gap" erodes staff trust, community confidence (Shockness, 2021)
- Internal compromise often precedes mission collapse

Values- Based Leadership

- The Moral Compass (value clarity)
- Moral Courage (the will to act under risk)
- Moral Congruence (alignment of words and deeds)

The True North Leadership Model™



Tool: Giving Voice to Values Framework

GVV Pillar	Reflective Question	TNLM Component
Values	What do you believe is morally right in this scenario?	The Moral Compass
Choice	What are your options? What choices are being made <i>for you</i> ?	The Moral Compass
Purpose	How does this connect to your deeper “why” as a leader?	The Moral Compass
Normalization	Have your peers faced this kind of external pressure before?	The Moral Courage
Self-Knowledge	What emotions or instincts show up for you? What values do you tend to prioritize under pressure?	The Moral Courage
Voice / Activity	What would you say? What tone would you use?	The Moral Congruence
Reasons/Rationalizations	What pushback might you hear? How could you prepare to respond?	The Moral Congruence

(Gentile, 2010), (Jimerson, 2025)

Scenario: The Donor's Dilemma

- You are the **Executive Director** of a nonprofit that serves BIPOC youth and families across multiple urban districts.
- Your team recently launched a new DEI training initiative for frontline staff, including a session titled: “**Creating Safe and Affirming Spaces for LGBTQ+ Youth of Color.**”
- A long-time donor—who contributes **\$250,000 annually**—calls you directly. They claim the session “alienates traditional families” and ask you to remove or “reframe” the session under a more neutral title.
- They imply they may **redirect funding elsewhere** if the training continues in its current form.
- Your staff are passionate about this session, and it aligns with your organizational mission and DEI values. But your development director warns you that losing this donor would significantly hurt next year’s operations and programming.

True North Leadership in Action

Moral Clarity

- The New Harmony Project (NHP) – an arts nonprofit responded when federal agencies imposed anti-DEI restrictions on grant availability. NHP issued an open letter declaring “our values are not for sale.”
- The NH Center for Justice and Equity (NHJCE) – maintained their focus on DEI by interpreting the backlash as a predictable historical reaction to social progress. This allowed them to uphold their equity work as a moral duty in a long struggle for justice.

Moral Courage

- 826 Boston – a nonprofit that faced an executive order to restrict federal grant contracts with DEI content. The organization explicitly rejected \$250,000 in federal funding choosing their integrity over the government grants.
- Chicago Women in Trades – filed a lawsuit challenging the government, and framing the litigation around defending the principles of equity and their mission to provide inclusive training.

Moral Congruence

- Ability Inc. - a nonprofit that created a four-component values-based leadership decision making model as a tool to justify high-stakes internal decisions, such as corrective actions, performance reviews, and terminations.
- Despite the 2023 Supreme Court ruling on affirmative action and subsequent legal threats from state attorneys aimed at corporate DEI, 63% of surveyed business leaders stated that increased their overall commitment to DEI as a corporate objective. (Movement Advancement Project, 2024)

The Moral Leadership Lab

What

The MLL is a leadership development experience grounded in two evidence-based frameworks:

- **Giving Voice to Values (GVV):** which teaches how to act on your values and prepare to speak and lead from them under pressure (Gentile, 2010).
- **True North Leadership Model:** Northstar Partners model for values-based, character-driven leadership rooted in clarity, courage, and congruence (Jimerson, 2025).

How

*The MLL is a **practice lab**. A reflective, cohort-based space where nonprofit leaders explore hard questions, surface real-world dilemmas, and build moral resilience.*

It blends three elements:

- **Values-Based Learning Series** (with real DEI dilemmas and ethical rehearsal)
- **SOUL Coaching** – for personal reflection, alignment, and healing
- **MISSION Coaching** – for leading publicly with courage and consistency

We're piloting this model now. If you or your organization is wrestling with how to maintain your commitment to equity in this current climate, the MLL is designed for you. Let's talk about what it would look like to bring the Moral Leadership Lab into your leadership development strategy.



NORTHSTAR
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