



Museums Empowered

Sample Application ME-249571-OMS-21
Project Category: Diversity and Inclusion

Chicago Botanic Garden

Amount awarded by IMLS:	\$250,000
Amount of cost share:	\$250,000

The project description can be viewed in the IMLS Awarded Grants Search:
<https://www.imls.gov/grants/awarded/me-249571-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 current Notice of Funding Opportunity for the grant program and project category to which you are applying.

PROJECT JUSTIFICATION

Proposed project: The Chicago Botanic Garden (CBG) seeks a 30-month, \$250,000 Museums Empowered grant from the Institute of Museums and Library Services (IMLS) Museums Empowered Diversity and Inclusion category. This project will build staff capacity in equity, diversity, inclusion, and accessibility, with the end result of developing a new interpretation framework. Through *A Garden Made for You: Framing Interpretation through Equity, Diversity, Inclusion, and Accessibility (EDIA)* CBG will build staff capacity to understand EDIA principles and value their benefits, develop a new lens for CBG's interpretation framework, pilot and evaluate new exhibitions that highlight non-dominant populations and perspectives, and share best practices with botanic gardens and museums.

Need, Problem, Challenge: The Chicago Horticultural Society (Society), which operates the Chicago Botanic Garden, was founded in 1890 to “encourage and promote of the practice of Horticulture in all its branches and fostering of an increased love of it among the people.” Its early activities were the production of monumental flower and botanical shows featuring plants and flowers never seen before by the public. While hoping to develop a permanent garden along the lakefront in downtown Chicago, those plans fell through and CBG founders identified a home 24 miles north of downtown. In 1972, CBG was founded as a public/private partnership between the Society and the Forest Preserves of Cook County in Glencoe, Illinois on Chicago's North Shore, then and now one of the most affluent and highly educated areas in the U.S.

While CBG has an interpretive plan developed in the mid-1990s, it falls short in three ways. First, it is not reflective of current media, methods, or best practices in interpretation. Second, it is not comprehensive or applied consistently across the institution. Finally, and most importantly, it lacks a cross-cultural perspective and attention to narratives other than those of dominant cultures. For example, the existing plan guided the development of signage describing the statue of Carolus Linnaeus in CBG's Heritage Garden. It recognizes him for creating the universal system for classifying plants and other living things, but ignores his support of racial stereotypes used to justify slavery and indigenous genocide using this same system. An interpretive framework responsive to EDIA is crucial to CBG's ability to create a place where people feel more than welcome—where they know it is a place for them.

CBG's White-dominant history and location in an affluent suburb have created obstacles to diversifying the staff, board, and visitor and program participant demographics. An audience survey conducted in 2018-19 revealed that only 24% of CBG members agreed strongly with the statement, “CBG is inclusive,” while almost 30% of non-member visitors and 20% of members disagreed. CBG faces the same challenges as the museum community nationwide; only 9% of museum visitors are people of color, despite comprising 23% of the population (American Alliance of Museums 2018). CBG fares only slightly better, with 13% of its visitors indicating they were non-White or biracial. The American Public Gardens Association (APGA) recognizes that U.S. public gardens were largely developed by and for White people. Their dominant narratives do not encompass or honor the roles gardens, gardening, and nature have played in every civilization throughout history.

Audience research on perceptions of CBG's inclusivity inspired a commitment to strengthening EDIA principles and practices to serve, engage, and reflect demographics of the region. One of the first steps taken was a successful application to the American Alliance of Museums' Facing Change: Advancing Museum Board Diversity and Inclusion initiative. All-staff meetings held over the summer exposed challenges and opportunities for CBG to move beyond the language honoring diversity and inclusion to ensuring that these principles are well-understood and put into practice. Some staff expressed concerns that the White-dominant narrative is unknowingly reinforced. It became clear that staff are underserved by the current unexamined organizational culture, and they are eager to develop themselves personally and collectively. CBG has an opportunity and obligation to empower, enlighten, and engage staff to think critically and inclusively about their work and how they serve the public. CBG understands the need to build staff capacity, awareness, and understanding of EDIA principles, language, and strategies before change in its interpretive framework—the narratives and stories that guide the visitor experience—can substantively occur. An EDIA Employee Resource Group was formed this fall 2020, to address issues of EDIA in CBG's

organizational culture and guiding documents. In doing this work CBG has adopted the American Association of Museums definitions of EDIA and those are the definitions referred to in this narrative: *Diversity* is all the ways that people are different and the same at the individual and group levels. *Equity* is the fair and just treatment of all members of a community. *Inclusion* is the intentional, ongoing effort to ensure that diverse individuals fully participate and that diverse participants are valued as respected members of a community. *Accessibility* is giving equitable access to everyone along the continuum of human ability and experience.

Beneficiaries: **CBG staff** will benefit from training activities associated with a deeper understanding of what it means to become an equitable and inclusive individual and organization. They will become versed in EDIA content and application, and will learn how to integrate it into their work. They will better understand how people of different backgrounds learn and engage with their environments, and why change is important, not only for CBG's future but because it enriches the experience for everyone. **Visitors and program participants** of all ages, abilities, socioeconomic levels, races, and cultural backgrounds will experience CBG as a place that takes into consideration their desires, values, and beliefs. They will better understand the CBG's mission of cultivating the power of plants to sustain and enrich life, and how they can benefit from it. Visitors and program participants will benefit from being a part of a community that recognizes, values, and offers new narratives, knowledge, depth, and perspectives. **CBG** will benefit from a consistent approach to mission-based programming and the ability to connect with, learn from, and engage diverse audiences. Key to this work will be partnering with local community organizations representing populations that are not currently a part of CBG's dominant narrative. CBG will become more knowledgeable and skilled in honoring, respecting, and including diverse audiences in new exhibitions, programs, signage, and ways of interacting with the public. CBG will benefit from the evolution to a more honest, equitable, diverse, and inclusive workplace culture, which supports recruitment, retention, and capacity for exploration and change. Finally, the **broader garden and museum community** will benefit through broad distribution and sharing of processes, frameworks, programming, exhibitions, and communications strategies developed as a result.

Advancement of CBG Strategic Plan: CBG's ambition, spelled out in its 2019-2023 strategic plan, is to be globally recognized for its role in offering plant-based learning experiences that shape how people value, perceive, and care for the environment. CBG recognizes this ambition will not be achieved if the narrative framework is oriented toward a dominant culture. Two of five identified strategic priorities address diversity, equity, and inclusion. This includes, "To expand CBG's reach to engage more people in the full breadth and depth of our work." Relevant sub-strategies include, "Grow and diversify audiences in order to attract the next generation of members, visitors, and donors," and "Provide a welcoming, inclusive experience for all who visit." *A Garden Made for You* also addresses the strategic priority to "Make certain that our people and our processes are capable of meeting the needs of a large, forward thinking, and evolving organization." This project, for the first time, will build the capacity of staff with training, skill sets, and greater understanding and awareness needed to ensure that all programs and services are truly inclusive and reflective of the audiences CBG currently serves and seeks to serve. Staff will be empowered and supported in responding to audience needs, interests, and possibilities, while maintaining a consistent mission-focused message.

Alignment with Museums Empowered/ Diversity and Inclusion Category: The initiative develops and strengthens competencies among staff to develop a new interpretive framework that incorporates diversity and inclusion objectives. The process of applying a mission-based interpretive framework through an EDIA lens will develop and strengthen staff competencies, comfort, confidence, and commitment to aligning CBG's programs and services in ways that take into account different cultural and other perspectives for the benefit of all. *A Garden Made for You* will empower CBG staff to critically evaluate current programs and services, to create an organizational culture that values EDIA principles and change, and to produce visitor experiences that reflect that commitment.

PROJECT WORK PLAN

Activities: *A Garden Made for You* will take place over 30 months from October 1, 2021 through March 31, 2024. CBG will develop staff capacity to incorporate EDIA into its interpretive framework. Project goals are to: 1) build

staff capacity to apply CBG's interpretive framework using an EDIA lens and 2) develop a framework and process that allows CBG to create interpretation that connects current and potential audiences to the organization's mission while honoring their cultures, abilities, backgrounds, and lived experiences.

Project components will include 1) hiring a consultant to facilitate staff training and support the development of an EDIA lens to CBG's mission-based interpretation framework; 2) partnering with community organizations representing diverse constituents to seek input and guidance on shaping the interpretive framework with EDIA principles; 3) applying the new interpretation framework to the development and evaluation of three seasonal exhibitions created in collaboration with community organizations; and 4) establishing internal process documentation used to create future exhibitions and a guide that can be shared broadly with the botanic garden and museum community.

Pre-Work: CBG has begun to address the immediate need for EDIA staff capacity-building within the organization through the formation and regular meetings of the EDIA Employee Resource Group. They are leading staff efforts to understand existing organizational culture and create a shift that prioritizes EDIA amongst staff. This group will gather staff input on community culture, including actions that support EDIA and those that do not. They will also examine CBG's mission, belief statements, and other guiding documents with an EDIA lens, making recommendations to executive staff accordingly. While the Group will focus on EDIA at the staff level, CBG will appoint and convene an interdepartmental Interpretation Framework Team in early 2021 that will focus on the journey of external populations that interface with the organization. Led by the director of interpretive programs and comprised of staff reflecting various levels of seniority and types of positions, the team will represent departments that are directly or indirectly public facing, as outlined in the staffing section. This team will identify potential museum interpretation frameworks and those addressing EDIA, with the goal of learning from others.

Phase 1: Research and Prepare Staff (6 months, October 2021-March 2022)

CBG will identify a consultant to support the initiative. They will guide in the development of strategies, timetables, and implementation steps, initially and on an ongoing basis, to ensure that CBG's interpretive framework meets project and institutional EDIA goals and that staff capacity is built every step of the way. The consultant will support the Interpretation Framework Team, lead department level focus groups to capture staff perceptions of the visitor experience—ensuring that all staff have opportunities to learn, engage, and contribute to the formation of a new interpretation framework that encompasses EDIA. CBG staff, in partnership with the consultant, will identify, research, and adopt existing models with proven outcomes and incorporate best practices.

Initial Staff EDIA Training (October 2021 – January 2022). CBG will plan and hold a kickoff workshop for the Interpretation Framework Team, supported by the EDIA consultant. This facilitated weeklong workshop will include discussion and evaluation of how CBG's mission, belief statements, strategic plan, and approach to interpretation can be informed by an EDIA approach. Team members will serve as department liaisons to ensure the work is communicated broadly throughout CBG; all-staff will be updated at quarterly meetings to ensure engagement with the initiative. A series of facilitated training sessions will be planned and held for all staff whose job responsibilities involve interfacing with the public or providing content to those who do. While target staff and workshop configuration will be determined with the consultant's expertise, the following departments will receive training: interpretation, visitor programs, exhibitions, education, communications, science, horticulture, collections, and development. Workshop topics will explore personal bias and assumptions, staff perceptions of institutional narrative, and examples of successful and unsuccessful communications and interpretive strategies. They will focus on the universal benefits of prioritizing diversity and equity in public narratives. The work with the consultant will prepare staff to use evaluative information—both quantitative and qualitative—to adapt programming accordingly. The consultant will provide guidance as the group compiles community input and creates the EDIA framework.

Seek and Compile Community Partner and Expert Input (October 2021 - May 2022). Research suggests the need for authentic and intentional engagement practices to ensure that community interests and perspectives are

prioritized as much as institutional goals (Latino Audiences: Embracing Complexity 2017, Garibay, Lannes, and Gonzalez). Recognizing that authentic collaboration is crucial, the Interpretation Framework Team will seek input from partners with expertise in place-based learning, culturally relevant programming, traditional ecological knowledge, and who represent diversity in age, ethnicity, and life experience. This will clarify misperceptions about how to serve and engage diverse populations, and help CBG staff think creatively and critically about audience engagement. By framing community engagement as a reciprocal relationship, these partnerships can persist beyond completion of this stage, with long-term benefits for both organizations. Expertise and feedback gained from these initial activities will be combined into a summary report that can then guide the development of the EDIA lens in Phase 2.

Phase 2: Develop the CBG EDIA lens (5 months, March 2022 - July 2022)

Develop the CBG EDIA Lens (March 2022 - July 2022). The Interpretation Framework Team will compile and analyze research on successful interpretation and EDIA approaches identified during the pre-grant phase and from conversations with community partners. This will include 1) identifying commonalities across successful approaches; 2) prioritizing approaches that directly address issues facing museums, nature-based, and environmental science organizations; and 3) assessing the level of complexity of application, ensuring that the end result is usable. Throughout this process, the Team will receive regular input from the EDIA Employee Resource Group, and will consult monthly with community partners. This process will result in a defined structure and process for assessing current practices through an EDIA lens and developing new interpretation within CBG's mission-based framework.

Train Public-facing Staff to Apply the New CBG EDIA Lens in their Work (July 2022 - August 2022). Once the framework and process for applying it is complete, staff who interact with the public both directly and indirectly will participate in workshops to disseminate both the framework and process across the organization so all are able to use it effectively, thus generating organizational change. Training will be designed in response to the research on organizational culture and community feedback. While activities will depend on the results of prior work, they might include case study analysis of CBG or other organizations' interpretation, or discussion of how applying the framework might change decisions about content or storyline based on consideration of impact rather than intention. Training will be incorporated into new employee on-boarding, and will be delivered annually to existing staff to ensure ongoing consistent application and effective organizational change.

Phase 3: Piloting and Evaluating New EDIA Interpretation Initiatives (July 2022 – November 2023)

The EDIA framework will be applied and refined iteratively to ensure it successfully accomplishes the development of interpretation and communications that are responsive to multiple cultures and life experiences and are accessible physically, cognitively, and culturally. Because successful collaboration reimagines the role of the community members where they are actively taking part in the decision-making process (Community Engagement Guidelines for Excellence, NAAEE, 2017), CBG will work with community partners to guide the development of exhibition and programming concepts. This strategy will honor and allow space for non-dominant voices throughout the collaborative interpretation and exhibition design process. Exhibits will be planned for spring, summer, and fall in 2023, in alignment with CBG's horticultural displays. Staff engagement in each exhibition will include: 1) developing a community guided interpretive concept using the EDIA process; 2) creating the interpretation, including a formative evaluation by community partners to ensure the exhibition is communicating what is intended and can be adjusted if necessary; and 3) evaluating impact and audience response using a mixed methods approach, which might include observations and informal feedback from visitors, such as interviews, social media responses, comment books, and front-of-house staff feedback. Community contributions will be recognized in the interpretation itself, in any promotional materials, and on CBG's website where those exhibitions are described. While exhibition concepts will be guided by community voice, examples might include telling the story of the land on which CBG sits from a local indigenous perspective, or evaluating changing norms of accessibility through a critical interpretation of CBG's Buehler Enabling Garden, which was designed for people of all abilities.

Phase 4: Sharing Best Practices (May 2023 - March 2024)

Compile Evaluation Results (May 2023 – October 2023). Each exhibition will be evaluated for outcomes and audience impact. These results will be synthesized as they are collected to gather lessons learned that can contribute to a better understanding of the process and to ensure the EDIA lens and process is flexible enough to support different types of uses and to evolve over time.

Gather Reflections from Staff on Process and Results (October 2023 – December 2023). Staff surveys will gather reflections on how the process of developing and applying the EDIA framework has impacted their ability to consider multiple perspectives. These results will also inform how new staff are on-boarded to the mission-based interpretive framework and the EDIA lens. This will ensure that practice continues.

Create Process Documentation and Application Guides for Broad Dissemination (January 2024 - March 2024). Formal process and documentation will be created by integrating both the results of the implementation and improvement process and staff reflections on the work. This documentation will serve as a guide for staff communicating with the public across departments and media to ensure that every interaction with audiences is designed intentionally, and with consideration for the multiplicity of CBG's audiences.

Risks: Many CBG members and visitors are comfortable with the current interpretive approach, which is limited to minimal signage, plant labels, and a regular schedule of horticultural events and exhibitions (e.g. Harvest Festival, Super Seed Weekend, and the Orchid Show), plus communications oriented toward the dominant audience. The 2018-19 audience survey revealed that this audience visits CBG for its peace and beauty rather than for enlightenment or education. By explicitly applying an EDIA lens, recognizing and sharing voices that have been traditionally under-represented, CBG risks alienating visitors and members who are used to relating with CBG in certain ways. These risks are mitigated by the benefits of becoming a more welcoming, open, and culturally sensitive organization where people of all cultures, races, and life experiences can connect with plants and nature. All visitors will be exposed to new information, perspectives, and ways of experiencing a public garden.

Project Staffing and Oversight: Key CBG program personnel include:

- Jennifer Schwarz Ballard, Ph.D., CBG's vice president of Learning and Engagement, will oversee the project, serving as the project director (PD). She holds a Ph.D. in learning science from Northwestern University; she has been recognized with increasing responsibility at CBG over the past 15 years. She currently oversees interpretive programs, education, community engagement, and community science.
- Kristie Webber, director of interpretive programs, will serve as project manager. She holds a Master's of Education (Continuing Education) from the University of Illinois at Urbana Champaign, and has served CBG for 28 years leading and implementing visitor, interpretive, and public programs. She oversees full-time and seasonal staff, as well as an extensive year-round pool of interpretive volunteers.
- Beatriz Cañas, program manager of secondary education programs and project lead of CBG's EDIA Employee Resource Group, will provide expertise and guidance in implementing the EDIA components. She will serve as liaison between the EDIA Employee Resource Group, the Interpretation Framework Team, and senior staff. Cañas holds a Master's in Behavior Education and Communication, with a focus on environmental education/environmental justice from the University of Michigan and has eight years of experience working on diversity and inclusion initiatives.

The Interpretation Framework Team will be comprised of staff and leaders from CBG departments that develop and offer programs, services, and communications for the public; and/or provide content for those programs including the vice president of marketing, editorial director, graphic designer, the exhibitions manager, a librarian from CBG's Lenhardt Library, a scientist, a collections specialist, a horticulturalist, a development officer, two members from the EDIA Employee Resource Group, and potentially others to be identified.

The consultant will work with the project manager, PD, and the EDIA Employee Resource Group leader throughout the grant period. They will develop and facilitate initial staff training, support the creation of the EDIA framework, provide training to staff, and consult on its application to exhibitions. Examples of ways the consultant might support the initiative include: 1) helping with the identification and analysis of best practice interpretive frameworks from other organizations or 2) support with applying the framework to ensure diversity and inclusion is at the forefront of content, communications, and storyline decisions across the organization.

Sequence of Activities: The work will take place in the following phases. Please see the Schedule of work for a detailed timeline. Pre-work will take place December 2020-September 2021.

- 1. Research and Prepare Staff (October 2021-March 2022):** Engage the diversity consultant, project kickoff, initial staff training in EDIA, partner with organizations/individuals to seek input and guidance.
- 2. Develop the EDIA lens (March 2022-July 2022):** Synthesize audience, EDIA, and interpretation research; draft and test the framework; obtain formal approval from the executive leadership team.
- 3. Pilot and Evaluate New EDIA Interpretation Initiatives (June 2022-November 2023):** Train staff on framework, plan and implement three exhibitions, evaluate use of the framework.
- 4. Share Best Practices (May 2023 - March 2024):** Compile results of implementation and improvement, gather reflections from staff, and create internal documentation and external guide.

Resources: CBG is requesting \$250,000 for this 30-month project. This time allows for research, development of the framework and EDIA lens, and for a full growing season including three “test and learn” exhibitions applying the framework and allowing for evaluation and refinement. Components of requested funds include the following. The PD will spend 10% of her time overseeing the project, while it will make up 65% of the interpretation director’s time. The EDIA project lead will also spend 10% time supporting the project. CBG is asking for funds from IMLS to support 19.5% of the interpretation director’s time as well as 5% of the EDIA project lead. CBG is committed to this work and so all other staff will participate as part of their regularly scheduled hours, with time covered by CBG operating funds. IMLS support is also requested to hire a consultant to guide the project through the duration of the grant period. They will work with the project director to develop and facilitate initial staff training, support the creation of the EDIA framework, provide training to all staff once the framework is completed, and consult on its application to exhibitions. IMLS funds will also compensate community experts for their time and expertise. Funds are also requested for materials and supplies to create the three seasonal exhibitions that will be created as part of the EDIA framework development process.

Tracking Progress: The PD will be responsible for overseeing progress on the project and adjusting course where necessary. Key checkpoints and timelines will be reviewed with the project team, including the consultant, at the launch. Each key checkpoint will be divided into discrete tasks, which will be assigned, and deliverables reviewed, at monthly meetings with the Interpretive Framework Team and consultant. The interpretive programs director will check in with team members on a bi-weekly basis to ensure that any roadblocks are identified in a timely manner and progress stays on track and/or adjustments are made as needed. The interpretive programs director will also meet weekly with the PD to keep her apprised of any issues that arise so they can be addressed.

Sharing Project Results: Project results will be disseminated nationally and internationally through participation at relevant professional meetings and conferences including the American Public Gardens Association (APGA), Botanic Garden Conservation International (BGCI), American Alliance of Museums (AAM), and International Conference on Interpretation. Journal articles will also be submitted to *Roots*, the magazine of BGCI; *Journal of Interpretation Research*; and *Museum* magazine, the journal of the AAM. Additionally, the results will be shared via CBG’s website, email communications, and disseminated to APGA members, including through their IDEA Committee and at their annual meeting.

3. PROJECT RESULTS

Intended Results: Goals of the project are to, 1) build CBG staff cultural competency by increasing awareness, understanding, knowledge, and skill in applying EDIA principles and practices, 2) develop a consistent, organization wide, interpretation framework that reflects an EDIA lens, 3) better serve a diverse public with culturally relevant programs, exhibitions, and communications, and 4) create botanic garden best practices, internal process documentation, and a guide that can be shared broadly with the museum community. The project aligns with IMLS agency level performance goals to, “Train and develop museum and library professionals,” and, “Strengthen the capacity of museums and libraries to improve the wellbeing of their communities.” The project aims to increase inclusivity by developing policies and partnerships that address barriers to collections, programs, and information, while increasing to knowledge through more effective and culturally relevant communications. CBG will evolve its relationship with the public and in turn, evolve its reputation and brand. The project will result in changes in knowledge, skills, and behaviors for both staff and CBG visitors.

Staff will improve their EDIA knowledge and skill in applying it in service of inclusive program design, enabling them to provide better and more accessible learning and engagement experiences. To assess impacts on staff, the project team will collect data using focus groups and surveys to measure knowledge and skill at assessing, adapting, and designing new offerings in light of EDIA goals. Pre-surveys, administered before the initial EDIA training, will provide a baseline on staff understanding of EDIA, implicit bias, and ability to critically assess programs with this lens. These surveys will be re-administered to track changes in beliefs, attitudes and behaviors. Additionally, exhibition evaluation will be used to assess staff’s ability to apply the EDIA framework successfully to develop exhibitions that are inclusive and accessible.

Changes in knowledge, skills, and behaviors for CBG visitors and others who interact with CBG-generated content will be measured against the existing baseline data collected in 2018 visitor surveys in combination with perceptions of CBG provided in initial conversations with community partners. A mixed methods approach will be used to evaluate audience response to and impact of the exhibitions and communication created using the EDIA lens. Depending on the context this might include surveys, observations, informal feedback from visitors, personal and/or online interviews, social media responses, comment books, and/or front-of-house staff feedback. Audience research could demonstrate increased perceptions of CBG as inclusive, as well as other determinants of success. Community impacts will be evaluated by measuring the development of mutually beneficial community partner relationships and any resulting collaborations.

Tangible Products: The project will result in three deliverables: First an internal document that includes a) goals for interpretation in the context of EDIA, b) a framework for applying those goals to interpretation and communications, and 3) the process by which that framework is applied. Second, it will result in three seasonal exhibitions using the framework developed in collaboration with community partners, and third it will result in a guide on the process and the framework that can be shared broadly with the museum community. Applying an EDIA lens to CBG’s interpretive framework will allow CBG to become a more inclusive organization by ensuring attention to the diverse perspectives, cultures, and life experiences of our visitors across CBG’s programs. Creating a formal process for interpreting CBG’s collections, exhibitions, the visitor experience, and communications through an EDIA lens will ensure that it is considered consistently across program areas for greatest impact.

Sustainability: The interpretive framework and EDIA lens will be living documents flexible enough to guide interpretation and communications with visitors into the future as priorities shift over time. Both will be reviewed during strategic planning processes to ensure they stay relevant and continue to reflect the CBG’s mission and values. The results of shifting CBG’s long-held brand to one that truly honors and celebrates diversity and inclusion will result in new opportunities and relationships, more diverse staff and board members, and an ability to connect with and serve new audiences. Along with the benefits resulting from building staff capacity, confidence, and understanding, CBG will be better positioned to seek sponsorships and grants for future exhibitions and opportunities to engage, value, and inspire people of a multitude of backgrounds and lived experiences.

