Canadian Association for Theatre Research - Anti-Racism and Anti-Oppression Committee Report - February 2022

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Recommendations for the CATR Board

The following list and report is based on work undertaken by the CATR Anti-Racism and Anti-Oppression Committee. The committee compiled a report that was meant to serve as an equity audit of the organization, which we then sent to Bakau Consulting for additional feedback. This document contains most of Bakau's suggestions with our own additional thoughts as a committee added.

Current (as of Jan 2022) list of committee members
Board members: Andy Houston, Hannah Rackow, Christine (cricri) Bellerose, Sarah Robbins, Giorelle Diokno
Members-at-large: Shelley Liebembuk, Sean Robertston Palmer, Heunjung Lee, Jenn Boulay, Julia Henderson, Signy Lynch, Art Babayants, Naomi Bennett, Tabia Lau, Rahul Varma, Kim Richards

Project Goal
The aim of this report project is to identify the best, targeted, most realistic, and actionable goals (as well as clear plan for achieving these goals) in order to facilitate **structural change** not just within the organization itself, but within the larger field of theatre and performance research.

Some Guiding Questions:
- How can we as a committee address the urgency of this call, and work to help those who face structural barriers in our organization and field first?
- Think of how the committee can create a safe(r) space for marginalized folks to be supported and respected within CATR-- and support these folks first and foremost

Important notes/caveats:
- Since the composition of our committee may vary and may not always reflect the broadest diversity of our membership, it is really important that all of our work remain transparent and accountable to the larger membership, and that opportunities for feedback/comments on all of our plans/proposals are provided

These recommendations have been colour-coded by urgency:
- Orange items are those that the committee suggests be done **ASAP**
- Yellow items are those that the committee suggests be **short term** goals of the board
- Green are items that the committee suggests be **long term** goals of the board, though we have suggested for some items, that some of this work might begin soon

RECOMMENDATIONS :

- **ITEM 1: Research: this item represents ongoing research that should be conducted by the organization on the following points:**
- A) Conduct research and solicit membership feedback on the value and ethics of collecting demographics of the membership such as race, ethnicity, gender identity, sexual orientation
    - **Category: Membership**
    - **RATIONALE:** This could be important to have so that CATR can understand the barriers that some folks may face as well as having it to compare with other data gathered down the line.
- B) Conduct research and develop a plan for how to better support scholars (including undergraduate and graduate students) who face structural barriers. A long term goal of this item is to work towards increasing diversity on the board.
    - **Category: General and Elections**
- **Timeline: Longterm:** Can and should begin quickly, but will likely be a long-term process

- **ITEM 2**: "Institute an award (in line with existing lifetime achievement and honorary membership awards) that honours a researcher who best demonstrates practices that support equity-based goals." Jury would have a variety of examples of equity-based practices to guide their decision-making. In an ideal situation, the broader membership would be submitted for help and nominations. PSI is implementing a similar award, and we could potentially look to that as a model.
    - **Category: Awards**
    - **Rationale:** awards committees would require a significant overhaul in order to have equitable representation, as well as demand significant volunteer labour from IBPOC scholars (and other scholars from equity-seeking groups). This item can award those who are already implementing these practices (hopefully this recognition could help with tenure applications, etc., as well as offer other scholars a model to emulate.
- **Timeline: Short Term**

- **ITEM 3:**The Anti-racism committee along with the Board should solidify their mission on the Equity, Diversity and Inclusion (EDI) work they plan to undertake.
    - It is stated that the mandate is to enact the changes from this report but a more specific mission should also be created, if it doesn't already exist.

- ○ This mission plan should include: Guidelines for how this mission will be delivered through the day-to-day action of CATR. The committee should work out with the board how much influence and resources the anti-racism committee will have to enact the necessary changes. Outline clearly what resources the committee has to enact changes.
  - ○ **Category: General**
- ● **Timeline: Short Term**

- ● **ITEM 4:** Establish clear policies on anti-oppression and anti-racism that overarch any policies or documents at CATR, that are applicable to all CATR activities, including board meetings and other events. These policies should include a clear plan for how we hold members accountable. We should look to effective and compassionate intro-community accountability methods–perhaps some Indigenous members of CATR may have insight into this. We should also provide guidelines to members for pointing out areas of improvement (would need a further clarifying discussion on what this means).
  - ○ **Category: Governance**
  - ○ **Notes:**
- ● **Timeline: Longterm:** Can and should begin quickly, but will likely be a long-term process

- ● **ITEM 5:** Create guidelines on community agreements that all members abide by. (POINTS: this is in part addressed by the Code of Conduct) We would need to look into existing models of this. Perhaps schedule an annual activity or create a module to be completed when people sign up for membership
  - ○ **Category: General**
  - ○ **Collaborators: The Conduct Committee**
- ● **Notes:** This item is in part addressed by the Code of Conduct. One step to further this goal, could involve ensuring that the Code of Conduct is clearly readable and downloadable at the moment when people need to agree to abide by it when signing up for a membership (one option might involve receiving the Code of Conduct in full in an email after signing up).
- - **Further notes on this item (from meeting with conduct committee):**
- - It is important to consult the membership on this–ask them what they need to feel safer, and create guidelines for CATR members to follow. Perhaps some of this consultation could be done when people sign up for a membership and/or the conference through a questionnaire.
- - We'd like the Code of Conduct to function as a living document, but this is difficult given the work that went into finalizing it, and the work that would be needed to

make changes. One option to realize this is to keep the Code of Conduct as-is, but to elaborate on it in annual meetings with the membership.

- This was initially discussed as a pre-conference event, which might pre-emptively address conduct at the conference. We then discussed incorporating it into the opening of the conference (for example, following a keynote to ensure high attendance), which could be how we centre this work as an organization, and make sure it's not just the same or the few people attending.
- It could take the form of a community-created document governing behaviour at the conference. It may address the responsibility of individuals (moderators and organizers of panels) to maintain a space of safety. Moderates might be required to come to the session - which might include a section on interpreting the Code of Conduct - but it should be open to all.
- This might also be a way to temporarily address the suggestion that in the Discrimination and harassment policy of the Code of Conduct, there are opportunities to include some examples of verbal, physical, sexual, online harassment. We can generate some of these at the conference meeting, and later work to incorporate them into the official Code of Conduct.

- **Timeline: ASAP** (except for many any changes to the official Code of Conduct, which is a long term goal)

- **ITEM 6:** CATR's governing documents should be updated to reflect a) this work b) the recommendations that will be undertaken by the committee.
  - **Category: Governance**
- **Timeline: Longterm -** This should be done after much of these goals have been put into practice. If we're going to make changes to the governing documents (which will likely be a big commitment and require the hiring of a lawyer) it should be based on what we've already tested out and know works for us.

- **ITEM 7**: Board members should commit to putting on and attending an annual workshop and additional programming on subjects related to anti-oppression and decolonization. **These events should be tied to a permanent budget line.**
  - **Category: Governance**
  - **Notes:** The first board meeting of the year should dedicate a couple of hours to this – perhaps a hands-on and specific workshop led by grassroots organizers OR led by volunteer CATR members with some experience. Should happen at the same time every year (near the beginning of new board terms) and everyone needs to do it, but perhaps this session could also be open to the general membership. It is important

that this be not just another "Anti-racism 101 workshop," but be specific to the needs and circumstances of CATR, and designed to move the conversation forwards.

- **Timeline: ASAP**

- **ITEM 8:** Examine official governance documents, policies in existence to see if language updates are needed. Here are some things to look out for.
    - Gendered and outdated terminology. E.g "he/she" to "they", the use of "minority" to "marginalized" etc
    - If there are any differences between what is written in the governance documents and what happens in practice, update those changes to reflect that.
    - **Category: Governance**
- **Timeline: Long Term** - As this is about the official language in documents that few will read, and will likely have less impact on day-to-day practice (as well as being an item that will benefit from whatever work is carried on before it) we have deemed this a longer-term priority

- **ITEM 10:** Develop a communications plan (social media, website, other channels) to broaden the diversity of election candidates.
    - **Category: Elections**
    - **Notes:** The nominations committee reaching out to friends or within the same network of folks is not the most effective way to recruit diverse candidates. The committee should consider more ways e.g putting out the call at the annual conference with a dedicated person that folks can approach and discuss how they can get on the board, reaching out to students who are members to gauge interest, and putting out numerous calls on the membership internal communication channel and social media. Consider more places that you can look for folks.
    - This call should both specifically invite a diversity of candidates, and clearly highlight (on website and any other communications) the work that's being done to make CATR a safer space for marginalized folks.
- **Timeline: ASAP**

- **ITEM 11:** While committees are based on volunteer hours, consider whether there are other forms of compensation that can be given to folks. Free memberships for committee members. Free tickets to a show? Book fair discount? Travel stipend? Perhaps more of a broad offering to meet needs (incl. Access needs)? Memberships to the organization might not be valuable to certain people. Also look into resources to help reduce the labour of awards

committees. Bakau noted that the RA position (who was helping to find possible awards candidates for the committees) should be permanent if possible.

- ○ **Category: Awards, Committees**
- ● <mark>**Timeline: Short Term**</mark>

- ● **ITEM 12:** Solidify and make transparent the committee selection and board recruitment process. (i.e. how people are selected to join committees)
    - ○ **Category: Committees**
- ● <mark>**Timeline: Short Term**</mark>

- ● **ITEM 13:** Develop a plan to reconsider and clearly outline awards criteria. What is a "significant and sustained contribution to Canadian theatre"? What is "excellence"? Transparency is always key - I would recommend making how the award process works as well as any other process, policy and guidelines used accessible to all where possible.
    - ○ **Category: Awards**
    - ○ **Collaborators: CATR board, awards committee, other stakeholders**
- ● <mark>**Timeline: Short Term**</mark>

- ● **ITEM 14:** The Equity Officer should be provided opportunities for training on anti-oppression, unconscious bias, and be familiar with accessibility standards as well as intersectionality and/or other theories of oppression.
    - ○ **Category: Governance**
    - ○ **Note:** This also connects to item 7 on board training, and item 20 on establishing guidelines for Conduct Committee appointment.
- ● <mark>**Timeline: ASAP**</mark>

- ● **ITEM 15:** Look into the possibility of subsidies to help low-income IBPOC and members from other equity-seeking groups to attend Congress and/or CATR Conference
    - ○ **Category: Conference**
- ● <mark>**Timeline: Long Term**</mark>

- ● **ITEM 16:** Formalize accessibility plans for the conference *and* for the CATR website, as well as board meetings and all other events/activities. (Note that French-English or English-French translation is often more usefully categorized under 'translation' than accessibility). It is important to document a lot of the work that has been done/is ongoing to ensure that it can continue to happen. For example, we should find and make editable the 'Best Practices for Access'

document that was created for last year's conference, and post it in a prominent place on the website.

- ○ **Category: Conference, General**
- ○ **Collaborators: Conference Committee(s)**
- ○ **Notes (some added after meeting with Conference Accessibility Committee):** This work includes things like conveying the purposes of accessibility better, so that more members comply with guidelines in their individual panels/events; ensuring that the accessibility accommodations available are stated clearly on the website for every separate panel/event. Incorporating a culture of access within how we run the process -- giving the presenter the space to do their own access (for example, image description) -- an access workshop for presenters?-- important to demonstrate that accessibility measures are NOT optional; Revising and revamping accessibility statement: https://catracrt.ca/accessibility-policy/; Establishing a fixed conference access budget
- ○ **Accessibility points to establish/provide at conferences include:** ASL (/LSQ)interpretation - for keynotes or disability related panels (or panelist needs) (Note from Bakau: Ideally at every panel. However this may not be realistic in terms of resources. Alternatively, you can create a space where folks can submit their needs (needs to be somewhat private - a more general approach-- what do people who are attending the conference need?) and what event they are going to.); Interpreters/translators; Breaks / communication that folks can get up whenever from their seats - a relaxed environment (including things like eating and drinking, etc.); Sensory friendly talks (perhaps there's not too many things that are relevant at an academic conference -- one example for an in-person event might be a scent free environment; Live illustration (maybe this one is less urgent); access papers (finding ways of navigating concerns about these--maybe non-downloadable, or paper copies that are returned); image descriptions
- **Timeline: ASAP**

- **ITEM 17:** EDI policies and guidelines for conferences should be drafted and included in the conference organizing process. (This is a conference-specific item. Item 4 addresses this for CATR as a whole).
  - ○ Conference policy on anti-oppression and inclusion should be noted even if it is to specify that it will rely on some protocols and policies of the conference host. Note: we can take a look at the Congress EDID report for this. It should also outline minimum standards- especially important if the

conference host's policies do not align with CATR values on equity and inclusion
- ○ **Category: Conference**
- ○ **Collaborators: Conference Committee**
- ● **Timeline: Longterm:** Can and should begin quickly, but will likely be a long-term process

- ● **ITEM 18:** Create and post a clearly articulated and secured reporting process for conflicts/Code of Conduct violations, etc. Discipline measures should also be outlined and made available.
  - ○ **Category: General**
  - ○ **Collaborators: Conduct Committee**
  - ○ **Notes:** It should be made very clear who has access to the email address that the Conduct Committee has provided for this, as well as what the process is (including timeline) once an email is received. This email address and the processes should also be made much more accessible and visible to members. Another option might be to recruit an ombudsperson who is entirely external to the organization (this might involve hiring someone).
- ● **Timeline: ASAP**

- ● **ITEM 19:** Continue to collect feedback from the Conference Survey on diversity and inclusion, and develop a plan for how this information will be used to improve the organization.
  - ○ **Category: Conference**
  - ○ **Collaborators: Conference Committee**
  - ○ **Notes:** We also need to think about who has access to this data and how it is archived. The survey itself should be transparent about this, so that people can make an informed decision about whether to participate.
- ● **Timeline**: **Short Term**

- ● **ITEM 20:** Establish clear guidelines as to how Conduct Committee members are appointed and/or elected.
  - ○ **Category: Elections**
  - ○ **Collaborators: Conduct Committee**
  - ○ **Notes:** It might be more important (rather than electing them regularly, where conduct committee membership might become a matter of popularity) to have members agree or refuse to acclaim nominees, and to have mandatory conflict resolution/relevant training for members of this committee.

- **==Timeline: Short Term==**

- **ITEM 21:** Ensure that mentors and mentees review and agree with the Code of Conduct (including reporting processes) and are informed about the avenues for outreach and communication, including processes for reporting a concern and/or incident should one arise.
    - **Category: Mentorships**
    - **Collaborators: Mentorship Committee, Conduct Committee**
- **==Timeline: Short Term==**

- **ITEM 22**: Develop a plan to identify and maintain collaborations with other organizations doing similar work, and plan how CATR can help to advocate for our shared goals. (For example, as has been started between the anti-racism committee and the equivalent committee at PSI.)
    - **Category: Collaborations with other orgs**
    - **Notes:** This is why it's important to solidify the policies and other guiding structures and documents on anti-oppression within CATR.
- **==Timeline: Long Term (some of this work could start earlier- for example PSI connection)==**

- **ITEM 23:** Establish an annual review of the anti-oppressive work done in the organization to see if the changes are effective.
    - **Category: General**
    - **Notes:** This should be done as soon as possible, by scheduling an end-of-year meeting between the CATR board and anti-racism committee.
- **==Timeline: Short Term==**

- **ITEM 24**: **Establish a mandate for the anti-racism committee going forward.**
    - **Notes:** Make the first 15 minutes of Anti-Racism Committee meetings going forward an open forum for CATR members to bring concerns etc. (Could also potentially be an item for the Conduct committee to address, instead of the Anti-Racism Committee, or they could work together)
    - **Category: General**
- **==Timeline: Short Term==**

- **ITEM 25:** Establish an annual working group meeting at the CATR conference complementary to the committee's goals– this offers an academic counterpart to the practical work of the committee, and is also a place to recruit more committee members (this is what PSI is doing, they have sent out their call, if we want to reference it.)

- **Category: General**
- ==**Timeline: Long Term:** an experiment towards this point - a seminar inspired by Sara Ahmed's book *Complaint!* may be happening this year==

Appendix A: Committee Guiding Principles and Working Methods

CATR Antiracism Committee
Guiding Principles and Working Methods
This is a working document. As the committee's work continues, we might add more, and especially add more points on how we're going to live up to our principles. If suggesting changes, please make sure that you input them in suggestion mode (instead of editing mode). We can then discuss implementing the changes at the next committee meeting.

Guiding Principles:

Accountability: We need to be accountable to the CATR membership at large as well as to other committee members?
- How will we address this?
    - Call-in culture: Considering that our meetings could become a site where these acts of violence happen, and looking to reduce harm as much as possible, we should adopt a gentle call-in culture, and all agree to gracefully accept critiques that come our way. We should enter into these discussions with compassion, and a recognition that we're all in different places on the road to unlearning harmful and toxic behaviours and ideas.
    - How to share accountability? (not make it only the responsibility of the committee)

Doing actionable work: not just studying the issue, but making sure to take action as well
- How will we address this?
    - We need to put teeth into what we propose to do. Our recommendations need to have a cost if not implemented, and we should build in ways to follow up
    - Commit to a timeline of our actionable items, to have goal of when we see them realized

Long-term relationships and collaboration: Make sure that plans involve and include partners (including individuals and organizations) who are Black, Indigenous, and People of Colour, and being attentive to their timelines.
- How will we address this?
    - Any suggested action plan we come up with should have long-term goals
    - o Be attentive to the needs of our partners: Failures can come from wanting to do things quickly and immediately, and real partnerships come from long, sustained work. If people on the ground need three years, let's give them three years.

Reflexivity: We need to be reflexive about how our committee is operating, and within what power structures. Need to rethink the infrastructure of the whole theatre establishment.
- How will we address this?
    - Acknowledge the racist infrastructure and history of theatre in Canada.
    - Try to actively de-centre whiteness: in terms of who we invite and make room for, and how we support them.

Intersectionality: always understanding that racism is an intersectional issue.
- How will we address this?
- approaching this through a Disability Justice framework as this practice centres itself on multiply-marginalized people and recognizes that marginalized identities do intersect.
- Partial List of foci: Ageism; LGBTQ2; gender; bilingualism [acknowledging that this committee did not have the ability to facilitate this committee as a fully bilingual one, and thus has already failed in this goal]

Transparency and Involvement :
- How will we address this?
    - *Commitment to continuing to reach out to new members:* How to include potential new members in our committee, reach out to new coming members, also look toward long term engagement
    - Continue to keep open and promote the anonymous feedback forms.

Accessibility:
- How will we address this?
    - Utilizing Zoom's live transcript function to get captions,
    - Recording meetings and taking minutes for members who cannot attend.
    - Members have the option to communicate how they are comfortable; either chat or audio, cameras on or off, and in the language they prefer.

- We ask people to be mindful not to speak too quickly, ensuring accessibility to all

Other Working Methods:

- We'll hold meetings approximately once a month.

- Committee members will take turns chairing meetings and notetaking, to share labour and keep a more horizontal structure. Considering differing circumstances and abilities, committee members can co-chair meetings and take minutes collaboratively.
- General practice includes sending out an agenda prior to the meeting, to stay on task, and so that members have the opportunity to add items, so we can cover everything we need to.

- All committee votes will be virtual votes: it is important to not have votes that exclude members – obviously a lot of the active work will be during virtual meetings, but that once we draft something, to have it ratified via virtual vote, with a tight deadline. Consistent way so that members don't feel excluded, can participate even when can't make meetings.

- In future, we would like to commit to having bilingual documents.

- Committee membership is flexible. Making committee fluid (don't have to commit to every single meeting, etc). In Google drive folder, have list of committee members, but people can leave or join committee at any time.

Appendix B: Summary of Board Reports, which show the work the committee has done over time.

Note: this has been added to show the committee's progress over time, in the interests of being transparent about our work to the membership (on of the committee's guiding principles)

The Committee's First Report to the Board (September 2020)
Anti-Racism and Anti-Oppression Committee Report - by Signy Lynch

The committee currently numbers fifteen people, including 6 board members and 9 members at large. We've met twice since we sent out the call to members to join. The first was an introductory meeting, where we set out some of the issues that we wanted to address, and assigned homework related to them. In the second meeting we reported on research and sent out a draft mandate the gist of which is below. We determined as our main goal this year to conduct an internal review of CATR with the help of an experienced anti-racist and

anti-oppressive consultant. We are also looking into who to hire as a consultant and what the budget will be for this project.

In the first meeting, we started (and will continue) work on a working document of committee guiding principles (accountability, reflexivity, etc.) that will help us to avoid replicating within the committee the very power structures and ideologies that we're trying to overturn. We're also discussing and brainstorming ways to maximize transparency of committee activities to the membership -- both to ratify what we're doing with them and for accountability purposes.

We have decided not to ratify as an official and ongoing board committee yet because we think that the parameters of how our committee should be run going forward--including the information on the composition of the committee, etc. that is required to formalize it--are something that we will be much better equipped to set out once we've conducted the review that is the initial goal of the committee. We might also enter into discussions with and suggest merging our committee with the conduct committee. We also see advantages of not being bound by all the official rules of the board, as a committee that is trying to review it.

Immediate 2020-21 Mandate (working draft):
- The committee's mandate is to do an internal audit and examination of the institutional structures of CATR that continue to uphold racist, oppressive and supremacist structures, values and practices within our organization. Specifically, we will examine: governance; elections; scholarly awards; funding opportunities; CATR's annual conference; membership involvement and communication; and CATR's collaborations with other organizations and constituencies. Building on this information, we will at the very least, but not exclusively, move forward with the following action: to engage an external consultant with extensive experience in anti-racist and anti-oppressive practice and seek active consultation from our membership to lead us in creating and implementing a strategic plan to dismantle these structures, values and practices.

Future years of committee goals might reach out further into our goal of working towards dismantling systemic racism not just our organization but our discipline(s), and our respective departments and universities And address topics such as:
- Hiring
- Pedagogy/Curriculum advocacy
- Diversity in student bodies

The Committee's Second Report to the Board (February 2021)
Anti-Racism and Anti-Oppression Committee Report - by Signy Lynch
The committee continues to meet about once a month, and we have a loose membership of about 18. In the past several months, we've conducted significant internal research on the organization, following our collectively created immediate 2020-21 mandate:

- The committee's mandate is to do an internal audit and examination of the institutional structures of CATR that continue to uphold racist, oppressive, and supremacist

structures, values and practices within our organization. Specifically, we will examine: governance; elections; scholarly awards; funding opportunities; CATR's annual conference; membership involvement and communication; and CATR's collaborations with other organizations and constituencies. Building on this information, we will at the very least, but not exclusively, move forward with the following action: to engage an external consultant with extensive experience in anti-racist and anti-oppresive practice and seek active consultation from our membership to lead us in creating and implementing a strategic plan to dismantle these structures, values and practices.

In keeping with the planned next phase of the project, we did some work to look into anti-oppression consultants. They're fairly expensive (the going rate seems to be about $200/hour). In order to make the best, most efficient use of board-given funds (the $3000 that was previously allotted to us), we're looking into creating our own report and recommendations based on our research and collective work as a committee, which we will then hire anti-oppression consultants to review (with the about 15 hours of labour that our budgeted funds should secure us). These consultants will likely be selected for their specific expertise that targets gaps in knowledge among committee members. A third phase of our plan will likely involve circulating the document we create through the larger CATR community for feedback and verification. This report will likely contain some thoughts on what future shape the committee might take, as well as other steps for moving forwards.

An important discussion point for the anti-racism committee has involved concerns about the committee being seen as a place to outsource the responsibility and labour of dismantling racist and otherwise oppressive structures which should also belong to our broader membership. We have been working to discuss how the committee can function to aid this work, rather than serving as a body onto whom this work is displaced.

The Committee's Third Report to the Board (May 2021)
Anti-Racism and Anti-Oppression Committee Report - by Hannah Rackow
Board Members on Anti-Racism committee:
Signy Lynch
Reza Sadeghi-Yekta
Andy Houston
Hannah Rackow

The Anti-Racism committee has been meeting monthly since August 2020. In that time, we have
established guiding principles, a mandate, and conducted research regarding specific aspects of CATR (including governance, elections, scholarly awards, funding opportunities, conference, mentorship program, and membership).

We are currently finalizing our research report, and will be sending it to an Anti-Racism consultant for review and suggestions this month. We have two anti-racism consultants we are currently considering. We are hoping to allocate $1000 of our $3000 budget to this consultancy,

and are just waiting to hear back for more information on what that rate would cover from one of the consultants before we make a decision.

We are also planning to engage a number of "community advisors." These would be students in theatre/performance fields who are Indigenous, Black, and People of Colour. We want to hear directly from IBPOC students about what they most need from CATR at this time. This will involve a simple, non-invasive survey about observations about CATR or things they need from CATR. We will pay each advisor $100 for their time and expertise.

Within the next few months, we plan to have a finalized report with recommendations for the board regarding anti-racist change and actions that can be taken. Once this has been done, the committee will undertake to outline its next year's mandate.

The Committee's Third Report to the Board (September 2021)
Anti-Racism and Anti-Oppression Committee Report - by Hannah Rackow

The committee has been working over the summer to develop a full list of action items and recommendations for CATR, based on our research and the work of our anti-racism consultant, Bakau Consulting. We have sorted them by priority, amount of labour involved, and time needed. We plan to present our recommendations and action items to the board at the next board meeting this winter.

Appendix C: Initial Report to the Committee from Bakau Consulting (which committee discussed at length and then adapted)

From Bakau Consulting: Recommendations and Observation on CATR Research Report

Project Goal
The aim of this report project is to identify the best, targeted, and most realistic goals in order to facilitate **structural change** not just within the organization itself, but within the larger field of theatre and performance research.

Limitation of Consultant's Recommendations
The consultant did not have access to the raw data and was given access to limited findings and observations from the survey. It is important to be cognizant of that as you read through these recommendations as some recommendations may not be suitable.
The consultant is providing these recommendations more as guidelines with the idea that they can be applied to beyond the findings presented.

Observations and further clarification may be needed

- Unclear whether demographics of the membership such as race, ethnicity, gender identity, sexual orientation was captured
  - This would be important to have so that CATR can understand the barriers that some folks may face as well as having it to compare with other data gathered down the line.
- Unsure of the make-up of the anti-racism committee and if there is an equitable representation of marginalized folks and folks with lived experience on the committee.
- (Mentorship) Unsure what is meant by the comment of special needs mentors.
- (Some possible recommendations) "Institute an award (in line with existing lifetime achievement and honorary membership ones) that honours a researcher who best models practices that support equity-based goals." - This seems like the recommendation is to award someone who is incorporating equity based goals rather than applying an equity lens to the entire award process.

Recommendations

Anti-Racism Committee

- The Anti-racism committee along with the board should solidify their mission on the Equity, Diversity and Inclusion (EDI) work they plan to undertake.
  - It is stated that the mandate is to enact the changes from this report but a more specific mission should also be created, if it doesn't already exist.
  - Also recommend establishing guidelines for how this mission will be delivered through the day to day action of CATR.
- Clarify needed on how much influence and resources the anti-racism committee will have to enact the necessary changes.
- Establish clear policies on anti-oppression and anti-racism that overarches any policies or documents at CATR.
- Think of how the committee can create a safe space for marginalized folks to be supported and respected within CATR.
  - Create guidelines on community agreements that all members abide by.
- Outline clearly what resources the committee has to enact changes.

Board and Governance

- CATR's governing documents should be updated to reflect a) this work b) the recommendations that will be undertaken by the committee.
- Board members should be required to undergo unconscious bias and anti-oppression training.
- Consider how to increase diversity on the Board. Can you create specific Board positions for an Indigenous person for example.

  - While metrics are not the answer to everything, they can be an important starting point in ED work.

- It is also important that as more marginalized folks become board members, they are not tokenized and that this is not seen as a box ticking exercise.

- Examine official governance documents, policies in existence to see if language updates are needed. Here are some things to look out for:

  - Gendered and outdated terminology. E.g "he/she" to "they", the use of "minority" to "marginalized" etc
  - If there are any differences between what is written in the governance documents and what happens in practice, update those changes to reflect that.

- Consider committing a certain amount of the budget annually for anti-oppression and anti-racism training for board members and other committee members.

Elections & committees

- The nominations committee reaching out to friends or within the same network of folks is not the most effective way to recruit diverse candidates. The committee should consider more ways e.g putting out the call at the annual conference with a dedicated person that folks can approach and discuss how they can get on the board, reaching out to students who are members to gauge interest, and putting out numerous calls on the membership internal communication channel. Consider more places that you can look for folks.
  - Make it clear the work you are doing with anti-oppression and inclusion on your website and any other communications.
  - Outline the safe space you are cultivating for marginalized folks.
  - Encourage marginalized folks to apply within these calls to action.
- Establish metrics to increase diverse leadership amongst the Directors and Officers.

Committees in general
- While committees are based on volunteer hours, consider whether there are other forms of compensation that can be given to folks.
- Solidify and make transparent the committee selection process.

Awards
- What additional barriers were identified in the awards process?
  - For example the Honorary Membership and Lifetime Achievement: "Awarded annually to a person who has made a significant and sustained contribution to Canadian theatre." Consider how you determine what is significant and sustained? Do these criterias exclude folks that are accomplished by may not be recognized in the mainstream theatre and research community?
- Emphasis on Canadian work: Is there data on the research that is currently done in Canada? Are you hearing from Indigenous and Black Canadian researchers? How about Asian Canadians?

Make connections with those who are in the theatre and performance scene who CATR has not been in contact with. Encourage them to participate and conduct research.

- Transparency is always key - I would recommend making how the award process works as well as any other process, policy and guidelines used accessible to all where possible.
- "Is there potential for the association to re-think considerations of scholarly excellence?" Unsure as to what this is reference to. However the term "excellence" is subjective. Recommend defining this.
- Why do the jury prefer longer scholarly work? If this has not been investigated, I would suggest that as this may uncover some bias.
- RA position should be permanent if possible.

Conference

- The Equity Officer should be provided training on anti-oppression, unconscious bias and be familiar with accessibility standards as well as intersectionality.
- Consider if CATR can offer a reduced rate for BIPOC and marginalized folks to attend the conference.
  - This should also be extended to membership to CATR.
- Accessibility points to establish/provide at conferences:
  - ASL interpretation
  - Interpreters/translators
  - Breaks / communication that folks can get up whenever from their seats
  - Sensory friendly talks
  - Live illustration
- Ensure that accessibility accommodations provided are stated on the website.
- Consider if extending the emergency fund means less funding available for students or if additional funding can be secured so the scope can be widened to include more folks but without creating more competition for the funds.
- EDI polices and guidelines for conferences and CATR as a whole should be drafted and included.
  - Conference policy on anti-oppression and inclusion should be noted even if it is to specify that it will rely on some protocols and policies of the conference host.
  - It should also outline minimum standards- especially important if the conference host's policies do not align with CATR values on equity and inclusion
- Code of Conduct: In the Discrimination and harassment policy there are opporunities to include some examples of verbal, physcial, sexual, online harassment.
- Anonymous avenues for reporting should also be provided.
- Discipline measures should be outlined and made available if not already as well as the investigation process e.g how long from when a complaint is lodged, will an investigation take place.

Membership Communication

- Update the Conference Symposium Survey to include a space where folks can give feedback on diversity and inclusion.
- Conduct Committee - It should be elected and formed as how the other committees are formed

- Create a channel or gauge the interest of BIPOC folks to see if this would be beneficial to them

Mentorship
- Ensure that mentors are informed in anti-oppression, inclusion and intersectionality especially if they are paired with a BIPOC or marginalized mentee.
- Ensure there is a clear process of how a mentee can file a concern or an incident they may have experienced with their mentor.
- Challenges outlined: Definitely the over solicitation of BIPOC folks is a concern. I would recommend extending the call rather than actively pursuing individuals just because they are BIPOC folks. Understand that this process will take time.
  - This should be applied to all efforts to increase diversity within CATR.

Collaboration with other organizations
- Identified a good resource in collaboration and also the importance of holding these organizations accountable.
  - This is why it's important to solidify the policies and other guiding structures and documents on anti-oppression within CATR.

Where to go after the recommendations
- Establish priority list
  - Recommend starting with these changes:
    - Examining language in existing documents.
    - Coming up with the mission of the anti-racism committee.
    - Establishing clear anti-oppression and anti-racism policies that overarches CATR as a whole including the board and conferences.
- Understand that making structural changes will take time
  - Some changes may also be trial and error.
  - Establish an annual review (where possible) of the changes to see if they are effective.
  - Ensure the anti-racism committee has capacity to conduct an annual review of the changes.
  - Seek feedback from membership on these changes.