

MUSEUMS & RACE MUSEUM REPORT CARD

ACTION STEPS AND FRAMEWORK

STEP 1

Use the M&R Report Card to assess where your organization stands today. We encourage you to have a few colleagues respond to it individually and then use the questions in the back, along with the M&R Report Card Rubric, to engage in a conversation to help determine a grade for your organization that is comprehensive of everyone's perspective.

STEP 2

Based on your organization's grade and using the M&R Report Card Rubric, establish three goals you would like to accomplish this year to move your organization to the next tier.

STEP 3

Look at those goals and establish a timeline and benchmarks to be met in three, six, and nine months.

STEP 4

Assess who you are, the allies and conspirators creating the change, and discuss if enough people are participating in the systemic transformation. Are there people left behind or reluctant to participate? If so, ask yourselves what barriers prevent participation and authentic involvement. Allies and conspirators may include external partners such as community members.

STEP 5

Regularly check your organization's progress against the established three, six, and nine-month benchmarks. After a year, assess how well you met your goals and assign the organization a new grade. Was there improvement? This work requires honest reflection, and we recognize that you and your peers might not have met every benchmark, but the critical part of this journey is to keep asking the tough questions, lean into the uncomfortableness, and value Truth.

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RUBRIC

	F NO EFFORT/DENIAL	D - C EMERGING	C - B DEVELOPING	A TRANSFORMING
GOVERNANCE	<ul style="list-style-type: none"> Board does not engage in DEAI efforts. Board has members with problematic professional/financial affiliations. Board members are selected based on financial giving capacity only. The strategic plan does not include advancing DEAI as a primary focus. 	<ul style="list-style-type: none"> Board has identified and named "diversity issues" but has yet to allocate budget, resources, or training to support deepening knowledge. Some short- and long-term DEAI-related goals have been identified but have not been formalized into the official strategic plan. 	<ul style="list-style-type: none"> Training and supports are put into place for staff AND Board development as an ongoing experience. Board is comfortable naming their gaps and seek staff input and area experts for additional clarity. A DEAI strategic plan has been created that is separate from the organization's official strategic plan. 	<ul style="list-style-type: none"> Board members have a variety of ways to contribute to the organization. Board recognizes DEAI as an essential strategy for the organization. The strategic plan has been updated to include advancing DEAI, and formal policies have been developed and/or implemented.
FUNDING	<ul style="list-style-type: none"> No funding has been allocated to support this work. 	<ul style="list-style-type: none"> DEAI activities are supported primarily by short-term grants and/or soft money. 	<ul style="list-style-type: none"> DEAI activities are helped partially with a permanent line in the administration budget. 	<ul style="list-style-type: none"> DEAI activities are supported primarily with operational funding and are a permanent line item in the administration budget.
REPRESENTATION	<ul style="list-style-type: none"> Your organization does not reflect the demographics of your community and does not respond to your constituents' needs. 	<ul style="list-style-type: none"> Your organization acknowledges the importance of having staff and a board that reflects your community and aspires to support their needs but has not put much effort into making those changes. 	<ul style="list-style-type: none"> Your organization understands and has done the research to understand your community's diversity and is actively working towards becoming a reflection of that community. 	<ul style="list-style-type: none"> Staff, leadership, and boards reflect community demographics and include community members. Spaces, programs, activities, etc., are diverse in makeup and inclusive in content.
RESPONSIVENESS	<ul style="list-style-type: none"> Your organization does not develop and implement programming (including exhibits, public programs, events, etc.) that respond to your community's needs. 	<ul style="list-style-type: none"> Your organization occasionally develops and implements short-term programming that responds to the needs of your community, such as during Black History Month. 	<ul style="list-style-type: none"> Your organization has established relationships with the community and regularly develops and implements programming that responds to the needs of your community. 	<ul style="list-style-type: none"> Your organization prioritizes working with your community collaboratively on an ongoing basis to develop calendars and budgets reflective of the community's needs and regularly co-creates and implements relevant programming.
RESOURCES	<ul style="list-style-type: none"> Your organization does not devote resources to support employees or the community at large. 	<ul style="list-style-type: none"> Your organization devotes resources in response to problematic incidents but does not offer consistent support. 	<ul style="list-style-type: none"> Your organization sporadically invests in providing resources to staff and the community that supports personal and professional development. 	<ul style="list-style-type: none"> Your organization offers consistent support for staff and community members to access resources needed for professional and personal growth and has a workflow in place to address rapid responses.
TRANSPARENCY	<ul style="list-style-type: none"> Your organization sees no value in having transparency in decision-making and the related processes with staff and community partners. 	<ul style="list-style-type: none"> Your organization understands the value of transparency in decision making, has identified areas for growth, and has prioritized ways to be more transparent but is not consistent with the approach. 	<ul style="list-style-type: none"> Your organization understands the value of transparency and is implementing plans for increasing transparency with staff and community partners. The organization has created channels for feedback and is responsive to that feedback. 	<ul style="list-style-type: none"> Your organization has codified decision-making processes and channels for feedback from staff and community partners where appropriate. Staff and community members feel well informed about the organization's decisions that directly and indirectly impact them and the pathways leading to those decisions.
ACCOUNTABILITY	<ul style="list-style-type: none"> There is no organizational-wide effort underway to account for DEAI activities or to measure success and impact. 	<ul style="list-style-type: none"> An action plan for assessment has been created, but no measurable objectives or metrics have been included. 	<ul style="list-style-type: none"> An action plan with metrics has been created, but implementation is sporadic, and assessments are not used to recalibrate and update DEAI efforts. 	<ul style="list-style-type: none"> An action plan with metrics has been created, and an ongoing systematic effort is in place to implement the assessment and to evaluate and recalibrate DEAI efforts.

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As the museum industry comes under increased scrutiny about policies surrounding race, diversity, inclusion, and representation, I take this opportunity to reflect on the past year: to celebrate excellence, challenge mistakes, and identify opportunities for continued growth.

	PAST YEAR	NEW GOAL
<p>GOVERNANCE</p> <p>What policy changes will directly impact the museum experience? How will the impact be felt by guests, staff, and board? What resources are needed to act?</p>		
<p>FUNDING</p> <p>Who is responsible for sustained funding obstacles? What systemic changes need to happen to sustain funding for the greater good?</p>		
<p>REPRESENTATION</p> <p>Are we creating space (literal and figurative) for people who are impacted by issues of race/ethnicity? Do we ask AND support bringing their' whole selves to work?</p>		
<p>RESPONSIVENESS</p> <p>How often do we engage in conversation or action around race, diversity, inclusion, or representation? Is it sustained or reactive?</p>		
<p>RESOURCES</p> <p>Who has access to decision-making and influence in board decisions? Do we engage those with the most experience solving issues?</p>		
<p>TRANSPARENCY</p> <p>How do we communicate issues directly related to race in the workplace? To whom do we talk to? What actions are we willing to take beyond just talk?</p>		

MATURITY MODEL

- F** indifferent, unaware, organization embodies privilege
- C-D** wants 'diverse' audiences but no substantial change to board/staff/exhibitions/programming
- C-B** assesses biases; finds community partners; has inclusion policies
- A** proactive to what's communicated; diverse work culture & leadership; understand self-care & burnout

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STAY CONNECTED

We encourage you to keep asking questions in your institution and of your personal practice. This guide is intended as a starting place: **our goal is to sustain systematic transformation.**

AGENCY AND RECIPROCITY

In this space, we recognize that we are each empowered individual professionals capable of acting in ways that recognize and seek to dismantle harmful and racist practices at our institutions.

OPEN-ENDEDNESS

We are asking each of you to help create a new paradigm. And to that end, our process is deliberately open-ended, encouraging your continued exploration beyond our time together.

DO YOU HAVE SUSTAINED RELATIONSHIPS WITH ALLIES & PARTNERS?

What evidence is there that you engage the larger community in your decision-making?

Reviewing your social media & outreach: can you easily find examples of challenging the everyday discourse?