

ASIAN ART MUSEUM RACIAL EQUITY PLAN APPENDIX

Updated 12/31/20

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Department Background

Appendix A History

The Asian Art Museum was founded more than 50 years ago, when collector Avery Brundage donated nearly 8,000 outstanding Asian artworks to the City of San Francisco. A new wing of the de Young Museum in Golden Gate Park was opened in 1966 to showcase the priceless collection. Although Brundage’s stated goal was to create a “bridge of understanding” between the U.S. and Asia, a closer review of his actions reveal that he held racist, sexist, and anti-Semitic beliefs that directly contradict the museum’s mission and values. In 2020, the museum removed a bust of Brundage from its lobby and initiated the public phase of a thorough re-examination of his troubling legacy. The Re-History project entails public programs and a planned interpretive trail through the museum to examine provenance and the stories of the communities we represent. Today, the museum collection has grown far beyond that founding gift to comprise more than 18,000 artworks spanning 6,000 years and every region of Asia.

In 2003, the Asian Art Museum moved to the former Main Library building in the Civic Center, which had been transformed to showcase the expanding collection as well as the groundbreaking exhibitions the museum had become known for. Since then, the museum has solidified its position as not only one of the premier art venues in the Bay Area but also as one of the most important centers for Asian art and culture outside Asia.

The museum embarked on a transformation project in 2017 to accommodate large special exhibitions and a growing, vibrant contemporary art program. The Akiko Yamazaki and Jerry Yang Pavilion and the East West Bank Art Terrace, designed by Kulapat Yantrasast of wHY — as well as refreshed collection galleries and public amenities — are slated for completion in 2021.

The museum established an Access + Inclusion Taskforce in fall 2017. Internal planning to address issues of community engagement began even earlier in 2016. In 2017, many of the Taskforce’s activities centered around efforts to address accessibility during the museum’s Transformation Project. In the second year, Community groups helped the Taskforce understand needs of visitors with disabilities and gave feedback on new experiences to enhance access for visitors such as unique programming and audio and tactile interpretation. These issues

related to physical layout and construction, signage and interpretation, training of staff and volunteers, digital and web access, as well as exhibitions and museum programming.

In the summer of 2018, the Taskforce expanded, becoming even more cross-departmental. The team's work continued, moving beyond the Transformation Project, with greater emphasis on DEAI in public programs and interpretive tools (including multi-lingual access), training for staff and volunteers, programs and resources for educators, and our Art Speak internship program for teens. An array of barrier and architectural access improvements were made to the existing facility based on recommendations from architects, code consultants, and the San Francisco Mayor's Office on Disability. Starting in the summer of 2019 the group facilitated meetings open to all staff once a month. Termed the Access and Inclusion Working Group, these meetings provided an open forum for all staff to learn from and support DEAI initiatives at the museum.

With the Black Lives Matter Movement and the events of 2020 occurring around and within the museum world, the museum was able to build on the Taskforce's expertise in responding internally, with donors, and with the general public through the BLM Statement and the Re-history project (an affiliated group which is tasked with reexamining the museum's history including Brundage's legacy). Our need for this work on the individual, institutional, and national level is all the more important today. The Taskforce has continued to be involved with messaging, social media, and programming in recent months to address the museum's history in an honest and critical way.

The DEAI TF is critical to further planning and implementation of the museum's racial equity work.

Appendix B Vulnerable Populations Served

Vulnerable Populations Engagement Survey

Many community stakeholders as well as City employees believe San Francisco is complicit in creating, enforcing and/or sanctioning laws, policies, and institutions that perpetuate racial inequity in our City. To address these concerns and perceptions, we encourage City departments to assess their engagement and support of underrepresented, historically marginalized communities. The Office of Racial Equity will work with San Francisco City agencies to explore how laws, policies, and programs perpetuate racial inequities within government and in community and challenge those departments to end those practices. This assessment provides an opportunity to succinctly examine how your agency partners and supports San Francisco's vulnerable populations. This is a helpful tool for both current Fy20/21 budget equity conversations and decision-making around vulnerable populations. Use this as an opportunity to understand and explain how your top line and low level budget allocations advance equity and support those most in need. As we prepare for budget hearings in August 2020, and given Mayor Breed and the SF Board of Supervisors' focus on equity and support for historically marginalized communities this budget season, City agencies have an opportunity to compile and assess this information in preparation for Budget Hearings. Given the impact of COVID-19, please include your department's work in COVID-19 response, re-opening and/or recovery/forward planning. Please complete BOTH: 1. This overview survey 2. Vulnerable Populations Engagement Details (Microsoft Word template) Please complete both parts by 6pm on Monday, July 13th, 2020.

Full Department Name *

Asian Art Museum

First and Last Name *

Catherine Finn

Email*

cfinn@asianart.org

Position*

CHRO

What is your current role, if any, in your Department in regards to racial equity? (Select all that apply)

I am the/a Racial Equity Leader for my Department

I am a member of my Department's Racial Equity Working Group

I am a part of the Leadership Team for my Department

I am a part of the Human Resources Team for my Department

I am a part of the Finance Team for my Department

I am a part of the Community Engagement Team for my Department

Other:

1. Which communities of color do you serve? (Select all that apply) *

Black or African-American

Latino/a/x or Hispanic

Middle Eastern or North African

Indigenous, Native American or American Indian

Pacific Islander/Native Hawaiian

East Asian

Southeast Asian

South Asian/Indian

Filipino/a/x

Other:

2. What other vulnerable groups/communities do you serve? (Select all that apply) *

Seniors and Older Adults

Children and Youth

Transgender, Gender Variant, Intersex People

Lesbian, Gay, Bisexual, Queer People

People with Disabilities and Medical Conditions

People with Mental Health and Behavioral Health Issues

People with Limited-English Proficiency

Undocumented People

People Facing Food Insecurity

People who are Subjected to Intimate Partner Violence

Public Housing Residents

Caregivers

Detained/Justice-Involved People

Shift, Temporary Gig, Low-wage Workers

Low-income Students

People facing Digital Access/Connectivity Issues

People who Rely Exclusively on Public Transit

Under/Uninsured People

People Who Are Unbanked/No
Access to Credit/Debit Cards

Other:

Please provide an overview of your engagement activities with communities of color and other vulnerable groups. Note: In the "Vulnerable Populations Engagement Assessment - Details" document, you can provide specifics for each of the groups you have identified in the table provided.

3. Please describe your community engagement activities with individuals and groups in San Francisco's communities of color. *

Through partnerships with social service agencies, schools, and nonprofits, we develop events and programs serving, engaging and giving a platform to communities of color

4. Based on your work, what critical issues do these communities face? *

These communities sometimes lack a platform from which to express their specific concerns, We try to provide a platform for them and we serve as location for the formation/strengthening of a community around arts & culture. We proved a safe space which community arts and culture can express.

5. Who are the community based organizations, leaders and/or groups within the vulnerable population(s) you serve? (Describe your engagement with these stakeholders) *

We have a large data base of community partners. We have most recently worked with Light House for the Blind Sunday Streets Longmore Institute Tenderloin Museum Gay Asian Pacific Alliance SFUSD Hip Hop for Change

This section assesses your department's FY20/21 budget, decision-making processes, and as well as supports for engagement with vulnerable populations you serve.

6. What is your Department's total annual budget for FY 20/21? Briefly describe how your Department generally decides upon its proposed budget allocations: *

The Museum's budget is approximately \$26.7 million, only a portion of which is funded by the City. There is limited discretion with City budget allocations as the City pays primarily for security and building maintenance personnel, as well as fixed basic costs such as utilities and art insurance. For non-City budget allocations, the Museum allocates budget based on Museum-wide priorities, which include: protecting the City's assets/collection, protecting the safety of the public and its staff, supporting public school education and outreach, opening the transformed museum and programming to the public, engaging existing and new audiences via digital platforms, using DEAI as a key filter for all initiatives, and supporting essential operating functions

7. What data, indicators and considerations were taken into account to maximize equity and support for vulnerable populations within your proposed Budget? *

The data we take into account include 1) total annual visitor numbers including free and reduce admissions to help determine impact. 2) visitor exit survey to identify participation by members of vulnerable communities (includes gender, ethnicity, disability, and income data) We ask them to evaluate the quality of the experience and recommendations for change. 3) Track return rate of outreach collateral (coupons) targeted to increase attendance of vulnerable populations. Budget allocations for programming and promotion are positioned to ensure Equity and Inclusion among identified vulnerable communities.

8. Does your Department provide community participatory budgeting opportunities, or perform external outreach to get feedback on its budget decision-making processes? *

Yes

N

o

9. If your Department does have a community participatory budgeting process, or perform external outreach to get feedback on budget decisions, please outline that process here: *

n/a

10. What is your largest projected expenditure? Please go beyond listing a line item and be specific and explanatory. *

Salaries and Benefits

11. Beyond salaries and benefits, what is your largest projected expenditure? Please go beyond listing a line item and be specific and explanatory. *

Approximately 60% of the total Education budget is towards supporting vulnerable populations.

12. What is your second largest projected expenditure? Please go beyond listing a line item and be specific and explanatory. *

First Free Sunday Monthly event (\$200,000 annual)

13. What is your lowest projected expenditure? Please go beyond listing a line item and be specific and explanatory. *
unclear

14. What percent and dollar amount of your overall budget supports the vulnerable population(s) you serve? *
60% of the museum's overall education budget supports the populations that we serve. (\$512,000)

15. What are the recurring funding gaps or limitations in your overall budget that could inhibit your Department's ability to advance equity? *

We construct our annual budget based on the anticipated ticket sales. Our equity & inclusion efforts are limited by our need to maintain consistent paid attendance.

16. Please identify potential impacts of your proposed reductions on communities of color and vulnerable communities, and describe what strategies your Department recommends to mitigate any potential adverse impacts. *

Due to the proposed city budget cuts, we will reduce our open hours which will limit the hours during which Title 1 schools may attend on site programs. We are mitigating it through our virtual tour programs for schools and communities.

17. How does your commitment to vulnerable population(s) show up in your proposed expenditures? *

Staff Time

Grants to Community-Based Organizations

Direct Service(s)

Professional Development for Staff

Recruitment and Hiring

Events

Other:

18. In what ways will your entire budget be realigned for the next fiscal year in targeted ways to advance equity? *

Examples might include staff time allocations, and/or programmatic commitments that are intended to reduce or eliminate disparities experienced by communities of color and other vulnerable groups.

Our FY21 City Budget has already been submitted and the city portion 's allocations primarily pay for security and building maintenance personnel, as well as fixed basic costs such as utilities and art insurance. We do not have a lot of flexibility. The following question will be answered using the entire museum budget.

A comprehensive approach to fostering an equitable and just San Francisco includes these focus areas.

19. Does your spending address specific equity needs?

Please refer to your previous responses about expenditures.

Largest expenditure Second largest expenditure Lowest expenditure

Racial Disparities
Disability Access
Public Safety
Economic development
Academic Achievement
Climate and Environment
Housing and Homelessness
Transportation and Mobility
Justice System
Community Health and Wellness

Workforce and Fair Employment	
Information Technology and Digital Equity	
Education, Knowledge and Community Wisdom	✓
Wealth Building and Economic Justice	
Arts and Culture	✓
Food Justice and Sovereignty	
LGBTQIA+ and Gender Justice	✓

20. How do you get feedback on the success of your proposed spending? The return on investment?

Largest Expenditure Second largest Expenditure Lowest Expenditure

Focus groups/interviews with stakeholders
Results based evaluation
Unbiased data collection
Participatory budgeting
Performance on key indicators

[Create your own Google Form](#)

Office of Racial Equity:

Vulnerable Populations Engagement Assessment - Details

This document accompanies the Vulnerable Populations Engagement Assessment Survey.

Asian Art Museum

Completed by: Catherine Finn, CHRO

Date: 07/10/2020

Instructions

In the Population column, please list each of San Francisco's communities of color and other vulnerable groups you identified in the accompanying survey.

For each group, include:

- Stakeholder Engagement: Please describe your community engagement activities with these stakeholders.
- % of Budget: What percentage of your budget supports this effort?
- \$ of Budget: What dollar amount of your budget supports this effort?
- Critical Issues: From your engagement, please list issues that the groups/communities have identified as critical.
- Measurable Activities: What measurable Department activities support the identified population?

- Ex: direct service and/or provide funding for services

Given the impact of COVID-19, please include your Department's work in COVID-19 response, re-opening and/or recovery/forward planning.

Please use the table below and add rows as needed.

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	\$ OF BUDGET	CRITICAL ISSUES	MEASURABLE ACTIVITIES
Students at public schools in SFUSD and surrounding counties; includes several title 1 schools and socio-economically diverse classrooms	Curriculum based (history-social science and language arts) discussion based tours of Asian art for K-12 classes	20% of education department budget	\$225k	Adapting programming to stream online during COVID to continue serving students who would have visited the museum; providing accessible and welcoming experience; DEAI training for volunteers and staff	Direct service to students across SFUSD and in community education programs run by non-profits like after school and summer programs. Annual SFUSD Arts Festival. Teacher evaluations help us continually improve
Pre-K Head Start students and parents at Kai Ming Head Start	Collaboration to develop Asian art curriculum for pre-K	5% of education	\$56k	Adapting programming to stream online during COVID to continue	Direct service to students and their parents

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	\$ OF BUDGET	CRITICAL ISSUES	MEASURABLE ACTIVITIES
	children in head start programs	department budget		serving students who would have visited the museum; providing accessible and welcoming experience; DEAI training for volunteers and staff	
Teachers and Asian American artistic communities	Professional development about under-represented Asian American artists and collaborations with Hip Hop for Change a Black-run educational organization teaching expression through dance, poetry, music and graffiti art	5% of education budget	\$56k	Collaboration with contemporary curators and new installations of socially engaged contemporary art; see examples: https://education.asianart.org/celebrating-apa-heritage-month/	Direct service to teachers in support of learning by students from diverse backgrounds. Online curriculum, activities, and videos for use in the classroom and via distance learning; see:

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	\$ OF BUDGET	CRITICAL ISSUES	MEASURABLE ACTIVITIES
					https://education.asianart.org/
College Students	Free admission and guided tours for curriculum based visits for class assignments	# of tickets representing a value		Professors requested this program to provide access for their students. Before this program, college student attendance numbered only a few 100/year. With the college access program attendance is now around 4000/year.	Direct service to students
Focus on women, immigrants, people with disabilities, LGBTQ, and people who are intersectional or represent more than one social identity group	All public programs are curated with a DEI lens based on the artists and presenters we invite to participate, the communities they	20% of education dept budget	\$225k	Adapting program to virtual only through calendar year 2020. Uncertainty about future programming due to COVID. Many artists and presenters are struggling	Provide a platform for artists and community representation. Ongoing evaluation examining impact.

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	\$ OF BUDGET	CRITICAL ISSUES	MEASURABLE ACTIVITIES
	<p>represent, and the stories they tell. Programs highlight voices from cultures not represented by special exhibitions. See documentation of examples here: https://www.youtube.com/playlist?list=PLNH1LadclaZgrxZku18GyXcKvMY_IHDBS</p>			<p>financially during COVID, they need paying gigs. Our budgets have been decreased and the need for a platform and gigs (online or on site) exceeds bandwidth of staff.</p>	
<p>Unhoused folx in Civic Center and low income Tenderloin families</p>	<p>Village Artist Corner public art display and activations</p>	<p>10% of education department budget</p>	<p>\$113K</p>	<p>The installation was created in consultation with unhoused folx in Civic Center, Tenderloin organizations, and the city's Civic Center Initiative. Installation is</p>	<p>Monthly programming (on hold) on first Sundays is designed by artists in residence to be welcoming to all.</p>

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	\$ OF BUDGET	CRITICAL ISSUES	MEASURABLE ACTIVITIES
				currently inaccessible to the public as it is fenced inside the Safe Sleeping Village. Programming on pause through 2020 due to COVID-19.	
Low income residents of San Francisco	First Free Sunday program	# of tickets representing a value		On hold while the museum is closed.	Free admission to all
Visitors with disabilities	Verbal descriptions of artworks added to mobile guide; programming with sign language interpretation; tactile programming for blind and visually impaired.	na	\$20,000/year	Partnerships with organizations supporting folx with disabilities	Direct service

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	\$ OF BUDGET	CRITICAL ISSUES	MEASURABLE ACTIVITIES
	Disability Film Festival: partnership with Longmore Institute on Disability				
Multi-lingual visitors	Audio guide program available in Spanish, Cantonese, Mandarin, Korean, French	na	Cost of new d	With 2600 objects on view, offering multi-lingual content for everything is a challenge	Downloads of the guide and devices borrowed at the museum
Volunteer Docents and Storytellers in service of educational groups	Monthly meetings for volunteer educators led by the manager of school and teacher programs	na	\$10k	Staff and teacher advisors agreed we needed to do microaggression and DEAI awareness training with our older, mostly white volunteer educators	Internal ongoing training as well as consultant-led training, e.g. upcoming webinar on microaggressions for all volunteers and staff scheduled for back-to-school workshop on September 17

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	\$ OF BUDGET	CRITICAL ISSUES	MEASURABLE ACTIVITIES
Museum staff	DEAI Taskforce: Cross-departmental team focusing on internal and external equity.	na	15-20 staffers	Access and Inclusion Taskforce started from staff who conducted a community assessment to address accessibility for visitors, the team expanded their focus to address internal and external issues of equity and inclusion	Projects have included disability awareness training, open meetings with all staff to discuss issues and staff needs. In FY21 the team will focus on ongoing accessibility projects, an internal assessment, and programs and exhibition interpretation focusing on equity and inclusion.

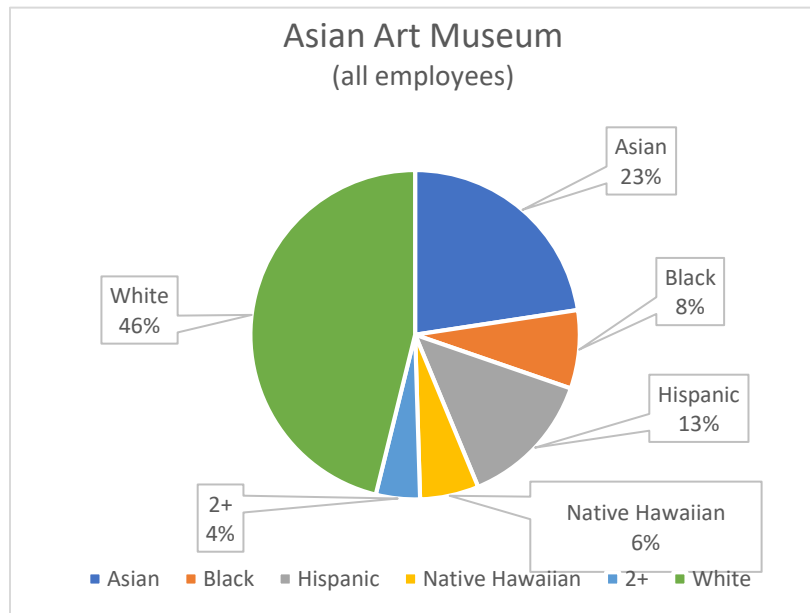
Appendix D: Current Workforce Data

Number of City Employees: 69

Annual FY20-21 City Budget \$10,092,919

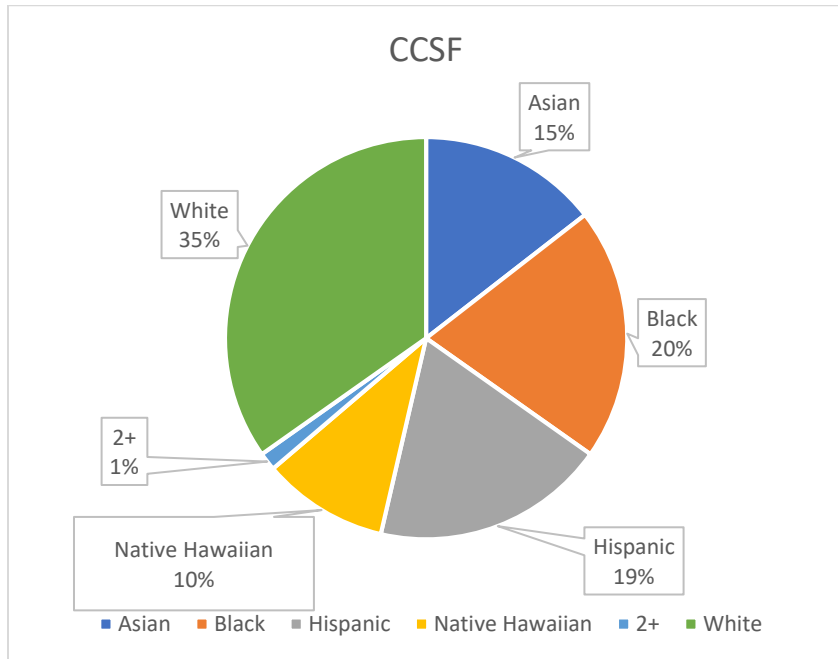
Our workforce demographics can be broken out several different ways including by ethnicity, gender, and age.

Asian Art Museum All Employees by Ethnicity



Note: Three years ago, 67% of the total employee population was white.

City Employees by Ethnicity



All Employees by Generation

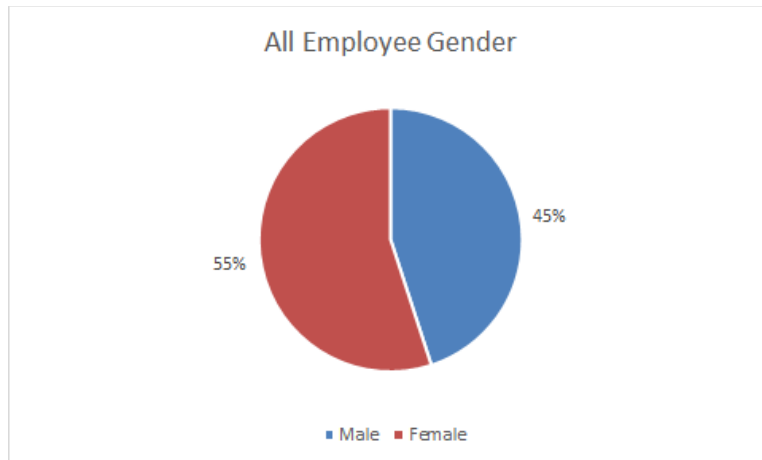
Silent Generation (1922–1944)	1%
Baby Boomers (1945–1964)	20%
Generation X (1965–1979)	30%
Millennials (1980–2000)	47%

Note: Three years ago, we had equal percentages of Baby Boomers, Gen X and Millennials.

All Employees by Gender

55% Women

45% Men



Note: While we recognize non-binary employees, we do not track non-binary due to Federal reports and employee medical enrollment not recognizing a third non-binary category. We are currently making changes to our HRIS system so employees can make further clarification of the category that they most identify with in the areas of gender and ethnicity,

Languages Spoken

Our employees speak 24 languages other than English

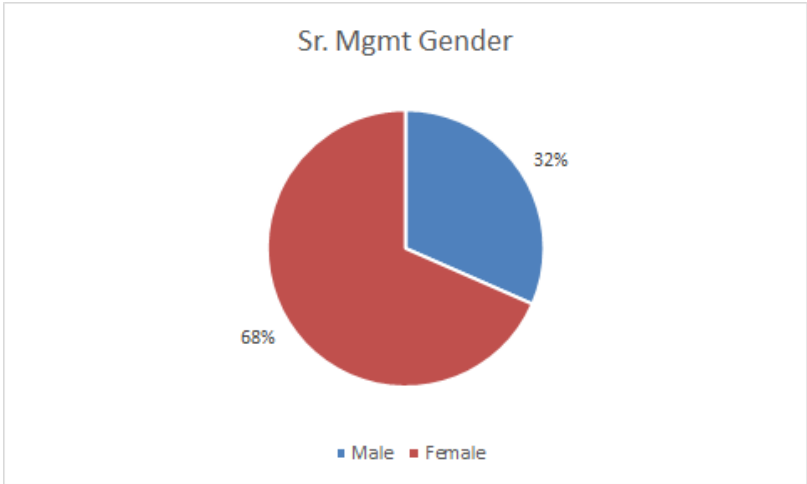
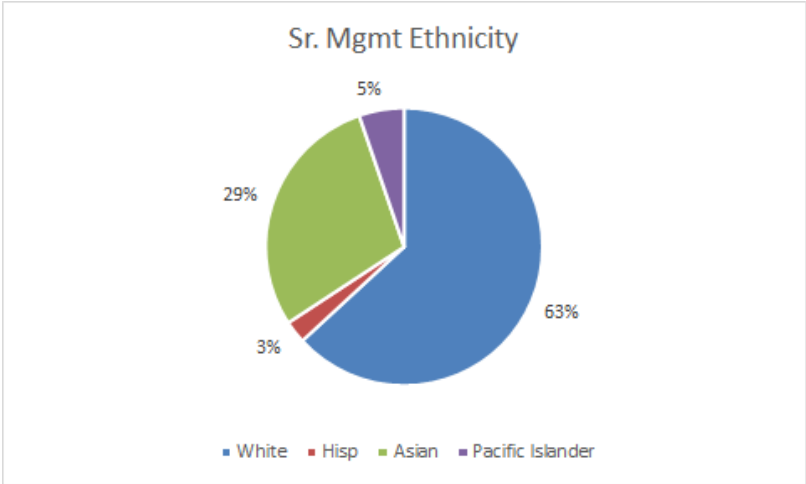
37 speak at least 1 language other than English

12 speak 2 or more languages other than English

7 speak 3 or 4 languages other than English

1 speaks 5 or more languages other than English

Management Demographics



Section 2 Retention and Promotion

Appendix E: 2.1.1 Disaster Service Worker Data

Note: Track deployment and the given functions of all DSW workers (frontline work and remote work) deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/disability, etc. Compare aforementioned demographics of employees who volunteered through the DHR DSW survey with those who were requested/deployed. [Disaggregation is in line with Department of Human Resources standard (rule of 10 or less).]

Tables

Demographic Percentage of AAM
DSW workers
(total # of DSW workers ÷ group #)

	Male	Female
White	33%	11%
Black		
Hispanic	22%	11%
Asian	11%	
Hawaiian	11%	
2+		
Total	78%	22%

Comparison of hours worked between
hourly workers & supervisory team.
(total hours worked ÷ group hours worked)

	% of hrs worked	% of employees
Supervisors	39%	22%
Hourly Staff	61%	78%

Appendix F: 2.1.4 COVID Benefits & Leave Training

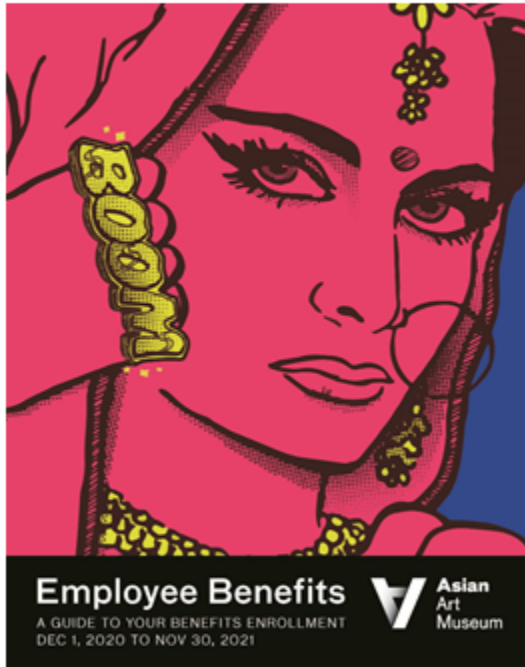
The following new COVID-19 leaves were reviewed in detail with all employees

New COVID-19 Legislation

- FFCRA Sick Leave
- FFCRA Child Care Leave
- San Francisco City Sick Leave
- City Leave Advances
- CARE Act

Annual Open Enrollment and Benefits Training

2021 Employee Health Insurance



- All existing plans will be renewed with no changes to carriers or plan designs.
 - **3% cost increase overall**
 - HealthNet 3.4%
 - Kaiser 3.1%
 - Dental, Vision, Life, Disability, etc 0%
- Contributions will be in accordance with our current contributions' strategy (zero contribution for ee only, employees pay 20% of dependent insurance costs)
- ★ AAM will offer a medical opt-out credit of \$150 per month conditioned upon ten (10) or more employees opting out of medical coverage.
 - Currently have 8 people who have opted out
 - **Must show proof of insurance to opt out**
- Open Enrollment meetings will be held virtually in November

Appendix G: Monthly Cultural Recognition Section 2.2.3

Proposed monthly cultural recognition days

- January
 - o Martin Luther King Jr. Day (paid holiday)
 - o Women’s March
- February
 - o Presidents’ Day (paid holiday)
 - o Lunar New Year
- March
 - o Cesar Chavez Day
 - o Nowruz (Persian New Year)
- April
 - o Japanese Cherry Blossom Festival
- May
 - o Ramadan
 - o Memorial Day (paid holiday)
- June
 - o Juneteenth Day
 - o Pride Day (anniversary of Stonewall)
- July
 - o Independence Day (paid holiday)
- August
 - o Women’s Equality Day
- September
 - o Labor Day (paid holiday)
- October

- o Indigenous Peoples Day (paid holiday)
- November
 - o Diwali
 - o Veterans Day (paid holiday)
 - o Thanksgiving (paid holiday)
- December
 - o World AIDS Day
 - o Christmas (paid holiday)

Section 6: Organizational Culture Of Inclusion And Belonging

Appendix H: DEAI Taskforce Summary Report Section 6.1.2

Executive Summary

This report was commissioned to inform the Asian Art Museum's Executive Management team, Board, and Staff about the Access + Inclusion Taskforce's history, accomplishments-to-date, and future planning and initiatives.

Objectives

- Empower a coalition of staff at all levels from across departments, as well as interns and volunteers, to ensure Diversity, Equity, Access, and Inclusion (DEAI) are foundational to all museum work, processes, and programs.
- With DEAI as an institutional priority, make DEAI a part of institutional culture from the physical facilities to external facing work such as frontline operations, exhibition development, interpretation and programs to internal museum culture, including staff, intern, and volunteer recruitment, training and retention.
- Create new ways of working that are equitable, inclusive, accessible, and diverse.
- Further Anti-Racist work within the museum.

History and Past Work

The Access + Inclusion Taskforce was formed in fall 2017. Internal planning to address issues of community engagement began even earlier in 2016. In 2017, many of the Taskforce's activities centered around efforts to address accessibility during the museum's Transformation Project. In the second year, Community groups helped the Taskforce understand needs of visitors with disabilities and gave feedback on new experiences to enhance access for visitors such as unique programming and audio and tactile interpretation. These issues related to physical layout and construction, signage and interpretation, training of staff and volunteers, digital and web access, as well as exhibitions and museum programming.

In the summer of 2018, the Taskforce expanded, becoming even more cross-departmental. The team's work continued, moving beyond the Transformation Project, with greater emphasis on DEAI in public programs and interpretive tools (including multi-lingual access), training for staff and volunteers, programs and resources for educators, and our Art Speak internship program for teens. An array of barrier and architectural access improvements were made to the existing facility based on recommendations from architects, code consultants, and the San Francisco Mayor's Office on

Disability. Starting in the summer of 2019 the group facilitated meetings open to all staff once a month. Termed the Access and Inclusion Working Group, these meetings provided an open forum for all staff to learn from and support DEAI initiatives at the museum.

With the Black Lives Matter Movement and the events of 2020 occurring around and within the museum world, the museum was able to build on the Taskforce's expertise in responding internally, with donors, and with the general public through the BLM Statement and the Re-history project (an affiliated group which is tasked with reexamining the museum's history including Brundage's legacy). Our need for this work on the individual, institutional, and national level is all the more important today. The Taskforce has continued to be involved with messaging, social media, and programming in recent months to address the museum's history in an honest and critical way.

Recommendations

In the months to come we will expand membership and continue our work, most immediately with projects critically examining museum history, object provenance, and histories of collecting. A sub-committee has begun exploring Readiness Assessment models to gauge where the museum currently stands on its journey to equity. These assessments would consider: Strategic Leadership, Culture & Climate, Policies & Practices, Programs & Services, Engagement & Advocacy, and Evaluation & Accountability. With this overview of the museum's current standing, a comprehensive DEAI Action Plan can be developed.

The Taskforce envisions a future state of the museum that centers diversity, equity, access, and inclusion as foundational to all we do, including staff, intern, and volunteer hiring, retention, and training, collections management, development of exhibitions and programs, community engagement, and audience building. We envision work culture, policies, and practices that promote positive and culturally responsible interpersonal relationships among staff and the public. Recommendations stem from these goals and continue to evolve as this committee grows and gains expertise. Recommendations for FY21 include:

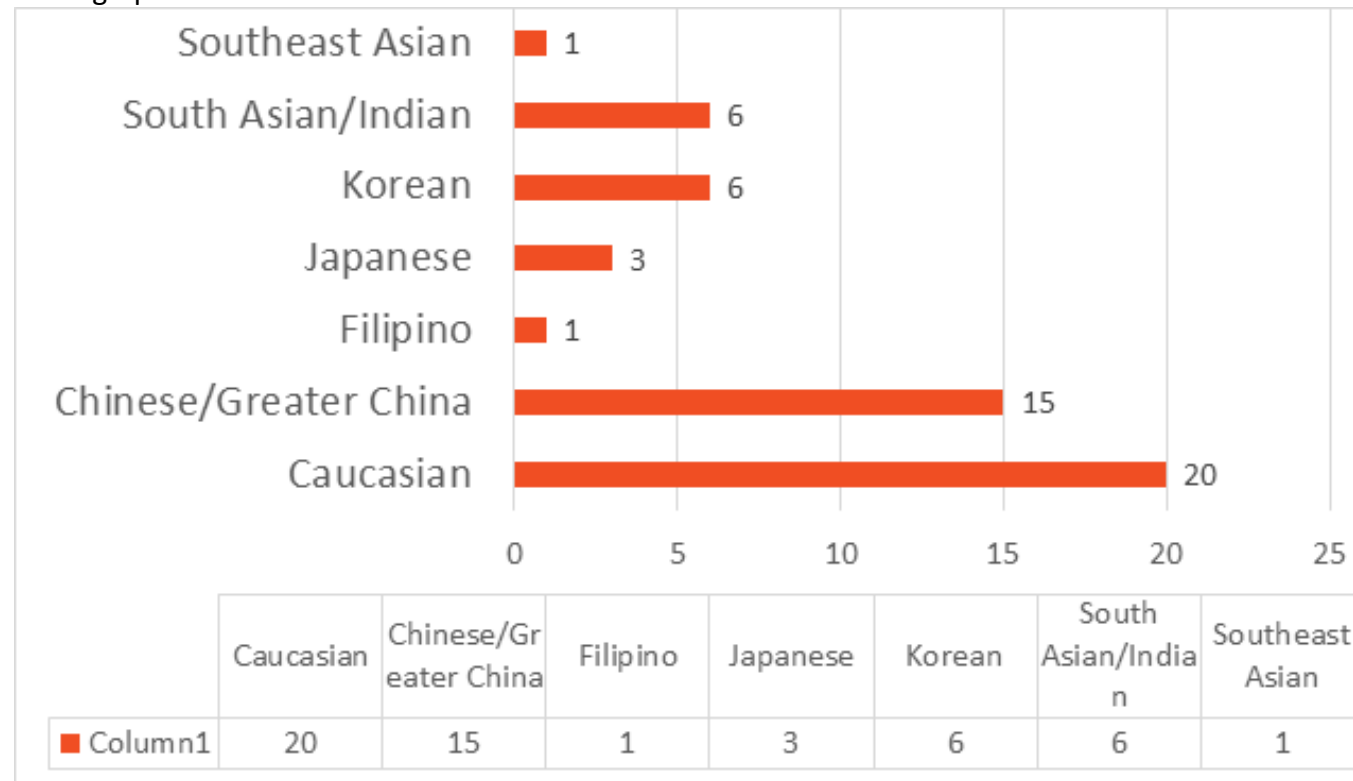
- Add DEAI as a foundation of the museum's institutional priorities, values, and strategic planning
- An appropriate budget and staff time to adequately implement these recommendations
- Regular, mandatory all-staff training that is developed by the DEAI Taskforce with internal and external stakeholders to ensure a shared vocabulary, deepen understanding of DEAI issues, increase our ability to have difficult conversations, and create allies at the highest levels of the administration and Board
- Leadership training for ET and SMT

- Incorporate DEAI as part of the annual performance review as a system of evaluation to ensure accountability
- Incorporate DEAI into visitor feedback and evaluation methods
- Draft DEAI code of conduct for the public
- Expand the Taskforce to involve more staff from across the institution and seniority levels to more broadly represent all staff at the Asian Art Museum
- Formulate and articulate a DEAI Action Plan, which includes a Readiness Assessment to indicate where we are as a museum, where we need to be, and steps necessary to move forward
- Twice monthly Taskforce meetings

Section 7: Boards and Commissions

Appendix I Board and Commissions Section 7.1.2

Demographic of the Asian Art Museum Board



Numbers of board members.