

| THE WALTERS |  
| ART MUSEUM |

# Diversity, Equity, Accessibility, and Inclusion Goals

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# Diversity, Equity, Accessibility, and Inclusion Goals

The Walters Art Museum is among America's most distinctive museums, forging connections between people and art from cultures around the world and spanning seven millennia. Through its collections, exhibitions, and education programs, the Walters engages the people of the City of Baltimore, Maryland, and communities across the globe.

In December 2020, the Walters Art Museum finalized a set of multiyear diversity, equity, accessibility, and inclusion (DEAI) goals in alignment with the museum's Strategic Plan. As part of those goals and to hold itself accountable, the museum committed to update the public on its annual progress. This update was published in 2022 to reflect on FY 2022.

## Background and Purpose of DEAI Goals

In November 2015, the Walters Art Museum launched a new Strategic Plan as a 10-year roadmap for the institution. In the Plan, the Board and staff made a commitment to a new vision for the Walters—to be a force for transformation in the Baltimore region. The Plan calls for the institution to “situate itself more firmly in Baltimore—a diverse city that is majority African American—and the region by investing in its citizens.”

The DEAI goals outlined in this document are a direct outcome of this Strategic Plan. While the institution has made progress since 2015 toward this vision of transformation and service, we recognize the urgent need to do more. The effects of the history of racism in this country demand action from us, both as individuals and as a museum. In 2020, our vision to be a force for change in our community took on greater urgency as protests swept across Baltimore and the nation condemning racism, police violence, and social injustice. In addition, the COVID-19 pandemic disproportionately impacted Black, Latinx, and lower-income communities, resulting in reduced access to art and educational opportunities.

To accelerate and embed diversity, equity, accessibility, and inclusion throughout the Walters' work and culture, the museum created a Joint Staff & Board DEAI Working Group in Summer 2020 and a standing Board DEAI Committee in September 2020. The charge of the Joint Staff & Board DEAI Working Group was to develop short- and medium-term actions and goals, now captured in this document, that will continue to advance the museum's DEAI work for its staff and communities.

To create these DEAI goals, the Working Group reviewed the institution's progress against the Strategic Plan; consolidated and reviewed staff- and department-driven goals for DEAI (which were developed July to August 2020); and identified key priorities for the institution moving forward. Over 90 staff members (of approximately 150 staff) participated in optional feedback sessions about

the goals and priorities, and the Board DEAI Committee and full Board of Trustees reviewed and supported the plan. The Joint Working Group completed their work on DEAI goal development in Fall 2021. In Spring 2022, a standing DEAI Staff Advisory Committee was established to provide feedback on projects in development that support these goals.

For the purposes of this document, a group of Walters staff and trustees from the original Joint Working Group developed the following definitions for DEAI:

**Diversity** is the totality of ways in which human beings are similar and different.

**Equity** is access to resources that advance social justice by allowing for full participation in society and self-determination. This requires addressing structural and historical barriers and systems of oppression. Equity is not the same as equality. Equality implies sameness, while equity recognizes difference and takes difference into account.

**Accessibility** is ensuring equitable access to everyone along the continuum of human ability, experience, and circumstance.

**Inclusion** is culture that creates and promotes environments of involvement, respect, and connection in which the richness of diverse ideas, backgrounds, and perspectives is valued.

It is expected that these definitions will evolve and will be updated as we actively listen to the greater Baltimore community, the Walters' staff and leadership, and the American Alliance of Museums.

## **Walters Diversity, Equity, Accessibility, and Inclusion Goals**

This document is organized around the five strategic priorities outlined in the current Walters Strategic Plan: Activate the Collections; Engage through Personal Experiences; Create Innovative Partnerships; Strengthen Accountability and Sustainability; and Build a Dynamic Team. Under each priority are lists of key DEAI initiatives since 2015 and multiyear (two- to three-year) DEAI commitments for the institution.

In the discussions to develop the DEAI goals, three overarching imperatives emerged. These essential commitments for the Walters Art Museum are the following:

***Expand the histories the museum examines and shares.***

***Partner with our communities.***

***Center equity, inclusion, and accountability in our culture and decision-making.***

### **Expand the histories the museum examines and shares**

The Walters Art Museum is committed to examining and sharing the histories of its origins and the art that it stewards to ensure an environment of anti-racism, inclusivity, collaboration, and welcome for visitors, volunteers, and staff. The Walters will continue to make this research and these histories accessible onsite and online and will provide ongoing opportunities to foster understanding of these histories through staff and docent trainings and programs for students and the general public.

## Partner with our communities

We reaffirm our commitment to partner with our communities and engage Baltimore. We embrace our role as educators, as storytellers, and as a resource for the community, using the collection as a vehicle of knowledge and cultural expression to support learning, dialogue, and engagement. We also appreciate that this is a continuously evolving process that requires reflection, input, and listening, and we are committed to doing this important work with our local arts communities. The Walters seeks partnerships of trust, open dialogue, and accountability with our communities, and continually develops and institutionalizes mechanisms for representation and feedback throughout our work. We commit to making a positive social impact in Baltimore and beyond with all of our resources.

## Center equity, inclusion, and accountability in our culture and decision-making

The museum's commitment to DEAI must begin with our own teams and workplace culture. This includes improving pay equity and developing a new compensation strategy, providing platforms for staff input and accountability for responding to this input, and creating more clarity in processes and decision-making.

## Accountability and Resources for DEAI Goals

The Walters Art Museum is committed to embedding DEAI in all of the museum's work. Annually, as part of the museum's goal-setting process, departments will identify specific activities to further each of these DEAI goals. These goals will underpin the budgeting efforts, and the Finance Committee, as part of its own DEAI goals, will review how the budget supports this plan to ensure adequate resources. The multiyear goals include work underway and budgeted for in FY 2023 (July 2022 to June 2023) and will continue in FY 2024.

The museum recognizes the need to create new approaches to providing visibility into the progress and status of its work for all stakeholders. Annually the Board of Trustees will review progress against the goals, and an annual update will be provided publicly on the website.

In addition, at the board level, every board committee develops DEAI goals for their respective committees, and these goals are reviewed by the DEAI Board Committee and discussed with the Board of Trustees on an annual basis.

## Reflections on Progress: April 2021 to June 2022

The Walters Art Museum has made considerable progress in our DEAI work from April 2021 to June 2022, including the following noteworthy accomplishments: significant work towards our goal to diversify and contextualize the stories the museum tells; greater clarity around our founders' ties to the Confederacy; and the rollout of our land acknowledgment and cultural heritage statement. Ongoing internal practices reflect DEAI efforts as well, such as provenance research, staff trainings, and using women and Black-owned money management firms. Additionally, we have established and filled new positions that focus on community engagement, evaluation, and accessibility. We have centered community engagement in a newly restructured Learning and Community Engagement department (formerly the Education and Public Programs department).

We acknowledge that we still have much work to do. The museum has not accomplished as much

as we had intended in the original timeframe partially due to staffing shortages and issues of timing. For example, although work has begun to develop a strategy towards pay equity to ensure fairness in employee compensation, we have not made as much progress in this area as we had hoped, due partly to ongoing demands of new processes resulting from the COVID-19 pandemic and staffing changes in Human Resources. In addition, the Learning and Community Engagement department by necessity focused on hiring for the department, which took time. Now the team is actively developing a robust set of programs to engage PreK-12 school and college communities, teens, families, adults, and our broader community.

In order for the museum to make more significant progress towards DEAI goals, we will need to ensure that staff across the museum have adequate time allocated to accomplish these goals. Simultaneously we must improve staff retention to mitigate disruptions to our progress. Finally, we acknowledge that DEAI work is always ongoing, and it is essential that we commit staff time and resources to focus on this work in the long run.

## **Conclusion**

The Walters Art Museum believes in the fundamental role art and history play in shaping a better future. This moment challenges us to listen, learn, and take bold and consistent action to build a better and more just future for Baltimore and beyond.

The work that we must do is not possible without the partnership of our staff, Board, supporters, and communities. We commit to continue this work with you—and with urgency and courage.

# I. Activate the Collections

Ongoing multiyear DEAI commitments, with progress

April 2021 to June 2022:

- A. **Update and expand the biographies of the museum's founders in order to acknowledge publicly William T. Walters's and Henry Walters's support of the Confederate cause**, and to interrogate the ways in which William's and Henry's views informed the development of their collection.

Developed and publicly released expanded "**About the Walters.**"

Shared the Walters history and new research with volunteers and docents.

Completed the first program in the *Depths of History* series to engage the public in ongoing discourse about the problematic histories of museums and other institutions.

Established a new onsite location for the Walters history in the lobby of the main museum entrance on Centre Street.

Completed review and rephrasing of development communications to reflect expanded Walters history, including in grants.

- B. Commence a **thorough study of the economic, political, and social histories of William and Henry Walters and their historical legacies**, including research by both internal staff and external historians. This study will both look at the history of the Walters as well as explore and highlight the wider role that art, art museums, and philanthropy have played in systems of oppression in the United States. The museum will share findings through programs, in the galleries, in onsite and online materials, and in staff, volunteer, and docent trainings.

Conducted interviews with local and national scholars to identify research opportunities. Documented all research questions.

Identified resources to hire post-doc fellow to continue to conduct history research.

Posted position for Mellon post-doc fellow to support history project.

- C. Create an **institutional land acknowledgment statement** to be posted onsite and online that recognizes the original stewards of the land on which the City of Baltimore and subsequently the museum was created. The museum will share the statement with local organizations and partners, and compensate partners for their time and expertise. The museum will also develop new programming featuring Indigenous voices and partners, conduct a census of museum labels, create new online content, and support staff, volunteer, and docent trainings.

Developed and **shared indigenous land and cultural heritage acknowledgment statement**, with feedback and input from local organizations and partners.

Conducted an audit of the collections to determine what online information or in-gallery labels for objects were made by or represent Indigenous peoples; revised descriptions of 200 works depicting Native Americans by 19th-century artist Alfred Jacob Miller, which had included original text written by Miller and therefore centered colonialist perspectives.

Completed an inventory of works whose provenance require further investigation or consultation with tribal members; catalogued and shared Native American works online.

- D. Continue to conduct thorough investigations of the provenance of the Walters collections** and to convey the issues surrounding colonialism and its implicit support for the spoliation and theft of works from other cultures, especially those of people of color.

Researched and provided provenance information for 135 additional objects across the collections.

Began project updating provenance information on 220 Thai and Cambodian sculptures.

Prioritized online publishing of objects with new provenance information.

- E. Review existing installations, works online, and works on view** to both ensure that the histories of and points of view embedded in the objects are explored and conveyed, and to increase access to the collection and information about the collection. The museum will also reassess current cataloging practices and collection classification and categorization.

Began to audit and revise labels and didactics for works on view through cross-departmental feedback process. Completed revisions for labels in Hackerman House.

Cataloged or updated 1,286 objects across collections.

- F. Diversify and contextualize the stories the museum tells** through programs, loans, acquisitions, installations, exhibitions, **collaborations with contemporary artists**, and partnerships in order to be more inclusive of BIPOC (Black, Indigenous, People of Color) art, perspectives, and stories, as well as those of other underrepresented people and cultures.

Acquired art that brings new representation and new voices into the collection, and provides opportunities to create new juxtapositions and narratives, including a collection of Yemeni silver, an Ethiopian wall painting and several manuscripts and scrolls, Japanese Kimonos, two contemporary works by India-born artist Anil Revri, a Joshua Johnson painting, a Mexican book by a female printer, an Ancient Judaeon coin, and a Jewish marriage ring.

Created opportunities for the public to view **conservation work on the Thai thammatt** (pulpit) and incorporated conservation stories from a broader range of collections into virtual public programs and onsite in our Conservation Window, which offers visitors the opportunity to watch conservators as they work on objects from the collection.

Continued annual studio visits to deepen engagement with current and past winners of the Janet & Walter Sondheim Art Prize in order to maintain relationships, stay informed of new work, and build a path to future partnerships, such as guest curation on future exhibitions.

Developed framework for seeking and developing relationships with living and local artists and connecting to their work. For example, we implemented gallery interventions which place works by living and local artists (strongly prioritizing those of traditionally underrepresented groups, particularly BIPOC) in conversation with our historic art, beginning with *Activating the Renaissance*.

Created Principles for Adult Programs, which ensures that programs reflect diverse talent and perspectives, and amplify, uplift, and support Black, Latinx, LGBTQIA, and Indigenous speakers, scholars, artists, and communities (locally and nationally) as a core principle.

Established cross-departmental and collaborative process to generate ideas for public programs.

**G. Create a partnership of trust, open dialogue, and accountability with our communities** by centering audiences and communities, and their feedback, in the Walters decision-making. The museum will develop mechanisms for representation and feedback throughout the Walters, including a strategy and structure for community engagement and advisory boards for exhibitions, installations, and programs; strengthened evaluation for exhibitions, installations, and programs; and continued visitor surveys and targeted surveys to test key initiatives. The museum will also commit to understanding more deeply what the Walters Art Museum represents to the community today and in the future.

Built new Learning & Community Engagement department in order to strengthen community engagement work.

Continued the ongoing visitor survey.

Continued to build the Visitor Experience department and Evaluation and Audience Impact Team.

Convened community and academic advisory groups for the 2023 Ethiopian art exhibition. Formed Islamic Art Advisory Committee comprising community and academic members.

**H. Develop new and inclusive processes for selecting and developing exhibitions and installations, and for collections content**, including feedback from staff, volunteers, and community participation.

Introduced and implemented a new exhibition selection and development process that involves collaborative, cross-departmental work, including reviewing exhibition design and interpretive content through the lens of inclusion and accessibility.

Applied the new exhibition development process to a rolling 5-year program of exhibitions and installations that ensures that the museum's historic collections connect with diverse 21st-century audiences, especially by celebrating and integrating underrepresented points of view, including stories by BIPOC, LGBTQIA, and women artists and the disability community.

## Progress prior to April 2021:

Expanded access to the Walters Art Museum and its collections. Eliminated special exhibition fees, making the Walters Art Museum the only museum in Baltimore where entry is completely free, and added hours to Thursday evenings to expand access. Increased free digital public programs and resources for adults, families, PreK–12 students and teachers, and members. Now, due to increased digitization, more than 40% of all collections are digitized and online, and what started as free scholarly use has moved to free unrestricted use for any purpose.

Reopened Hackerman House at One West Mount Vernon Place and began to share new histories about the enslaved people who lived and worked there, in particular Sybby Grant, a cook.

Partnered with contemporary artists to explore new perspectives on the Walters collections, including ceramicists Roberto Lugo and Herb Massie as well as Jay Gould and Antonio McAfee. Their work was featured in temporary exhibitions and installations in Hackerman House at One West Mount Vernon Place and focused on the themes of slavery, labor, and identity relating to the history of the house. Expanded our collaborations with local artists through public programs and performances, including Nicoletta de la Brown and WombWork Productions.



## II. Engage through Personal Experiences

Ongoing multiyear DEAI commitments, with progress  
April 2021 to June 2022:

- A. Develop a **comprehensive plan to increase accessibility to the museum and museum resources**, including the physical museum space as well as programs, onsite and potential off-site experiences, collection resources, and digital engagement, in partnership with local accessibility partners and communities.

Reimagined the museum's Visitor Services team to be the Visitor Experience department, centering the experiences of visitors in the work of the museum.

Completed an Accessibility Audit on the initial entry experience. Began to implement prioritized improvements. Embedded accessibility considerations into the planning process across all formats of public programs. Facilitated the accessibility review of exhibition designs for Across Asia. Hired Accessibility Advocate in Visitor Experience Department.

Expanded digital access. Continued to build, enhance, and grow ResourceSpace, a tool for both staff and the public to digitally access the museum's collections. Continued to implement strategy for hybrid and digital experiences. Created and implemented broader strategy for use of QR codes in galleries pending results of evaluation. Created pilot digital experience focusing on "Glass" across collection areas.

Used the Journal to publish robust new research and findings related to collections objects and created new guidelines for foreign language contributions to the Journal.

Continued to work collaboratively and cross departmentally towards full release of collections information on the web.

Established plan to consistently provide accurate captions into video recordings of programs.

- B. As the museum continues to expand its digital programming and resources, continue to invest in resources and programs that **serve audiences across the digital divide**.

Created and delivered 250 Art Kits to Howard County Arts Council to distribute at Head Start Centers and 125 Art Kits for Sarah's Hope family shelter in West Baltimore.

Launched new videos and other teaching materials on Classroom Connect, a multimedia learning resource available on the Walters' website, which builds visual literacy and critical thinking for K-8 students, in and out of the classroom.

Established and implemented a framework for determining format of public programs to continue to serve digital audiences while re-establishing onsite programs.

- C. Establish **new vision for the Walters' school and teacher programs to deepen impact in Baltimore City** and develop a scalable statewide strategy to reach all of Maryland.

Reframed the School Programs unit as the School Communities unit, reflecting a more holistic approach aiming to impact K-12 students in deeper, more long-term ways.

Launched virtual K-12 tours.

Re-established teacher advisory group to ensure new vision aligns with teachers' current needs.

**D. Continue to roll out the Walters' Visitor Promise** and extend it throughout the museum.

**E. Continue to commit to audience assessment and evaluation**, as part of a broader and strengthened approach to audience and community feedback.

Created new Evaluation and Audience Impact unit and hired its first Manager.

**F. With relevant and impactful projects and an understanding of what audiences want, continue to strengthen and build awareness of the Walters.**

Expanded the reach of the museum's member magazine to be for broader public, not only donors.

## Progress prior to April 2021:

Invested in creating a welcoming experience for visitors to our Mount Vernon campus. Created a Visitor Services department, and expanded and diversified the Visitor Services volunteer group. Established the Walters Visitor Promise to support visitors and staff to have a welcoming experience free of discrimination, with input from visitors and staff.

Created and launched new education programs to address barriers to access and engagement as well as to build trust with the community, including the following: new school tour and family programs that served students and families across the digital divide; Art Kits (distributed approximately 6,000) in partnership with Baltimore City and Baltimore County; new programs to serve families with children with autism and sensory processing disorders (Sensory Morning and Evening) in partnership with Kennedy Krieger Institute; and community programs that support diverse talent and local businesses, such as Día de los Muertos and Lunar New Year.

Committed to understanding our audiences and those who we are not serving. Developed and launched first visitor survey since 2007 to create a shared understanding of visitors.

Shifted marketing strategy to invest in local awareness and engagement in Baltimore and Maryland, including through billboards, bus shelters, publications, and social media.

As a result of these sustained strategies and investments, the museum is now engaging a younger and more diverse audience of visitors today relative to 15 years ago.

## III. Create Innovative Partnerships

### Ongoing multiyear DEAI commitments, with progress April 2021 to June 2022:

**A. Create partnership of trust, open dialogue, and accountability with our communities, and embrace partnership as a central imperative of our DEAI goals.** As a result, partnership is embedded throughout all of these goals and plans, including in how the Walters will activate the collections, expand accessibility to the museum, strengthen local businesses, and partner with staff and volunteers.

Reimagined Education & Public Programs department as the Learning & Community Engagement department to foreground the importance of community engagement and reciprocal partnerships.

Reframed Manager of Public Programs position to be Manager of Public Programs and College Initiatives in order to think strategically about partnerships to engage college students across the institution's work.

- B. Continue to develop reciprocal partnerships** with school districts, local artists, community leaders, accessibility partners, and organizations, in alignment with the Strategic Plan and in support of these DEAI goals.

Launched a partnership with NoMüNoMü, an intersectional arts collaborative which opened in the Bromo Arts District in April 2022.

- C. Develop new models with our strategic partners to promote workforce development** in Baltimore and Maryland and to support ladders of opportunity to museum careers.

Committed to continuing fellowship positions to provide learning and skill building opportunities for emerging professionals.

Hosted virtual session in support of Mellon-Funded SCIART initiative with our UMBC partners in summer 2021; hosted in-person event in 2022.

### Progress prior to April 2021:

Established strategic partnerships with University of Maryland Baltimore County (UMBC), Morgan State University, Kennedy Krieger Institute, and Maryland Institute College of Art (MICA). Collaborated with UMBC to establish the Andrew W. Mellon Foundation-supported Summer Research Program in Baltimore at the Interface between Science and Art initiative (Baltimore SCIART), and established programmatic relationship with Morgan State.

Participated in and funded the Greater Baltimore Cultural Alliance Urban Arts Leadership Program (UALP) fellowship.

Participated in the Bloomberg Arts Internship with Young Audiences to support rising high school seniors from Baltimore City Public Schools.

## IV. Strengthen Accountability and Sustainability

### Ongoing multiyear DEAI commitments, with progress April 2021 to June 2022:

- A. Create institutional alignment around the museum's vision and commitment to DEAI.** The museum will align on Walters Art Museum definitions of diversity, equity, accessibility, and inclusion. The museum will also create a DEAI statement for the museum, and provide ongoing professional development for staff on anti-bias, anti-racism, racial justice, and equity, within the museum field generally and at the Walters specifically.

Authored DEAI definitions for the Walters.

Created DEAI goals for all Board Committees.

Launched all staff training program.

- B. Create action steps and accountability for the museum to achieve the DEAI goals.** In order to move from the commitments reflected in this document to action and impact, specific action steps and milestones were developed and reviewed by the Joint Staff & Board DEAI Working Group and shared with the staff and Board. Annually, the Board of Trustees will review progress against the goals and an update will be provided publicly on the website.

Developed multi-year action steps in alignment with the budgeting process that can be monitored for effectiveness in all aspects of the museum's work. Shared with staff and Board. Evaluated resources (budget, staff capacity, and expertise) required to implement DEAI goals.

Established a cross-departmental DEAI Staff Advisory Committee.

**C. Continue the Walters commitment to investing in minority- and women-owned funds.**

Continued best practice protocols for multiple bid projects to include the hiring of minority contractors and/or subcontractors.

Launched an impact investing program that leverages the endowment portfolio to fund tangible improvements in Baltimore communities in addition to generating returns for our endowment portfolio.

Offered opportunity for employees to invest retirement funds in minority and women owned funds.

**D. Support and strengthen local businesses economically** by expanding relationships with new vendors, with a focus on female-owned, Black-owned, and Baltimore City businesses.

**E. Create more staff awareness of Walters fundraising strategies and the overall state of philanthropy.** The museum will also continue to review and revise fundraising communications and grants to ensure the use of inclusive language and fundraising strategies.

**F. Underpin all of the museum's efforts with ongoing review of data, metrics, and results** in order to promote understanding and accountability.

## Progress prior to April 2021:

Established a field-leading initiative to invest the endowment with minority- and women-owned investment funds. Twenty-one percent of the museum's current portfolio is invested in minority- and women-owned investment funds.

Created a Socially Responsible Investing sub-committee of the Investment Committee.

Launched a more inclusive model of membership to recognize and value supporters at every level.

Created a Joint Staff & Board DEAI Working Group and Board DEAI Committee to create a collaborative model to support lasting change at the Walters Art Museum.

## V. Build and Support a Dynamic Team

### Ongoing multiyear DEAI commitments, with progress April 2021 to June 2022:

**A. Support a Walters team culture based on clarity, inclusivity, and accountability.** Throughout the Walters' staff discussions on DEAI priorities, strengthening our culture was a focus. The museum commits in the both immediate- and longer-term to the following:

Strengthening open and clear internal communication.

Increasing visibility into goals and progress at every level of the institution.

Creating clarity around the museum's decisions and decision-making processes.

Empowering team members across the institution to provide input by providing spaces for listening, feedback, and dialogue.

Promoting cross-departmental collaboration through team-based projects and workflow.

Strengthened and increased opportunities for staff discussion and input, including Morning Meeting, Scheduling Team, Adult Program Task Force, Metrics Task Force, Accessibility Task Force, All Staff Exhibition meetings, and Exhibition Development meetings.

Established Morning Meeting briefings for all front of house staff members, supervisors, and leadership to align on daily operations and policy implementation.

Established skip level meetings.

Updated and distributed Employee Whistleblower Policy and Conflict of Interest Policy to all staff.

Reviewed policies around Development events to support inclusion.

Updated key elements of the museum's safety programs, and rolled out new staff safety training program.

Re-launched the Staff Engagement Committee.

- B. Create and share a new compensation strategy that is understood by staff and promotes pay equity.** Over the next two years (FY 2022–2023), the museum will develop and share a new compensation strategy that addresses full- and part-time staff. The museum also commits to taking immediate action to provide increased transparency into wages, including posting salary ranges on all job postings, effective immediately, and providing staff sessions on the museum's current compensation strategy (including direct and indirect compensation, and how that compares to the market).

Implemented Alternative Work Arrangement policy.

Posted salaries on all new job listings.

- C. Develop new professional development, leadership development, and mentorship programs** to establish career advancement opportunities. The museum recognizes that this support, including training, must be ongoing in order to promote skill building and include new team members.

Transitioned part-time Museum Educators to full-time Gallery Experience Associate positions, integrating professional and skill development into the job description and work plan. These roles are intended to provide rising museum professionals with experience for future career growth.

- D. Continue to diversify the staff and support diverse staff and perspectives** through policies and procedures that ensure success in hiring, onboarding, retaining, and promoting museum professionals at all levels and in all areas of the museum.

- E. In alignment with the museum field, evaluate the museum's internship, fellowship, and volunteer models** in order to develop a long-term sustainable and equitable staffing model and promote new ladders of opportunity in all areas of the museum.

## Progress prior to April 2021:

Launched an internal staff DEAI initiative in 2019, including an all-staff engagement survey.

Increased the diversity of the Board of Trustees, with more female, BIPOC, and younger Trustees in FY 2021 than in FY 2014.

Eliminated unpaid internships.

Made sustained progress toward increasing employee compensation. Funded seven consecutive years of staff pay increases, including steady pay adjustments to Maintenance and Security. Restarted and increased 457(b)-plan employer-matching contributions. In January 2021, the museum announced that it is raising its minimum wage for all full-time hourly positions to \$15 per hour, and bringing part-time hourly positions to a \$13 per hour minimum, effective the date of the museum's reopening.

Increased benefits for full-time staff. Introduced PTO program allowing for time-off flexibility. Introduced Short-Term Disability plan. Restarted Employee Assistance Program (pre-existed with city). Provided parking and public transportation subsidy on pre-tax basis and free investment advisor services.

Strengthened professional development for all staff. Established annual performance reviews, and increased training and professional development, including LGBTQ (Lesbian, Gay, Bisexual, Transgender, Queer) sensitivity training.

Continued to evaluate and update the holiday schedule. Established Juneteenth as an annual holiday in FY 2020 and eliminated Columbus Day in FY 2014.