

The Anti-Racism Task Force, in concert with consultancy EngageBetween and in consideration of suggestions and needs from staff, has developed this strategic framework moving forward a culture of diversity, equity and inclusion at the Chicago History Museum. We anticipate that this strategic framework will provide guidance to the organization through fiscal year 2022. While the proposed plan includes the establishment of a museum-wide diversity leadership position and a permanent DEI Committee to be accountable for its implementation, we believe these strategic priorities will permeate all aspects of our organization, and their implementation will be a shared endeavor across CHM.

Proposed strategic goals include the following:

- 1) Create a DEI leadership committee and commit as an organization to supporting it long-term.**
- 2) Review and revise CHM internal policies to ensure equity and inclusion.**
- 3) Create a practice of equitable recognition, compensation, and opportunity advancement at CHM.**
- 4) Renew our community focus and invite historically marginalized communities from across the Chicago region to collaborate with us in inclusive and reciprocal processes.**
- 5) Review and revise collaborative processes so that CHM teams, projects and operations are equitable, inclusive, and respectful of team members at all levels.**
- 6) Provide ongoing training, enrichment and opportunities for staff and leadership to create and sustain a culture of equity and inclusion.**

On the following pages, these strategic priorities are broken out into a range of potential tactics for implementation, with a proposed timeline.

	Target Date: This calendar year (December 31, 2020)	Target Date: This fiscal year (June 30, 2021)	Target Date: Next fiscal year (July 1, 2021 to June 30, 2022)
<p>Strategic Priority 1: Create a DEI leadership committee and commit as an organization to supporting it long-term. <i>Leadership Sponsors:</i> <i>President and museum-wide diversity leader</i></p>	<ol style="list-style-type: none"> 1. Name a museum-wide diversity leader, or some equivalent; this person will serve as the chair of the permanent DEI Committee 2. Develop a mechanism to regularly report on the status of DEI work to the Board of Trustees 3. Outline the purpose, role, commitments of the DEI Committee 4. Constitute the permanent DEI Committee, using a fair & open process 5. DEI Committee and museum leadership complete restorative justice training and use the principles to develop collective strategy for healing. 	<ol style="list-style-type: none"> 1. DEI Committee works with Director of Communications to plan and implement an internal and external communication framework that provides timely updates and resources to internal and external audiences 2. DEI Committee develops a rubric of support for departmental work to view their operating plans with a DEI lens, and supports departments in implementing 3. DEI Committee creates and facilitates a DEI Community of Practice, inviting external and local organizations, thought leaders, etc. 4. Develop and distribute an employee engagement survey including themes from the 2019 and 2020 surveys on an annual basis in order to keep a pulse of Staff engagement and success measures of year to year progress; develop a plan to address any concerns that emerge 	<ol style="list-style-type: none"> 1. DEI Committee develops ongoing Strategic framework 2.0 for beyond fiscal 2022 in an inclusive way, gaining support from staff, leadership, and board 2. Distribute annual employee engagement survey in June 2022

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<p>Strategic Priority 2: Review and revise CHM internal policies to ensure equity and inclusion. <i>Leadership Sponsors:</i> <i>HR Director and VP of Finance</i></p>	<ol style="list-style-type: none"> 1. Begin review CHM Employee Handbook and document/catalogue changes needed to 1) root out systemic racism/other forms of bias; 2) clarify HR reporting policies, and 3) develop resources for staff 2. Review CHM Code of Ethics applying a DEI lens. 3. Clarify purchasing policies and requirements related to MBE/WBE vendors and provide team members appropriate resources and support to reach out to these vendors 4. Review Holiday Schedule & Pay/Compensation to identify any additional holidays that the Museum will offer Staff as PTO, and evaluate which holidays the Museum will remain open, or be closed to, the public. For implementation in FY2021. 	<ol style="list-style-type: none"> 1. Implement changes to Employee handbook and policies as well as provide resources for staff 2. Implement ethics and DEI as a standard part of onboarding for any CHM employee, contractor, Intern or other volunteer, include review of Code of Ethics—for HR and/or departmental onboarding processes. 3. Draft a Museum policy—applying equally to Staff, Volunteers, Patrons or any other member of the public—that facilitates the acknowledgement and remedy, as possible, of identified instances of bias or exclusion at the Museum 	<ol style="list-style-type: none"> 1. Review, revise and adopt a Museum policy—applying equally to Staff, Volunteers, Patrons or any other member of the public—that facilitates the acknowledgement and remedy, as possible, of identified instances of bias or exclusion at the Museum

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<p>Strategic Priority 3: Create a practice of equitable recognition, compensation, and opportunity advancement at CHM. <i>Leadership sponsor:</i> <i>Senior Vice President</i></p>	<ol style="list-style-type: none"> 1. Perform a review of Museum policies, guidelines and standard procedures related to the selection, recruitment and compensation of staff and interns. 2. Perform a review of the selection, recruitment, and training of our volunteers. 3. Begin process of redevelopment of professional development and advancement. 4. Develop a mechanism to better communicate appreciation of staff's work. 	<ol style="list-style-type: none"> 1. Modify and clarify hiring procedures and publish/republish them. 2. (Re)establish guidelines for setting remuneration or non-monetary compensation in ways that ensure pay equity and transparency. 3. Create and Implement revised professional development plan for inclusion in FY2022 operating budgets. 4. Implement revised professional development and advancement protocols. 	<ol style="list-style-type: none"> 1. Implement pay scale adjustments as needed. 2. Develop a user-friendly resource for Staff—and potential hires—to find clarity to their questions about opportunities for professional advancement, including professional development, raises, promotions and recognition at CHM.
<p>Strategic Priority 4: Renew our community focus & invite historically marginalized communities from across the Chicago region to collaborate with us in inclusive and reciprocal processes. <i>Leadership sponsor:</i> <i>VP Education and Engagement</i></p>	<ol style="list-style-type: none"> 1. Begin process of establishing formal community boards whose scopes spans the whole of public-facing Museum offerings, collecting, and archival work. 2. Continue work on improving inclusive collecting (ongoing processes). 3. Continue work on Ethical and Equitable Cataloguing project. 4. Develop phase one of strategic marketing and communications plan for diverse communities. 	<ol style="list-style-type: none"> 1. Recruit for and kick off community advisory board(s) prototype(s). 2. Revise Collection Development Plan. 3. Continue work on Ethical and Equitable Cataloguing Project. 4. Continue strategic marketing and communications for diverse communities. 5. Develop plan for wider use of bilingual engagement. 	<ol style="list-style-type: none"> 1. Develop a formal system that facilitates input and feedback from Chicago-area residents ahead of decisions made around ongoing and new initiatives. 2. Continue Ethical and Equitable Cataloguing Project.

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<p>Strategic Priority 5: Streamline processes, document ways of working, and build in feedback loops so that CHM teams, projects and operations are equitable, inclusive, and respectful of team members at all levels. <i>Leadership sponsor:</i> <i>Chief Strategic Initiative Officer</i></p>	<ol style="list-style-type: none"> 1. Solicit input and feedback more intentionally and in a way that allows for action. 2. Build systems that allow for data to be used to make more informed decisions. 3. Begin developing plans for selecting & developing projects with a DEI lens. 	<ol style="list-style-type: none"> 1. Develop training plan for staff to improve project management, soliciting and incorporating input and feedback, and issuing and responding to constructive criticism. 2. Implement systems that allow for data to be used to make more informed decisions. 3. Develop practical criteria through which all work processes and products are reviewed so they align with a DEI lens. 4. Develop revised plans for selecting & developing projects with a DEI lens. 	<ol style="list-style-type: none"> 1. Implement changed processes and assess continually and iteratively for changes. 2. Use data to drive decisions whenever possible. 3. Implement revised plans for selecting & developing projects with a DEI lens.

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<p>Strategic Priority 6: Provide ongoing training, enrichment and opportunities for staff and leadership to create and sustain a culture of equity and inclusion. <i>Leadership sponsor: museum-wide diversity leader</i></p>	<ol style="list-style-type: none"> 1. The Diversity committee is tasked with creating a plan. 2. Diversity committee and leadership take restorative justice training. 	<ol style="list-style-type: none"> 1. Develop and implement plan for training and enrichment opportunities. 2. Offer regular learning mechanisms (e.g. monthly lunch and learns; book clubs) for discussion of issues related to DEI. 3. Leadership to complete professional development (training or coaching) — including Vice Presidents, department heads and other leadership—specific to managing explicit and implicit gender-based inequality and specific approaches to achieve gender equality at CHM. 4. Budget for professional development for leadership, people managers and Staff to learn/review/hone skills related to managing bias and exclusion, and the individual and institutional impact of bias and exclusion. 	<ol style="list-style-type: none"> 1. Continue to offer regular learning mechanisms and relay key learnings of issues related to DEI. 2. Survey and evaluate effectiveness of previous trainings. 3. Research and develop training plan to go beyond 2022.