

RACHEL GROSSMAN

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PROFILE An energetic, organized, compassionate manager with 20+ years of working with and in service to people from a broad range of cultural backgrounds and social identities. Confidently designed and facilitated dynamic workshops, trainings, and extended learning series on a range of diversity, inclusion, and leadership topics; working online and in-person for a decade. Creates content in teams and individually. Stellar communication and interpersonal skills. Able to prioritize competing responsibilities and demands, negotiate timeliness with quality, and stay on budget. Passionate about arts and culture, learning and engagement, equity and diversity, and wellness.

ARTS MARKETING ASSOCIATION UK London, UK (REMOTE/ONLINE)

Equity & Inclusion Consultant + Leadership Program Designer *February 2021 - Present*

- Co-curate "Inclusivity & Audiences Day": one-day online conference for marketers, engagement and education staffers, and executive managers which promotes reflection on personal praxis, learning new perspectives and approaches, and shaping plans to take action for change (in 2021 and 2022).
- Co-create two new professional development programs for mid-level and senior-level executives working in arts, culture, and humanities organizations—"Show-Up" and "Heads-Up." Generated course of study, sourced instructors and mentors, shaped lesson plans, and crafted marketing language.

Audience Diversity Consultant *July 2016 - March 2021*

- Coached senior-level managers from 15 organizations over 5 cohorts through organizational change processes based in diversity, equity, and inclusion valise and using practical experiments, peer learning, webinars, and coaching. Developed program in with AMA program producer from pilot to sunset with Covid19.
- Taught processes for exploring systemic problems and tackling long-term goals with short-term tactical experiments, including: shaping realistic metrics for success and tools to measure progress. Advises on initiating and navigating conversations about diversity with executive and support staff, board, and audiences.

K+R STRATEGIES Omaha, NE

Consultant *August 2020 - January 2022*

- Supported founding majority Black, Queer owned firm; hired personnel, oversaw infrastructure build-out, and managed business and finances while serving as principal partner for the firm's largest client, among others.
- Collaboratively developed a scope of work with prospective clients to support their staff, board members, and stakeholders in shifting organizational culture toward equity and justice. Processes based in emergent strategy, culture and identity formation, and power analysis, and rooted in racial equity.
- Consulting work with clients included: facilitating strategic planning sessions; leading diversity and inclusion committees, employee resource groups, etc. in DEI planning; bolstering staff capacity through one-on-one coaching; designing and teaching adult learning trainings and workshops on a range of subjects; conducting equity audits (examinations of organizational infrastructure, identity, and communications through document review, personnel interviews, and surveys); preparing and presenting equity audit reports, including recommendations for short and long-term steps to shift culture, policies, and procedures.

DOG & PONY DC Washington, DC

Producing Artistic Director *January 2016 – December 2020*

Co-Founder & Managing Director *April 2008 – December 2015*

- Led the organizational development of ensemble-based, devised theatre company by growing the annual operating budget over over seven years from \$5,000 to \$249,000 and evolving the guiding artistic principle "audience integration" from conception to its incorporation into every facet of company operations, and proliferating it nationally to artists, administrators, and educators.

- Produced 20 new plays and interactive experiences created collaboratively by 5-150+ persons (professional artists and engaged community members). Launched and managed national tours, including a distinguished Off-Broadway run and 4 community-based adaptations of an original play in cities across the country.
- Initiated company's shift toward equity, diversity, and inclusion, resulting in a radical culture change impacting everything from contract language to rehearsal room behavior. Oversaw the transition to a "mixed hearing and Deaf" company, offering programming 100% inclusive of Deaf artists and accessibility to Deaf participants.
- Invented producing models responsive to audience-centered theatre, and evolved the models to root them in equity and inclusion, specifically addressing the needs of a mixed Hearing and Deaf/HoH company.
- Nurtured and maintained partnerships and collaborations with organizations such as: Honolulu Theatre for Youth, Lincoln Center, Gallaudet University, National Building Museum, DeafBlind Theatre Institute.
- Secured competitive grants from local and national private and government entities, including: \$100,000 gift from DC Commission on the Arts and Humanities; \$60,000 gift from Weissberg Foundation's Fund for Diversity in Theater; \$10,000 gift from the National Endowment for the Arts.

WOOLLY MAMMOTH THEATRE COMPANY Washington, DC

Connectivity Director

January 2010 – November 2011

Community & Audience Engagement Strategist

May 2009 - December 2009

- Conducted an 8-month audit of the theatre's relationship with its audience and community through interviews, surveys, document review, and field research as well as a day-long conference "Who's in your circle?" In conjunction with the production of Chuck Mee's *Full Circle*, directed by Michael Rohd of the Center for Performance and Civic Practice.
- Conceived the unique body of work "Connectivity" for the theatre, increasing the organization's social and civic participation throughout the Washington, DC area, positively shifting the theatre's perceived accessibility and increasing its presence, and increasing the diversity of its audience composition.
- Identified and fostered relationships with community groups and stakeholders, strategically selected for their affinity with show content ("designed audiences"), and developed strategies for intimately integrating them into the range of activities that surround producing a play. Evolved relationships into long-term partnerships.
- Structured and led cross-departmental cross-constituent teams in creating and implementing programs for current audiences and each show's "designed audience," including: live activities and special events; arts, culture, humanities, and science installations in the lobby; social justice forums; podcasts; blog posts.

ROUND HOUSE THEATRE Washington, DC

Director of Education & Outreach

August 2005 - May 2009

- Responsible for the operations, planning, implementation, staffing, marketing, and fundraising for a comprehensive, culturally-rich range of in-school and community-based projects, annually serving 40,000 participants, aged PreK to Senior Citizens in the most racially diverse county in Maryland.
- Custom designed a dynamic school-based program for 3rd, 6th and 9th grade in partnership with Montgomery County Public School teachers and administrators to increase English language comprehension and interpretation, and build visual literacy. Served over 700 students in the first two years.
- Managed the staffing, curriculum development, registration, and parent relationships for 9-weeks of summer camps for students ages 5-18, in 5 locations, teaching a range of creative dramatics and theatrical disciplines.
- Developed mentorship structures and evaluation systems for all participants in *Sarah Metzger Memorial Play*, the country's only professional production staffed entirely by high school students.
- Crafted marketing and advertising plan, and ensured the timely creation of attractive collateral for Education & Outreach Programs, including brochures, postcards and flyers, emails, and digital media.
- Recruited and established positive relationships with donors; identified opportunities, wrote grants and reports, and participated in solicitations and special events. Co-led annual fundraising Canada Theatre Trip.
- As a member of senior staff: engaged in strategic planning, creating a quarter of the 5-year plan; co-selected plays for 5-show mainstage season; developed projects with local artists for theatre laboratory program.

THE SHAKESPEARE THEATRE COMPANY Washington, DC

Community Programs Manager

June 2001 – August 2004

- Expanded community programs from a twice-weekly after-school club into a lively set of offerings that provided safe, affirming, age-appropriate creative environments rooted in youth development outcomes for predominantly Black students and students of color grades 4-12 living or attending school in Southeast DC.
- Coordinated logistics with schools and across departments to establish *SHAKESPEARIENCE*, the theatre's first formal student matinee program for DC, Maryland, and Virginia students and teachers.
- Developed curriculum, lesson plans, and evaluation tools utilizing "Understanding by Design" approach and outcomes-based models for theatre-based education programs, including summer camp for ages 8-18.
- Conducted thorough historic and cultural research in order to write articles and generate activities for high school curriculum guides; served as guide copy-editor and layout artist.
- Represented the theatre on community councils and neighborhood collaboratives associations, and served an American Red Cross Authorized Provider training 50 employees annually in CPR and First AID.

ARENA STAGE Washington, DC

Assistant Director of Education

June 2000 – June 2001

Education Associate

August 1999 – June 2000

- Administered logistics and communications for broad sweep of in-school, after-school, and community-based programs in DC, Arlington, Alexandria, Prince Georges, and Montgomery County Public Schools, requiring working knowledge of the school systems' requirements, public and private transportation, budgeting, education standards and curriculum, as well as integral staff, stakeholders, and partnering orgs.
- Managed group sales and school field trips, prepared age-appropriate supplemental education guides, taught interactive standards-based lessons in classrooms, and facilitated interactions with theatre personnel.
- Assisted in developing and tracking budgets. Prepared grants and reports; produced pr/marketing collateral.

FREELANCE DIVERSITY, EQUITY & INCLUSION CONSULTING (non-comprehensive)

INCLUSIVE COMMUNITIES Omaha, NE

- Lead Diversity: "Radical Leadership, Joy & Healing" (closing session, w/ Candi Jones) *May 2021*

WOMEN'S FUND OF OMAHA Omaha, NE

- Replenish Wrkshp 2 "What Makes a Leader? Disrupt, Inspire, Engage, Listen Build" *October 2020*
- Replenish Wrkshp 3 "What Do You Stand For? Aligning Your Leadership Intention" *November 2020*
- Replenish Wrkshp 4 "Are you Leading from your Intention or your Stress Response?" *November 2020*

THEATER J Washington, DC

- "White Supremacy Culture & NonProfit Theatre" (w/ Hannah Fenlon, for Advisory Board) *November 2020*

CALLING US IN U.S.

- "We See You White American Theatre Discussion Circles" (w/ leadership team) *September 2020*

C4 ATLANTA Atlanta, GA

- "AntiRacist Actions + Accountability for White Arts Makers" (w/ John Rooney) *August 2020*

THE ALLIANCE OF RESIDENT THEATRES/NY New York, NY

- "Embracing Change within your Organization through Experiments" *April 2020*

AFFILIATIONS (non-comprehensive)

WOMEN'S FUND OF OMAHA Omaha, NE

- Circles program member (class 10) 2021 - present

THE HOUSE OF AFROS, CAPES & CURLS Omaha, NE

- Board member 2021 - present

HOWLROUND THEATRE COMMONS Boston, MA

- National Advisory Council Member 2012 - 2017

INTERACTIVITY FOUNDATION Washington, DC

- Art, Society & Public Policy Panel 2012 - 2014

EDUCATION

KENYON COLLEGE Gambier, OH

BA, *cum laude*

TRINITY WASHINGTON UNIVERSITY Washington, DC

M.A. Teaching, Special Education (partial completion)

PROFESSIONAL DEVELOPMENT (non-comprehensive)

TRAINING FOR CHANGE Philadelphia, PA

- Confronting White Supremacy February - May 2022
- White People Confronting Racism December 2019

RACIAL EQUITY INSITUTE Greensboro, NC

- Groundwater (Racial Equity Phase 1) (online) April 2021

THE EMBODY LAB Camden, DE

- Embodied Social Justice Certificate Program (online) April - June 2021

PEOPLE'S INSTITUTE FOR SURVIVAL AND BEYOND New Orleans, LA

- Undoing Racism September 2018

EQUITY, DIVERSITY, INCLUSION INSTITUTE w/ TCG New York, NY

- Cohort 2 Participant June 2016 – November 2018

GALLAUDET UNIVERSITY Washington, DC

- American Sign Language (*level 4*) July 2018
- American Sign Language (*level 3, online course*) Spring 2017

PRACTICE MAKES PROGRESS Washington, DC

- Preventing Gender Fender Benders November 2017