

Revels, Inc.

Plan for Diversity, Equity, and Inclusion

Diversity Statement

Diversity is a fundamental element in Revels' musical and theatrical productions. Through music, dance, and storytelling, we celebrate the seasonal and cultural traditions of the world, honoring and upholding the differences that make individuals and cultures truly unique while reminding us of the shared humanity that connects us all. This principle guides our organizational approach with events, educational programs, performers, audience, volunteers, partners, and staff. We offer an open, creative space that welcomes every person to help shape and take part in our distinctive community experiences.

Organizational Core Values

Traditions: We bring respect, diligence, and curiosity to our search for diverse and authentic cultural expressions. By bringing traditions to the stage through song, dance, rituals, and stories from around the world, we act as stewards, honoring and passing along the collective wisdom of ancestors for future generations.

Community: We collaborate with new and old friends in the creation of shared experiences. Our artistic process weaves together professionals, amateurs, and audiences of all ages, creating connections between people and communities, providing enriching and engaging educational experiences for youth and adults, and contributing to a more resilient society that values learning and harmony.

Celebration: We embrace and celebrate the differences that make people and cultures unique. We honor traditional music, dance, rituals, and folktales from around the world by creating magical, joyful performances, programs, and theatrical experiences filled with spirit, optimism, and revelry.

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Executive Summary

Revels' commitment to diversity, equity, and inclusion (DEI) is an important extension of our core values of traditions, community, and celebration. For more than 50 years, the Revels mission has been to celebrate the cultural and seasonal traditions of the world through the shared experience of music, dance, and storytelling. DEI efforts are vital to the fulfillment of our mission and were prioritized as a core strategy of our 2020-2025 strategic framework adopted in March 2020.

We recognize that the cultural traditions presented in *The Christmas Revels* have largely originated in Northern European and North American Christian traditions. We acknowledge that by expanding the cultural focus of our year-round programming to include a greater number of multicultural traditions, artists, and tradition-bearers, we increase our society's ability to learn from varied perspectives and build collective understanding. We are committed to broadening the voices within the Revels community by increasing the diversity of our artists, staff, board members, students, volunteers, and audience members.

Our commitments are defined in the Governance, Programmatic, and Operational Actions in this DEI plan. The first stage of our DEI work has focused on anti-racism actions and learning, our community's most urgent need. Future DEI efforts will address gender, sexual orientation, ability, and age, with additional actions steps for each.

Revels launched this initiative in the summer of 2020 with the guidance of a DEI consultant who facilitated workshops for our Board and staff members and provided self-guided learning materials for our team. Informed by this learning and ongoing discussions at the staff and Board levels, the DEI plan was drafted in February 2021. The Revels DEI Committee was formed in February as well out of a desire to have multiple voices and perspectives weigh in on our proposed actions. As of July 2021, many of the actions outlined in this plan have been completed or are well underway. Actions may change or be added based on the input of the DEI Committee over the coming months.

Since our founding, Revels has sought to bring respect and curiosity to its search for diverse cultural expressions from around the world, embrace and showcase authentic rituals and traditions, and bring together cultures and genres in new and unexpected ways. We are deeply committed to diversity, equity, and inclusion as long-standing, guiding principles of our work, foundational to our organization and to society as a whole.

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GOVERNANCE ACTIONS: RACE EQUITY

- Beginning in October 2020, to infuse Revels with a culture of anti-racism and build a safe space for BIPOC engagement with Revels, Revels Board and staff will undertake a 10-15-hour, self-paced, anti-racism learning curriculum. Staff and Board will meet regularly to engage in conversation about their learnings and identify and discuss anti-racist actions for implementation.
- By March 2021, to create and achieve accountability in Revels governance, Revels will create a diversity, equity, and inclusion (DEI) Committee. Members will include Board members, staff, artists, and other Revels stakeholders. The Chair of the DEI Committee will serve on the Board Executive Committee.
- By August 2021, to support a culture of transparency and accountability, Revels will share its Anti-Racism and Diversity Plan with all constituents and stakeholders and invite community feedback and response.
- By July 2022, to infuse the Board with BIPOC perspectives, Revels will expand its Board membership to include 25% BIPOC members. By July 2024, Revels Board membership will include at least 50% representation from historically underrepresented groups.
- By December 2021, to further eradicate racism from its operations, Revels will eliminate all elements from its systems, policies, processes, and workplace culture that hold racism in place. To affect this change, Revels will review all policies, bylaws, and governing documents by October 31, 2021, and revise to be anti-racist by the stated deadline.
- Annually, to diminish the potential for harm and to continue to grow an anti-racist culture, Revels Board members will support the staff's use of time, energy, and funds for continued DEI learning and training through its budget, operations, and governance.
- Annually, to align with our value of community, Revels Board members and staff will establish relationships with BIPOC community leaders and partners who align with our strategic goals, engage in dialogue to identify mutual interests, and seek to deepen those relationships.

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PROGRAMMATIC ACTIONS: RACE EQUITY

- To fulfill our mission to celebrate the cultural traditions of the world:
 - Annually, beginning in 2021, 50% of Revels' year-round programs will celebrate the contributions of BIPOC cultures through performance, song, and story.
 - Annually, beginning in 2021, Revels will engage with cultural tradition-bearers as active collaborators in the creation of our programs throughout the year, committing to this as an enduring principle of our artistic approach.
- By October 2021, to create an anti-racist culture within the Revels community, Revels will develop anti-racist learning curriculum for artists, cast and chorus, crew members, and volunteers participating in our performances, events, and programs.
- Starting in January 2021, to eliminate harm and to align with our values of community and celebration, Revels will eliminate racist songs, stories, and writings from our programs and repertoire on an ongoing basis. Harmful and offensive content will be removed from our archives.
- To ensure racial pay equity across all programs, events, and performances, Revels will continue to compensate based on skill and experience and give all artists, performers, and collaborators due credit for their work.
- To align our Christmas Revels production with our values of tradition, celebration, and community:
 - By February 2021, Revels will include and feature BIPOC cultures in our five-year schedule for Christmas Revels themes
 - Revels will continue to employ multiracial casting and open auditions
 - To increase BIPOC partnerships and participation in Revels events and programs, by January 2022, Revels will develop a targeted BIPOC recruitment / relationship plan. By December 2023, 25% of the volunteer adult and children's choruses and 50% of the crew and support positions will be BIPOC or from historically underrepresented groups.
 - By September 2021, we will research and address barriers to participation for BIPOC people in the volunteer chorus, exploring stipends, reduced time commitments, and other solutions

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OPERATIONAL ACTIONS: RACE EQUITY

- Annually, to align with our value of celebration and being careful to avoid tokenism, Revels will use our public website and social media channels to share the voices of BIPOC artists, performers, and tradition-bearers. Beginning in December 2020, Revels will use images and videos that reflect our diversity in Revels materials and communications channels.
- By March 2021, to align with our value of community and build a team with diverse perspectives and BIPOC employees, Revels will review hiring and recruitment practices and include clear salary recommendations for all open positions. By June 2021, 25% of all candidates considered for open positions will be BIPOC. By June 2022, Revels will have 25% BIPOC staff representation.
- By October 2021, to ensure accountability and transparency to our BIPOC constituents, Revels will share and promote our anti-racism and diversity learnings on our public website, updated monthly, and through our social media and other communications channels.
- Starting now, to infuse Revels with a culture of anti-racism, Revels will integrate anti-racism and diversity learning into its onboarding processes for Board members, staff, volunteers, cast, and crew. Annually, Revels will commit time and resources to support recurring DEI training and learning for Board, staff, volunteers, and other key stakeholders.
- Annually, to further eradicate racism from the operations of Revels, Revels will ensure at least 30% of bids solicited in response to a request for bids or quotes are from companies owned by BIPOC individuals or other historically underrepresented groups.
- Annually, to align with our value of community and infuse diverse perspectives into our culture, Revels staff will establish relationships with BIPOC community leaders and partners who align with our strategic goals, engage in dialogue to identify mutual interests, and seek to deepen those relationships.

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COMMUNICATIONS PLAN

To establish accountability and ensure transparency with BIPOC constituents and Revels community members, Revels will utilize its communications channels to share and promote the work of the DEI Committee, Revels' anti-racism and diversity learnings, and the execution of its DEI initiatives.

COLLABORATORS

STAFF

Magdalena Abrego, Development Operations Manager
Alan Casso, Marketing & Public Relations Director
David Coffin, Artist-in-Residence
George Emlen, Acting Music Director
Miguel Flores, Production Manager
Diane Kennedy, Director of External Relations
Johnny Nichols, Jr., Education Director
Sydney Roslin, Digital Communications Manager
Kate Stookey, Executive Director
Jennifer Sur, Administrative Manager
Paddy Swanson, Artistic Director

BOARD

Ned Gulley
Brian Horrigan
Simon Horsburgh, Board Chair
Jamie Jaffe, Clerk, and Co-Chair, DEI Committee
Cindy Joyce
Joan Kennedy, Chair, Governance Committee
Amey Moot, Treasurer
Kristine O'Brien
F. Thompson Reece, Chair, Development Committee

DEI COMMITTEE

Emilie Steele and Jamie Jaffe, Co-Chairs
Jeff Song
Chris Everett
Carolyn Saxon
Paula Plum
Miguel Flores
Johnny Nichols, Jr.
Kate Stookey
Paddy Swanson
Simon Horsburgh
Stine O'Brien