



National Leadership Grants for Museums

Sample Application MG-249745-OMS-21

Children's Discovery Museum of San Jose

Amount awarded by IMLS:	\$310,517
Amount of cost share:	\$311,633

The project description can be viewed in the IMLS Awarded Grants Search:

<https://www.imls.gov/grants/awarded/mg-249745-oms-21>

Attached are the following components excerpted from the original application.

- Narrative
- Schedule of Completion

When preparing an application for the next deadline be sure to follow the instructions in the most recent Notice of Funding Opportunity for the grant program and project category (if applicable) to which you are applying.

Narrative

1. Project Justification

Museums across the country are navigating a critical moment: the urgent need to challenge systemic racism in our communities and institutions alongside the interconnected effects of the COVID-19 pandemic and associated economic stress. The murder of George Floyd sparked a national reckoning about the pervasive and persistent systemic racism in America. Museums of all types are facing accusations and realizations of bias in their operations, employment practices, collections and exhibitions, with increasing visibility during protests calling for racial equity and social justice in the US. To actively launch their transformations into anti-racist organizations, museums must lead with equity-centered work.

“Diversity, Equity, Access and Inclusion (DEAI) have become central concerns for museums. Across the field, leaders are asking—with increasing urgency—how museums can diversify their visitors, staff and boards; create welcoming and inclusive environments and workspaces; and ensure that museum offerings reflect a broad range of interests, experiences and needs....Despite more than three decades of discussion about DEAI, however, our organizations still wrestle with questions of where to focus, how to gauge success, and how to make changes ‘stick’ so that these efforts endure beyond one person, project or program.” These opening comments from the *CCLI National Landscape Study: The State of DEAI Practices in Museums* (Garibay and Olson, 2020) acknowledge that, as the first field-wide study of its kind across multiple museum sectors, the field cannot support what works (or change what does not) until we better understand the landscape and how to support individual museums in making change.

Children’s Discovery Museum of San Jose (CDM) committed to foregrounding DEAI principles in their operations more than two decades ago with multifaceted, institution-wide initiatives to establish relationships with key minority audiences, particularly the Latino and Vietnamese communities. Inclusion at CDM is not limited to outreach and the visitor experience but rather is the foundation of CDM’s work. All of the museum’s systems, including human resources, are built upon a DEAI-focused foundation.

Nine years ago, CDM received an IMLS grant to work with its peers in the children’s museum and science center sectors to support their development as inclusive organizations. In partnership with the Association of Children’s Museums (ACM), the Association of Science and Technology Centers (ASTC), and Garibay Group, a research and consulting firm, CDM created CCLI, the Cultural Competence Learning Institute, a professional development initiative for museums focused on helping museum leaders catalyze diversity and inclusion efforts in their institutions. These four partners are now known as the CCLI Leadership Partners, and their relationship is governed by a Memorandum of Understanding. The CCLI Leadership Partners have cooperatively developed a mission and vision statement for CCLI, and a sustainability plan guides the team’s work.

CCLI helps museum leaders catalyze diversity and inclusion efforts in their institutions believing that success in the 21st century will depend upon embracing organizational change to meaningfully connect with new and diverse audiences.

CCLI imagines a world in which museums transform themselves to recognize and respond to different values and needs, curating experiences and collections that touch the lives of a diversity of audiences.

The signature CCLI learning experience is a 13-month professional development offering for museums to build organizational capacity related to diversity and inclusion. Because of its intensive nature, CCLI currently serves a single cohort, comprised of teams from five to six museums, annually. Originally piloted with children’s museums and science centers, today 34 museums of all disciplines, sizes and geographic representation have

successfully participated in the CCLI curriculum and cohort experience, with six of those museums currently participating in the program.

The CCLI process has been a success, with the evaluation indicating that participants broadened their conceptions of diversity, involved a greater number of stakeholders, acted with greater intentionality, and accelerated activities to foster inclusion (Garibay 2017). Increasing numbers of museums are interested in joining a CCLI cohort, despite a change three years ago requiring participants to pay tuition to participate: 19 museums are on a waiting list for the next cohort. Participating museums and those on the waiting list are from all disciplines, including history, art, natural history, and children’s museums, along with nature and science centers, a planetarium, and an aquarium. Museums want to invest in DEAI efforts.

Recognizing that the field lacked comprehensive data about museums’ equity and inclusion practices, CCLI initiated the *National Landscape Study: DEAI Practice in Museums* (NLS), the first fieldwide study focusing on DEAI approaches in museums of all disciplines. Conducted in late 2019, with responses from 580 museums across the United States, the NLS illustrates the current landscape of DEAI practices across the museum field, and, in turn, establishes a set of metrics that museums can use to measure the progress of their equity and inclusion work. (See <https://community.astc.org/ccli/about-us/landscape-study> or Supporting Documents for the complete study results.)

Key findings from the NLS include that museums reported making DEAI an organizational priority but have not taken strategic, consistent action at an organizational level foundational enough to support and achieve enduring equity and inclusion. Museums reported that they use a range of DEAI-related strategies to develop and support more inclusive experiences in their exhibits, programs, and events; however, as indicated in the first finding, these practices are not integrated into the core work of the organization. Museums reported focusing less on the internal organizational dimensions of DEAI compared with public-facing aspects. Finally, a lack of focus on collecting and using data to inform DEAI practice hinders museums’ ability to measure progress and increase accountability (Garibay & Olson, 2020).

Recognizing that the NLS results indicate a strong interest in DEAI and inconsistent implementation in the field, the CCLI Leadership Partners acknowledged a need for DEAI materials other than the existing 13-month CCLI professional development course. To test this theory, CCLI hosted its first public-facing webinar, *Reopening with Equity in Mind*, in May 2020. The webinar was a tremendous success, with more than 830 registrants and almost 600 attendees, representing 465 unique organizations. Attendees deemed the webinar helpful, with 68 percent of respondents to a follow-up survey rating the webinar as a seven or higher on a ten-point scale. When 78 percent of survey respondents said they “definitely” would be interested in joining more CCLI virtual events, the CCLI Leadership Partners planned additional webinars.

In July 2020, CCLI launched a free, four-part webinar series to help museums take diversity and inclusion efforts from intention to action. The four webinars covered the process of organizational transformation, from equity and inclusion statements and hiring practices to community engagement and supporting DEAI committees. To date, CCLI has held three of the four webinars in the series, and there has been a

“As a Black woman and the lead of LICM’s DEAI work, my involvement in CCLI helped me to understand the importance of sharing my voice authentically to assist in moving the organization and the museum field forward...This dialogue was never more important than in the months following George Floyd’s murder in May, 2020. At that time, it was crucial that we already had the structure in place to provide a safe space for staff to process all that was happening as well as continue to provide educational resources to enable our organization to look deeper at how we could be better – for our staff and our community...I took part in CCLI’s recent webinar series as a presenter, bringing important DEAI resources to the museum field as a whole.”
-Tanya Butler Holder, Associate Director of Administration, Long Island Children’s Museum

strong response from the museum sector. More than 990 people have registered for the webinars, with more than 650 (66 percent) attending the live webinars, an attendance rate that is higher than typical for webinars. An additional 452 people have watched recordings of the webinars. (Note that recordings were not immediately available to attendees, but can now be found at <https://www.astc.org/resources-and-learning/new-webinar-series-helps-museums-take-diversity-and-inclusion-efforts-from-intention-to-action/>) Attendees represent 394 unique organizations.

Clearly there is a demand for resources to help museums center equity in their work. The CCLI Leadership Partners recognize that, despite the increased level of attention on DEAI issues in the U.S. museum community, vetted resources that focus on creating organization-wide change in museums are not freely and widely available to museums. For example, the American Alliance of Museums' Facing Change initiative includes training on museum board diversity and inclusion, but can only serve 50 museums. The Science Museum of Minnesota's iPAGE program, much like CCLI's signature learning experience, selects a handful of participants through an application process. Some DEAI efforts focus on individual museum staff, such as ASTC's Diversity Leadership Development Fellowship, while others, including Decolonizing the Museum (collections and exhibits focus), focus on specific museum departments. Another strand of DEAI work in museums focuses on raising public awareness through social media (#MuseumsandRace; #MuseumsAreNotNeutral). MASS Action, a platform for dialogue among museum practitioners organized through Minneapolis Institute of Art, published a practitioner-developed toolkit that offers resources for individual practice that works toward creating greater equity within the museum field. Understanding the limitations of existing DEAI approaches, including our own, we seek to develop readily accessible resources that support museums around organizational change for cultural competence.

Over the past decade, CCLI has quietly advanced its pedagogy and curriculum to engage professionals from all museum disciplines in developing internal cultures that embed DEAI practice into museum operations. The CCLI curriculum has been tested with cohorts of museum staff, who also served as focus groups for various iterations of the model. CCLI also established a cadre of faculty and coaches who understand the CCLI philosophy and process. Now that CCLI has a tested and successful pedagogy and curriculum, the CCLI Leadership Partners turned CCLI's focus to the broader museum community, which has responded with tremendous demand for these resources. With the *Actionable Insights: Responding to CCLI's National Landscape Study*, CDM proposes, in partnership with ACM, ASTC, and Garibay Group, to develop a suite of resources to support museums of all disciplines as they undertake institution-wide efforts to incorporate DEAI practices into their operations. This three-year project includes four major goals:

- 1) Leverage the National Landscape Study to prioritize DEAI needs in museums for new professional development resources;
- 2) Expand the scope of CCLI to develop a suite of DEAI resources that support nimble, culturally competent, and inclusive museum operations, both internally and externally, that museums of all disciplines can readily access (goal: 1,125 museums access these resources);
- 3) Engage top business consulting firms to ensure that the suite of resources meets standards for accessible, online learning processes and digital communications; and
- 4) Partner with national and regional museum associations to ensure the broadest possible dissemination of the new DEAI resources within the museum field.

The ultimate goal of the *Actionable Insights* project is to engage museums in self-assessment, dialogue and reflection about DEAI theory and practice, empowering organizations to shift their internal practices to be more inclusive and equitable community organizations.

2. Project Work Plan

CCLI's pedagogical approach focuses on organizational change, and the proposed project work plan is guided by the existing CCLI pedagogy and the National Landscape Study. The NLS "specifically [examines] the many organizational variables that can promote or inhibit authentic equitable practices in individual institutions and in the museum field," and the suite of resources developed through this project will advance the variables identified in the study (Garibay and Olson 2020, 5). The NLS categorizes these variables into nine different dimensions: Vision and Values; Leadership; Governance; Resources; Vendor Diversity; People and Operations; Community-Centered Engagement; Services and Products; and Data Collection and Evaluation. These nine dimensions align with the existing CCLI philosophy, and we plan to incorporate that philosophy in developing professional development resources for each of the nine dimensions.

The CCLI pedagogy (see Supporting Documents for a sampling of curricular materials) encourages museums to identify and build from their strengths in order to maximize the benefits of diversity within their workforce and to improve the services offered to people from different cultural backgrounds. It is grounded in the expectation that participating museums are willing to commit to explore complex, sensitive social issues that affect the museum, its community, and society. Having used and refined the curriculum and associated tools with seven cohorts, the CCLI Leadership Partners understand which resources are accessible to users with limited to no synchronous support as well as those that need wraparound support (e.g., additional instruction).

Participating museums begin the application-only CCLI professional development opportunity by identifying a cross-departmental team of participants and a strategic, institutional DEAI goal to be undertaken throughout the program year.

Following a staff-wide Cultural Competence Staff Survey, which highlights institutional strengths and areas of growth, the team of 3-5 staff members participate in a 2-day kickoff meeting, followed by 12 monthly virtual trainings with five to six other museum teams, designed to increase institutional capacity for inclusive practice, both internally and externally. At the end of the 13-month professional development experience, museums teams have implemented organizational change through a process of self-assessment, goal setting, strategy development, implementation and peer networking with other cohort members. Following their participation year, CCLI museums continue their engagement through the CCLI Alumni group, with twice per year virtual meetings, conference presentations and gatherings at regional and national professional museum conferences. (For more information, please visit CCLI's website at: <https://community.astc.org/ccli/home>.)

"Because of the CCLI program, we have made meaningful progress toward our museum's ambitious DEAI goals for 2020—even amidst the tremendous chaos caused by the pandemic. CCLI's team of experienced museum leaders offers essential grounding, discipline, framework, tools, and resources. Our experience working with them this year has inspired both our board and staff to remain bold and resolute in our commitment to a more equitable museum field."
-Alexandra Kennedy, Executive Director,
The Eric Carle Museum of Picture Book Art

CCLI's experiences with museums, coupled with data from the NLS, makes clear that progress toward cultural competence is a journey for the institution, with greater success in some areas and average or low progress in others. A museum might have developed inclusive practices in one of the NLS dimensions areas (for example, in the exhibit development process) but need to improve or begin addressing another indicator area (for example, in governance). An organization may need different levels of professional development support to advance in its learning development trajectory. With the *Actionable Insights* project, we intend to develop resources that help museums advance upon their learning trajectories, translating the NLS research into resources that support practitioners. Building from the NLS findings and connecting them to museum practice, the project team will develop resources to encourage reflection, guidance, and action steps that museum teams can use independently to advance their inclusion practices around a particular NLS dimension.

Suite of Actionable Resources

The National Landscape Study identifies four element areas featuring nine different dimensions important to organizational change focused on DEAI:

1. **Foundational** (Vision and Values, Leadership, Governance, Resources)
2. **Internal** (People and Operations, Vendor Diversity)
3. **Public-Facing** (Services/Products and Community-Centered Engagement)
4. **Cross-Functional** (Data Collection and Evaluation)

Figure 1. Summary of organizational-level dimensions of DEAI

Foundational	<ol style="list-style-type: none">1. Vision & Values: DEAI is explicitly stated as a value and an organizational commitment.2. Leadership: Leadership demonstrates commitment to DEAI. They advocate for and lead DEAI and are held accountable for its progress.3. Governance: The museum board supports, advocates for, and shares accountability for DEAI.4. Resources: Adequate resources are allocated to support DEAI.
Internal	<ol style="list-style-type: none">5. People & Operations (HR): The organization actively builds, supports, and advocates for diversity of staff at all levels. Its policies, processes, and work culture are transparent, inclusive, and equitable.6. Vendor Diversity: DEAI is considered in vendor selection with the goal of working with suppliers that reflect the community’s composition across a range of diversity dimensions.
Public-Facing	<ol style="list-style-type: none">7. Community-Centered Engagement: All aspects of the museum’s work are anchored in, informed by, and created with its communities, particularly those underrepresented, through equitable collaboration and power-sharing.8. Services & Products: Offerings integrate DEAI values and practices, reflecting and meeting the needs of diverse groups. This dimension includes exhibits, programs, events, collections, and physical space.
Cross-Functional	<ol style="list-style-type: none">9. Data Collection & Evaluation: Data are collected and used to inform DEAI practices and action plans, assess performance, and ensure accountability.

The Suite of Resources developed through the *Actionable Insights* project will highlight each of the four Element areas, with attention given to all nine of the dimensions and their intersections with DEAI inclusive practice. For each of these four areas, CCLI Faculty, in consultation with CCLI Alumni museum participants, will develop resources to address:

- **Data:** Identification and presentation of compelling and relevant data from the NLS, including infographics to present the data in manageable chunks
- **Institutional Learning Trajectory:** Creation of organizational learning trajectories for each of the nine dimensions
- **Theory to practice:** Exploration and Elaboration of DEAI organizational strategies that will help organizations shift their institutional inclusion practices.
- **Diagnostic Assessment:** Utilizing questions and indicator areas from the National Landscape Study, diagnostic tools to help organizations identify areas of strength and improvement for their institutions within the nine dimension areas.
- **Strategic Action Guide:** Reflection and action guide designed to define steps for organizations to consider as they expand their inclusion practices. Building from the diagnostic tool, and with one for each of the nine dimension areas, this set of nine resources will be used by teams of museum staff who want to create an action plan focused on any of the different DEAI dimension areas.
- **Videos/Webinars:** To support dissemination and asynchronous learning, and modelled after the successful public webinar approach introduced by CCLI over the past nine months, videos and webinars highlighting practical strategies, challenges faced and organizational change efforts will be created, featuring CCLI Faculty and CCLI Alumni participants.

Upon development, the project team will test the efficacy of the Diagnostic Assessment and Strategic Action Guide with the cohort of five to six museums currently participating in the 13-month CCLI professional development experience. We then will use their feedback to refine and finalize the resources, ensuring that the new resources will support the museum wherever it is on its DEAI journey for this particular dimension.

One example of the type of resource that might be developed through the *Actionable Insights* project might focus on supporting a museum's establishment of an internal DEAI committee. NLS data indicates that fewer than a third (30 percent) of responding organizations report having an internal cross-departmental DEAI task force or committee (Garibay and Olson 2020, 15). While forming a DEAI committee may be a starting point for many museums, those at an intermediate level may focus their DEAI practices on ensuring that representation on the DEAI Committee is multi-diverse and includes senior leadership. A more advanced museum might want to engage in developing an annual strategic plan for their committee. In this example, the *Actionable Insights* project team could develop a suite of resources to help museum staff understand the purpose and work of a DEAI committee. An introductory infographic will help the institution understand where they are in relation to the museum field, The Diagnostic Assessment will help institution leaders to rank their organization in its leadership strategies relating to DEAI. A Strategic Action Guide will offer a set of reflection questions to catalyze staff dialogue and concrete actions to undertake to help organizations shift toward more inclusive practice in the formation or growth of a DEAI committee. Accompanying video/webinar will offer on-the-ground examples tested out in museums around the country. The resources will support the museum wherever it is on its learning development trajectory.

As described above, each suite of resources, after having been tested by the current cohort and refined by the Faculty team, will be promoted and launched in partnership with national and regional associations. We have secured commitments from the American Alliance of Museums, the Association of Children's Museums, the Association of Science and Technology Centers, the Association of Midwest Museums, New England Museum

Association, Mid-Atlantic Association of Museums and the Western Museums Association. We will continue to expand our efforts to publicize the tool as broadly in the museum field as possible.

All resources will be accessible via the CCLI website free of charge. Based on interest in the free webinar series, we conservatively estimate that 125 museum users will download each of the nine suites of professional development resources, reaching at least 1,125 museums over the course of the project (Nine resources x 125 museums/resource = total reach of 1,125 museums).

At CDM, we have put inclusion and accessibility at the heart of our work as a museum and through our stewardship of CCLI. The same is true of our partners at ACM, ASTC, and Garibay Group. To ensure that the professional development resources we develop meet the highest standards for online learning and access, we will partner with two other companies with deep expertise and commitment to equity, PwC and Media Cause.

PwC (formerly PriceWaterhouseCoopers) is a long-time partner of our museum, and they share (and helped inspire) our commitment to cultural competence and inclusion. Since the pandemic, PwC has shifted a large portion of its business to coaching on the best practices of webinar learning, including how to deepen engagement to support asynchronous online learning. PwC has committed to consult with the project team as we prepare to launch the online learning initiative, ensuring that the professional development materials we create are engaging yet thorough for independent learners. The majority of their work will occur at the beginning of the project, before the development of the first suite of resources.

Our second partner, Media Cause, is a full-service nonprofit marketing agency that helps nonprofits grow their reach and accelerate their impact. Media Cause has committed to adapting for social media the infographics for the nine dimension areas developed during the project. They will help to promote the CCLI tools on social media, ensuring the broadest possible reach of our content. We will work with Media Cause during the second year of the project.

Project Team

Over the last nine years, Children's Discovery Museum of San Jose has developed successful partnerships with the Association of Children's Museums, the Association of Science and Technology Centers, and Garibay Group in support of the Cultural Competence Learning Institute. Each organization in our Leadership Partners brings a deep commitment to cultural competence and contributes to different aspects of the project. CDM brings experience negotiating this work within a museum; ACM and ASTC bring experience supporting initiatives throughout a museum discipline with expertise supporting discipline-wide communications and dissemination as well as offering faculty expertise; Garibay Group brings experience identifying the latest research related to inclusion coupled with an expertise in evaluation that ensures CCLI's effectiveness.

For thirty years, CDM has successfully served the community of San Jose with exhibits and programs, including 19 federally funded projects, of which 11 are IMLS grants. CDM annually plans, implements, and completes at least one exhibit, large-scale educational program, audience development, or expansion/space renovation project, ranging in size from \$500,000 to \$5,000,000.

Jenni Martin, Director of Education and Strategic Initiatives, will serve as Project Director and will authorize all aspects of the project including budget, timeline, and contractor activities; she will act as the grant administrator. As the CCLI project director and its lead faculty, she brings the necessary depth of experience to apply the existing CCLI curriculum to develop a new suite of DEAI resources. She brings more than 32 years of experience to this project, including 23 years at CDM, where she has led six IMLS grants and seven National Science Foundation grants.

Marilee Jennings, Executive Director, will manage the relationships with ACM, ASTC, and Garibay Group. She also will manage the relationship with consultants from PWC and Media Cause. Ms. Jennings' experience as CEO of a local institution, former President of a national association (ACM, 2014-16), and current board service of a national association (ASTC, 2020) provides unique and critical perspectives to CCLI.

Jocelyn Fong, CCLI Project Manager, will support Ms. Martin in content development throughout the project. An experienced project manager with a background in diversity/inclusion facilitation, Ms. Fong will also be responsible for the curricular, logistical, and administrative components of the *Actionable Insights* project, including the communications partnerships with other museum associations.

CDM's communications team will support specific project tasks throughout the effort. Specifically the CDM video team, lead by Vivian Wang, Visual Media Specialist, will film, edit and finalize all videos. The CDM communications staff also will buttress Media Cause's communications efforts as needed.

The Association of Children's Museums champions children's museums and supports more than 350 museums with professional development programs, publications, and other resources. Laura Huerta Migus, Executive Director, will lead ACM's work on this project, with additional support for dissemination provided by ACM's communication staff. Ms. Huerta Migus is an experienced developer of professional development programs that support individual and organizational growth and will be closely involved in the development of new *Actionable Insights* resources.

The Association of Science and Technology Centers is a global organization providing collective voice, professional support, and programming opportunities about informal science learning for more than 600 member organizations in nearly 50 countries. Their efforts on *Actionable Insights* will focus specifically on communications development processes.

Garibay Group is a nationally recognized audience research and consulting firm working on culturally responsive issues in informal learning environments. As the author of the National Landscape Study, the Garibay Group's familiarity with its data will contribute to the development of the professional development resources.

We will call upon CCLI's existing faculty and coaches to support the development of the new suites of professional development resources. The CCLI Faculty is comprised of representatives from the CCLI Leadership Partners, CCLI Project staff and coaches who are typically engaged from CCLI Alumni organizations.

CCLI Alumni organizations continue to engage with CCLI following their yearlong participation in the professional development process. As their organizations evolve and shift their inclusion practices beyond their initial engagement, participating museums appreciate sustained support with problem solving, introduction to new resources and ongoing engagement with the peer network developed during their CCLI year. Twice annual meetings of the CCLI Alumni group and CCLI gatherings at conferences ensure renewed engagement with DEAI concepts and practical strategies. The resource development process for *Actionable Insights* will be layered in to this ongoing practice with CCLI Alums.

The Total Budget for *Actionable Insights: Responding to CCLI's National Landscape Study* is \$622,150, which includes a request to IMLS of \$310,517 (49.9 % of the total budget). CDM has developed this budget based on experience executing other IMLS-funded projects and estimates specific to this project. CDM and its partners are contributing \$311,633, a 50.1% cost share. We provide a detailed explanation of the budget in the Budget Justification.

3. Project Results

As stated in the Project Justification, the ultimate goal of the *Actionable Insights* project is to empower museums to shift their organizational practice through self-assessment, dialogue and reflection about DEAI theory and practice to become more equitable and inclusive community organizations. While there has been increasing attention in the museum field to encourage diversity and inclusion, we believe that there is a gap that a set of DEAI professional development resources based on relevant, field-wide data and a tested curriculum will fulfill. We have designed the following mechanism to track the effectiveness of the tools we introduce.

Garibay Group will lead all project evaluation efforts. Evaluation will be integrated throughout the process to inform and help shape development and refinement of the *Actionable Insights* suites of resources. Formative evaluation will use an iterative design cycle and be comprised of three phases, each one building on the last.

Phase 1: Gather input from CCLI alumni practitioners about the National Landscape Study dimensions and key findings, and explore the translation of the findings to practice, illuminating areas of resonance, scaffolding and articulating points of importance from practitioners' perspectives.

Phase 2: Focused on conceptual prototyping (Page & Rosenbaum, 1992), drawn from the disciplines of product and user experience design, this phase involves testing prototypes during early stages of development to inform final products. CCLI participating cohort museums will try out select resources at their organizations and provide feedback via focus groups to help improve usability and to gain insight into how the resources might be used. Key questions include: How well did framing materials set the stage and expectations for the resource(s)? Did pilot reviewers note any changes to improve the resources? What insights did participants glean—particularly in informing their practice—from piloting the resources at their museums?

Phase 3: During the last year of the project, summative evaluation will focus on measuring the reach of the developed resources, including number of views to the resource pages, resources downloaded, and the total unique users. A registration process will allow broad-level data gathering about users and motivations for accessing these resources.

To ensure that the *Actionable Insights* suites of resources are widely available, the project team plans to work with a broad group of national and regional museum associations. Our intent is to put these tools in the hands of as many museum professionals as possible. In addition to the dissemination that the Association of Children's Museums and Association of Science and Technology Centers will share with their members, we have established publicity partnerships with the American Alliance of Museums, the Association of Midwest Museums, the Western Museums Association, Mid-Atlantic Association of Museums and New England Museum Association.

Each association has agreed to promote the resulting suites of professional development content, and we plan to stagger the release of each set of resources approximately once every three months. While each association's promotion plan will vary based on their specific resources, promotion will focus on the introductory webinar and the new resources. Promotion could include inclusion in newsletters, blog posts, articles in association magazines, as well as through social media. The combined reach of these associations is to more than 17,000 museum professionals. We plan to continue expanding the number of associations that we work with so that our reach is as broad as possible within the museum field. Through these efforts, we expect more than 1,125 unique museums (125 museums per suite of resources) to access one of the products created through *Actionable Insights*.

Another important publicity push will rely on our partnership with Media Cause. As stated in the Work Plan, we will work with Media Cause to create a social media presence for CCLI and the *National Landscape Study: DEAI Practices in Museums*. Museum DEAI efforts (or the lack thereof) are highly visible on social media through channels such as @ChangetheMuseum and #MuseumsAreNotNeutral. Through our work together, we plan to increase awareness of CCLI and the *Actionable Insights* resources as well as the types of change that can result from an institutional effort to nurture cultural competence.

The CCLI Leadership Partners have an ongoing attention to sustainability, which relies on increasing numbers of museums interested in paying the necessary tuition for the 13-month professional development course while also creating new, less time intensive DEAI products that less experienced users can access. By developing a suite of resources that builds awareness and interest in addressing DEAI issues, we will contribute to CCLI’s overall sustainability.

The landmark 1992 report *Excellence and Equity: Education and the Public Dimension of Museums* first helped to codify inclusion as a standard for all types of museums and “recast the definition of excellence not merely to include equity, but to require it—for museums to embrace cultural diversity in all facets of their programs, staff, and audiences, in order to have any hope of sustaining vitality and relevance” (Hirzy 1992, 3). The *CCLI National Landscape Study: The State of DEAI Practices in Museums*, in combination with the events of 2020, is a new call to action for museums in their organizational change efforts for visitors, staff, and volunteers. An investment in the *Actionable Insights* project is an investment in more equitable and inclusive museums and communities throughout the United States.

Bibliography

Garibay, Cecilia, and Jeanne M. Olson. 2020. National Landscape Study: The State of DEAI Practices in Museums. San Jose, CA: Cultural Competence Learning Institute. <https://community.astc.org/ccli/about-us/landscape-study>.

Garibay Group. 2017. Cultural Competence Learning Institute Summative Evaluation Report, 2017.

Hirzy, Ellen C. 1992. *Excellence and Equity: Education and the Public Dimension of Museums*. 2008th ed. Washington, DC: American Association of Museums.

Deliverable	Year 1				Year 2			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Project Launch								
National Landscape Study data mined and prioritized								
Theory to Practice Dialogue: CCLI Faculty and CCLI Alumni partners identify compelling and relevant data from NLS								
PwC consultant engaged to determine and establish best practice for digital learning								
Foundational Elements Suite of Resources Developed (Vision and Values, Leadership, Governance, Resources)								
Define and refine R&D process								
Diagnostic assessments developed								
Strategic action guide developed								
Test tools with CCLI cohort participants								
Videos/webinars developed and produced								
Public launch #1								
Assessment								
Public-facing Elements Suite of Resources Developed (Services/Products, Community-Centered Engagement)								
Diagnostic assessments developed								
Strategic action guide developed								
Test tools with CCLI cohort participants								
Videos/webinars developed and produced								
Public launch #2								
Assessment								
Public-facing Elements Suite of Resources Developed (People/Operations, Vendor Diversity)								
Diagnostic assessments developed								
Strategic action guide developed								
Test tools with CCLI cohort participants								
Videos/webinars developed and produced								
Public launch #3								
Assessment								

