



jan shrem and maria **manetti shrem** museum of art

Anti-Racism Action Plan 2020-2021



Introduction

In July 2020, the staff of the Manetti Shrem Museum (MSM) adopted a Diversity, Equity and Inclusion (DEAI) Mission Statement formalizing a Shared Commitment that was posted to our website on June 12, 2020.

This mission drives the process of internal interrogation prompted by a long-overdue reckoning with the racism and injustice inherent in the museum field and our culture at large.

The Anti-Racism Action Plan is a working document that outlines the start of an ongoing process to confront systemic racism. Through this process the museum identifies the questions that will empower change. The plan is intended to be a high-level outline and timeline that tracks many nuanced and complex projects — what we are calling “specific actions” — that range from collection assessment to staff training. We proceed from a belief that every aspect of our organization must be assessed while the staff and leadership at all levels deepen our understanding of, and ability to locate, the mechanisms of systemic racism at work in our museum.

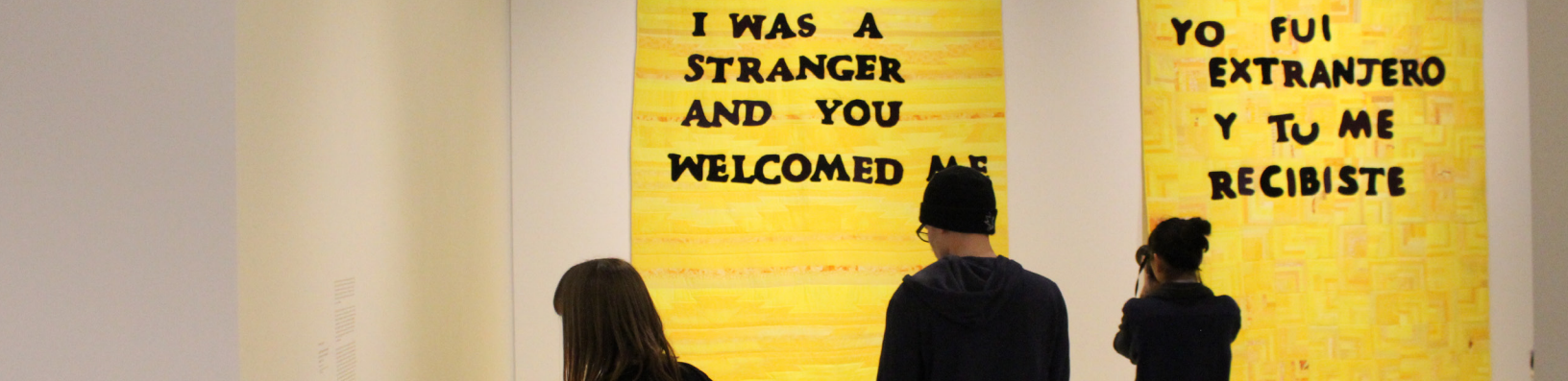
MSM’s Anti-Racism Action Plan is designed with obsolescence as its goal. The values, filters, policies and procedures that we intend as the outcomes of the Action Plan should be so thoroughly integrated into our museum that over time, the plan itself is no longer necessary.

In publishing this Action Plan, we commit to public accountability as we pursue our DEAI Mission. Every year the museum’s Leadership Ecosystem will review the Action Plan to assure progress. Every fall, MSM staff will share a revised iteration of our Action Plan in progress with our community.

Our highest aspiration is to develop the museum team and build a culture of trust that allows us to challenge perspectives and scrutinize institutional biases as the regular way we conduct museum business. The institutional assessment is the first step toward this goal, and the challenge is to find ways to perpetuate the process of questioning our prerogatives. Determining how we will achieve this goal is a work in progress, but is the intention with which we advance the Anti-Racism Action Plan.

DEAI Mission Statement of the Manetti Shrem Museum

We make an ongoing commitment to confront systemic racism in the Manetti Shrem Museum’s culture and practices by understanding the fraught history of museums and breaking down barriers to diversity, equity, accessibility and inclusion.



Institutional Assessment

A set of commitments to anti-racism must begin with an honest assessment of an institution's own history and present practices. MSM staff are conducting in-depth analyses of the key museum functions listed below and will determine further action steps based on the outcomes of this assessment. It is our intention to analyze more than just the outcomes and instead interrogate our decision-making processes with the aim of identifying processes, policies and procedures that require change.

- **Exhibitions**

The curatorial team conducted a comprehensive assessment of the exhibition development process that includes MSM's full history of 33 exhibitions and extends through the current academic year. Outcomes of the study were shared with MSM's Leadership Ecosystem, and findings from the assessment led to immediate and ongoing change. For more information, go to Exhibitions Assessment Executive Summary.

- **Collections**

The curatorial team conducted an analysis of the artists/makers of the 5,000-plus objects in UC Davis' Fine Arts Collection (FAC). Outcomes of the study were shared with MSM's Leadership Ecosystem, and findings from the assessment led to immediate and ongoing change.

- **Public Programs**

Education staff compiled data and have begun analysis of the museum's history of educational programming including museum-generated as well as co-sponsored events. Data collected includes presentation focus, presenters' gender and race, as well as allocation of resources. Findings will be used to restructure the program development process.

Next Steps

- » Analysis of program data to be completed with report to be produced and circulated. (Winter 2022)
- » Based on analysis, staff will redesign the program development process to advance anti-racism goals. (Spring 2023)

- **Marketing and Press Coverage**

Communication staff compiled data and have conducted a high-level analysis of media coverage using lenses of focus of activity, artist/presenter race and gender, and organizational resources invested.

Next Steps

- » Analysis of marketing and press coverage data to be completed with report to be produced and circulated. (Winter 2022)
- » Based on analysis, staff will develop an action plan to advance anti-racism goals. (Spring 2023)



Museum Culture

Long-term success requires an integrated and sustained approach to creating a more diverse, equitable and inclusive workplace. Our work begins by developing a shared understanding of the scope of necessary change and continues as an ongoing process to develop new practices.

- In June 2020, a staff Advisory Group was established and charged with taking initiative in collaboration with all museum staff to identify and prioritize ideas that lead to specific actions to advance our DEAI mission. In 2020-21, the Advisory Group:
 - » Worked with the museum leadership team to develop the MSM's DEAI Mission Statement and led museum team review, feedback and approval.
 - » Led all-staff discussions and feedback on elements of the Anti-Racism Action Plan and worked on integrating feedback into the plan.
 - » Organized trainings and discussions.
 - » Led development of meeting ground rules to facilitate open discussion
- All staff members are required to include a DEAI action goal as part of their annual performance evaluation. The evaluation is conducted each spring and staff members must demonstrate that they have accomplished their DEAI goal to achieve an acceptable rating. Museum staff are required to tie their goals to the Anti-Racism Action Plan.
- In August 2020, the first iteration of staff and student staff Listening Circles was completed. The process was staff-led and involved all members of the museum team in small group discussion about their place in the museum's anti-racism work; what support and resources they need to advance this work; how they envision their role; and how we all work collectively to advance the museum's DEAI mission. Actions resulting from Listening Circles include:
 - » Development of staff-wide resource sharing system — allowing staff to share, learn and engage with each other by sharing and reading resources they found on anti-racist education and actions.
 - » Highest level feedback from staff Listening Circles identified a shared desire for education and training. MSM's Advisory Group defined an annual staff training plan that included the following:
 - Training and conversation focused around the film "Race: The Power of an Illusion," facilitated by trainers from UC Davis' department of DEI.
 - Attendance at programs on race and racism, including many focused on museums, followed by staff discussions related to MSM and integrating learning into our ongoing work.
 - Biweekly staff meeting time to discuss programs and readings, and to conduct "brain stretching" activities to generate museum DEAI initiatives and projects.
 - Developed and circulated weekly staff e-letter with readings, programs, trainings and other resources.

Next Steps

- » The second iteration of Listening Circles will provide a space of reflection as well as an update to the team's the DEAI goals stated in last year's Listening Circles. (Fall 2021)
- **MASS Action Readiness Assessment**
 - » In preparation for conducting the MASS Action Readiness Assessment in fall 2021, the museum contracted with Dr. Brea Heidelberg, ISO Arts Consulting, to facilitate the assessment, which involves all museum staff. The assessment tool and process was developed by MASS Action (Museum as Site for Social Action), a group of museum professionals who work collaboratively to help museums align with more equitable and inclusive practices.
 - » In summer/fall 2021, the assessment was conducted. Outcomes will be used to develop further anti-racism action steps.
- MSM is committed to assuring that all staff are aware of university policies for addressing racist statements or actions as well as the procedures for reporting violations of professional conduct (in person and anonymously). In addition, the museum is committed to ensuring that all staff are aware of the museum's anti-racism commitment and activities as part of ongoing training and new staff onboarding.
 - » Introduction to UC Davis Office of DEI policies added to all staff onboarding and scheduled for review periodically in all-staff meetings.
 - » Links to UC Davis DEI resource page and UC Davis Harassment Prevention website added to the museum's internal website (serves as an onboarding manual).
 - » DEAI page with UC Davis and Manetti Shrem Museum information added to the museum's internal website (serves as an onboarding manual). Information posted includes the museum's Shared Commitment, Renewing Our Shared Commitment, and DEAI Mission Statement





Leadership

High-level decisions about strategic direction require input from the museum’s Leadership Ecosystem. To ensure that DEAL initiatives are central to the museum’s ongoing work, all participants in the museum’s Leadership Ecosystem share responsibility for monitoring staff advancement of the Anti-Racism Action Plan, in addition to assessing how leadership will become more diverse, equitable and inclusive.

Model of Museum’s Leadership Ecosystem



• Advisory Board

Efforts are in progress to increase representation of people of color on the Advisory Board. In 2020-21, one member was added, with a goal of adding at least two additional people of color to the Advisory Board members by FY 2022-23.

Next Steps

- » By 2022-23, the museum’s executive director and executive director of development will build on established relationships to add at least two people of color to the museum’s Advisory Board.
- » Advisory Board members will cultivate relationships with people of color who are arts and community leaders to create a pool of potential Advisory Board members for future leadership positions.

• **Strategic Plan and Values Statement**

Museum leadership will ensure that diversity, equity, accessibility and inclusion are prioritized in the MSM strategic planning process that will begin in the museum's fifth year of operations. As part of the plan, we will develop a values statement that reflects the museum's DEAI commitment.

- » In 2020-21, museum leadership began to research and prepare Advisory Board leadership for the process of articulating and disseminating institutional values that reflect the museum's DEAI Mission Statement. Staff worked with the UC Davis DEI office to identify examples of effective value statements.
- » Museum leadership staff began to research approaches to strategic planning in preparation for work in 2021-22.
- » Further progress in these areas was delayed due to no in-person board meetings during the pandemic closure.

Next Steps

- » The museum's leadership team will partner with Advisory Board co-chairs to develop a process and work plan for creating a values statement. In addition, with the Advisory Board, a strategic planning process and timeframe will be determined.

• **Student Participation**

The museum's Visitor Services Manager was charged with assessing student representation in MSM's Leadership Ecosystem to determine where student participation can be achieved, and where it is most meaningful. With the pandemic closure, student staff on hiatus, and departure of the former Visitor Services Manager, we were not able to address this question. As part of his year one goals, the new Visitor Services Manager will lead this project in 2021-22.

• **Leadership Collaboration Committee (LCC)**

Members of the LCC, the museum's formal university advisory group, will define their role in activating MSM's DEAI mission

- » A draft of the MSM Anti-Racism Action Plan was presented to the Leadership Collaboration Committee (LCC) for feedback as follows:
 - Sent to key LCC members who are well-versed in DEAI initiatives for initial feedback. (Summer 2020)
 - Discussed in an LCC small group conversation. (September 2020)
 - Discussed at Fall 2020 general meeting. (October 2020)
- » At the fall 2021 general meeting, members determined that the LCC's role in activating MSM's DEAI mission would be taken up by a subset of members with expertise in the field of DEAI initiatives.

Next Steps

- » In 2021-22, the LCC will designate a sub-group to work with other members of the Leadership Ecosystem on assessing and tracking DEAI progress.



Operations

As an organization nested within the larger university, the museum benefits from resources provided at the university level, including an Office of Diversity, Equity and Inclusion that sets policies and strategies; university diversity officers who are available for consultation and guidance; discrimination and harassment reporting policies and procedures; and HR recruiters and specialists to oversee human resources strategies. We are committed to working with university resources to advance our DEAI mission.

Staff Hiring

The museum is better positioned to advance its mission when our workforce reflects the diversity of our community. To achieve this, we must effectively identify, recognize and eliminate barriers to hiring, and utilize non-traditional ways of diversifying our team in a climate where there are few hiring opportunities.

- **Recruitment of diverse workforce**

- » Museum staff have begun work with OCP HR partners to actively recruit people of color as part of our recruitment process. This includes targeted outreach to communities of color as defined in DEAI Hiring Plans that are developed by each hiring manager as part of the recruitment process.
- » All hiring managers and panelists on museum hiring committees are required to complete implicit bias training through the UC Davis Learning Center.
- » For museum-specific positions, the museum has developed a list of organizations and professional colleagues to expand our reach to people of color who are museum professionals, and organizations serving and reaching people of color and other underrepresented individuals.
- » Museum hiring managers attended the workshop “Attracting, Selecting and Hiring Diverse Talent in the Offices of the Chancellor and Provost.”

Next Steps

- » Staff are continuing to develop recruitment outlets that reach potential candidates who are people of color. (Ongoing)
- » Museum education staff are developing a student staff recruitment plan that includes a focus on DEAI and strategies to actively recruit people of color.

- **Diversify workforce through hiring people of color who are consultants and contractors**

Given the limited hiring opportunities in our organization, the museum is utilizing methods beyond hiring to expand staff diversity through contract and project positions that are critical to developing exhibitions and programs, conducting research, and training staff. From its opening, the museum has brought in diverse professionals, many of whom are leaders in their fields. This practice continues as one approach to add diverse perspectives to the museum's programs and operations.

- **Diversify vendor pipeline**

The museum is committed to increasing engagement with businesses owned by people of color and other diverse communities.

- » Museum staff worked with a team of student staff to research local women- and minority-owned businesses that could supply the products and materials used across all areas of the museum's operations and programs. The process is ongoing and will be expanded in 2021-22.
- » Staff attended a virtual informational session, Small and Diverse Supplier Expo, to learn about the resources that UC Davis is providing to help introduce campus purchasers to small and diverse suppliers in AggieBuy.

Next Steps

- » In 2021-22, museum staff will renew work with a team of students to deepen and broaden research to identify regional and national businesses owned by people of color and other diverse community members and will also seek assistance from UC Davis' procurement office to advance this opportunity.





Communications

As part of our commitment to broaden access, reduce barriers and increase participation, we recognize the critical role of external communications and commit to ensuring that all communications materials authentically reflect the museum’s welcoming environment both through visuals and language.

- Communication Policies and Procedures
 - » Assess existing policies and procedures and add where needed to systematize adherence to DEAI best practices in language and visual communication.
- Develop and implement a policy on use of inclusive language in all museum communications with attention to race, sexual orientation, gender identity and disability.
 - » A draft policy on inclusive language for all museum communications has been developed. The policy defines the principles and specific practices the museum applies in its written and verbal communication. Prior to final adoption of the policy it will be reviewed by museum staff, Strategic Communication department colleagues, colleagues in the Office of DEI and museum colleagues.
- Raise awareness of the museum’s DEAI efforts to ensure public accountability through dissemination of the Anti-Racism Action Plan, status updates and interACT platform.

Next Steps

- » Policy finalized and adopted. (Winter 2022)
- » All public-facing communications assessed including promotional material, website, social media and official documents to ensure alignment with inclusive language policy; update materials as required. (Spring 2023)
- Align visual communication with DEAI messages
 - » Assess internal photo bank to determine if the museum has appropriate images to authentically depict the diversity of our visitors and programming. Address gaps and develop a strategy to ensure that images are being added and are accessible. A preliminary assessment conducted in 2021 has identified multiple gaps in images authentically depicting the museum’s diversity and in the accessibility and searchability of the photo bank. A series of next steps has been defined for 2021-22.

Next Steps

- » A procedure will be put in place to maintain photo bank with images that authentically depict the diversity of our visitors and programming. (Winter 2022)



Program

The museum's program of exhibitions, lectures, events and publications will be fortified and focused by the implementation of institutional values (2022). In the meantime, staff will strengthen our ongoing work to present a program that addresses complex and unfamiliar narratives, cross-cultural perspectives, and fosters a more diverse and expanded canon of art history. The goal is to make the pursuit of new narratives and different interpretations intrinsic to all MSM program development. Crucial to this endeavor is to amplify the work of people of color who are curators, scholars, external collaborators and artists.

Exhibitions

- MSM's curatorial team developed new tools to maintain and extend the exhibition assessment process so that it is now a set of criteria that is reviewed before exhibitions are finalized. (Developed during academic year 2020-21 and implemented Fall 2021)
- MSM will share high-level findings of the exhibition assessment with its Leadership Ecosystem and the public in an annual summary. In Fall 2021, the museum will share with the Leadership Ecosystem its first predictive exhibition assessment for the annual exhibition roster for 2022-23, in time to allow the curatorial team to assimilate feedback and make changes as necessary.
- Reorganization of MSM's exhibition calendar as a result of COVID-19 closures allowed for newfound efficiencies in the resources required to turn over exhibitions. The curatorial team is looking for opportunities to expand capacity to present more artists. During 2021-22 we added two "projects" to our annual exhibition roster.
- At the same time, we are questioning what is truly additive. Adding complexity to the questions we ask, to the presentation of works of art, and to the perspectives on view may be as important as the presentation of more diverse voices. (Ongoing with first outcomes implemented Fall 2021)
- MSM staff will examine our investment in scholarship as published in exhibition catalogues, brochures and our new Scholar-in-Residence Program to assess if MSM-generated scholarship ascribes to the aspirational goals outlined in the Action Plan.
- Historically, artists have not been compensated for the labor required to present their work in museum exhibitions. While MSM provides honorariums for public presentations and to cover all travel expenses, the museum has ascribed to the model of no artist payment for their collaborative work to develop exhibitions. MSM leadership now asks if the time has come to question this practice by implementing a modest artist payment that would be meaningful to emerging artists and honor all artists' labor. (Discussion begins Spring 2021)

Museum Education

- Assessment of the museum's education programs will be finalized in winter 2022. Based on findings, museum education staff will define and pursue changes to the program and process that will result in structural change and redefine the museum's education and visitor experience programs and processes. During the period of assessment and defining structural change, we will continue developing and hosting a year-round portfolio of programs that feature and represent diverse voices and provide opportunity for dialogue.
- Education staff compiled data and have begun analysis of the museum's history of educational programming including museum-generated as well as co-sponsored programs. Findings will be used to restructure and redefine the program development process. (Spring 2022)
- In September 2020, the museum launched interACT: a space for community and conversation, which offers our Zoom webinar platform and staff resources to amplify the voices of people of color in the UC Davis community through gatherings that are hosted and presented by campus community groups.
 - » In 2020-21, interACT hosted 18 virtual programs working with eight campus units or clubs.
- The museum created a year-round portfolio of public programs featuring diverse voices and opportunities for dialogue.
 - » In 2020-21, 67 public programs were hosted virtually on the museum's Zoom platform.
 - » 58% focused on topics related to diversity, race, racism or social justice; 49% of the total number of participating presenters identified as people of color.
- During the 2020-21 academic year, the museum engaged the university community in critical conversations through meetings of the museum's Leadership Collaboration Committee that focused on the development of the museum's Anti-Racism Action Plan and DEAI-related exhibitions, programs and initiatives, along with hosting conversations with faculty on DEAI-related topics.

Next Steps

- » Assessment of current programming to be completed with report to be produced and circulated. (Winter 2022)
- » Based on analysis, staff will redesign program development process to advance anti-racism goals. (Spring 2022)
- » In 2021-22, education staff will focus on co-sponsorships and advancing faculty and student programming being offered through academic departments, campus centers, and student clubs and organizations. In addition, the museum will develop and offer programming related to social justice, race, racism and diversity in conjunction with upcoming exhibitions.
- » The interACT program will continue and transition to in-person and virtual offerings beginning Winter 2022.



Visitor Services & Visitor Experience

Centering on the museum's promise to "welcome open minds with open arms," we are committed to creating a space where all visitors know they belong. We recognize that this calls on us to understand and value both individual differences and common ground. With the pandemic closure in 2020-21, Visitor Services and Visitor Experience action steps are scheduled to be begun in 2021-22.

- Since Spring 2019, all programs held at the Manetti Shrem Museum and on the Manetti Shrem Museum's virtual platform begin with the official UC Davis Land Acknowledgment Statement honoring the Patwin people and expressing respect for the elders and the land on which the museum stands

Next Steps

- » The Visitor Services Manager, hired in Summer 2021, has begun to track the visit experience through daily observation and conversation with visitors. In Winter 2022, the department of museum education and community connection will investigate affordable and sustainable methods of gathering visitor data so we are able to track progress on diversifying our visitation. Visitor data collection to be implemented by Fall 2022.
- » DEAI-related training for all public-facing staff will be introduced in the 2021-22 academic year. The Visitor Services Manager is working with the museum's visitor experience consultant to develop an annual slate of monthly trainings for all public-facing staff, including student staff and career staff. The training will include units on implicit bias, cultural competence, accessibility and constructive conversation led by UC Davis trainers, museum specialists, community experts and other professionals. The training curriculum is scheduled to be completed by November 2021.
- » The Director of Museum Education and Community Connection and the Coordinator of Museum Programs and Student Connection, scheduled to be hired in fall 2021, will have primary responsibility for student connection. They will work with student staff to build connections with and encourage visitation and feedback from people of color who are UC Davis students. This project will be a part of their six-month goals and will include specific action steps and due dates.



Fundraising

Funding is key to the success of almost every specific action identified in this Action Plan, and will be considered in the development of all DEAI proposals, in addition to specific fundraising actions

In 2020-21, the museum:

- Continued to ensure that income is not a barrier to admission by meeting annual operating goals that allow the museum to provide free admission for all.
 - » The museum has exceeded its operating goals, and during the pandemic closure was able to offer free virtual programming with access for all, in addition to supporting other UC Davis programs hosted on the museum's virtual platform.
- Created a development pipeline that seeks diverse patrons to grow into members and eventually donors.
 - » Diversified profiles and testimonials in solicitation appeals.
 - » Used events to feature diverse donors as hosts or speakers at events.
 - » Investigated movers and shakers lists of philanthropists and business professionals for engagement.



