

Living Our Mission: Toward a More Inclusive, Diverse, Equitable, and Accessible CalArts



California Institute of the Arts
IDEA Cooperative/Annual Report for 2020-2021

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This document includes a number of acronyms and terms that may not be immediately familiar to all readers. The index below is provided as a reference.

ACCESS

the ability to approach, fully engage with an entity or person.

ASSEMBLY EXECUTIVE COMMITTEE (AEC)

an elected committee that is part of the CalArts shared-governance Assembly structure. Includes elected members of the shared-governance bodies of the Institute (Academic Council, Staff Council, Student Union), as well as two deans, the Provost, the Chief Financial Officer, and the President. The AEC discusses and makes recommendations on topics of entire Institute significance, including the process of shared governance itself.

DIVERSITY

the practice of including people from a range of social and ethnic backgrounds and different gender, ability, and sexual orientations.

EQUITY

the intentional practice of considering the needs of all constituents and providing the necessary, potentially differential, resources to different groups to enable success in completing a task, reaching a goal, or otherwise achieving progress.

EQUITY AND DIVERSITY COMMITTEE

a group of CalArts students, faculty, and staff representatives who engage issues on campus of equity and diversity. Its goal is to identify internal barriers to student and employee success as those barriers relate to equity and diversity.

INCLUSION

the state or act of being incorporated within an organization, structure, or other entity.

INSTITUTE DIVERSITY OFFICE

led by the Institute Diversity Officer and reporting to the President. The Office facilitates and leads CalArts initiatives to reinforce inclusivity, diversity, equity, and access.

IDEA

the acronym resulting from adding “access” to diversity, equity, and inclusion (DEI). Starting in 2020, the Diversity Office began a cooperative, coordinated, multipart, Institute-wide effort to strengthen the community’s inclusivity, diversity, equity, and accessibility, with a focus on anti-racist practices. This cooperative effort is referred to in shorthand as the IDEA Cooperative.

POSSE FOUNDATION

a US nonprofit organization that identifies, recruits, and trains college-age students with extraordinary leadership potential; Posse Scholars receive full-tuition scholarships from Posse’s partner colleges and universities. The country’s first Arts Leadership Posse will be at CalArts.

2020 STRATEGIC FRAMEWORK

the product of an in-depth, two-year Strategic Visioning Project (2018-20) that engaged faculty, staff, students, trustees, alumna, and external stakeholders. The framework includes CalArts’ reaffirmed Mission and Values, as well as a set of pillars, goals, and objectives that will guide the work of the Institute over the coming decades.

Introduction from Ravi Rajan



CALARTS PRESIDENT
RAVI RAJAN

Dear CalArtians:

In the summer of 2020, the tragic murder of George Floyd became a catalyst for renewed attention on structural racial bias in the United States. Without question, many people of color at the time were openly cynical of what might be a “passing fad” of attention triggered in the moment. Recent history showed that real structural change remained elusive in society.

As a leader of color myself, I was one of those people: doubtful that the moment would result in lasting progress toward identifying and eliminating structural bias. But I also knew that my responsibility as a leader was not to be cynical, but to try to find a way to bring urgency to doing the work it takes to make lasting change.

We had already reaffirmed a mission and values, and formed pillars, goals, and objectives into a strategic framework that acknowledged we had to do more as a community of artists to carry out and live the promise of our values, to do better in empowering artists of more and varied backgrounds, and to foster a higher level of inclusivity.

To help us pull this work together—work that we must support cooperatively if we are to succeed—we recast our Diversity, Equity, and Inclusion work as an “IDEA Cooperative”—adding Access as a new area of focus to our previous DEI efforts. This was more than just an acronym change. The trustees earmarked seed money to be used over the next few years to help us organize this into an Institute-wide effort, allowing us to continue the work that had been happening in a distributed way in the Schools, programs, and offices; to identify this ongoing work centrally and communicate it broadly; and to introduce new, Institute-wide activities to the ongoing efforts.

One new thing is the beginning of a new practice: the publication of an annual IDEA Report. This report is our first attempt at CalArts to annually highlight the distributed activities related to IDEA, as well as the central ones, all in one place. This is the first step in our ability to know all of these efforts we make, position ourselves for additional external funding for this work, to assess our efforts transparently, and to put forth work plans for subsequent years.

I’m pleased to introduce this first report—one we expect to start this annual practice. We should all take pride in the momentum we’ve generated over this past year for IDEA work in the middle of a pandemic, and also be excited for the work that awaits in the years to come. Through honest reflection, open dialogue, and a commitment to tangible change, I know that CalArts will achieve lasting progress in a way no other arts college can.

Our IDEA efforts are fundamental and foundational to our identity as a global community of artists that opens doors. For more than a half-century, we have broken down walls to bring together artists, to support one another, and to nurture new ideas that allows the world to see itself. The IDEA principles in our strategic framework empower CalArts to amplify this core vision and set an international example.

Everyone can, and indeed should, participate in our IDEA work, and I urge you to engage with coming opportunities. Only with everyone’s cooperative contribution can this movement become as complete, effective, and durable as we hope it will be.

Thank you.

With gratitude,
Ravi

Transparency in Fostering our Inclusivity, Diversity, Equity, and Access Cooperative



CALARTS DIVERSITY OFFICER
EVA GRAHAM

To the CalArts community:

A plain fact underpins every detail you're about to read here: We can do more.

Conceived as a hub for artistic experimentation, ideation, and bridge-building, CalArts today has a historic opportunity—an obligation, too—to make arts education more accessible, more representational, more diverse, and more effective in its anti-racist practices.

That all became clear when our community turned inward to self-evaluate amid the social justice movements of summer 2020.

As a group, we agreed: Our progress on these fronts hasn't been sufficient.

In announcing the Inclusivity, Diversity, Equity, and Access (IDEA) Cooperative last October, President Ravi Rajan set forth the challenge for our community to create a comprehensive, multiyear plan to help us realize our potential. This first report documents our IDEA efforts since that moment, and forecasts what's next.

It's my intention that this will become an annual chronicle of our work, a key element of community transparency and accountability to our IDEA commitment.

I firmly believe that IDEA work spans every part of the CalArts community, by design. This work requires involvement and cooperation from every segment of CalArts: from alumna, staff, and faculty to students, trustees, and administrators.

As a historic leader in arts education, CalArts can and should clear a path to a more inclusive future worthy of artists. We can set a standard for our peers, maximize our reach and impact, and make sure we're not only accessible to but also supportive of artists who too long were left out of arts education. We must be open, honest, and critical with ourselves and one another.

The coronavirus pandemic prevented us from making quite as many strides last year as we planned, but I look forward to a full year of engagement and training. Further, I look forward to your participation, and I thank you in advance.

Sincerely,
Eva Graham, Ed.D.
Institute Diversity Officer

Living Our Mission: Toward a More Inclusive, Diverse, Equitable, and Accessible CalArts

Explanation of IDEA: Adding Access to DEI

CalArtians, along with many in the world, bore witness to how the murder of Mr. George Floyd in 2020 catalyzed an international movement for renewed attention on historical and structural racial bias in the United States. His killing showed that real structural change remained elusive in American society and especially for people of color. Accordingly, the trustee leadership at California Institute of the Arts (CalArts) took up that call for change, fully recognizing that meaningful transformation could happen only by beginning with self-evaluation and reflection.

The Strategic Visioning Project from 2018-20 brought renewed recognition that agency, diversity, distinction, empathy, equity, inclusivity, persistence, rigor, and social justice are our aspirational community values. While access was not a stated value, per se, its inclusion into the lens through which CalArts saw its future was articulated by Pillar 2 of the newly developed 2020 Strategic Framework. It made sense to the trustees that access should be part of our diversity, equity, and inclusion efforts, and in August 2020 they earmarked funds and directed the President to pull together a central effort to identify and assess our current DEI efforts, and add the lens of access to them.

In October of that year, CalArts President Ravi Rajan announced the Inclusivity, Diversity, Equity, and Access Cooperative, abbreviated as IDEA, as this coordinating effort. This cooperative of work sought to redouble the Institute's efforts to confront, address, and eradicate the structural, systemic, and societal injustices that are threaded through communities in the United States and therefore also at CalArts. The major objectives were to add a focus on access to our existing DEI efforts, to give visibility to the work that was already happening, and to introduce more Institute-wide efforts in addition to the ongoing, more distributed efforts.

Leading up to IDEA's introduction, a self-evaluation during our [2018-20 Strategic Visioning Project](#) found that for too many talented artists from underrepresented backgrounds, joining the CalArts community—as students, as faculty, and as staff members—remains difficult or out of reach. The Visioning project feedback highlighted the feeling that CalArts hasn't made enough progress in leading the creation of a more representational and diverse community of artists in the world. Our historic foundation centers on uniting artists across disciplines and other boundaries to inspire new ideas. This endeavor is rooted in the core mission of CalArts, which is to transform—through artistic practice—ourselves, one another, and the world.

Internal reflection underscores the urgency to this work. To enable more robust progress and guideposts for the future, the Visioning process gave rise to [our 2020 Strategic Framework](#). The framework centers on [three thematic pillars](#) that serve as focal directives for our vision of what CalArts should be in the future, and thus anchor our forward-looking goals and objectives that are part of the framework.



Driving CalArts' Strategic Framework are three central pillars:

I.

Centering the educational experience

II.

Removing barriers to access

III.

Shaping our sustainable future

In following these three pillars and confronting our shortfalls, the IDEA Cooperative work seeks to identify, foster, and spotlight the measures necessary for CalArts to keep building an inclusive, anti-racist community. The approach uses the frame of inclusive excellence, a standard within higher education for comprehensively engaging in equity and change. The IDEA cooperative has set out, in part, to make more transparent our measures and related steps, and to encourage action through central Institute-wide programming; targeted philanthropy; and open, earmarked budgeting via the Institute's established budget processes.

As an important first step, CalArts launched the first IDEA assessment in the 2020-21 academic year to centrally identify practices, structures, and individual behaviors that enable racism, sexism, or cultural, civic, or social inequity. Feedback from the assessment, which is explained in more detail in Appendix A of this report, will inform the IDEA Action Plan to be written in the 2021-22 year—a plan that should chart CalArts' specific IDEA work over the next three to five years.

In addition to writing this IDEA work plan, goals for the 2021-22 year include the development of a specific process for addressing issues of discrimination under Title VI of the federal Civil Rights Act and relationship-building with communities where CalArts has had no, or only limited, ties. These relationships focus on underrepresented racial and ethnic groups at CalArts, including—most acutely—those from Native Nations.

The overall goal is for the Action Plan to be a multitiered structure of specific steps and assessment markers, both Institute-wide and distributed, to guide the sustained work necessary to identify and address institutional racism and inequities at CalArts—including in our policies, procedures, practices, and curricula.

Articulated in plain terms, the plan should be an expression, through action, of what defines, and what matters to, CalArts as a community of action-oriented artists.

The IDEA Cooperative's objectives are to continue to document both central and distributed IDEA efforts; coordinate periodic, Institute-wide IDEA assessments; and set periodic work plans that map the work between assessments. CalArts' IDEA work is designed to be carried out over a five-year cycle, with three years of focused actions; an assessment to take place in the fourth year; and, in the fifth year, the development of the next Action Plan based upon that assessment. The evaluation in the fourth year will explore whether the actions of the previous three years led CalArts toward the sustainable, structural changes to which it aspires, and will equip the community to define our next cycle of actions.

Additionally, as part of this developmental year, the IDEA work will include assembling an IDEA Task Force of faculty, staff, student, and trustee stakeholders supported by external experts whose work is not represented in our community by default. These experts may be immersed in fields such as immigration law, indigenous studies, and government and policy. The goal of this group will be to help review the Institute's progress on our IDEA work, provide advice and counsel related to our needs, and ensure that we continue moving toward our IDEA goals. To help fulfill our accountability and transparency objectives, the task force will publish publicly any recommendations that it might make.

The CalArts trustees authorized the use of seed funding of up to \$300,000 to begin our central IDEA work, and they expect to see a clear delineation of the expanding, ongoing financial commitment to IDEA through the Institute's future operational budgets.

The cooperative is led by and housed within the Institute Diversity Office, which reports to the President and has day-to-day operational oversight from Institute Diversity Officer

Eva Graham. Additional guidance comes from the long-standing Equity and Diversity Committee, which is working on adding access to its charge and better embedding within our shared-governance structure.

As the committee broadens its charge, the Institute Diversity Office will continue to coordinate the work of the group, ensuring that it begins immediately to serve as a critical link among IDEA work, Institute leadership, and shared-governance bodies, such as the Assembly Executive Committee.

Our First IDEA Report

This report is CalArts' first effort to document our IDEA work and chronicle our next steps. The Institute is committed to publishing an IDEA report on an annual basis. Through the report, we seek to deliver a pledge to be open and transparent, and to encourage community-wide participation in IDEA initiatives.

A cooperative can be effective only through community participation. It is essential for every segment of the CalArts community to feel represented in our IDEA reports—ideally, every CalArtian should have a voice in the work. By documenting our progress publically, the Institute looks not only to foster more community engagement, but also to illustrate the importance and effectiveness of Institute-wide commitment to the work.

The Work of 2020-21

The actual IDEA work began with the coordinating effort that started in October 2020 and continued with work amid the global health crisis, underscoring the central importance that CalArts places on IDEA. Initial efforts have included staff, leadership, and faculty training (implicit bias training and other DEI workshops); Institute finance changes (minority- and women-owned purchasing; retail banking); bolstering the student experience (prioritizing staff support in the Student Experience, Enrollment, and Provost areas); new scholarship and fellowship opportunities; and other financial support directed to underrepresented students—all things that will help shape CalArts for decades to come.

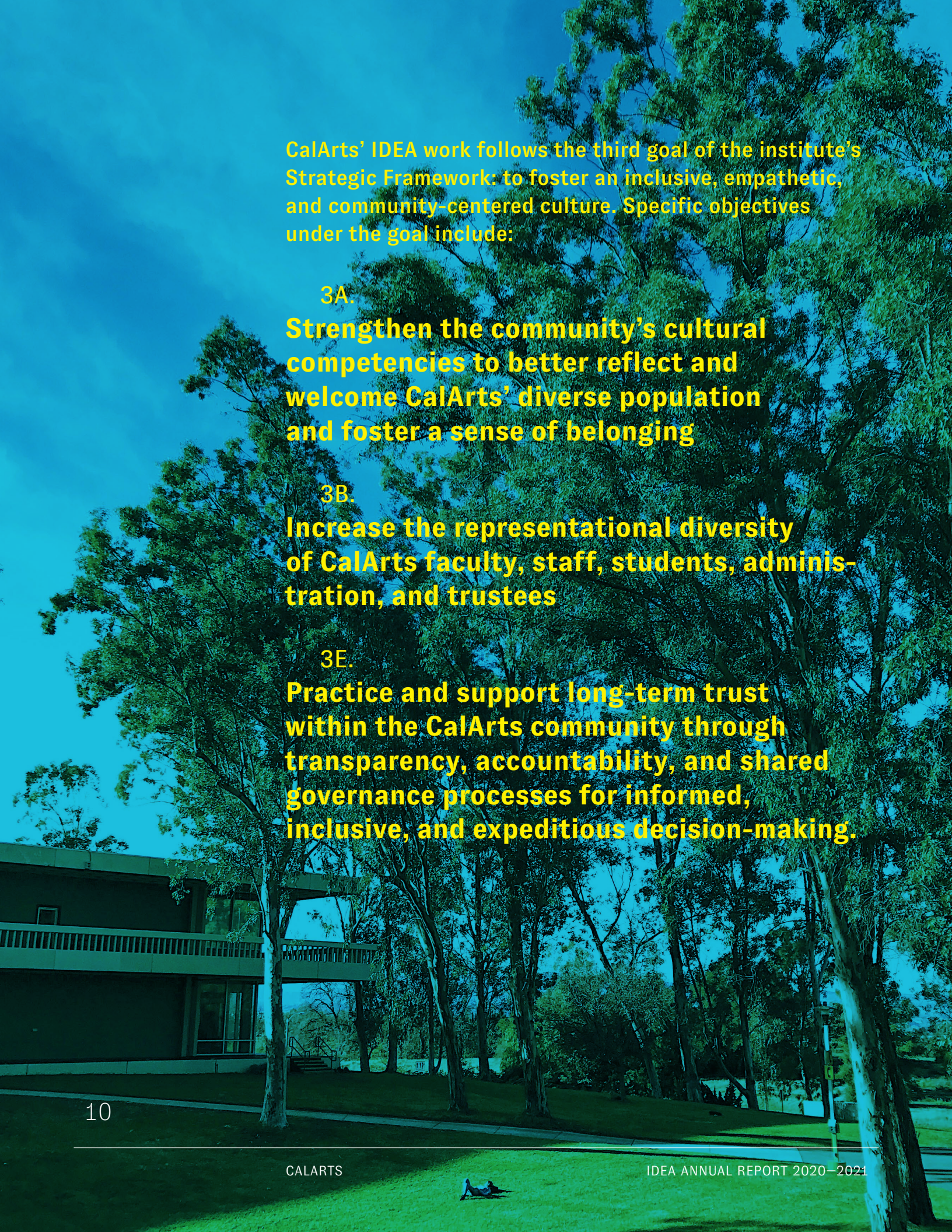
Each of these efforts is a tangible manifestation of the CalArts identity and the universe of potential it brings to artists and arts education, including as an inspiration and standard-bearer among its peer institutions. The following are some key dimensions in the work of last year.

Notable Programmatic Actions

IDEA Assessment by Dr. Benjamin Reese, Jr.

Dr. Benjamin Reese Jr., a foremost expert in institutional issues of diversity, equity, inclusion, and racist structures and cultures in higher education, led a program review of the CalArts DEI work as well as a look into our processes for handling discrimination complaints associated with protected classes under federal law. Feedback from the assessment (Appendix A) provides direction for new work and, in some cases, validation for existing work, all of which the Institute can use to plan actions for the following three to five years.

The report identifies the need for Institute-wide education and training to better assess and identify CalArts practices that, while maybe seen as tradition, ultimately reinforce Institute



CalArts' IDEA work follows the third goal of the institute's Strategic Framework: to foster an inclusive, empathetic, and community-centered culture. Specific objectives under the goal include:

3A.

Strengthen the community's cultural competencies to better reflect and welcome CalArts' diverse population and foster a sense of belonging

3B.

Increase the representational diversity of CalArts faculty, staff, students, administration, and trustees

3E.

Practice and support long-term trust within the CalArts community through transparency, accountability, and shared governance processes for informed, inclusive, and expeditious decision-making.

bias and inhibit inclusion, equity, and accessibility. Specifically, the findings illuminate a need to include IDEA principles and fortification more strongly in hiring practices, in leadership and manager training, and in reviews of traditional higher education policies and practices—a shift that will seek to drive equity, transparency, and inclusion.

Dr. Reese provided some guidance to develop a more strategic approach to building cultural competency at all employee and student levels, and for assessing and clarifying Institute approaches to racial harassment complaints and employee engagement, advancement, and celebration. His recommendations include enhancing the use of measurable metrics around employee representational diversity, connecting those metrics to institutional cultural change, and incorporating more IDEA accountability in individual employee evaluations.

Arts Posse

[As announced by Michelle Obama](#), CalArts partnered with the [Posse Foundation](#) to create the [country's first Arts Leadership Posse](#), a development that compelled Bard College Conservatory of Music and the University of North Carolina School of the Arts to try to create other kinds of Posses for later years. This new initiative is made possible by initial support from the Miranda Family Foundation, the Posse Foundation's trustees, and The Andrew W. Mellon Foundation.

This program seeks to build a pipeline of diverse leaders in the arts. Members of the inaugural cohort—the first Arts Posse—will enroll at CalArts for the Fall 2022 semester. Posse scholars represent the diversity of the cities where they are recruited, and for the most part are first-generation college students from under-resourced Black and Brown communities. CalArts will select the Arts Leadership Posse scholars jointly with the Posse Foundation based on their artistic ability (CalArts' process) as well as their exceptional leadership potential (Posse's process).

Additional \$3.3 Million in Need-Based Scholarships for Underrepresented Minority (URM) Students

Reinforcing access for students from diverse ethnic and racial backgrounds amid the pandemic's disparate financial effect on underrepresented communities, CalArts trustees approved spending \$3.3 million in endowment funds for new, needs based funding to retain students whose financial need was high, especially those whose need increased. During the 2020-21 year, the Offices of Financial Aid and Enrollment distributed this additional need-based scholarship funding to current and incoming students who identified as underrepresented minorities (URM). For coming years, the trustees approved an ongoing, additional annual endowment withdrawal so that targeted, need-based support for URM students will be an ongoing structure.

Presidential IDEA Fellow

In a desire to create focused, central work on relationship-building with indigenous communities where CalArts has had no, or only limited, ties, the Office of the President welcomed alumnus Chad Hamill, Ph.D., (Chad/čnaq'yimi) to be in residence for 2021-22 as the Institute's first IDEA Fellow. Hamill is on sabbatical this academic year as a Professor of Indigenous Studies at Northern Arizona University, and was most recently Vice President of Native Initiatives there. His sabbatical project activity on campus will center on teaching and learning around Indigenous art communities; increasing Institute advancement and fundraising efforts; building Institute relationships with local Native American tribes and with governmental entities; and other areas of Indigenous artmaking identified through his direct activities with the campus community.

Hamill's insight and many years of expertise in this work will help to ensure the integrity of this effort. A descendant of the [Spokane Tribe of Indians](#), he helped to found the Spokane Language House, a nonprofit tribal organization focused on language revitalization. He received his BFA and MFA degrees in music from CalArts and earned a Ph.D. in ethnomusicology from the University of Colorado. His research and publications focus on music and sovereignty, music and spirituality, Indigenous ecological knowledge, performative scholarship, and the Indigenization/decolonization of academic structures.

His book, *Songs of Power and Prayer in the Columbia Plateau*, explores song as a vehicle for spiritual power among tribes of the interior Northwest, and he continues to write, record, and perform musical works centered on Spokane ways of knowing and being in the world.

Hamill comes to be in residence at CalArts at a critical time when the campus seeks change and restorative justice by honoring and establishing sustainable relationships with the descendants of the Native nations on whose land CalArts exists.

Reaccreditation under the Western Association of Schools and Colleges Senior College and University Commission

As part of its report for WSCUC reaffirmation, CalArts provided a progress report in the area of equity, diversity, and inclusion, as the commission had noted this as a point of emphasis in the Institute's last Commission Action Letter of 2011. Reviewers from the commission, in a written report, recognized CalArts' progress and made some recommendations for how we might build upon that progress, which will be taken into account in the formation of our IDEA Action Plan.

Implicit-Bias Training for the CalArts Community

CalArts faculty, staff, administrators, and trustees had several opportunities throughout the 2020-21 year to participate in implicit-bias training. Dr. Bryant T. Marks of the National Training Institute on Race and Equity at Morehouse College facilitated much of the training; Dr. Benjamin Reese provided additional support for trustees. Five trainings were hosted in the academic year. More are expected in the coming months.

Distributed Programmatic IDEA Work

Joint efforts involving the IDEA Office, Provost Office, and faculty, student, and staff groups supported diverse arts programming made available to our entire community. The *thurs.night* virtual programming featured an art exhibition, multimedia art, original song, and Black art, with support from professors Madeline Falcone, Ajay Kapur, and Michael Worthington. [The Music and Change Series](#) engaged professors Falcone, Eyvind Kang, and Stephen Lehman and the entire Herb Alpert School of Music to provide a learning platform both for CalArts students and for outside artists recognized as innovators and inspirational creatives. More than 300 people attended talks in the series, 87% of which were delivered by visiting artists of color. Visiting artists with underrepresented genders delivered 67% of the 15 total talks. (A full report is available in Appendix C). At the same time, additional IDEA funding in 2020-21 supported new, anti-racist task forces initiated by individual CalArts schools, as well as two interactive sessions: "Systemic Racism and Its Impact on Higher Education" and "How to Decolonize Your Curriculum." Both interactive sessions were open to all faculty members and librarians, and were facilitated by Dr. Tricia Rose of Brown University.

“Follow the Money” Initiative

Encouraged by alumnx Robert Rice ('20) and Alex Michel ('21), and spearheaded by President Rajan and new Senior Vice President/Chief Financial Officer Lori Husein, a new CalArts effort embarked on specific work to help ensure that IDEA principles are present among the Institute's financial relationships. This work was separated into three tranches: retail banking, procurement, and investments. Notable accomplishments for the year include interviews with different banking organizations in an effort to ensure our retail banking is handled by an institution that directly supports our IDEA principles and work. A CalArts team including CFO Husein, alumnx Rice and Michel, and Institute Diversity Officer Eva Graham hosted the interviews. A series of banking presentations led the President and CFO to recommend to the trustees' Finance Committee that the Institute switch its banking from Bank of America to JPMorgan Chase & Co., which demonstrated the strongest direct support of diversity, equity, and inclusion work within and outside its banking business of all the proposing banks. Further, JPMorgan demonstrated diversity in its own supply chain, which will, in turn, provide a broader, new network of diverse business partners for CalArts moving forward. The trustees approved this change, with JPMorgan to begin taking over our retail banking needs beginning in fiscal year 2021-22. Additional work on procurement and investments will be important as a part of the IDEA work plan of the next three to five years.

Notable IDEA Philanthropy

\$5 Million Endowment Gift from Eileen Harris Norton

In 2020, CalArts friend Eileen Harris Norton gave the Institute \$5 million to endow a Black/URM faculty chair and a Black/URM faculty research development award in the School of Art, both named to honor the work of longtime faculty member Charles Gaines. [The Charles Gaines Faculty Chair](#) is the first endowed faculty chair at CalArts intended to ensure the structural representation of Black and other historically underrepresented groups as part of the faculty of the School of Art. The Charles Gaines Faculty Research Award is the first endowed faculty development award at CalArts created to provide an equity boost for Black and other underrepresented minority faculty in the School of Art. Equally significant: Ms. Harris Norton's gift is the single largest given by an African American to CalArts, and the largest ever to support endowed faculty chairs and endowed faculty support. Her generosity honors Mr. Gaines and paves the way for future philanthropy to create structural efforts to support Black and URM faculty members.

Full-Tuition Fellowship for Two Black MFA Art Students

In October 2020, faculty member Charles Gaines made a personal gift designed to strengthen the recruitment, matriculation, and retention of Black MFA Art students. In this, he challenged others to match his gesture. His gift, along with matching funds from several other donors including alumnx, has enabled the creation of the [Charles Gaines Fellowship](#), a full-tuition fellowship for two incoming MFA students in art each year. At the end of 2020-21, donations have totalled more than \$600,000 for this program, enabling it to be in place for a number of years, and work has already started to raise endowment funds to ensure this fellowship can continue uninterrupted and in perpetuity.

Academic Year 2021-22 and Beyond

As the Institute embarks on future IDEA work, the input from the IDEA Assessment performed by Dr. Benjamin Reese Jr. can serve as a guide to plot the work to come.

1. The definition consists of four primary elements: 1. A focus on student intellectual and social development. Academically, it means offering the best possible course of study for the context in which the education is offered. 2. A purposeful development and utilization of organizational resources to enhance student learning. Organizationally, it means establishing an environment that challenges each student to achieve academically at high levels and each member of the campus to contribute to learning and knowledge development. 3. Attention to the cultural differences learners bring to the educational experience and that enhance the enterprise. 4. A welcoming community that engages all of its diversity in the service of student and organizational learning.

We will accomplish the work using the principles of *Inclusive Excellence*⁴ to build a plan for the next three to five years.

Forming this **IDEA Action Plan** will be the responsibility of Institute Diversity Officer Eva Graham and will be developed through coordination between the CalArts DEI (IDEA) Committee as well as Deans and other Institute leadership. It is our goal that every area of planned work will correlate to measurable outcomes. Once developed, the plan will be available on the IDEA webpage.

IDEA Task Force

Further, this year the Diversity Office will kick off the **IDEA Task Force** with a campus-wide call for broad participation and representation. The solicitation will be initiated by the Institute Diversity Officer.

Guidelines for internal stakeholders include but are not limited to the following:


All eligible faculty, students, staff, and trustees may be nominated by anyone in the CalArts community. This includes self-nomination. A nomination will not be accepted unless the nominee is willing to serve on the task force for at least one academic year. Faculty nominees must be full-time and have “regular” status. Staff and student nominees must be full-time. Nominations for external expert representation may come from all members of the CalArts community at large. Nominators of external stakeholders must have a direct connection to and be able to personally contact the nominee, and must describe how the nominee’s subject-area expertise will be complementary to the IDEA work in the CalArts community. Examples of subject-area expertise could include immigration law, Black studies, Indigenous studies, leadership in or of an underrepresented community, or leadership in other IDEA-based work in Los Angeles. External nominees cannot be current trustees, students, or employees of the Institute. All nominees must be in good standing with the Institute. All nominees should be available to participate in all task-force meetings, at least on a quarterly basis. All internal nominations will be reviewed by the Institute Diversity Officer and the Provost in consultation with the nominees’ respective governing body leaders (i.e., Staff Council Chair, Students’ Union President, Academic Council Chair, and Board of Trustees Chair). External nominations will be reviewed by the Institute Diversity Officer and Provost. Task-force membership will be recommended by the Institute Diversity Officer and Provost to the President for approval.

More information on the purpose of the IDEA Task Force and nominations can be found in [Appendix B](#) of this report.

Expectations for Sustaining Progress

Because we believe in equity, we will strive to scrub from curricula and pedagogy the impacts of implicit bias and practices that are inherently racist. Because we believe in access and inclusion, our approach to the work will be led by the principles of inclusive excellence with the intention of broadening the avenues into CalArts, and create support for artists of all backgrounds. Because we believe in diversity, we will reinforce the sense of belonging for staff, faculty, and students who have traditionally struggled for footing in arts education.

Our next steps are intended to uphold the central mission and values that CalArtians hold close—those very things that draw artists toward CalArts and inspire them to transform the



“Charles deserves much recognition for his talent and for what he has given to his students and the larger world. He has been an underrecognized presence and I want his influence to be known and brought to a wider audience.”

**—Eileen Harris Norton,
co-founder, Art + Practice foundation**

“Eileen’s selfless generosity will help generations of students at CalArts and provide a springboard for the much-needed and long-overdue development of underrepresented faculty.”

**—Charles Gaines,
Los Angeles artist and faculty member,
CalArts School of Art - Program in Art**

world. Tearing down structural, systemic, and societal bias is central to CalArtians' role as artists, educators, and activists. As the CalArts community grows toward our values, we will be better able to identify realistic approaches to make change.

Several enduring concepts are crucial to making progress.

First, **adhering to principles of inclusive excellence** will mean focusing on our community's cultural differences that enhance education, and positioning diversity in the service of student and organizational learning. This will first require CalArts community members across the Institute to join in the IDEA work as a bona fide cooperative effort. CalArtians will need to be honest and transparent, to share stories and aspirations and experiences. We will need to be open to difficult truths, to other experiences and perspectives, and to change.

Likewise, we will need to **channel the history and spirit of CalArts**, which has long fostered work that uplifts, informs, and challenges as it brings artists together in search of great truths. There's not only a place for every member of the CalArts community in IDEA—there is an essential role for everyone.

Durable inclusivity in the community begins with **pluralism in Institute practices**, especially our IDEA work. Inclusion, in fact, is a defining CalArts trait, ambition, and value, reflected in the Strategic Framework crafted by the community. So is the aspiration to transform ourselves, one another, and the world. By embracing and enabling such needed change in inclusion, diversity, equity, and access, the CalArts community will indeed transform itself and the world beyond.

Further, **support from the wider world** can be a difference-maker as CalArts pursues its transformation and establishes an aspirational example in arts education. The Institute will welcome resources and guidance from the broader artistic, California, and philanthropic communities, as well as from other partners who have a passion and commitment to the work.

Opportunities will abound in every aspect of the CalArts community, each of them key to positioning and keeping the Institute among the vanguard of progress. From developing anti-racist curricula and programs to assessing internal policies, financial and enrollment practices, and vendor relationships, to how we interact with one another, every step will tie into the others to build a holistic trajectory.

Being accountable to our principles—to our identity—won't always be easy. But it's critical that we recognize our mistakes when we make them and explore ugly truths—past, present, and future—as we seek to become a global model for inclusive artistic development, artistic study, and anti-racist cultural production.

We have the potential—and the duty—to raise unheard voices, broaden dialogue, introduce revelatory narratives, and transform society. As CalArtians embrace the work of IDEA, we'll effectively be opening the door to a new chapter for artists.

Acknowledgements

This report was made possible through the work of the entire IDEA Cooperative, with special thanks to Kiara Brown, Director of Board Governance & Relations; Tracie Costantino, Provost; Eva Graham, Institute Diversity Officer; Chebon Marshall, Chief of Staff; and Lee Ann Schmitt, Director of Faculty Affairs.

Appendices

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Music and Change: Spring 2021 Report

2020 IDEA Assessment

Summary

Be bold, move fast and value the wisdom of colleagues. All community members who participated in the Reese and Associates-led assessment indicated that they were very proud to be a part of the CalArts community. Staff and faculty alike showed a true commitment to a superior living and learning environment for students.

Summary Of Work

The following represents an executive summary of the assessment and feedback given in the final report on the institutional-assessment work of Ben Reese and Associates during the 2020-21 academic year. Led by a community of educators and artists with an activist lens, the work of Inclusion, Diversity, Equity and Access (IDEA) is founded on the principles of Inclusive Excellence, which are to:

- Focus on ensuring that the Institute offers the highest-quality [arts] education available;
- Provide resources at every level of the Institute to enhance student learning;
- Focus attention on equity in access to the Institute and the resources needed for all to be successful;
- Provide a welcoming community and space with the intention of promoting student and organizational learning.

This frame relies on every community member being invested in equity and access as measures of progress in our practice. The concerns and recommendations provided by Reese and Associates are a set of data intended to inform rather than dictate how we as a community continue the work of IDEA.

Background

During the 2019-2020 academic year, the campus was activated by the calls for racial justice and social justice movements in the nation. The leaders and community members at the California Institute of the Arts chose to also look inward to examine the Institute's role and responsibilities as a leader in the arts and in arts education. In doing so, the Institute found great room for improvement around efforts to confront, address, and eradicate practices that support structural, systemic, and societal injustice threaded through communities at and affiliated with CalArts.

In August of 2020, the Board of Trustees partnered with CalArts President Ravi Rajan to introduce an Institute-wide cooperative focused on inclusion, diversity, equity, and access. The initiative is abbreviated as IDEA. The work is designed to provide a vehicle to more strategically approach accessing and evaluating our institutional policies and practices and structures. Specifically, IDEA seeks to work toward identifying, fostering, and highlighting measures necessary to build a more inclusive, anti-racist, and plural CalArts. In an effort to ensure best practices in our work strengthening inclusion, diversity, equity, and access, the Institute put out a nationwide solicitation for external assistance around the assess-

ment of the Institute's protocols and processes that did or had the potential to perpetuate discrimination, harassment, and/or racism.

The organization chosen (Reese and Associates) was contracted to do the following:

- Conduct individual interviews, focus groups, and discussions with staff, students, leadership, and trustees, as well as review relevant documents, as the components of a broad assessment of CalArts systems, practices, and traditions.
- Identify practices that contribute to bias, structural racism, and other processes that contribute to campus inequities.
- Provide a summary report to the President.
- Review the current process for handling claims of discrimination and harassment, especially related to protected classes under Titles VI and VII of the Civil Rights Act.

Note: All interviews and focus groups were virtual via Zoom/Webex, and a CalArts representative scheduled interviews and focus groups.

Dr. Reese suggests that CalArts consider the following:

- *Use a more formal and prescribed approach as we continue to review and restructure old and new practices and policies that support racism;
- Focus on the representation of Black and Latinx staff, faculty, and administrators at all levels in hiring and retention efforts;
- Continue to work toward a culturally sensitive curriculum that is relevant to communities that make up the current student-body;
- Use the principles of IDEA in our continued efforts when evaluating traditional practices;
- Continue to broaden the scope of education and training efforts to be inclusive of diversity in perspective, approach, and identity;
- Continue to focus on clarity of purpose and accountability in work around student engagement and learning.

Dr. Reese suggested the following ways to accomplish our desired IDEA goals:

- Use a process like that of the *Stage Model when appropriate to increase employee engagement and to demonstrate the Institute's IDEA values;
- Consider ways to regularly thank and celebrate employee contribution at every level;
- Include more IDEA language and accountability in the employee evaluation processes;
- Continue to identify measurable progress in employee IDEA engagement;
- Continue to expand of the role of the Institute Diversity Officer to include, but not be limited to, the provision of staffing;
- Create a Diversity Strategy or Action Plan that includes measurable anti-racism progress;
- Use IDEA principles to demonstrate a commitment to vendor diversity;

leadership diversity at the level of the Board of Trustees; and shared statistics around anti-racism in outreach, recruitment, and employee and student engagement.

***Stage Model**

Stage 1 — Supervisors, managers, and director-level faculty and administrators must deepen their understanding of the historical context of systemic/structural racism in America. The focus should include areas of overlap and distinction among structural/systemic racism, equity, diversity, and inclusion.

Stage 2 — Supervisors, managers, and director-level leaders must learn about and understand racism and anti-racism. All should be able to then identify policies and practices that are anti-racist and otherwise in the specific areas of responsibility.

Stage 3 — Supervisors, managers, and director-level leaders must demonstrate the knowledge and ability to identify, actively modify, or radically change policies and practices to reflect anti-racist goals.

Stage 4 — Supervisor, managers, and director-level leadership should evaluate new programs and initiatives to ensure that they are anti-racist and foster equitable access and engagement.

—Benjamin Reese Jr., Psy.D.

References

D. Williams, J.B. Berger and S.A. McClendon 2005. *Toward a Model of Inclusive Excellence and Change in Postsecondary Institutions*. Making Excellence Inclusive; Preparing Students and Campuses for an Era of Greater Expectations, American Association of Colleges and Universities pp 1-49.

IDEA Task Force Overview and Participation Criteria

IDEA TASK FORCE

To ensure accountability and commitment to the important work of Inclusion, Diversity, Equity and Access (IDEA), President Ravi Rajan, Provost Tracie Costantino, and Institute Diversity Officer Eva Graham, will assemble an IDEA Task Force that includes both external subject matter experts on IDEA-related disciplines which do not exist within the CalArts community, and internal stakeholders from the faculty, staff, students, and trustees. The IDO will serve as the coordinator of the effort.

The work of this task force is critical to the next steps in CalArts' future. It will ensure that the campus' IDEA work is data informed and plural and anti-racist in practice. The value of having external subject matter expertise supporting the Institute's efforts to transform ourselves is critical to the integrity of our work using *Inclusive Excellence* as a frame for how our IDEA work gets done. The task force will meet on an ongoing basis to review the Institute's progress on its IDEA work, with an eye to assist the Institute in making headway towards its goals. The task force will do this through open recommendations that will be published publicly.

Specific outreach for membership on the IDEA Task Force will include the Institute councils, schools/programs/offices, and other campus clubs and organizations. The solicitation for membership and subsequent work will be initiated and coordinated by the IDEA Office. Overall number of members and each constituent size on the task force will be determined by the IDEA Office based on interest as well as Institute needs.

Guidelines for internal stakeholders include but are not limited to the following:

- For internal stakeholders, all eligible Faculty, Students, Staff, and Trustees may be nominated by anyone in the CalArts community. This includes self-nomination.
- Nominations will not be accepted unless the nominee is willing to serve on the Task Force for at least one academic year.
- Faculty nominees must be full-time and have "regular" status;
- Staff and Student nominees must be full-time.
- Nominations for external expert representation may come from all members of the CalArts community at-large. Nominators of external stakeholders must have a direct connection to and be able to personally contact the nominee, and also must describe how the nominee's subject area expertise will be complementary to the IDEA work in the CalArts community (examples could include Immigration Law; Race Studies; Indigenous Studies; leadership of an underrepresented community or leadership of other IDEA work in Los Angeles, etc.). External nominees cannot be current trustees, students or employees of the Institute;
- All nominees must be in good standing with the Institution;

- All nominees should be available to participate in all Task force meetings, at least on a quarterly basis.
- All internal nominations will be reviewed by the IDO and the Provost in consultation with the nominees' respective governing body leaders (i.e., Staff Council Chair, Students' Union President, Academic Council Chair, and Board of Trustees Chair). External nominations will be reviewed by IDO and Provost.
- Task Force membership will be recommended by the IDO and Provost to the President for approval.

How to Nominate yourself or others:

A nomination form and timeline will be posted by the IDEA Office. All eligible nominations will be reviewed by the IDO and Provost. A final list of members will be sent to the President for approval. A complete application package will have the following information:

1. Nominators full name and status (faculty, staff, student, trustee), and affiliation (major/school/office/department, etc.).
2. Full name and status (faculty, staff, student, trustee), and affiliation (major/school/office/department, etc.) of the person being nominated.
3. For internal stakeholders, a brief (no more than half-page) statement written by the nominee (not nominator) outlining both their personal commitment to and demonstrated action towards supporting the IDEA principles at CalArts.
4. For external stakeholders, a brief (no more than half-page) statement written by the nominator outlining their direct connection to the nominee, and describing how the nominee's subject area expertise will be complementary to the IDEA work of the CalArts community.



Music and Change

Report, Spring 2021

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Overview

Music and Change presents world-renowned artists at the forefront of experimental music, entrepreneurship, and art, in dialogue with the CalArts community. Made possible with generous support from the CalArts IDEA Cooperative and the Herb Alpert School of Music.

Artists

Curated by Eyvind Kang, Madeline Falcone, and Steve Lehman in collaboration with the Herb Alpert School of Music Anti-Racist Task Force, Music and Change presented visiting artist talks by **15 artists total** including **87% artists of color** and **67% artists with underrepresented genders** including cisgender, trans, nonbinary, and gender nonconforming artists.

Bios for all featured artists are available at music.calarts.edu/music-and-change



Georgia Anne Muldrow



Dorian Wood



Cassils



Trevor McFedries



Micaela Tobin



Tomoka Reid



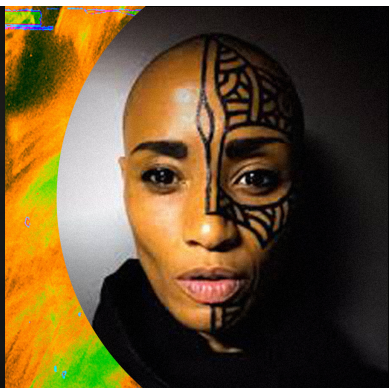
Aria Dean



Animoss



Nathan Young



Val Jeanty



Jlin



A.G. Cook



Jahi Sundance Lake



Stephanie Matthews



Maria Maea

Audiences

The average audience for Music and Change included approximately **30–50 people total per event**.

In addition to approximately **75 students enrolled** in the courses that supported Music and Change, the series welcomed **220 outside guests**, including current students, prospective students, alumnx, faculty, staff, and guests including CalArts parents and artists from the Los Angeles community and beyond.

Music and Change: Audiences

Current Students	147
Prospective Students	74
Alumnx	11
Faculty	20
Staff	27
Guests	17

TOTAL ATTENDEES 296

“These events are wonderful and full of wisdom.”

—Prospective Student

“Thank you so much for doing this! I’ve been feeling depressed because of the pandemic, and this talk was amazing and inspiring.”

—Alumnx

“So thrilled that Val Jeanty is coming to CalArts!”

—Faculty Member

“I am an MFA student working on a thesis on transgender histories, and loved seeing the Cassils and Dorian Wood talk.”

—Current Student

“I’m not familiar with any of these musicians, but I look forward to listening for that very reason. Thank you!”

—Current Student

“This was amazing! I love learning the stories of people who are successful and her (Stephanie’s) story was so inspiring.”

—Guest

Funding

Music and Change was funded by a joint effort that included contributions from the [IDEA Cooperative](#), two different [Nick England ICAP Awards](#), [The Herb Alpert School of Music](#) through course budgets for Creative Technology Forum and ExPop Forum, and [REDCAT](#).

Music and Change: Funding

CalArts IDEA Cooperative	\$6,000
Nick England ICAP Awards	\$1,500
Creative Technology Forum	\$1,000
ExPop Forum	\$1,000
REDCAT	\$500

TOTAL \$10,000

CaLARTS

