


Characteristic	Regressive (Lowest Maturity)	Emergent (Low Maturity)	Planned (Medium Maturity)	Proactive (Advanced Maturity)
<p><b>Civic Vision</b></p> <p>i.e. How the museum expresses empathy externally through its civic role.</p> <p><i>An “anchor institution” of civil society (like universities, libraries, etc.); Exercises “soft power”(influence for social good) in community.</i></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Identifies as independent, stand-alone player</li> <li><input type="checkbox"/> Indifferent to/unaware of issues within community</li> <li><input type="checkbox"/> Focused on core subject matter only</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Interested in being more relevant to civic life in the community</li> <li><input type="checkbox"/> Willing to reassess mission and vision</li> <li><input type="checkbox"/> Lacking required resources or clear direction</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Acknowledges role as anchor institution in community</li> <li><input type="checkbox"/> Ensures mission and vision reflect civic role</li> <li><input type="checkbox"/> Explores authentic ways to be part of its community and allocates project resources to do so</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Embraces and internalizes role as an anchor institution in community</li> <li><input type="checkbox"/> Key civic player with responsibilities and influence used for growth and social justice</li> <li><input type="checkbox"/> Exercises soft power in the community with dedicated staffing and project resources</li> </ul>
<p><b>Institutional Body Language</b></p> <p>i.e. How the museum embodies empathy through staffing, policies, workplace culture and structure, etc.</p> <p><i>Aware of unconscious &amp; unintended messages of white privilege communicated by building, administration, staff, hiring practices, collections, advertising, etc. Values intersectional cultural competency at all levels of staff and governance.</i></p> 	<ul style="list-style-type: none"> <li><input type="checkbox"/> Museum culture embodies privilege (racial, cultural, social, etc.)</li> <li><input type="checkbox"/> Governors, leaders, employees, exhibits, collections, etc. are predominantly single demographic (usually white) reflecting that of founders</li> <li><input type="checkbox"/> Unaddressed issues of pay (unpaid labor, low wages, wage disparity) and employment equity in hiring practices</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Token “community coordinator” is hired, or a “diversity function” is added to someone’s job to attract “diverse” audiences</li> <li><input type="checkbox"/> “Diversity” initiatives consist of short term “outreach” programs or only overlap with “ethnic” holidays</li> <li><input type="checkbox"/> Some labor practices amended to create more equitable working conditions</li> <li><input type="checkbox"/> No substantial change in internal culture in terms of board, staffing, collections, exhibitions, programming</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Enacts formal policies through staff collaborations with community partners, advisory committees, experts on inclusion, equity, etc.</li> <li><input type="checkbox"/> Assesses and reorganizes board, staff, collections, exhibits and programs—its entire ethos—to reflect its community</li> <li><input type="checkbox"/> Hiring practices examined for bias; efforts made to address staff concerns</li> <li><input type="checkbox"/> Parity in representation are prioritized as the responsibility of all staff</li> <li><input type="checkbox"/> Changes from a place of white privilege to a place where all feel welcome</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Internalized awareness of privilege communicated by building, leadership, staffing, collections, advertising, etc.</li> <li><input type="checkbox"/> Workplace culture reflects inclusive environment with participation from staff of diverse thought, experience, and cultural competencies at all staff levels</li> <li><input type="checkbox"/> Fully resembles the complex and intersectional community’s evolving demographics and values</li> <li><input type="checkbox"/> Recognizes and supports need for staff self-care to limit burnout</li> <li><input type="checkbox"/> Enacts long range plan to ensure sustainability of this transformation</li> </ul>

**Empathetic Museum Contributors:** Gretchen Jennings, Stacey Mann, Janeen Bryant, Matt Kirchman, Rainey Tisdale, Elissa Frankle, Jim Cullen, Jessica Konigsberg, Alyssa Greenberg, and many others who have generously shared their time and expertise. Special credit and thanks to Jim Cullen for contributing and incorporating the Maturity Model framework.

<p><b>Community Resonance</b></p> <p>i.e. How the museum values, relates to, and serves its diverse communities.</p> <p><i>Persistent awareness of surrounding community; forges strong, trusted connections with all (often underrepresented) segments of community in terms of race, ethnicity, gender, sexual orientation, disability, socioeconomic status.</i></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Concerned with “attracting wider audiences” to expand audience base</li> <li><input type="checkbox"/> Uninterested in investigation of institutional connections to exclusion, racism, sexism, oppression, white privilege, etc.</li> <li><input type="checkbox"/> Perception that community issues have little connection to museum</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Authorizes research into the history of its building, location, collections in relation to racism, sexism, oppression, and privilege</li> <li><input type="checkbox"/> Examines its relationship with previously ignored or excluded communities</li> <li><input type="checkbox"/> Community connections focus on execution of the museum’s mission and vision; relationship is predominantly one way, serving the museum’s needs; involves cultural appropriation</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Solicits help from experienced facilitators and community partners to address engagement issues from an intentional, structural perspective</li> <li><input type="checkbox"/> Revisits institutional policies (staffing, collections, exhibitions, programming, etc.) to prioritize internal transformation</li> <li><input type="checkbox"/> Secures partnerships with other anchor institutions and local organizations more fully integrated with community issues</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Acknowledges complicity in legacy of exclusion, racism, oppression, cultural appropriation and privilege</li> <li><input type="checkbox"/> Implements plan to reverse these connections; seeks reconciliation with affected communities</li> <li><input type="checkbox"/> Nurtures reciprocal, community-driven relationships with local organizations that link the museum and its mission to local/national/global issues relevant to the surrounding community</li> </ul>
<p><b>Timeliness &amp; Sustainability</b></p> <p>i.e. How, why, and when the museum responds to community issues and events in a sustainable way.</p> <p><i>Able to respond to unexpected issues affecting its community due to continuous and sustained relationships &amp; role as anchor institution.</i></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Rarely acknowledges or responds to local, national, or global events.</li> <li><input type="checkbox"/> Programs are reactive, one-offs and not sustained; do not emanate from prior planning.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Responds and can reallocate committed resources as a plan deviation</li> <li><input type="checkbox"/> Aware that one-off, unsustainable responses do not build lasting community engagement</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Plans strategically for the future and engages periodically with stakeholders (internal/external) so that appropriate community/national/global issues can be addressed</li> <li><input type="checkbox"/> Allocates resources to provide responses that are flexible and sustainable</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Plans strategically; reciprocal relationships with community members enable museum to anticipate and respond in a timely way</li> <li><input type="checkbox"/> Rarely blindsided, highly nimble and flexible; resources already allocated</li> <li><input type="checkbox"/> Community resources and programs are fully funded and protected in budget</li> </ul>
<p><b>Performance Measures</b></p> <p>i.e. How the museum measures success in empathetic practice.</p> <p><i>Values and commits resources to regular assessment of public impact; shares this with the public.</i></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Traditional measures focus on outputs, attendance and revenues</li> <li><input type="checkbox"/> Metrics rarely reported to internal/external stakeholders or the local community</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Traditional measures supplemented by attempts to gauge community collaboration and impact</li> <li><input type="checkbox"/> Museum reports to internal stakeholders annually</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Community impact and effectiveness as anchor institution are included in outcomes to be measured</li> <li><input type="checkbox"/> Museum reports to internal and external stakeholders annually</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Museum continuously assesses and redefines its public value impact</li> <li><input type="checkbox"/> Commits resources to continued impact assessment along with attendance and revenue</li> <li><input type="checkbox"/> Reporting is increasingly transparent and widespread</li> </ul>