

Diversity, Equity and Inclusion Plan

2019 – 2025

*Approved by the Board of Trustees
September 24, 2019*

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Executive Summary

This Diversity, Equity and Inclusion (DEI) plan incorporates the views and experiences of the staff and Board members of the Staten Island Museum. Data from the organizational assessment, along with the results of the DCLA survey, has allowed the Staten Island Museum to address the gap in who and where the organization is, and who and where we strive to be. Through intensive sessions in partnership with the four other Staten Island-based Cultural Institutions Group members, the Staten Island Museum further understands the importance of shared language and how to effectively communicate to all stakeholders what is mission-critical to our desired outcomes. Establishing baseline definitions and a shared understanding of DEI affords the Staten Island Museum the opportunity to develop a plan specific to the communities we serve.

The development of this DEI plan requires the Staten Island Museum to critically assess our current processes, practices, protocols and procedures in the following key areas: **Hiring & Recruitment; Retention & Promotion; Diverse & Equitable Leadership; Inclusive Organizational Culture; and Programming, Collections & Outreach.**

Hiring & Recruitment - The way in which the Staten Island Museum presents itself to the community impacts who visits as patrons and chooses the organization as an employer. The Staten Island Museum is committed to a comprehensive examination of policies to ensure the hiring cycle reflects inclusive and equitable practices as measured by the way in which our leadership and staff represent the diversity we value.

Retention & Promotion - Inclusion is a fundamental component of employee retention. To foster an inclusive environment, the Staten Island Museum will be an organization in which diverse individuals are able to fully participate, thrive and excel. The Staten Island Museum commits to reviewing staff roles to

incorporate accountability and responsibility in support of DEI efforts, formalize the review process to enhance open communication to and from employees and make intentional investments in the staff for their personal and organizational growth and advancement.

Diverse & Equitable Leadership – The Staten Island Museum will intentionally foster and cultivate relationships with other cultural institutions and groups to expand our reach into the broader Staten Island community. Additionally, the Staten Island Museum is focused on increasing diversity on our Board and staff, as well as with vendors and programming partners.

Inclusive Organizational Culture - The Staten Island Museum will acknowledge institutional barriers that hinder the belonging, education and development of all employees. Through reviewing and revising core statements and documents, implementing essential, ongoing trainings and instituting a cross-departmental committee for DEI, the Staten Island Museum's culture will shift and the climate of the organization will enhance our inclusiveness. Instituting mechanisms to capture employee experience enables the Staten Island Museum to measure, assess and address areas of improvement while celebrating and communicating progress.

Programming, Collections & Outreach - As an institution committed to the full participation of all our visitors, the Staten Island Museum ensures that visitors see themselves represented in our services, programs and collections. As a civically engaged community partner, the Staten Island Museum's programming is responsive and relevant to the lived experiences of different groups. The Museum is committed to offering programs and exhibitions that reflect and are pertinent to the breadth of Staten Island communities.

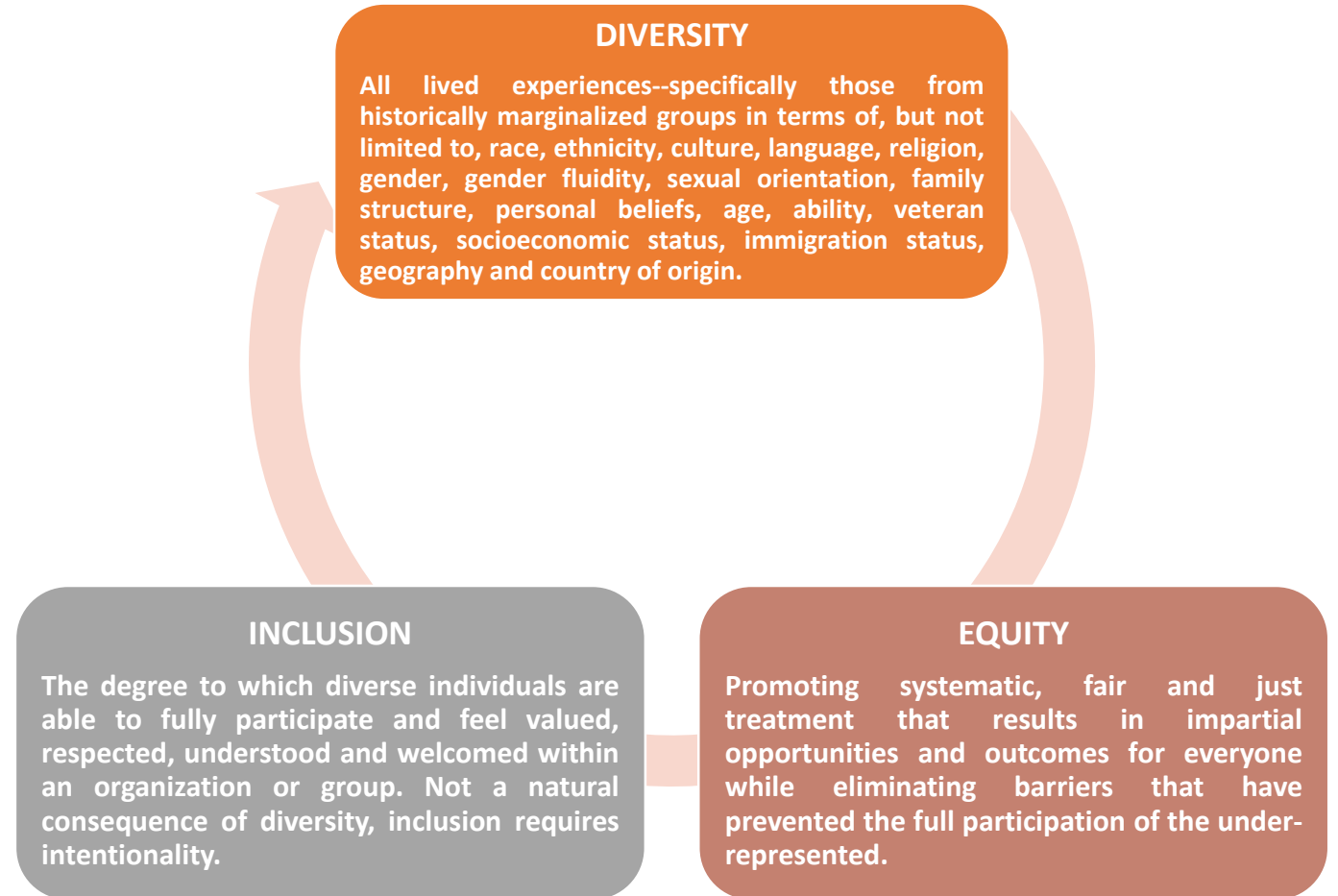
Shared Statement on Diversity, Equity & Inclusion

The following shared statement serves as a foundational guide for the five Staten Island-based members of the Cultural Institutions Group: the Staten Island Museum, Snug Harbor Cultural Center & Botanical Garden, Staten Island Children's Museum, Staten Island Zoo, and Historic Richmond Town.

The five Staten Island-based members of the Cultural Institutions Group (SICIG) value, celebrate and commit to fostering diversity, equity and inclusion in each organization. SICIG believes building an inclusive and equitable environment is an ongoing, active process that requires constant and deliberate mindfulness and attention. Through policies, procedures and programs, SICIG values and seeks the strengths of human variety in race, ethnicity, culture, language, religion, gender, gender fluidity, sexual orientation, family structure, personal beliefs, age, ability, veteran status, socioeconomic status, immigration status, geography and country of origin. Across communities, in programming, with staff, Boards of Directors, volunteers, artists and visitors, SICIG persistently strives to build a culture of diversity of voice and representation, authentically inclusive spaces and equity for all.



Defining Diversity, Equity & Inclusion



Our DEI History

Staten Island Museum's (SIM) Board of Trustees has made diversifying the board a focus for the past several years through the efforts of the Board's Governance Committee. Several new Trustees have joined the Board representing ethnic, racial, age and gender diversity and geographic breadth.

Diverse representation in the history and archives collections include the Black Community on Staten Island Collection (est. 1969), the Women's Collection (est. 1980), and the LGBT Collection (est. 1982), all focused on groups underrepresented in the founding collections. Through the DEI planning process, the Museum will identify new approaches to acquiring and categorizing collections that will continue this trend toward equity, inclusion and representation within the Museum's holdings.

Programmatically, SIM has been offering culturally specific offerings through its exhibitions, education and public programs, for example, a popular annual Lunar New Year festival in collaboration with the Korean Community Development Center. These efforts have increased since the arrival of the new President and CEO in September 2017, making audience building and community outreach efforts a priority, along with

evaluating the museum's communications and lineup to ensure that diverse audiences are welcomed and represented. Through DCLA's Disability Forward funding, SIM is offering programs in 2018/2019 specifically for youth on the autism spectrum.

SIM also has participated for many years in a variety of internship and employee training programs, including AAHRC and CUNY Service Corps. The Museum participates in AHRC's intern program which supports developmentally disabled individuals as they prepare for employment. Through placement at the Museum, interns, in a supervised setting, gain experience and develop important life skills. CUNY Service Corps., a program which recruits throughout the CUNY system, provides access to a diverse selection of interns representing the demographics of New York City. The Museum has utilized interns within various departments and has hired former interns, most recently in Visitor Services.

Beginning in 2018, SIM has made concerted efforts to begin examining internal policies and hiring practices. The CEO and several staff members have participated in in-depth, multi-session racial equity trainings over the past two years, led by artEquity and Community Resources Exchange.

Vision Statement for Diversity, Equity and Inclusion Efforts

The Staten Island Museum strives for:

- diversity, equity and inclusion informing all institutional decision-making
- staff, board and volunteers reflecting the diversity of the Staten Island community
- providing a museum environment and program that is truly welcoming and inclusive of all people





The Process

The Staten Island Museum (SIM) has established a staff working group, comprised of diverse staff representatives across departments and varied positions of responsibility. The Board formed a standing board committee on diversity, equity and inclusion to develop and monitor institutional goals. The groups will convene at least semi-annually to review progress and coordinate staff and board efforts. The DEI committees will make recommendations to management and the Board Executive Committee.

SIM has worked collectively with fellow Staten Island CIGs and professional consultants to establish a baseline for the organization's understanding of DEI needs and develop the following set of goals. The SICIG has also developed a shared statement that will make public the 5 institutions' commitment to DEI.

Following joint sessions with the SICIG leadership, SIM's DEI staff team and Trustees convened with the consultants to further build upon their capacity to understand the complexity of organizational DEI and to guide SIM through the process of the beginning stages of organizational change. The Board participated in training about implicit bias.

Funding for plan development was supported by the New York City Department of Cultural Affairs. Professional development opportunities in support of this work were provided through an Expanding Audiences and Cultural Participation Regrant from Staten Island Arts, made possible with generous support from New York Community Trust, The Staten Island Foundation, the Altman Foundation, the Stavros Niarchos Foundation, and Time Warner. Support enabled SIM to benefit from the services of consultant firms including Walker International Communications Group, artEquity, and Hampton Consulting Group.

Hiring & Recruitment

Enhance diverse representation in applicant pool

Timeframe	Goals	Indicators	Lead
Year 1	<ul style="list-style-type: none"> Job descriptions for open employment opportunities will be reviewed to eliminate exclusionary language and unnecessary requirements. Audit and update external communications materials including website to reflect commitment to diversity and inclusion enabling potential candidates to see themselves as part of the organization. 	<p>New job postings do not contain exclusionary language and are routinely distributed through placements that ensure a diverse candidate pool is reached.</p> <p>Museum's website communicates through the DEI statement of commitment that diverse applicants are welcomed and valued.</p>	<p>VP of Finance & Administration</p> <p>Communications Manager with DEI staff committee</p>
Year 3	<ul style="list-style-type: none"> Expand network and pipeline of diverse candidates by building deeper relationships with local colleges, student groups, and community affinity groups. Complete audit of hiring and recruitment processes to correct inequitable practices with staff and board review. Provide communication of DEI protocols throughout hiring and onboarding. Identify training for personnel involved in hiring on inclusive processes, practices and strategies for outreach, recruiting, application and interview process, i.e. applicant sourcing, screening and tracking; interview protocols; adaptive technology. Applies to both staff and board recruitment. Conduct an audit of current organizational roles to ensure efforts to be diverse, equitable and inclusive are supported responsibilities. Focus on input from diverse team members and review with board. Target recruitment of diverse candidates for employment, board, internship and volunteer opportunities by promoting open opportunities with outreaches to key influencers in diverse communities. Analyze consultants, contracts and vendors for MWBE representation as percentage of overall spending in line with NYC MWBE goals. 	<p>Outside institutions encourage and promote opportunities to work with organization based on their positive experience and knowledge of the Museum's culture. Continued collaboration with CUNY Cultural Corp, Studio in a School, Summer Youth Employment Program and Bloomberg Internship programs provides temp staff and interns from ethnically diverse backgrounds.</p> <p>Hiring protocol tracks process and documents efforts. Hiring decisions (employees and vendors) are transparent, equitable and procedurally fair. Current and prospective employees, volunteers, interns, and board members provided with a clear understanding of SIM's commitment to DEI with success indicated by their ability to articulate organizational DEI standards. Adherence to policy evidenced by the implementation of processes and measurement of outcomes.</p>	<p>VP of Finance & Administration</p>

Hiring & Recruitment (cont'd)

Timeframe	Goals	Indicators	Lead
Year 6	<ul style="list-style-type: none"> Communication of all employment opportunities will be through websites and print media outlets usable by people with varied abilities. Provide accommodation and access to applicants with varying abilities. 	Results of hiring protocol which tracks process provides evidence of continued expansion of efforts.	VP of Finance & Administration
Year 1-6	<ul style="list-style-type: none"> Target recruitment of diverse candidates for employment, board, internship and volunteer opportunities by promoting open opportunities with outreaches to key influencers in diverse communities and proactively seeking job announcement placements through resources that reach diverse potential candidates. 	New job postings do not contain exclusionary language and are routinely distributed through placements that ensure a diverse candidate pool is reached. Museum's website communicates through the DEI statement of commitment that diverse applicants are welcomed and valued.	VP of Finance & Administration

Retention & Promotion

Commit to promote employee retention, foster staff development, and develop the skills to be a more equitable organization

Timeframe	Goals	Indicators	Lead
Year 1	<ul style="list-style-type: none"> Assess with staff DEI working group the effectiveness of current methods of internal communication and feedback channels and knowledge of staff policies. Update annual review process to include optional DEI section with objective to capture information about participation in and support of DEI initiatives; identifying areas where change is needed. 	<p>Staff have been consulted and provided input into effective policy communication.</p> <p>Added DEI section to current review process. Surveys and evaluations will be incorporated into all review process and adjustments made as necessary based on feedback. In gathering feedback about the organization's gaps, attention can be paid to responsible and focused elimination of barriers.</p>	<p>DEI staff group</p> <p>President & CEO; VP of Finance & Administration</p>
Year 3	<ul style="list-style-type: none"> Formalized communications of staff policies are instituted based on needs identified by staff working group in Yr. 1. Establish a formal feedback structure to capture valuable employee perspective on employment experience, allowing space to reflect on issues related to diversity, equity and inclusion initiatives. Encourage employee participation in professional development opportunities to promote skill building for internal or external advancement by providing staff paid time to attend. 	<p>Formalized methods of communication will be put in place ensuring all staff have access to and understanding of policies and procedures. Create and encourage space for related dialogue with explicit communication regarding safe space for reporting and addressing concerns and issues. Majority of staff surveyed report satisfaction with increased opportunities and communication processes.</p> <p>Recognizing professional growth may lead to opportunities outside of the Museum, indicators of success include staff equipped to seek career opportunities both internally and externally. Staff members, specifically those from underrepresented groups, are prepared and eligible for promotion as positions become available.</p>	<p>VP of Finance & Administration</p> <p>President & CEO; supervisors</p>

Retention & Promotion (cont'd)

Commit to promote employee retention, foster staff development, and develop the skills to be a more equitable organization

Timeframe	Goals	Indicators	Lead
Year 6	<ul style="list-style-type: none"> Pursue institutional capacity to make part-time positions whole to meet the mission needs and retain talent. Provide annual budget allocation for staff participation in conferences and professional development trainings. Encourage and support participation of diverse team members and varying levels of staff positions. 	Resources have been increased and all staff have access to professional development with equitable distribution of opportunity and funding.	President & CEO; Director of Development; Board Executive Committee VP of Finance & Administration
Year 1 - 6	<ul style="list-style-type: none"> Provide opportunities for learning shares at regular all staff meetings. 	While constraints due to size and budget limits promotion opportunities, equitable opportunity to developing and enhancing skills is essential. Staff feel empowered and included by sharing out their experience and knowledge.	President & CEO

Diverse & Equitable Leadership

By making intentional efforts to create more diversity within SIM's board and staff, leadership will better reflect the community and constituents served.

Timeframe	Goals	Indicators	Lead
Year 1	<ul style="list-style-type: none"> Form and convene board subcommittee to review and monitor progress on DEI plan and meet minimally semi-annually. Revise Board roles and responsibilities to remove any exclusionary language. Board will participate in introductory diversity, equity and inclusion training. Governance and DEI board committees review board recruitment goals for alignment with DEI priorities. 	An ad hoc committee of the board is in place coordinating with the staff working group and the outside consultants. The committee will drive the process for board understanding and commitment to DEI initiatives. Board role descriptions have been revised and board recruitment priorities have been updated. Board training will have been implemented.	Governance Committee/ DEI Committee
Year 3 - 6	<ul style="list-style-type: none"> Review with DEI and Governance board committees opportunities for inclusion in board representation, committee structure and succession planning Diverse staff and board participation in institutional strategic planning (next strategic plan in 2022). 	Board structure has been reviewed. Strategic planning process includes input from staff, volunteers, board to ensure diverse representation in the decision making process.	Governance Committee President & CEO

Inclusive Organizational Culture

Infusing DEI lens into all institutional decisions. Involves a stated value of and commitment to DEI that is embedded in organizational culture.

Timeframe	Goals	Indicators	Staff Lead
Year 1	<ul style="list-style-type: none">Establish interdepartmental staff working group on DEI with representatives from varying position levels and convene minimally semi-annually to monitor progress on organizational goals.Update staff bathroom signage to 'all gender' instead of men's/women's to signal inclusiveness.Conduct organizational assessment to identify baseline knowledge and understanding of DEI on the staff, establish organizational readiness, and determine need for training.Incorporate opportunities for staff knowledge sharing at regular staff meetings to ensure that all staff are encouraged to participate in leading staff meetings and benefit from additional professional development learning opportunities.	Staff working group has been formed. Inclusive bathroom signage posted. Assessment has been conducted. Regular staff meetings held with staff leading knowledge shares.	President & CEO VP of Facilities DEI Staff Group Board DEI Committee

Inclusive Organizational Culture (cont'd)

Timeframe	Goals	Indicators	Lead
Year 3 - 6	<ul style="list-style-type: none"> Mission, value and vision statements are updated to clearly demonstrate the Museum's commitment to creating an organization which values diversity, promotes equity and models inclusivity. Museum policies and procedures evaluated to support ongoing diversity and inclusion efforts, ensure policies are clear with no room for interpretation. Ensure that safe and responsive channels for claims are established and known to staff. Staff DEI working group provides recommendations to leadership on informal organizational learning and team-building opportunities. 	<p>Mission, vision and values statements are vetted through the DEI committees to ensure the expression of the commitment to diversity, equity and inclusion that is intentional and fundamental to the organization.</p> <p>Full implementation of the plan with appropriate policies, systems and structures. Present a holistic approach to diversity, equity and inclusion incorporated into all of the work of the Museum. By developing organization wide support for the effort involving a broad base of key individuals within the staff and board accountability becomes a shared process. Ongoing assessment, evaluation and adaptation is essential to a sustainable outcome.</p> <p>Recommendations are reviewed by staff leadership and a plan for implementing learning and team-building opportunities has been created.</p>	<p>Board and Staff Committees</p> <p>President & CEO; VP of Finance & Administration</p>

Programming, Collections & Outreach

Programming, collections and outreach reflect diversity of community and SIM's commitment to inclusion

Timeframe	Goals	Indicators	Lead
Year 1	<ul style="list-style-type: none"> Publicize shared DEI statement on website and external materials and visibly in the museum. Update external communications materials to be culturally sensitive and inclusive. 	Shared DEI statement is made public. Program calendar reflects programming that represents a variety of cultures and addresses a range of audience demographics, also reflected in images in public materials. Visitor demographics are tracked by zip code; surveys are used to capture visitor engagement.	Communications Manager
Year 3	<ul style="list-style-type: none"> Develop a process for vetting of exhibitions, programs and collections through a DEI lens. Update collections management and collections development policies and collecting scope to reflect DEI goals. 	Through providing programming that is rich in diversity and fully inclusive the Museum seeks to inspire and engage a culture of change. Include diverse voices in the decision making process for program design, collections management and content to ensure SIM is representing DEI adequately. Policies will take into account previous biases in collecting and identify gaps.	President & CEO; Program Manager; DEI committee Collections staff and Board Collections Committee
Year 6	<ul style="list-style-type: none"> Move toward proactive collecting to more fully represent diversity in history and art collections. Build capacity to serve visually and hearing impaired and other special needs visitors and ESL/foreign language visitors. 	Collections more fully represent history and artists that have been historically marginalized. Foreign language and accessibility options are provided for museum tours and programming.	Collections staff and Board Collections Committee Visitor Services and Education Managers
Year 1 - 6	<ul style="list-style-type: none"> Regularly offer a variety of culturally specific programming throughout the year. Identify and partner with diverse organizations, program leaders, and vendors. 	Visitor demographics reflect SIM appeal to range of diverse audiences.	Program and Visitor Services Managers

