January 28, 2016

Dear colleagues:

Around this time last year, the Department of Cultural Affairs launched a diversity initiative in front of an overflow crowd at the Ford Foundation. The initiative was inspired by Mayor Bill de Blasio's vision for a more inclusive and equitable city and driven by our administration's commitment to diversity - from our hiring at every level, to workforce development, to engaging a larger share of minority and women owned businesses. We are in the midst of a national discussion on diversity from college campuses, to professional sports, to the motion picture industry, and beyond. In our role as a public agency and supporter of art and culture in America's most diverse city, we are committed to opening doors for New Yorkers of all backgrounds to become audience members, staff, and leaders of our cultural organizations.

A major component of this initiative is to set a baseline understanding of where our cultural community stands with regards to diversity, and the results are in: 987 organizations provided information on 36,441 paid employees for Ithaka S+R's diversity survey of New York City cultural groups. The challenges laid out in the data are real, but there is also good news. For instance, New York City's museum workforce is considerably more diverse than the national averages; a decade-by-decade comparison shows that newly hired employees are more diverse than those hired in decades past; and the numbers on gender equity are encouraging.

It is clear that we have work to do. The workforce in our cultural sector is not as diverse as the City of New York. This follows similar trends revealed by national surveys, and the specific data on New York City will help us to develop efforts that respond to our unique circumstances. In scores of interactions we've had with staff at organizations large and small from across the City, the overwhelming majority recognizes the problem and is committed to working together to make real, measurable progress. Now we have a foundation for our conversation and action. We encourage you to share examples of successful programs, resources, critical areas for further investigation, or other feedback based on your experiences with diversity efforts, using the Speak Up page at www.nyc.gov/culture/diversity.

Sincerely,

Tom Finkelpearl
Commissioner

Edwin Torres
Deputy Commissioner

NYC Department of Cultural Affairs | Diversity Survey Overview

INTRODUCTION
The NYC Department of Cultural Affairs (DCLA) prepared this overview of data collected by research firm Ithaka S+R on the staff and board makeup of nonprofit cultural organizations that received funding from the DCLA in the last three fiscal years. We embarked on this effort as part of the de Blasio administration's commitment to fostering a fairer and more equitable city, and we believe in the value of a cultural sector that reflects the communities it serves. Not only is an inclusive workforce better at problem-solving, more innovative, more deliberative, and more effective than one that lacks diversity[i], but it makes our creative community fairer, richer, and more dynamic. We also believe that cultural organizations that adapt to ongoing demographic changes can continue to connect with New Yorkers as audiences and stakeholders, strengthening the sector as a whole.

BACKGROUND
In January 2015, DCLA launched a major initiative to promote and cultivate diversity among the leadership, staffs, and audiences of cultural organizations in New York City as an investment in the long-term viability of our cultural sector. The goals of this initiative are:

- To establish a baseline understanding of the staff and board makeup of New York City's cultural organizations through a survey;
- To identify and share successful strategies for cultivating workforce, leadership, and audience diversity for adaptation by cultural organizations; and
- To initiate new partnerships and programs aimed at building a pipeline for the next generation of leaders in the cultural sector that reflects the city it serves.

As part of this initiative, the Mertz Gilmore Foundation and Rockefeller Brothers Fund provided funding for nonprofit research firm Ithaka S+R to administer a survey to nearly 1,000 nonprofit cultural organizations located in New York City. The survey, designed in collaboration with a committee of representatives from cultural organizations, collected demographic data on race/ethnicity, gender, disability, age, job type, and level of seniority.

FINDINGS OVERVIEW
The survey's findings illuminate the degree to which NYC's cultural community has responded to the city's changing demographics while highlighting critical opportunities for growth.

Race and Ethnicity
NYC'S cultural workforce does not reflect the racial and ethnic diversity of the city:

According to the U.S. Census[ii], **New York City's population** identifies as:
- 66.7% people of color
- 33.3% white non-Hispanic
- 52% female

This survey found that **NYC nonprofit cultural staff** identifies as:
- 35.6% people of color
- 62.2% white non-Hispanic
- 52.6% female

When put into context with recent data on museums and cultural nonprofits, the new data reveal greater diversity than the national workforce:

On the **national level**, individuals identifying as white accounted for:
- 72% of museum staffiii;
- 78% of arts managersiv;
- 91% of board membersv.

This survey of **NYC cultural groups** found that individuals identifying as white accounted for:
- 59% of museum staff;
- 74% of senior staff;
- 78.1% of board members.

Disability

The quantitative section of the survey included a request for information about the number of staff members who self-identify as having a disability, but a statistically insignificant number of groups provided responses on their staff for this prompt. While this lack of information is an obstacle, DCLA will seek to find meaningful ways to continue to include people with disabilities in new efforts aimed at increasing access and inclusion.

Gender

Over half of individuals in leadership roles are women. This holds true on the staff level, which includes an even mix of men and women, with women slightly more numerous than men on every level of employment, from junior to senior staff. Likewise, cultural boards are split almost evenly between men and women.

Non-binary individuals are not well represented in the data. DCLA will work with our colleagues to explore opportunities for education and programming ensuring that these groups are involved in the discussion around inclusion and equity.

LESSONS & HIGHLIGHTS
- ***There is diversity across job titles & decade hired***: Looking at job types with the greatest number of positions – more than 1,000 in number - the survey shows that certain types of positions within organizations are more diverse than others. While senior management positions are typically more white, 46% of employees in finance, 45% of employees in programming, 50% of employees in visitor/patron services, and 42% of employees in education identified as people of color.
- ***The workforce is becoming more diverse:*** The survey found that the most diverse staff cohort was hired in 2010s, of which 43% self-identified as people of color. They are also the largest cohort (21,554), paving the way to make real progress toward a more diverse cultural workforce.
- ***Opportunities for pipeline development:*** Of the survey respondents who identified barriers to increasing diversity at their organizations, over 75% cite lack of a viable pipeline of diverse job candidates as a major challenge. However, younger and more recently hired staff members are more likely to be diverse by race/ethnicity and gender. 69% of survey respondents identified partnering with educational institutions and organizations to access a more diverse staffing pool as an effort in which they would participate.
  - When compared to other levels within organizations, **leadership** is less diverse (56% of junior staff are white, compared to 73% of senior staff), indicating opportunities to develop internal pipelines that cultivate talented people early in their careers for leadership positions.
  - The same holds for **boards of directors**. With more than 78% of board members identifying as white, there are enormous opportunities to cultivate leaders from more diverse backgrounds, ensuring that these values are reflected at every level of our cultural community.
- ***Sharing of effective practices:*** In the qualitative section of the survey, 69% of respondents identified peer-to-peer sharing of successful practices and diversity workshops as services they would value. DCLA will convene organizations leadership, human resource directors, and other staff to identify specific policies, strategies, and interventions that have been successful in increasing diversity in their staff and boards. The goal will be developing a concise set of recommendations to help support organizations' efforts to achieve continued progress.

NEW INITIATIVES

The enthusiasm and urgency on this issue have provided opportunities to take serious action toward addressing the issues highlighted in this report.

- The City's Theater Subdistrict Council is exploring a funding initiative of up to $2 million in grants for the development and training of theater professionals with a focus on people currently underrepresented in the professional theater community. The Theater Subdistrict Council is expected to make a formal announcement and issue a request for proposals in the spring of 2016**.**
- DCLA will commit $1 million for the Cultural Institutions Group to fund proposals that support diversity efforts in the cultural community. DCLA will issue a request for proposals in the spring.
- DCLA is working closely with partners including the City University of New York and private philanthropies to build and support new pipeline programs that create internship and employment opportunities at cultural organizations, and to develop leadership within these organizations. We will provide regular updates on these partnerships as they develop.

Sharing this data with our partners in the cultural community is one of the most important steps toward making real progress on these issues. No one knows these organizations better than the staff, leaders, and stakeholders that serve them, and your commitment is critical to finding solutions that work across the full breadth of the city's creative sector.

Public Engagement

This survey is part of an ongoing initiative to support the cultural sector's efforts to better engage the residents of the City we serve. Now that the data is public, we want to hear from you. DCLA will present the information at a number of upcoming public events, and members of the public are encouraged to submit their thoughts, recommendations, and other feedback using the Speak Up submission form. DCLA plans to host a convening in late March that follows up on the conversations begun at the Ford Foundation and BRIC kickoff events in 2015.

THANK YOU

On behalf of the NYC Department of Cultural Affairs, we would like to thank our partners who funded this study and the broader diversity initiative: the Ford Foundation, The Rockefeller Brothers Fund, The Mertz Gilmore Foundation, and Deutsche Bank Americas Foundation. Thanks also to the dedicated and insightful members of the diversity advisory committee who have given us excellent feedback and guidance throughout the process. DCLA has also received inspiring and passionate advice and support from City Hall from the very start, most especially Mayor Bill de Blasio, First Deputy Mayor Anthony Shorris, and Counsel to the Mayor Maya Wiley.

From our initial public discussions on this topic to the design and execution of the survey, the knowledge and expertise contributed by a range of dedicated partners have provided a solid foundation we can build on. This data release represents an important step, and we are grateful to everyone who took the time to carefully and thoughtfully respond to the questions posed. We encourage you to visit www.nyc.gov/culture/diversity to learn more, discuss, and share ideas as we work together to develop our collective steps into the future.

[i] See Phillips, Katherine W., "How Diversity Makes Us Smarter," *Scientific American* 311, no. 4 (2014) http://www.scientificamerican.com/article/how-diversity-makes-us-smarter/; Hoever, Inga J., Daan van Knippenberg, Wendy P. van Ginkel, Harry G Barkema, "Fostering Team Creativity: Perspective Taking as Key to Unlocking Diversity's Potential" *Journal of Applied Psychology* 97 no. 5 (2012): 982-996; Paletz, Susannah B.F., Ella Miron-Spektor, Chun-Chi Lin, "A Cultural Lens on Interpersonal Conflict and Creativity in Multicultural Environments" *Psychology of Aesthetics, Creativity and the Arts* 8 no. 2 (2014): 237-252; Walker, Vernetta. "Beyond Political Correctness: Building a Diverse Board" in *Recruiting a Stronger Board: A BoardSource Toolkit*, ed. Board Source, 60-62 (Washington, DC: Board Source, 2009); and Hunt, Vivian, Dennis Layton and Sara Prince, *Diversity Matters*, (London and Atlanta: Mckinsey and Company, 2015), February 2, 2015 revised version. http://www.mckinsey.com/insights/organization/why_diversity_matters.

[ii] New York City Department of City Planning, *NYC2010: Results from the 2010 Census: Population Growth and Race/Hispanic Composition,* (New York: Population Division, NYC Department of City Planning, 2011), 14. http://www.nyc.gov/html/dcp/pdf/census/census2010/pgrhc.pdf; and United States Census Bureau, "Quick Facts: New York City, New York," http://www.census.gov/quickfacts/table/PST045215/3651000,00.

[iii] Schonfeld, Roger, Mariët Westermann, Liam Sweeney, *The Andrew W. Mellon Foundation Art Museum Staff Demographic Surve*y, 3 (New York: Andrew W. Mellon Foundation, 2015) https://mellon.org/media/filer_public/ba/99/ba99e53a-48d5-4038-80e1-66f9ba1c020e/awmf_museum_diversity_report_aamd_7-28-15.pdf.

[iv] Cuyler, Antonio "An Exploratory Study of Demographic Diversity in the Arts Management Workforce" Grantmakers in the Arts Reader 26 no. 3 (Fall 2015) http://www.giarts.org/article/exploratory-study-demographic-diversity-arts-management-workforce.

[v] Ostrower, Francie, "Diversity on Cultural Boards: Implications for Organizational Value and Impact" Working Paper (National Endowment for the Arts and the University of Texas at Austin, 2013) https://www.arts.gov/sites/default/files/Research-Art-Works-UTX-Austin.pdf.