

THE POWER OF INCLUSION

Unlocking Workforce Well-Being in Arts and Culture

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PUBLISHED APRIL 2025

SMU DataArts

Prepared in partnership with the Los Angeles County Department of Arts and Culture

This project is supported in part by the National Endowment for the Arts



Foreword by Carmen Morgan of artEquity

We are moving through an extraordinary time of cultural conflict and shifts. There is no place where the discourse of equity, diversity, and inclusion has remained neutral. Everywhere in our country, in our schools, media, courtrooms, congress, hospitals, places of worship, and cultural arts institutions, issues of difference are being fought.

At a time when such open hostility and discord abound, how do we cut through the noise? *The Power of Inclusion: Unlocking Workforce Well-Being in Arts and Culture*, provides us with clear data, new information, and fresh frameworks to help us support and sustain thriving organizations. This report is incredibly timely and relevant.

At artEquity, we've been activated by the values of equity, diversity, and inclusion for some time now. In fact, 2025 marks our 10-year anniversary of working at the intersection of art and activism. Throughout our work, we have valued our collaboration with SMU DataArts. Their groundbreaking research has informed our own work and strategies. Over the years, their *quantifiable* data has complemented our *qualitative* case studies.

And indeed, *The Power of Inclusion* provides us with sector-specific research to back up what our experience tells us to be true: we feel safer when those around us are respected. We *know* this intuitively. And now, this report lets us anchor our assumptions and beliefs with research. It offers greater clarity on how to build healthier institutions. *The Power of Inclusion* is the "push back to the push back" against equity, diversity, and inclusion. We can take this research, with its clear findings, into our daily conversations with confidence.

The research helps us understand that 1) diversity does not inevitably lead to inclusion in the workplace and 2) even when team members feel included, differences can still create challenges to navigate. The report provides us with factors we can track and measure, such as the presence of equitable employment practices or the psychological safety of employees. Having more clarity about the role that difference plays in the workforce can move us beyond the buzzwords of EDI into the hard work of building and sustaining ecosystems of inclusion. The more nuanced the information we have, the more effective our tools and resources can become. When we know what employees value, we can work to meet their needs.

This research provides us with a rubric (Table 1: Inclusion Elements and Descriptions) from which to ask a new set of strategic questions: How many dimensions of inclusion are operating or not operating within our organizations? Are our employment practices equitable? Are differences integrated or excluded? Is there inclusion in decision making? Is there a sense of belonging throughout our organization? Do our employees have psychological safety? This level of inquiry and specificity allows us to more deftly create and maintain inclusive environments.

Changing demographics are an eventuality, a certainty—not a mere possibility. Cultural arts institutions and cultural workers can lead the way in creating a softer landing and normalizing of the cultural reframing to come. To that end, we need more research like *The Power of Inclusion* to help us build a more solid understanding of the cultural inflection points we are experiencing. SMU DataArts continues to give us data that allows us to make sense of an ever-shifting landscape.

Carmen Morgan
Founder and Executive Director, artEquity

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Introduction

Arts workforces are in the midst of several big transitions: generational shifts, changes in racial and ethnic composition, and increased political polarization. Workers are more empowered than ever before, younger generations, who now make up nearly half of the full-time workforce in the U.S. (Gallup, 2021), prioritize ethical employers and want to work in diverse and inclusive workplaces that allow them opportunities for advancement. Add to the mix worker shortages (Ferguson & Lucy, 2024) and the Census Bureau's projection that more than half of all Americans will be people of color by 2045. Nonprofit organizations that fail to attract, retain, promote, and inspire a diverse workforce or that struggle to align their values with emerging employee priorities will be at a distinct hiring and talent disadvantage. At the same time, the broader public's understanding of DEI efforts is contested, varying widely and subject to major shifts in approach within both public and private institutions. Clarity on the meaning of inclusion and why it matters is more elusive than ever.

Recognizing a need for up to date and fact-based analysis about the role of DEI in managing arts workforces, SMU DataArts embarked upon research to measure and understand how these three concepts are related to one another and the effects they have on other positive worker outcomes. **We found that inclusion is an important driver of retention, job satisfaction and likelihood to recommend an employer, and that these findings hold true across demographic categories.**

This research was shaped by the following key goals:

1. Improve our understanding of the components of inclusion
2. Identify how diversity, equity, and inclusion are connected in the workplace
3. Explore how diversity, equity, and inclusion relate to individual employee outcomes like satisfaction, retention, and engagement

This effort combined literature review, direct surveying of arts workers, and statistical modeling to illuminate the role of inclusion in modern arts workforces. Data collection was conducted in partnership with the Los Angeles County Department of Arts and Culture with research funding support from the National Endowment for the Arts.

Executive Summary

Informed by prior research, we developed a new framework for measuring inclusion with five distinct elements: **Equitable employment practices, Integration of differences, Inclusion in decision-making, Belonging, and Psychological safety.** Bringing these dimensions of inclusion together for the first time resulted in a stronger metric for measuring inclusion in the future. Interestingly, we discovered that all five of these dimensions contribute something unique to our understanding of inclusion overall while being highly connected.

Key Findings

Inclusion is critical to job satisfaction, intent to stay at an organization, and willingness to recommend an organization to peers.

- Employees in more inclusive workplaces:
 - Experience higher levels of job satisfaction
 - Are more likely to recommend that a peer accept a similar position at their organization
 - Are less likely to seek a position at a new company
- Inclusion is the most significant driver of these outcomes that we tested, more than the diversity of the workforce or equity in access to power within an organization. Inclusion is a critical component that helps to unlock the benefits of a diverse and equitable workplace.

The positive effects of inclusion are consistent for employees across demographic groups.

- The significant role of inclusion in positive employee outcomes was observed consistently in workers across demographics categories such as race, gender, and sexual orientation.
- However, workers' perceptions of the climate of inclusion do vary based on their demographics and the size of their organization.
 - Employees at larger organizations tend to report lower perceptions of inclusion
 - LGBTQ employees perceive a less inclusive environment than their peers

Our findings point to challenges in engaging with colleagues across differences.

- Job satisfaction and other positive employee outcomes are sometimes lower in heterogeneous environments.
 - Job satisfaction was lower in organizations with a higher proportion of BIPOC or LGBTQ employees
- Some employees, especially those from majority groups, seem to experience discomfort with leaders from different backgrounds than their own.
 - A higher proportion of LGBTQ leaders was associated with a lower perception of inclusion
 - More BIPOC leadership reduced the likelihood to recommend, particularly among non-BIPOC employees
 - Greater representation of LGBTQ or BIPOC individuals in leadership roles is associated with higher intent to leave among employees overall

Key Definitions

What is inclusion, and how did we measure it?

Inclusion is shorthand for individual employees' sense that they feel included in their workplace. This is a concept that can be hard to define and there is not a always consensus on exactly what is meant by inclusion. For this research, we identified five elements of inclusion, which were backed by an extensive literature review as described later in this report. The survey asked respondents questions regarding their perceptions of their organization's climate for inclusion. There were 16 questions, each intended to measure one of the five dimensions. *The survey questions are available in Appendix A.*

What are Diversity and Equity and how were they measured in this research?

Diversity refers to the presence of individuals from varied backgrounds within an organization. In practice, this term is often used to refer to the presence of women, BIPOC (Black, Indigenous, or People of Color) individuals or LGBTQ individuals in the workforce, because these groups have been historically underrepresented in many organizations. This is how the term is used in this study, where we calculated the percentage of an organization's workforce made up of women, BIPOC or LGBTQ individuals to represent that organization's diversity.

Equity typically refers to fairness and impartiality in accessing employment opportunities. Achieving equity includes eliminating barriers for traditionally underrepresented and marginalized groups to succeed in the workplace. In a truly equitable organization, individuals of any characteristic would be equally likely to obtain positions of prestige or power, so for this study we operationalized equity by measuring if the number of women, BIPOC, and LGBTQ individuals in executive leadership positions relative to their proportions among all employees.

What employee outcomes were studied, and how were they measured?

We measured three employee outcomes: job satisfaction, intent to stay at their employer, and likelihood to recommend their employer. We sometimes describe these outcomes as related to job satisfaction, retention, and engagement in this report.

Job satisfaction was measured by asking organizations to rate their satisfaction with their job on the whole. Job satisfaction is a frequently used metric of worker satisfaction in academic literature on management and within HR departments.

Likelihood to recommend is measured by asking respondents how likely they are to recommend a similar position at their organization to a friend. Recommendations, referrals, or positive reviews from current employees are a critical part of talent acquisition, but they also represent a type of employee actions that researchers call citizenship behaviors. This means taking voluntary action that supports organizational effectiveness.

Intent to stay was measured by asking respondents to rate their intention to leave their employer in the next 12 months. The answers were reversed during analysis so that higher scores indicate an intention to stay. Employees' intention to stay at their organization is not the

only predictor of retention – job markets also play a role – but it is more in an organization’s direct control than market forces. *The full survey is available in Appendix A.*

What employee demographic characteristics are considered in this study?

The SMU DataArts Workforce Demographics Survey used in this research collects information on five demographic categories. This research analyzes data on three of those categories: gender, race, and sexual orientation with a focus on marginalized groups within each. We reference the historically marginalized groups as women, BIPOC (Black, Indigenous, People of Color) individuals, and LGBTQ individuals. *The full survey is available in Appendix A.*

Understanding and Measuring Inclusion

In developing our measures of inclusion, we identified five key components from prior literature: equitable employment practices, integration of differences, inclusion in decision-making, belonging, and psychological safety.

These were informed by a review of the existing academic literature on inclusion discussed in this report. Table 1 below provides more detail on each element, including a definition and examples of the types of initiatives that might be undertaken to improve each dimension.

TABLE 1: Inclusion Elements and Descriptions

Element	Definition	Example Initiatives, Practices, or Approaches
Equitable Employment Practices	<ul style="list-style-type: none"> • Employees experience fair treatment and equal access to opportunities, especially for individuals from lower-status or marginalized groups. • A level playing field is established through policies and practices to prevent discrimination and societal bias. • Serves as the foundational element for other inclusion dimensions to flourish. 	<ul style="list-style-type: none"> • Anti-harassment and bias trainings for employees • Clear reporting mechanisms and effective policies to address instances of harassment or bias • Efforts to remove bias and barriers from hiring and promotion processes.
Integration of Differences	<ul style="list-style-type: none"> • Individuals are encouraged to bring their authentic selves to the workplace without pressure to conform or assimilate. • Individual uniqueness is valued as a source of diverse perspectives and skills. • A climate where differences are acknowledged and respected, enriching organizational culture. 	<ul style="list-style-type: none"> • Bias and diversity training for employees • Culture building initiatives to define shared values

<p>Inclusion in Decision-Making</p>	<ul style="list-style-type: none"> • Active participation of all employees in decision-making processes is promoted, particularly those from underrepresented groups. • Beyond merely receiving information, employees are provided with voice and influence in organizational decisions. • Pluralistic diversity, where members of diverse groups have responsibility and access to meaningful work is supported. 	<ul style="list-style-type: none"> • Setting and communicating clear goals and values • Establish clear decision-making processes • Transparent and effect staff communication • Utilize varied feedback techniques such as round robin discussion, anonymous voting, and structured brainstorming • Committees, work groups, or employee advisory groups to encourage cross-functional collaboration • Training for employees in active listening, collaboration, and conflict resolution • Training for leaders, managers and staff in fostering shared decision making
<p>Belonging</p>	<ul style="list-style-type: none"> • Employees experience a sense of social acceptance and integration into the organizational community. • The paradox of belongingness and individuality is balanced, recognizing both as essential elements of inclusion. • Employees are valued and respected as full members of the organization. 	<ul style="list-style-type: none"> • Organize spaces and opportunities for building social bonds • Employee recognition through programs and informal practices • Mentorship programs • Policies that promote work life balance like flexible work arrangements • Planning for and fostering professional growth and development • Encourage employee autonomy • Employee resource or affinity groups

<p>Psychological Safety</p>	<ul style="list-style-type: none"> • A secure environment where employees feel comfortable expressing themselves without fear of negative repercussions. • Openness to differing perspectives and challenges to the status quo are encouraged. • Acts as a critical enabler for other dimensions by reducing barriers to participation and authenticity. 	<ul style="list-style-type: none"> • Practices that lessen power imbalances such as using first names, rotating tasks like meeting notes, promoting discussion between employees at different levels of management within an organization • Establish shared norms that clarify acceptable and unacceptable behavior • Encourage continuous learning and experiments • Promote listening through effective meeting facilitation • Prioritize improving environments, tools, and systems over blaming individuals
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From there, we developed a survey with 16 questions to be completed by employees, each intended to measure one of these specific elements of inclusion.

Analysis showed that respondents' answers were fairly consistent across these categories, meaning it was unusual for an employee to respond positively to one area of inclusion but not others. At the same time, no one aspect of inclusion emerged as unimportant to the employee outcomes measured in the survey – they all add a unique component to the overall measure of inclusion. This may indicate that, while the different elements of inclusion matter, they are not perceived by employees as separate aspects, but more as mutually reinforcing components of an inclusive workplace.

The Role of Inclusion in Employee Outcomes

Inclusion has a direct positive effect on employees' job satisfaction, likelihood to recommend a position at the organization to a peer, and intent to stay at the organization. These findings are explored in more depth below.

Employees in inclusive environments have significantly higher levels of job satisfaction.

While there are a wide variety of organizational outcomes that can be examined in relationship to DEI initiatives, we focused on job satisfaction as a reflection of the way employees themselves feel about their work. For this study, satisfaction was measured by directly asking participants to provide a rating on a 10-point scale.

Of all the various characteristics of workers and workplaces measured, perceptions of inclusion were among the strongest predictors of job satisfaction. This aligns with previous research showing that Inclusive climates are effective in improving the way employees feel about their job, resulting in greater satisfaction (Acquavita et al., 2009; Brimhall & Mor Barak, 2018; Bortree & Waters, 2008; Mor Barak & Levin, 2002; Mor Barak, 2016).

Employees in inclusive environments are significantly more likely to recommend that a peer accept a similar position at their organization.

Recommendations, referrals, or positive reviews from current employees are a critical part of talent acquisition. They also represent a broader category of employee actions called citizenship behaviors. Citizenship behaviors refer to voluntary behaviors that promote organizational effectiveness (Organ, 1988), or extra-role, helping actions that benefit the organization (e.g., endorsing an employer to friends) (Shore et al., 2011). The connection between inclusion and these types of behaviors is unsurprising as employees who perceive that they are esteemed can be expected to reciprocate in kind (Chung et al., 2020).

Employees in inclusive environments are significantly more likely to intend to remain at their organizations.

Employees who reported high level of inclusion were significantly less likely to intend to seek a new job with another employer in the next 12 months as compared to employees who perceived a low level of inclusion. The effect of inclusion on intent to stay was especially pronounced for women and LGBTQ employees.

It's important to note that one's intent to leave may not always lead directly to turnover due to job market forces. However, employees who intend to remain in their positions beyond the next year are an essential part of retaining an engaged talent pool.

Inclusion has a stronger influence on positive employee outcomes than diversity and equity alone.

Inclusion stood out in this analysis as having the strongest positive influence that we tested on all three employee outcomes (satisfaction, willingness to recommend, and intent to stay). Diversity of staff and equity in access to leadership positions were not consistently correlated with positive outcomes, with results sometimes varying for different demographic groups (this is examined further in the following sections of this report).

Our findings reinforce the view that inclusion is the key to employee satisfaction and retention within diverse workplaces. Non-profit board and leaders must go beyond hiring diverse employees and leaders by fostering inclusion in the workplace to ensure retention and capture the value of diverse perspectives in decision-making and programming for their organizations.

The Universal Importance of Inclusion

We explored the influences of individual demographic variables on the relationship between inclusion and employee outcomes, curious to see if that connection would be present for every group. We found that the positive outcomes of an inclusive climate were universal and not limited to any specific demographic group. However, LGBTQ+ employees and employees at larger organizations perceived a less inclusive climate than their peers.

Inclusion's positive effects on employees are consistent across diverse groups.

The analysis revealed that perceptions of inclusion positively affect job satisfaction, likelihood of recommending, and intent to stay irrespective of demographic characteristics.

This supports the idea that an employee's citizenship behaviors and job satisfaction are primarily determined by their perceptions of their workplace as one that is inclusive, regardless of their demographic traits. Because inclusive climates promote employee self-expression, which is valuable and motivating, it is logical that employees should feel more satisfied, connected to the organization and each other, and more likely to engage in citizenship behaviors.

Inclusion is a concept frequently coupled with diversity since, "...inclusion involves equal opportunity for members of socially marginalized groups to participate and contribute while concurrently providing opportunities for members of nonmarginalized groups." (Shore et al. 2018: 177). **However, these findings demonstrate that building an inclusive climate should not be viewed as exclusively beneficial to socially marginalized groups, but instead as an investment in the satisfaction and performance of the entire workforce.**

LGBTQ+ individuals perceive a less inclusive environment than their peers.

This was the only demographic category where a clear and significant distinction in perceptions of inclusion emerged. Other studies have found differences in aspects of inclusion along racial lines. For example, recent research from Museums Moving Forward found that agreement with the statement "Diversity and difference are not celebrated here" ranged from a high of 63% for White museum workers with a range of 47%-63% for other racial/ethnic groups (Benoit-Bryan et. al, 2023, p. 27).

Employees at large organizations perceive a less inclusive environment than those at small organizations.

The difference we observed in perceived inclusion at large organizations is accompanied by differences in employee outcomes as well. For job satisfaction, likelihood to recommend, and intent to leave, workers in large budget organizations had worse ratings compared to small-budget organizations, with the biggest gap for intention to leave the organization.

These findings are not surprising given the nature of large organizations: increased numbers of people working across multiple departments present a challenge for fostering a shared culture of belonging, a larger organizational structure may lead to divergent management styles, and more organizational hierarchy makes inclusion in decision-making more challenging. While large organizations may have more resources to devote to inclusion programs, they also likely have more ground to cover in fostering an inclusive climate for all their employees.

The Challenge of Workforce Diversity

Several findings from this analysis point to the challenge of engaging with colleagues across differences and the discomfort these interactions may cause employees. The insights below focus on the impacts of diversity across the organization, as well as the presence of leaders from marginalized groups on employee outcomes.

Job satisfaction and other positive employee outcomes are slightly lower in heterogenous environments.

Our analysis showed that employee job satisfaction was lower in organizations with a higher proportion of BIPOC or LGBTQ employees. For non-LGBTQ employees, satisfaction decreases as the percentage of LGBTQ employees increases, while the opposite is true for LGBTQ employees. One explanation for this result comes back to the notion of comfort engaging across differences, which can be challenging when it tests biases and requires adaptation from those accustomed to being in the majority demographic. In other words, it may be the challenge of working with colleagues of different backgrounds that lowers satisfaction rather than the presence of any particular group. When we reflected on this implication with Carmen Morgan of artEquity, she suggested that “part of what increases the challenge or discomfort is not the presence of any particular group, but rather a lack of skill and practice in working across cultural differences. The greater the cultural fluency, the greater the comfort and satisfaction.”

Actively working to foster a climate of inclusion may in fact be an essential part of managing a diverse workforce through these challenges. An organization could potentially increase the psychological safety of all employees, build employees ability to celebrate differences, and provide employees opportunities to find common ground through a shared sense of belonging to advance organizational cohesion.

Conversely, it may be that for some, climates of greater inclusion increase discomfort. “Ferdman (2017: 32) explains that ‘inclusion involves creating more comfort for more people, so that

access, opportunity, and a sense of full participation and belonging are facilitated across a greater range of diversity than before, for the benefit of all. At the same time, practicing inclusion means distributing discomfort more equitably'. This can be difficult and challenging for those accustomed to being in power. ...the perceived potential of the loss of a 'norm' conjures resistance often motivated by this feeling of loss, as suggested, for example, by recent studies of 'white fragility' in organizations (DiAngelo, 2015; Ng et al., 2021)." (Adamson et al. 2021, 218).

In reflecting on this finding, Carmen Morgan of artEquity added "distributing discomfort can play into an overall decrease in satisfaction because now *everyone* might feel a bit uncomfortable, as opposed to just a few. In fact, we often say in our trainings that it's important to share the emotional labor of this work and not let those who are having an acute "outsider" experience take on the labor alone. Yes, as odd as it may sound, spreading the discomfort is a sign of progress because on the other side of the continuum, the acute discomfort is being eased."

Employees, especially those from majority groups, may experience discomfort with leaders from different backgrounds than their own.

Several findings pointed to slightly lower inclusion or satisfaction among employees when organizational leaders are from a different background than their own.

- A higher proportion of LGBTQ leaders is associated with a lower perception of inclusion.
- More BIPOC leadership reduces the likelihood to recommend, particularly among non-BIPOC employees, whose likelihood drops below that of their BIPOC counterparts when BIPOC leadership is high.
- Greater representation of LGBTQ or BIPOC individuals in leadership roles is associated with higher intent to leave among employees overall.

Conversely, organizations with more women in leadership roles report higher inclusion. This may be because women are more likely to make up a majority or equal share of employees at organizations, or this may be related to specific dynamics at organizations with women in leadership roles.

It is important to note that these effects are significant but not large. This may indicate that employees experience these differences as a slight sense of discomfort, as opposed to a defining factor of their workplace experience.

As discussed above, actively working to cultivate workforce inclusion may be an important strategy in retaining a satisfied, engaged workforce particularly as organizations change towards more diverse and equitable workforces. This could also be a powerful strategy in supporting diverse leaders managing majority white or heterosexual organizations.

Conclusions

Even as employee retention and engagement have been increasingly valued priorities for nonprofit arts organizations, there is a growing, politicized backlash against DEI initiatives in the U.S. This backlash has been emboldened by the U.S. Supreme Court's abolishment of race-conscious, affirmative action admission programs in higher education in 2023 and furthered by the anti-DEI executive orders released by the Trump Administration in 2025.

If pressure from the public and stakeholders to foreground DEI-inspired programs wanes, nonprofits will have to make determinations about their workplace practices based on their own values, the perceived benefits of these programs, and the needs of their organization. Developing shared, fact-based frameworks for inclusion will facilitate organizations remaining data informed as national rhetoric shifts, and research into the concrete benefits of cultivating a climate of inclusion will be a crucial guiding light for organizational leaders. With that in mind, we share the following conclusions from this research:

1. Actively fostering a climate of inclusion is a key objective for nonprofits interested in retaining and engaging talent.
2. Efforts towards inclusion should not be understood as solely for or aimed at employees from marginalized groups but instead recognized as beneficial to all employees.
3. Efforts toward inclusion should consider the ways individuals of different demographic backgrounds experience inclusion at an organization.
4. Simply hiring a diverse workforce is inadequate; organizations must integrate inclusive practices and equitable leadership structures to attain the full range of benefits to worker satisfaction, engagement, and retainment.
5. Large organizations may especially benefit from devoting resources and effort towards inclusion efforts given the lower propensity of their employees to perceive an inclusive environment.
6. Leaders from marginalized groups may be supported by organization-wide efforts towards inclusion that counteract employees' discomfort with leadership from a different background than their own.

Full Methodology and Data Tables

Survey Methodology

The SMU DataArts Workforce Demographics study collected data from individuals who work or volunteer for LA County arts and cultural organizations, asking about five demographic characteristics: 1) Heritage (race, ethnicity, and nation of origin); 2) Age; 3) Gender; 4) Sexual Orientation; and 5) Disability. Additionally, this study collected data regarding staff and board member perceptions of inclusion, job satisfaction, likelihood to leave, and likelihood to recommend their workplace.

SMU DataArts has developed this workforce demographics survey instrument over the course of seven years through extensive piloting and feedback from multiple communities across the country.²⁴ This instrument (See Appendix A) collects self-reported demographic data from individuals who were given the option to choose “I decline to state” if they preferred not to respond to a question.

In addition to the demographic characteristics mentioned above, this study also asked respondents questions regarding their perceptions of working at their organization. These questions probed areas such as psychological safety, equitable employment practices, integration of differences, inclusion and influence in decision-making, and sense of belonging.

Responses were captured directly by SMU DataArts, and respondents had the option to affiliate with up to three cultural organizations.

Study Participation

The LA County workforce demographics study, conducted from October 2nd to November 27th, 2023, gathered responses from 2,964 individuals across 211 arts and cultural organizations. Organizations were eligible to participate if they were either a 2022-24 grantee of LA County's Organizational Grants Program (OGP), or a municipal arts funder in Los Angeles County. In addition, other nonprofit organizations in LA County whose primary mission is arts and culture were also welcome to participate. The SMU DataArts Support Center prioritized outreach efforts to allow for sampling across the various tiers of OGP grantees as defined by budget size. Outreach calls were made by SMU DataArts Support Center staff to those organizations who had not demonstrated progress, once at the two-week mark, and again five weeks into the survey process. In sum, 400 calls were made to 254 different organizations. The 2023 study achieved a 22.4% response rate from organizations providing workforce totals. As individuals could affiliate with up to three organizations, a total of 3,077 affiliations were recorded. Average total expenses across participating organizations are around \$5 million, compared to all organizations invited (\$3.5 Million), thus revealing a bias towards responses from workforce members of the larger institutions. For a comprehensive list of participating organizations, refer to Appendix B.

The survey collected data from individuals who work for Los Angeles County arts and cultural organizations. We conducted primary data collection in conjunction with the Los Angeles County Department of Arts and Culture (LACDAC) from October 2 to November 27, 2023. Organizations were eligible to participate if they were either a 2022-24 grantee of LA County's Organizational Grants Program (OGP), or a municipal arts funder in Los Angeles County. In

addition, other nonprofit organizations in LA County whose primary mission is arts and culture were also welcome to participate.

Of those 496, 23 actively participated in the study meaning they had executive leadership survey responses, reported to us their count of workforce members, and sent a templated email embedded with a survey URL link to all of their workforce members. Additionally, the study sample only includes individual survey responses from individual staff members who work for L.A. County arts organizations that have a minimum total of 10 workforce members and whose responses constituted a valid sample of their respective organizations. Survey respondents were not asked for personally identifiable information, such as name, email address, or phone number. We hosted the survey rather than LACDAC to assure employees that their responses would be fully anonymous.

In total, we received 1,123 usable surveys from employees at 23 of organizations (Table 1, Column B). This represents 5% participation rate among organizations and 53% participation rate among employees at these organizations. Compared to the sampling frame, participating organizations were older and larger in terms of age, number of employees, and budget size. Arts sector representation was not significantly different between the sampling frame and the participating organizations, with most focused on a performing arts discipline, followed by arts education and community-based organizations (including museums), digital media, and performing arts centers. Their programs, products and services range from performances to exhibitions and cultural programming to provision of instruction.

Measures

Diversity. Survey respondents were asked to self-identify three demographic characteristics: 1) Gender; 2) Race and ethnicity; and 3) Sexual Orientation. For the Gender and Sexual Identity questions, we adopted language recommended by the UCLA Williams Institute's Gender Identity in U.S. Surveillance group (commonly called the GenIUSS report), the Sexual Minority Assessment Research Team (the SMART report), and the Human Rights Campaign. All responses were voluntary. Individuals were given the option to choose "I decline to state" if they preferred not to respond to a question (see Appendix A for the survey question and response options). Since our population of interest is employees who self-identify as having demographic characteristics that have been historically marginalized in the workplace, we created two categories for each diversity dimension: (1) the historically privileged category (white, male, straight) and (2) the historically-marginalized category (BIPOC, female or other non-male, LGBTQ).

To assess each organization's level of diversity, we used the number of employees self-identifying in the historically privileged/marginalized category of the demographic characteristics as the numerator and the organization's reported number of workforce members as a denominator. This gives us each organization's percentage of diverse employees.

Equity. Respondents also provided information on their role in the organization, and whether they hold a nonsupervisory or supervisory position (see Appendix A). To assess equitable access to leadership positions and power, we used count values of those in executive leadership positions at each organization across our demographic characteristics of interest: gender, LGBTQ+, and BIPOC. As these variables had long right tails, we log-transformed the variables by taking the natural log of each variable to ensure they were Gaussian-like for further

analysis. We added one to each value prior to transformation to ensure results were not undefined.

Inclusion. The survey asked respondents questions regarding their perceptions of their organization’s climate for inclusion. The inclusion scale consists of 16 items designed to measure five dimensions. We used five items from Edmondson (1999) to measure climate of psychological safety.

Participants evaluated their organization’s climate for inclusion on each item using a five-point Likert scale anchored by 1 = *Strongly Disagree* and 5 = *Strongly Agree*. We used confirmatory factor analysis to assess inter-item reliability and the convergent and discriminant validity of the latent construct scales (see Table X). Coefficient alpha scores greater than .70 are typically regarded as acceptable indicator of reliability. Confirmatory factor analyses producing goodness of fit indices greater than .9 are typically regarded as an acceptable indicator of convergent and discriminant validity.

TABLE 2, below, shows that across the five theorized factors supported by the literature that the loadings all exceed 0.89 and have construct reliability scores of .95 on average across the factors.

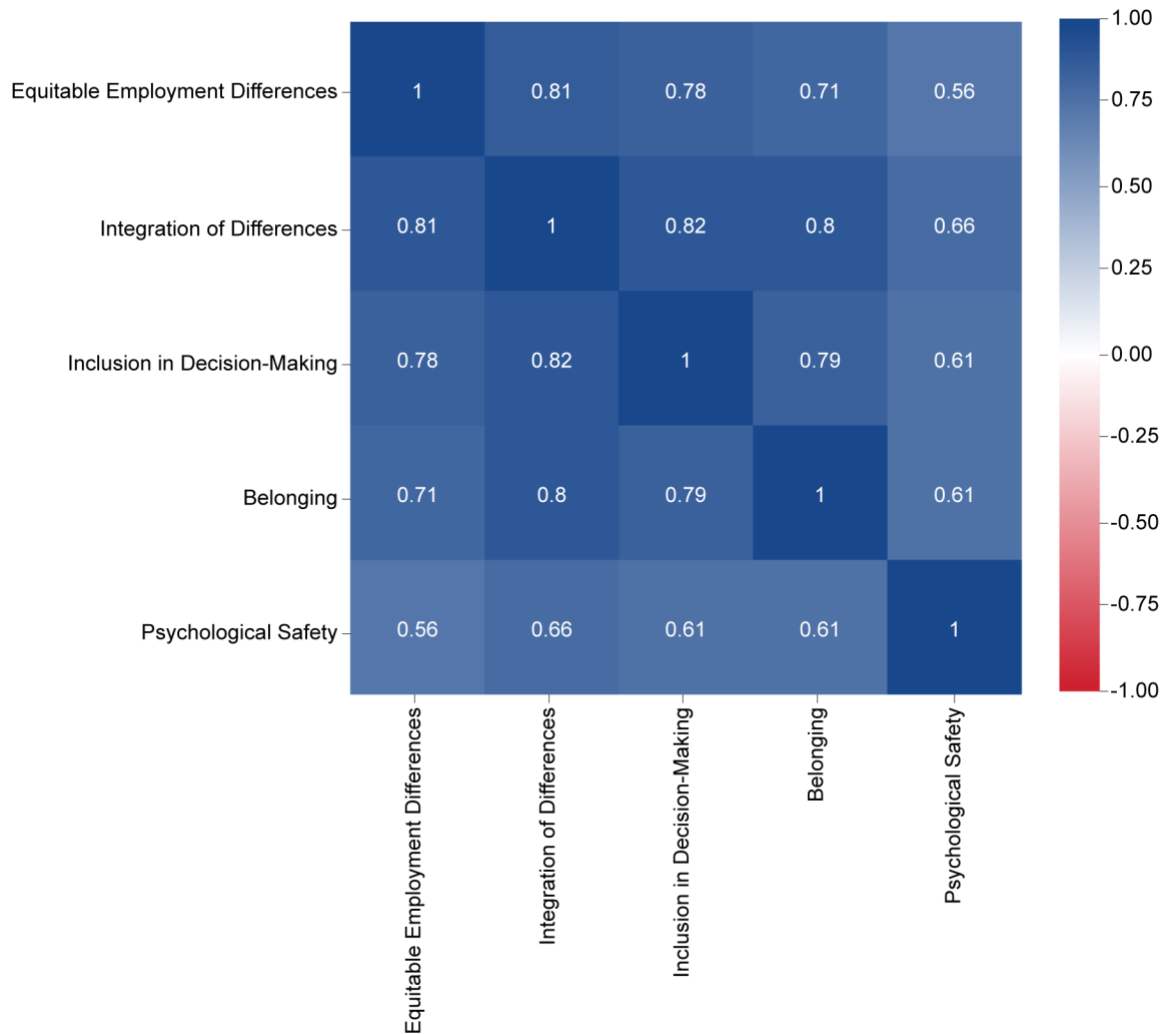
TABLE 2: Five-Factor Confirmatory Factor Analysis

	Lambda Loading	Construct Reliability	Average Variance Extracted
Equitable Employment Differences		0.95	0.86
Has a fair process for determining salaries	0.89		
Lives up to its publicly stated commitment to equity, diversity, and inclusion	0.95		
Prioritizes diversity and equity in its hiring decisions	0.94		
Integration of Differences		0.96	0.88
Creates an environment where people can bring all aspects of their true selves to work	0.95		
Has a workplace free of discrimination	0.93		
Values individuals for who they are as people, not just for the jobs that they perform	0.94		
Inclusion in Decision-Making		0.96	0.89
Actively encourages people from all backgrounds to voice their input when important decisions are made	0.94		
Seriously considers everyone’s ideas for how to do things better	0.95		
Invites people with different roles and positional power to participate together in decision-making discussions	0.94		
Belonging		0.91	0.84
Fosters a strong sense of belonging among those who work here	0.92		
Nurtures a culture of a close-knit family	0.91		

Psychological Safety		0.97	0.88
REVERSE Is a place where it is held against you if you make a mistake	0.95		
Makes it easy for individuals to bring up problems and tough issues	0.91		
Is a place where it is safe to take risks	0.89		
REVERSE Has an environment where people sometimes reject others for being different	0.97		
REVERSE Has a culture where it is difficult to ask others for help	0.97		

While the loadings and internal measures of reliability shown in TABLE 2, above, are very strong, the resulting five factors are highly correlated with one another as shown in Figure 1, below. The high correlations between factors suggests that the separate factors would better align under a single factor of inclusion rather than five separate factors.

FIGURE 1: Correlation Matrix of the Five Factors



Rerunning the CFA with all component measures comprising a single factor of inclusion maintains high loadings and higher measures of reliability on average, as shown in TABLE 3, below. As such, we advance this analysis using the single factor for inclusion relative to our outcomes of interest.

TABLE 3: One-Factor Confirmatory Factor Analysis

	Lambda loading	Construct Reliability	Average Variance Extracted
Single Inclusion Factor		0.96	0.61
Has a fair process for determining salaries	0.71		
Lives up to its publicly stated commitment to equity, diversity, and inclusion	0.77		
Prioritizes diversity and equity in its hiring decisions	0.68		
Creates an environment where people can bring all aspects of their true selves to work	0.83		
Has a workplace free of discrimination	0.79		
Values individuals for who they are as people, not just for the jobs that they perform	0.88		
Actively encourages people from all backgrounds to voice their input when important decisions are made	0.92		
Seriously considers everyone's ideas for how to do things better	0.98		
Invites people with different roles and positional power to participate together in decision-making discussions	0.94		
Fosters a strong sense of belonging among those who work here	0.88		
Nurtures a culture of a close-knit family	0.87		
Is a place where it is held against you if you make a mistake (Reverse Coded)	0.45		
Makes it easy for individuals to bring up problems and tough issues	0.82		
Is a place where it is safe to take risks	0.78		
Has an environment where people sometimes reject others for being different (Reverse Coded)	0.45		
Has a culture where it is difficult to ask others for help (Reverse Coded)	0.49		

Establishing the logic of a single factor of inclusion relative to three outcomes measured on a Likert Scale required our use of a logistic regression model. Specifically, we applied a ordinal logistic regression model that would provide information on identifying changes in inclusion, individual-level demographics, and organizational-level characteristics and their ultimate relation to changes in the three outcome variables. The correlations and descriptive statistics of the independent and dependent variables are shown in TABLE 4.

TABLE 4: Correlation and Descriptive Statistics Across 16 Variables

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
1	1.00																						
2	-0.03	1.00																					
3	-0.17	0.13	1.00																				
4	0.19	-0.03	-0.12	1.00																			
5	-0.01	0.35	0.08	-0.07	1.00																		
6	-0.10	0.13	0.22	-0.49	0.35	1.00																	
7	0.12	-0.15	-0.16	0.46	-0.39	-0.63	1.00																
8	0.03	0.09	-0.04	-0.01	0.26	-0.08	0.44	1.00															
9	-0.02	-0.11	-0.04	-0.10	-0.26	-0.21	0.11	0.09	1.00														
10	0.98	-0.04	-0.18	0.34	-0.02	-0.17	0.19	0.03	-0.04	1.00													
11	-0.02	0.89	0.11	-0.06	0.67	0.22	-0.29	0.14	-0.19	-0.04	1.00												
12	-0.18	0.13	0.92	-0.22	0.15	0.45	-0.29	-0.06	-0.08	-0.20	0.15	1.00											
13	0.82	-0.11	-0.19	0.34	-0.21	-0.37	0.55	0.23	0.06	0.85	-0.17	-0.25	1.00										
14	-0.01	0.68	0.05	-0.07	0.36	0.05	0.09	0.62	0.04	-0.03	0.68	0.05	0.02	1.00									
15	-0.16	0.00	0.75	-0.12	-0.06	0.08	-0.09	-0.01	0.36	-0.17	-0.04	0.64	-0.14	0.02	1.00								
16	-0.02	0.05	-0.01	0.00	0.14	0.19	-0.20	-0.06	-0.10	-0.01	0.09	0.02	-0.10	0.03	-0.06	1.00							
17	0.95	0.00	-0.17	0.18	0.03	-0.05	0.07	0.02	-0.05	0.93	0.01	-0.17	0.74	0.00	-0.18	0.24	1.00						
18	-0.02	0.97	0.12	-0.03	0.37	0.16	-0.18	0.08	-0.13	-0.03	0.88	0.13	-0.12	0.66	-0.01	0.23	0.05	1.00					
19	-0.17	0.13	0.98	-0.12	0.09	0.23	-0.18	-0.04	-0.06	-0.19	0.11	0.91	-0.21	0.05	0.71	0.11	-0.15	0.14	1.00				
20	0.11	-0.15	-0.19	0.51	-0.40	-0.79	0.80	0.18	0.23	0.18	-0.26	-0.34	0.46	-0.06	-0.06	-0.32	0.02	-0.21	-0.22	1.00			
21	0.03	-0.03	-0.08	0.06	-0.02	0.00	-0.02	-0.07	0.01	0.03	-0.03	-0.06	0.01	-0.04	-0.08	0.67	0.20	0.09	0.01	-0.09	1.00		
22	0.01	-0.07	0.07	0.06	-0.06	0.01	-0.01	-0.06	0.05	0.02	-0.08	-0.05	0.00	-0.04	-0.05	0.67	0.19	0.06	0.03	-0.09	0.82	1.00	
23	0.05	-0.15	-0.10	0.16	-0.15	-0.18	0.15	-0.06	0.07	0.07	-0.16	-0.13	0.09	-0.10	-0.03	0.33	0.13	-0.09	-0.05	0.15	0.50	0.48	1.00
24	0.68	0.51	0.29	0.65	0.50	0.28	0.99	0.64	0.61	0.45	0.29	0.09	0.70	0.35	0.17	3.36	2.27	1.72	0.98	5.48	8.24	8.24	6.95
25	0.46	0.50	0.45	0.08	0.18	0.10	0.42	0.47	0.39	0.31	0.32	0.15	0.58	0.50	0.35	0.62	1.63	1.75	1.56	1.38	1.98	2.23	3.25

Variable Key									
FEMALE	1	OrgPercentLGBTQ	6	BIPOC.1_OrgPercentBIPOC_interaction	11	Single Inclusion Factor	16	Satisfied	21
BIPOC.1	2	LogOrgCountExecFemale	7	LGBTQ_OrgPercentLGBTQ_interaction	12	Female_Inclusion_interaction	17	Recommend	22
LGBTQ	3	LogOrgCountExecBIPOC	8	LogOrgCountExecFemale_FEMALE_interaction	13	BIPOC_Inclusion_interaction	18	NewJobReverse	23
OrgPercentFemale	4	LogOrgCountExecLGBTQ	9	LogOrgCountExecBIPOC_BIPOC_interaction	14	LGBTQ_Inclusion_interaction	19	Mean	24
OrgPercentBIPOC	5	FEMALE_OrgPercentFemale_interaction	10	LogOrgCountExecLGBTQ_LGBTQ_interaction	15	LogOrgWorkforceSize	20	std	25

To increase the robustness of the model, the three outcomes were regrouped from their 0-10 scale of 11 discrete units and combined to create three discrete units to identify changes. The ranges for “Low”, “Mid”, and “High” outcome levels were [0,2], (2,4), and [4,10], respectively.

Model Assumptions. Ordinal logistical regression is premised upon four assumptions:

1. The dependent variable is measured on an ordinal level.
2. One or more of the independent variables are either continuous, categorical or ordinal.
3. No multi-collinearity - i.e. when two or more independent variables are highly correlated with each other.
4. Proportional Odds - i.e. that each independent variable has an identical effect at each cumulative split of the ordinal dependent variable.

For our models, the three outcome dependent variables are all measured on an ordinal level. All independent variables are continuous, categorical, or ordinal. As shown in TABLE 4, above, there is no concerning multi-collinearity. Lastly, we tested the proportional odds assumption using the Brant test (Schlegel and Steenbergen, 2022) and found the results sufficient to support the proportional odds assumption of the model.

Individual outcomes. We measured job satisfaction by asking “On the whole, how satisfied are you in your work with [organization name]?” Participants evaluated their job satisfaction using a ten-point Likert scale anchored by 1 = *Completely Dissatisfied* and 5 = *Completely Satisfied*. Likelihood to recommend was measured with the question, “Would you recommend that a friend accept a similar position at [organization name]?” Again, we used a ten-point Likert scale for participant responses, anchored by 1 = *Very Unlikely* and 5 = *Very likely*.

Control variable. In the analyses, we included as a control variable a log of the number of full-time staff, a salient measure of organization size when considering workforce dynamics. For this measure, we drew upon organization-level data collected by LACDAC.

Analysis and Results

We analyzed the relationships between variables using ordinal logistic regression, specifying perceptions of inclusion as the dependent variable and (1) employee characteristics, (2) workforce diversity, and (3) organizational equity as independent variables.

Building on this baseline model, we added interaction terms (e.g., employee characteristics x workforce diversity) in a stepwise fashion, resulting in a series of nested models. This process established whether the effects of employee characteristics, workforce diversity, and organizational equity on perceptions of inclusion are simple main effects or partially or fully contingent effects (Voss, Godfrey, & Seiders, 2010).

Assessing the influence of the workforce DEI components on individual outcomes represents a continuation of the analyses described in the paragraphs above. We estimated an ordinal logistic regression model specifying individual outcomes as the dependent variable and (1) employee characteristics, (2) workforce diversity, (3) organizational equity, and (4) perceptions of inclusion as independent variables. The expectation was that only the perceptions of inclusion would be significant. We then added interaction terms to confirm whether or not perceptions of inclusion fully mediate the relationships between employee characteristics, workforce diversity, and organizational equity and individual outcomes.

Detailed Literature Review on Inclusion

This is a critical time to deeply examine the interrelationships between the constructs of diversity, equity, and inclusion in the nonprofit workplace, and their impact on job satisfaction and employee citizenship behavior. We are at the dawn of a period of diverse worker empowerment. Younger generations, who now make up nearly half of the full-time workforce in the U.S. (Gallup, 2021), prioritize ethical employers and want to work in diverse and inclusive workplaces that allow them opportunities for advancement. Add to the mix worker shortages (Ferguson & Lucy, 2024) and the Census Bureau's projection that more than half of all Americans will be people of color by 2045. Nonprofit organizations that fail to attract, retain, promote, and inspire a diverse workforce or that struggle to align their values with emerging employee priorities will be at a distinct hiring and talent disadvantage.

Beyond business-case arguments that provide compelling motivation for nonprofit organizations to prioritize workforce diversity, equity, and inclusion (DEI), there has been a rise in external moral pressure for them to do so. Following the racial justice movement's acceleration after the murder of George Floyd in May 2020, broad-based U.S. societal interest and norms evolved to include greater recognition of the importance of DEI and the need to dismantle legacies of discrimination, inequality, and exclusion. In fact, societal adoption of the term "DEI" has become widespread; a Google search of "DEI" (limited to Diversity Equity Inclusion references) for the 4-year period prior to June 2020 yielded 202,000 results whereas that for the 4-year period starting June 2020 yielded 8.96 million.

This is a problem for the sector given that, according to a recent study of nearly 60,000 U.S. nonprofits, workforces are more diverse than the population as a whole and yet white males are overrepresented in senior staff and CEO positions, especially in larger budget nonprofits and in states with racially diverse populations (Clerkin et al., 2024). There is diversity but not equitable access to power. This comes as little surprise given the sector's historical power imbalance tilted towards "whiteness" alongside oppression and inequitable treatment of individuals from marginalized groups (Willis et al., 2024). As Weisinger et al. (2016) point out, diversity and equity are interrelated but there is no guarantee of inclusion even when the workforce is diverse.

In this research, we respond to calls for more research into inclusion as a climate to be created and managed in workplaces generally (Shore et al., 2011; Shore et al., 2018; Mor Barak et al., 2016) and nonprofits in particular (Weisinger et al., 2016; Willis et al., 2024). Specifically, this study aims to contribute to a better understanding of the construct of inclusion. Adamson et al. (2021, p. 214) point out that "definitions of inclusion remain contested and varied in the literature." We develop a scale for measuring inclusion that incorporates and tests a spectrum of dimensions that appear in prior research, and test whether it is a higher-order construct comprised of independent factors that have varying effects, or whether it is a first-order construct.

Diversity, Equity, and Inclusion

Although the term DEI has gained wide acceptance, it is a construct with conceptually and analytically distinct, first-order components of diversity, equity, and inclusion. Adamson et al. (2021, p. 213) identify the need, "to explore the qualities and conditions of inclusion and equality

in the workplace, and to reveal the blind spots.” Understanding DEI’s components and how they are interrelated can highlight critical nuances essential to effective management.

Equity and inclusion typically require voluntary actions whereas diversity can be mandated through policies such as affirmative action and disciplinary response for noncompliance (Winters, 2013; Shore et al., 2018). Ely and Thomas (2001) offer qualitative data showing how, in order to unlock the power of diversity in organizations, historically-marginalized demographic groups need to feel safe speaking up and sharing their concerns and ideas. One can hire diverse employees and then fail to provide them access to promotions, or an organization can have a diverse workforce but promote a culture where diverse people are overtly excluded, more subtly not included, or coerced to assimilate to the dominant culture (Nishii, 2013; Shore et al., 2011). Diversity, equity, and inclusion are not boxes to check but rather never-ending, dynamic processes that require consistent monitoring and attention (Bernstein et al., 2020).

Workforce Diversity and Equity

Diversity is a basic measure of heterogeneity of members within a group. The context of workforce DEI focuses on the extent to which the composition of the group reflects traditionally underrepresented and marginalized populations (Johnson & Chichirau, 2020). Equity translates into fairness and impartiality in both employment opportunity and outcome (Arsel et al. 2022), which implies the elimination of systematic disparities for traditionally underrepresented and marginalized populations (Bernstein et al. 2020) in hiring and promotion. Moreover, those with power get to establish organizational norms and climate (Ferdman, 2017). The principle of homophily influences individuals from historically marginalized groups in positions of power to increase the odds that they will create a climate that is inclusive of others who share their characteristics (Kleinbaum et al., 2013).

Inclusion Climate

Inclusion has been defined in myriad, overlapping ways, and at different system levels. At a personal level, employees perceive and assess the degree to which their needs for belongingness and uniqueness are met at work (Shore et al., 2011) and the extent to which they feel included as part of critical organizational processes (Mor Barak & Cherin, 1998). In addition, employees perceive and cognitively assess the organization’s inclusion climate, or the workplace environment including organizational attributes, norms, values, and boundaries that work toward inclusion of demographically diverse workforce members (James et al., 1988; Ferdman, 2017; Mor Barak et al., 1998; Mor Barak, 2016). Thus, employees’ beliefs about climate are rooted in their experiences with organizational-level norms, leadership, policies, and rewards (Ferdman, 2014; Liao and Chuang, 2007, Schneider et al., 2013, Walumbwa et al., 2010).

Despite decades of research on inclusion, there is little consensus on the nature of inclusion as a construct and, “evidence is lacking on how to conceptualize and measure inclusion at work” (Rezai et al. 2020, p. 421). Shore et al. (2018, p. 182) note that, “Recently, there has been an explosion of ideas as to what specific practices and behaviors contribute to inclusionary experiences at work. As yet, many of these ideas have not crystalized into a clear and well-defined set of constructs with associated empirical testing... more integration of these ideas is needed.” To this end, we reviewed and synthesized the inclusion literature to narrow in on a

crystalized set of five dimensions that form a comprehensive conceptual framework: equitable employment practices, integration of differences, inclusion in decision making, belonging, and psychological safety. Table 5 shows important prior research on workplace inclusion and the key dimension presented by each.

Table 5: Dimensions of Inclusion

Dimensions of Inclusion	Author(s)/Year					
Equitable employment practices	Nishii 2013	Ferdman 2013	Shore et al. 2018	Mor Barak 2014	Nishii and Rich 2014	Davidson & Ferdman 2002
Integration of differences	Nishii 2013	Chung et al. 2020	Shore et al. 2011	Shore et al. 2018	Ferdman 2017	Bernstein et al. 2019
Inclusion in decision making	Nishii 2013	Mor Barak 2022	Mor Barak & Cherin 1998	Shore et al. 2018	Roberson 2006	Weisinger & Salipante 2005
Belonging	Chung et al., 2020	Shore et al. 2011	Ferdman 2017	Hayes & Major 2003	Hubbard 2004	Katz & Miller 2007
Psychological safety	Nishii 2013	Shore et al. 2018	Ferdman 2017	Ferdman et al. 2009	Roberson 2006	Nembhard & Edmondson 2006

Equitable Employment Practices

Inclusion emphasizes equal access to fair treatment and to opportunity among all employees but especially those who belong to lower status groups (Nishii, 2013). Establishment of a level playing field is an essential element of an inclusive climate, such that the organization does not perpetuate societal biases and discrimination against identity groups (Nishii & Rich, 2014). The level playing field is established through equitable employment practices, policies and programs that underpin formal and informal structures (Davidson & Ferdman, 2002; Mor Barak, 2014). These practices are at the heart of Ely and Thomas' (2001) "discrimination-and-fairness" approach to diversity. It is widely acknowledged that equitable employment practices alone do not constitute an inclusive environment. However, their existence creates grounding for the remaining, norm-driven dimensions of inclusion (Davidson & Ferdman, 2002).

Integration of Differences

In inclusive climates, individuals can be truly themselves without having to conceal or distort parts of their identity or individual characteristics (Adamson et al., 2021; Nishii, 2013; Ferdman, 2014). This dimension of inclusion becomes particularly important in diverse workplaces, where individual differences abound and uniqueness is valued as a source of skill and insight (Nishii, 2013; Shore et al., 2011; Shore et al., 2018; Chung et al., 2020). Ferdman (2017, p. 245) describes a climate of inclusion as one where "being included means that we allow ourselves and each other to be different, without pressure or desire to assimilate or conform..."

[employees] must be able to bring in their unique contributions, perspectives, and approaches, in ways that benefit the larger whole and still maintain their distinct identities.”

Influence on Decision-Making

An essential organizational element for an inclusive climate is the adoption of methods that facilitate decision making in which all employees, not just those belonging to favored groups, are involved (Nishii, 2013; Nishii & Rich, 2014; Roberson, 2006). This aligns with Weisinger and Salipante’s (2005) concept of pluralistic diversity, whereby members of underrepresented groups have responsibility, voice in decisions, and the opportunity to do work that matters. Numerous scholars argue that involvement in work groups is a dimension of inclusion (Mor Barak, 2022; Mor Barak & Cherin, 1998; Shore et al, 2018). It is described as participating in work-related activities and having access to critical, insider information. One would not be expected to make decisions without accessing critical information or attending meetings related to the topic under consideration. However, we consider that receiving information or attending meetings without the opportunity to voice input or offer ideas related to the topic at hand falls short of standards of esteem that allow for both listening and speaking up. Therefore, in our synthesized framework of inclusion, involvement in work groups is conceptually subsumed within influence on decision-making.

Belonging

Many studies describe inclusion as social acceptance, or a sense of belonging as a welcomed and valued member of an organization (Chung et al., 2020; Shore et al., 2011, Hayes & Major, 2003; Hubbard, 2004; Katz & Miller, 2007). While the need to belong and the need to be seen as unique are set up as a paradox in inclusion literature and research (Ferdman, 2017, Shore et al., 2011), research has shown that both dimensions are essential elements of inclusive climates (Chung et al., 2020).

Psychological Safety

One cannot fully belong, feel comfortable bringing all aspects of their self-concept into their work, or participate in decision making without feeling secure and safe to do so (Ferdman, 2017, Ferdman et al., 2009; Nembhard & Edmonson, 2006; Roberson, 2006), especially when their views that are not necessarily aligned with the status quo (Nishii, 2013). In this respect, psychological safety is similar to equitable employment practices in that its presence in a work climate allows other inclusion dimensions to flourish.

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Appendix A: Workforce Demographics Questionnaire

You must be at least 18 years old to participate in this study. If you consent to participate, select your primary role above and click next. If you want to withdraw, you should close your browser. All information submitted prior to your withdrawal will be retained.

The below question is asked for up to 3 pre-affiliated organizations:

What primary role do you fill at [organization name] [required question]

If you are unpaid or part-time and fulfill a staff role, please select the role that best describes the work you do. If you are staff person who also holds a board seat - e.g. "President and CEO" - please select the appropriate staff role as your primary role.

- Artist/Performer
- Board
- Community Engagement
- Conservator
- Curator
- Designer
- Development
- Editorial
- Education
- Executive Leadership (Non-Board)
- Facilities
- Finance
- Independent Contractor
- IT/Web Development
- Librarian
- Marketing/PR
- Membership/Constituents
- Programming
- Project/Exhibition
- Retail/Merchandise
- Security
- Support/Administration
- Technical/Production
- Visitor/Patron Services
- Volunteer (non-board)

[If any role EXCEPT “Board” or “Independent Contractor” is selected, the below question appears]

Do you supervise or manage any other staff at [organization name]? () Yes () No

Do you identify as an artist? () Yes () No

[If “Yes”, question below appears]

Do you receive any portion of your income as an artist or performer working for [organization name]?

() Yes () No

In what year were you born?

(Years are listed in reverse chronological order from 2013 to 1915)

() I decline to state (last option in drop-down)

In what year did you begin working with this organization?

(Years are listed in reverse chronological order from 2023 to 1960)

() I decline to state (last option in drop-down)

In what year did you begin your current position at this organization?

(Years are listed in reverse chronological order from 2023 to 1960)

() I decline to state (last option in drop-down)

What is the postal/zip code of your current home residence? _____

If you prefer to decline to state, leave this blank.

You may skip any question that you would prefer not to answer. If you want to withdraw, you should close your browser. All information submitted prior to your withdrawal will be retained.

Gender

What is your current gender identity? (Check all that apply)

Male

Female

Genderqueer/gender non-conforming

Different identity (please state): _____

I decline to state

Do you identify as transgender? () Yes () No () I decline to state

Language for Gender and Sexual Identity questions is taken from recommendations in reports by the [UCLA Williams Institute's](#) Gender Identity in U.S. Surveillance group (commonly called the GenIUSS report), the Sexual Minority Assessment Research Team (the [SMART report](#)), and

the [Human Rights Campaign](#). According to the Human Rights Campaign, “Transgender is an umbrella term that refers to people whose gender identity, expression or behavior is different from those typically associated with their assigned sex at birth. Other identities considered to fall under this umbrella can include non-binary, gender fluid, and genderqueer – as well as many more.”

We welcome comments or questions regarding the survey: demographics@culturaldata.org

Sexual Orientation

Do you consider yourself to be (Check all that apply):

- Heterosexual or straight
- Gay or lesbian
- Bisexual
- Asexual
- My sexual orientation is not listed here
- I decline to state

Do you describe your sexual orientation or identity in any other way? If yes, please describe: _____

Language for Gender and Sexual Identity questions is taken from recommendations in reports by the UCLA Williams Institute’s Gender Identity in U.S. Surveillance group (commonly called the [GenIUSS report](#)), the Sexual Minority Assessment Research Team (the [SMART report](#)), and the [Human Rights Campaign](#).

We welcome comments or questions regarding the survey: demographics@culturaldata.org

Heritage

Where were you born?

- (After U.S. and Canada, countries are listed alphabetically from Afghanistan to Zimbabwe)
- I decline to state (last option in drop-down)

Race/Ethnicity

This survey seeks to understand racial and ethnicity demographics of respondents using a combination of current approaches utilized by the U.S. Census Bureau, the United Nations, and other research entities to ensure respondents can accurately represent themselves with the answer choices. To aid in alignment with standard demographic reporting, components of race and ethnicity (including regional origin) are available to respondents.

Check all that apply:

- | | |
|--|---|
| <input type="checkbox"/> Asian | <input type="checkbox"/> White |
| <input type="checkbox"/> Black | |
| <input type="checkbox"/> Hispanic/Latino/a/x | <input type="checkbox"/> Person of African descent (Non-MENA) |
| <input type="checkbox"/> Indigenous* | <input type="checkbox"/> Person of Asian descent (Non-MENA) |
| <input type="checkbox"/> Middle Eastern | |

- Person of European descent (Non-MENA)
 Person of Mexican, South American, Central American, or Caribbean descent

- Person of Middle Eastern or North African descent (MENA)**

Or

- My ethnic or racial identity is not listed here
 I decline to state

[If “My ethnic identity is not listed here,” question below appears]

My ethnic identity is: _____

*Indigenous person: A person who is a descendant of the original people who inhabited a geographical region before the first people of different cultures or ethnic origins arrived. Other terms may include tribes, first peoples/nations, pacific islanders, aboriginals, or ethnic groups.

** Person of Middle Eastern or North African descent (MENA): A person who is a descendant of people who inhabit(ed) geographic regions of the Middle East or north Africa including modern-day countries such as Egypt, Iraq, Israel, Jordan, Lebanon, Morocco, and Syria. While definitions of constituent countries may vary slightly by source, one need not feel constrained by any one definition.

You may skip any question that you would prefer not to answer. If you want to withdraw, you should close your browser. All information submitted prior to your withdrawal will be retained.

[If “Person of Middle Eastern or North African descent” is one of the selections, question below appears]

Person of Middle Eastern or North African descent

If you are unsure of your ancestry or if this information is unavailable, skip this question.

For a list of Middle Eastern or North African nations by region, see pg. 30:

<https://www.census.gov/content/dam/Census/library/working-papers/2015/demo/MENA-Forum-Summary-and-Appendices.pdf>

Select the region(s) of your ancestry:

- Asian
 African
 European

[If “Person of African descent” is one of the selections, question below appears]

Person of African descent

If you are unsure of your ancestry or if this information is unavailable, skip this question.

For a list of African nations by region, see:

<http://unstats.un.org/unsd/methods/m49/m49regin.htm#africa>

Select the region(s) of your ancestry:

- Eastern
 Middle

- Northern
- Southern
- Western

[If “Person of Asian descent” is one of the selections, question below appears]

Person of Asian descent

If you are unsure of your ancestry or if this information is unavailable, skip this question.

For a list of Asian nations by region, see:

<http://unstats.un.org/unsd/methods/m49/m49regin.htm#asia>

Select the region(s) of your ancestry:

- Central
- Eastern
- Southern
- Southeastern

[If “Person of European descent” is one of the selections, question below appears]

Person of European descent

If you are unsure of your ancestry or if this information is unavailable, skip this question.

For a list of European nations by region, see:

<http://unstats.un.org/unsd/methods/m49/m49regin.htm#europe>

Select the region(s) of your ancestry:

- Eastern
- Northern
- Southern
- Western

[If “Person of Latin American descent,” question below appears]

Person of Latin American descent

If you are unsure of your ancestry or if this information is unavailable, skip this question.

For a list of Latin American nations by region, see:

<http://unstats.un.org/unsd/methods/m49/m49regin.htm#americas>

Select the region(s) of your ancestry:

- Mexico
- Caribbean
- Central America
- South America

You may skip any question that you would prefer not to answer. If you want to withdraw, you should close your browser. All information submitted prior to your withdrawal will be retained.

[If “Indigenous person” is one of the selections, question below appears:]

Indigenous person

If you are unsure of your ancestry or if this information is unavailable, skip this question.

Select your affiliation(s):

- Alaskan Native
- American Indian
- Australian Aborigine
- First Nations of Canada
- Indigenous Peoples of Mesoamerica and South America
- Native Hawaiian
- Pacific Islander
- Other Indigenous People

[If any selected, below question appears]

Please specify your racial or tribal affiliation(s):

[If any one of the following of the checkbox ethnic/racial categories were selected in the original question, question below appears]

Do you describe your ethnic, racial, or cultural identity in any other way? If yes, please describe.

Disability Status

The American with Disabilities Act defines disability with respect to an individual as someone with “(a) a physical or mental impairment that substantially limits one or more major life activities of such individual; (b) a record of such an impairment; or (c) being regarded as having such an impairment.”

I am a (Check all that apply)

- Person who is blind or visually impaired
- Person with a chronic illness disability
- Person with a communication disorder, who is unable to speak, or who uses a device to speak
- Person with an emotional or behavioral disability
- Person who is deaf or hard of hearing
- Person with an intellectual, cognitive, or developmental disability
- Person with a learning disability
- Person with a mental health disability
- Person with a physical disability or mobility impairment

Or

- Person without a disability
- My disability is not listed here
- I decline to state

[If “My disability is not listed here,” question below appears]

My disability is: _____

You may skip any question that you would prefer not to answer. If you want to withdraw, you should close your browser. All information submitted prior to your withdrawal will be retained.

Workplace Perceptions

The questions in this survey allow us to examine the connection between workforce diversity, perceptions of inclusion, and impact on how individuals feel about their workplace. All individual responses will be kept confidential.

Please focus your experience working with [organization name] over the last four months, and indicate the extent to which you feel that THIS ORGANIZATION ...

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Has a fair process for determining salaries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lives up to its publicly stated commitment to equity, diversity, and inclusion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prioritizes diversity and equity in its hiring decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creates an environment where people can bring all aspects of their true selves to work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Has a workplace free of discrimination, intentional or unintentional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Values individuals for who they are as people, not just for the jobs that they perform	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Actively encourages people from all backgrounds to voice their input when important decisions are made	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seriously considers everyone's ideas for how to do things better	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Invites people with different roles and positional power to participate together in decision-making discussions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fosters a strong sense of belonging among those who work here	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nurtures a culture of a close-knit family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is a place where it is held against you if you make a mistake	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Makes it easy for individuals to bring up problems and tough issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is a place where it is safe to take risks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Has an environment where people sometimes reject others for being different	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Has a culture where it is difficult to ask others for help	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

You may skip any question that you would prefer not to answer. If you want to withdraw, you should close your browser. All information submitted prior to your withdrawal will be retained.

Would you recommend that a friend accept a similar position at [organization name]?

Very Unlikely										Very Likely
0	1	2	3	4	5	6	7	8	9	10
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

On the whole, how satisfied are you in your work with [organization name]?

Completely Dissatisfied										Completely Satisfied
0	1	2	3	4	5	6	7	8	9	10
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[If any role EXCEPT “Board Member” is selected, the below section appears]

How likely is it that you will make a genuine effort to find a new job with another employer within the next 12 months?

Very Unlikely										Very Likely
0	1	2	3	4	5	6	7	8	9	10
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

You may skip any question that you would prefer not to answer. If you want to withdraw, you should close your browser. All information submitted prior to your withdrawal will be retained.

Thank you for taking the survey!

Learn More about Diversity in the Arts Sector

For more information about SMU DataArts and our work, please see: www.culturaldata.org/about/

To learn more about other diversity and inclusion initiatives in the nonprofit sector, visit these pages:

[Guidestar](#)

[Green 2.0](#)

[Grantmakers in the Arts](#)

[Theatre Communications Group](#)

[National Association of Latino Arts and Cultures](#)

Information and Technical Assistance on the Americans with Disabilities Act:

<http://www.ada.gov/>

Appendix B: Participating Organizations

18 th Street Arts Complex	Chorale Bel Canto	Equitable Vitrines
826LA	City Garage	ESMoA / artlab21
A Noise Within	City Hearts: Kids Say Yes to the Arts	Everybody Dance LA!
Able ARTS Work	City of Beverly Hills, Arts and Culture Division	Filipino American Symphony Orchestra
About Productions, Inc.	City of Culver City Cultural Affairs	Film Independent
Alliance for California Traditional Arts	City of Glendale, Glendale Library, Arts & Culture	Fulcrum Arts
American Museum of Ceramic Art	City of Los Angeles Department of Cultural Affairs	Future Roots Inc.
Angel City Chorale	City of Pasadena, Cultural Affairs Division	Geffen Playhouse
Angelica Center for Arts and Music	City of Santa Monica Cultural Affairs Division	Grand Performances
Angels Gate Cultural Center Inc.	City of West Hollywood, Arts Division	Grand Vision Foundation
Antaeus Theatre Company	Claremont Lewis Museum of Art	Grupo de Teatro SINERGIA
Armory Center for the Arts	Classical Crossroads, Inc.	Harmony Project
Art Theatre of Long Beach	Clockshop	Heidi Duckler Dance
Arts and Healing Initiative	Coeurage Ensemble	Henry H. Huntington Library and Art Gallery
Arts Bridging the Gap	Las Fotos Project	Hero Theatre
Arts Council for Long Beach	Company of Angels, Inc.	Hollywood Fringe
Arts for Healing and Justice Network	Conga Kids	Imagine Theatre
Arts for LA	Cornerstone Theater Company	In Other People's Shoes Productions
Association of California Symphony Orchestras	Craft Contemporary	INCA, the Peruvian Ensemble
Autry Museum of the American West	Craft in America Inc.	Independent Opera Company
Avenue 50 Studio, Inc.	CRE Outreach	Independent Shakespeare Co.
Beyond Baroque Literary Arts Center	Culture Shock Los Angeles	Inland Valley Repertory Theatre
Black Image Center	dA Center for the Arts	Inner City Youth Orchestra of Los Angeles
Blue13 Dance Company, Inc.	Dance Camera West	Inner-City Arts
Body Weather Laboratory	Dance Downtown LA, Inc	International Documentary Association
BODYTRAFFIC	Dance Studio Showtime-Katusha	Italian American Museum of Los Angeles/Historic Italian Hall Foundation
Boyle Heights Arts Conservatory	Dancesence, Inc.	J. Paul Getty Trust / Getty
Brightwork newmusic	Destination Crenshaw	Jail Guitar Doors USA
Burbank Cultural Affairs Commission	Dream A World Education, Inc.	Japanese American Cultural and Community Center
Burbank Philharmonic Orchestra	DSTL Arts	Japanese American National Museum
California Lawyers for the Arts	East West Players	Junior High
Camerata Singers of Long Beach	Ebony Repertory Theatre	Kids In The Spotlight, Inc.
Center for Cultural Innovation	Education Through Music-Los Angeles (ETM-LA, Inc.)	LA Commons
Center for the Arts, Eagle Rock	Elemental Music	LA Freewaves
Center for the Study of Political Graphics	Elysian Valley Arts Collective	LACE
Center Theatre Group of Los Angeles	Encore Theatre Group	Lancaster Museum & Public Art Foundation
Chicas Rockeras South East Los Angeles	Ensemble Studio Theatre – The LA Project	LAUNCH Productions

Organizations with Survey Responses (Cont.)

LAYP Orchestra Band Choir	Pacific Opera Project	Symphonic Jazz Orchestra
Les Femmes Underground International Film Festival	Pacifico Dance Company	TAIKOPROJECT
Libros Schimbros Lending Library	Palmdale Repertory Theatre	The Actors' Gang
Lightning Rod Theater	Palos Verdes Art Center, Beverly G. Alpay Center for Arts Education	The Art of Elysium
Lineage Dance Company	Parson's Nose Productions	The Broad Stage
Los Angeles Chamber Orchestra	Pasadena Conservatory of Music	The Chimaera Project
Los Angeles Childrens Chorus	Pasadena Master Chorale Association	The Ghost Road Company
Los Angeles County Department of Arts and Culture	Pasadena Playhouse State Theatre of California, Inc.	The Jazz Angels
Los Angeles Master Chorale	Pasadena Pro Musica	The Museum of Contemporary Art, Los Angeles
Los Angeles Music and Art School	Pasadena Symphony Association	The Other Side of The Hill Productions, Inc.
Los Angeles Nomadic Division	Performing Arts Center of Los Angeles County / The Music Center	The Roots and Wings Project
Los Angeles Opera Company	Project X Foundation for Art and Criticism	The Shakespeare Center of Los Angeles, Inc.
Los Angeles Philharmonic Association	Red Hen Press	The Strindberg Laboratory
Los Angeles Women's Theatre Festival	reDiscover Center	The Unusual Suspects Theatre Company
Los Cancioneros Master Chorale	Regina Klenjoski Dance Company	The Writers Guild Foundation
Lower Depth Theatre	Rogue Artists Ensemble	theatre dybbuk
MAK Center for Art and Architecture L.A.	Rogue Machine Theatre	Theatre Movement Bazaar
Mission Opera	Rosanna Gamson/World Wide, Inc.	Theatre of Hearts, Inc./Youth First
MUSE/IQUE	RuckusRoots, Inc.	Theatre West
Musicians at Play Foundation. Inc.	Sacred Fools Theater	Tia Chucha's Centro Cultural, Inc.
MUSYCA	Salastina	Tonality
NAVEL LA CO	San Fernando Valley Master Chorale	Urban Voices Project
Neighborhood Music School Association	San Gabriel Valley Music Theatre, Inc.	USC Pacific Asia Museum
New Musicals Inc.	Santa Cecilia Orchestra	Venice Arts
NewFilmmakers Los Angeles	Santa Clarita Master Chorale	Venice Heritage Museum
Nisei Week Foundation	Santa Clarita Valley Youth Orchestra Foundation	Verdi Chorus
No Easy Props, Inc.	Shakespeare by the Sea	Visual Communications Media
Nueva Vision Community School	Side Street Projects	Valley Opera & Performing Arts (VOPA)
Oakwood Brass – Outreach Project	Skirball Cultural Center	WACO Theater Center
ONE Archives Foundation	Slamdance	Westside Youth Orchestra
Orchestra Nova LA	Soorya Foundation for performing arts	Women in Film (WIF)
Orchestra Santa Monica	South East European Film Festival - Los Angeles	Will Geer's Theatricum Botanicum
P.S. ARTS	Southland Sings	
Photographic Arts Council Los Angeles	ST Forward, Incorporated	

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Prepared in partnership with the Los Angeles County Department of Arts and Culture

This project is supported in part by the National Endowment for the Arts

