



Museums Empowered: Professional Development Opportunities for Museum Staff

Sample Application MA-40-19-0291-19
Project Category: Diversity and Inclusion

“OMSI Empowered: Equity and Partnership Planning”

Oregon Museum of Science and Industry

Amount awarded by IMLS:	\$162,644
Amount of cost share:	\$186,298

Attached are the following components excerpted from the original application.

- Abstract
- Narrative
- Schedule of Completion

Please note that the instructions for preparing applications for the FY2020 Museums Empowered grant program differ from those that guided the preparation of FY2019 applications. Be sure to use the instructions in the [FY2020 Notice of Funding Opportunity](#) for the grant program and project category to which you are applying.

Abstract***OMSI Empowered: Equity and Partnership Planning (OMSI-E)***

The Oregon Museum of Science and Industry (OMSI) requests support from the IMLS MFA Museums Empowered initiative for the *OMSI Empowered: Equity and Partnership Planning (OMSI-E)* project. OMSI-E will allow OMSI to invest in critical elements of the museum's new Equity Action Framework (EAF). The purpose of the framework is to embed equity, diversity, accessibility, and inclusion (EDAI) into the fiber of OMSI's culture and work. While the goals of the EAF reach beyond the two years of the grant, the OMSI-E project will lay the foundation for long-term change.

The project addresses four primary needs: (1) build a stronger baseline understanding of systems of oppression and social location, (2) improve our pedagogical approaches to ensure that we are creating equitable, accessible science learning experiences, (3) invest in deepening and sustaining our partner relationships, and (4) improve our employee and volunteer selection practices.

The EAF addresses these needs, and others, by focusing on three interrelated areas:

Area I. Developing the basic skills of all-staff (employees, volunteers, and board members) related to EDAI. To support this branch of work, OMSI-E will host quarterly all-staff EDAI trainings and facilitated small group discussions. Trainings will address social justice issues related to race such as, gender, dis/ability, religion, and nations of origin. Discussion groups will be coordinated and led by an Equity Education Action Committee (EEAC). Trainings and best practices will also inform the development of EDAI modules for OMSI's new employee and volunteer orientations.

Area II. Building systems and tools that empower staff to integrate EDAI into their work. OMSI-E will allow OMSI to establish best practices, tools, and trainings to improve our practices including: (1) integrating culturally sustaining pedagogies into OMSI's programs and exhibits, (2) sustaining reciprocal community partnerships, and (3) improving OMSI's hiring and selection policies. This work will be supported by the Equity, Diversity and Inclusion Advisory Committee of the board, OMSI's Program Delivery Improvement team, and close collaboration with new and existing partners from underrepresented communities.

Area III. Creating structures to evaluate and maintain EDAI efforts. OMSI-E will allow staff to create processes and instruments for tracking measures of success and sharing them back to internal and external stakeholders. OMSI's Research and Evaluation (R&E) team will conduct evaluation activities with:

- *Participants to explore their attitudes, feelings, and perceptions regarding OMSI experiences;*
- *Community partners to explore their attitudes, feelings, and perceptions regarding OMSI's engagement with their organizations and communities;*
- *Staff to explore their confidence and attitudes regarding (a) promoting equity through their specific work, (b) partnership development, and (c) OMSI's support for EDAI.*

We will use the following measures of success to assess change during the grant period:

- A majority of **OMSI staff** will report: (1) thinking about partnerships and co-development as applied to their work, (2) a commitment to promoting equity at OMSI through their specific work, (3) feeling confident in their ability to apply an equity lens in their areas of work, (4) feeling supported in equity work by colleagues and museum leadership.
- A majority of **community partners** will report: (1) partnerships with OMSI are of value to their organizations, (2) partnerships with OMSI are of value to their communities, and (3) agreement with the statement that "OMSI is for me."
- Increased number of **community leaders** actively participating in OMSI processes.
- A majority of **OMSI visitors and program participants** will report: (1) feeling included and respected, (2) their cultural backgrounds and perspectives being reflected and celebrated, and (3) agreement with the statement that "OMSI is for me."
- Increased diversity among **OMSI visitors and program participants (behavior).**

Narrative

A. Project Justification

1. What do you propose to do?

The Oregon Museum of Science and Industry (OMSI) is pleased to request support from the IMLS MFA Museums Empowered initiative for *OMSI Empowered: Equity and Partnership Planning* (OMSI-E). A grant from IMLS would support a portion of OSI's investment in critical elements of the museum's new Equity Action Framework (EAF). OSI's board, leadership, staff, and volunteers have demonstrated a sustained interest and commitment to equity, diversity, accessibility, and inclusion (EDAI) work for many years. Until now, however, this work has been wide-ranging but somewhat ad-hoc, lacking an overarching strategy for organization-wide policies, priorities, and procedures to unite efforts at all levels of the organization. To help OSI address these issues, OSI hired a Head of People and Culture in 2017 to develop and implement an Equity Action Framework (EAF).

EQUITY ACTION FRAMEWORK (*Supporting Doc 1*)

OMSI's EAF aims to embed EDAI into the fiber of OSI's culture and work. While the goals of the EAF reach beyond the grant period, OSI-E will accelerate these efforts and lay the foundation for long-term change. The EAF is organized into three interconnected areas:

Area I. Developing the basic skills of all staff related to EDAI, including, but not limited to, racial literacy and social location.¹ OSI-E will support quarterly all-staff EDAI trainings and facilitated small group discussions to move this effort forward.

Area II. Building systems and tools that empower staff to integrate EDAI into their work. OSI-E will establish best practices and tools to improve our pedagogical, partnership, hiring, and inclusive workplace practices.

Area III. Creating structures to evaluate and maintain EDAI efforts. OSI-E will allow us to create processes and instruments for tracking measures of success and sharing them back to internal and external stakeholders as outlined in the EAF (*Supporting Doc 1*) and the OSI-E logic model (*Supporting Doc 2, Appendix A*).

2. What need, problem, or challenge will your project address, and how was it identified?

OMSI's EAF was developed in response to documented needs based on lessons learned from the field, as well as previous work, feedback from our partners, and input from community members. The EAF builds from a variety of sources including:

- An equity assessment conducted by OSI leadership in April 2017 that indicated OSI had launched EDAI components in several areas, but the efforts needed to be more integrated into organizational structures across all divisions.
- Input from staff and partners who have participated in projects to develop culturally sustaining programs and exhibits over the past 25+ years.
- In-depth EDAI training for six OSI staff through iPAGE (Developing a Model for Broadening Participation in Informal STEM Institutions, www.smm.org/ipage) (2016–2018).
- Trainings open to all-staff as part of the Native Universe project (NSF Award DRL-1114461), a professional development program that fostered systemic institutional change through the infusion of indigenous voice in programs and exhibits (2012–2014).
- A series of listening sessions with staff about our equity statement and their experiences with EDAI in their work at OSI (summer/fall 2017).
- The experience of members of the existing Diversity Work Group.
- Training for OSI staff through Noyce Leadership Institute focused on pedagogy and the development of community-based strategic initiatives to create mutually beneficial community engagement.
- A series of community listening sessions conducted as part of our strategic planning process in 2014.

¹ *Social location*: “the groups people belong to because of their place or position in history and society.” (UVIC, n.d.)

PROJECT NEEDS

The project addresses four primary needs:

- (1) **Build a Stronger Understanding of Systems of Oppression and Social Location:** OMSI staff who participated in iPAGE training found that discussions of systems of oppression and social location were critical to promoting EDAI and social justice in museum work. More of OMSI's board and staff need to understand these concepts and their implications before we can take meaningful action to promote EDAI.
- (2) **Developing Content with an Equity Lens:** One way the field, including OMSI, can create more meaningful experiences is to use pedagogical approaches in our exhibits and programs that promote social justice, rather than systems of oppression. In particular, we see the need to incorporate culturally sustaining pedagogy (CSP), an approach that supports learners from underrepresented communities by "sustaining the cultural and linguistic competence of their communities while simultaneously offering access to dominant cultural competence" (Paris, 2012). This approach celebrates the cultural and linguistic identities that learners bring to OMSI and makes experiences more inviting and personally relevant.
- (3) **Invest in Sustained, Reciprocal Partnerships:** OMSI has had many successful project-based partnerships, but needs to improve organization-wide systems to foster these collaborations. Furthermore, we need to internalize the message: "nothing for or about us, without us." Partners have expressed frustration with our inability to collaborate on ideas from the onset of ideation through project completion as well as sustain projects or relationships after grant funds end. In order to address these issues, we see the need to create an institutional-wide strategy that includes considerations of budget for partnership development and sustainability, build tools for identifying common goals and points of alignment, integrate full-circle partner evaluation tools, and allocate mutually beneficial partnership opportunities (e.g., financial aid, invitations to events, etc.).
- (4) **Improve Hiring Selection and Retention Practices:** While there are many types of staff diversity, OMSI recognizes a particular need to address the lack of racial and ethnic minorities on our staff. Like many cultural institutions, our staff does not reflect the ethnic and racial demographics of our region (Schonfeld & Westermann, 2015). OMSI's approximately 268 paid staff and over 805 active volunteers are predominantly White, with only three people of color (POC) including Head of People and Culture in manager level positions or above. We are committed to identifying concrete strategies that will improve our demographic representation. Latinx representation is our largest gap, with 13% of Oregonians identifying as Hispanic/Latino/Latina; this segment makes up only 8% of our staff and 5% of our board. Updating our personnel selection practices is critical for diversifying our staff so that OMSI can reflect and connect to our changing community. We also need to change the OMSI culture to support and retain diverse staff once they are hired.

3. Who or what will benefit from your project?

The project will benefit three interconnected audiences. **OMSI staff** will benefit from building a shared understanding regarding equitable partnership approaches and increasing capacity and confidence in CSP. **Community partners and collaborators** will benefit from respectful, authentic partnerships that are of value to partners' organizations and communities and increased participation in OMSI's programmatic strategic planning and other institutional processes. **OMSI visitors and program participants** will benefit from programming and exhibits that reflect and sustain cultural backgrounds, knowledge, and perspectives. OMSI-E will lay a foundation for diversifying and supporting the backgrounds, experiences, and individual and cultural identities of staff and visitors. We expect to observe a more significant public impact through our continued EDAI efforts.

4. How will your project advance your institution's strategic plan?

OMSI's mission stresses learning, critical thinking, and action: "OMSI inspires curiosity through engaging science learning experiences, fosters experimentation and the exchange of ideas, and stimulates informed action." The OMSI Values and Equity Statement reinforces our mission, and reflects our commitment to "seek out and respond to more diverse participation, thought, and action," and "to dismantle barriers to equity and

access to the experiences OMSI provides and to create welcoming environments and conditions where all people can reach their full potential.”

OMSI’s five-year strategic plan contains specific goals for staff and audience satisfaction and diversity under the strategic priority labeled Museum Experience Reimagined. OMSI-E will lead to measurable outcomes associated with this strategic priority, including: *OMSI develops, recruits, and retains staff of diverse backgrounds and characteristics*, and; *at least 40% of OMSI participants are audiences underrepresented in Science, Technology, Engineering, and Math (STEM)*. Reimagining our educational programs to be more culturally sustaining will also allow more participants to *feel OMSI experiences are valuable, high quality, and meet or exceed their expectations* (see Strategic Plan Summary).

5. How will your project address the goals of the Museums Empowered special initiative?

The OMSI-E project focuses on the Diversity & Inclusion category of Museums Empowered. The project will support cross-departmental staff professional development, capacity building, and action-oriented teams. The initiative will position OMSI to diversify its staff and visitors, engage underserved and underrepresented communities as participants and collaborators, and infuse equity and inclusion into OMSI’s organizational culture.

B. Project Work Plan

1. What specific activities, including evaluation and performance measurements, will you carry out?

The OMSI-E project will implement key initiatives in each of the three areas of OMSI’s Equity Action Framework:

Area I. Developing the basic skills through:

- *Quarterly all-staff trainings (eight total)* presented by outside organizations on critical EDAI topics. Trainings will be provided by Dr. Robin DiAngelo (racial equity), Dr. Django Paris (University of Washington, culturally sustaining pedagogy), Muslim Educational Trust (Islamophobia & religious acceptance), Dr. Óscar Fernández (Portland State University, intercultural dialog), Ian Jaquiss (Oregon Health and Science University, dis/ability awareness), TransActive (gender identity development and stereotypes), Immigrant and Refugee Community Organization (IRCO, EDAI practices for supporting immigrants/refugees in Oregon), and Anti-oppression Resource and Training Alliance (AORTA, dismantling patriarchy and systems of oppression).
- *Realignment of OMSI’s long-standing Diversity Workgroup into an Equity Education Action Committee (EEAC)* to coordinate the EDAI all-staff trainings (described above) and follow up discussions. The EEAC will meet monthly and include 5–8 members from different departments and levels of the organization. Any staff person can request to join the EEAC for an 18-month term when there are available positions. If there are not enough positions open for all of the staff interested, staff of color and other underrepresented groups will be prioritized.
- *Training for EEAC members provided by Oregon Humanities on facilitating discussions about difficult topics.* After each of the all-staff trainings, EEAC members will visit department and team meetings to discuss how the training topic impacts OMSI staff, partners, and visitors.
- *Development of EDAI modules for OMSI’s new employee and volunteer orientations* based on the training opportunities, EAF, and best practices outlined by the *systems and tools* described below.

Area II. Building systems and tools that empower staff to integrate EDAI into key aspects of OMSI’s work by:

- *Developing the newly formed Equity, Diversity and Inclusion Advisory Board Committee.* Scheduled to start in February 2019, this committee will meet quarterly and includes six members of the board, OMSI’s president, the Head of People and Culture, and 2–3 leaders from community-based organizations that serve underrepresented communities. The purpose of this group will be to embed EDAI issues into board discussions, build the diversity of the board, and provide advice and expertise for building systems of accountability to support the EAF and EDAI initiatives.
- *Building the Capacity of OMSI’s Program Delivery Improvement (PDI) Team* to develop educational content with an equity lens. OMSI’s PDI team meets monthly and includes directors and staff directly responsible for developing, delivering, marketing, and evaluating our educational offerings. The cross-

functional PDI team has already initiated this work by developing a draft action plan and timeline. IMLS funds will be used to: (1) develop a staff training for including CSP in educational experiences, (2) host community listening sessions (two per year) for informing sustained and reciprocal community partnerships, and (3) develop a staff training on partnership best practices and tracking relationships across the organization in OMSI's newly adopted Salesforce customer relationship management (CRM) system. All PDI team activities will include input, involvement, and direction from project advisors, EDAI training consultants, and community-based partners.

- *Improving OMSI's hiring and selection policies.* The Head of People and Culture in collaboration with the president, Human Resources (HR) team, and key hiring managers will (1) research best practices, (2) implement new hiring procedures to increase the diversity of OMSI staff and the number of staff committed to equity work, and (3) adopt new recruitment outreach strategies to encourage diverse participants to apply for OMSI positions.

Area III. Creating structures to evaluate and maintain EDAI efforts over time by:

- *Conducting evaluation activities with OMSI visitors and program participants* to explore their attitudes, feelings, and perceptions regarding OMSI experiences.
- *Conducting evaluation activities with community partners* to explore their attitudes, feelings, and perceptions regarding OMSI's engagement with their organizations and communities.
- *Conducting evaluation activities with OMSI staff* to explore their confidence and attitudes regarding promoting equity through their specific work, partnership development, and OMSI's support for EDAI.
- *Integrating culturally sustaining learning measures* into OMSI's ongoing public audience data collection platforms. These platforms include the *Program Experience Analysis System (PEAS)*, a survey completed by parents, guardians, and school-facing clients, and the *Collaboration for Ongoing Visitor Experience Studies (COVES)*, an OMSI museum visitor experience survey.

2. What is your project's maturity level (i.e. exploratory, piloting, scaling, or mainstreaming)?

While some aspects of this initiative may fall in the scaling level, overall, we are at a late pilot stage in our work. With the recent hiring of a Head of People and Culture and the development of OMSI's new Equity Action Framework, OMSI's board, leadership, staff, and volunteers have demonstrated a sustained interest and commitment to equity, diversity, accessibility, and inclusion. OMSI has begun the early stages of implementing the EAF by hosting Dr. Robin DiAngelo in February 2018 to kick start a series of all-staff discussions about race and equity. Following the training, a series of facilitated conversations continued raising employee awareness, including a workshop with OMSI's Board of Trustees on decision making to dismantle institutional racism. Prior to the start of the grant in 2019, OMSI will host the first of a two-part training with TransActive to raise understanding of gender identity development, cultural gender stereotypes, and the impact on gender non-conforming and transgender children, as well as a second visit by Dr. DiAngelo to continue examining racial dynamics in our organizational culture and to support skill building with the board.

3. What are the risks to the project and are they accounted for in the work plan?

Promoting EDAI is a difficult, multi-layered process. To succeed, we must engage people from all levels and areas of the institution and community in building a strong foundation of shared language and understanding of equity. Although developing multiple committees is staff, time, and labor intensive, it is instrumental to preparing OMSI's culture to institutionalize sustainable system-wide change. It also avoids the pitfall of placing responsibility for this work in the hands of a single department or individual.

Confronting our own biases, privileges, and the barriers we create for others is emotionally intense work. Therefore, we will work with expert trainers to provide training to all OMSI staff and to equip staff serving on the EEAC to present difficult topics and facilitate small group conversations in meaningful, productive, and relevant contexts.

Changing long-standing workflows, policies, and procedures also takes time and flexibility. To address these risks, we will build on the training and support provided by the iPAGE program. iPAGE provides foundational critical theory for shared language and understanding as well as technical assistance for creating empowering

organizational structures, pedagogical best practices, and insights into building reciprocal community partnerships. As transformational change takes time and constant attention, integrating flexible, adaptive, and culturally responsive evaluation approaches and tools into the process will also help us reflect and realign throughout the process.

4. Who will plan, implement, and manage your project?

Eric Buenrostro Azúa, Head of People and Culture, who oversees Human Resources and Volunteer Services, will act as Project Director and lead the development of project initiatives and maintain project vision. In this role, Eric will also serve on the EEAC, Equity, Diversity and Inclusion Advisory Board Committee, lead the development of new hiring procedures and staff orientation trainings, and attend community listening sessions. Chief Operating Officer Erin Graham will work with Head of People and Culture to inform project vision and alignment with strategic initiatives and programs across the institution. Graham provides leadership and oversight for all of OMSI's public-facing operations, including retail, marketing, programs, exhibits, and facilities. President Nancy Stueber will ensure that all parts of the organization (including the board) support project visioning and cross-functional participation. Stueber oversees Graham, Human Resources, Finance, Development, and Property Development. Both Graham and Stueber will participate in the development of hiring procedures, attend community listening sessions, and serve on the Equity, Diversity and Inclusion Advisory Board Committee. Board chair Penny H. Serrurier will coordinate board engagement. Research, Evaluation, and Impacts Manager Christopher Cardiel will oversee evaluation activities. Senior Learning and Community Engagement Specialist Verónica Núñez will coordinate the partnership stewardship and CSP work with the PDI team.

Through one in-person and one virtual meeting per year, project advisors will reflect on their own experiences leading EDAI initiatives and provide input specifically on training materials for developing inclusive educational content, new employee and volunteer orientation modules, and adopting inclusive hiring policies and procedures. Advisors include: Liesl Chatman, Director of the Science House Professional Development Group at the Science Museum of Minnesota and Principal Investigator for iPAGE; Chris Taylor, Chief Inclusion Officer for Minnesota Historical Society; Aletheia Wittman, Cofounder and Coordinator of the Inclusion and Independent Equity and Inclusion Consultant; and Cecile Shellman, Independent Equity and Inclusion Consultant. Nelda Reyes of AB Cultural Drivers will advise the evaluation process. Dr. Robin DiAngelo, Dr. Django Paris, Dr. Óscar Fernández, and representatives of Muslim Educational Trust, Oregon Health and Science University, TransActive, IRCO, and AORTA will provide EDAI trainings. Oregon Humanities will provide facilitation trainings (*Supporting Doc 3*).

5. When and in what sequence will your activities occur?

The facilitation trainings, four all-staff trainings with facilitated conversations, and the foundational pedagogy and partnership work will take place in year one. Four more all-staff trainings and conversations, the HR recruitment and selection improvement process, new employee and volunteer orientations, and development of the CSP staff training will take place in year two. Evaluation activities will be incorporated throughout as outlined in the Evaluation Plan (*Supporting Doc 2*). Project advisors will meet with the OMSI-E project team both in-person at OMSI (Q1) and virtually (Q3) in both grant years one and two. See the Schedule of Completion for more details.

6. What time, financial, personnel, and other resources will you need to carry out the activities?

If funded, IMLS funds will be used to support: (1) consulting fees, (2) staff time and materials needed to develop and implement best practices and trainings, (2) staff time and travel for community listening sessions and HR recruitment events, (3) supplies and food for all-staff trainings, listening sessions, and advisor meetings, and (4) staff time for evaluation activities.

OMSI is committed to funding the EAF and will allocate general operating funds to support staff time to participate in team and committee meetings and all-staff EDAI trainings. We have begun raising funds from foundations, corporate, government, and individual contributors to support this work. For example, the Science

Museum of Minnesota has pledged a \$25,000 iPAGE grant to support (1) identifying best practices for using CSP in STEM learning experiences, and (2) developing tools to apply an equity lens when creating and revising our educational experiences.

7. How will you track your progress toward achieving your intended results?

Internal evaluators will help the team track project progress. Evaluation activities are outlined briefly in section B4 and fully in the attached Evaluation Plan. The intended results and measures of success are outlined below in section C. OMSI uses COVES and PEAS to assess museum visitor and program participant experiences respectively.

8. How and with whom will you share your project's results?

A critical aspect of this project is to find meaningful ways to communicate OMSI's EDAI goals, processes, and results with internal and external stakeholders. How we communicate must be consistent through both our words and our actions. The project team will communicate the intentions and outcomes of the project directly with OMSI staff, volunteers, and board members through trainings, all-staff and departmental meetings, internal documents, new employee and volunteer trainings, and informal conversations. OMSI staff at all levels of the organization will also be expected to affirm and reinforce EDAI through how we treat each other, make organizational decisions, and engage our visitors and partners.

Communication with project partners and other external stakeholders may include sharing our Equity Action Framework and evaluation findings through our website, social media, job postings, donor communications, email, and with those who participated in the community listening sessions. Less direct—but possibly more meaningful—ways to share include building a more diverse staff to welcome underserved audiences, advertising in places and publications that cater to underserved audiences, using images and voices of diverse people in our communications and programs/exhibits, deeply involving community partners in program/exhibit development, and otherwise enacting the recommendations proposed by the EEAC, pedagogy, partnership, and hiring teams.

OMSI is excited to share our experiences with the field. We will share lessons learned and the tools we create through the networks OMSI staff and project advisors participate in including the Association of Science-Technology Center's Advocates for Diversity Community of Practice, American Alliance of Museum's Diversity Committee, iPAGE, Oregon Museums Association, Visitor Studies Association, The Inclusion, and Museums as Sites for Social Action. We will also invite organizations to contact us if they are interested in learning from our experiences.

C. Project Results

1. Review the Performance Measure Statements appropriate for your project and describe how you will collect and report the corresponding data.

The OMSI-E project aligns with the agency-level goal, Build Capacity: *IMLS strengthens the capacity of museums and libraries to improve the well-being of their communities*. The performance measure statements appropriate to the project include the following:

For OMSI staff— (1) My organization is better prepared to provide a program or service that addresses community needs. (2) My organization is better able to engage my community. (3) My organization is better prepared to develop and maintain ongoing relationships with community partners. (4) My organization is better prepared to share knowledge and other resources as an active contributor to problem solving in the community.

For community partners— (1) The museum or library offers programs, services, or resources that address community needs. (2) The museum or library is an active contributor to problem solving in the community.

Data for these performance measures will be collected and analyzed through surveys developed and administered as part of the project's holistic suite of activities outlined in the project's evaluation plan (*Supporting Doc 2*).

2. Referring to your Project Justification, describe your project's intended results that will address the need, problem, or challenge you have identified.

Intended impacts for OMSI staff of the OMSI-E project: (1) Shared understanding regarding equitable partnership approaches; (2) Increased capacity and confidence in CSP.

Intended impacts for community partners and collaborators: (1) Respectful, authentic partnerships that are of value to partners' organizations and communities; (2) Increased participation in OMSI's programmatic strategic planning and other institutional processes.

Intended impacts for visitors and program participants: (1) Programming and exhibits that reflect and sustain their cultural backgrounds, knowledge, and perspectives.

3. How will the knowledge/skills/behaviors/attitudes of the intended audience change as a result of your project?

We will use the following measures of success to assess change in knowledge, skills, behaviors, and/or attitudes during the grant period:

- A majority of **OMSI staff** will report: (1) Thinking about partnerships and co-development as applied to their work (*knowledge/behavior*), (2) A commitment to promoting equity at OMSI through their specific work (*attitude*), (3) feeling confident in their ability to apply an equity lens in their areas of work (*attitude*), and (4) Feeling supported in equity work by colleagues and museum leadership (*attitude*).
- A majority of **community partners** will report: (1) Partnerships with OMSI are of value to their organizations (*attitude*), (2) Partnerships with OMSI are of value to their communities (*attitude*), and (3) Agreement with the statement that "OMSI is for me" (*attitude*).
- Increased number of **community leaders** actively participating in OMSI processes (*behavior*).
- A majority of **OMSI visitors and program participants** will report: (1) Feeling included and respected (*attitude*), (2) Their cultural backgrounds and perspectives being reflected and celebrated (*attitude*), and (3) Agreement with the statement that "OMSI is for me" (*attitude*).

4. How will the institution's internal capacity be strengthened as a result of your project?

The OMSI-E project will allow OMSI to (1) build a shared understanding regarding equitable partnership approaches; (2) increase capacity and confidence in utilizing a CSP; and (3) increase the diversity of backgrounds, experiences, expertise, and individual and cultural identities of our staff and board.

5. What tangible products will result from your project?

By the end of the grant period, OMSI will have produced the following deliverables: (1) EDAI modules for new employee and volunteer orientations, (2) new hiring policies and procedures, (3) staff training materials on using an equity lens to develop and deliver more inclusive educational content, (4) partnership best practices and training materials for tracking community relationships in OMSI's CRM system, (5) outlines for hosting community listening sessions, (6) COVES and PEAS surveys to assess visitor and program participant experiences in relation to EDAI initiatives, and (7) evaluation reports.

6. How will you sustain the benefit(s) of your project?

The OMSI-E project is designed to weave systems, tools, and processes into the fabric of the organization. The goal is not to just create a set of deliverables, but to embed new ways of thinking and doing into our practice. The EEAC, the Equity, Diversity and Inclusion Advisory Board Committee, and the PDI teams will continue beyond the grant, using general operating funds to sustain the staff time and basic expenses. OMSI has an active habit of reflection, bringing staff together to reflect on progress of strategic plans and OMSI values. EDAI will continue as a priority of our next five-year strategic plan (beginning in 2020), as we move forward with property development and deepen statewide outreach. If we are successful, the project will also empower OMSI's leadership, board, community partners, and all staff (current and future) to imagine new opportunities for the museum to promote equity in STEM education and our community.

Schedule of Completion

OMSI Empowered: Equity and Partnership Planning (OMSI-E)

Key Milestones and Deliverables	Pre	IMLS Y1				IMLS Y2				Post
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
DEVELOPMENT OF BASIC SKILLS										
Facilitating difficult conversation training		■								
EDAI all-staff trainings	■	■	■	■	■	■	■	■	■	■
Facilitated conversations		■	■	■	■	■	■	■	■	■
Development of a EDAI modules for new employee & volunteer orientations								■	✓	
SYSTEMATIC INTEGRATION										
Equity, Diversity and Inclusion Advisory Board, EEAC, and PDI Committee meetings	■	■	■	■	■	■	■	■	■	■
Developing Content with an Equity Lens										
Research pedagogy best practices	■									
Implement action plan for including culturally sustaining pedagogy into educational experiences	■	■	■	✓						■
Create & host culturally sustaining pedagogy staff training					■	■	✓			
Sustaining Reciprocal Community Partnerships										
Adopt partnership best practices	■	■	✓							
Host community partner listening sessions			■		■		■		■	■
Develop and implement partnership and CRM training						■	■	✓		■
Improving Hiring and Selection Process										
Research hiring and selection best practices for diversifying staff						■	■	■		
Update hiring recruitment and selection policies								■	■	
Implement new selection procedures with hiring managers									■	■
Outreach for recruitment						■	■	■	■	■
EVALUATION AND MAINTENANCE										
Develop overall timelines, evaluation plans, and data collection protocols		■								
Orient project team to team-based inquiry (TBI) process and identify method(s)		■								
Create and pilot-test data collection instruments		■								
TBI data collection using selected method(s)			■	■	■	■	■	■	■	■
In-depth interviews with community partners				■		■		■		
Program participant and museum visitor surveys			■	■	■	■	■	■	■	■
Data analysis					■			■	■	
Preparation and presentation of reports					✓				✓	
Project Advisor Meetings										
In-person at OMSI		■				■				
Virtual on-line				■				■		

Ongoing work = ■ Completing a final product = ✓