

# Mission, Goals, & Sustainability

Indiana University  
Bloomington Department  
of Theatre, Drama &  
Contemporary Dance

Embedding Racial Equity  
March 2023  
Faculty & Staff SESSION



**W4C**  
Work 4 Change

# Practice Self-Reflection

*As department members it may be difficult to separate organizational criticism from personal feelings*

*If you feel targeted, emotional, or guilty, you are personalizing the process (me), rather than receiving the information as an organizational member (role)*

*It is also important, however, that you do not distance yourself from criticism, so that you can be accountable for your actions that contributed to the issues to be resolved*

*This is a step forward in a long process of learning, growing, and building*



# Setting our Intentions

- This is a welcoming space
- There is room for everyone
- Listen, Reflect, Share
- Your voice is valued. Your presence is appreciated
- Honesty is brave & will push you forward. We celebrate honesty
- Do not share each other's ideas, contributions, or narratives outside

# Today's Plan

Acknowledge your feedback -continued equity work

Examine what makes equity work effective and sustainable

Identify equity best practices and common strategies

Identify key priorities for TDCD moving forward and a plan for achieving them

# From Equity Ideas to Equity Work

Equity concepts & principles  
(identification of problems)

Equity Accountability  
(Strategizing towards solutions)

Equity practices & equity work  
(Supporting equity solutions)

- There is a desire to **unify the efforts** of diversity, equity, and inclusion work throughout TDCD.
- This will come about through **thoughtful collaboration between TDCD faculty, staff, and students**

As you move to integrate equity work throughout TDCD, a deeper understanding and analysis of TDCD's **organizational culture** will be helpful

*Where TDCD started*



*Where TDCD is now*



*Where TDCD can be*

A close-up photograph of a man with short dark hair and light blue eyes, looking upwards with a thoughtful expression. Above his head, several translucent, glowing question marks of various sizes are scattered against a dark brown background, suggesting a state of deep reflection or uncertainty.

## What do you want/need moving forward?\*

- how to translate this work to new students/culture
- how to embed this work in all classes/and outside
- model or framework to continue work
- a toolkit for better communication and discomfort
- strategies for institutional barriers/recruitment
- how to "normalize failure"
- how to address grief and trauma
- more positive student engagement and interaction
- how to make room for work and time for self
- how to ensure BIPOC students and members are cared for
- how to deal with unrealistic expectationsxi
- direct conversations to improve culture
- 
- 

\*feedback from 2/23

# Reminder: Goals

## Identity and Self-Reflection

Positionality

Cultural  
Competency

How and Why does  
Equity Matter

## Integration

A Culture of Equity  
and Belongingness

Valuing Program  
Distinctiveness while  
Disbanding Silos

Organizational  
Process: The Big  
Picture is Unclear

## Communication

Routes and Respect

Shared Spaces

Resolution-Based  
Approach

# Navigating Barriers: A Self-Reflection Exercise

## Personal

Accountability: How am I a part of the problem? What can I do better? What is my responsibility? How can I help? What help do I need? **I will communicate and honor my boundaries.**

I commit to getting the help I need.

## Interpersonal

Community: Social and informal activities reduce stress and tension. Replace virtual with face to face interaction/communication. Have empathy. **Practice trust building.**

I commit to empathic communication.

## Practice

Support systems: How can I support others? Who is my benevolent role model? Who needs to give me space? How do I prioritize my goals? **Identify & build your network of support.**

I commit to honoring my priorities.

## Policy

Strategy: Update and review strategic plans, funding sources, curriculum, workload, etc with an equity lens. Document challenges and progress. **Build accountability.**

I commit to inclusive excellence.

# GOALS

**Write 3-5 goals your unit has/needs to improve Racial Equity Efforts.**

**Do not write “continue what we are doing...”**

**Write 3-5 goals your unit has to improve Racial Equity Efforts.**

Do not write “continue what we are doing...”

Rewrite those 5 goals with “-/less” and “+/more” actions.

(-)Example words: decrease, remove, minimize, downsize, ease, discontinue, stop

(+)Example words: improve, increase, invest, boost, raise, advance, develop

**Example 1:** Decrease misinformation on racial disparities by investing in more anti-racist education (workshops, training, learning series)

**Example 2:** Discontinue inviting all white guests and increase the number of non-white and paid experts on the topic

**Example 3:** Stop assuming Black students’ recruitment considerations and develop mentoring and pipeline programs

**GOALS**

**(Revise) and Transfer those goals to your Strategic Planning,  
Curriculum, Syllabus, or relevant source**

# What makes up Organizational Culture?

## *Organization-as-Actor*

Arrangements  
& activities  
that structure  
daily work



Hierarchy and  
power; how  
decisions get  
made



Distribution  
of resources  
and use of  
resources



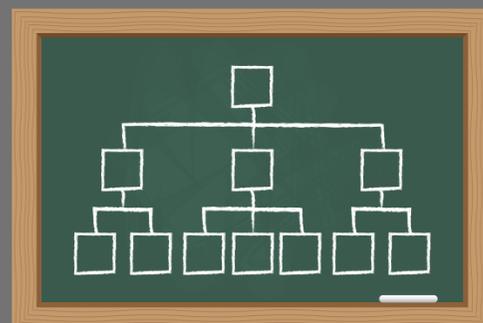
Values, guiding  
principles, and  
organizational  
identity



Communication  
content and  
processes;  
messaging



***Organizational  
culture***



# Examining Organizational Culture with an Equity Lens: Some Key Questions

1

How are key work activities (internal and external) structured & organized? How does this structure impact work experiences differently for people across TCDC?

2

Who gets to make decisions about work processes? Who is over-represented in decision-making? Who is under-represented? How does power flow throughout TCDC?

3

How are resources created and allocated? Are grants/funding and work projects aligned with TCDC commitment to equity?

4

What are TCDC core values? How are these values reflected in organizational culture? How does TCDC see itself in terms of organizational identity?

5

What are communication channels/ pathways like? What key ideas get communicated? Who gets to communicate key ideas? Who doesn't?



**What's going to happen when the Work 4 Change learning series (2022-2023) is done?**

**"I fear we will stop, lose momentum, deprioritize, or revert after this is over"**

# Equity initiatives fizzle out because...

They lack support or have **artificial support** by leadership; DEI is usually led by middle management

Most **implicit biases** go unnoticed and unchecked; lack of equity lens

**Lack of financial support** to keep programming and education going; DEI treated as secondary rather than primary activity

Trust and **transparency** are not shared across entire company; assumption that DEI efforts won't change much, if anything

**Accountability** is not practiced; renders DEI inconsequential



# Equity initiatives **WON'T** fizzle out at **TCDC** because...

**They lack support or have artificial support by leadership; DEI is usually led by middle management**  
You are "middle management". Accept this truth and push for authenticity from leadership and self.

**Most implicit biases go unnoticed and unchecked; lack of equity lens**

Build accountability checks with colleagues and students. Build trust and support each other in growth.

**Lack of financial support to keep programming and education going; DEI treated as secondary rather than primary activity**  
Center equity in programming rather than fund equity programs. But also fund equity programs :)

**Trust and transparency are not shared across entire department; assumption that DEI efforts won't change much, if anything**  
Be the change you want to see in the world (or get out the way). People's experiences must match equity messaging.

**Accountability is not practiced; renders DEI inconsequential**  
Accountability pairs with authenticity. People must feel empowered as change agents.

# Best Practices for Equity



- Equity work isn't linear; be accepting of that
- You don't have to know everything ahead of time; stay reflective
- Focus on 1-2 priorities; don't get bogged down with too many initiatives/projects
- Equity work isn't designed to be fun; but you can enjoy learning, growing, and challenging yourself
- Set short and long-term benchmarks for achieving your priorities; 3-month, 6-month, and 12-month.

# How to BUILD equity into your organization



Create an equity advocate/liaison position

Allocate % of budget to equity education and training

Formalize equity by building it into reward structure

Form affinity groups or caucuses

Require equity professional development hours



Let's  
discuss

**Knowing what makes equity efforts effective and sustainable, consider the following questions:**

- 1. What are 1-2 top priorities for TCDC to address moving forward?*
- 2. Pick one and discuss a semester-long month plan to address it*



# Next Steps:

Create Time & Space &  
Continue this conversation...

**FINAL SPRING SESSION**