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Evaluation Exploring the Impact of the Emerging Leaders of Color Program

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EXECUTIVE SUMMARY

OVERVIEW OF EVALUATION ACTIVITIES

In February 2019, Adelante Consulting began an evaluation of the Emerging Leaders of Color (ELC) program to better understand the program's impact on participants and inform if the program was meeting WESTAF's short- and long-term goals. The evaluation provides feedback from the ELC alumni to inform WESTAF regarding impact, ongoing design, implementation, and improvement of the program.

The evaluation data collection, conducted by Andrea, included the following activities:

- Alumni Focus Groups
- A survey of Emerging Leaders of Color Alumni

This report provides an overview of the evaluation data collection and findings from the data collection efforts.

OVERVIEW OF CROSS-CUTTING FINDINGS

Alumni viewed the Emerging Leaders of Color program as **valuable personally** and **professionally** promoting collegiality, professional growth, and **community**. Focus groups and the survey participants indicated that the **personal** connections made through the ELC program were highly valued and maintained. Participants indicated that they have a greater ability to **recognize their leadership skills**, see their **potential in the field**, and have been pushed to **create change** in their organizations and beyond.

What ELC does is it recognizes, it picks folks who are thinking of ways of growth, opportunity, and change, and thinking about the advancement of the arts sector and the larger cultural sector. And they try and show us places, elevate the places where we can share those ideas, so that the advancement is really a paradigm shift.

We [ELC participants] are now speaking in the rooms where changes are happening, where policies are set, where criteria is set. The advancement is not about one issue but it's about trying to elevate where we are and the places that we can actually create change, so that it's actually sustainable.

Key Findings

- The program is well regarded by alumni and others in the field.
- The program achieves its goals to develop leaders of color committed to the arts.
- There is strong communication among participants and with WESTAF.
- The program influences both the personal and professional lives of participants.
- As a result of the program, participants feel empowered and more capable of influencing the arts field.
- By a strong majority, participants think that the program positively affects their understanding and capability of DEI issues.

OVERVIEW OF THE EMERGING LEADERS OF COLOR PROGRAM EVALUATION

PURPOSE

In February 2019, Adelante Consulting led by Andrea Giron Mathern launched an evaluation of the Emerging Leaders of Color (ELC) program to better understand the program's impact on participants and inform if the program was meeting WESTAF's short- and long-term goals. The evaluation provides feedback from the ELC alumni to inform WESTAF regarding ongoing design, implementation, and improvement of the program. The evaluation was framed around ELC's four program goals:

- Strengthen competencies and prepare participants for leadership positions.
- Deepen understanding of the arts in the US and how public support sustains the vibrancy of the sector.
- Create a cohort of cultural leaders of color in the western United States committed to the advancement of the arts.
- Establish networks to support careers and the cultural interests of the communities served.

Study Rationale

In order to understand the impact of the program on the participants as it relates to WESTAF's goals for the program, a mixed methods approach was used wherein data from each phase of the study informed the other, this significant enhancement is best achieved by incorporating approaches from both qualitative and quantitative research methods. Focus groups were used to develop a nuanced understanding of participants' experience in the program, with WESTAF, one another, the field, and themselves. It was determined that a quantitative analysis would be necessary to understand how the insights from the focus group apply to a broader group of ELC alumni.

Mixed Methods Design

The study was a partially mixed, equal status, sequential mixed methods design. The qualitative questions were explored first, followed by the quantitative analysis. The purpose of this mixed methods study was development so the data from the qualitative research questions served to inform the survey design. Between-strategies data collection were used with focus groups in the first phase and an online questionnaire in the second phase. Data from the focus groups were utilized to inform question design of the survey which was given to a larger sample than that of the qualitative phase.

COLLABORATIVE ACTIVITIES

Planning Meetings

To foster a collaborative relationship, Andrea and WESTAF staff and faculty held a kickoff meeting on February 19, 2019. This meeting provided the opportunity for everyone to review the overall goals of the evaluation and identify relevant ELC program materials to share.

Instrument Review

Andrea developed data collection instruments to refine and enhance the data collected on the quality and outcomes of the TSS program. The data collection instruments included the following items:

- A focus group guide to use with ELC alumni.
- A survey for ELC alumni.

The data collection instruments were sent to WESTAF staff for their feedback and suggested revisions. Andrea also collaborated with WESTAF staff member, Chrissy Deal, to identify timelines and processes for administering each instrument.

DATA COLLECTION METHODS

The evaluation data collection conducted by Andrea included the following activities:

- Three focus groups with ELC alumni.
- A survey for ELC alumni.

The collected data served three primary purposes. The focus group with ELC alumni informed the creation of the survey. Andrea used the surveys of ELC alumni to report findings on the quality and outcomes of the ELC program.

FINDINGS

This section of the report summarizes the findings from the evaluation activities completed as of July 31, 2019: (1) the ELC focus groups; (2) the ELC survey.

ELC Focus Group Findings

As part of the evaluation, focus groups were utilized to gather qualitative data about participants' experiences in the ELC program, their relationships with WESTAF staff and faculty, with one another, the field, and themselves. Andrea drafted focus group questions based on a meeting with WESTAF staff and faculty. WESTAF staff approved the final questions.

Participants

Andrea utilized Zoom to ensure the greatest accessibility for participants who called in from across the region. Across three focus groups a total of 21 ELC alumni participated and they were from the 2010, 2013, 2014, 2015, 2017, and 2018 cohorts.

Focus Group Findings

Aspirations

To understand the participants' career aspirations and how they viewed the ELC program supporting those aspirations, Andrea asked the following questions:

When you applied to this program what did you hope to get from the experience?
What were your professional aspirations when you applied to the program?

Many participants applied to the ELC program at a time of career transition. Some were moving into new positions with additional responsibilities and great leadership potential and a few were transitioning into the arts and culture field. Many participants stated that they did not know what to expect from the program but many had the program recommended to them by mentors and colleagues.

I was going through a rough period in my career, where I was trying to figure out what to do next, and decided that this would be a great opportunity for professional development.

A mentor suggested it and said that it was the best leadership program that they had been through.

Understanding of the Arts and Public Support

In order to understand how the ELC program supported participants in deepening their understanding of the arts in the US and how public support sustains the vibrancy of the sector, Andrea asked the following questions:

- Would you say that your participation in the ELC helped you to deepen your understanding of the arts in the US? In what ways?
- Would you say that your participation in the ELC helped you to deepen your understanding of how public supports sustains the vibrancy of the sector? In what ways?

Many participants stated that the program did not necessarily deepen their understanding of the arts as many felt that they entered the program with an understanding of this. However, there were still elements that the participants indicated were helpful. The most discussed element was Margie's presentation and policy. A couple of participants even mentioned that they wished there had been more time for this information.

I definitely remember even just the basic reminder that the arts are supported in large part by federal legislations.

I really got the most benefit from Margie talking about policy and that really made me think about the arts sector in a bigger way.

We didn't get to spend as much time on Margie's section as I would've liked.

While not part of the ELC program, the participants who were part of WESTAF's Arts Leadership & Advocacy Seminar (ALAS) said that it did the most for them in terms of helping them to deepen their understanding of arts in the US. Participants said that the advocacy seminar broadened their perspective, gave them experiences they would not have had otherwise, and grew their confidence.

That hands-on experience, the advocacy day [seminar], I think was just so telling in terms of illustrating how public support for the arts works.

I'd love to do more of it [ALAS], to the extent that those opportunities are available. It's helped me be more comfortable expressing my concerns and having them be more consistent with the message of the industry and I wouldn't have otherwise.

Preparing Participants for Leadership Positions

It was determined that investigating if competencies were strengthened as a result of participation in ELC would be explored in the quantitative portion of the study, however, in the course of discussion some topics which pertain to this goal emerged organically.

In particular, people talked about the planet exercise which people believed helped them to understand a healthy balance and is something that many people have revisited on their own since completing the program.

The planets exercise, I did love that one – and I brought it back to my work as well.

I still think about the planets it was really impactful.

That [the planets] was really meaningful to me and something that I've taken with me and something that I think about.

People also spoke generally about how the program increased their confidence to take on more leadership within their organization and the field at large.

WESTAF has done a good job of empowering all of us with the information and pulling us all together to speak with in our own organizations and collectively.

Just the exposure to national work and having a national network to start with in making a transition to a national position was huge.

I do feel like ELC has prepared me to make change within my agency.

Finally, people mentioned how learning from one another broadened their scope and understanding of the work that was happening in the field in different contexts: different sized organizations, in rural and urban settings, and within private, public, and government organizations.

There was legitimacy brought when I came back [to my organization] and was able to reference other work that was being done in other areas and how that might improve systems or the work I am doing locally.

Cohort of Cultural Leaders of Color Committed to the Advancement of the Arts

Participants talked a lot about how the program as a whole supported them in deepening their commitment to the arts, seeing new possibilities for their own advancement as well as the advancement of communities of color in the arts.

There are not many of us who represent our communities in the arts and I try to see my role as changing that in the future but also having a voice in advocating for those communities within this field.

The overall experience helped me to grow the strength and confidence and using my voice as well as to have a deeper understanding of equity, diversity, and inclusion and to champion that in a stronger and more confident way.

I think participating in WESTAF made me really expand my thinking about how I could participate in arts and culture and has made me really feel confident to shift my career in the arts in different ways.

Network to Support Careers

To investigate if the ELC supported the creation of a supportive professional network Andrea asked the following questions:

Did you feel supported by other ELC participants, or WESTAF staff or faculty? In what ways?
Did you develop friendships or professional relationships outside of official WESTAF-

supported functions?

What are some of the ways you maintain connections with or other participants/alumni?

Participants spoke at length about the benefit of ELC being the creation of a network of peers. For almost all the greatest benefit was simply meeting each other and leaving the program with a new group of people that understand their situation, have a variety of professional expertise, and can offer support. Many participants referenced how the ELC has created a deep sense of community.

Meeting my other colleagues really helped me, it can be very isolating at times working in the arts, especially with communities of color being in the minority, and it was refreshing to hear the same sort of challenges, advantages, opportunities, successes are shared by others doing the same work. That was very inspiring and something I take with me.

Now I have a group of people I can reach out to if I have a problem, a question, or just happen to be going to a town and now have colleagues and friends I can meet up with.

Our trainers made me feel very welcomed and have said the word family to me, which was very meaningful.

Participants also talked about specific projects that they collaborated on professionally and how several have created geographic networks where they can meet in person and stay connected.

We have multiple years of cohorts that have created a little [regional] network together, we have partnerships that bridge all of our different cohorts.

In our own [region] we can talk freely about our careers, aspirations, projects we're working on, and then the direction things are going. It seems like a really wonderful thing.

I love our group down here. We hope that it continues to grow because it's something that WESTAF may have wanted in the long run.

Finally, many participants talked about how their participation in the ELC program has led to professional opportunities such as serving on grant review panels, participating at the national level, and additional professional development.

Being selected has opened doors and windows in ways that I wouldn't have.

I wouldn't have had the opportunity to say that I'd engaged in national work at all if it were not for ELC.

I was able to connect to folks at the National Endowment of the Arts and figure out how to get on a grant panel, it was a huge learning opportunity and an interesting resume builder.

Suggestions

Overall, participants were extremely positive about their experience participating in the ELC. When asked about areas of improvement or suggestions for the program as it moves forward three themes emerged.

Participants wanted more time to connect and network with the other participants.

I wish there would have been more time for reflection with our cohort.

Participants wanted increased opportunities for participation in the advocacy seminar.

I think it would be great for WESTAF to include more members of cohorts each year [in ALAS]. I have learned so much through the arts advocacy trips to DC. I think that completely blew open my understanding of advocacy and what that even means. It's actually helped me a lot in my current role at my organization.

And finally, participants wanted formal opportunities to stay connected after the program such as a newsletter, reunions, a formal mentorship program, or organizing to present at conferences together.

I would like to see a newsletter with what other groups or cohorts are working on, where people are now, opportunities for collaborations, any granting opportunities, and any policy changes or updates about advocacy efforts.

I've always been an advocate for in-person convenings but I know that requires more time and resources and energy. But I think that's where the magic truly happens.

A mentorship program – it seems like a big ask – but it seems like something that would be really valuable for emerging leaders that might benefit immensely.

I'm really curious about how we show up in spaces intentionally, is there a way we can more thoughtfully do things like submit proposals to national conferences, or convenings, or even attend together.

Survey Findings

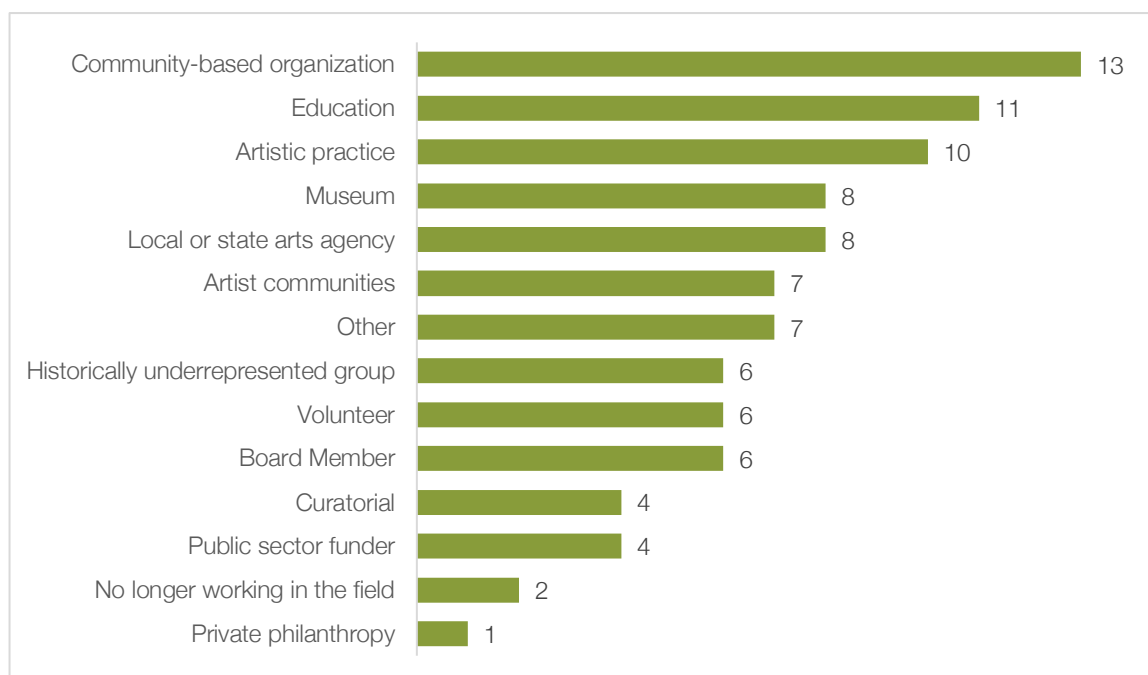
As part of the evaluation data collection for the ELC program, an electronic survey was developed. Part of the survey was crafted based on the data collected in the focus groups and other questions were adopted from a published, validated survey used to measure leadership growth. Once the questions were determined a chi-square test was conducted to determine which questions together best measured the constructs we intended to investigate. The survey was administered to collect feedback from the alumni who participated in the program from its inception in 2010 through 2018. Forty-two participants completed the survey.

Respondents

Of the 42 participants who responded to the survey, 4 were from the 2010 cohort, 0 were from the 2012 cohort, 5 were from the 2013 cohort, 6 were from the 2014 cohort, 5 were from the 2015 cohort, 11 from the 2017 cohort, and 10 from the 2018 cohort, 1 participant was not sure in which year they participated.

Of the survey respondents 92% were in the same state as they were when they participated in the ELC, 89% were in the same city and state, while 8% moved to a new state (Washington to Hawaii, Colorado to New Mexico, and Oregon to Washington).

Respondents indicated the primary areas of arts administration in which they currently work (Figure 1). For those respondents who indicated “other” 2 work in government, 3 work in consulting, 1 in the orchestra, and 1 in a faith-based organization. Of the 6 respondents who indicated that they work with historically underrepresented groups only 1 survey respondent defined this and noted that they work with tribal communities.



Communication

Respondents were asked about the ways in which they communicate with other ELC members as well as with WESTAF staff and faculty.

Figure 2 shows the ways that respondents interacted with other ELC members after completing the ELC program. In addition to the choices provided two respondents indicated that they communicate using social media and one respondent indicated that they interacted with other ELC members during a training in Tacoma, WA.

Figure 2. How respondents interact with other ELC members.

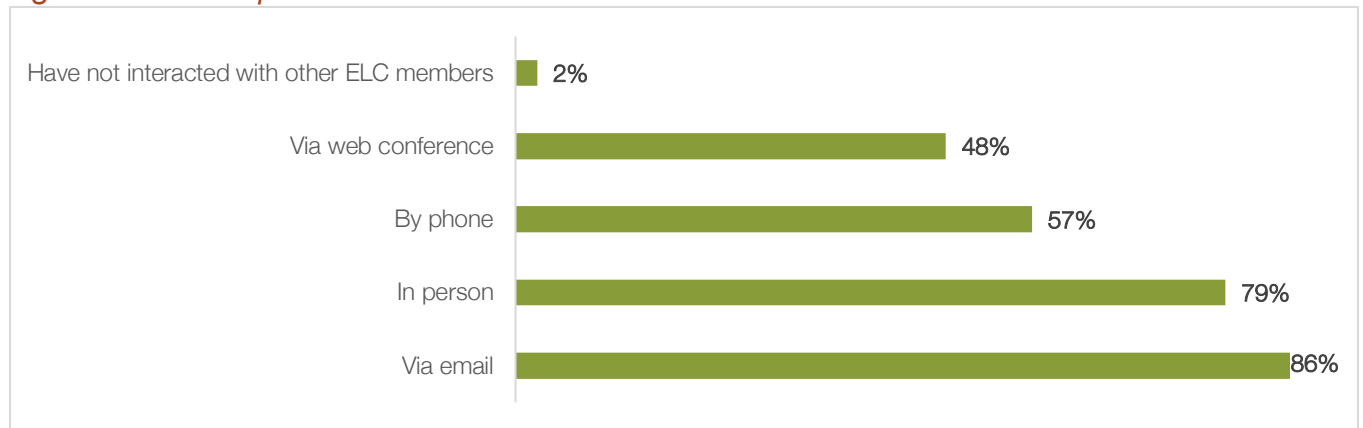
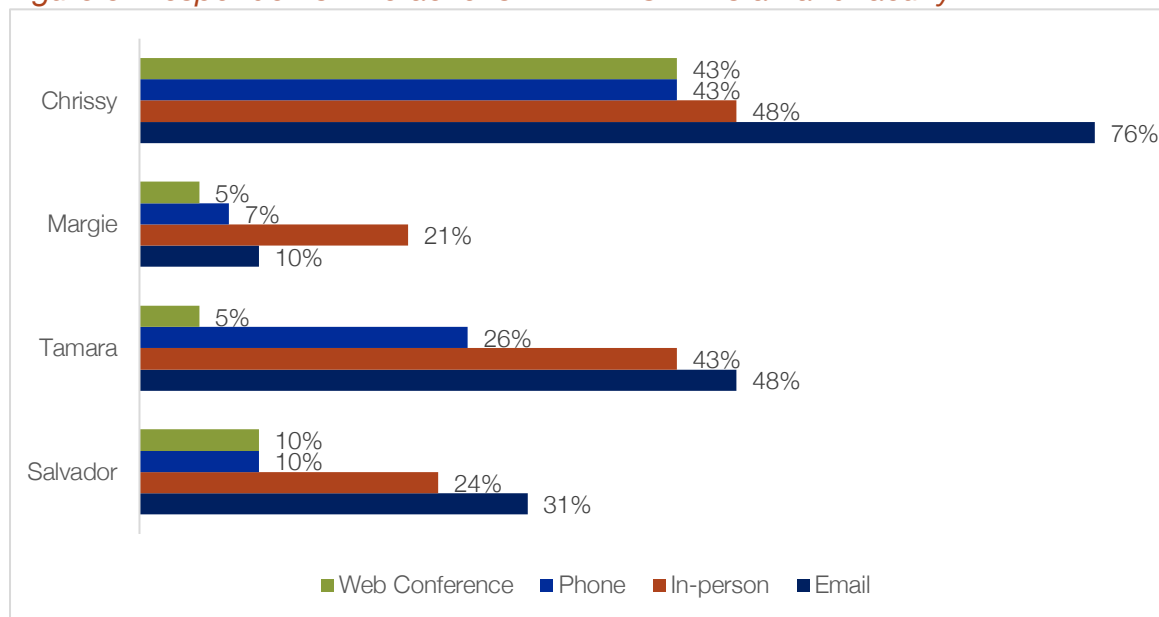


Figure 3 shows the ways that respondents interacted with WESTAF staff and faculty after completing the ELC program as well as the methods used to communicate with them. One respondent indicated that they also interacted with each of the following: Mr. Radich, Seyan, and Ma[g]dalena, as well as “other WESTAF staff and board.” Six respondents indicated that they also utilized social media (including LinkedIn) to interact with WESTAF staff and faculty.

Figure 3. Respondents' interactions with WESTAF staff and faculty.



Tamara and Salvador are people I know I can reach out to anytime.

Margie was one of the facilitators that I felt comfortable to reach out to and reconnect...and definitely did after, many years after, I attended.

Chrissy is a queen. I think a lot of this is just because of who she is and how she works.

Program Impact

The following findings support the ELC goal to:

Strengthen competencies and prepare participants for leadership positions.

The following tables show participants' responses to the questions. Per the chi-square test each grouping measured a different construct which help to understand the ways in which participants strengthened their competencies.

Overall, the program had an incredibly positive impact on the participants. Figure 4 illustrates participant growth in the area of thinking about their work beyond their organizations or contributing to the field. 55% of respondents indicated that as a result of their participation in the ELC program, they participated on a professional project, 34% agreed or strongly agreed that as a result of their participation they participated on a professional project with another ELC alum.

Figure 4. Competencies: Contributing to the Field

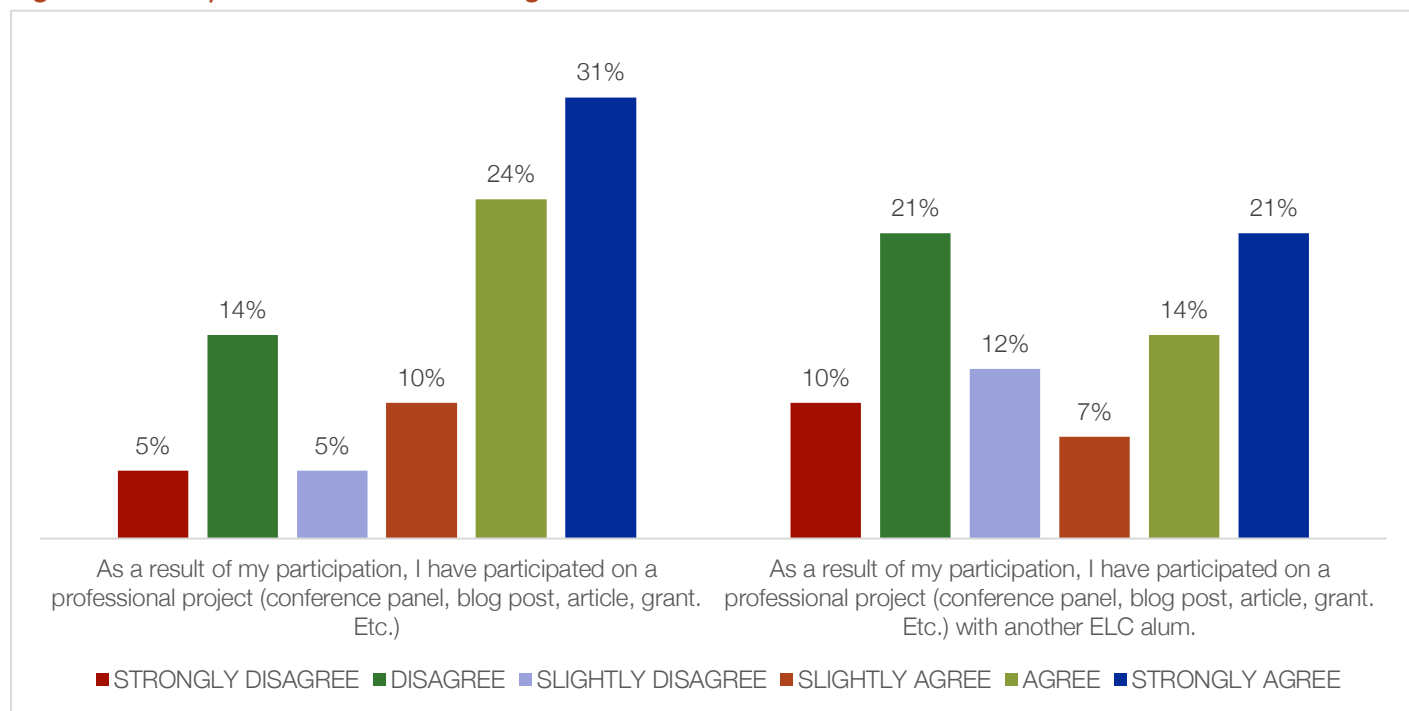
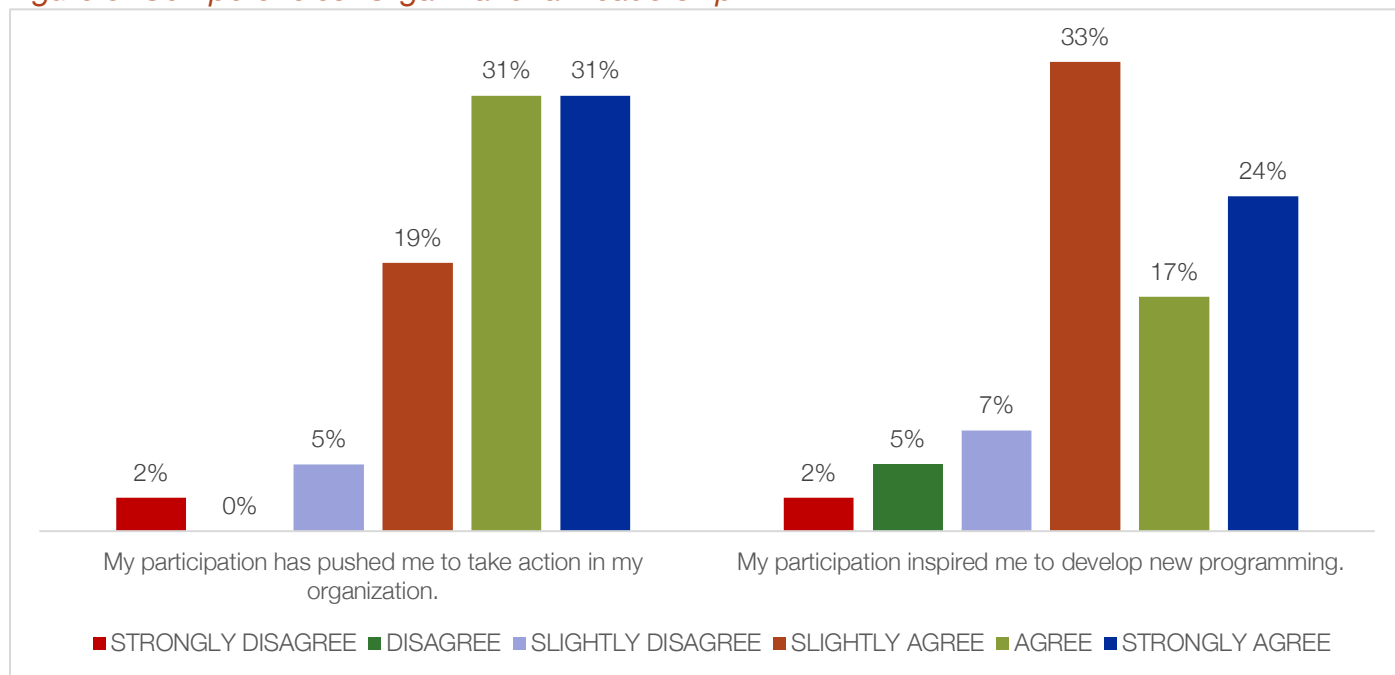


Figure 5 shows how respondents felt that their participation in the ELC program impacted their decisions within their organization. 62% of participants indicated that their participation pushed them to take action in their organization while 33% of respondents felt that their participation had some influence on developing new programming while 41% felt strongly that their participation impacted their development of new programming.

Figure 5. Competencies: Organizational Leadership



Figures 6 and 7 show how participants felt that their participation in the ELC program impacted their perception of self either in the field or through a change in leadership skills.

Figure 6 indicates that participants agree or strongly agree that their participation helped them to see themselves and their programs as part of the larger field.

Figure 6. Competencies: Perception of Self.

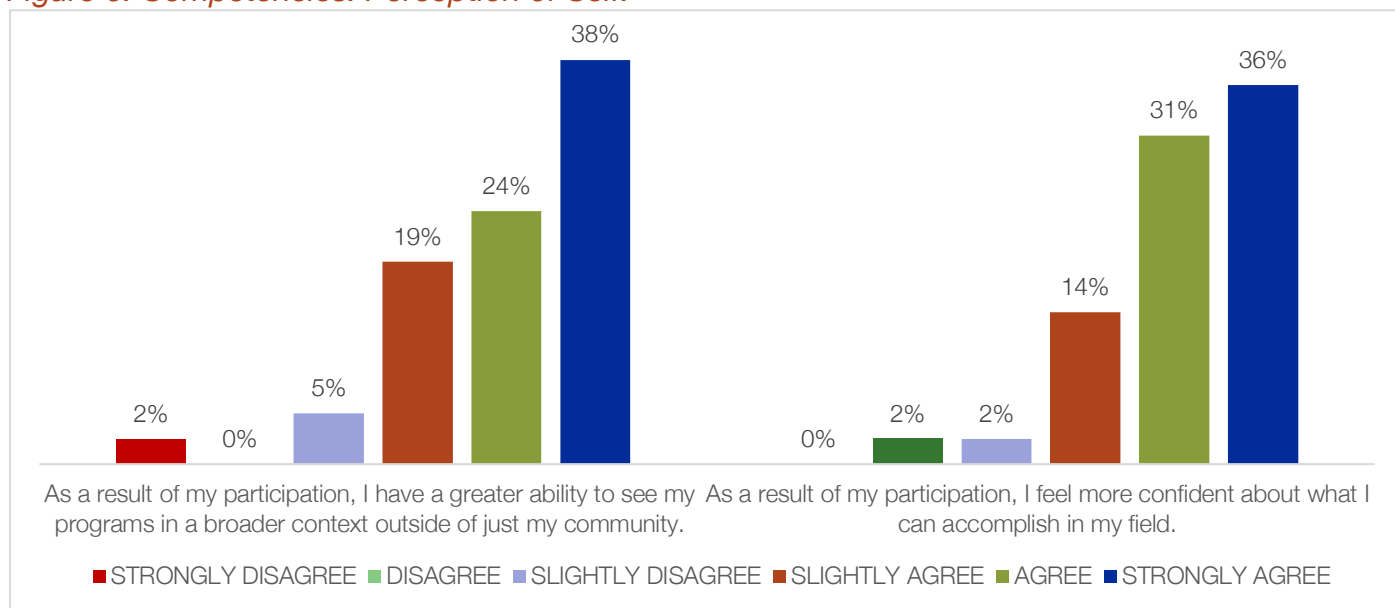
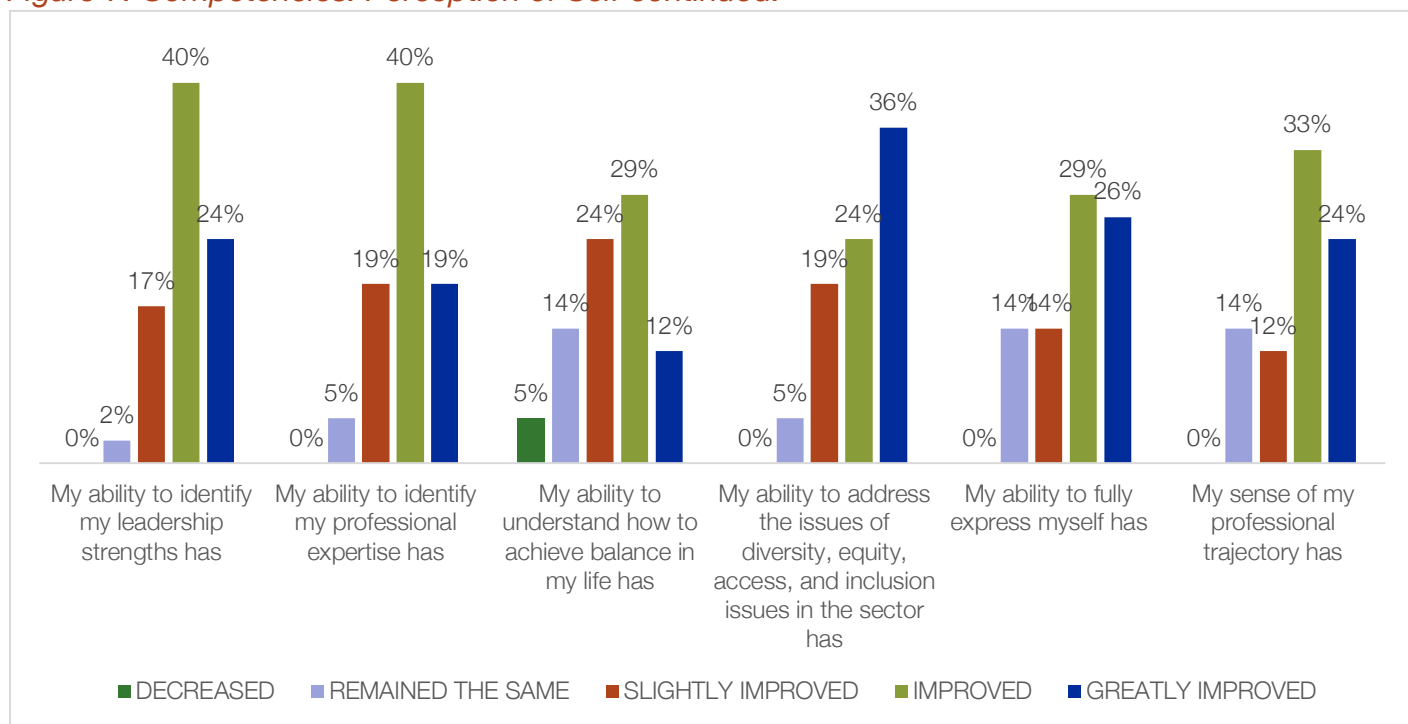


Figure 7 shows that the majority of participants improved or greatly improved leadership abilities. While every question indicated that participation in the ELC program improved or greatly improved participants' abilities to identify one's own leadership strengths, professional expertise,

and the ability to address issues of diversity, equity, access, and inclusion were particularly high, at or above 60%.

Figure 7. Competencies: Perception of Self continued.



The following findings support the ELC goal to:
Deepen understanding of the arts sector.

Figures 8 and 9 indicate that participation in the ELC program had a positive impact on participants' understanding of the arts sector. This was measured on two survey questions. The first question, in Figure 8, indicates that the majority of participants strongly agreed that the ELC program provided a safe place to discuss important issues that are not discussed more broadly in the sector.

Figure 8. Impact on participants' understanding of the sector.

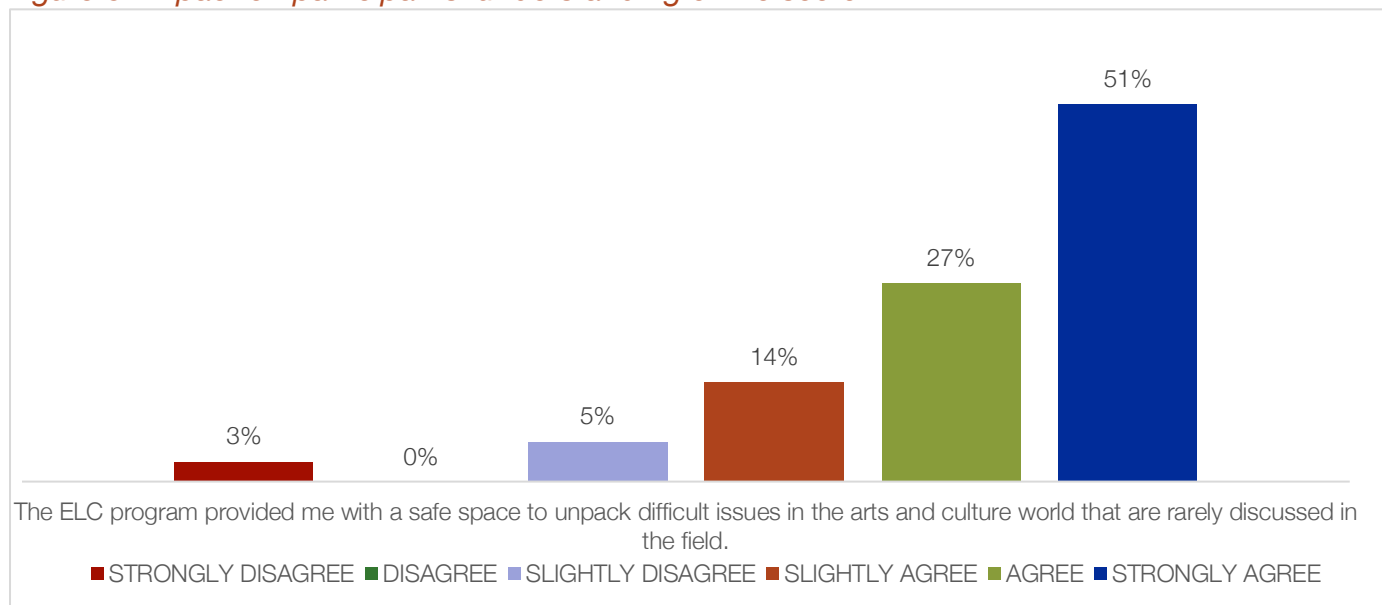
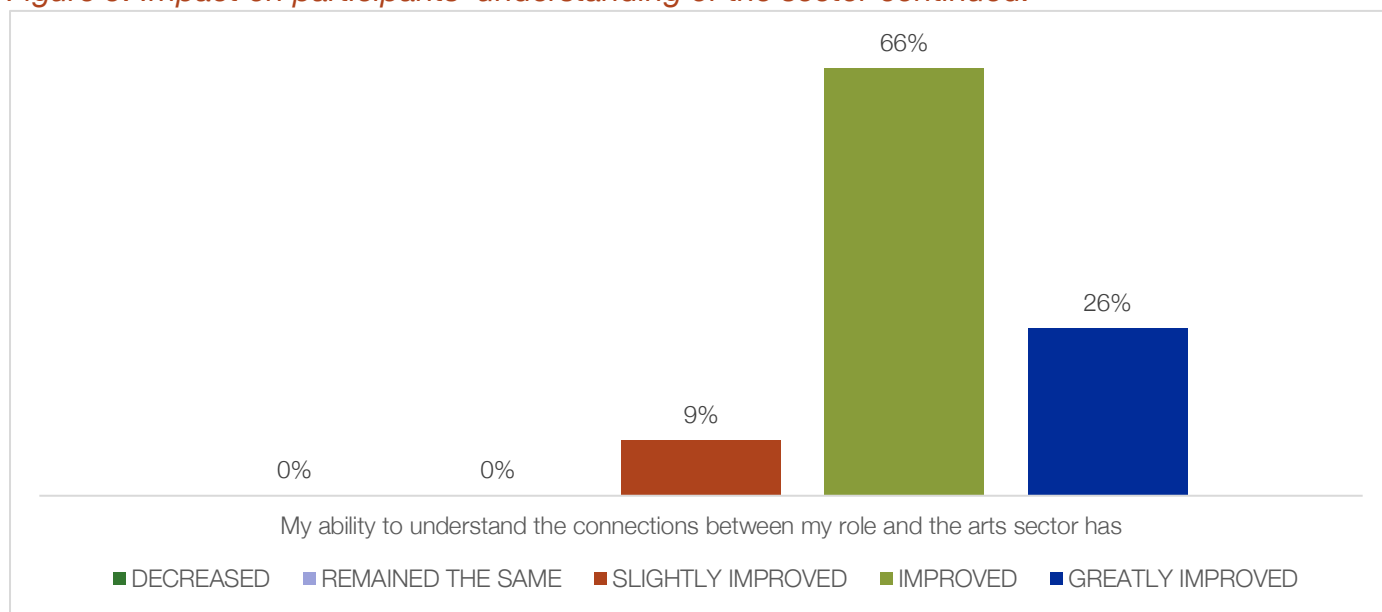


Figure 9 indicates that the majority of participants (92%) felt that their participation in the ELC helped them to understand the connections between their role and the sector.

Figure 9. Impact on participants' understanding of the sector continued.



The following findings support the ELC goal to:

Create a cohort of cultural leaders of color in the western United States committed to the advancement of the arts.

Figures 10, 11, and 12 indicate the survey questions which measured the above goal. Figure 10 indicates that the majority of participants felt that their participation pushed them to take action and helped them feel part of a larger movement.

Figure 10. Creating a cohort of leaders of color.

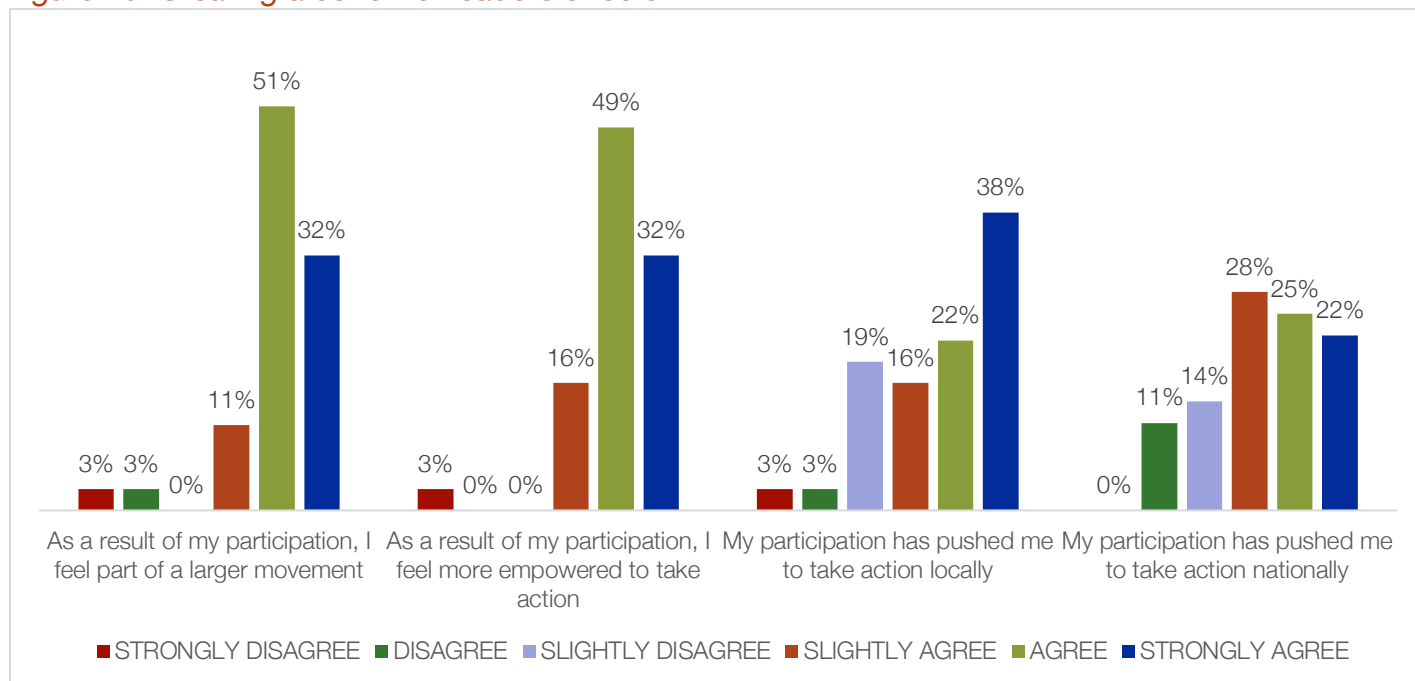


Figure 11 shows that the majority of respondents agree or strongly agree with the questions that indicate that they are part of an active support network as a result of their participation in the ELC program.

Figure 11. Creating a cohort of leaders of color continued.

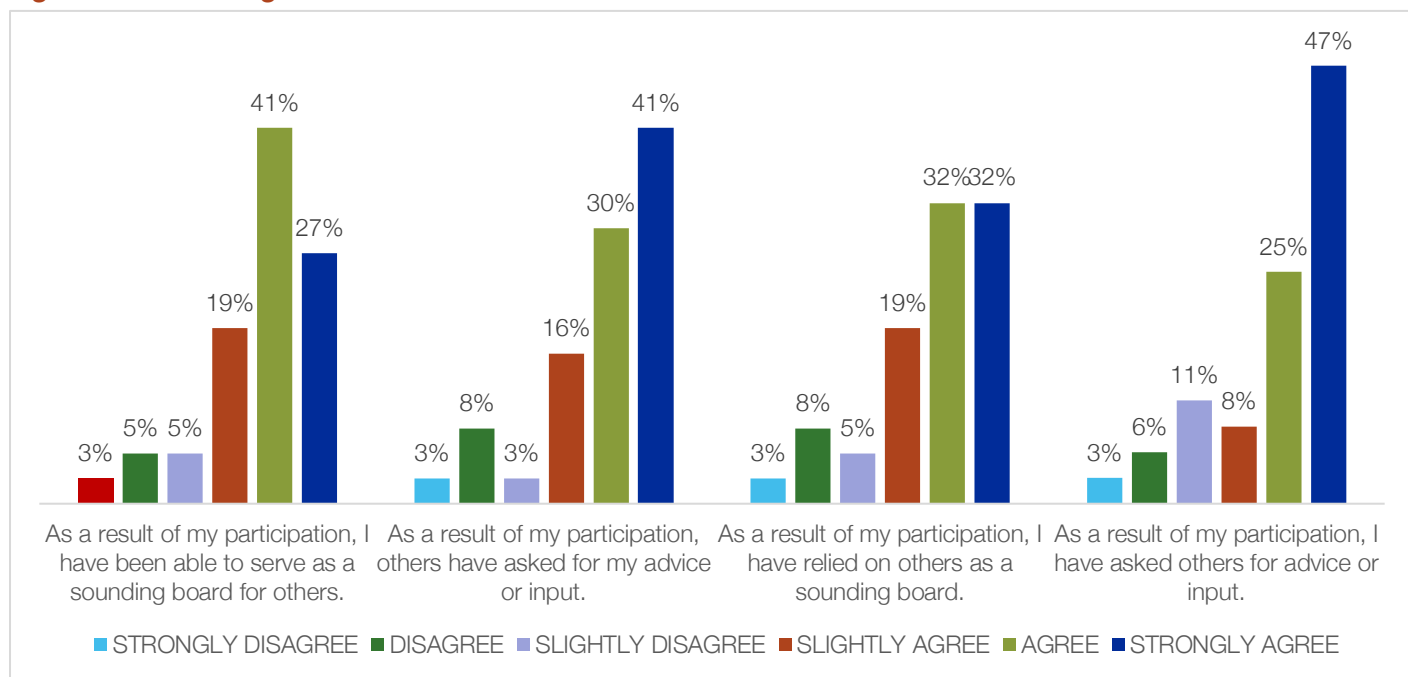
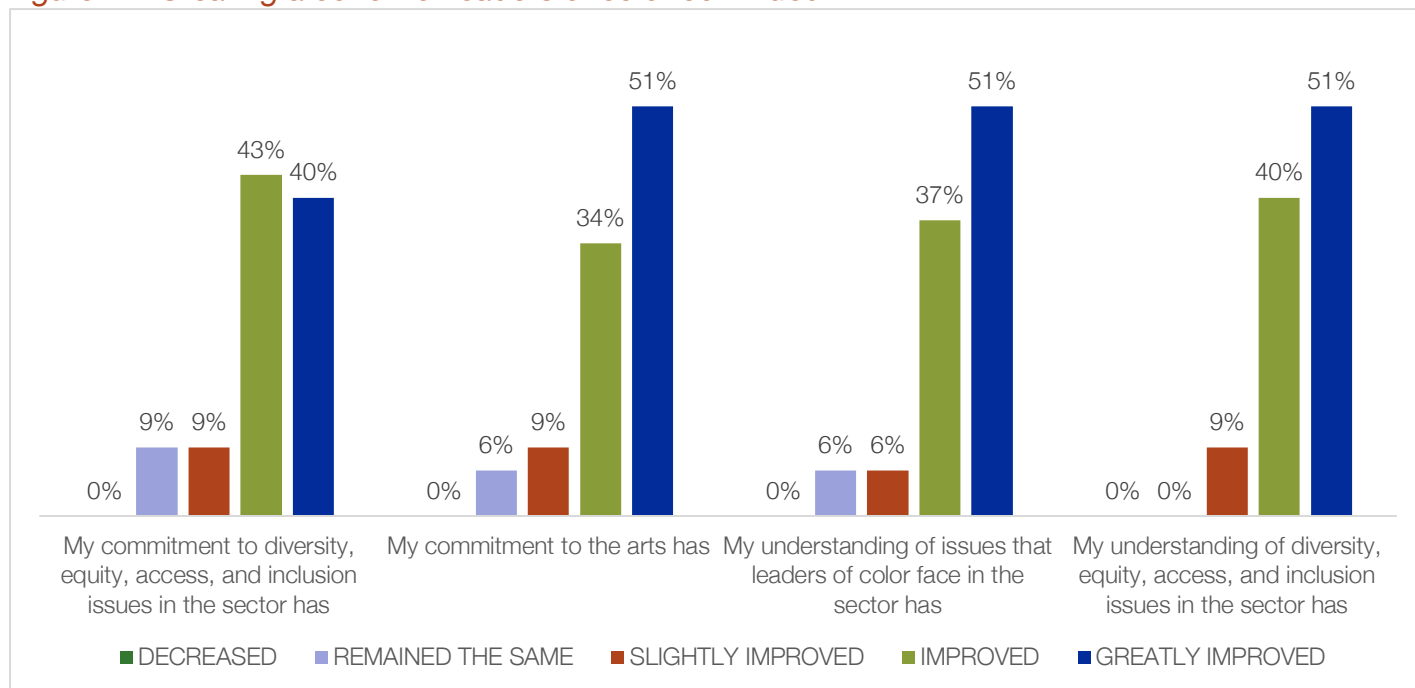


Figure 12 indicates that the vast majority of respondents felt that their participation in the ELC improved or greatly improved their commitment to the arts and diversity, equity, access, and inclusion work as well as their understanding of such issues.

Figure 12. Creating a cohort of leaders of color continued.



The following findings support the ELC goal to:

Establish networks to support careers and the cultural interests of the communities served.

Based on the focus groups we learned that personal connections were an important aspect of the ELC program. In order to investigate whether this was true for a broader sample of ELC alumni we asked people to indicate their level of agreement (from strongly disagree to strongly agree) with the following questions:

- As a result of my participation, I feel more connected to others doing this work.
- My participation has led to personal connections.
- My participation has led to professional connections.

The results were overwhelmingly positive with at least 70% of respondents selecting agree or strongly agree with all of the statements above. Figure 13 and 14 show all responses to the questions.

Figure 13. Establishing networks.

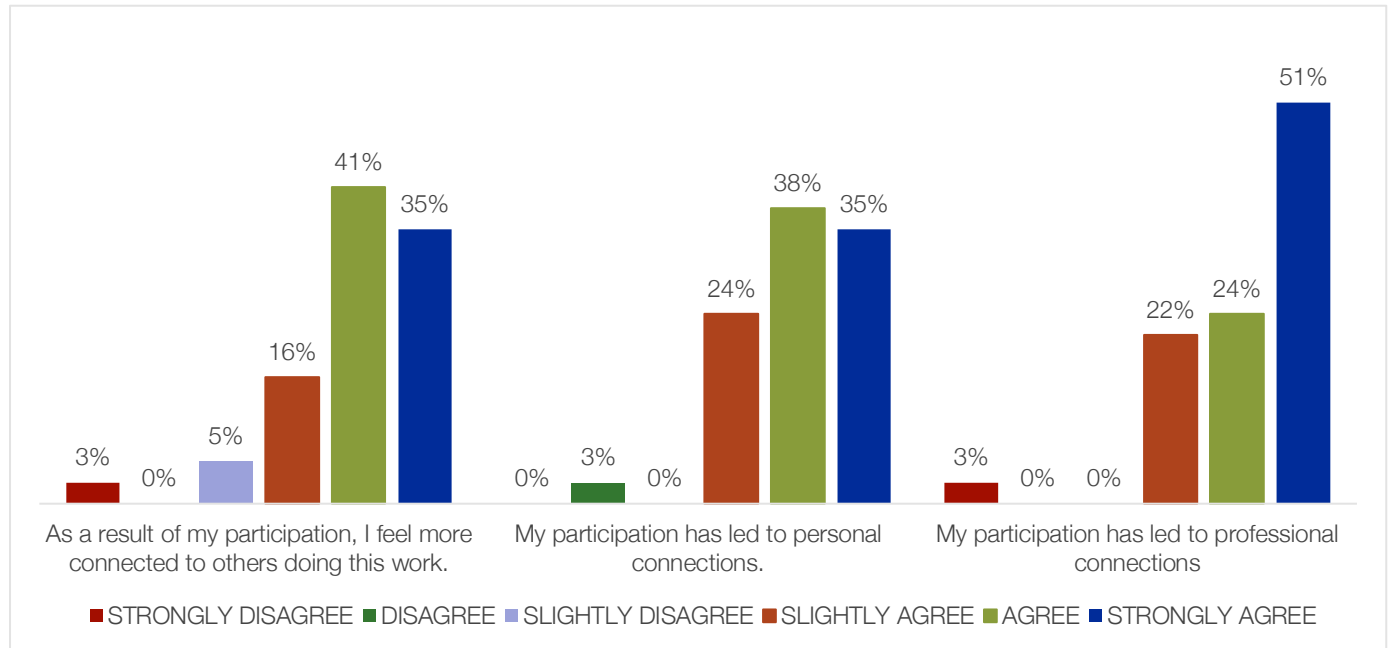
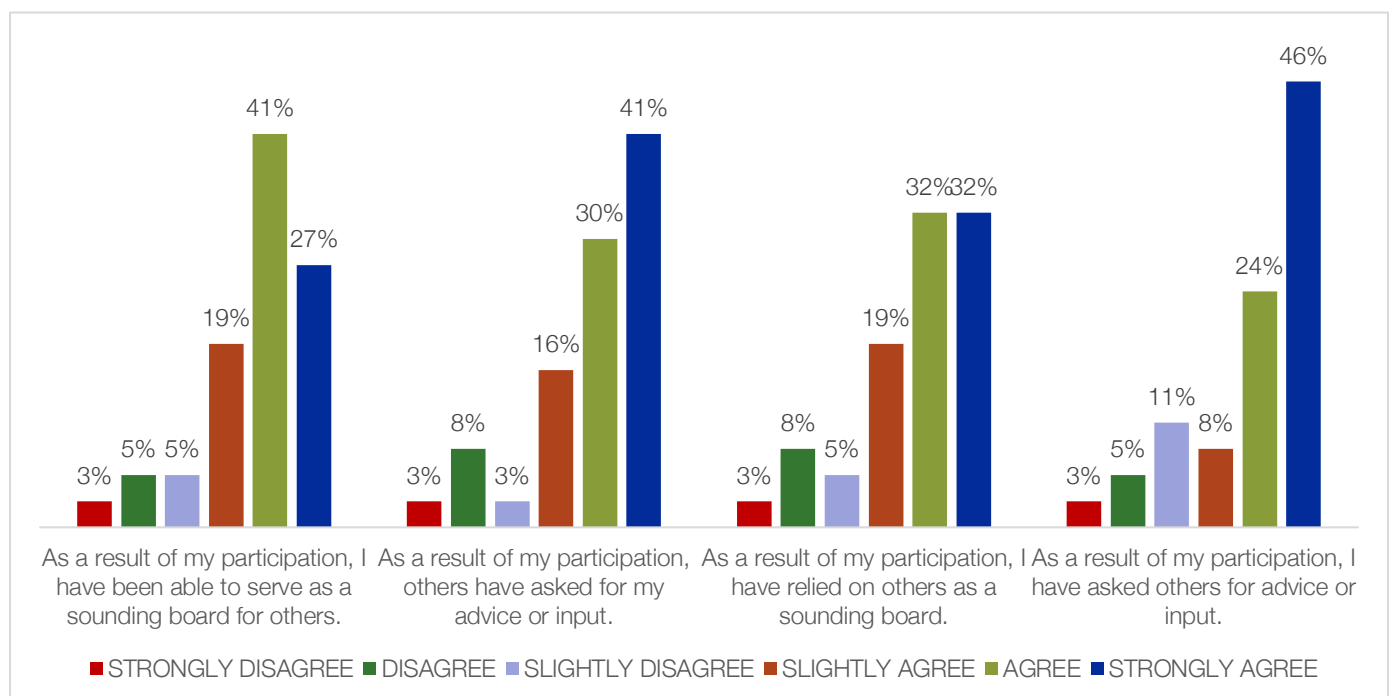


Figure 14. Establishing relationships.



Improvements

Survey respondents were asked to share any thoughts or ideas they had about how the ELC program could be improved. Thirty of the 42 respondents chose to answer this question. Many participants indicated that they did not have any suggestions for the program, while the majority of responses indicated a desire for some kind of programming to keep alumni connected after completion of the ELC program. This could be through reunions, updates about where alumni are now, or formalized local gatherings of alumni. A full list of the responses is included at the end of this report.

Opportunities

- Some alumni have worked collaboratively with each other (participated in conference panels together, etc.) - could WESTAF be more intentional about how to present opportunities for collaboration?
 - WESTAF could share what each alumnus is doing and make a “call” if there is interest in collaboration.
- Some expressed interest in ELC alumni mentoring incoming ELC. WESTAF can consider ways to build continued bridges between older alumni groups and new participants. How does WESTAF continue to bring in ELC alumni in deeper ways to act as faculty in trainings?
- There needs to be greater intention put into how WESTAF interacts with alumni - capacity needs to grow (i.e. “just” Chrissy isn’t sustainable for the long run).
 - Calls and FB moderation could be more consistent and focused.
- WESTAF has built such a strong foundation with the ELC professional development program, there is a solid foundation to take it to the next level of learning and leadership for alumni as they move through their careers and program iterations.
- Clarify the role of WESTAF as a convener beyond ELC.
- Great potential to develop experiences that allow for continued connection and learning among the ELC alumni
- There are opportunities for WESTAF to explore ways to more deeply engage ELC alumni in local, regional and national advocacy efforts.
- WESTAF is challenged to capitalize on its influence in the field to bring greater visibility and exposure to the members of the ELC network seeking additional professional opportunities and relationships.

Impact

Participants were asked to share the most impactful part of the ELC program. Most respondents chose to share (36 out of 42 respondents) and the majority of the responses (72%) said that the network of peers and colleagues both ELC alum and WESTAF staff and faculty was the most impactful part of their participation in the program. Professional and personal growth was a second theme mentioned by 22% of respondents, and elements of the curriculum – particularly the policy portion was mentioned by 8% of respondents. A full list of the responses is included at the end of this report.

The act of completely nerding out with a bunch of other artists and art admins of color who care about the intersections of race, art, activism, and leadership --- it does something to a person! It makes them feel like anything is possible! It fortifies their power! It gives them superpower! Basically, the mental and spiritual engagement and empowerment of the collective experience was most impactful for me. It got me/gets me excited where I previously may have felt/can feel burnt out.

The level of confidence that comes from emerging yourself in a community that sees you, understands your drive and supports you on a larger platform is unmatched by any other professional development opportunity I've ever participated in.

I found it very useful to understand the history and context of the arts in American history and how this has influenced individual state programming. More importantly, I found it impactful to find a network of like-minded individuals who face similar funding, network, and outreach challenges I face.

Expanding my understanding of policy, politics, and power in the arts sector. This shift in thinking about not just the importance and value of arts & culture work, but also how they have come to be funded (or not), structured, and influenced by political powers, policies, and movements. This blew open my narrow view of how to be a leader in the arts field, I began to see connections not only within the arts field, but really in all fields I'm passionate about, between action, our visions and dreams, and policies and government & philanthropic structures.

Raw Data: Most Impactful Part of the ELC Program

The coaching/mentoring, and my cohort peeps. The breakdown of systems and frameworks. Margie's take on policymaking.

The network of folks that mobilize one another to implement future ideas and programs.

The act of completely nerding out with a bunch of other artists and art admins of color who care about the intersections of race, art, activism, and leadership --- it does something to a person! It makes them feel like anything is possible! It fortifies their power! It gives them superpower! Basically the mental and spiritual engagement and empowerment of the collective experience was most impactful for me. It got me/gets me excited where I previously may have felt/can feel burnt out.

Gift of personal/professional growth & expansion by way of Professional networking, exposure to knowledge of faculty and the awareness of the huge talents of ELC peers in a nurturing and family type of atmosphere.

Meeting other leaders in the field. To learn and support their work.

The relationships that have been built with other ELC members from other agencies. I know as a fact that if not because of the ELC I would not be the same well-rounded arts administrator as I am today. THANK YOU!

Being connected to other ELC alum in my state.

Meeting and knowing other POC leaders in the arts administration field. I felt more connected, empowered and less alone.

The relationships that I fostered with other ELC participants was the most impactful, as I still

As a new professional in the field, it was critical to helping me build a network and knowing that there was support for the challenging work I was embarking upon.

Building a professional support network that is POC.

The connections with other members from my region. Hearing from Margi!

The exchange of knowledge. The relatable experiences and connections.

Helping me do my own internal work. Feeling like I'm not alone in the work in my community to dismantle Whiteness.

While I am not certain, I do believe that my then-recent participation in the ELC helped me get my position at Grantmakers in the Arts, which positioned me for multitude of opportunities, impacts, collaborations, and connections.

Feeling empowered to advocate, it built confidence I didn't have before. The connections have been great too.

The level of confidence that comes from emerging yourself in a community that sees you, understands your drive and supports you on a larger platform is unmatched by any other professional development opportunity I've ever participated in.

The networking and interactions with people of diverse cultures and backgrounds on the continent.

Face time with colleagues have helped me develop meaningful relationships with both participants and faculty. I'd add that the relationships I made during the ELC retreat in Tacoma had a much more lasting impact than the original retreat. I wholeheartedly endorse opportunities for cross cohort interaction

My participation reminded me of the responsibility to my community and my personal growth.

strategic foresight

Meeting other people in the same field

Most recently I found another way to bring arts into the realm of healing and I'm excited to find a way to blend all of my meaningful life experiences into advancing the world of counseling and art.

Working together with like minded individuals. In the nonprofit sector, it is refreshing knowing that no matter what the budget, we were all there to make our communities a better place for everyone that walks through our "doors".

The time to leave my day to day to think on a more strategic level about this work, to spend time connecting with other leaders in the region, and to center community care while talking about the impact of the arts. Being in space with the brilliant facilitators, Margie, Tamara, Salvador, and Chrissy!

I found it very useful to understand the history and context of the arts in American history and how this has influenced individual state programming. More importantly, I found it impactful to find a network of like-minded individuals who face similar funding, network, and outreach challenges I face.

I can't pick just one. Here are the top two: 1) Expanding my understanding of policy, politics, and power in the arts sector. This shift in thinking about not just the importance and value of arts & culture work, but also how they have come to be funded (or not), structured, and influenced by political powers, policies, and movements. This blew open my narrow view of how to be a leader in the arts field, I began to see connections not only within the arts field, but really in all fields I'm passionate about, between action, our visions and dreams, and policies and government & philanthropic structures. 2) I've participated in several alumni (both in person and not in person) or other 'cohort' type activities (all which have been useful), but I will say, the ELC experience stands out as the MOST SUCCESSFUL and long-term. I STILL maintain connections (both professional and personal) with people in my cohort, I've nominated others for awards, written letters of support, reached out for support, and been in contact with folks in meaningful ways (both in our cohort and across cohorts). There is something really powerful and lasting about the ELC structure & connections that translate into deep relationships. I've encountered folks from the ELC network in other arts networks, and the

connection is still vibrant and strong.

Connecting with others who are committed to this work

ELC gave me the framework to label and dismantle the systems that don't work for me, AND a network of like minded arts professionals experiencing a lot of the same things I am.

The relationships built with fellow ELCers

The most impactful things were providing validation for my experiences as a person of color working in a predominantly white field and providing valuable personal and professional connections.

Overall, the network that I am now a part of. Even though many of my peers in the program are not in my state or local community, I feel that I am now a part of something "bigger" and have strong allies in my field throughout the region.

The most impactful thing about my ELC participation was 1) the network of alumni I now know 2) the confidence that I have in my experience and achievements and 3) my ongoing relationship with WESTAF.

I found the most helpful information on federal policy and law related to arts-based programming.

Perhaps making connections with other members.

The connection to WESTAF, its staff/leadership, its Board, Board subcommittees, and the personnel connected to the organization all over the western states. The connectivity of the WESTAF network, including fellow ELC participants, is truly amazing and Chrissy has been an incredible conduit to that network.

Raw Data: Improvements for the ELC Program

Just keep it up! I am so thankful to have participated. My only wish is that there could be more facilitation with keeping up with other folks -- I get shy to reach out to some folks after so many years. We follow each other on social media, but I find myself craving deeper connection. Thank you for being mindful of reunions as well - I wish I could attend this year!

WESTAF meetings in the field with communities and policymakers on the ground. A listening tour of sorts. We could use the leverage of WESTAF support within these static institutions...personally I need help establishing a mentorship/internship/apprenticeship program for young people of color to consider careers in arts administration.

I loved when we had an ELC gathering in Denver during AFTA, and I wonder if there are other ways we can gather during AFTA (or other arts conferences) at other cities too? In-person time is rare but wonderful and I love when we take advantage of being in the same city, in whatever small way we can. Just an idea; don't mean to add work to probably already busy times, though!

A mentorship program... possibly less time devoted to intensive group projects... grouping peers that might have similar types of work/goals... maybe extra time to build rapport with each other & team building.

Annual alumni meetings. Professional development opportunities for ELC members.

Not sure. I hope I can still stay connected or be considered to continue contributing or potentially attending gatherings even though I am no longer affiliated with an organization.

Greater connection to local ELC alums would be beneficial. I connected to them through the first ELC alum event but didn't know them beforehand. Being able to get in touch with other local ELC participants would expand my local network and encourage continued conversations on locally-specific topics.

The continuation on the dialogues we had. I will love to stay up to date with research and policies that can help me bring more skills to my team in Arizona!

Not any. I want to better connect with alumni and staff, but that's my work to do and be proactive about.

I am unclear how folks stay connected post-ELC if they do not use social media unless it's through individual relationships. I assume that folks who are on social media are connected (?)

Create opportunities to connect people in person. I know this takes resources. Staying connected to your cohort is a challenge.

Really just setting out tangible takeaways and expectations at the start. I didn't really realize what I was getting myself into until after experiencing it.

No suggestions. The program was excellent!

My experience has only been positive. There are great people - staff, faculty, alumni - who do amazing things with the resources they are given. Compared to other leadership programs I've participated in, you could consider additional engagements that mix virtual and face-to-face opportunities. It's really the face-to-face time that has the most impact and I hope program staff consider adding at least one convening, say in the Spring, so the cohort can deepen connections. I'd also suggest that the organization could be more intentional with connection participants to the statewide arts agencies. This happened to some extent in the Tacoma retreat. That, I think, is a good model for future face-to-face opportunities for current ELC participants and select alumni.

Sharing more opportunities that ELC participants can have with local arts communities through meetings/interactions, exchanges, workshops, or residencies.

More opportunities to network and potentially longer intensive PD

The presentation and the length of it was a surprise to me. I wish we had discussed more public speaking strategies before standing in front of the group to present. Also, because the presentation takes time to develop, I ended up only getting to know my two teammates. Wish I could have gotten to know other folks better.

Art has an accessibility issue still. For some reason, even though many of the people who create are believe it's of and for the people, there is a sense to those who don't believe they are not creative, that they have no reason to step into a museum, attend a live art expression, or support the arts. We have to end the elitism within our own groups of artists and find more ways to get arts into all sectors of our community and educate the community on all the ways they ARE in fact creating every day OR be brave and bold to learn the art that speaks to them.

I would like to digest the conference with my cohorts, and staff, longer. We learned and engaged in a multitude of scenarios, but i felt rushed after the perfectly packed schedule

The bi-monthly / monthly calls were great for the few months after the program, for those who wanted to keep that connection I think this is a great program element. A newsletter maybe quarterly or 1x month FB highlights of ELC alum might help bring attention to alum after the program / help keep the alum aware of each other's work. I want to be able to promote / support / engage in more of WESTAF's work, either as a mentor, advisor, worker bee, promotor, etc.. It would be great to have more structured ways to do that for those who want to work at the state / regional scale. Also I very much loved/appreciated my experience in ELC 2017!

I would suggest more time or activities for ELC participants to present on their organizations or discuss more deeply individual case studies to initiate group discussion.

Pie in the sky idea: I would be super interesting to form a small group or have individual leadership coaching after the first ELC gathering for a certain length of time. ELC "year book" or annual updates about alums?

In a perfectly funded world I wish we could get together more often or have the gathering be longer. I felt that we spent a lot of time on the project that could have been better spent networking and having more of those meaty conversations about the future of the arts sector and our roles. That feels like

more of what we were hungry for

Focused intention for ELC alumni.

It's already a really amazing program. My feedback is to continue to create opportunities for alumni to interact, share successes, and collaborate. I know there are already some opportunities, but I know it takes a lot of work to make sure that people are connected post-program.

Like we stated at the end of my program, the three days were PACKED (in a good way), but there was little down time or time to connect to my colleagues. I'd suggest making the program a day longer.

Just to note - where I said "slightly" improved, 2 pages prior - it is because I already had a strong sense of and commitment to those issues. No suggestions for improvements, much positive change has been made in the time that I was involved.

1) COMMUNICATE! It's a bit frustrating seeing the same individuals get invited to attend or speak at certain Westaf convening's. It would be nice if Westaf could communicate WHO and WHY an alumni was selected prior to the event-this way, communication is transparent and reflective of the program's main objectives. Secondly, it provides an opportunity for others to extend some level of mutual support. Otherwise, it reinforces the fact that Westaf plays favorites while other remaining cohort members are simply an afterthought. Which brings me to my next point... 2) This membership feels a bit tokenized at times. Again, if Westaf is only honing the skills of a select few, what is the overall benefit for others? 3) Decide if ELC is an advocacy group or activism program...or neither! Or is it a program that solely supports artists and/or arts administrators? I'm not against having discussions about politics, but Westaf should also be mindful of creating a fair and safe space for members with conservative views. And if conservative views are not welcomed, BE TRANSPARENT! Don't make the assumption that all people of color have liberal views. 4) Not much you can do in this department, but certain members come off as elitist, uptight and very unfriendly. Not the easiest setting to make a genuine connection.

I would like to see more Asian and Native American participation. This is important to me because there are 48 Asian Nations and over 700 tribes in the United States. If not in ELC cohort participation than Asian or Native instructors.

Keep it up, the programs existence is key. Further allow, and support, Chrissy's attempts to plug ELC alum into WESTAF activities, especially decision-making activities. The panels, the committees, the board, the symposia, the gatherings...all of those are chances for ELC to be leaders, which is such an important step beyond talking about leadership. I think this is the greatest value of the program.

Survey Results by Year

2018

After completing the ELC program I...(choose all that apply)		
Answer Choices	Responses	
Interacted with members of the ELC network in person	80.00%	8
Interacted with members of the ELC network via email	100.00%	10
Interacted with members of the ELC network by phone	40.00%	4
Interacted with members of the ELC network via web conference	30.00%	3
Have not interacted with other members of the ELC Network	0.00%	0
Other (please specify)	10.00%	1

Please indicate your level of agreement with the following statements.						
	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly Agree
As a result of my participation, I feel part of a larger movement	14.29%	0.00%	0.00%	0.00%	42.86%	42.86%
As a result of my participation, I feel more connected to others doing this work	14.29%	0.00%	0.00%	0.00%	57.14%	28.57%
As a result of my participation, I feel more empowered to take action	14.29%	0.00%	0.00%	0.00%	71.43%	14.29%
My participation has led to personal connections	0.00%	14.29%	0.00%	42.86%	28.57%	14.29%
My participation has led to professional connections	14.29%	0.00%	0.00%	14.29%	28.57%	42.86%
My participation has pushed me to take action in my organization	14.29%	0.00%	0.00%	0.00%	85.71%	0.00%
My participation inspired me to develop new programming	14.29%	14.29%	0.00%	57.14%	14.29%	0.00%
My participation has pushed me to take action locally	14.29%	0.00%	14.29%	28.57%	42.86%	0.00%
My participation has pushed me to take action nationally	0.00%	16.67%	33.33%	16.67%	33.33%	0.00%
As a result of my participation, I have been able to serve as a sounding board for others.	14.29%	0.00%	14.29%	28.57%	42.86%	0.00%
As a result of my participation, others have asked for my advice or input.	14.29%	14.29%	0.00%	28.57%	42.86%	0.00%
As a result of my participation, I have relied on others as a sounding board.	14.29%	0.00%	14.29%	28.57%	28.57%	14.29%
As a result of my participation, I have asked others for advice or input.	16.67%	0.00%	16.67%	0.00%	33.33%	33.33%

As a result of my participation, I have participated on a professional project (conference panel, blog post, article, grant. Etc.)	28.57%	28.57%	0.00%	0.00%	42.86%	0.00%
As a result of my participation, I have participated on a professional project (conference panel, blog post, article, grant. Etc.) with another ELC alum.	28.57%	28.57%	0.00%	14.29%	14.29%	14.29%
As a result of my participation, I feel more confident about what I can accomplish in my field.	0.00%	14.29%	0.00%	0.00%	57.14%	28.57%
As a result of my participation, I have a greater ability to see my programs in a broader context outside of just my community.	14.29%	0.00%	0.00%	14.29%	28.57%	42.86%
The ELC program provided me with a safe space to unpack difficult issues in the arts and culture world that are rarely discussed in the field.	14.29%	0.00%	14.29%	14.29%	14.29%	42.86%

Did your participation in the ELC program contribute to any of the following? (Choose all that apply)		
Answer Choices	Responses	
A career-level position with new institution or group at a higher level than prior to ELC participation	0.00%	
A promotion within an existing institution or group	0.00%	
Support to start own consulting business	16.67%	
Invitations to join a board of directors	16.67%	
Invitations to join a committee	33.33%	
Invitations to speak to influencers (policymakers, community leaders, fellow arts administrators, other public officials, etc.)	50.00%	
Invitations to participate in projects that influence the arts sector at a national or international level	16.67%	
Invitations to participate in projects that influence the local arts sectors	66.67%	
Financial recognition (in the form of a raise or bonus)	0.00%	
Invitations to attend conferences and other gatherings	33.33%	
Invitations to write a blog post or article	16.67%	
Invitations to attend additional training workshops or programs	16.67%	
Invitations to mentor other emerging arts administrators	33.33%	
Participation on in the grant-making process (ex: grant reviewer, working committee, etc.)	50.00%	
Ability to negotiate	16.67%	
Being able to more clearly communicate boundaries	50.00%	
Being able to more clearly communicate expectations or needs	50.00%	

In which primary area(s) of the field of arts administration do you currently work?		
Answer Choices	Responses	
Community-based organization	42.86%	
Museum	28.57%	
Historically underrepresented community (DEFINE)	28.57%	
Artist communities	28.57%	
Curatorial	14.29%	
Education	42.86%	
Artistic practice	14.29%	
Public sector funder	0.00%	
Private philanthropy	14.29%	
Local or state arts agency	42.86%	
Volunteer	14.29%	
Board Member	28.57%	
No longer working in the field	0.00%	

Based on your participation in the ELC program, please indicate your level of improvement for each statement.						
	Decreased	Remained the same	Slightly improved	Improved	Greatly improved	
My ability to understand the connections between my role and the arts sector has	0.00%	0.00%	0.00%	71.43%	28.57%	
My ability to identify my leadership strengths has	0.00%	0.00%	42.86%	57.14%	0.00%	
My ability to identify my professional expertise has	0.00%	14.29%	28.57%	42.86%	14.29%	
My ability to understand how to achieve balance in my life has	0.00%	14.29%	42.86%	28.57%	14.29%	
My commitment to diversity, equity, access, and inclusion issues in the sector has	0.00%	14.29%	14.29%	42.86%	28.57%	
My commitment to the arts has	0.00%	0.00%	14.29%	14.29%	71.43%	
My understanding of issues that leaders of color face in the sector has	0.00%	0.00%	0.00%	28.57%	71.43%	
My understanding of diversity, equity, access, and inclusion issues in the sector has	0.00%	0.00%	0.00%	14.29%	85.71%	

My ability to address the issues of diversity, equity, access, and inclusion issues in the sector has	0.00%	0.00%	14.29%	14.29%	71.43%	
My ability to fully express myself has	0.00%	14.29%	14.29%	42.86%	28.57%	
My sense of my professional trajectory has	0.00%	0.00%	28.57%	57.14%	14.29%	

Please indicate which staff member or faculty member (if any) you interacted with after completing the ELC program and by which means of communication							
	Email	In-person	Phone	Web Conference			
Salvador	100.00%	0.00%	33.33%	0.00%			
Tamara	66.67%	66.67%	0.00%	0.00%			
Margie	100.00%	0.00%	0.00%	0.00%			
Chrissy	100.00%	16.67%	16.67%	0.00%			

2017

After completing the ELC program I...(choose all that apply)	
Answer Choices	Responses
Interacted with members of the ELC network in person	75.00%
Interacted with members of the ELC network via email	100.00%
Interacted with members of the ELC network by phone	50.00%
Interacted with members of the ELC network via web conference	75.00%
Have not interacted with other members of the ELC Network	0.00%

Please indicate your level of agreement with the following statements.						
	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly Agree
As a result of my participation, I feel part of a larger movement	0.00%	0.00%	0.00%	25.00%	75.00%	0.00%
As a result of my participation, I feel more connected to others doing this work	0.00%	0.00%	0.00%	50.00%	25.00%	25.00%
As a result of my participation, I feel more empowered to take action	0.00%	0.00%	0.00%	37.50%	37.50%	25.00%
My participation has led to personal connections	0.00%	0.00%	0.00%	25.00%	62.50%	12.50%
My participation has led to professional connections	0.00%	0.00%	0.00%	25.00%	62.50%	12.50%
My participation has pushed me to take action in my organization	0.00%	0.00%	12.50%	37.50%	25.00%	25.00%
My participation inspired me to develop new programming	0.00%	0.00%	25.00%	37.50%	25.00%	12.50%
My participation has pushed me to take action locally	0.00%	0.00%	50.00%	12.50%	25.00%	12.50%
My participation has pushed me to take action nationally	0.00%	12.50%	37.50%	25.00%	25.00%	0.00%
As a result of my participation, I have been	0.00%	0.00%	12.50%	12.50%	62.50%	12.50%

able to serve as a sounding board for others.						
As a result of my participation, others have asked for my advice or input.	0.00%	0.00%	12.50%	37.50%	12.50%	37.50%
As a result of my participation, I have relied on others as a sounding board.	0.00%	12.50%	12.50%	50.00%	12.50%	12.50%
As a result of my participation, I have asked others for advice or input.	0.00%	12.50%	12.50%	37.50%	12.50%	25.00%
As a result of my participation, I have participated on a professional project (conference panel, blog post, article, grant. Etc.)	0.00%	37.50%	25.00%	0.00%	12.50%	25.00%
As a result of my participation, I have participated on a professional project (conference panel, blog post, article, grant. Etc.) with another ELC alum.	0.00%	50.00%	37.50%	0.00%	12.50%	0.00%
As a result of my participation, I feel more confident about what I can accomplish in my field.	0.00%	0.00%	12.50%	12.50%	25.00%	50.00%
As a result of my participation, I have a greater ability to see my programs in a broader context outside of just my community.	0.00%	0.00%	12.50%	37.50%	12.50%	37.50%
The ELC program provided me with a safe space to unpack difficult issues in the arts and culture world that are rarely discussed in the field.	0.00%	0.00%	12.50%	12.50%	50.00%	25.00%

Did your participation in the ELC program contribute to any of the following? (Choose all that apply)		
Answer Choices	Response s	
A career-level position with new institution or group at a higher level than prior to ELC participation	12.50%	
A promotion within an existing institution or group	25.00%	
Support to start own consulting business	12.50%	
Invitations to join a board of directors	25.00%	
Invitations to join a committee	37.50%	
Invitations to speak to influencers (policymakers, community leaders, fellow arts administrators, other public officials, etc.)	37.50%	
Invitations to participate in projects that influence the arts sector at a national or international level	12.50%	
Invitations to participate in projects that influence the local arts sectors	50.00%	
Financial recognition (in the form of a raise or bonus)	12.50%	
Invitations to attend conferences and other gatherings	37.50%	
Invitations to write a blog post or article	12.50%	
Invitations to attend additional training workshops or programs	37.50%	
Invitations to mentor other emerging arts administrators	12.50%	
Participation on in the grant-making process (ex: grant reviewer, working committee, etc.)	12.50%	
Ability to negotiate	12.50%	
Being able to more clearly communicate boundaries	62.50%	
Being able to more clearly communicate expectations or needs	62.50%	

In which primary area(s) of the field of arts administration do you currently work?		
Answer Choices	Responses	
Community-based organization	37.50%	
Museum	12.50%	
Historically underrepresented community (DEFINE)	12.50%	
Artist communities	12.50%	
Curatorial	12.50%	
Education	37.50%	
Artistic practice	25.00%	
Public sector funder	0.00%	
Private philanthropy	0.00%	
Local or state arts agency	12.50%	
Volunteer	25.00%	
Board Member	12.50%	
No longer working in the field	0.00%	

Based on your participation in the ELC program, please indicate your level of improvement for each statement.						
	Decreased	Remained the same	Slightly improved	Improved	Greatly improved	
My ability to understand the connections between my role and the arts sector has	0.00%	0.00%	25.00%	62.50%	12.50%	
My ability to identify my leadership strengths has	0.00%	0.00%	25.00%	50.00%	25.00%	
My ability to identify my professional expertise has	0.00%	0.00%	37.50%	37.50%	25.00%	
My ability to understand how to achieve balance in my life has	0.00%	25.00%	37.50%	25.00%	12.50%	
My commitment to diversity, equity, access, and inclusion issues in the sector has	0.00%	12.50%	12.50%	37.50%	37.50%	
My commitment to the arts has	0.00%	12.50%	12.50%	50.00%	25.00%	
My understanding of issues that leaders of color face in the sector has	0.00%	12.50%	25.00%	37.50%	25.00%	
My understanding of diversity, equity, access, and inclusion issues in the sector has	0.00%	0.00%	0.00%	75.00%	25.00%	
My ability to address the issues of diversity, equity, access, and inclusion issues in the sector has	0.00%	12.50%	37.50%	37.50%	12.50%	
My ability to fully express myself has	0.00%	50.00%	12.50%	25.00%	12.50%	
My sense of my professional trajectory has	0.00%	50.00%	0.00%	25.00%	25.00%	

Please indicate which staff member or faculty member (if any) you interacted with after completing the ELC program and by which means of communication								
	Email	In-person	Phone	Web Conference				
Salvador	33.33%	66.67%	33.33%	66.67%				
Tamara	83.33%	50.00%	66.67%	16.67%				
Margie	0.00%	0.00%	0.00%	0.00%				
Chrissy	87.50%	25.00%	25.00%	75.00%				

2016

After completing the ELC program I...(choose all that apply)	
Answer Choices	Responses
Interacted with members of the ELC network in person	100.00%
Interacted with members of the ELC network via email	100.00%
Interacted with members of the ELC network by phone	66.67%
Interacted with members of the ELC network via web conference	66.67%
Have not interacted with other members of the ELC Network	0.00%

Please indicate your level of agreement with the following statements.	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly Agree
As a result of my participation, I feel part of a larger movement	0.00%	0.00%	0.00%	0.00%	33.33%	66.67%
As a result of my participation, I feel more connected to others doing this work	0.00%	0.00%	0.00%	0.00%	33.33%	66.67%
As a result of my participation, I feel more empowered to take action	0.00%	0.00%	0.00%	0.00%	33.33%	66.67%
My participation has led to personal connections	0.00%	0.00%	0.00%	0.00%	66.67%	33.33%
My participation has led to professional connections	0.00%	0.00%	0.00%	0.00%	33.33%	66.67%
My participation has pushed me to take action in my organization	0.00%	0.00%	0.00%	0.00%	33.33%	66.67%
My participation inspired me to develop new programming	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
My participation has pushed me to take action locally	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
My participation has pushed me to take action nationally	0.00%	33.33%	0.00%	0.00%	0.00%	66.67%
As a result of my participation, I have been able to serve as a sounding board for others.	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
As a result of my participation, others have asked for my advice or input.	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
As a result of my participation, I have relied on others as a sounding board.	0.00%	0.00%	0.00%	0.00%	33.33%	66.67%
As a result of my participation, I have asked others for advice or input.	0.00%	0.00%	0.00%	0.00%	33.33%	66.67%
As a result of my participation, I have participated on a professional project (conference panel, blog post, article, grant. Etc.)	0.00%	0.00%	0.00%	33.33%	33.33%	33.33%
As a result of my participation, I have participated on a professional project (conference panel, blog post, article, grant. Etc.) with another ELC alum.	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
As a result of my participation, I feel more confident about what I can accomplish in my field	0.00%	0.00%	0.00%	0.00%	66.67%	33.33%
As a result of my participation, I have a greater ability to see my programs in a broader context outside of just my community	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
The ELC program provided me with a safe space to unpack difficult issues in the arts and culture world that are rarely discussed in the field	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%

Did your participation in the ELC program contribute to any of the following? (Choose all that apply)		
Answer Choices	Response s	
A career-level position with new institution or group at a higher level than prior to ELC participation	33.33%	
A promotion within an existing institution or group	0.00%	
Support to start own consulting business	0.00%	
Invitations to join a board of directors	66.67%	
Invitations to join a committee	66.67%	
Invitations to speak to influencers (policymakers, community leaders, fellow arts administrators, other public officials, etc.)	33.33%	
Invitations to participate in projects that influence the arts sector at a national or international level	33.33%	
Invitations to participate in projects that influence the local arts sectors	66.67%	
Financial recognition (in the form of a raise or bonus)	0.00%	
Invitations to attend conferences and other gatherings	66.67%	
Invitations to write a blog post or article	33.33%	
Invitations to attend additional training workshops or programs	33.33%	
Invitations to mentor other emerging arts administrators	66.67%	
Participation on in the grant-making process (ex: grant reviewer, working committee, etc.)	33.33%	
Ability to negotiate	33.33%	
Being able to more clearly communicate boundaries	66.67%	
Being able to more clearly communicate expectations or needs	66.67%	

In which primary area(s) of the field of arts administration do you currently work?		
Answer Choices	Responses	
Community-based organization	33.33%	
Museum	0.00%	
Historically underrepresented community (DEFINE)	0.00%	
Artist communities	0.00%	
Curatorial	0.00%	
Education	33.33%	
Artistic practice	0.00%	
Public sector funder	0.00%	
Private philanthropy	0.00%	
Local or state arts agency	0.00%	
Volunteer	0.00%	
Board Member	0.00%	
No longer working in the field	33.33%	

Based on your participation in the ELC program, please indicate your level of improvement for each statement.							
	Decreased	Remained the same	Slightly improved	Improved	Greatly improved		
My ability to understand the connections between my role and the arts sector has	0.00%	0.00%	0.00%	66.67%	33.33%		
My ability to identify my leadership strengths has	0.00%	0.00%	0.00%	33.33%	66.67%		
My ability to identify my professional expertise has	0.00%	0.00%	0.00%	100.00%	0.00%		
My ability to understand how to achieve balance in my life has	0.00%	33.33%	0.00%	66.67%	0.00%		
My commitment to diversity, equity, access, and inclusion issues in the sector has	0.00%	33.33%	0.00%	33.33%	33.33%		
My commitment to the arts has	0.00%	33.33%	0.00%	0.00%	66.67%		
My understanding of issues that leaders of color face in the sector has	0.00%	0.00%	0.00%	33.33%	66.67%		
My understanding of diversity, equity, access, and inclusion issues in the sector has	0.00%	0.00%	0.00%	33.33%	66.67%		
My ability to address the issues of diversity, equity, access, and inclusion issues in the sector has	0.00%	0.00%	0.00%	33.33%	66.67%		
My ability to fully express myself has	0.00%	0.00%	0.00%	66.67%	33.33%		
My sense of my professional trajectory has	0.00%	0.00%	0.00%	66.67%	33.33%		

Please indicate which staff member or faculty member (if any) you interacted with after completing the ELC program and by which means of communication							
	Email	In-person	Phone	Web Conference			
Salvador	33.33%	66.67%	0.00%	33.33%			
Tamara	33.33%	100.00%	33.33%	33.33%			
Margie	0.00%	50.00%	0.00%	50.00%			
Chrissy	100.00%	100.00%	66.67%	66.67%			

2015

After completing the ELC program I...(choose all that apply)	
Answer Choices	Responses
Interacted with members of the ELC network in person	100.00%
Interacted with members of the ELC network via email	100.00%
Interacted with members of the ELC network by phone	100.00%
Interacted with members of the ELC network via web conference	66.67%
Have not interacted with other members of the ELC Network	0.00%

Please indicate your level of agreement with the following statements.						
	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly Agree
As a result of my participation, I feel part of a larger movement	0.00%	0.00%	0.00%	0.00%	66.67%	33.33%
As a result of my participation, I feel more connected to others doing this work	0.00%	0.00%	0.00%	0.00%	66.67%	33.33%
As a result of my participation, I feel more empowered to take action	0.00%	0.00%	0.00%	0.00%	33.33%	66.67%
My participation has led to personal connections	0.00%	0.00%	0.00%	0.00%	33.33%	66.67%
My participation has led to professional connections	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
My participation has pushed me to take action in my organization	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
My participation inspired me to develop new programming	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
My participation has pushed me to take action locally	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
My participation has pushed me to take action nationally	0.00%	0.00%	0.00%	0.00%	66.67%	33.33%
As a result of my participation, I have been able to serve as a sounding board for others.	0.00%	0.00%	0.00%	0.00%	66.67%	33.33%
As a result of my participation, others have asked for my advice or input.	0.00%	0.00%	0.00%	0.00%	33.33%	66.67%

As a result of my participation, I have relied on others as a sounding board.	0.00%	0.00%	0.00%	0.00%	33.33%	66.67%
As a result of my participation, I have asked others for advice or input.	0.00%	0.00%	0.00%	0.00%	33.33%	66.67%
As a result of my participation, I have participated on a professional project (conference panel, blog post, article, grant. Etc.)	0.00%	0.00%	0.00%	0.00%	33.33%	66.67%
As a result of my participation, I have participated on a professional project (conference panel, blog post, article, grant. Etc.) with another ELC alum.	0.00%	0.00%	33.33%	0.00%	0.00%	66.67%
As a result of my participation, I feel more confident about what I can accomplish in my field.	0.00%	0.00%	0.00%	33.33%	0.00%	66.67%
As a result of my participation, I have a greater ability to see my programs in a broader context outside of just my community.	0.00%	0.00%	0.00%	33.33%	33.33%	33.33%
The ELC program provided me with a safe space to unpack difficult issues in the arts and culture world that are rarely discussed in the field.	0.00%	0.00%	0.00%	0.00%	33.33%	66.67%

Did your participation in the ELC program contribute to any of the following? (Choose all that apply)		
Answer Choices	Response s	
A career-level position with new institution or group at a higher level than prior to ELC participation	66.67%	
A promotion within an existing institution or group	0.00%	
Support to start own consulting business	33.33%	
Invitations to join a board of directors	33.33%	
Invitations to join a committee	33.33%	
Invitations to speak to influencers (policymakers, community leaders, fellow arts administrators, other public officials, etc.)	100.00%	
Invitations to participate in projects that influence the arts sector at a national or international level	66.67%	
Invitations to participate in projects that influence the local arts sectors	66.67%	
Financial recognition (in the form of a raise or bonus)	0.00%	

Invitations to attend conferences and other gatherings	100.00%	
Invitations to write a blog post or article	66.67%	
Invitations to attend additional training workshops or programs	33.33%	
Invitations to mentor other emerging arts administrators	0.00%	
Participation on in the grant-making process (ex: grant reviewer, working committee, etc.)	33.33%	
Ability to negotiate	0.00%	
Being able to more clearly communicate boundaries	66.67%	
Being able to more clearly communicate expectations or needs	66.67%	

In which primary area(s) of the field of arts administration do you currently work?		
Answer Choices	Responses	
Community-based organization	66.67%	
Museum	33.33%	
Historically underrepresented community (DEFINE)	0.00%	
Artist communities	33.33%	
Curatorial	0.00%	
Education	33.33%	
Artistic practice	33.33%	
Public sector funder	0.00%	
Private philanthropy	0.00%	
Local or state arts agency	0.00%	
Volunteer	0.00%	
Board Member	0.00%	
No longer working in the field	0.00%	

Based on your participation in the ELC program, please indicate your level of improvement for each statement.						
	Decreased	Remained the same	Slightly improved	Improved	Greatly improved	
My ability to understand the connections between my role and the arts sector has	0.00%	0.00%	0.00%	66.67%	33.33%	
My ability to identify my leadership strengths has	0.00%	0.00%	0.00%	33.33%	66.67%	
My ability to identify my professional expertise has	0.00%	0.00%	33.33%	0.00%	66.67%	
My ability to understand how to achieve balance in my life has	0.00%	33.33%	0.00%	66.67%	0.00%	

My commitment to diversity, equity, access, and inclusion issues in the sector has	0.00%	0.00%	0.00%	66.67%	33.33%		
My commitment to the arts has	0.00%	0.00%	0.00%	66.67%	33.33%		
My understanding of issues that leaders of color face in the sector has	0.00%	0.00%	0.00%	33.33%	66.67%		
My understanding of diversity, equity, access, and inclusion issues in the sector has	0.00%	0.00%	0.00%	33.33%	66.67%		
My ability to address the issues of diversity, equity, access, and inclusion issues in the sector has	0.00%	0.00%	0.00%	0.00%	100.00%		
My ability to fully express myself has	0.00%	0.00%	33.33%	0.00%	66.67%		
My sense of my professional trajectory has	0.00%	0.00%	0.00%	66.67%	33.33%		

Please indicate which staff member or faculty member (if any) you interacted with after completing the ELC program and by which means of communication							
	Email	In-person	Phone	Web Conference			
Salvador	0.00%	100.00%	0.00%	0.00%			
Tamara	66.67%	66.67%	0.00%	0.00%			
Margie	0.00%	100.00%	0.00%	0.00%			
Chrissy	100.00%	100.00%	100.00%	66.67%			

2014

After completing the ELC program I...(choose all that apply)	
Answer Choices	Responses
Interacted with members of the ELC network in person	83.33%
Interacted with members of the ELC network via email	83.33%
Interacted with members of the ELC network by phone	100.00%
Interacted with members of the ELC network via web conference	66.67%
Have not interacted with other members of the ELC Network	0.00%

Please indicate your level of agreement with the following statements.						
	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly Agree
As a result of my participation, I feel part of a larger movement	0.00%	0.00%	0.00%	16.67%	50.00%	33.33%
As a result of my participation, I feel more connected to others doing this work	0.00%	0.00%	0.00%	33.33%	33.33%	33.33%
As a result of my participation, I feel more empowered to take action	0.00%	0.00%	0.00%	16.67%	50.00%	33.33%
My participation has led to personal connections	0.00%	0.00%	0.00%	33.33%	16.67%	50.00%
My participation has led to professional connections	0.00%	0.00%	0.00%	50.00%	0.00%	50.00%
My participation has pushed me to take action in my organization	0.00%	0.00%	0.00%	33.33%	33.33%	33.33%
My participation inspired me to develop new programming	0.00%	0.00%	0.00%	33.33%	50.00%	16.67%
My participation has pushed me to take action locally	0.00%	0.00%	0.00%	33.33%	33.33%	33.33%
My participation has pushed me to take action nationally	0.00%	0.00%	0.00%	50.00%	33.33%	16.67%
As a result of my participation, I have been able to serve as a sounding board for others.	0.00%	0.00%	0.00%	50.00%	33.33%	16.67%
As a result of my participation, others have asked for my advice or input.	0.00%	16.67%	0.00%	0.00%	50.00%	33.33%

As a result of my participation, I have relied on others as a sounding board.	0.00%	16.67%	0.00%	0.00%	50.00%	33.33%
As a result of my participation, I have asked others for advice or input.	0.00%	0.00%	16.67%	0.00%	33.33%	50.00%
As a result of my participation, I have participated on a professional project (conference panel, blog post, article, grant. Etc.)	0.00%	0.00%	0.00%	16.67%	33.33%	50.00%
As a result of my participation, I have participated on a professional project (conference panel, blog post, article, grant. Etc.) with another ELC alum.	16.67%	16.67%	16.67%	0.00%	16.67%	33.33%
As a result of my participation, I feel more confident about what I can accomplish in my field.	0.00%	0.00%	0.00%	33.33%	33.33%	33.33%
As a result of my participation, I have a greater ability to see my programs in a broader context outside of just my community.	0.00%	0.00%	0.00%	33.33%	33.33%	33.33%
The ELC program provided me with a safe space to unpack difficult issues in the arts and culture world that are rarely discussed in the field.	0.00%	0.00%	0.00%	33.33%	16.67%	50.00%

Did your participation in the ELC program contribute to any of the following? (Choose all that apply)		
Answer Choices	Response s	
A career-level position with new institution or group at a higher level than prior to ELC participation	33.33%	
A promotion within an existing institution or group	16.67%	
Support to start own consulting business	16.67%	
Invitations to join a board of directors	33.33%	
Invitations to join a committee	33.33%	
Invitations to speak to influencers (policymakers, community leaders, fellow arts administrators, other public officials, etc.)	33.33%	
Invitations to participate in projects that influence the arts sector at a national or international level	50.00%	
Invitations to participate in projects that influence the local arts sectors	66.67%	
Financial recognition (in the form of a raise or bonus)	16.67%	

Invitations to attend conferences and other gatherings	50.00%	
Invitations to write a blog post or article	16.67%	
Invitations to attend additional training workshops or programs	33.33%	
Invitations to mentor other emerging arts administrators	0.00%	
Participation on in the grant-making process (ex: grant reviewer, working committee, etc.)	33.33%	
Ability to negotiate	33.33%	
Being able to more clearly communicate boundaries	83.33%	
Being able to more clearly communicate expectations or needs	83.33%	

In which primary area(s) of the field of arts administration do you currently work?		
Answer Choices	Responses	
Community-based organization	33.33%	
Museum	0.00%	
Historically underrepresented community (DEFINE)	0.00%	
Artist communities	0.00%	
Curatorial	0.00%	
Education	0.00%	
Artistic practice	33.33%	
Public sector funder	50.00%	
Private philanthropy	0.00%	
Local or state arts agency	50.00%	
Volunteer	16.67%	
Board Member	33.33%	
No longer working in the field	0.00%	

Based on your participation in the ELC program, please indicate your level of improvement for each statement.						
	Decrease d	Remaine d the same	Slightly improve d	Improve d	Greatly improve d	
My ability to understand the connections between my role and the arts sector has	0.00%	0.00%	16.67%	50.00%	33.33%	
My ability to identify my leadership strengths has	0.00%	16.67%	0.00%	50.00%	33.33%	
My ability to identify my professional expertise has	0.00%	16.67%	16.67%	33.33%	33.33%	
My ability to understand how to achieve balance in my life has	16.67%	0.00%	33.33%	16.67%	33.33%	

My commitment to diversity, equity, access, and inclusion issues in the sector has	0.00%	0.00%	0.00%	66.67%	33.33%		
My commitment to the arts has	0.00%	0.00%	0.00%	50.00%	50.00%		
My understanding of issues that leaders of color face in the sector has	0.00%	0.00%	0.00%	16.67%	83.33%		
My understanding of diversity, equity, access, and inclusion issues in the sector has	0.00%	0.00%	16.67%	33.33%	50.00%		
My ability to address the issues of diversity, equity, access, and inclusion issues in the sector has	0.00%	0.00%	33.33%	33.33%	33.33%		
My ability to fully express myself has	0.00%	16.67%	33.33%	33.33%	16.67%		
My sense of my professional trajectory has	0.00%	33.33%	16.67%	0.00%	50.00%		

Please indicate which staff member or faculty member (if any) you interacted with after completing the ELC program and by which means of communication							
	Email	In-person	Phone	Web Conference			
Salvador	75.00%	25.00%	0.00%	25.00%			
Tamara	83.33%	66.67%	50.00%	0.00%			
Margie	33.33%	66.67%	66.67%	33.33%			
Chrissy	100.00%	83.33%	83.33%	66.67%			

2013

After completing the ELC program I...(choose all that apply)	
Answer Choices	Responses
Interacted with members of the ELC network in person	100.00%
Interacted with members of the ELC network via email	80.00%
Interacted with members of the ELC network by phone	60.00%
Interacted with members of the ELC network via web conference	40.00%
Have not interacted with other members of the ELC Network	0.00%

Please indicate your level of agreement with the following statements.						
	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly Agree
As a result of my participation, I feel part of a larger movement	0.00%	0.00%	0.00%	0.00%	60.00%	40.00%
As a result of my participation, I feel more connected to others doing this work	0.00%	0.00%	0.00%	0.00%	40.00%	60.00%
As a result of my participation, I feel more empowered to take action	0.00%	0.00%	0.00%	0.00%	60.00%	40.00%
My participation has led to personal connections	0.00%	0.00%	0.00%	20.00%	0.00%	80.00%
My participation has led to professional connections	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
My participation has pushed me to take action in my organization	0.00%	0.00%	0.00%	20.00%	40.00%	40.00%
My participation inspired me to develop new programming	0.00%	0.00%	20.00%	40.00%	20.00%	20.00%
My participation has pushed me to take action locally	0.00%	0.00%	0.00%	20.00%	20.00%	60.00%
My participation has pushed me to take action nationally	0.00%	0.00%	0.00%	40.00%	20.00%	40.00%
As a result of my participation, I have been able to serve as a sounding board for others.	0.00%	0.00%	0.00%	0.00%	40.00%	60.00%
As a result of my participation, others have asked for my advice or input.	0.00%	0.00%	0.00%	0.00%	40.00%	60.00%
As a result of my participation, I have relied on others as a sounding board.	0.00%	0.00%	0.00%	0.00%	40.00%	60.00%

As a result of my participation, I have asked others for advice or input.	0.00%	0.00%	0.00%	0.00%	20.00%	80.00%
As a result of my participation, I have participated on a professional project (conference panel, blog post, article, grant. Etc.)	0.00%	0.00%	0.00%	20.00%	20.00%	60.00%
As a result of my participation, I have participated on a professional project (conference panel, blog post, article, grant. Etc.) with another ELC alum.	0.00%	20.00%	0.00%	0.00%	20.00%	60.00%
As a result of my participation, I feel more confident about what I can accomplish in my field.	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%
As a result of my participation, I have a greater ability to see my programs in a broader context outside of just my community.	0.00%	0.00%	0.00%	0.00%	60.00%	40.00%
The ELC program provided me with a safe space to unpack difficult issues in the arts and culture world that are rarely discussed in the field.	0.00%	0.00%	0.00%	0.00%	20.00%	80.00%

Did your participation in the ELC program contribute to any of the following? (Choose all that apply)		
Answer Choices	Response s	
A career-level position with new institution or group at a higher level than prior to ELC participation	75.00%	
A promotion within an existing institution or group	0.00%	
Support to start own consulting business	25.00%	
Invitations to join a board of directors	25.00%	
Invitations to join a committee	50.00%	
Invitations to speak to influencers (policymakers, community leaders, fellow arts administrators, other public officials, etc.)	75.00%	
Invitations to participate in projects that influence the arts sector at a national or international level	100.00%	
Invitations to participate in projects that influence the local arts sectors	75.00%	
Financial recognition (in the form of a raise or bonus)	0.00%	
Invitations to attend conferences and other gatherings	75.00%	
Invitations to write a blog post or article	25.00%	
Invitations to attend additional training workshops or programs	75.00%	
Invitations to mentor other emerging arts administrators	75.00%	

Participation on in the grant-making process (ex: grant reviewer, working committee, etc.)	75.00%	
Ability to negotiate	25.00%	
Being able to more clearly communicate boundaries	25.00%	
Being able to more clearly communicate expectations or needs	50.00%	

In which primary area(s) of the field of arts administration do you currently work?		
Answer Choices	Responses	
Community-based organization	25.00%	
Museum	50.00%	
Historically underrepresented community (DEFINE)	50.00%	
Artist communities	50.00%	
Curatorial	0.00%	
Education	25.00%	
Artistic practice	50.00%	
Public sector funder	25.00%	
Private philanthropy	0.00%	
Local or state arts agency	0.00%	
Volunteer	50.00%	
Board Member	25.00%	
No longer working in the field	25.00%	

Based on your participation in the ELC program, please indicate your level of improvement for each statement.						
	Decrease d	Remaine d the same	Slightly improve d	Improve d	Greatly improve d	
My ability to understand the connections between my role and the arts sector has	0.00%	0.00%	0.00%	75.00%	25.00%	
My ability to identify my leadership strengths has	0.00%	0.00%	25.00%	50.00%	25.00%	
My ability to identify my professional expertise has	0.00%	0.00%	0.00%	100.00%	0.00%	
My ability to understand how to achieve balance in my life has	25.00%	0.00%	50.00%	25.00%	0.00%	
My commitment to diversity, equity, access, and inclusion issues in the sector has	0.00%	0.00%	25.00%	25.00%	50.00%	
My commitment to the arts has	0.00%	0.00%	25.00%	25.00%	50.00%	

My understanding of issues that leaders of color face in the sector has	0.00%	0.00%	0.00%	75.00%	25.00%		
My understanding of diversity, equity, access, and inclusion issues in the sector has	0.00%	0.00%	25.00%	25.00%	50.00%		
My ability to address the issues of diversity, equity, access, and inclusion issues in the sector has	0.00%	0.00%	50.00%	25.00%	25.00%		
My ability to fully express myself has	0.00%	0.00%	25.00%	50.00%	25.00%		
My sense of my professional trajectory has	0.00%	0.00%	25.00%	75.00%	0.00%		

Please indicate which staff member or faculty member (if any) you interacted with after completing the ELC program and by which means of communication							
	Email	In-person	Phone	Web Conference			
Salvador	100.00%	100.00%	66.67%	0.00%			
Tamara	100.00%	100.00%	66.67%	0.00%			
Margie	33.33%	66.67%	0.00%	0.00%			
Chrissy	100.00%	75.00%	75.00%	50.00%			

2010

After completing the ELC program I...(choose all that apply)	
Answer Choices	Responses
Interacted with members of the ELC network in person	50.00%
Interacted with members of the ELC network via email	50.00%
Interacted with members of the ELC network by phone	50.00%
Interacted with members of the ELC network via web conference	25.00%
Have not interacted with other members of the ELC Network	25.00%

Please indicate your level of agreement with the following statements.						
	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly Agree
As a result of my participation, I feel part of a larger movement	0.00%	25.00%	0.00%	25.00%	25.00%	25.00%
As a result of my participation, I feel more connected to others doing this work	0.00%	0.00%	50.00%	0.00%	50.00%	0.00%
As a result of my participation, I feel more empowered to take action	0.00%	0.00%	0.00%	50.00%	50.00%	0.00%
My participation has led to personal connections	0.00%	0.00%	0.00%	25.00%	75.00%	0.00%
My participation has led to professional connections	0.00%	0.00%	0.00%	50.00%	25.00%	25.00%
My participation has pushed me to take action in my organization	0.00%	0.00%	25.00%	50.00%	0.00%	25.00%
My participation inspired me to develop new programming	0.00%	25.00%	0.00%	50.00%	0.00%	25.00%
My participation has pushed me to take action locally	0.00%	25.00%	50.00%	0.00%	0.00%	25.00%
My participation has pushed me to take action nationally	0.00%	25.00%	0.00%	50.00%	0.00%	25.00%
As a result of my participation, I have been able to serve as a sounding board for others.	0.00%	50.00%	0.00%	25.00%	25.00%	0.00%
As a result of my participation, others have asked for my advice or input.	0.00%	25.00%	0.00%	25.00%	25.00%	25.00%
As a result of my participation, I have relied on others as a sounding board.	0.00%	25.00%	0.00%	25.00%	50.00%	0.00%

As a result of my participation, I have asked others for advice or input.	0.00%	25.00%	25.00%	0.00%	25.00%	25.00%
As a result of my participation, I have participated on a professional project (conference panel, blog post, article, grant. Etc.)	0.00%	25.00%	0.00%	25.00%	25.00%	25.00%
As a result of my participation, I have participated on a professional project (conference panel, blog post, article, grant. Etc.) with another ELC alum.	25.00%	25.00%	0.00%	50.00%	0.00%	0.00%
As a result of my participation, I feel more confident about what I can accomplish in my field.	0.00%	0.00%	0.00%	50.00%	25.00%	25.00%
As a result of my participation, I have a greater ability to see my programs in a broader context outside of just my community.	0.00%	0.00%	25.00%	25.00%	25.00%	25.00%
The ELC program provided me with a safe space to unpack difficult issues in the arts and culture world that are rarely discussed in the field.	0.00%	0.00%	0.00%	25.00%	50.00%	25.00%

Did your participation in the ELC program contribute to any of the following? (Choose all that apply)		
Answer Choices	Response s	
A career-level position with new institution or group at a higher level than prior to ELC participation	0.00%	
A promotion within an existing institution or group	33.33%	
Support to start own consulting business	0.00%	
Invitations to join a board of directors	0.00%	
Invitations to join a committee	33.33%	
Invitations to speak to influencers (policymakers, community leaders, fellow arts administrators, other public officials, etc.)	66.67%	
Invitations to participate in projects that influence the arts sector at a national or international level	33.33%	
Invitations to participate in projects that influence the local arts sectors	66.67%	
Financial recognition (in the form of a raise or bonus)	0.00%	
Invitations to attend conferences and other gatherings	33.33%	
Invitations to write a blog post or article	0.00%	
Invitations to attend additional training workshops or programs	0.00%	
Invitations to mentor other emerging arts administrators	33.33%	

Participation on in the grant-making process (ex: grant reviewer, working committee, etc.)	0.00%	
Ability to negotiate	33.33%	
Being able to more clearly communicate boundaries	33.33%	
Being able to more clearly communicate expectations or needs	33.33%	

In which primary area(s) of the field of arts administration do you currently work?		
Answer Choices	Responses	
Community-based organization	0.00%	
Museum	50.00%	
Historically underrepresented community (DEFINE)	0.00%	
Artist communities	0.00%	
Curatorial	50.00%	
Education	25.00%	
Artistic practice	25.00%	
Public sector funder	0.00%	
Private philanthropy	0.00%	
Local or state arts agency	25.00%	
Volunteer	0.00%	
Board Member	0.00%	
No longer working in the field	0.00%	

Based on your participation in the ELC program, please indicate your level of improvement for each statement.						
	Decreased	Remained the same	Slightly improved	Improved	Greatly improved	
My ability to understand the connections between my role and the arts sector has	0.00%	0.00%	0.00%	100.00%	0.00%	
My ability to identify my leadership strengths has	0.00%	0.00%	33.33%	66.67%	0.00%	
My ability to identify my professional expertise has	0.00%	0.00%	33.33%	66.67%	0.00%	
My ability to understand how to achieve balance in my life has	0.00%	33.33%	0.00%	66.67%	0.00%	
My commitment to diversity, equity, access, and inclusion issues in the sector has	0.00%	0.00%	0.00%	33.33%	66.67%	

My commitment to the arts has	0.00%	0.00%	0.00%	33.33%	66.67%		
My understanding of issues that leaders of color face in the sector has	0.00%	33.33%	0.00%	66.67%	0.00%		
My understanding of diversity, equity, access, and inclusion issues in the sector has	0.00%	0.00%	33.33%	66.67%	0.00%		
My ability to address the issues of diversity, equity, access, and inclusion issues in the sector has	0.00%	33.33%	0.00%	66.67%	0.00%		
My ability to fully express myself has	0.00%	0.00%	0.00%	33.33%	66.67%		
My sense of my professional trajectory has	0.00%	0.00%	33.33%	33.33%	33.33%		

Please indicate which staff member or faculty member (if any) you interacted with after completing the ELC program and by which means of communication							
	Email	In-person	Phone	Web Conference			
Salvador	100.00%	0.00%	0.00%	0.00%			
Tamara	100.00%	0.00%	0.00%	0.00%			
Margie	100.00%	100.00%	100.00%	0.00%			
Chrissy	100.00%	100.00%	100.00%	100.00%			