



cam·bio | \ 'kambē, ō \  
meaning "change"  
noun (Spanish)

## The Cambio Experience

Each year, Cambio welcomes a new cohort of museums to participate in its year-long professional development experience. Cambio is designed to help museum teams shift internal organizational practice to better create science, technology, engineering, and math (STEM) experiences that are culturally relevant and responsive to Latinx audiences.

Cambio's vision centers on encouraging organizations to shift their practices at all levels by examining the cultural dimensions and intersections of Latinx audiences, STEM, and organizational change. Believing that leaders reside at all levels within organizations, the program helps museum practitioners to explore how they might spark change in their role as individuals, within organizations, and in relationship with communities. The Cambio experience focuses on incremental change in organizational practice, building on strengths and improving what they do well, with a goal of long-term transformational change that includes examining assumptions and interrogating practices, systems, and structures toward institution-wide change.

### **Cambio Includes:**

- One day virtual and two-day, in-person Kick-off workshops in San Diego, California
- Monthly interactive virtual meetings
- Resources and tools, including frameworks, models, and topical articles
- Peer networking with other museum professionals
- Coaching for the development and implementation of a year-long strategic initiative
- Mini-grant support for the implementation of a year-long strategic initiative
- Culminating Summit in the spring of 2025 for all Cambio alumni

### **Applying to Cambio**

Cambio uses an application process to learn more about each organization's prior work focused on diversity, equity and inclusion. The application asks specifically about the organization's efforts with identified Latinx communities and its approach to STEM, and the information is used to identify points of synergy between the Cambio program and the applicant organization. Our goal is to support and cultivate a cohort of museum teams toward becoming a thriving

learning community. Please expect to spend internal team planning time putting together your application.

**Some things to know before applying:**

**Team Dynamics**

1. You will be asked to create an internal Cambio leadership team of three people, including the museum's Executive Director/President/CEO. We've found that senior leadership participation is critical for transformational organizational change. Also, some museums have included two additional team members; however, Cambio only covers travel costs for the in-person kick-off meeting for the three required participants.
2. Your team should be cross-departmental and include representation from various levels of the organization. In your team selection process, think about the staff who are best poised to support organizational change. Consider position, length of service, workstyle, knowledge, potential for growth, etc.
3. The Cambio experience is most successful when the team schedules additional internal meetings between the monthly cohort gatherings to address goal setting, decisions, homework assignments, communicating Cambio efforts back to staff, and presentation preparation. Your team should plan to set aside the appropriate amount of time for scheduling meetings, project management and facilitation, as well as how members will take on these responsibilities throughout the year-long experience.

**Strategic Initiative**

4. In the application, you will be asked to propose a strategic initiative—a project that your museum's Cambio leadership team will lead to support shifting internal organizational practice to improve the development of STEM experiences that are culturally relevant and responsive to Latinx audiences. It is expected that your team will meet on their own between Cambio cohort sessions, and they will involve the museum's larger staff in some capacity.

**Travel Subsidies and Grants**

5. Travel subsidies and mini-grants will be provided as follows:
  - a. Kick-off Meeting. Each museum will receive a travel subsidy to help defray costs of airfare and accommodations for three staff to attend the in-person kick-off meeting in San Diego, CA during the week of April 18, 2023. Meals during the kick-off are covered by the Cambio project.
  - b. Culminating Summit. Each museum will be invited to send three members from its original Cambio team (if possible) to the Culminating Summit, expected to take place in spring 2025 in San Francisco, California. Cambio will provide a travel subsidy for roundtrip travel and hotel accommodations.

- c. Strategic Initiative Mini-grant. Participating museums may apply for a mini-grant of up to \$5,000 during the year-long program with a focus on strengthening the organization’s relevance and responsiveness to their Latinx communities. Guidelines and expectations will be reviewed during the program year.

## Selection Criteria

The following will be considered in the museum application selection process, which is conducted by members of the Cambio leadership team and faculty.

- Confirmation of the museum leadership’s commitment to active participation of the CEO during the year-long program
- Institutional commitment to—and experience with—efforts to attract and serve diverse members of your community, particularly Latinx communities
- Institutional commitment to—and experience with—diversity, inclusion and equity and advancing cultural competence
- Representation of a variety of museum sizes, geographic regions and strategic initiatives.

A maximum of five museums will be selected for the cohort.

## Cambio Cohort 3 Application 2022-2023

Due November 1, 2022

### Institution Information

Name:

Mailing address:

Phone Number:

Web address:

Annual operating budget:

- Less than \$1 million
- \$1 million-\$4.9 million
- \$5 million to \$9.9 million
- \$10 million to \$19.9 million
- \$20 million +

Number of total employees:

Number of full-time employees:

Number of part-time employees:

Annual visitorship:

Square footage:

Please tell us about your community demographics.

Please tell us about your staff demographics.

Please tell us about your visitor demographics.

## **Contact Person Information**

Name:

Title:

Email:

Phone number:

## Essay Questions

### 1. Cultural Competence and Institutional DEAI Efforts (200 words max)

Describe the threads of your museum's internal efforts around diversity, inclusion and equity. Who has responsibility and accountability for DEAI work with staff in your organization? What are some of the outcomes of your past efforts? What is driving your interest in participating in Cambio at this time?

### 2. Community Engagement (200 word max)

Focusing externally, tell us about your work with the broader community. Who are you trying to engage or build relationships with and how? Please provide examples of your approaches and past outcomes.

### 3. Local/Regional Latinx Community(ies) (500 word max)

Pulling from local/regional data, provide specifics about Latinx communities in your local area and describe your past and present work with, understanding of, and relationship with them. Tell us more about what you have learned from your local Latinx communities and how you have engaged Latinx audiences in STEM.

### 4. STEM Engagement (500 word max)

Please indicate the degree to which your organization currently focuses on engaging different cultural groups in STEM.

- A primary focus
- Some focus
- A little bit of focus
- Not a focus at this time

What are some strategies you've used for engaging different cultural groups in STEM?

### 5. Organizational Change and Readiness (500 words max)

Please tell us how your museum aspires to achieve greater community impact—with Latinx communities and others—in the next 3 to 5 years. What steps do you plan to take in the near future? What challenges do you anticipate in this process?

### 6. Strategic Initiative (750 words)

As part of Cambio, we invite participating institutions to identify an initiative, perhaps a "burning question" or identifiable process, that will help influence and/or transform your museum's operations and relationship with Latinx communities. Please tell us about what you think your organization might focus on as a strategic initiative during the Cambio program year. What will the goals and outcomes of your project be? How will your organization accomplish the initiative in a one-year timeframe? What other institutional

factors need to be considered in order to accomplish the initiative? How will you engage your staff during the development of the initiative?

## 7. Your Cambio Team

Please list names, titles, email addresses, and phone numbers for each team member. Provide a 1-2 sentence description of each team member's job responsibilities and why you chose them for this team. Also attach an organizational chart so that Cambio faculty can see individual team members' position within the entire organization.

- Executive Director/President/CEO:
- Team member 2:
- Team member 3:
- Team member 4 (optional):
- Team member 5 (optional):

Please review the following statements and check the appropriate boxes. *If your team is not able to commit to the following expectations, it may affect acceptance into the Cambio program.*

- The museum's CEO agrees to active participation in the year-long program.
- The museum understands and agrees that the submitted application will be accepted based on the identified team of participants.
- This team will be expected to participate in the one day virtual and two-day, in-person kick-off meeting in April 2023 as well as 45-50 hours of virtual meetings, and approximately 15 hours of homework, planning, and presentations, spread throughout the year.