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

Racism --> -->--> --> --> --> --> --> --> -->--> --> --> --> --> --> --> --> --> --> -->-->--> Racial Tolerance--> --> --> --> --> --> --> --> --> --> --> --> --> --> -->--> --> --> -->-->-->Anti-Racist Practices -->-->--> -->--> --> --> --> --> --> --> --> --> --> -->-->-->Race Equity

Organizational Elements	Being non-white is seen as a deficit		Racial differences are tolerated		Racial and cultural di-->fferences are seen as assets	
	0 - Exclusive	**1 – Passive**	**2 - Symbolic**	**3 - Identity Change**	**4 - Structural Change**	**5 - Institutional Change**
Profile Aggregate Score = 2.3	Formal & informal racial discrimination exists in the policies, practices, training, and decision-making at all levels. European and contemporary art forms are organizational defaults.	Goals and policies exist to diversify the board and staff, but is inadequately funded and resourced to achieve any change. There is a shared belief within the power structure that there is no reason to change beyond external pressures. Asian art forms are respected but rarely taught and presented. African and Native American art forms if taught or presented are repackaged and coopted into European art forms.	Policies and practices are in place to promote diversity, but are largely ineffective for changing racist behaviors and outcomes. Communities of color are invited, but nominally participate. One or two programs featuring artists of color are celebrated as evidence of the organization's commitment to diversity.	There are intentional efforts to eliminate racial bias by updating existing policies and practices, and understanding barriers that impede achieving racial equity goals. Ownership of racial equity initiatives exists within designated advocacy groups. African, African-American and Native American art forms are incorporated into the curriculum.	Policies and practices eliminates or mitigate structural 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 palate 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 palate of art forms to be presented.
Culture – Organizational Commitment Score = 2.7	Intentionally excludes people of color from positions of authority or allows only rare exceptions within tightly controlled limitations. Intimidation and bullying of people of color are commonplace and occur without consequence.	Publicly proclaims itself an equal opportunity employer and often declares "we don't have a problem" yet continues to ignore the marginalization and lack of color within its ranks. When people of color with "proper credentials and attitude" are incidentally or intentionally hired, these employees are held up as examples of progress and expected to "cool" the rest of the minorities and historically oppressed.	Has achieved management ranks that roughly mirror the local demographics, but all organizational levels are generally inattentive to continuing patterns of privilege, paternalism, and control. Discussions about race are diluted by incorporating all other forms of discrimination and oppression into the dialogue. Fearful that addressing race too openly will impact bottom line.	Recognizes "we have a race problem." Focuses on being an anti-racist within its mission and vision. Change teams are created to develop and guide race equity efforts. Staff training plans are standardized, but training is underfunded and not accessible to all. Policies and practices are in place to challenge white power and privilege, but inconsistently supported. Willing to take minimal risks to increase diversity.	Race equity is considered an essential element of doing business. Race equity training is adequately budgeted for resources and staff time. Goals and metrics are in place to measure success. Policies and practices disrupt white power and privilege, and are consistently enforced. Race equity advocacy and improvements are coordinated and linked across the organization.	Mission and vision is expanded to include engaging in efforts to eliminate systemic racism externally as well as internally. Processes are in place to routinely examine and adjust to ongoing and emerging issues of racial inequity. Discussions about race are a normal, acceptable part of daily routine. Staff, board, and volunteers are required to take racial equity training and expected to incorporate race equity into their personal accountability statements.
People – Board & Management Score = 2.5	Overtly models exclusive practices. Cronyism is rampant. Membership is limited to the "cream of society."	Professes support for racial equity when questioned but is not interested or knowledgeable about the issue. Biases that cause racist outcomes for staff and customers, community stakeholders remain unchecked and uncorrected. Charges of racial discrimination are ignored whenever possible.	Occasionally attends race equity training, and makes verbal and written commitment to diversity. Largely sees the race issue as getting a few people of color on the board and management team. Does not acknowledge or address racism and white privilege as a business problem. Charges of racial discrimination are viewed as people of color being too sensitive and are vigorously defended.	Race equity is incorporated into accountability statements, but considered secondary to business goals. Publicly staff is told to pursue racial equity within their work, but privately told to focus on the "real" business objectives. Charges of racial discrimination are viewed as exceptional cases of individual acts of racism or personal "misunderstandings."	All budgeting and workplan development incorporates a documented race equity analysis process. Race equity is a serious accountability element. Internal alliances and coalitions are formed to ensure racial equity across the entire organization. Employees are viewed as valued team members to be coached and mentored. Charges of racial discrimination are viewed as organizational failures.	Race equity is a critical accountability component. Power is shared with staff and people of color stakeholders. Supports is given to other organizations in their efforts to address race equity within their operational practices. Staff career paths are clearly identified and training provided to staff so they can reach individual career and personal goals.
People – Administration & Art Instructors – Hiring, Recruitment, & Retention Score = 2.2	Explicit action is taken to prevent people of color from being hired or promoted. Job openings are kept within a restricted family of trusted employees and contacts. Racial discrimination is blatant and pervasive.	Hiring practices assumes a race neutral posture. Equal opportunity is interpreted as something that exists without regard to race. Still people of color are rarely interviewed or hired as old entrench networks continue to be the primary source for new hires. Discipline is visibly biased and harsher for people of color.	Outreach is expanded to include media that serves communities of color, but finding employees of color who are a "good fit" proves a difficult challenge; final hiring decisions continue to reflect white cultural norms. Whites fear reverse discrimination is being practiced.	Informal networks are established to supplement media outreach, but this creates gate keepers who produce inconsistent results. Hiring panels typically include persons of color and panels are given training to recognize and mitigate personal bias. People of color recognize the organization as a better place to work than most; whites are uncertain.	Pipelines for candidates of color are actively established and nurtured. The hiring process is standardized to mitigate racial bias. Job duties include actionable commitment to racial equity. Artist of color recognize the organization as a fair place to work; whites generally support the changes.	Candidates of color are "grown" through a variety of community based programs. Compensation is rigorously examined to remove racial and other biases. Discipline is rare because supervisors coach for success. People of color and whites regard the organization as a desirable place to work.
People – Administration & Art Instructors – Training & Competencies Score = 2.2	Whites are expected to thrive and rise in the ranks, and are informally mentored. People of color are encouraged to leave if they can't accept their low-level positions and marginalized status. Training is allocated inequitably and only to those who support or accept white racial norms.	A few "good guys and gals" of color are encouraged to aspire and provided training, but glass ceilings remain firmly in place. Training is a reward handed out at management discretion inequitably. Race equity training is limited to HR employees; all other staff are invited to attend ethnic celebrations. Training for advancement is considered a reward, and white employees benefit disproportionately from informal mentoring.	All staff are required to attend a single diversity class during their employment. There is inadequate funding and time provided to deepen individual understanding of racial equity and how it might be practiced. Basic training plans do not include race equity training. Designated staff are given "leadership" roles but no power.	Racial equity training is formalized as a core competency for all positions. Measurable performance metrics around race equity are evolving but not in place organization-wide. All staff are encouraged to analyze and recommend changes to policies and practices related to their duties, only sporadically taken seriously.	Employee evaluations clearly defines, tracks progress with measurable metrics, and rewards application of racial equity skillsets. Staff have tools and training on how to effectively apply race equity to their daily duties. There is a process in place that accepts and seriously considers recommendations from staff to improve any policy or practice related to any aspect of the business. Formal training and mentoring plans are in place for all employees.	Staff are trained to be change leaders and contribute toward innovations that better meet the organization's mission towards racial equity. Staff are supported and self-motivated to continuous development of racial equity skillsets. Staff share and collaborate on learning and improvements internally, with other organizations, and the community at large. Opportunities for professional development and growth are equitably available to all.

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 organizational operations.

References

Pratt Race Equity Continuum For Turning Commitment Into Measurable Results
Continuum on Becoming an Anti-Racist Multicultural Institution
Crossroads Documentation Project
City of Seattle Arts & Culture Race Equity Program

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