

**Recruitment, Retention and
Development of People of Color in
Middle and Senior Level Management
Positions at New York City-based
Dance Companies**

By

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Problem Statement

- There is a dearth of people of color in middle and senior level management positions in the field of arts administration.

Significance

- The study provides field practitioners with a factual look at the racial breakdown of who is managing dance companies, as compared to those who are performing and those who are in the audience.

Methodology

- 10 Interviews
 - 8 people of color/ 2 not of color
 - 8 administrators of dance organizations
 - 1 administrator of service organization
 - 1 independent consultant
- Electronic Survey
 - Response rate of 50% (16 of 32 respondents)
 - Open-ended and close-ended questions

Study Limitations

- Small study sample (16 organizations)
- Criteria of \$500,000+ operating budget as of FY04-05
- Personal limited knowledge of organizational psychology, organizational behavior, and human resources

Selected Definitions

People of Color

People who are not of European descent, which include Black/African American, Hispanic/Latino, American Indian/Alaska Native, Asian/Asian American, Pacific Islander, and multi-racial individuals

Management

- **Executive (Senior) Management-** Administrators whose primary responsibility is to oversee the day-to-day management of an entire organization. (i.e. President, Executive Director, Assistant Executive Director)
- **Middle Management-** Administrators who oversee a specific unit or department, and subordinates within the unit or department, of an organization but are required to report to an executive officer (i.e. Director of Development, Director of Marketing)

Diversity

For the purposes of this study, diversity primarily refers to the variety in racial composition of a group of people.

Recruitment

Recruitment are “practices and activities carried on by an organization for the purpose of identifying and attracting potential employees.”

(Barber, 1988)

Recruitment Tools

- Recruitment process (Breaugh and Starke, 2000)
 - Define objectives
 - Develop strategies
 - Recruitment activities
 - Recruitment results
- Recruitment resources
 - i.e. internet, newspapers, radio

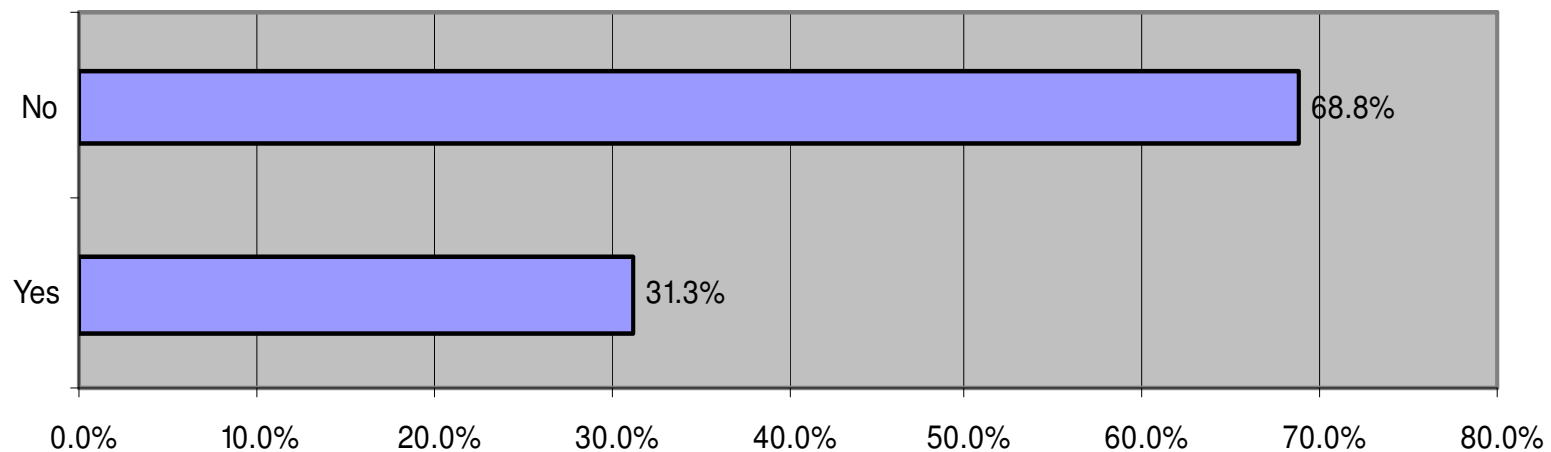
Recruitment Findings

Do you actively recruit people of color to middle or senior level positions in your organization?

No- 69% (11 of 16 respondents)

Yes- 31 % (5 of 16 respondents)

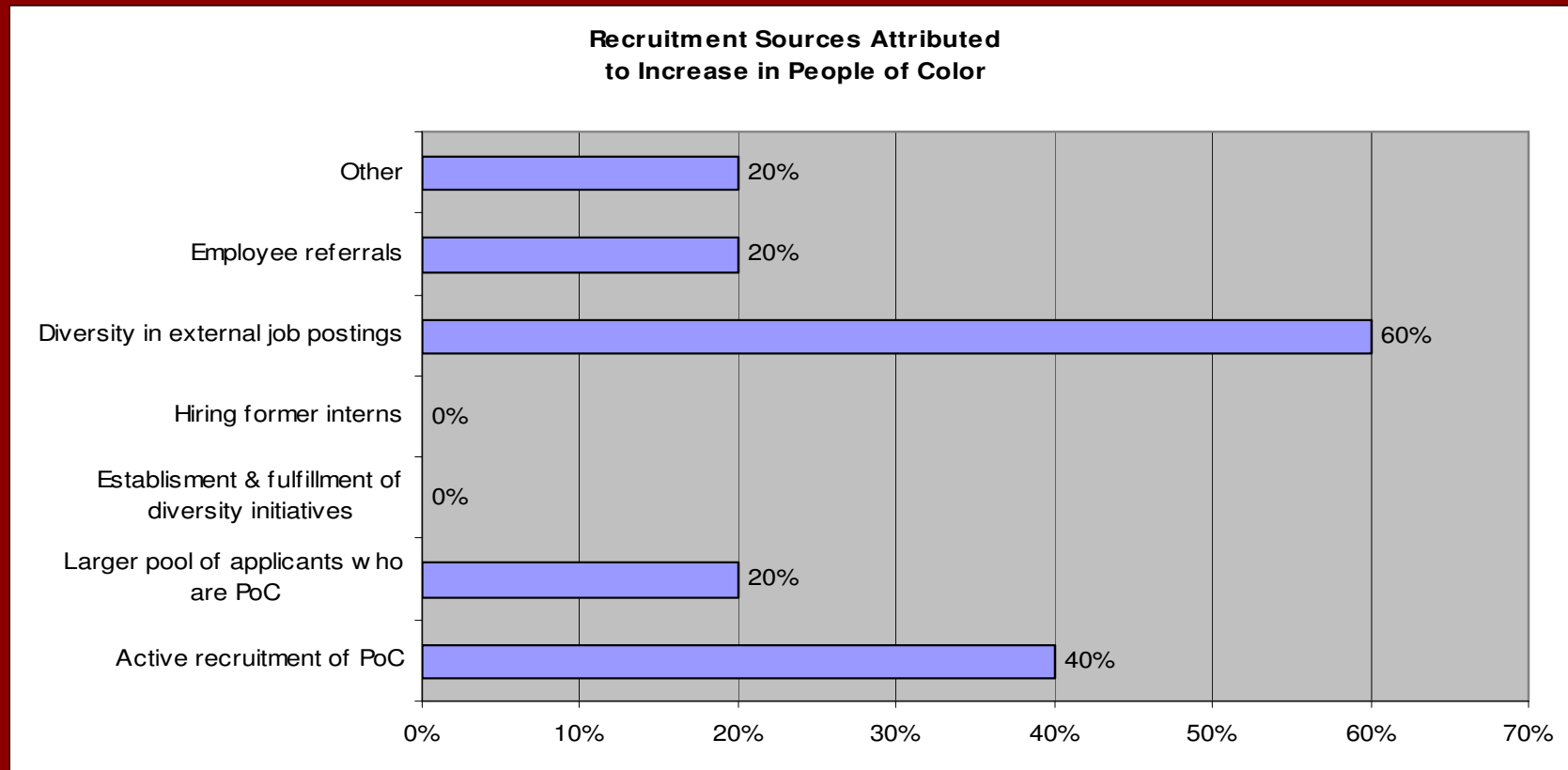
% of organizations that actively recruit people of color to middle or senior management positions



Increase in PoC over the past 10 yrs?

Racial make up remained about the same over
37.5% (6 respondents)

Number of people of color on staff has increased
31.3% (5 respondents)



Interviewee Perspectives

“I think it is important is because I feel that the dance field in regard to the artistic side is very diverse, and it’s reflected in many multicultural ways. I don’t see that reflected in the management, the administrative and the executive side of the field.”

“It is important for a very solid business reason...it’s about having a diverse workforce. Studies have clearly proven that groups make better decisions than individuals, and that diverse groups make better decisions than homogenous groups.”

Retention

Retention is an employee's willingness to continue working for an organization for an extended period of time, as well as an organization's willingness and ability to keep people employed.

“Valuing is the most critical step
in retaining people of color.”

(Fenn and Irvin, 2005)

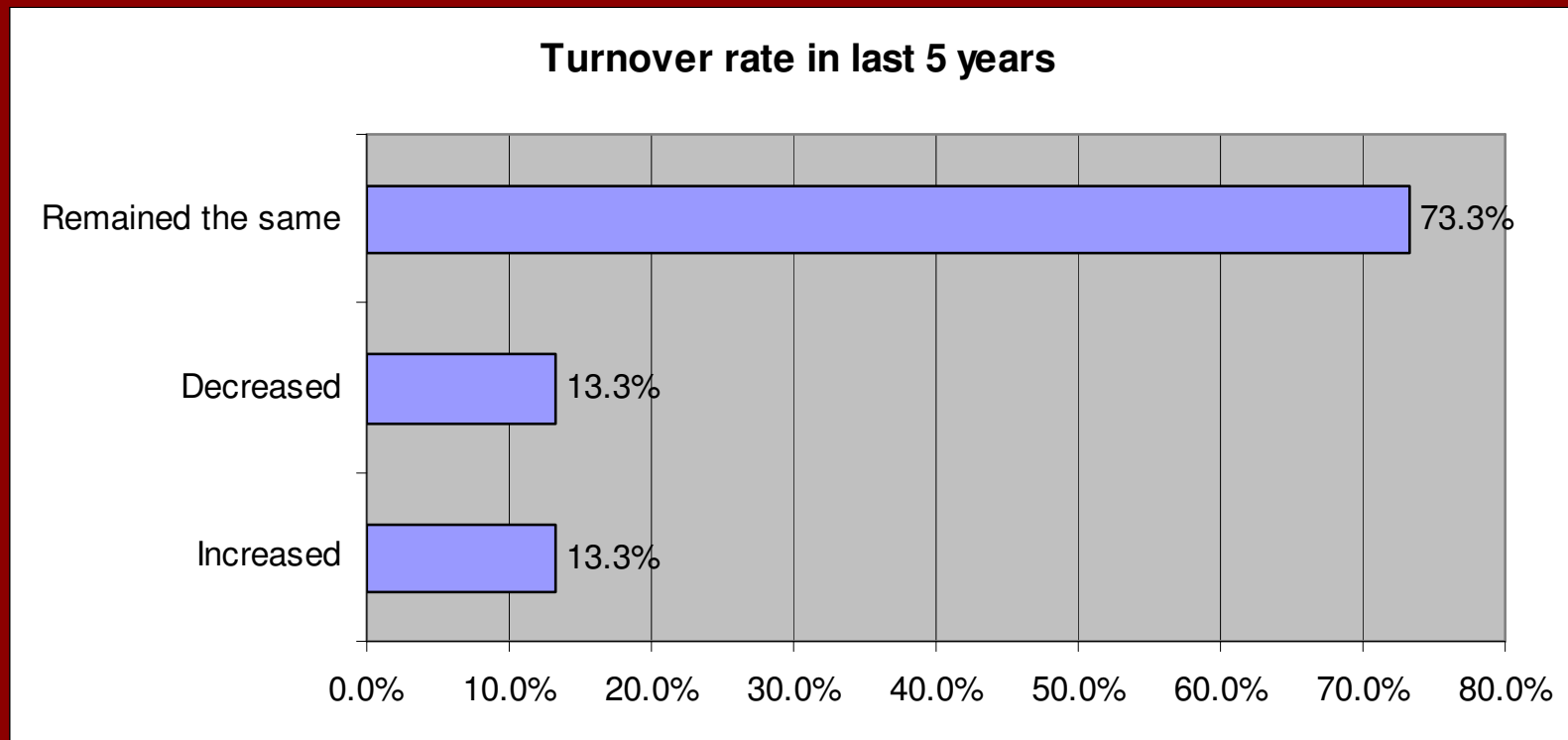
Retention Findings

Turnover among survey respondents

Remained the same- 73% (11 of 15 respondents)

Decreased- 13% (2 of 15 respondents)

Increased- 13% (2 of 15 respondents)



Interviewee Perspectives

- “The field (dance managers, agents, funders, presenters) still does not adequately represent the changing communities in which these companies operate. I think for those organizations that would like to have diverse staffs and trained personnel, they have to develop programs to keep people. Whether or not these organizations have the capacity or time is another issue.”
- “Beyond doing a really thorough recruitment job, which levels the playing field for everyone to apply, I think there’s potential for reverse racism if you start [creating retention programs that solely target people of color]. Let’s give everybody the absolute opportunity to be here and then let’s work with them as an individual in a colorblind sense, in a gender blind sense, in a gender identity sense.”

Development

■ Career Development

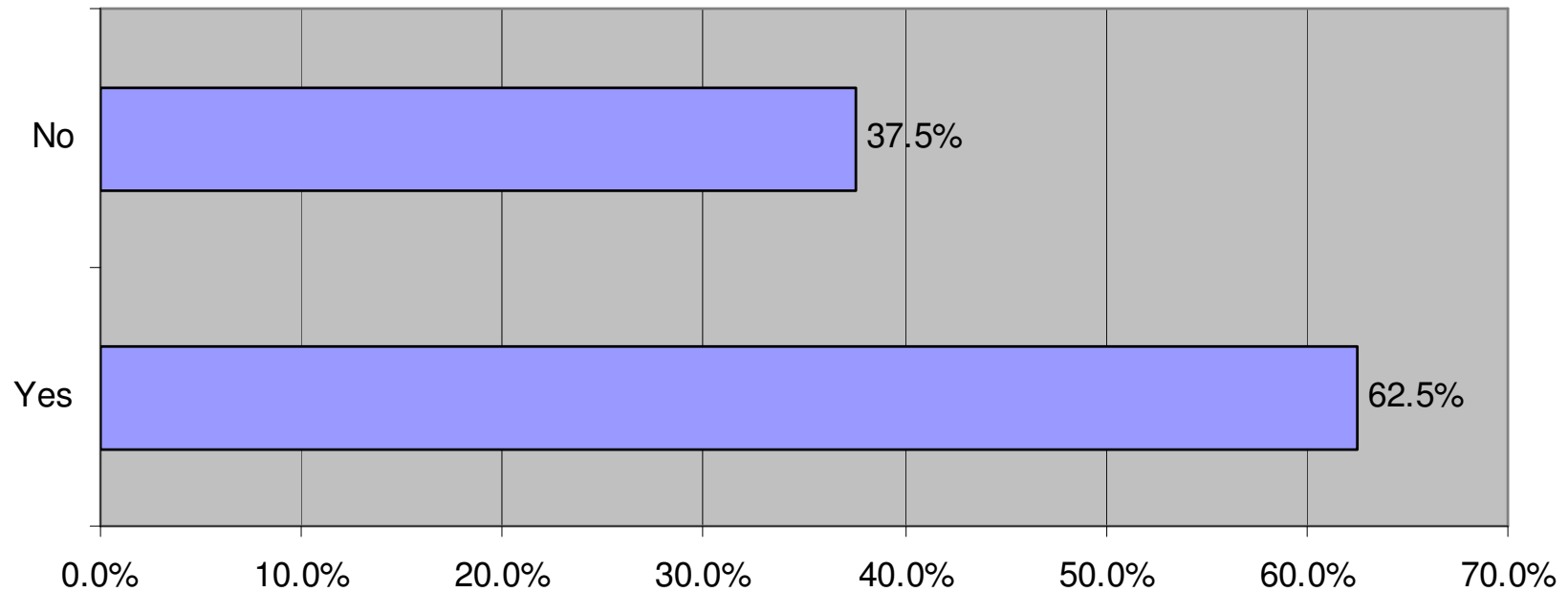
- An individual's self assessment that influences his/her decision about their career potential and career path

■ Professional Development

- Professional skill development acquired through educational programs and workshops designed to enhance current skills or introduce new ones

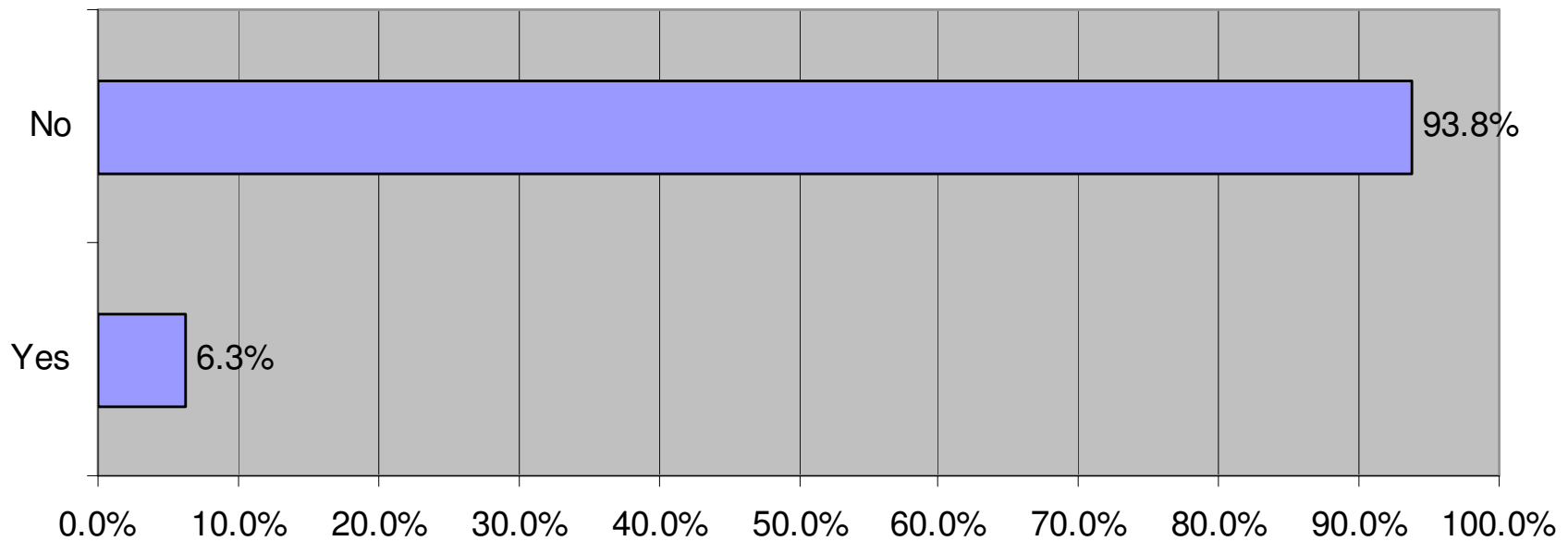
Professional Development

Org. offers professional development



Professional Development

Org. offers development specifically
for people of color



Findings

Recruitment, Retention, Development Challenges

- Low pay, long hours, dearth of job advancement
- Lack of awareness of the field
- High need for dedicated qualified managers, regardless of race
- Public perception

Recruitment, Retention, Development Opportunities

- Create programs/networks that specifically target people of color
- Show employees they're valued
- Place value on the idea of diversity within your organization
- Educate and inform youth about the field
- Expand and diversify applicant searches beyond traditional resources
- Create plans to actively recruit people of color

National

- Approximately 80% of all not-for-profit executives are white/Caucasian, with the majority being white/Caucasian males (Halpern, 2006)
- Approximately 80% of executive directors of dance companies with operating budgets of \$500,000 and more are white/Caucasian (Dance/USA)
- 40% of dancers and choreographers are of color (*Artists in the Workforce 1999-2005*, NEA, 2007)

New York City

- More than 50% of the city's population is comprised of people of color (2006 American Communities Survey)
- Approximately 86% of dance audience members are white/Caucasian (Dance/NYC Economic Impact Study, 2003)

Survey Results

- 208 employees between all 16 respondents
- 11 of the 16 responding companies employ at least one person of color
 - Total PoC: 82
 - Percent of study sample: 39%
- Average of 5 PoC per organization

Survey Results: Middle/Senior Managers

Race	Total	Percentage, where N=115
Black/African American	19	16.5%
White/Caucasian	77	66.9%
Asian/Pacific Islander	8	6.9%
Hispanic/Latino	10	8.6%
Multi-racial	1	<1%
Native American	0	0%

Selected Position Highlights

- Executive Directors
 - 86% (12 of 14 respondents) white/Caucasian
- Marketing Directors
 - 83.3% (5 of 6 respondents) white/Caucasian
- Development Directors
 - 63.6% white/Caucasian (7 of 11 respondents)
- School Directors
 - 60% black/African American (3 of 5 respondents)
- Company Managers
 - 66.6% white/Caucasian (6 of 9 respondents)

Why is diversity important?

- *Accessibility*
- *Sustainability*
- *Creativity*

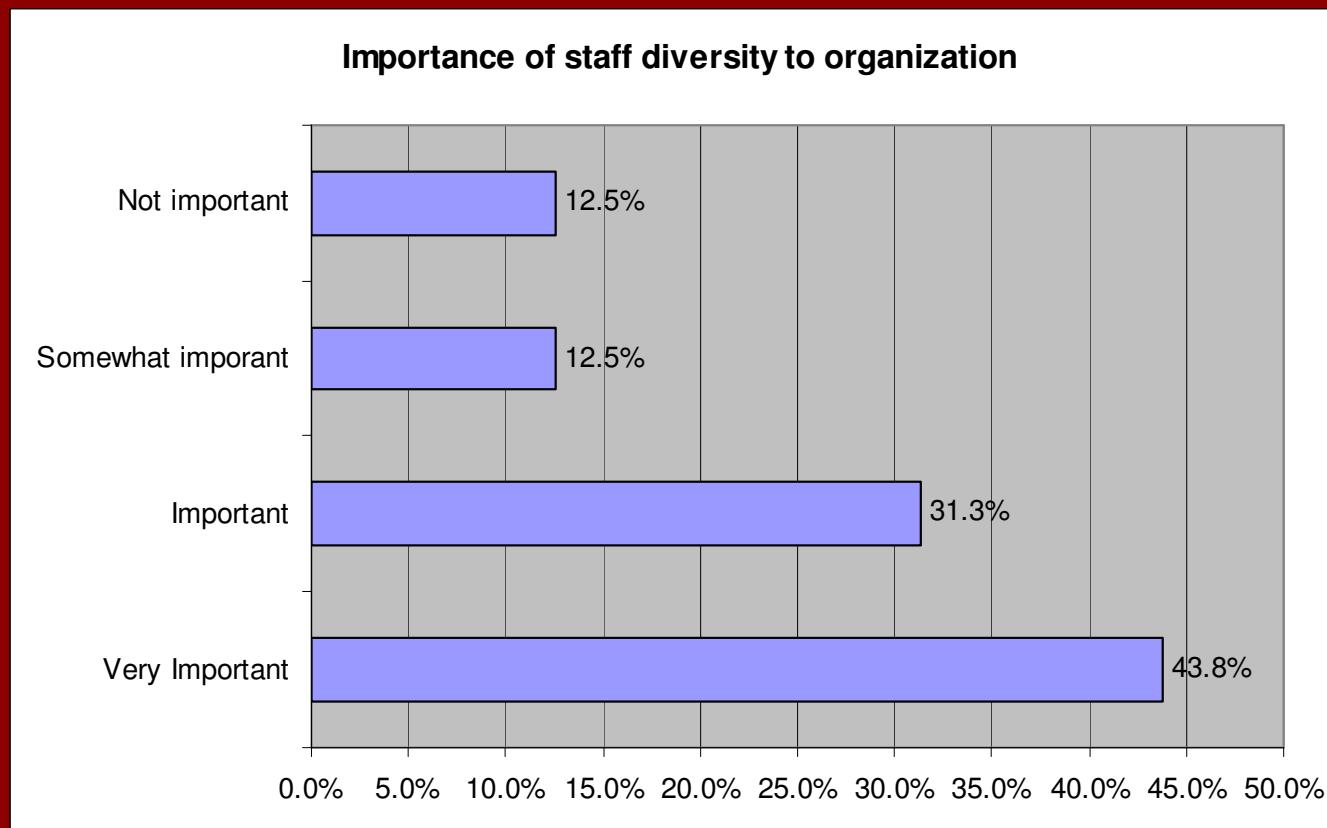
Survey Results

Not important- 12.5% (2 of 16 respondents)

Somewhat important- 12.5% (2 of 16 respondents)

Important- 31.3% (5 of 16 respondents)

Very important- 43.8% (7 of 16 respondents)



Final Thoughts

- Lack of diversity is a systemic problem for the performing arts
- Diversity is about inclusion, not exclusion
- Must commit to the ideas of diversity and inclusion
- Act!
- Promote!
- Embrace!

Thank you!