



**BANKEN**  
MUSEUM

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**2022 DIVERSITY, EQUITY,  
ACCESSIBILITY,  
& INCLUSION REPORT**

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## INTRODUCTION

Our 2022 – 2024 strategic plan includes three pillars: Unite as One Bakken; Sustain and Grow; and Fully Integrate Diversity, Equity, Accessibility, and Inclusion (DEAI). This inaugural report is a tool to celebrate change, learn from our mistakes, and identify opportunities related to the Fully Integrate DEAI pillar.

### Process

The process of writing the report is, in and of itself, a part of our DEAI practice, engaging staff across departments to be reflective about what we have done and to look ahead to what is next.

Writing this report was hard, in part because we struggled to collectively determine what to include and who would do the writing, how to write it, whether it was worthwhile to our external community to receive this report, and overall what we want to say. While we still don't have all these answers, we're leaning into our values and look to learn both from the process and from how this report is used and received. We're reminding ourselves that the direction we head is more important than the exact final destination, and that trying and making mistakes is better than not trying at all.

In 2021, our DEAI Committee, comprised of staff from every level of the organization as well as board members, began completing the [Museums and Race Report Card](#) annually.

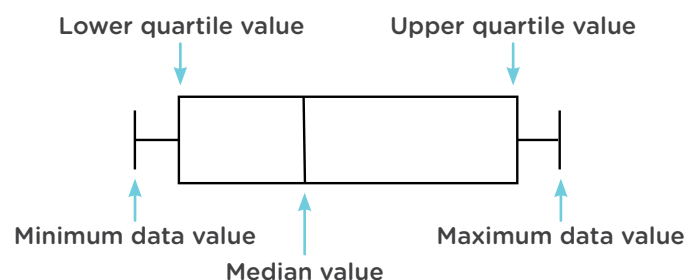
This equity report is structured using the format and rubric of the Report Card. The Report Card has provided us with a framework and language (some directly used) to support the development of this first equity report. The Report Card was also an important tool and resource in developing our DEAI Theory of Change. We acknowledge that this equity report would not have been possible without the Report Card as a guide and are deeply grateful to Museums and Race for making the Report Card available to the museum community.

Finally, this report does not account for all DEAI efforts at The Bakken Museum. It is an attempt to share representative examples in each section, following categories in the Report Card as a guide. Specifically this report does not include the individual work each staff member has undertaken in their own journey, and the changes they have made at an individual level to advance the museum's DEAI efforts.

We are grateful to be on this journey to make The Bakken Museum a more diverse, equitable, accessible, and inclusive place in collaboration with our staff, board, volunteers, and broader community.

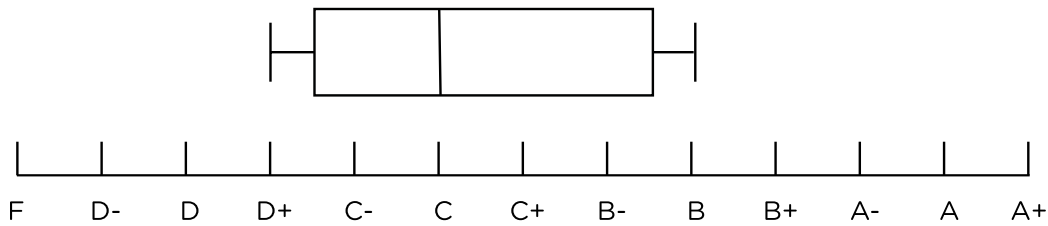
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**Box Whisker Plots:** For each section of this report we have included the grades the members of the 2022 DEAI Committee gave for each category of the Report Card. These grades are represented in a box and whisker plot, which shows both the median and the range of grades given.



## GOVERNANCE

2022  
DEAI  
Committee  
Grades



Governance focuses on the activity of our Board or directors, separate from the staff's action.

### Questions we ask ourselves:

- » What actions has the board taken to engage in their own DEAI learning?
- » How does our board represent the diversity of our community?
- » How does the board evaluate its performance, culture, and engagement of board members?
- » Does the museum's strategic plan include strategies specific to DEAI?

### 2022 SUMMARY

Fully Integrate DEAI is one of three core pillars in our board approved 2022-2024 Strategic Plan. From a Governance perspective, the strategic plan is critical to setting our organizational priorities, strategy, and direction. All staff members, as well as the Board, were involved in the creation of the strategic plan.

In the spring of 2022, the museum began a search for a new president and CEO. We welcomed Alissa Light to the role in September. 2022 was also a pivotal year for board leadership, as Brad Bakken, Board Chair for over 15 years thoughtfully planned his transition and succession with Heather Walch, Chair Elect, in 2022. In December of 2022 board and staff celebrated Brad's tenure and contributions and welcomed Heather into the role as Board Chair. Alissa and Heather are working collaboratively with the DEAI Committee and board members to establish the board goals and actions related to the strategic pillar Fully Integrate DEAI.

### Focus Area: DEAI Committee

- » In 2022, the DEAI Committee completed its second year with seven staff and four board members.
- » The committee held nine monthly meetings that guided the DEAI curriculum and content of All Staff meetings, as well as key policies for the organization.
- » Over the year, the committee launched and reviewed the work of an LGBTQ+ Workplace Task Force (discussed below), and reviewed and approved the DEAI resources for staff-led discussions. The committee also supported the development of this first equity report.

## **Focus Area: Board Education**

Incorporating DEAI content and discussions into board meetings is imperative to creating shared mental models and definitions. This work is reflected in our strategic plan and our theory of change. A plan was drafted for discussions at each quarterly meeting, which was partially realized in 2022.

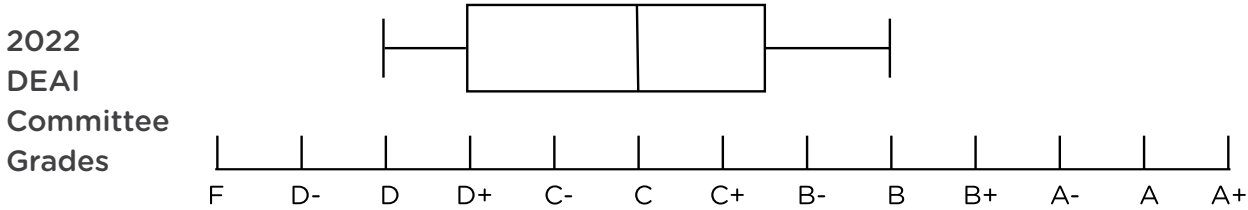
- » The Q1 Board meeting explored the definitions of diversity, equity, accessibility, and inclusion that the staff adopted in 2021 (from the American Alliance of Museums).
- » At the end of 2022, the board expanded its Governance Committee with the priorities of improving and re-envisioning board assessment; board recruitment and onboarding, and; board policies and best practices centering DEAI. The board's focus on governance is a critical component to advancing DEAI at the board culture and practice level.

## **LOOKING FORWARD**

Some of the actions that are planned for 2023 include the following:

- » An updated and comprehensive board orientation will be developed in Q1 2023, with a DEAI curriculum for new members implemented by Q2 2023.
- » The president and CEO, and board chair have mapped out a plan for the quarterly board meetings in 2023 to ensure that DEAI topics are included and prioritized at each meeting. The content for the DEAI topics will be developed collaboratively through the DEAI Committee and the DEAI Leadership Team, both of which include board leadership.

## FUNDING



Funding focuses on resources dedicated to DEAI-related efforts.

### Questions we ask ourselves:

- » Has funding been explicitly allocated for DEAI-related work?
- » Is money that is allocated supported by short-term grants? Are there long-term funding and budget priorities in place?

### 2022 SUMMARY

There was no separate DEAI line item in the 2022 budget; however, many DEAI activities did take place, financially supported by the Museum's general operating budget and a short-term grant.

#### Focus Area: Time

DEAI work undertaken by all staff is paid work, and considered a part of a staff person's responsibilities within their regular hours of work.

- » In 2022 the Museum also implemented a policy supporting eight hours of paid volunteer time per quarter and organized staff volunteer opportunities.

#### Focus Area: Marketing Spend

We intentionally focus where we spend our marketing dollars, and recognize where we spend our marketing budget resources is an opportunity to demonstrate our values.

- » Thirty percent of our marketing dollars are spent with outlets run by and for BIPOC and LGBTQ+ individuals.
- » We actively promote museum access programs, including Museums for All, Tickets for Kids, Blue Star Museums, and education program scholarships.

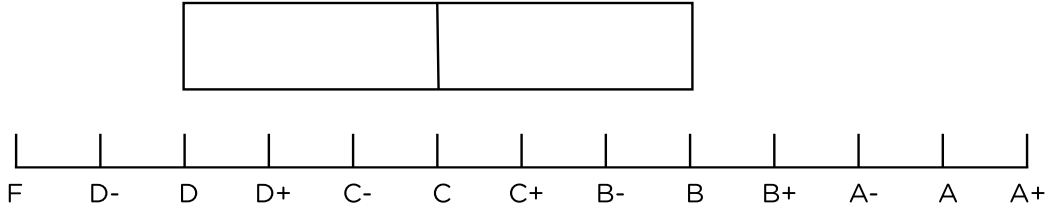
### LOOKING FORWARD

Some of the actions that are planned for 2023 include the following:

- » We will continue to integrate individual DEAI learning into our regular marketing activities.
- » We submitted a grant to the Institute of Museum and Library Services (IMLS) in 2022 that, if successful, would support the production of two videos in 2024 that address recommendations from our LGBTQ+ Task Force. The first video would be about bias in the hiring process, and the second would be about LGBTQ+ discrimination in the workplace, generally. Both videos would be made available to the broader museum community through Museum Learning Hub, a nationwide initiative organized by six regional museum associations that provide free training resources for small museums.

# REPRESENTATION

2022  
DEAI  
Committee  
Grades



Representation involves both the museum’s activities and the staff and stakeholders.

## Questions we ask ourselves:

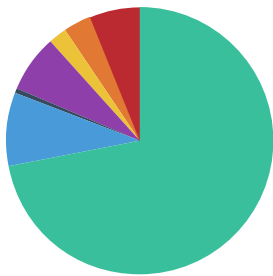
- » Do we engage AND support staff bringing their whole selves to work? How do we get their feedback on their experience? What do we do with the information?
- » Do our staff, leadership, and boards reflect community demographics and include community members?
- » Are our spaces, programs, activities, etc., diverse in makeup and inclusive in content? Do they represent the communities we serve and seek to serve?

## Focus Area: Staff Demographics

We began formally collecting staff and leadership demographic data in 2021. In 2022 we adjusted the demographic categories based on staff suggestions. Data from January 2022 and January 2023 are listed below.

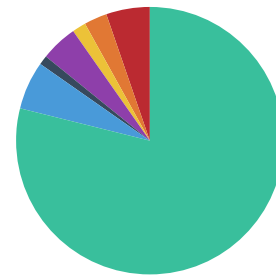
## Comparison: Local Demographics

### Twin Cities Metro



Race	Percentage
White	76.60%
Black or African American	9.50%
American Indian and Alaska Native	0.60%
Asian and Other Pacific Islander	7.40%
Some Other Race	2.30%
Two or More Other Races	3.50%
Hispanic or Latin Origin	6.30%

### Minnesota



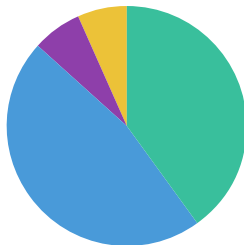
Race	Percentage
White	83.30%
Black or African American	6.20%
American Indian and Alaska Native	1.10%
Asian and Other Pacific Islander	4.80%
Some Other Race	1.80%
Two or More Other Races	2.90%
Hispanic or Latin Origin	5.30%

Source: U.S. Census Bureau, 2014-2018 American Community Survey

## January 2022 Staff Demographics

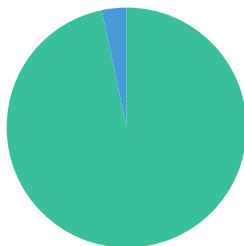
### Gender

Male	40%
Female	46.67%
Transgender	0%
Non-binary	6.67%
Unsure/questioning	6.67%
Prefer not to say	0
Other	0



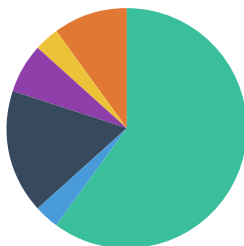
### Race

White	96.67%
Two or more	3.33%



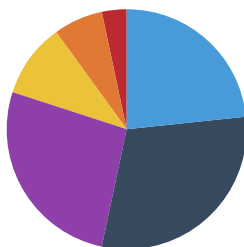
### Sexual Orientation

Straight/Heterosexual	60%
Gay or Lesbian	3.33%
Bisexual	16.67%
Queer	6.67%
Unsure/Questioning	3.33%
Prefer Not to say	10%
Other	0%



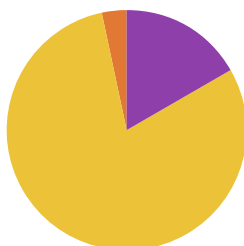
### Age Range

< 20	0%
20-29	23.33%
30-39	30%
40-49	26.67%
50-59	10%
60-69	3.33%
70-79	3.33%



### Identify as Having a Disability

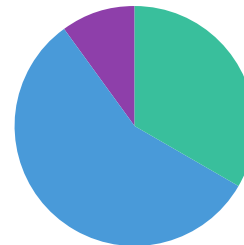
Yes	16.67%
No	80%
Unsure/Questioning	3.33%
Prefer Not to Say	0%



## January 2023 Staff Demographics

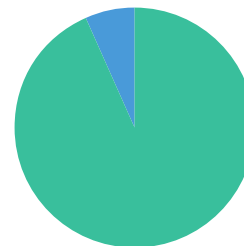
### Gender

Male	33%
Female	57%
Transgender	0%
Non-binary	10%
Unsure/questioning	0%
Prefer not to say	0%
Other	0%



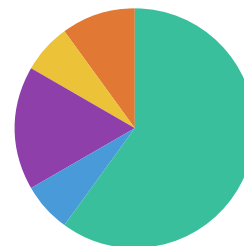
### Race

White	93%
Two or more	7%



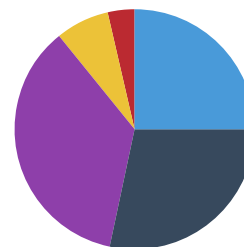
### Sexual Orientation

Straight/Heterosexual	60%
Gay or Lesbian	6%
Bisexual	0%
Queer	17%
Unsure/Questioning	6%
Prefer Not to say	10%
Other	0%



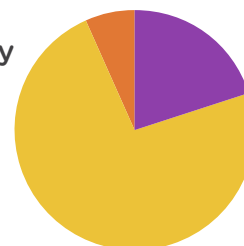
### Age Range

< 20	0%
20-29	23%
30-39	27%
40-49	33%
50-59	6%
60-69	0%
70-79	3%



### Identify as Having a Disability

Yes	20%
No	73%
Unsure/Questioning	6%
Prefer Not to Say	0%



## **Focus Area: Visitor Demographics**

In 2022 we received a grant from the Minnesota Arts and Culture Heritage Fund to accurately collect visitor demographic data. In the past, demographic data was collected using a voluntary exit survey. Due to how this voluntary exit survey data is collected, it is not an accurate representation of our audience. We will begin reporting this data starting with the 2023 Equity Report.

## **Focus Area: Hiring Practices**

In 2022 we changed several hiring practices, including eliminating cover letters, providing the option to share a resume or a LinkedIn profile, and gathering (voluntarily and anonymously) applicant demographic data. The first set of demographic data will be reviewed in 2023.

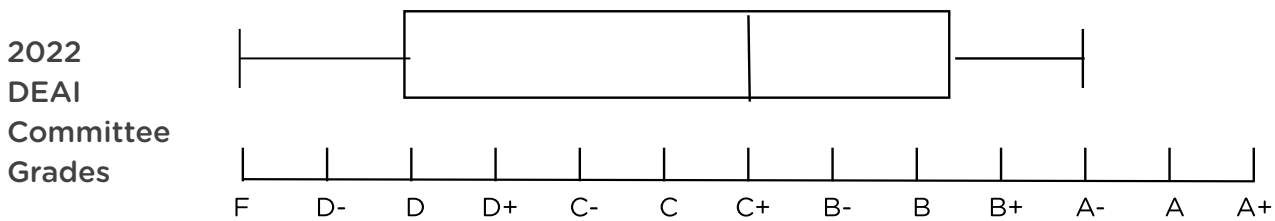
## **LOOKING FORWARD**

Some of the actions that are planned for 2023 include the following:

- » Staff demographic data will continue to be collected annually. Planned changes include changing gender categories to man, woman, non-binary, transgender, unsure/questioning, and prefer to not say.
- » We are evaluating a full year of visitor demographic data collection in 2023.
- » Plans are in place to begin gathering board demographics in 2023, mirroring the survey that the staff receives.
- » Museum staff is significantly under-representative of Black, Indigenous, and People of Color (BIPOC) compared to Minneapolis and Twin Cities demographic data and our school and audience demographics. In staff engagement surveys, staff have expressed concern at the continued under-representation of BIPOC communities. The Bakken Museum is committing to cultivating a workplace culture that is inclusive, safe, and desirable for BIPOC folks to work and stay. Nurturing the culture and conditions that genuinely support a workplace environment of belonging and inclusion for BIPOC people is a significant priority for the DEAI Committee.



## RESPONSIVENESS



Responsiveness refers to our engagement in conversation or action around DEAI.

### Questions we ask ourselves:

- » How often do we engage in conversation or action around DEAI?
- » Is this engagement sustained or reactive?
- » Are our DEAI efforts reflected in the programs and exhibits we create and in the museum's procedures, policies, and culture?

## 2022 SUMMARY

### Focus Area: Education

- » Beginning in January 2020, we started a practice of watching or reading DEAI-related content and then having small group discussions about the content in our all-staff meetings. In 2022 these conversations included:
  - All staff read "How to Be an Antiracist" by Ibram X. Kendi. Staff had guided conversations in All Staff meetings and managers held additional discussions on the content with their teams.
  - Our summer focus included weekly content on various topics, including looted artifacts held by museums, prosthetics, immigration, museums working with LGBTQ+ communities, redemption, code-switching, and non-binary and gender-expansive identities and inclusion.
  - In the fall, we focused on learning about Indigenous and Native communities, colonialism, treaties, and the land The Bakken Museum is on.

### Focus Area: Access

Our education, collections, and exhibits teams have been evaluating ways to improve access to our exhibitions and programs.

- » All new exhibition text is produced in English and Spanish.
- » Women and girls continue to be under-represented in science and technology fields. We offer summer camp weeks focused on young people who identify girls and/or non-binary or femme including cis girls, trans girls, non-binary, gender non-conforming, gender queer, and gender expansive young folks and any girl-identified young person.

## Focus Area: Accessibility

In 2022 we received a grant from the Minnesota Arts and Culture Heritage Fund to conduct a voluntary Americans with Disabilities Act (ADA) assessment of the West Winds mansion. That assessment was completed in the fall. As a result, we have a set of prioritized and vetted improvements for accessibility in the historic mansion. We plan to work our way through this list, dedicating grant opportunities and other funding sources to support accessibility improvements.

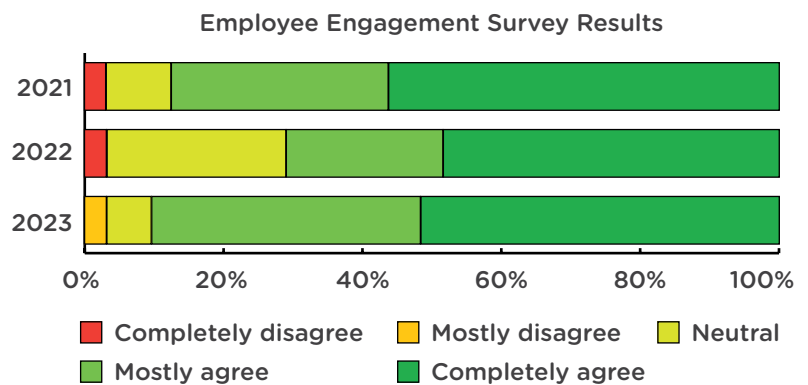
## Focus Area: Representation

The stories we tell, the imagery we share, and the stories that are left out matter, drive impact, and also can cause harm. In 2022 we centered intersectional representation in the following ways:

- » Our education outreach team now includes context-driven history in their programming. They acknowledge systemic oppression and share stories of historic and modern women, BIPOC, and queer and trans innovators.
- » We received a grant from the Minnesota Arts and Culture Heritage Fund to develop an exhibition treatment for a new exhibition tentatively titled, “We Are All Innovators.” The development of the exhibition began with two meetings with a group of museum members and partners, local school staff, our Spanish translator, and other members of the museum’s community. Community members were provided a stipend for their time and received updates throughout the development process.
- » **IF/THEN®** seeks to further advance women in science, technology, engineering and math (STEM) by empowering current innovators and inspiring the next generation of pioneers. Using the IF/THEN® framework, we conducted a **gender and race representation audit** of images and videos in our exhibits, education programs, and marketing materials.

## Focus Area: Bringing Full Self to Work

In the Employee Engagement Survey, one of the questions we ask staff is, “I can have genuine conversations with my coworkers without having to hide relevant parts of myself.” We are including that data here as we believe it speaks to how we gather feedback on bringing their full selves to work. We share this data with the staff and discuss in All Staff meetings.



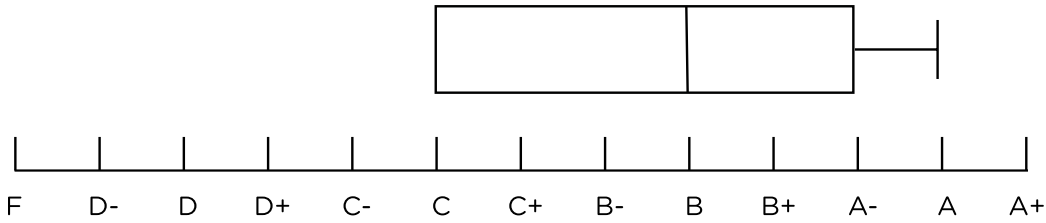
## LOOKING FORWARD

Some of the actions that are planned for 2023 include the following:

- » We will continue to track representation in our audiences, staff, exhibitions, and programs.
- » Our staff will continue to educate ourselves through formal institution-wide curriculum and conversations.
- » We will continue to invite community voices to inform the development of our programs and exhibits.
- » Implementation will begin on actions from the ADA assessment conducted in 2022. We will seek funding for the large-scale improvements identified in the assessment.

## RESOURCES

2022  
DEAI  
Committee  
Grades



This category necessitates consistent support for staff and community members to access resources needed for professional and personal growth and a workflow in place to address rapid responses.

### Questions we ask ourselves:

- » Who has access to decision-making and influences decisions on deploying resources?
- » Do we engage those with the most experience in identifying and addressing problems, challenges, and opportunities?

## 2022 SUMMARY

### Focus Area: Internal Development

We have a long history of supporting professional development opportunities for our staff. This includes attending and presenting at regional and national conferences, accessing specific museum-funded education resources, and specialized skill training.

In 2021, travel and development budgets remained at reduced levels due to the impacts of the pandemic and associated budget restrictions. The operating budget was used instead to prioritize maintaining staff. In 2022, a staff-wide DEAI training, in partnership with Team Dynamics, was conducted with support from an IMLS grant.

'Staff Development' Line Item	Actual Amount Spent	Original Budget Amount
2019	\$9,221	\$13,850
2020	\$2,311	\$15,687
2021	\$2,574	\$0
2022	\$17,872*	\$2,960

\*\$8,938 of this line item was paid for by an IMLS grant.

- » We received an American Rescue Plan grant from IMLS. This grant allowed us to contract [Team Dynamics](#) to conduct in-person training. Staff explored how their collective mindset regarding difference impacts who they reach and how they work.
- » [iPAGE is the Science Museum of Minnesota's leadership program](#) for teams of informal STEM institution (ISI) professionals. Dedicated to supporting diversity, promoting inclusion, increasing access, and achieving equity in the ISI sector, iPAGE is designed to support participants in bringing about meaningful and lasting institutional change. Three staff attended the year-long iPAGE Leadership Program through the Science Museum of Minnesota, addressing equity and inclusion in informal STEM institutions. They joined three staff who had completed the training program the previous year.

## **Focus Area: Cross-department development**

Cross-departmental development, collaboration, and interconnection are priorities at The Bakken Museum. We recognize that decisions made in one area of the museum impact all other parts in one way or another. We also recognize there is expertise, insight, and critical knowledge about the work held within departments.

- » Cross-departmental meetings are held bi-weekly for museum programs and operations, and monthly for all staff.
- » We use a collaborative agenda-setting framework, and staff takes turns taking notes.
- » After every meeting, notes from the Leadership and Museum Operations teams are shared with the entire staff.
- » All board committees include the President & CEO and at least one staff person, and usually multiple staff participate.
- » Board meetings have at least five staff and are open to all staff and the community.

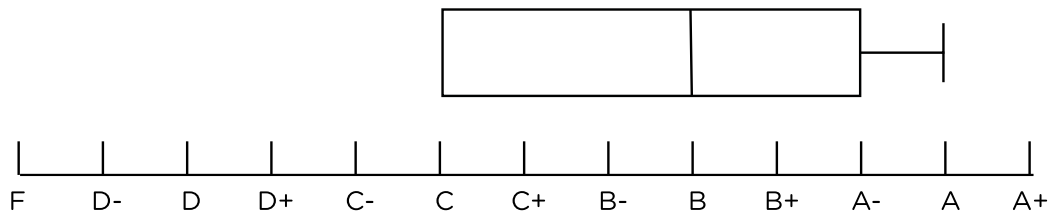
## **LOOKING FORWARD**

Some of the actions that are planned for 2023 include the following:

- » Recognizing the budget demonstrates our values and priorities; in 2023, the museum committed to including professional development funds for each staff member. Additional allocations are provided to each department in the museum for team-oriented development.

## TRANSPARENCY

2022  
DEAI  
Committee  
Grades



Codified decision-making processes and channels for feedback from staff and community partners where appropriate. Staff and community members feel well-informed about the organization's decisions that directly and indirectly impact them and the pathways leading to those decisions.

### Questions we ask ourselves:

- » How do we communicate issues directly related to equity in the workplace?
- » To whom do we talk, and what actions are we willing to take beyond talk?
- » How are we making decisions and who is involved?
- » What avenues are provided for staff to provide input before a decision that will impact them, and what routes are provided for staff to provide feedback after deciding how it's going?

## 2022 SUMMARY

### Focus Area: LGBTQ+ Workplace Task Force

Staff convened a task force to review museum policies and procedures focused in LGBTQ+ inclusion and representation.

- » Based on recommendations from advocacy groups and best practices, a group of seven staff made several recommendations about internal and external procedures, policies, and culture. These recommendations were presented to the museum's board, Leadership Team, and all staff.
- » All recommendations that could be implemented immediately were made. Longer-term changes are underway. As an example of the former, a recommendation to establish gender transition guidelines was implemented with the 2023 update of the Employee Handbook. As an example of the latter, a request to implement anti-bias training for all hiring managers before the hiring process begins has yet to be implemented. A grant to support the creation of this training has been submitted, with a plan to implement in 2023.

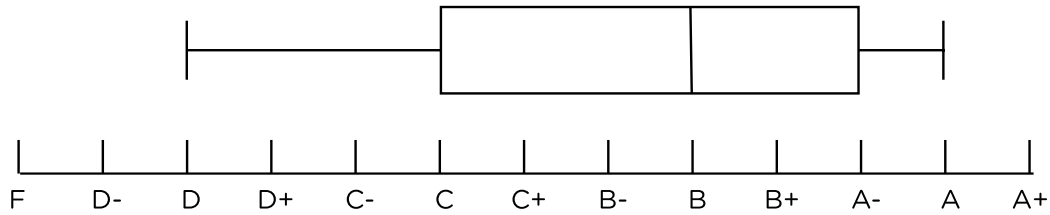
## LOOKING FORWARD

Some of the actions that are planned for 2023 include the following:

- » In early 2023 we introduced a distributed decision-making framework called MOCHA, from the Management Center. The Management Center is a national consulting organization focused on skill-building for effective management in social justice and educational equity organizations, with practices that help organizations committed to racial equity and social justice deliver lasting results over time. MOCHA stands for Manager, Owner, Consulted, Helper and Approver to help clarify decision-making roles and responsibilities. This tool is intended to help increase clarity and help ensure folks impacted by decisions play a role in how they are made and the end result. MOCHA is also recognized as a tool that can help foster more transparency.
- » In 2023 the Leadership Team will explore ways the museum can provide anonymous and/or confidential feedback channels. Training is being investigated for all staff to understand if/how this feedback would be acted upon and to give tips on providing feedback that results in action.

## ACCOUNTABILITY

2022  
DEAI  
Committee  
Grades



The Bakken Museum is working towards an action plan with metrics and an ongoing effort to implement, evaluate, and recalibrate DEAI efforts.

### Questions we ask ourselves:

- » In what ways are we measuring the impact of our DEAI efforts?
- » Are there action plans or reporting?
- » How does the museum respond to data that is gathered?
- » Are DEAI efforts or programs recalibrated based on what is learned?

### Focus Area: Equity Report

We hold ourselves responsible for following through on our promises to the community, our visitors, and our staff. This equity report is intended to be updated annually and shared publicly much in the same way as our annual report to make our work around DEAI more transparent, to track progress and changes, and to hold ourselves accountable.

### Focus Area: Reporting

We are questioning and rethinking our historical approaches to evaluation, with particular focus on how we collect and report on multiple identities of our audiences. For example:

- » We decided to stop collecting and reporting gender identity data from schools. The data we received from schools represented only binary options and is, therefore, inaccurate. We explored collecting data on our own, but some school districts require that data collected for gender be reported to parents, which would potentially put some students who do not identify with the gender they were assigned at birth at risk if they are not “out” at home. When funders request demographics related to gender, we are informing them of our action and the reasoning for it to advocate for better reporting requirements.
- » We completed staff engagement surveys each year since 2021.

## LOOKING FORWARD

Some of the actions that are planned for 2023 include the following:

- » A vendor matrix will be implemented to understand better who are current vendors are and to help increase financial support of women, LGBTQ+, and BIPOC-owned organizations.

# DIVERSITY, EQUITY, ACCESSIBILITY, & INCLUSION REPORT | 2022

The Bakken Museum's 2022 - 2024 strategic plan includes three pillars: Unite as One Bakken; Sustain and Grow; and Fully Integrate Diversity, Equity, Accessibility, and Inclusion (DEAI). Below is a synopsis of our 2022 Equity Report.

## Steps taken in 2022, an overview:

- » A DEAI Committee was formed comprising of employees at all levels of the museum and board members. In addition, a staff-driven LGBTQ+ task force created a report with recommendations building an inclusive environment for staff and visitors.
- » New President & CEO Alissa Light joined the museum in the fall. Alissa, along with our board chair elect began building a process to include DEAI education in board meetings and create a board recruitment process that welcomes a multitude of identities.
- » While the museum's development budget continued to be affected by the global pandemic, time and effort was put towards collaborative staff education about systemic racism, bias, paternalism, immigration, ableism, and gender diversity. In addition, staff received eight hours of paid volunteer time off to serve in their communities.
- » We have shifted our advertising dollars, with 30% being spent with outlets run by and for BIPOC and LGBTQ+ individuals.
- » We conducted an American's with Disabilities Act audit of our spaces and submitted a grant for funding to follow-through on the results.
- » Marketing materials and exhibit signage are being translated into English and Spanish. Materials were also audited for gender and racial representation.
- » Hiring practices have been updated to require salary transparency, remove education requirements, and avoid cover letters.
- » Staff engagement and demographic surveys are being used to change museum practices.
- » Education programs added context-driven history, acknowledging systemic oppression and share stories of historic and modern women, BIPOC, and queer and trans innovators.
- » Grant application was focused on funds to support internal and external DEAI content including trainings and exhibits.
- » Administrative duties in meetings are now rotated and notes are shared museum-wide.

## Looking forward to 2023, in synopsis:

- » We will implement a board DEAI curriculum and continue staff education and discussions about equity.
- » Our board recruitment and onboarding process will focus on creating an environment that is welcoming to people with a variety of racial, financial, educational, ability, gender, and sexual identities.
- » A vendor matrix will be implemented to increase financial support of women, LGBTQ+, and BIPOC-owned organizations.
- » The exhibit team, with input from a group of paid community advisors, will complete development of a new exhibit highlighting innovators with a range of identities.
- » Develop reporting structures, decision-making tools, and feedback channels to increase transparency and encourage staff engagement and ensure appropriate recognition for work.
- » Staff at all levels of the museum will receive designated funds for professional development of their choosing.

The individual and collective items above are just a few of the steps being taken by The Bakken Museum to foster an environment that invites all people to see themselves as innovators. We hold ourselves responsible for the items listed above and invite input to best serve our students, visitors, staff, and all individuals who interact with The Bakken Museum.

