

DEI Action Plan Tracking Document



The purpose of this document is to track progress on each action step. This document will be periodically updated. It will be posted on www.philaculture.org. This version is as of 8/8/18.

1. DEI within the Alliance

Diversity, equity and inclusion starts from within. In 2017 we conducted a scan of our Implicit Bias, which has informed the development of this DEI Action Plan. One of the findings was concern over the lack of diversity in our staff and board. This first section of the Action Plan addresses steps we will take internally to make the Alliance more equitable and inclusive.

ACTION STEP	CURRENT STATUS/ ALREADY ACCOMPLISHED in 2017	ACCOMPLISHED IN 2018	NEXT STEPS (MANY REQUIRE FURTHER PLANNING AND/OR NEW FUNDING)	STAFF LEAD(S)
a) Add diversity to our team				
Diversify our staff, especially at the senior management level	The Alliance has 14 permanent staff positions. From 2017 to 2018, our staff who are people of color increased from 18% to 36%. We have increased staff under 35 years old from 45% to 57%. Women increased from 64% to 79%. Gender Orientation is 82% Heterosexual; 18% LGBTQ.	We increased diversity on our staff by hiring our first Latina and two African-Americans, including our Vice President of Audience Engagement. This has also brought younger voices into our staff team.	The Alliance will continue to make diversity a priority when we have vacant positions.	Maud
Make our process for recruiting and interviewing job candidates more expansive and far reaching to attract and engage a more diverse talent pool	The Alliance began to do this two years ago with a pro-active plan to reach out to a broader pool of candidates and to adjust interviewing and selection processes.	Outreach and active recruitment is now part of our standard practice.		Maud
Provide staff training on racial bias and disability awareness and culture	All staff attended workshops in racial awareness held in July 2017 and disability awareness training in September 2017.	We continue to send staff to additional workshops/seminars; and have staff who attend share what they learned with all staff.		All

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<p>Increase board diversity, especially in leadership roles (officers and committee chairs)</p>	<p>Diversity has been an important criteria for board nominations for many years. However, through unplanned board vacancies and other turnover, diversity has actually declined slightly from 2017 to 2018. We currently have 30 board members (excluding ex-officio) are:</p> <ul style="list-style-type: none"> • 57% leaders of member organizations; 43% community representatives in 2017; which in 2018 is now 53% member organizations and 43% community leaders • 73% female, 27% male in 2017; in 2018 it is 83% female and 17% male • 67% White, 33% People of Color (7 African American, 1 Asian, 1 Arab, 1 Latino); in 2018 this is 70% White and 30% POC (6 African American, 1 Latino, 1 Asian, 1 Arab) 	<p>The Governance Committee will continue to seek diverse candidates for future board seats.</p> <p>Board committees include non-board members, which is an opportunity for broader input and diversity as well.</p> <p>The Board added a DEI Task Force to our list of Board committees, and every Board meeting includes a report of progress on our DEI initiative.</p>		<p>Michael, Maud</p>
<p>b) Build new partnerships</p>				
<p>Diversify our membership through targeted outreach to culturally specific organizations</p>	<p>Of the 450 member organizations in FY2017, less than 10% were organizations of color.</p> <p>The Helicon Report in July 2014 reported that in Philadelphia County 13% of arts/culture organizations are culturally specific.</p>	<p>Staff have identified organizations of color and are reaching out to them to understand their needs better and to invite them to join our membership.</p> <p>Explore the idea of having an introductory, discounted membership category to invite new nonprofits to join the Alliance.</p>	<p>Focus groups will be held with organizations of color in FY2019 to learn how we can better promote their programs in the Phillyfunguide and Funsavers; and we have funding from the NEA to subsidize online promotions of their programs.</p>	<p>Taja; Roberta; Christine; Frances</p>

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Increase our credibility and authenticity on DEI issues by building deeper relationships with diverse communities, organizations and leaders, inside and outside the sector	<p>In FY2017, the Alliance launched the DEI Affinity Group, attracting nearly 50 people. It met three times and provided input to the Implicit Bias Scan.</p> <p>Our Implicit Bias Scan consultants interviewed many community stakeholders inside and outside the sector.</p> <p>Staff expanded relationships with the Pre-K education community.</p>	<p>The DEI Affinity Group reviewed the DEI Action Plan in the summer of 2017. We will convene the group 2-3 times during the year.</p> <p>Staff will continue to meet with and deepen relationships with diverse communities and organizations.</p>		Michael

1. DEI within the Cultural Sector

The Cultural Alliance leads by providing information that frames the issues and informs discussion of DEI amongst arts and culture nonprofits, funders, and business and government leaders. Our research publications are respected and influential. Our intention is to enable greater awareness of DEI that leads to subsequent action, both in individual organizations and for the sector as a whole.

a) Measure and track DEI in the sector				
Identify and establish metrics for measuring various aspects of diversity and inclusion		With DataArts, we have convene area research experts to discuss possible metrics and how to collect dat to understand today's cultural ecosystem better, including its diversity. We are actively exploring ways to include DEI in future Portfolio research.	Develop plan and seek funding to support data collection and a new Portfolio format to share findings	Maud
Examine methods for capturing audience data with respect to diversity and explore ways to improve their shortcomings and flaws		With DataArts, CultureWorks and other partners, are exploring this issue	If determined to be feasible, seek funding to support audience diversity data collection	Maud
Measure the current level of diversity within the cultural workforce and board membership to establish a baseline for measurement. Also		With the Philadelphia Cultural Fund, OACCE, DataArts and other partners, discover what data is already being collected and how it is being used.	Funding is needed to enhance/expand DEI data collection about cultural	Maud

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baseline for improvement. ALSO explore the diversity of vendors hired by cultural organizations.		Support existing data collection efforts and expand sector participation	Collection about cultural workers and boards	
Measure the extent and impact of the cultural sector beyond the Alliance's traditional membership base of 501(c)3 organizations		As part of our exploration of the evolving cultural ecosystem, we will meet with organizations and artists to better understand the non-501(c)3 cultural sector. Discuss ways to reach this constituency and how it could be measured.	If new data collection is needed, seek funding to conduct a census or other evaluation of the cultural sector beyond 501(c)3's.	Maud
b) Provide diversity and sensitivity training to help arts and culture organizations				
Research effective training programs across the nation, inside and outside the sector		Research training programs to seek models to replicate and/or training to bring to Greater Philadelphia Promote training programs that are already being offered in our region	Seek funding to provide additional training opportunities	All Staff
Provide opportunities for Cultural Alliance members to receive free or discounted anti-bias/racism and disability-awareness training	A DEI section was added to philaculture.org, providing information and links to resources	In 2017 we created a presentation on DEI issues for the sector that the Cultural Alliance gave to our own board, which can be presented at member organization's board or staff meetings (at no charge), about the business case for DEI and current DEI conditions in Greater Philadelphia. In 2018 we partnered with ArtReach to provide discounted staff training workshops on working with people with disabilities.	Seek funding to provide subsidized/affordable training opportunities	Maud
Launch an initiative to recruit, cultivate		Explore board diversity issues with the Arts & Business Council and other	Seek funding to recruit diverse	Maud, Michael

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and place diverse board candidates		organizations, identify steps to address this issue	board candidates	Maud, Michael
c) Increase diversity in the arts and culture workforce				
Leverage expertise in workforce diversity within the corporate and academic sectors to explore how existing efforts can be replicated in the cultural sector	During the Implicit Bias Scan process, the Roz Group convened a meeting of diversity experts from the business community with Cultural Alliance staff leaders	Explore successful diversity initiatives in other sectors and plan training programs accordingly	In fall 2018, the Cultural Alliance, Arts & Business Council, and Americans for the Arts will convene business and cultural leaders to explore how the arts are being/can be used by businesses to advance their diversity objectives.	Michael; Maud
Offer training to members in the recruitment and interviewing of diverse candidates		In 2018, our Drexel Co-op staff member researched possible trainers and facilitators. CultureWire highlights articles on DEI, including HR diversity techniques, in every monthly issue and on the Philaculture DEI webpage.	Seek funding to provide training as part of a DEI initiative with the Job Bank	Maud, Nicole, Kristen
Evolve the Job Bank into a more effective platform for attracting diverse candidates and develop new outlets for promoting Job Bank listings to diverse communities		In 2018 our Drexel Co-op staff member developed a plan for the Job Bank and identified job training fairs in the region where the Alliance could promote jobs in the cultural sector.	Funding is being sought to support making the Job Bank a "pipeline for diversity" for the cultural community and job seekers	Stuart, Taja, Nicole
Host a cultural career fair for diverse job applicants		Our Drexel Co-op staff member developed an extensive list of opportunities to meet with schools, universities, and networks of diverse job applicants to learn more about their career development programs	Seek sponsorship for a promotion or event to promote careers in arts and culture to diverse job seekers	Nicole

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Develop a program for emerging cultural leaders of color to mentor with established white cultural leaders	In 2017 the Cultural Alliance launched Emerging Leaders, as a younger group of the Cultural Cabinet. 29.6% of the Emerging Leader group in 2017 are people of color. Alliance board members sponsored a number of seats for the EL group, and 40% of the board-sponsored seats are people of color.	We plan to work with the Emerging Leaders group to develop a mentoring program.	Seek funding to support the mentoring program	Kelli
Continue the Bloomberg Arts Internship program as a way to introduce young people of color to careers in arts and culture	Since 2015, the Cultural Alliance has operated the Bloomberg Arts Internship Program for rising high school seniors, serving about 50 students annually, who are placed at 35+ cultural organizations for summer work experience.	Bloomberg Arts Internship Program served 50 rising high school seniors in the summer of 2018	Bloomberg Arts Internship program will continue	Anne Marie
d) Increase awareness of DEI in the sector				
Include DEI at the Annual Meeting each year as a platform to inform the sector about current DEI efforts and encourage members to establish or maintain DEI as an organizational priority	<i>Embracing Diversity</i> was the keynote presentation of the September 2016 Annual Meeting; the DEI Action Plan was presented and distributed at the 2017 Annual Meeting, and posted on Philaculture.org.	DEI articles are a feature of our monthly CultureWire newsletter. The theme of the 2018 Annual Meeting is The Art of Relevance, and our speaker, Nina Simon, will hold a workshop for 40 organizations the day following the Annual Meeting.		Ongoing Team effort
Create opportunities for current and emerging cultural leaders to convene and connect to discuss DEI issues in order to build solidarity and break down barriers	The Cultural Alliance formed a DEI Affinity Group, which met in October, February, and May	The DEI Affinity Group met 3 times in the past year, and has now created task forces to explore DEI in boards, the cultural workforce, audiences and funding.		Michael

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Expand awareness of DEI and social justice issues amongst arts service organizations nationally.		Maud Lyon served as program chair for the 2018 APASO conference (Assoc. of Performing Arts Service Organizations) and focused sessions on racial equity and social justice. This resulted in an unprecedented 20% of attendees being people of color, attracting over 90 participants total.	Continue to work with APASO on the 2018 conference	Maud
Publish a report on DEI-related cultural data and practices		See data collection notes above.	Seek funding to publish DEI data in a future Portfolio	Maud

1. Advocacy

The goal of advocacy is to create more favorable conditions for diversity, equity and inclusion throughout the cultural sector. We also seek to increase opportunities and support for diverse or culturally specific organizations in Greater Philadelphia. This work begins with a greater understanding of the need, the situation, and of the good work that is already being done. Addressing these issues is a sector-wide issue which will require actions on the part of many nonprofits, funders and policy-makers.

a) Deepen awareness and create conditions to support greater equity				
Engage relevant stakeholders, inside the cultural sector and in other sectors, to create a shared vision for the goals and outcomes of our DEI-related advocacy efforts	This process began with the keynote address <i>Embracing Diversity</i> at the 2016 Annual meeting, and continued throughout the year.	All of the actions in this plan will help to make DEI a priority, to broaden engagement, and to create a shared vision of success.		Michael
Advocate for fair and equitable funding of public schools and for equal access to arts education	Since 2015 the Cultural Alliance has built relationships with educational advocates, and we are an active participant in the Pennsylvania Arts Education Network (PAEN)	Part of ongoing Advocacy work		Advocacy Team

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Host a convening or roundtable discussion to inform and partner with elected officials about our efforts to increase DEI in the cultural sector and engage them as resources and champions for this work	<p>In 2016 the Cultural Alliance backed Philadelphia’s Sugary Beverage Tax because it supports expanded PreK and the renovation of recreation centers and libraries – all important venues for arts education</p> <p><i>AGENDA:PreK</i> , published March 2017, is the first publication on the social impact of arts and culture, reporting research on the strong positive impact of arts education upon early childhood development, which particularly helps the most disadvantaged children</p>	<p><i>AGENDA: Prosperity</i> , published in September 2017, documents the economic impact of arts and culture in tourism, jobs, household income and tax revenue</p> <p><i>AGENDA: Wellness</i>, published in April 2018, documents how the arts improve medical diagnosis, help doctors avoid burnout, help patients to heal faster and use fewer medications</p> <p>When briefing government officials the Alliance will always emphasize the role of smaller organizations that serve neighborhoods and bring customers to local business</p>	Ongoing Advocacy Work	Advocacy Team
Highlight the DEI work that other organizations are doing through our social media and other communications channels	The Cultural Alliance formerly did this through our GroundSwell blogs and postings, and social justice, community service, and DEI continues to be a focus of advocacy social media	DEI is a regular focus in CultureWire, the monthly newsletter received by 3,000 people		Kristen
Continue efforts to diversify applicants and panelists in our PA Partners in the Arts grantmaking program	Outreach to diversify PPA grant panels began in 2016 and has resulted in significantly greater diversity on grant panels and applicants	Continue outreach and recruitment		Allison

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Leverage the Rebuild initiative as an opportunity to make recreation centers and libraries more arts-friendly and to provide neighborhood-based cultural programming		In 2018 the Alliance organized a workshop to demonstrate to Project Users (nonprofits who will administer Rebuild capital projects) how the arts can be used for community engagement. This introduced not only techniques but a number of specific practitioners to the Project Users to include in project planning.	Rebuild funding supports capital improvements, but not programming. The Alliance will seek opportunities to provide new funding streams for cultural programs in recreation centers, libraries and neighborhoods	Michael, Anne Marie
b) Support community-based and culturally specific organizations				
Inform elected officials and other stakeholders about the specific challenges faced by community-based and culturally specific arts organizations		Gather data, working with OACCE, the Social Impact of the Arts Project, and other stakeholders Prepare reports/handouts of key facts/challenges to share with elected officials	Ongoing Advocacy Work	Maud, Advocacy Team
Advocate for more equitable funding for culturally specific organizations	Since 2016 the Cultural Alliance has participated in and helped to lead the DEI efforts of the Arts Affinity Group for the Philanthropy Network, a professional association of family and other foundations in Greater Pennsylvania	In partnership with The Philanthropy Network, the Alliance has helped funders to discuss this issue and to explore possible actions to increase funding equity Share information with funders about the challenges of culturally specific organizations and their contributions to the community	Ongoing Advocacy Work	Advocacy Team
Hold open house meetings/briefings to help community-based and culturally			Work with the City Council, OACCE, the Philadelphia Cultural Fund and others to	Michael,

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specific organizations to connect to resources			spread the word about funding opportunities, capacity-building programs, and other resources	Anne Marie
Explore opportunities for dedicated public funding to generate new resources for small, community-based and culturally specific organizations		In 2018 the Cultural Alliance will undertake a study of possible future sources for local government funding.	If politics are favorable, in the future launch a campaign to secure dedicated support for arts and culture, including programs that provide new funding avenues for culturally specific organizations	Maud, Michael, Anne Marie
Help community-based and culturally specific organizations to achieve greater success with individual donors		In 2018 the Cultural Alliance released <i>Beyond the Check</i> , a report about individual donors, what motivates them to give to arts and culture. Diversity of donors and fundraising staff was one of the major findings. We held four convenings to share the findings, including one that partnered with PHL Diversity and focused on diversity issues in fundraising.	Continue to explore ways to enable community-based organizations to connect to individual donors	Michael

4. Audience Engagement

Engaging audiences in DEI serves the community at large. There is no better way to learn about people unlike themselves than attending concerts, performances, lectures, festivals and other events where diverse people gather and share common interests. The cultural sector has a huge role to play in changing public perceptions and behavior to support a more inclusive society.

a) Market diversity in arts and culture to the public				
Promote accessible cultural events more consistently		We are implementing a plan to increase promotion of cultural programs and programs that increase accessibility, to support DEI goals		Audience Engagement

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Highlight/promote culturally specific organizations and events on the Phillyfunguide to increase audience awareness and to encourage broader participation in diverse programming	The Phillyfunguide has always included a broad range of arts and culture events – promoting over 15,000 to the public each year	Funded by an NEA grant, we are convening organizations to discuss ways to promote culturally specific events to the general public	Seek funding for special promotions or targeted outreach	Engagement Team - Roberta, Christine, Frances
Prominently and consistently feature diverse images on our marketing channels		Evaluate visual imagery on the Phillyfunguide and in social media of the Alliance, and develop a plan to incorporate greater diversity		Audience Engagement Team - Roberta, Christine, Frances
Establish relationships with and provide content to diverse media outlets (e.g., Philadelphia Tribune, Al Dia, Telemundo)		Provide briefings to the editorial boards of diverse media outlets and develop closer relationships with them, explore partnership opportunities		Maud, VP of Audience Engagement
Increase usage of the STAMP pass (STAMP has 22,000 teens currently, 65% of whom come from low-income areas of Philadelphia)	STAMP was launched in 2012 and currently provides teens with free access to 21 museums STAMP events and social media promote teen attendance at museums	The Teen Summit in November 2017 gathered the teen councils of ten cultural organizations / museums to share their programs and successes. The next Teen Council Summit is planned for January 2019.	The Alliance's Teen Council is developing "know before you go" videos in 2018, to help teens and other people to understand in advance what the experience of visiting particular museums is like.	Michael
Make the Phillyfunguide website more accessible to people with disabilities			With NEA funding the Phillyfunguide is being upgraded to serve visual and hearing impaired audiences	Roberta; Christine; Frances; Kristen

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Reach out to communities of color to increase use of the Phillyfunguide and Funsavers		Explore media partnerships and community networks to increase cultural promotion in diverse communities, and identify other ways to engage these audiences	Seek funding for special promotions to communities of color	Audience Engagement Team - Roberta, Christine, Frances
b) Incorporate DEI into the Alliance's marketing research and strategy				
Recruit diverse perspectives for marketing research through an Advisory Group			DEI in audiences is one of the perspectives being explored in Audience Engagement	Maud, VP of Audience Engagement
Include content on successful audience-diversification efforts in the online Audience Research Center library		Articles on programs to increase audience diversity are shared through CultureWire and in the DEI section of Philaculture.org		Kristen