

MOSAIC NETWORK AND FUND

LEARNING EXCHANGES 2020: REDISTRIBUTION OF POWER

SUMMARY AND RECOMMENDATIONS

Written by Kyoung H. Park

EXECUTIVE SUMMARY

The Mosaic Network and Fund is a learning network and collaborative fund that supports arts and cultural organizations that are led by, created for, and accountable to ALAANA people. In an effort to address the urgency of now, which includes an economic depression, civil uprising, and a global pandemic, the Mosaic Network Steering Committee gathered on Wednesday, June 10, 2020 to articulate community agreements for its gathering and identify opportunities for individual, organizational, and network-wide learning through this year's Learning Exchange Series: "Redistribution of Power." These Exchanges were held virtually on Wed. August 19th, Thurs. September 17th and Tuesday, Oct. 13th, 2020 via Zoom.

- 282 unique individuals registered to participate in this year's Learning Exchange series. Each gathering included the participation of approximately 120+ registrants.
- 34% of Registrants self-identified as Black / African-American (96), 24% as Latinx (66), 18% as White (50), 9% as Asian / Pacific Islander (25), 5% as Muslim, Arab, South Asian American (14), 5% as Immigrant (14), 3% as LGBTQIA (8), and 2% as Indigenous / Native American (7).
- 72% of Registrants identified as Female (203), 24% identified as Male (68), and 4% identified as LGBTQ+ (11).
- 71% of Registrants represented ALAANA Arts & Culture Organizations (200), 23% represented NYC-based, arts and culture Funders (64), and 6% represented Intermediary funding non-profits (18).

The overall arc of this year's Learning Exchange Series was based on a social change model developed by Rasu Jilani in collaboration with Kyoung H. Park. To activate this model, Mosaic Network members were asked to identify their interest in Naming, Contemplation, Deconstruction, Re-imagining, Building and Investment in social change work. The following recommendations are made to Network members in order to continue the work established this year through our Learning Exchange series.

INDIVIDUAL RECOMMENDATIONS

- **IMMEDIATE:** Recognize the hurt and pain in communities of color that have been exacerbated this year by a global pandemic, civil uprising, and economic depression, which has led to unprecedented levels of grief and public trauma. Center Black, Indigenous, and People of Color (BIPOC) perspectives immediately, especially Black artists and queer people of color – including queer youth.
- **SHORT TERM:** Question the centrality of whiteness, white supremacy and the victimizing language that describes the experiences of Black, Indigenous, and People of Color and the way unconscious bias affects the perception and funding of BIPOC cultural organizing and artistic expression.
- **MEDIUM:** Consciously become politicized and support community-based and/or BIPOC artist-led, small organizations in earnest.

- **LONG TERM:** Racial justice work requires awareness of BIPOC histories of struggle and the political will to defy systems of oppression. Uplift our histor(ies), as honored in our artistic practices, our cultural organizations, our communities of color and collective memory.

ORGANIZATIONAL RECOMMENDATIONS

- **IMMEDIATE:** Clarify what it means for our organizations to have an anti-racist practice. Challenge performative solidarity and look at the ways we operate internally and engage in community. De-centralize leadership and pause to re-imagine re-opening after the end of this pandemic.
- **SHORT TERM:** For ALAANA Arts and Culture Organizations, it is recommended that we practice mutual aid, go digital, and educate our communities online. For arts funders, it is recommended that we support whole costs, including support for part-time staff, liveable wages, healthcare and benefits.
- **MEDIUM:** Organize to connect with community by providing space for BIPOC community building, celebrating ALAANA community-based histories, and supporting pan African bridges in support of Black organizing and liberation work.
- **LONG TERM:** Make longer-term commitments to ALAANA arts and culture organizations and normalize economic dignity as part of our lives. Emerging funding needs include rest and learning, the provision of artist services, the enhancement of human resources, and the cultivation and stewardship of new donor relationships.

MOSAIC NETWORK RECOMMENDATIONS

- **IMMEDIATE:** Name who is not present and why. Acknowledge the systemic barriers that have prevented Black, Indigenous, and Immigrant Artists and small, arts organizations of color, including queer POC organizations, from participating in this Network to begin with.
- **SHORT TERM:** Facilitate network-wide conversations that identify actionable steps in multiple stages of social change work, by organizing change systems through collective action. These actions can be nurtured through (in)formal networks, peer to peer groups, and additional forms of collaboration such as solidarity-based work or cohort formations.
- **MEDIUM:** Work slowly, intentionally, and transparently. Transparency can be practiced by sharing what we know, speaking from self to build trust, and by widening the doors to arts funding by boosting group-decision making processes.
- **LONG TERM:** Invest in ALAANA Arts and Culture organizations working in community. Seed cash reserves for stabilization and ease access to multi-year general operating support. Trust ALAANA arts organizations with generational funding that can ensure both organizational development, especially for small arts organizations, and legacy work for more established non-profits.

FIELD-WIDE RECOMMENDATIONS

- **IMMEDIATE:** Honor the histories of Black, Indigenous, and People of Color and the exemplary work these organizations accomplish to pay respect to our ancestors. To fund ALAANA arts and culture organizations is to disrupt the white lens by challenging the centrality of whiteness and White Supremacy culture.

- **SHORT TERM:** To deconstruct capitalist philanthropy, it is recommended that we find alternatives to the 501c3 model, demystify funding decision-making processes, deconstruct institutionalized gatekeeping, and shift funding approaches to change work based on building equity.
- **MEDIUM:** Transform transactional relationships into more humanizing ones by 1) building relationships with artists and ALAANA arts and culture organizations; 2) mentoring emerging ALAANA artists and arts organizations; 3) engaging ALAANA communities in grantmaking processes; and 4) balancing power dynamics to transform arts funding practices into trust-based relationships.
- **LONG TERM:** Invest in Liberation Work. Fund the grassroots, fund coalitions of small Black, Indigenous, and People of Color arts organizations, raise the visibility of ALAANA arts and culture organizations, advocate for their increased funding and investment, and re-envision arts public policy.

BUILDING A COMMUNITY OF PRACTICE

Network Members can be activated through the building of a Community of Practice and shared leadership models.

- **IMMEDIATE**
 - Expand the Steering Committee to include both ALAANA arts organizations and arts funders based on Artistic Disciplines, Identity, and Social Change-based groups.
 - Hire a part-time community organizer to coordinate the needs of the multiple constituencies of the Network. An additional part-time communications manager can support the Network by maintaining an online platform, a monthly newsletter, and other communication tools for working groups.
- **SHORT TERM**
 - Support peer-to-peer exchanges through mentorships, (in)formal network gatherings, social gatherings, and/or paid fellowships to lead peer-to-peer groups.
 - Provide Network-wide learning opportunities to develop skills in (inter)cultural competency, facilitation, and undoing racism.
- **MEDIUM**
 - Facilitate connections between the Mosaic Network Steering Committee and Donor Committee to strengthen collective design and decision-making processes, while reenforcing donor accountability.
 - Boost fundraising for the Mosaic Network and Fund through semi-annual and/or yearly fundraising and expand its reach to include public funders and high net worth individuals.
 - Increase Field-wide impact through the organization of Conferences to share Network learnings.
- **LONG TERM**
 - Develop a common application to provide financial support to Mosaic Network members through a communal, Network-based fund.
 - Provide multi-year, general operating support to enable ALAANA arts organizations to become financially stable, develop operational capacity, and/or address succession and legacy work.

NEXT STEPS

The Recommendations identified through this year's Learning Exchange series provide a roadmap to years of anti-racist work geared towards the systemic change of how ALAANA arts and culture organizations are funded in New York City.

The following Next Steps are suggested by the current Steering Committee of the Mosaic Network.

- Renew Support of the Mosaic Fund and Network
- Sustain Quarterly Gatherings
- Empower the Global Majority
- Share the Lessons Learned

Anti-racist, systemic change needs to be pursued through a generational lens; we are making the world a better place for ourselves and for the next generation. Indigenous wisdom instructs us to think even more expansively, looking seven generations before us and seven generations ahead of us, to make decisions that will best honor our ancestors and serve both our present communities and the ones yet to come.

The members of the Mosaic Network acknowledge that money can be used to help and heal ALAANA arts and culture organizations, but the radical transformations articulated in this year's Learning Exchange more carefully center abundance as the birthright of Black, Indigenous and People of Color and liberation as our destiny.

OVERVIEW

The Mosaic Network and Fund is a learning network and collaborative fund that supports arts and cultural organizations that are led by, created for, and accountable to ALAANA people. The Network has built a brave and radical space to foster trust, communication, and mutual learning among ALAANA arts groups and New York City philanthropies, focusing on institutions, the people within them, and the field at large.

In an effort to address the urgency of now, which includes an economic depression, civil uprising, and a global pandemic, the Mosaic Network Steering Committee gathered on Wednesday, June 10, 2020 to articulate community agreements for its gathering and identify opportunities for individual, organizational, and network-wide learning.

Anchored in the Network's existing goals of centering its members' authentic selves, in learning exchanges that are race explicit and radically inclusive, the Steering Committee expressed its desire to dismantle systems of oppression, inclusive of but not limited to police brutality and anti-Black violence, by transforming Arts Philanthropy.

The Mosaic Network and Fund 2020 Learning Exchanges were hosted online implementing a unique social change model designed by Rasu Jilani in collaboration with Kyoung H. Park. These Exchanges sought to engage members of the Mosaic Network in an iterative series of multiracial, virtual gatherings that 1) model transformative ways exemplary arts organizations of color and arts funders can work at the pace of trust; 2) redistribute power between ALAANA arts and cultural groups and arts funders to spark our radical imaginations; and 3) center liberation work as a collective, everyday practice in New York City's arts and culture sector.

More specifically, the Anticipated Outcomes of the Mosaic Networks' "2020 Learning Exchanges: Redistribution of Power" were to:

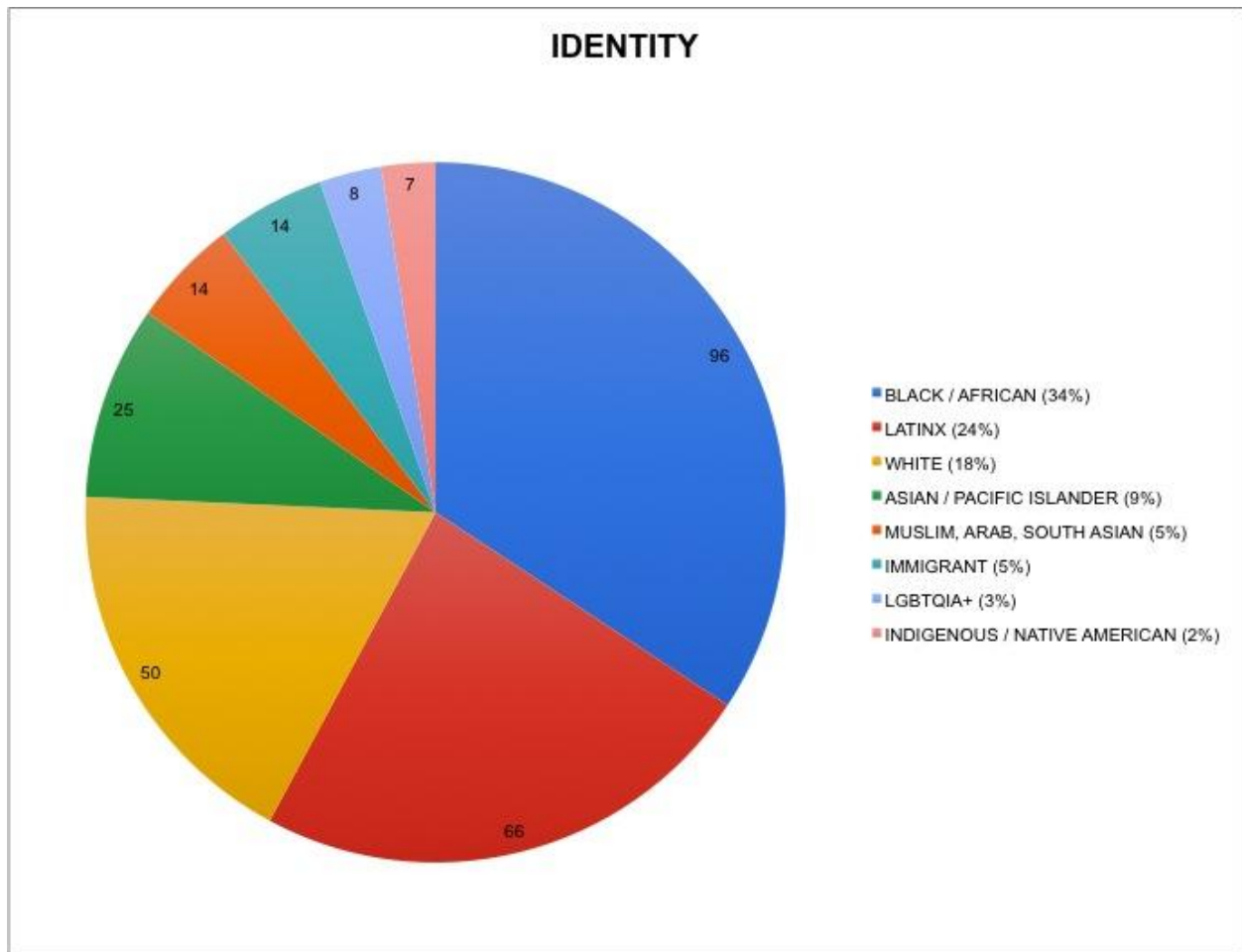
1. Raise the visibility of all arts organizations of color — acknowledging bias and gaps in optics that frequently render them "invisible."
2. Center arts organizations of color and their Work — work that is often exemplary in addressing the urgency of the now.
3. Acknowledge that arts organizations of color and arts funders have different needs.
4. Clarify funder participation in the Learning Exchange and articulate needs for transparency and accountability.
5. Organize an iterative series to allow for processing, learning, and ongoing engagement and relationship building.

These Exchanges were held on Wed. August 19th, Thurs. September 17th and Tuesday, Oct. 13th, 2020 via Zoom. Our session activities and guest speakers were programmed in collaboration with the nineteen members of the Mosaic Network Steering Committee, representing NYC-based ALAANA arts organizations, Mosaic Fund grantees and donors. The gatherings were facilitated by Kyoung's Pacific Beat: Kyoung H. Park and Joseph Tolbert, Jr. (Co-Facilitators), Ishmael Thaahir, Shreya Shah, and Jolanda Walter (Facilitation Support Team).

LEARNING EXCHANGE REGISTRANTS

Approximately 660 Mosaic Network members were invited to participate in this year’s Learning Exchange Series. 282 unique individuals registered to participate, representing a wide range of small to multi-million dollar, non-profit arts organizations and a diverse pool of institutional and intermediary funders, representing community-based, public, and private philanthropies. Each Learning Exchange gathering included the participation of approximately 120+ participants.

DEMOGRAPHIC BREAKDOWN

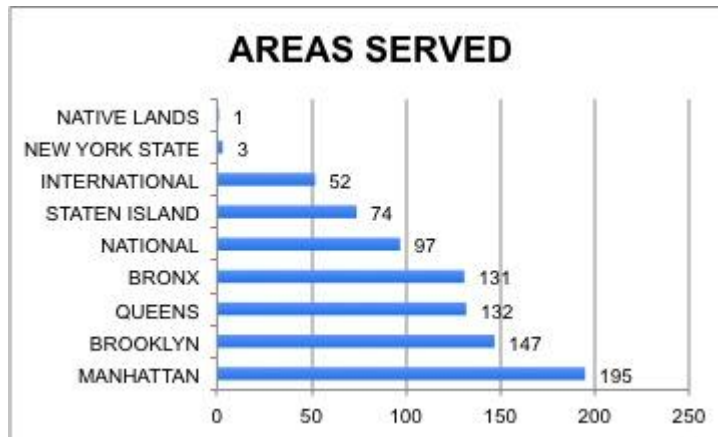


- 34% of Registrants self-identified as Black / African-American (96), 24% as Latinx (66), 18% as White (50), 9% as Asian / Pacific Islander (25), 5% as Muslim, Arab, South Asian American (14), 5% as Immigrant (14), 3% as LGBTQIA (8), and 2% as Indigenous / Native American (7). As noted during our second Learning Exchange, the organizers acknowledge the intersectionalities of our identities and recognize that a significant portion of the Network’s membership belongs to two or more racial/social identity-based groups.
- 72% of Registrants identified as Female (203), 24% identified as Male (68), and 4% identified as LGBTQ+ (11).

- 36% of Registrants participated in previous Learning Exchange gatherings (102); 64% of registrants were new to the Mosaic Network’s Learning Exchange series (180).

GEOGRAPHIC BREAKDOWN

- Registered Participants self-identified as serving the following areas: Manhattan (195), Brooklyn (174), Queens (132), Bronx (131), National (97), Staten Island (74), International (52), New York State (3), Native Lands (1).



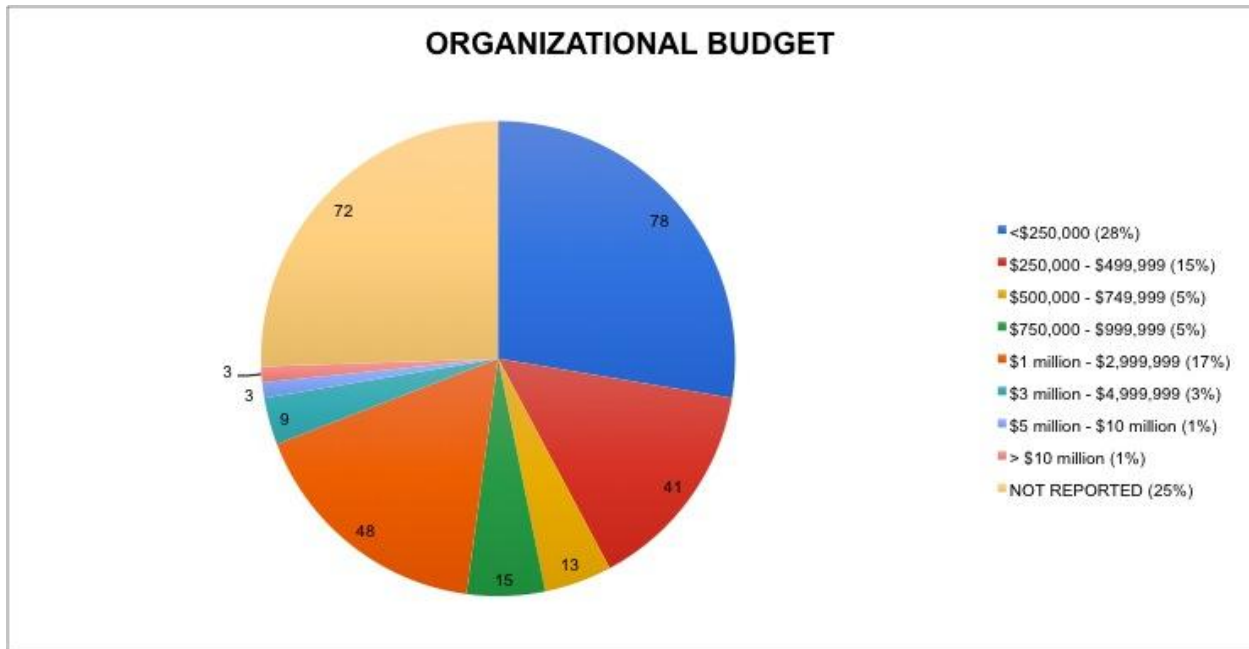
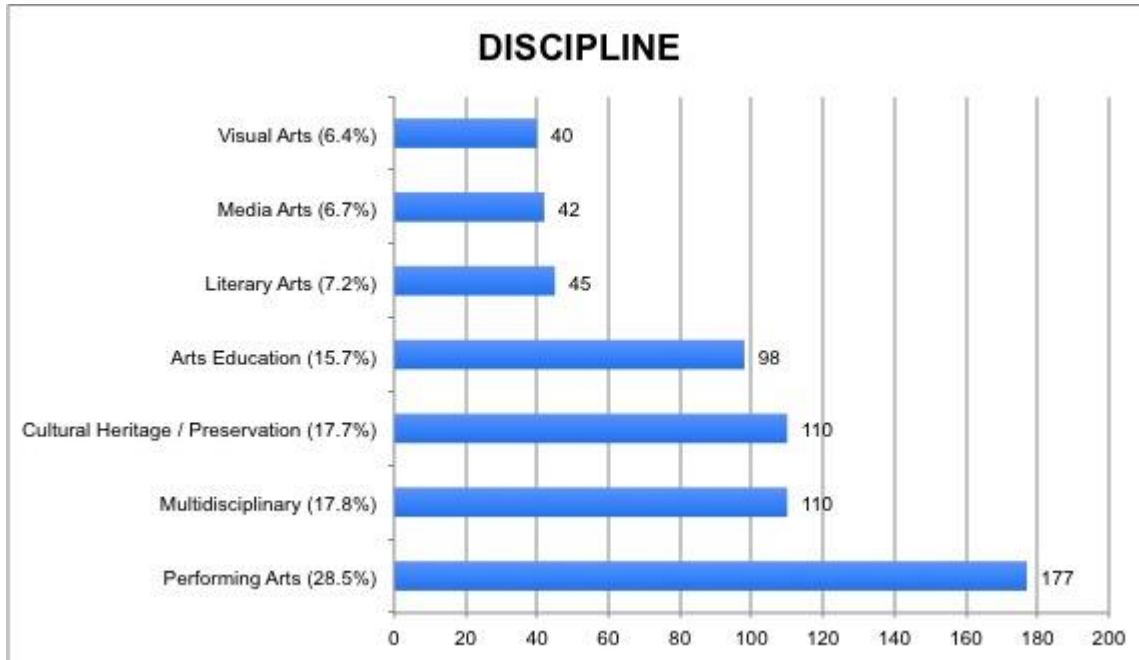
ORGANIZATIONAL BREAKDOWN

- 71% of Registrants represented ALAANA Arts & Culture Organizations (200), 23% represented NYC-based, arts and culture Funders (64), and 6% represented Intermediary funding non-profits (18).



- 28.5% of Registrants’ (177) primary discipline is in the Performing Arts (Theater, Dance, Performance, Music), 17.8% are Multidisciplinary (110), 17.7% primarily work in

Cultural Heritage/Preservation (110), 15.7% in Arts Education (98), 7.2% in Literary Arts (45), 6.7% in Media Arts (42), and 6.4% in Visual Arts (40).



- 25% of Registrants representing both ALAANA arts and culture organizations and Art and Culture Funders did not report their Organizational Budget (72). 28% of Registrants reported organizational budgets smaller than \$250K (78), 15% reported budgets between \$250K-\$499,999 (41), 5% reported budgets between \$500K-\$749,999 (13), 5% reported budgets between \$750K-\$999,999 (15), 17% reported budgets between \$1-\$3 million

(48), 3% reported budgets between \$3-\$5 million (9), and 1% reported budgets between \$5-10 million (3) and more than \$10 million (3).

OUR SOCIAL CHANGE MODEL

ADDRESSING THE URGENCY OF NOW

For members of the Mosaic Network Steering Committee, the experience of this present moment was voiced as one of heartbreak and trauma. In an effort to respond in communion with the members of the Network, a strategic choice was made to not react, but work slowly, intentionally, and transparently in its organizing, to ensure that Black, Indigenous, and People of Color (BIPOC) were centered in the design and activation of a collective response on behalf of the Mosaic Network and Fund.

Our first session, “Addressing the Urgency of Now,” centered exemplary arts organizations of color and arts funders that have demonstrated imaginative and radical approaches to address the urgency of now at the pace of trust. This session kicked-off an iterative and emergent virtual Learning Exchange, designed to activate the Mosaic Network at large in order to catalyze transformational change. Our second session, “Imagine Forward,” centered Black, Indigenous, and People of Color in the Mosaic Network to speak bravely about the futures we imagine and how arts funders can redistribute their power to support a plurality of communities of color to thrive. Our third and final session, “Building Radical Collective Action,” invited all members of the Mosaic Network to bravely name what we need to pursue or advance liberation work and invite others to offer their own thinking about how we can move to the systemic as the site of inquiry and intervention.

The overall arc of this year’s Learning Exchange Series was based on a social change model developed by Rasu Jilani in collaboration with Kyoung H. Park. To activate this model, Mosaic Network Steering Committee members led seven, peer-to-peer exchange groups based on our Registrant’s shared interest to Name, Contemplate, Deconstruct, Re-imagine, Build and Invest in social change work in our community. These optional peer-to-peer groups were self-organized to provide a more informal, and casual space to connect ALAANA arts and culture organizations and arts funders.

All peer-to-peer groups were asked to address the following three questions, which also framed our final Learning Exchange session “Building Radical Collective Action”:

When did you feel disempowered or without agency during this time of COVID and realize that you needed to highlight or change your practice? Whether or not you have actually made those changes, where are you now?

What do we need for ourselves, our organizations, and our communities to catalyze and advance systemic change?

What are the systems in place preventing equity/advancements and what are systemic changes that can drive us forward?

REDISTRIBUTION OF POWER



The core of this year's Learning Exchange series was based on Lisa Yancey's 5-Point Pathway to Cultural Shifts for Philanthropy. This work begins with the Creation of a Space (Emotional/Physical) in which trust can be built and tools are provided, in order to engender the Openness required for ALAANA arts organizations to be mentally and emotionally prepared to 1) prioritize change and 2) dedicate the time within their organizations for change.

Following this stage, Yancey suggests philanthropic efforts to focus on the People and Field at Large, incubating Learning Culture and Communities that can lead to Cultural Shifts. "Creativity, learning, and innovation happen in networked spaces," Yancey states. "When people come together to ideate, they push each other to imagine what is possible, building upon each other's lived experiences. Culture shifts require integrated, combustible spaces of learning and exposure to new and different ideas and perspectives. Shifts are less likely to happen in isolation." (Yancey Consulting, *What Are the Paradigm Shifts Necessary for the Arts Sector to Nurture More Sustainable THRIVING Institutions of Color?*, Jan. 2018)

Our Mosaic Network 2020 Learning Exchange Series: “Redistribution of Power” adopted Lisa Yancey’s cultural shift paradigm as organizing DNA to pick-up where the Network left off last year.

In 2019, one of the biggest challenges faced by the Network was the establishment of funder-dominated spaces. We addressed this challenge by asking Network members to redistribute their power to center the needs and visibility of ALAANA arts and culture organizations. Acknowledging that the majority of Network members (71%) are not funders, and that the majority of white Network participants are both white and funders, we de-centered whiteness and instead, called in the Network’s core values of being radically inclusive and race explicit, in order to create a brave and anti-racist space where ALAANA arts organizations can build and deepen relationships with arts funders based on mutual learning and trust.

Moreover, we addressed how Network members can redistribute their power by offering the following suggestions based on our design and planning process for these exchanges.

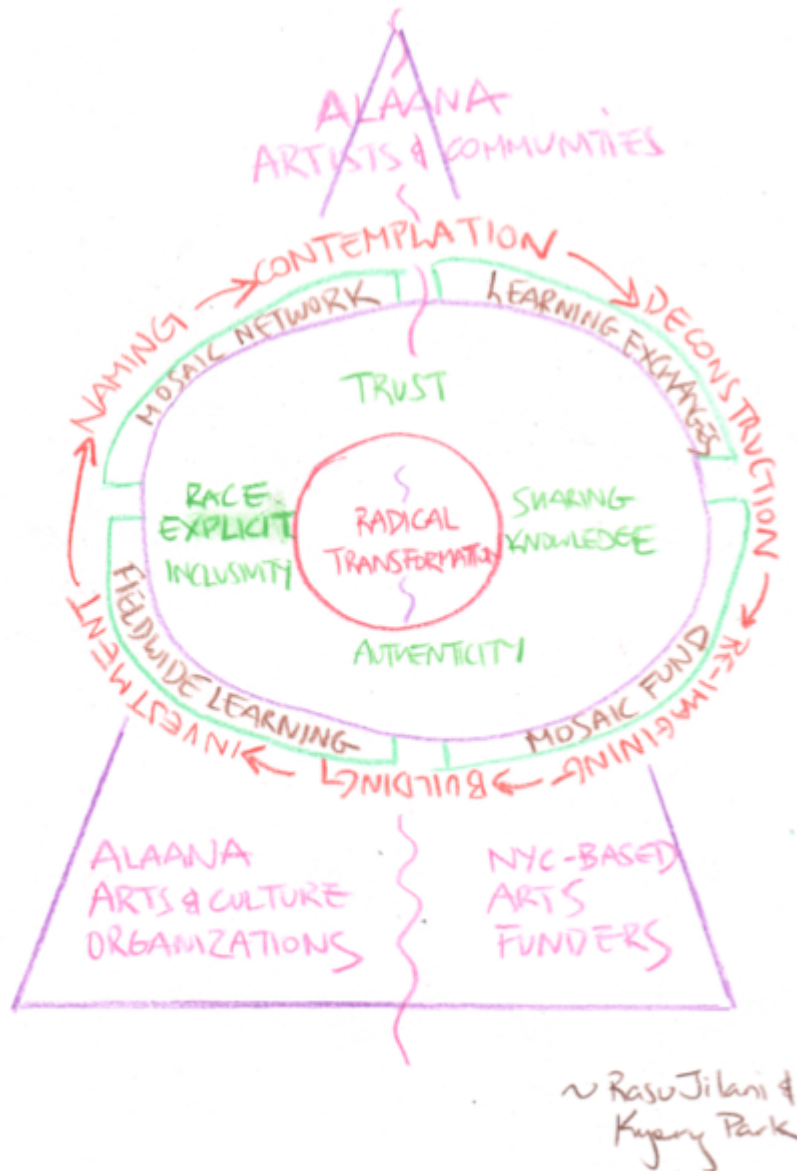
“Redistribution of Power” for ALAANA Arts and Culture Organizations

- Claim your power: make yourself be seen and heard in this space.
- Practice self and community-care: we are not just experiencing change, we are experiencing grief, heartbreak, loss, and trauma.
- Our primary objective is to build relationships based on trust and shared learning - center yourself and your work, especially what you’ve done in the past six months.
- Acknowledge that some funders are in a period of transition. This is an opportunity for us to share what we know and to collectively influence funder priorities and strategies.
- There are power dynamics at play, not only between ALAANA arts and culture organizations of color and funders, but also between funders and their organizations. Not all funders have the ability to speak for their institutions as a whole. Protect our allies.
- For radical cultural organizers who believe the revolution will not be funded - we welcome you to disrupt white supremacy culture as it manifests in this space.

“Redistribution of Power” for Arts Funders

- We are asking everyone, funders included, to speak from a place of individual experience. We need to free ourselves, including funders, from the non-profit industrial complexes we work in.
- Having said that, we want to know more about funders’ strategies, your goals/visions, and what is happening internally at a Board and staff level. We want access to information usually restricted to those in power and privileged.
- If you don’t have clearance to share this information, call-in your colleagues to join us.
- If you are both an arts funder and non-profit, please know you are invited to participate as a funder of ALAANA arts organizations in this space.
- We are centering BIPOC voices. If you self-identify as white, please be an active listener and practice being an accomplice in this space by de-centering yourself.

TOWARDS RADICAL TRANSFORMATION



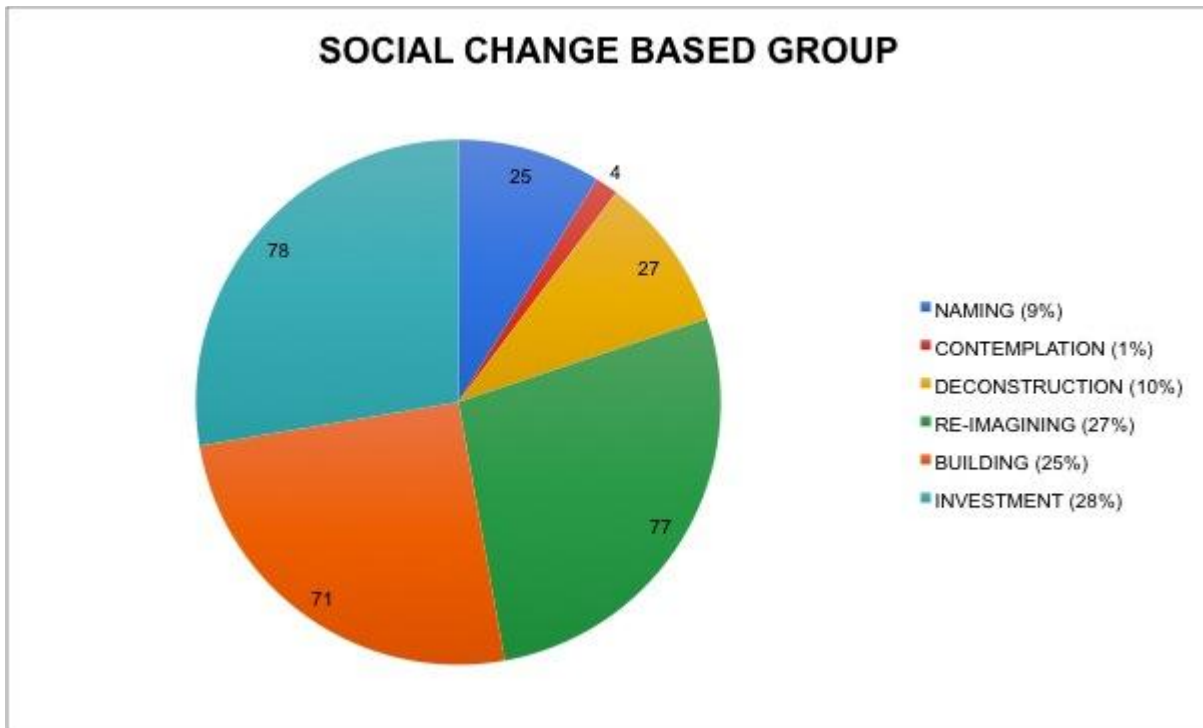
The primary objective of our social change model is the pursuit of Radical Transformation through six stages: Naming Contemplation, Deconstruction, Re-Imagining, Building, and Investment. The Steering Committee activated this social change model through this year’s Learning Exchange series and embedded Lisa Yancey’s 5-Point Pathway to Cultural Shifts in our process. The six stages of social change are based on Rasu Jilani’s lived experiences and radical, Black cultural organizing methodologies. He describes this model as a way to “transform trauma and transcend personal experiences to make better choices for myself and my community. We have to keep challenging the agreements that we have inherited. As we work to transform the arts and culture sector, how do we work to change ourselves?”

This change-oriented model highlights how equity driven, collective action can take place within the Mosaic Fund and Networks through the following stages:

- **Naming:** This first stage is of awakening. We encourage members to identify their strengths and roles within social change making, while providing shared definitions to understand systemic racism, anti-Blackness, and white supremacy. In addition, further education is recommended to expand member's competency of the arts philanthropic landscape and the way community, donor-based, and endowment-based foundations fund the arts and culture.
- **Contemplation:** This second stage shifts our gaze inwards; we unpack our own narratives to ask ourselves: how are we complicit in systemic racism and other systems of oppression? To pursue this line of questioning, we provide intentional space and frameworks to allow Mosaic Network members to share personal stories and experiences addressing systemic racism and anti-Blackness in Arts Organizations of Color and Arts Funding communities. It is recommended that these conversations remain brave and personal to reveal the ways internalized racism and White Supremacy culture perpetuates racial hierarchies within the Network's constituency.
- **Deconstruction:** This third stage seeks to identify what malpractices are not serving the community and marginalizing others. This is where we undo systemic racism—decolonize our practices. More specifically, at this stage we address the lack of training, human resources and organizational capacity to address anti-Blackness within Arts Organizations, acknowledging that individual members of the network have different levels of race-based analysis for their practice and profession in the arts. For the funding community, we encourage challenging 1) Arts Philanthropy's aesthetic Eurocentrism, 2) the extractivist ways in which its wealth has been accumulated to advance White Supremacy, and 3) how its current investments, in primarily 501c3 organizations, has perpetuated a long history of disinvestment in BIPOC artists, communities of color, and arts organizations of color committed to serving their communities.
- **Re-Imagining:** This fourth stage provides us a clean slate for us to imagine what possibilities exist from a place of emptiness. To do so, it's suggested we de-center ourselves to make our spaces more inclusive and visible outside our immediate communities. The members of the Network are invited to envision how we can bridge distances—real and imagined—between our organizations and plural communities. Acknowledging the intersectionality of the Mosaic Network, the desired outcome is to build coalitions that can push against cultural divides. This work is encouraged to begin from scratch—a clean slate—that is proactive in its use of radical imagination, rather than a reactive response to the existing status quo. For the funding community, it is recommended that its use of language is re-imagined to no longer perpetuate its historical disinvestment in arts organizations of color and to express an explicit, anti-racist framework to fund racial justice in the arts.
- **Building:** This fifth stage addresses what's needed to build upwards from scratch. Rather than implementing top-down, funder-led, hierarchical structures to continue its work, members of the Mosaic Fund and Network are encouraged to build disruptive, equity-driven practices from the bottom-up, centering the building of new practices within its constituency and membership. These next steps can take place across cultures, between arts and social justice organizations, and between public / private / and non-profit sectors

to challenge the root causes of systemic racism which prevents artists and arts organizations of color from thriving.

- **Investment:** This sixth stage asks how we can continually sustain ourselves by “watering the roots and building the well.” How do we invest in change? What does non-financial support look like in organization and in practice? By acknowledging that the Mosaic Fund and Network’s values are rooted in racial equity and the desire to address complex systems of oppression, it is recommended that liberation work is sustained as an everyday practice to champion the radical imagination of artists of color and provide the resources necessary for arts organizations of color to bridge the gaps between arts and social justice work in our communities.



The definitions for these Social Change stages were provided as part of our 2020 Learning Exchange Registration Form and Network members were requested to choose their “preferred social change topic for this year’s Learning Exchange.” 9% of respondents selected Naming (25), 1% selected Contemplation (4), 10% selected Deconstruction (27), 27% selected Re-Imagining (77), 25% selected Building (71), and 28% selected Investment (78).

Sources for this year’s Learning Exchange Social Change Modeling include *The Brooklyn Commune Project* (2013) and its implementation of a modified Pathways in Social Design Matrix originally created at the Fourth Winterhouse Symposium. Mosaic Network and Fund research includes “*What are the Paradigm Shifts Necessary for the Arts Sector to Nurture More Sustainable THRIVING Institutions of Color?*” (Yancey Consulting Report, 2018) and “*Mosaic Network and Fund: Learning Exchange Evaluation*” (Third Eye Cultural Collaborative, 2019). Working Definitions for Racial Justice terms were sourced from The Movement for Black Lives

(Racial Equity Tools, www.racialequitytools.org) and Asian-American Racial Justice Toolkit (Chinese Progressive Association, www.asianamtoolkit.org).

LEARNING EXCHANGE SERIES: REDISTRIBUTION OF POWER

KEY TAKE-AWAYS

The following is a compilation of Frameworks and Key Takeaways from all three Learning Exchange virtual gatherings. They are color coded to represent our first gathering “Addressing the Urgency of Now” in **BLUE**, second gathering “Imagine Forward” in **PURPLE**, and third gathering “Building Radical Collective Action” in **GREEN**.

Individual session Frameworks and Takeaways are available in Appendix B.

	NAMING	CONTEMPLATION	DECONSTRUCTION	RE-IMAGINE	BUILDING	INVESTMENT
INDIVIDUAL	<ul style="list-style-type: none"> - Address Anti-Blackness and Systemic Racism - Know your History - Racial Justice Requires Political Will 	<ul style="list-style-type: none"> - See, Hear, and Learn From Each Other - Recognize Hurt and Pain - Acknowledge this Present Moment as one of Heartbreak and Trauma 	<ul style="list-style-type: none"> - Look Outside Your Bubbles - Unpack ALAANA Arts Funding Terminology - Question Whiteness - Challenge Funders’ Unconscious Bias - Don’t Wait for Funders 	<ul style="list-style-type: none"> - Work towards Liberation from White Supremacy Culture - Center Black, Indigenous and People of Color to Speak Bravely about the Future - Center Artists - Connect and Nurture Black Artists - Center Queer People of Color - Support Queer 	<ul style="list-style-type: none"> - Connect as People - When Building Systemic Change, we have to See Each Other and Be Ourselves - Practice Equity In Every Step, Every Day - Get Political 	<ul style="list-style-type: none"> - Support Artist-Led, Community-Based Organizations - Support Small Organizations

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ORGANIZATIONAL	<ul style="list-style-type: none"> - Have Clarity on what it Means to have an Anti-Racist Practice 	<ul style="list-style-type: none"> - Challenge Performative Solidarity 	<ul style="list-style-type: none"> - De-centralize Leadership - Pause to Re-Imagine Re-Opening - Think Beyond COVID - Practice Mutual Aid <i>For Arts Funders Only:</i> - Streamline Application Process - Simplify Reporting 	<ul style="list-style-type: none"> - Connect with Community - Provide Space for Community Building - Build Pan African Bridges - Celebrate Community - Go Digital - Educate Online <i>For Arts Funders Only:</i> - Provide Guidance, Compassion, Moral Support and Feedback 	<ul style="list-style-type: none"> - Improve Arts Org / Funder Communications - Demand Support for Part-Time Staff, Liveable Wages, Healthcare and Benefits <i>For Arts Funders Only:</i> - Fund Rest and Learning - Provide Artist Services - Enhance Human Resources - Commit Faster for Longer 	<ul style="list-style-type: none"> - Ask for the Whole Costs - Cultivate and Steward New Donor Relationships - Normalize and make Economic Dignity part of our Lives
MOSAIC NETWORK	<ul style="list-style-type: none"> - Name Unbelonging - Name Anti- 	<ul style="list-style-type: none"> - Contemplate Impact of Disempowerment - Contemplate 	<ul style="list-style-type: none"> - Be Radically Inclusive and Race Explicit - Acknowledge 	<ul style="list-style-type: none"> - Center Exemplary ALAANA Arts and Culture 	<ul style="list-style-type: none"> - Invite all members of the Mosaic Network to Bravely Name What we Need to 	<ul style="list-style-type: none"> - Take Action Now - Invest in Ourselves

	<p>Blackness and Systemic Racism</p>	<p>Impact of Disinvestment</p> <ul style="list-style-type: none"> - Contemplate Impact of Social Segregation 	<p>Systemic Barriers for Black, Indigenous and Immigrant Artists</p> <ul style="list-style-type: none"> - Don't Compartmentalize Queerness - Develop Cultural Sensitivity for Asian American Arts Funding - Demand Transparency and Accountability from Funders - Work Slowly, Intentionally and Transparently 	<p>Organizations</p> <ul style="list-style-type: none"> - Share what We Know and Speak from Self to Build Trust - Nurture Peer to Peer Groups - Support (In)formal Networks - Nurture Collective Capacity for Collective Liberation - Develop Long-Term Partnerships - Be Intersectional - Build Collective and Cooperative Power Together 	<p>Catalyze and Advance Radical, Collective Action to Create Systemic Change</p> <ul style="list-style-type: none"> - Facilitate Network-Wide Conversations to Identify Actionable steps in Multiple Stages of Social Change Work - Organize to Change Systems through Collective Action - Redistribute the Power of Arts Funders to Support a Plurality of Communities of Color to Thrive - Widen the Doors to Arts Funding - Increase Group Decision-Making 	<ul style="list-style-type: none"> - Invest in ALAANA Arts and Culture Organizations Working in Community <p><i>For Arts Funders Only:</i></p> <ul style="list-style-type: none"> - Fund Small Arts Organizations and Innovation - Seed Cash Reserves for Stabilization - Ease Access to Multi-Year General Operating Support and Reduce your Expectations - Support Organizational Development and Legacy Work - Give Generational
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					Power	Funding
						<ul style="list-style-type: none"> - Trust ALAANA Arts Organizations with Generational Funding – Multiyear General Operating Support
FIELD	<ul style="list-style-type: none"> - Honor Our Histories - Respect our Ancestors 	<ul style="list-style-type: none"> - Value Humanity over Capitalism - Mentor Emerging Artists and Arts Organizations 	<ul style="list-style-type: none"> - Challenge White Supremacy - Disrupt the White Lens - Dismantle White Supremacy - Find Alternatives to the 501c3 Model - Deconstruct Institutionalized Gatekeeping - Demystify Decision-Making Process - Shift funding approaches to Change Work and 	<ul style="list-style-type: none"> - Focus on Systemic Change - Engage ALAANA Communities in Grantmaking Processes - Build Relationships with Artists and Organizations instead of Looking at Who is Already Funding them - Transform Arts Funding Practices into Trust-Based Relationships - Balance Power Dynamics 	<ul style="list-style-type: none"> - Elevate Black Leadership in Arts Funding - Create Pipeline Model Into Grantmaking Processes - Embrace Change - Collectively Gather Resources 	<ul style="list-style-type: none"> - Acknowledge System Failures - Pay Reparations and Make Investments - Anything less than Reparations is Too Little - Money can be used to Help and Heal - Abundance is our Birthright and Liberation is our Destiny - Advocate and Raise Visibility - Advocate for Increased Funding

			<p>Building Equity</p> <ul style="list-style-type: none"> - Deconstruct Capitalist Philanthropy 	<ul style="list-style-type: none"> - Trust 		<p>of ALAANA Arts and Culture Organizations</p> <ul style="list-style-type: none"> - Re-Envision Arts Public Policy <p><i>For Arts Funders Only:</i></p> <ul style="list-style-type: none"> - Fund the Grass Roots - Fund Coalitions of Small Black Arts Organizations - Invest in Liberation Work - Invest on ALAANA Independence / Funder Obsolescence
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*Social Change Model Developed by Rasu Jilani in collaboration with Kyoung H. Park
Takeaways Data was collected from this year's 2020 Learning Exchange Series*

RECOMMENDATIONS

The Mosaic Network's 2020 Learning Exchange Series were designed as an emergent series of conversations that empowered the Network's Steering Committee and Network Members to dismantle systems of oppression, inclusive of but not limited to police brutality and anti-Black violence, by transforming Arts Philanthropy. The following recommendations are made for Network members to continue the work established this year through our Learning Exchange series at an Individual, Organizational, (Mosaic) Network and Field-wide level. As evidenced by our learnings, the shared vision of Black, Indigenous and People of Color working in New York City's arts and culture sector is to continue the pursuit of abundance and collective liberation through the pursuit of racial justice and social change.

INDIVIDUAL RECOMMENDATIONS

Racial justice work requires awareness of our plural histories of struggle and political will to defy systems of oppression. Our histories are honored in our diverse artistic practices, cultural organizations, communities of color and collective memory. We must see, hear and learn from each other to address systemic racism, especially anti-Blackness in our communities. To do so, we must also recognize the hurt and pain in communities of color that have been exacerbated this year by a global pandemic, civil uprising, and economic depression, which has led to unprecedented levels of grief and public trauma.

In the urgency of now, we can no longer afford to wait for decision-makers, such as funders, to wake up to the ways systemic racism negatively impacts arts and culture organizations of color. We must center BIPOC perspectives immediately, to continue our work towards liberation from white supremacy. By decentering whiteness, we can speak bravely about the future we seek to create for the plurality of our communities. In the arts and culture sphere, this means centering artists, especially Black artists and queer people of color – including queer youth.

By taking action and looking outside our bubbles, we can question the centrality of whiteness and white supremacy. In our professional lives, this includes questioning the victimizing language that describes the experiences of Black, Indigenous, and People of Color and the way unconscious bias affects the perception and funding of BIPOC cultural organizing and artistic expression.

Systemic change requires us to connect as people, practicing equity in every step we make, every day, until we are able to see each other and be ourselves. This level of radical transformation is necessary as we consciously become politicized and support community-based and/or BIPOC artist-led, small organizations in earnest.

ORGANIZATIONAL RECOMMENDATIONS

ALAANA arts and culture organizations and NYC-based arts and culture funders must have clarity on what it means to have an anti-racist practice. To be anti-racist, we must challenge performative solidarity and look at the ways we operate internally and engage in community.

For ALAANA arts and culture organizations and Arts Funders, it is recommended that we decentralize leadership and pause to re-imagine re-opening after the end of this global pandemic. In

the meanwhile, we can connect with community by providing space for BIPOC community building, celebrating our community's histories, and supporting pan African bridges in support of Black organizing and liberation work.

For ALAANA Arts and Culture Organizations, it is recommended that during this pandemic, we practice mutual aid, go digital, and educate our communities online. In partnership with arts funders, it is recommended that we also demand for whole costs, including support for part-time staff, liveable wages, healthcare, and benefits.

For Arts Funders, it is recommended that during the pandemic, we begin to streamline application process, simplify reporting, and improve communications with arts organizations. Communications can be improved by providing guidance, compassion, moral support and feedback to applicants and grantees. Funding areas that emerged as necessary were the funding of rest and learning, the provision of artist services, the enhancement of human resources, and the cultivation and stewardship of new donor relationships.

Moreover, it is recommended that funders think beyond COVID-19, by more quickly making longer-term commitments to ALAANA arts and culture organizations in order to normalize economic dignity as part of our lives.

MOSAIC NETWORK RECOMMENDATIONS

To create a radically inclusive and race explicit space, such as the Mosaic Network, we must first name who is not present and why. By addressing (un)belonging, Mosaic Network members can more quickly acknowledge the systemic barriers that have prevented Black, Indigenous, and Immigrant Artists and small, arts organizations of color from participating in this space to begin with.

As the Network widens its reach, it is recommended that meaningful time and resources are dedicated to contemplate and understand the impact disempowerment, disinvestment, and social segregation has made on new members to the Network. In addition, it is recommended that intersectional lenses are implemented to ensure queerness isn't compartmentalized and that Network members have increased cultural sensitivity to Asian-American, Muslim, Arab, South Asian American, and Indigenous, Native American concerns and needs. The Mosaic Network is 58% Black and Brown and 18% White, meaning Asian-American, Muslim, Arab, South Asian American, immigrant, LGBTQ, and Indigenous, Native American members belong to a 24% minority within the Network.

As a shared Network-wide practice, it is recommended that we invite all members of the Mosaic Network to bravely name what we need to catalyze and advance radical, collective action to create systemic change. This can be facilitated through conversations that identify actionable steps in multiple stages of social change work, and by organizing change systems through collective action. These actions can be nurtured through (in)formal networks, peer to peer groups, and additional forms of collaboration such as solidarity-based work, or cohort formations, to support the development of 1) long-term partnerships, 2) collective and cooperative power through the formation of coalitions, and 3) collective capacity to pursue liberation.

Social change work requires transparency and accountability from funders and the ability for the Network to work slowly, intentionally, and transparently. Transparency can be practiced by sharing what we know and speak from self to build trust. In order to support the plurality of communities of color represented within the network, it is recommended that the doors to arts funding are widened by boosting group-decision making processes, especially for the smaller member groups in the Network, including the Indigenous, Native American membership, and completely unrepresented constituencies, such as the Differently Abled community.

While the imperative is to take Action Now, the overall recommendation to the Network has been consistent throughout our Learning Exchange series: invest in us. Invest in ALAANA Arts and Culture organizations working in community by seeding cash reserves for stabilization and by easing access to multi-year general operating support. Trust ALAANA arts organizations with generational funding – funding that can ensure both organizational development, especially for small arts organizations, and legacy work for more established organizations.

The case for transformational, generational funding was best made by our Investment peer-to-peer group during our last session, “Building Radical Collective Action.” The Investment team’s statement is as follows:

“This era is the acid test of philanthropy’s sincerity.” –Potri Ranka Manis Queano Nur

Learning 1: Don’t make us wait on you. The equity our Mosaic Network envisions runs counter to deeply engrained habits in the culture of money, including philanthropy, and the underlying violence of capitalist white supremacy. To do better, philanthropy needs to disavow the systems that shower graces on predominantly white organizations and projects, and that misrecognize and devalue the proven rigors, styles, and accomplishments of ALAANA organizations. We have learned about, recognize, and want to help accelerate the hard work already started inside many foundations at staff, board, and donor levels.

Recommendation: While philanthropy sets its own house in order, acknowledge the enduring/abiding commitment of on-the-ground, small, and mid-size ALAANA arts organizations that are keeping it going despite COVID-19 and recession by making multi-year grants commensurate with their years in the field, expertise, and manifold contributions. Value and get to learn from our legacies and ecosystem in its fullness—believe that your systems have and can learn something from ours.

Learning 2: Stop the Hunger Games. It is unconscionable to pit ALAANA organizations against each other to fight over the proverbial crumbs of the 5% value foundations are required by law to give away each year (only a small fraction of which goes towards the arts, let alone to ALAANA arts organizations). Worse yet to presume that organizations with robust fundraising operations—i.e., those deemed to be further along the presumed natural capital growth cycle—are more deserving of support. Inequitable funding practices predicated on scarcity, competition, and tokenism instead of abundance, collaboration, and embrace have contributed to greater levels of dependence, precarity, isolation, erasure, and invisibility for ALAANA organizations.

Recommendation: Get to understand the radical practice of mission-based sweat equity and of doing more with less. Realign capacity building investments away from standards and best practices determined by predominantly white scholars and consultants with no skin in the game. Instead, fund actual ALAANA practitioners first and allow them to add

or enhance capacity on their own terms. Fight for a larger percentage of all gifts to go to ALAANA organizations and activate more entry points for more of us. Let's together mind the work of watering the roots. You already have all the numbers, the expert studies, and the reports to the field that justify these corrective measures. When it comes to evaluation and data-collection, strive to embody standards of community accountability for the field that also fairly compensate participants, instead of perpetuating extractive, punitive, and gatekeeping models and practices.

Learning 3: In, with, and for Mosaic. The real, hard impacts of longtime disinvestment and inequity in funding of ALAANA arts organizations call for an enduring, long-term commitment from all the participants in this Network and Fund, alongside stop-gap supports and rapid response relief. A three-year commitment was a propitious start, but it is not too soon today to say this work merits more time and more money. Actionable ideas for positive change from the Investment group alone map a decade's worth of transformation. There are no one-time quick fixes for equity and justice. Should the Network and Fund's sustained and meaningful evolution be cut short, we stand to lose much more than what we started with.

Recommendation: Follow the example of our movements and make Mosaic a staying commitment towards the long-term future and thriving of ALAANA organizations and our ecosystem. Fast-track multiple corrective initiatives that direct resources to ALAANA organizations over the short, medium, and long terms. Urge your peers in philanthropy to join and contribute generously both to Mosaic and to organizations in the Network now. Continue to heed the voices in this Network and Fund when you implement current and future actions, including grant concept and design, application technical support, peer advisement and review, in-house education, and new sharebacks to the field.

In Closing: The fact that our breakout groups echo each other in sentiment and direction, that says to me that ALAANA organizations are experiencing a truth in common, and that this truth is equal parts abundance and scarcity. Yes, it's on us to keep charging forward in the spirit of abundance, but it's especially of this moment, in the spirit of Mosaic, to band together in undoing the damages of long sustained scarcity.

FIELD-WIDE RECOMMENDATIONS

To support ALAANA arts and culture organizations is to honor the histories of Black, Indigenous, and People of Color and the exemplary work these organizations accomplish to pay respect to our ancestors. To fund ALAANA arts and culture organizations is to disrupt the white lens and challenge capitalism—one of the pillars of White Supremacy—by valuing humanity over capitalism, thereby challenging the centrality of White Supremacy culture.

To deconstruct capitalist philanthropy, it is recommended to the field that we find alternatives to the 501c3 model, demystify funding decision-making processes, deconstruct institutionalized gatekeeping, and shift funding approaches to change work based on building equity.

The radical transformation needed at a systemic level can begin by transforming transactional relationships into more humanizing ones. For example, funders can build relationships with artists and ALAANA arts and culture organizations instead of looking at who is already funding them. We can mentor emerging ALAANA artists and arts organizations, engage ALAANA communities in grantmaking processes, and balance power dynamics to transform arts funding practices into trust-based relationships.

Systematically, the field can collectively gather resources to create pipeline models in grantmaking processes and embrace the changes necessary at the top decision-making levels to acknowledge system failures. It is recommended that Black Leadership is elevated in Arts Funding and that both Reparations are paid and Investments are made. Anything less than Reparations is too little.

In addition, it is recommended that the field invests in Liberation Work. Fund the grassroots, fund coalitions of small Black, Indigenous, and People of Color arts organizations, raise the visibility of ALAANA arts and culture organizations and advocate for their increased funding and investment, including through the re-envisioning of arts public policy.

While the members of the Network acknowledge that money can be used to help and heal ALAANA arts and culture organizations, the radical transformations articulated in this year's Learning Exchange more carefully center abundance as the birthright of Black, Indigenous and People of Color and liberation as our destiny.

BUILDING A COMMUNITY OF PRACTICE

Anti-racist, systemic change needs to be pursued through a generational lens; we are making the world a better place for ourselves and for the next generation. Indigenous wisdom instructs us to think even more expansively, looking seven generations before us and seven generations ahead of us, to make decisions that will best honor our ancestors and serve both our present communities and the ones yet to come.

To implement the recommendations derived from the Learning Exchange's Social Change model, it is recommended that the Mosaic Network and Fund pursues a cyclical, 7-year process in which the entire model is activated Network-wide and an entire year is dedicated to each one of our six, social change categories: Naming, Contemplation, Deconstruction, Re-Imagine, Building, Investment. The 7th year would allow the Network to assess the work accomplished throughout an entire cycle; conduct Evaluation processes and produce Field-Sharing activities; and transition between one Cohort of Grantees and the selection of a second if grantmaking is extended through the Mosaic Fund.

Network Members can be activated through the building of a Community of Practice and shared leadership models.

At a Community level:

- It is recommended that this year's Learning Exchange Community Agreements and ALAANA Art Organization / Arts Funder Engagement guidelines are formalized as community-wide practice.
- With the formalization of these guidelines, peer-to-peer exchange can be supported through mentorships, (in)formal network gatherings, social gatherings, and/or paid fellowships to lead peer-to-peer groups and participation in the Network's Steering Committee.

- Learning opportunities can be provided Network-wide to develop skills in (inter)cultural competency, facilitation, and undoing racism to center BIPOC relations and dismantle white supremacy.
- Horizontal, Network-wide communications can be facilitated through online directories/databases and communication platforms such as Mighty Networks, and a monthly newsletter.
- Increased Field-wide impact can be pursued through the organization of Conferences to share Network learnings.

At a Leadership Level:

- It is recommended that the Steering Committee of the Mosaic Network is expanded to include both ALAANA arts organizations and arts funders based on Artistic Disciplines, Identity, and Social Change-based groups to ensure inclusive representation of Mosaic's intercultural and interdisciplinary nature. A balance between new perspectives and continuity of existing leadership is encouraged to preserve institutional memory within the Network.
- Stronger connectivity is recommended between the Mosaic Network Steering Committee and Donor Committee to strengthen collective design and decision-making processes, and reenforcing donor accountability for the Network's ongoing efforts. At the same time, participating donors can benefit by introducing donor strategies to the Mosaic Network for community approval/buy-in and practice greater transparency and accessibility to funder-led initiatives.
- As recommended in 2019, the Mosaic Network will benefit from hiring a part-time community organizer to coordinate the needs of the multiple constituencies of the Network. A part-time communications manager can support the needs to organize the Network through online platforms, such as Mighty Networks, maintain a monthly newsletter for Member news, and other communication tools such as Slack channels for working groups.

In terms of funding:

- The financial expectations of participating ALAANA arts and culture organizations must be met. The Mosaic Network provides a rich learning environment for arts funders as ALAANA arts and culture organizations contribute their community-based knowledge with the Network even though they may not necessarily receive financial support in exchange. The transactional nature of the Network cannot be fully transformed unless this financial expectation is addressed. Therefore, three funding priorities are suggested:
 - Develop a common application, such as JustFund (www.justfund.us), to provide financial support to Mosaic Network members through a communal, Network-based fund that is capable of distributing unrestricted funds on a monthly basis.
 - Provide 6-7 years of general operating support to enable ALAANA arts organizations to become financially stable, develop operational capacity, and/or address succession and legacy work.
 - Invest in ALAANA arts organizations through generational funding that allows our organizations to strategically place themselves for greater financial

independence through the transfer of greater wealth in the form of reparations, capital reserves, and/or endowments.

- Fundraising for the Mosaic Network and Fund can be bolstered through semi-annual and/or yearly fundraising and expand its reach/scope of work to include public funders and high net worth individuals.

NEXT STEPS

The Recommendations identified through this year’s Learning Exchange series provide a roadmap to years of anti-racist work geared towards the systemic change of how ALAANA arts and culture organizations are funded in New York City. This work requires Network-wide participation but the resources and infrastructure needed to accomplish this work goes beyond the current means of the Mosaic Network. The Mosaic Network and Fund donors will have to decide whether the Mosaic Network’s financial support will be renewed, and if so, to what extent.

The following Next Steps are suggested by the current Steering Committee of the Mosaic Network.

RENEW SUPPORT OF THE MOSAIC FUND AND NETWORK: As observed by Sinéad Lopez, “it takes decades of infrastructure to be able to do the sort of instantaneous work in the field we’re aiming for. Can Mosaic be that long-term infrastructure? I would love for it to become the place philanthropy goes to build cultural power, accountability, and resources for each other.” Arnaldo Lopez adds: “I offer that RENEWAL of commitment to keep both Fund and Network active is what we need now. And I think of renewal as the next 3-year round, one solid step towards honoring durational, transformative recommendations, and ongoing build of the Mosaic model.”

SUSTAIN QUARTERLY GATHERINGS: The Mosaic Network provides structure for collaborative networking, where you can “find a wealth of resources that we are collectively sharing,” describes Melissa Wansin Wong. It’d be great to “create a database that arts orgs can opt into for collaborations and funding,” adds Ying Yen.

Greg Mays observes, “The initial Learning Exchanges were fantastic because you were in the room with BIPOC organizations of color and were able to network and exchange contact information. I learned of so many organizations and even started working with a few of them. It made making connections and doing business infinitely easier.” Beth Stryker adds: “I find collective problem solving very useful. I want to see support for acts of solidarity between our organizations.”

Phillip Santos Schaffer echoes, by sharing: “Coalition building feels potent. The culture sector affects New York City. We could amplify this, pushing for a charity stimulus, lobbying. Field development feels important. Co-training for best practices and stating them out loud. Determining what feels safe and what doesn’t feel safe. It’s also great to have this social space.”

EMPOWER THE GLOBAL MAJORITY: “Collectivity shifts us from ego to ecosystems. How do we start demonstrating self-reliance and self-governance? How do we break the myth of

the monolith and display diverse perspectives and practices?” asks Rasu Jilani. “Something about this infrastructure is important,” adds Conrhonda E. Baker. “It is primarily made up of people who represent the global majority. Whiteness is decentered... How do we build this into the infrastructure? I felt a shift happen.”

“I’m thinking about how power resides in the organization and perspectives of BIPOC communities. This work is about the distribution of power and reframing/restructuring what it looks like,” adds Salem Tsegaye.

SHARE THE LESSONS LEARNED: “It’s my impression that we are going towards something that is not consensus-based but mosaic. We’re reverse funneling. We started with agreements and it expanded and reached wider... We are NYC based, but we’ve come across knowledge that would ignite change outside of the city,” observes Arnaldo Lopez.

“I recently had to call out a funder from another state on how they were addressing equity. I signed the criticism as a member of the Mosaic Fund Steering Committee. We should share this information with other states,” adds Janet Rodriguez.

“Mosaic is teaching the world how to love and break down negative stereotypes. This experience is something that the world needs to know about. We could have conferences and teach others how to change the world into something that is more equitable. Everything in this world should be shared by everyone,” concludes Joyce Adewumi.

APPENDICES

[APPENDIX A](#) - 2020 LEARNING EXCHANGE SERIES: REDISTRIBUTION OF POWER - PARTICIPANTS LIST

[APPENDIX B](#) - 2020 LEARNING EXCHANGE SERIES: REDISTRIBUTION OF POWER – KEY TAKEAWAYS

[APPENDIX C](#) - MOSAIC NETWORK COMMUNITY AGREEMENTS, ENGAGEMENT AND FACILITATION GUIDELINES

[APPENDIX D](#) - WORKING DEFINITIONS