

BLUECOATS

Diversity &

Socioeconomic Impact

Annual Report

2020

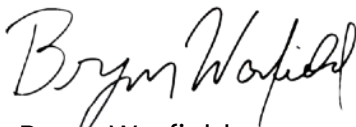
The mission statement of Bluecoats says that we *“provide programs for youth in music and performance training. Leadership, personal, character, and social development skills are emphasized through the challenge, excitement, and self-discipline presented through travel, competition, and pursuit of excellence.”*

To that end, the Diversity and Inclusion Council seeks to uphold the mission of Bluecoats through the lens of equality for all who are in underrepresented communities, including Black people, people of color, women, LGBTQ+ and other marginalized groups. Establishing a culture of anti-racism and anti-discrimination is critical to the success we want to achieve behind the scenes of our organization.

This annual Diversity & Socio-economic Impact Report will help the Council & executive team identify areas of improvement we need to address each year in order for our organization to represent the true beauty of diversity in the Bluecoats Community. While Bluecoats has experienced success on the field, we recognize and acknowledge that we still have work to do in this regard.

We look forward to seeing much-needed progress throughout the organization in the years to follow, and hope to inspire our peers throughout the pageantry arts to do the same.

With Regards,



Bryen Warfield

Co-Chair

Diversity & Inclusion Advisory Council

Bluecoats



Ricardo Brown

Co-Chair

Diversity & Inclusion Advisory Council

Bluecoats

At the core of the *Bluecoats Experience* is the knowledge that performing arts education programming enriches the lives of young people, and that the Arts improves societies and brings joy to those who consume it.

As we plan a future for the Bluecoats organization we must, as responsible leaders, work to ensure that the *Bluecoats Experience*, and all of our world-renowned performing arts programming, reaches more people and a broader swath of communities in our orbit. This means advancing the diversity of our constituency; cultivating an anti-racist, anti-discriminatory, and equitable culture; redirecting program resources into our local community; and finding ways to track our progress along the way.

As promised in June, this report is the first of many annual reports on the demographic and socio-economic impact of the Bluecoats programs, the diversity of our team, and the progress of our initiatives to advance inclusion and equity within our organization.

As you'll see in the report, we've only just begun a program of responsibly collecting the self-identifying data necessary to create a report like this. During the creation of this inaugural report, we have learned much, and we are already looking forward to implementing new systems in order to publish this report annually.

This past year was certainly the most challenging in our nearly fifty year history. The cancellation of the drum corps season and all in-person programming turned our focus inward, and encouraged us to examine the true nature of the Bluecoats mission. Now, as we look toward the future, we are eager to build back an organization that enriches the entire *Bluecoats Community* and touches the lives of more young people than ever before.

Sincerely,



Mike Scott
CEO
Bluecoats



Genevieve Geisler
CFO/COO
Bluecoats

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Methodology

In late 2019, we decided to build a new way to onboard participants in the drum corps, and to ensure that this new way voluntarily captured some demographic data including race identity, ethnicity, average household income, gender identity, and sex. This project was completed in time to onboard all members of what would have been the 2020 drum corps. All data and analysis of the drum corps participant pool presented here comes from this collected data. We expect our data collection approach to change for 2021 based on what we have learned while compiling this report.

Staffing data was collected in order to gain a better understanding of our team while creating this report. Because the season was cancelled before many contracts were executed or a season could occur, the 2020 staff and volunteer data is understandably incomplete.

Executive Summary

At Bluecoats, we seek to increase and intensify efforts to ensure equitable access for and participation by people from all racial, ethnic, socio-economic 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. In 2020, the cancellation of many of our programs limited our ability to collect such data. However, we were able to collect demographic data for contracted 2020 participants and some employees and contract staff. This data is presented below.

In future years, Bluecoats will collect similar data from participants in all our programs, including Audition Experience Camps, THE BLUE WAY Summer Educational Experience and other educational events, School of the Arts programming, and the Browns Drumline.

As you will see in the data summaries below, there are areas where Bluecoats is leading the way in delivering programming to a diverse array of communities. However, you will also see that this diversity is not evenly distributed. For instance, while we have many people of color working as teachers, we don't see that same representation among our executive leadership or in the boardroom. A breakdown of section-by-section participant data would show that parts of the drum corps include higher representation of students of color or women, where other sections are overwhelmingly white and/or male.

This report is a valuable first step in establishing what indicators exist for future progress tracking. In that regard, it's an important way for us to enlist the entire Bluecoats Community in holding the organization accountable for our progress as an organization. It is also an important snapshot of our "starting point" as we set out to advance diversity, equity & inclusion in our programs as well as our staff. We must make sure that Bluecoats brings its world-renowned performing arts educational leadership to a population of students that more closely reflects the population of the United States, and that along the way, leadership and employment opportunities are made available to all.

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. Perhaps you will even 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



Ricardo Brown
Co-Chair
Trumpet Instructor
Assoc. Director of Bands
University of Connecticut



Bryen Warfield
Co-Chair
Tuba Instructor
Director of Bands & Orchestra
Homestead High School



Justin Johnson
Advisor
Visual Instructor
Director of Bands
Niles West High School



Kevin Kwaku
Advisor
Trumpet Instructor
Bluecoats



Ebony Rose, ATC
Advisor
Medical Team Member
Athletic Trainer
Bluecoats



David Davenport
Participant Liaison
Bluecoats Drum Major
Graduate
Christopher Newport University



Mike Scott
Ex Officio Member
CEO
Executive Team
Bluecoats



Genevieve Geisler, MPH
Ex Officio Member
CFO/COO
Executive Team
Bluecoats

Programs

Programs at 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 *Rhythm IN BLUE*, the upcoming *50th Anniversary Alumni Corps*, the *Browns Drumline*, and alumni-focused programs like *Curbside* and the *Legacy Arc*.

Additionally, we operate several learning programs like the *Bluecoats Band of Excellence at the Pro Football Hall of Fame*, *THE BLUE WAY Summer Educational Experience*, *THE BLUE WAY Audition Experience Camps*, *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.

Eventually, our goal is for this annual Diversity & Socio-Economic Impact Report to provide details on the demographics and impact of all of the programs at Bluecoats. However, in this inaugural issue, we are reporting only on the drum corps because this is the only data we were able to reliably collect. This was possible because we chose to overhaul our on-boarding process in late 2019 and collect important demographic data at that point. Fortunately, this data was collected prior to the cancellation of our 2020 season and all related programs.

While a primary focus of our upcoming Diversity, Equity & Inclusion Action Plan will be the drum corps, we acknowledge that progress toward making the drum corps activity more inclusive will take time and that Bluecoats can make an outsized impact on the broader drum corps and marching band communities by encouraging progress through our other programs. We intend to use our programming as tools for progress, like placing a renewed focus on free and reduced ticket programming for our drum corps shows, which reach more than 20,000 fans each summer. Other examples include our *Audition Experience*

Camps and Summer Educational Experiences, which are events that can help broaden the community of students impacted by our programs and, for one, help deepen the pipeline of non-white students entering the drum corps community at large.

Furthermore, our focus will not only be on how we can diversify the drum corps experience, but also how Bluecoats can reorient our mission to bring the incredible resources we share with our drum corps participants and fans to our local community, and to our neighboring communities of historically under-resourced populations.

Of course, these ideas will not be reflected in the data presented in this report, but we intend to outline these plans in our upcoming Diversity, Equity & Inclusion Action Plan, and to carefully examine our progress each year by looking at the data in these subsequent reports.

In the following pages you will see the report on demographic and socio-economic impact for the Bluecoats Drum & Bugle Corps, and a brief summary of our plans for capturing this data for other programs beginning in the 2021 programming year.

The Bluecoats





The Bluecoats Drum & Bugle Corps

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.

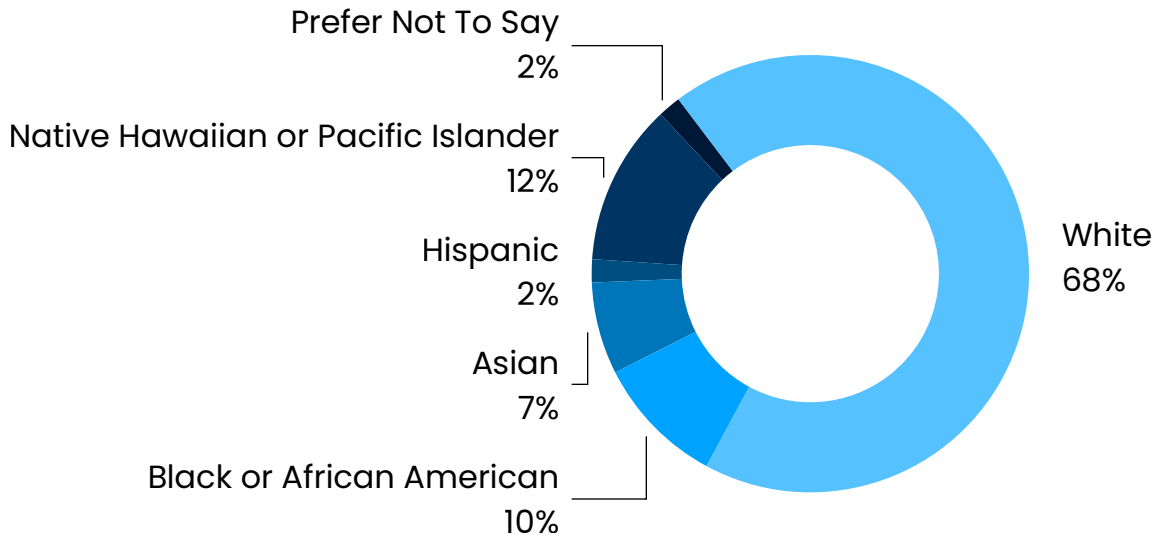
Race & Ethnicity

Based on reported data, participants in 2020 drum corps programming were approximately 33.3% Non-White and 65% White, with 1.2% choosing to not identify. Overall, this represents a participation of approximately 8% Black / African American, 7% Asian, and 2% Native Hawaiian or Other Pacific Islander students. 15% of participants identified themselves as ethnically Hispanic, Latino, or of Spanish Origin.

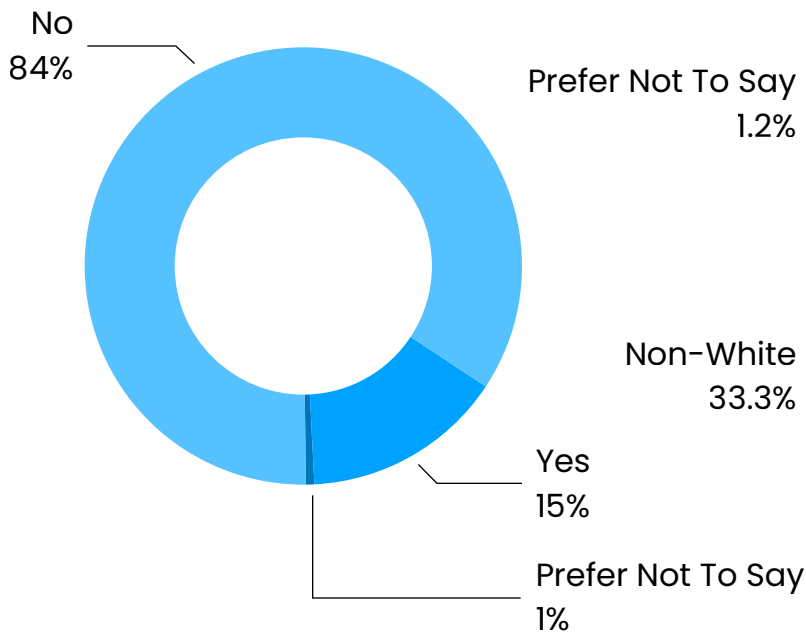
While our method of self-reported identification data capture doesn't yet analyze origins of recruitment, we expect that a majority of non-white participants come from programs like *Audition Experience Camps* held in California and Georgia where school populations are more diverse. We will

explore ways to improve data capture and analysis in a way that identifies strategies such as these remote events where a continues broadening of our participation pipeline can occur.

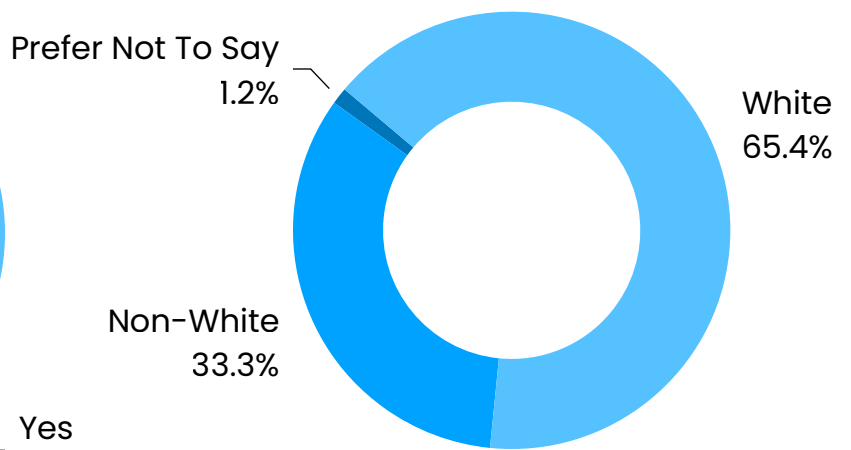
How Do You Describe Yourself?



Hispanic or Latinx Origin

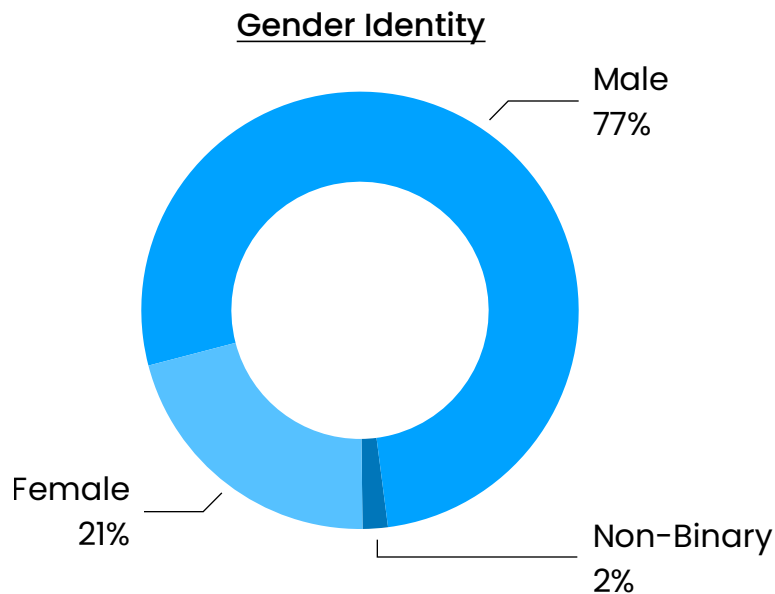


White vs. Non-White Identifying



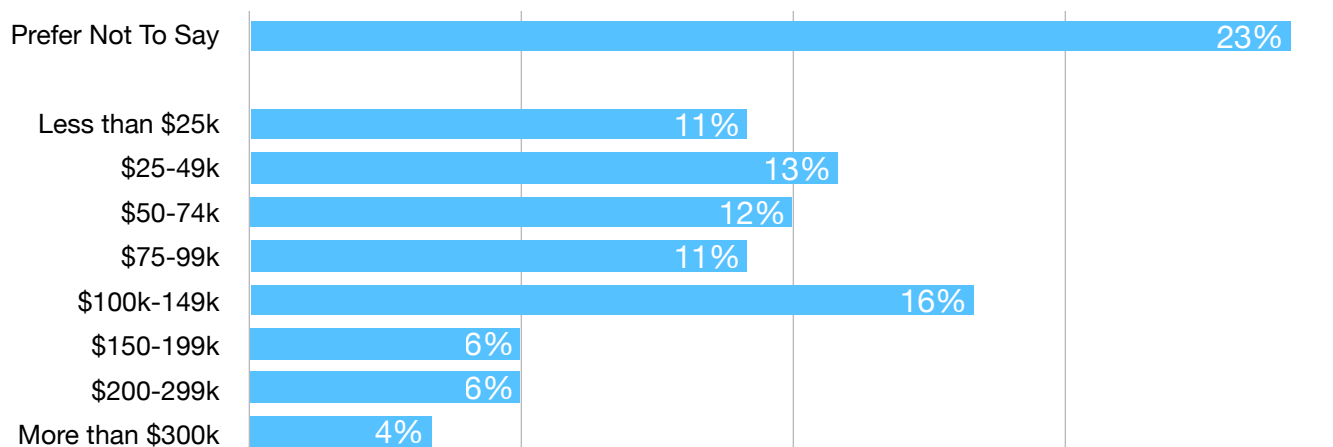
Gender Identity

Within the drum corps program 77% of participants identified as “male,” 21% as “female,” and 2% as “non-binary.” When this data was collected prior to the start of the 2020 drum corps season, these were the only three options made available for the optional gender express data point. In addition to this gender identity question, we also asked students to provide their preferred pronouns. This question was intended for program operations, and our ability to address students by their preferred choice, so that data is not provided here.

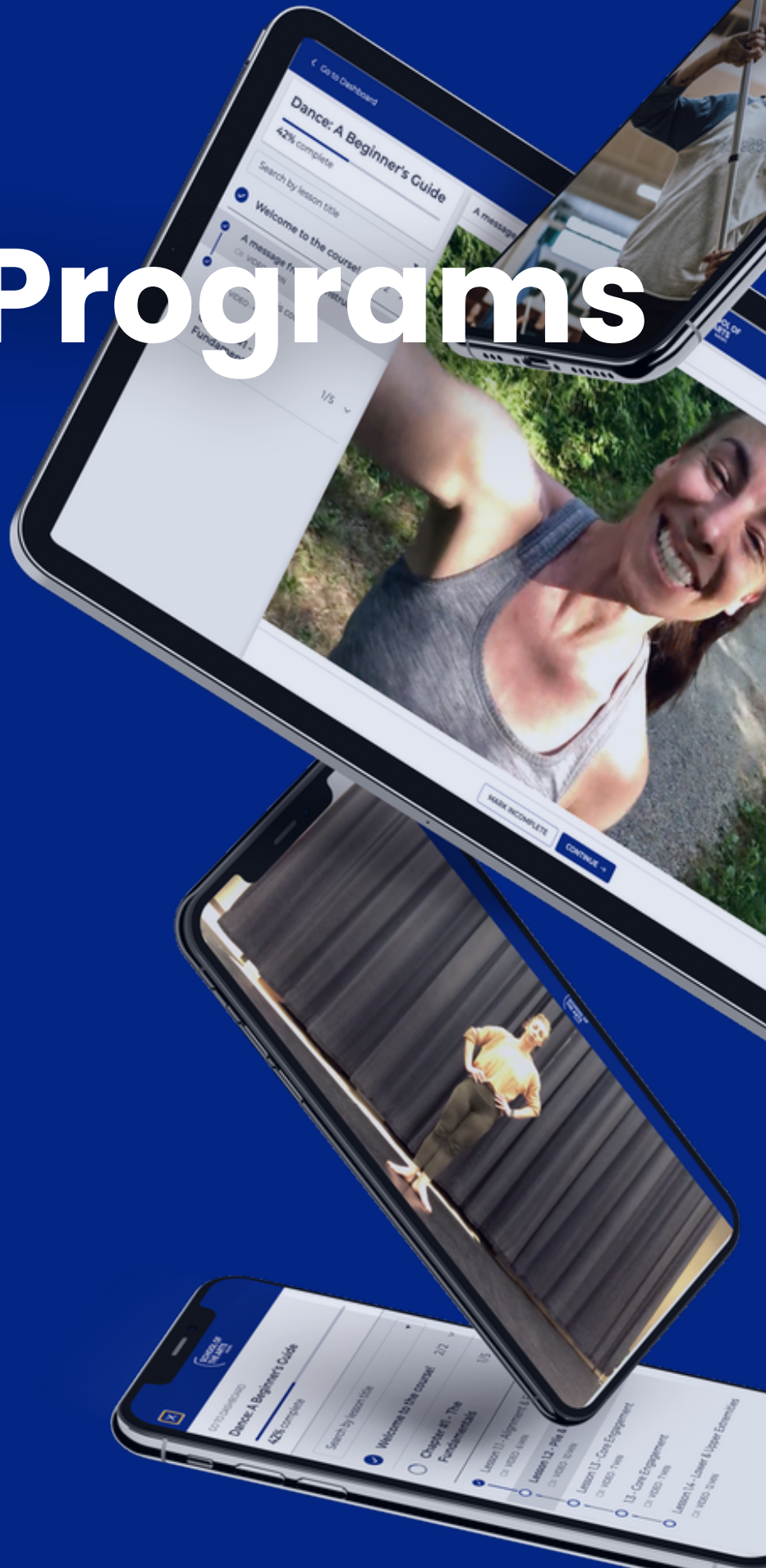


Socio-economic Status

We know that the cost of world-class drum corps participation is a contributing factor to the inaccessibility of Bluecoats programming for some individuals. As such, we are committed to collecting anonymous data about the household income of our students. Respondents determined what determined their “household” ie, whether or not they were their parent/guardian’s dependents.



Other Programs



Other Programs At Bluecoats

As we work to build an organization that reaches a broad coalition of students in an inclusive and equitable way, programming outside of the drum corps is important for two reasons. First, it expands the pipeline of students that enter the drum corps activity at large, and second, it broadens the impact of our mission more generally.

Programs like THE BLUE WAY Audition Experience Camps and THE BLUE WAY Summer Educational Experience most directly impact the “pipeline” of students entering the Bluecoats drum corps and the drum corps activity as a whole. While these programs did not fully operate in 2020, we look forward to their return, and to our ability to add those programs to this report and create a fuller picture of the diversity and socio-economic impact of those programs.

Likewise, other ensemble programs like the Browns Drumline and the Bluecoats Band of Excellence at the Pro Football Hall of Fame did not operate in 2020, and are also not included in this report.

Bluecoats School of the Arts & Learning Access

Two programs that did operate in 2020 were brand new programs launched following the cancellation of our 2020 season. Both *Bluecoats School of the Arts* and *Learning Access* represent programming that diversifies the impact of the Bluecoats mission away from the drum corps model and directs it toward other communities.

While we did have the foresight to improve self-identification data collection for the drum corps and associated programs in late 2019, we were not able to implement such demographic data collection for *School of the Arts* or *Learning Access*. Because both of these programs are completely virtual in nature, our team will continue to examine how best to complete such work in a responsible way.

We are confident that these programs will enable us to reach our goals of a more inclusive and equitable organization (see next section), and we look forward to analyzing this impact data in next year’s report.



Our Team



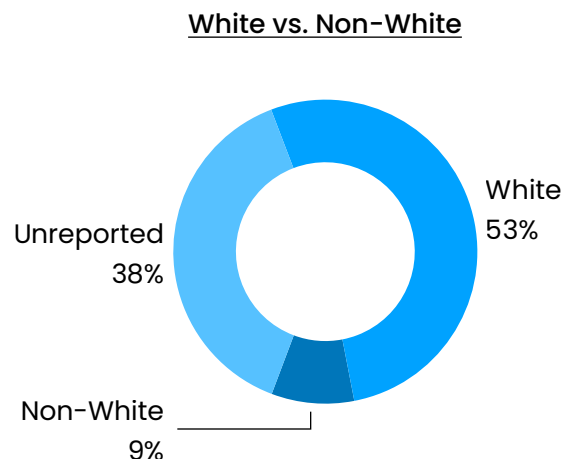
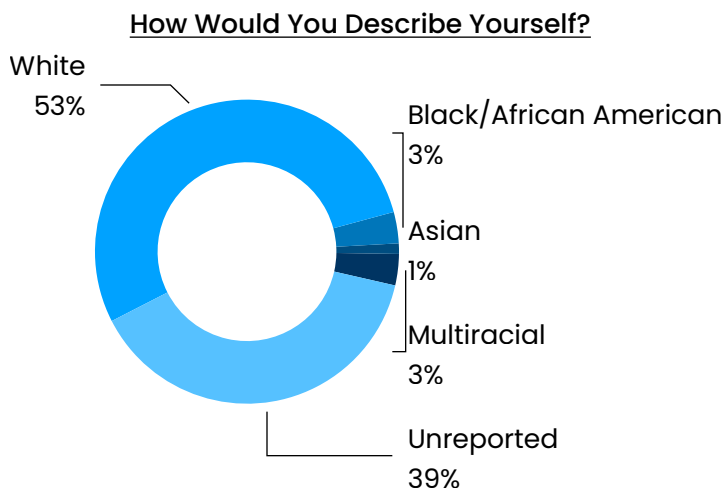


Our Team

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.

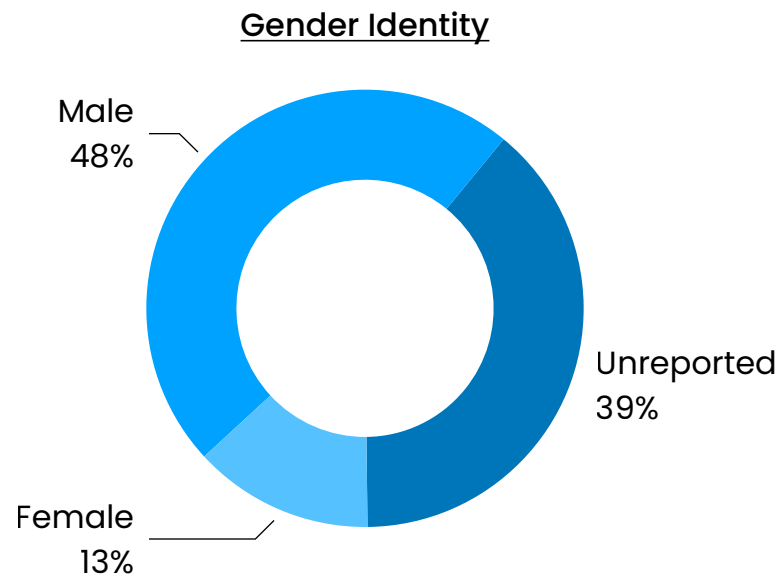
For the 2020 programming year we were unable to adequately measure demographics across the entire contractor pool. This was primarily due to the unexpected cancellation of the season in the middle of the usual contractor onboarding period. Below is an analysis of the data that we were able to collect. Based on casual observation, we know that the ratios of white vs. non-white and male vs. non-male are generally inaccurate due to this underreporting.

Race & Ethnicity



Gender Identity

Amongst all staff, 48% participants identified as “male,” 13% as “female,” with none reporting as “non-binary.” As noted above, the large amount of unreported staff are due to the sudden cancellation of our programs and our inability to responsibly collect this data. Based on casual observation, we understand that this male to non-male ratio is inaccurate due to this underreporting.



Volunteers

The cancellation of our 2020 season meant a total cancellation of our volunteer program. While the future of volunteering at Bluecoats will likely see operational changes in 2021 and beyond, we consider volunteers for our programs and events an important sector of the Bluecoats Community that should be included both in our demographic analysis and in our quest to advance a more equitable and inclusive culture.



Diversity & Inclusion Initiatives

Diversity & Inclusion Initiatives at Bluecoats

This report, and the data in it, is a vital first step to analyzing our progress toward a more anti-racist, inclusive, and equitable organization. In addition to this data, we feel that an important part of this report is to publish a summary of our work toward this vision. In 2020, we worked on the following projects.

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

Web Accessibility

In late 2019 our team embarked on a project that brings our web properties in compliance with industry-standard web accessibility standards using a tool called UserWay. In addition to a widget that provides accessibility tools like contrast adjustment, text reading, dyslexia-friendly type, and other tools, UserWay also provided Bluecoats with a draft Accessibility Statement in concordance with ADA standards. You can view that accessibility statement for all Bluecoats web properties at bluecoats.com/accessibility.

We are continuing to work on this project and further the accessibility of our web presence. Newly launched online projects like Bluecoats School of the Arts have a higher degree of complexity, but we are working to bring bluecoats.school and the backend site learn.bluecoats.school up to similar standards.

Diversity & Inclusion Advisory Council

In the summer of 2020 an early initiative in our renewed focus on racial and gender equity at Bluecoats, was the formation of a Diversity & Inclusion Advisory Council. This council assembled many non-white voices of leadership, along with a Participant Liaison and the Bluecoats Executive Team. While the DIAC will surely grow to address all many opportunities for growth like gender equity, and LGBTQ+ initiatives, our initial focus was to assemble Black voices and provide an avenue from which they can speak to the highest levels of leadership at Bluecoats.

Once the council was formed, and chairpersons appointed, the executive leadership at Bluecoats worked with the Board of Directors to ensure that this council received a charter in the board's Committee Charter policy, and thus, was given board-delegated authority. Not only was this an important step in "legitimizing" the efforts of the council, it also ensured that this committee's actions and opinions are regularly reported to the Board of Directors and included in the organization's official minutes and records.

Currently, the DIAC is working on several projects, including the formation of this report,

development of our new HBCU outreach program, and the ongoing work of policy review. Additionally, it is working on the long term project of developing a five-year action plan for Diversity, Equity & Inclusion within the Bluecoats Community (see below). Ultimately, the purpose of the Diversity & Inclusion Advisory Council is to create an assembly that and ensures all voices an avenue for communication with the highest levels of leadership at the Bluecoats organization.

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, we recently 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](#).

Policy Task Force & Systemic Review

In addition to the drafting and adoption of a new Anti-Racism Policy, the Diversity & Inclusion Council recommended that a representative from that body be placed on the Policy Task Force of the board. As a result, the Policy Task Force gained the perspective of a person of color, and the input of our collective efforts to advance anti-racism and create a more diverse and equitable community. Recently, the Board of Directors adopted several policy updates that were the result of the Policy Task Force's periodic review.

A member of the Diversity & Inclusion Advisory Council will continue to serve on the Policy Task Force for their periodic reviews of board level policy.

Bluecoats School of the Arts

In September 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.

Already more than 1,000 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 on whom it has the greatest impact. 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 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. The Frank Pasquerella Memorial Scholarship Fund campaign raised more than \$12,000, 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.

We are continuing to explore other opportunities to establish endowed scholarship funds, and we have identified a need for funds that specifically support students of color. Bluecoats does currently maintain an HBCU scholarship, and we are in the process of examining how best that scholarship could be transformed into an endowed fund. We hope to update the community on our progress in mid-2021.

Program Partnership With En-Rich-Ment

In 2015 Bluecoats began partnering with the local agency En-Rich-Ment, which provides free after school and weekend performing arts and home economics programs for underserved youth in the greater Canton community. En-Rich-Ment provides many wonderful programs including dance, theater, brass and strings, and a much-lauded drumline program. As our partnership has developed over the years, Bluecoats has donated staffing and curriculum resources, access to our exclusive instrument partners, and performance opportunities like time slots at Innovations In Brass and Tour of Champions: Akron.

Each year En-Rich-Ment provides its programs for free to hundreds of deserving students, and Bluecoats is proud of our partnership. That said, we know that we can do more for under-resourced students here in our local community, and En-Rich-Ment is a trusted partner. Our executive team is working closely with theirs to envision new ways that the Bluecoats organization can be a valuable supporter of En-Rich-Ment's mission. Ultimately, the executive team and the Diversity & Inclusion Advisory Council are working on ways that Bluecoats can serve its mission "here at home" and expand our impact to both our local youth and under-resourced communities in our area.

Diversity, Equity & Inclusion Action Plan

In June, Bluecoats announced four definitive Action Steps that the Diversity & Inclusion Advisory Council and the executive team have identified as a critical first wave of advancing antiracism at Bluecoats, and building a more inclusive future for the Bluecoats organization. We have begun the work of achieving the first three of those steps (this report, endowed scholarships, and HBCU outreach program). The fourth step aims to evolve our work from this beginning stage, into a multi-year plan that will weave the efforts of inclusivity and equitability into the fabric of the Bluecoats Community.

Under the leadership of the Diversity & Inclusion Advisory Council, Bluecoats is developing a five year *Diversity, Equity & Inclusion (DEI) Action Plan* that will work in tandem with our Strategic Plan to guide the board of directors, executive team, and the entire Bluecoats Community toward these collective goals.

Having a plan will allow us to track our progress, identify challenges along the way, and create accountability for our leadership. This Action Plan will allow the Bluecoats Community to celebrate our collective progress and reflect on our failures.

Ultimately, the goal of this plan is to ensure that the cause of inclusion and equity is not reactionary or short-lived, but instead enshrined in our values and made real by our actions.

Conclusion

Our goal is to publish a report like this annually, as well as the eventual completion of our Diversity, Equity & Inclusion Action Plan, and the occasional updates from the Diversity & Inclusion Advisory Council. 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 must be improved upon, we're happy with the early steps we took in 2019 and 2020 to gather this data, and we're glad to see it reported here. The demographic data in this report certainly shows a community that has much room for progress.

Bluecoats participants and staff come from a wide array of backgrounds. However, this diversity is not evenly represented across all sections of our community. For instance, while we have many people of color working as teachers, there is a dearth of said diversity in leadership positions within the organization, including Board of Directors, caption heads, design team, and executive leadership. Amongst corps participants, students identifying as Black or African American are not represented at a percentage concomitant with U.S. population statistics. Likewise, women are underrepresented in both staff and student populations, particularly in music captions. In addition, self-reported socioeconomic data indicates that students from lower-income households are underrepresented in comparison to population statistics.

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.

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