Creating an
EQUITY-CENTERED STRATEGIC PLAN
TODAY'S PRESENTERS

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**The New Harmony Project**

The New Harmony Project is a national arts organization whose mission is to nurture writers in the development of scripts and new works that interrogate the complexity of hope. Through artist-centered programming, we care for writers so they can change the world.

**Our Values**
- Prioritize people, over process, programs, or products
- Be just, equitable, and antiracist
- Build relationships that are authentic, mutually supportive, and in service to the needs of each person and project
- Be committed to connecting people to themselves and one another
- Hold ourselves accountable

**Strategic Plan 2022-2027**

People are the priority of this plan

**Strategic Direction 1**
**Prioritizing an Equitable, Intersectional Antiracist Ethos and Practice**

**Strategic Direction 2**
**Reimagining and Mobilizing Board, Staff, and Resources to Serve Our Core Purpose**

**GOAL 1**
Become an antiracist organization

**GOAL 2**
Ensure a majority of board, staff, and participants are from underrepresented communities

**GOAL 3**
Use all spaces and gatherings to generate meaningful belonging

**GOAL 1**
Build a transformational board of directors

**GOAL 2**
Empower and expand staff

**GOAL 3**
Generate strategic resources

**Strategic Direction 3**
**Cultivating Meaningful Community Through People, Programming, and Processes**

**GOAL 1**
Build programs that embody our mission and values

**GOAL 2**
Provide support and care for the NHP community

**GOAL 3**
Embed belonging, transparency, and consistency into NHP’s programming processes

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For more than three decades, The New Harmony Project has served as a wellspring of creativity, providing vitally important developmental support to writers and artists as they move through their creative journeys.
HOW DID WE GET HERE?
DEIA AUDIT

Knowing where we are coming from informs us where we need to go

Writers
Participants & Other Artists
Board of Directors
Staff
Programs
Selection Processes
**FINDINGS**

Systemic issues & inconsistent outcomes
COMMITMENT

Become an antiracist, equitable, and inclusive organization

- Equity-Centered Strategic Planning & Antiracism Training
- Board Recruitment
- Script Selection & Programming
- Recognition of Indigenous Lands
- Inclusivity & Antiracism Beyond Our Bubble
### Continuum on Becoming an Anti-Racist Multicultural Organization

**MONOCULTURAL —> MULTICULTURAL —> ANTI-RACIST —> ANTI-RACIST MULTICULTURAL**

Racial and Cultural Differences Seen as Deficits —> Tolerant of Racial and Cultural Differences —> Racial and Cultural Differences Seen as Assets

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<td>- Intentionally and publicly excludes or segregates African Americans, Native Americans, Latinx, and Asian Americans</td>
<td>- Tolerant of a limited number of “token” People of Color and members from other social identity groups allowed in with “proper” perspective and credentials. May still secretly limit or exclude People of Color in contradiction to public policies. Continues to intentionally maintain white power and privilege through its formal policies and practices, teachings, and decision making on all levels of institutional life. Often declares, “We don’t have a problem.” Monocultural norms, policies and procedures of dominant culture viewed as the “right” way” business as usual.” Engages issues of diversity and social justice only on club member’s terms and within their comfort zone.</td>
<td>- Makes official policy pronouncements regarding multicultural diversity. Sees itself as “non-racist” institution with open doors to People of Color. Expands view of diversity to include other socially oppressed groups. But...</td>
<td>- Growing understanding of racism as barrier to effective diversity. Sees itself as “non-racist” institution with open doors to People of Color. Expands view of diversity to include other socially oppressed groups. But...</td>
<td>- Committed to process of intentional institutional restructuring, based upon anti-racist analysis and identity. Audits and structures all aspects of institutional life to ensure full participation of People of Color, including their world-view, culture and lifestyles. Implement structures, policies and practices with inclusive decision making and other forms of power sharing on all levels of the institutions life and work. Committed to struggle to dismantle racism in the wider community and builds clear lines of accountability to racially oppressed communities. Anti-racist multicultural diversity becomes an institutionalized asset. Redefines and rebuilds all relationships and activities in society, based on anti-racist commitments.</td>
<td>- Future vision of an institution and wider community that has overcome systemic racism and all other forms of oppression. Institution’s life reflects full participation and shared power with diverse racial, cultural and economic groups in determining its mission, structure, constituency, policies and practices. Members across all identity groups are full participants in decisions that shape the institution, and inclusion of diverse cultures, lifestyles, and interest. A sense of restored community and mutual caring. Allies with others in combating all forms of social oppression. Actively works in larger communities (regional, national, global) to eliminate all forms of oppression and to create multicultural organizations.</td>
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A FOUNDATIONAL UNDERSTANDING OF RACE & RACISM
Legitimate systems sanctioned by the state

Implicit or explicit

A political and economic system for dividing people and exerting social control

RACE PREJUDICE / BIAS

+ POWER

RACISM
One gets **MORE** than is needed, while the other gets **LESS** than is needed. Thus, a huge disparity is created.

The assumption that **everyone benefits from the same supports**. This is considered to be equal treatment.

**Everyone gets the support they need**, which produces equity.

**Everyone can see the game without support or accommodation** because the cause of the inequity was addressed. The systemic barrier has been removed.
ASSEMBLING A TEAM TO SUPPORT THE WORK
THE TEAM

"First who, then what – get the right people on the bus. Great vision without great people is irrelevant."

- Jim Collins

- BOARD OF DIRECTORS: The initial commitment and ongoing engagement
- PLANNING COMMITTEE: Charting the course and driving the process
- STAKEHOLDERS: Key individuals or institutions that can provide valuable insight to the work
- SMALL GROUP TASK FORCES: Subject area experts and committed stakeholders who can help craft specific plans
- CONSULTANTS: Experienced facilitators who support the process, bring expertise, and serve as the primary resources in creating the plan
NAVIGATING CHANGE & FACILITATING MEANINGFUL CONVERSATION
The Change Curve is based on a model originally developed in the 1960s by Elisabeth Kubler-Ross to explain the grieving process.
OPERATIONALIZING THE PLAN
STRATEGIC DIRECTION #1

PRIORITYING AN EQUITABLE, INTERSECTIONAL, ANTIRACIST ETHOS AND PRACTICE

GOALS

NHP will embrace and implement an institutional commitment to be an antiracist organization.

NHP will be an organization where persons from communities that are or have been actively and systemically excluded and/or underrepresented comprise the majority of the participants in NHP's governance, staffing, and programming.

In all of the spaces and ways in which NHP gathers people together, NHP will create and uphold an antiracist culture of meaningful belonging for all persons there.

SUCCESS METRICS

• Commitment to antiracism is embedded in all aspects of NHP's operations.
• We have implemented a robust conflict resolution process.
• We have implemented internal and external feedback processes to identify and address shortcomings.
• All policies, processes, and procedures are regularly vetted to ensure our commitment to antiracism.

• Majority of board, staff, and participants are individuals from systemically excluded or underrepresented backgrounds.

• We have embedded the philosophy that "No person is an island"
• We have established clear accountability standards
• We have established clear harm remediation standards
• We are centering and empowering individuals from systemically underrepresented or excluded communities.
• We are receiving consistently positive feedback from individuals who are engaging with our work.

OUTCOME

Deeply rooted and fully integrated antiracism practices are active and integral to our daily operations.
"What we do is more important than what we say or what we say we believe."

- Bell Hooks

1. Establish annual framework the creates actionable, ambitious, and achievable objectives to advance NHP towards long-term goals

2. Build specific and intentional operating plan to assist in achieving annual goals

3. Build specific “true cost” budget based on annual operating plan

4. Identify fundraising/development opportunities, and outline the path towards successful revenue generation
IN PRACTICE

- Adopted a new mission that recognizes the complexity of hope, and a set of values that guide each and every decision we make.

- Created a 2022 selection team was comprised of 26 paid readers: 62% BIPOC, 38% female identifying, 38% transgender or gender nonconforming.

- Supported a company of 35 writers and artists at the 2022 spring conference: 66% BIPOC, 26% transgender or gender nonconforming, 46% female identifying.

- Hired two new full time staff: one to focus on building sustainable programs, and one to focus on development and fundraising to support the mission.

- Onboarded six new board members: five of whom are writers and artists, four of whom are BIPOC. These additions bring our board to 40% BIPOC, 46% artists, 46% female identifying or gender nonconforming.

- Launched a responsive, community-centered program planning process, designed to build deeper connections between the organization and the communities we serve.
SUCCESSES & CHALLENGES
Q & A