



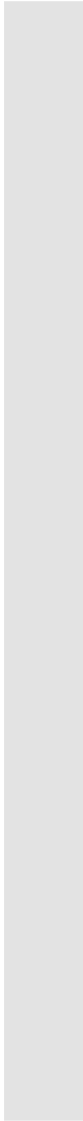
Greater Philadelphia Cultural Alliance

Implicit Bias Scan 2017



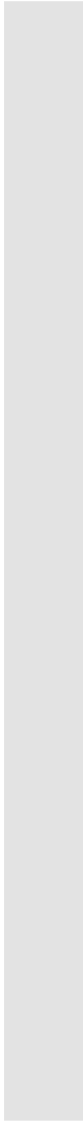


Goals

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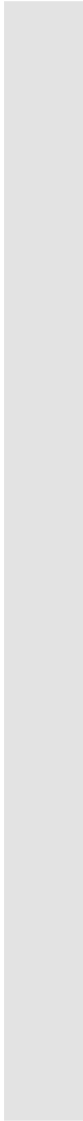


Methodology

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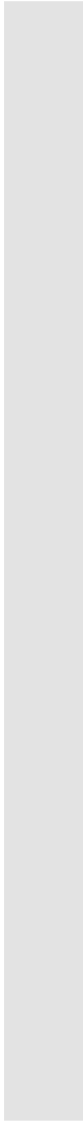


Focus of the Study

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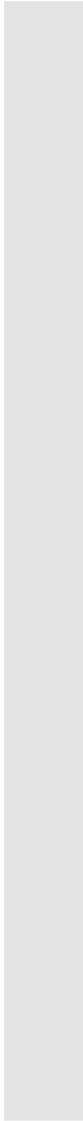


Categories for Key Findings

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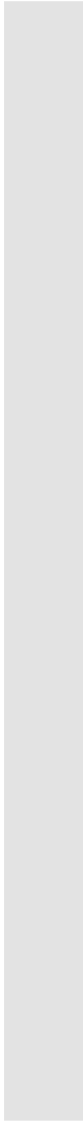


Viewed as Attributes of the Alliance

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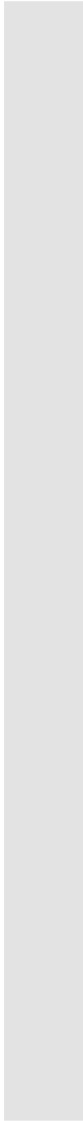


Concerns Around Diversity

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

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

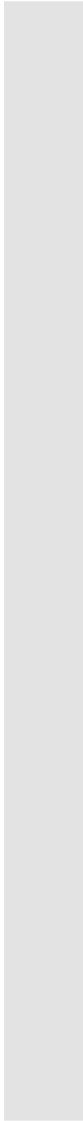
The Alliance needs strong partners for work in DEI.

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



Recommendations: Internal Changes

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

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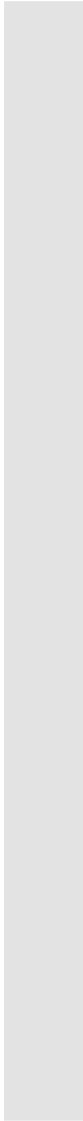
Recommendations: Services

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

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

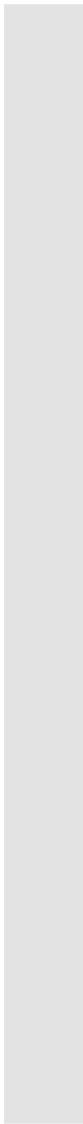


Recommendations: Services (Continued)

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

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

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

“White organizations gained audiences that other institutions lost.”

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

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

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

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

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

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



So let's talk ...