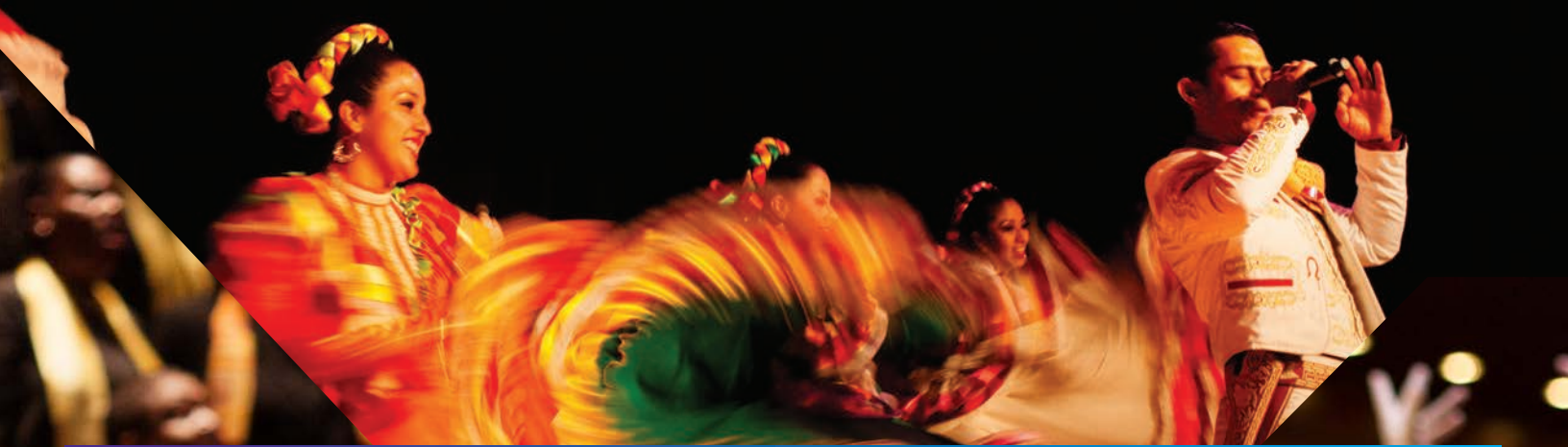




**1,200,000**  
VISITORS  
ANNUALLY

**1,400**  
PERFORMANCES  
ANNUALLY



## DIVERSITY AND INCLUSION REPORT



**1**  
VIBRANT CULTURAL  
CAMPUS

**3**  
BEAUTIFUL  
BUILDINGS



## A MESSAGE FROM OUR BOARD CHAIR AND PRESIDENT & CEO

The complexion of the Kimmel Center Cultural Campus is changing, and the transformation is intentional. While diversity and inclusion have always been top priorities to the Kimmel Center, the region's most impactful performing arts center is doubling down on efforts to ensure there is fair representation from the top down and that everyone feels welcome, both on and off the stage. More than one million people visit our Cultural Campus each year for an array of events and programs. We believe the arts build strong communities and are essential to enhancing the human experience.

Since the Kimmel Center's inception, diversity has been core to our mission; and in 2007, when I [Anne Ewers] took the helm, our vision was to refocus the organization's programming and marketing to better meet the interests and needs of our community. In 2009, I worked with community leaders of color to identify diversity goals for Board, staff, and vendors, and the Kimmel Center Board of Directors approved and embraced these benchmarks. Believing that change starts at the top, our efforts begun in 2009 now reflect 28.6% ethnic diversity on our Board of Directors. We have seen, firsthand, that diversity among our Board and employees results in a wider range of creative ideas and is imperative to the sustainability of arts in our great city. Diversity within our staff has improved our ability to deliver on the needs of our diverse guests and artists.

In 2016, the Kimmel Center commissioned a national benchmark study of the top performing arts centers in the hope of developing some industry best practices. The results were disappointing, however, revealing a lack of strategy for growing diversity in the arts industry. As a result of this study, the Kimmel Center Board of Directors and management team unanimously agreed to step up efforts. Recognizing that diversity, equity, and inclusion are things that need work across every industry in our nation, we agreed to move forward without a model for success, yet knowing that we should lead with intentionality and thoughtfulness. Our stages, our offices, and our Board meetings should better reflect the communities we serve.

**Our attention to diversity, equity, and inclusion is nowhere near a shining example. We all have work to do, yet we are committed to a strategic and intentional approach.**



**Anne C. Ewers**  
President & CEO, Kimmel Center

**Teresa Bryce Bazemore**  
Chair, Kimmel Center Board of Directors

We assembled some of the region's experts in diversity, equity, and inclusion to join members of our Board and staff as an advisory committee who've guided the launch of several significant initiatives related to diversity and inclusion across our Cultural Campus, including the transformation of our recruitment and hiring processes to ensure equity and inclusivity, as well as the institution of a diversity statement and charter. This group advised on the need for building a pipeline of young arts professionals of color. Launched this year, and in partnership with the national Broadway League, we are one of the first institutions to host a fellowship program

that seeks to identify, mentor, and develop underrepresented young professionals who aspire to careers in our industry.

We know we cannot effect change in our industry alone, yet we recognize that art is a catalyst for bringing people together and, as a convener of the community, we rely heavily on partners. For example, we worked with WDAS-FM to expand the reach of our annual holiday celebration of gospel

music, *A Soulful Christmas*, which features over 700 local choir members, drawn from African-American churches in our region. The Kimmel Center recorded the performance which was broadcast on both Christmas Eve and Christmas Day. The choirs and congregations were elated to widen the impact of their collective voices by reaching audiences beyond the walls of our concert hall. We are thankful for our collaboration with the Mexican Consulate, the Mexican Cultural Center, and PNC Arts Alive, allowing us to

produce unique programs and experiences, including:

- *Three Kings Day* – an event where hundreds gather to celebrate this Hispanic holiday tradition
- *La NOCHE* – a free, monthly celebration featuring Latin music and dancing
- *Songs You Left Behind* – an evening of storytelling and song

We have worked with WURD Radio, the state's only African-American owned station, and with Uncle Bobbie's Coffee + Books to host preshow conversations tackling topics like modern-day civil rights and social justice. We are home to the Mayor's Office of LGBTQ Affairs annual State-of-the-Union address and community conversation. We are committed to sensory-friendly performances in partnership with ArtReach.

The Kimmel Center understands that progress in this arena will require a sustained, dedicated effort. The cross-departmental staff and community leaders on our Diversity & Inclusion Advisory Committee are developing clear goals that will continue to guide our efforts. However, the ultimate test for progress will be concrete actions and our demonstration of changes in outcomes which include: a more diverse Board and staff; greater opportunities for our staff to feel valued; more diversity on our stages and in our audiences; and a more dynamic and intentional environment that fosters difficult, challenging conversations in a respectful and civil manner. These changes will take time and a collective effort. We would like to commend the community leaders, our Board, and staff devoted to advancing these initiatives. Our work to make our Cultural Campus a more inclusive and diverse community for guests, artists, Board, and staff is far from complete, yet we are pleased with the positive steps we're taking.

*Teresa Bryce Bazemore*

**Teresa Bryce Bazemore**  
Chairman of the Board

*Anne C. Ewers*

**Anne C. Ewers**  
President & CEO

## DIVERSITY & INCLUSION COMMITTEE

Formed in May of 2017, this advisory committee is comprised of experts in the field of diversity, inclusion, and equity; staff; and Kimmel Center Board members who share the goal of formalizing a commitment to:

- Presenting diverse programming
- Supporting artists of color
- Engaging with every part of the Philadelphia region in a meaningful way



**John Clayton:**  
DIVERSITY & INCLUSION,  
INDEPENDENCE BLUE CROSS



**Lisa Crutchfield:**  
FORMERLY SVP, ADVOCACY  
AND PUBLIC AFFAIRS,  
CHAMBER OF COMMERCE



**Michael Days:**  
VP, DIVERSITY AND INCLUSION,  
PHILADELPHIA MEDIA NETWORK



**Greg DeShields:**  
EXECUTIVE DIRECTOR,  
PHLCVB DIVERSITY



**Virginia Essandoh:**  
CHIEF DIVERSITY OFFICER,  
BALLARD SPAHR



**Kya Hertz:**  
MARKETING MANAGER,  
OFFICE OF INCLUSION &  
DIVERSITY, PENN MEDICINE



**Eve Higginbotham:**  
VICE DEAN FOR INCLUSION  
& DIVERSITY, PENN MEDICINE



**Amber Hikes:**  
EXECUTIVE DIRECTOR  
MAYOR'S OFFICE  
OF LGBTQ AFFAIRS



**Philip Jaurigue:**  
CEO OF SABRE SYSTEMS,  
KCI BOARD MEMBER



**Obra Kernodle:**  
COMMISSIONER TO  
THE PA GAMING BOARD,  
KCI BOARD MEMBER



**Kelly Lee:**  
CHIEF CULTURAL OFFICER,  
CITY OF PHILADELPHIA



**Michele Rovinsky Mayer:**  
VP, OFFICE OF EQUALITY  
& DIVERSITY, DREXEL



**Elizabeth Murphy:**  
SVP OF REGULATORY AND  
EXTERNAL AFFAIRS, PECO,  
KCI BOARD MEMBER



**Tony Werner:**  
PRESIDENT OF TECHNOLOGY  
AND PRODUCT, COMCAST,  
KCI BOARD MEMBER



**Mario Zacharjasz:**  
CO-FOUNDER AND  
PRINCIPAL, PZS ARCHITECTS,  
KCI BOARD MEMBER



**Liz Bligan:**  
MANAGER OF HUMAN  
RESOURCES



**Crystal Brewe:**  
D&I COMMITTEE CHAIR, SVP  
OF STRATEGIC MARKETING  
& COMMUNICATIONS



**Ed Cambron:**  
EXECUTIVE VICE PRESIDENT  
AND COO



**Leslie Patterson-Tyler:**  
DIRECTOR OF MEDIA  
RELATIONS & COMMUNICATIONS



**Susan Quinn:**  
DIRECTOR OF EDUCATION



**Ross Richards:**  
SVP OF FACILITIES AND  
OPERATIONS



**Joan Roebuck-Carter:**  
SENIOR DIRECTOR OF  
INSTITUTIONAL SUPPORT

## DIVERSITY & INCLUSION STAFF COMMITTEE MEMBERS





“The Kimmel Center’s diversity and inclusion efforts are strengthened by our dedicated community partners who expand our reach and help us extend the invitation to our Campus across every neighborhood in the Philadelphia region.”

**Crystal Brewé:**  
**Chair of the Diversity & Inclusion Advisory Committee, Kimmel Center Senior Vice President Strategic Marketing & Communications**

The Kimmel Center partnered with Amber Hikes, Executive Director of the City of Philadelphia’s Office of LGBTQ Affairs and Diversity & Inclusion Committee Member, to give a platform for the inaugural LGBTQ State of the Union in 2018.

PHOTO: Kimberly Paynter, WHY

## D&I COMMITTEE CHARTER:

The Committee advises Kimmel Center management on the development of a 5-year strategic diversity & inclusion plan that will live within the overall organizational strategic plan. The Committee will also advise and work with KCI management on the execution and ongoing evaluation of this plan. The Committee’s goal is to monitor, influence, and advise through:

1. Assessment of the organization’s practices and environment
2. Identification of internal and external challenges and concerns in relation to achieving established D&I goals
3. Envisioning the future and charting a course for success as a diverse and inclusive Cultural Campus

## DIVERSITY STATEMENT:

The diversity of our region is our strength and KCI is dedicated to creating a diverse and inclusive Cultural Campus that reflects our commitment to an environment where everyone feels welcome and valued onstage and off.

## KIMMEL CENTER’S VISION & MISSION:

### VISION:

Transforming lives daily through the arts.

### MISSION:

The Kimmel Center Inc. engages the region’s diverse communities in art through performance and education. Our Cultural Campus serves as an inclusive and preeminent place to enjoy exceptional experiences that reflect the spirit of the Philadelphia region.

The principle means by which the Kimmel Center achieves its mission include:

- **People:** Cultivate a creative, inclusive, socially-responsible community where artists, guests, staff, donors, and volunteers share experiences that are delivered with pride and integrity.
- **Exceptional Experiences:** Collaborate, present, and produce to ensure a broad range of relevant and meaningful performances, events, and artistic programs, including support to artists in the creation of new work for the Center that serves the region’s audiences.
- **Arts Education:** Educate the region’s young people through access to quality arts experiences and multi-year opportunities to see, make, and understand the performing arts both on-campus and in communities.
- **The Cultural Campus:** Operate venues and nurture assets that deliver diverse and vital arts experiences, are a proud home to its Resident Companies, and are active gathering spaces for social and community events. These venues include the Kimmel Center for the Performing Arts, The Academy of Music, and the Merriam Theater.

# CHANGE STARTS AT LEADERSHIP

## KEY ACHIEVEMENTS

- ✓ Embraced benchmark percentages for diversity representation on our Board, staff, and among our vendors.
- ✓ Transformed recruitment and hiring processes to ensure equity and inclusivity.
- ✓ Refocused the programming and marketing to better meet the needs of our community.
- ✓ Launched a paid fellowship program with the goal of mentoring and developing underrepresented young professionals aspiring to a career in our industry.
- ✓ Provided unconscious bias training for staff.
- ✓ Developed strategic partnerships to reach a broader audience and reduce perceptions of barriers to entry.
- ✓ Reduced stimulation challenges across all venues for individuals on the autism spectrum by providing “sensory-friendly kits” equipped with noise-cancelling headphones and calming devices.



## OUR COMMITMENT:

As the statistics show, we are moving in the right direction – though not far enough. Over the past three years, women in leadership on the Kimmel Center Cultural Campus grew to 51% and increased at the executive level by 15%. The trend is not as uniformly positive for people of color. Our goal is for our workforce, Board, and audience to more closely match the population makeup of our great city.

One important way to improve diversity is through our recruitment efforts. We’ve expanded our recruitment outreach to underrepresented groups, working with organizations dedicated to diversity (e.g., HBCUs, African-American Chamber of Commerce, and The Greater Philadelphia Hispanic Chamber of Commerce). And, we’re helping to broaden the pipeline of arts administrators nationally through internship opportunities and our Broadway League Diversity & Inclusion Fellowship Program. It will take time for these efforts to be reflected in the overall data, but there is evidence that they are already paying off.

## KEY MEASUREMENTS

### STAFF DIVERSITY

**28%**  
are people of color

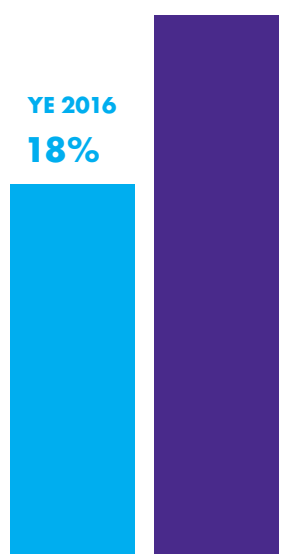
**51%**  
of people in leadership are women

**60%**  
of the executive leadership are women or LGBTQ

### BOARD ETHNIC DIVERSITY

YE 2018  
**26%**

YE 2016  
**18%**







**“The Kimmel Center’s vision is realized through our expanding education programming, reaching children in diverse schools where sometimes art programs do not exist, and providing an artistic outlet to develop a long term appreciation for arts and culture.”**

**Susan Quinn:**  
Member D&I Advisory Committee, Kimmel Center Director of Education

## EDUCATION



### Neighborhood Jams

The Kimmel Center goes into communities to give students interested in jazz music access to instruments and instruction directly at neighborhood sites.



### Jazz4Freedom

This hands-on program links jazz to Black History in Pennsylvania and beyond with activities both in schools and on the Kimmel Center Cultural Campus.



### Broadway League Fellowship Program

This program is dedicated to providing opportunities to underrepresented young professionals interested in a career in the field.

### ShowStoppers

All of the Kimmel Center Education programs are free, including the Musical Theater summer camp, eliminating that barrier to enable access for all.

### KinderJazz

Kindergarten students learn to bop and swing when Kimmel Center Teaching Artists visit their classrooms weekly.

## OUR COMMITMENT CONTINUES

## COMMUNITY EVENTS AND PROGRAMS



### Sittin' In

This free, monthly event invites Philadelphia's up-and-coming musicians to take the Plaza stage - from jazz to freestyle hop-hop and everything in between.



### La NOCHE

Featuring the Kimmel Center's house band, La NOCHE, this free, monthly event draws thousands for some of the best Latin music and dancing in the city!



### A Soulful Christmas

Featuring more than 700 Philadelphia choristers, this communal gathering celebrates the holidays through song.



### Songs You Left Behind

This free, annual celebration features the Hispanic and Latin voices of Philadelphia and invites them to tell their story of what they've left behind and still carry with them through song.

## PROGRAMMING AND ARTISTS



### Ballet Folklórico Nacional



### Rennie Harris: Funkedified



### Alvin Ailey American Dance Theater



### Noura Mint Seymali



### Cuban Music Festival



### PHILADANCO!



### The Kingdom Choir



### Warriors of Peking

## COMMUNITY PARTNERSHIPS



### LGBTQ State of Affairs

The Kimmel Center partnered with Amber Hikes, Executive Director of the City of Philadelphia's Office of LGBTQ Affairs, to give a platform for the inaugural LGBTQ State of the Union in 2018.

### WURD Radio

As a partner to Pennsylvania's only Black-owned talk radio station, the Kimmel Center works to integrate programming, events, and discussions founded on empowerment, community & enlightened conversation.

### ArtReach Sensory-Friendly Events

Working closely with ArtReach, Temple University, and Pennsylvania Ballet, we support sensory-friendly performances throughout the season.



### Mexican Cultural Center

The Kimmel Center collaborates with the Mexican Cultural Center to produce unique programs and experiences, including Three Kings Day, where hundreds gather to celebrate the Hispanic holiday tradition.



## THE KIMMEL CENTER CULTURAL CAMPUS

Located in the heart of Center City, Philadelphia, our mission is to engage the region's diverse communities with art through performance and education. Our Cultural Campus serves more than 1 million guests per year and includes the Kimmel Center for the Performing Arts, the Academy of Music, and the Merriam Theater—representing more than 160 years of rich history for the performing arts along Philadelphia's Avenue of the Arts. We are home to eight esteemed Resident Companies: The Philadelphia Orchestra, Opera Philadelphia, Pennsylvania Ballet, The Philly POPS, PHILADANCO, The Chamber Orchestra of Philadelphia, The Philadelphia Chamber Music Society, and Curtis Institute of Music. With nearly 9,000 seats per night, we are the region's most impactful performing arts center, and the second largest in the country. Our Cultural Campus serves as a preeminent and inclusive place to enjoy exceptional experiences that reflect the spirit of our region by cultivating a creative and socially-responsible environment where our community shares experiences that are delivered with pride, integrity, and respect. As a 501 c 3 nonprofit organization, we collaborate on, present, and produce a broad range of relevant and meaningful events, we serve as an active gathering space for social and community events, we educate the region's young people through access to quality arts experiences, and we provide support to artists in the creation of new work. TD Bank, America's Most Convenient Bank, is our proud sponsor of the Kimmel Center's 2018-2019 Season. American Airlines is the official airline of Broadway Philadelphia.



**Kimmel Center**  
for the  
performing  
arts

THE KIMMEL CENTER  
ACADEMY OF MUSIC  
MERRIAM THEATER

**KIMMELCENTER.ORG**

    @KIMMELCENTER #ARTHAPPENSHERE

Kimmel Center, Inc.  
1500 Walnut Street, Floor 17  
Philadelphia, PA 19102