

BLUECOATS

Diversity &

Socioeconomic Impact

Annual Report

2023

The Bluecoats organization is one that constantly works towards excellence both in our art and our practices. We continue to do our best to thrive in spite of changing times and conditions. In this, we seek to constantly analyze and improve our own commitment to creating a community based on dedication, creativity, diversity, belonging, and authenticity.

Our goal as the Diversity & Inclusion Council (DIAC) is to support all aspects of our Bluecoats Community in our shared commitment to embedding equality in the fabric of our work for all who are part of systematically marginalized populations, including Black people, people of color, women, queer and trans people, and other people from underrepresented communities. By having an honest assessment of who we are in the past, present and who we want to be in the future, we can create guide paths to aid in creating such an atmosphere and organization.

The data displayed in this report will guide the Board of Directors, executive team, and this council in identifying areas of growth where we can better serve the mission of the Bluecoats organization. We consider our commitment to Anti-Racism and Anti-Discrimination central to the strength of our organization and its cause.

Explore pages 24-27 on this report to learn more about how we put this commitment to action in our programs. In reading about our affiliation with En-Rich-Ment, the Bluecoats Fellowship, our open hiring processes, our formal policy on anti-racism, and our Learning Access program, we hope you will see that the work remains ongoing in all aspects of our organization.

We thank you for taking the time to review this report. We encourage members of our Bluecoats family curious about our methodology and practices, or interested in pursuing the goals outlined in this report, to contact us about becoming a member of the DIAC. Please contact our Kate McIlvain at kmcilvain@bluecoats.com to learn more.

With Regards,

The Diversity & Inclusion Advisory Council

Last April, the Bluecoats organization adopted a new Vision statement. It compels us to create “a Bluecoats Community enriched by a spectrum of programming, ranging from a student’s first experience with the performing arts to our world-renowned drum corps...”

As we begin to bring this vision to reality, we reflect on how this new spectrum of programs will strive to broaden the impact our organization has on students and community members of all backgrounds and socioeconomic status. A big piece of this mission bears fruit in our affiliation with EN-RICH-MENT, and the construction of the new [Bluecoats’ EN-RICH-MENT Education Center](#) in Downtown Canton.

EN-RICH-MENT, and this new education center, represent an exciting chapter in our organization’s journey, one that seeks to broaden the spectrum of programming at Bluecoats, and aims to increase access to our life-enriching programs for underresourced students. We believe that by joining forces with EN-RICH-MENT, we can generate even more life-enriching outcomes, particularly across a wider socioeconomic and racial spectrum.

This affiliation is a commitment to our [Core Values](#). Together with EN-RICH-MENT, we envision a future where “Creativity, integrity, and personal development are emphasized” in all facets of our organization, and to an even broader and impactful cohort of students.

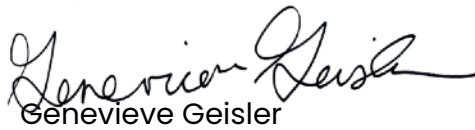
In this report, you will find that there is still much work to be done in our pursuit of a more diverse, equitable, and inclusive organization. We continue to strive for progress, and continue to invest in programming like the [Bluecoats Fellowship](#), the [EN-RICH-MENT Education Center](#), and [Play It Forward](#). Thank you for taking the time to read this report and for helping to enrich our organization as we deliver our life-enriching programming to more students than ever before. Sincerely,



Mike Scott

CEO

Bluecoats



Genevieve Geisler

CFO/COO

Bluecoats

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Methodology

All data from this report comes from self-reported data from participants and staff of Bluecoats programming. Students auditioning for the drum corps were given a survey as a part of the registration process, participants of our 2023 drum corps were given a survey to fill out during the contracting and onboarding process, students attending The Blue Way Summer Arts Camp were given a survey as a part of the registration process, and staff were given an anonymous survey to fill out following their time with the 2023 drum corps. All surveys collect voluntary data and, where possible, there is a “prefer not to say” as well as an “other” option where respondents can type in a different response.

While much of our data collection in 2023 remained the same as in 2022, some questions posed and choices offered changed. As we continue to learn and grow in our approach to collecting and reporting data for this report, our data collection will evolve.

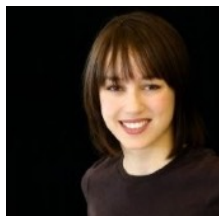
Executive Summary

At Bluecoats, we seek to increase and intensify efforts to ensure equitable access for and participation by people from all racial, ethnic, socioeconomic backgrounds, genders, and LGBTQ+ identifications. We also seek to actively encourage and facilitate such participation.

In addition, we seek to form a staff and board of directors reflecting a diverse array of backgrounds and that best serves all of our constituents. A first step in this process is to collect the raw data from the students and staff we work with in order to set a baseline for future development. This project started in 2020 with our first Diversity & Socioeconomic Impact Annual Report. In our fourth year of creating this report, we have collected more data from participants of our programming than ever before and we continue to develop both our collection and presentation of these data.

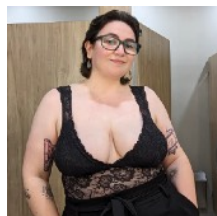
Following the data in this report, you will find a summary of the current initiatives in place or planned by the organization, and why we feel these measures are important goals for the organization's efforts to advance a more inclusive culture. We hope you will agree that these initiatives and programs are valuable. Likewise, we hope that you will be inspired to join with us and work to make the Bluecoats Community a leader in the performing arts space.

Meet the Diversity & Inclusion Advisory Council



Kate McIlvain

she/her
Chair
Director At Large, Bluecoats
Director At Large, EN-RICH-MENT



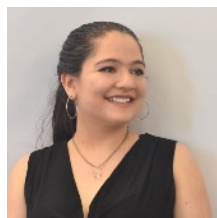
Rand Clayton

they/them
Advisor
Rhythm IN BLUE Operations
Manager, Bluecoats



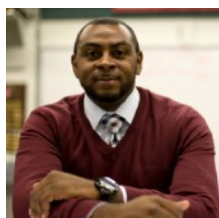
Dan Coleman

he/him
Advisor
Director At Large, Bluecoats



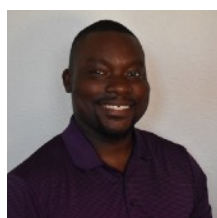
Irene Guggenheim-Triana

she/her
Advisor
Bluecoats Fellow



Justin Johnson

he/him
Advisor



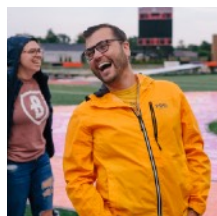
Kevin Kwaku

he/him
Advisor
Brass Instructor, Bluecoats



JohnDavid Mayo

he/him
Advisor
Director At Large, EN-RICH-MENT



Mike Scott

he/him
Ex Officio Member
CEO, Bluecoats



Genevieve Geisler, MPH

she/her
Ex Officio Member
CFO/COO, Bluecoats

Programs

Programs of Bluecoats

At Bluecoats, we create programs that enrich the lives of young people and celebrate the joys that art and the performing arts bring to the Bluecoats Community. As we reflect on our progress in bringing this mission to life, we must also reflect on how well we bring these life-enriching programs to *everyone*, and how inclusive this “Bluecoats Community” really is.

We believe that we must start any analysis of the efficacy of our programming by first analyzing who our programs reach, and how inclusive we are as an organization as we seek to expand that reach.

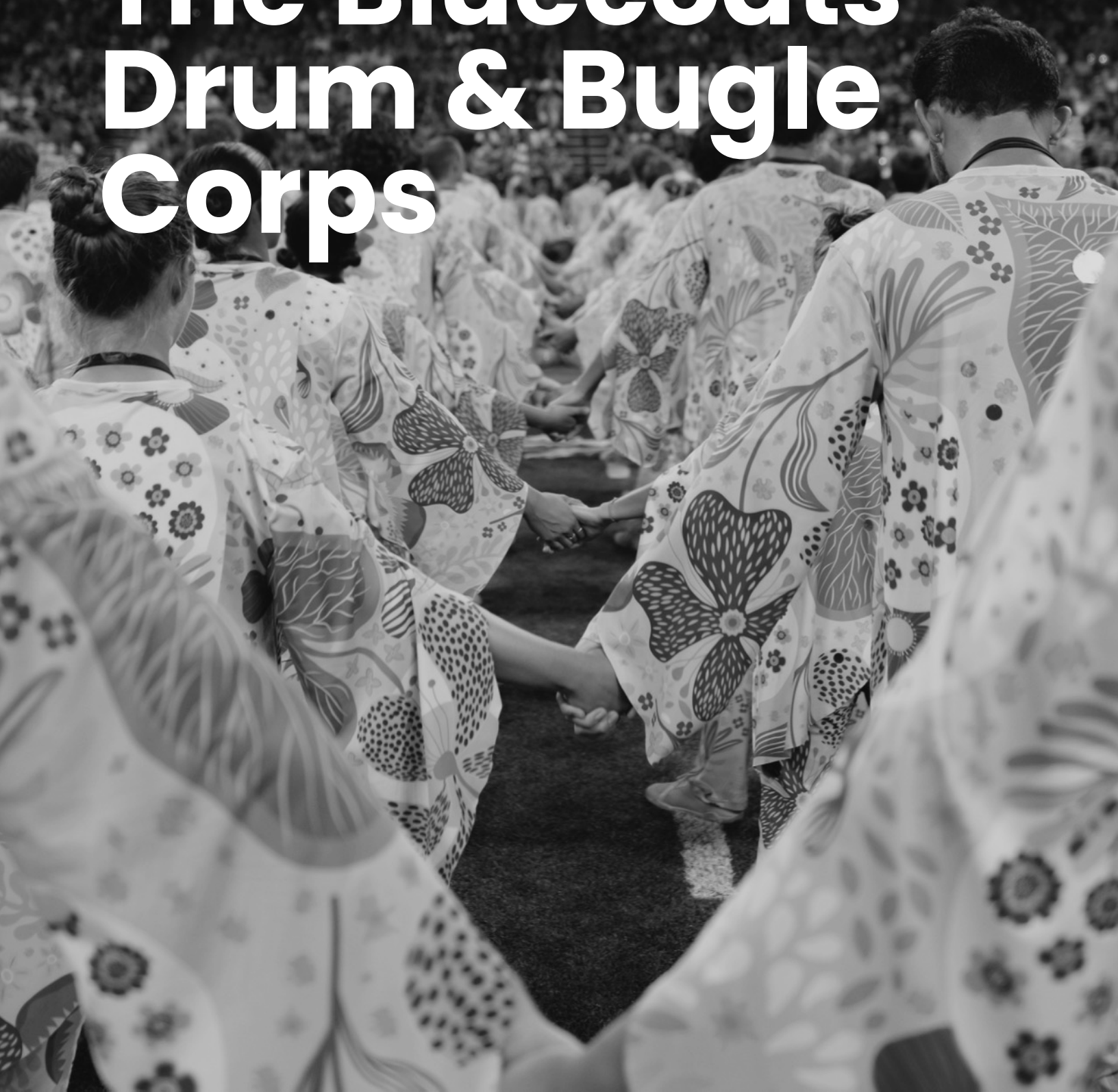
While the *Bluecoats Drum & Bugle Corps* is our most notable and recognizable program, the Bluecoats organization operates several programs. Our ensemble programs include the *Bluecoats Drum & Bugle Corps*, *Rhythm IN BLUE* and alumni-focused programs like *Legacy Arc*.

Additionally, we operate several learning programs like *The Blue Way Summer Arts*, the *Bluecoats Fellowship*, *Bluecoats School of the Arts*, *Learning Access*, our school group ticketing program, and a partnership with a local agency called En-Rich-Ment which operates a free after school and weekend drumline program for under-resourced youth.

In the following pages you will see the report on demographic and socio-economic impact for *Audition Experience Camps*, *Bluecoats Drum & Bugle Corps*, and *The Blue Way Summer Arts Camp*.

2023 DRUM CORPS INTERNATIONAL WORLD CHAMPIONSHIPS

The Bluecoats Drum & Bugle Corps





The Bluecoats Audition Experience Events

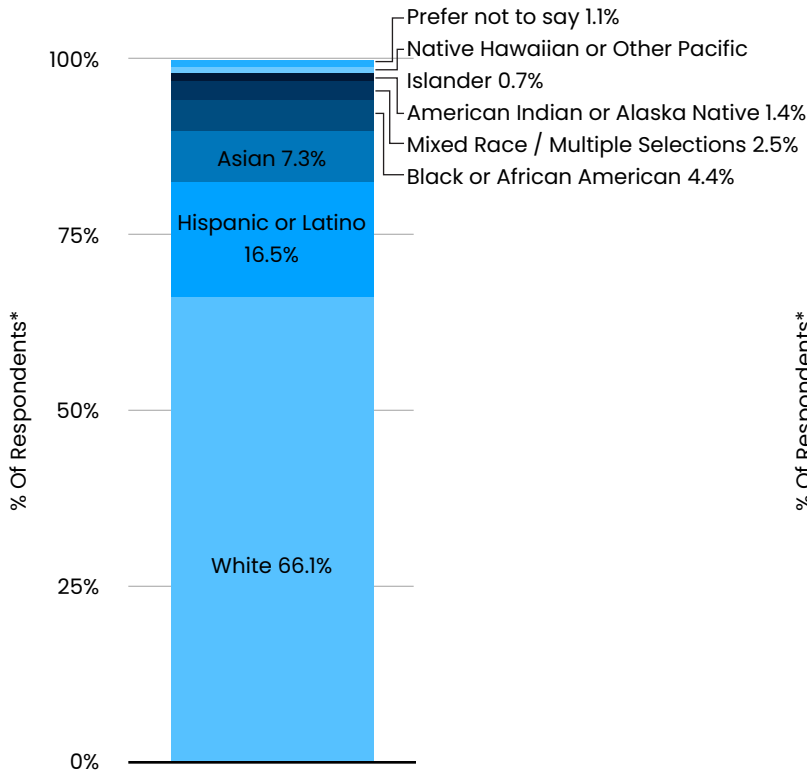
Every year, hundreds of students from around the world join us in-person for Audition Experience Events and online for Virtual Auditions. Students get the opportunity to audition for the Bluecoats, learn from our world-class educational team, and to get the *Bluecoats Experience* for a weekend.

During the event registration process, we collected data from 100% of 1126 students registered for in-person Audition Experience events. Due to limitations with our Virtual Audition order forms, we collected data through a skippable form. We received 217 responses from 218 registrants, but due to the anonymous nature of response collection, we have no way to know if people submitted multiple forms.

Race & Ethnicity

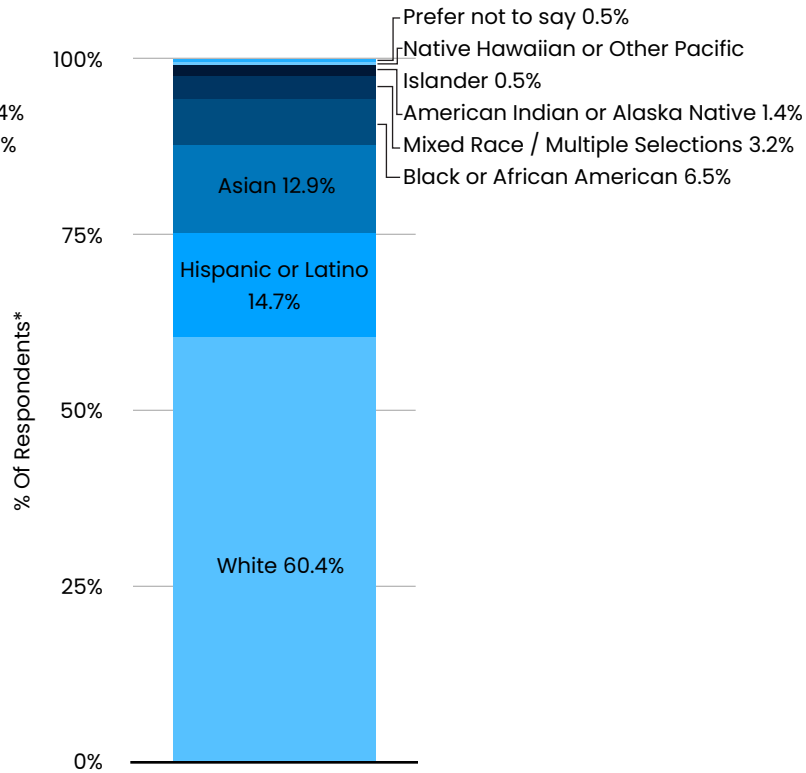
How would you describe yourself?

In-Person Audition Registrants



*100% of 1126 students registered responded

Virtual Audition Registrants

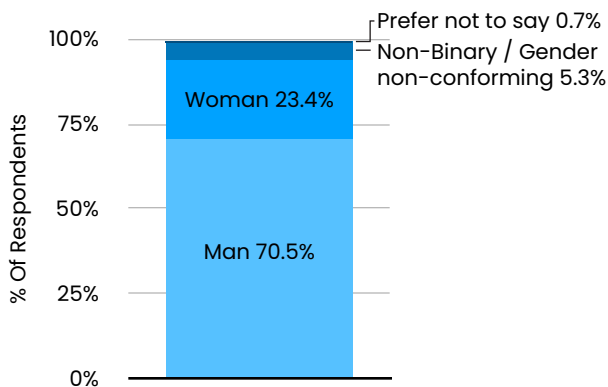


*217 responses received from 218 registrants

Gender Identity

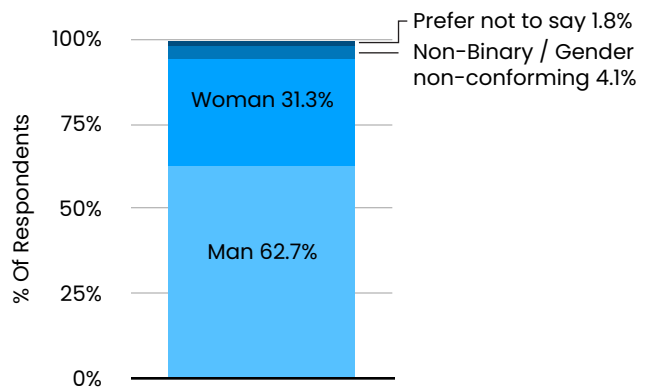
What is your gender identity?

In-Person Audition Registrants



*100% of 1126 students registered responded

Virtual Audition Registrants

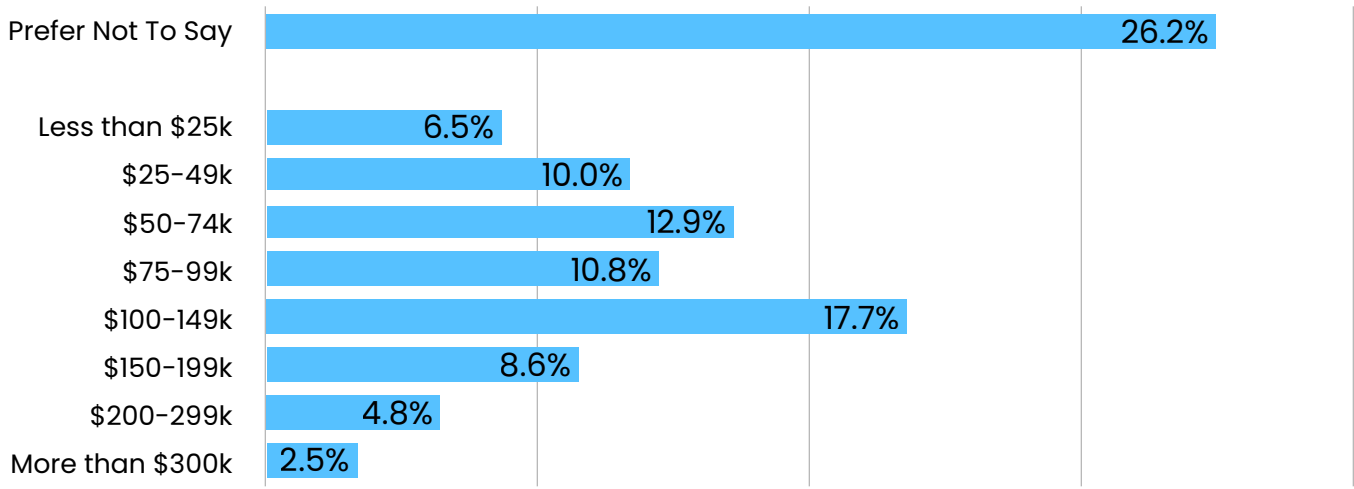


*217 responses received from 218 registrants

Socio-economic Status

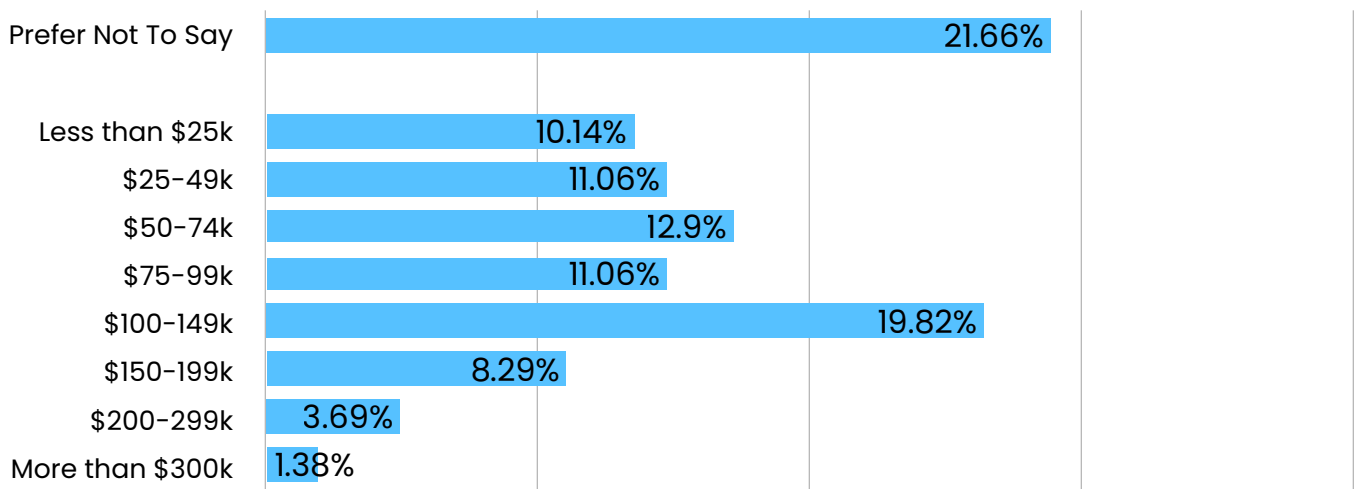
Approximately, what is the annual income of your household, including your parents/guardians unless they do not support you financially in any way?

In-Person Audition Registrants



*100% of 1126 students registered responded

Virtual Audition Registrants



*217 responses received from 218 registrants



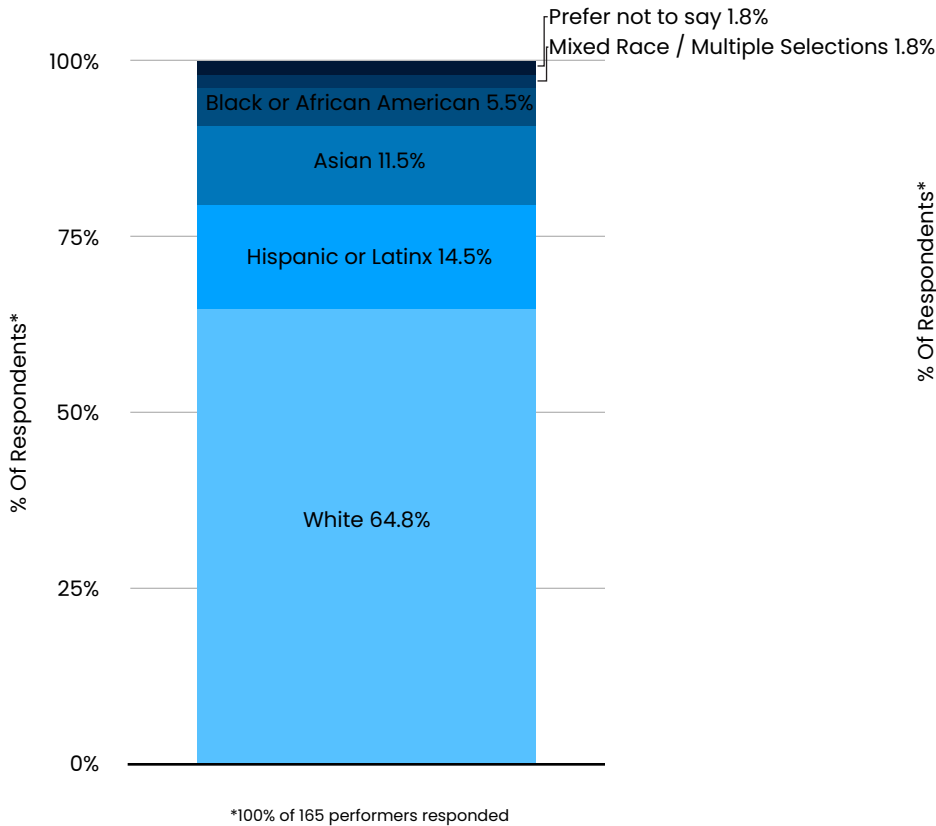
The Bluecoats Drum & Bugle Corps Participants

Founded in 1972, the drum corps is the face of the Bluecoats organization, and the primary program through which we bring life-changing performing arts experiences to youth, and host world-class performing arts events for our communities. Bluecoats serves young adults from around the world between the ages of 16 & 22.

During the participant onboarding process, we collected data from 100% of the 165 drum corps participants.

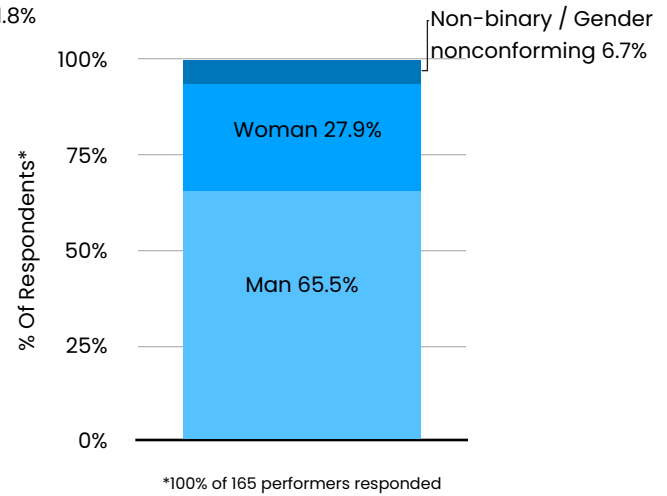
Race & Ethnicity

How would you describe yourself?



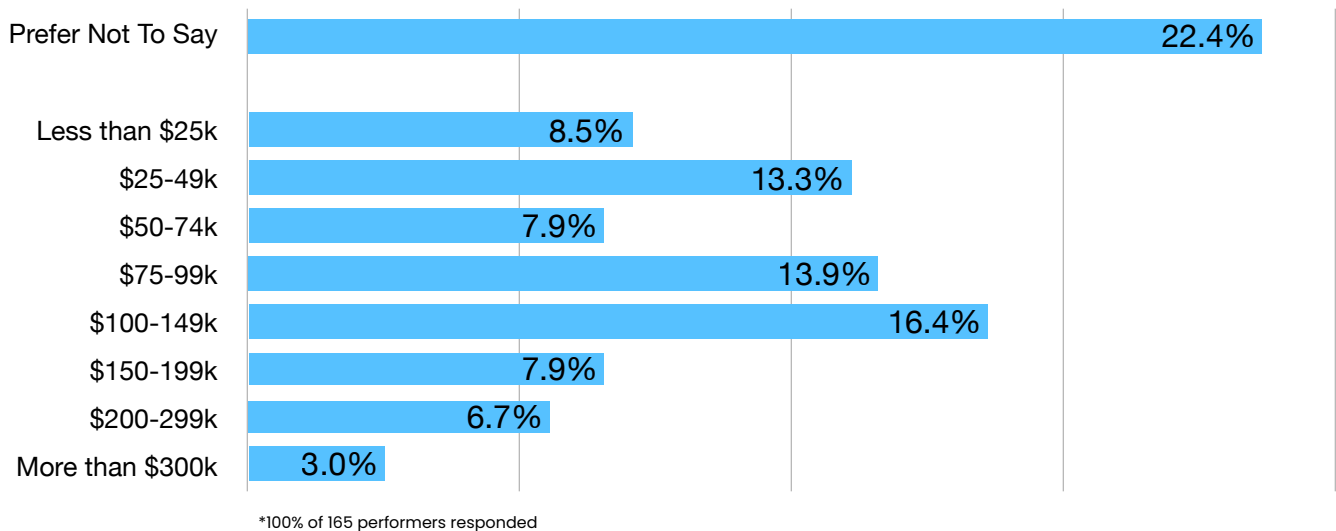
Gender Identity

What is your gender identity?



Socio-economic Status

Approximately, what is the annual income of your household, including your parents/guardians unless they do not support you financially in any way?



The Blue Way Summer Arts Camp





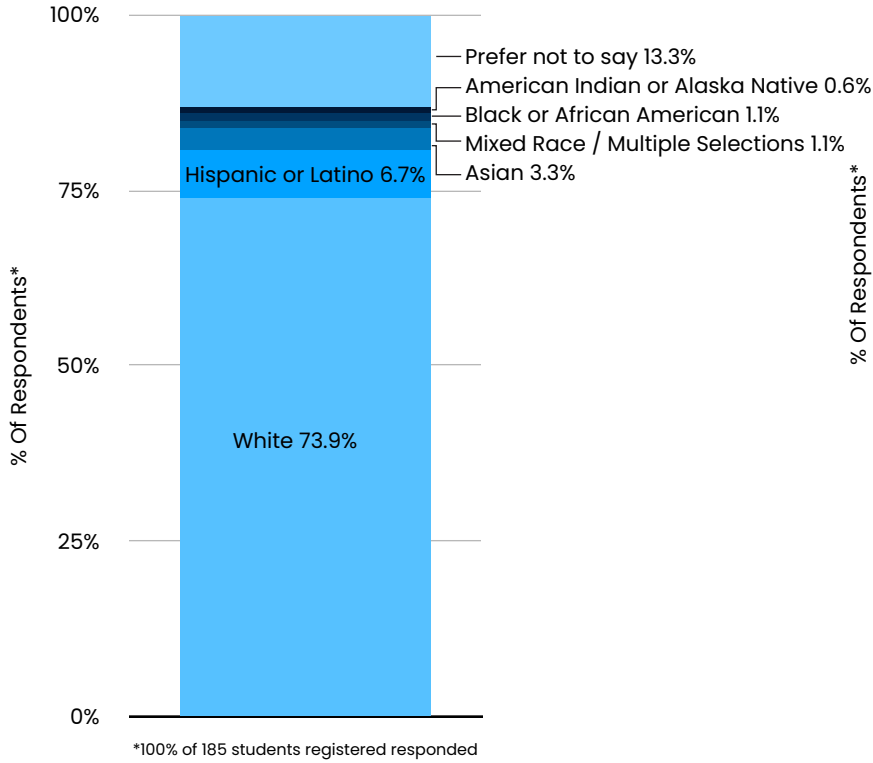
The Blue Way Summer Arts Camp

In 2023, we brought The Blue Way Summer Arts Camp back for the first time since 2019. At the camp, attendees rehearse alongside the Bluecoats for a Spring Training weekend and perform at the Bluecoats Opening Night Community Celebration.

During the event registration process, we collected data from 100% of 180 students registered for The Blue Way Summer Arts Camp. This includes students registered for the residential and commuter options, and the one-day pro-audio clinic.

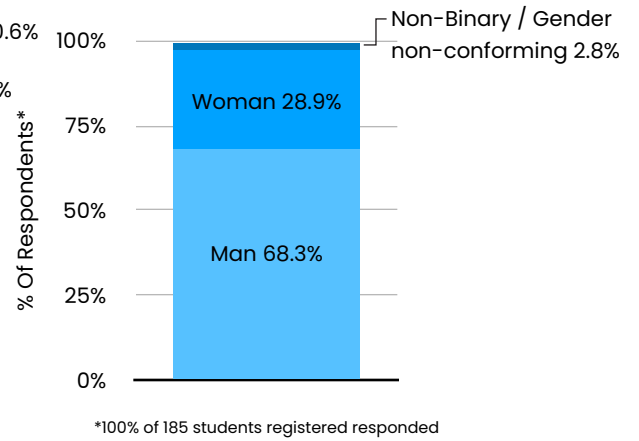
Race & Ethnicity

How would you describe yourself?



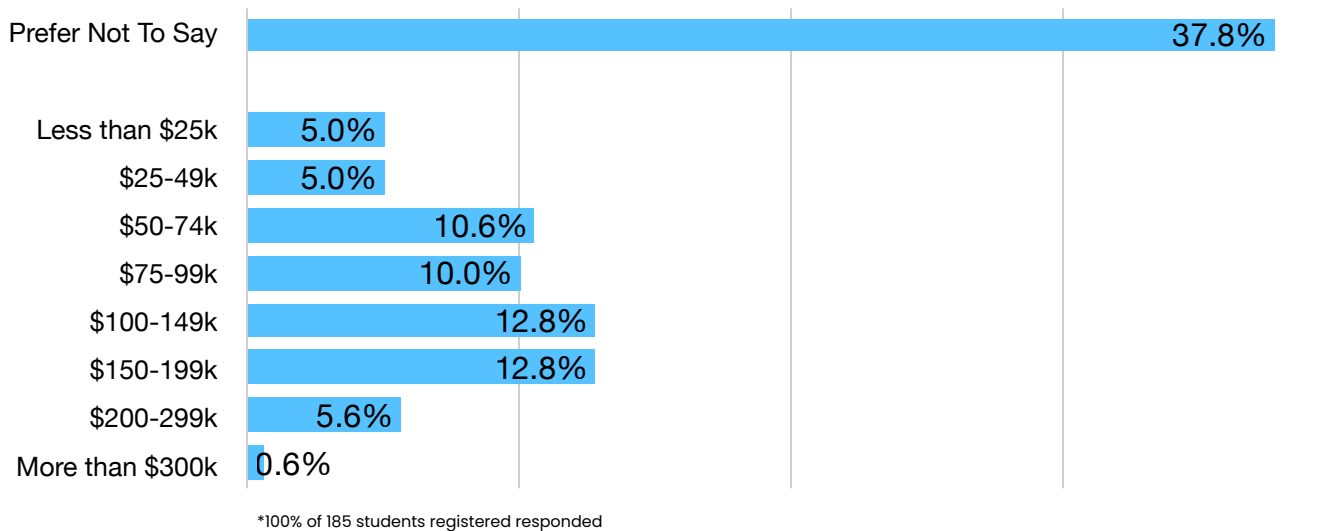
Gender Identity

What Is your gender identity?



Socioeconomic Status

Approximately, what is the annual income of your household?



Our Team



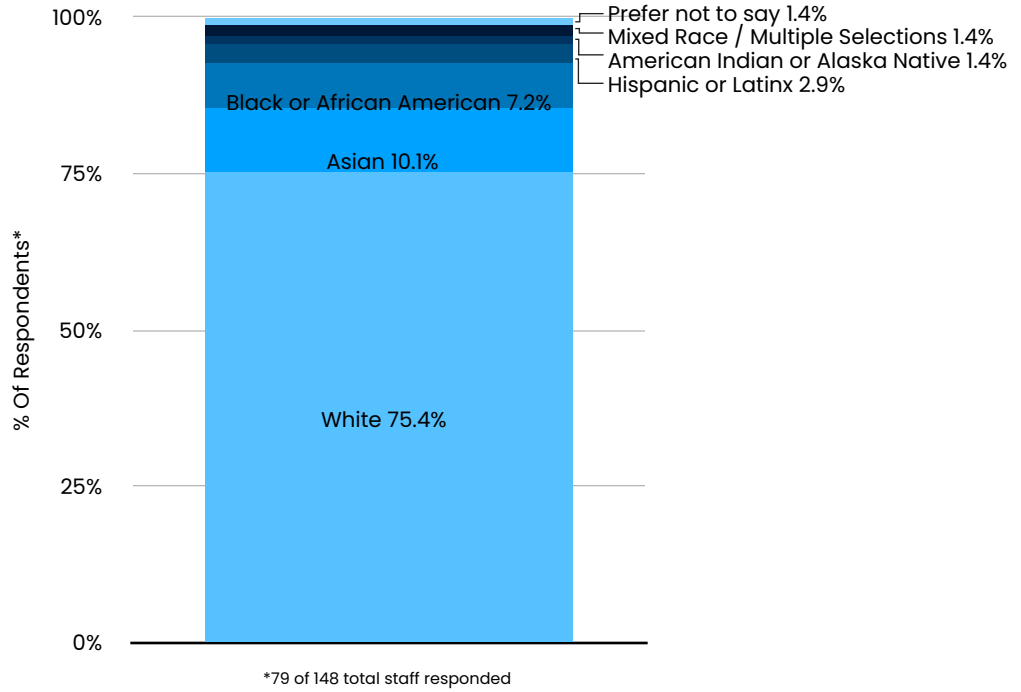
Our Team

Our pursuit of a more equitable and inclusive community at Bluecoats requires that we work towards inclusivity and equity among both our participants and our staff.

For the 2023 programming year, we sent a completely anonymous survey to our employees and contractors. 79 of 148 total staff (46% of staff) responded. Since the survey was entirely anonymous, there is no way to know if any individual submitted the survey multiple times. To ensure a higher response rate in 2024, we plan to incorporate this survey into the staff onboarding process.

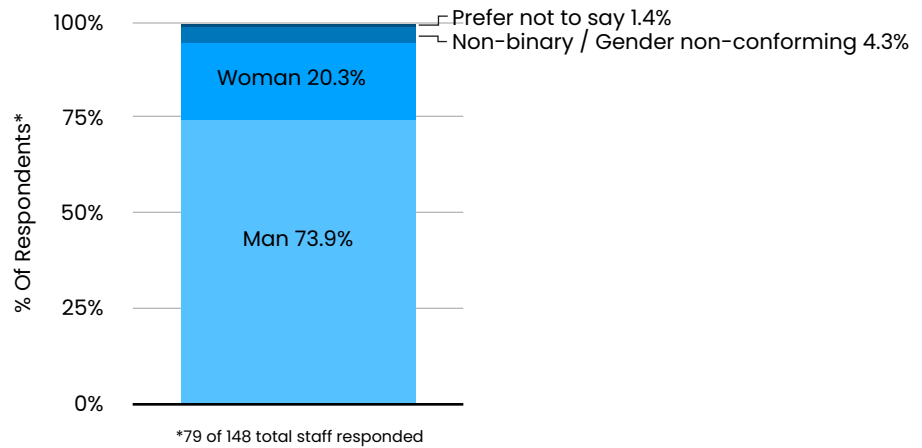
Race & Ethnicity

How would you describe yourself?



Gender Identity

What is your gender identity?



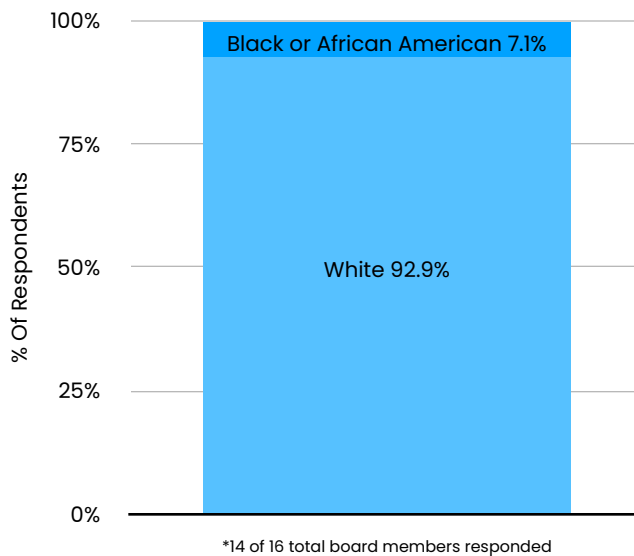
Our Board of Directors

Our pursuit of a more equitable and inclusive community at Bluecoats requires that we work towards inclusivity and equity in all facets of the organization.

For the 2023 programming year, we sent a completely anonymous survey to our board of directors. 14 of 16 total board members (87.5%) responded. Since the survey was entirely anonymous, there is no way to know if any individual submitted the survey multiple times.

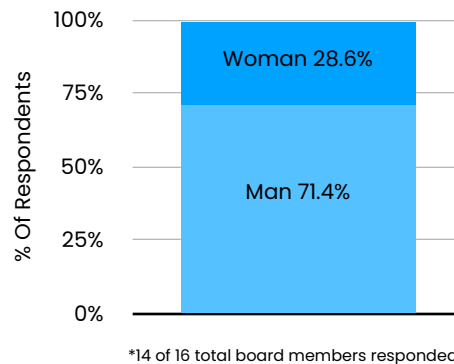
Race & Ethnicity

How Would You Describe Yourself?



Gender Identity

What is your gender identity?



Diversity & Inclusion Initiatives



Diversity & Inclusion Initiatives at Bluecoats

This report, and the data in it, is a vital step to analyzing our progress toward a more anti-racist, inclusive, and equitable organization. In addition to these data, we feel that an important part of this report is to publish a summary of our work toward this vision. In 2023, we worked on the following projects.

EN-RICH-MENT Affiliation

In 2023, Bluecoats and EN-RICH-MENT announced a new affiliation between the organizations, launching a new future for performing arts and youth education programming in Stark County. This newly formed affiliation will restructure both organizations, creating an extraordinary spectrum of programming for youth that spans from local students' first experiences with the performing arts, to the world-renowned Bluecoats Drum & Bugle Corps.

Together, Bluecoats and EN-RICH-MENT are building an Education Center in Downtown Canton dedicated to the educational programs of EN-RICH-MENT. The building, which will occupy the space of the former Ziegler Tire building at Market Ave & 9th St, will be renovated and expanded to include music and dance rehearsal spaces, several classrooms and practice rooms, a sensory room to accommodate students with autism, and offices and administrative space for EN-RICH-MENT.

Founded in 2012 by Betty Smith, EN-RICH-MENT provides free music and arts education to any

student that signs up. Known throughout Stark County for its drumline, the organization also features dance, theater, music, and art programs - as well as important leadership and life skills classes, including cooking, gardening and nutrition. The program predominantly serves Black and Brown students and reaches 400+ students from under-resourced communities each year. Until now, EN-RICH-MENT's classes and programs have made do with limited space, often in locations that aren't purpose built for such specialized programs as music ensemble rehearsals, dance, cooking, and private lessons.

Bluecoats Fellowship

In 2022, we launched a new program for individuals who are a part of, or are committed to supporting, traditionally under-represented communities in marching arts design. Bluecoats Fellows are selected by demonstrating excellent skill and potential in their field. The goal of the Bluecoats Fellowship is to prepare these individuals for placement at marching arts programs and institutions around the world, paving a pathway towards a

more diverse and inclusive world in the marching arts.

Each winter an annual cohort of approximately five Bluecoats Fellows will be selected to participate in a drum corps season at Bluecoats. Fellows will take part in an assistantship with the Bluecoats designer in their field, gaining the opportunity to grow their skills and receive advice & guidance on their work. These resident fellowships are modestly-paid contract positions that include travel and accommodations. The residency extends from March through the DCI World Championships in August each year.

Online Hiring & Open Applications

In late 2019 we launched bluecoats.com/jobs and made available open, standing applications for roles including operations, education, and design. Later in 2020, an open application was made available for Director At Large positions for the board of directors, the highest level of governance within the Bluecoats organization. Through our experiences in hiring, and from conversations hosted by the Diversity & Inclusion Advisory Council, we have learned how hiring within the drum corps community is often done from within the pre-existing networks of those already on educational and design teams. Oftentimes, these networks stem from the contacts that a senior leader, like a caption head or designer, has created over their career. These pre-existing networks are, by nature, exclusionary and they reduce the ability for those outside of such networks to gain access

to work opportunities within the drum corps community.

By creating open and standing job postings, even when there are no immediate openings, we are introducing a gateway for individuals not already within such networks, to apply for roles at Bluecoats. We hope that this not only aids our efforts to diversify our team, but also brings new ideas to the table and continues to improve the world-class programming and operations Bluecoats takes such pride in.

Diversity & Inclusion Advisory Council

Kate McIlvain was elected to be the new chair of the Diversity & Inclusion Advisory Council at the Bluecoats Annual Meeting of the Corporation in January. Kate joined the Bluecoats board of directors in January 2022. Passionate about the performing and marching arts, Kate is excited to combine her more than 15 years of nonprofit management and marching arts experience in service of this amazing organization. In addition to her board role here at Bluecoats, Kate is the Greater Chicago Regional Area Director for Chapter One, a nonprofit literacy organization which believes that literacy is a basic human right and provides 1:1 literacy support to kindergarten, first, and second grade students. She is also the Color Guard Director at Marian Catholic High School in Chicago Heights, IL. Her affiliations include the Yoga Alliance, the American Guild of Musical Artists, and she is a certified nonprofit accounting professional. In addition to her work at Bluecoats, Chapter One, and Marian Catholic, Kate is an active performer/choreographer in the Chicago area,

regularly appearing in dance concerts, musical theatre, and storytelling events.

Anti-Racism Policy & Ban On Hate Groups

A principle philosophy of anti-racism leadership is that action, in the form of policy, can elicit change and modify structures where systemic racism has made an impact. Through the fruitful collaboration of the Diversity & Inclusion Advisory Council, the executive team, and the Policy Task Force of the Board of Directors, in 2021 we announced the adoption of a new Anti-Racism Policy. Among other things, this policy bans affiliation with or solidarity of hate groups, as defined by the Southern Poverty Law Center's Hate Map™. Furthermore, it prohibits the display of hate symbols, including the Confederate Battle Flag, as listed in the Hate On Display™ database compiled by the Anti Defamation League.

This policy enshrines many of the initiatives outlined in this report, and others, as active steps towards advancing anti-racism within the entire Bluecoats Community. You can read more about the policy and its directives [here](#).

Bluecoats School of the Arts

In September 2020, Bluecoats launched a brand new program: [Bluecoats School of the Arts](#). This online school - built by Bluecoats - brings all of this organization's educational programming online through live educational events, on-demand coursework, and even private lessons.

While School of the Arts is not fundamentally an initiative aimed at diversity, equity, and inclusion - it does represent a new future for Bluecoats programming that is inherently more accessible and catered to a broader variety of students and skills. From the start, our vision for School of the Arts was a program that removed barriers to entry for Bluecoats educational programming. Furthermore, we set out to build a program that was more than a "patch" for a cancelled season. Instead, School of the Arts is a new fixture in our suite of learning programs. It can grow as far as our imagination will let it, and it can provide programming to more skill sets than we have ever had the capacity to teach with in-person and marching-band-focused programming.

More than 3,000 students have signed up for an account at [bluecoats.school](#), and hundreds of students attended our live learning events like Symposium I, Symposium II, and a series of one-day Institutes catered to specific instruments. Through School of the Arts technology we were able to bring Grammy award winning artists like Jacob Collier, Sput Searight, and Jens Lindemann to students around the globe. Furthermore, we've worked to get the details right, like ensuring that live and on-demand content is captioned, and the website uses ADA accessibility tools for easier access by those who need it.

Ultimately, we look forward to seeing the growth of School of the Arts and reaching more students than ever before.

Learning Access

One huge benefit of building an online learning platform like School of the Arts is our ability to make this programming accessible to those in our community. After the launch of School of the Arts we reached out to Canton City Schools and a local partner agency called En-Rich-Ment to dream up a new partnership and grant program we're calling [Learning Access](#).

Learning Access brings all live and on-demand School of the Arts programs and local Bluecoats Audition Experience Events to the band, orchestra, and dance students of Canton City Schools and En-Rich-Ment at absolutely no cost to the students or the district and agency. We've worked directly with administrators and teachers to outline the program. Students use codes distributed to them by their teachers to gain access to the programming. We also have a tech support email hotline that teachers can use to submit questions or concerns.

Endowed Scholarship Funds & Frank Pasquerella Memorial Scholarship Fund

We have identified that financial aid restructuring will be an important element of our Diversity, Equity & Inclusion Action Plan (see below) because scholarships directed at gateways to Bluecoats Programming (and the drum corps community) increase the opportunities for students outside of our typical participation funnel to join our programming. Bluecoats' challenge with regard to offering scholarships is shared among many similar

organizations in the marching arts community. Typically we rely each year on our ability to fundraise the cash necessary to immediately pay out such scholarships.

This model of funding financial aid is unsustainable because it requires annual operational bandwidth and quickly generates donor fatigue. We have identified the need to shift our financial model at least partially toward endowed funds. Such scholarship funds invest principle into the Bluecoats Endowment and can disburse annually.

At the end of 2020, Bluecoats worked closely with the family of the late Frank Pasquerella to establish an endowed scholarship fund in his honor. Frank was a Bluecoats alumnus and was notably the original Autumn Leaves trumpet soloist. The song would go on to become the Bluecoats corps song, and the solo spot a coveted honor for Bluecoats trumpet players. Frank was a hugely popular band director in his career and left an impact on hundreds of students. Since its launch, The Frank Pasquerella Memorial Scholarship Fund has raised more than \$25,000, which included a very generous leadership gift from Maria Pasquerella, Frank's wife. In January the fund was officially launched within the Bluecoats Endowment and the funds are designated to support students attending Bluecoats educational programming such as THE BLUE WAY Summer Educational Experience, Bluecoats School of the Arts, and other events.

Conclusion

Our goal is to publish a report like this annually. Reports and updates like this do not simply demonstrate our progress, or lack of progress, however. They join together with other DE&I initiatives, conversations, and programs to remind us of our collective responsibility to speak about our progress and our shared vision of a more diverse, equitable, and inclusive Bluecoats Community.

This report has been an opportunity to outline recent initiatives that we're proud of, opportunities that we hope to make investments in, and areas where we know we must improve. While our demographic survey infrastructure will continue to be improved upon, we're happy with the steps we've taken so far to gather and publish these data. The demographic data in this report certainly shows a community that has room for progress.

Amongst corps participants, students identifying as Black or African American are not represented at a percentage concomitant with U.S. population statistics. Likewise, staff identifying as Black or African American are underrepresented. In both corps participants and staff, women are significantly underrepresented. Lastly, self-reported socioeconomic data indicates that students from lower-income households are underrepresented in comparison to population statistics.

We know from casual observation that people of color are significantly underrepresented in leadership positions within the organization, including Board of Directors, caption heads, design team, and executive leadership. We also know that women, non-binary, and gender non-conforming individuals are also underrepresented in many of these areas.

These data indicate that we have much work to do in ensuring our programs, as well as employment and leadership opportunities, are made available to all. To do so, we must continue our work with the Diversity & Inclusion Advisory Council to implement such strategies as open recruiting for employment and board of directors positions, actively recruiting, mentoring, and promoting people of color and women to leadership positions within the organization, and working to ease entry into the corps itself through scholarships and outreach efforts among non-traditional drum corps communities.

We can make progress in every corner of the Bluecoats Community, and increase participation and support of many underrepresented or underserved communities including people of color, women, transgender and non-binary individuals, and other members of the LGBTQ+ community. We can

increase representation and support within our educational team, our employees, our design team, executive leadership, and board of directors. We can lower barriers to entry for the drum corps program, and bolster or even create non-corps programs that diversify our focus and ensure that the world-renowned performing arts education resources of the Bluecoats organization reach more populations of students than ever before. We can improve our policy and procedures for ensuring participant safety, anti-discrimination, and anti-racism.

As we continue to create and maintain initiatives to build a more inclusive and equitable culture at Bluecoats, we look forward to seeing if and how the data in this annual report changes. We know that this is not a one-year project and we are committed to continually doing the work to seeing the kind of change we'd like to see in our organization.

Ultimately, to accomplish our goals of a more diverse, inclusive, and equitable culture at Bluecoats, we'll need to engage every member of the Bluecoats Community and build an organization where, at every level, from the boardroom to the fan, we are committed to leading the way.



BLUECOATS

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Bluecoats is a 501(c)3 non-profit organization. EIN: 34-1563908

*To report racism, discrimination or other Prohibited Practices,
visit bluecoats.com/whistleblower or email ethics@bluecoats.com.*