



CCLI National Landscape Study:

The State of DEAI Practices in Museums



CCLI

Cultural Competence
Learning Institute

Foreword

This study represents a significant moment in the movement to center diversity, equity, accessibility, and inclusion (DEAI) practice across museum operations. As this was the first-ever study of its kind, the CCLI (Cultural Competence Learning Institute) leadership team spent a full year developing the framework and questions to ensure that a study of this scope and aspiration could serve as a strong foundation for the entire museum field, with an aim of beginning to build shared expectations and metrics on what DEAI practice in museums can and should look like.

Data collection for this survey ended in late 2019, and our view of the landscape for dissemination was one in which museums were preparing to enter their busiest season for visitation in the summer of 2020. Then in March 2020, the world changed for us all—individually and institutionally—as the catastrophic impacts of the COVID-19 pandemic swept across the globe.

At the time of this report's publication, the pandemic continues to stress health care systems, take lives, lay bare disparities and social injustices, and cause deep economic impact across households, communities, and institutions. While the world and our world views have certainly shifted as a result of this new pandemic reality, we believe the findings in this report still speak to our original aspirations of supporting equitable, inclusive, and accessible practices throughout all aspects of museums. Looking ahead, we hope that the findings presented here will provide clarity and identify opportunities for museums working to center equity and inclusion.

How to Cite this Report:

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CCLI helps museum leaders catalyze diversity and inclusion efforts in their institutions, working with museums of all types and sizes to center equity in their organizational practice.



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Introduction

Diversity, equity, accessibility, and inclusion (DEAI) have become central concerns for museums. Across the field, leaders are asking—with increasing urgency—how museums can diversify their visitors, staff, and boards; create welcoming and inclusive environments and workplaces; and ensure that museum offerings reflect a broad range of interests, experiences, and needs.

Museums have approached DEAI efforts in different ways and at different levels, from developing special exhibits and events for specific audiences to offering staff diversity training to board development. Despite more than three decades of discussion about DEAI, however, our organizations still wrestle with questions about where to focus, how to gauge success, and how to make changes “stick” so that these efforts endure beyond one person, project, or program. As a field we lack a clear picture of where museums are putting forth effort. How do museums, for example, prioritize DEAI? What activities and practices are most prevalent? Where are museums making inroads operationalizing DEAI into the foundational principles of museum work?

This study emerged from these questions and from the recognition that we can not support what works (or change what does not) until we better understand the current landscape.

What is the CCLI Landscape Study?

This study investigated the current state of DEAI practices in the museum field in the U.S. It is the first field-wide study across multiple sectors of its kind. As such, it is also an experiment. We consider this study an early effort to map the landscape.

Our intention is that study findings provide insight into what is already being done and what more **can** be done to create change. More specifically, we strove to:

- Better understand the current state of DEAI practices in the field;
- Describe practices that appear to drive or inhibit DEAI efforts;
- Share key trends regarding both “bright spots” and common challenges;
- Foster conversation in the field about what more can be done to advance DEAI efforts;
- Identify what types of supports and resources may be needed.

Our hope is that this report can serve as a springboard for conversations about the current state of DEAI practices and opportunities to move forward.

Definitions

Diversity: The ways in which human beings are similar and different, including but not limited to identities, social positions, lived experiences, values, and beliefs.

Equity: Fair access to resources that advances social justice by allowing for full participation in society and self-determination in meeting fundamental needs.

Accessibility: Ensuring equitable access to everyone along the continuum of human ability and experience.

Inclusion: A culture that creates an environment of involvement, respect, and connection in which the richness of diverse ideas, backgrounds, and perspectives is valued.

Community: The broad range of stakeholders within and outside the museum walls. This includes but is not limited to, staff, volunteers, visitors, residents of the local area, vendors, funders, among many others.

Throughout this report, we have tried to be specific in our language in descriptions of specific subgroups of community stakeholders. We use the terms “non-dominant group,” “under-represented group” or “marginalized groups/communities” to include ethnic minority, female, immigrant, and other social groups who historically have not held positions of systemic power in U.S. political, cultural, educational, and corporate enterprises (Bevan, et al., 2018).



An Organizational Change Approach

Examining issues related to diversity, equity, accessibility, and inclusion in the spaces where we work requires us to examine our own biases, prejudices, and assumptions. That inward work, which shapes our personal and work relationships as well as our work identities, is critical in changing how we learn to see and define the organizational problems for which we seek solutions.

Any defensiveness or inability to reflect on our own behavior (and how it often inadvertently contributes to or supports organizational behavior that we seek to change) can be one of the most enduring barriers to achieving change (Argyris, 1991). We acknowledge that the field is not likely to get beyond ‘diversity as a project’ without this important inward work.

However, this study is not about individual change. This study focuses on organizational change and specifically examining the many organizational variables that can promote or inhibit authentic equitable practices in individual institutions and in the museum field.

Taking an organizational change approach toward DEAI shifts the focus from positioning these efforts as the work of only a few individuals or departments to being the foundational work of an entire organization.

Focusing at the organizational level helps us examine and understand how different components of an organization work (or do not work) in concert to support diversity, equity, accessibility, and inclusion. An organizational change approach can also be useful in mapping where DEAI efforts are particularly strong and where gaps exist.

Working to align the various elements of an organization ultimately improves the likelihood of creating sustainable change (Martins & Coetzee, 2009).

Substantive change or transformation requires a true systems approach—an intervention in “business as usual” that engages all the key relevant dimensions of organizational life.—Gass, 2014



Executive Summary



Executive Summary

1. **Museums report that DEAI is an organizational priority but have not taken strategic, consistent action at an organizational level foundational enough to support and achieve enduring equity and inclusion.** While a large majority of respondents (90%) report that DEAI is an essential or relatively high priority and most (73%) report that boards understand the importance of DEAI, less than half (48%) have DEAI action plans and 89% have not established metrics to measure DEAI progress. Only 38% of boards have asked for/approved changes to policies or processes necessary support DEAI efforts.
2. **Museums use a range of DEAI-related strategies to develop and support more inclusive experiences in their exhibits, programs, and events and can build on them. These practices, however, are not integrated into the core work of the organization.** Strategies that consider DEAI in the design of specific visitor experiences most often take place on a case-by-case basis. Half of respondents report always offering full physical access to exhibits, programs and special events. Of other possible strategies—sensory-friendly access, multilingual offerings, addressing topics and narratives that have typically been suppressed, and including community stakeholders from underrepresented populations in shaping content—less than a third of respondents report that these are “always” practiced.
3. **Museums focus less on the internal organizational dimensions of DEAI compared with public-facing aspects.** There is some focus on DEAI practices in recruitment and hiring staff phases (e.g., seeking out candidates from minority populations, reviewing job requirements for adverse bias) than at later stages, with fewer organizations reporting reviewing compensation and performance processes for adverse impact/bias. Half (50%) of responding museums reported “always” reviewing staff compensation and pay equity to check for adverse impact/bias. Only 35% reported “always” reviewing their performance and leadership pipeline process for bias.
4. **Lack of focus on collecting and using data to inform DEAI practice is hindering museums’ ability to measure progress and increase accountability.** Although just over half (53%) of respondents collect visitor data regularly, only about a quarter collect visitor demographic data. Only 35% report gathering any data from local groups that do not currently visit the museum. Fewer than half (43%) collect internal feedback from staff, volunteers, and/or board members regarding DEAI efforts. More than half reported that collecting data for DEAI initiatives is a challenge.
5. **Even in the face of organizational challenges, museums across types and budget sizes report using some DEAI-related practices.** Many respondents, including museums with fewer staff and smaller annual operating budgets, shared examples of strategies they have used in efforts to advance equity and inclusion. Collectively, these examples illustrate the wide range of activities museum have taken, many on which they can build.



Framework & Design and Methods



Study Framework

Framework for this Study

No set of industry practices and metrics exists for DEAI efforts, so we first had to identify potential practices and possible benchmarks in order to develop the survey.

Casting a wide net, we conducted an extensive review of the DEAI literature in several fields and contexts including the museum and cultural sector, the corporate sector, and higher education.

Using multi-stage thematic analysis of the documents in our sample (Braun & Clarke, 2006; Patton, 2015), we identified nine key organization-level dimensions that contribute toward more equitable practices.

We then grouped them into four broad categories: foundational, internal, public-facing, and cross-functional elements. Each dimension contains multiple indicators of DEAI-related activity. Figure 1. briefly summarizes these nine dimensions.

Figure 1. Summary of organizational-level dimensions of DEAI

Foundational	1. Vision & Values: DEAI is explicitly stated as a value and an organizational commitment.
	2. Leadership: Leadership demonstrates commitment to DEAI. They advocate for and lead DEAI and are held accountable for its progress.
	3. Governance: The museum board supports, advocates for, and shares accountability for DEAI.
	4. Resources: Adequate resources are allocated to support DEAI.
Internal	5. 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.
	6. Vendor Diversity: DEAI is considered in vendor selection with the goal of working with a varied supplier base that reflect the talent of the community across a range of dimensions.
Public-Facing	7. 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.
	8. 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.
Cross-Functional	9. Data Collection & Evaluation: Data are collected and used to inform DEAI practices and action plans, assess performance, and ensure accountability.



Study Design and Methods, cont'd.

Survey Design

Based on the framework of organizational-level dimensions of DEAI, Garibay Group developed a 62-question survey that reflected DEAI practices across the nine dimensions. We had to be selective because we could not reasonably include every indicator in a survey; we had to consider survey length, and some indicators could not be effectively measured through a survey.

In order to get a robust sense of practices across all nine dimensions, we sought to balance breadth and depth in selecting indicators. Where possible, we included open-ended questions to provide respondents the opportunity to comment or explain their answers to close-ended questions. It was important to the researchers to provide space that allowed respondents a “voice” and not imply that their perspectives could be wholly encapsulated with a close-ended question.

We were also cognizant of the potential for a survey on DEAI to be vulnerable to social-desirability bias and used strategies in survey development and analysis to mitigate this possibility (see sidebar on next page).

Finally, some aspects of DEAI were beyond the scope of this study. For example, an in-depth demographic analysis of museum staff, positions, and salaries is a much-needed research project of its own.

Sample

The survey was administered in fall 2019 via online survey software. The survey was sent via survey link to 3,545 museums compiled from museums membership databases from the American Alliance of Museums, the Association of Children’s Museums, and Association of Science and Technology Centers. Those museums that received the survey were organizational-level members of one (or more) of these associations.

The survey was sent to CEOs/Executive Directors. Since the survey included questions about a range of functions and practices, it included recommendations to include staff responsible for specific functions or departments. For example, it was recommended that the section about exhibits be answered by staff responsible for this area. All responses were submitted directly to Garibay Group.

Respondents

The response rate was comparable to those of recent national museum surveys such as AAM’s 2017 Museum Board Leadership study. Respondents included a mix of museum types and sizes.

- 580 respondents out of 3,545 U.S.-based museums (16%)
- Museums from all 50 states plus Washington, D.C. participated

- 89% of questions were answered by at least 347 respondents, providing a 95% confidence level and a $\pm 5\%$ margin of error.

Figures 2 and 3 provide a more detailed breakdown by museum type and budget size. (Appendix A shows a comparison of the museums by type that were invited to participate compared to those who responded.)

Analysis

Researchers conducted a univariate analysis of the quantitative survey measures and used cross-tabulation to check for relationships between variables (Blackstone, 2012). Open-ended data were coded using inductive coding (Patton, 2015).

Researchers clustered responses by the nine framework dimensions, organizational challenges, and organizational drivers for DEAI to examine patterns or themes (Miles, Huberman & Saldaña, 2014) regarding current progress toward and resistance to implementing DEAI efforts. Quantitative responses were compared to associated open-ended responses to review for alignment and contradictions.

The sample size for each museum type was not large enough for us to disaggregate data by kind of museum. All data are reported in the aggregate, with specific quotes only citing museum type and operating budget attributes to protect confidentiality.



Study Design and Methods, cont'd.

What this survey can tell us

- Descriptive research results are most useful for dialogue and activities intended to improve change strategies.
- These data provide a broad dive into the progress and challenges of implementing DEAI.
- The research gathered can identify characteristics, frequencies, trends, correlations, and categories.
- These results can help the museum community better understand the mental models that leadership uses to describe DEAI efforts and to highlight their alignment or disjuncture.
- Survey responses from close-ended questions, paired with descriptive, open-ended responses, help to highlight discrepancies, alignment, and/or confusion.

Using a survey had benefits and limitations

- Data provided a snapshot of a range of practices. It was beyond the scope of the study to explore quality or effectiveness of activities.
- An online survey, while cost-efficient, relies heavily on accuracy and the respondent's willingness to answer questions honestly. It is, therefore, vulnerable to social-desirability bias related to the topic (see sidebar). We strove to address this to the extent possible through wording of survey items and during analysis.
- The length of the survey also made it vulnerable to respondents moving through the survey too quickly and not completing the full survey.



What is social-desirability bias?

Social-desirability bias refers to the tendency of respondents to give socially desirable responses to project a more favorable image to others (Fisher, 1993). While anonymous survey results can reduce the possibility of bias when respondents complete self-reporting surveys, the phenomenon of "social-desirability bias" can still skew survey results.

As the topic of DEAI requires the respondent to reflect on efforts to address racism, ableism, and other socially undesirable and sensitive topics, we were aware of the possibility of social-desirability bias affecting the survey results. To help mitigate this phenomenon, we asked questions in multiple ways and used "forgiving language" where possible in developing survey items. Careful attention was paid to qualitative and open-ended responses that paired with close-ended questions to check for misalignment or indications of a "future intent" versus reporting on current activities.



CCLI Landscape Study: Respondents

Responding organizations represent a cross-section of museum missions, focus, and operating budgets.

Figure 2. Museum type

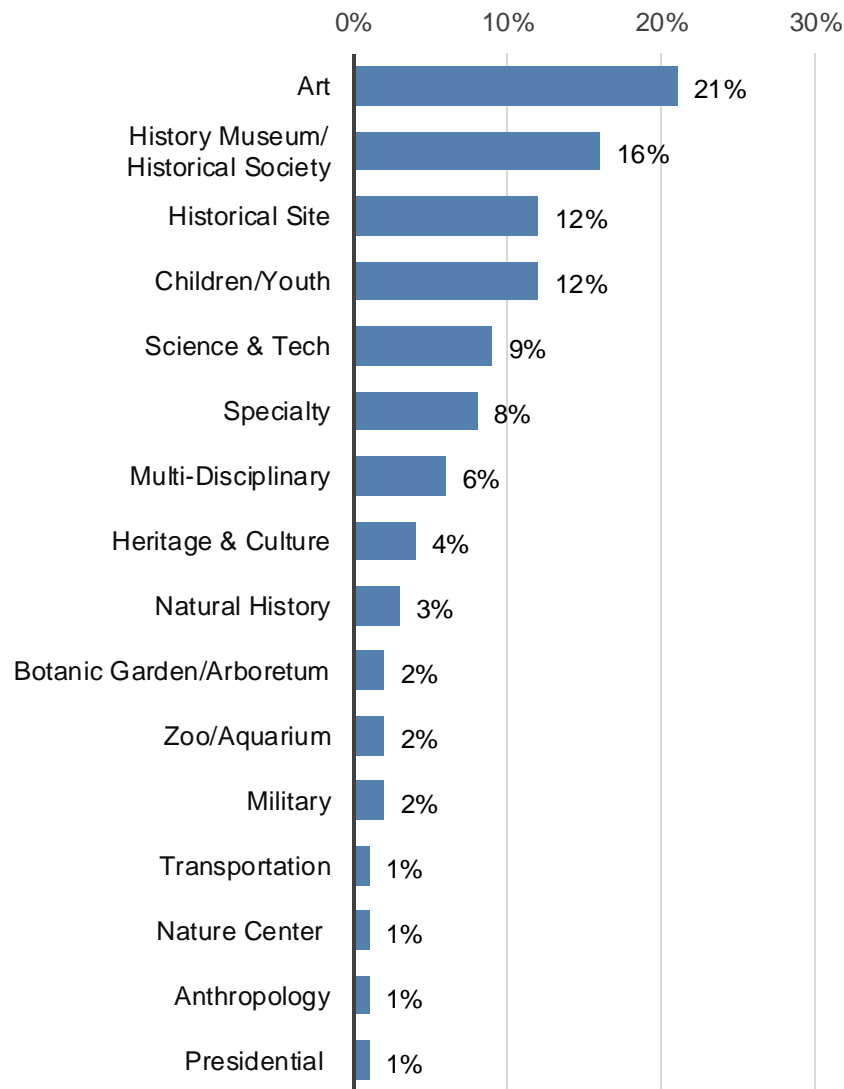
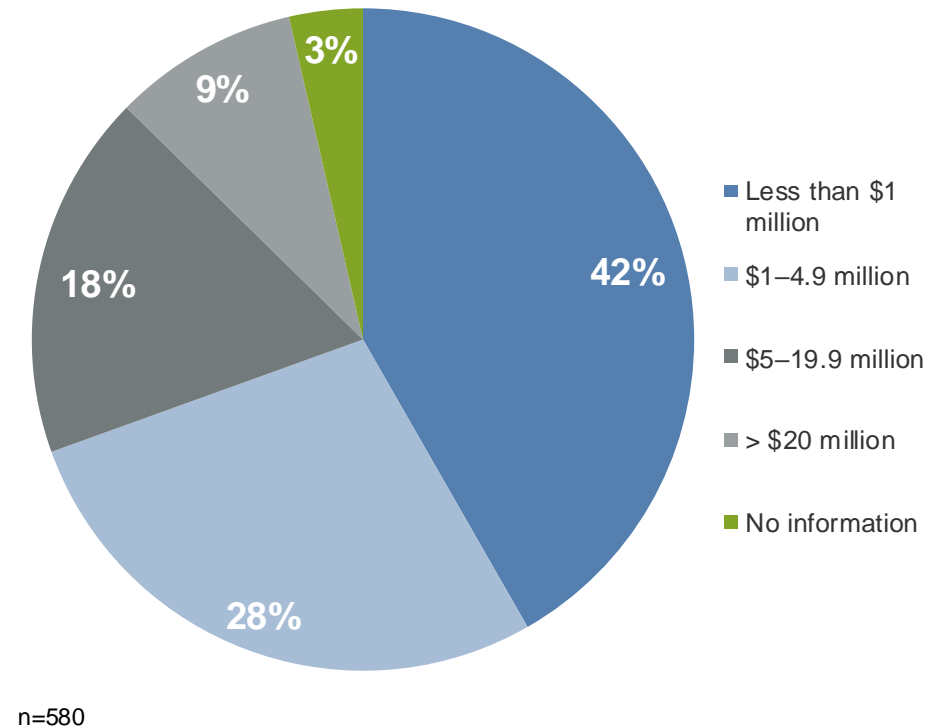


Figure 3. Overall annual budget



- Specific characteristics were paired with survey ID's to provide budget information when none was supplied by some respondents.

n=580



Summary of Findings by Dimension



Summary of Findings by Dimension

Most respondents report that DEAI is an essential or relatively high priority and report that boards understand the importance of DEAI.

90% of respondents considered diversity, equity, accessibility, and inclusion a priority and 60% report it to be an essential or relatively high priority. Nearly three-quarters (73%) report that their boards understand the importance of DEAI efforts.

Not all declarations of intentions, however, translate into supportive action.

Among the 60% of respondents who indicated that DEAI was a relatively high or essential priority, more than half (58%) do not have a DEAI action plan. 89% have not established metrics to measure DEAI progress. Only 38% of museum boards have asked for/approved changes to policies that support DEAI work and 63% of all respondents do not have a DEAI statement.

There is no common staff position (i.e., role) driving organizational accountability for DEAI efforts.

Fewer than a third of responding organizations (30%) report having internal cross-departmental DEAI taskforces or committees. More than a third (34%) of replies indicated no person or either the CEO/ED (21%) or someone on the senior leadership team (16%) was responsible for DEAI.

A majority of responding organizations have some regular, recurring operating funding devoted to DEAI efforts.

Overall, a higher percentage of funds are allocated to public-facing DEAI activities than to internal efforts. More than a quarter (27%) of responding organizations, however, reported having no budget allocated for DEAI. But though financial resources are important, smaller museums with fewer resources still overcame budget constraints in creative ways.

Foundational Dimensions

1. **Vision & Values:** DEAI is explicitly stated as a value and an organizational commitment.
2. **Leadership:** Leadership demonstrates commitment to DEAI. They advocate for and lead DEAI and are held accountable for its progress.
3. **Governance:** The museum board supports, advocates for, and shares accountability for DEAI.
4. **Resources:** There are adequate resources allocated to support DEAI.



Summary of Findings by Dimension, cont'd.

More DEAI-related HR practices take place during the hiring and recruitment process than at later stages.

DEAI practices are more often focused on staff than on volunteers or board members. About half or more reported seeking out candidates from minority groups for all three groups (staff, board members, volunteers).

Compared to the hiring and selection phase, fewer respondents reported reviewing compensation and performance processes for bias or adverse impact.

Just over half (50%) of responding museums reported “always” reviewing staff compensation and pay equity to check for adverse impact/bias. Only 35% reported “always” reviewing their performance and leadership pipeline process for bias. For board members and and volunteers, only 19% reported such review processes.

Just 20% reported “always” offering targeted development opportunities for staff from non-dominant groups, and just 6% did so for volunteers and board members.

Vendor diversity is not a primary DEAI focus area for most responding organizations.

Only about a third (32%) report having focused on vendor diversity as part of their diversity efforts.

Internal Dimensions

5. **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.
6. **Vendor Diversity.** DEAI is considered in vendor selection with the goal of working with a varied supplier base that reflect the talent of the community across a range of dimensions.



Summary of Findings by Dimension, cont'd.

Museums report a range of audiences on which in they focus DEAI efforts.

The top diversity categories reported as a primary focus were: racial (51%), socio-economic (48%), age (38%), and ethnic diversity (35%).

Strategies focused on engaging non-dominant groups through exhibits, programs, and events are most often done on a case-by-case basis.

Respondents are more likely to invite members of non-dominant groups to attend and/or contribute as artists/ performers (~50%) than to regularly engage them in co-creation activities (~14%-19%).

Marketing and communications efforts to engage non-dominant groups are fairly common, but most are tied to specific projects or grants.

Close to three-quarters (71%) reported having marketing and communications plans as part of engaging specific non-dominant groups, but most (51%) of these efforts occurred on a case-by-case basis as part of a specific project.

The most widespread strategy used to address barriers to museum visitation is offering free to low-cost admission.

90% reported offering free to low-cost admission (e.g., free days or passes, Museums for All program participation).

Museums report having practices to address museum accessibility, with those aimed at ensuring full physical access being most common.

Nearly three-quarters (72%) offer full physical access to their buildings (wheelchair, auditory, visual), with just over half (55%) reporting providing gender-neutral bathrooms.

Strategies that consider DEAI in the design of specific visitor experiences—exhibits, programs, events—are most often practiced on a case-by-case basis rather than as an integrated design strategy.

Possible strategies—sensory-friendly access, multilingual offerings, addressing topics and narratives that have typically been suppressed, and including community stakeholders from underrepresented groups in shaping content—only occur sometimes. Around 40–50% of responding museums reported using these strategies “on a case-by-case basis,” with some indicating that such practices varied by exhibit, program, or event.

Object acquisition strategies to better reflect stories, perspectives, or specific communities are the most common collections-focused DEAI action.

Respondents report having acquired objects (63%), changing collections strategies (41%), and revising acquisitions policies (31%) as ways to take DEAI action.

Public-Facing Dimensions

7. **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.
8. **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.



Summary of Findings by Dimension, cont'd.

Collecting and using demographic visitor data to analyze the visitor experience is not a common practice.

Although the majority of respondents reported collecting some visitor data, only about half (53%) of respondents report doing so regularly and a quarter (25%) do not collect any demographic visitor data.

Collecting and using data from groups that do not visit the museum is not a common practice.

Only 35% of respondents collect broader community and demographic data from non-visitors. Of those that do collect data, more than half (65%) cite meeting with community leaders from minority populations or underrepresented groups to gather that information and half (50%) reported hiring an external consultant.

Collecting internal feedback on DEAI is not a prevalent practice.

Fewer than half of responding organizations (43%) collect internal feedback from staff, volunteers, and/or board members regarding DEAI efforts.

Only 18% of total survey respondents reported collecting feedback about DEAI-related topics from current staff via formal, anonymous surveys. Only 7% of respondents reported collecting that same feedback from board members or volunteers using this same method.

A slightly greater percentage of total survey respondents (21%) collected staff feedback on DEAI face-to-face with senior leaders or in exit interviews (20%).

Cross-Functional Dimensions

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



Summary of Findings: Challenges & Supports

Challenges

Responding organizations report a broad range of challenges to DEAI efforts.

- More than half (62%) of respondents cite finding financial resources as a challenge.
- Nearly three-quarters (71%) reported creating a measurable DEAI action plan was a challenge.
- More than half indicated that collecting data for public-facing (61%) and internal-facing (51%) DEAI initiatives proved to be a challenge.
- Nearly two-thirds (62%) of leaders reported increasing their own cultural competence in engaging non-dominant groups as a challenge/area of growth.
- More than half (62%) indicated that increasing the cultural competence of staff/volunteers was a challenge.

Supports Needed

Respondents reported needing a wide range of supports and tools.

The top three resources desired by participating museums were:

- Support and tools to gather and analyze visitor data (69%)
- Support in developing a DEAI action plan and metrics (68%)
- Support and tools for staff learning and skills development (58%)



Dimension 1: DEAI Vision and Values



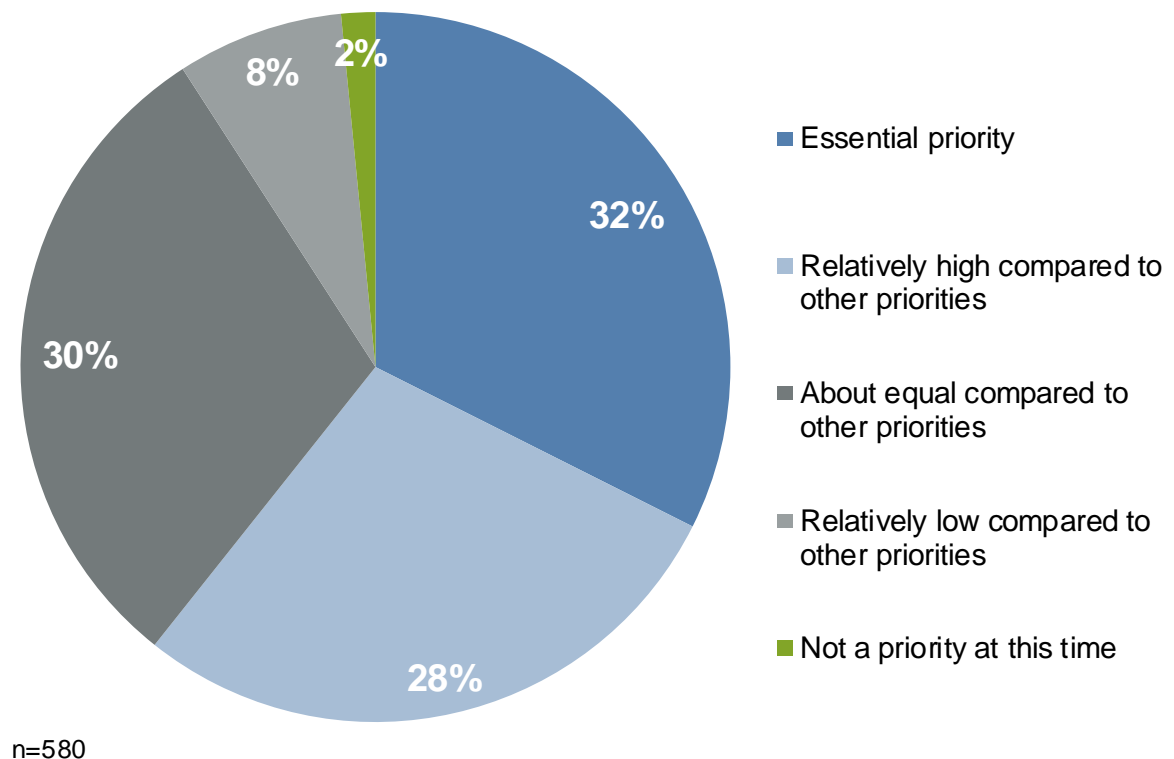
DEAI as an Institutional Priority

Overall, participating museums reported a high commitment to DEAI and declare that DEAI goals are a priority. The large majority (90%) indicated DEAI has some level of priority for their organization.

Of the survey respondents, 90% reported DEAI as an organizational priority while 60% reported it as a high or essential priority.

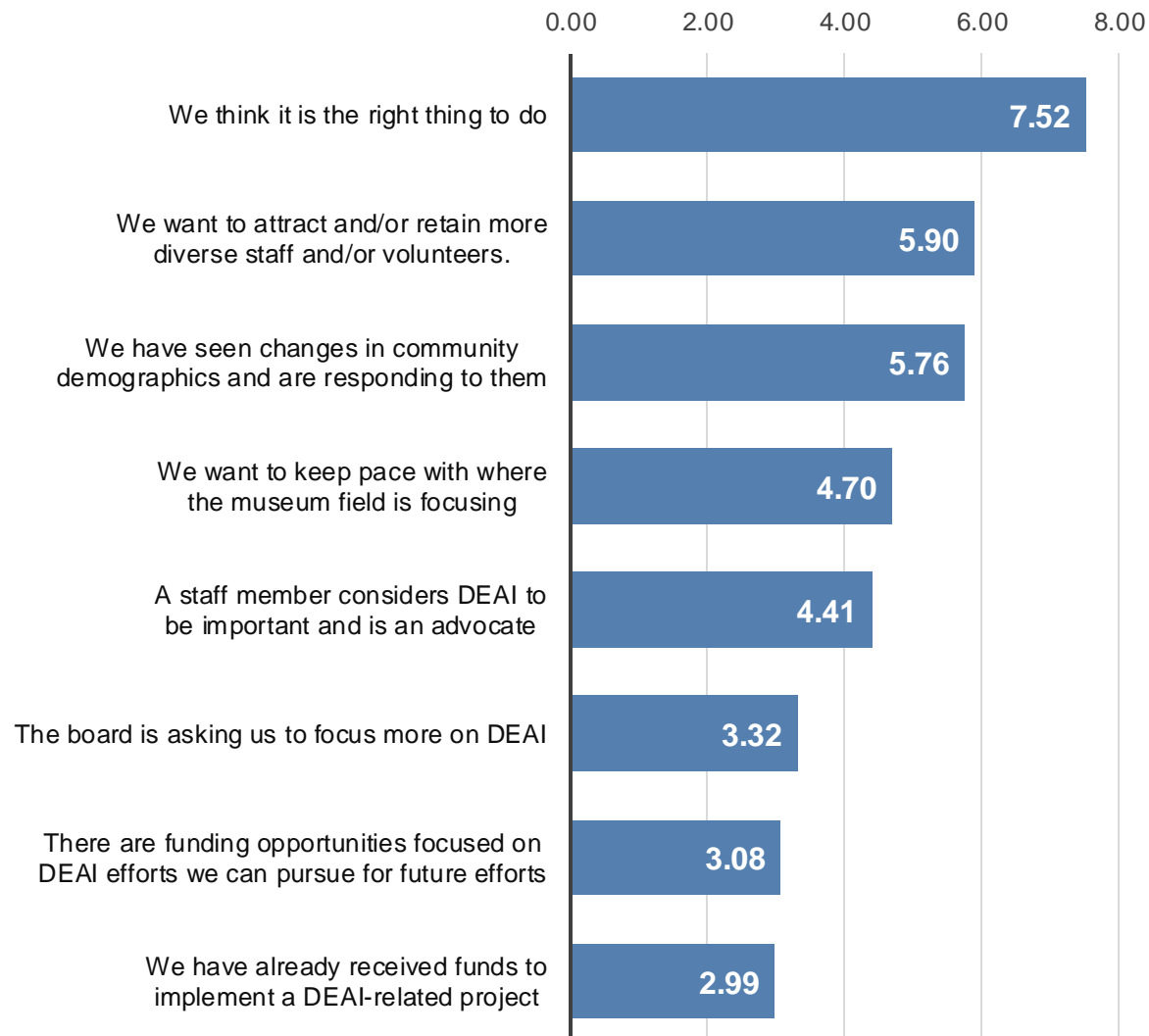
Most respondents ranked “we think it is the right thing to do” (i.e., “we value these efforts”) as the top driver of DEAI as a priority. Most also report the desire to respond to DEAI-related changes in their communities and recruit more diverse organizational members as secondary and tertiary motivations (see Figure 5).

Figure 4. How much of a priority is DEAI for the organization?



DEAI as an Institutional Priority, cont'd.

Figure 5. Drivers of 'DEAI as a Priority' Rankings



n=478



Action Plans and Metrics

Despite respondents citing DEAI as a priority, not all intentions are translating into concrete action plans and metrics. Over two-thirds of respondents (69%) do not have a DEAI action plan and of those that do, almost a quarter (24%) do not have concrete metrics for assessing progress.

When compared to questions about top-level actions signaling organizational commitment to action around DEAI efforts, only 24% who cited DEAI as a priority (“essential” “relatively high,” or “about equal to other priorities”) have developed a detailed action plan and only 7% have plans that include concrete metrics.

Even among those who rated DEAI as an “essential” or “relatively high” priority, this pattern held. Over half (58%) of these respondents do not have an action plan and only 11% report having DEAI metrics.

n=509

Figure 6. Has the organization developed a DEAI action plan?
(all respondents indicating “essential,” “relatively high,” or “about equal to other priorities”)

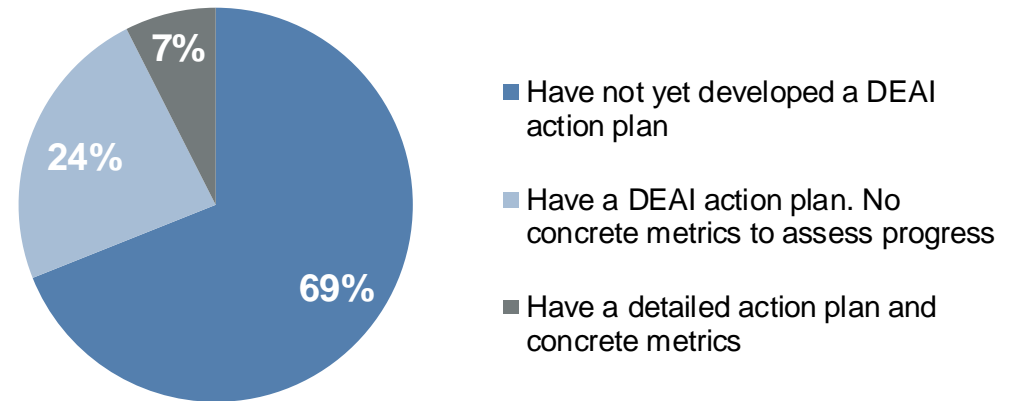
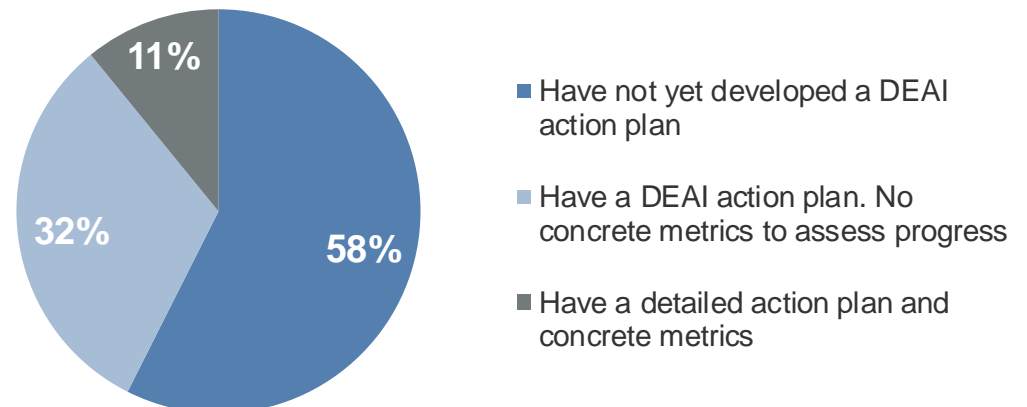


Figure 7. DEAI action plan responses for those indicating “essential” or “relatively high” DEAI priority



n=319



DEAI Statement

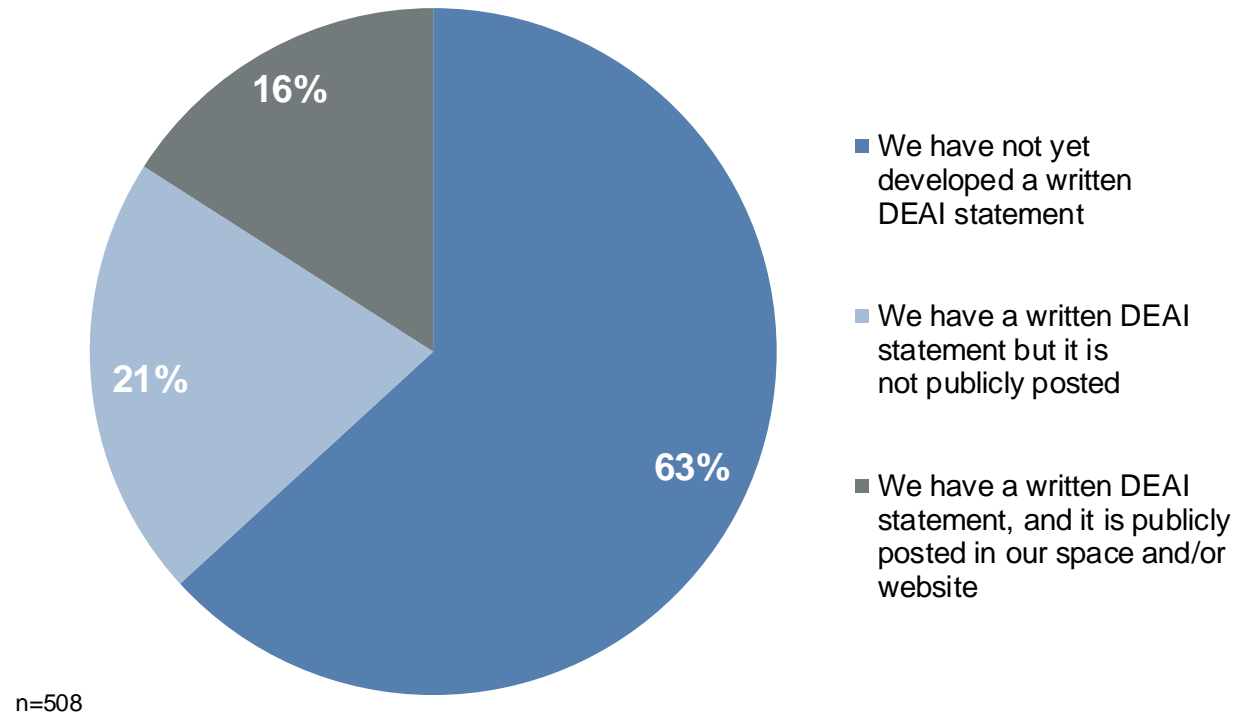
One metric of an organization's making DEAI a priority is whether it has developed a DEAI statement. Just over a third (37%) of responding organizations indicated having developed a written DEAI statement, although only 16% have publicly posted it.

Why Does a DEAI Statement Matter?

At its best, a statement that explicitly states an organization's position signals what priorities an organization adheres to and what decisions they will make to honor those values. When an organization declares its position in a public way, others can hold that organization accountable.

Beyond the words of the statement, however, a major benefit of creating a DEAI statement is that the organizational stakeholders will more likely have engaged in discussions about issues of diversity, equity, accessibility, and inclusion and how the organization intends to live out those values in action.

Figure 8. Does the organization have a written DEAI Statement?



Dimension 2: Leadership



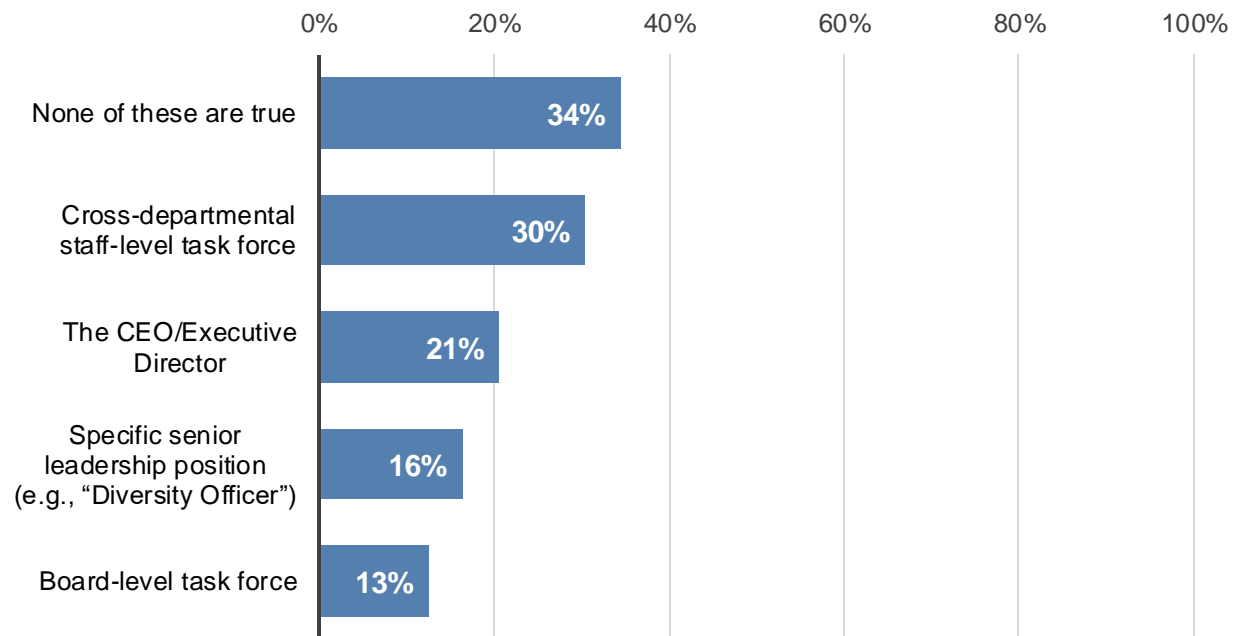
Responsibility for DEAI Efforts

No common position (role) or method for driving accountability for DEAI efforts was identified. Over a third (34%) indicated no person or group held responsibility for DEAI efforts. Less than a quarter (21%) of respondents identified either the CEO or ED as responsible for DEAI efforts.

Establishing clear (and shared) responsibility and accountability across the organization is another measure of the extent to which DEAI priorities are ingrained in the organization.

There was no consistent role or method for accountability among respondents, however. Just over a third (34%) indicated that no person or group held responsibility for DEAI efforts. Fewer than a quarter (21%) identified the CEO/ED as being responsible for DEAI efforts.

Figure 9. Who has responsibility for DEAI (by role)?



n=470

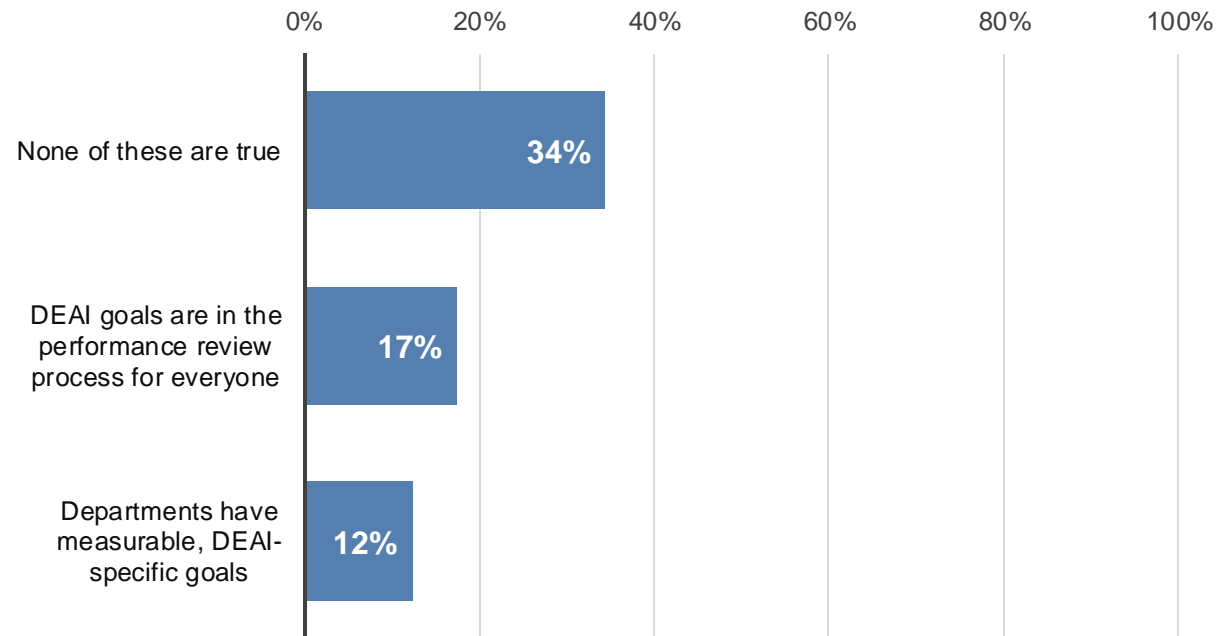


Responsibility for DEAI Efforts, cont'd.

Although some comments indicated that “everyone” at the organization was responsible for DEAI, this did not always align with quantitative answers regarding performance goals.

- 17% identified DEAI goals in the performance review process for everyone.
- 12% indicated that departments have measurable, DEAI-specific goals.

Figure 10. Do performance goals and systems specify responsibility for DEAI?



n=470

Responsibility for DEAI Efforts, cont'd.

When asked who in their organization was responsible for DEAI efforts and accountability, 23% of respondents (n=110) selected “Other” as one of their responses.

Some open-ended responses provided alternative strategies. Other respondents used this option to explain more about their selections to the question. Themes reflected in the qualitative responses included:

- DEAI was often framed as the responsibility of one or two departments.
- Some respondents perceive that the parent organization’s priorities and goals constrain DEAI work.
- That individual self-motivation drove DEAI efforts.

Select comments

“We have a cross-departmental staff-level committee that works on DEAI initiatives but does not have power to implement policies; CEO responsibilities include DEAI initiatives but not specific performance goals.”

—Science/Tech Museum

“The institution is a state agency and must adhere to state guidelines on discrimination which occur mostly through the state hiring process.”

—History Museum

“The Director of HR is accountable for creating DEIA training strategies, recruitment strategies around DEIA, and ensuring policies and procedures align with our DEIA goals.”

—Multi-Disciplinary Museum

“The university dedicates centralized personnel to this issue: they are engaged and accessible to us for training and consultation.”

—Art Museum

“We are aware and internally trying to make changes but at this time there is nothing in place to monitor efforts.”

—Children/Youth Museum



Dimension 3: Governance



Board Support for DEAI

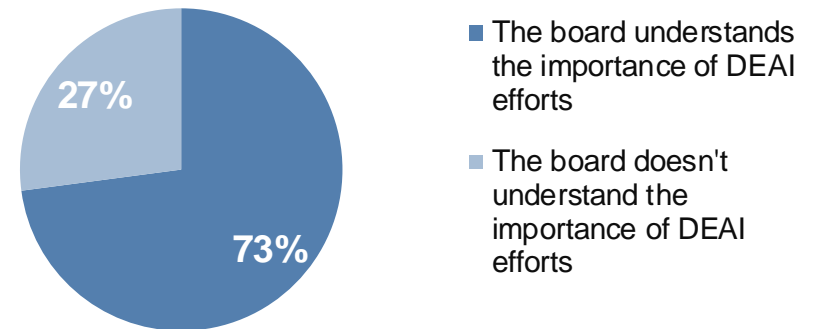
Nearly three-quarters (73%) believe that their board understands the importance of DEAI efforts to the organization. There is a gap, however, between reported board understanding and actions taken by the board to further support DEAI efforts.

Respondents were asked to indicate whether their boards had taken three high-priority actions (identified from the literature base):

- a) implemented plans to increase board diversity and inclusion;
- b) asked for/approved changed to policies and procedures that support DEAI efforts; and
- c) requested DEAI-related data at least annually.

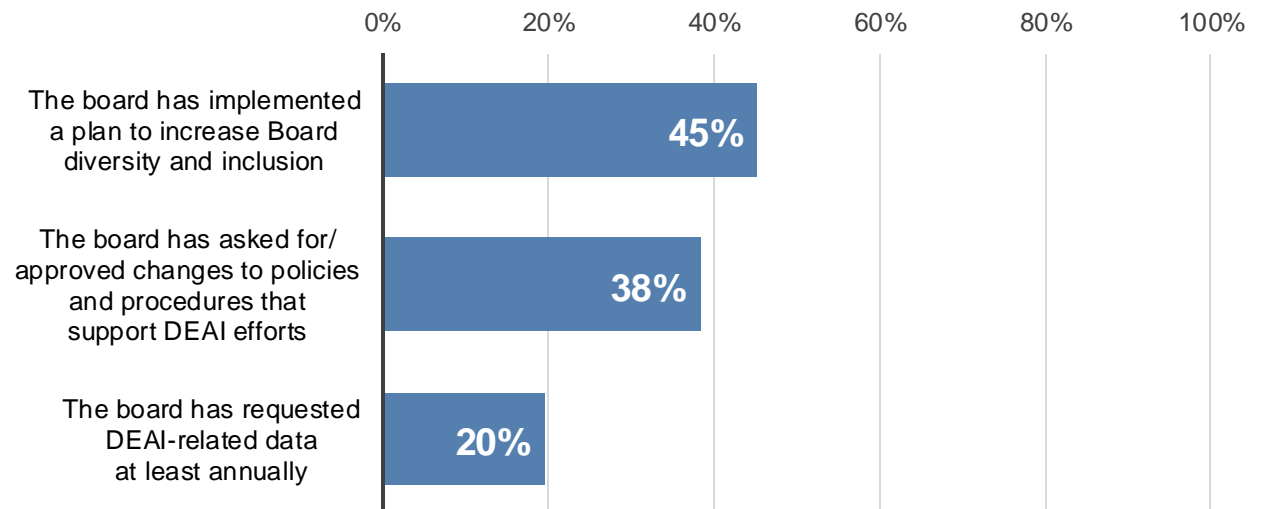
Even among organizations that indicated that DEAI is a “high” or “essential” priority, only slightly more than one third (38%) of boards have asked for or approved changes to policies or processes that support DEAI efforts. Additionally, just under half (45%) of those boards model diversity and inclusion through their own diversity plans for board membership.

Figure 11. Board understands importance of DEAI



n=454

Figure 12. Which of these actions has the Board taken? (for respondents who selected DEAI as essential or high priority)



n=331



Dimension 4: Resources



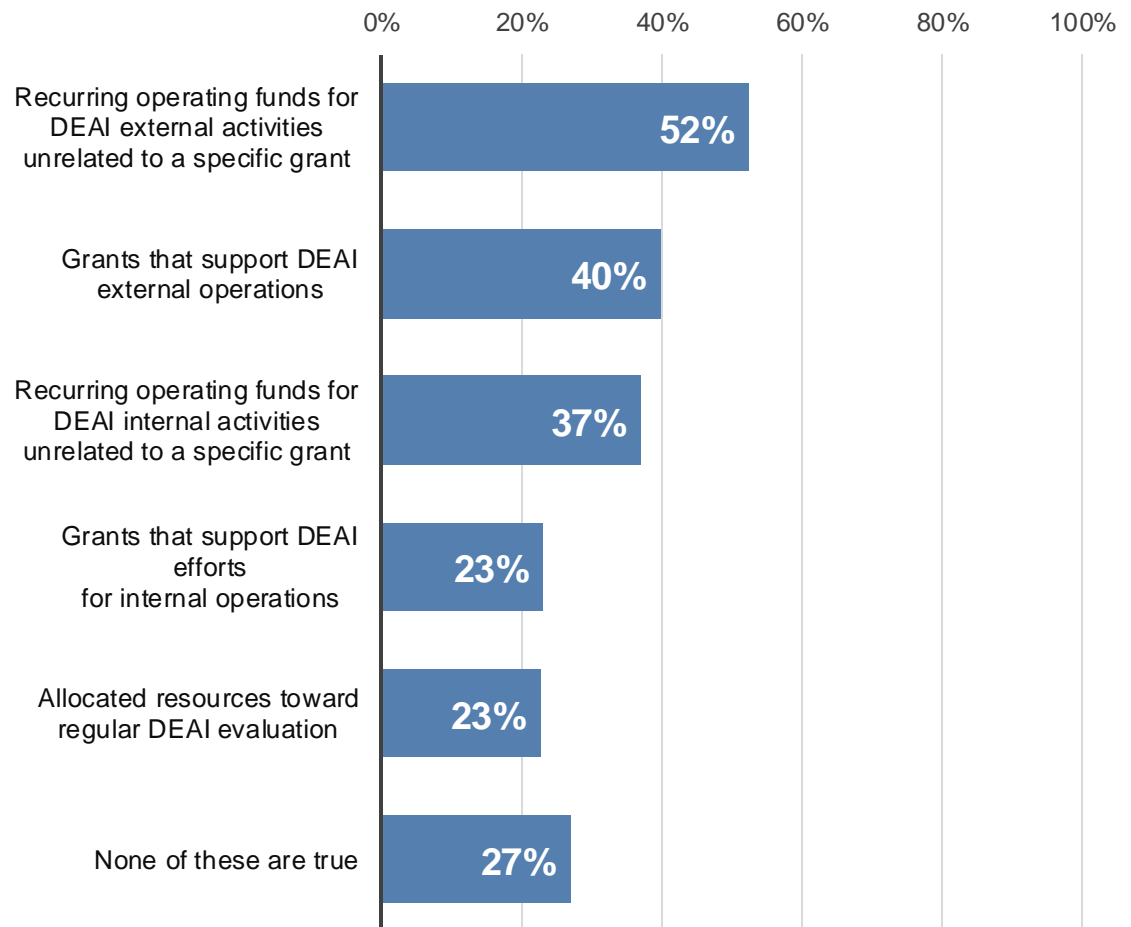
Commitment of Financial Resources to DEAI

A little over half of respondents (52%) have allocated regular, recurring funds toward public-facing DEAI efforts. Overall, a higher percentage of funds are allocated to public-facing DEAI activities than to internal efforts.

The ways in which DEAI-related efforts are funded can help illuminate the extent to which such work is integrated into the day-to-day operations of the organization.

- Respondents, overall, reported that a slightly higher percentage of DEAI-related efforts are funded through regular recurring operations budgets than via grant-specific funding.
- Over half (52%) reported allocating operating funds for public-facing DEAI, while just over a third (37%) indicated directing operating funds for internal DEAI activities.
- Just under a quarter (23%) of respondents reported their organization allocated resources to regular evaluation of DEAI efforts.
- Over a quarter (27%) of responding organizations reported they have no budget allocated for DEAI-efforts.

Figure 13. Which are currently true regarding financial resources committed to DEAI?



n=467



Commitment of Financial Resources to DEAI, cont'd.

Although sample sizes for this question prevent direct comparison of responses by budget size, organizations at all budget levels indicated that they allocated regular, recurring funds for DEAI-related activities.

While financial resources are important, smaller museums with fewer resources still overcame budget constraints in creative ways.

Select examples from respondents with budgets under \$1 million

"We have engaged members of our community who have alternative needs by creating a 'calming' room for over-stimulated visitors to take a break and [by] opening during different times to allow for a more calm overall atmosphere."

—Children/Youth Museum

"We...created a museum without a building focusing on neighborhoods as our galleries for exhibits and programs..."

—Science/Tech Center or Museum

"Publicizing reduced-price memberships, partnering with WIC and other social service organizations, [and] working with an autism parent group to form a specialized play group"

—Children/Youth Museum

"We have tried to refer to they/them as singular pronouns when we do not know. We have all become certified autism-friendly by a local special needs school..."

—Historic Site

Select examples from respondents with budgets \$1–4.9 million

"Our Strategic Plan, approved June 2019, commits the Board and staff to specific DEAI measures and the work is just beginning."

—Specialty Museum

"We have switched to paid internships to make access to work experience at this museum equitable and accessible to all interested in learning about this career."

—Art Museum,



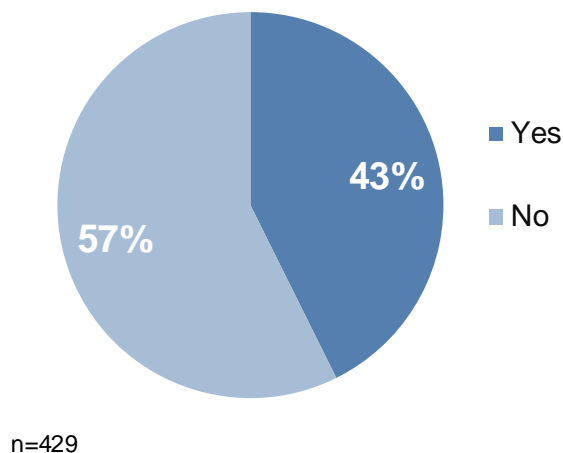
Dimension 5: People and Operations



People and Operations: Internal Feedback

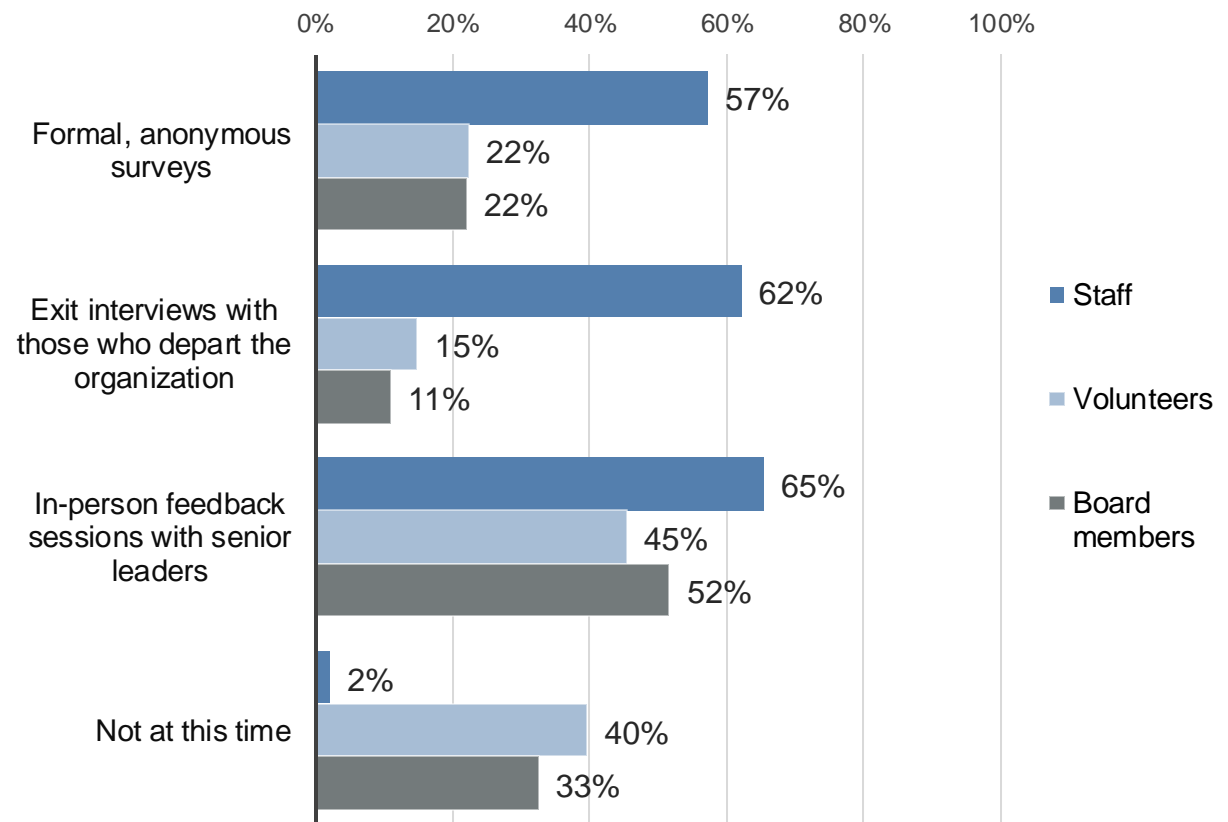
Fewer than half of responding organizations (43%) collect internal feedback from staff, volunteers, and/or board members regarding internal aspects of DEAI. Those that do are more likely to gather feedback from staff compared to volunteers or board.

Figure 14. Does the organization collect internal feedback about DEAI efforts?



While in-person feedback with senior leaders was the most consistently popular among all groups, reviewing qualitative and quantitative feedback indicated that these opportunities were informal and more passive (e.g., an “open door policy” and not documented).

Figure 15. How does the organization collect feedback from internal stakeholders related to DEAI topics* (for those reporting they gather internal feedback)



*e.g., satisfaction with equity and inclusion in organization, feeling acceptance and support

People and Operations: Internal Feedback, cont'd.

Select comments

“Exit interviews, all-staff meetings, supervisor meetings, senior leadership meetings, docent dialogues, open-door, and open response policy [are] available for all staff and volunteers and guests.”

—Art Museum

“We have a cross-departmental Diversity & Inclusion team who spearhead DEAI projects which are suggested by staff. Staff is encouraged to provide individual feedback to their designated representative on that committee.”

—Children/Youth Museum

“One-on-one discussions and check-ins with managers [and] open-door policy of the executive director.”

—Historic Site

“The Museum is a state agency and the state's Human Resources department is the place where employees can get support and offer feedback and make complaints.”

—History Museum

“Board evaluation surveys.”

—Children/Youth Museum



People and Operations: Recruiting and Hiring Processes

Responding organizations were asked a range of questions about recruiting, hiring, and managing staff, volunteers, and/or board members.

The series of questions about HR processes (Figures 16-23) could be interpreted as occurring in informal or more systematic ways. We found less alignment between close-ended and open-ended responses, suggesting that respondents were either uncertain about what this activity looks like when implemented formally from a DEAI perspective or that the question was more susceptible to pro-social bias. For example, 60% of participants said that they “always” purposely seek out candidates from minority groups for staff, volunteer, and/or board member roles.

But open-ended comments paired with these responses included examples like the following:

“We have outreach efforts [to seek minority candidates] underway to inform these decisions that have not yet transferred to success.” —History Museum

“There are tremendous efforts made but it is much more informal rather than formal and codified.”—Science/Tech Museum

Thus, it is worth noting that these data do not provide specific information about how these activities take place and whether they are systematic. Additionally, some open-ended responses reflected future intent to act versus current reality.

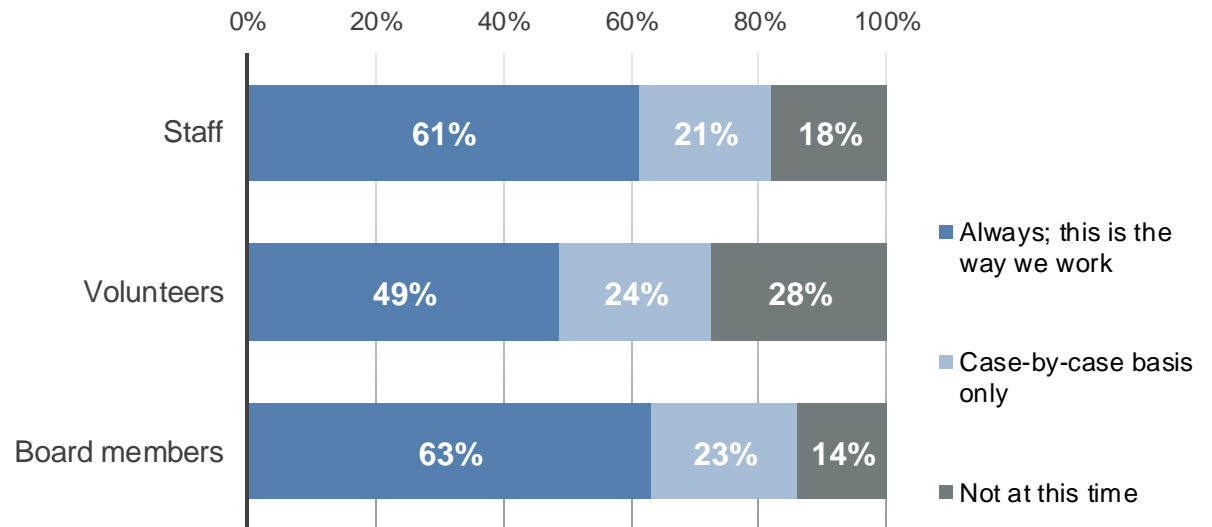


People and Operations: Recruiting and Hiring Processes, cont'd.

Overall, respondents were more likely to answer affirmatively to the questions about DEAI practices when referring to staff than when referring to volunteers or board members. More than half of respondents report “always” engaging in a range of DEAI-related hiring practices for staff.

- 61% report they seek out minority-group candidates for staff and 63% report doing so for boards.

Figure 16. Do organizations purposely seek out candidates from minority groups?



Staff n=414, Volunteers n=400, Board members n=391

Select comments

“We are intentional about working with community partners, schools, etc. to promote our position openings...We’ve created a recruitment and onboard process that invites all people to come as they are (using appropriate pronouns, preferred names, etc.) and we use a panel recruitment process that provides the opportunity for a variety of stakeholders to help make hiring decisions.”
—Multi-Disciplinary Museum

“We recruit for professional positions through regional HBCUs, local professional and social organizations that are comprised of people of color, our advisory committees contacts and through...Museum Hue.”
—Art Museum

“The vast majority of our staff have been hired from our volunteer pool—that that pool tends to be limited in diversity. We get pretty excited [when] a minority volunteer joins us! That said, we haven’t developed any specific programs for attracting minority volunteers - we don’t actually do anything to try to attract volunteers, as we seem to find plenty who just find us.”
—Nature Center



People and Operations: Recruiting and Hiring Processes, cont'd.

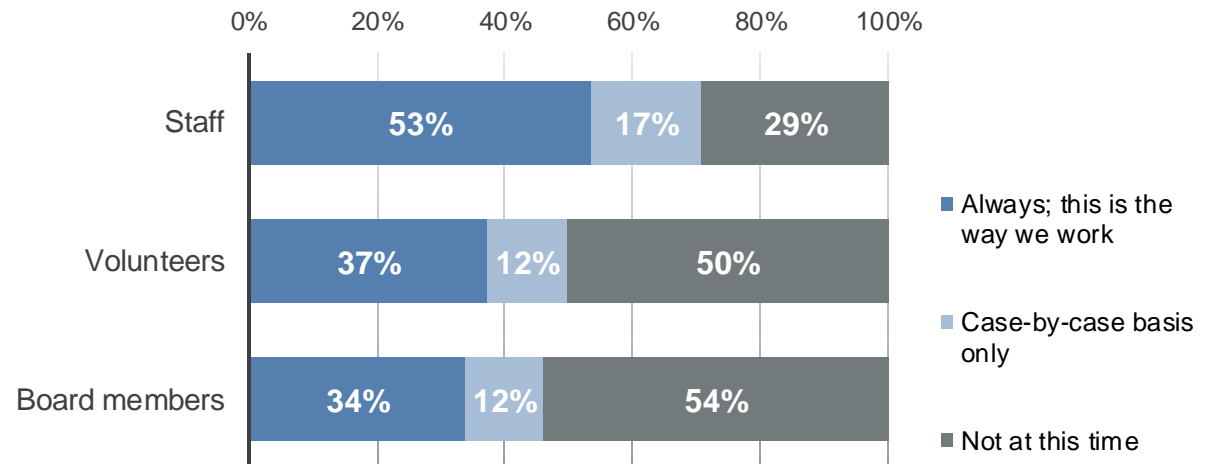
Just over half (53%) reported “always” reviewing staff job requirements and descriptions for adverse bias, but just over a third do so for volunteers (37%) or board members (34%).

Select comments

“Our work with Native American communities required us to completely rethink the structure and requirement of shared interns on a particular project. We became much more flexible on the position itself, [and] catered to non-traditional students...”

—Natural History Museum

Figure 17. Review/revise job requirements and descriptions to avoid bias or adverse impact?

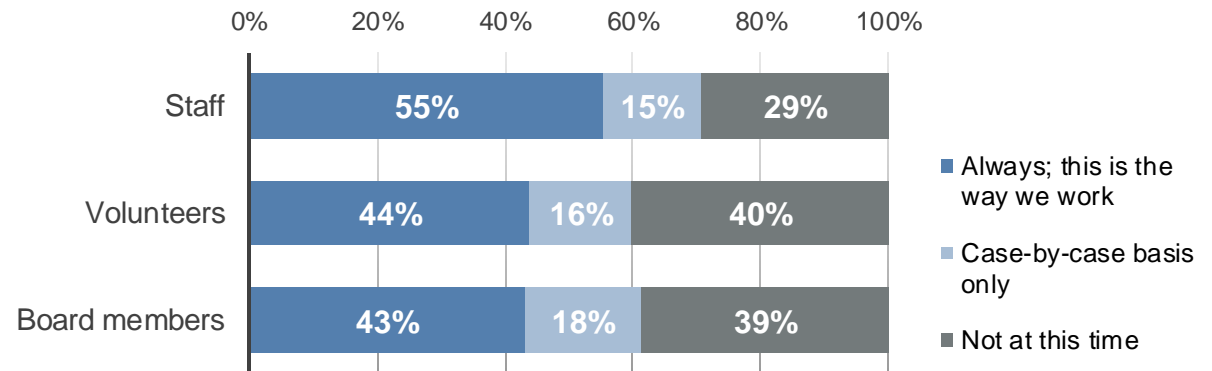


Staff n=414, Volunteers n=373, Board members n=351

People and Operations: Recruiting and Hiring Processes, cont'd.

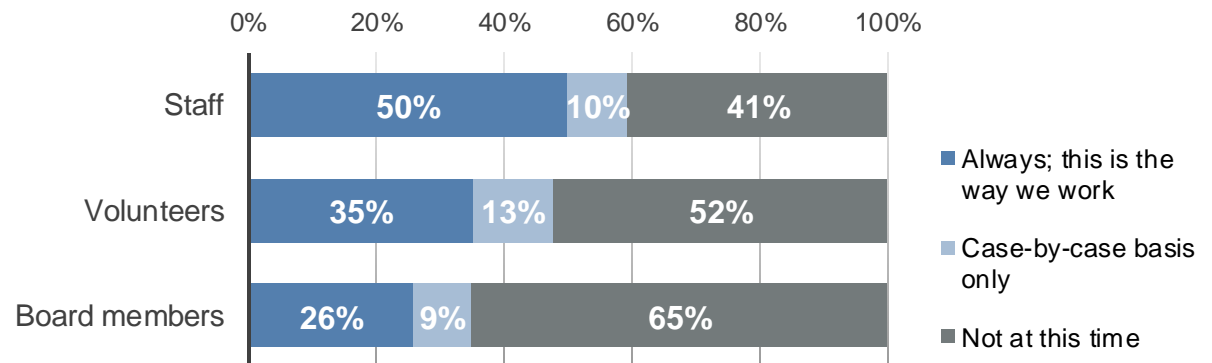
- In terms of the selection and hiring process, just over half (55%) report they “always” check for bias or adverse impact for staff compared to 44% for volunteers and 43% for board members.
- Half (50%) reported that they “always” provide onboarding and orientation with a DEAI lens for staff, but only about a quarter (26%) do so for board members and just over a third (35%) do so for volunteers.

Figure 18. Review the selection and hiring process to check for bias or adverse impact?



Staff n=411, Volunteers n=385, Board members n=377

Figure 19. Offer orientation or onboarding process that proactively protects against bias or adverse impact?



Staff n=420, Volunteers n=391, Board members n=377



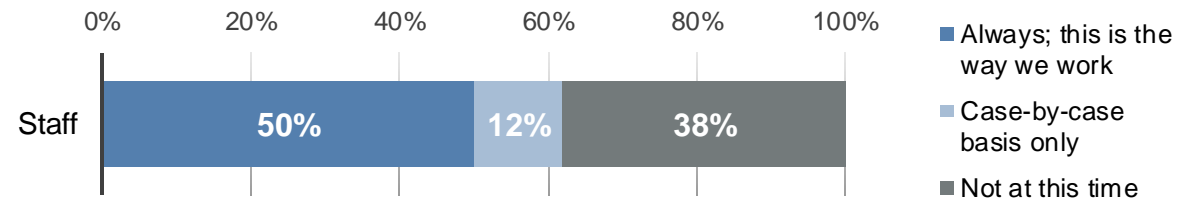
People and Operations: Compensation and Performance Processes

Half (50%) of responding museums reported “always” reviewing compensation and pay equity for bias or adverse impact.

DEA-practices for performance management process and leadership pipeline were lower.

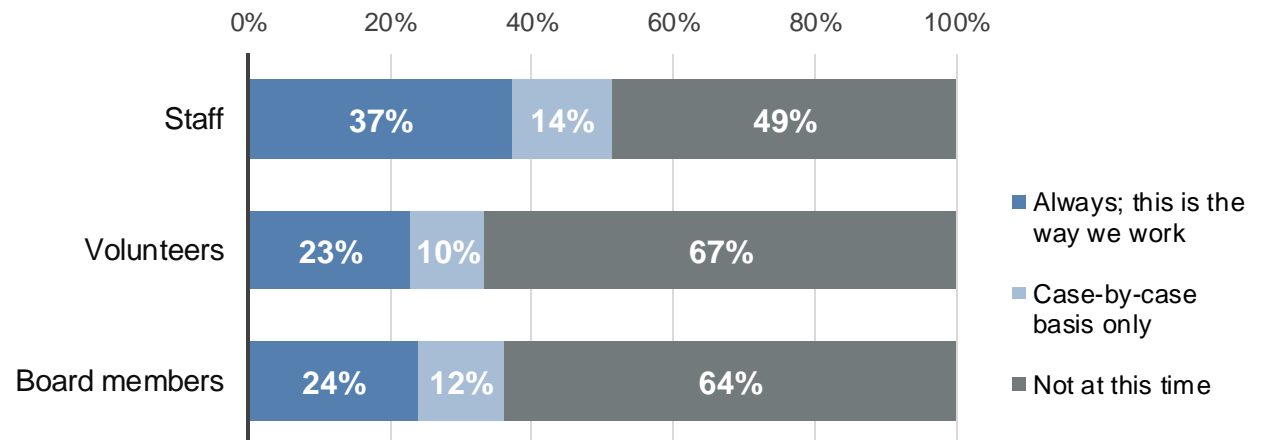
For staff, just over a third (37%) reported “always” reviewing these for bias or adverse impact and less than a quarter for volunteers and board members.

Figure 20. Review compensation & pay equity to check for adverse impact/bias?



n=391

Figure 21. Review/revise performance management processes & leadership pipeline for bias or adverse impact?



Staff n=396, Volunteers n=340, Board members n=331



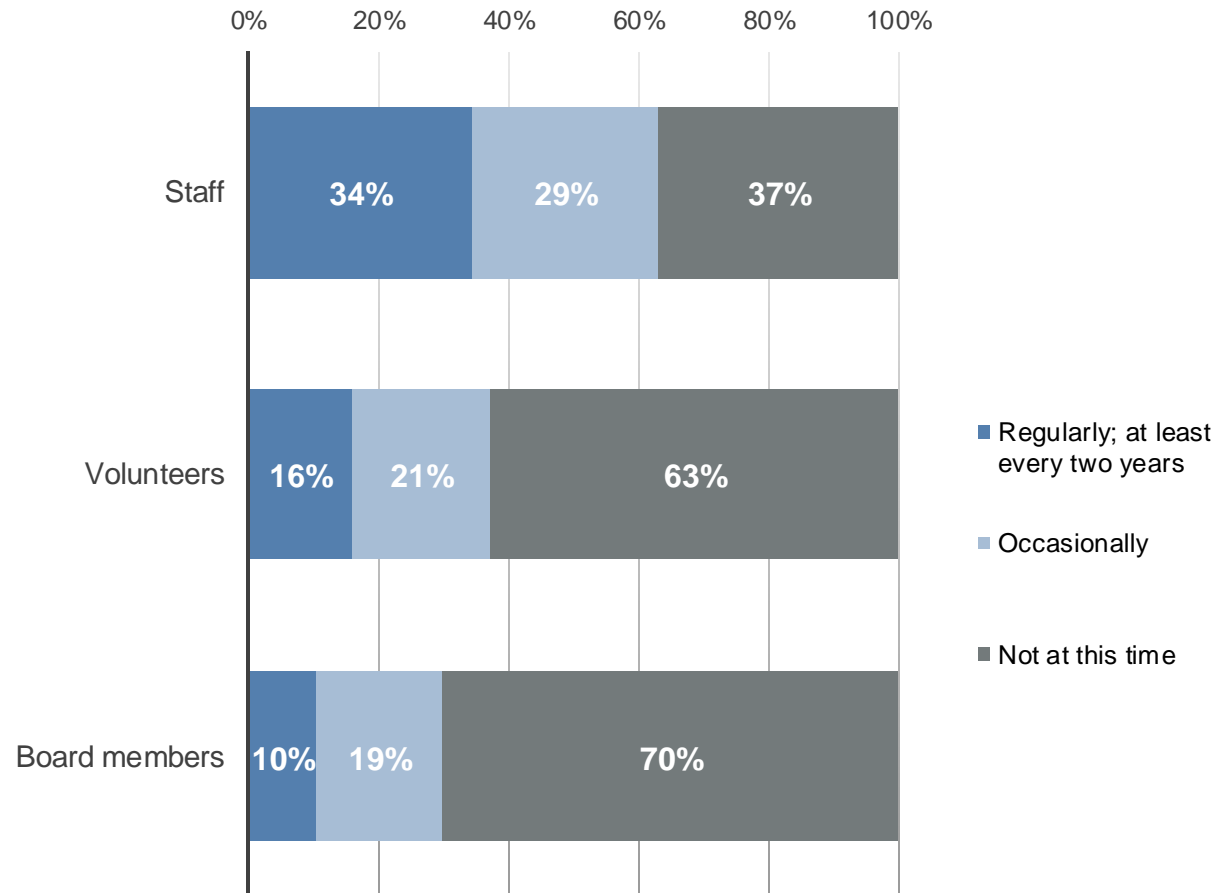
People and Operations: DEAI Training

Just over a third (34%) of responding organizations reported regularly providing DEA-related training to staff beyond what is legally required.

Rates of DEAI training for other internal stakeholders (board members and volunteers) are lower:

- Only about 16% of responding organizations report they provide regular DEAI training to volunteers.
- Only 10% providing regular DEAI training for board members.

Figure 22. Offer DEAI training beyond what is required by law?



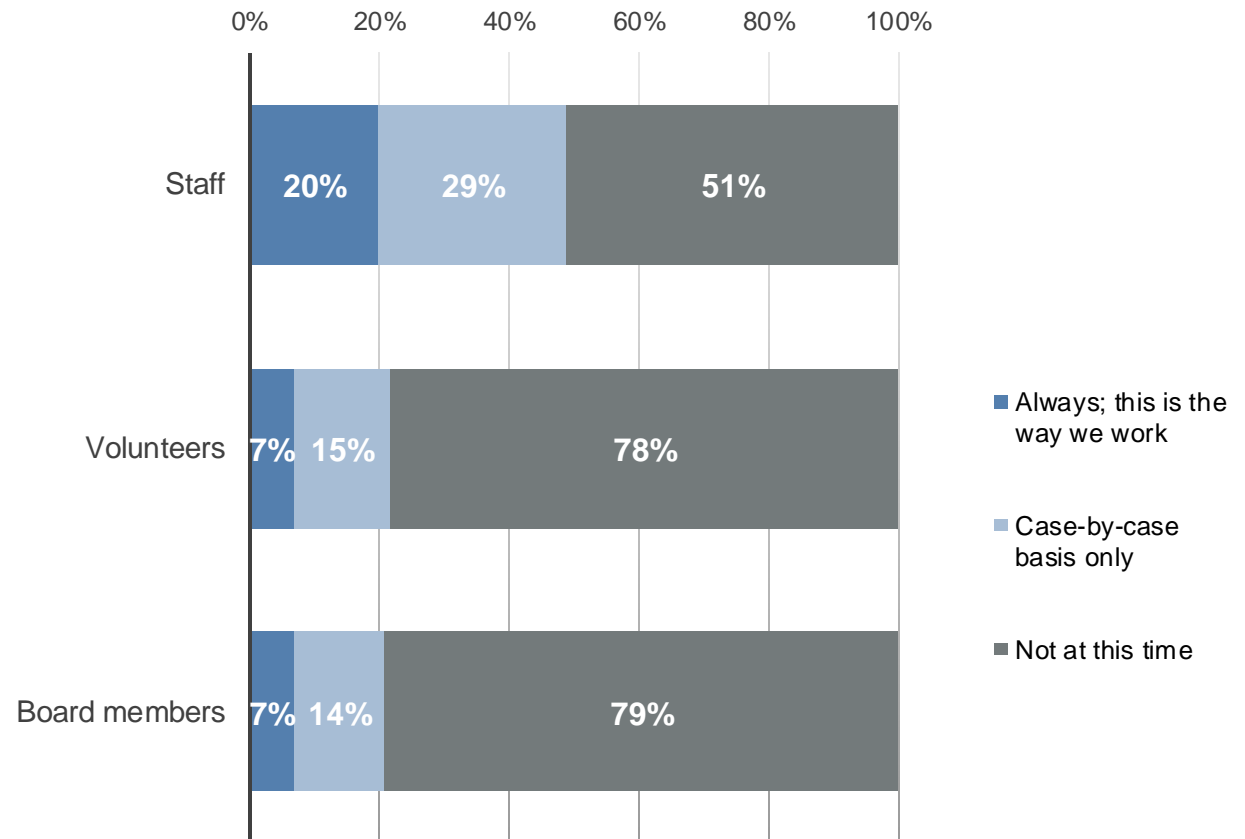
Staff n=417, Volunteers n=392, Board members n=385

People and Operations: Targeted Development

Overall, formal development opportunities for staff, volunteers, and board members from non-dominant groups are not prevalent.

One in five (20%) reported “always” offering targeted development opportunities, and just 7% did so for volunteers and board members.

Figure 23. Provide targeted development opportunities for staff, volunteers, and board members of minority groups?



Staff n=397, Volunteers n=354, Board members n=350

Dimension 6: Vendor Diversity



Vendor Diversity

Of responding organizations, 32% report vendor diversity as a DEAI focus area. Of those that focus on vendor diversity, however, only one-third systemically collect data that can, in turn, inform decision-making in selecting vendors.

Because very few respondents systematically use data to make decisions about vendors in their DEAI efforts, the sample size is small (n=52).

Of those that did report using vendor demographic data in their decision-making, the top two ways they used data were changing the vendor selection process (63%) and increasing the diversity of vendor pools (62%).

Table 1. How have organizations used demographic data in decision-making about DEAI?

Activities	% (n=52)
Changed the selection process of vendors	63%
Developed strategies to increase the diversity of vendor candidate pools	62%
Gathered input from underrepresented groups to inform decisions about vendor selection	29%
Gathered input from vendors about making changes to increase source diversity	25%
Implemented DEAI-specific training (e.g., anti-bias) for staff working with vendors	19%
None of these at this time	15%



Dimension 7: Community-Centered Engagement



DEAI Efforts: Audience Focus

Responding organizations report a broad range of populations on which they focus part of their DEAI efforts. More than half (51%) of respondents indicated that “racial diversity” was their primary focus. Socioeconomic diversity was a primary area for nearly half (48%) of respondents.

It should be noted, of course, that these categories are not mutually exclusive and that no group is homogeneous. But these categories do help to provide a general picture of where museums are focusing their efforts.

Open-ended responses also indicate that what museums consider “diversity” in terms of audience varies widely. For example, 14% of respondents included comments to explain more about their answer or provide alternative responses and included a broad range of groups.

Select comments

“Individuals with little access to arts, culture or humanities programs.”
—Art Museum

“Emotionally disabled veterans.”
—Multidisciplinary Museum

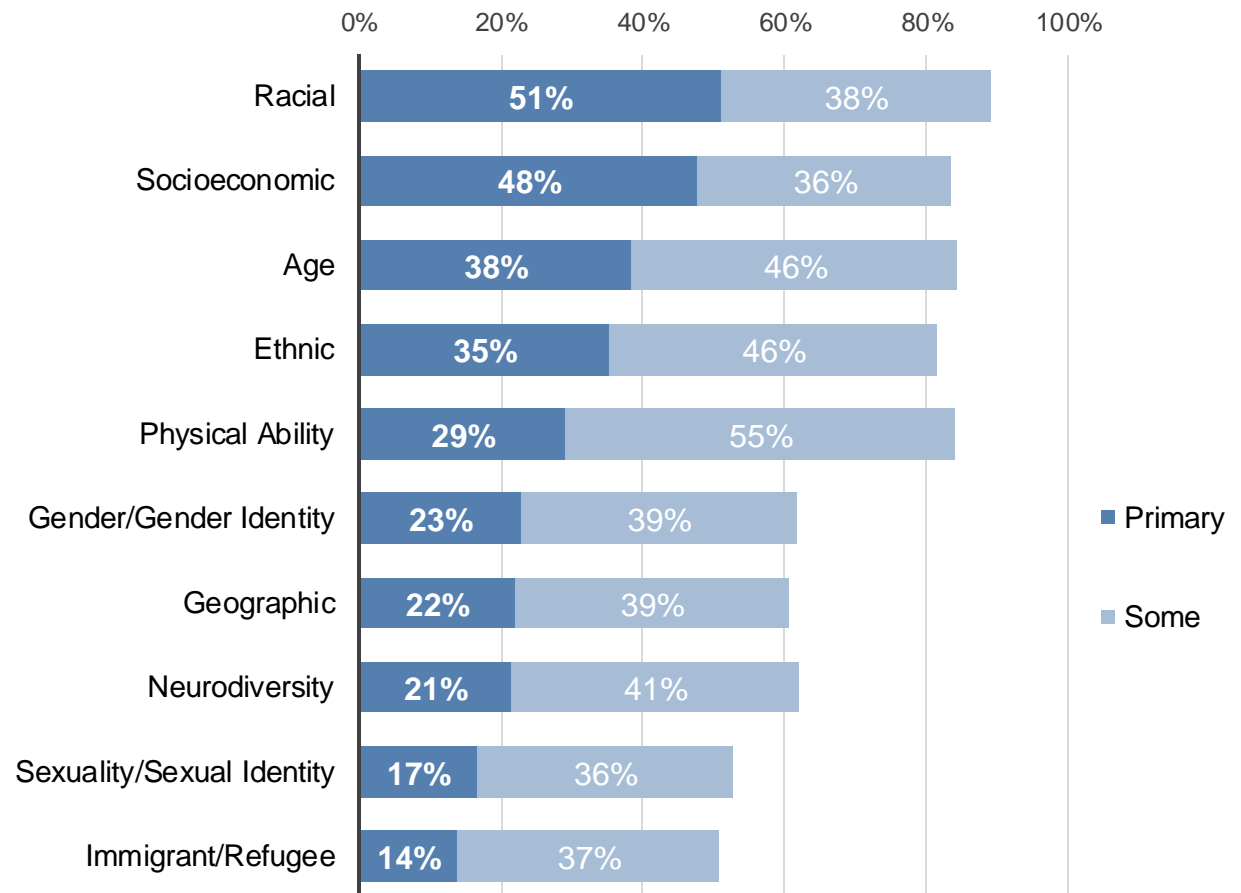
“Military veterans, opioid sufferers, diversity of political opinion.”
—Art Museum

“Rural Appalachian.”
—Children/Youth Museum

“Social workers and their clients.”
—Multidisciplinary Museum

n=492

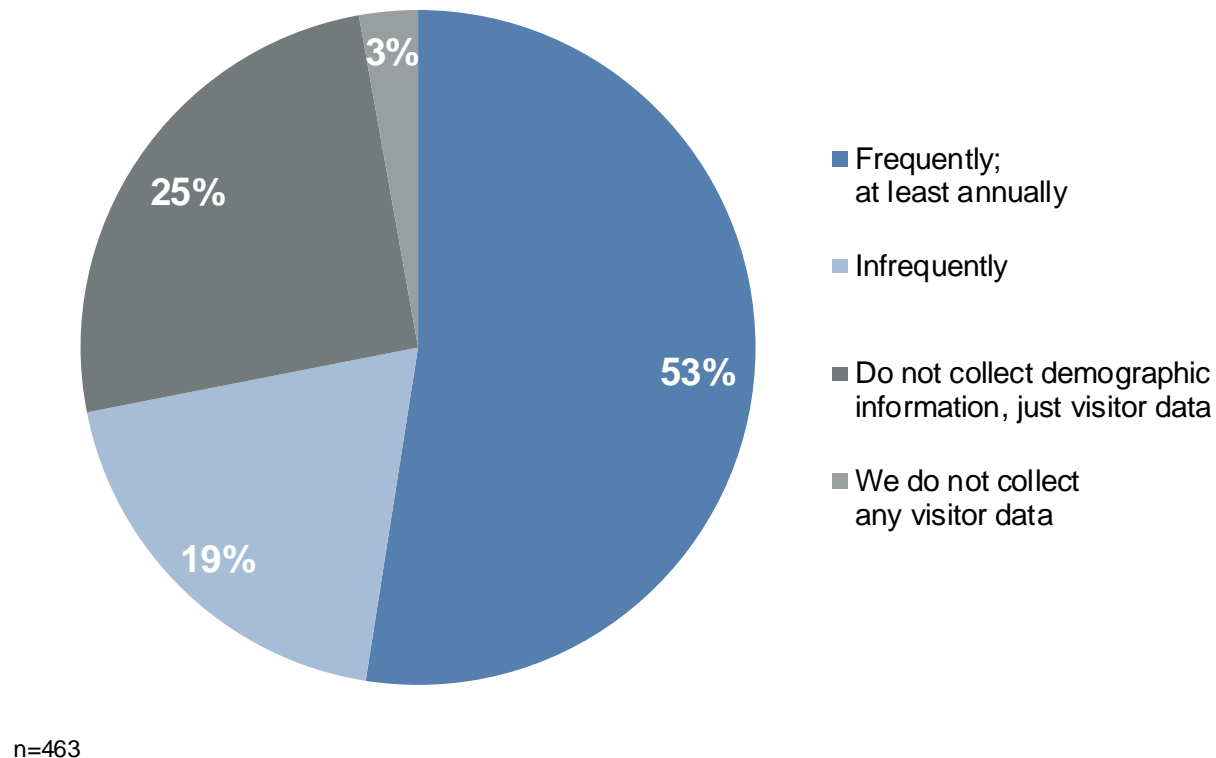
Figure 24. DEAI focus by diversity category



Gathering Visitor Data to Inform DEAI

Although the majority of respondents reported collecting some visitor data, only about half (53%) of respondents report doing so regularly. Of those, however, a quarter (25%) do not collect any demographic data about their visitors.

Figure 25. How frequently does the organization collect visitor demographics?

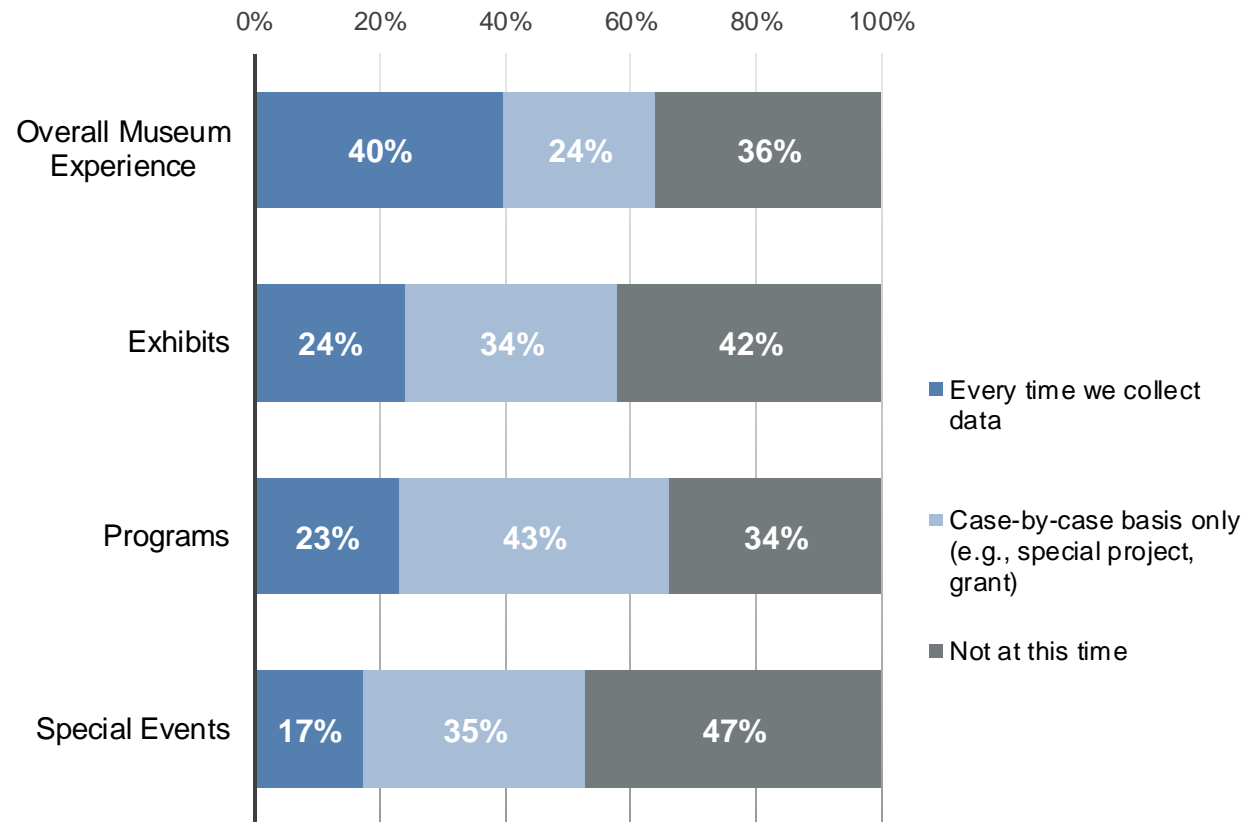


Gathering Visitor Data to Inform DEAI, cont'd.

Those respondents that reported collecting demographic data were also asked if they used that data to analyze how visitor experiences varied based on those dimensions.

Organizations would not be expected to do this every time for all offerings, and the data supports that they did not. Respondents are likely to use demographic data more frequently to assess the overall museum experience, with more than a third (40%) doing so. They are least likely to do so for special events.

Figure 26. Does the organization analyze how visitors' experiences vary by specific demographic dimensions*?



*e.g., gender, race, ethnicity, language or other dimensions of diversity

Overall Museum Experience n=302, Exhibits n=293, Programs n=304, Special Events n=288



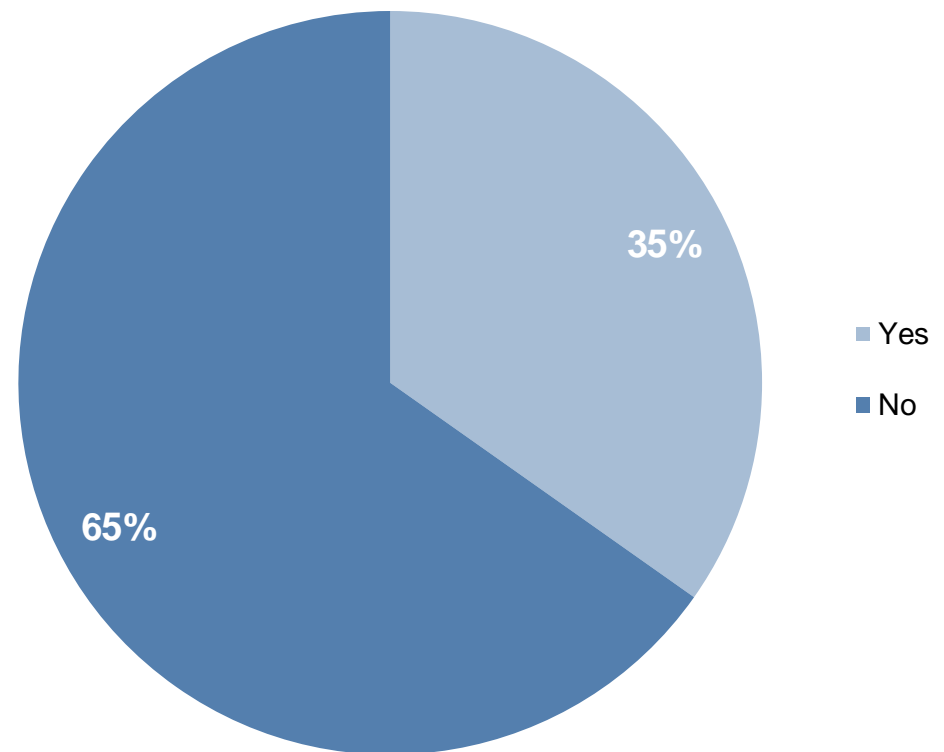
Gathering Non-Visitor Data to Inform DEAI

Responding organizations were more likely to collect data from visitors than from groups/populations who do not visit. Only a little more than a third of responding organizations report gathering any data from the larger community.

Only 35% collect community demographic data.

Additionally, 80% of museums with annual budgets of less than \$1 million per year have not collected demographic data within the last three years, if ever, about members in the larger community who do not visit.

Figure 27. Has the organization formally gathered and analyzed information from groups/populations in your community who do not visit to understand their values, needs, and perceptions?

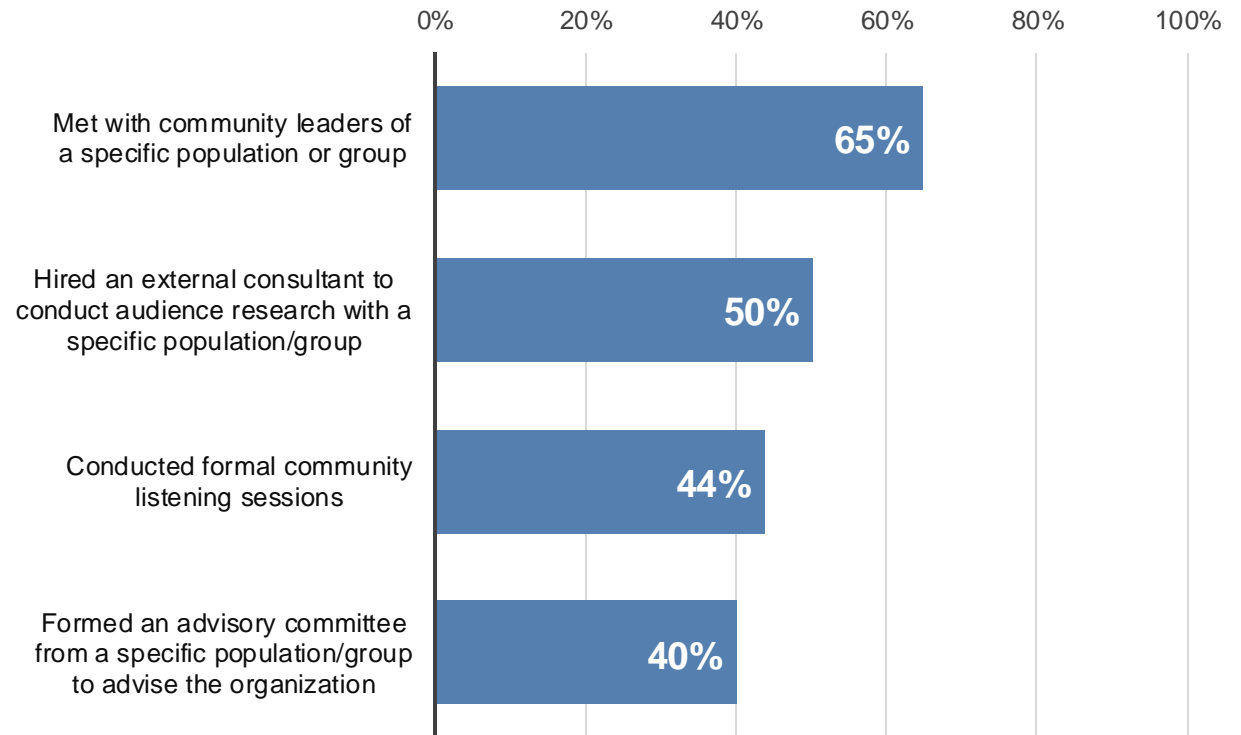


n=460

Gathering Non-Visitor Data to Inform DEAI, cont'd.

Of those organizations that collect non-visitor data, 65% cited meeting with community leaders of a specific population or group to gather that data. (The sample size of respondents answering this question, however, is small.)

Figure 28. What strategies have organizations used to gather data from non-visitor groups? (in the last three years)



n=157

Gathering Non-Visitor Data to Inform DEAI, cont'd.

Although the sample size is small for the reporting of results by annual budget, disaggregated data show differences in the extent to which museums with larger annual budgets collect non-visitor data (when they do) than those museums with smaller annual budgets.

A small group of respondents (n=27) reported that they had gathered non-visitor data through other means. Some strategies reflected the opportunity to leverage existing resources, use internal staff for research, or take advantage of community partnerships.

Select comments

"Sat in front of grocery stores and surveyed people."

—Multi-Disciplinary Museum (< \$1 million annual budget)

"[We] survey community members at specific locations around the community asking if they visit and, if not, why?"

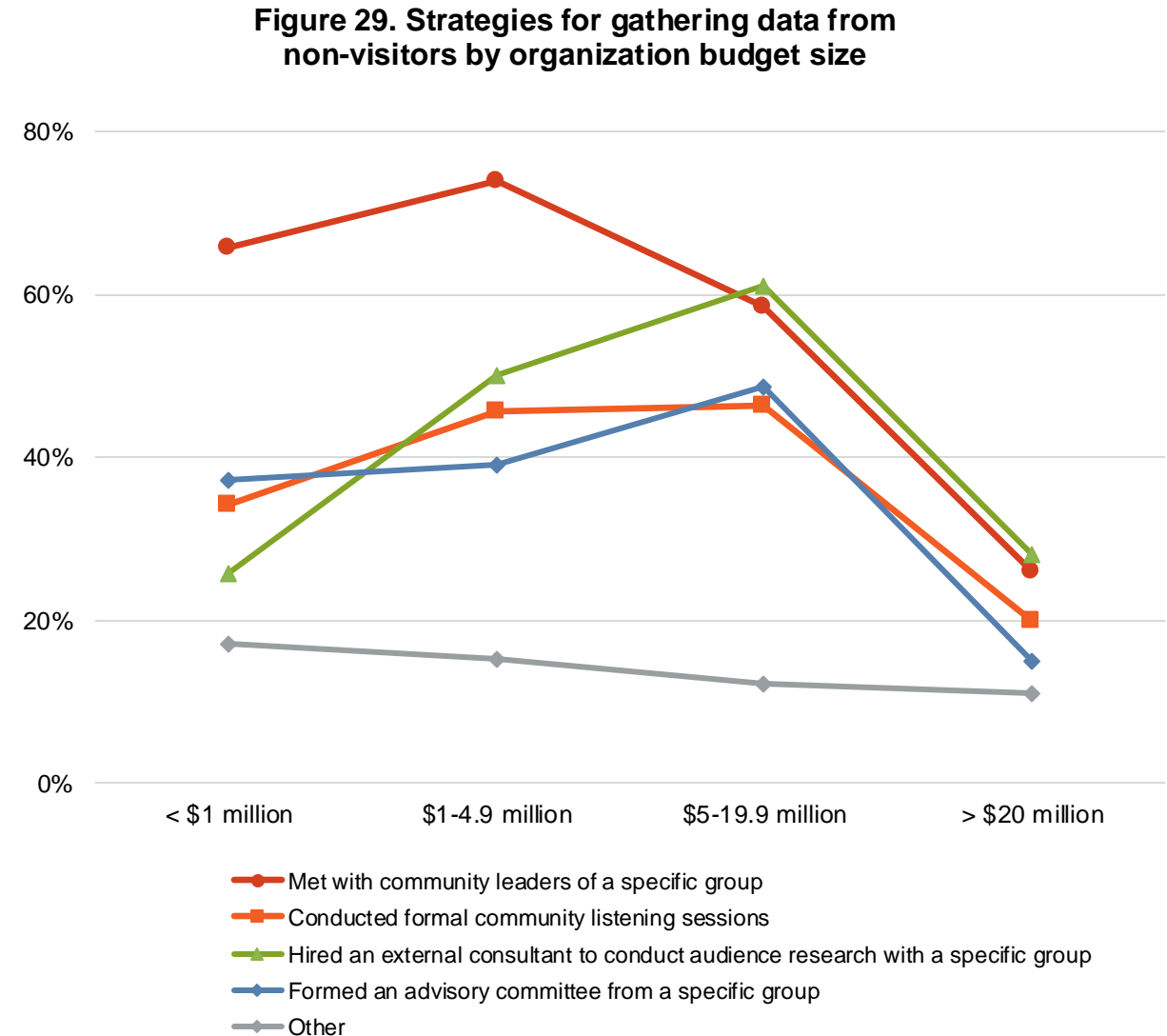
—Children/Youth Museum (\$1–4.9 million annual budget)

"Engaged with a local university that did pro bono audience research/surveying for the museum."

—Art Museum (\$5–19.9 million annual budget)

"Visitor research team conducted audience research with a focus on specific populations/groups."

—Specialty Museum (> \$20 million annual budget)



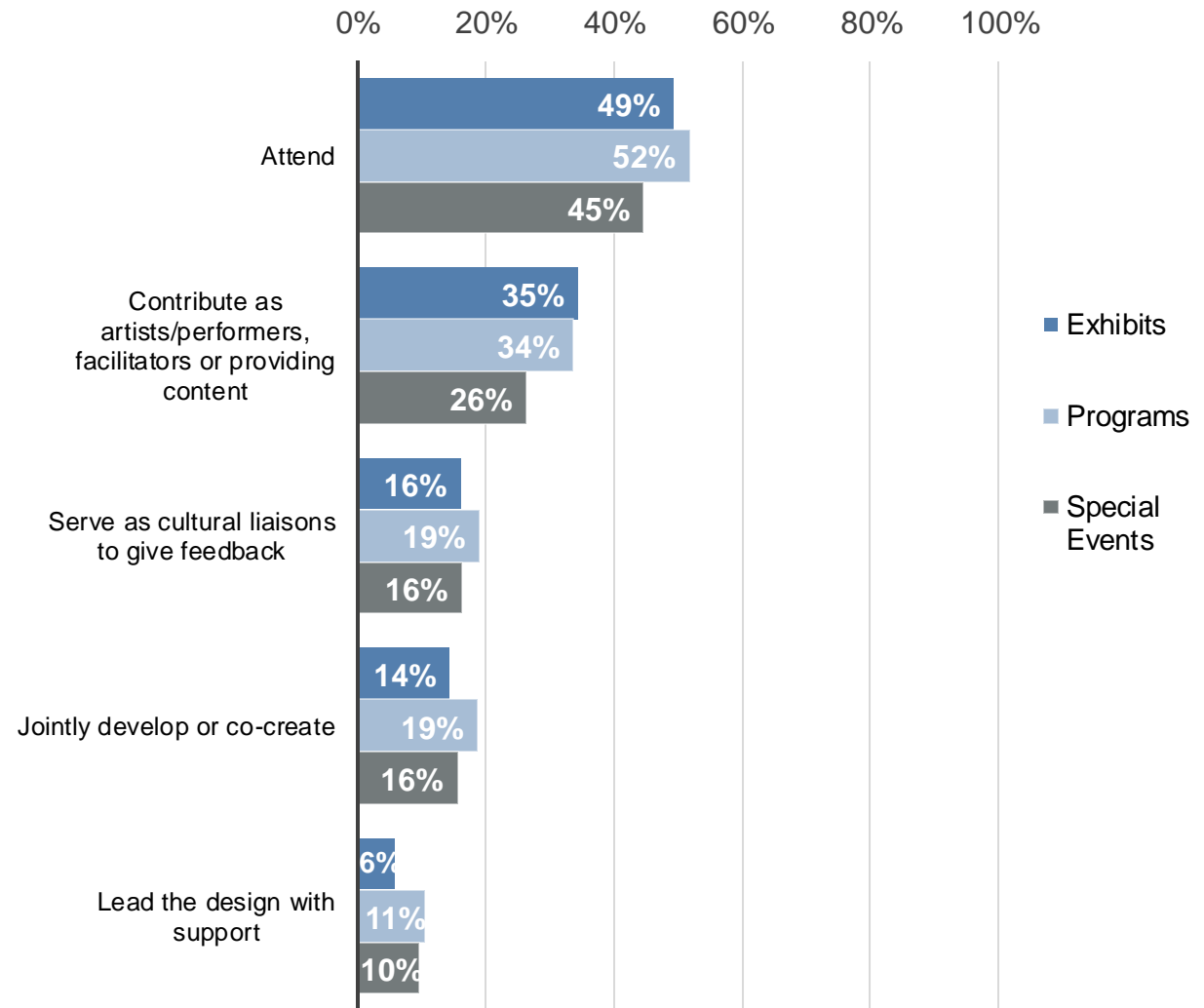
Engaging Community Stakeholders

Responding organizations were asked about a range of ways in which they engage individuals from non-dominant groups in their community. For each category, they were then asked the frequency with which their organizations engaged in that activity (“always; this is how we work,” “case-by-case,” “not at this time”). These choices reflect the range of engagement from consultancy to co-creation.

Around 50-55% of responding museums reported that they use these strategies “on a case-by-case basis,” with some variation between exhibits, programs, and events.

When examining those “always” responses, we see that those respondents are more likely to invite individuals from non-dominant groups to attend and/or contribute or consult as artists and performers for exhibits, programs, and special events than to engage in co-creation activities.

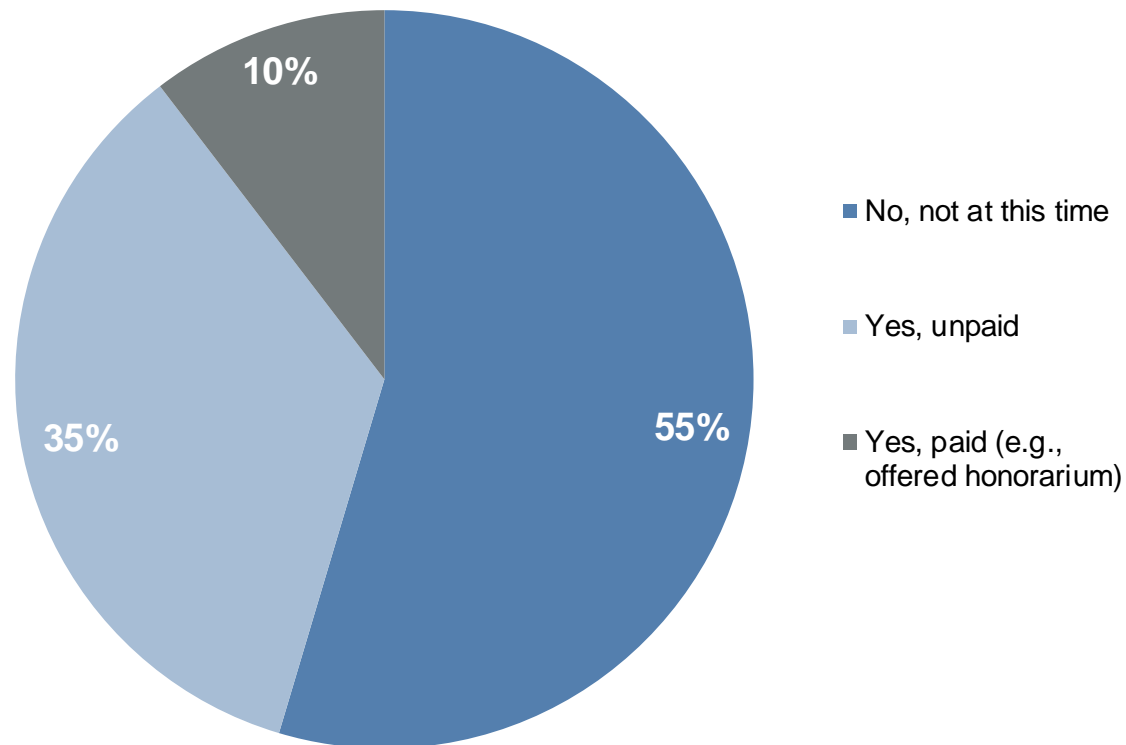
**Figure 30. Ways in which museums engage individuals from marginalized communities most frequently for exhibits, programs, or special events—
“Always; this is how we work” responses**



Engaging Community Stakeholders, cont'd.

Just under half (45%) of respondents reported working with cultural liaisons as a strategy for better serving non-dominant groups in their communities. Only 10%, however, reported that cultural liaisons are compensated for their work and expertise. Just over a third (35%) said their organizations engage uncompensated cultural liaisons.

Figure 31. Does the organization have community members that serve as ongoing cultural liaisons to advise on general museum operations and practices?



n=423

Marketing and Communications: DEAI Strategies

Just over half (53%) of responding organizations reported having developed marketing or communications plans as part of engaging specific underrepresented groups/populations on a case-by-case basis, while only 21% indicated doing so as ongoing practice.

This general pattern holds for gathering input and using data, suggesting that ongoing input across the range of museum experiences and operations is less likely.

Select comments

"Feedback informed us that people want to see themselves on our 'welcome wall' - a multi frame slide show near admissions. This approach also shapes all the marketing images we represent. We've removed all gendered language in our style guide."

—Children/Youth Museum

"As part of our outreach efforts for special exhibits or National Heritage month celebrations, promotion efforts in media...to specific communities has turned into a year-round commitment to five media outlets who are targeted to under-served audiences as part of their mission."

—Science/Tech Museum

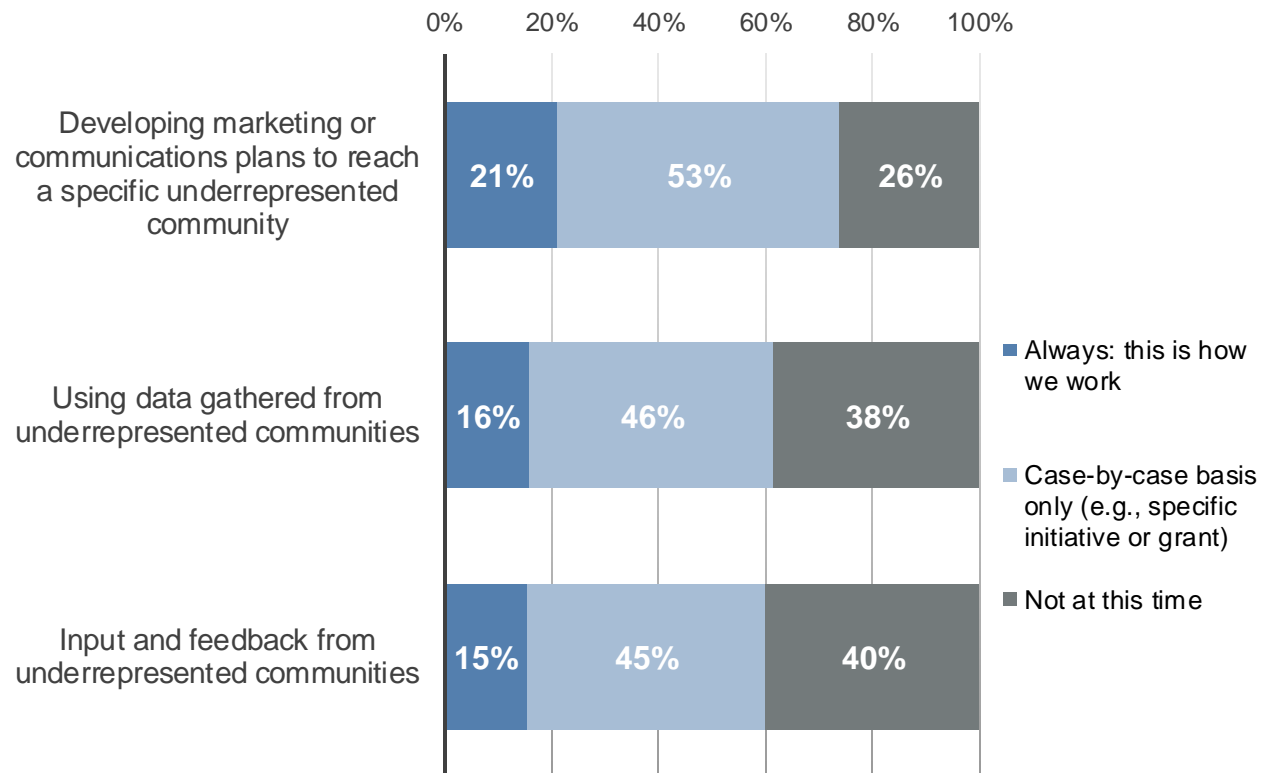
"Our marketing brain trust in conjunction with our staff and special underrepresented group advisory committees consistently plan marketing efforts for each exhibit in an effort to reach often under reached groups."

—Art Museum

"We've had web accessibility training and are continually working to increase accessibility in our digital communications."

—Art Museum

Figure 32. What DEAI strategies are used for marketing and communications?



n=411



Dimension 8: Services and Products

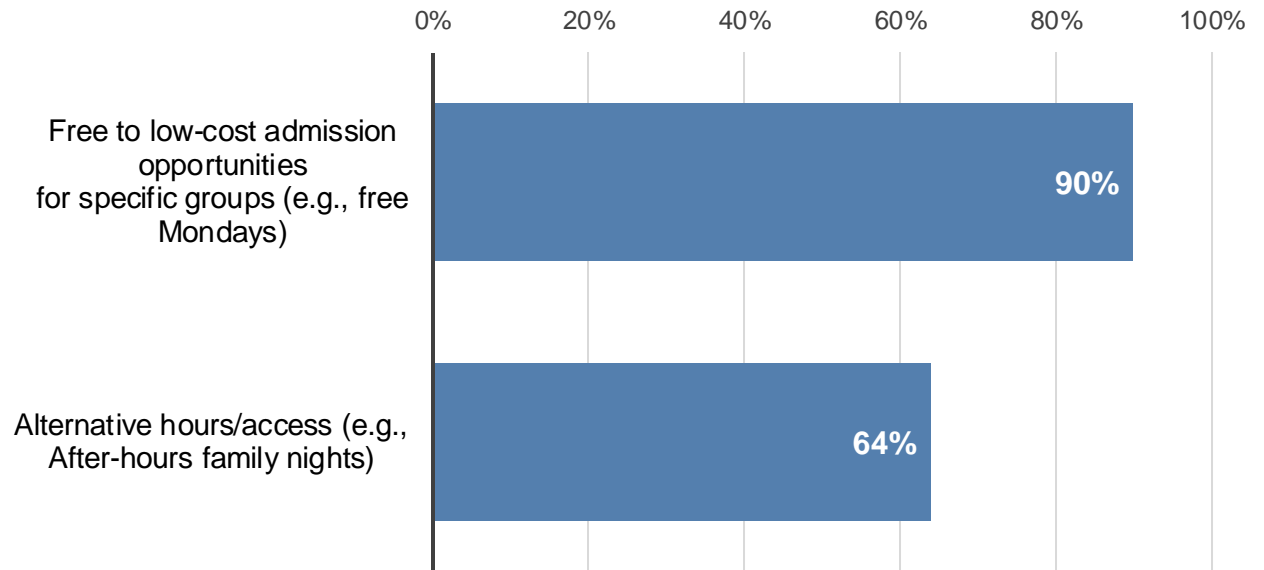


Museum Experience: DEAI Strategies

The most widespread strategy used to address inclusion in museum visitation is offering free to low-cost admission. This is followed by offering alternative hours for specific groups.

90% of responding museums offer free to low-cost admission (e.g., free days or passes, participation in program such as Museums for All). Nearly two-thirds (64%) reported offering special hours/access to the museum

Figure 33. DEAI strategies used for basic access to the museum



n=431

Select Comment

"We have a voluntary donation admission, so it is free unless someone wants to give. And it's in a jar, so [it's] a private situation where there is no shame about amount."

—Historic Site/Building



Museum Experience: DEAI Strategies, cont'd.

Responding museums use a range of DEAI strategies in the design of their overall space. Nearly three quarters (72%) offer full physical access to their buildings, with just over half (55%) reporting providing gender-neutral bathrooms.

Open-ended comments for this question typically provided further explanation for responses. Common themes: a) further explanation of activities; b) listing challenges preventing respondents from taking these actions; c) intention of future action.

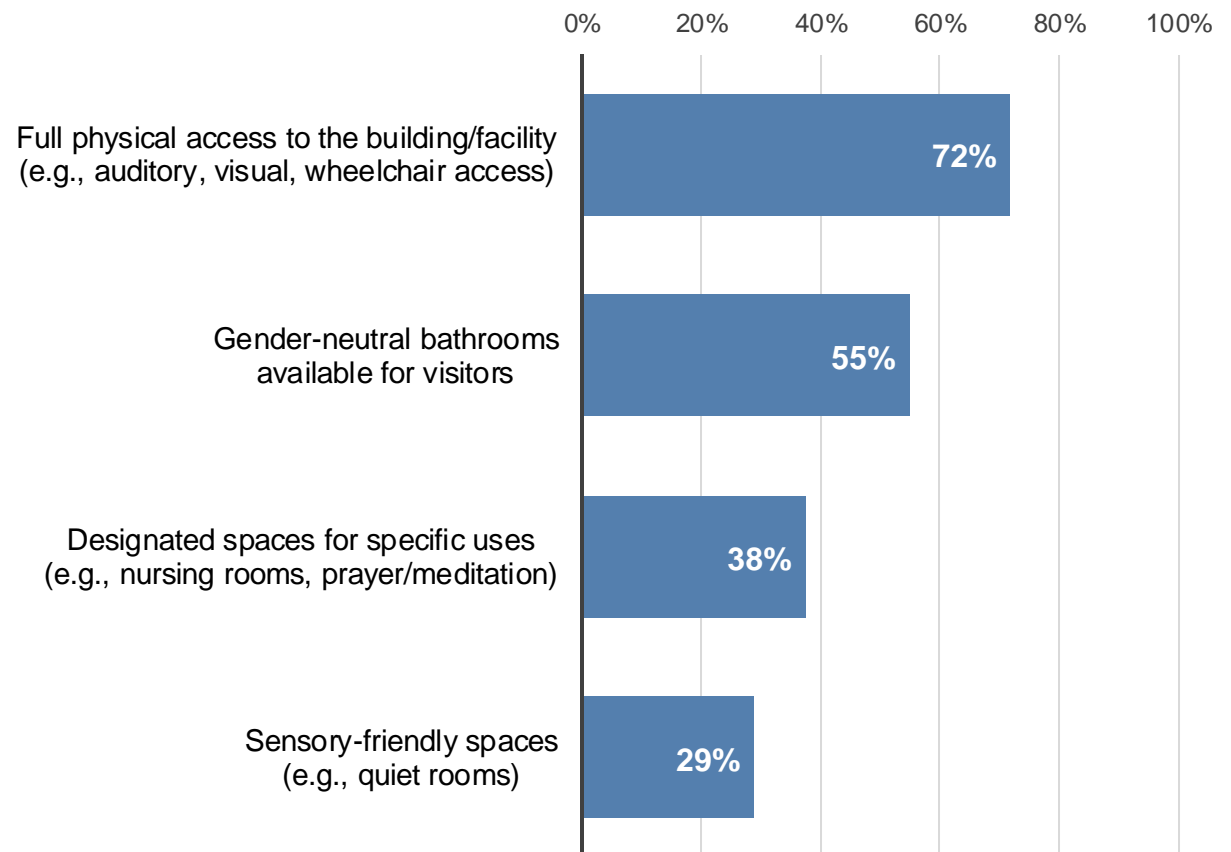
Select comments

"The museum itself has little control over building accessibility....Some of the items above are being implemented, gradually, across the university, such as nursing rooms and gender-neutral bathrooms."
—Art Museum

"Our grounds make full accessibility a challenge."
—Specialty Museum

"We are also actively seeking funding for a gender-neutral and accessible bathroom."
—Science/Tech Museum

Figure 34. DEAI strategies used for overall access to overall museum space



n=431



Museum Experience: DEAI Strategies, cont'd.

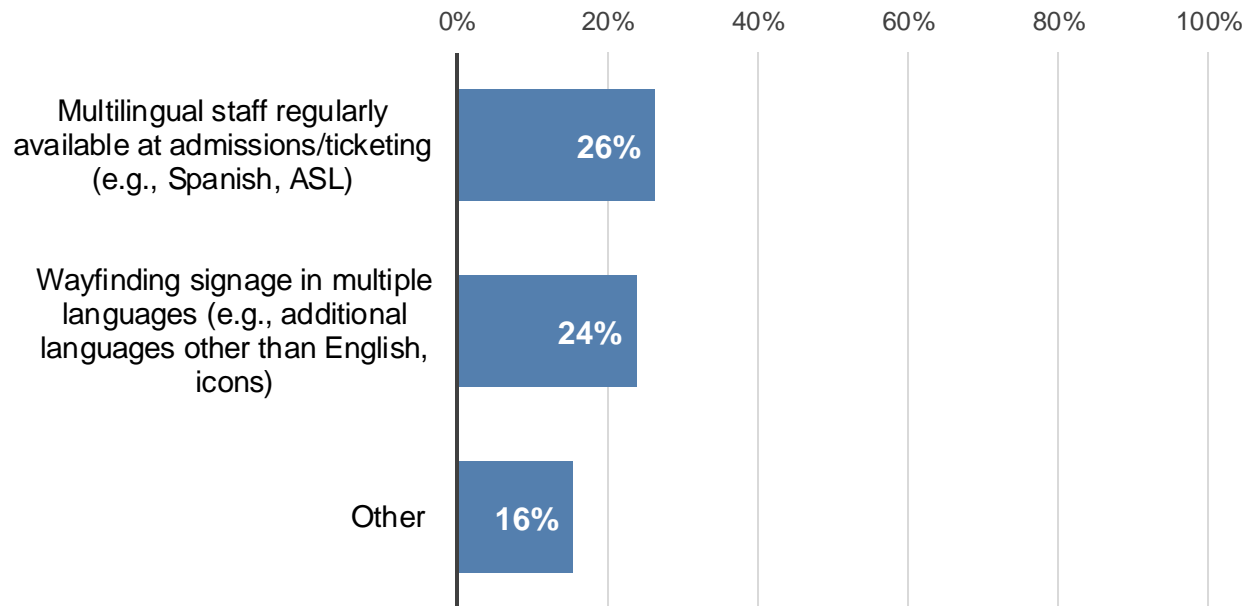
About a quarter of respondents reported providing multilingual access at admissions and in wayfinding signage.

“Other” comments for this question typically provided further explanation for responses. Common themes: a) further explanation of activities; b) listing challenges preventing respondents from taking these actions; c) intention of future action.

Select Comments

“Multilingual docents, braille maps.”
—Science/Tech Museum

Figure 35. DEAI strategies used for language and wayfinding in museum operations



n=431

Museum Experience: DEAI Strategies, cont'd.

Strategies that consider DEAI in the design of specific visitor experiences—exhibits, programs, events—are more likely to take place on a case-by-case basis than as an established practice. Among possible strategies, about half of respondents report always offering full physical access to exhibits (52%), programs (59%), and special events (57%).

Of other possible strategies—sensory-friendly access, multilingual offerings, addressing topics and narratives that have typically been suppressed, and including community experts in shaping content—40 to 50% of responding museums reported that they use these “on a case-by-case basis,” with some variation between exhibits, programs, or events.

Comments included respondents who answered affirmatively, explaining that they are planning to take action. They answered, therefore, in the affirmative due to *future intent* but not current action.

Select Comments

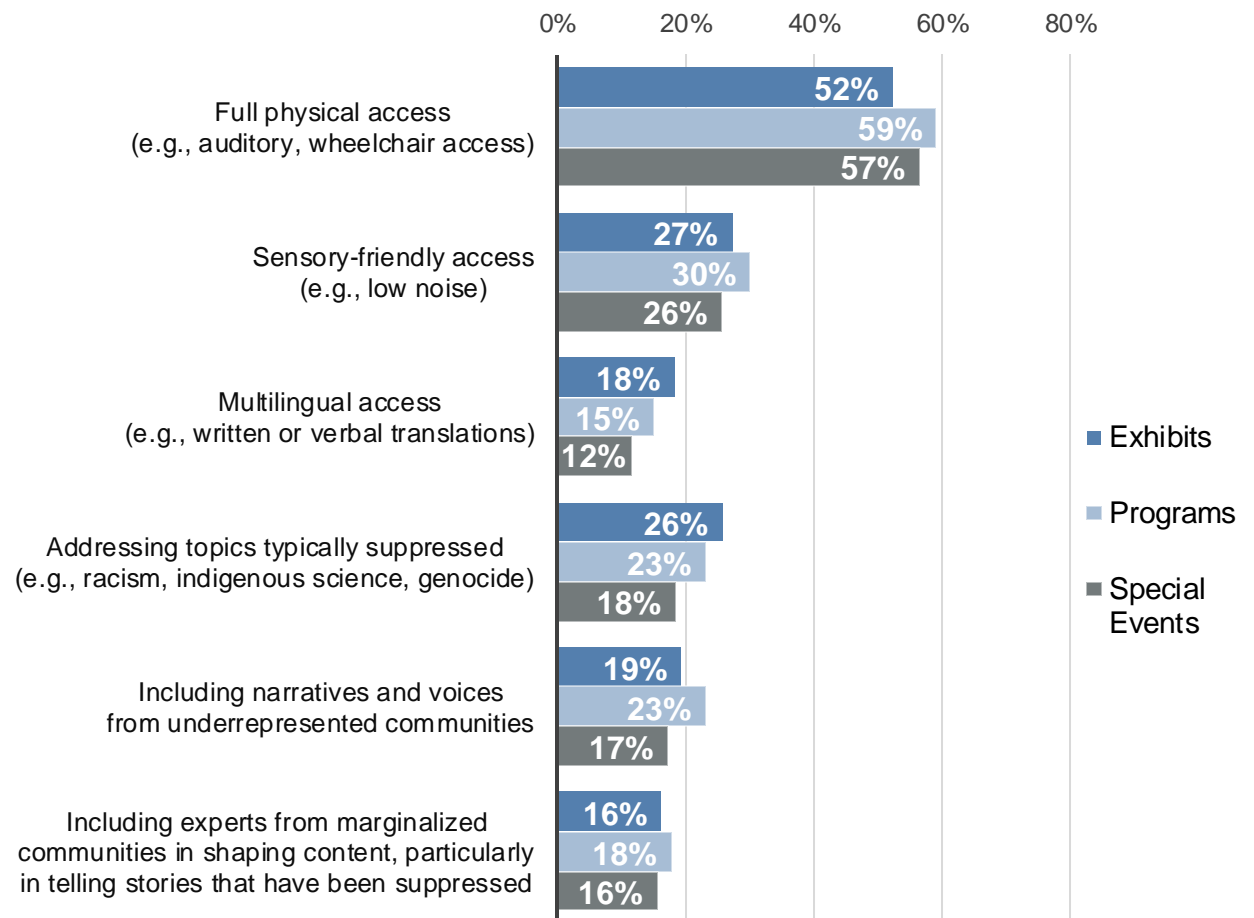
“We provide physical access to the first floor of the museum, but the upper floors of the building, which is a historic home, are not presently accessible for wheelchairs and the restrooms are not presently ADA-compliant.”

—Historic Site/Building

“We are in the process of developing sensory-friendly kits that visitors can check out at the information desk.”

—Science/Tech Museum

Figure 36. DEAI strategies for exhibits, programs, and special events used—“Always; this is how we work” responses



n=467



Museum Experience: DEAI Strategies, cont'd.

Concerning exhibits, the majority of respondents reported using DEAI strategies on a case-by-case basis. Over a third of respondents said they did not incorporate sensory-friendly or multilingual access at this time.

Strategies that involve more community-centered and power-sharing practices, such as including experts from marginalized communities in shaping exhibit content and addressing topics that have been suppressed, are not integrated into exhibition practices.

About a quarter reported they do not use these practices at this time and about half report using these strategies only on a case-by-case basis.

Select Comments

"We have different wings or museums within, so in answering these questions, it was skewed more toward our Native American area where we do a good job of addressing this. Others...not so much."

—Multi-disciplinary Museum

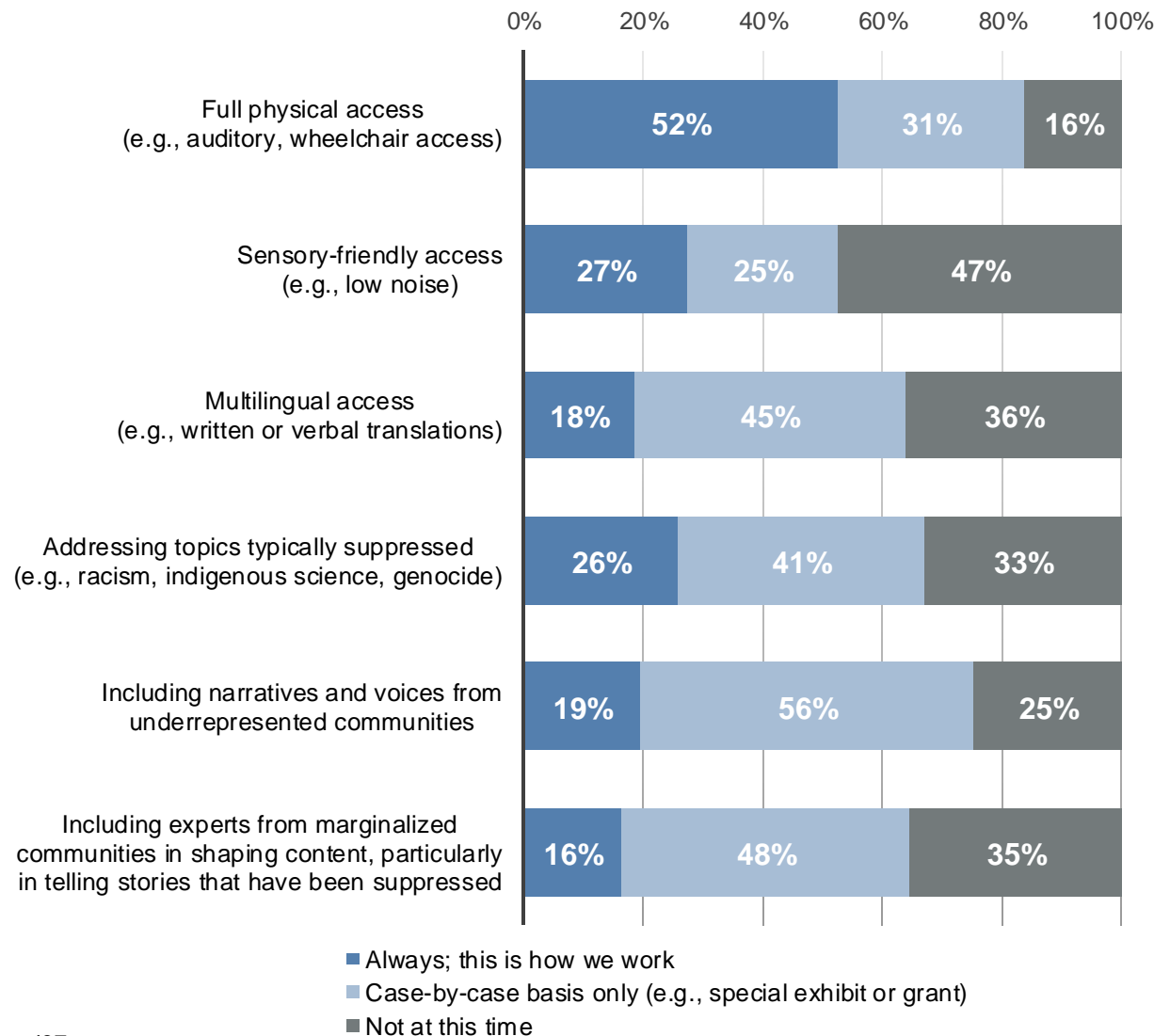
"We do this with new exhibitions in development and programming. There are older (over 15 years) exhibits that clearly have not been through a similar process and we do not have the resources to revisit these."

—Science/Tech Museum

"We have asked service organizations to help us identify local individuals to feature in the exhibits."

—Science/Tech Museum

Figure 37. DEAI strategies: Exhibits



n=437



Museum Experience: DEAI Strategies, cont'd.

Programming practices follow similar trends as exhibitions, although a few strategies were slightly more commonly used compared to exhibits. In particular, it appears responding museums incorporate physical and sensory-friendly access more often.

On the whole, however, most other strategies are used on a case-by-case basis.

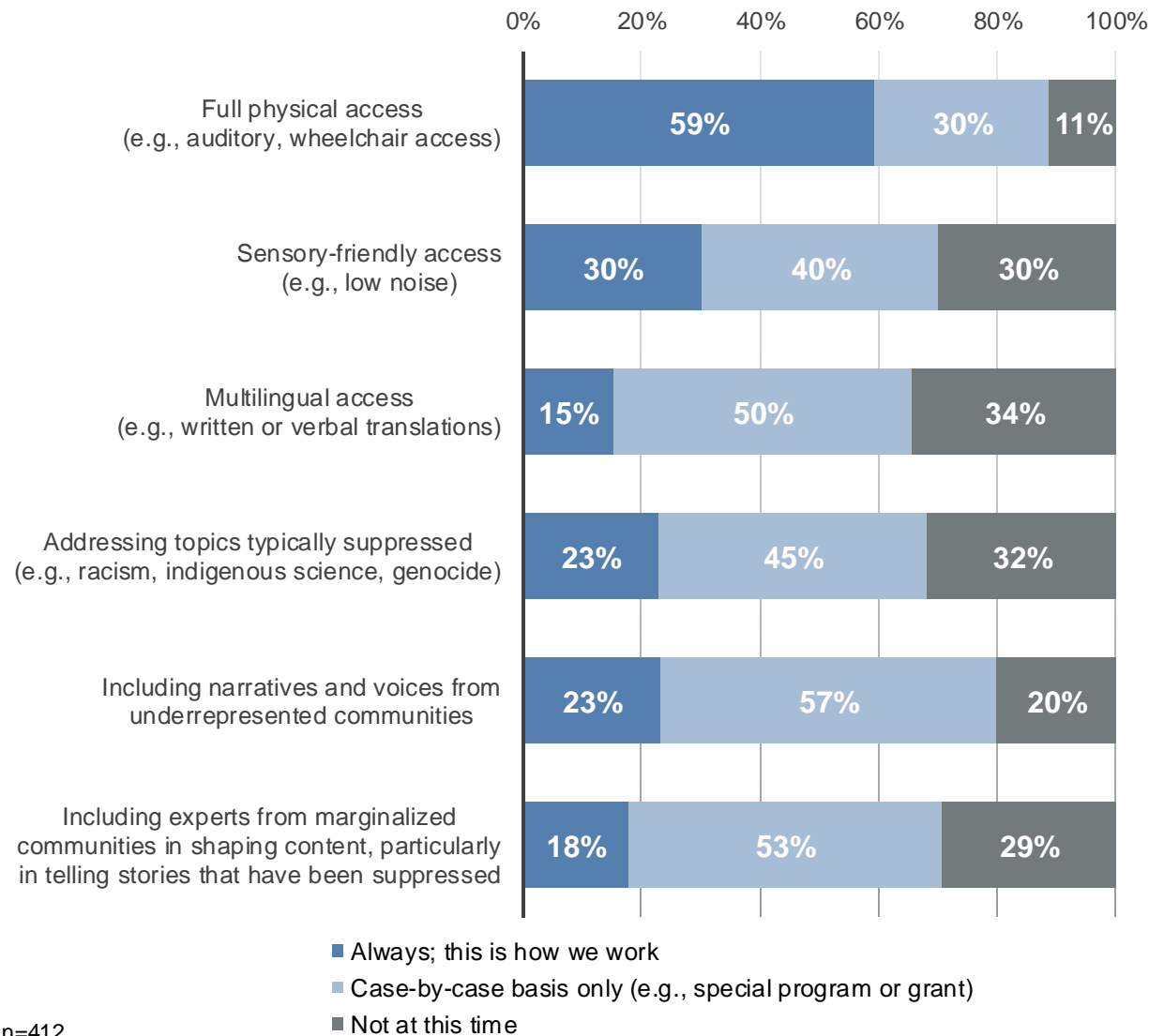
Select Comments

"The 'Fragrance Walk,' which contains a collection for fragrant plants, is specifically welcoming to people who are visually impaired/blind."
—Botanic Garden or Arboretum

"We are just beginning to include experts from marginalized communities in shaping our content, and it is not consistent currently, but [the] goal is to make this the way that we work within five years."
—Art Museum

"In the five years I have been at this museum and [welcomed] 200,000 visitors, not one person has requested or even mentioned any of the items on this list except for alternate hours and accessibility."
—Military Museum

Figure 38. DEAI strategies: Programs



n=412



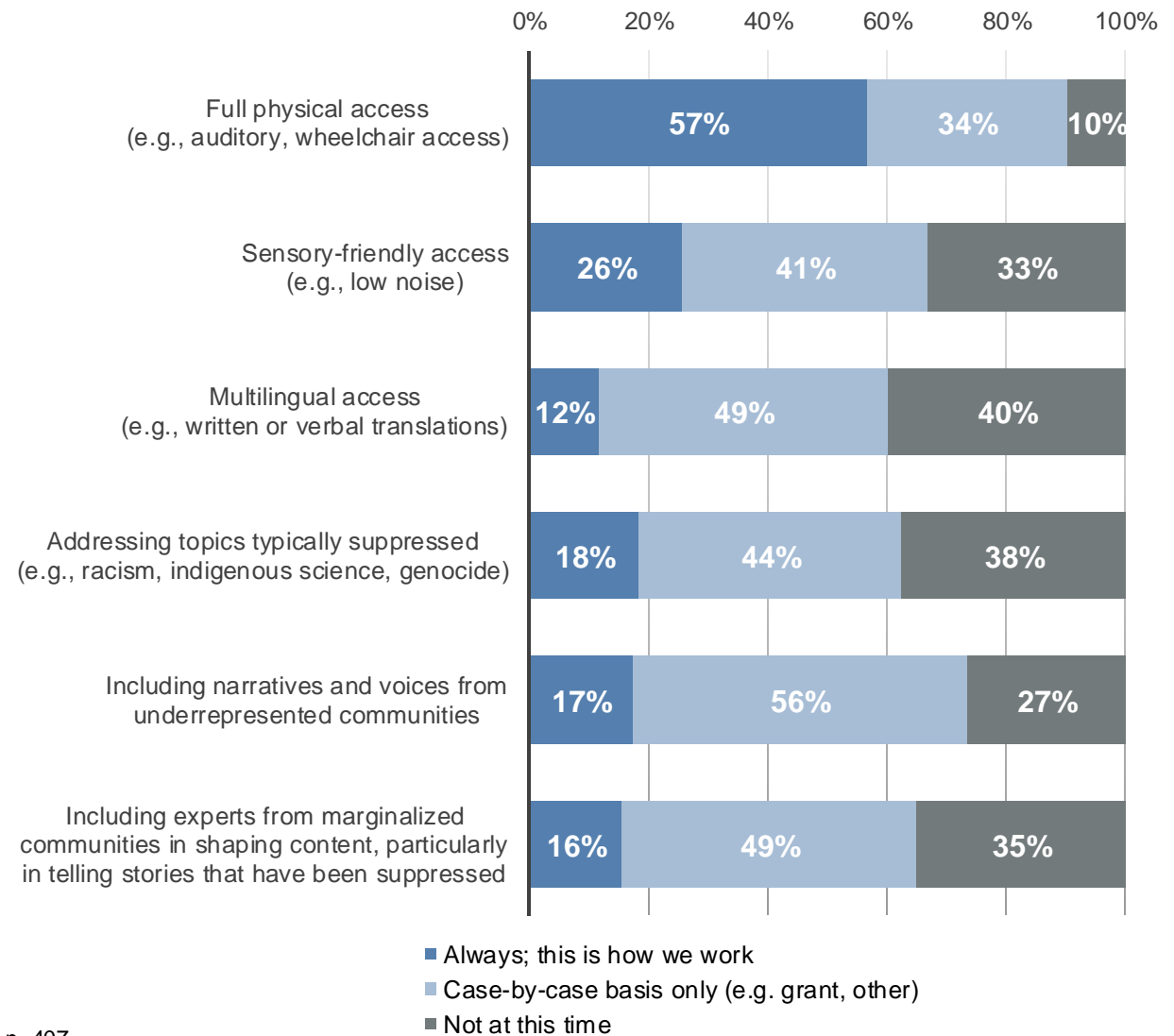
Museum Experience: DEAI Strategies, cont'd.

Special events follow a similar pattern to exhibits and programs.

With the exception of full physical access, most of the respondents said they used DEAI strategies on a case-by-case basis for special events.

Notably, three strategies—multilingual access, addressing topics typically suppressed, and including experts from marginalized communities to shape content—appeared to be even less commonly used “always” when compared with exhibits and programs.

Figure 39. DEAI strategies: Special Events



n=407



Collections: DEAI Strategies

For those organizations that have collections, more than half (63%) reported having taken some DEAI-related action. Acquiring additional objects to better reflect stories and perspectives of specific non-dominant groups was the most prevalent action.

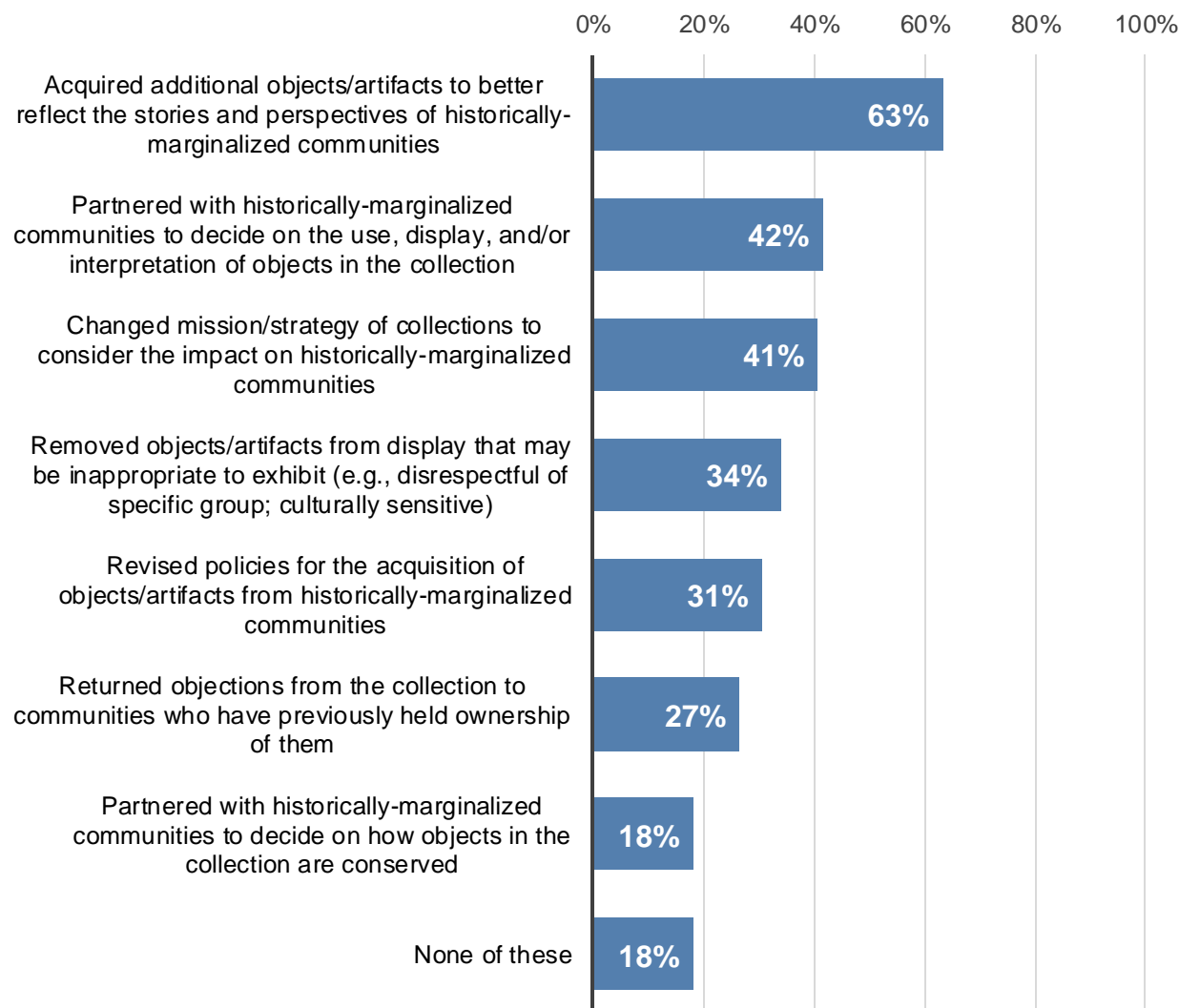
While this question did not focus on the extent to which these actions are ongoing, two items indicate at least some changes in collections policies.

Just over 40% of respondents indicated changing collections strategies to consider their impact on historically-marginalized communities, while 31% reported having revised their acquisitions policies with this in mind. 42% have also partnered with communities in deciding how to use, display, and collect objects.

On the other hand, only about a quarter (27%) report having returned artifacts to communities that had previously held ownership.

18% have taken none of the listed actions.

Figure 40. Collections: Actions taken as part of DEAI efforts



n=346



Collections: DEAI Strategies, cont'd.

Just under a quarter (23%) of those responding to questions about collections also submitted comments.

Dominant themes in the qualitative data included:

- The lack of control over donations versus acquisitions.
- Legislative compliance (e.g. NAGPRA) motivating changes.
- Specifics about the development of plans for sensitive items.
- Specifics about increased efforts to involve communities in collection activities.

Select comments

"An industry-wide issue is the difference in number of and diversity of donations versus purchases. We are working to amend historic collecting and giving patterns as we seek diverse representation."

—Art Museum

"The Museum uses collections management projects as a frequent way of including students, interns, and volunteers, many of whom come from underrepresented groups in science and Museums."

—Natural History Museum

"We've partnered with historically-marginalized communities in the grant-writing process for permanent-collection initiatives."

—Art Museum

"We have a "sensitive materials" policy section of our Collections Management Plan which includes language related to the display and storage of human remains, funerary, and sacred objects."

—Children/Youth Museum

"We are focused almost exclusively on acquiring/purchasing the work of artists from underrepresented communities. However, most acquisitions continue to come to us as donations, and those largely do not represent underrepresented communities."

—Art Museum



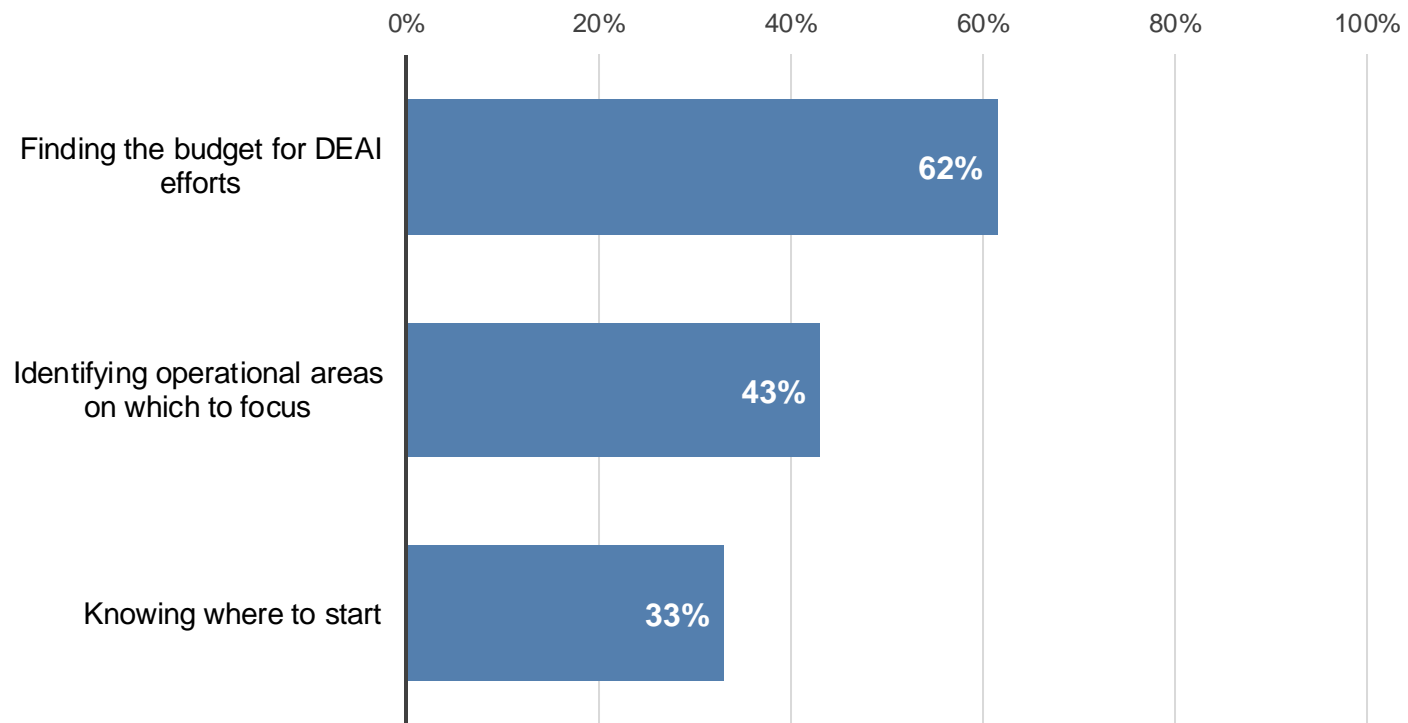
Challenges and Needed Supports



Challenges to Implementing DEAI

Responding organizations were asked a range of questions about challenges to their DEAI efforts. More than half (62%) of respondents cite finding financial resources as a challenge. Of responding organizations, 43% report that identifying operational areas on which to focus was a challenge. A third (33%) report knowing where to start as a challenge.

Figure 41. Challenges to implementing DEAI



n=429

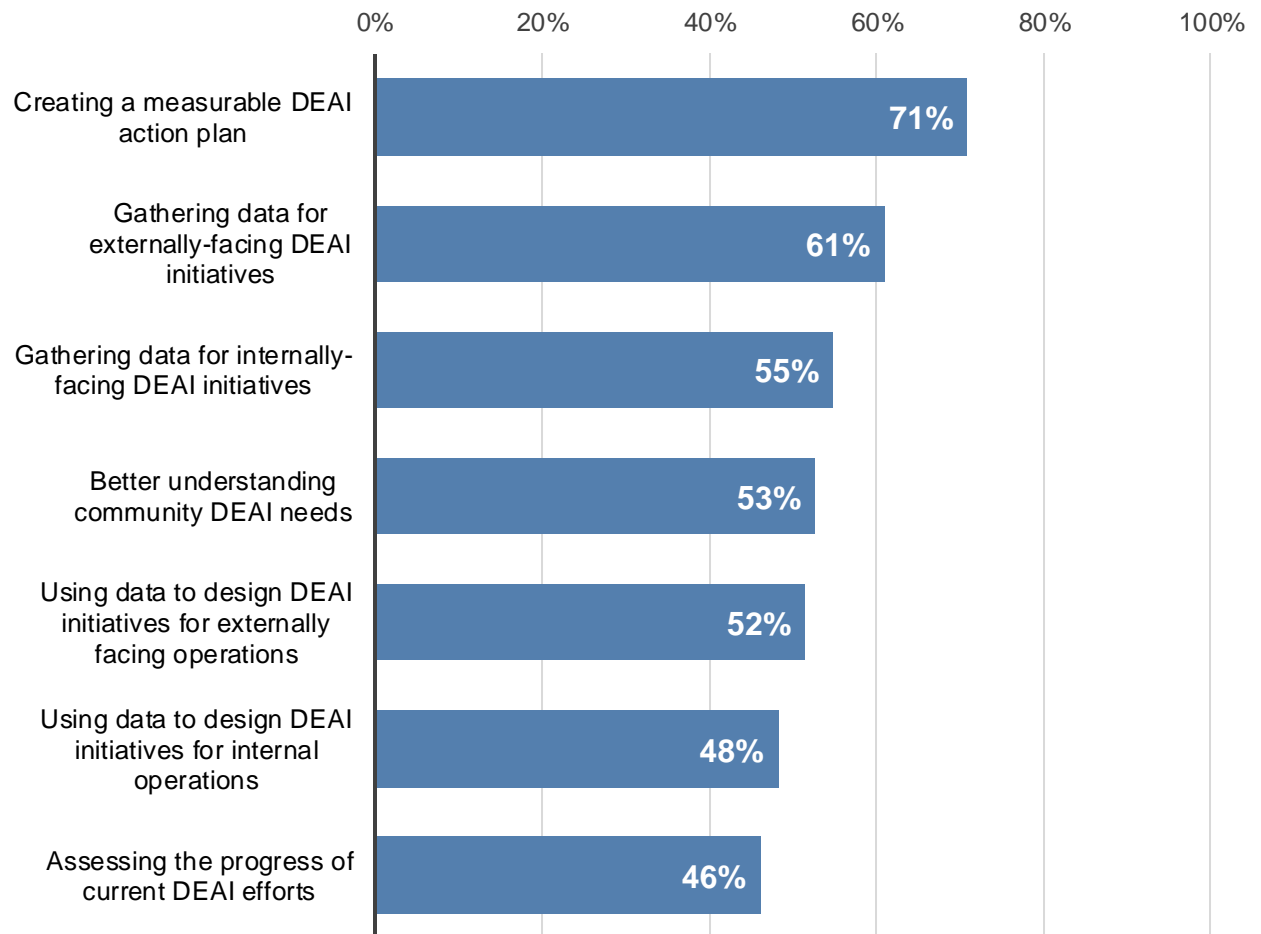


Challenges to Implementing DEAI: Gathering Data

In general, it appears that gathering and using data to inform and assess DEAI efforts is a prevalent challenge. Almost three-quarters reported creating a measurable DEAI action plan, and more than half indicated that collecting data for public facing and internal-facing DEAI initiatives were challenges.

The top data-related challenge aligns with findings that show that over two-thirds of responding museums do not have a DEAI action plan and of those that do, only about a quarter have concrete metrics to assess progress. (See figures 6 and 7.)

Figure 42. Data-driven DEAI decision-making



n=423

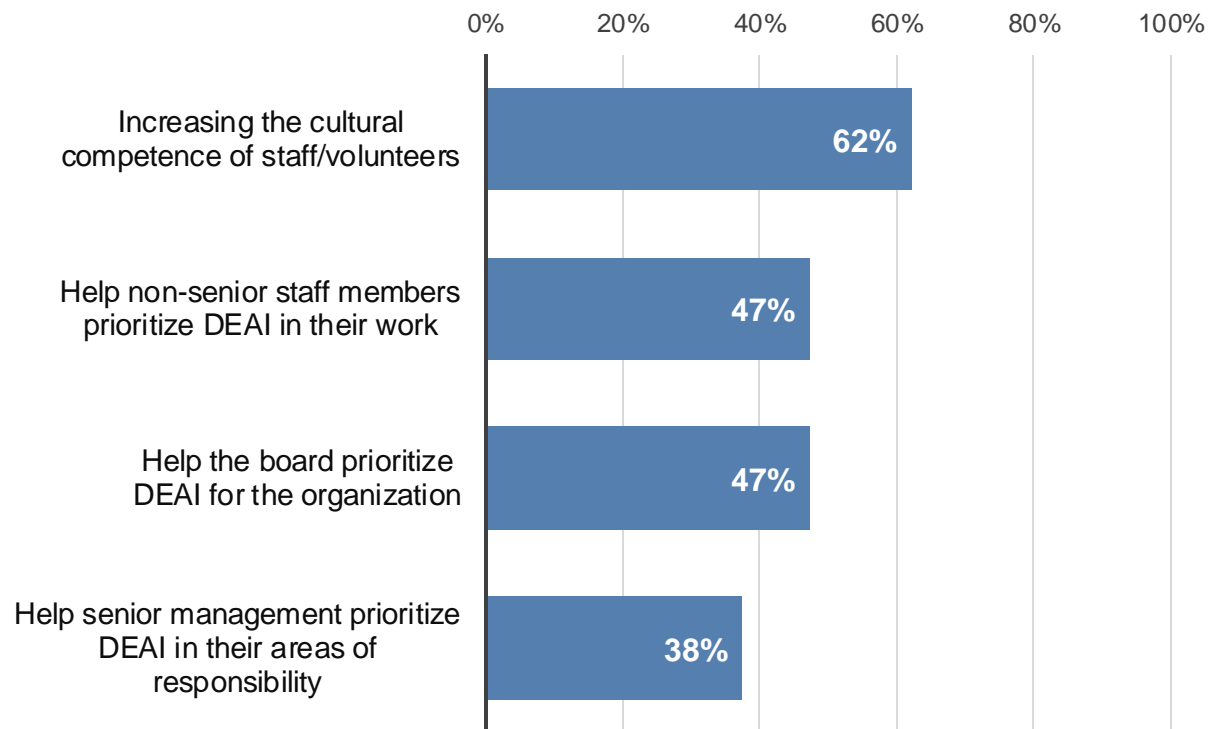


Challenges to Implementing DEAI: Engaging Internal Stakeholders

Responding organizations also reported a range of challenges in engaging internal stakeholders. More than half indicated that increasing the cultural competence of staff/volunteers is a challenge.

Leaders also reported slightly more of a challenge helping non-senior staff prioritize DEAI compared to senior management. Additionally just under half (47%) also reported that it was a challenge to make DEAI a board priority.

Figure 43. Internal stakeholder challenges for implementing DEAI



n=431

Challenges to Implementing DEAI: Resistance

Organizational resistance to DEAI efforts emerged as an implicit, and sometimes explicit, factor in open-ended comments describing the challenges to centering equity and inclusion in museums.

DEAI efforts were referred to or implied as “add-ons” rather than as a core part of the museum’s work or, in some cases, seen as in competition with other pressing priorities. Some comments cited the historical and white majority organizational culture as part of the frame that informs how resistance to DEAI progress is understood.

Other responses surfaced perspectives that framed equity and inclusion as “problematic” or “alienating” to those in the majority culture.

Select comments

“Access” is part of our mission (we use it broadly) and it is embedded in much of the work we do. However, we do not have a cohesive, central strategy for DEAI. We also have many competing priorities that sometimes get more time, attention, and funding due to our own choices as well as factors outside of our control.
—Science/Tech Museum

“The museum certainly wants to serve all members of the community. However, at this time, priority focus is on growth management and financial sustainability.”
—Art Museum

“As a mid-sized science center with a \$10M budget, resources for funding initiatives and a part-time dedicated position is challenging.”
—Science/Tech Center

“For a small staff like ours it is a time issue—time to gather the data, and time to prioritize creating the policies and guidelines.”
—Children/Youth Museum

“Overcoming a long history of organization and community bias” [is a challenge].
—Historical Society

“Challenge: Keeping this initiative as a top priority while addressing the internal white majority culture’s fear of exclusion and anger around giving underrepresented cultures in the organization a ‘leg up’.”
—Art Museum

“The challenge for us is really at the 001 or 101 level, whereas much of what is listed above is at the 200 or 300 or 400 level of learning. We struggle with the fundamental acceptance, understanding, and embracing that America is diverse.”
—Heritage & Cultural Museum

“Lack of buy-in from staff and calcified attitudes of staff who have been here a long time (dictate exhibit themes).”
—Historical Site

“Accessing or paying for translations or developing DEAI specific programs takes time and money...and may isolate our general audiences.”
—Art Museum

“Our organization has been under-resourced for years...It’s hard to budget for this work in situations like that and it’s hard to shift the culture of the staff to focus on this work when they have what are perceived to be more pressing needs. Pairing this with a staff culture, particularly in our exhibits and programs teams, that has viewed themselves as both the experts and the saviors, but has actually been pretty unwelcoming to minority populations, has been extremely challenging.”
—Multi-Disciplinary Museum

“We believe in all people, but live in a community that is very expensive and growing more Anglo yearly. We don’t believe in labeling people as it divides people from each other, and that causes reactions that can hurt. We believe that the Museum field needs to consider how to be more brave and gracious with everyone who disagrees, and less label-oriented. There is a lot of blame out there in our field and that’s not okay.”
—Specialty Museum



Challenges to Implementing DEAI: Self-development

When asked about their own self-development, nearly two-thirds (62%) of leaders reported interest in increasing their cultural competence in engaging non-dominant communities.

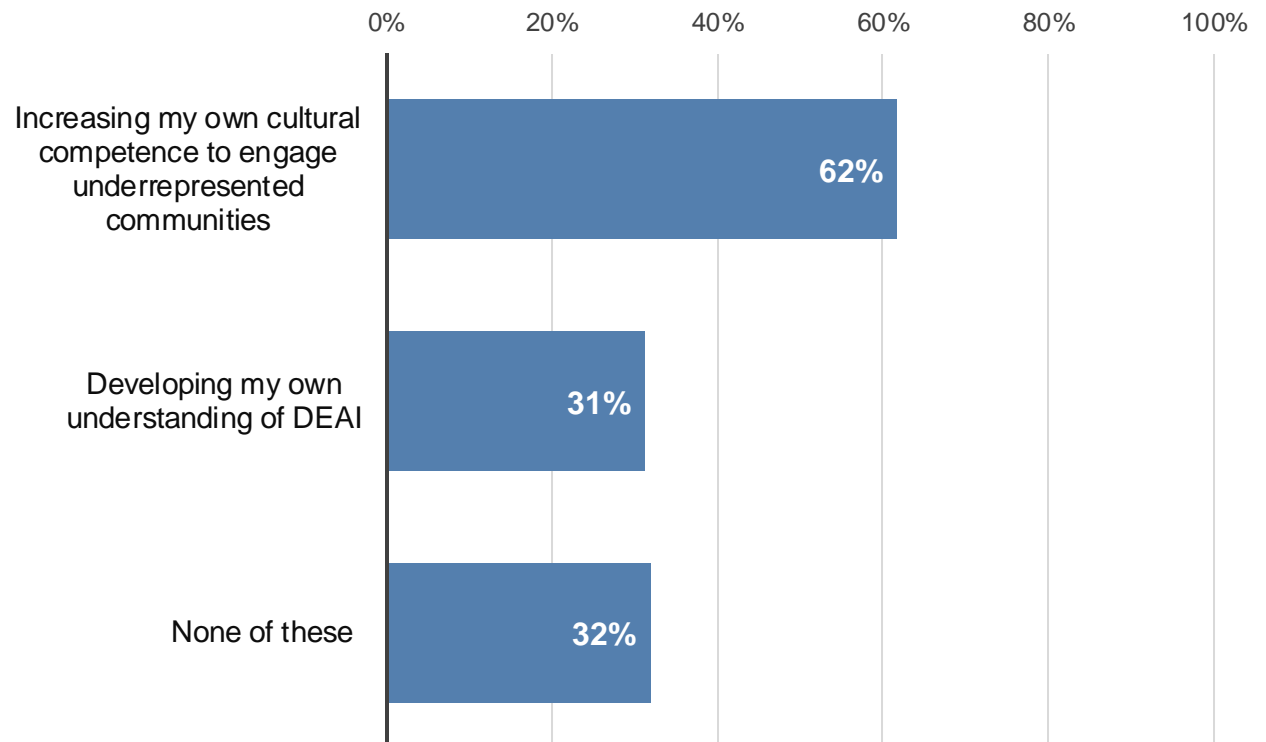
Select Comments

“On a personal level, I’m looking for tools to help me implement DEAI as a leader who is a member of the minority ethnic group in my community after decades being in the majority.”
—Multi-Disciplinary Museum

“This survey has been amazing in helping me assess my own fears and challenges and I wonder whether there is a separate track for helping leaders of color that is different? I have so much emotional baggage that I feel I have to overcome and that perhaps I overanalyze things more and need unique supports. Maybe I’m over-analyzing again!”
—Children/Youth Museum

We are eager to develop our capacity and appreciate support.”
—Art Museum

Figure 44. Self-development challenges for implementing DEAI



n=414



Support in Overcoming Challenges

Three of the five top-ranked resources that respondents desired were: support and tools for gathering and analyzing visitor data (69%); developing a DEAI action plan and metrics (68%); and help in determining community needs (52%). Support and tools for staff development (58%) was also reported as a need.

More support was requested for marketing and communications (53%). Half (50%) requested assistance with budgeting.

Nearly half (47%) of respondents are interested in supports for internal and activities related to DEAI, including addressing internal human resource systems, driving organizational change, and assistance with board support.

Select Comments

“Assembling data/research and gathering/analyzing for utility in planning. Small staff and bigger parent organization challenges.”
—Art Museum

“We would welcome any guidelines particularly for developing protocols and metrics to increase our DEAI strategy intention and implementation.”
—Art Museum

“Support in determining how to measure the aggregate demographics of our candidate pool for new hires.”
—Historic Site

“Prioritizing audiences to reach. Developing a business case to support spending.”
—Specialty Museum

“Cost-effective ways to implement in a small shop..”
—Historic Site

“A list of funders who support DEAI efforts.”
—Botanic Garden or Arboretum

Table 2. Needed Supports

Support activities most helpful in overcoming challenges to implementing DEAI activities at the organization	% (n=411)
Support and tools for gathering and analyzing visitor data	69%
Support in developing a DEAI action plan and metrics	68%
Support and tools for staff learning and skills development (e.g., webinars, articles) about DEAI	58%
Help with understanding how to integrate DEAI efforts into marketing and communications	53%
Assistance with determining community trends, needs, and priorities that influence DEAI efforts	52%
Help with cost projections and budgeting for DEAI activities	50%
Support and tools for addressing internal aspects of DEAI to make it more sustainable in the organization (e.g., staff diversity, compensation analysis, people management practices)	47%
Support and tools for driving organizational change related to DEAI projects	47%
Assistance with developing DEAI support for the board	47%
Support and tools for addressing DEAI through specific areas such as exhibits, programs, or collections	46%
Assistance with engaging community members to collaborate with and advise on DEAI initiatives	46%
Assistance with gathering staff and volunteer feedback about diversity topics (e.g., surveys, exit interviews) to address internal DEAI efforts	43%
Support for addressing vendor and third-party supplier diversity in purchasing and partnerships	36%



Conclusions



Conclusions

The CCLI National Landscape Study sought to map the current state of organization-level DEAI practices in U.S. museums. We hoped to obtain a clearer picture of what practices exist across museum operations, where there are gaps, and what is driving (or inhibiting) progress in advancing equity and inclusion. Our ultimate goal was to begin building shared expectations and metrics about what DEAI practice in museums can and should look like.

“We would like to be an organization that more people feel is meant for them...”
—Historic Site

We are reflecting back the highest aspirations of society, so this should be a priority for us.”
—Science/Tech Center or Museum

The large majority of museums surveyed (90%) reported that DEAI was a high or essential priority for their organizations. Additionally, responding museums reported having committed resources to DEAI-related efforts, with just over half (52%) having allocated regular, recurring funds toward public-facing activities. Moreover, museums across all types and budget sizes have used some DEAI-related practices, suggesting that museums have tried a broad range of activities and can build on some of them.

The central challenge, however, is that museums have not taken strategic, consistent action at an organizational level that is foundational enough to support and achieve enduring equity and inclusion.

Fewer than half of respondents have a DEAI action plan and the large majority (89%) have not established metrics to assess their progress. Boards could also do more to support DEAI efforts; only 38% have asked for or approved changes to policies that support DEAI. Additionally, more than one third (34%) of surveyed museums reported that no one in the museum is responsible for driving organizational accountability for DEAI efforts. This misalignment between stated priorities and systematic action can result in a piecemeal approach to equity and inclusion and impede efforts to realize enduring organizational change (Sato, et al., 2010, Argyris, 1980).

There is also a significant disconnect between the emphasis museums place on public-facing DEAI practices and internally-focused DEAI practices. Centering equity and inclusion requires organizations to think holistically, recognizing the inter-connectedness between internal operations and externally-focused work and the need to examine and attend to the underlying structures, processes, and culture of an organization.

“Growing visitor and program audience diversity has been easy and successful for us; internal priorities and progress have been harder.”
—Zoo or Aquarium

Surveyed museums do report some internally focused DEAI efforts, although these practices more often are focused on staff than on volunteers or board members. Fewer respondents reported reviewing compensation and pay equity for bias or adverse impact than they did the hiring and selection processes. Only about a third (35%) reported “always” reviewing their performance and leadership pipeline process for bias for staff. Only 19% reported “always” offering targeted development opportunities for staff from non-dominant groups and just 6% did so for volunteers and board members.

Additionally, museums do not, as a regular practice, gather feedback related to DEAI from internal stakeholders. Only 18% of respondents reported collecting feedback about DEAI-related areas from current staff via formal, anonymous surveys; only 7% do so from board members or volunteers. This means that museums lack perspective into their current staffs’, board members’, and volunteers’ experiences and perceptions of the organization’s policies, practices, work culture, and climate.



Conclusions, cont'd.

Museums focus much of their DEAI-related efforts on public-facing dimensions. The most widespread existing practice is offering free to low-cost admission, with 90% of responding museums reporting doing so. Nearly three-quarters (72%) offer full physical access to their buildings (e.g., wheelchair, auditory, and/or visual). Museums also report having implemented a range of strategies to develop and design more inclusive exhibits, programs, and events, but these practices are not consistent—most take place on a “case-by-case” basis. Thus, museums have not yet integrated these DEAI-focused strategies into their everyday practice, suggesting that they see these efforts as ancillary to their core work.

Additionally, practices that involve increased power-sharing, and give community members from non-dominant groups more agency and voice, are not common. While most surveyed museums report working to better serve and engage specific marginalized groups in their community, respondents are more likely to invite members of non-dominant groups to attend and/or contribute as artists/performers (~50%) than to regularly engage them in co-creation activities (~14%-19%).

A major barrier to advancing equity and inclusion is the lack of focus on collecting and using data to measure progress and drive accountability. While over half (53%) of respondents collect visitor data regularly, only about a quarter collect visitor demographic data. Only 35% report gathering any data from their broader community. (Data are also rarely gathered from staff, volunteers, and board members.).

Findings also point to the need for tools and resources that can support museums in their efforts to center equity and inclusion. Several of the most requested tools align with the areas identified in this study as primary challenges.

Support for staff development at all levels is also needed. Nearly two-thirds (62%) of museum leaders, in fact, reported that increasing their own cultural competence in engaging non-dominant groups was an area of interest.

Despite the challenges identified in this study, there are many pockets of DEAI-focused activity across museums. Comments that responding museums shared indicate a desire to do more to advance equity and inclusion.

We were especially struck by the willingness of so many museum leaders and staff to take part in this study and openly share their practices and insights and to contribute to developing a clearer picture of the current state of DEAI practices in the field.

“These topics seem enormously relevant not just to museums, and not just to the arts sector, but to our current times as a region and nation. It seems like a subject that has always been with us but laid dormant, masked perhaps with the false confidence that time would help create a just and equitable landscape. I think with recent events we can see clearly that this is not the case, and that without vigilant and active exploration of this topic, it will remain a powerful negative factor in doing our best work.”

—Art Museum



Conclusions: Steps Forward

This study provides some insight into the state of current DEAI practices in U.S. museums and findings suggest potential directions and steps museums can take to center equity and inclusion.

While every museum is on a different point along a DEAI path, a few areas stand out as critical opportunities for next steps:

1. Museums could benefit from clearer definitions, benchmarks, and standards regarding DEAI efforts and activities as well as from shared mental models about the concepts of diversity, equity, accessibility, and inclusion.
2. Museums could do more to align internal and external aspects of equity and inclusion efforts. Approaching DEAI in the context of the whole organization is essential. DEAI is as much about the internal operations of the organization as it is about museums' public-facing work. Equity and inclusion are only sustainable through change at the structural level.
3. Museums will be more likely to create enduring, sustainable change by developing strategic DEAI action plans with measurable goals and clear lines of accountability. In particular, attending to the foundational dimensions described in the study framework can help drive change.
4. Investing in data collection and evaluation to inform DEAI efforts would significantly strengthen the ability to develop plans, assess progress, increase accountability, and deepen museums' DEAI practices.
5. Museums could do more to share power and give community members from under-represented groups more agency and voice into the life of the museum, content, and experiences.



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Appendices



Appendix A: Sample by Museum Type Detail

Surveys were sent to the list of organizational museum members at the American Alliance of Museums, the Association of Children's Museum, and the Association of Science Technology Centers. Table 3 shows percent of museum by type from the compiled lists compared to survey respondents. This table also breaks out history museums and historical societies and science/technology centers and planetariums.

Table 3. Invited Museums Compared to Respondents by Museum Type

Museum Type	% of Museums from Compiled Association Lists by Type (n=3,454)	% of Museums who Responded by Type (n=580)
Anthropology	1%	1%
Art	23%	21%
Botanic Garden	2%	2%
Children/Youth	7%	12%
Heritage & Culture	2%	4%
Historic Site	11%	11%
Historical Society	3%	5%
History Museum	28%	11%
Military	3%	2%
Multi-Disciplinary	4%	6%
Natural History	3%	3%
Nature Center	1%	1%
Planetarium/Observatory	.04%	.02%
Presidential	.04%	1%
Science and Technology	5%	9%
Specialty	3%	8%
Transport	2%	1%
Zoo/Aquarium	1%	2%

