The Museum of Fine Arts, Boston (“MFA”) and Fletcher Consulting (“Consultant”) together submit this biannual report (the “Report”) to the Office of the Attorney General of Massachusetts (the “AGO”), pursuant to the Memorandum of Understanding entered into between the Commonwealth of Massachusetts and the MFA on April 29, 2020 (the “MOU”). The purpose of the Report is to update the AGO and the public on the progress of the MFA’s diversity and inclusion efforts.

In accordance with Section B of the MOU “Statement of Commitments and Collaboration,” the MFA has taken the following actions, since the last Report was made on August 1, 2022:

1. **The MFA has established the following programs for students**
   a. **Pathways Paid Internship Program**
      The Museum has established a restricted endowment of $22 million to fund the largest paid internship program at any Museum in the country for college and graduate students. The MFA actively recruits and encourages students from traditionally underrepresented backgrounds to apply to the program. The program serves approximately sixty (60) students annually, and is helping establish a pipeline of diverse Museum professionals.

   b. **Paid Teen Programs**
      Three different programs operate throughout the school year.
      - The STEAM Team is the MFA’s dynamic workforce and personal development program and paid fellowship for Boston teens. Explore science, technology, engineering, art, and mathematics (STEAM) careers in an art museum.
      - The Curatorial Study Hall internship is a specialized project-based internship where students get to explore and delve deeper into exhibition creation, interpretation, and design.
      - The Teen Arts Council (TAC) is the MFA’s leadership development program offering teens the opportunity to engage with art, develop workplace skills, and learn about museum career paths.

2. **School Groups**
   a. **Adult and School Groups returned to the Museum in February for the first time since pandemic closures three years prior.** Significant changes have been made to the Groups experience including in the training of tour group
guides, reservation systems, staff attention, entry processes, and complaint procedures.

b. Two new positions, the “Assistant Director of Collections Training and Gallery Teaching,” and the “Manager of Group Learning,” were created. These positions now hold 12-week trainings, coaching and evaluation process to prepare nearly 60 experienced volunteer school group guides for tours prior to selecting and assigning tour guides. Training focused heavily on the Visitor Experience, the experience of belonging, and a shift in art historical narrative perspectives.

c. School Group communications have been streamlined so that teachers and organizers have a single point of contact for questions or to report issues.

d. All visitor-facing employees in both the Groups department and Member and Visitor Services departments received Anti-bias training during the restart of groups.

3. Museum of Fine Arts, Boston Rebrand and Campaign
In 2022, the Museum rolled out the rebrand of its logo and visual identity, making the print face more accessible for individuals with disabilities, and adding the tag line “Here All Belong” in all media to communicate and reinforce the Museum’s active, outward-facing IDEA commitments. The goal was to convey a sense of belonging for visitors of all ages and backgrounds, who should feel a sense of warmth, welcome, and inclusion through the Museum’s communications.

4. Recreated Exhibition Proposal Process
In an effort to refine the “how” and “why” of the exhibitions we choose to curate and show publicly, the Curatorial and Conservation division created a new exhibition proposal and selection rubric. Included are the following considerations:

• Who are the targeted audiences to engage with the exhibition? Identify distinctive groups and describe intended visitor experiences of each group.
• How does the exhibition contribute to the MFA brand as an audience-centered institution? How does it address the four objectives: Earning Trust, Forging Community, Putting You at Ease, and Facing Forward?
• In what specific ways does the exhibition make the MFA an institution of inclusion and belonging?
• How do you envision outside voices working with you on the project? List individuals, community partners, and other organizations that may advise,
contribute, collaborate, or fully partner with you on the development of the exhibition’s ideas and experience.

5. Reconciliation with the Davis Leadership Academy (B)(5)(c)
   - The Museum has been working with the Davis Leadership Academy to bring the reconciliation process to a close, with newly established relationships.
   - The teams met most recently in May, to review the progress the Museum has made on belonging and inclusion issues, and to finalize the architecture of the “DLA Action Plan”

6. IDEA “Strategic” Plan
   The IDEA task force’s list of recommendations was approved by Board Leadership at the end of 2021. Significant progress made on the recommendations of the plan, including but not limited to the following:
   - Diversity Metrics now included in annual review process
   - Metrics of demographics of all MFA staff now reported quarterly

7. Training Working Group
   - A cross-divisional Staff group has formed to create a global outlook of Training at the Museum, with the express intention of creating a welcoming and supportive on-boarding process, as well as ensuring all Museum personnel meet the minimum requirements of annual DEAI trainings, age appropriate behaviors and de-escalation trainings.

8. Board of Trustees & Advisors IDEA Working Group
   A joint Board of Trustees & Board of Advisors IDEA Working Group, formed in 2021, committed $100,000 of personal funds to the creation of a Board Cultural Assessment (underway), and assessment of Board Recruitment rubric.

9. Employee Resource Groups
   Employee Resource Groups (“ERGs”) foster belonging in the workplace by providing employees opportunities to connect with each other around shared vision, values, identity and culture. Through ERGs, MFA staff create a network of support for each other, while making opportunities for professional development, connecting with neighboring communities through service, and helping to cultivate an inclusive organizational culture. Recognizing the intersectionality of all identities, it is the Museum’s ultimate hope that these groups expand further and create sub-groups of support.

The MFA currently has three Employee Resource Groups (ERG) with two more being formed:
10. **Ombuds Program**
In response to a recommendation in the IDEA strategic plan, beginning in 2022 the Museum partnered with an ombuds company (tEquitable) to provide additional support for staff to address bias and discrimination. tEquitable’s mission is to help companies create a safe, inclusive, and equitable workplace. They provide a confidential sounding board for employees to address bias and discrimination, specializing in micro-aggressions and micro-inequities, and they provide data and insights to companies to identify and improve systemic workplace culture issues.

tEquitable will provide bi-annual usage reports to the Director of Human Resources, providing data on the number of staff who have used the service and indicating any trends they see in the issues brought forward. They will also alert us to situations that violate our workplace harassment policy as that will require HR intervention.

11. **Refinement of Policies and Procedures**
   a. The Museum has implemented new policies and procedures for the reporting and investigation of bias reports by visitors.
   b. The Museum is also creating new internal bias reporting procedures to supplement the tEquitable program currently in use.

12. **MFA Tufts Partnership in Anti-Racist Museum Practice**
In the spring of 2021 the MFA partnered with Tufts University in the hiring of a newly created position at the University, Professor of Curatorial Studies, designed to engage with the MFA and other area Museums. The courses began in 2021, and teaches a range of courses in anti-racist museum practice.
   - 6 curatorial staff piloted the 6 week summer course “Anti-Racist Approaches to Art Museum Today”
   - An additional 6 staff members are currently participating in the fall course, and the Museum intends to continue funding participation of employees while the courses are available.

13. **MFA Partnership with Wonderfund**
The MFA now partners with Wonderfund Access Card, a discount card created exclusively for Department of Children and Family foster families. The access card
provides discounted $3 adult tickets and up to four (4) youth tickets for free when shown at the desk.

14. Trainings
The MFA continues to provide a number of Diversity, Equity, Inclusion, and Accessibility trainings for new employees, including the following:
   a. Navigating Unconscious Bias
   b. Promoting Inclusion
   c. Staff Training on the internal investigations policy
   d. Staff Training on the complaint intake policy
   e. Training for School Group Guides
   f. DPS/MVS De-escalation training
   g. DPS Training “Authority of the Resource”
   h. DPS/MVS Training on “Teen Development”

This report has been prepared by Marguerite Fletcher, President of Fletcher Consulting, in collaboration with the Senior Director of Government & Legal Affairs at the MFA.