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Appendix A: ARCS IDEA TASK FORCE PRELIMINARY RECOMMENDATIONS REPORT

Association of Registrars and Collections Specialists
IDEA Task Force 2020—2021
June 2021

IDEA Task Force Statement of Recommendations on Internal IDEA Practices

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This Statement of Recommendations is a preliminary summary of initial findings by the IDEA Task Force, meant to serve as an intermediate deliverable for the expected full report of the Task Force's internal audit. To ensure that the final report meets the needs of ARCS and the realities of the work asked of this team, the final report will be completed in the 2022 fiscal year with deadlines to be set by the next iteration of the IDEA team. This section is meant to serve as the summary of current practices and identifiable challenges of IDEA within ARCS. Observations made by the Task Force were compiled through the nine month working charge.

ARCS IDEA Task Force Observations and Recommendations
Preliminary Recommendations for ARCS Next Steps in IDEA Work

Survey and Committee Meetings Summary

Surveys were designed and distributed to gauge member experiences with ARCS's practices of IDEA. The request for authentic responses of member experiences were used to continue to audit the internal commitments to IDEA. A total of five (5) surveys were distributed to Board Members, Chairs/Co—Chairs, Committee Members, Members, and Emeritus et. al. Group. Totals for all surveys distributed were 1013 with a response rate of 197 or 19%.

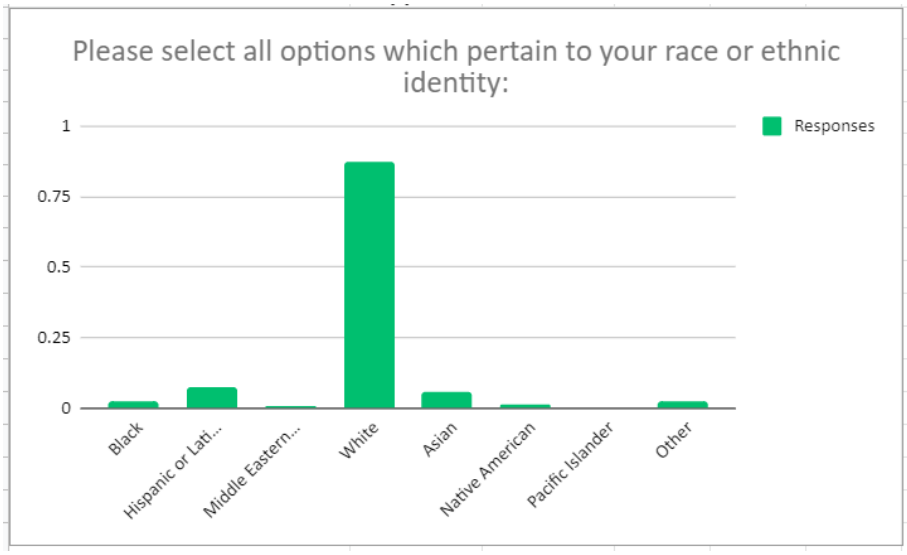
While aggregate data will be reported and is useful for indications of member experiences, results may not be designated as reflecting the experiences of ARCS membership.

The engaged members of ARCS (those who have participated in surveys) are a homogenous group of majority white female identifying individuals (see graphs below).

ARCS Membership Engagement Survey January 2021

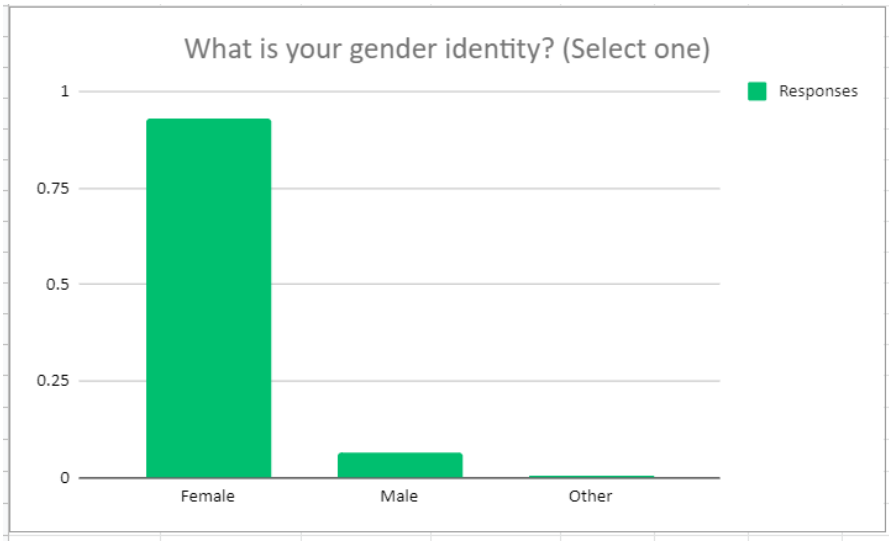
Please select all options which pertain to your race or ethnic identity:

Answer Choices	Responses	
Black	2.42%	7
Hispanic or Latinx	7.27%	21
Middle Eastern or North African	0.69%	2
White	87.54%	253
Asian	5.54%	16
Native American	1.04%	3
Pacific Islander	0.00%	0
Other	2.42%	7
	Answered	**289**



ARCS Membership Engagement Survey January 2021

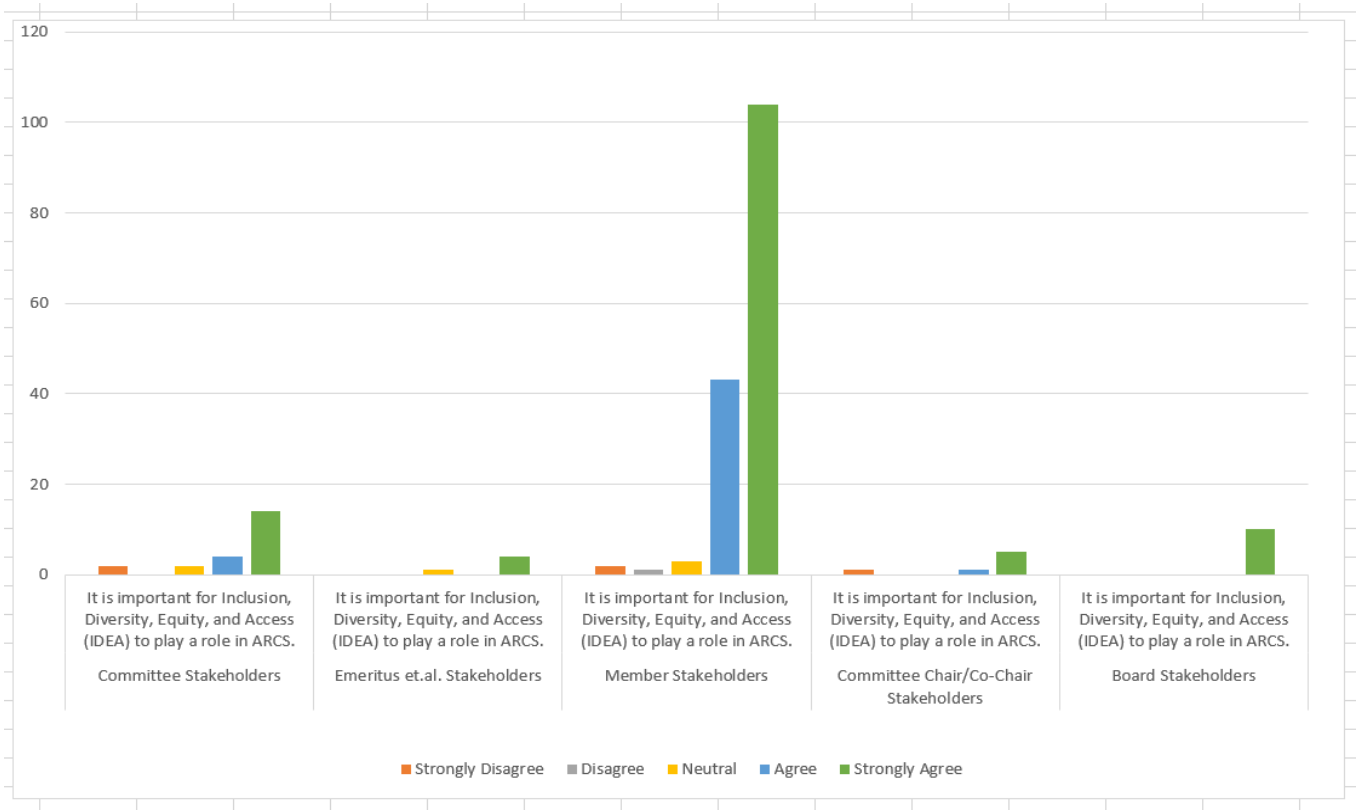
What is your gender identity? (Select one)		
Answer Choices	Responses	
Female	93.08%	269
Male	6.57%	19
Other	0.35%	1
	Answered	**289**



Committee Meeting requests for interaction to gain a better understanding of the Committee's composition and operations as well as obtain insight into the Committee's current practices for IDEA. A total of 20 meetings were attended.

Observation #1:
There is a lack of understanding of how IDEA relates to the Strategic Plan.

- IDEA is not defined for ARCS.
    - The IDEA Task Force was not charged with defining IDEA for ARCS yet there was an expectation that the IDEA Task Force was responsible for defining IDEA for ARCS.
    - There is no clear understanding of how IDEA relates to the Strategic Plan.
- There are contradicting sentiments about the role IDEA should play in ARCS, with some individuals (in membership, on the board, and within committees) feeling that:
    - IDEA does not need to be a priority (see graph below).
    - ARCS should “stay in its lane” when it comes to implementing or uplifting IDEA.
    - Diversity and representation goals are met in ARCS leadership and community.



- Many chair and committee members either do not use or are not aware of language related to IDEA, specifically as it relates to integrating these practices into their programs, committee actions and meetings, and general responsibilities to ARCS.

Recommendation #1:
Prepare and budget for continuous training; training should be provided to all members who serve in any committee or board capacity. Budgets for training resources should be collaboratively set and defined each fiscal year and/or fundraising efforts created to meet these needs.

Training is recommended to support:

- ARCS' definitions of IDEA within the organization and communication to membership for buy—in.
- ARCS' actionable inclusion of IDEA principles in the Strategic Plan with accountability components.
- Update of current and future ARCS' charges (i.e., Board, committee, sub—committee, ad hoc committees, task force) with IDEA component.
- Crafting IDEA related response statements for timely release.

- Addressing issues related to IDEA within the ARCS community (e.g., consider building relationships outside the current network for a different perspective) and programming (i.e., addressing bias in current work output, amplify overlooked voices).
- Host Town Halls with membership so all stakeholders have a seat at the table to encourage buy in.

Observation #2:
The results from the IDEA Survey showed that not everyone within ARCS believes that IDEA is important and should play a role in the association (see graph above).

- All committees were not clear on the role and responsibilities of the IDEA Task Force, resulting in solicitations by committees for the Task Force to provide recommendations and participate in work outside the scope of the defined *charge*.
    - ARCS Conference Content Sub-Committee asked the IDEA Task Force to review a call for papers and presentations for the ARCS 2021 Conference.
    - The necessity of a formation of an *ad hoc* committee in response to the hate crime in Atlanta, GA resulted in a delay in ARCS' initial response.
    - Most committees have expressed the expectation that the IDEA Task Force will lead and implement IDEA concepts into their committee's work.
- There are no metrics of goals or expectations related to committees' charges, making it difficult to measure accountability.

Recommendation #2:
To facilitate transparency and communication, share operating procedures among the Board and in committees to support accountability, and meeting strategic plan goals:

- Board nominations, committee member selection and voting processes.
- Committees should be responsible and held accountable for incorporating IDEA into their work.
- Provide operational and financial information on the organization to membership during an open Annual Business meeting, as detailed in ARCS bylaws Section 3. Consider adding a business meeting to conferences.
- Provide membership and committees with a scope of responsibility for Talley Management Group.

Observation #3:
Emphasis on paid membership and its benefits can be a significant barrier to IDEA within ARCS.

- In one committee interview, we noticed that a sub-committee had an excellent idea to foster mentorship and connection with non-ARCS members to increase accessibility and visibility, especially since many in the arts community have been hard hit financially by the pandemic. This idea was presented to the umbrella committee Chair managing this sub-committee and it

was rejected because the umbrella committee Chair did not want this idea to impinge upon paid membership benefits such as the mentorship program. The umbrella committee Chair did not seem aware that this action could create a barrier for those unable to afford ARCS membership.

Recommendation #3:
The ARCS Board and committees should define creative and intentional ways to integrate more accessible practices into programming and communication to diversify member and non-member engagement.

- Identify viable business model(s) to allow for ARCS' support of industry members during strained and stable financial times.
- Research and determine viability of tiered membership structure.
- Diversify funding sources.
- Require salary ranges for job postings.

General Outline for ARCS IDEA Task Force/Committee Continued Work
Developed in collaboration with the Vice President of ARCS, Samantha Forsko, June 2021

A six to nine month period for an internal audit of IDEA practices and commitments within any organization is not possible. This work takes time. While a final report of the nine month review process can be anticipated by December 2021, the work of IDEA within ARCS and the broader collections specialist community will and should continue. General details pertaining to the continuation of the work started by the IDEA Task Force follow:

- The IDEA Task Force shall continue to operate with current members who desire to transition into the next fiscal year exempted from the nominations and reappointment process.
- Select members of the IDEA Task Force will complete the initial *charge* report to be handed to the Board in December 2021. Development and continuation of this work will include:
    - Synthesizing data collected from the IDEA Survey and Membership Engagement Survey with observations made in the nine month appointment;
    - Drafting and finalizing of a comprehensive report detailing the findings of the IDEA Task Force's internal review and audit of IDEA practice and barriers within ARCS; and,
    - Working in collaboration with other members from the IDEA Task Force/IDEA Committee in the defining and refining of future IDEA roles within ARCS.
- Select members of the IDEA Task Force will collaborate in the establishment of an IDEA Committee and will coincide with the development and execution of the initial *charge* completed by selected members of the IDEA Task Force. Development of this committee will include:
    - Defining a new *charge* for a standing IDEA Committee into FY22 and beyond
    - Identifying specific goals and objectives for the first term of the new committee
    - Collaboration with the ARCS Board and Executive Board Committee on Inclusion, Diversity, Equity, and Accessibility definitions to establish a stronger identity of both the IDEA committee and IDEA within ARCS.
    - Begin writing processes and procedures related to IDEA's relationship to the Strategic Plan and offering space to collaborate with committees and the board on needs related to IDEA work and training.
    - Continue to meet with members of the ARCS community to gather insight and understanding of how ARCS can or cannot promote IDEA within its structure.
- The IDEA Task Force/IDEA Committee will seek out individuals to fill vacancies made by the increase in member positions or departure of current members.

- The IDEA Task Force/IDEA Committee will include a second Board member in a non—board capacity to sit in collaboration with and focus on the tasks named in bullet two.

The prioritization of IDEA work within ARCS is going to require a lot of work, and not solely work done by the Board or IDEA Committee. Wrestling with internalized isms, institutional biases, and systemic organizational oppression requires the time and space to be uncomfortable, vulnerable, and empathetic. Fully embedding practices of inclusion, diversity, equity, and accessibility is admirable but also unrealistic; these are values and actions that require active and intentional focus and initiative. It will be the responsibility of individuals to be authentic in this work on a personal and professional level, and that is not something ARCS can necessarily control. ARCS can be explicit in expectations for IDEA as an organization, and those expectations need to be met with methods of accountability. This work will take time — years. There is so much room for growth and good in this work if ARCS and its members are willing to allow it.

Appendix B: DOCUMENTATION REVIEW LIST

Documentation Review List

ARCS Provided Documents

- FY21 Charge
- Governance and History
    - In preparation for the ARCSchat, Samantha provided a history of DEAI efforts within ARCS
    - Association of Registrars and Collections Specialists (ARCS) *July 1, 2019-June 30, 2023 Strategic Plan*
- Board and Committee Structure Compositions
    - FY22 Board Candidate Recommendations
    - FY22 Board Needs
    - FY21 Nominations Committee Calendar
    - FY21 Committees
    - Call for Nominations 2020
    - ARCS Officer History - Incomplete
    - ARCS Board Term Chart - Board as of June 2021
- Conference
    - 2021 Montreal Off-site Locations
    - History (linked to ARCS website)
        - 2013 Chicago: Program, Presentation, Handouts
        - 2015 New Orleans: Program
        - 2017 Vancouver: Presentations
        - 2019 Philadelphia: Program
- Surveys
    - 2019 Conference Survey
    - ARCS Surveys as of May 24, 2018
    - October 2018 Stakeholder Research
    - 2017 Conference Survey
    - 2018 Website Board Survey
    - November 2015 Board Self Assessment
    - June 2013 Board Self Assessment
- ARCS Task Force was told that we would also receive information on the following areas but never did:
    - Global Outreach
    - Education
    - Membership

Team Member Research

ARCS

- Social Media
- Online and Email Communications
- Website
- Team Member Experiences with ARCS Administrators, Committees and Board Members

DEAI Efforts in the Field

- Reports, Books & Academic Articles
    - DETOUR-SPOTTING for white anti-racists by Jona Olsson
    - The Inclusive Museum: A Framework for Sustainable and Authentic Institutional Change by Cecilia Garibay and Laura Huerta Migus
    - AIC News: EIC Calls for Structural Inequity Changes by Anya Dani, Anisha Gupta, and the Equity & Inclusion Committee
    - BLACK HISTORY AS ANTI-RACIST AND NON-RACIST: An Examination of Two High School Black History Textbooks by LaGarrett King
    - National League of Cities: What Does It Mean to Be an Anti-racist?
    - Recommendations for Advancing Equity and Inclusion in the American Institute for Conservation of Historic and Artistic Works, A Report to the Board of Directors by Equity and Inclusion Working Group (EIWG)
    - CCLI National Landscape Study: The State of DEAI Practices in Museums
- Strategic Plans
    - Foundation for Advancement in Conservation (FAIC), January 1, 2019 – December 31, 2021 Strategic Plan
    - AIC Equity and Inclusion Committee Strategic Plan 2020-2025

Post-BLM Statements and Articles

- Articles
    - Glasstire: Dallas Museum of Art
    - Unframed: LACMA
    - New York Times
    - Philadelphia Museum of Art
    - Artforum
    - SFMoma
    - MuseumNext
- Statements
    - MFA Boston
    - Denver Art Museum
    - Phillips Collection
    - Whitney Museum of Art
    - Seattle Art Museum
    - Art Institute of Chicago
    - Brooklyn Museum
    - California African American Museum
    - Detroit Institute of Arts
    - Getty
    - Guggenheim
    - Hammer Museum
    - High Museum of Art
    - Leslie-Lohman Museum

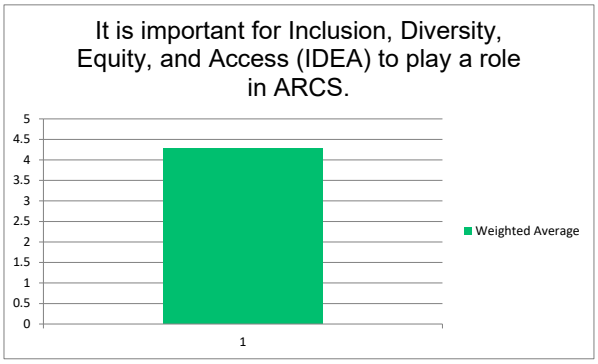
- Metropolitan Museum of Art
- MoMA
- National Gallery of Art
- Nelson-Atkins Museum of Art
- Portland Art Museum
- Smithsonian
- Studio Museum

Appendix C: IDEA TASK FORCE STAKEHOLDER SURVEY REPORT

ARCS IDEA Committee Chair/Co-Chair Stakeholders Survey

It is important for Inclusion, Diversity, Equity, and Access (IDEA) to play a role in ARCS.

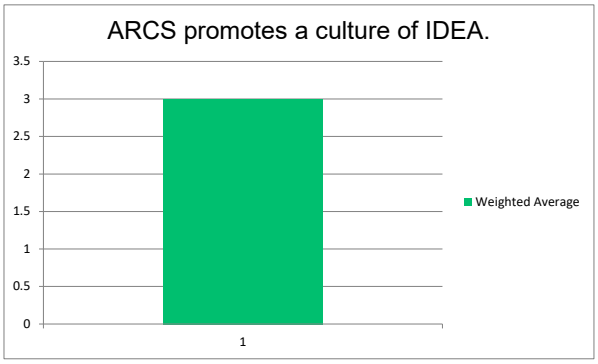
Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
1	14.29%	1	0.00%	0	0.00%	0	14.29%	1	71.43%	5	7	4.29
										Answered	7
										Skipped	0



ARCS IDEA Committee Chair/Co-Chair Stakeholders Survey

ARCS promotes a culture of IDEA.

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
1	0.00%	0	14.29%	1	71.43%	5	14.29%	1	0.00%	0	7	3
											Answered	**7**
											Skipped	**0**

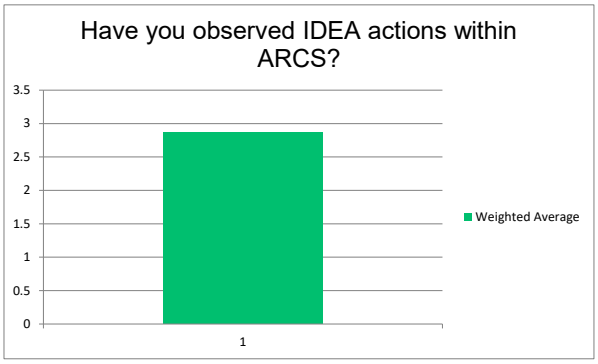


ARCS IDEA Committee Chair/Co-Chair Stakeholders Survey

Have you observed IDEA actions within ARCS?

	Never		Rarely		Sometimes		Often		Always	Total	Weighted Average
1	0.00%	0	14.29%	1	85.71%	6	0.00%	0	0.00%	7	2.86

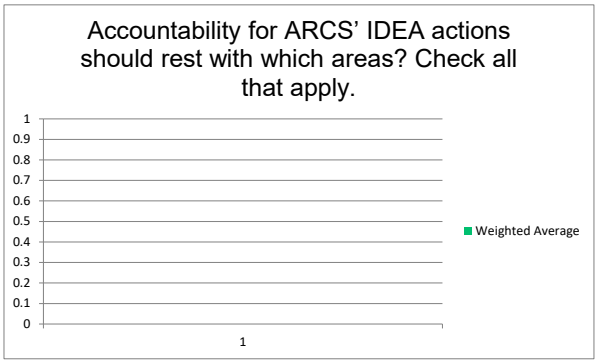
Answered	**7**
Skipped	**0**



ARCS IDEA Committee Chair/Co-Chair Stakeholders Survey

Accountability for ARCS' IDEA actions should rest with which areas? Check all that apply.

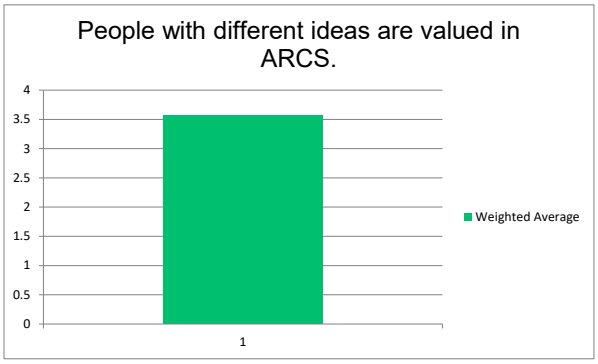
	Board		Committee Chairs		Committee Members		Membership		Always		Total	Weighted Average
1	42.86%	3	0.00%	0	0.00%	0	0.00%	0	57.14%	4	7	0
											Answered	**7**
											Skipped	**0**



ARCS IDEA Committee Chair/Co-Chair Stakeholders Survey

People with different ideas are valued in ARCS.

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
1	0.00%	0	14.29%	1	42.86%	3	14.29%	1	28.57%	2	7	3.57
										Answered		**7**
										Skipped		**0**

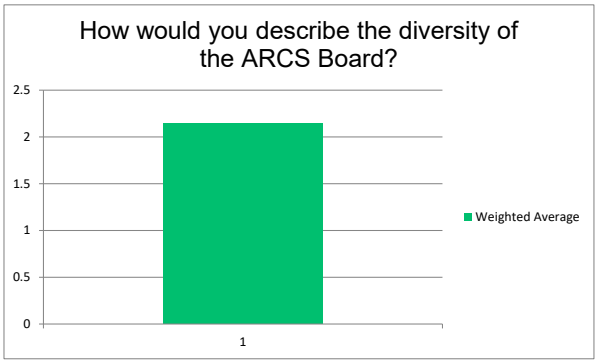


ARCS IDEA Committee Chair/Co-Chair Stakeholders Survey

How would you describe the diversity of the ARCS Board?

	Very Poor		Poor		Fair		Good		Excellent		Total	Weighted Average
1	14.29%	1	57.14%	4	28.57%	2	0.00%	0	0.00%	0	7	2.14

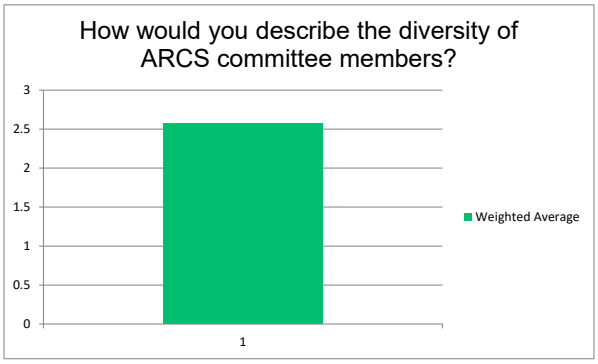
Answered	**7**
Skipped	**0**



ARCS IDEA Committee Chair/Co-Chair Stakeholders Survey

How would you describe the diversity of ARCS committee members?

	Very Poor		Poor		Fair		Good		Excellent	Total	Weighted Average
1	14.29%	1	28.57%	2	42.86%	3	14.29%	1	0.00%	0	7	2.57
										Answered	**7**
										Skipped	**0**

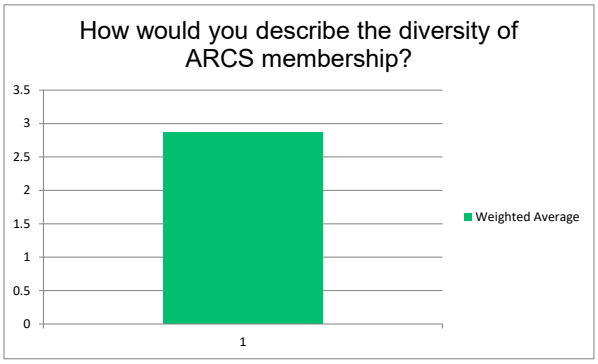


ARCS IDEA Committee Chair/Co-Chair Stakeholders Survey

How would you describe the diversity of ARCS membership?

	Very Poor		Poor		Fair		Good		Excellent		Total	Weighted Average
1	0.00%	0	28.57%	2	57.14%	4	14.29%	1	0.00%	0	7	2.86

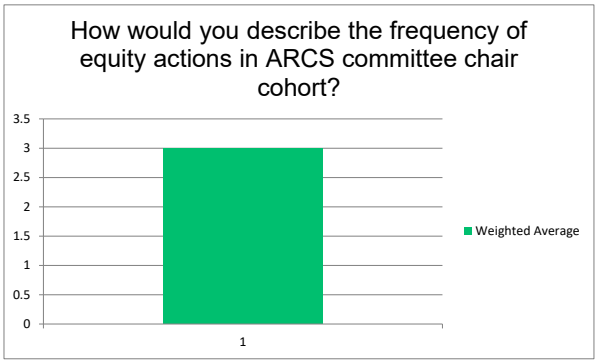
Answered	**7**
Skipped	**0**



ARCS IDEA Committee Chair/Co-Chair Stakeholders Survey

How would you describe the frequency of equity actions in ARCS committee chair cohort?

	Never		Rarely		Sometimes		Often		Always		Total	Weighted Average
1	0.00%	0	0.00%	0	100.00%	6	0.00%	0	0.00%	0	6	3
											Answered	**6**
											Skipped	**1**

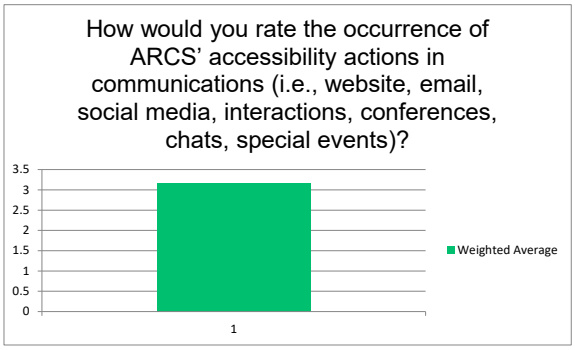


ARCS IDEA Committee Chair/Co-Chair Stakeholders Survey

How would you rate the occurrence of ARCS' accessibility actions in communications (i.e., website, email, social media, interactions, conferences, chats, special events)?

	Never		Rarely		Sometimes		Often		Always		Total	Weighted Average
1	0.00%	0	16.67%	1	66.67%	4	0.00%	0	16.67%	1	6	3.17

Answered	**6**
Skipped	**1**

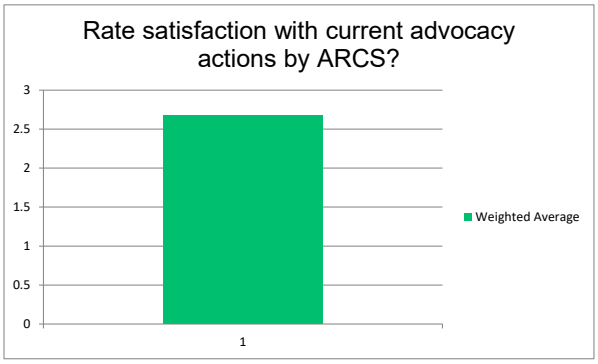


ARCS IDEA Committee Chair/Co-Chair Stakeholders Survey

Rate satisfaction with current advocacy actions by ARCS?

	Not At All Satisfied		Slightly Satisfied		Moderately Satisfied		Very Satisfied		Completely Satisfied		Total	Weighted Average
1	16.67%	1	16.67%	1	50.00%	3	16.67%	1	0.00%	0	6	2.67

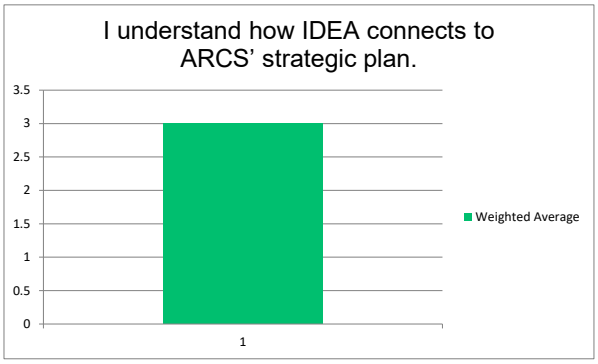
Answered	**6**
Skipped	**1**



ARCS IDEA Committee Chair/Co-Chair Stakeholders Survey

I understand how IDEA connects to ARCS' strategic plan.

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
1	0.00%	0	28.57%	2	42.86%	3	28.57%	2	0.00%	0	7	3
											Answered	**7**
											Skipped	**0**

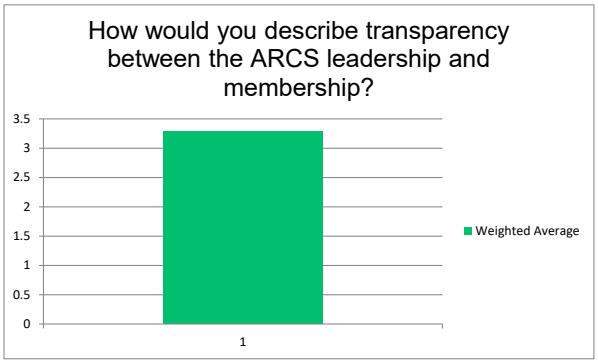


ARCS IDEA Committee Chair/Co-Chair Stakeholders Survey

How would you describe transparency between the ARCS leadership and membership?

	Very Poor		Poor		Fair		Good		Excellent		Total	Weighted Average
1	0.00%	0	14.29%	1	42.86%	3	42.86%	3	0.00%	0	7	3.29

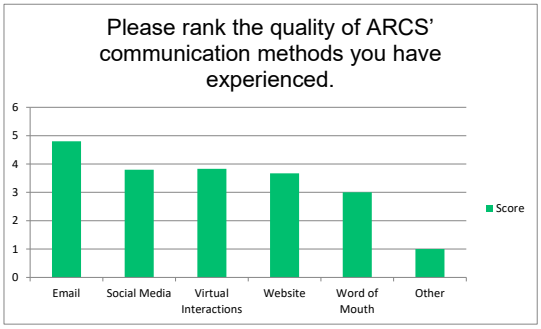
Answered	**7**
Skipped	**0**



ARCS IDEA Committee Chair/Co-Chair Stakeholders Survey

Please rank the quality of ARCS' communication methods you have experienced.

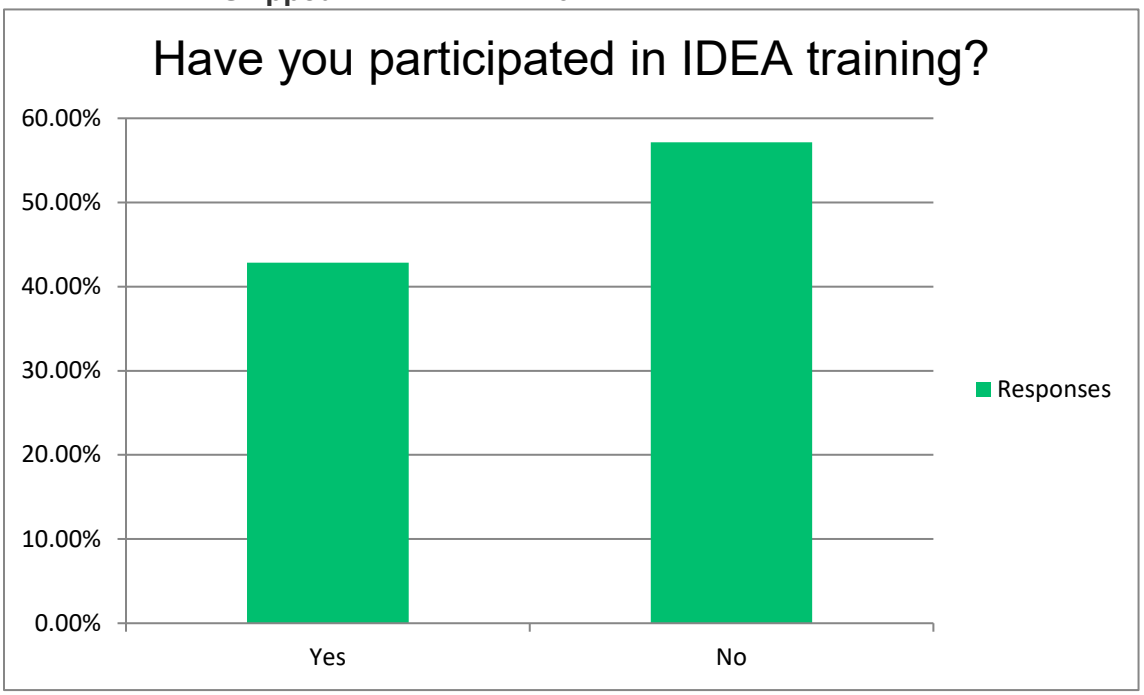
	1		2		3		4		5		6		Total	Score
Email	60.00%	3	0.00%	0	0.00%	0	40.00%	2	0.00%	0	0.00%	0	5	4.8
Social Media	20.00%	1	20.00%	1	0.00%	0	40.00%	2	20.00%	1	0.00%	0	5	3.8
Virtual Interactions	0.00%	0	50.00%	3	16.67%	1	0.00%	0	33.33%	2	0.00%	0	6	3.83
Website	0.00%	0	16.67%	1	66.67%	4	0.00%	0	0.00%	0	16.67%	1	6	3.67
Word of Mouth	16.67%	1	0.00%	0	0.00%	0	33.33%	2	50.00%	3	0.00%	0	6	3
Other	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	100.00%	5	5	1
													Answered	**6**
													Skipped	**1**



ARCS IDEA Committee Chair/Co-Chair Stakeholders Survey

Have you participated in IDEA training?

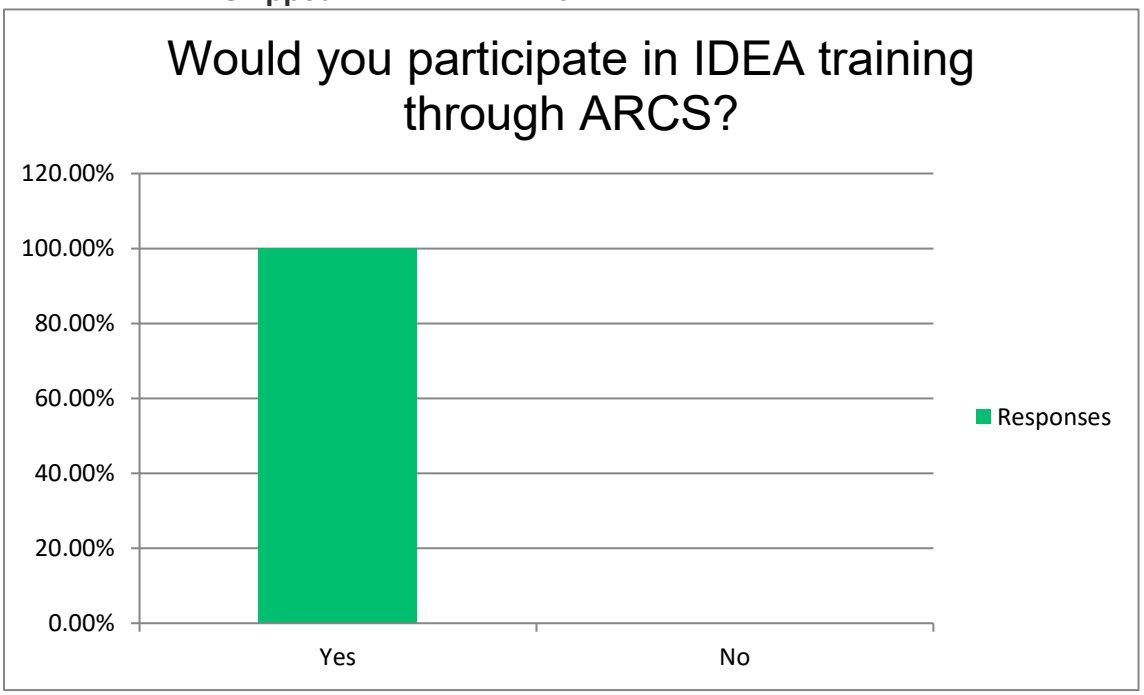
Answer Choices	Responses	
Yes	42.86%	3
No	57.14%	4
	Answered	**7**
	Skipped	**0**



ARCS IDEA Committee Chair/Co-Chair Stakeholders Survey

Would you participate in IDEA training through ARCS?

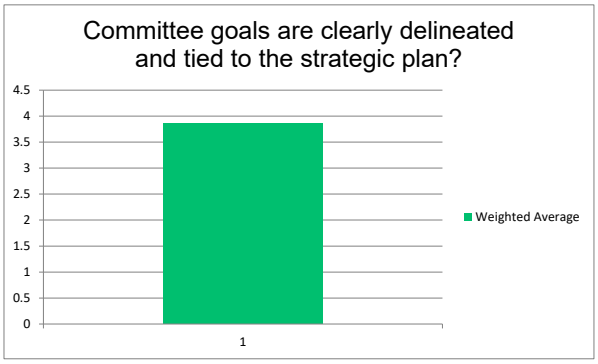
Answer Choices	Responses	
Yes	100.00%	7
No	0.00%	0
	Answered	**7**
	Skipped	**0**



ARCS IDEA Committee Chair/Co-Chair Stakeholders Survey

Committee goals are clearly delineated and tied to the strategic plan?

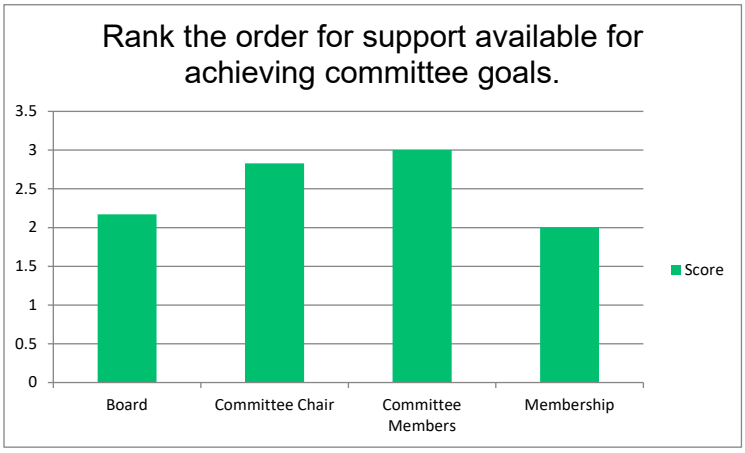
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	Total	Weighted Average
1	0.00%	0	0.00%	0	28.57%	2	57.14%	4	14.29%	1	7	3.86
										Answered	**7**
										Skipped	**0**



ARCS IDEA Committee Chair/Co-Chair Stakeholders Survey

Rank the order for support available for achieving committee goals.

	1		2		3		4		Total	Score
Board	33.33%	2	0.00%	0	16.67%	1	50.00%	3	6	2.17
Committee Chair	16.67%	1	50.00%	3	33.33%	2	0.00%	0	6	2.83
Committee Membe	33.33%	2	33.33%	2	33.33%	2	0.00%	0	6	3
Membership	16.67%	1	16.67%	1	16.67%	1	50.00%	3	6	2
									Answered	**6**
									Skipped	**1**

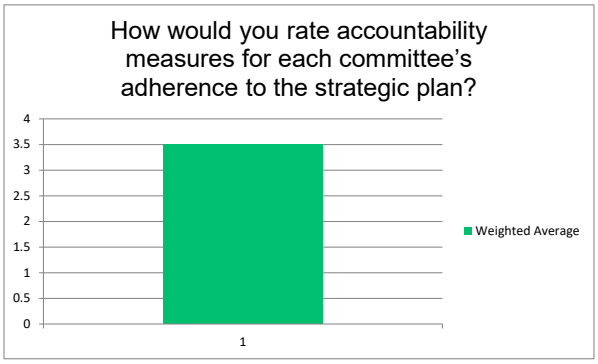


ARCS IDEA Committee Chair/Co-Chair Stakeholders Survey

How would you rate accountability measures for each committee's adherence to the strategic plan?

	Very Poor		Poor		Fair		Good		Excellent		Total	Weighted Average
1	0.00%	0	16.67%	1	16.67%	1	66.67%	4	0.00%	0	6	3.5

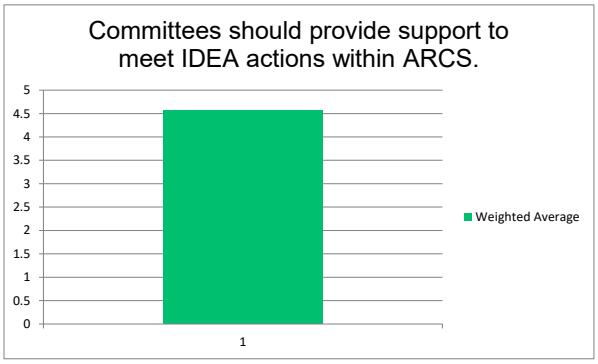
Answered	**6**
Skipped	**1**



ARCS IDEA Committee Chair/Co-Chair Stakeholders Survey

Committees should provide support to meet IDEA actions within ARCS.

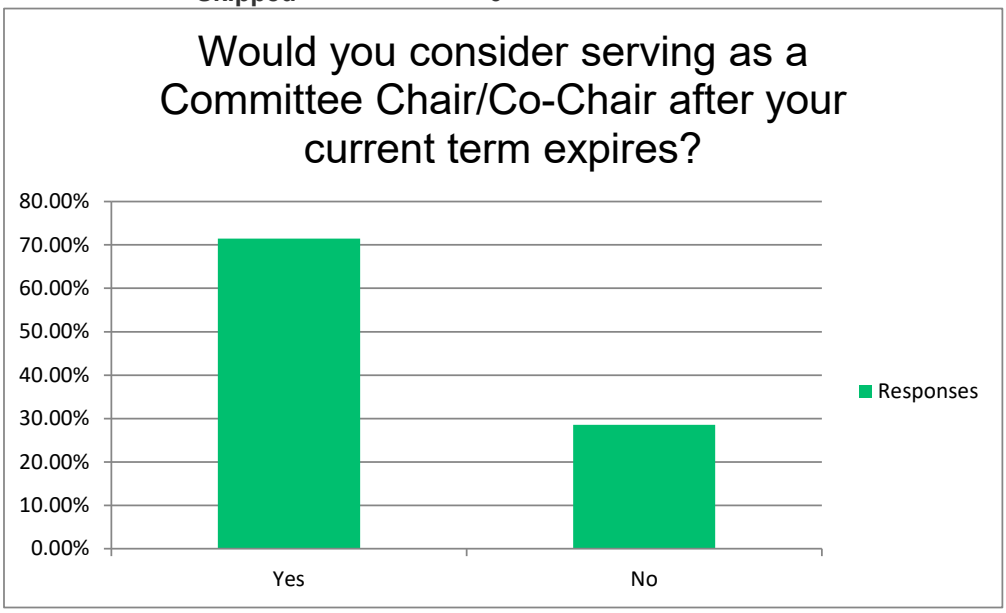
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
1	0.00%	0	0.00%	0	0.00%	0	42.86%	3	57.14%	4	7	4.57
											Answered	**7**
											Skipped	**0**



ARCS IDEA Committee Chair/Co-Chair Stakeholders Survey

Would you consider serving as a Committee Chair/Co-Chair after your current term expires?

Answer Choices	Responses	
Yes	71.43%	5
No	28.57%	2
Answered		**7**
Skipped		**0**

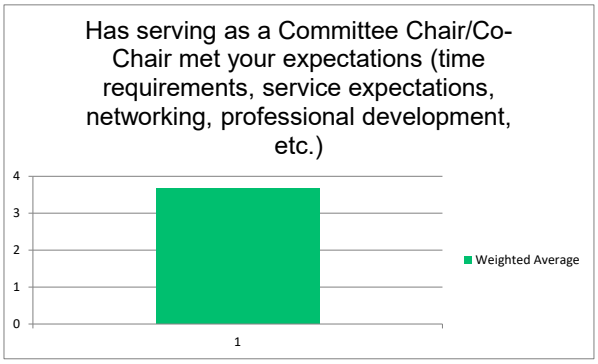


ARCS IDEA Committee Chair/Co-Chair Stakeholders Survey

Has serving as a Committee Chair/Co-Chair met your expectations (time requirements, service expectations, networking, professional development, etc.)

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
1	0.00%	0	0.00%	0	33.33%	2	66.67%	4	0.00%	0	6	3.67

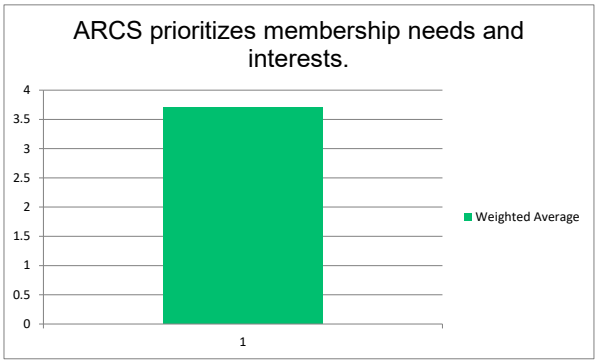
Answered	**6**
Skipped	**1**



ARCS IDEA Committee Chair/Co-Chair Stakeholders Survey

ARCS prioritizes membership needs and interests.

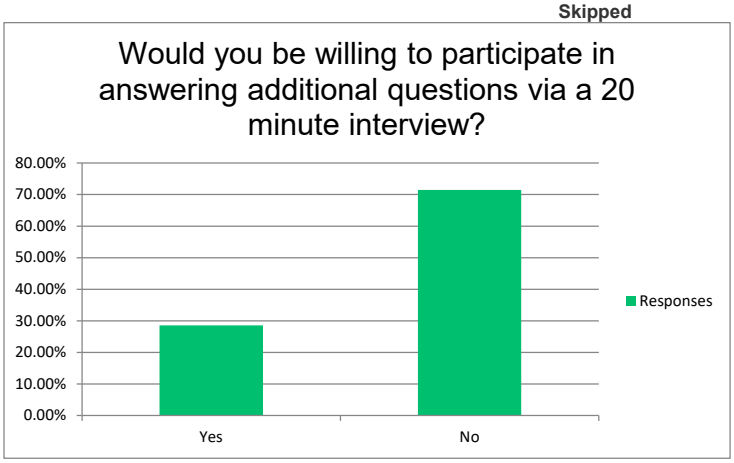
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
1	0.00%	0	14.29%	1	14.29%	1	57.14%	4	14.29%	1	7	3.71
											Answered	**7**
											Skipped	**0**



ARCS IDEA Committee Chair/Co-Chair Stakeholders Survey

Would you be willing to participate in answering additional questions via a 20 minute interview?

Answer Choices	Responses	
Yes	28.57%	2
No	71.43%	5
If yes, please provide potential contact dates and times.		2
	Answered	**7**
	Skipped	**0**

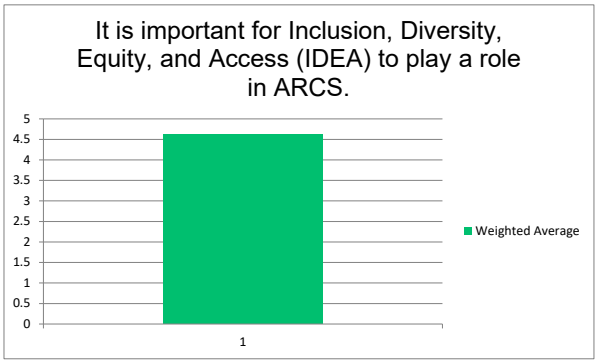


Respondents	Response Date	If yes, please provide potential contact dates and times.	Tags
1	May 04 2021 1	Flexible schedule	
2	May 02 2021 (	5/7 or 5/14 anytime	

ARCS IDEA Member Stakeholders Survey

It is important for Inclusion, Diversity, Equity, and Access (IDEA) to play a role in ARCS.

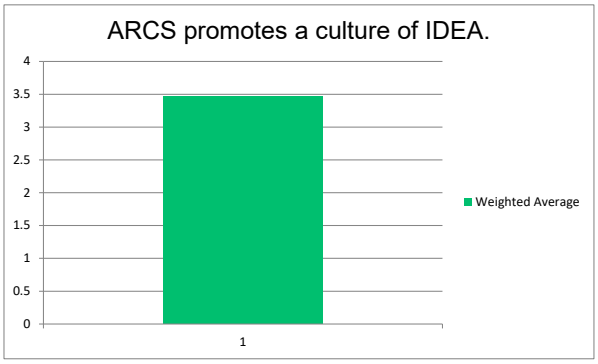
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	Total	Weighted Average
1	1.31%	2	0.65%	1	1.96%	3	28.10%	43	67.97%	104	153	4.61
										Answered	**153**
										Skipped	**0**



ARCS IDEA Member Stakeholders Survey

ARCS promotes a culture of IDEA.

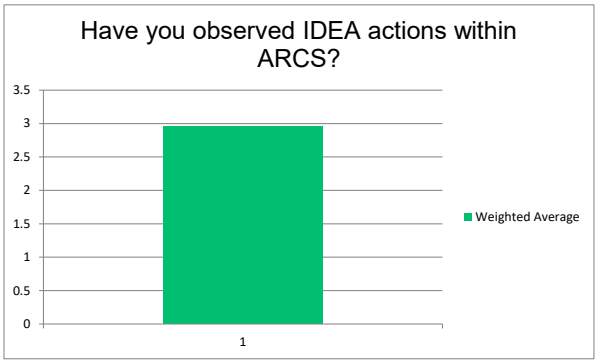
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
1	0.67%	1	6.67%	10	46.00%	69	38.00%	57	8.67%	13	150	3.47
											Answered	**150**
											Skipped	**3**



ARCS IDEA Member Stakeholders Survey

Have you observed IDEA actions within ARCS?

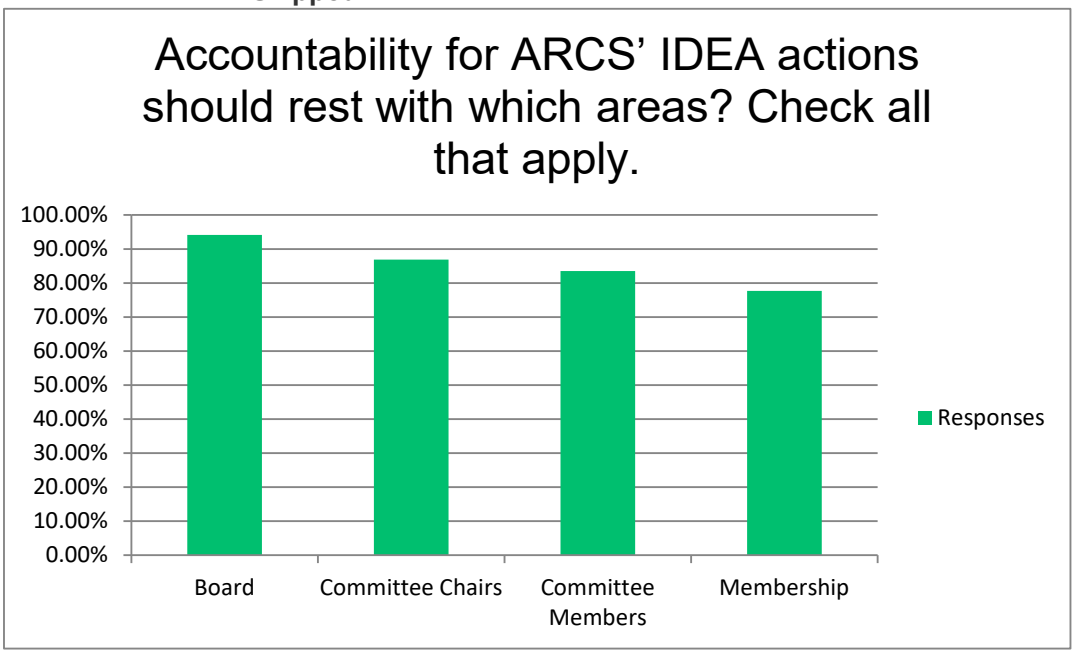
	Never		Rarely		Sometimes		Often		Always	Total	Weighted Average
1	1.37%	2	21.92%	32	58.90%	86	16.44%	24	1.37%	2	146	2.95
										Answered	**146**
										Skipped	**7**



ARCS IDEA Member Stakeholders Survey

Accountability for ARCS' IDEA actions should rest with which areas? Check all that apply.

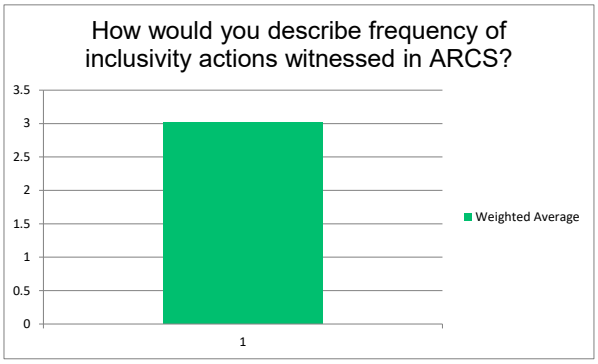
Answer Choices	Responses	
Board	94.08%	143
Committee Chairs	86.84%	132
Committee Membe	83.55%	127
Membership	77.63%	118
	Answered	**152**
	Skipped	**1**



ARCS IDEA Member Stakeholders Survey

How would you describe frequency of inclusivity actions witnessed in ARCS?

	Never		Rarely		Sometimes		Often		Always	Total	Weighted Average
1	1.43%	2	19.29%	27	57.14%	80	21.43%	30	0.71%	1	140	3.01
										Answered	**140**
										Skipped	**13**



ARCS IDEA Member Stakeholders Survey

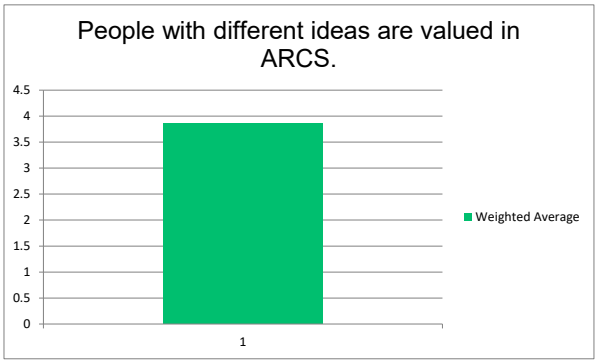
ARCS respects it's members.

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	Total	Weighted Average
1	0.00%	0	0.70%	1	6.34%	9	56.34%	80	36.62%	52	142	4.29
										Answered	**142**
										Skipped	**11**

ARCS IDEA Member Stakeholders Survey

People with different ideas are valued in ARCS.

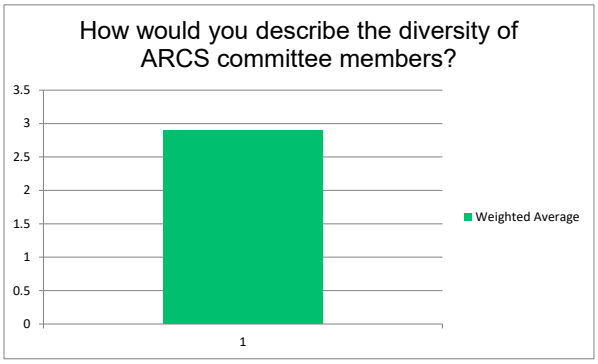
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
1	0.70%	1	2.82%	4	23.94%	34	54.93%	78	17.61%	25	142	3.86
											Answered	**142**
											Skipped	**11**



ARCS IDEA Member Stakeholders Survey

How would you describe the diversity of ARCS committee members?

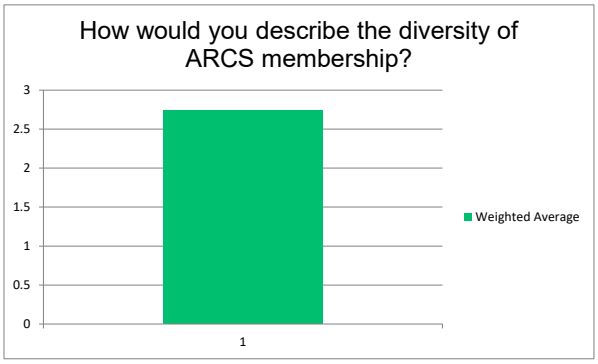
	Very Poor		Poor		Fair		Good		Excellent		Total	Weighted Average
1	3.70%	5	22.22%	30	57.04%	77	14.81%	20	2.22%	3	135	2.9
											Answered	**135**
											Skipped	**18**



ARCS IDEA Member Stakeholders Survey

How would you describe the diversity of ARCS membership?

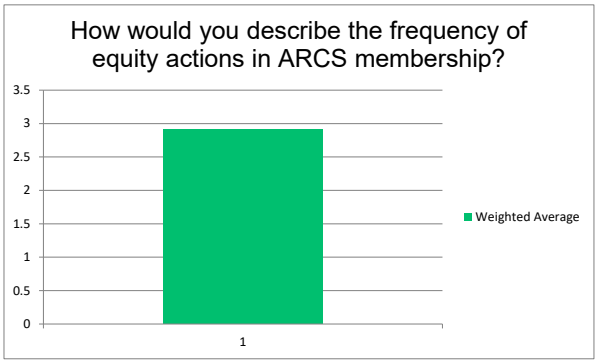
	Very Poor		Poor		Fair		Good		Excellent		Total	Weighted Average
1	6.67%	9	32.59%	44	41.48%	56	18.52%	25	0.74%	1	135	2.74
											Answered	**135**
											Skipped	**18**



ARCS IDEA Member Stakeholders Survey

How would you describe the frequency of equity actions in ARCS membership?

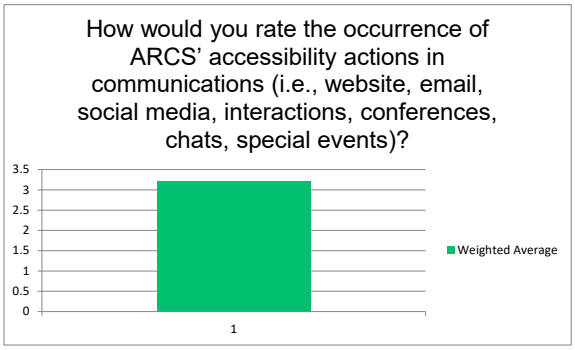
	Never		Rarely		Sometimes		Often		Always		Total	Weighted Average
1	2.29%	3	17.56%	23	67.94%	89	11.45%	15	0.76%	1	131	2.91
											Answered	**131**
											Skipped	**22**



ARCS IDEA Member Stakeholders Survey

How would you rate the occurrence of ARCS' accessibility actions in communications (i.e., website, email, social media, interactions, conferences, chats, special events)?

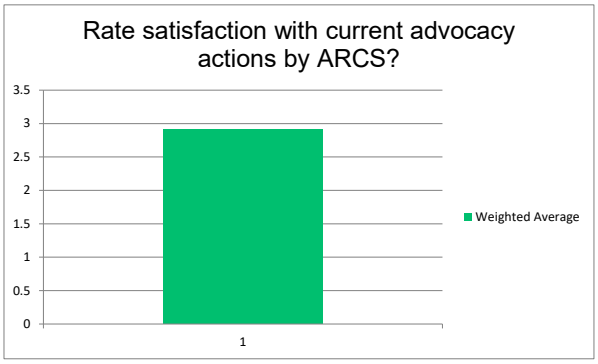
	Never		Rarely		Sometimes		Often		Always	Total	Weighted Average
1	1.53%	2	16.03%	21	46.56%	61	31.30%	41	4.58%	6	131	3.21
										Answered	**131**
										Skipped	**22**



ARCS IDEA Member Stakeholders Survey

Rate satisfaction with current advocacy actions by ARCS?

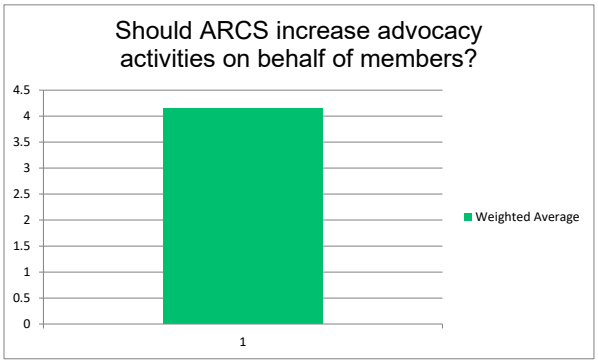
	Not At All Satisfied		Slightly Satisfied		Moderately Satisfied		Very Satisfied		Completely Satisfied		Total	Weighted Average
1	3.13%	4	23.44%	30	53.91%	69	18.75%	24	0.78%	1	128	2.91
											Answered	**128**
											Skipped	**25**



ARCS IDEA Member Stakeholders Survey

Should ARCS increase advocacy activities on behalf of members?

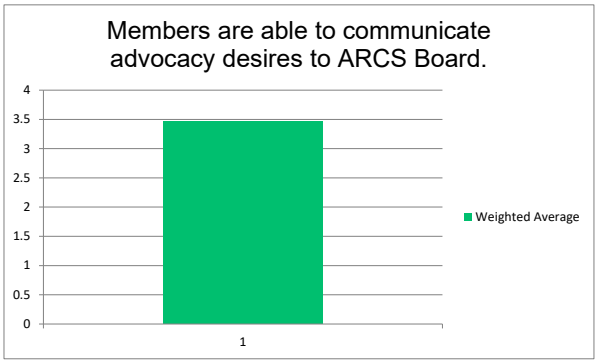
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
1	0.00%	0	0.00%	0	12.60%	16	59.84%	76	27.56%	35	127	4.15
											Answered	**127**
											Skipped	**26**



ARCS IDEA Member Stakeholders Survey

Members are able to communicate advocacy desires to ARCS Board.

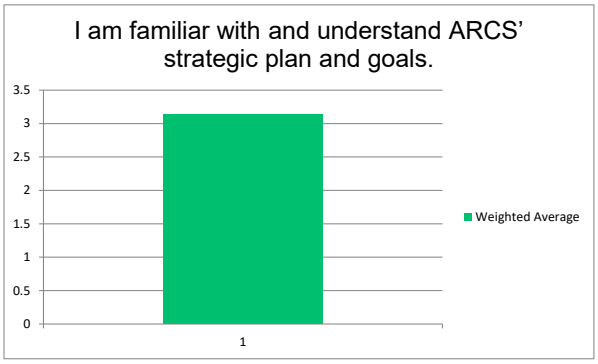
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
1	0.78%	1	7.03%	9	43.75%	56	42.19%	54	6.25%	8	128	3.46
											Answered	**128**
											Skipped	**25**



ARCS IDEA Member Stakeholders Survey

I am familiar with and understand ARCS' strategic plan and goals.

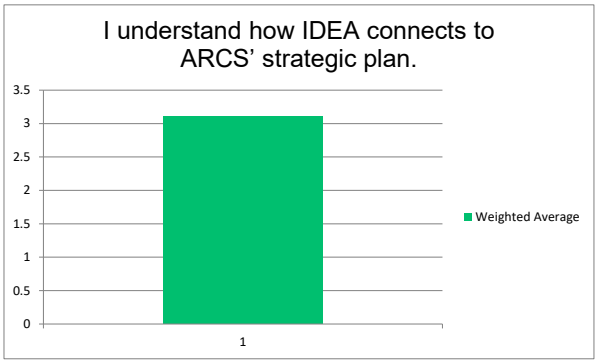
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
1	3.20%	4	23.20%	29	36.80%	46	31.20%	39	5.60%	7	125	3.13
											Answered	**125**
											Skipped	**28**



ARCS IDEA Member Stakeholders Survey

I understand how IDEA connects to ARCS' strategic plan.

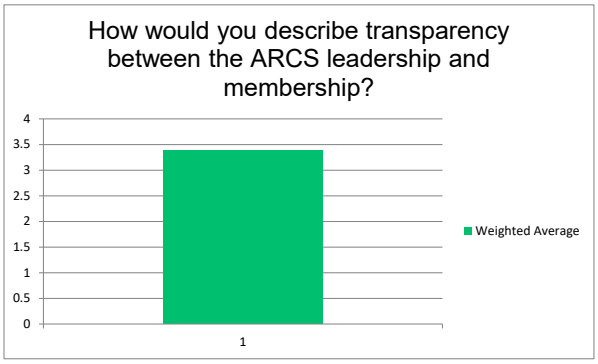
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
1	3.97%	5	19.84%	25	42.86%	54	27.78%	35	5.56%	7	126	3.11
											Answered	**126**
											Skipped	**27**



ARCS IDEA Member Stakeholders Survey

How would you describe transparency between the ARCS leadership and membership?

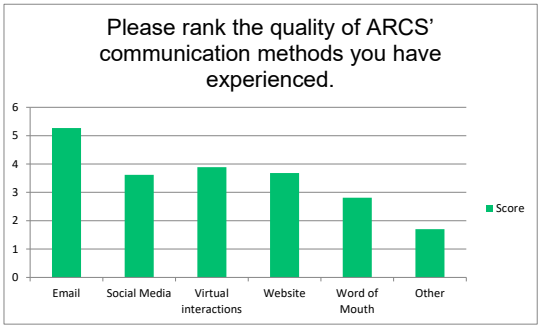
	Very Poor		Poor		Fair		Good		Excellent		Total	Weighted Average
1	0.00%	0	10.32%	13	43.65%	55	43.65%	55	2.38%	3	126	3.38
											Answered	**126**
											Skipped	**27**



ARCS IDEA Member Stakeholders Survey

Please rank the quality of ARCS' communication methods you have experienced.

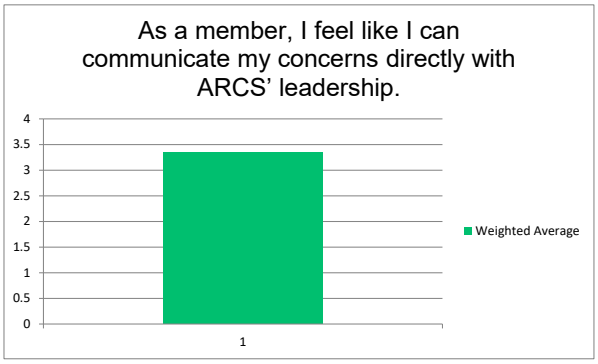
	1		2		3		4		5		6		Total	Score
Email	74.29%	78	7.62%	8	6.67%	7	1.90%	2	0.95%	1	8.57%	9	105	5.27
Social Media	8.08%	8	23.23%	23	17.17%	17	31.31%	31	14.14%	14	6.06%	6	99	3.62
Virtual interactions	4.12%	4	28.87%	28	32.99%	32	22.68%	22	8.25%	8	3.09%	3	97	3.89
Website	0.00%	0	27.52%	30	33.94%	37	21.10%	23	13.76%	15	3.67%	4	109	3.68
Word of Mouth	4.17%	4	12.50%	12	4.17%	4	21.88%	21	54.17%	52	3.13%	3	96	2.81
Other	9.88%	8	0.00%	0	2.47%	2	1.23%	1	11.11%	9	75.31%	61	81	1.7
													Answered	**117**
													Skipped	**36**



ARCS IDEA Member Stakeholders Survey

As a member, I feel like I can communicate my concerns directly with ARCS' leadership.

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
1	3.23%	4	12.10%	15	37.90%	47	39.52%	49	7.26%	9	124	3.35
											Answered	**124**
											Skipped	**29**



ARCS IDEA Member Stakeholders Survey

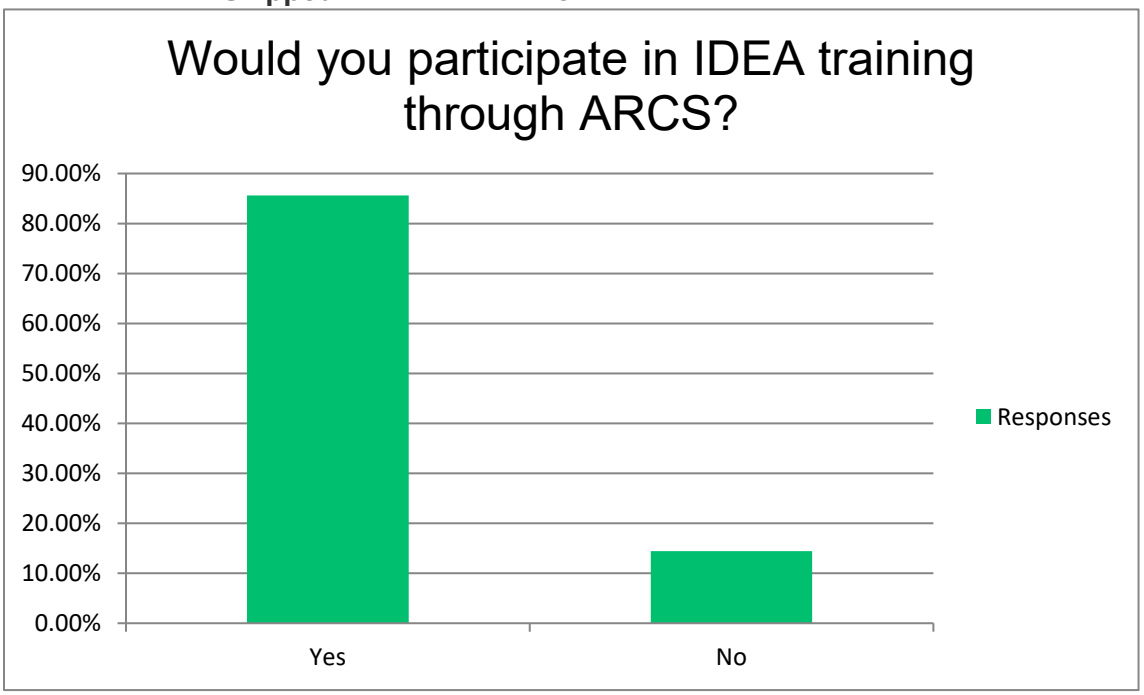
Have you participated in IDEA training?

Answer Choices	Responses	
Yes	50.40%	63
No	49.60%	62
	Answered	**125**
	Skipped	**28**

ARCS IDEA Member Stakeholders Survey

Would you participate in IDEA training through ARCS?

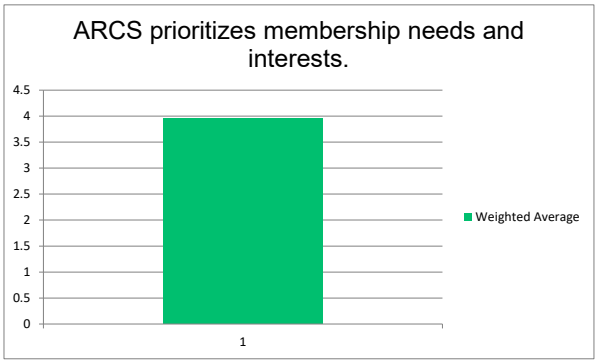
Answer Choices	Responses	
Yes	85.60%	107
No	14.40%	18
	Answered	**125**
	Skipped	**28**



ARCS IDEA Member Stakeholders Survey

ARCS prioritizes membership needs and interests.

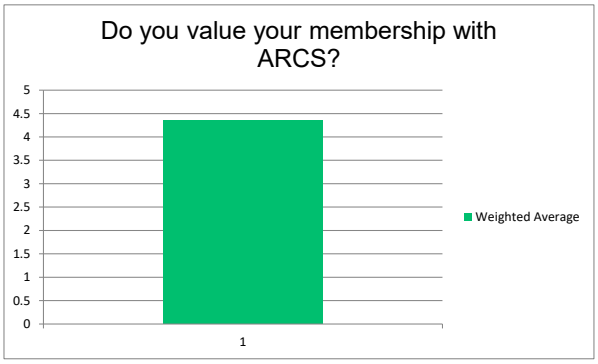
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	Total	Weighted Average
1	0.81%	1	1.63%	2	17.89%	22	60.98%	75	18.70%	23	123	3.95
										Answered	**123**
										Skipped	**30**



ARCS IDEA Member Stakeholders Survey

Do you value your membership with ARCS?

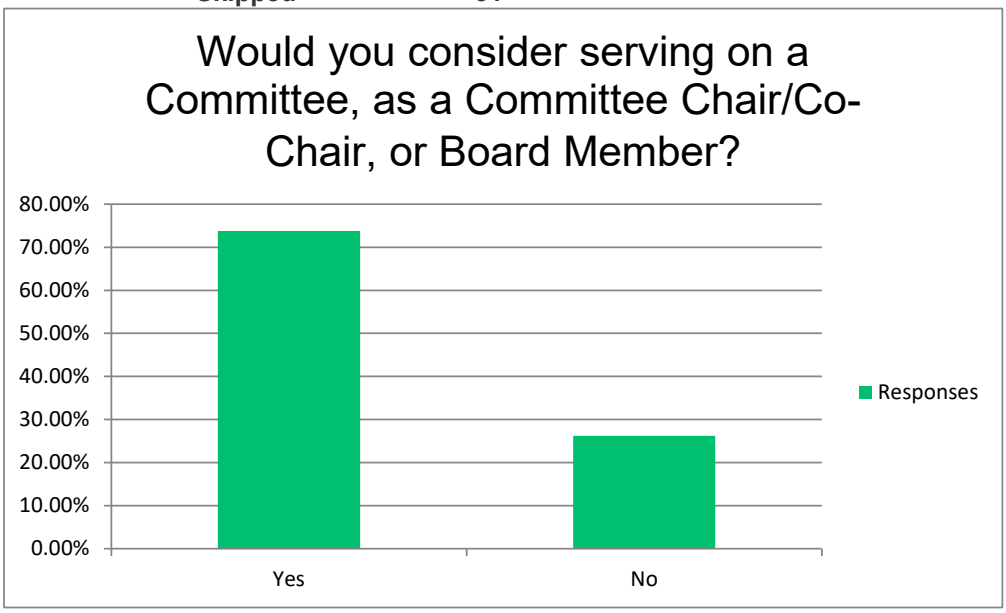
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	Total	Weighted Average
1	0.82%	1	1.64%	2	5.74%	7	45.08%	55	46.72%	57	122	4.35
										Answered	**122**
										Skipped	**31**



ARCS IDEA Member Stakeholders Survey

Would you consider serving on a Committee, as a Committee Chair/Co-Chair, or Board Member?

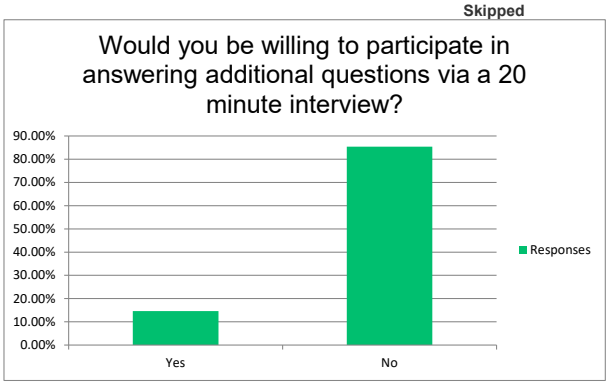
Answer Choices	Responses	
Yes	73.77%	90
No	26.23%	32
	Answered	**122**
	Skipped	**31**



ARCS IDEA Member Stakeholders Survey

Would you be willing to participate in answering additional questions via a 20 minute interview?

Answer Choices	Responses	
Yes	14.63%	18
No	85.37%	105
If yes, please provide potential contact dates and times.		18
	Answered	**123**
	Skipped	**30**

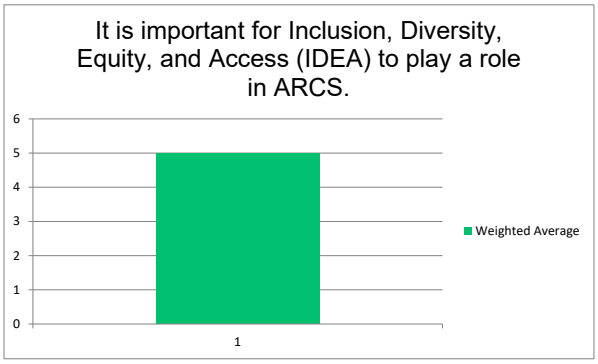


Respondents	Response Date	If yes, please provide potential contact dates and times.	Tags
1	May 24 2021 0	currently, I'm very challenged with extra work and a medical issue, but hope to participate more in the future	
2	May 20 2021 0	suzan_sengoz@harvard.edu, Friday's are typically the best, late morning or afternoons.	
3	May 20 2021 0	Tues, Wed, Thursday afternoons	
4	May 20 2021 1	Mondays and Fridays. Afternoons are best.	
5	May 20 2021 1	May 25, 26 at 10amJune 1, 2 at 10am	
6	May 20 2021 1	After June 1st, daytime	
7	May 20 2021 1	602-790-1990; M, W, F between 10am and 3:30pm	
8	May 20 2021 1	Hard to predict dates. Friday afternoons are generally possible.	
9	May 20 2021 0	Tuesdays and Thursday mornings are best, 9-noon.	
10	May 13 2021 0	Thursday mornings and Friday afternoons are usually good	
11	May 10 2021 0	Tuesdays and Thursdays from 3:30-5:30pm	
12	May 06 2021 0	Tu-Sa 10-5 CDT	
13	May 04 2021 0	Any. Lemme know.	
14	May 04 2021 0	Late mornings and early afternoons are generally open most days of the week. Changes with the semesters	
15	May 04 2021 0	May 12 or 13. 10:00 am Pacific time.	
16	May 04 2021 0	Week of May 10 anytime	
17	May 04 2021 0	dates/times vary depending on time frame.	
18	May 04 2021 0	highly flexible	

ARCS IDEA Board Stakeholders Survey

It is important for Inclusion, Diversity, Equity, and Access (IDEA) to play a role in ARCS.

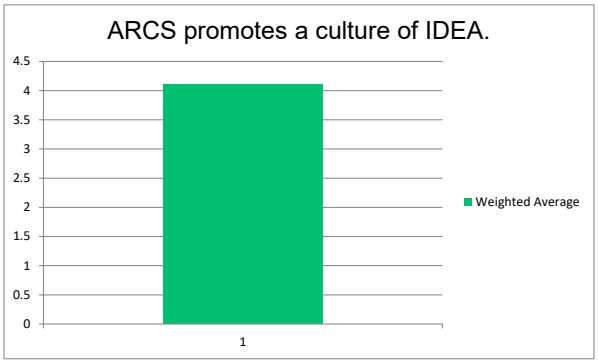
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
1	0.00%	0	0.00%	0	0.00%	0	0.00%	0	100.00%	10	10	5
											Answered	**10**
											Skipped	**0**



ARCS IDEA Board Stakeholders Survey

ARCS promotes a culture of IDEA.

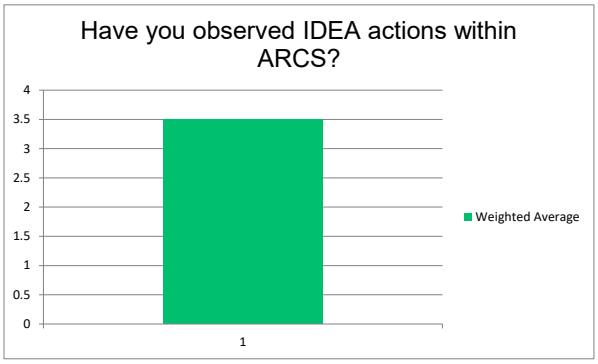
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
1	0.00%	0	0.00%	0	20.00%	2	50.00%	5	30.00%	3	10	4.1
											Answered	**10**
											Skipped	**0**



ARCS IDEA Board Stakeholders Survey

Have you observed IDEA actions within ARCS?

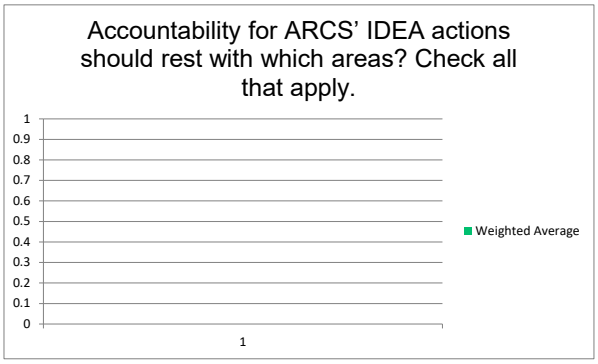
	Never		Rarely		Sometimes		Often		Always		Total	Weighted Average
1	0.00%	0	0.00%	0	50.00%	5	50.00%	5	0.00%	0	10	3.5
											Answered	**10**
											Skipped	**0**



ARCS IDEA Board Stakeholders Survey

Accountability for ARCS' IDEA actions should rest with which areas? Check all that apply.

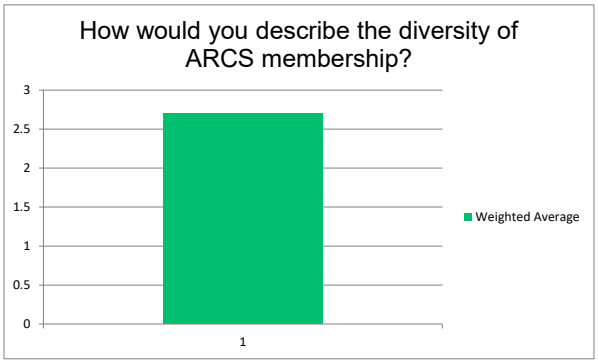
	Board		Committee Chairs		Committee Members		Membership		Always	Total	Weighted Average
1	20.00%	2	10.00%	1	0.00%	0	10.00%	1	60.00%	6	10	0
										Answered	**10**
										Skipped	**0**



ARCS IDEA Board Stakeholders Survey

How would you describe the diversity of ARCS membership?

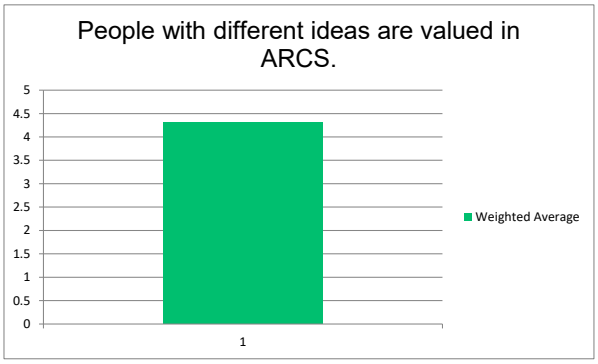
	Very Poor		Poor		Fair		Good		Excellent		Total	Weighted Average
1	20.00%	2	10.00%	1	50.00%	5	20.00%	2	0.00%	0	10	2.7
											Answered	**10**
											Skipped	**0**



ARCS IDEA Board Stakeholders Survey

People with different ideas are valued in ARCS.

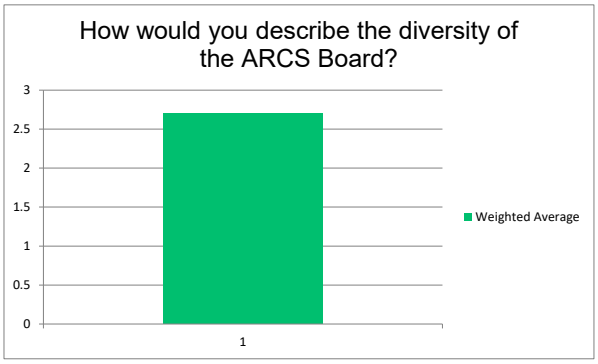
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
1	0.00%	0	0.00%	0	20.00%	2	30.00%	3	50.00%	5	10	4.3
											Answered	**10**
											Skipped	**0**



ARCS IDEA Board Stakeholders Survey

How would you describe the diversity of the ARCS Board?

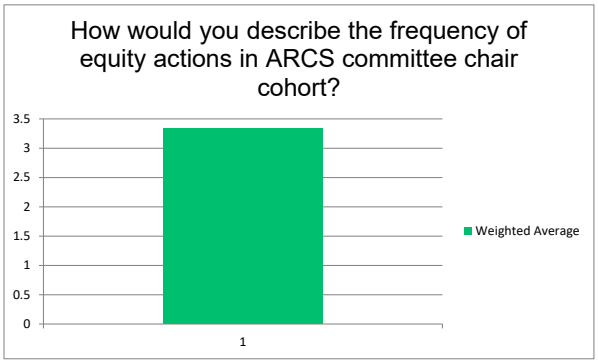
	Very Poor		Poor		Fair		Good		Excellent	Total	Weighted Average
1	10.00%	1	40.00%	4	20.00%	2	30.00%	3	0.00%	0	10	2.7
										Answered	**10**
										Skipped	**0**



ARCS IDEA Board Stakeholders Survey

How would you describe the frequency of equity actions in ARCS committee chair cohort?

	Never		Rarely		Sometimes		Often		Always		Total	Weighted Average
1	0.00%	0	0.00%	0	66.67%	6	33.33%	3	0.00%	0	9	3.33
											Answered	**9**
											Skipped	**1**

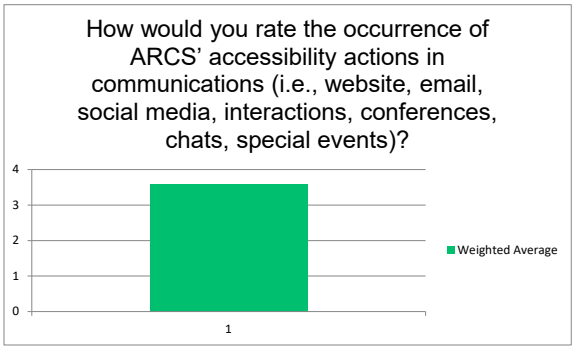


ARCS IDEA Board Stakeholders Survey

How would you rate the occurrence of ARCS' accessibility actions in communications (i.e., website, email, social media, interactions, conferences, chats, special events)?

	Never		Rarely		Sometimes		Often		Always		Total	Weighted Average
1	0.00%	0	10.00%	1	40.00%	4	30.00%	3	20.00%	2	10	3.6

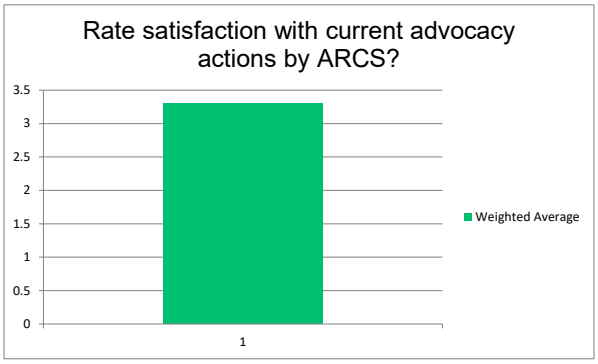
Answered	**10**
Skipped	**0**



ARCS IDEA Board Stakeholders Survey

Rate satisfaction with current advocacy actions by ARCS?

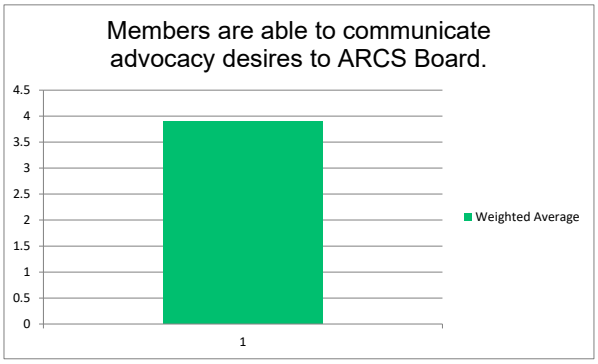
	Not At All Satisfied		Slightly Satisfied		Moderately Satisfied		Very Satisfied		Completely Satisfied	Total	Weighted Average
1	10.00%	1	0.00%	0	50.00%	5	30.00%	3	10.00%	1	10	3.3
										Answered	**10**
										Skipped	**0**



ARCS IDEA Board Stakeholders Survey

Members are able to communicate advocacy desires to ARCS Board.

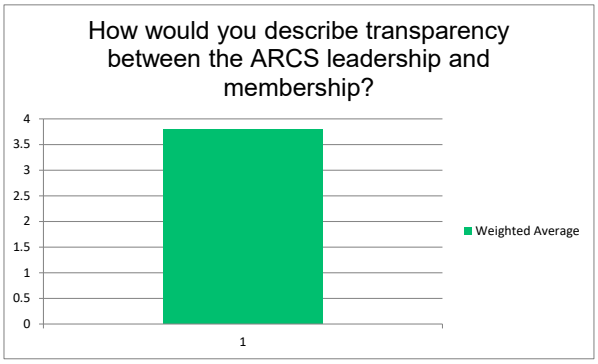
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
1	0.00%	0	0.00%	0	30.00%	3	50.00%	5	20.00%	2	10	3.9
											Answered	**10**
											Skipped	**0**



ARCS IDEA Board Stakeholders Survey

How would you describe transparency between the ARCS leadership and membership?

	Very Poor		Poor		Fair		Good		Excellent	Total	Weighted Average
1	0.00%	0	0.00%	0	40.00%	4	40.00%	4	20.00%	2	10	3.8
										Answered	**10**
										Skipped	**0**



ARCS IDEA Board Stakeholders Survey

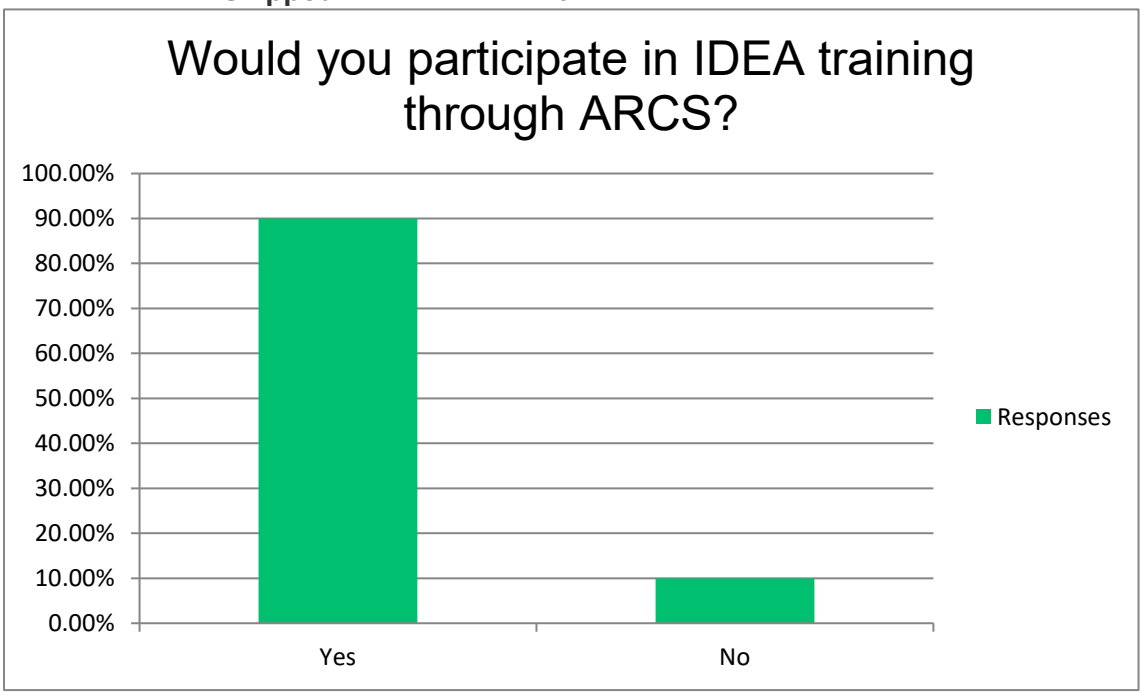
Have you participated in IDEA training?

Answer Choices	Responses	
Yes	70.00%	7
No	30.00%	3
	Answered	**10**
	Skipped	**0**

ARCS IDEA Board Stakeholders Survey

Would you participate in IDEA training through ARCS?

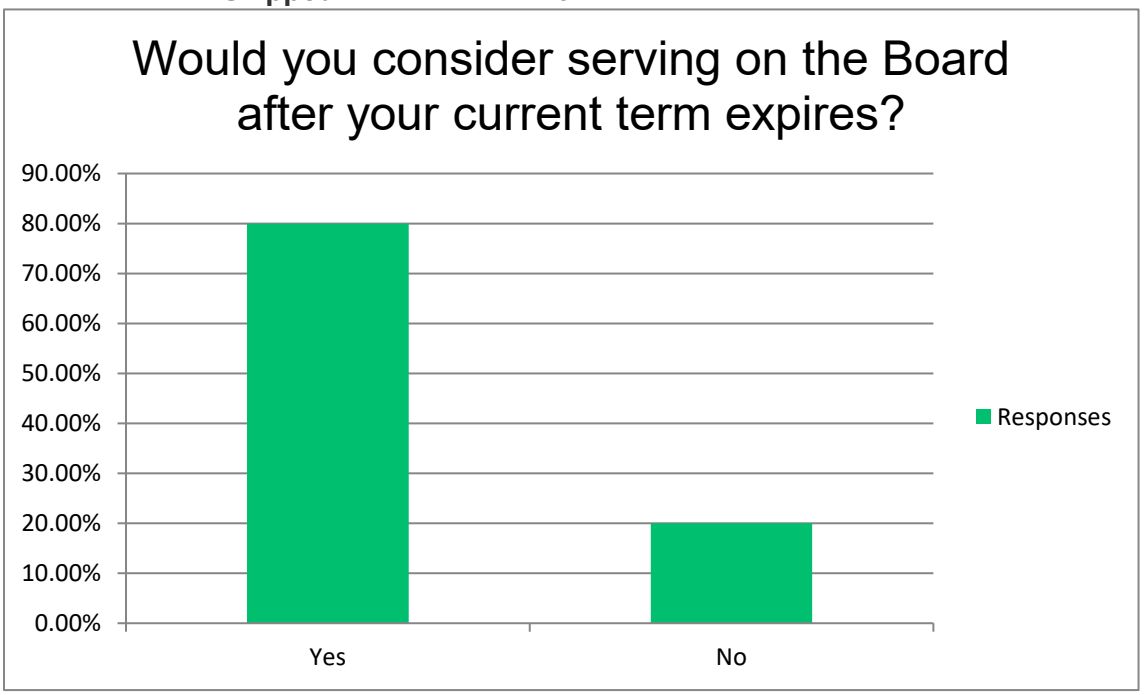
Answer Choices	Responses	
Yes	90.00%	9
No	10.00%	1
	Answered	**10**
	Skipped	**0**



ARCS IDEA Board Stakeholders Survey

Would you consider serving on the Board after your current term expires?

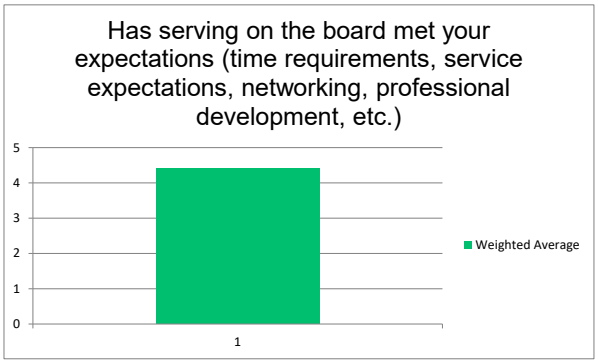
Answer Choices	Responses	
Yes	80.00%	8
No	20.00%	2
	Answered	**10**
	Skipped	**0**



ARCS IDEA Board Stakeholders Survey

Has serving on the board met your expectations (time requirements, service expectations, networking, professional development, etc.)

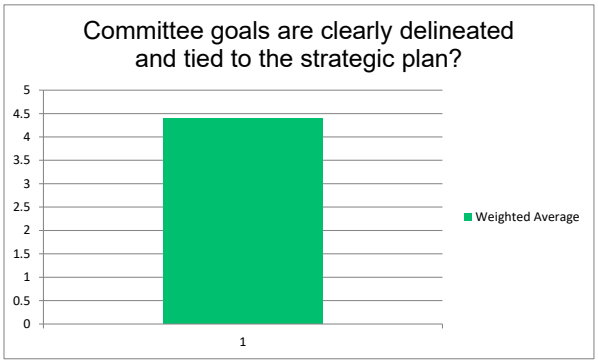
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	Total	Weighted Average
1	0.00%	0	0.00%	0	10.00%	1	40.00%	4	50.00%	5	10	4.4
										Answered	**10**
										Skipped	**0**



ARCS IDEA Board Stakeholders Survey

Committee goals are clearly delineated and tied to the strategic plan?

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	Total	Weighted Average
1	0.00%	0	0.00%	0	10.00%	1	40.00%	4	50.00%	5	10	4.4
										Answered	**10**
										Skipped	**0**

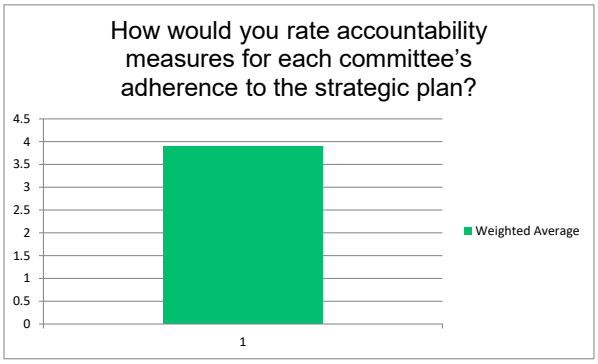


ARCS IDEA Board Stakeholders Survey

How would you rate accountability measures for each committee's adherence to the strategic plan?

	Very Poor		Poor		Fair		Good		Excellent		Total	Weighted Average
1	0.00%	0	0.00%	0	10.00%	1	90.00%	9	0.00%	0	10	3.9

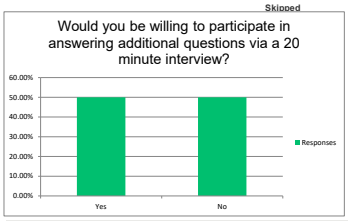
Answered	**10**
Skipped	**0**



ARCS IDEA Board Stakeholders Survey

Would you be willing to participate in answering additional questions via a 20 minute interview?

Answer Choices	Responses	
Yes	50.00%	5
No	50.00%	5
If yes, please provide potential contact dates and times.		4
Answered		**10**
Skipped		**0**

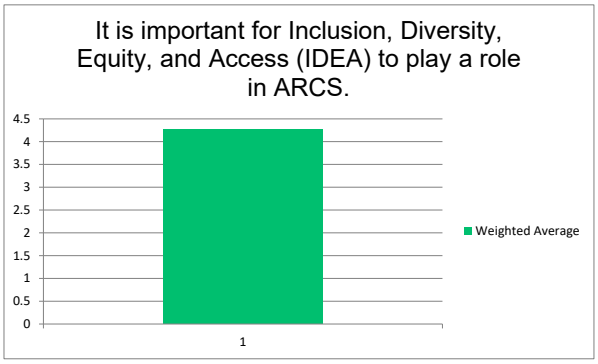


Respondents	Response Date	If yes, please provide potential contact dates and times.	Tags
1	May 20 2021	Fridays usually work.	
2	May 20 2021	I can make myself available whenever you want, really! But here are some convenient times/dates for me:Monday, 5/24, after 5pm ETTuesday, 5/25, after 12pm ETWednesday, 5/26, between 1pm - 4pm ETThursday, 5/27, before 2pm ET	
3	Apr 30 2021	Available following May 21st. 9:30a-11a PST is best.	
4	Apr 30 2021	May 4, 6, 7, 11 or 14 anytime 12 - 7 pmEST.	

ARCS IDEA Committee Stakeholders Survey

It is important for Inclusion, Diversity, Equity, and Access (IDEA) to play a role in ARCS.

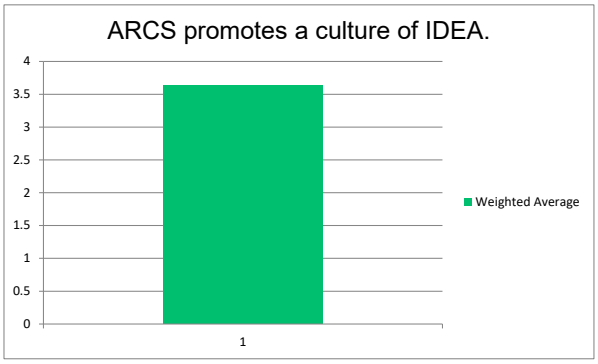
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
1	9.09%	2	0.00%	0	9.09%	2	18.18%	4	63.64%	14	22	4.27
											Answered	**22**
											Skipped	**0**



ARCS IDEA Committee Stakeholders Survey

ARCS promotes a culture of IDEA.

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
1	0.00%	0	4.55%	1	36.36%	8	50.00%	11	9.09%	2	22	3.64
											Answered	**22**
											Skipped	**0**

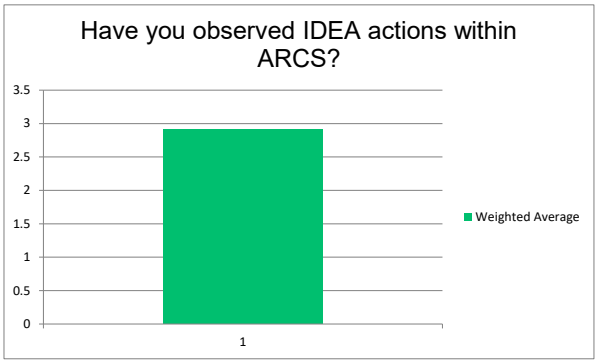


ARCS IDEA Committee Stakeholders Survey

Have you observed IDEA actions within ARCS?

	Never		Rarely		Sometimes		Often		Always		Total	Weighted Average
1	4.55%	1	18.18%	4	59.09%	13	18.18%	4	0.00%	0	22	2.91

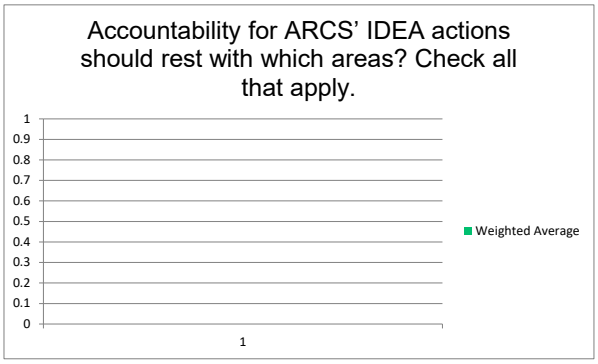
Answered	**22**
Skipped	**0**



ARCS IDEA Committee Stakeholders Survey

Accountability for ARCS' IDEA actions should rest with which areas? Check all that apply.

	Board		Committee Chairs		Committee Members		Membership		Always		Total	Weighted Average
1	19.05%	4	0.00%	0	4.76%	1	0.00%	0	76.19%	16	21	0
											Answered	**21**
											Skipped	**1**



ARCS IDEA Committee Stakeholders Survey

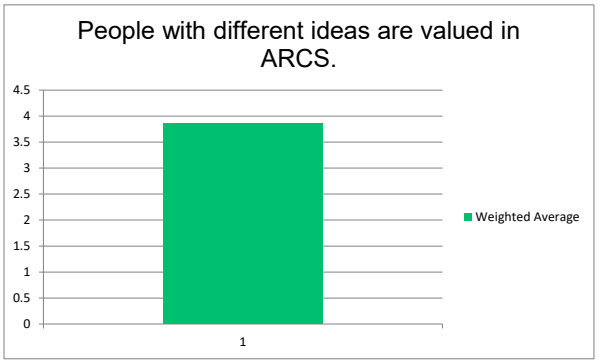
ARCS respects it's members.

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	Total	Weighted Average
1	0.00%	0	0.00%	0	9.52%	2	66.67%	14	23.81%	5	21	4.14
										Answered	**21**
										Skipped	**1**

ARCS IDEA Committee Stakeholders Survey

People with different ideas are valued in ARCS.

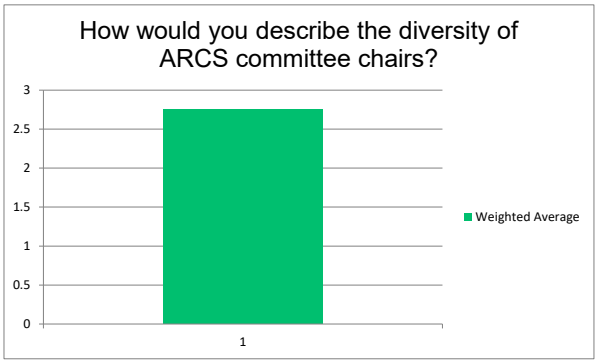
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	Total	Weighted Average
1	0.00%	0	4.76%	1	23.81%	5	52.38%	11	19.05%	4	21	3.86
										Answered	**21**
										Skipped	**1**



ARCS IDEA Committee Stakeholders Survey

How would you describe the diversity of ARCS committee chairs?

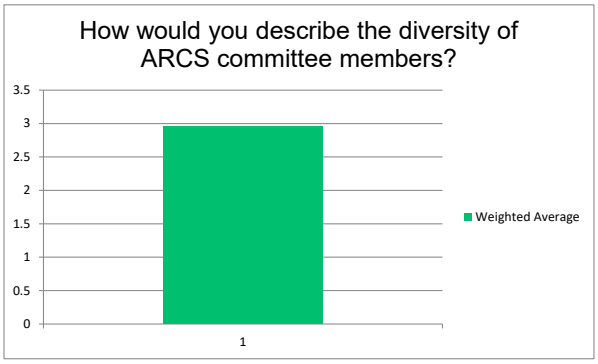
	Very Poor		Poor		Fair		Good		Excellent	Total	Weighted Average
1	5.00%	1	35.00%	7	45.00%	9	10.00%	2	5.00%	1	20	2.75
										Answered	**20**
										Skipped	**2**



ARCS IDEA Committee Stakeholders Survey

How would you describe the diversity of ARCS committee members?

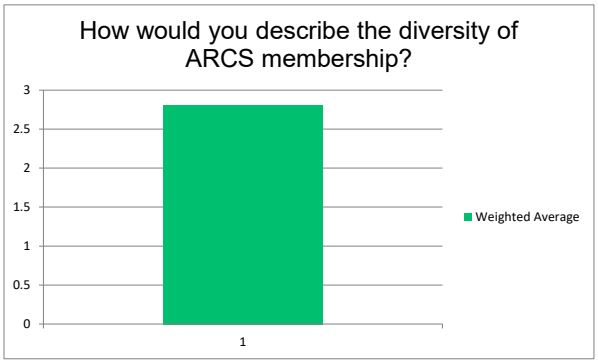
	Very Poor		Poor		Fair		Good		Excellent		Total	Weighted Average
1	0.00%	0	25.00%	5	60.00%	12	10.00%	2	5.00%	1	20	2.95
											Answered	**20**
											Skipped	**2**



ARCS IDEA Committee Stakeholders Survey

How would you describe the diversity of ARCS membership?

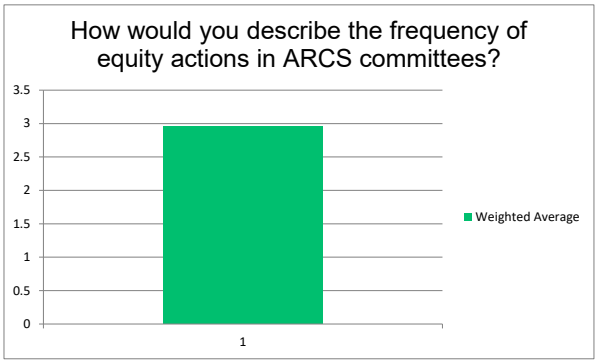
	Very Poor		Poor		Fair		Good		Excellent		Total	Weighted Average
1	0.00%	0	42.86%	9	38.10%	8	14.29%	3	4.76%	1	21	2.81
											Answered	**21**
											Skipped	**1**



ARCS IDEA Committee Stakeholders Survey

How would you describe the frequency of equity actions in ARCS committees?

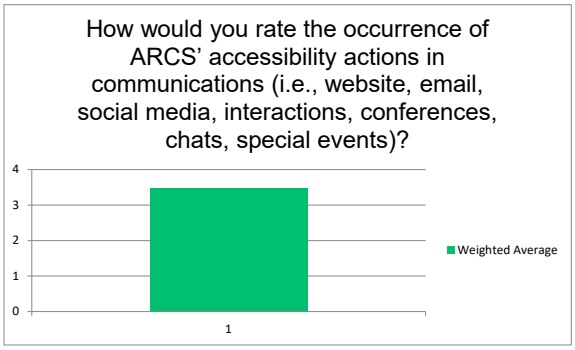
	Never		Rarely		Sometimes		Often		Always		Total	Weighted Average
1	0.00%	0	25.00%	5	55.00%	11	20.00%	4	0.00%	0	20	2.95
											Answered	**20**
											Skipped	**2**



ARCS IDEA Committee Stakeholders Survey

How would you rate the occurrence of ARCS' accessibility actions in communications (i.e., website, email, social media, interactions, conferences, chats, special events)?

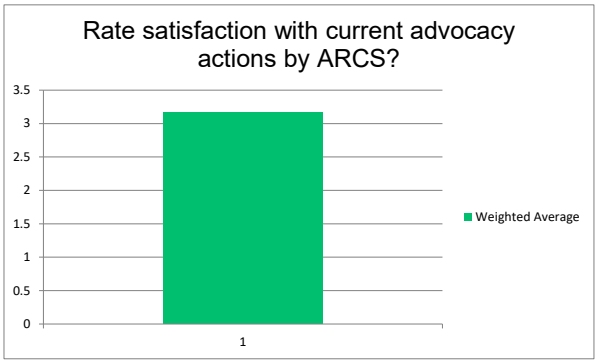
	Never		Rarely		Sometimes		Often		Always		Total	Weighted Average
1	0.00%	0	10.53%	2	42.11%	8	36.84%	7	10.53%	2	19	3.47
											Answered	**19**
											Skipped	**3**



ARCS IDEA Committee Stakeholders Survey

Rate satisfaction with current advocacy actions by ARCS?

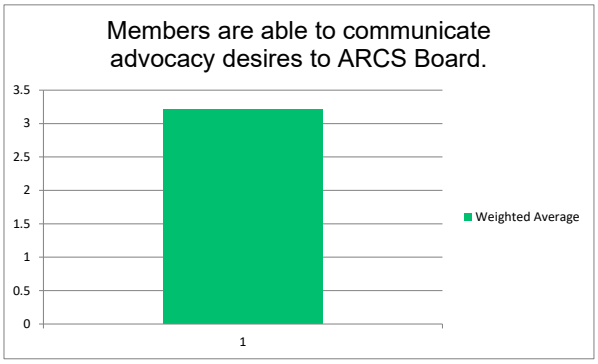
	Not At All Satisfied		Slightly Satisfied		Moderately Satisfied		Very Satisfied		Completely Satisfied		Total	Weighted Average
1	5.26%	1	5.26%	1	57.89%	11	31.58%	6	0.00%	0	19	3.16
											Answered	**19**
											Skipped	**3**



ARCS IDEA Committee Stakeholders Survey

Members are able to communicate advocacy desires to ARCS Board.

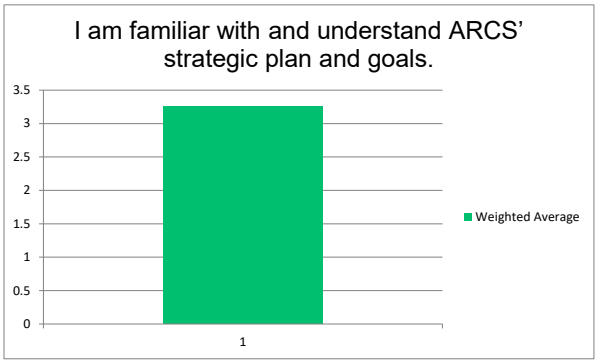
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	Total	Weighted Average
1	5.26%	1	15.79%	3	36.84%	7	36.84%	7	5.26%	1	19	3.21
										Answered	**19**
										Skipped	**3**



ARCS IDEA Committee Stakeholders Survey

I am familiar with and understand ARCS' strategic plan and goals.

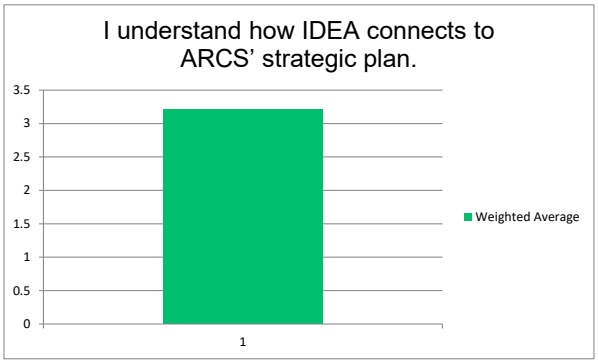
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	Total	Weighted Average
1	5.26%	1	26.32%	5	15.79%	3	42.11%	8	10.53%	2	19	3.26
										Answered	**19**
										Skipped	**3**



ARCS IDEA Committee Stakeholders Survey

I understand how IDEA connects to ARCS' strategic plan.

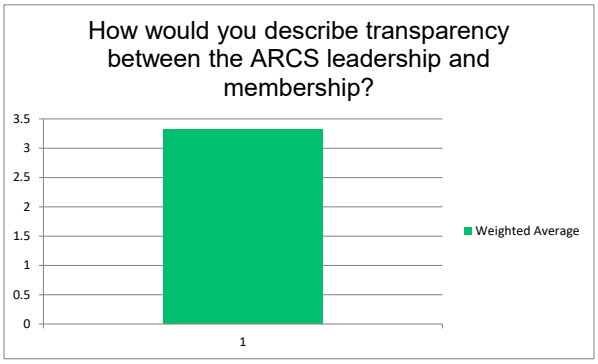
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
1	5.26%	1	26.32%	5	21.05%	4	36.84%	7	10.53%	2	19	3.21
											Answered	**19**
											Skipped	**3**



ARCS IDEA Committee Stakeholders Survey

How would you describe transparency between the ARCS leadership and membership?

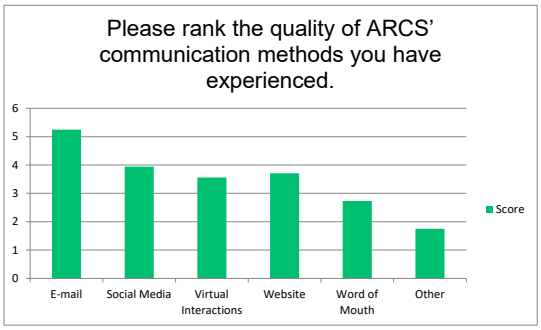
	Very Poor		Poor		Fair		Good		Excellent		Total	Weighted Average
1	0.00%	0	15.79%	3	36.84%	7	47.37%	9	0.00%	0	19	3.32
											Answered	**19**
											Skipped	**3**



ARCS IDEA Committee Stakeholders Survey

Please rank the quality of ARCS' communication methods you have experienced.

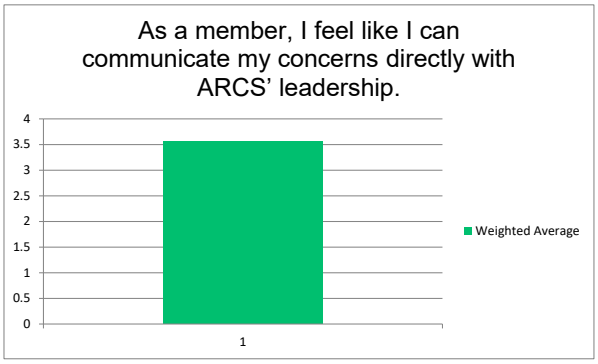
	1		2		3		4		5		6		Total	Score
E-mail	68.75%	11	6.25%	1	12.50%	2	6.25%	1	6.25%	1	0.00%	0	16	5.25
Social Media	11.76%	2	29.41%	5	17.65%	3	23.53%	4	17.65%	3	0.00%	0	17	3.94
Virtual Interactions	0.00%	0	18.75%	3	50.00%	8	12.50%	2	6.25%	1	12.50%	2	16	3.56
Website	5.88%	1	35.29%	6	11.76%	2	23.53%	4	17.65%	3	5.88%	1	17	3.71
Word of Mouth	0.00%	0	6.67%	1	6.67%	1	40.00%	6	46.67%	7	0.00%	0	15	2.73
Other	8.33%	1	0.00%	0	8.33%	1	0.00%	0	8.33%	1	75.00%	9	12	1.75
													Answered	**17**
													Skipped	**5**



ARCS IDEA Committee Stakeholders Survey

As a member, I feel like I can communicate my concerns directly with ARCS' leadership.

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
1	0.00%	0	16.67%	3	27.78%	5	38.89%	7	16.67%	3	18	3.56
											Answered	**18**
											Skipped	**4**



ARCS IDEA Committee Stakeholders Survey

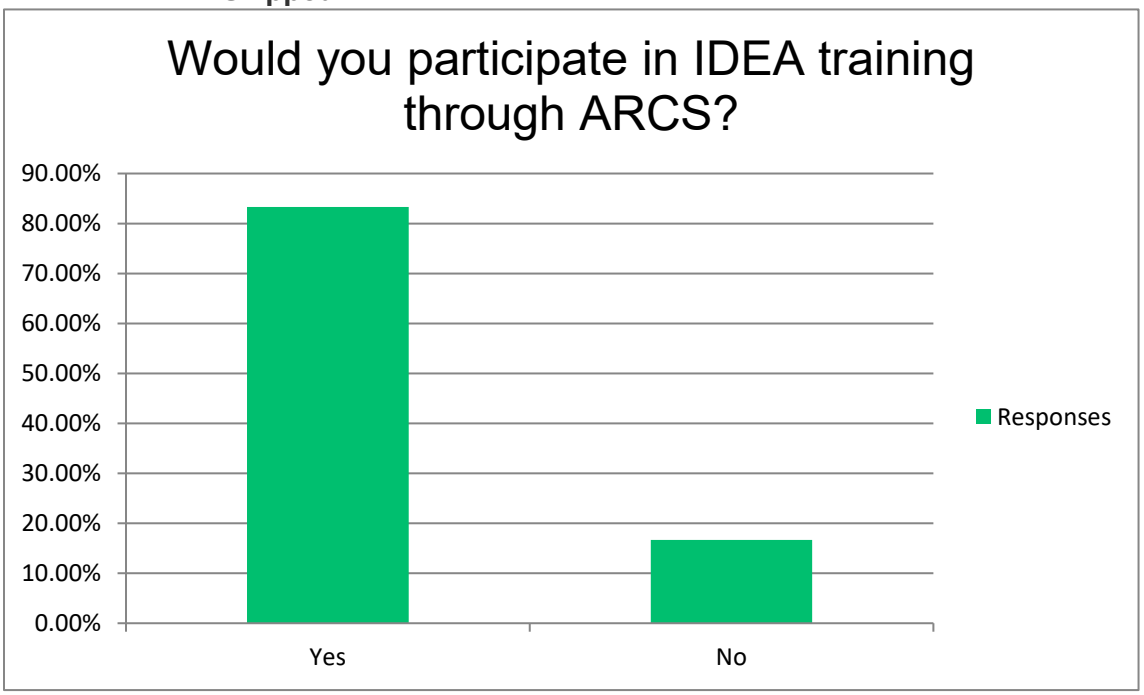
Have you participated in IDEA training?

Answer Choices	Responses	
Yes	61.11%	11
No	38.89%	7
	Answered	**18**
	Skipped	**4**

ARCS IDEA Committee Stakeholders Survey

Would you participate in IDEA training through ARCS?

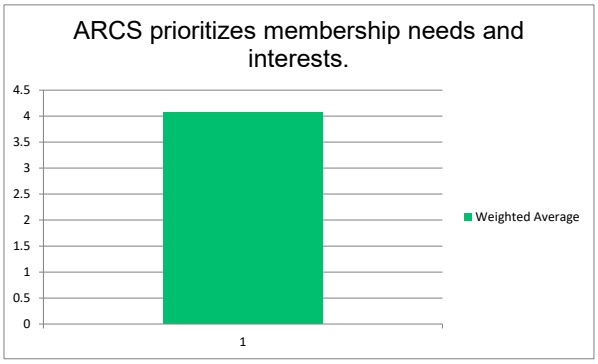
Answer Choices	Responses	
Yes	83.33%	15
No	16.67%	3
	Answered	**18**
	Skipped	**4**



ARCS IDEA Committee Stakeholders Survey

ARCS prioritizes membership needs and interests.

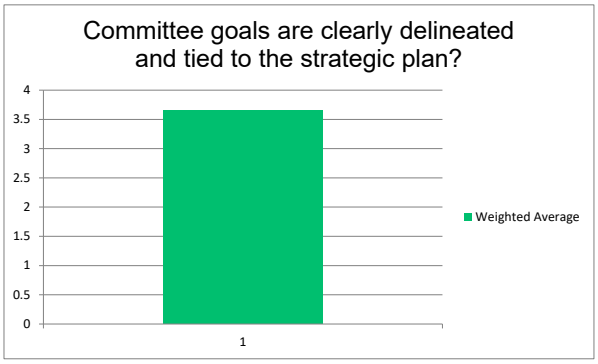
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
1	0.00%	0	0.00%	0	11.11%	2	72.22%	13	16.67%	3	18	4.06
											Answered	**18**
											Skipped	**4**



ARCS IDEA Committee Stakeholders Survey

Committee goals are clearly delineated and tied to the strategic plan?

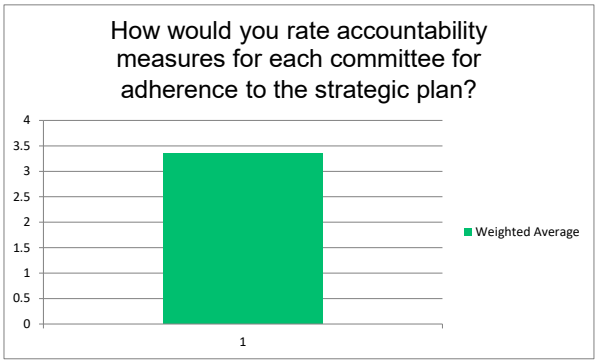
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	Total	Weighted Average
1	0.00%	0	5.88%	1	41.18%	7	35.29%	6	17.65%	3	17	3.65
										Answered	**17**
										Skipped	**5**



ARCS IDEA Committee Stakeholders Survey

How would you rate accountability measures for each committee for adherence to the strategic plan?

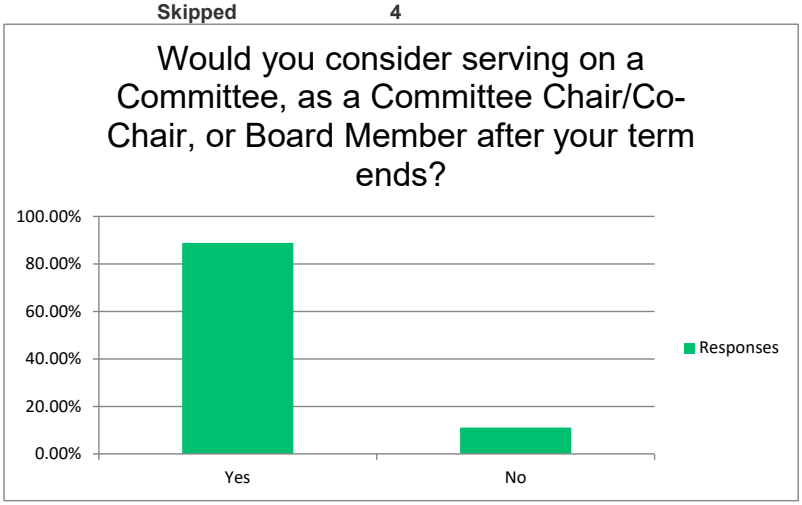
	Very Poor		Poor		Fair		Good		Excellent	Total	Weighted Average
1	0.00%	0	17.65%	3	35.29%	6	41.18%	7	5.88%	1	17	3.35
										Answered	**17**
										Skipped	**5**



ARCS IDEA Committee Stakeholders Survey

Would you consider serving on a Committee, as a Committee Chair/Co-Chair, or Board Member after your term ends?

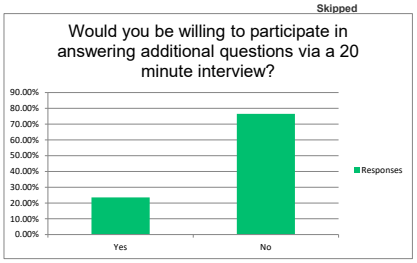
Answer Choices	Responses	
Yes	88.89%	16
No	11.11%	2
	Answered	**18**
	Skipped	**4**



ARCS IDEA Committee Stakeholders Survey

Would you be willing to participate in answering additional questions via a 20 minute interview?

Answer Choices		Responses
Yes	23.53%	4
No	76.47%	13
If yes, please provide potential contact dates and times.		4
	Answered	**17**
	Skipped	**5**

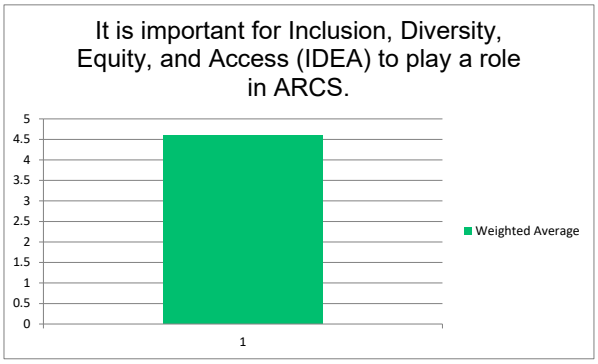


Respondents	Response Date	If yes, please provide potential contact dates and times.	Tags
1	May 21 2021 0	gweiss@sfmoma.org; most any day at 10 AM PST.	
2	Apr 29 2021 1(	Just send me an email. My schedule is really crazy. Weekend and late evenings are best.	
3	Apr 29 2021 0(	I have flexibility throughout the workday, with notice, between 8 am and 4:30 pm eastern or evenings after 5:30 pm. I could also be available on a weekend if it would be helpful to the task force.	
4	Apr 29 2021 0(	I could make 20 minutes for this. Monday - Friday between 9 am - 8 pm PST is preferred	

ARCS IDEA Emeritus et.al. Stakeholders Survey

It is important for Inclusion, Diversity, Equity, and Access (IDEA) to play a role in ARCS.

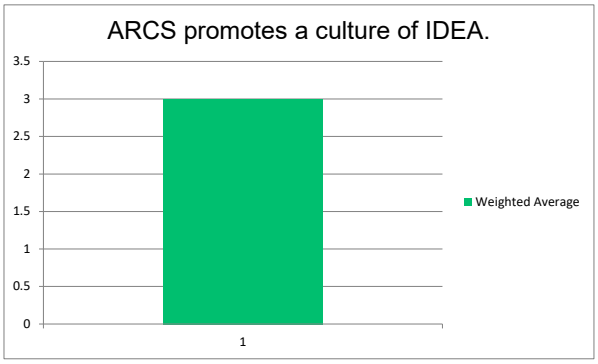
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	Total	Weighted Average
1	0.00%	0	0.00%	0	20.00%	1	0.00%	0	80.00%	4	5	4.6
										Answered	**5**
										Skipped	**0**



ARCS IDEA Emeritus et.al. Stakeholders Survey

ARCS promotes a culture of IDEA.

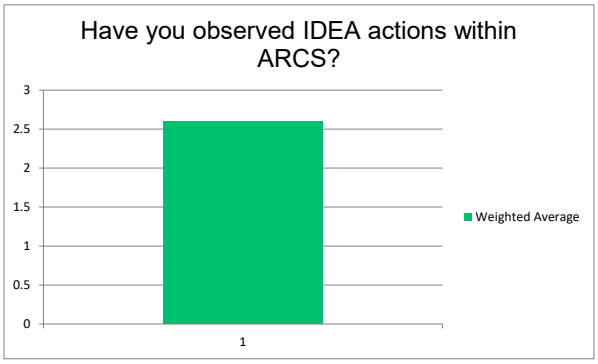
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
1	0.00%	0	0.00%	0	100.00%	5	0.00%	0	0.00%	0	5	3
											Answered	**5**
											Skipped	**0**



ARCS IDEA Emeritus et.al. Stakeholders Survey

Have you observed IDEA actions within ARCS?

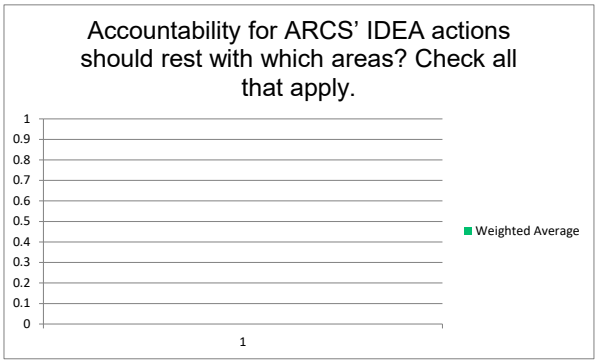
	Never		Rarely		Sometimes		Often		Always	Total	Weighted Average
1	20.00%	1	0.00%	0	80.00%	4	0.00%	0	0.00%	5	2.6
										Answered	**5**
										Skipped	**0**



ARCS IDEA Emeritus et.al. Stakeholders Survey

Accountability for ARCS' IDEA actions should rest with which areas? Check all that apply.

	Board		Committee Chairs		Committee Members		Membership		Always		Total	Weighted Average
1	20.00%	1	0.00%	0	0.00%	0	40.00%	2	40.00%	2	5	0
											Answered	**5**
											Skipped	**0**



ARCS IDEA Emeritus et.al. Stakeholders Survey

ARCS respects its members.

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
1	0.00%	0	0.00%	0	40.00%	2	40.00%	2	20.00%	1	5	3.8

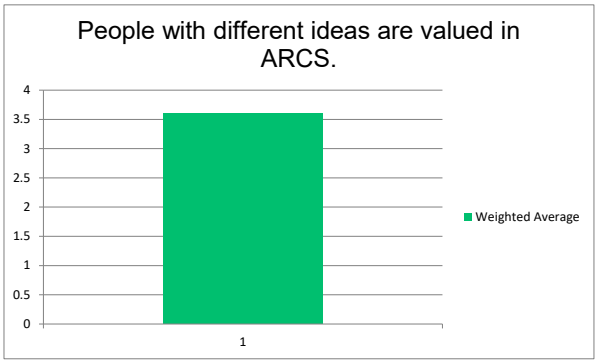
Answered	**5**
Skipped	**0**

ARCS IDEA Emeritus et.al. Stakeholders Survey

People with different ideas are valued in ARCS.

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
1	0.00%	0	0.00%	0	60.00%	3	20.00%	1	20.00%	1	5	3.6

Answered	**5**
Skipped	**0**

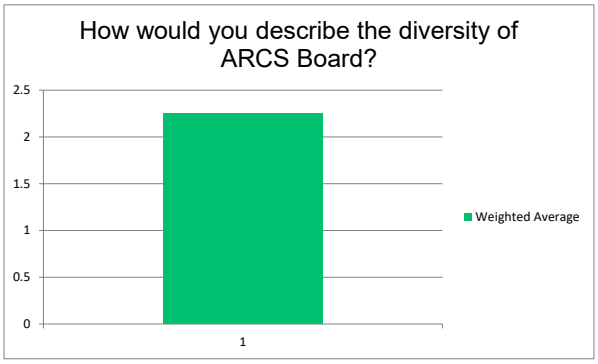


ARCS IDEA Emeritus et.al. Stakeholders Survey

How would you describe the diversity of ARCS Board?

	Very Poor		Poor		Fair		Good		Excellent		Total	Weighted Average
1	0.00%	0	75.00%	3	25.00%	1	0.00%	0	0.00%	0	4	2.25

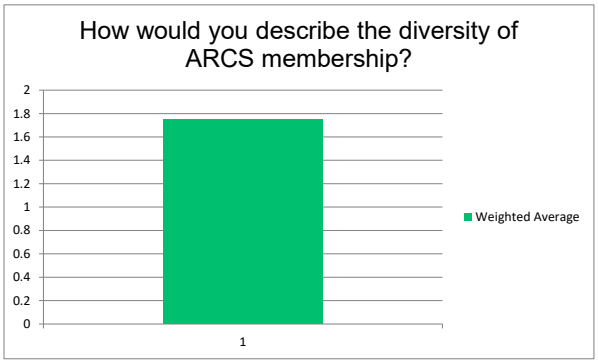
Answered	**4**
Skipped	**1**



ARCS IDEA Emeritus et.al. Stakeholders Survey

How would you describe the diversity of ARCS membership?

	Very Poor		Poor		Fair		Good		Excellent	Total	Weighted Average
1	25.00%	1	75.00%	3	0.00%	0	0.00%	0	0.00%	0	4	1.75
										Answered	4
										Skipped	1

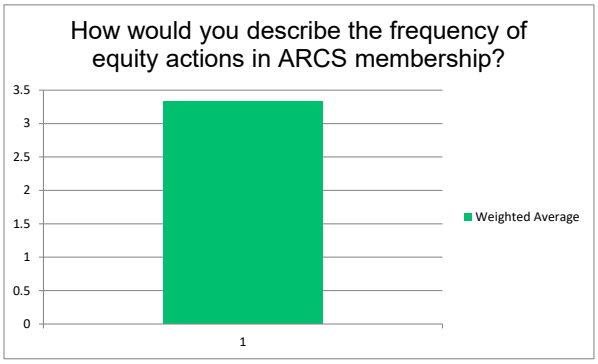


ARCS IDEA Emeritus et.al. Stakeholders Survey

How would you describe the frequency of equity actions in ARCS membership?

	Never		Rarely		Sometimes		Often		Always		Total	Weighted Average
1	0.00%	0	0.00%	0	66.67%	2	33.33%	1	0.00%	0	3	3.33

Answered	**3**
Skipped	**2**

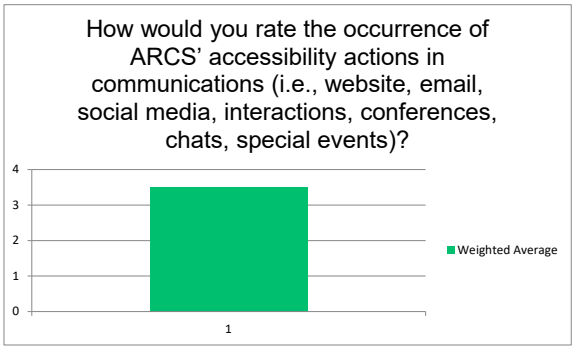


ARCS IDEA Emeritus et.al. Stakeholders Survey

How would you rate the occurrence of ARCS' accessibility actions in communications (i.e., website, email, social media, interactions, conferences, chats, special events)?

	Never		Rarely		Sometimes		Often		Always		Total	Weighted Average
1	0.00%	0	0.00%	0	50.00%	2	50.00%	2	0.00%	0	4	3.5

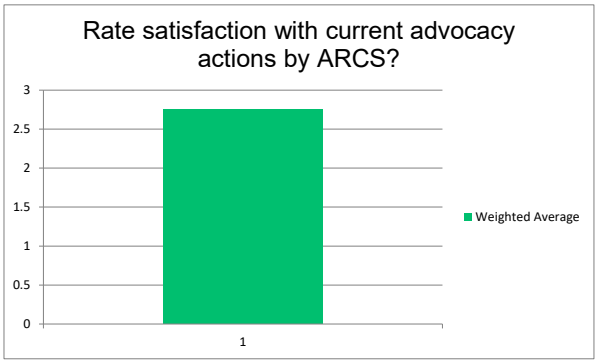
Answered	**4**
Skipped	**1**



ARCS IDEA Emeritus et.al. Stakeholders Survey

Rate satisfaction with current advocacy actions by ARCS?

	Not At All Satisfied		Slightly Satisfied		Moderately Satisfied		Very Satisfied		Completely Satisfied		Total	Weighted Average
1	0.00%	0	25.00%	1	75.00%	3	0.00%	0	0.00%	0	4	2.75
											Answered	**4**
											Skipped	**1**

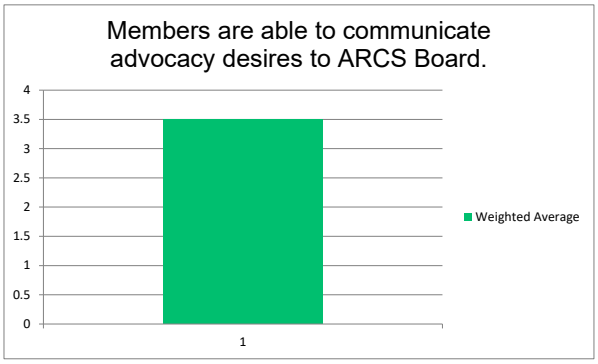


ARCS IDEA Emeritus et.al. Stakeholders Survey

Members are able to communicate advocacy desires to ARCS Board.

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
1	0.00%	0	0.00%	0	50.00%	2	50.00%	2	0.00%	0	4	3.5

Answered	**4**
Skipped	**1**

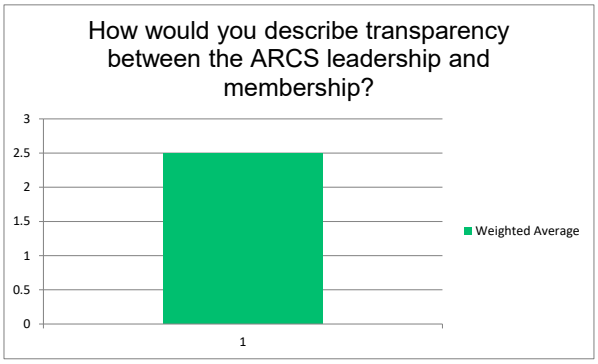


ARCS IDEA Emeritus et.al. Stakeholders Survey

How would you describe transparency between the ARCS leadership and membership?

	Very Poor		Poor		Fair		Good		Excellent	Total	Weighted Average
1	25.00%	1	25.00%	1	25.00%	1	25.00%	1	0.00%	0	4	2.5

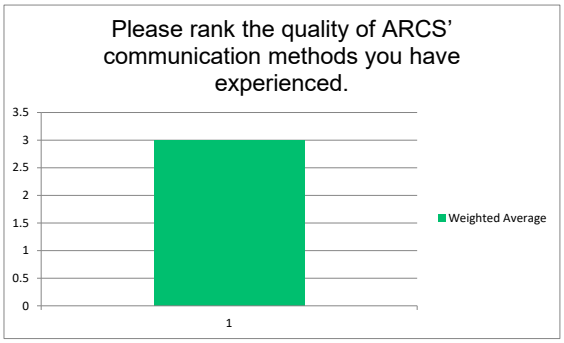
Answered	**4**
Skipped	**1**



ARCS IDEA Emeritus et.al. Stakeholders Survey

Please rank the quality of ARCS' communication methods you have experienced.

	Email		Social Media		Virtual Interactions		Website		Word of Mouth		Total	Weighted Average
1	33.33%	1	0.00%	0	0.00%	0	66.67%	2	0.00%	0	3	3
Other (please specify)											0	
											Answered	**3**
											Skipped	**2**



ARCS IDEA Emeritus et.al. Stakeholders Survey

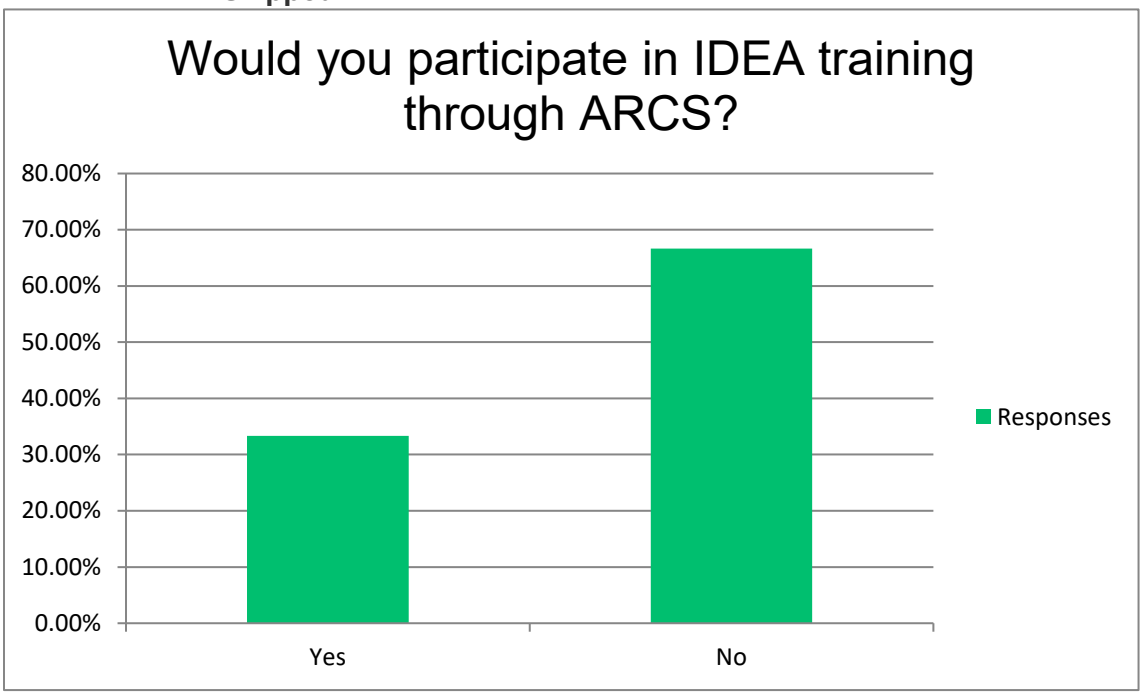
Have you participated in IDEA training?

Answer Choices	Responses	
Yes	33.33%	1
No	66.67%	2
	Answered	**3**
	Skipped	**2**

ARCS IDEA Emeritus et.al. Stakeholders Survey

Would you participate in IDEA training through ARCS?

Answer Choices	Responses	
Yes	33.33%	1
No	66.67%	2
	Answered	**3**
	Skipped	**2**

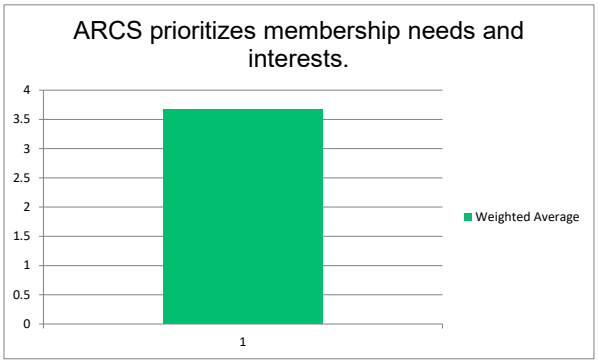


ARCS IDEA Emeritus et.al. Stakeholders Survey

ARCS prioritizes membership needs and interests.

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
1	0.00%	0	0.00%	0	33.33%	1	66.67%	2	0.00%	0	3	3.67

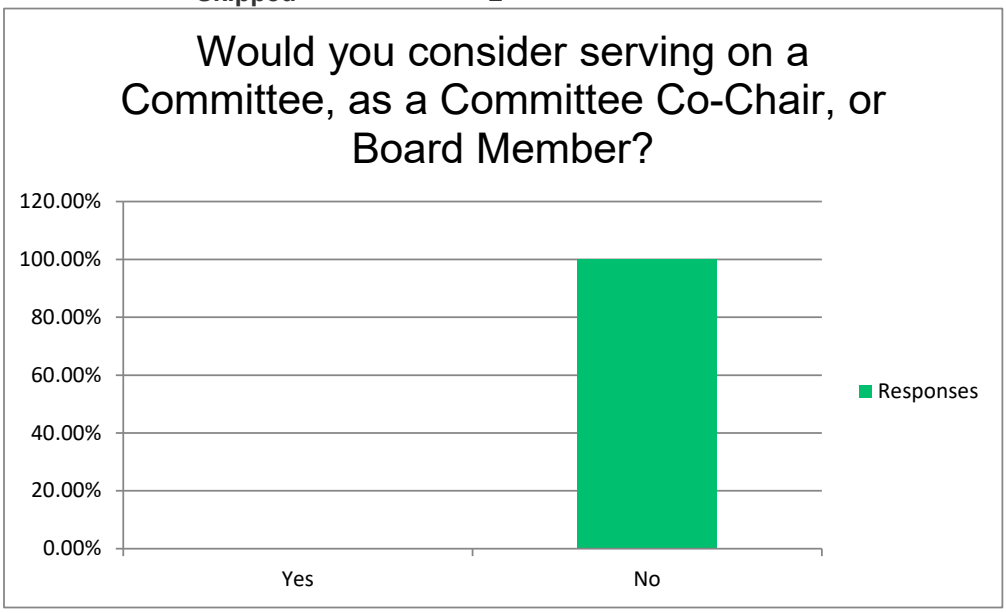
Answered	**3**
Skipped	**2**



ARCS IDEA Emeritus et.al. Stakeholders Survey

Would you consider serving on a Committee, as a Committee Co-Chair, or Board Member?

Answer Choices	Responses	
Yes	0.00%	0
No	100.00%	3
	Answered	**3**
	Skipped	**2**

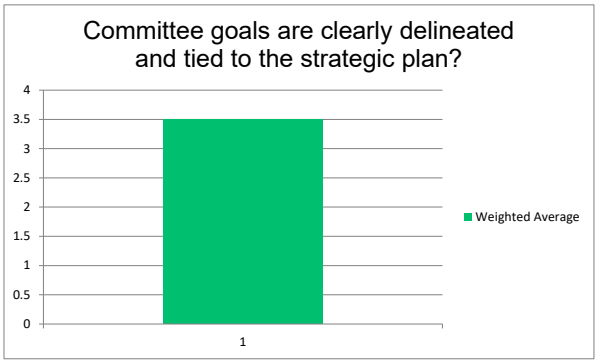


ARCS IDEA Emeritus et.al. Stakeholders Survey

Committee goals are clearly delineated and tied to the strategic plan?

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
1	0.00%	0	0.00%	0	50.00%	1	50.00%	1	0.00%	0	2	3.5

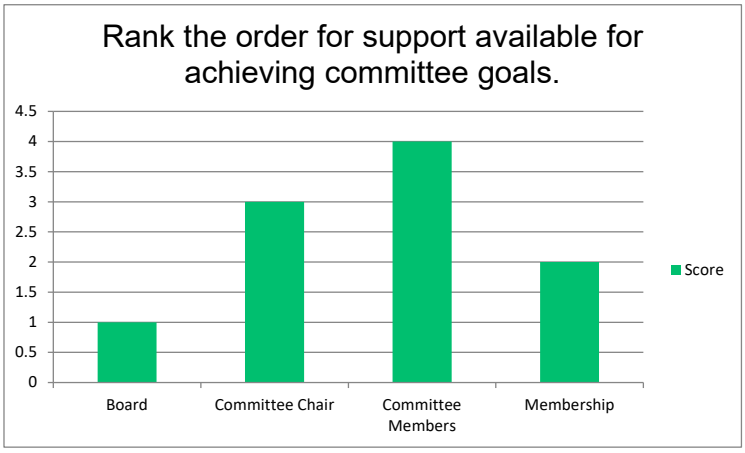
Answered	**2**
Skipped	**3**



ARCS IDEA Emeritus et.al. Stakeholders Survey

Rank the order for support available for achieving committee goals.

	1		2		3		4		Total	Score
Board	0.00%	0	0.00%	0	0.00%	0	100.00%	2	2	1
Committee Chair	0.00%	0	100.00%	2	0.00%	0	0.00%	0	2	3
Committee Membe	100.00%	2	0.00%	0	0.00%	0	0.00%	0	2	4
Membership	0.00%	0	0.00%	0	100.00%	2	0.00%	0	2	2
									Answered	**2**
									Skipped	**3**

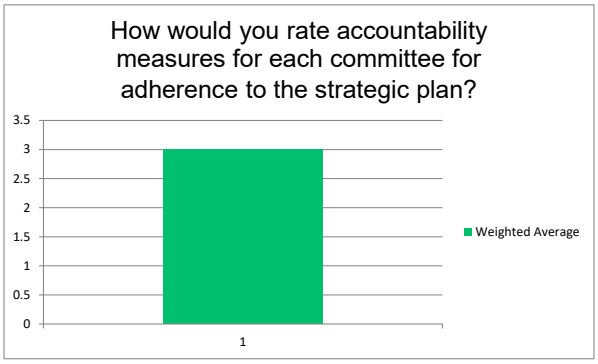


ARCS IDEA Emeritus et.al. Stakeholders Survey

How would you rate accountability measures for each committee for adherence to the strategic plan?

	Very Poor		Poor		Fair		Good		Excellent		Total	Weighted Average
1	0.00%	0	0.00%	0	100.00%	2	0.00%	0	0.00%	0	2	3

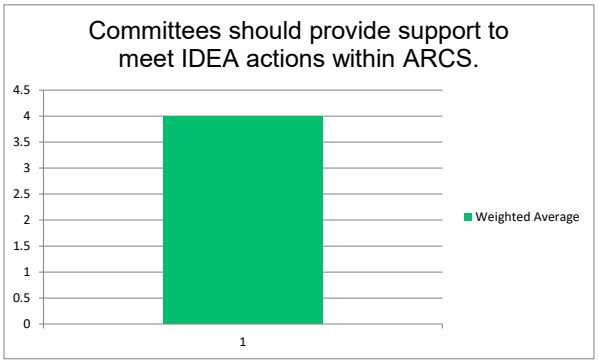
Answered	**2**
Skipped	**3**



ARCS IDEA Emeritus et.al. Stakeholders Survey

Committees should provide support to meet IDEA actions within ARCS.

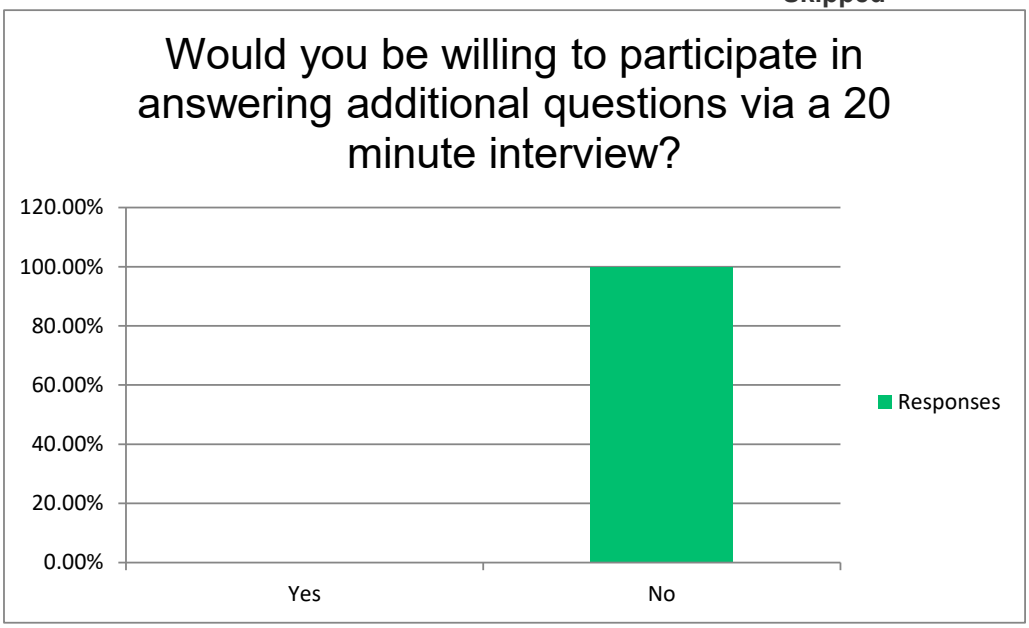
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	Total	Weighted Average
1	0.00%	0	0.00%	0	50.00%	1	0.00%	0	50.00%	1	2	4
										Answered		**2**
										Skipped		**3**



ARCS IDEA Emeritus et.al. Stakeholders Survey

Would you be willing to participate in answering additional questions via a 20 minute interview?

Answer Choices	Responses	
Yes	0.00%	0
No	100.00%	2
If yes, please provide potential contact dates and times.		0
	Answered	**2**
	Skipped	**3**

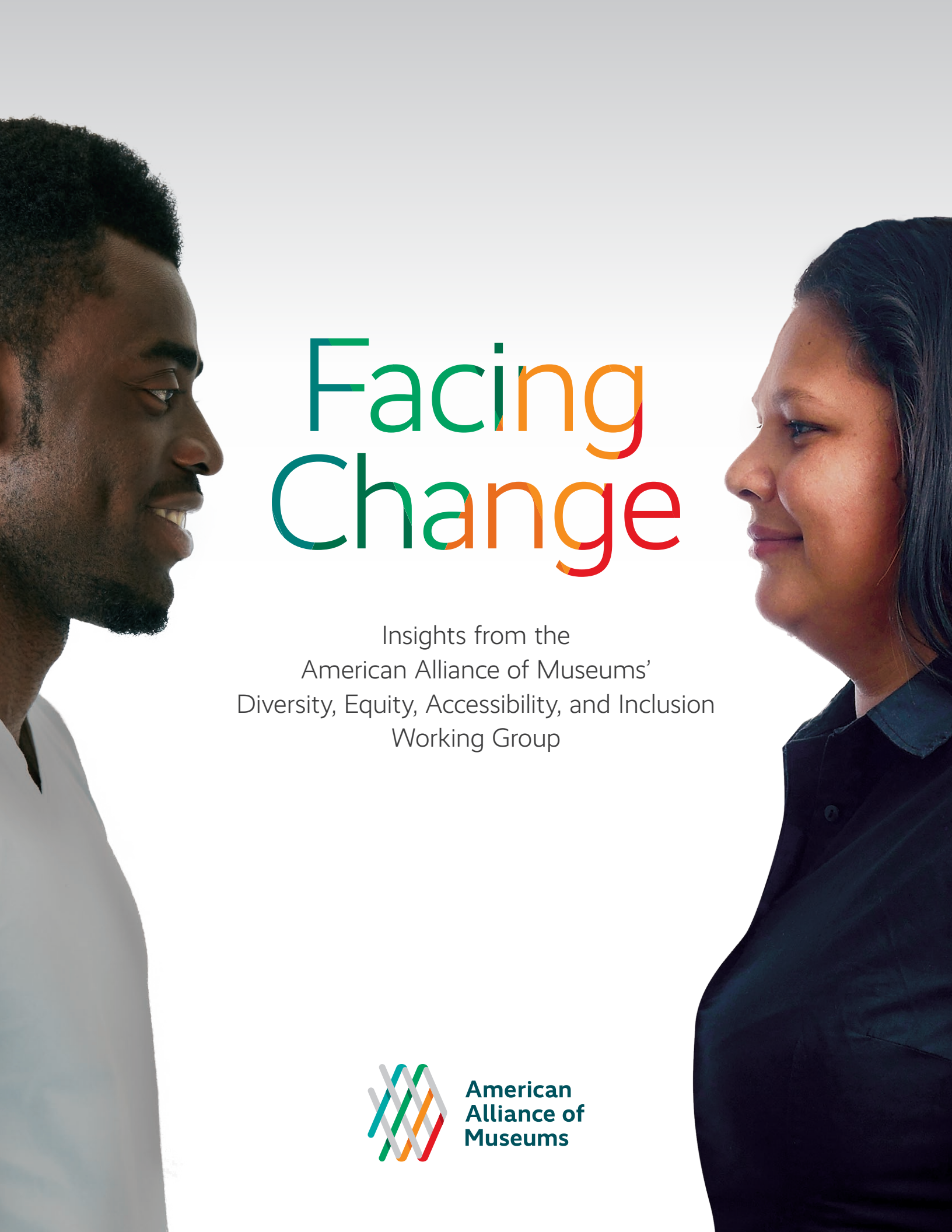


Appendix D: SCHEDULE OF COMMITTEE MEETING DATES

Schedule of Committee Meeting Dates and IDEA Task Force Members Attendance

05/03/21 — Nominations Committee — Shiori
05/04/21 — Conference Logistics Committee — Adriane, Janet
05/05/21 — Awards and Travel Awards Sub—Committee — Shiori, Renee, Dottie
05/12/21 — Membership Development Sub—Committee — Shiori, Janet
05/12/21 — ARCS Update Task Force — Shiori, Adriane, Janet
05/17/21 — Mentorship Program Committee — Shiori, Amy, Renee
05/17/21 — Development Resource Task Force — Shiori, Amy
05/18/21 — ARCS Chat Committee — Shiori, Tiffany, Amy, Janet
05/19/21 — Member Advocacy Committee — Shiori, Janet
05/19/21 — Emergency Preparedness Committee — Shiori, Renee
05/19/21 — Programming Sub—Committee — Shiori, Janet
05/20/21 — Board Committee — Tiffany, Shiori, Amy
05/25/21 — Virtual Connections Committee — Dottie, Adriane
05/25/21 — MeetUps Sub—Committee — Dottie, Candace, Janet
05/26/21 — Global Initiative Committee — Shiori, Amy, Dottie
05/27/21 — Courier Training Sub—Committee — Shiori, Dottie
05/28/21 — Membership Engagement — Adriane, Dottie, Janet
06/03/21 — Education Committee — Shiori, Dottie
06/08/21 — Executive Committee — Shiori, Dottie, Tiffany
06/14/21 — Conference Content Committee — Shiori, Amy, Adriane

Appendix E: CS-AAAM IDEA REPORT



Facing Change

Insights from the
American Alliance of Museums'
Diversity, Equity, Accessibility, and Inclusion
Working Group

American Alliance of Museums

"Diversity work does not simply generate knowledge about institutions... it generates knowledge of institutions in the process of attempting to transform them."

— **SARA AHMED,**
feminist scholar and anti-harassment advocate

From the President of AAM

As the American Alliance of Museums (AAM) developed its 2016–20 strategic plan, the board of directors and leadership team started by listening—learning what museum professionals believe are the issues most vital to the field's viability, relevance, and sustainability. At the top of many priority lists were issues of diversity, equity, accessibility, and inclusion in all aspects of museums' structure and programming. These issues, abbreviated as DEAI, became our first focus area.

Prioritizing DEAI was undoubtedly compelled by Dr. Johnnetta Betsch Cole's landmark keynote delivered at AAM's 2015 Annual Meeting. She called for museums to "be of social value by not only inspiring but creating change around one of the most critical issues of our time—the issue of diversity."

The Alliance has not always been as diverse and just as it must be. We are now on a path toward improvement, along with our community of museums, museum professionals, and other museum service organizations. We are working hard to ask ourselves the questions posed in this report and to follow the suggestions provided, both internally and in the service we provide to the field.

In setting her vision for our work, Dr. Cole reminded us of what Dr. Martin Luther King Jr. called the "beloved community." She said, "Fundamental to the concept of the beloved community is inclusiveness, both economic and social. The notion that all can share in earth's bounty describes a society in which the social product is shared far more equally than it is in today's world. The beloved community also describes a society in which all are embraced and none discriminated against."

While just one tiny step in a decades-long journey, this report lays out a framework for the Alliance's next set of priorities and programs aimed toward achieving the "beloved community" throughout our field.

In partnership,

Laura L. Lott
President and CEO
American Alliance of Museums

Introduction

Today, the country's museums are increasingly taking up the charge to be more inclusive. Museum workers, directors, and trustees are reflecting on the historical inequalities that have shaped the field. Employment pipeline programs and leadership development initiatives are helping to address long-standing barriers to entry.

This ongoing effort to increase diversity, equity, accessibility, and inclusion in museums isn't new, but it does reflect what Dr. Martin Luther King Jr. described in 1963 as the "fierce urgency of now." The work doesn't begin "out there," in some space external to museum staffs, directors, and boards. Nor does it hinge solely on outreach to underserved populations. Effective inclusion work begins inside the structures of our museums and within each of us.

In spring 2017, following its strategic plan, the American Alliance of Museums (AAM) convened the Working Group on Diversity, Equity, Accessibility, and Inclusion (DEAI). Twenty museum professionals, representing a variety of disciplines, organizational sizes and types, and perspectives, came together monthly at the Alliance's offices in Arlington, Virginia, and once at the 2017 AAM Annual Meeting in St. Louis, Missouri. For six months, this group examined the characteristics of effective museum inclusion practices and considered what steps the field could take to promote DEAI.

Cochaired by Alliance President and CEO Laura Lott and lifelong DEAI leader Dr. Johnnetta Betsch Cole, the working group's charge was to:

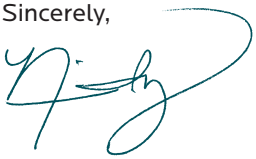
- identify current DEAI activities in the field
- understand key challenges, issues, and opportunities related to promoting DEAI
- learn from how other sectors have successfully overcome DEAI challenges
- identify steps that museum professionals can take to advance DEAI
- outline opportunities for collaboration and further work

Through our work, we reaffirmed the relevance of DEAI within the entire museum field. We believe that those who have historically been relegated to the margins of society due to legacies of racism, ableism, sexism, heterosexism, xenophobia, and all other forms of injustice must be fully included in museum workplaces and communities. The insights shared in this report apply to museums across the spectrum. Diversity, equity, accessibility, and inclusion are as important for large institutions with scores of people on staff as they are for small museums run by volunteers.

At the 2016 AAM Annual Meeting, Laura Lott asked audiences, "How will history judge our efforts—both as individuals and museums? Will we be urgent and proactive players to correct our society's inequities?" To these timely inquiries, the working group adds others: Whose perspectives are missing? How do we move from focusing on DEAI to removing oppression and reducing harm? How do we ensure that museums remain financially sustainable while working to become welcoming and safe for all?

As you read the sections that follow and continue the conversation in your own museum, I hope that you will let these prompts guide your reflections. No one person has all the answers, but the future of museums depends on our collective willingness to address the questions.

Sincerely,



Nicole Ivy, PhD
Director of Inclusion
American Alliance of Museums

How to Use This Report

This document presents a shared vocabulary and a set of basic principles to guide museum professionals toward incorporating DEAI into the heart of our work. It is meant to be a starting place, not an endpoint. The working group's findings are presented here as food for thought to jump-start the long-term processes that effective DEAI work requires.

Our five insights summarize key takeaways from the working group's conversations about big-picture ideas and specific examples from members' experiences. Selected responses to questions the group posed at the 2017 AAM Annual Meeting and on social media are meant to highlight feedback and inspire action. Several ideas reappear across sections, since many of the issues we discussed are interconnected. The report also outlines the working group's process to model how museum staffs, leadership, boards, and other stakeholders can launch similar convenings.

Overall, the report explores challenges faced and lessons learned by a few of those who have taken on the effort to expand DEAI in museums. We invite you to take note of which insights resonate with you and share those notes with others. Continue to visit the Alliance website to join the conversation through blog posts and other interactive opportunities.

Working Group Participants

AAM enthusiastically thanks the members of the Working Group on Diversity, Equity, Accessibility, and Inclusion for their generosity and wisdom:

COCHAIRS

Dr. Johnnetta Betsch Cole
The Andrew W. Mellon Foundation
Cook Ross Inc.

Laura L. Lott
American Alliance of Museums

MEMBERS

Christine Anagnos
Association of Art Museum Directors

Dina Bailey
Mountain Top Vision
American Association for State and Local History

Brian Carter
Association of African American Museums

Dr. Robert M. Davis
Museum Consultant
American Alliance of Museums Board Member

Eduardo Diaz
Smithsonian Latino Center
American Alliance of Museums Board Member

Omar Eaton-Martinez
National Museum of American History

Dr. Nicole Ivy
American Alliance of Museums

Brooke Leonard
American Alliance of Museums

Mike Lesperance
The Design Minds
LGBTQ Alliance

Dr. Tonya Matthews
Michigan Science Center
American Alliance of Museums Board Member

Laura Huerta Migus
Association of Children's Museums

Machel Monenerkit
National Museum of the American Indian

Monica Montgomery
Museum Hue

Dr. Porchia Moore
Columbia Museum of Art

Lisa Sasaki
Smithsonian Asian Pacific American Center

Cecile Shellman
Carnegie Museums of Pittsburgh
Diversity Committee (DivCom)

Kathy Dwyer Southern
The George Washington University

Chris Taylor
Minnesota Historical Society

Beth Ziebarth
Smithsonian Institution Accessibility Programs

What We Learned

Diversity, equity, accessibility, and inclusion are essential, sustainable values for museums to pursue. These principles are not only bedrocks of ethical and morally courageous museum work, but they also signal how the field can remain relevant to an ever-diversifying US population.

Inclusive leadership requires a careful and continuous examination of our implicit biases, which are the often-unexamined tendencies and preferences that we all harbor. When museum professionals use phrases like "our audiences" and "our staff," and pronouns like "we," "us," and "them," we express ideas about belonging. This is not inherently bad. After all, enriching communities and fostering shared learning experiences are at the heart of what museums do. However, failing to recognize how these terms affect organizational approaches can lead to excluding voices not considered part of a museum's core audience or leadership.

Practicing inclusion also demands continuous assessment and eradication of explicit inequalities. Unconscious bias training and cultural competence building are only valuable if they inform museums' approaches to structural change.

The working group's learnings can be summed up into **five insights** about the key components of effective museum DEAI work. With this report, we collectively assert the following:

1. **Every museum professional must do personal work to face their unconscious bias**
2. **Debate on definitions must not hinder progress**
3. **Inclusion is central to the effectiveness and sustainability of museums**
4. **Systemic change is vital to long-term, genuine progress**
5. **Empowered, inclusive leadership is essential at all levels of an organization**

Importantly, this list is not exhaustive. Our observations also do not provide definitive metrics for success. Indicators such as retention rates for historically underrepresented employees, reports of discrimination, organizational inclusion plans, and accurate demographic information about staff and trustees all help hold museums accountable.

History of the Alliance's Efforts

The progress in our field to date reflects the brave and diligent work of many people over many years. When AAM launched its 2016–20 strategic plan with DEAI as a focus area, part of our initial work involved identifying and assessing the Alliance's past efforts. An internal survey of our records revealed a sustained commitment to DEAI over the past three decades, starting with the AAM board's adoption of the *Excellence & Equity*[1] report as a policy statement in 1991. Since then, AAM has:

- included diversity and inclusion in several of its strategic plans
- convened external task forces to develop action plans for the field
- created internal inclusion teams
- hired staff members devoted to addressing DEAI
- issued a national diversity statement with affiliate organizations
- worked to integrate DEAI into museum excellence programs
- published numerous related articles, fact sheets, toolkits, and other resources

While we acknowledge and respect our predecessors' efforts, reviewing AAM's history around DEAI led to several questions, particularly as we discovered that multiple past plans had featured similar sets of recommendations. The biggest of our questions: Why haven't we seen more change?

Dr. Lonnie G. Bunch III, director of the Smithsonian's National Museum of African American History and Culture, powerfully expressed this concern in his article "Flies in the Buttermilk: Museums, Diversity, and the Will to Change" (*Museum News,* 2000). He confessed

[1] That report listed "specific actions AAM and the field could take to increase diversity in museum audiences and leadership within the museum community."

that he was worried because, after more than 20 years in the field, he was "still hearing some of the same debates and conversations." The fact that Bunch's words reflecting on the previous 20 years were written nearly two decades ago is not lost on us. It's true that some progress has been made, but in many ways we are still having those same debates and conversations.

In the working group meetings, we committed to a process of self-reflection, learning from past efforts, recognizing the barriers that have hindered the field's progress, and breaking down those barriers in specific ways. We also agreed that no person or organization can do this work alone. Every museum service organization, museum, and individual has work to do. If we make progress, it is because we have all played a part.

The Process

For this study, the Alliance convened museum professionals who have demonstrated commitment to DEAI. The working group was composed of passionate, talented professionals with a broad base of experience and expertise. It included museum educators, directors, independent professionals, and diversity and inclusion leaders. Still, the group was less a representative sample than a task force. As thought leaders and committed practitioners of DEAI, the members gathered to share strategies and outline practical ways to carry the work forward. Dr. Nicole Ivy, Brooke Leonard, and Kathy Dwyer Southern rounded out the team of Alliance staff that supported the project.

For six months, the working group discussed critical issues around DEAI, including **why** DEAI is relevant to museums, **what** current trends affect museums' approaches to equity, and **who** bears responsibility for implementing inclusive practices in museums (short answer: everybody). We also focused on **how**—the importance of developing ways to apply the principles of DEAI across functional areas. Although the working group has formally disbanded, the Alliance continues to consider what future groups could look like.

One of our fundamental working assumptions was that this process would be iterative. Each group member brought their own skill set and priorities to this work. From the outset, the cochairs encouraged the group to be flexible and collaborative. This learn-as-you-go approach meant that we had to be willing to compromise, revise, and restart on more than one occasion. We stressed the importance of trusting both the process and one another. We remained open. We dug into difficult conversations even when they felt uncomfortable. But this, too, is the work of inclusion.

The group decided early on to set its sights on the tough questions. We learned through our initial discussions that, although there are many excellent, sustainable DEAI-related initiatives at US museums and museum organizations, any inventory that we could offer would lack clear insight into the critical issues of inclusive museum practice. So, we decided to assess our challenges and our visions of success. We surveyed ourselves and posed the same questions to museum professionals on social media using the hashtag *#museuminclusion* and on talk-back walls at the 2017 AAM Annual Meeting in St. Louis. We asked the following questions:

- What are you most proud of in your work on diversity, equity, accessibility, and inclusion?
- What are your greatest obstacles to this work?
- What resources do you need?
- What does success look like for the field?

Museum professionals responded enthusiastically, generating over 485,000 impressions on Twitter. Respondents were proudest of their museums' progress in accessibility, openness to dialogue around inclusion, and steps toward raising awareness about the value of DEAI. The greatest obstacles were predominantly echoed in people's statements of their needs, which were overwhelmingly "money" and staff capacity or time. Respondents also identified a desire for more practical tools, such as professional development resources, training, examples, templates, and case studies. The visions for success called for living wages across the field, more diverse visitorship, connected communities, and "collaboration over consultation" as a model of engagement.

The working group agreed that money and time are immense barriers to inclusion. We took these challenges into account as we concretized our five key insights, ensuring that they are applicable to museums of all sizes, types, and budgets.

Five Insights

INSIGHT

1

Every museum professional must do personal work to face unconscious bias

We all have a stake in DEAI. As people who love and support museums, we are called to honor our common humanity—all the ways that we are different and the same. This spectrum of human possibility is what we mean when we use the term "diversity." While institutions help us organize our interests, what we do individually demonstrates the institutional commitment to our audiences.

Recognizing our unconscious biases is a meaningful first step. Unconscious bias refers to our automatic, often-unspoken beliefs about various social groups. These hidden assumptions—also referred to as implicit or unintentional bias—influence how we judge others' competency. They shape our expectations for human interaction and form the basis of prejudicial actions.

We ***all*** have unconscious biases. The urge to evaluate is an innate human response. Social and behavioral scientists note that the "ability to distinguish friend from foe helped early humans survive."[2] Even those of us who are experienced DEAI professionals must routinely check our biases.

Unconscious bias matters to museums because it affects our decisions about who belongs in museum leadership and how we reach out to audiences. It influences how we set salaries, craft job descriptions, promote employees, and design interior and exterior spaces. Learning to identify our biases can help us intentionally think again: even if our first impulses are prejudicial, our next thoughts and steps don't have to be.

This internal, personal work is ***work***. It calls for study, skill-building, and practice. As working group member Chris Taylor has noted, "Inclusion requires knowledge, skills, and abilities that are not wholly taught to museum professionals through training programs...We cannot expect our field to do this work through osmosis."[3] Once museum professionals identify our biases, we can move toward managing them through empathy and action-oriented strategies. Recommended steps for developing these skills include:

- unconscious bias training
- implicit bias association tests
- intercultural competence assessments
- cultural competency training
- self-awareness work (e.g., personality and leadership style surveys)

These skills can be built at the individual or organizational level; the steps are the same. Self-work strengthens the foundation for institutional work.

CALL TO ACTION

You and your team can identify **available practitioners** who can facilitate this work. You can also take the **Harvard Implicit Association Test** for free online to help identify your own unconscious biases. You can then host a brown-bag **discussion** around your experiences or agree to share your results in a safe and respectful conversation.

[2] Source: www.tolerance.org/professional-development/test-yourself-for-hidden-bias
[3] Source: http://futureofmuseums.blogspot.com/2016/02/do-ing-diversity-in-museums.html

"If your museum is large or small, old or young, famous or not yet famous, the need for seeking and sustaining diversity in your museums...has never been greater. If we are to be relevant in this ever-changing world, to stay artistically and financially viable, all of our museums must boldly—indeed, bodaciously—commit to rethinking about what takes place in our museums, to whom our museums belong and who the colleagues are who have the privilege of telling important stories through the power of science, history, culture and art."

— DR. JOHNNETTA BETSCH COLE

INSIGHT 2

Debate on definitions must not hinder progress

The proliferation of diversity and inclusion initiatives across sectors virtually guarantees that there will be debate about the terms of engagement. Clear definitions keep us on the same page and allow us to move forward. Although there are many definitions of diversity, equity, accessibility, and inclusion, the working group agreed upon a set that best capture our beliefs.

Diversity is all the ways that people are different and the same at the individual and group levels. Even when people appear the same, they are different. Organizational diversity requires examining and questioning the makeup of a group to ensure that multiple perspectives are represented.

WHY THIS DEFINITION?

Our definition of diversity moves toward opportunities for groups to continually question whether they have adequate representation to make equitable programmatic, hiring, governance, financial, and other decisions. Any individual will have multiple identities and experiences. What it means to be diverse, in practice, will vary depending on the organization.

Equity is the fair and just treatment of all members of a community. Equity requires commitment to strategic priorities, resources, respect, and civility, as well as ongoing action and assessment of progress toward achieving specified goals.[4]

WHY THIS DEFINITION?

Equity is the goal of our work. It requires deliberate attention to more than matters of recruitment, hiring, compensation, promotion, and retention. Equity includes governance, representation, and other indicators of power. It is, collectively, a step toward recognizing past exclusion and achieving genuine inclusion.

Equity is not the natural state of things. We must deliberately apply time, resources, and consideration to achieve this goal. In addition, our museums must develop relationships of trust and understanding.

Accessibility is giving equitable access to everyone along the continuum of human ability and experience. Accessibility encompasses the broader meanings of compliance and refers to how organizations make space for the characteristics that each person brings.

WHY THIS DEFINITION?

The definition of accessibility is broadening beyond public accommodations and job opportunities. It's not just about the physical environment: it's about access to and representation in content for all.

We must integrate those concerns into the definitions. Our understandings of accessibility include the legal definitions and provisions of the Americans with Disabilities Act, but we're striving for inclusive design.[5] We want to go beyond compliance.

Inclusion refers to the intentional, ongoing effort to ensure that diverse individuals fully participate in all aspects of organizational work, including decision-making processes. It also refers to the ways that diverse participants are valued as respected members of an organization and/or community. While a truly "inclusive" group is necessarily diverse, a "diverse" group may or may not be "inclusive."[6]

WHY THIS DEFINITION?

We need museums in which diverse participants are truly integrated and valued as respected members of the organization and/or community, beyond token participation and authority. The measure and success of inclusion must include the perspectives of the disenfranchised.

CALL TO ACTION

You can **cite these definitions** in your appeals to grant makers, your evaluation work, and your own inclusion planning. Share how you have used or revised them with AAM via social media or the Alliance Labs site.

[4] Source: http://institutionaldiversityblog.com
[5] Our definition is guided by the principle of inclusive design, which aims to address barriers typically overlooked in the design process.
[6] Source: www.d5coalition.org

INSIGHT

3

Inclusion is central to the effectiveness and sustainability of museums

Our institutions' viability and financial sustainability depends largely on our ability to be relevant, magnetic, and inclusive. Museums will need to cultivate effective practices for managing change to continue to do our work. The working group agreed that the purpose of discussing DEAI in the context of organizational sustainability is not to justify museum equity efforts—at base, equity is the right thing to do. Rather, we wanted to frame the discussion for those seeking to express the financial implications of DEAI in addition to the social and moral imperatives.

Through their exhibitions and programs, museums provide spaces for reflection, community-building, and inspiration. They offer resources that help visitors learn and grow. They also bolster local and national economies—to the tune of $50 billion in GDP in the United States in 2016, according to recent research by AAM and Oxford Economics.[7] But, despite this wide reach, museums' workforces and audiences continue to be plagued by inequalities. Although non-white people make up 23 percent of the overall US population,[8] they comprise only 9 percent of museum visitorship.[9] African Americans hold only 4 percent of the leadership positions in US art museums; Latinx professionals hold only 3 percent of total leadership jobs in the sector.[10] The *2017 Museum Board Leadership* report, published by AAM in partnership with nonprofit leadership organization BoardSource, revealed that 46 percent of museum boards are all white. Compare these statistics to national trends: demographic data indicate an increasingly broadening spectrum of ability, age, gender identity, sexual orientation, race, and ethnicity in the United States. If museums want to continue to receive the trust and economic support of the public, they will need to reflect the diversity of the communities they serve.

Research emphasizing the value of inclusion abounds. Across industries, diverse teams have been shown to be more profitable than homogenous ones. Writing for *Harvard Business Review,* Stony Brook University Professor of Technology and Society Todd L. Pittinsky explained that organizations in which difference is not merely tolerated but embraced are more likely to demonstrate "open communication, feelings of inclusion, mentoring across genders and ethnicity, and 'bringing one's whole self to work.'" He asserted that organizational culture "plays a key role in sustained innovation."[11]

Working group cochair Dr. Johnnetta Betsch Cole compellingly expressed the business case for diversity and inclusion in her keynote address at the 2015 AAM Annual Meeting. Speaking on the theme of "The Social Value of Museums: Inspiring Change," Dr. Cole asserted that "if businesses are to compete effectively in this global economy, they must have within their company employees of diverse backgrounds who will bring different and innovative ideas to the table." Drawing on US Census data and demographic trends, she stressed that "in the next 30 years, the US will become a majority minority country with white folks no longer in the majority." Dr. Cole also reminded readers that the future of philanthropy will be influenced by increasing racial and ethnic diversity, with funders prioritizing efforts that positively affect historically underrepresented populations.[12] Diversity, equity, accessibility, and inclusion make both moral and financial sense for museums in today's climate of rapid social and demographic change.

CALL TO ACTION

While research on inclusion and sustainability abounds in the private sector, there is a great need for accurate **benchmarking information and research** about DEAI in the museum field. You can take steps to fill in this picture by **highlighting successes** in your museum to demonstrate that everyone is enriched by this work.

[7] *Museums as Economic Engines: A National Study,* commissioned by AAM and conducted by Oxford Economics, 2017
[8] U.S. Census Bureau. *QuickFacts.* Washington, DC: U.S. Census Bureau.
[9] *Demographic Transformation and the Future of Museums,* The AAM Press, American Association of Museums, 2010
[10] *The Andrew W. Mellon Foundation: Art Museum Staff Demographic Survey,* 2015
[11] *Harvard Business Review,* 2016
[12] Keynote address by Dr. Johnnetta Betsch Cole, 2015 AAM Annual Meeting

INSIGHT

4

Systemic change is vital to long-term, genuine progress

Diversity, equity, accessibility, and inclusion are part of a wider discussion about power and privilege. Not only can museums encourage diversity, they can stop discouraging diversity. This focus on what museums can actively and intentionally do—or avoid doing—is at the heart of systemic change.

Inclusion requires an institutional orientation toward listening. It requires a willingness to invest in equity just as enthusiastically as we invest in our operations. Although personal work is a crucial part of the process, museum equity is ultimately sustained through change at the structural level. By prioritizing inclusion in their core operations, museums can ensure that progress is not just cosmetic or temporary but embedded into the systems that make them function.

The most effective tools for creating systemic change will vary according to each museum's size, budget, mission, and collections. However, addressing issues of power and unequal access within the workplace is critical. A diverse board and staff is a logical output of becoming more accessible, inclusive, and equitable.

Museum boards, directors, and staff should ask the following questions across functions and areas of practice:

- Does the museum have an institution-wide diversity plan?
- How do collections, exhibitions, and research reflect marginalized communities?
- Who does the museum partner with?
- Does the museum partner with vendors who are members of underrepresented groups?
- How do we reach those who aren't supportive of equity?

Broadening the pathways to employment helps create systemic change in the museum workplace. If unpaid internships are a prerequisite for gaining the experience and connections needed to secure a museum job, then people who can afford to work for free will rise to the top of the candidate pool. Financial support, including paid internships and housing and living stipends, helps ensure that people without adequate funds have an equal shot at entering the hiring pipeline. Likewise, targeted recruiting efforts—toward historically black colleges and universities (HBCUs) and underrepresented student organizations at predominantly white institutions (PWIs), for example—can raise awareness of museums as a career option for those who might not have considered it.

Systemic change cannot occur without an accountability framework, whereby museum leadership, staff, boards, and communities hold each other responsible for promoting inclusion. Museums with the resources to do so can hire people in leadership positions to drive DEAI work. Internal inclusion teams and committees in museum service organizations can also help maintain accountability.

The **AAM LGBTQ Welcoming Guidelines for Museums** exemplify how museums can effect systemic change to promote the equitable inclusion of lesbian, gay, bisexual, transgender, and queer communities in all facets of museum operations. Modeled on the AAM Standards of Excellence, these guidelines outline strategies for museums to support LGBTQ inclusion at the structural level. They provide a "resource to effect change at institutions that serve LGBTQ persons and families and employ LGBTQ staff and contractors."[13] The guidelines' checklists and assessment tools detail practical plans for making museums accountable to LGBTQ staff, board members, volunteers, and visitors.

CALL TO ACTION

You can discuss the questions listed above in your staff and board retreats or in team meetings. If you don't do so already, you can **collect demographic information** about your board, staff, and visitors to benchmark inclusion in your museum and measure change over time.

[13] Source: https://www.aam-us.org/wp-content/uploads/2017/11/lgbtq_welcome_guide.pdf

INSIGHT

5

Empowered, inclusive leadership is essential at all levels of an organization

In a 2014 paper evaluating leadership trends, the multinational management firm Deloitte advocated the importance of cultivating leaders at every level of an organization. Its authors explain:

> ***Today's market environment places a premium on speed, flexibility, and the ability to lead in uncertain situations. At the same time, the flattening of organizations has created an explosion in demand for leadership skills at every level.***[14]

Museums have a stake in this expanded leadership. When a museum empowers its staff, executives, and trustees to prioritize inclusive practices, it generates a culture of inclusion that radiates through the institution and into the community.

For inclusion to become part of a museum's culture, it is essential for paid, volunteer, and executive staff to develop the skills for authentic, inclusive leadership. To accomplish this goal, museums can:

- highlight successes and reward team members for outstanding inclusion efforts
- provide training for emerging professionals
- establish employee resource groups
- build staff and community coalitions to address barriers

Inclusive leadership does not mean simply creating a position and expecting that one person will do all the work. It does not mean allowing those professionals who are already doing the work to continue to do so in isolation. It does not mean expecting members of marginalized and historically underrepresented groups to perform the emotional labor of teaching their colleagues how to be inclusive. It does not mean simply managing diversity. It does not mean designating the responsibility for inclusion work to younger, seasonal, or contract workers.

Photo courtesy of Jopwell

Inclusive leadership means respectfully listening to opinions that challenge the norm. It means trusting the wisdom of less senior, less well-paid, or temporary staff. It means setting inclusive design—and not just ADA compliance—as a benchmark. It means making inclusion the business of all involved in the museum's operations, from the board of trustees to the director and the staff.

CALL TO ACTION

Museum boards and leadership can **prioritize inclusion in the strategic planning process** or through a separate inclusion plan. Museum professionals across functions can share **next practices and best-known actions** related to DEAI with colleagues.

[14] *Global Human Capital Trends 2014: Engaging the 21st Century Workplace,* Deloitte Consulting LLP and Bersin by Deloitte, 2014

Conclusion

Museums hold a unique and trusted place in society. They reveal the power of ecological, artistic, and human diversity. In our current moment of rapid political and social change, museums remind us that beauty and justice are both fragile and resilient. The struggle for equity in our field—and in our society at large—precedes the working group's convenings by many, many decades and will demand our vigilance in the decades to come.

There is much to be done, and the markers of success will not necessarily be the traditional ones. Measuring numbers of employees or ticking off visible signs of human difference is simply not sufficient. Expanding diversity, equity, accessibility, and inclusion requires a constant evaluation of whose voices are being represented or silenced. As the introduction to this report emphasizes, inclusion is a process. But the insights shared here point us to a path forward.

“Not everything that is faced can be changed, but nothing can be changed until it is faced.”

—**JAMES BALDWIN,**
writer and social critic

Resources

For a full list of additional tools to help you and your museum plan for and support diversity, equity, accessibility, and inclusion initiatives, please check out the resource library on the Alliance website.

American Alliance of Museums

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