



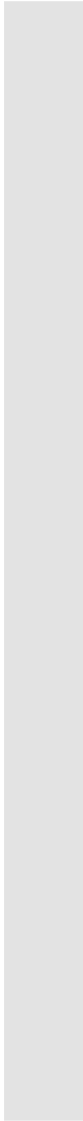
# Greater Philadelphia Cultural Alliance

Implicit Bias Scan 2017



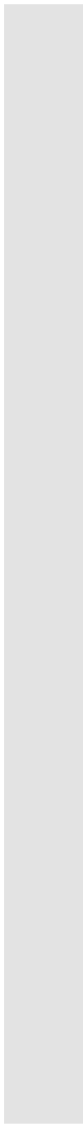


# Goals

- Provide insight into how the Alliance is perceived with respect to issues associated with diversity
  - Provide the Alliance with an opportunity to look within
  - Develop the beginnings of a meaningful diversity strategy
  - To hear from the people the Alliance hopes to impact
  - To create new relationships for the journey
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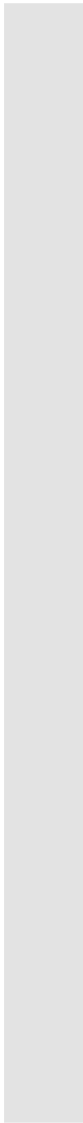


# Methodology

- Interviews of 32 people
  - Affinity Group Roundtable
  - DEI Practitioner Roundtable
  - Survey to 1100 with 77 responses
  - Environmental Scan
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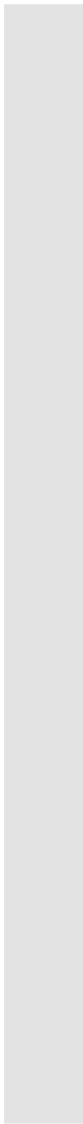


# Focus of the Study

- Staff recruitment & retention
  - Talent recruitment & development for the sector
  - Board composition & recruitment
  - Organizational culture
  - Community engagement & audience development
  - Programmatic offerings to the sector
  - DEI offerings for the sector
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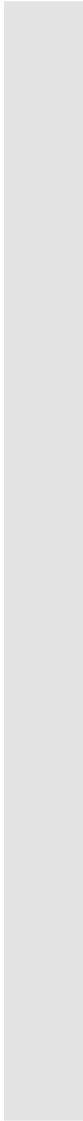


# Categories for Key Findings

- How the Alliance is perceived
  - Its deficiencies around diversity
  - The need for a long-term, well-resourced strategy
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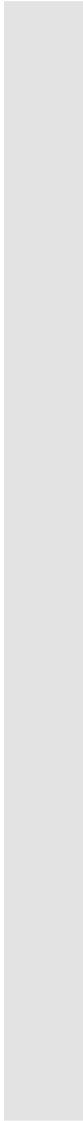


# Viewed as Attributes of the Alliance

- ▢ Advocacy for the Arts Sector
  - ▢ Strength of research
  - ▢ A model for other arts organizations around the country
  - ▢ Programs such as STAMP
  - ▢ The Job Bank
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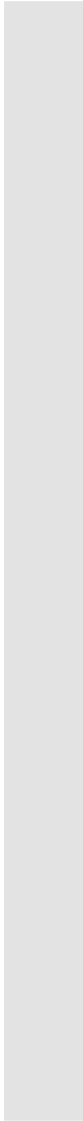


# Concerns Around Diversity

- Question as to why the Alliance should take the lead for the sector in DEI. Why not an organization that is diverse or that serves diverse audiences?
  - Alliance staff & culture do not reflect diversity
  - Must go beyond convening meetings to address the issue
  - The Alliance lacks presence in varied communities
  - Understanding the difference between well-intentioned objectives and appropriately resourced plans
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# Key Findings

- The Alliance needs to build community relationships
  - There is a perception that the Alliance is “Center-City focused”
  - People of color cannot be viewed with a “monolithic lens”
  - The Alliance needs to build a work culture where people of color feel valued
  - Recruitment strategies must be more expansive in order to attract diverse talent at all levels
  - Diversity is a strategic business investment, not simply a “feel good social responsibility”
  - Building a Diversity Initiative is a long-term commitment
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## Recommendations: Relationships

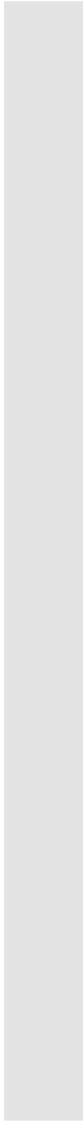
*The Alliance needs strong partners for work in DEI.*

- Engage people of color in substantive & substantial ways in the process
- Create varied organizational partnerships with organizations that are already active in DEI work or which would be credible catalysts.
- Create a consortium model for developing a diversity program that includes Cheyney, Lincoln , CCP, Moore College of Art, among others
- Engage expert DEI practitioners



## Recommendations: Internal Changes

*The Alliance must make internal changes to be credible in DEI work.*

- Make diversity a significant part of board and staff leadership
  - Develop new strategies for hires in an environment where mid to senior level openings do not occur with any frequency.
  - Training to increase awareness. To make the Alliance a workplace where diverse staff can thrive and find upward mobility
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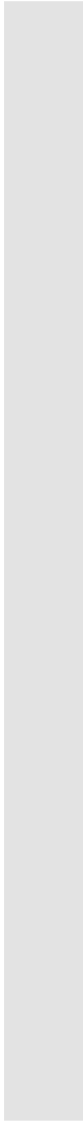
# Recommendations: Services

*Narrow down the focus to 2 or 3 initiatives that can be done well*

- Diversify Workforce – Through new methodologies
  - Make Job Bank more inclusive and a pipeline for diversity
  - Create mentorship models for upwardly mobile staff or board candidates in the sector
  - Create mentorships models/training for mainstream staff to appropriately engage in relationship building with people of color at all levels

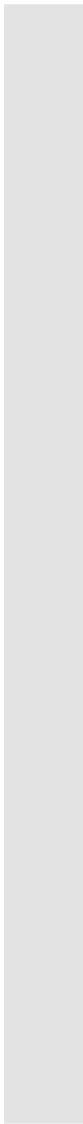


## Recommendations: Services (Continued)

- Research – Develop initiatives based on comprehensive research on diversity to provide outcome-based, tangible actions
  - Funding – Advocate for and/or serve as a conduit to funding resources on behalf of organizations of color
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# What's Next

- Diversity training for Staff
  - Prioritizing areas of focus based on recommendations
  - Reporting out ... Info to Website for Transparency
  - Planning for the Annual Meeting
  - Identifying “next steps” for the Alliance and for the Sector
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**“In my time [with my organization] they never reached out to me.”**

*“There is an **unequal balance of power** [between organizations that serve audience of color and mainstream audiences.]”*

**“White organizations gained audiences that other institutions lost.”**

*“Need to promote **more diverse programming** to attract new audiences.”*

**“The Alliance should not attempt to be a leader in diversity until they get themselves together.”**

**“If you have a more reflective diverse staff, the conversation is richer.”**

**“Attention is only **episodic**, not part of their DNA.”**

**“The Alliance goes through the motions but the “walk” is somewhat different from the “talk.”**

*“Their lack of diversity is noticeable ... people of color seem to leave quickly.”*



*So let's talk ...*