PRATT RACE EQUITY CONTINUUM FOR TURNING COMMITMENT INTO MEASURABLE RESULTS AS OF OCTOBER 2018

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<th>Organizational Elements</th>
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<th>&quot;1&quot; - Passive</th>
<th>&quot;2&quot; - Symbolic</th>
<th>&quot;3&quot; - Identity Change</th>
<th>&quot;4&quot; - Structural Change</th>
<th>&quot;5&quot; - Institutional Change</th>
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Policies & Practices:

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Policies and practices eliminate or mitigate structural and cultural barriers that inhibit progress towards racial equity policies and practices. Policies and practices begin to shift power so there is more organization-wide ownership of racial equity initiatives. A process is in place to ensure a diverse palette of art forms is present within the curriculum.

Commitment to racial equity is embraced and reinforced at all levels. Policies and practices reinforce undoing institutional racism by collaborating and sharing best practices with other organizations. Communities of color are partners in determining the diverse palette of art forms to be presented.

Racial and cultural differences are seen as assets.

References: Pratt Race Equity Continuum For Turning Commitment Into Measurable Results

Continuum on Becoming an Anti-Racist Multicultural Institution

Crossroads Documentation

City of Seattle Arts & Culture Race Equity Program

Page 1 of 2

Date 9/22/2018

Definition of key terms

Community: A group of people or organizations that share a racial, cultural, economic, geographic, or specific interest.

Demographics: The statistical structure of a population as defined by the US Census Bureau.

Policies & Practices: Formal documented and informal undocumented rules and procedures that govern organization operations.
PRATT RACE EQUITY CONTINUUM FOR TURNING COMMITMENT INTO MEASURABLE RESULTS AS OF OCTOBER 2018

Organizational Elements

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Communities of color are intentionally excluded from participating in or having access to organizational processes. Actively enforces the community’s white power structure. Communities of color and other marginalized groups’ interests are ignored or seen as creating barriers to getting the real work done.

Communities of color are allocated a few token positions in advisory roles with no power. Recruitment is achieved through informal networks without general public knowledge. Communities of color are seen as necessary boxes to check but not as ‘partners’. Faults people of color for lack of participation. Board members are drawn from large corporations.

Public relations professionals include. Anyone of color professes inclusion. A color-based group is charged with translating public relations messages into different languages.

Establishes accountability statement with community stakeholders. Identifies and aligns leadership toward specific goals. Communicating accountability of color from the community’s consensus and selection. Seeks to remain neutral about conflicts between/within communities of color and struggles at understanding meaningful involvement. Begins development of some long-term relationships with community organizations closely aligned with the arts. Establishes demographic metrics to assess students of color on enrollment goals.

Develops and implements a variety of tools to ensure public engagement and outreach is thorough, consistent, and embedded in the planning and execution of organizational initiatives and operations. Establishes sharing power and leadership as a norm for community of color partnerships and coalitions. Board membership is expanded to include at-large representation from the community, closely approximating demographics including lower income and wealth levels.

Actively builds coalitions and partnerships with community, government, and foundations to remedy racial inequities in the arts and society as a whole. Effective and coordinated processes facilitate participation from community partners. Data collection and planning strategies incorporate communities of color input, narrative, and experiences. Actively builds partnerships beyond business alignment. Training is provided to grow community participation within the board

Donors, foundations, and contractors of color are intentionally avoided. Major funding comes from foundations and government, and a very small number of wealthy white donors.

Any funding is accepted, but donors of color are maintained at arms-length and not fully welcomed into the “family.” Donor outreach continues to focus on wealthy and middle-class, college educated white people. Contractors continue to be drawn from known associates in the white business community.

Inconsistently uses Minority Business Enterprise (MBE) filters as part of supplier selection processes. Minority contracting is rare and most likely engaged through informal known associates networks rather than public RFP processes. Invites donors of color who have influence in their community to participate when donations shrink. Donor base is mostly white and wealthy.

Establishes a standard contractor selection process that requires consideration of WMBE candidates. Sets goals for WMBE utilization and annually evaluates results. Consistently uses diverse selection panels for all RFP processes, recruiting community volunteers of color when needed. Racially diverse donors begin to find meaningful connections with the organization, expanding the donor pool’s diversity. Funders and donors may not understand racial equity mission/ vision - you share this with them.

Implements efforts to identify and cultivate relationships with contractors of color outside of purchasing cycles. Establishes race equity goals into all contracts. Donor goals are analyzed for demographics that reflect the general population. Foundations and donors are educated about our racial equity mission/ vision and their role in it.

Maintains an active relationship with businesses of color. Purchases a significant amount of services and goods through minority firms. Requires all contractors to meet minimal minority participation goals. Proactively encourages other organizations to nurture and sustain minority businesses including forming collective purchasing agreements that leverage group purchasing power. Donors appreciate that their contributions have a racial equity impact upon the arts and broader social economic inequities; per donor contributions increase and foundations focused on correcting racial inequity join the family of supporters.

Data collection and evaluation methods purposefully discount, remove, or avoid collection from communities or people of color.

Race data is collected only when there is direction or guidance from somewhere else, such as a funder or partner. There is a strong discomfort with asking staff, board, students, donors, and other constituents questions about race so visual and anecdotal information is used instead of hard data to assess racial participation.

Staff and students are encouraged to provide demographic and racial identity data, but information provided about the data will be used is vague and not well understood by those asking or within the organization as a whole. Data is analyzed on an annual basis, but only used to determine an organizational profile, not for initiating action plans towards racial equity goals.

Race data collection is expanded to include board and volunteers. Consistent methods for primary data collection and tracking are used in order to identify short and longer term trends. Third party data, (i.e. census, American Community Survey) is incorporated in the analysis to give context and inform strategic and tactical approaches to addressing organizational data. Race data collection from donors remains off limits; there is fear this would negatively impact donation.

Race data collection is expanded to include donors and funders, contractors and business partners. A strong argument is shared explaining the benefits of collecting and analyzing race data. Clear goals for racial equity are defined for programs and the collected data is used to establish metrics for measuring success. Programs and departments work with one another to share data. Race collection from partners and external stakeholders.

Systems to collect data on race and a variety of other indicators are consistently used to inform program and policy design as well as evaluate program progress towards racial equity goals. Community groups, art partners, and business partners participate in identifying data collection and analysis methods. Data analysis results are proactively shared with the public, community partners and stakeholders.

Communal Change

Communications are not intended for nor directed towards people of color, and for the most part are not public.

Communications is more publicly accessible and includes pronouncements of being an equal opportunity employer and may mention diversity as an organizational goal while being very white.

Communications is directed at taken levels. Majority of color who are elders of color are not engaged. The public media is not presented in historically exists. Multi‐lingual messaging is selectively incorporated within communities, not at taken levels. Messaging incorporates themes of diversity, inclusion, but race, racism or color is not avoided.

Communications plan incorporates communities of color as important constituents. Information is aligned with organizational goals. Multi‐lingual messaging is employed to support organizational plans. Multi-lingual skills are needed within our staff. Race, racism and racial equity are incorporated within the messaging.

Public communications are filtered through a standardized race equity lens, recognize communities of color as important constituents. Imagery of people of color is aligned with organizational goals. Multi-lingual messaging is employed to support organizational plans. Multi-lingual skills are needed within our staff. Race, racism and racial equity are incorporated within the messaging.

Systems to collect data on race and a variety of other indicators are consistently used to inform program and policy design as well as evaluate program progress towards racial equity goals. Community groups, art partners, and business partners participate in identifying data collection and analysis methods. Data analysis results are proactively shared with the public, community partners and stakeholders.

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