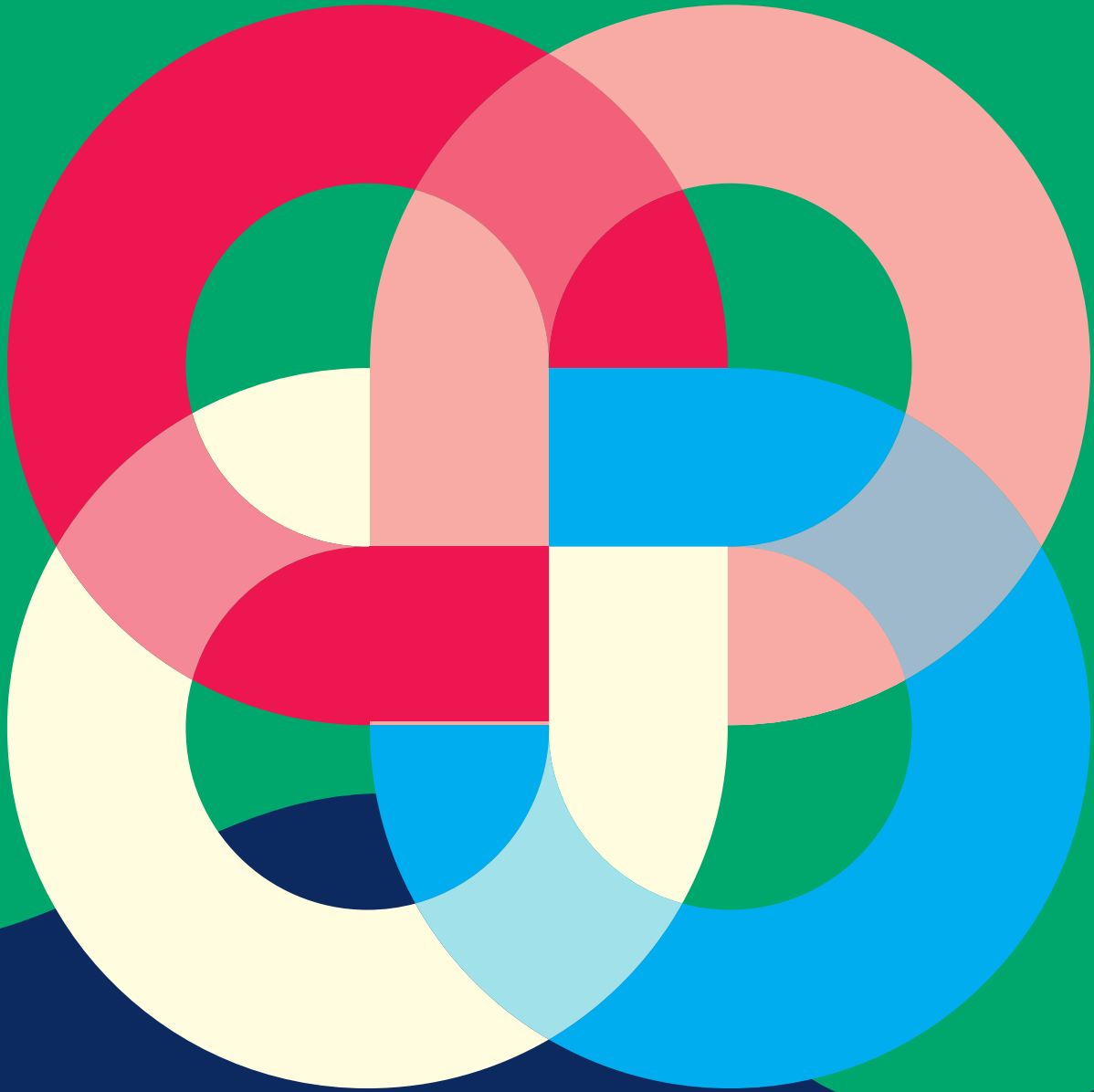


Grantmaking Strategy Spotlight

Cross-Sector Collaboration




2019

Initiatives, professional networks, and convenings that nurture the habit of partnership, collaboration, shared learning, coordination, and community building among social justice movements, research sectors, the arts, and the entertainment industry.

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Grantmaking Strategy Spotlight

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Cross-Sector Collaboration

FROM DISPARATE STRATEGIES TO SHARED GOALS

Initiatives, professional networks, and convenings that nurture the habit of partnership, collaboration, shared learning, coordination, and community building among social justice movements, research sectors, the arts, and the entertainment industry.

Narrative shift and long-term culture change aren't driven by one individual or industry alone, but rely on collaborations in disciplines, expertise, and sectors that, together, can build a strong infrastructure, pivot and (rapidly) respond to change, and move from disparate to shared strategies and vision.

A major focus of the Pop Culture Collaborative's philanthropic work centers on building a field capable of advancing a shared narrative. To do so, it has worked to fortify infrastructure and formalize networks and cohorts, with a special focus on cross-sector collaborations. The Collaborative supports organizations, networks, and convenings that nurture the habit of community building,

partnership, shared learning, and coordination among social justice movements, researchers, the arts, philanthropy, and the entertainment industry.

PHILANTHROPY CAN FUND:

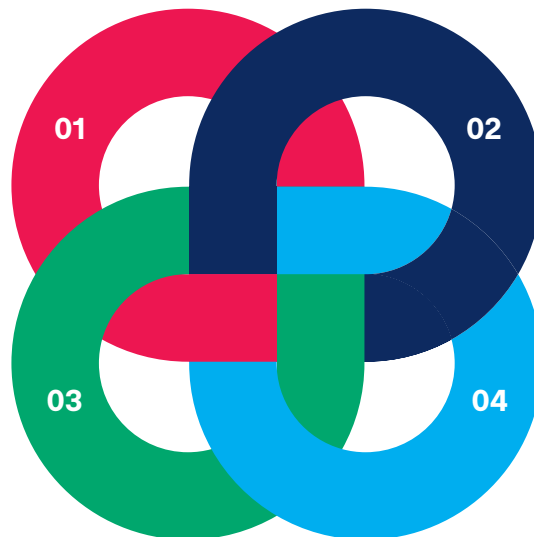
1. Social justice organizations to build in-house capacity and expertise to engage in collaborations with artists and the entertainment industry to advance shared narratives and activate audiences;
2. Conveners and organizations to bring groups together to build meaningful relationships, shared learnings, advance narrative strategy, and co-design partnerships;
3. Cultural strategists and organizations whose role is to test and/or manage experimental and ongoing partnerships among social justice movements, artists, researchers, and the entertainment industry in order to co-create stories and narrative strategies, reform entertainment HR policies and practices, and/or implement issue-based campaigns.

1. Why Invest In Cross-Sector Collaboration?

Transformational culture change begins with meaningful relationships and collaborative networks.

3. What Happens When Cross-Sector Collaborations Thrive?

A transition from disparate to shared strategies and vision.



2. Who Drives Cross-Sector Collaboration?

Conveners, bridge builders, and network-weavers influence both who is in the room and who is network weavers.

4. How Do We Foster Cross-Sector Collaboration?

Meaningful collaboration requires sustained strategic funding.



Why Invest In Cross-Sector Collaboration?

Transformational culture change begins with meaningful relationships and collaborative networks.

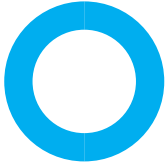
- Authentic partnership, trust, sustained engagement, and shared goals are critical components of effective, long-term collaboration among artists, the entertainment industry, and the social justice sector, in addition to the one-off consultations and/or partnerships (e.g., feedback on a script or storyline; celebrity endorsements, audience impact campaigns) that often test and fuel long-term pop culture for social change collaborations.
- To advance authentic, transformational narratives, projects should center insights and expertise from individuals who share the genuine experiences of their communities and core ideas that advance a shared vision of the world we want to live in.
- It is important to acknowledge that it takes care, skill, industry knowledge, and resources to cultivate relationships that facilitate collaboration and co-design in fields that have very different priorities, incentives, language, rhythms, and approaches.
- Pop culture storytellers can learn and gain access to both issue-specific knowledge and nuanced, authentic stories from visionary movement leaders, cultural strategists, and/or community representatives. Movement leaders and cultural strategists transform narrative challenges and opportunities by collaborating with pop culture storytellers and their influential platforms. Together, they can also advance new narratives and mass audience activations around rapid response and ongoing social justice issues.

- The field cannot forge these bonds and build these networks without support. New and existing networks and collaborations need philanthropic investments that help build connections and invest in partnerships and/or projects that studios, networks, and other typical media financiers will not support.



“This is a systemic issue. If you go into a company, and change the company’s expectations about storytelling across dozens of shows and the hundreds of people that work on them, that change will impact millions of viewers. We’re committed to helping Hollywood rethink how they tell stories, and connect to the actual makeup of our country.”

Marya Bangee, Harness (Break The Story, vol 3, “Rewriting the Narrative: How Social Change Organizations Are Bringing Communities Inside Writers Rooms”) (↗)



Who Drives Cross-Sector Collaboration?

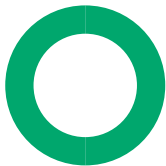
Convenors, bridge builders, and network-weavers influence both who is in the room and who is at the table.

- Bridge-builders—justice-oriented artists, creative movement leaders, values-aligned industry leaders, and cultural strategists—travel fluidly between sectors, spot trends and opportunities for collaboration or intervention, and translate and socialize ideas across industries and fields. Both social justice organizations and entertainment industry-based groups need staff and/or consultants to play this critical role, while artists could use the support of partner organizations and/or advisors to make these connections.
- Network weavers design and host learning exchanges, trainings, immersive experiences, and/or convening spaces to help people collaborate at new points of connection e.g., (activating around acute political/cultural moments, learning about and engaging in issue campaigns, informing the entertainment industry’s policies and practices, building a film campaign, and storyline consulting). The pop culture for social change field needs artists, cultural strategists, and/or organizers to support one-off and ongoing collaboration opportunities, as well as organizations whose focus is to create space intended for relationship building, information sharing, and co-design.
- Convenors, bridge builders, and network-weavers can open opportunities for experimental and ongoing relationship-building by identifying and creating spaces and/or initiatives for artists, organizers, and visionaries with the skills, expertise, and experience to test and deepen one-off partnerships.



“In the work, you never want to be this little fringe group that can’t puncture through popular culture and I think we’ve seen in the last five years this powerful momentum where Hollywood is taking a cue from people on the ground. They’re taking a cue from organizers”.

Patrisse Cullors, Co-founder Black Lives Matter, Author, *When They Call You a Terrorist: A Black Lives Matter Memoir* (Break The Story, Vol 2, “Profound Partnerships”) (↗)



What Happens When Cross-Sector Collaborations Thrive?

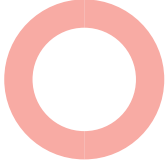
A transition from disparate to shared strategies and vision

- **Rapid Narrative Response:** When cultural organizers and social movements build strong relationships with values-aligned creatives and artists, it is possible to more rapidly plan and activate coordinated, responsive narratives in times of crisis or need.
- **Authentic Stories:** When creatives and artists build relationships with movement leaders, cultural strategists, and community representatives, they gain greater access to and understanding of the challenges and opportunities facing communities. They are exposed to nuanced and authentic portrayals, leading to stronger, more inclusive, and more accurate story and character development.
- **Just Systems And Culture:** Social justice movement leaders and organizers can provide artists and other entertainment industry allies with insights on how to analyze power, how to organize and strategize, and how to create more just policies that advance equity, whether in the writers room or in the executive C-suite.
- **Mass Audience Activation:** Social justice movements and the entertainment industry can align to develop audience engagement strategies for television, film, and other immersive experiences that enhance audiences' connection to issues and new narratives. In addition, they can work together to move audiences to a system of action (new behavioral norms) that increase resonance with particular issue campaigns and/or acute political and cultural moments.



“You’re going to see much more collaboration around campaigns, around voter mobilization, and all kinds of storytelling, and making sure that the stories of women at the bottom of the economy are told. I think we’re all committed to democratizing every dimension of society, including popular culture. I think you’re going to see us working together on that, and every front, more intentionally as time goes on.”

Ai-jen Poo, National Domestic Workers Alliance (Break The Story, Vol 2, “Profound Partnerships”) (↗)



How Do We Foster Cross-Sector Collaboration?

Meaningful collaboration requires sustained strategic funding.

- **Build Capacity:** In order to be nimble and responsive to opportunities in the entertainment industry, social justice organizations need resources and capacity to cultivate internal expertise and knowledge about pop culture industries, build relationships and capacity for collaboration, develop strategies to ensure alignment of values, and engage in experimental, one-off, and/or ongoing partnerships.
- **Invest In Infrastructure:** In addition to developing individual skills needed for substantive collaboration, it is also necessary to build teams capable of advancing culture change strategies (in movement organizing) and social justice ethos and strategies (in the entertainment industry). These teams need resources and opportunity to develop and maintain relationships, explore ideas and opportunities, and sustain collaborative projects at scale.
- **Create Spaces To Convene:** From 1-to-1 meetings and small group conversations to larger gatherings, effective network weavers create spaces and cultivate participation to build trust, curate and share learnings, and collectively evolve strategies and collaborations.
- **Support Networks:** New organizations, cohorts, and networks are establishing equitable partnerships that provide a path for issues and communities to reach into writers rooms, work in collaboration with networks and studios, and help bring artists and other entertainment-based influencers into transformative partnerships with issue-based movements.



“First we need to build better networks and second, ensure that the relationships that are built as those networks are created are structured and facilitated in a way that is conducive to people being happy and being able to do what they do best. I certainly believe that philanthropy has a role there, because philanthropists are normally in many different networks and can serve as connectors. But we also have the resources necessary to offer personalized collaboration and to incentivize people who wouldn’t traditionally work with one another to do so.”

Felipe Estefan, Luminare Group (Break The Story vol 3, “Philanthropy’s Unique Role in Television”) (↗)

Models That Pop Culture Collaborative Grantees Are Using For Collaboration-Weaving



Convening Opportunities *Creating Space to Connect*

OPPORTUNITIES

- **Connect artists and activists.** Funders can bring different sectors of the pop culture for social change field together for exchange of expertise and ideas, building towards a shared vision.
- **Activate emerging networks.** Funders can support connected groups that enable access to and among entertainment industry, social justice, and philanthropy leaders and their projects.
- **Create new community spaces.** Funders can invest in online and offline forums to facilitate network building and exchange of ideas, expertise, and opportunities.

RESULTS

- Organizing in the entertainment industry that connects movement leaders and cultural strategists for information sharing, authentic story creation, and long-term narrative alignment.
- Coordination among social justice organizations and artists to work towards mass audience activation on social justice and political issues.

POP CULTURE COLLABORATIVE GRANTEE EXAMPLES

- **Opportunity Agenda's** Creative Change (↗), an in-person gathering and online hub through which artists, entertainers, cultural makers, advocates, activists, and other leaders meet and develop new ideas for leveraging culture to advance social justice.
- **Harness's** (↗) retreats that bring together artists and social justice advocates to build deep relationships, share practices, and fuel ongoing collaborations.
- **Time's Up**, a global movement against sexual harassment in the workplace that captured the spotlight at the Golden Globes in 2018, was made possible through the intensive conversation and collaboration between Hollywood artists and social justice movement leaders, including Collaborative grantees Ai-jen Poo of the National Domestic Workers Alliance, Saru Jayaraman of the Restaurant Opportunities Centers, and #metoo founder Tarana Burke.



Convening Opportunities

Creating Space to Connect

OPPORTUNITIES

- **Coordinate Connections.** Funders can support grantees to organize introductions, learning exchanges, and ongoing relationships between entertainment and social movement people.
- **Expand Expertise.** Funders can support social justice organizations to build their individual and shared skills, industry expertise, and capacity to work with entertainment-based media partners; professionals, and artists.
- **Increase Experimentation.** Funders can support grantees to develop new convening spaces, partnership models, and networks to spur new collaborations.

RESULTS

- Pop culture artists bringing creativity and platforms into social movements and surfacing the creativity in communities.
- Movement experts sharing knowledge about communities and issues to develop more real, nuanced, authentic portrayals and over long-term, alignment around shared narrative visions.

POP CULTURE COLLABORATIVE GRANTEE EXAMPLES

- **Storyline Partners** ([↗](#)), a collective of leading social change and advocacy organizations, collaborates with the entertainment industry to seed and shift storylines to tell more accurate and nuanced narratives that reflect the realities and richness of our communities.
- **Harness's** ([↗](#)) Main Stage events bring together activists, philanthropists, and entertainment professionals (writers, actors, producers) to engage with, build understanding of, and create opportunities for action on key social issues, such as mass incarceration, immigrant justice, gender justice, worker rights—and beyond.
- Community-rooted groups **Color Of Change** ([↗](#)) (Black Americans), **National Domestic Workers Alliance** ([↗](#)) (domestic workers), **Define American** ([↗](#)) (immigrants), **IllumiNative** ([↗](#)) (Indigenous), and more are working closely with writers and producers to inform their work with the wisdom and experiences of communities.
- Senior Fellow and advertising art director **Storm Smith** ([↗](#)) is engaging disabled creatives to transform entertainment industry practices and audience experiences.
- **Yes, And...Laughter Lab** ([↗](#)) is an experiment co- led by the Center for Media and Social Impact and Moore+Associates to connect comedians and social justice organizers to develop and/or produce new original comedy.

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