



Background

A 2011 study by Helicon Collaborative unveiled glaring inequities in arts funding. Two percent of the nation's arts organizations – large, white-led cultural institutions with budgets over \$5 million – were receiving nearly 60 percent of the sector's total revenue. Less than 10 percent of arts grant dollars were going towards African, Latinx, Asian, Arab, and Native American (ALAANA) arts groups¹ in the U.S. This research prompted Grantmakers in the Arts to commit to advancing racial equity in all its activities, also spurring into action a number of related efforts among member grantmakers. Though these efforts have been productive, a 2017 follow-up analysis, *Not Just Money: Equity Issues in Cultural Philanthropy*, showed that funding to U.S. arts groups has become more, not less, inequitable over the past ten years.²

In 2017, The New York Community Trust and the Doris Duke Charitable Foundation co-commissioned a report from Yancey Consulting to understand the health and viability of ALAANA arts groups in New York City. Using data on arts groups' finances, operations, and programmatic outputs, the study demonstrated the urgency of addressing ALAANA arts groups' sustainability and recommended practices that both grantmakers and grantseekers can take to ensure these groups can thrive, not just survive. After convening to discuss these findings, funders agreed that a bilateral learning exchange and a pooled fund would be beneficial to the sector. The Mosaic Network and Fund thus was established. It aims to:

- **Create a learning community** made up of funders and practitioners who are dedicated to helping ALAANA arts organizations thrive;
- **Provide flexible and strategic support** that strengthens the organizational capacity of ALAANA arts organizations in New York City;
- **Advocate for more equitable policies and practices** for ALAANA cultural workers and shift the narrative around ALAANA arts groups and racial equity in the arts; and
- **Increase overall philanthropic support for NYC-based ALAANA arts groups** by facilitating funder commitments to new grantees.

Fund Activities

In its first year, before launching a grantmaking program, the Fund will establish a bilateral learning network that facilitates exchanges between funders and ALAANA arts practitioners, engaging approximately 150 participants from invited New York City-based philanthropies and ALAANA arts groups. A four-part series of learning exchanges (with each session lasting a half-day, followed by networking receptions) will address the following themes:

- **A Brave & Radical Space: Building a movement towards equity together**
- **Telling Our Stories: Transforming the relationships between funders and ALAANA arts groups**

¹ As defined by Grantmakers in the Arts, "An ALAANA organization is one whose primary intentions, practices, and mission are by, for, and about ALAANA artists, cultures, and communities. (The word 'for' refers to the intention of the organization to perpetuate, promote, and present art that is representative of an ALAANA culture and people and/or is given form by ALAANA artists.) Indicators may include but are not limited to, the presence of some combination of: organizational mission; executive, artistic, and governance leadership; programmatic content; and artists."

² Frasz, Alexis and Holly Sidford. 2017. *Not Just Money: Equity Issues in Cultural Philanthropy*. Helicon Collaborative.

- Behind the Doors: Understanding the day-to-day of ALAANA arts groups and philanthropies
- Breaking Down the Barriers: Creating more access for ALAANA arts groups
- Embracing Difference: Understanding how to read and appreciate alternative aesthetic, capitalization, and community building forms

At the end of the learning exchanges, the Fund will issue a request for proposals from City-based ALAANA arts groups that seek to significantly advance their organization's development through grants and tailored capacity-building support. Grants will be awarded over a three-year period and will range in size, depending on grantees' budget sizes and grantee-identified needs. Grantees also will be eligible for enhancement support.

Governance

The Fund embraces collective action and collaboration in its governance structure. Its activities are shaped by an Advisory Committee of funders and ALAANA arts practitioners. The Advisory Committee will meet regularly between July 2018 and September 2019 to help shape the learning exchange and grants program. Advisory Committee members are drawn from: AMERINDA; Asian American Writers' Workshop; The Billie Holiday Theatre; Bronx Academy of Arts and Dance; Calpulli Mexican Dance Company; Deutsche Bank Americas Foundation; Doris Duke Charitable Foundation; Doris Duke Foundation for Islamic Art; Andrew W. Mellon Foundation; New York Community Trust; and Surdna Foundation.

The Fund also has a Donor Committee, which meets twice a year to oversee Fund activities, set grantmaking policies, guide the Fund's development, evaluate progress, and make recommendations for the distribution of funds. Current donors include: Altman Foundation; Andrew W. Mellon Foundation; Bloomberg Philanthropies; Deutsche Bank Americas Foundation; Doris Duke Charitable Foundation; Doris Duke Foundation for Islamic Art; Ford Foundation; Grantmakers in the Arts; Howard Gilman Foundation; Mertz Gilmore Foundation; Nathan Cummings Foundation; New York Community Trust; Stavros Niarchos Foundation; and Surdna Foundation.

Evaluation

The Fund endeavors to measure progress - and course correct, as needed - toward a series of outcomes for the learning exchanges and grants made to ALAANA arts groups. It will work with an external evaluator – Third Eye Cultural Collaborative – to determine and measure appropriate outcomes, including:

- New relationships, trust, understanding, and lines of communication between funders and ALAANA arts practitioners who participate in the learning exchanges;
- Effective distribution of grant dollars, indicated by grantees' reported progress and the cumulative impact of a multi-year grantmaking strategy on ALAANA arts groups;
- Grantees collaborate with TA providers to meet their organizational development and capacity-building goals, and are adequately supported over the course of the grant period;
- Fund events and communications promote a narrative about ALAANA arts groups that emphasizes their unique aesthetic and cultural values as assets; and
- Participating funders increase the number of ALAANA arts groups in their portfolios over the course of their involvement with the Fund.