



WHAT WILL IT TAKE: EQUALITY IN LEADERSHIP BY 2030

The Arts Action Plan

The Transforming Women's Leadership Pathways event and the development of Plans took place online, and on Gadigal and Bidjigal land. We recognise the peoples of the Eora nation as the traditional custodians of the land. We pay our respects to Elders past, present, and emerging, and extend this respect to all Aboriginal and Torres Strait Islander people. We acknowledge that this land has long been a place of teaching, learning, and creating. Sovereignty has never been ceded.

Arizona State University's four campuses are located in the Salt River Valley on ancestral territories of Indigenous peoples, including the Akimel O'odham (Pima) and Pee Posh (Maricopa) Indian Communities, whose care and keeping of these lands allows us to be here today. We pay our respects to their Elders past and present.



THE ARTS WORKING GROUP ACTION PLAN

Aspiration 2030

Shaping the future for the next generation. By 2030 recognition of the Arts and their broader value to society, including their integral economic and social role, will be widespread and accepted by government, industry and higher education.

The current state of the arts - key findings and power statistics

Women are strongly represented in the cultural and creative sector across a range of artistic, administrative and specialist occupations. However, there are significant gender imbalances and barriers, with women frequently absent from the highest levels of leadership and decision-making.

These factors cannot be separated from the perception of the arts as being of lesser value than more traditional male-dominated industries, and from its marginalisation within national economic discourses. That the arts are critical to the health and wellbeing of people has been recognised during this period of crisis. Yet the sector has been negatively affected by the COVID-19 pandemic, with an unequal impact upon the many women working in these areas.

High numbers of women study for arts-related qualifications, and women are the major consumers of culture, yet inequalities and discrimination permeate the sector, influenced by intersectionalities of race, ethnicity, disability, class and poverty that compound disadvantage. In that context, existing structures of leadership (white, male, colonial) must move to a human-centred model. The path must be facilitated for women and gender-diverse people in leadership, inclusive of those with multiple intersectional identities of race, religion or disability.

Barriers and opportunities



BARRIERS

- The societal undervaluing of the arts
- Unequal access and opportunity in the leadership pathway is economically related, with systemic disadvantage for First Nations, Black, Indigenous and People of Colour (BIPOC) and Black, Asian and Minority Ethnic (BAME) women
- Accountability – lack of will to progress and act upon existing data and recommendations
- Patriarchal structures of leadership; standards that restrict women's access to education
- Gender stereotypes - fixed ideas about culturally appropriate roles; lack of empowerment in the workplace
- Work-life balance: in the arts, long working hours and working out of hours are common, often with low or no pay, and not conducive to a family friendly working environment



OPPORTUNITIES

- + The pandemic has demonstrated the value of the arts in connecting people and communities. This positions the sector to play a critical role in resetting and 'inventing the future' post-pandemic. It is also an opportunity to articulate and recognise the value of the arts outside of the economic framework. Post-COVID, there is an opportunity to challenge and rebuild new collaborative decision-making models and leadership structures.

Recommendations for Government, Industry and Universities

PUBLIC AND ORGANISATIONAL COMMITMENT TO GENDER EQUITY

- Appoint women's leadership champions, to celebrate stories of diverse leaders
- Ensure there are arts-identified positions in governance of non-arts boards
- Implement new collaborative decision-making models and leadership structures using human-centred design and planning for workplaces of the future, including
 - establishing women's oversight
 - embedding consultative processes
 - normalising women's perspectives and voices
- Implement vertical job sharing and flexible work arrangements
- Promote working in mixed teams, ensure there is a balance of numbers

INCREASING THE PIPELINE

- Create career pathways through industry partnerships, succession planning (seeding future leaders - building intergenerational engagement), fully compensated internships
- Invest in coaching female leaders

TRACKING AND PUBLISHING DATA/SETTING SPECIFIC GOALS

- Establish enforceable quotas for women in arts leadership, linked to funding and reporting
- Link organisational performance and success to government funding
- Establish and publish diversity reporting, embedding universal standards and accountability to ensure all levels of the organisation reflect the workforce population across intersectionalities,
- Senior executive KPIs linked to rates of success

TRAINING AND MENTORING

- Provide mentoring, fellowships and scholarships
- Ensure an Arts component/intercultural and gender studies requirement for all undergraduate programs
- Make unconscious bias training mandatory for all, including targeted programs for senior levels

RECRUITMENT AND RETENTION

- Overhaul recruitment practices to embrace diverse skills and backgrounds
- Create a welcoming climate; ongoing supportive structures for diverse staff and students
- Ensure women return to work post-COVID
- Adopt work-life balance strategies in project planning
- Recognise out of hours work and implement strategies for sharing and supporting such responsibilities across teams
- Have co-located childcare facilities

INCREASING VISIBILITY OF FEMALE LEADERSHIP

- Campaign of positivity, celebrating female role models and recognition of organisations and partnerships with communities
- Develop media guidelines in the fight against stereotypes

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