

DIVERSITY, EQUITY, AND INCLUSION

Strategic Plan 2020–2025



The Huntington Library, Art Museum, and Botanical Gardens



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FROM THE PRESIDENT



I am pleased to share with you The Huntington Library, Art Museum, and Botanical Gardens' Diversity, Equity, and Inclusion Strategic Plan for 2020–25. This plan enhances our ongoing initiatives by outlining a specific set of goals, action items, and metrics that will serve as a roadmap for the future. Crucially, it will also become an important component of the institution's wider strategic plan.

The Huntington, at its core, is a collections-based nonprofit institution that supports and promotes the humanities, the arts, and botanical science. Fundamental to the work that we do is our community—both internal and external—the staff, our Boards, volunteers, scholars from around the world who conduct advanced research using the collections, and our public audiences. We recognize the value of our diverse perspectives and life experiences: these are the rich elements of a respectful, robust, productive, and creative environment that enable us to fulfill our mission and sustain the institution as it continues to evolve. Arabella and Henry Huntington created this institution 100 years ago to “promote the public welfare.” This strategic plan is fully focused on the intent of the founders and our commitment to preserve, build, and share our treasured collections for the benefit of a global community.

The Huntington's Board of Trustees, Board of Governors, Senior Staff, and the Diversity & Inclusion Committee will oversee the implementation of this plan and ensure that our commitment to diversity, equity, and inclusion remains a strategic priority. But responsibility for achieving the goals in the plan resides with each of us.

By putting a plan in place, we make a commitment to ourselves, each other, and our public audiences, and we hold ourselves accountable. While some initiatives are underway, much more remains to be done, and we must commit to sustaining our efforts. Together, we will nurture a culture of belonging and excellence that is fundamental to this place we hold so dear.

Karen R. Lawrence, President



DEI DEFINED

Below are definitions from the American Alliance of Museums that helped guide our strategic planning:

DIVERSITY is the quality of being different or unique at the individual or group level. This includes age; ethnicity; gender; gender identity; language differences; nationality; parental status; physical, mental and developmental abilities; race; religion; sexual orientation; skin color; socio-economic status; education; work and behavioral styles; the perspectives of each individual shaped by their nation, experiences, and culture—and more.

EQUITY is the fair and just treatment of all members of a community. Equity requires commitment to strategic priorities, resources, respect, and civility, as well as ongoing action and assessment of progress toward achieving specified goals.

INCLUSION refers to the intentional, ongoing effort to ensure that diverse individuals fully participate in all aspects of organizational work, including decision-making processes. It also refers to the ways that diverse participants are valued as respected members of an organization and/or community.



OUR VISION

FOSTERING A WELCOMING PLACE OF ENGAGEMENT AND REFLECTION

The Huntington is committed to the highest of standards in all that we do – from preserving and protecting the collections, to exhibitions, educational and scholarly programming, visitor and reader services, and beyond. Achieving excellence across these pursuits requires a diversity of perspectives, expertise, experience, and methodologies. We are better together. Whole bodies of literature are devoted to the “diversity bonus.” Moreover, we believe an explicit commitment to diversity, equity, and inclusion directly impacts and improves staff and audience engagement and experience. To that end, participants in The Huntington’s DEI strategic planning process, representing a cross-section of The Huntington community, developed the following vision statement:

The Huntington Library, Art Museum, and Botanical Gardens aspires to be a welcoming place of engagement and reflection for a global community, both on-site and online. Our staff, scholars, and volunteers embrace and celebrate the diversity of backgrounds, traditions, and experiences among the audiences we serve in Los Angeles and beyond, and we are committed to maximizing the potential of our collections and programs in inviting the participation of all our visitors in what The Huntington has to offer.





HISTORICAL CONTEXT

- In response to a letter from concerned staff in the fall of 2017, Steve Hindle, W. M. Keck Director of Research and then-Interim President of The Huntington, formed a Diversity and Inclusion Working Group comprising representatives from staff, Senior Staff, and the Boards. Led by Steve Hindle, the Working Group engaged the services of the Los Angeles-based consulting firm Illuminate Diversity to conduct an institution-wide climate assessment. Through focus groups, interviews, and surveys, this assessment captured the perceptions and experiences of diversity, equity, and inclusion among members of the Huntington community, including staff, Board members, volunteers, and scholars (also known as readers).
- Conducted during the summer of 2018, the climate assessment became the first part of a formal, multi-stage effort to promote a meaningful and sustainable commitment to diversity, equity, and inclusion at The Huntington. From the assessment, the following areas of focus and opportunity were identified: 1) Diversity 2) Accessibility and Inclusion 3) The Staff Experience 4) Leadership and Commitment.
- After stepping into the role of President in September 2018, Karen R. Lawrence led several immediate initiatives to address the findings of the climate assessment. These actions included changing the name of the Board of Overseers, now called the Board of Governors, and transforming the Diversity and Inclusion Working Group into a standing staff committee with expanded membership and formalized terms of service. (See Appendices A and B.)
- The Huntington hired SDS Global Enterprises, Inc., led by Dr. Shirley Davis, to review the climate assessment results and the institutional culture, then guide members of the Board of Trustees, representatives from the Board of Governors, Senior Staff, and the Diversity & Inclusion Committee through a DEI strategic planning process during the summer of 2019. Through three active strategy sessions, participants jointly identified specific diversity, equity, and inclusion goals for the institution, created a vision statement, and developed a road map for implementation, all of which became the basis of this five-year plan.



THE PATH FORWARD

As we seek to advance diversity, equity, and inclusion throughout The Huntington, we recognize that long-term success requires an integrated and sustained approach, and we commit to doing the following:

1 Embrace diversity, equity, and inclusion as core values for The Huntington

Students, scholars, and visitors from around the world explore the human experience through the lens of The Huntington's collections, exhibitions, research, education, and public programs. Diversity, equity, and inclusion are critical not only to fulfilling our mission, but also to sustaining The Huntington's standards of excellence for generations to come.

2 Integrate diversity, equity, and inclusion across every major function of the institution

The Huntington's approach to diversity, equity, and inclusion is based on best practices, a spirit of empathy and humility, thoughtful collaboration, and a commitment to excellence. Most importantly, our efforts are firmly rooted in our mission and will be aligned with the institution's overarching strategic plan.

Actions speak louder than words, and we aim to integrate diversity, equity, and inclusion effectively throughout the institution, including, but not

limited to our practices and policies on retention, recruitment, promotion, and professional development; research, education, and public programs; engagement with visitors, community partners, members, and donors; acquisitions, collections development, and exhibitions; and digital and physical access to the collections, galleries, and gardens.

3

Provide ongoing development opportunities for Huntington staff, the Board of Trustees, the Board of Governors, and volunteers

In order to foster a more diverse, equitable, and inclusive institutional culture, The Huntington will offer regular professional development in these areas to staff, the Board of Trustees, the Board of Governors, and volunteers, and we will sustain these efforts over time.

4

Maintain the engagement of the Diversity and Inclusion Committee

President Lawrence established The Huntington's first standing staff

committee, the Diversity and Inclusion Committee, to help us think in a more focused and collaborative way about how we advance our diversity and inclusion efforts. Committee members reflect the range of perspectives, identities, and experiences at The Huntington, and members will continue to work alongside the President, Board leadership, and Senior Staff in the development and implementation of this strategic plan. (See Appendix B.)

5

Embrace accountability and transparency

The Huntington completed its first institutional climate assessment in 2018. This was a vital step in understanding perceptions and experiences of diversity, equity, and inclusion across the institution.

In order to enable transparency, sustainability, and accountability, we will regularly measure and assess our work, correcting course as needed. We will also continue to administer an institutional climate assessment every few years and will share the results among The Huntington community as appropriate.

6

Commit collectively to diversity, equity, and inclusion

We are seizing this moment, coinciding with The Huntington's Centennial, to amplify our invitation to students, visitors, curators, scholars, artists, and community partners to explore and create new synergies across The Huntington's extraordinary collections and programs.

We acknowledge the dedication and commitment of individuals who have built The Huntington into the remarkable institution it is today, as well as those who are taking thoughtful and bold steps to propel the institution forward into an even brighter future. Together, we will ensure that all members of The Huntington community are welcomed, engaged, and valued. We each have this opportunity and responsibility, and it will take each of us to do this well.

GOALS AND PLAN OF ACTION

We recognize that diversity, equity, and inclusion are foundational to our institutional mission and aspirations. In the next institutional strategic plan, to be developed in the 2021 fiscal year, we will integrate these values as cornerstones. Furthermore, in collaboration with key Huntington stakeholders, we identified seven overarching goals in four areas, as outlined below and detailed more thoroughly in our internal implementation plan.

1. STAFF, VOLUNTEERS, AND LEADERSHIP

Goal I. Ensure diversity, equity, and inclusion are part of The Huntington's core values and institutional strategic plan, and reflected in the leadership and organizational culture.

Goal II. Establish and maintain an institutional culture of trust so that people feel free to engage in challenging conversations.

Strategies

- Establish strategies and standard protocols for increasing the diversity of applicant pools for all staff and volunteer positions, with an emphasis on senior leadership and management positions
- Study and initiate strategies to increase diversity of Board membership, Huntington membership, and donor base
- Implement ongoing diversity and inclusion training for all staff, Board members, and volunteers
- Create a strategy and continue implementing a plan for ensuring competitive wages and benefits in order to attract and retain excellent staff at all levels
- Implement best practices for hiring, training, and promotion in order to support an equitable workplace

- Underwrite and organize equitable internship/pipeline programs and identify areas for growth, especially in parts of The Huntington that lack diversity
- Establish infrastructure for assessing baselines, monitoring progress, and adjusting implementation strategies for overall DEI strategic plan
- Build multifaceted and transparent DEI communications plan to share vision with and report progress to internal and external constituents

Selected Measures of Success

- Diversity, equity, and inclusion integrated as core goals in recruitment and interview process.
- Standards established and implemented for candidates throughout recruitment pipelines
- Diversity increased in staff, Board leadership, volunteer corps, and membership base
- Ongoing training strategy determined and implemented
- Employee turnover and employee morale measured and compared against benchmarks
- Comparisons for competitiveness of salary and benefits completed annually
- Clear process for hiring, training, and promotion standardized and consistently applied
- Increased diversity of applicants to and participation in internship programs
- Progress assessed and communicated regularly to key audiences



2. VISITOR EXPERIENCE

Goal III. Prioritize inclusion, accessibility, and diversity so that The Huntington is a welcoming place for all.

Strategies

- Work with community partners to increase access to The Huntington via public transit
- Ensure that The Huntington is as welcoming as possible both onsite and online by lowering barriers for physical and virtual access through meeting or exceeding federal and state ADA accessibility standards
- Provide unisex or all-gender restrooms with appropriate signage
- Enhance digital and physical wayfinding aids, including for multilingual and differently abled audiences
- Identify existing and recruit new docents and public-facing staff who speak multiple languages
- Develop and implement web content strategy that integrates considerations

of accessibility, findability, and appeal to diverse audiences

- Ensure web accessibility to huntington.org content meets a standard consistent with museum and library best practices and national and international standards
- Work with other public-facing platform providers to ensure robust accessibility compliance
- Extend multilingual options for online content engagement
- Enhance the searchability of collections

Selected Measures of Success

- Alternative transportation options offered to visitors on peak weekends
- Number and types of restroom facilities meet the needs of staff, readers, and visitors
- Wayfinding aids and public-facing staff and volunteers provided to support orientation needs for majority of visitors; more resources provided for non-English-speaking and differently abled audiences

- Improved website and online collections accessibility
- Regular progress made in increasing number of collections objects available to and searchable for visitors online
- Visitor studies done to identify best ways to serve multilingual audiences

3. OUTREACH, PARTNERSHIPS, AND COMMUNITY ENGAGEMENT

Goal IV. Engage and collaborate with diverse populations, cultures, and abilities, building trust with under-represented audiences through direct outreach as well as partnerships with a full range of cultural organizations.

Strategies

- Convene ad-hoc community-based advisory groups, as appropriate, for special activities, outreach, and exhibitions
- Investigate partnership and sponsorship possibilities for expanding access to free or reduced-cost admission or events, especially for underserved groups
- Establish and maintain community, national, and international partnerships with range of organizations that help us reach out to and engage diverse communities

Selected Measures of Success

- Community groups convened regularly to inform and build engagement around key programs and initiatives

- Greater number of underserved groups served through partnership and sponsorship opportunities
- Wider range of communities have increased awareness of and connection to The Huntington

4. BUILDING, INTERPRETING, AND ACTIVATING THE COLLECTIONS

Goal V. Diversify program offerings and exhibitions in all areas in order to attract visitors, audiences, scholars, and members from new and under-served backgrounds.

Goal VI. Cultivate leadership and participation from a diverse community of scholars at every level of the Research program, including fellows, speakers, conference organizers, and peer reviewers.

Goal VII. Create a strategy for reducing barriers for facilitated access onsite and online to primary materials across collections.

Strategies

- Develop processes and capacity for serving a wider community of researchers across collections
- Implement more equitable and inclusive process for securing research fellows, guest speakers, and conference participants
- Extend outreach programming for audiences of diverse backgrounds and abilities

- Incorporate DEI intentionally and purposefully into the conceptualization, development, and implementation of exhibitions and related programming
- Activate the collections using varied platforms in order to engage diverse audience groups
- Ensure that public, pre-K, and K-12 programs are diverse and inclusive
- Continue to employ a collection-development strategy that builds on strengths while allowing us to support diverse narratives and content creators

Selected Measures of Success

- Collections made available to wider community of visitors and researchers
- Programming provided that reflects interests and needs of diverse groups and extends engagement opportunities to visitors with different types of needs
- Diversity, equity, and inclusion considered intentionally and consistently during the formulation, development, and run of exhibitions and related programs
- New audiences and modes of engagement integrated into exhibitions, education, and communications and outreach
- School programs provided that reflect the needs of students and teachers
- Diversity, equity, and inclusion incorporated as appropriate as a factor in collections building



APPENDIX A

DIVERSITY, EQUITY, AND INCLUSION ACTIVITIES UNDERWAY



The following are a selection of the ambitious activities currently underway in support of the institution's DEI goals. In addition to taking bold and immediate action wherever possible, we are also actively gathering data, building infrastructure, and seeking and allocating critical resources to support our ongoing work in the years ahead.

Staff, Volunteers, and Leadership

- Name of Board of Overseers changed to Board of Governors
- Consistently and systematically employing a proactive approach to recruiting diverse pools of qualified candidates for all job positions, including senior leadership and management positions
- Identifying and eliminating unnecessary barriers to recruitment
- Presenting DEI goals to Board Membership Committee to incorporate into Board recruitment process
- Hiring DEI consultant for staff and Board development sessions
- Continuing annual compensation comparison process with a focus on equity goals
- Evaluating current internship programs and identifying ways of standardizing processes for intern recruitment, application, and selection

Visitor Experience

- Visitor Experience Think Tank formed that meets regularly and makes recommendations for improvement

- Undertaking visitor studies to understand multilingual, wayfinding, and special access needs
- Partnering with local city and transportation partners to investigate transit options
- Identifying and implementing no-cost or low-cost accessibility accommodations that can be provided for visitors
- Developing plan and outlining priorities for undertaking upgrades to bring legacy spaces on the property in line with or beyond current ADA standards to accommodate the accessibility needs of diverse populations
- Upgrading signage for and publicizing unisex restroom locations
- Adding dedicated room for nursing mothers
- Participating in additional volunteer fairs to recruit from wider docent and volunteer demographics
- Enhancing discoverability of content on Huntington-related databases and websites and working toward single platform for integrated collections and content search
- Meeting or exceeding best practices in web design in response to ADA online requirements

Outreach, Partnerships, and Community Engagement

- Convening regular community groups to inform and build engagement around key programs and initiatives

- Strengthening existing partner relationships
- Identifying underserved groups and seeking new partnerships

Building, Interpreting, and Activating the Collections

- Studying capacity and access issues with respect to use of the Huntington collections by researchers, and developing a plan to address those issues
- Developing and implementing revised procedures for selecting research fellows, guest speakers, and conference proposals to increase transparency and inclusion
- Developing programming, possibly in concert with partners, for underserved communities
- Establishing plan for curating additional gallery or traveling exhibitions that celebrate diverse narratives, creators, and/or community collaborators
- Creating a cross-divisional interpretations strategy that emphasizes relevant and diverse narratives
- Continue offering professional development and training for volunteers
- Establishing and pursuing divisional and cross-divisional collection development strategies that incorporate DEI as a factor for building collections

APPENDIX B

DIVERSITY AND INCLUSION COMMITTEE MANDATE, RESPONSIBILITIES, AND MEMBERSHIP

THE HUNTINGTON'S DIVERSITY AND INCLUSION (D&I) COMMITTEE

Mandate

The Committee reports to the President and exists to help develop, strengthen, and advance The Huntington's diversity and inclusion efforts, in alignment with the institution's mission and community— including staff, scholars, visitors, volunteers, and donors.

Key Responsibilities:

- To serve institutional leadership as a forum to help identify, review, and measure D&I priorities and progress (including implementation of a D&I strategic plan) as well as help evaluate related policies, programs, and initiatives.
- To advise, collaborate, provide feedback, and contribute ideas and actions pertaining to D&I.
- To act as ambassadors within and beyond The Huntington and help foster an institutional culture that broadly and boldly embraces D&I.

- To maintain open and ongoing communications with Huntington staff regarding D&I priorities, results, and/or progress.
- To make recommendations to the President and institutional leadership and help enable transparency, sustainability, and accountability on issues and topics related to D&I.

Membership & Nominations

The committee comprises up to 12 appointed volunteer positions drawn from a cross-section of the staff, and the Chair is appointed by the President. Members bring valuable perspectives to the committee through their lived and professional experience, expertise, dedication to the institution, and commitment to diversity and inclusion as a strategic imperative for advancing The Huntington's mission.

The overall composition of the group will strive to reflect the diversity of our staff members and communities. These dimensions include, but are

not limited to: ability, age, ethnicity, gender, genderidentity, national origin, race, sexual orientation, and socioeconomic status in addition to any characteristic protected by law. Appointments will be made with consideration toward balance between supervisors/non-supervisors, representation from throughout the institution, and ranging from entry/ mid-level staff to Senior Staff.

Nominations are open, including self-nominations, from throughout the staff and final selections are determined by the President, D&I Committee Chair, and two members who are rotating off the committee. To maintain inclusive excellence, and as a prerequisite to service, members must be in good standing with the institution and must receive an endorsement from their supervisor or Division director.

DEI STRATEGIC PLANNING PARTICIPANTS

Participants in Strategy Sessions for Diversity, Equity, and Inclusion

Karen R. Lawrence, President

Andrew F. Barth, Member, Board of Trustees

Christine W. Bender, Vice Chair, Board of Governors

Sandra L. Brooke, Avery Director of the Library

Larry J. Burik, Vice President of Facilities & Security

Bob Carter, Director of Human Resources

Kelly Fernandez, Head Gardener, Herb and Shakespeare Gardens*

James P. Folsom, Marge and Sherm Telleen/Marion and Earle Jorgensen Director of the Botanical Gardens

Ron Galles, Controller, Assistant Vice President for Financial Affairs

James Glisson, Bradford and Christine Mishler Associate Curator, American Art*

Lupe Guzman, Human Resources Manager*

Heather Hart, Vice President of Information Technology

Steve Hindle, W.M. Keck Foundation Director of Research*

Simon K.C. Li, Member, Board of Trustees

Cris Lutz, Senior Director of Gift Planning and Chair of the D&I Committee*

Hilda Madera, Senior Custodian*

Wendy Munger, Member, Board of Trustees

Christina Nielsen, Hannah and Russel Kully Director of the Art Museum

Marco Perez, Security Officer*

Gregory A. Pieschala, Member, Board of Trustees

Loren R. Rothschild, Chair, Board of Trustees

Randy Shulman, Vice President for Advancement and External Relations*

Geneva H. Thornton, Emerita Member, Board of Trustees

Alice Tsay, Assistant to the President for Special Projects

Susan Turner-Lowe, Vice President for Communications and Marketing*

Vanessa Wilkie, William A. Moffett Curator of Medieval Manuscripts and British History*

Elee Wood, Nadine and Robert A. Skotheim Director of Education and Public Programs

Li Wei Yang, Curator of Pacific Rim Collections*

Kate Zankowicz, Manager, Public Programs and Community Engagement*

**Member, Diversity and Inclusion Committee*

Diversity and Inclusion Consultants and Facilitators

Dr. Shirley Davis, CEO, SDS Global Enterprises

Cyndi Ramirez Ryan, Senior Consultant, SDS Global Enterprises



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