Prioritizing Equity: A DEAI Dialogue

Interactivity Session

May 17, 2022

CCLI Cultural Competence Learning Institute
Talk with a partner about a dimension of your identity that you have been particularly aware of recently.
What is CCLI?

Success for museums in the 21st century will depend on embracing organizational change.

Allowing organizations to meaningfully connect with new and diverse audiences.

CCLI helps museum leaders catalyze diversity and inclusion efforts in their institutions.
### What does CCLI include?

<table>
<thead>
<tr>
<th>We’re all on a journey</th>
<th>Made for museums, by museums</th>
<th>A richer experience for everyone</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-person Workshop</td>
<td>Peer Networking</td>
<td>Monthly Virtual Meetings</td>
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<tr>
<td>Strategic Initiative</td>
<td>Coaching</td>
<td>Learning Community</td>
</tr>
<tr>
<td>Comprehensive Staff Survey</td>
<td>Support for CEO/Executive Level team members</td>
<td>Alumni Network</td>
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</tbody>
</table>
With the project, CCLI will develop a suite of resources to support museums of all disciplines as they undertake institution-wide efforts to incorporate DEAI practices into their operations.

This project is supported by a National Leadership Grant from the Institute of Museum and Library Services.
CCLI National Landscape Study: 
*The State of DEAI Practices in Museums*

https://community.astc.org/ccli/home
Landscape Study Goals

• Better understand the current state of DEAI practices in the field
• Describe practices that appear to drive or inhibit DEAI efforts
• Foster conversation within the field about what more can be done to advance DEAI efforts
• Identify what types of supports and resources may be needed
### Respondents: Organization Type & Budget

<table>
<thead>
<tr>
<th>Organization Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Art</td>
<td>21%</td>
</tr>
<tr>
<td>History Museum/...</td>
<td>16%</td>
</tr>
<tr>
<td>Historical Site</td>
<td>12%</td>
</tr>
<tr>
<td>Children/Youth</td>
<td>12%</td>
</tr>
<tr>
<td>Science &amp; Tech</td>
<td>9%</td>
</tr>
<tr>
<td>Specialty</td>
<td>8%</td>
</tr>
<tr>
<td>Multi-Disciplinary</td>
<td>6%</td>
</tr>
<tr>
<td>Heritage &amp; Culture</td>
<td>4%</td>
</tr>
<tr>
<td>Natural History Museum</td>
<td>3%</td>
</tr>
<tr>
<td>Botanic Garden/Arboretum</td>
<td>2%</td>
</tr>
<tr>
<td>Zoo/Aquarium</td>
<td>2%</td>
</tr>
<tr>
<td>Military Museums</td>
<td>2%</td>
</tr>
<tr>
<td>Transportation</td>
<td>1%</td>
</tr>
<tr>
<td>Nature Center</td>
<td>1%</td>
</tr>
<tr>
<td>Anthropology</td>
<td>1%</td>
</tr>
<tr>
<td>Presidential</td>
<td>1%</td>
</tr>
</tbody>
</table>

### Distribution of Budgets

- Less than $1 million: 42%
- $1-4.9 million: 28%
- $5-19.9 million: 18%
- > $20 million: 9%
- No information: 3%

*n=580*
Dimensions of DEAI

**Vision & Values:** DEAI is explicitly stated as value and organizational commitment

**Leadership:** Leadership demonstrates commitment to DEAI. They advocate for and lead DEAI and are held accountable for its progress.

**Governance:** The museum board supports, advocates for, and shares accountability for DEAI.

**Resources:** Adequate resources allocated to support DEAI

**People & Operations (HR):** The organization actively builds, supports, and advocates for diversity of staff at all levels. Its policies, processes, and work culture are transparent, inclusive, and equitable.

**Vendor Diversity:** DEAI is considered in vendor selection with the goal of working with suppliers that reflect the community’s composition across a range of diversity dimensions.

**Community-Centered Engagement:** All aspects of the museum’s work are anchored in, informed by, and created with its communities, particularly those underrepresented, through equitable collaboration and power-sharing.

**Services & Products:** Offerings integrate DEAI values and practices, reflecting and meeting the needs of diverse groups. This dimension includes exhibits, programs, events, collections, and physical space.

**Data Collection & Evaluation:** Data are collected and used to inform DEAI practices and action plans, assess performance, and ensure accountability.
SOME KEY FINDINGS

• The large majority of responding institutions see DEAI as a priority and most want to respond to and engage their communities

• There is the gap between intentions and strategic, supportive action

• In general, there is less focus on the internal organizational dimensions of DEAI

• There are range of strategies which museum use to engage underrepresented groups, but these are not centered as part of ongoing operations

• Collecting and using data to inform DEAI efforts is not a common practice
KEY FINDINGS
Foundational Dimensions
90% report DEAI as a priority area for their organization

- Essential priority: 32%
- Relatively high compared to other priorities: 30%
- About equal compared to other priorities: 28%
- Relatively low compared to other priorities: 8%
- Not a priority at this time: 2%

n=580
73% report that their Boards understand the importance of DEAI efforts to the organization.

- The board understands the importance of DEAI efforts.
- The board doesn't understand the importance of DEAI efforts.

n=454
Despite 60% of respondents indicating DEAI is an essential or high priority, over half do not have a DEAI action plan.

- 69% have not yet developed a DEAI action plan.
- 24% have a DEAI action plan, but no concrete metrics to assess progress.
- 7% have a detailed action plan and concrete metrics.

n=509
There is no common position driving accountability for DEAI efforts

- 34% reported no individual or group held responsibility for DEAI efforts
- 30% reported cross-department taskforce/committee focused on DEAI
- 21% identified the CEO/Executive Director held responsibility
- 16% indicated someone in a senior leadership was responsible
KEY FINDINGS
Internal Dimensions
Fewer than half of responding organizations collect internal feedback regarding internal aspects of DEAI.
More DEAI-related HR practices take place during hiring and recruitment than at later stages

<table>
<thead>
<tr>
<th>Practice</th>
<th>Always; this is the way we work</th>
<th>Case-by-case basis only</th>
<th>Not at this time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purposely seek out candidates from minority groups</td>
<td>61%</td>
<td>21%</td>
<td>18%</td>
</tr>
<tr>
<td>Review/revise job requirements and descriptions to avoid bias</td>
<td>53%</td>
<td>17%</td>
<td>29%</td>
</tr>
<tr>
<td>Review the section and hiring process to check for bias</td>
<td>55%</td>
<td>15%</td>
<td>29%</td>
</tr>
<tr>
<td>Offer orientation or onboarding that proactively protects against bias</td>
<td>50%</td>
<td>10%</td>
<td>41%</td>
</tr>
<tr>
<td>Review compensation &amp; pay equity to check for adverse impact</td>
<td>50%</td>
<td>12%</td>
<td>38%</td>
</tr>
<tr>
<td>Review/revise performance management process &amp; leadership…</td>
<td>37%</td>
<td>14%</td>
<td>49%</td>
</tr>
</tbody>
</table>
KEY FINDINGS
Public-Facing Dimensions
Collecting and using data from visitors and non-visitors

- 53% of respondents collect visitor data regularly, but only about a quarter collect demographic data.

- Only 35% report gathering any data from the larger community (non-visitors).

Photo credit: Perspectivas Crystal Brides (Garibay Group)
### Data collection strategies with non-visitors

**What strategies have organizations used to gather data from non-visitor groups?**

(in the last three years)

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Percentage</th>
</tr>
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<tbody>
<tr>
<td>Met with community leaders of a specific population or group</td>
<td>65%</td>
</tr>
<tr>
<td>Hired an external consultant to conduct audience research with a specific population/group</td>
<td>50%</td>
</tr>
<tr>
<td>Conducted formal community listening sessions</td>
<td>44%</td>
</tr>
<tr>
<td>Formed an advisory committee from a specific population/group to advise the organization</td>
<td>40%</td>
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n=157
The most widespread strategy used to address inclusion in museum visitation is offering free to low-cost admission.

**DEAI strategies used for basic access to the museum**

- Free to low-cost admission opportunities for specific groups (e.g., free Mondays): 90%
- Alternative hours/access (e.g., After-hours family nights): 64%

n=431
Ways in which museums engage communities most frequently for exhibits, programs, or special events—
"Always: this is how we work" responses

- **Attend**: 52% (Exhibits), 45% (Programs), 26% (Special Events)
- **Contribute as artists/performers, facilitators or providing**: 34% (Exhibits), 35% (Programs)
- **Serve as cultural liaisons to give feedback**: 19% (Exhibits), 19% (Programs), 16% (Special Events)
- **Jointly develop or co-create**: 16% (Exhibits), 19% (Programs), 19% (Special Events)
- **Lead the design with support**: 11% (Exhibits), 10% (Programs), 6% (Special Events)
### DEAI strategies: Exhibits

<table>
<thead>
<tr>
<th>Access Type</th>
<th>Always; this is how we work</th>
<th>Case-by-case basis only (e.g., special exhibit or grant)</th>
<th>Not at this time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full physical access (e.g., auditory, wheelchair access)</td>
<td>52%</td>
<td>31%</td>
<td>16%</td>
</tr>
<tr>
<td>Sensory-friendly access (e.g., low noise)</td>
<td>27%</td>
<td>25%</td>
<td>47%</td>
</tr>
<tr>
<td>Multilingual access (e.g., written or verbal translations)</td>
<td>18%</td>
<td>45%</td>
<td>36%</td>
</tr>
<tr>
<td>Addressing topics typically suppressed (e.g., racism, indigenous science, genocide)</td>
<td>26%</td>
<td>41%</td>
<td>33%</td>
</tr>
<tr>
<td>Including narratives and voices from underrepresented communities</td>
<td>19%</td>
<td>56%</td>
<td>25%</td>
</tr>
<tr>
<td>Including experts from marginalized communities in shaping content, particularly in telling stories that have been suppressed</td>
<td>16%</td>
<td>48%</td>
<td>35%</td>
</tr>
</tbody>
</table>

n=437
KEY FINDINGS
Challenges
Some Challenges

• 71% report creating a measurable DEAI action plan
• More than half say collecting data for public-facing (61%) and internal-facing (51%) DEAI initiatives proved to be a challenge.
• 62% report that increasing the cultural competence of staff/volunteers is a challenge.
• 62% of leaders report increasing their own cultural competence as a challenge/area of growth.
A Federal Approach to Equity
IMLS’ Equity Action Plan

Christopher Reich,
IMLS Mission: advance, support, and empower America’s museums, libraries, and related organizations through grantmaking, research, and policy development.

Advance: addresses critical needs in the museum field
Support: invests in museums’ strategic goals and objectives
Empower: invests in museums’ capacity to meet their missions

- National Leadership Grants for Museums
- Inspire! Grants for Small Museums & Museums for America
- African American Heritage & Culture for Museums, Museums Empowered, and Native American/Native Hawaiian Grants
- CAP, MAP partnerships
IMLS Approach to Equity

- Response to Executive Order 13985 of January 2021
- Mandated assessments of four areas:
  - Barriers to enrollment in and access to services
  - Barriers to becoming vendors/contractors to the federal government
  - Need for new policies, regulations, or guidance to advance equity actions
  - Levels of resources available and allocated for advancing equity actions
## IMLS’ Equity Action Plan – Five Action Areas

<table>
<thead>
<tr>
<th>Data Collection for Equity-based Grantmaking</th>
<th>Field Engagement &amp; Technical Assistance</th>
<th>Diversifying the Museum and Library Professions</th>
<th>Equity &amp; Civil Rights Resource Center</th>
<th>Contracting and Procurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Strategies to focus on reaching small/rural communities; majority BIPOC communities; and communities in poverty.</td>
<td>• Targeted evaluation on specific ways to build capacity of potential grantees in target communities to be successful grantees.</td>
<td>• IMLS will design and implement a field-facing internship program to address inequities and lack of representation.</td>
<td>• Establishment of resource center to ensure ALL grantees understand and implement their Civil Rights obligations.</td>
<td>• Revamping the agency’s contracting process and practices to maximize opportunities for small and minority-owned businesses.</td>
</tr>
</tbody>
</table>
What does this mean for the field?

- MORE TARGETED CRITERIA AND MEASURES FOR EQUITY IN FUTURE SOLICITATIONS.
- NEW GRANT PROGRAM(S) FOCUSED ON WORKFORCE DEVELOPMENT
- ADJUSTMENTS BASED ON FEEDBACK AND OUTCOMES
Interactive Brainstorm

What are the **biggest challenges** for your museum and the museum field right now in terms of ensuring that organizations are equitable for visitors and for staff? (pink)

What are the **greatest opportunities**? (blue)

What **resources** might be most helpful for the field as we engage with these opportunities and challenges? (green)
Before you leave, please.....

- Draw a star next to the resource idea that you feel would best serve the museum field right now.
- Fill out your evaluation.
Invite More Voices

Scan this QR code or copy the link to invite your museum colleagues to participate

https://forms.gle/bmjku8rhol7owGF9