



UNIVERSITY OF SAN FRANCISCO
CHANGE THE WORLD FROM HERE

MASTER OF NONPROFIT ADMINISTRATION

DEAI In Nonprofits

Through the Lens of Museums and Public Gardens

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NPA 622: Capstone

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Instructor: Dr. Marco Tavanti

OVERVIEW / INTRODUCTION

- A global pandemic + racial injustice = recipe for change
- Museums and public gardens are centers of the community and as such, should be leading the way in DEAI efforts
- Museums and gardens can provide examples for how nonprofits can start DEAI work



OBJECTIVES AND VALUES

RESEARCH QUESTIONS

How are DEAI practices being implemented in nonprofits, through the lens of museums and public gardens?

- What is the impact of leadership on implementation of DEI practices?
- What barriers prevent DEAI implementation in museums and gardens?

OBJECTIVES

1. Identify what DEAI means in practices for nonprofits, using museums and public gardens as examples
2. Explain leadership qualities needed to instill DEAI in an organization
3. Share best practices for doing DEAI work in a nonprofit organization
4. Acknowledge and identify barriers to DEAI work

METHODS AND APPROACHES

Literature Review

Peer reviewed articles, scholarly journal articles, trade publications, and organizational reports



Expert Interviews

Nine interviews were conducted with leadership of museums or public gardens across the United States.

30-60 minutes, semi-structured



DEAI in Practice

Identify best practices, acknowledge barriers, and provide a model for successful DEAI implementation and for starting DEAI work

Literature Review Themes

Diversity is priority

Focus on ethnic and racial diversity. All other terms in DEAI rely on each other for systemic change. Intent versus reality.

Workplace Culture

Change happens at an organizational level. You have to know it to change it. Inclusion can be created in pockets

Authentic Change

One and done's like programming, do not stick. Intentions are diverse → economic, social justice, employee satisfaction

Interview Analysis

Barriers or Excuses

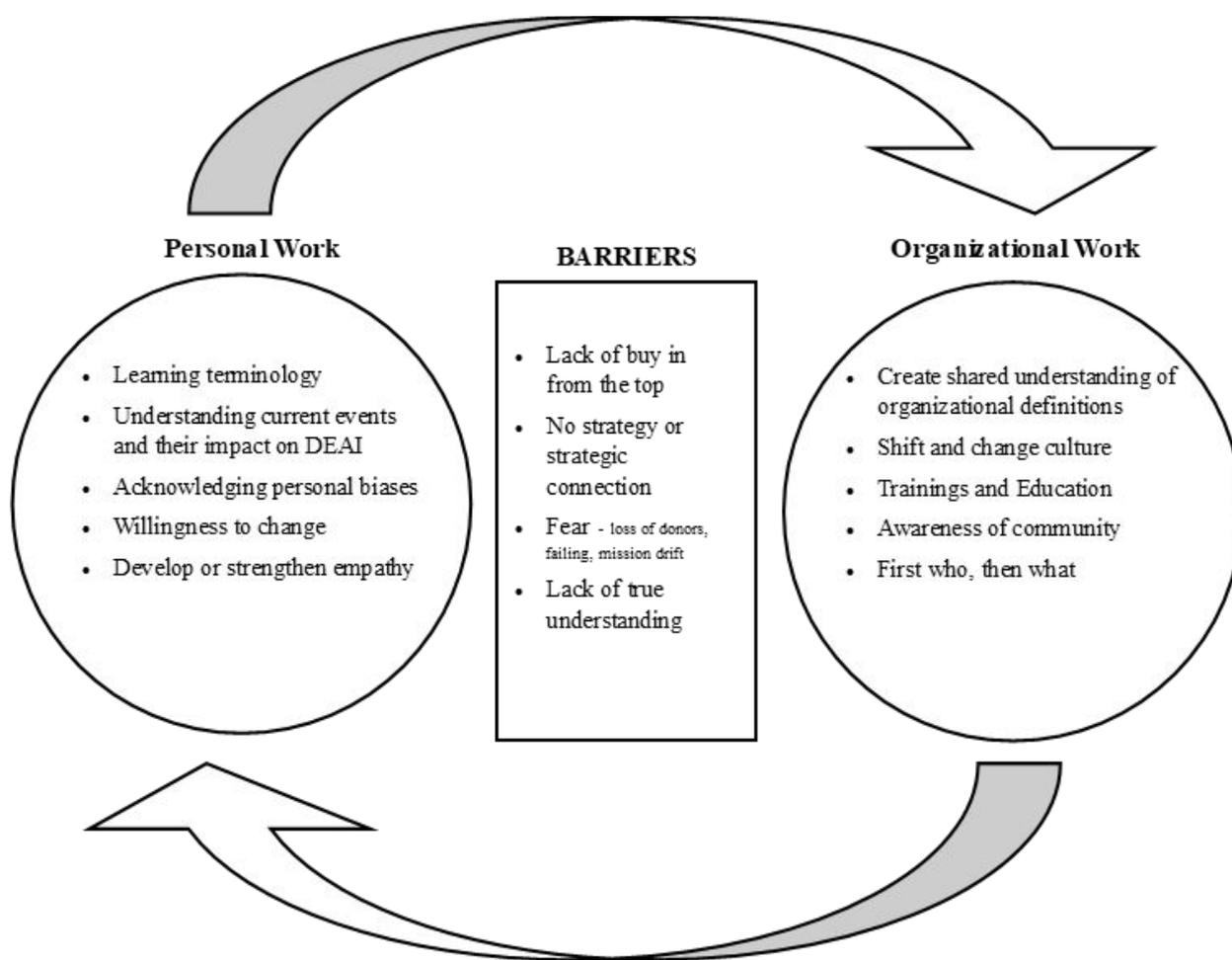
Fear, leadership and board members, donors, buy in from the top, understanding of definitions, assumptions, biases, constant learning

Leadership Qualities

Humility, Courage, Strategy, Empathy, Vulnerability, Conviction, Courage, Humility, Empathy, vulnerability, positive intention, commitment to learning

DEAI in Practice

Board and Staff Recruitment, Committees and Task forces, community-centered, find your champions, evaluation, diversifying voices in communication and programming

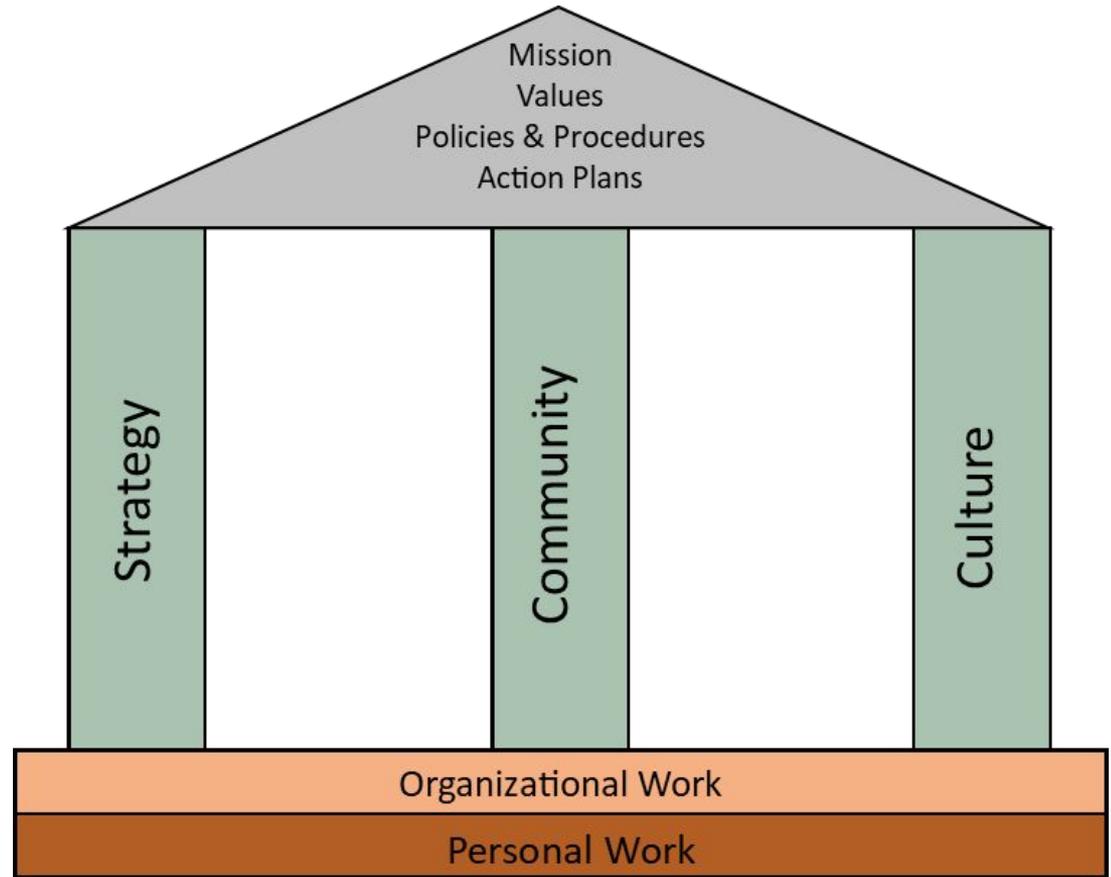


IMPLICATIONS

DEAI work is grounded on a strong foundation of organizational and personal work

The pillars of strategy, community, and culture, provide the support for DEAI to be successful

The overarching mission, values, policies and action plans in place provide structure



RECOMMENDATIONS

1. **Policy** - Create organizational policies that hold everyone accountable to practicing DEAI in every facet of the organization
2. **Strategy** - It is the CEO/ED's responsibility to make strategic connections to DEAI work to increase buy in on the board level and create longevity with DEAI
3. **Culture** - An inclusive and adaptive workplace culture breeds DEAI work
4. **Adapt** - DEAI is ongoing and ever changing. Organizations should know there is no end goal in this work and must be adaptable as the world changes around us.

REFERENCES

- American Alliance of Museums. (2018). (rep.). Facing Change: Insights from the American Alliance of Museums' Diversity, Equity, Accessibility, and Inclusion Working Group. Retrieved from <https://www.aam-us.org/wp-content/uploads/2018/04/AAM-DEAI-Working-Group-Full-Report-2018.pdf>
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SUMMARY

Nonprofits within the field of museums, gardens, zoos, and cultural institutions at large play a vital role in communities. These institutions must keep a pulse on the communities that surround them. In 2020, statements calling for racial justice emerged, along with promises for institutional changes. The promised changes were centered around diversity, equity, accessibility, and inclusion (DEAI).

PURPOSE

The purpose of my research is to determine how cultural institutions, such as museums and public gardens, are implementing DEAI in operations and identifying what the barriers are they may face. As the world continues to become more diverse, nonprofits must shift their practices to remain diverse, equitable, accessible, and inclusive.

RESEARCH

1. How are DEAI practices being implemented in museums and gardens?
2. What barriers exist that prevent museums and gardens from implementing DEAI practices?

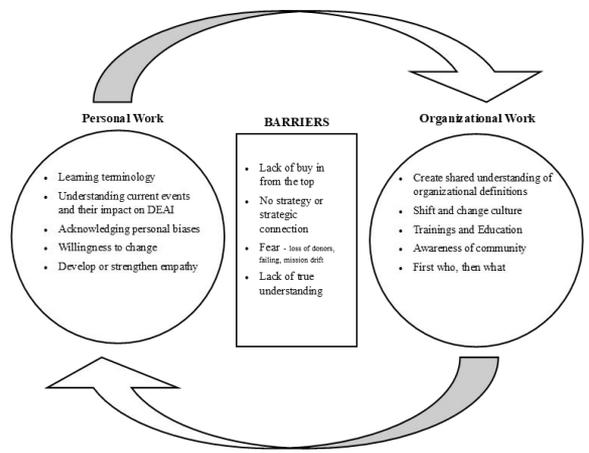
METHODS

Literature Review
Peer reviewed articles, scholarly journal articles, trade publications, and reports

Expert Interviews
Nine interviews with leaders of museums and gardens
30-60 minutes, semi-structured

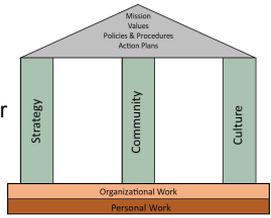
DATA AND ANALYSIS

- Diversity is priority** - Focus on ethnic and racial diversity. All other terms in DEAI rely on each other for systemic change. Intent versus reality.
- Workplace Culture** - Change happens at an organizational level. You have to know it to change it. Inclusion can be created in pockets
- Authentic Change** - One and done's like programming, do not stick. Intentions are diverse --> economic, social justice, employee satisfaction
- Barriers or Excuses** - Fear, leadership and board members, donors, buy in from the top, understanding of definitions, assumptions, biases, constant learning
- Leadership Qualities** - Humility, Courage, Strategy, Empathy, Vulnerability, Conviction, Courage, Humility, Empathy, vulnerability, positive intention, commitment to learning
- DEAI in Practice** - Board and Staff Recruitment, Committees and Task forces, community-centered, find your champions, evaluation, diversifying voices in communication and programming



RESULTS

The foundation of DEAI work is organizational and personal work



The pillars of strategy, community, and culture, provide the support for DEAI to be successful

The mission, values, policies and action plans in place shelter the organization from straying from the work and work against barriers

RECOMMENDATIONS

1. **Policy** - Create organizational policies that hold everyone accountable to practicing DEAI in every facet of the organization
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