APASO
association of performing arts service organizations

Brave Space: Equity in the Arts
Thursday, April 23, 2015
1:30PM-5:30PM

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Workshop Objectives

- Get to know one another better, beyond titles and organizational roles;
- Explore beliefs and ideas that inform diversity and inclusion discourse;
- Provide peer learning opportunities to share diversity and inclusion challenges, successes, and questions from the field; and
- Begin to set manageable goals for longer term planning for ongoing work around diversity and inclusion issues.

Workshop Agenda

Opening
Overview: Goals, Agenda, and Group Agreements
  Yes, No, Maybe
Organizational Culture Mapping
  Experiences from the Field
Break
Experiences from the Field Report Outs
Where Do We Go From Here?
  Evaluation/Closing

  Team Portraits
Evaluation/Closing
DISCUSSION GUIDELINES/GROUP AGREEMENTS

It will be important to have communication parameters that will allow for an honest and respectful environment that encourages the sharing of differing perspectives and opinions.

The following guidelines may be helpful:

- Be as present as possible – be here now
- Try to listen for understanding, not in order to debate
- Ask clarifying questions if something is not clear
- Agree to disagree, but please do not disengage
- Maintain confidentiality - discuss and share broader themes connected to the work when appropriate, but do not discuss specific stories or attribute conversations and decisions to specific individuals (unless you have permission.) When in doubt about what can be shared – ask
- Allow every one to speak for themselves, not on behalf of an entire group
- Acknowledge that communication differences may be cultural (or may not be) so your discomfort with a communication style is not an excuse to disengage
- Challenge yourself - step out of your comfort zone
- Address conflict directly if it arises - see it as a learning opportunity
  - Take issues/concerns to the source - involve those closest to an issue without venting to others that are not involved
  - Acknowledge if you may have said something that was hurtful or insensitive to someone else
- Recognize natural or imposed power dynamics and imbalances
- Limit side conversations
- No talking on cell phones, texting, or working on computers or ipads during the session

Speak up if you feel a guideline is not being honored
**YES, NO, MAYBE**

**Directions:**
- Please answer the following questions for yourself. Be as honest as possible with your responses.
- Check your answers in the appropriate boxes below.
- Then, come to consensus on each answer in your small group.

<table>
<thead>
<tr>
<th>QUESTION</th>
<th>YES</th>
<th>NO</th>
<th>TABLE ANSWER</th>
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<tr>
<td>1. Art has a role and a responsibility to reflect the diversity of its community.</td>
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<td>2. Creative process and creative freedom are more important than reflecting diversity.</td>
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<td>3. It is appropriate for an able-bodied person to portray a character with a disability.</td>
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<td>4. It is difficult to find qualified women for leadership positions in the arts.</td>
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<td>5. It is difficult to find qualified people of color to work in arts administration.</td>
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<td>6. An emphasis on diversity may lead to a lack of quality in the arts.</td>
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Organizational Stages of Diversity and Inclusion

I. Exclusionary Organization
An organization that is openly exclusionary in its mission and organizational structures.

II. The Club Organization
Does not openly advocate against diversity and inclusion, but the organization is structured to maintain the status quo. White men make up most of the top leadership on staff and the Board. They set the tone for the organization’s mission, policies, practices and cultural norms. These norms are seen as correct and are used to define and maintain the organization’s culture. Others may participate but are required to assimilate and fit into the defined cultural norms.

III. Compliance/Token Organization
Committed to removing some of the rigidness inherent in The Club but does not want to make too many waves. Hires more women and people of color, especially in entry-level positions. May hire a person of color or woman in a management position as long as he/she does not challenge the organization’s mission or practices and is seen as fully “qualified”. In this organization, women and people of color are clear that there is a ceiling on how high they can go.

IV. Affirmative Action/Equal Employment Opportunity Organization
Committed to eliminating the rigidness in The Club organization. Women, people of color, and other targeted groups are actively recruited for employment at all levels of the organization. The organization actively supports the growth and development of traditionally targeted groups but only in ways that do not challenge the organizational culture or status quo. Encourages non-sexist, and non-racist thinking and behavior, however, norms and practices are still established by a White male culture and are expected to be maintained.

V. Re-defining/Self-renewing Organization
Is self-reflective, and in transition. Questioning organizational norms is not just tolerated, but encouraged. It openly examines all aspects of the organization’s mission, policies, practices, and management styles to see how they may negatively affect the personal growth and success of all staff, especially historically excluded groups. Recognizes the organizational benefits to diversity and inclusion and includes a wide range of cultural perspectives in the organizational culture. Diversity is reflected throughout the organization.

VI. Inclusive Organization
Reflects the values of diversity and inclusion in its mission, policies, practices, and cultural norms. Diverse cultural and social perspectives are represented and supported throughout the organization. There is an awareness and respect given to diverse cultural groups whether or not they are represented in the organization. Diversity is reflected at all levels of the organization. The organization is committed to diversity and inclusion through and through.

Note: These are not stages that all organizations must go through. It may be helpful to see each “stage” as separate and distinct and not as a prerequisite to get to the next stage. An organization may start from any place - and move to any place.

Adapted from a model developed by Dr. Bailey Jackson and Evangelina Holvino.

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EXPERIENCES FROM THE FIELD

GROUP 1: Our organization has very little experience with Diversity and Inclusion issues, but would like to learn more and do more.

GROUP 2: Our organization has begun to explore these issues but we don't have goals or an intentional plan;

GROUP 3: Our organization is in the middle of our Diversity and Inclusion work; either internal, external, or both, and we are struggling, almost floundering.

GROUP 4: Our organization is in the middle of our Diversity and Inclusion work, either internal, external, or both, and it’s hard work but we are being effective;

GROUP 5: Other?
EXPERIENCES FROM THE FIELD

DIRECTIONS:
Answer the questions below for yourself. Be prepared to share your response with your small group.

1. What has been most challenging for your organization around diversity and inclusion issues?

2. What has been most challenging or difficult for you around diversity and inclusion issues?

3. What are key learnings worth sharing, (for example, if I had known this earlier moments)?

4. What compelling question would you like to ask another group in this room?

Note to self - I want to make sure that I stay in touch with:

1.

2.

3.
Best Practices for Diversity and Inclusion Initiatives

Stage 1: Establish Organizational Values
- Leadership commitment and support is essential
- Diversity and Inclusion should be tied to the organizational mission and values
- Document organizational values in regards to diversity and inclusion – do not leave this to interpretation

Stage 2: Assess and Clarify Goals
- Conduct appropriate organizational assessments; identify baseline attitudes and demographics, establish organizational readiness
- Clarify goals and resources

Stage 3: Create a Plan
- Create an action plan (short-term), strategic plan (long-term)

Stage 4: Create/Revise Policies, Systems, and Structures
- Create the organizational structure, policies, systems, and support for ongoing diversity and inclusion efforts (i.e. diversity and inclusion workgroup, recruitment policies, affinity/resources groups, analysis and skills-based training)

Stage 5: Ongoing Reflection and Adjustment
- Full implementation of the plan with appropriate policies, systems, and structures in place
- Ongoing assessment, evaluation, adaptation

A Message to Leadership Staff and Board Members
- The most important quality that is found in leaders of organizations that are highly inclusive is that these leaders take a long-term, holistic approach to diversity and inclusion and integrate it into all of the work of the organization.

- Rather than considering diversity and inclusion to be one more thing that has to be done in a busy day, it is a fundamental part of the everyday work. It is neither perceived as a burden nor an additional responsibility.

- In highly inclusive organizations, leaders and the teams they assemble are constantly working with the external world to be responsive to diverse communities and their needs. They are intentional about working internally with their staff and board to create a welcoming environment and to expand people's knowledge and awareness of different cultures in a variety of ways.

Adapted from Inside Inclusiveness: Race, Ethnicity, and Nonprofit Organizations, a report from the Denver Foundation Inclusiveness Project
Organizational Traps That Prevent Diversity and Inclusion

1. Expecting that short-term, “one-shot” training will be enough
2. Lack of long-term vision or plan for diversity and inclusion efforts
3. Individual perceptions and feelings are not valued
4. Waiting for one key person to change
5. Not wanting to upset anyone or feel uncomfortable
6. Expecting diversity and inclusion efforts to be handled by one department and not throughout the organization
7. Burnout from a few individuals who end up doing all or most of the organizational work
8. The myth of the happy ending

Strategies for Supporting Diversity and Inclusion

1. Connect issues of diversity and inclusion to the mission and values of the organization.
2. Acknowledge that individuals’ perceptions and feelings are just as real as any form of quantitative data and begin to take action on that reality.
3. Move around, under, or between key people who seem stuck. Use whatever support they give you as an opportunity to help the change effort.
4. Prepare to respond to backlash as a sign of positive change.
5. Develop organization-wide support for the effort by involving a broad base of key individuals and groups within the organization.
6. Support targeted groups in identifying their individual and collective issues. Develop organizational networks and support groups that are homogeneous and heterogeneous.
7. Look for and acknowledge positive signs of change.
8. Focus on the effects of action.
9. Recognize that dealing with these issues is a process not a product. As you progress, new issues will emerge. Be prepared to see this as an ongoing effort in the life of the organization.
10. Develop a long-term vision that includes a total systems change with built in accountability.
WHERE DO WE GO FROM HERE?

Where Are We? (check below)
- Our organization has very little experience with Diversity and Inclusion issues, but would like to learn more and do more;
- Our organization has begun to explore these issues but we don't have goals or an intentional plan;
- Our organization is in the middle of our Diversity and Inclusion work; either internal, external, or both, and we are struggling, almost floundering;
- Our organization is in the middle of our Diversity and Inclusion work, either internal, external, or both, and it’s hard work but we are being effective;
- Other:

What Do We Do Next? (and what I can do):
1. Moving out of today’s discussion, identify 3 important next steps.
   -
   -
   -
2. What is one important short-term step?
3. What is one important long-term step?

What Resources May Help?
Resource people and peers who may be able to help me:

A key learning shared that I can use:
Approaches to Difference

This resource describes varying ways in which people and organizations approach racial/ethnic, gender, and other forms of difference. This is by no means a comprehensive list, and the categories below are not static or mutually exclusive.

Exclusionary Approach
- Either proactively or inadvertently reinforces exclusion, disempowerment, marginalization, and/or discrimination of people of color, LGBTQ+ people, and/or women and/or other marginalized groups of people.
- Requires those groups to assimilate to norms defined by dominant groups, if they are to participate at all.
- Tries to maintain the status quo for the dominant group.

Colorblind Approach
- Dismisses significance of race, ethnicity, and racial and ethnic difference.
- Thinks that not seeing race, ethnicity, or ‘color’ is equivalent to not being racist.
- Asserts that everyone is ‘on the same playing field,’ and has equal access to opportunity and advancement based on merit.

Multiculturalist Approach
- Encourages tolerance and conflict-free diversity, often highlight achievements as a way to downplay systemic or structural barriers and inequalities.
- Highlights cultural life, cultural expression, cuisine, dress.
- Downplays “race” in favor of talking about and celebrating “culture.”

Cultural Competency Approach
- Focuses attention on valuing unique worldviews of different communities.
- Advocates that people and groups develop their capacity or ability to work effectively across difference by growing culture-specific awareness, knowledge, and skills.
- May rely on generalizations around cultural identity as a means to understand groups and offer a sense of access.

Social Justice Approach
- Acknowledges systems of oppression and structural/institutional barriers based on racial, ethnic, gender, cultural, class, and other differences.
- Understands race, gender, and other aspects of identity to be socially constructed, tied to complex histories, and playing significant roles in how resources and power are distributed.
- Acknowledges the existence of privilege (advantages, access, favors, and benefits to members of dominant groups at the expense of members of marginalized groups), and the opportunity to challenge oppression from a place of privilege—as an ally.
- Committed to an ongoing process of self-education and coalition-building in order to create open and supportive environments and takes collective, collaborative action for systemic change.

SOURCES


Approaches to Difference - Reflection

Which approach or combination of approaches best describes your orientation towards difference?

Which approach or combination of approaches best describes your school’s orientation towards difference?

What opportunities can you identify for growth, for yourself and/or for your organization?
### CHARACTERISTICS OF A SOCIAL CHANGE LEADER

#### COMMITMENT TO SOCIAL JUSTICE

- Committed to social justice, equality, inclusion and the empowerment of disenfranchised communities
- Seeks to work across difference including, but not limited to, race, ethnicity, class, gender and sexual orientation
- Willing to identify and share resources and skills with members of historically disadvantaged groups
- Incorporates social change including transparent dialogue about power and privilege into organizational development strategies
- Accepts responsibility for social change outcomes

#### EMPHASIZES COLLABORATION & RELATIONSHIP-BUILDING

- Focuses on relationship-building to support many leaders rather than directing all resources to a handful of charismatic “heroes”
- Embraces the intersectional nature of individuals’ identities, including race, ethnicity, class, gender and sexual orientation
- Collaborates with partners to design, implement, and evaluate initiatives to achieve common social justice goals
- Understands and consciously works to address imbalances in power within individual and group relationships
- Regularly assesses individual and group accountability for social change goals

#### ENGAGES HOLISTIC & SYSTEMIC STRATEGIES

- Recognizes that discrimination is often institutionalized and requires holistic, systems strategies
- Promotes the ability to work from a multi-group perspective, understanding the needs of each group and bridging them to work toward a greater good for everyone
- Includes those most affected by an issue to participate in designing the strategies to address the issue
- Evaluates the potential impact of plans on historically disadvantaged groups before making final decisions as a way to maximize equitable systemic change

We can make active choices to create the space for transformation. For those of us who bring the pattern of privilege, here are some guidelines to help us equalize relations. Privilege is invisible to those who have it. To create a context which embraces diversity, in which no one is marginalized, a conscious and ongoing effort is required. Noticing and changing what we take for granted, we make room for everyone’s contribution. From a place of Fair Witness, with a desire to examine our sensitivity to respecting boundaries in the presence of power imbalances, consider the following questions:

**Consider the following questions**

Do I tend to always speak first, interrupt or take more than my share of space?  
Do I unilaterally set the agenda?  
Do I assume I’m more capable?  
Do I trivialize the experience of others?  
Do I challenge or question the tone, attitude or manner of others?  
Do I make assumptions about what someone is more “suited” for?  
Do I take responsibility for, think for, or speak for others?  
Do I assume an individual speaks for others from their group?  
Do I control the organization’s resources?  
Do I reduce difficulties to personality conflicts, ignoring history or power factors?  
Do I assume the root of a problem is misunderstanding or lack of information?  
Do I ask others to explain, prove, or justify themselves?  
Do I mimic other cultural traditions or religious practices?  
Do I expect to be treated as an individual outside of my group’s history?  
Do I ignore or minimize differences by emphasizing similarities?  
Do I equate all oppressions as equal?  
Do I expect others to be grateful?  
Do I defend mistakes by focusing on good intentions?  
Do I take things personally and miss the systemic aspects?  
Do I assume everyone has the same options I do?  
Do I assume that the visible reality is the only one operating?  
Do I assume someone is exceptional compared to the “average” person of their group?  
Do I always expect to be trusted?

**Am I willing to do the following?**

Remember that others speak about more than the conditions of their own group.  
Take responsibility to learn about the history, culture and struggles of other groups as told by them.  
Notice what I expect from and assume about others, and note what experiences formed my ideas.  
Address accessibility, include such things as money, space, transportation, child-care and language.  
Make sure the context welcomes everyone’s voice and listen.

Regard people as whole human beings with families, interests and ideas.  
Name unacknowledged realities to include everyone’s experience.  
Expect discomfort when relating to people different from myself.  
Take responsibility for equalizing power.  
Name dominating behavior when I see it.  
Encourage pride in my own and other’s ancestry and history.  
Understand individuals in the context of their social history.  
Ask questions and respect disagreements.  
Struggle over matters of principle and politics.  
Make all information accessible so others can decide if they are interested.  
Appreciate efforts that point out my mistakes or lack of awareness.  
Appreciate the risk a person takes in sharing their experience with me.  
Take risks, trust others.

Adapted from:  
**Breaking Old Patterns Weaving New Ties: Alliance Building**  
By Margo Adair & Sharon Howell  
with input from Bill Aal and Susan Partnow

**Tools for Change** offers training, consulting, mediation & facilitation.

www.toolsforchange.org
2408 E. Valley, Seattle, WA 98112  
206 329-2201 ~ info@toolsforchange.org
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TAKE HOME ASSIGNMENT:

1. Do not work in isolation. Be prepared to check in and discuss challenges and successes with one another.
   a. Reach out to individuals who may be dealing with similar organizational concerns. Many of them are in this room.
   b. Identify resource and support peers who you can call on when issues feel difficult.

2. Please read:
   a. Approaches to Difference
   b. Characteristics of a Social Change Leader
   c. To Equalize Power Among Us

3. Create ongoing opportunities to continue these conversations with one another and within your organizations.
**APASO 2014 Equity and Inclusion Action Steps**

What is one thing you can do to strengthen diversity and inclusion in your organization?

**Values**
- Share this learning with the CEO/CFO. There’s definitely an opportunity to build this into core values and our board
- Define and come to consensus on core values that specifically state commitment to DEI
- In conversation with board and staff, actually create a core values statement around equity commitment

**Goals**
- work with members and non-members to see where we’re missing the mark

**Plan**
- Create a plan to be a part of the strategic plan
- ask how each area of the organization includes DEI in the plans for their area

**Policies, Systems, Structures**
- Create a DEI committee compromising board, staff, company, associate artists to train folks on these issues and make action steps to move forward on these goals
- Establish a DEI Task Force - create a policy statement, make a financial commitment, build board engagement
- Activate the DEI committee to engage board members in directing and owning this work
- Have an organization-wide conversation on the purpose of our planned DEI committee
- Develop a diversity/equity policy
- Ensure all senior leaders are on board
- Build board and staff commitment to inclusion and create structural mechanisms to back them up
- Incorporate DEI metrics into program assessments and staff compensation - Yes, you can measure it; and no, it doesn’t have to be expensive
- Train managers/hiring supervisors (aka decision makers)
- incorporate DEI language into more materials. i.e. employee handbook
- Spread the word about an open position more widely
- Make sure final interviews for all hiring processes include at least one POC (Rooney Rule)
- Diversify the administrative staff - hire proactively - at least one POC in hiring interviews
- Improve diversity and inclusion in our advisory committees
- Remove bachelor’s degree and other classist requirements from job postings
- take active approach in board recruitment and hiring
- Build toward a more diverse (choose definition) board and associate board intentionally working with partners who are experienced
- Get board commitment to do the work
- Ask for help from board member with great HR experience in DEI to be co-champion
- show active support and “back-up” for current staff members of diverse groups
- Recommit to group agreements for all internal meetings
- Create space for authentic conversations

**Ongoing Reflection and Adjustment**
- Add a lens of structural equity/inequity to everything we do
- Suggest greater analysis of how organizational values are lived out

**Other**
- Make copies of the handout and have a group discussion about it after everyone has read it. Within the group discussion, provide insights to what was discussed at APASO
- Create a plan to use our super powers (privilege) and how this concept of “Ally” comes into play
- Bring the concept of micro inequities to the table
- make sure the organization doesn’t get in my way of doing what I feel is right
- Find replacement language for “majority/minority”
- Increase representation of people, experiences, and perspectives
- Examine our own place of privilege as a staff or as managers
- Find financial resources for systemic training

**What is one thing you can do to strengthen diversity and inclusion in your community/with your constituents?**

- Have Carmen multiply herself and speak to everyone for long periods of time. No but really, drill down and share our recent strategies for success that were shared at the conference
- Represent more people in the stories we tell
- Representation of people, experiences, and perspectives
- Make the case that DEI is crucial to audience development - incorporate it in discussions/workshops on marketing and audience development
- Name/identify organizations, community leaders, associations in our region that represent communities of color, faith, sexual orientation
- Offer a PR workshop, technical workshop targeted at lifting artists/organizations of color
- Share these resources with membership and on website
● Host more DEI info sessions and programming
● Build programs that increase awareness and access to theatre throughout NYC
● Promote/present social equity theatre, exhibitions, other ways to raise community awareness
● Provide ways for nonprofit organizations to examine these issues
● Help organizations of color with social media
● Promote attendance at Sphinx Con
● Create a pledge for our members (of the racial equity coalition), I.e. provide some steps to take
● Email handouts to constituents and hold a roundtable in reference to what everyone read. Same with social media
● Create/plan a workshop to introduce these topics through the lens of leadership development on staffs
● Continue to emphasize that inclusion is an organizational priority and that it is not up to one person to advance equity
● Convene an agitating conversation. Not sure how or where to start
● Create a safe way for discussion/conversation among our constituents and facilitate access to great resources available inside and outside the arts community - our boards, universities, community leaders with great diversity/inclusion expertise
● Stop talking about reaching out to more diverse artists in an ad hoc way but create a plan of action (without creating a hyper specific initiative) so that it has a lasting effect
● Reduce barriers to inclusivity - teach organizations, make it easier
● It’s possible that we could help orgs acknowledge or report their inclusiveness/diversity or lack thereof. This is problematic as the collection of this data (what categories/language do we use) is so fluid
● Use my power positions (a la the circle exercise) to advocate for my diverse constituents and empower and support them, helping them realize the assets that they have
● Using the Task Force - provide opportunities for discussion and guidance to assist membership in their individual and collective approaches to DEI
● Make resources available - i.e. recruit a diverse talent pool of designers to add to our database, be proactive in membership and resource recruitment
● Keep the door open
● Be patient
Brave Space Equity & Inclusion Resources
Crowd Sourced by APASO Participants 2015

Implicit Bias
- Outsmarting our brains: Overcoming hidden biases to harness diversity’s true potential http://goo.gl/goZpwO (corporate, but still pretty good)
- Within Our Lifetime’s Campaign to Combat the Impact of Implicit Bias www.withinourlifetime.net/2014campaign/Toolkit/index.html

A Guide to Derailing Conversations - www.deraillingfordummies.com/

White Fragility

Tips and Resources for Groups, Meetings, Convenings, and Facilitation
- aorta.coop/resources/anti-oppressive-facilitation
- treegroup.info/topics/

The Other Side of Diversity - psychological effects of being a minority identity in a mostly homogeneous workplace for an extended period of time medium.com/thelist/the-other-side-of-diversity-1bb3de2f053e

Collective Impact
www.collectiveimpactforum.org/what-collective-impact

Build Your Own Racial Equity Resource Guide by The W.K. Kellogg Foundation
www.racialequityresourceguide.org/index.cfm

Ongoing Sources

ADA National Network - lots of free trainings and webinars - adata.org/

Alliance for Inclusion in the Arts - focus on issues of race and disability - inclusioninthearts.org - www.facebook.com/InclusionInTheArts - twitter.com/InclusionArts

D5 - a five-year coalition to advance philanthropy’s diversity, equity, and inclusion. www.d5coalition.org

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A report that’s especially good for leadership:

**Grantmakers in the Arts**, Arts and Social Justice Resources -
www.giarts.org/arts-social-justice
GIA Racial Equity in Arts Philanthropy: Statement of Purpose
www.giarts.org/racial-equity-arts-philanthropy-statement-purpose

**Leadership Exchange in Arts and Disability** - www.kennedy-center.org/accessibility/education/lead/


**Plural** - research and more focused on culturally-specific (ethnocultural) organizations in the US and Canada - pluralculture.com/

**Race Forward** - www.raceforward.org - colorlines.com
Race Forward Racial Equity Impact Assessment Toolkit

**Showing Up for Racial Justice** - focused on organizing white people for racial justice
www.showingupforracialjustice.org -
www.facebook.com/ShowingUpForRacialJusticesurj

**Sphinx** - sphinxmusic.org
Video archives from Sphinx Con 2015, 2014, 2013:
www.sphinxmusic.org/sphinxcon-video-archives.html

**The Association of American Cultures** - taac.com

**The Incluseum** - incluseum.com - www.facebook.com/TheIncluseum -
twitter.com/incluseum

**Theatre Communications Group** - Leading the Charge Diversity & Inclusion
www.tcg.org/fifty/diversity.cfm
www.tcgcircle.org/diversity-inclusion-salons/
“This is the true joy in life, the being used for a purpose recognized by yourself as a mighty one; the being thoroughly worn out before you are thrown on the scrap heap; the being a force of Nature instead of a feverish selfish little clod of ailments and grievances complaining that the world will not devote itself to making you happy. I am of the opinion that my life belongs to the community, and as long as I live, it is my privilege to do for it whatever I can. I want to be thoroughly used up when I die, for the harder I work, the more I live. Life is no 'brief candle' to me. It is a sort of splendid torch which I have got hold of for a moment, and I want to make it burn as brightly as possible before handing it on to the future generations.”

— George Bernard Shaw