

Greater Philadelphia Cultural Alliance Implicit Bias Scan Study Results

*Prepared for
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May 15, 2017

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SECTION I: Executive Summary

Overview

The ROZ Group Inc. was contracted by the Greater Philadelphia Cultural Alliance to engage in a multitude of activities that would provide insight into the Alliance's standing with respect to diversity, equity, and inclusion in the environment in which it exists. The Alliance clearly expressed the desire to "look within" by studying both the internal perspectives and the external points of view.

The charge to The ROZ Group was to serve as the conduit to this examination by asking the tough and sensitive questions; engaging in the "deep dive" conversations and interviews; and reviewing existing materials and programs. This project was in keeping with the strategic plan goal to develop and implement a diversity strategy that is relevant, impactful, and supported by the variety of people who would be affected. Engaging the people who were most likely to have been impacted by implicit bias issues and actions was key to our approach.

After some initial dialog with senior management and selected stakeholders, the decision was made to narrow the focus of the study to the internal workings of the Alliance with respect to its practices in:

- Internal workings of the Alliance: staff recruitment and staff retention;
- Organizational culture of the Alliance
- Board composition & recruitment;
- The role of the Alliance in the arts sector;
- What the diversity initiative looks like for the Alliance;
- Community engagement and audience development;
- DEI offerings in the sector; and
- Programmatic offerings.

The following methods were used to gather the feedback for this study:

- *Interviews of 32 Stakeholders* (February 2017 – April 2017)
- *Roundtable of 17 Affinity Group Members* (March 2, 2017)
- *Roundtable of 6 Diversity & Inclusion Practitioners* (April 18, 2017)
- *Survey Responses of 77 Members, Non-Members, and Lapsed Members* (as of 4/29/2017)
- *Survey of Affinity Group Members* (the Kickoff: Diversity, Equity, and Inclusion Affinity Group in October 2016)
- *Environmental Scan* of Articles, Reports, Websites, and other pertinent resource materials (January 2017 – March 2017)
- *Review of the GPCA Alliance Strategic Plan* and other documents to its diversity and inclusion goals (January 2017 – March 20017)

Note: In each category, the numbers cited are the actual participants. Outreach was made to significantly more people.

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The Alliance is highly respected as a professional organization in the arts sector. This was borne out by the feedback from everyone we encountered. The areas that receive consistent positive praise are:

- Advocacy for the Arts Sector
- Strength of Research Reports
- The model that the Alliance sets for other arts organizations of its kind around the country
- The programs like STAMP, etc.
- The Job Bank
- Invaluable work experience for the arts sector

The responses to the Alliance's initiatives around diversity were mixed ranging from being very excited about the steps that the Alliance is taking to address diversity to being distrustful, cynical, and resentful of the Alliance's past and current efforts in the space. All participants in this study agree that the time has come to get very serious about what it means to make positive change in diversity with respect to the arts.

However, there is wide ranging opinion about:

- How the Alliance actually delivers as evidenced by the composition of its own staff and board;
- What the Alliance actually plans to do beyond hosting meetings to talk about implicit bias and diversity;
- The lack of presence that the Alliance has in the communities it hopes to serve;
- Whether or not the Alliance should take the lead in establishing a model for other arts organizations in the region;
- The Alliance's need for training & professional development in the DEI realm, especially if it intends to be a catalyst for change;
- The difference between well-intentioned strategic objectives versus appropriately resourced action plans; and
- The need for the appropriate training, resources, and time frame critical to conducting the hard work to not only develop a framework, but to then implement the strategic imperatives.

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

The Key Findings

- The Alliance must be prepared for a long-term commitment if it is to be at the forefront of creating a sustainable Diversity strategy that is measurable and accountable.
- Diversity, Equity, and Inclusion must be implemented as a strategic business investment, not simply a proposition that is “the right thing to do.”
- The Alliance is not perceived as having built meaningful relationships with diverse communities, nor with the varying socio-economic levels of people in these communities. This lack of relationship building has resulted in a compromised level of trust. “Visibility” leads to “credibility.” This lack of relationship has impacts audience development.
- Many organizations that represent or provide programming to diverse communities are either indifferent to the Alliance or have never heard of the organization.
- It is important to convey an understanding that the Alliance does not view people of color with a “monolithic lens.” This concern is expressed by a number of respondents of color.
- The Alliance and the arts sector in general are not viewed as cultivating potential board members and donors of color.
- There is a need to develop recruitment strategies at all levels that will attract people of color to the Alliance. The same holds true for the sector. Additionally, there is a need for training that will impact the process of interviewing diverse candidates and creating opportunities for on-boarding, mentoring, and professional development. The Alliance and the sector are unknowingly encountering challenges with the process of talent recruitment and development.
- Grant funding for Diversity in the Arts should go directly to organizations of color, not necessarily just the Alliance.
- The inconsistency in funding is a continuing challenge. For organizations of color this challenge is even more pronounced with mainstream organizations having more access to funds.
- The Alliance is perceived as being “Center-City” focused.

In the Fall of 2016, the Alliance launched an Affinity Group advisory board. This team of people committed themselves to participating in activities that were designed to strengthen the Alliance’s outreach to people of color and to increase the membership base to include those organizations that served people in the diverse communities. Input from this group was a vital part of this study.

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

Recommendations:

Relationships: *The Alliance needs strong partners for the work in DEI.*

Creating Organizational partnerships

- Tap into a core leadership of people of color who can support the initiative and work toward achieving balance;
- Create a university-based partnership that includes programs for addressing the complexity of diversity in the arts as well as professional development for grooming people of color for the managerial talent. Include Cheney University, Lincoln University, and/or Howard University as part of a partnership collaborative. Also include Community College of Philadelphia, Temple University, Moore College of Art and University of the Arts.
- Partnering with or supporting organizations that are already conducting diversity work or partnering with minority institutions and organizations that would be credible catalysts for this work.

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

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

Diversifying workforce and board

- Consider developing proposals to foundations to secure funding for senior level positions of color at organizations that would not ordinarily have ... advocating for criteria that does not automatically restrict participation (as per Philadelphia Museum of Art).
- Develop a mentorship model that addresses upward mobility and board participation. Developing a cadre of sponsors for board positions might help with aggressive cultivation and relationship building with a new set of people.
- Create a database of candidates with transferrable skill sets who are not necessarily in the arts but whose skills would be of value in managerial positions in the arts.
- Drive diverse talent to the Job Bank by conducting targeted diversity marketing.
- Take the lead on employer branding targeted to diverse talent for the arts sector.

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

Strategic Planning

- Explore the implementation of a “Collective Impact Model” that revolves around diversity in the arts (see outline in Appendix).
- Conduct a series of Board Retreats and staff retreats led by DEI practitioners.

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

Services: *The Alliance should narrow down focus to initiatives that can be done well.*

Focusing

- Select two to three initiatives to begin a focused diversity effort.
- Leverage responses to the April survey.

Funding/Resources

- Consider advocating to philanthropic community on behalf of smaller niche audiences in order to impact fund-raising.

Research

- Develop a comprehensive data-based study – *Portfolio*.
- Provide outcome-based, action-oriented suggestions on diversity issues as a result of conducting continued research.
- Conduct an in-depth examination of the varied audiences that the Alliance and the Sector hope to impact.

SECTION II: Methodology

The following methods were used to gather the feedback for this study:

Interviews of 32 Stakeholders (February 2017 – April 2017)

- 31 Females (~82%), 7 Males (~18%)
- 7 Former Staff Members (18%),
- 9 Former Board Members (24%)
- 27 African American (71%),
- 4 Caucasian (%10),
- 3 Hispanic (8%),
- 3 Asian (8%)
- 12 Members (~32%), 16 Non-Members (44%), Other (24%)
- 5 current board members

Roundtable of 17 (March 2, 2017 from 9am to 11am @ GPCC Office)

- 11 Caucasian
- 4 African American
- 2 Hispanic/Latina
- 1 Asian

Roundtable of Diversity & Inclusion Practitioners (April 18, 2017 from 9am to 11am @ GPCC Office)

- 6 African American Participants

Survey of Members, Non-Members, and Lapsed Members (as of 4/29/2017)

- Review of 77 responses from a total of 1100 disseminated on March 30, 2017

Survey of Affinity Group Members (the Kickoff: Diversity, Equity, and Inclusion Affinity Group)

- Review of 22 responses from survey disseminated on October 31, 2016

Environmental Scan of Articles, Reports, Websites, and other pertinent resource materials (January 2017 – March 2017)

Review of the Greater Philadelphia Cultural Alliance Strategic Plan and other documents related to diversity and inclusion goals (January 2017 – March 2017)

Note: In each category, the numbers cited are the actual participants. Outreach was made to significantly more people.

SECTION III: Detailed Findings

Roundtable #1 – March 2, 2017

Goals:

- To provide a forum for discussing the topics associated with the scan
- To provide Affinity Group participants with the “next step” in providing input for the diversity initiative
- To gather the heartfelt input that will lead to establishing a diversity initiative
- To gather the heartfelt input on how participants truly view the Alliance
- To foster ongoing relationships around diversity in the arts

Planning for Roundtable #1 took into account the results from by the October 2016 Affinity group. The respondents expressed their desire to have:

- People of varied levels including senior level staff in the next discussion;
- For the setting to be more like a roundtable, not theater-style;
- A common definition of diversity;
- Flexibility with the agenda;
- Connecting with people who actually perform DEI work;
- A discussion of systemic and institutional racism; and
- An opportunity for people in the session to introduce themselves and network with each other.

Note:

After the Welcome and Introductions, Maud Lyon and Michael Norris left the room in order to allow for an open and uninhibited discussion.

The Stakeholder Roundtable participants participated in a very thoughtful, heartfelt session complete with expressed frustration, identification of ongoing challenges; recommendations for the future of DEI, and cynicism with what the future for DEI holds in Philadelphia’s arts and culture sector.

Key Points from the Roundtable #1 Discussion:

- Three Caucasian participants were vocal about a definition of diversity that includes people with disabilities. People of color expressed frustration with how that broader definition often serves to minimize the plight of people of color “... circular conversations where everyone is added to the mix ... frustrating ...”

- Participants of color expressed frustration with the same six or seven people always being called upon to participate in the various DEI discussions ... “we appear to be in a downward spiral.”
- “We are tired of talking about this ...”
- What are the specific things that the Alliance can provide to its members and members of color that will truly make a difference?
- There was a suggestion that the Alliance be positioned as a coordinator, thus leading the development of a Diversity Initiative for the arts sector “... it is the hot topic right now ... people are spinning their wheels as they work on the topic separately.”
- It was pointed out that diversity is very tough work and a strategy and program around diversity will take a number of years since there is no quick fix.
- Participants expressed the desire to see an action plan from the Alliance that includes an understanding of the issues, direction, metrics, and accountability.
- There is a desire to see a shift in hiring and board recruitment so that diversity is reflected in the Alliance and the sector. It is understood by the participants that Professional Development is key to changing the landscape of who gets hired or recruited for boards.

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

Roundtable #2 – Diversity, Equity, & Inclusion Practitioners -- April 18, 2017

Six out of the 15 people to whom we reached out participated. This allowed for a comprehensive exchange with consultants who are considered experts in the DEI arena. These individuals conduct diversity training in the corporate, non-profit and government sectors.

Goals:

- To engage in a robust discussion with DEI practitioners
- To ponder new approaches and considerations for an age-old topic
- To build new relationships with the experts

Note:

Maud Lyon started off the day by providing context for this group for what the Alliance offers as an organization, in particular the member services, the Affinity Group that was launched immediately following the September 2016 Annual Meeting. She also discussed the strategic planning goals that are in keeping with the board having identified DE as a huge need for the sector.

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Key Points from Roundtable #2 DEI Practitioners Discussion:

- Diversity is a business/financial proposition that must be thought of in terms of ROI, not simply “the right thing to do”;
- When there are multiple viewpoints at the table, there is more innovation;
- It is important to establish organizational procedures for dealing with a diverse world;
- Advocating for diversity requires an authentic voice ... the Alliance is not ready to be that voice;
- It is important to establish accountability for management in terms of the business proposition for diversity;
- The Alliance must participate in more in-depth interactions with the diverse peoples that it hopes to serve. The current level of interaction is seen as superficial and does not lend itself to building quality, on-going relationships;
- Millennials present a major opportunity for the arts sector;
- Donor base of color is often overlooked;
- Relationships and the lack of relationships with people of color is a factor in not having diversity in organizations;
- It is important to address the reasons why people of color have left the organization;
- There is an erroneous assumption that organizations like the Alliance know how to interview diverse candidates;
- There is a need to increase leadership competencies around diversity since for the most part it does not exist;
- Segregated audiences are a real problem for the arts and culture sector;
- Succession planning should be part of the planning around diversity; and
- Safe places for continued dialogs must be created;
- People in underrepresented communities have always had a relationship with art.

"In my time [with my organization] they never reached out to me."

Highlights from the Interviews:

The most in-depth responses came from interview respondents. This group had the freedom to speak honestly and anonymously (if they chose to remain unknown). They were not inhibited by what others might think or by potential repercussions for their honesty.

Responses from People of Color:

General Responses

- The Alliance conducts great work around advocacy for the arts and market research for the sector
- Consistent expressions of Cynicism, Distrustfulness, Frustration, and Anger from respondents of color at all levels
- They keep talking about diversity but we see very little in terms of action
- Perception by some is that people of color are an afterthought
- Respondents commented that the Alliance convenes meetings and engages in some inter-actions but does not follow-up, nor does it go into the communities/neighborhoods
- In terms of Audience Development – Perception that white organizations have benefitted from increased attendance of people of color at their institutions and programs but the same has not been true for organizations of color ... some feel that there has been cannibalization
- General sense that people of color are not included in major conversations that arts organizations and the Alliance are having about important issues that impact everyone, even diversity issues [Wallace Foundation meeting was cited as an example.]
- Organizations will often have one person of color as the public face but that person has very little power to make decisions in his or her organization
- People of color tend to be viewed with one lens ... coming from under-served backgrounds, preferring one type of music, etc.
- The perception that Black history month is when most mainstream organizations pay attention to programming, instead of imbedding content into the DNA of the organization
- Several respondents advised that the Alliance understand that this work is a journey, one that requires a day in and day out commitment
- Several respondents had never heard of the Alliance ... "They could benefit our community."
- People observe what is perceived as mistreatment of people of color
- Diversity is not part of the DNA of the Alliance
- Even during searches for senior talent, the tendency is to get someone who representative of the "typical" hire or ... "already in the tent"

- Hard to expand diversity when you continue to do the same things over and over
- Perception is that there is not much interaction with organizations of color
- “What is the Alliance trying to be [from a marketing standpoint]?”
- Waste of grant money to give the Alliance information that they should already have and that they don’t listen to or act upon
- Tired of the “White savior” complex

Responses Related to Work Environment/Culture

Note: These responses relate to the Alliance and to the mainstream arts sector in general.

- Work culture around diversity at the Alliance has historically presented challenges for respondents of color
- People note that there is very little diversity in the composition of the staff and board of the Alliance
- Succession opportunities are rarely given to people of color
- Management changes at the top have a direct correlation to perceptions from staff of color
- “Fit” has been difficult for people of color
- Whites assume that all people of color have similar needs and ways of interacting on the job ...
- There are jobs that are seen as “the black job”
- Poor representation of people of color in key jobs in mainstream arts organizations

Responses Related to Membership

- Very little justification for outlay of membership fees ... no value proposition
- Cost is a major barrier to membership
- Large organizations perceive value of membership to be more beneficial to small groups. Small groups perceive membership to be of more value to big groups

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

Responses related to Community Engagement

- A general feeling that the Alliance does not engage community, except as an afterthought
- Frequent responses about the lack of follow-through from the Alliance on initiatives related to people of color
- A general feeling that white organizations are gaining people from diversity efforts but niche organizations are not seeing the same uptick ... cannibalization

- What mechanism is used to gather community feedback?

Responses from Mainstream:

- Hopeful about the opportunities that will be created by diversity initiatives from the Alliance
- Glad that the topic is receiving direct attention
- See the Alliance as a potential leader for the segment in conducting this important work
- An acknowledgement that organizations are not diverse
- What are the metrics by which diversity efforts can be measured?
- Change is slow
- Need a sense of camaraderie for and with people of color

“White organizations gained audiences that other institutions lost.”

In general:

- The Alliance needs to engage more directly with diverse audiences in order to gain a better understanding of the variety of people they hope to serve, hire, and have at the decision-making table
- The Alliance is known for its strong research, advocacy for the arts, and programs

Specific, expressed desires include:

- Professional development opportunities
- Assistance with securing grant dollars
- Need for a discussion about language ... not lumping people into broad erroneously general categories
- Social structures that inform power structures
- Philadelphia is a majority minority city ... if you are not addressing diversity you are leaving money on the table.
- Mentoring by people of color has resulted in jobs ... same intentionality needs to come from mainstream people
- Cultivation of people of color who can be donors, patrons, board members, ambassadors
- People of color are not often selected to go to conferences
- Conversations keep going back to the same place
- Training and professional development for mainstream staff ... different from training for people of color.
- What would success for this GPCA project look like? And what would failure look like?
- Research and practice tools for “best practices” should be identified

Survey – October 2016

Key Points

The Kickoff Survey helped to determine the structure of the Affinity Group Roundtable. As per the suggestions that came out of the survey, the following steps were taken:

- Introductions of participants to each other;
- A “horseshoe fashion” set-up since people complained about the “lecture-style” set up of the October event;
- Inclusion of participants at varied levels in their organizations, including senior management;
- Connecting with the practitioners in DEI (The practitioners roundtable was planned in our original scope. So essentially we unknowingly carried out a suggestion from the survey);
- The desire to discuss institutional racism;
- Flexibility with the agenda, thus allowing for a more organic flow to the discussion; and
- More time for people to network immediately following the roundtable.

Note:

A number of Affinity Group participants and survey respondents were present for the March 2, 2017 Roundtable, thus providing continuity to the efforts.

Survey – April 2017

Goals:

- To garner feedback from a broader audience of members, lapsed members, and non-members.

Key Points

- 68 % of 77 respondents were members
- cost of membership and lack of marketing to the organizations are primary reasons for not joining the Alliance
- lack of familiarity with the organization was a key factor in not joining and a key factor for not being able to rate a number of questions
- 29% of respondents do not know enough to rate the Alliance on diversity and 22% are in the middle – In general people don’t know enough

Top 5 issues for the Alliance to focus upon are:

- Serving as a catalyst for change;
- Creating path to leadership and professional development
- Diversifying Alliance staff and arts sector workforce
- Creating access to funding opportunities
- Programs;

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Key methods for communicating with diverse audiences

- Flyers 75%
- Text messaging 66%
- Email 60%

Highlights from Write-in Comments

- Change requires a strong commitment
- There is a surge in awareness of diversity in the arts as a topic
- The Alliance is headed in the right direction by addressing diversity as a strategic imperative ... the effort is appreciated
- Smaller organizations are experiencing greater adverse impact as funding decreases ... they need help & support from an organization like the Alliance
- Larger institutions could support and mentor smaller organizations
- Not sure what Alliance's role should be in diversity
- The region should be included in this effort, not just the City

The Alliance SWOT Analysis

May 2017

STRENGTHS

- Research is a strong point.
- Advocacy is effective.
- Great place to learn about arts and culture community as an employee.
- A generally favorable view of leadership.
- Cultural Alliance Board has a diverse group of small and large organizations.

WEAKNESSES

- Hard to quantify the value proposition for a small organization.
- Lack of advancement opportunities for diverse talent.
- A tough place to be heard as a minority employee.
- Senior leadership is not diverse.
- A few initiatives to get people of color to attend mainstream programming, but not the other way around.
- Diversity is not seen as a two-way street.
- GPCA is unknown to a number of orgs serving people of color

OPPORTUNITIES

- Bridge the gap between large, small, and culturally different organizations to work together.
- Serve as an advocate for and conduct to funding sources on behalf of diverse orgs.
- Become a source of a database for finding diverse talent.
- Increase pipeline of diverse candidates through the Job Bank.

THREATS

- Lacking credibility to act as a leader in the space.
- Viewed as lacking capacity to sustain initiatives.
- Appearing disingenuous about promoting diversity.
- If the board becomes a fundraising board, prospects for board diversity will tighten.

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Collective Impact Model

The Alliance might continue to explore a Collective Impact Model centered around diversity, equity, and inclusion at all levels of organizations throughout the arts sector. Collective Impact is a framework to tackle deeply entrenched and complex social problems. It is an innovative and structured approach to making collaboration work across government, business, philanthropy, non-profit organizations and citizens to achieve significant and lasting social change.

The Alliance might consider a proposal to grant makers to fund a full-time senior diversity professional and project manager to lead this initiative as the backbone organization.

- 1) Common Agenda
- 2) Shared Metrics
- 3) Mutually Reinforcing Activities
- 4) Continuous Communication
- 5) Backbone Support

A description of the model is as follows:

Common Agenda

All participants have a shared vision for change including and clear understanding of the issues and a joint approach to solving through agreed upon actions.

- Diversity – Starting with people of color at all levels
 - o Board
 - o Staff
 - o Suppliers
 - o Programming

Shared Metrics

Consistent data-collection and shared performance indicators across all participants to enable the Alliance to recognize and reward the behaviors and performance measures that moves the sector closer to the common agenda.

- Board Demographic Tracking
 - o Ethnicity
 - o Gender
 - o Age Range

- Staff Demographic Tracking - Hires, Retention, Promotions
 - o Senior Leadership
 - o Middle Management

- Entry Level
- Interns
- Supplier Diversity Tracking
 - Ethnicity/Gender
 - Type of work
 - Actual \$ Amounts
 - Percentages of Overall
- Program Tracking
 - Cross Cultural Promotional Partnerships - Financial tracking to avoid “Trickle-Down Community Engagement”
 - Artistic Talent Diversity

Mutually Reinforcing Activity – *Sector activities may be shared or separate, but are coordinated to re-enforce the behaviors and activities that move the sector closer to the shared agenda.*

- Board
 - Donor & Board Cultivation
 - Diversity Trainings
 - Diversity Policies and Accountability
- Staff
 - Diversity Trainings
 - Diverse Sourcing and Hiring
 - Employee Resource Groups/Affinity Groups
 - Mentorship/Sponsorship
 - Targeted Employer Branding
 - Talent Magnets – Diverse talent stories that are captured and highlighted through multiple communication channels.
 - Targeted Employee Value Propositions (EVP)
 - Job Advertising/Sourcing
- Suppliers Diversity
 - Prompt & Reliable Pay
 - Minority Supplier Database

- Programming
 - o Partnerships & Cross-promotions
 - o Advertising/Marketing

Continuous Communication – *Consistent and open communication across the sector to build trust and commitment.*

- Electronic Newsletter Updates
- Updates at Events
- PR and Social Media

Backbone Support – *Fulltime staff dedicated to engaging, convening, and supporting the collective to move toward the shared agenda.*

- Meeting Coordination
- Data Collection and Reports
- Asset Mapping
- Partnership Coordination
- Advocacy (Policy & Funding)
- Technology and other Resources

Interview Guide

The Alliance has commissioned an Implicit Bias Scan. The Alliance is serious about looking within to see how they can improve. This is an opportunity to structure the framework for how the arts sector in this region addresses issues associated with diversity, equity, and inclusion (DEI).

We are approaching people from a variety of backgrounds--candid feedback is wanted. All remarks will remain anonymous, but we would like to list you as a participant.

The Questions:

What are your general impressions of the Alliance?

What would you say are the public perceptions of the Alliance?

Are you a member?

What value do you receive from the Alliance and its programs?

How would you describe your interactions with them in the past?

What have been your challenges?

What are the characteristics of a solid partnership for you and your organization?

Do you feel that you have this type of partnership with the Alliance?

Discussion Guide #1

Discussion Guide and Talking Points

Facilitator – Roz McPherson

03.01.2017

1. There is a perception that there is a lot of talk and very little action. This is a general statement about the arts sector in our region in general. It is also feedback that we have received about the Alliance. What are your thoughts? What needs to happen in order to break from that perception?
2. How could the Alliance impact the industry by first instituting new practices and then sharing those best practices?
3. How can Diversity, Equity, and Inclusion be enhanced in the sector and what role can the Alliance play to encourage and/or facilitate that change?
4. Let's discuss hiring, staffing, upward mobility, and retention. What are some of the greatest barriers to increasing the diversity of the staff? How does one ensure greater diversity?
5. Upward mobility and retention are key areas of concern. Let's discuss. What are the obstacles? How can this problem be addressed and solved?
6. "Fit" is seen as a critical factor in people from diverse backgrounds not staying with the Alliance as an employer. Let's discuss the environments in organizations and how people from diverse backgrounds might feel as if they are not empowered, promotable, or understood?
7. There is a perception that efforts tend to be "one and done", not necessarily ongoing. How can the Alliance do a better job of reaching out to stakeholders and diverse communities?
8. What is the value of membership in the Alliance? How can the value proposition be strengthened?
9. Money is often seen as a barrier to inclusion and to progress. Share your thoughts.
10. Let's discuss the economics of the arts and culture sector and what needs to be done to ensure that economics and the hierarchy it creates become less of a barrier.

11. How can the Alliance serve as a conduit to more training, professional development and resources?
12. We do not exist in an ideal world. How can the Alliance address the challenge of silo-ed communities?
13. Partnerships are very important to organizations. Do you see the Alliance as a viable partner? How? What can be done to improve the capacity of the Alliance to partner with diverse organizations?
14. How could mentoring be of value? Does the Alliance need to be mentored and if so, by whom?
15. How can the Alliance get beyond the perception that they perceive people of color as monolithic?
16. Mistrust ... history ... perception versus reality ... Let's discuss these factors and how they are linked to perceptions of the Alliance? To the art sector in general?
17. What are your expectations of diversity training that is designed to shift the paradigm in an organization like the Alliance?
18. What are the critical elements in successfully serving community groups? Let's discuss how the Alliance fares in this area.
19. How can the Alliance prepare for a very different community in 2020, one in which their impact is greatly enhanced with respect to diversity, equity, and inclusion?
20. Based on what has been presented thus far, what do you believe we can accomplish today toward the development of a long-term strategy for the Alliance, one that can potentially affect the arts and culture sector in this region?

Discussion Guide #2

The Alliance Discussion Guide Diversity, Equity, & Inclusion Roundtable

Facilitator – Roz McPherson

04.18.17

General Questions

Are you or have you ever been on an arts board?

Let's discuss your general impressions about DEI in the arts sector in the Greater Philadelphia region. What observations come to mind first?

What are the opportunities for affecting change and what are the areas where the need appears to be the greatest?

Why are we still having this conversation in 2017?

Feedback Examples

Here are some examples of what respondents have said in their interviews. Based on these responses, what approaches would you consider to making a difference?

Hiring & Upward Mobility

What are your recommendations for identifying diverse talent?

What are your strategies for identifying diverse talent at senior levels?

What are the challenges in recruitment?

What are the challenges in the selection process?

One interview respondent suggested that there are different interview styles depending upon a person's culture. Please comment.

Board Composition & Recruitment

What are the challenges with recruiting people of color for arts boards?

Is this unique to the Greater Philadelphia region?

Organizational Culture

Several interview respondents expressed frustration with working for organizations that have staffs who are not accustomed to interacting with people of color. There is significant upset with what it means to exist in what the mainstream defines as "the

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job for the person of color” or the “assumption that people of color are monolithic”. Please comment.

Mistrust & Cynicism

People are expressing annoyance and distrust with the continuing meetings and events that mainstream organizations are conducting around diversity. They indicate that there is “all talk and very little action” for years. They want to know at what point there is a real strategic action plan. Please comment.

What does it take to get to a point of inter-cultural understanding?

In your experience, what are some of the ways to address the problems associated with adopting a more culturally inclusive mindset?

Survey Questions



Greater Philadelphia Cultural Alliance Survey

March 29, 2017

1. Is your organization a member of the Cultural Alliance?
 YES NO

2. If your organization is not a member, please provide the reasons (check all that apply)
 was not aware of the Alliance
 have not been contacted to become a member
 cost is not justifiable with respect to benefits received
 benefits of membership are not in alignment with what we do
 prefer to attend events occasionally without joining
 other _____

3. How can the Alliance increase the membership of organizations that serve varied constituents?
 a special promotion with an introductory membership fee
 advertise/market to a broader base of organizations
 e-blast to a broader based of organizations
 a change to the benefits or value proposition (Explain _____)
 lower the membership fee
 Other _____

4. On a scale of 1 to 5, how knowledgeable are you about the work of the Cultural Alliance? (5 is very knowledgeable, 1 not at all knowledgeable.) (Circle one.)
(1) (2) (3) (4) (5)

5. Rate the top three (3) programs or benefits that have been of most value to your organization. If you are not a member, rank those programs that would be of most value to your organization. (with "1" being the highest value)

- Advocacy (Alerts, Political Action to protect funding, influencing policy)
- Professional Development
- Marketing (Phillyfunguide, Funsavers, promotional campaigns)
- Membership Discounts
- Job Bank
- none of the above
- other _____

6. When it comes to diversity and inclusion initiatives for the arts and culture sector in our region, how would you rate the Cultural Alliance on a scale of 1 to 5 (with "5" being excellent and "1" not viewed as having initiatives)

(1) (2) (3) (4) (5) (Don't know enough to rate)

7. When it comes to overall internal practices related to *diversity* and *inclusion*, how would you rate the Cultural Alliance (staffing, upward mobility)? (5 = excellent; 1 = poor)

(1) (2) (3) (4) (5) (Don't know enough to rate)

8. When it comes to the Cultural Alliance in terms of *board composition* and *board recruitment*, how would you rate diversity and inclusion? (5 = excellent; 1 = poor)

(1) (2) (3) (4) (5) (Don't know enough to rate)

9. What are three (3) initiatives that you suggest the Cultural Alliance take on to support the arts and cultural sector with improving *diversity*, *equity*, and *inclusion*?

10. What three (3) factors are essential to creating an environment of collaboration and trust when it comes to addressing issues of diversity and inclusion and implementing best practices?

11. Name (2) two organizations that have exhibited “best practices” in the area of *diversity, equity, and inclusion*?

12. If you believe that the Cultural Alliance could be a facilitator of partnerships between organizations, especially around building diverse audiences, name three organizations that would you recommend as partners.

13. Please suggest three (3) research topics that the Cultural Alliance should consider that would serve as a tool and catalyst for strengthening diversity and inclusion strategies in the region’s arts and culture sector.

14. Rank the best 3 methods of communication for enhancing and increasing the reach of the Cultural Alliance into varied demographic segments and diverse neighborhoods in the region?

- email communication
- direct mail
- social media
- mobile/text Messaging
- flyers/hand bills
- ads/articles in diverse publications

- ___ ads on community radio stations
- ___ partnering on events targeted to diverse communities
- ___ hosting events targeted to diverse communities
- ___ other _____

15. In no more than three (3) sentences, provide your thoughts about the current state of affairs with diversity, equity, and inclusion in the Greater Philadelphia region.

16. What additional thoughts would you care to share?

PowerPoint for Roundtable 1

Ground Rules

- I will call on people to speak
- All opinions are valued
- Try not to ramble ... we want to hear from each person
- Jot down thoughts throughout our time together; they will be collected at the end

3/1/17

Survey and Interview Highlights

- Glad to know that the Alliance is serious about addressing diversity on a long-term basis
- Expression of respect for what the Alliance has to offer
- Need for a common understanding of what diversity means
- Need to address systemic and institutional racism, first locally and expanding to globally
- Alliance must target senior leaders at major institutions

3/1/17

Highlights Continued ...

- How will organizations truly benefit from these conversations?
- What's next in terms of ACTION?
- How will the arts be impacted by Philadelphia's status as a "Sanctuary City"?
- More data is needed about Youth
- GPCA needs to conduct more outreach to arts & culture practitioners in varied communities
- More diversity needed among staff and vendors

3/1/17

Our Format Based on Your Feedback

- Room setup
- Introductions
- Definition for DEI
- Importance of a mix of stakeholder participants

3/1/17

Key Areas

- Staffing/Hiring/Upward Mobility
- Board Composition and Recruitment
- Stakeholder Engagement & Member Support
- Community Engagement
- Programs & Benefits
- Funding

3/1/17

Our Process for Gathering Feedback

- Scan of research, articles, and reports available about the sector
- Interviews of 30 people from varied categories
- 2 Round Table Discussions
- Surveys to a broad list
- Report & Recommendations

3/1/17

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"Why it's Important to Recognize That 'Moonlight' Was Robbed Of Its Moment"

by Brittany Cooper
www.cosmopolitan.com



MOONLIGHT

"Diversity and inclusion are polite buzzwords that we use to signal a reduction in racism"

"Institutional racism is often hard to see because we can't point to an individual person who had bad intentions."



The Women of Hollywood Speak Out

"There's such an interest in things being equal and such a weary acceptance that it's not." – Shonda Rhimes

"The Women of Hollywood Speak Out" by Maureen Dowd, Nov. 20, 2015, The New York Times Magazine.

The Disrupters: Making New York's Cultural Boards More Diverse

The glass ceilings at elite cultural organizations are starting to crack after some pressure from the city.

by Jacob Bernstein July 30, 2016



"The boards of all these organizations are receiving contradictory messages," Mr. Walker said. "On one hand, they're being told, "You have to raise more private money." On the other, they're being told, "You need to diversify and elect people who may or may not be able to raise that money."

"The Disrupters: Making New York's Cultural Boards More Diverse" by Jacob Bernstein, July 30, 2016, The New York Times Magazine.



So let's talk ...

Bibliography

- "The Disrupters: Making New York's Cultural Boards More Diverse" by Jacob Bernstein Jul. 30, 2016 <http://nyti.ms/2ao2Kf3>
- "Moonlight' Was Robbed Of Its Moment" by Brittany Cooper Feb. 27, 2017 www.cosmopolitan.com/entertainment/movies/a8986489/moonlight-was-robbed-of-its-moment/
- "The Women of Hollywood Speak Out" by Maureen Dowd Nov. 20, 2015 <https://nyti.ms/1yggH11>
- "Why Talented Black and Hispanic Students Can Go Undiscovered" by Susan Dynarski Apr. 8, 2016 <https://nyti.ms/20srqz1>
- "Making America White Again" by Toni Morrison Nov. 21, 2016 <http://www.newyorker.com/magazine/2016/11/21/making-america-white-again>
- "Work & Money: American Voices" written by Jane Porter; pg. 99-100. Real Simple. March 2017

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PowerPoint for Roundtable 2



Greater Philadelphia Cultural Alliance

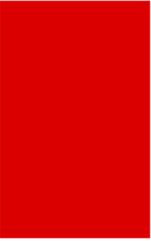
DEI Think Tank, April 18, 2017
Implicit Bias Scan



greater philadelphia **cultural ALLIANCE**

Welcome

Maud Lyons
Michael Norris



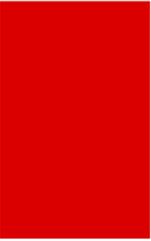
Introductions

The Group



Who We Are

Roz McPherson – The ROZ Group
Sulaiman Rahman – DiverseForce



What the Cultural Alliance does:

- Advocacy
- Marketing
- Membership Discounts
- Research
- Professional Development



Mission Statement

We lead, strengthen and amplify the voices of a cultural community that ignites creativity, inspires people and is essential for a healthy region.

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Organizational Overview

- Founded in 1972 to organize cultural activities for the Bicentennial Celebration
- Over 450 member organizations across the Philadelphia region
- Governed by a 30-member board, half of whom are leaders of cultural organizations and half of whom represent the community
- Annual budget of \$2.4 million; 12 staff members

Audience Engagement



Phillyfunsuite
Online calendar of regional entertainment events, plus Funsavers half-price ticket program and Funperks loyalty program.



STAMP
Free admission to 17 museums for over 15,000 Philly teens, plus summer jobs for teens at cultural organizations

Advocacy



Policy & Advocacy
Engaging elected officials, civic leaders and grassroots activists to ensure good cultural policy and keep culture on the civic agenda



Research
Prosperity reports on culture's economic impact and *Portfolio* reports on the scope and health of the nonprofit cultural sector



Grantmaking
Program Stream gives general operating support, while Project Stream supports small groups and individual artists

Member Services



Job Bank
The region's largest job bank for the cultural sector



Health Insurance
Comprehensive health insurance services provided through our partner, Arthur J. Gallagher

The Assignment

Our Process for Gathering Feedback

- Scan of research, articles, and reports available about the sector
- Interviews of 30 people from varied categories
- 2 Round Table Discussions
- Surveys to a broad list
- Report & Recommendations

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COMMENTS

“A lot of talk and very little action.”

“When do they actually plan to do something?”

COMMENTS

“Diversity issues are an afterthought.”

“They are addressing diversity issues because there are funds available to do so.”

COMMENTS

“Fit at GPCA for people of color in the GPCA environment is a real challenge.”

“Differences in interview styles posed challenges in terms of hiring new people of color.”

COMMENTS

“How will the GPCA be ready for a different community in 2020?”

COMMENTS

“We are not monolithic.”

“I am always asked about *black* things as if I speak for all *black people*.”

“I asked to go to Leadership Philadelphia and was offered Urban League’s program instead. That is not the program I wanted.”

“There are typical black jobs at these cultural institutions. There are jobs that we are not even considered for.”

COMMENTS

“GPCA should not try to be a leader in diversity in the arts. It is not their orientation.”

DEI Experts – Participant Bios

Nelson Parrish II



Nelson Parrish, II is a respected leader with over 20 years of expertise in developing processes and programs to facilitate individual and organizational transformation. An accomplished speaker and author, he is sought after for strategic and tactical guidance on organizational issues regarding leadership, diversity, and the management of individual and systems change to achieve effectiveness and profitability. Client relationships have included but are not limited to: the Methacton School District, Philadelphia Orchestra, Glenmede Trust Co., Themes Water Inc., Glaxo-Smith Kline, J.P. Morgan Chase, and the Defense Intelligence Agency, Rohmn and Hass and a host of others. He currently serves as, President of The Parrish Group and Managing Director of Prime Directive Consulting Group.

Before his career as a consultant, Mr. Parrish was a manager of people and processes in the financial services industry. As former Vice President of Change Management Strategies & Development with CoreStates Financial Corp (now Wachovia), one of his achievements was to design, implement, and measure a large system change process that increased leadership effectiveness, organizational performance, and profitability.

Nelson is a learner in the Doctor of Management Program at the University of Phoenix from which he also holds a Masters degree in Organizational Management. In addition, he holds a Bachelor of Arts degree from Millersville University and certifications from The Amherst Writers & Artists Group in Writing Group Leadership, Bucknell University-Central Atlantic Advanced School of Banking,

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Howard University-Collation Building Institute, and The Institute for Paralegal Training in Litigation Management.

As active alum of Millersville University, he has served as a member of the University's Scholarship Endowment Board. He continues his commitment to the university through chairing the Millersville University African American /Latino Alumni Scholarship Fund and as a member of the Millersville Alumni Association Board of Directors. Demonstrating a strong commitment to his community, Nelson serves as a Volunteer Football Coach and Fundraising Chair of The Germantown High School Football Alumni Booster Club.

Nelson's greatest achievements to date are his twenty-seven-year marriage to Diane E. Parrish and being the proud father of Nelson Parrish III and Alise N. Parrish who are both graduating from Hampton University in 2008.

Sonya Weigle



My consulting firm, SWC Management Consulting, has a full service Diversity & Inclusion consulting practice. We work with our clients to assess their organizations for diversity awareness and readiness, construct comprehensive Diversity & Inclusion strategies, develop training plans and administer both classroom and online training, develop recruitment and retention strategies and develop supplier diversity programs. We also offer outsourced diversity & inclusion services where we serve as the D&I function for companies that don't have the internal resources to do the work themselves. Our clients include large pharmaceutical companies, educational institutions, public sector organizations, non-profits and commercial companies across a variety of industries.

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Additionally, I am often asked to be a keynote or panel speaker on the topic of Diversity and Inclusion, most recently for the Urban League Executive Advancement program for Non-Profit Leadership. I also serve on the Diversity & Inclusion committee of the Greater Philadelphia Chamber of Commerce.

To give back, I mentor inner city mothers in entrepreneurship in an effort to help them and society by teaching them how to use entrepreneurship as pathway to earn an income while staying home to raise their own children. I also support City Team, a Christian ministry in Chester, PA that serves men battling homelessness and addiction and also assists at-risk mothers with young children. My entire family volunteers with this wonderful organization and it is an amazing and humbling part of our lives.

I also serve on the Boards of The Greater Philadelphia Chamber of Commerce, The Haverford School Parents Assoc - Independent Boys School JrK-12, City Team Ministries, The Main Line Chinese Cultural Center, The Agnes Irwin School Board of Trustees Finance Committee and am a Committee Member of The Prostate Cancer Foundation and an avid supporter of Good Samaritan Shelter in Phoenixville, PA.

I have been recognized by the Philadelphia Tribune and by the American Arthritis Foundation as a "Woman on the Move". I was also named one of Philadelphia's Top 40 Business People Under 40 by the Philadelphia Business Journal and was given the Leadership Award by the MS Society.

I am often sought out to speak on issues related to being a woman and a mother in the business world, most recently by "Own It", a group of Ivy League women who seek out advice and coaching from more experienced women about navigating the workplace. I have been asked to speak alongside Maria Shriver and other at their conference at the University of Pennsylvania in March 2017. Lastly, I host a live weekly radio show on the topic of Merger & Acquisition Integration on the VoiceAmerica Radio Network.

Keith Ellison



Keith Ellison runs The Ellison Group, Inc., an executive coaching and management consulting firm, with an emphasis on skill development and cycle-time reduction. Since 2000, business leaders across multiple industries have used his firm's services to improve sales, profits and shareholder value. His clients include Bristol-Myers Squibb, Lockheed Martin, and CIGNA, to name a few.

Prior to launching The Ellison Group, Ellison served as Director of Consulting Services at the Wharton Small Business Development Center. Under his leadership, the Center coached more than 1,200 individuals and small businesses, resulting in over \$50 million in debt and equity financing.

Between 1995 and 2000, Keith launched and published Next Step, a quarterly magazine about cultural diversity. He is the co-author of Conversations on Success, a life enhancement book with candid and inspirational lessons on success. Building on his experiences in publishing and consulting, Ellison became a professional speaker, facilitator, and expert witness at conferences, seminars, and public hearings.

Ellison teaches management communication at the University of Pennsylvania's Wharton School. He also serves as the program director for the Urban League of Philadelphia Entrepreneurship Center, where he leads a team of consultants in providing business advisory services and training to entrepreneurs.

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Kimberly Reed



Kim has developed a reputation as having one of the most distinct and powerful voices on the lecture circuit. Her lioness tone and inspiring sincerity ignites audiences on topics ranging from organizational leadership, entrepreneurial leadership, professional and personal development, diversity & inclusion, and presentation skills. Dearest to Kim's heart is her talks on resiliency; a recent breast cancer survivor Reed had to tap into a deeper place to generate the faith and determination to make the necessary changes in her life and attitude to become cancer free.

Kim is a regular speaker and lecturer at the Wharton Business School's and Villanova University's LEAD Programs, Executive 50, Temple University, Howard University's Leadership Programs, national professional organizations and Sharon Baptist Bible Institute.

For nearly fifteen years Reed has helped executives and professionals develop a "Y.E.S." (You, Empower, Self) mentality. After over a decade as a diversity and inclusion strategist for some of the largest companies in the world including PwC, Campbell Soup Company, Merrill Lynch and Deloitte, Reed had the ability to develop innovative solutions to identifying, attracting, retaining and developing top diverse talent. One of her career milestones includes PricewaterhouseCoopers LLP where she held the role of Leader, Diversity Recruitment for the US Management Consulting Services. During her tenure, Reed led the largest business unit in increasing minority recruitment over 40% in the information technology industry

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by infusing innovative talent strategies that connected to the organizations business and revenue models.

RDG, a New Jersey based firm has business and people performance practices. The business performance practice partners with Fortune 500 companies, top universities and nonprofits to develop innovative and interactive training programs, and creative recruitment and retention solutions for diverse employees. The people performance practice focuses on training CEO's, executives, athletes and professionals including; former VP of Dell & Motorola, Fenorris Pearson and NBA veteran, Eric Snow on taking their presentation skills from good or even mediocre to great.

Reed is also a Senior Partner at Ascendant, a U.S. based firm with clients in the U.S., Canada, Caribbean, and throughout Europe. The firm is recognized as a global leader in CEO branding and focuses on "helping companies grow their top line revenues" through tools such as PR, speaking engagements, book deals, social media, and strategic alliance development to help corporations put a face with their marketing efforts and draw a deeper connection with their core audience.

Reed has been recognized repeatedly by such organizations as the Urban League, American Express, and the City of Philadelphia for her leadership. Reed was recognized as one of the Most Influential: "Top 10 Under 40 to Watch" by the Philadelphia Tribune and by UPTOWN Magazine, "Philly's Finest Business Professionals". She has also been featured on FOX News Good Day Philadelphia, Huffington Post Business, and RadioOne for her advocacy on Women and minorities in business and entrepreneurship.

Kimberly's ultimate inspiration and example, her mother, the late Barbara E. Reed instilled in her to "pay it forward and share your blessings". Kimberly and her mother were committed to mentoring women business students and professionals. As an active member in the community and an ambassador for youth development, she has over 60 mentees. Kimberly is committed to young leaders having a seat at

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the corporate table; as a result she has helped over 70 students secure roles with global organizations.

Reed served on several professional and non-for-profit boards most recently serving on the Camden Empowerment Corporation and also serving as the immediate past President, NExT Philadelphia, a Network of Extraordinary Talent, an affinity group of the Urban League of Philadelphia (formally, Urban League of Philadelphia Young Professionals). During her tenure she increased membership over 50% and created an innovative leadership and professional development program to ensure young professionals were equipped with tools and access to top business executives in the region to be able to compete and be successful in the organizations. In 2014, Reed was invited to be a member of The Forum for Executive Women, an elite national organization dedicated to the professional advancement of Women.

Reed holds a Bachelor of Arts degree in Political Science with a concentration in International Relations and Public Administration from Westchester University. Currently, Reed is pursuing advanced graduate studies in Organizational Leadership, Human Resource Management and certification in Global Organizational Leadership, Fox School of Business at Temple University.

Yvette Hyater-Adams



Yvette Angelique Hyater-Adams, MA-TLA, is Principal and Chief Storytelling Officer at Narratives for Change LLC, an “all things narrative” project-based business for:

- writing essays and poems on diversity, culture, and transformative narratives

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- designing and coaching personal leadership development programs; team building
- teaching creative writing, autoethnography, and writing for social change
- coaching cultural activists

Yvette is a dedicated poet and writer. She is also a highly sought-after executive coach

and change strategist. As Southeast Regional Envoy (FL, GA, SC, NC) with the U.S. Department of Arts and Culture, Yvette aids grassroots groups, citizens, and public officials to create policies instituting empathy, equity, and belonging in communities (engaging conversations through arts and culture). Prior to forming Narratives for Change, she was President & CEO for Prime Directive Consulting Group, and led the boutique change management consulting firm in providing diversity and inclusion strategies, process improvement, and leadership development for Fortune 500 companies and nonprofits. She served as Interim President at NTL for Applied Behavioral Science, an international non-profit educational institution for experiential adult learning, leadership development, and organization development. Yvette's corporate career ultimately led her to the CEO's Executive team as Senior Vice President, Change Management Strategies at CoreStates Bank (now Wells Fargo). While at CoreStates, she outsourced her business group and established joint ownership of Prime Directive Consulting Group between herself, her management team, and the bank. She acquired 100% of Prime Directive Consulting Group Inc.'s shares in 1998 and ran a profitable firm for 15 years. Her work and accomplishments are notable and recognized in a Harvard Business case study as a best practice in 2001.

Today, Yvette is a global leader with a proven track record in building creative strategies and strong relationships that move goals forward. Recent clients include: Comcast, Cardinal Health, District of Columbia Government, Montgomery County Government, Delores Barr Weaver Policy Center, Generation Wow, Girl Scouts of Greater New York and Goddard College. As a writer, Yvette's recent

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published work includes: book chapter, “Kitchen Table Discussion on Transformative Language Arts” in *Teaching Transformation* (2017), co-author article with Deborah Howard, Esq. “OD Consultants and Friends: A Narrative About Women and Race,” in *The OD Practitioner Journal* (2016); co-author article with Greater New York Girl Scout CEO Barbara Murphy Warrington, Esq., “Female Leadership: Girl Scouts and Girlhood Dreams,” in *Anchor Magazine* (2016); book chapter, “Women’s Self-Leadership Through Transformative Narratives,” in *Changing the World With Words: A Transformative Language Arts Reader* (2014), and a Haiku poem in Sonia Sanchez's anthology, *Peace is a Haiku Song* (2013). Yvette is a frequent speaker at conferences and often featured in interviews on TV and radio sharing her ideas and strategies for transformative change through arts and culture, leadership, and mentoring.

In 2016, received The ArtsVentures award from the Community Foundation of Northeast Florida, acknowledging her writing work as an essayist and poet, awarding a grant toward her book project. The same year, Yvette was Visiting Scholar at The Graduate Institute at Goddard College. She presented her transformative narratives model and autoethnography writing-research method. Yvette earned a Graduate Certificate in Creative Writing at the University of Denver, an M.A. in Transformative Language Arts (Creative Writing for Personal and Social Change) from Goddard College, and a B.S. in Occupational Education & Workforce Training at Southern Illinois University at Carbondale. She is a member and faculty at NTL Institute for Applied Behavioral Science and adjunct faculty teaching business, public speaking, organization development, and diversity coursework for several colleges and universities. Dedicated to community service, Yvette served as Vice Chair of NTL, board director and grants panel committee member at the Cultural Council of Greater Jacksonville Florida, and on the governing council for the Diversity Leadership Forum. Current boards and committees are the Leadership Council at the Delores Barr Weaver Policy Center in Florida and as a board director

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and Finance Committee Chair for First Person Arts: Memoir and Documentary Arts in Philadelphia. She is a team member and speaker coach for TEDx Jacksonville.

Yvette is a native of Washington DC and she raised her family in South Jersey for 25 years. She currently resides with her husband in Atlantic Beach, FL. Fuse Literary Agency in San Francisco represents Yvette's creative writing work.

Glen E. Bell

Glenn Evan Bell
Philadelphia, Pennsylvania
Glennebell@gmail.com * 215-859-7916(c)

Proactive, collaborative advocate for diverse community-building, with a strong record of inspiring and facilitating inclusion to insure that individuals and groups have the opportunity to be heard, to contribute, and to excel in higher education environments.

PROFESSIONAL EXPERIENCE

DIVERSITY LEADERSHIP INITIATIVES FOR HIGHER EDUCATION, PA 2013-
Principal Owner, Diversity, Student services, and Enrollment Consultant

Create diversity plans and implement strategies for higher education. Counsel prospective undergraduate, graduate, and law students on the application and admissions process.

- Advance institutional and departmental diversity goals of higher education through advanced diversity plans and implementation
- Address and resolve issues affecting diversity through direct intervention and reconciliation
- Counsel prospective students on all aspects of the enrollment management process

NEW YORK LAW SCHOOL – New York, NY
Assistant Director of Admissions and Financial Aid

2009-2013

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Created, implemented, and assessed programming for diverse student organizations; planned, supervised, and supported analysis of statistical data and report gathering, campus visits and open house events, special admission and certificate programs, and a variety of financial aid concerns and issues.

- Diversified incoming class through recruitment and matriculation of traditionally under-represented student populations
- Created an inclusive environment by counseling affinity groups and student clubs dedicated to students of color, various religion, gender-based, and other groups
- Retained students of color through counseling and intervention in academic, cultural, and social concerns

LAW SCHOOL ADMISSION COUNCIL – Newtown, PA 2002-2008
Assistant Director for Diversity Initiatives

Counseled students interested in attending law school on creating effective application packages and choosing a law school, administrated grants and programs to increase diversity in American Bar Association law schools and legal education organizations.

- Diversified faculty, staff and student population by collecting, analyzing, and disseminating quantitative and qualitative data to key constituencies on the topic of diversity in law school and the legal profession
- Increased the number of qualified students from traditionally under-represented student populations by developing, implementing, and assessing programs designed to increase their presence in law school
- Increased awareness of diverse students about the legal profession by planning, organizing and executing conferences for over 700 students, faculty, law firm and law school personnel

UNITED NATIONS ASSOCIATION OF THE USA – New York, NY 1998–2000
Program Administrator for Community College and HBCU Initiatives

Administrated the program for increasing the presence of traditionally under-represented student populations in Model United Nations and International Affairs.

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- Created, implemented, and assessed diversity training and programming for Model United Nations teams and advisors. Administrated grant programs to assist Model United Nations teams with traditionally under-represented student populations
- Increased the number of students from traditionally under-represented student populations in the pipeline to foreign service and international affairs careers by administrating all aspects of the Historically Black Colleges and Universities and Community Colleges Model United Nations Initiative
- Diversified the Model United Nations community by creating, funding, and/or training 22 new and existing Model United Nations teams at Historically Black Colleges and Universities and Community Colleges. Developed, wrote, and edited portions of “A Guide to Delegate Preparation”, the leading Model UN textbook

PRENTICE HALL PUBLISHERS – Upper Saddle River, NJ 1988-1998
 Editor, Language Arts

- Solidified the market position of our products by administrating, directing, and assessing the Multicultural Review Board’s observations and recommendations for the diversity of content of publications in accordance with state standards
- Trained teachers and language arts staff on details of new products for grades 6-12. Accompanied sales team on presentations of new products and equipment
- Developed, wrote and edited language arts textbooks and media products for grades 6-12 including interactive CD-based writing program, The Writer’s Solution and the award winning Prentice Hall Literature series

EDUCATION

HAMPTON UNIVERSITY, Hampton, VA
 Bachelor of Arts – English

NORTHEASTERN UNIVERSITY, Boston, MA
 Master of Education – Higher Education Administration



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Links to Articles

The Disrupters: Making New York's Cultural Boards More Diverse by Jacob Bernstein Jul. 30, 2016 <http://nyti.ms/2aoZkOJ>

Moonlight Was Robbed Of Its Moment by Brittney Cooper Feb. 27, 2017
www.cosmopolitan.com/entertainment/movies/a8986489/moonlight-was-robbed-of-its-moment/

The Women of Hollywood Speak Out by Maureen Dowd Nov. 20, 2015
<https://nyti.ms/1lyggHH>

Why Talented Black and Hispanic Students Can Go Undiscovered by Susan Dynarski Apr. 8, 2016 <https://nyti.ms/20erq2T>

Making America White Again by Toni Morrison Nov. 21, 2016
<http://www.newyorker.com/magazine/2016/11/21/making-America-white-again>

<http://www.korbettmosesly.com/2016/02/15/10-ways-to-practice-institutional-racism-at-your-non-profit/>

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Work & Money: American Voices written by Jane Porter; pg. 99-100. Real Simple. March 2017

Are You or Your Org Guilty of Trickle-Down Community Engagement?
<http://nonprofitaf.com/2015/01/are-you-or-your-org-guilty-of-trickle-down-community-engagement/>

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