ARTPRIDE
Internal Assessment Report

Phase I: August 2020
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TANGIBLE
DEVELOPMENT

Diverse teams. **Inclusive** strategies.
Tangible results.

Tangible Development's vision is to ignite individual potential, humanize business, and transform organizations. Our work is about real people, authentic conversations about critical issues, and innovative solutions that have tangible impacts.

Tangible Development and ArtPride began Phase One of the Strategic Diversity Planning process on April 20th, 2020. The goals of the first phase of work between Tangible Development and ArtPride were to:

- Establish an understanding of the organization's current diversity and inclusion status
- Determine future organizational focus areas
- Identify gaps to successfully implement diversity and inclusion efforts
- Understand organizational culture and climate
- Collaborate with the EDI working group to guide each phase of the project

In order to accomplish these goals and support the real time needs of the organization, the following activities were accomplished in Phase One include:

- Capacity Building Efforts: (12 hours)
  - o Monthly Meeting with ArtPride EDI Working Group & preparation (7 hours)
  - o ArtPride Retreat & preparation (5 hours)
- Periodic project updates with project lead & strategic plan consultant (10 hours)
- Strategy and communication support (2 hours)
- Internal Assessments (June 29th - July 24th)
  - o Policy & Practice Review
  - o Board of Trustees/EDI Working Group Perception Survey (56% response rate)
  - o All staff Climate Survey (100% response rate)
  - o 9 Individual Voluntary Inclusion Conversations

Despite the convergence of a pandemic and nation-wide civil unrest, timely progress was made to accomplish the goals within the timeframe established at the beginning of the contract.

EXECUTIVE SUMMARY

Tangible Development uses three categories to measure an organization's current EDI state: organizational structure, organizational processes, and organizational culture.

*Organizational Structure* **refers to the shape and formation of an organization. This includes:**

- The steepness of hierarchy, meaning the real or perceived distance between layers of leadership. For ArtPride the layers of leadership include:
    - o Board of Directors
    - o Senior Leadership
    - o Supervisors & Supervisees
- Compositional diversity
- Transparency in decision-making

Organizational processes **refers to the formal and informal policies and practices operating within an organization. These policies and practice include:**

- Recruitment & hiring
- Retention & promotion
- Evaluation
- Processes for formal complaints
- Processes for navigating conflict

Organizational culture **refers to the real and perceived climate of organization, with a particular focus on:**

- Feelings of inclusion for the overall organization as well as distinct populations within the organization
- Perceptions of fairness
- Witnessing and/or experience bullying, intimidation, or exclusionary behavior in the workplace
- Effective and transparent communication within the organization
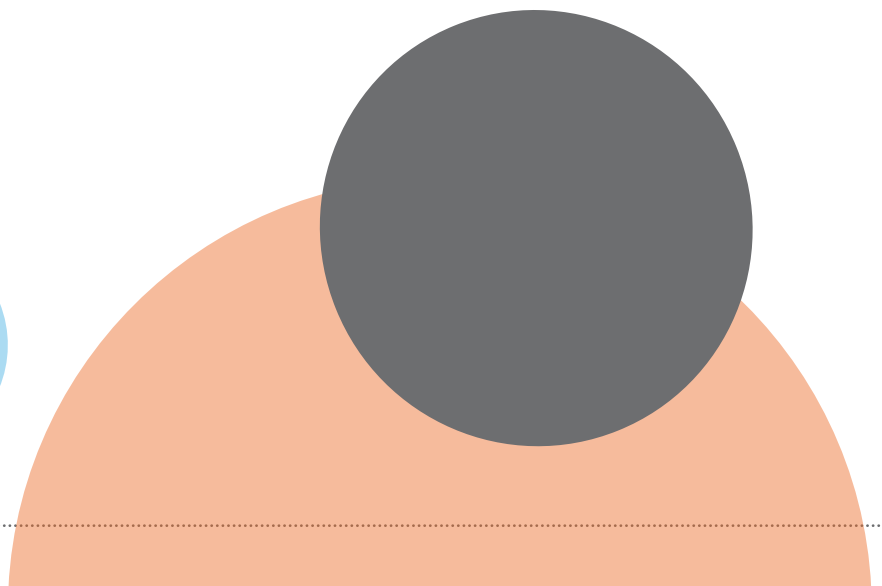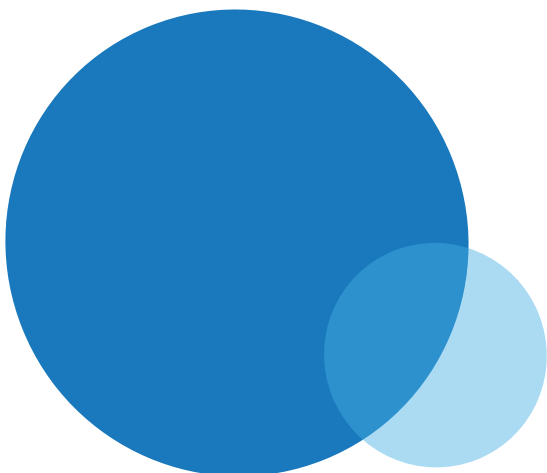
FINDINGS
Summary

Through our time working closely with ArtPride Leadership and the EDI Working Group, as well as the quantitative and qualitative assessments, it is clear that many feel like the organization has good intentions about developing the organization's EDI work in more intentional and strategic ways. Many respondents drew connections between the mission and daily work of ArtPride to larger aspirations of being a leader and partner in the New Jersey Arts community's work to become equitable, diverse, and inclusive. Most inclusion conversation participants (9 total, 24% of the organization) felt strongly that ArtPride's commitment to engage in the work with Tangible Development was a clear sign that the work is being taken seriously. The intentions expressed through the surveys and qualitative research shows a strong stated commitment to EDI work at the Trustee, EDI Working Group, and ArtPride staff level. When measuring the intentions for EDI work at ArtPride, we charted the organization closer to strategic in the EDI Maturity Model. This conclusion was drawn by the response rates at the staff level that strongly supported organizational change as the organization's primary EDI organizational objective.

Turning intentions into action is typically where organizations stall. The review of organizational practices combined with survey and interview data gives Tangible Development an idea of the gap between intentions and action. The measurement of organizational structure, practice, and culture showed a gap between intentions and actions at ArtPride. For this reason, when measuring organizational practice and action in EDI work, we charted ArtPride's location on the maturity model between compliance and strategic. ArtPride has taken steps to align EDI work into the operating structure of the organization, but has yet to do so in a strategic and operational way.

The following breakdown of the findings will describe how we arrive at our conclusions and recommended next steps as ArtPride enters the Strategy Development Phase of Strategic Diversity Planning.
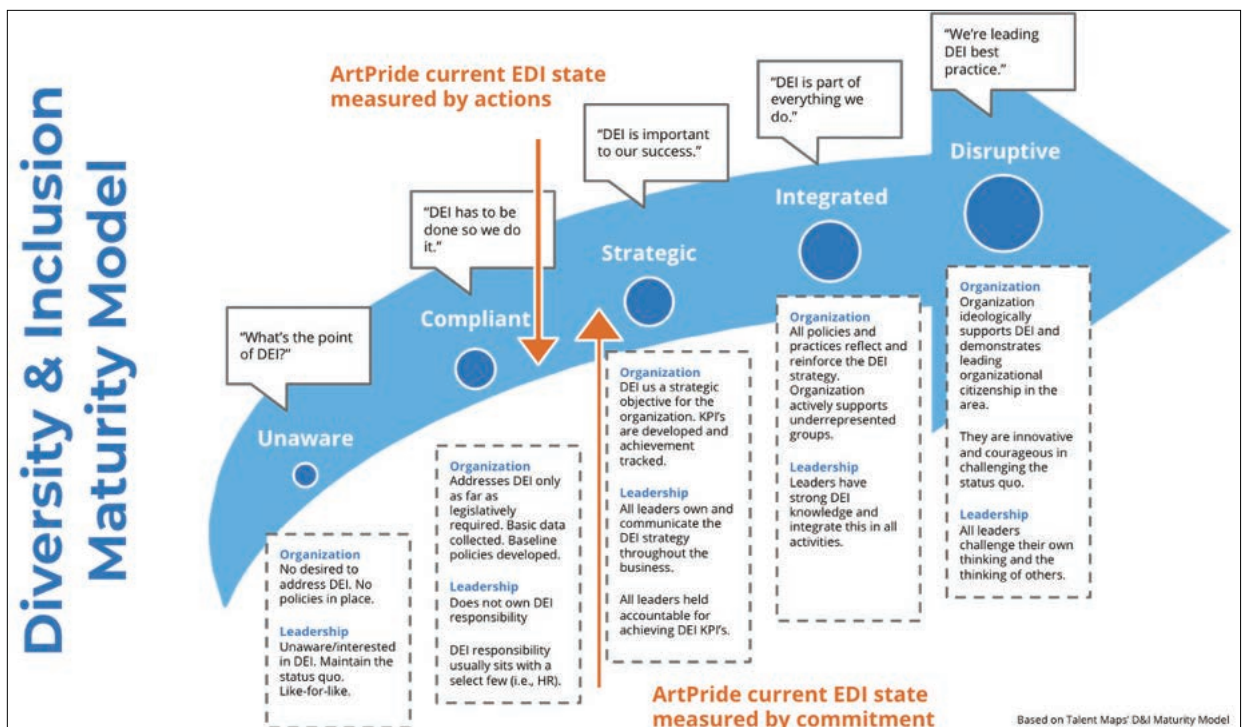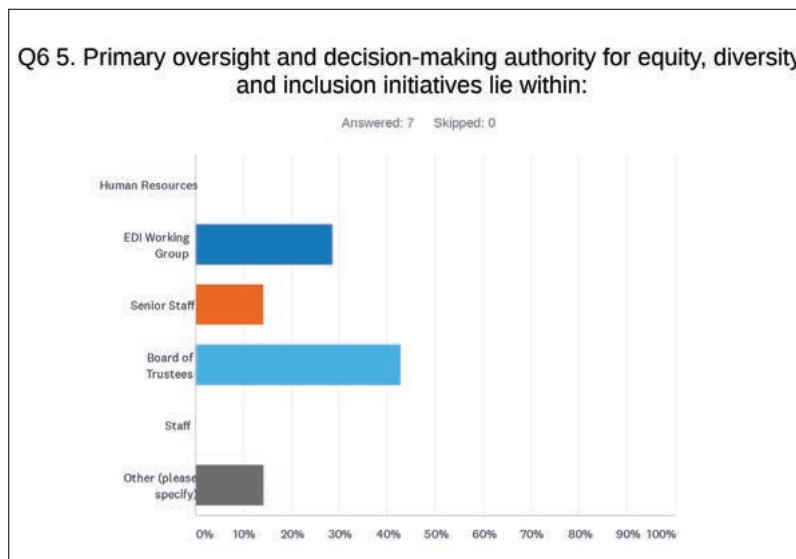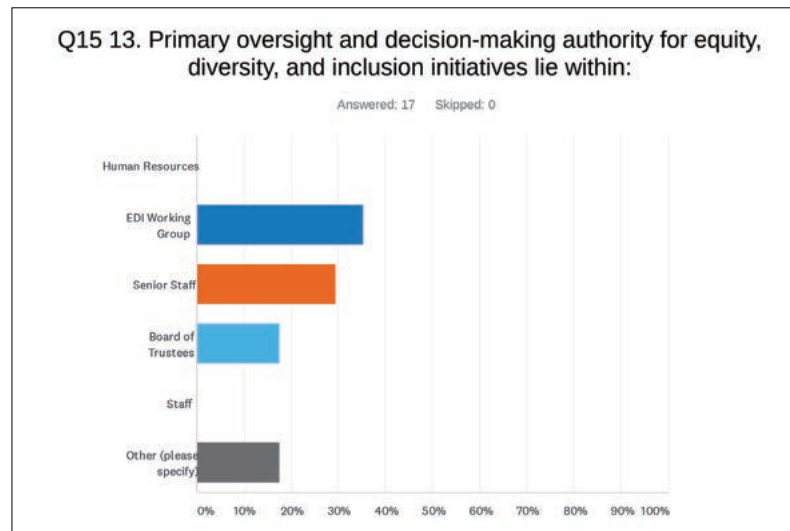
ORGANIZATIONAL STRUCTURE

Through policy and practice review and internal assessments, Tangible Development found the organizational structure of ArtPride to have inconsistencies in formal EDI efforts.

- While EDI responsibilities are written into the job descriptions of the President & CEO, there are no formal EDI goals with measurable outcomes as part of ArtPride's organizational practice.
- Formal EDI goals are not written in job responsibilities across the ArtPride staff

Accountability

One of the biggest discrepancies between Board of Trustee/EDI Working Group and staff perceptions was based on structural accountability for EDI efforts at ArtPride.

Q15 13. Primary oversight and decision-making authority for equity, diversity, and inclusion initiatives lie within:

Answered: 17   Skipped: 0

Q6 5. Primary oversight and decision-making authority for equity, diversity, and inclusion initiatives lie within:

Answered: 7   Skipped: 0

Board and EDI Working Group members had varying opinions on where primary oversight for EDI efforts was located within the organizational structure of ArtPride. Board and EDI Working Group member respondents put primary oversight and decision making authority on the EDI Working Group while ArtPride staff respondents put oversight and authority primarily on the Board of Trustees. This data speaks to the need for clarification and specificity on which entities within ArtPride have oversight and authority over EDI organizational efforts long-term.
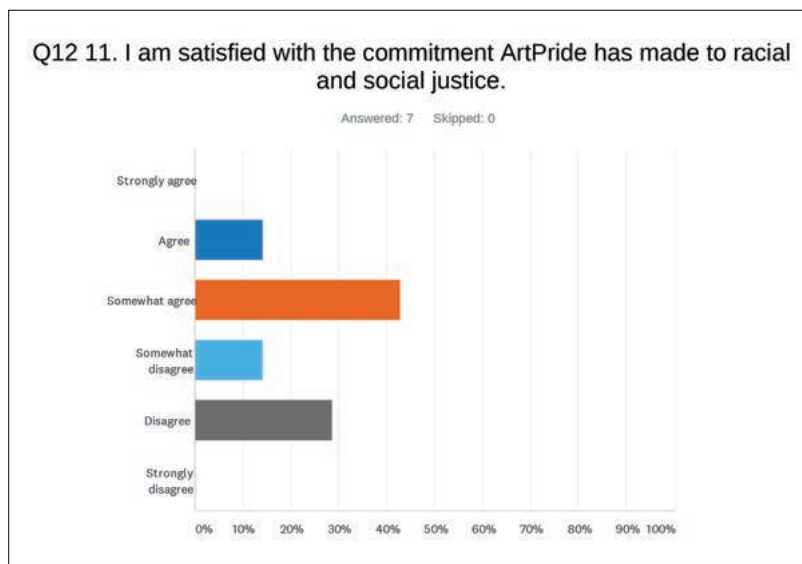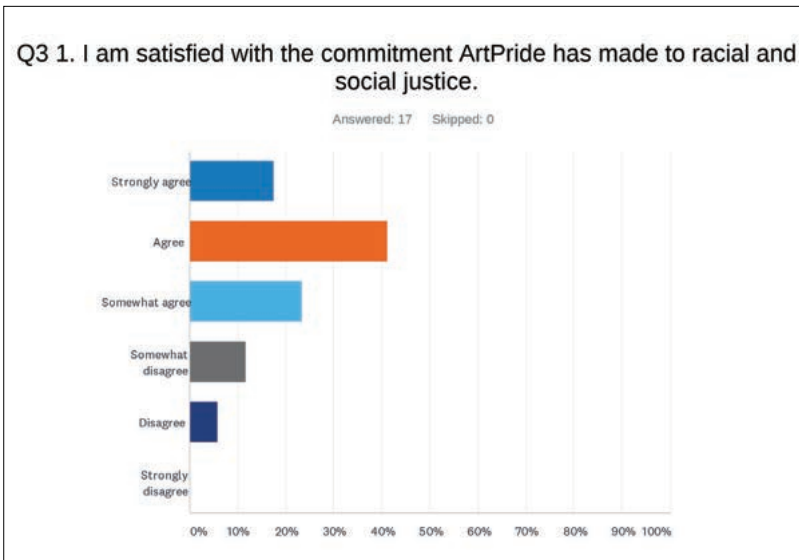
Discrepancies in EDI Practices at ArtPride

Respondents were asked about current EDI programs and practices in place at ArtPride. There were significant differences between Board and Working Group answers and the staff answers. Most significantly is the number of Board and Working Group members that shared that they did not know (50%) what current programs were taking place at ArtPride. Equally important to note is that 30% of staff respondents shared that they believed none of the formal EDI programs and practices were part of ArtPride's EDI work. This data offers two problems to focus on in the strategic goal setting stage:

- The lack of knowledge of EDI efforts between the Board of Trustees and the organization illustrates a disconnect between ArtPride staff and ArtPride Board and EDI Working Group members about what is happening on the ground at ArtPride with formal EDI efforts.
- Within the ArtPride staff, work needs to be done to clarify and communicate current EDI programs and policies.

Q7 6. ArtPride currently has programs in place to… (Please check all that apply)
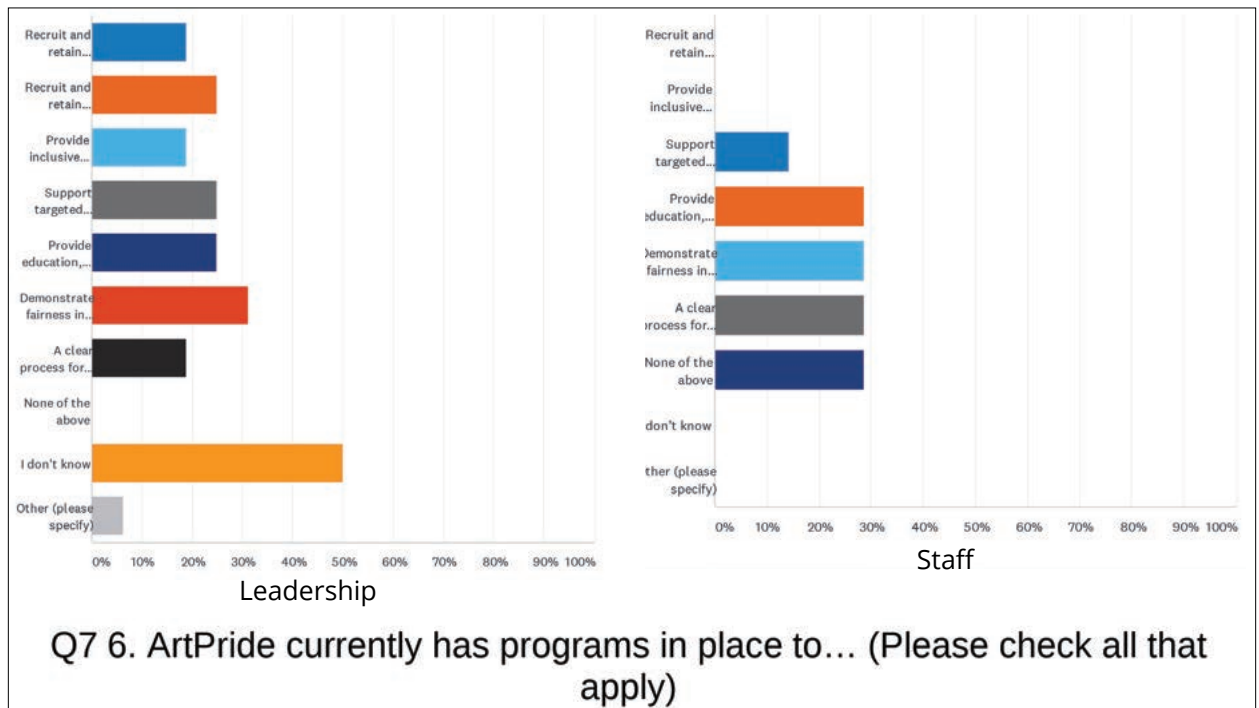
Commitment

Overall, based on differences in survey responses included below, the experience of ArtPride staff members and ArtPride Board members differ significantly from one another when it comes to satisfaction of ArtPride's organizational commitment to racial and social justice. This data point is in the organizational structure category because the differences in responses based on roles within the organization. staff members report that the organizational commitment less favorably than the ArtPride Board and Working Group members. The difference between the two groups' perceptions of the organization's commitment illustrates an opportunity to better understand the ArtPride staff's experience with the day-to-day operations of ArtPride's commitment and help the Board and Working Group connect action to commitment.

Q3 1. I am satisfied with the commitment ArtPride has made to racial and social justice.

Answered: 17   Skipped: 0

Q12 11. I am satisfied with the commitment ArtPride has made to racial and social justice.

Answered: 7   Skipped: 0

Compositional Diversity

ArtPride is a relatively homogenous organization:
- over 80% of staff respondents self-identifying as white.
- Board of Director/EDI Working Group respondents identified over 60% white.
- There are age differences based on role and responsibility within the organization
    - Board and EDI Working Group member respondents predominantly fall within the 59-68 age range, with almost 30% identifying between 49-58 years of age. The remaining respondents fell evenly across the age ranges 0f 18 -48 and 69 - 78.
    - Over 60% of the staff respondents fall within the 29-38 age range. The remaining respondents range in ages from 49 - 68.
- All respondents have at least a Bachelor's Degree. 47% of Board and EDI Working Group members have Master's Degrees.
- Women make up 59% of the staff of ArtPride and 66% of Board and EDI Working Group respondents.
    - The gender diversity in ArtPride staff, Board, and EDI Working Group, does not include any self-identified Transgender people.

- There is little diversity among the experiences of citizenship in ArtPride, with 100% of staff identified as U.S. Citizens from birth. 88% of Board/EDI Working Group respondents identified as U.S. Citizens from birth
- 43% of all respondents, across all 3 groups, reported a sexuality other than heterosexual
- Between the ArtPride staff and Board/EDI Working Group, 12% of respondents identified as having a condition/disability that influences your learning, working or living activities. The disabilities reported vary in type.
- Less than 1% of the respondents spoke a language other than English
- There was no reported military experience by any of the respondents
- The most diverse category of the demographics was found in Religious/Spiritual Affiliation, with 50% of the staff identifying as Christian. 65% of Board/EDI Working Group respondents identified as Christian. Other religions/spiritual affiliations in the organization are:
  - Agnostic
  - Atheist
  - Buddhist
  - Hindu
  - Jewish
  - Secular Humanist
- Income levels varied greatly with 50% of staff reporting yearly household income between $70,000 - $99,999

Structural Power Dynamics Exist Within Staff

The staff at ArtPride is small, with some staff having a long tenure at ArtPride. Structural power dynamics came up within the qualitative and quantitative data. The themes of these dynamics are:
- Over 50% of staff respondents felt like the process for navigating conflict within ArtPride was clear
- staff reported perceptions of steep hierarchy between the Senior staff and the rest of the staff, particularly in the areas of:
  - The process for decision-making feels clustered within Senior staff
  - Lack of clarity around roles and responsibilities within non-senior staff positions
  - Physical office space reinforcing the power dynamics between staff levels
  - Limited diversity at the Senior staff level
- 100% of staff respondents indicated that ArtPride needed to have an EDI goal around demonstrating fairness in pay. This data point speaks to perceptions of inequities within compensation and can contribute to feels of heightened power dynamics within staff.

ORGANIZATIONAL PROCESSES

In terms of organizational processes, ArtPride has named strong intentions and commitments to EDI work, yet there are inconsistencies in how equity, diversity, and inclusion is practiced. This section outlines areas of opportunities to turn intention into action and advance EDI organizational practices in a tangible way.

Board Practices:
Trustee and EDI Working Group members had varying opinions on ArtPride's formal processes. Areas of focus on Board Practices:

The process for recruiting & advancing new board members is clear
- 25% of respondents agreed
- 50% of respondents somewhat agreed that the the process for recruiting & advancing new board members is clear
- Around 20% of respondents disagreed to various levels

The process for recruiting & advancing new board members is equitable
- 45% of respondents indicated that they agree
- 30% somewhat agreed
- 18% indicated somewhat disagreed
- 5% strongly disagreed

The process for resolving conflicts on the board is clear
- 95% of respondents answered between somewhat agree and strongly agree. 45% of Board/ EDI Working Group respondents somewhat agreed.

The current board structure and responsibilities supports the efforts to make ArtPRide more equitable, diverse, and inclusive
- Responses varied the most on this question with 5% Strongly Disagreeing, 30% somewhat disagreeing, 30% Somewhat Agreeing, 25% Agree. Over 10% of respondents indicated "I Don't Know."

Serving Members
Responses to the question of whether or not ArtPride was serving members equitably varied across the Board of Trustee/EDI Working Group member and staff respondents. Overall, staff respondents indicated that ArtPride was serving members less equitably than the Board/EDI Working Group respondents. Further conversations at the Board Retreat indicate that this is an area of growth for ArtPride.

Hiring:
- 33% of staff respondents reported having observed hiring practices at ArtPride (e.g., hiring supervisor bias, search committee bias, lack of effort in diversifying recruiting pool) that they perceived to be unjust or that would inhibit diversifying the organization.
    - The largest response given for what the hiring reasons were based on position of staff title
- No formal EDI policies or practices on recruitment or hiring exist at ArtPride

Supervisory practices:
- Reporting on satisfaction with supervision skewed more positive with 4 of 6 staff respondents expressing that their supervisor was "supportive" or "very supportive." Zero respondents expressing that supervision was "very unsupportive"
- There are no formal EDI goals written into supervisory or performance evaluation process

Reporting:
- When asked if those who reported witnessing or experiencing bias-related or exclusionary behavior reported the behavior,
  - over 68% did not report it when it happened to them
  - 100% of respondents did not report when the behavior was witnessed happening to another person

This data point reflects a challenge in both organizational process and culture. Clearer organizational processes for encouraging, reporting and addressing bias or exclusionary practices are needed. Further data on workplace behavior is shared in the *Organizational Culture* section.
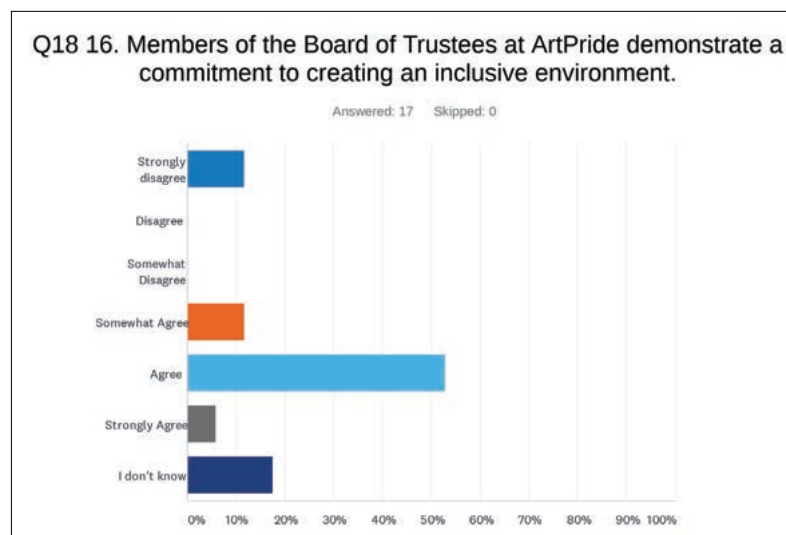
ORGANIZATIONAL CULTURE
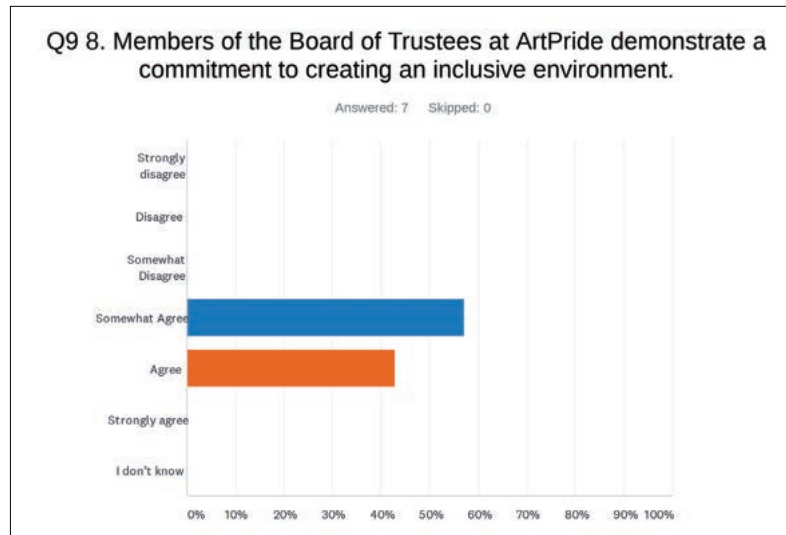
Introduction

ArtPride staff members express an overall positive attitude when it comes to the intentions of the organization's diversity, equity, and inclusion efforts. 100% of survey respondents described the climate at ArtPride as "friendly." There is a strong sense of organizational purpose, respondents feel connected to the ArtPride mission, the members they serve, and the statewide advocacy efforts.

One of the strongest themes is that the staff feel strongly that the equity, diversity, and inclusion is imperative to fulfill the mission of ArtPride.
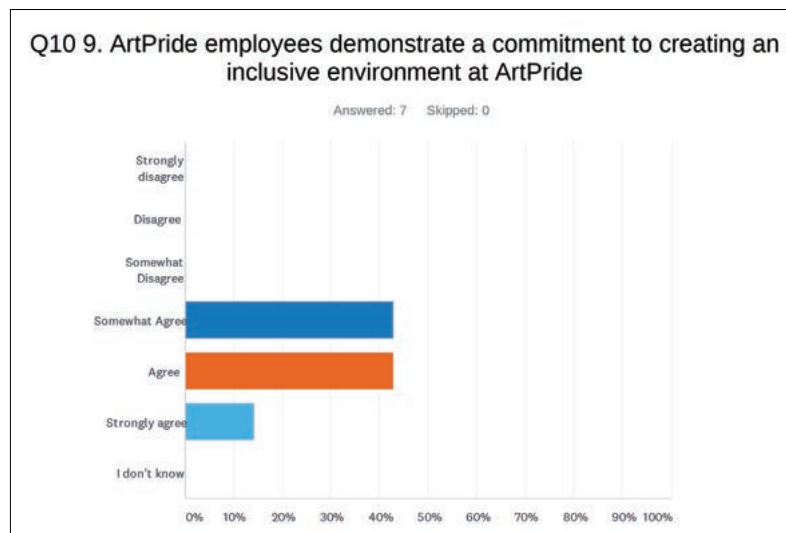
The overall themes of friendliness and connection to ArtPride's mission serve as a strong foundation for the organization's EDI efforts. Survey and interview data illustrate opportunity areas for aligning ArtPride's organizational culture with the EDI intentions.
- Overall respondents felt that the Board of Trustees demonstrated a commitment to creating an inclusive culture at ArtPride. There was more variation between ArtPride Board and EDI Working Group member respondents, with more Trustee and Working Group members either answering Strongly Disagree or I don't know.

Q18 16. Members of the Board of Trustees at ArtPride demonstrate a commitment to creating an inclusive environment.

Answered: 17   Skipped: 0

Q9 8. Members of the Board of Trustees at ArtPride demonstrate a commitment to creating an inclusive environment.

Answered: 7   Skipped: 0

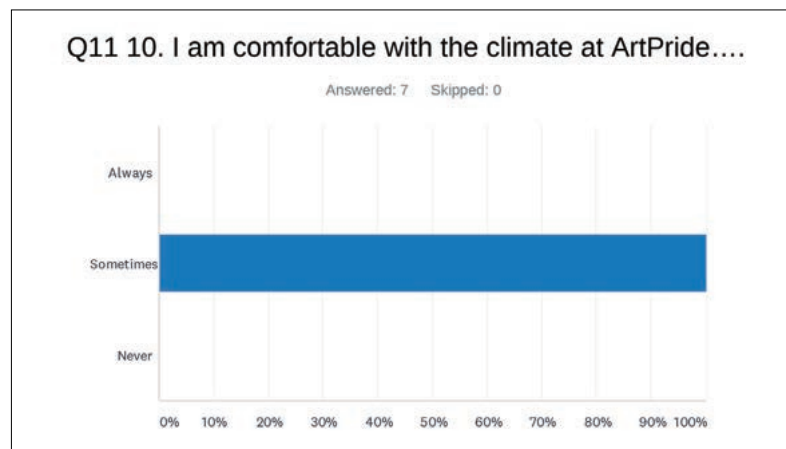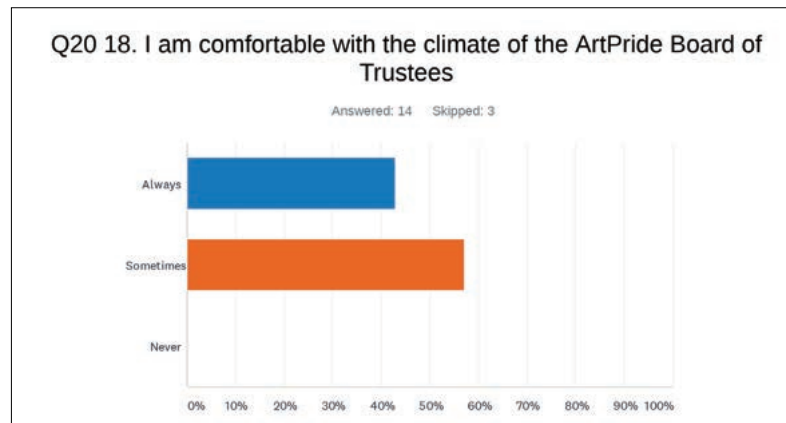| Response	Percentage
Strongly disagree	
Disagree	
Somewhat Disagree	
Somewhat Agree	~57%
Agree	~43%
Strongly agree	
I don't know	

- When asked about demonstrated commitment of ArtPride staff, respondents across roles in the organization had slightly different answers, with staff indicating a stronger commitment by ArtPride staff than Board members.

Q19 17. ArtPride Employees demonstrate a commitment to creating an inclusive environment at ArtPride

Answered: 17   Skipped: 0

Response	Percentage
Strongly disagree	~12%
Disagree	
Somewhat Disagree	
Somewhat Agree	~18%
Agree	~47%
Strongly Agree	~18%
I don't know	~6%

Q10 9. ArtPride employees demonstrate a commitment to creating an inclusive environment at ArtPride

Answered: 7   Skipped: 0

Response	Percentage
Strongly disagree	
Disagree	
Somewhat Disagree	
Somewhat Agree	~43%
Agree	~43%
Strongly agree	~14%
I don't know	

- Overall comfort with climate at each layer of the organization slightly differed with 42% of Board and EDI Working Group member respondents indicating they are always comfortable with the climate. 100% of employees indicated that they are sometimes comfortable with the climate at ArtPride.

Q20 18. I am comfortable with the climate of the ArtPride Board of Trustees
Answered: 14   Skipped: 3

Q11 10. I am comfortable with the climate at ArtPride….
Answered: 7   Skipped: 0

Board Culture
- Overall, Board of Trustee members feel like they can participate and feel heard at the individual level (75% of respondents strongly agreed). When it comes to the experience of other board members ability to feel heard and participate equitably, respondents slightly differed in their views of Board culture (45% strongly agreed)
- Data on Board practices around navigating conflict also applies to organizational culture.
    o *The process for resolving conflicts on the board is clear*
    o 95% of respondents answered between somewhat agree and strongly agree. 45% of Board/EDI Working Group respondents somewhat agreed.
- Having a clear process for navigating conflict and Board members feeling strongly about being able to participate and feel heard indicate a healthy culture of inclusion at the Board level.

Workplace Behavior

Over 50% of staff respondents stated that they have observed and/or experienced conduct directed toward a person or group of people at ArtPride that you believe created an exclusionary, intimidating, offensive, and/or hostile work environment. No organization is perfect and bias is common at any size of staff. For a small organization like ArtPride, this is a significant percentage of the organization. The main factors reported for perceived targeting of bias exclusionary, offensive, or intimidating behavior are:

- Age
- Educational Credentials
- Gender/Gender Identity
- Length of service at ArtPride
- Position/job status/job title = 6

Respondents who witness exclusionary behavior indicated they witness the following behaviors taking place:

- Derogatory remarks
- Derogatory/unsolicited emails or social media content
- Derogatory written comments
- Derogatory phone calls
- Person intimidated/bullied
- Person was the target of workplace incivility
- Person received a low performance evaluation

Climate for Underrepresented Populations

When asked to indicate the climate for underrepresented populations, Board and EDI Working Group respondents and staff indicated that the climate is less welcome for the following groups:

- People with Disabilities
- People of Color
- Women
- Transgender People
- Non-Native English Speakers
- People who are not U.S. Citizens
- People of low SES
- People in active military/veteran status

Retention

When asked if they have seriously considered leaving ArtPride, 83% of staff respondents answered "Yes.". When asked to explain the reasons for seriously considering leaving, themes from respondents open text box answers were:

- Feeling undervalued and not supported
- Few opportunities for advancement
- The hierarchy of the organization
- Workplace incidents

OPPORTUNITY AREAS

The findings outline key opportunity areas for ArtPride in their continued formal EDI efforts. Focus areas for the Strategy Development Phase are:

Organizational Structure

- Establishing a common language for EDI across the organization
- Establish a EDI mission & vision that integrates EDI into the mission of ArtPride
- Create alignment between the Board of Directors and ArtPride's organizational EDI efforts
- Clarify accountability for EDI efforts based on role and responsibilities
- Further develop the purpose and sustainability of the EDI Working Group

Organizational Processes

In alignment with ArtPride's newly established EDI mission and vision:

- Develop formal EDI recruitment policies & practices at the Board and staff level
- Develop mechanism for reporting bias and exclusionary workplace behaviors that encourage accountability and transparency across the organization
- Build EDI performance metrics into performance evaluations, relevant to job title and function
- Apply EDI mission and vision to external programs and services, including but not limited to, communications collateral, applications for funding, advocacy efforts, relationships and work with members, stakeholders, and funders
- Board responses indicate a clear focus point for the Board of Trustees:
  - Board recruitment processes focused on transparency and equity
  - Evaluation of board structure and responsibilities to support long-term EDI goals
  - Evaluate and align the process for navigating conflict at the Board of Trustees

Organizational Culture

In alignment with ArtPride's newly established EDI mission and vision:

- Learning and development sessions on:
  - building a culture of accountability
  - addressing bias incidents

Overall, the findings suggest that ArtPride is in a strong place to move the distance between intentions and action. There is a deep desire for more organization-wide EDI efforts and guidance on how to become more intentional and strategic in living ArtPride's mission. Phase 2 of the Strategic Diversity Planning process will provide organizational alignment and create strategic measurable EDI goals for ArtPride to quickly advance as a leader in the EDI space within the New Jersey arts community.

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