



ArtWorks

Diversity, Equity, Inclusion, Accessibility,
and Belonging Organizational Plan
2023 - 2025

Board Approved April 2023

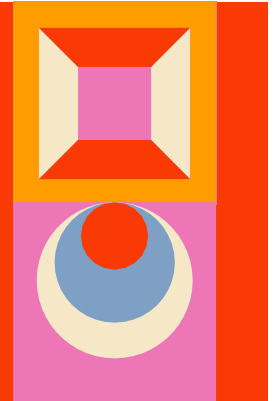


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“It is not our differences that divide us.
It is our inability to recognize, accept, and
celebrate those differences.”

— Audre Lorde



FORWARD

ArtWorks' commitment to Diversity, Equity, Inclusion, Accessibility, and Belonging

ArtWorks lifts justice by embracing equity, diversity, inclusion, and access regardless of skin tone, ethnicity, faith, apparent and nonapparent disabilities, age or identity. We believe that the journey towards justice takes consistent activism and lifelong learnings and we strive to be an organization that welcomes all with a feeling of belonging and empowerment.

Since our start in 1996, ArtWorks has demonstrated a strong Diversity, Equity and Inclusion approach when employing teens and young adults, ages 14 – 24. The majority of this employment is from historically marginalized and low income communities representing an average of 50% BIPOC (Black, Indigenous and People of Color) employed annually and more than 55% from communities who are under resourced. Our practice is to pair young people from various backgrounds and geographies knowing that gains are made in social exposure and teamwork. Our training is intentionally focused on helping to build Social- Emotional Learning (SEL) by providing a curriculum that promotes a safe place where all participants know they are valued and welcomed. Curriculum components include diversity awareness and inclusion, empathy, conflict resolution, mental wellness, and self-efficacy.

In 2020, ArtWorks wrote its first formal, board-approved Diversity, Equity, Inclusion, and Accessibility Plan with three primary goals: **Promote** and support inclusive thinking and professional development to grow staff cultural competency; **Create** a more inclusive and equitable workplace; and **Support** and retain a more diverse ArtWorks Community. Each goal was supported by key performance indicators to hold ourselves accountable to our community.

As we move forward over the next years, we have chosen to add the word belonging to our plan now being called ArtWorks DEIAB Organizational Plan. Our hiring practices will recruit staff and board members who reflect the diversity of our city including a wide variety of experiences and perspectives, bound by common values that inform thoughtful discussions and decisions. ArtWorks commits to providing all employees with an equal opportunity accompanied with the tools and training necessary to succeed and to ensure our teams reflect the multicultural richness of the community. We believe by embodying equity in our actions it leads to the fair treatment of all individuals regardless of their circumstances.

ArtWorks will continue to strive to eliminate barriers and forge pathways for artists, young people, and staff to fully engage in creative work that makes a difference to them and our city. We will work to ensure art is accessible and available across neighborhoods, so young people, adults, and seniors—no matter where they are or their circumstance—can have access to art that represents them and their community.

ArtWorks will not only continually reflect on and evaluate its diversity, equity, inclusion, accessibility, and belonging work, but we also take a firm stance to be anti-racist and anti-sexist. We will use our influence and power to support policy work that changes systems that are historically rooted in bias or bigotry.



VISION | MISSION | VALUES

At ArtWorks, we believe in creating opportunities to change the world through art. We co-create art with communities and across generations to make a social impact.

Our mission is to create community-based public art that provides career opportunities for artists of all ages.

Our core values guide our organizational culture and our approach to our work. We've created these shared values to represent what we stand for:

1. **We find a way** – we are creative, resourceful and have a can-do attitude. We remain optimistic and have the perseverance to see our work through.
2. **We thrive through diversity** – our community is stronger by being a collective of different backgrounds, cultures, and points of view. The more diverse we are, the more we foster a safe space to celebrate identity and uniqueness, and the more each individual and the collective thrive.
3. **We believe art enhances life** – art is an expression of our culture, our region, and our vitality. It is essential to the economic and social fabric of our community, building a strong quality of life, mental health, and civic pride.
4. **We learn together** – we strive to learn continuously, share our learnings, learn from mistakes, and solicit and give feedback so we can evolve and grow. Feedback is a gift. We embrace a continuous improvement mindset focused on relationships, communication, service delivery, and collaboration.



OUR JOURNEY

Our vision for our community is to celebrate all cultures. We will work to actively eliminate barriers for participation, leadership and artistic impact focusing on being a more conscious organization, committed to learning and making both large strides and incremental progress year over year.

We celebrate the successes we've had over the past three years of intentional and collective work, and we acknowledge our misses, where we were overly ambitious, and where we have room to grow. We know there is more work ahead and we are ready to lean in and make continuous progress as an organization.

Our journey started with a scientific and data driven Intercultural Development Inventory (IDI) facilitated by Priya Klocek, which pointed to an organization wide *minimization* mindset, an orientation that highlights cultural commonality and universal values and principles that may also mask deeper recognition and appreciation of cultural differences. With conversation, activities and training our recent IDI cultural assessment indicates we have moved into *acceptance* as an organization, an orientation that recognizes and appreciates patterns of cultural difference and commonality in one's own and other cultures.

Our future destination is *adaptation*, an orientation that can shift cultural perspective and change behavior in culturally appropriate and authentic ways.



Over the last three years, our successes include:

- Participation in [Ellequate](#), an award-winning employer certification and cohort-based leadership program for intersectional workplace equity. ArtWorks was awarded a silver-level award that signifies the organization has achieved significant progress in creating more inclusive and equitable workplaces.
- Recruited and built a more diverse board composition increasing from 13% to 33% BIPOC and from 33% to 50% Women.
- Increased year-round administrative staff diversity from 6% to 38% BIPOC.
- Grew seasonal employment BIPOC demographics. 55% of young artists aged 14-24, 45% of lead teaching artists, 38% of creative artists, and 100% of artists in residence for the youth gallery program represent the BIPOC community.
- Recognized Dr. Martin Luther King Jr. Day, Juneteenth and Indigenous Peoples' Day as paid holidays.
- Commitment to continued assessment for measuring staff cultural awareness with consultant, Priya Klocek, to make continued progress moving from a mindset that highlights cultural commonality and universal values and principles to a mindset that recognizes and appreciates patterns of cultural difference and commonality in one's own and other cultures. This is a continued focus through onboarding and assessments for new employees, as well as continued education and reflection staff wide.
- Created an individual and family leave policy to promote flexible support to help employees thrive professionally without sacrificing important and essential obligations. The policy includes paid maternity and paternity leave for up to 12 weeks, medical leave for up to 12 weeks and family care leave for up to six weeks.
- Conducted Mental Health First Aid Training provided to staff, teaching artists and young artists.
- Awarded the Inclusive Culture Award from the Leadership Council for Nonprofits. An award that recognizes a nonprofit organization that is welcoming at every level to every individual.
- CEO Colleen Houston signed the Hamilton County Pay Equity Commitment in support of gender- and race-based pay equity for all employees.

- Created a pay transparency policy. ArtWorks administers compensation in a transparent manner. We created a compensation philosophy, structures, and performance criteria to strive to administer compensation structure in a competent, consistent, and impartial fashion.

Looking Forward:

We will respect and appreciate the diverse characteristics that each staff, board member, volunteer, apprentice, artist, or community member brings. We will honor differences in experience, amplify voices (especially of those who are historically not heard), and leverage strengths and talents.

We will work to ensure our art outcomes are accessible. We will ensure art is available across neighborhoods, so young people, adults, and seniors— no matter where they are or their circumstance— can have access to art that is representational and reflective of their community.



The future of ArtWorks is to continue to build a diverse slate of staff, board, volunteers, funders, partners, and vendors. We will create diverse leadership opportunities for rising artistic voices, increasing representation for artists-in-residence for the V² Gallery and in Lead Design Roles for public art. We still have progress to make, especially in leadership roles both on the staff and board level. Additionally, we will design programs and prioritize partnerships that value uplifting and celebrating diverse cultures across our community. We will assemble diverse advisory committees to inform culturally competent programs that foster equity such as New Monuments and more.

ROOM TO GROW

Learnings

DEIAB is a process of ongoing learning that shows us there is always space for improvement. We recognize that there is room for us to grow in understanding diversity's evolving facets.

Through our engagement in Ellequate, an award-winning employer certification and cohort-based leadership program for intersectional workplace equity, we have expanded our definition of Diversity to purposefully acknowledge the existence of people of different genders, races, ages, abilities, sexual orientations, and religions.



As a result of our increased awareness, we have a duty to not only acknowledge the existence of these groups but also to support their representation within our organization and throughout our creative endeavors. We will increase representation by working in a transparent and collaborative manner internally and externally. Through data gathered from the Ellequate program, input from our staff during listening sessions and with our broader community in mind, we have set strategic diversity goals that will grow us forward by changing and improving policy and practice. By sharing these goals, we aim to hold ourselves accountable in our DEIAB journey.

GOALS



OUR GOALS FOR THIS PLAN ARE:

People-centered: Create a more inclusive and equitable workplace

Reaching new audiences: Foster inclusive language and experiences across all internal and external platforms

Belonging: Celebrate more cultures through the intentional design of programming to reflect our diverse community

OBJECTIVES:

1. Standardize recruiting and interviewing processes to eliminate unconscious bias.
2. Clarify flexible work options and benefits in the employee manual to reduce perceptions of inequity for administrative staff.
3. Develop a transparent, standardized, and objective promotion policy.
4. Set leadership diversity targets and recruitment strategies that increase diverse representation for senior staff leadership.
5. Enhance internal and external communications with inclusive and accessible language and formatting that welcomes all.
6. Celebrate diverse cultures by focusing on public murals, events and art projects that support historically marginalized communities.
7. Grow diverse philanthropic donors and volunteers.
8. Make strides across creative programming, employment opportunities, and public art accessible to people with various abilities.

ArtWorks is committed to making strides to include a broader representation of historically marginalized people across all aspects of the organization. For 2023-2025, ArtWorks will focus on maintaining and increasing diversity across the organization with a measured focus on gender, race, age, and abilities.

<i>Goal</i>	Actual 2022	2023	2024	2025
<i>People Centered</i>				
Board Diversity				
<u>Women</u>	- 50%	- 50%	- 50%+	- 50%+
<u>BIPOC</u>	- 33%	- Up to 36%	- Up to 40%	- Up to 45%
<u>Age + Ability</u>	- Not measured	- Gather a baseline, set goals for broader representation for future	- TBD	- TBD
Leadership Staff: (Director and above)				
<u>Women</u>	- 86%	- Maintain 50%+	- Maintain 50%+	- Maintain 50%+
<u>BIPOC</u>	- 12.5%	- Up to 20%	- 50%+	- Up to 40%
<u>Age + Ability</u>	- Not measured	- Gather a baseline, set goals for broader representation for future	- Up to 30% - TBD	- TBD
Administrative Staff				
<u>Women</u>	- 84%	- 50%	- 50%+	- 50%+
<u>BIPOC</u>	- 38%	- 38%	- 40%	- Up to 50%
<u>Age + Ability</u>	- Not measured	- Gather a baseline, set goals for broader representation for future	- TBD	- TBD
Artistic Staff: youth and teaching artists				
<u>Women</u>	>50%	>50%	>50%	>50%
<u>BIPOC</u>	>50%	>50%	>50%	>50%
<u>Age + Ability</u>	- Not measured	- Gather a baseline, set goals for broader representation for future	- TBD	- TBD
Gallery Artists				
<u>Women</u>	- >50%	- >50%	- >50%	- >50%
<u>BIPOC</u>	- 100%	- 100%	- 100%	- 100%
<u>Age + Ability</u>	- Not measured	- Gather a baseline, set goals for broader representation for future	- TBD	- TBD
Create Promotion Policy	Not in existence	Create with external review	Rollout to staff and train managers	Maintain communications and trainings



<i>Goal</i>	Actual 2022	2023	2024	2025
<i>Reaching new Audiences/Individuals</i>				
Diverse Leadership	Not measured	Standardize interviewing process to mitigate bias + build DEIAB relationship with executive placement	Investment in recruiting to increase diverse candidates for leadership roles	Maintain investment in recruiting to increase diverse candidates for leadership roles
Vendor Relationship				
<i>Minority owned</i>	10%	14%	Up to 20%	Up to 25%
<i>Women owned</i>	19%	20%	Up to 25%	Up to 30%
<i>Women + Minority</i>	15%	18%	Up to 20%	Up to 25%
<i>Donors</i>	Did not measure	Baseline measurement	TBD	TBD

<i>Goal</i>	Actual 2022	2023	2024	2025
<i>Belonging</i>				
Large Scaled Cultural Public Art Projects/Events that support Marginalized communities	50%	50%	50%	50%
Celebrating Culture	Conduct 2 cultural events and trainings	Conduct 3+ cultural events and trainings	Conduct 3+ cultural events and trainings	Conduct 4+ cultural events and trainings
Cultural Partnerships	35% of public art projects partner with diverse communities	Maintain 35% of public art projects partner with diverse communities	Increase up to 40% of public art projects partner with diverse communities	Increase up to 45% of public art projects partner with diverse communities
Staff Cultural Competency Assessment	Acceptance	Maintain early stage of Acceptance	Move to Midpoint of Acceptance	Move to last stage of Acceptance up to early state of Adaptation
Provide public transportation	50% of cost is underwritten	Maintain 50% of underwritten cost	Increase underwritten cost to 75%	Increase underwritten cost up to 100%
Update employee manual: work life integrations + workplace policies	Create committee to review and rewrite manual	Complete the update with rollout to staff	Annual training and update	Annual training and update
Inclusive language guidelines and protocol	Set Goal	Create a policy framework	Create an action plan to support policy and execute with staff training	Maintain training and action plan

LEADERSHIP + ACCOUNTABILITY

As an organization, we are collectively accountable for the goals set forth by ArtWorks' DEIAB Plan. The ArtWorks team consists of 28 active Board of Directors, 17 Administrative Staff, 33 Year-Round Artists, including 30 Studio Artists and 3 Studio Managers and Artists-in-Residence, and 8 diverse Committees. Together we strive to set and move closer to these necessary benchmarks, knowing that there is always more work to be done and ways to improve. Through thoughtful communication, planned meetings, and accurate tracking, we as an organization work to effectively report ArtWorks' DEIAB Plan across the institution.

The core DEIAB working committee consists of CEO & Artistic Director, Colleen Houston, Senior Director of Finance & Talent, Jane Keller, Director of Community Impact, Karla Batres Gilvin, Event & Donor Relations Manager, Dominique Khoury. Additionally, the ArtWorks Talent & Leadership Committee of the board focuses on DEIAB priorities, engages the full board for input and gives guidance to staff. This committee is chaired by Board member, Agnes Godwin Hall.



GLOSSARY

Equity

The state, quality or ideal of being just, impartial and fair. The concept of equity is synonymous with fairness and justice. To be achieved and sustained, equity needs to be thought of as a structural and systemic concept. Equity involves trying to understand and give people what they need to enjoy full, healthy lives. Equity needs to come first before diversity, inclusion or accessibility.

Diversity

Is the representation of people of different gender, races, ages, abilities, sexual orientations, and religions

Inclusion

Is the ability to leverage the power of differences and similarities to effectively achieve a common goal or objective while being open and emphatic. It is the intentional, ongoing effort to ensure that diverse people with different identities are able to fully participate in all aspects of the work of an organization, including leadership positions and decision-making processes. It refers to the way that diverse individuals are valued as respected members and are welcomed in an organization and/or community.

Accessibility

Is giving equitable access to everyone regardless of human ability and experience.

Belonging

Is the experience of feeling welcomed and being treated as a member of a community.

Culture

Is the set of shared attitudes, values, goals, and practices that characterizes an institution or organization.

BIPOC

Black, Indigenous and People of Color

Intersectionality

The interconnected nature of social categorizations such as race, class, and gender, regarded as creating overlapping and interdependent systems of discrimination or disadvantage. Coined by legal scholar Kimberlé Crenshaw.

Equality

Promotes fairness and justice by giving everyone the same thing

Gender Identity

Is a person's internal experience of gender, such as male, female, trans, or non-binary, which may or may not correspond with their biological sex

Gender Equity

Is fair treatment of people of all genders based on their respective needs. This may include treatment that is the same or different, but equivalent in terms of rights, benefits, obligations, and opportunities

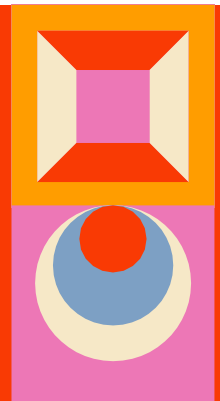
Implicit Bias

Refers to negative stereotypes or beliefs we have about particular groups of people without our conscious knowledge

<i>Allies + Accomplices</i>	Are people willing to act with and for others in pursuit of ending oppression and creating equality.
<i>Micro-aggressions</i>	Are the everyday verbal, nonverbal, and environmental slights, snubs, or insults, whether intentional or unintentional, that communicate hostile, derogatory, or negative messages to people based solely upon their marginalized group membership
<i>Privilege</i>	Is a special right, advantage, or immunity granted or available only to a particular person or group of people
<i>Systemic Inequality</i>	Refers to unjust or discriminatory practices built into our social, political, and economic institutions as a whole, as opposed to individual bias or discrimination
<i>Historically Marginalized</i>	Are groups and communities that face social, political, and economic exclusion due to uneven power dynamics in the areas of economy, politics, society, and culture.
<i>Year-Round Administrative Staff</i>	Chief Executive Officer & Artistic Director, Senior Director of Impact, Senior Director of Finance & Talent, Senior Director of Advancement, Senior Director of Marketing & Communications, Director of Community Impact, Director of Creative Projects, Director of Artist Impact, Director of Development, Communications Manager, Creative Projects Manager, Gallery Manager, Recruiting & Hiring Manager, Executive Assistant, Finance Manager, Event and Donor Relations Manager, Development Database Coordinator, Artist Impact Education Manager
<i>Artistic Employment Staff</i>	Mural Studio Manager, Civic Artist-in-Residence

“For while we have our eyes on the future,
history has its eyes on us”

— Amanda Gorman





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