

# FOR THE BENEFIT OF ALL: THE CMA'S DIVERSITY, EQUITY, AND INCLUSION PLAN





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# EXECUTIVE SUMMARY

More than a century ago, the Cleveland Museum of Art was established “for the benefit of all the people forever.” As a comprehensive art museum, dedicated to the art of every culture, place, and period, diversity is a core value. Yet, despite the fact that the CMA welcomes more than 600,000 visitors annually and offers free admission, it has yet to touch the lives of many Clevelanders. Persons of color constitute more than 66% of Cleveland’s population (and about 30% of that of Cuyahoga County), but just 24% of our attendance. This discrepancy must be addressed, as must the lack of diversity in our profession, especially as it pertains to executive and curatorial positions.

If we are to be a global leader among museums—if we are to succeed in making our collection broadly relevant, in expanding our audience, and in serving the ever more diverse population of our county and our country as a whole—it is essential that we seek and offer new perspectives on our multifaceted collection, reaching out to and engaging visitors who may not know or feel that they are welcome.

The CMA’s Diversity, Equity, and Inclusion Plan dovetails with its 2017 strategic plan, *Making Art Matter*. Together, they provide a road map for better connecting with all audiences and for building trust through partnership. We are committed to making the changes that will be required to move us closer to equity in our staffing, business practices, and public engagement efforts.

Museums anchor the communities they serve. Historically seen as keepers of cultural memory, sources of credible information, and mentors for lifelong learning, they wield significant influence and bear commensurate responsibility. The following plan defines the strategies and tactics that will be required if the CMA is to accomplish the purpose for which it was founded:

**TO BECOME A GLOBAL LEADER AMONG MUSEUMS.**

**In order to achieve this goal, we have established these institutional success strategies:**

**Champion Equity.** Institutional policies and practices will help to eliminate barriers to participation for historically underrepresented groups.

**Advance Cultural Competence.** We will ensure that every aspect of our recruitment, hiring, training, advancement, and retention practices are equitable, as measured by our leadership and staff that reflect the diversity we value and the inclusivity to which we aspire.

**Extend a Universal Welcome.** By forging new pathways to engagement both within and outside the museum, we will increase the participation of historically underserved communities by fostering a diverse staff that is fully invested in inclusive practices through programming, collections, and exhibitions.





# CRITICAL SUCCESS FACTORS

## The following factors are critical to the success and ongoing maintenance of the Diversity, Equity, and Inclusion Plan.

**Executive Sponsorship.** The DEI Plan was developed in collaboration with the CMA's executive leadership, trustees, and staff. This plan dovetails with the museum's strategic plan and augments its diversity, equity, and inclusion goals and measurements. Full support and intentional efforts from the board of trustees and executive team are required to successfully implement the plan.

**Continued Strategic Alignment.** Reflecting the institutional priorities at the time when it was developed, the DEI Plan is closely aligned with the formulation of the museum's strategic plan. As the museum evolves and the priorities change, the mission, strategies, and goals of this plan will be revisited.

**Partnership.** The CMA's goals for improving diversity, equity, and inclusion within the areas of talent and community will require strong partnerships at both the local and national level.

**Resource Consideration.** To optimize the organizational outcomes of the DEI Plan, the CMA will allocate resources accordingly to support the activities within the road map.

**Measurement and Reporting.** A key element of effectively evaluating the ongoing success of the DEI Plan will be establishing benchmarks and measuring progress against the museum's goals.

# MISSION AND GUIDING PRINCIPLES

**The DEI Plan is integral to the CMA achieving its vision and mission statements, fulfilling its promise, and upholding its organizational and leadership values.**



## **OUR VISION**

**To be a global leader among museums.**

## **OUR MISSION**

**The Cleveland Museum of Art creates transformative experiences through art, for the benefit of all the people forever.**

## **OUR PROMISE**

**The Cleveland Museum of Art offers dynamic experiences that illuminate the power and enduring relevance of art in today's global society. The museum builds, preserves, studies, and shares its outstanding collections of art from all periods and parts of the world, generating new scholarship and understanding, while serving as a social and intellectual hub for its community.**

## ORGANIZATIONAL VALUES

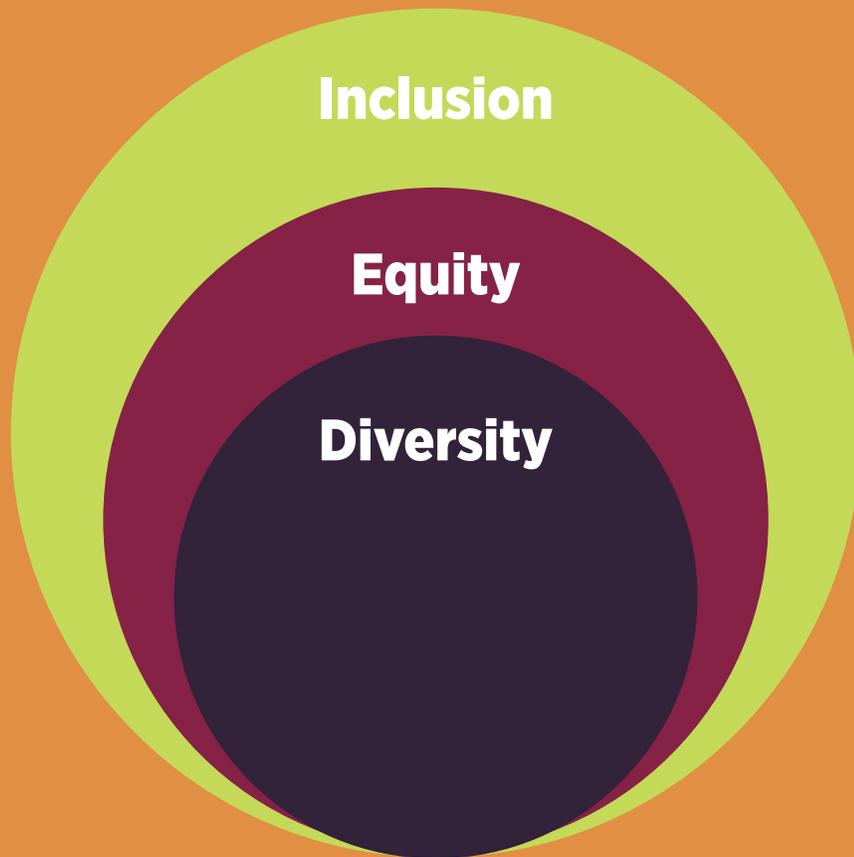
**The mission, values, and goals of the museum will be at the forefront of all our decisions and will be the guidepost for allocating our resources.**

- **Be a community anchor and a beacon for the visual arts.**
- **Build an audience-centered culture.**
- **Seek knowledge and generate new scholarship in the service of humanity.**
- **Recognize and celebrate the value of diversity.**
- **Be a strong and reliable partner, and cultivate collaborative relationships.**
- **Embrace thoughtful risk-taking and experimentation.**
- **Communicate openly and hold ourselves accountable to one another, our supporters, and all our audiences.**

## **LEADERSHIP VALUES**

**We will lead by example and always be guided by the museum's mission.**

- **Lead with courage tempered by humility.**
- **Be responsive, and listen and communicate clearly and consistently.**
- **Be transparent about our decisions and committed to fairness and accountability.**
- **Value constructive inquiry and embrace diversity of thought.**
- **Honor dedication and diverse expertise, and value collaboration.**
- **Encourage innovation and make room for risk-taking.**



**Inclusive institutional policies and practices ensure that**

- 1 the CMA's staff and visitors have equitable opportunity and access to the CMA's resources, and**
- 2 the CMA is enriched by the diversity of its staff and visitors.**

## **DIVERSITY**

**The characteristics that make one individual or group different from another, such as race, ethnicity, gender, sexual orientation, nationality, religion, socioeconomic status, educational status, marital status, language, age, and mental or physical ability. Also, the interactions among individuals that shape ideas, perspectives, and values.**

## **EQUITY**

**The outcome of policies and actions that create a more diverse and inclusive institution that reflects its community.**

## **INCLUSION**

**The confrontation of historical exclusion based on race, gender, sexual orientation, and economic status by bringing those affected into institutional activities and decision-making to address disparities, increase awareness, and foster understanding.**

# STRATEGIC ROAD MAP

## ART

Present art and programs that connect to current events and issues that impact people's lives in order to broaden the museum's reach and relevance.

Survey and track the CMA's acquisitions and exhibitions to determine the representation of historically marginalized people.

Assign a community engagement specialist to the interpretation team in order to help us better speak to new audiences through gallery text and app content.

Use digital, social media, and print publication platforms to present diverse perspectives on art.

## PLACE

Integrate universal design principles throughout the museum to make each visitor feel welcome.

Conduct an accessibility audit and establish a timeline for new initiatives that better accommodate all audiences and that reflect best practices in the field.

Launch the Grounds Master Plan, which will incorporate a community engagement process, with the goal of maximizing the use of outdoor space and ensuring it is safe, vibrant, and welcoming for all visitors.

## AUDIENCE

Cultivate partnerships with civic, cultural, and educational institutions to build our audience and develop programs that address issues of equity and inclusion in the arts.

Develop marketing and communication strategies to effectively reach first-time and occasional visitors in order to build sustained relationships.

Monitor audience satisfaction data to identify and address recurrent DEI-related issues.

To excite new and existing audiences, offer a broad range of programs that serve as an introduction to what the museum offers.

Solicit and apply feedback from target audiences to identify areas of interest and to develop dynamic programming.

## RESOURCES

Develop and distribute a set of DEI measures that track the museum's progress against key metrics, and integrate data into dashboard reports.

Seek contracts with diverse vendors across a broad range of services.

Build DEI training into departmental budgets and schedules.

Seek funding partners to support outreach programs that connect with neighborhoods across the region and that invite them to the CMA.

Research, pilot, and implement new approaches to visitor engagement in the galleries, considering the roles of security, visitor services, and volunteers.

## ORGANIZATIONAL CULTURE

Establish a multifunctional, cross-departmental DEI group to strategize, monitor, and advise the CMA's efforts, holding ourselves accountable to one another, our supporters, and all audiences.

Research and develop staff training programs to deepen and extend understanding of diversity, equity, and inclusion. Survey staff to evaluate effectiveness.

Recruit, develop, and retain high-performing, talented employees with diverse backgrounds and perspectives to ensure the CMA's position as a global leader among museums.

Research and pilot new applicant pipelines and recruitment tactics locally, regionally, and nationally to increase the number of diverse applicants.

Track and review demographics of search outcomes (e.g., how many applied, who applied, who received offers, who accepted) via comprehensive data collection to increase accountability among managers.

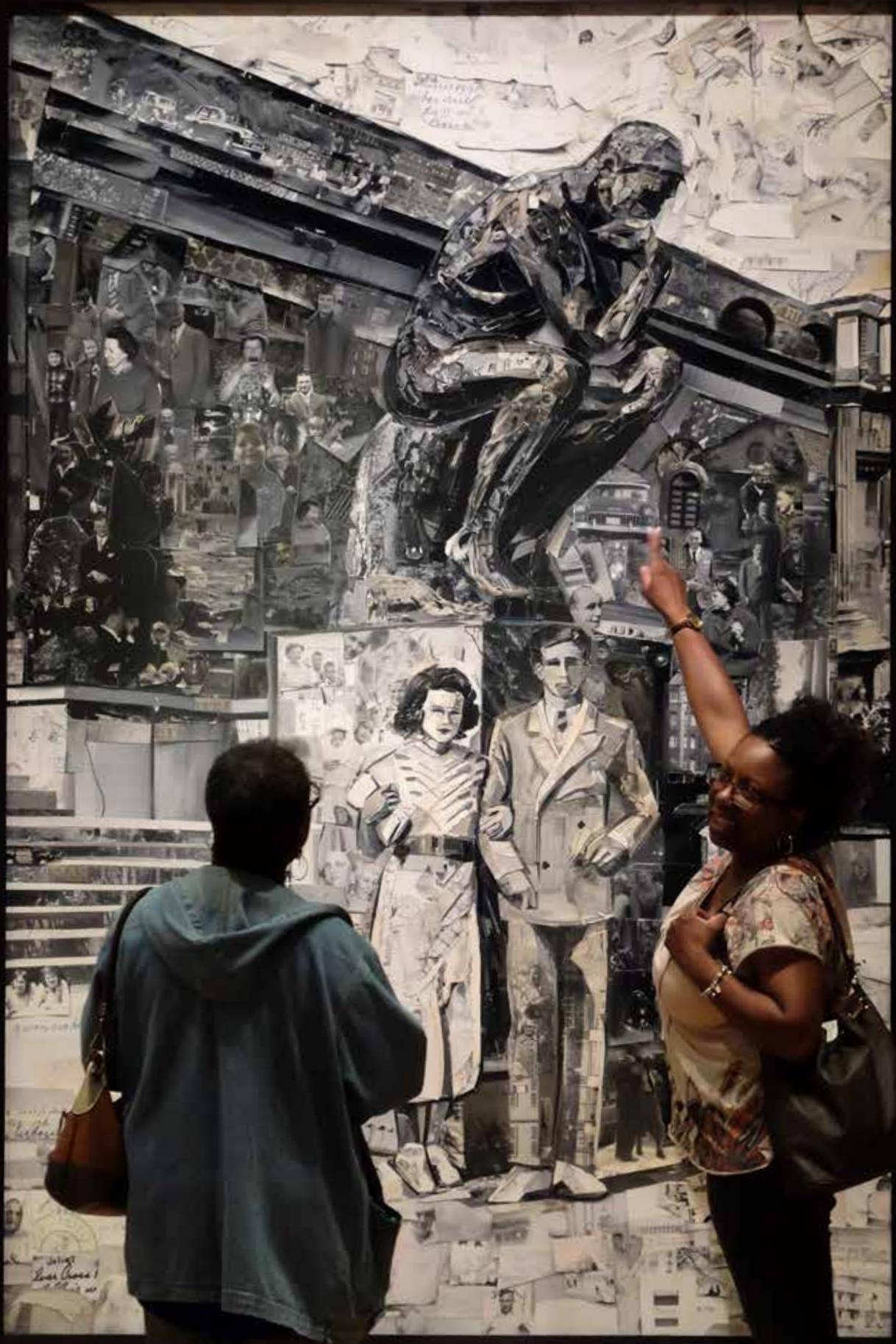
Establish talent management programs to accomplish DEI goals, such as succession planning, coaching, and mentoring to maximize performance and career potential.

Make staff aware of the channels through which they can voice concerns and ask questions regarding aspects of diversity, equity, and inclusion.

Communicate the importance of equity and inclusion in staff orientations and trainings by connecting participation in the trainings to annual performance reviews.

Develop and implement fellowship and internship programs to drive improved workforce representation.

Establish a system of recognition for work related to DEI.



# ACTIVATING THE PLAN

## WITHIN THE NEXT TWO YEARS, WE WILL:

- **Augment the collection with works by women artists and artists of color, and organize or host at least one exhibition on a related theme every year.**
- **Create fellowship opportunities for graduate students to research and document the CMA's acquisition and exhibition of work by women artists and artists of color.**
- **Develop an ArtLens tour of works by African American artists and create a designated web page; publish the first of a series of books by leading historians of African American art, generating new perspectives on the CMA's collection.**
- **Train college students from diverse racial and economic backgrounds to offer tours of the museum, in order that the CMA's frontline educators better reflect the diversity of Greater Cleveland.**
- **Create a multitiered mentorship and fellowship program for high school through graduate students from underrepresented minority backgrounds to encourage the pursuit of museum careers.**
- **Present studio art classes and gallery tours in Spanish at the CMA, to reach new audiences and minimize existing language barriers.**
- **Systematically bring to Cleveland artists, scholars, and thought leaders to address and encourage dialogue concerning issues of equity and inclusion in the arts.**
- **Launch a Community Arts Center on the near west side that offers studio art workshops to neighboring communities.**

- **Publish an annual record of community engagement initiatives and outcomes to make visible the scope and reach of the CMA's efforts.**
- **Target marketing and program design efforts on building new audiences, so that visitorship increasingly reflects the demographics of the Cleveland–Elyria Metropolitan Statistical Area and Cuyahoga County statistical data.**
- **Partner with neighboring cultural organizations including Cleveland Public Library and Karamu House in order to build trust and relationships with new audiences.**
- **Develop a shared database of minority-owned businesses and contractors and distribute broadly across the organization, stipulating that the CMA choose vendors that reflect the diversity of its community.**
- **Implement diversity, equity, and inclusion training for all museum staff.**
- **Establish a staff team to identify and address issues related to diversity, equity, and inclusion as they pertain to the visitor experience, using visitor comment cards and survey data as a starting point.**
- **Identify best practices for Visitor Experience staff in year one, and launch and evaluate pilot programs in year two.**
- **Effective immediately, require that there be a diverse pool of candidates for every position, at every level of the organization.**

