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- 1 year
- 2 years
- 3 years
- Incubator
- Incubator + 1 year

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Pathways to Equitable and Inclusive Orchestras

Facilitator:

Harold Brown, Chief Diversity and Inclusion Officer, Cincinnati Symphony

Speaker:

Heather Briere, Director, Learning & Leadership Programs, League of American Orchestras

Panelists:

Helen Cha-Pyo, Artistic Director & Principal Conductor, New Jersey Youth Symphony

Marianne Rice, Vice President of Music Education & DEI Initiatives, Jacksonville Symphony

Dana Stone, Executive Director, Indianapolis Chamber Orchestra

Welcome and What's Ahead

- Welcome and Why EDI Matters
- The League's Commitment to EDI
- The Catalyst Fund Program and Resources for All
- Grantee Stories of Vision, Progress, and Lessons Learned
- Explore EDI Strategies and Challenges in Small Groups
- Closing Thoughts
- Gallery Walk

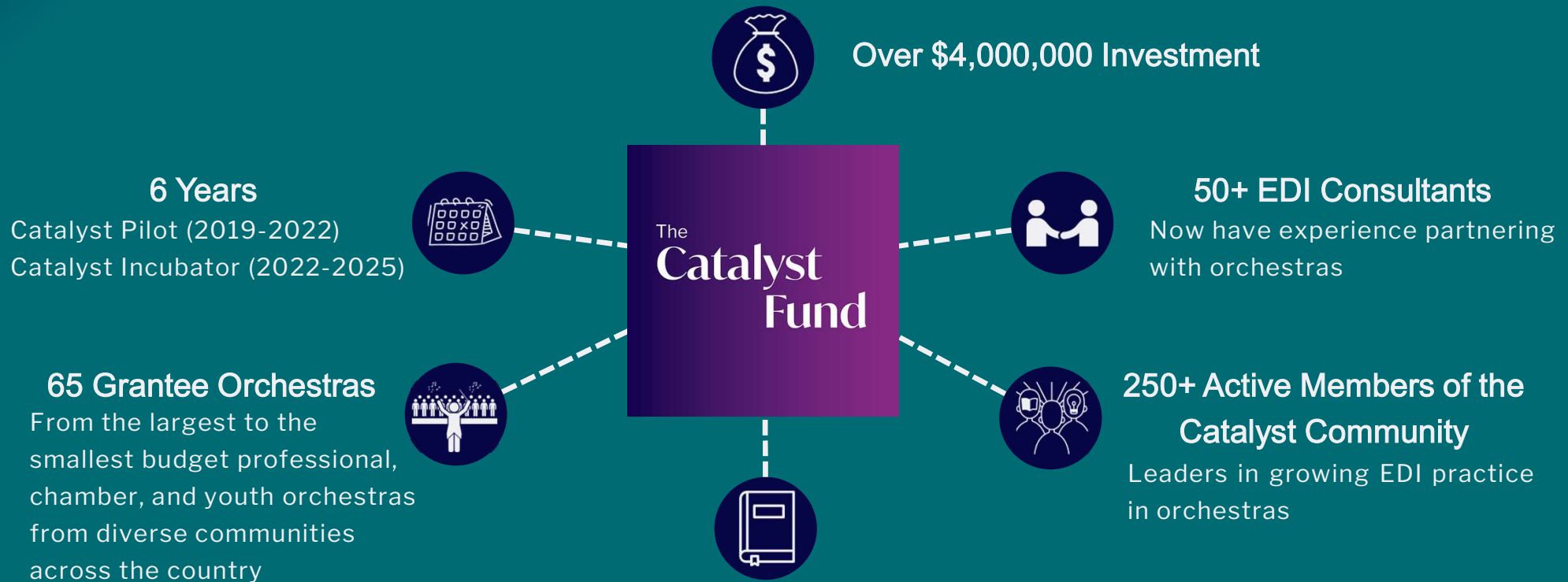
Accelerating the Pace of Change in EDI

- The League is committed to threading the values of EDI throughout its work, with the ultimate goal that the field reflects and embodies the diversity of this country.
- The League provides orchestras with resources that support the building of diverse organizations and inclusive cultures.

Via the Catalyst Fund, the League:

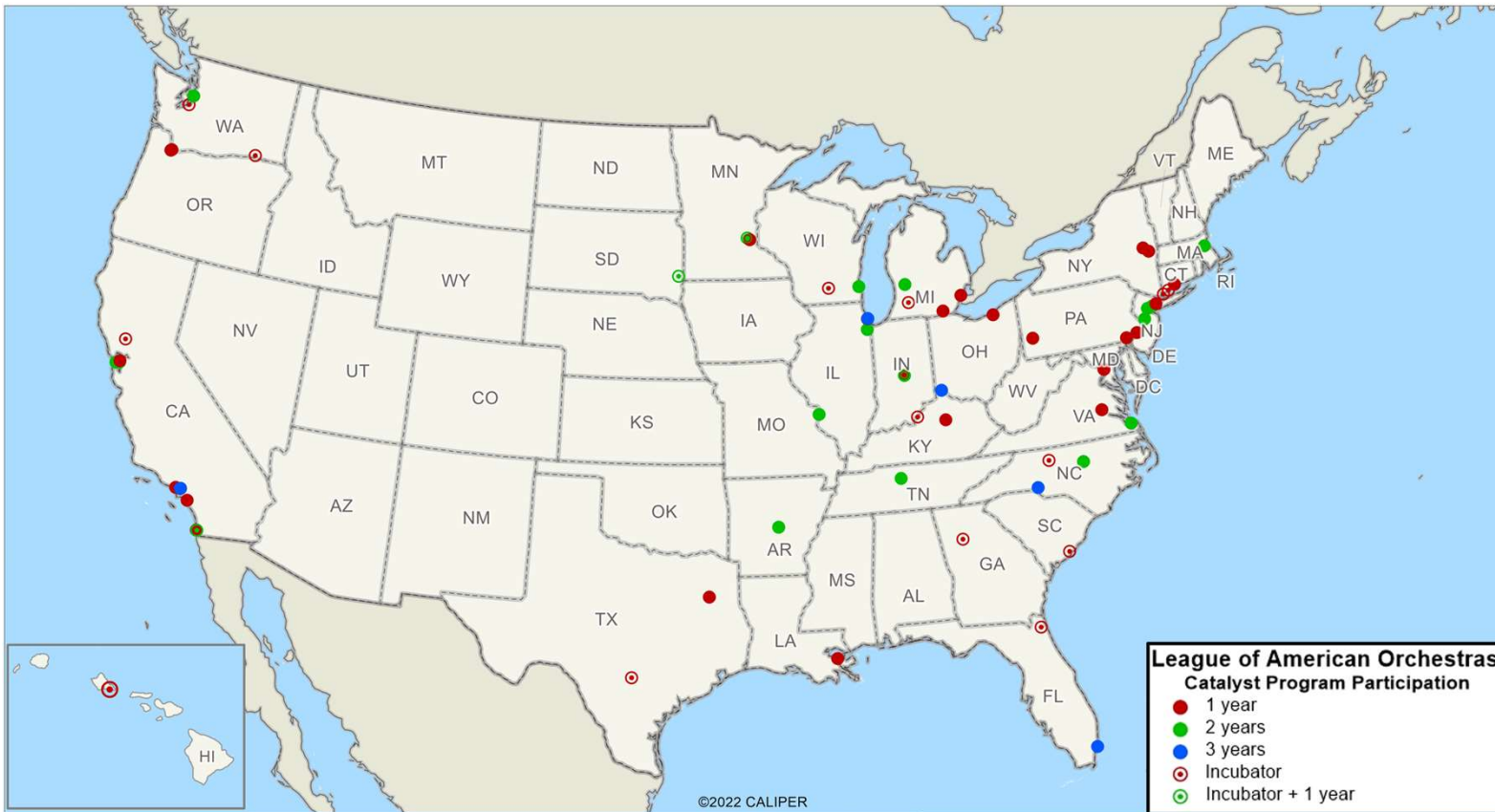
- Builds understanding and competence in EDI practice
- Deepens impact across the field by building a robust network of individuals with shared experience and purpose
- Identifies and supports field leaders in EDI practice

ACCELERATING THE PACE OF CHANGE IN EDI



5 Publications

- Promising Practices: Actions Orchestras Can Take To Make Progress Toward Equity (2022)
- Catalyst Snapshots: EDI Case Studies from American Orchestras (2022)
- Equity, Diversity, and Inclusion in Artistic Planning (2023)
- 2 Future Publications



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Catalyst Projects

- Learning and skills development activities for staff, board, and musicians to clarify and align their strategic thinking on EDI issues
- Conducting an institutional EDI audit
- Creating formal plans, policies and implementation towards the orchestra's EDI vision
- Developing recruiting, hiring, and training practices and materials
- Overhauling communications, marketing, and ticketing strategies
- Evaluating, benchmarking, and measuring progress

Catalyst Guiding Values

- **Humility**, acknowledging that answers can be elusive and uncomfortable, but entering into the work of EDI with openness, objectivity, and deep institutional commitment.
- **Transparency**, defined as clear communication across stakeholders and being frank about successes and challenges in becoming equitable institutions.
- **Authenticity**, realizing that EDI is a sustained practice that eschew tokenism and instead embed equity across the institution.

Grantee Stories of Vision, Progress, and Lessons Learned

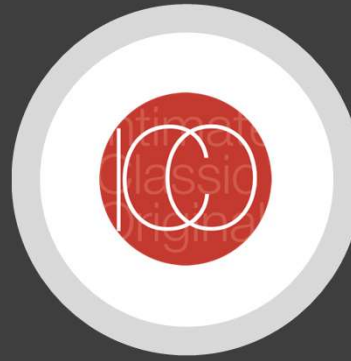
- **Helen Cha-Pyo**, Artistic Director & Principal Conductor, New Jersey Youth Symphony
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- **Dana Stone**, Executive Director, Indianapolis Chamber Orchestra
- **Harold Brown**, Chief Diversity and Inclusion Officer, Cincinnati Symphony



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About the ICO & Indy

- Population – 2 million
- ICO Budget - \$980,000
- Full-time staff – 3
- Board of Directors – 21
- Union Orchestra – Core 32
- 7 subscription concerts plus education, parks concerts



The Early Journey

Early 2020 – Strategic plan acknowledges need for expanded work in DEI

Fall 2020 – DEI Committee formed, Info-sessions with stakeholders in BIPOC Community

Spring 2021 – DEI Consultant, Board & Staff Training

Fall 2021 – Catalyst Fund Application



Early Reflections



- Evaluating a Starting Point
 - Assess and monitor existing practices, programs
 - Where are we now?
 - How can we measure progress
- Recognizing & Celebrating
 - Highlighting current programs, artists, concerts, composers
 - Talking about our vision and bringing the work forward
- Collective Buy-In
 - Large group discussions for idea sharing
 - Brainstorming leaders, partners, & cheerleaders



Goal 1: Establish organizational policies and practices to reinforce ICO's commitment to diversity, equity, and inclusion.

Goal 2: Build a Board of Directors reflective of the community












Goal 3: Build an orchestra comprised of an increasing number of qualified musicians who are African American or from other underrepresented demographic groups.



Goal 4: Create concert seasons that include a diverse array of classical musical experiences.

Goal 5: Conduct meaningful community engagement activities and educational programs that reach diverse populations.

Goal 6: Increase ICO support for people and organizations from populations underserved by the ICO.

Action Item	Status	Who	When	Notes
				
Create an equity plan with quantifiable measurements to evaluate progress.		Susan	2022	To be discussed/approved at upcoming DEI meeting
Build knowledge about community assets and map potential partners and allies to support DEI efforts.		Dana Joshua	On-going	With input from others
Conduct training for musicians and all Board/Staff who have yet to participate in an ICO DEI session.		Susan	TBD	Musicians' held, Board/Staff not yet
Review hiring practices to identify barriers to inclusion.		Dana Susan		Examined in recent hiring processes.
Include at least 2 BIPOC staff in ICO Administrative staff. If relevant, seek BIPOC candidates for open positions.		Dana		Joshua Thompson - Priscille Michel - Tex Ayaan Abassi - sur
Support BIPOC vendors and establish meaningful increase goal for year 2.		Dana Jessie Amylou		seek catering optio ! percentage use c \$\$ spent (34000-89 Increased from 15 increase to 35 and
Develop a wish list of DEI-focused projects to raise at least \$15,000.		Jessie, Dana	Oct 31	i.e. Anne Frank Tre Commission, Josh building comm. th Currently raised \$:
Develop a DEI initiative that can be submitted to major donors and foundations in Year 2.		Jessie Dana		Building communi camp.
Revise language and visuals used in collateral materials to reflect emphasis on inclusion.		Dana Jessie		Social & Print & we Intentional publicity c partners, musicians, (Bl LGBTQ, Gender)
Create talking points for ICO internal stakeholders to communicate ICO's DEI position.		Dana Susan		Created for diversity recr for auditions & board

Monitoring Table

- Each Goal has multiple action items
- Status based on stoplight system

Successes

- GOAL 1 Organizational

- Map BIPOC vendors and establish meaningful increase goal for year 2.

RESULT – an increase in dollars spent from \$34,000 - \$89,000 year 0 to year 1

15 vendors – 29 vendors year 0 to year 1

- GOAL 2 Board

- Result 100% improvement in BIPOC

- GOAL 3 - Musicians

- Increase number of BIPOC musicians on active sub list to at least 15% by YR1.
- Establish a proposal with other part time orchestras for a joint fellowship. Partner with Sphinx.



Successes

- GOAL 4 Programming
 - Have at least 5 guest performers/ conductors/composers from underrepresented populations in Year 1 and 7 in Year 2.
- GOAL 5 Community Engagement
 - Establish contact with at least 6 new potential partners.
- GOAL 3 – Community Presence
 - ICO leadership will attend at least 2 new high-profile events in the African American Community.



Hindsight

Things we would do differently

- **Communications System**
 - Keep musicians in the loop of the work of the committee and board
 - Frequency of Invitations to musicians to participate
- **Musician Training**
 - Begin with collective Buy-In, before a formalized training
 - Although all our musicians were invited only 2 participated
 - Go to them instead of hoping they come to you.
 - **TRANSPARENCY**





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ICO Policy on Inclusion, Diversity, Equity and Access

The ICO is committed to increase inclusion, diversity, equity and access in all aspects of the organization and strives to be a leader among non-profit performing arts organizations. Toward this goal, we will establish policies, procedures and training programs, pursue specific initiatives and commit significant resources. This policy is closely aligned with our long-term strategic plan.

Inclusion, diversity, equity and access is closely connected to our mission of offering music for the small orchestra to everybody in the community, including those who might have had little exposure to classical music in their lives. We commit to explore any underlying, unquestioned assumptions in our organization that prevent us from reaching these goals. The Executive Director and Music Director are expected to be visible leaders for achieving diversity and inclusion for the organization.



Land Acknowledgement Statement

We acknowledge that we gather here at Butler University on the traditional land of indigenous peoples including the Potawatomi, Miami, Delaware, and Shawnee.

We honor with gratitude the land itself and the indigenous peoples past and present who have stewarded it throughout the generations. This calls us to commit to continuing to learn how to be better stewards of the land we inhabit, while also acknowledging that some were brought to this land not by choice.





Get Connected with
the ICO!



CSO VISION:

To be the most relevant orchestra in America

CSO MISSION:

To seek and share inspiration

WHY Diversity, Equity & Inclusion (DEI)?

- Fulfilling the Vision
- Moral imperative
- Artistic richness, variety
- Representation
- Business case



CSO Strategic Plan Goals

GOAL 1

Evolve how we present ourselves to excite 21st century audiences.

GOAL 2

Optimize organizational culture and performance to ensure our ability to inspire our community.

GOAL 3

Reflect and welcome the diversity of our community on our stage, in our audiences, in our offices and on our Board.

CSO Strategic Plan Goal 3

Reflect and welcome the diversity of our community on our stage, in our audiences, in our offices and on our Board.

Objective 8: Increase the diversity of our audiences to better reflect the demographics of the Cincinnati MSA.

Primary Owner: VP of Marketing

Objective 9: Lead the American orchestra field in representation of gender and racial/ethnic diversity for musicians on stage.

Primary Owner: VP of Orchestra & Production

Objective 10: Increase the diversity of guest artists and composers represented across all Orchestra performances.

Primary Owner: VP of Artistic Planning

CSO Strategic Plan Goal 3

Reflect and welcome the diversity of our community on our stage, in our audiences, in our offices and on our Board.

Objective 11: Diversify **Staff, Board and Volunteer base** to reflect the demographics of the Cincinnati MSA.

Primary Owner: VP of HR

Objective 12: Complete and adopt **Learning Department Strategic Plan**; incorporate and implement all new and revised programs and initiatives, accordingly.

Primary Owner: Director of Learning

Objective 13: Launch meaningful **Community Engagement activities and performances**, with a focus on cross-sector collaborations and new relationships with community and cultural organizations in underrepresented neighborhoods.

Primary Owner: Director of Community Engagement & Diversity

Breakout Group Conversations: EDI Strategies and Challenges

- Importance of EDI Consultants
- Measuring Progress
- Developing External Alliances and Partnerships
- Reconciling Differences and Building Consensus

Breakout Group Notes: Importance of EDI Consultants

Successes

- Strategic Planning with Consultant(s)
- Trainings (Led by a Different Consultant)
- EDI Audit

Challenges

- Securing Funding
- Staff-Driven Initiative to Convince the Board of the Importance of Hiring a Consultant
- EDI Committee: Getting Representatives from Every Department (Executive Director, Operations, etc.)
- Building Relationships with 1-2 Passionate Board Members to Partner
- EDI Audit

Breakout Group Notes: Measuring Progress

Successes

- Self-Reported Demographic Data
- Increased Response Rate
- Consistent Surveys
- Increased Social Acceptance for Fellows
- More Board/Staff Conversations
- Self-Reported Increase in Belonging

Challenges

- Investing in Better Data
- Limited Survey Responses
- More Methods than Surveys
- Staff Resources – Limited Time
- Measuring Audience Demographics
- Politics
- Too Much, Too Soon
- Fear

Breakout Group Notes: Developing External Alliances and Partnerships

Successes

- Educational Organizations
- Chambers of Commerce (i.e. Black and Latino)
- Sports
- Festivals
- Faith-Based Activities
- Afro-Cuban
- Indigenous
- Community Conversations
- Sphinx – NAAS
 - SOPA
 - Recorded Audition

Challenges

- Concert Experience
- Tradition – Uniform

Breakout Group Notes: Building Consensus

Successes

- Open Dialogue that Leads to an Agreed-Upon Action Plan
- General Understanding of DEI
- Willingness to Work on Representation
- Clear Vision
- Increased Board and Audience Representation
- Virtuous Enthusiasm Cycle
- Well-Written EDI Document in Strategic Plan
- Biracial Conductor with Creative Vision
- Providing Funding for Staff to Attend DEI Education During Work Week
- Knowing & Showing WHY this Work is Important to the ART
- Hiring a Director of Equity
- Diversity in Programming
- Action-Based Solutions to DEI Issues

Breakout Group Notes: Building Consensus

Successes

- ASL at Concerts
- BIPOC Artist in Residence
- Open Conversations of What this Means to People – Provide Coffee!
- Be Extremely Transparent with Plans – Ensure that Materials are Easy to Access
- Open Listening without Judgement
- Strategic Plan that Finally Embraces DEI and Staff/Board Accountability
- Holding Musician Town Halls between Rehearsals in Order to Share Stories
- Slight Increase in Inclusive Programming and Representation
- Formation of Committees
- Wide Engagement from Different Parts of the Organization
- Having Conversations with the Board
- Starting a Youth Program for Musicians in Underrepresented Groups of People

Breakout Group Notes: Building Consensus

Successes

- Participating with SOPA and Sphinx
- Raised Awareness
- Change the Views from Win vs. Lose to Win-Win
- Support from Funders
- A Committee that Includes Stakeholders from Various Constituencies
- Inviting Stakeholders to Participate in Discussion from Point of Inception & Ideation, Not Further Down the Road
- Formation of a Multi-Constituent DEI Committee, including Staff, Board, and Orchestra (Recently Expanded)
- Composer-in-Residence – US/State Premieres and Workshops
- Committing to DEI in the Strategic Plan

Breakout Group Notes: Building Consensus

Challenges

- Fear of DEI Program Elimination and Funding Elimination
- Buy-In of Committee Recommendations
- Measuring the Diversity of the Audience (Data)
- Music Directors: Tenure, Audition Process (Music Director Veto)
- Helping Musicians Understand Why Invitations are Necessary
- Narrative of Diversity
- Community Resistance
- Fully Blind Auditions – Fear of Lower Expectations
- Economic

Harold Brown's Top 10 Lessons for Developing Your DEI Strategy and Plan

1. Clearly articulate “Why DEI” and link it to Vision and Mission
2. Deeply embed DEI in every area of the organization; however . . .
3. Focus on a few key areas (goals/objectives/measures) that will be most meaningful and impactful
4. Be guided by clear, detailed, reasonable plan; but maintain flexibility, especially re strategies/tactics



Harold Brown's Top 10 Lessons for Developing Your DEI Strategy and Plan

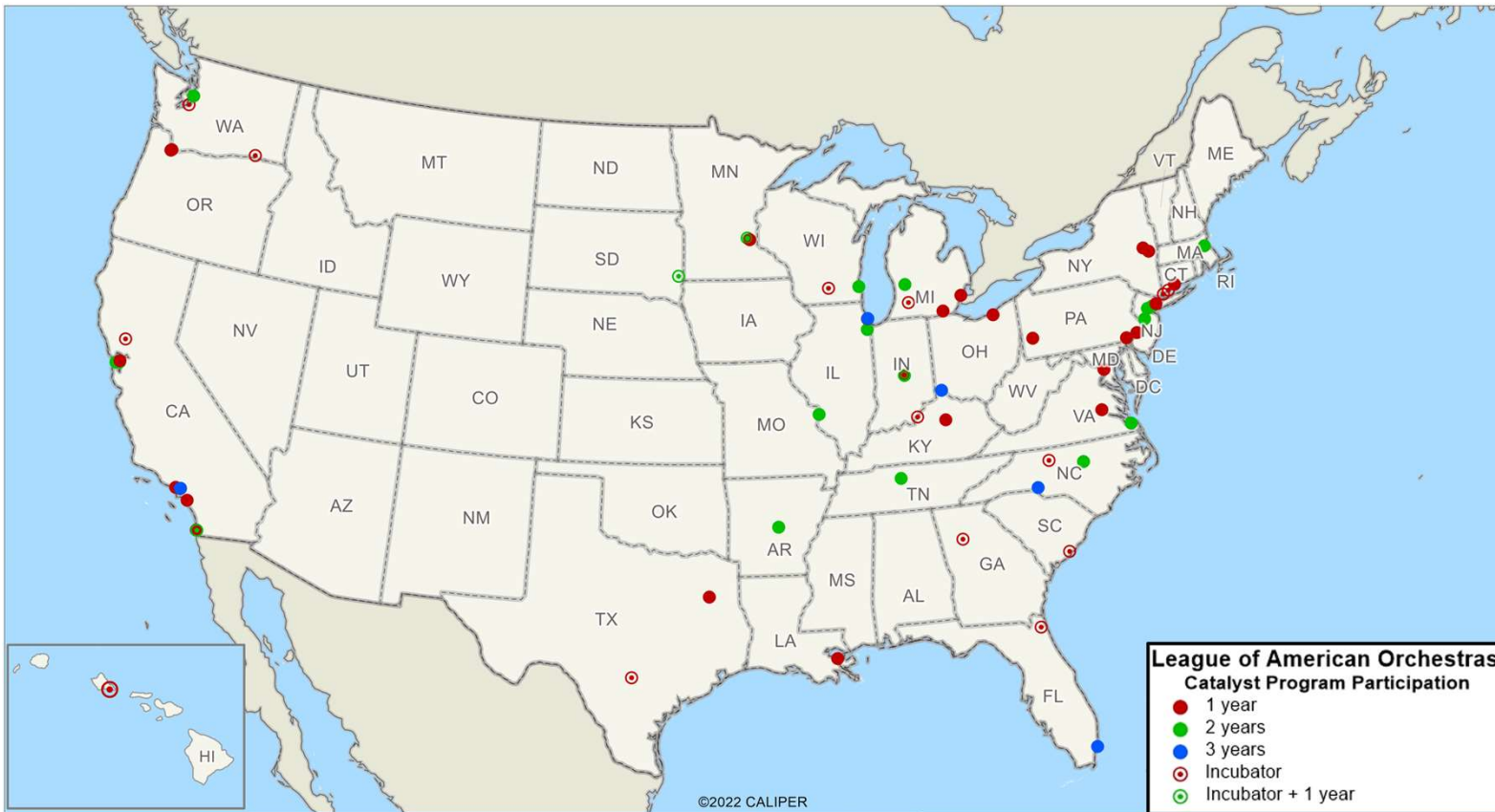
5. Invest in good data collection and analysis capabilities
6. Professional development should address needs identified through staff, musician feedback
7. Leaders matter and must lead unapologetically, especially early on
8. Engage and involve community, external partners
9. There is no one-size-fits-all blueprint; be confident in your choices
10. Extend grace – there will be challenges and slip-ups



Closing Thoughts & Thank You

The League is appreciative of the orchestras who have put themselves on the line to learn, experiment, accelerate innovation and advance their organizations in the areas of equity, diversity and inclusion – and to their contributions to field wide learning.

Deep gratitude is due to the Mellon Foundation for their investment in the League and the orchestra field. Additional thanks to the Paul M. Angell Family Foundation for its investment to make learning and networking opportunities possible.



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