

NORTON MUSEUM OF ART

# Inclusion, Diversity, Equity, and Accessibility (IDEA) Plan

UPDATED FEBRUARY 2022



## COMPLETED

- 1. Formed a Staff Diversity Committee (SDC)** to adopt IDEA Task Force recommendations from the Strategic Plan and to audit internal policies in conjunction with the Chief People and IDEA Officer (CPIDEAO) to ensure equity and the inclusion of diverse backgrounds and perspectives in Norton Museum initiatives. This committee helps shape policy, makes recommendations, and ensures accountability.
- 2. Raised the museum's minimum wage to \$15 an hour.**
- 3. Distributed public statement to staff** prior to larger public release and held staff forum to review the proposed Norton IDEA Plan shortly thereafter.
- 4. Develop a charter** to govern the Staff Diversity Committee.
- 5. Work with the Board Diversity Committee and Director to release prioritized goals for both internal and external use:**
  - a. Released public statement from the museum acknowledging institutional shortcomings and communicate the Norton's plan for improvement.
- 6. Completed numerous steps in improving the institution's hiring and employment practices** by prioritizing wage equity and increasing transparency of museum job opportunities for internal staff:
  - a. Completed internal review and reorganization of several departments.
  - b. Reviewed and updated all job descriptions to clarify roles and responsibilities for all staff.
  - c. Staff compensation was reviewed using the most recent Association of Art Museum Directors (AAMD) compensation data and individual employee compensation adjustments were processed to ensure wage equity internally and externally. Priority was given to the lowest paid employees.
  - d. Work to increase transparency of internal job opportunities resulted in 15 internal promotions/job moves.
- 7. Provide all gallery text, brochures, and promotional materials in English and Spanish for Special Exhibitions.**
- 8. As part of developing additional teen programs implemented Spanish language GUÍA program for the *Mexican Modernism* exhibition.**

## ONGOING

- 1. Report workforce diversity data** to the public and the staff on an annual basis.
  - a. Audit, track, and report progress on diversity initiatives.
- 2. Continue to expand the representation of BIPOC (Black, Indigenous, People of Color) artists** in the Norton's collection and exhibitions.
  - a. Cultivate relationships with BIPOC artists and potential donors of works by BIPOC artists.
  - b. Designate a significant portion of acquisitions funds for work made by BIPOC artists.
- 3. Augment the Audience Development Committee (ADC)** to ensure two members of the Staff Diversity Committee are active participants and contribute to the ADC in their capacity as SDC representatives. In this role, SDC members will provide input and perspective on the development of exhibitions, programs, and visitor experience. The ADC should review and consider the full Audience Development Task Force Report from the Strategic Plan and the Norton's IDEA Plan. In instances when the ADC requires additional perspective, the SDC will make a recommendation to call on community leaders or scholars to advise on specific issues that support the development of new narratives or interpretations and identify institutional biases.
- 4. Provide all gallery text, brochures, and promotional materials in English and Spanish for existing collection.**

## IN PROCESS

1. **Require BIPOC-led, IDEA workshops for all employees, docents, volunteers, and members of the Board Diversity Committee.** This Diversity Professional will also evaluate the programmatic approach, successes, and future opportunities of the Norton's IDEA approach.
2. **Form ongoing, reciprocal, museum-wide partnerships with BIPOC and women-owned businesses and organizations.** The Norton will review the partnerships that already exist and sever relationships with organizations that do not reflect the institution's values.
3. **Develop and expand programs for people with disabilities.**
4. **Continue work to improve the institution's hiring practices, retention, wage equity and professional development for staff:**
  - a. Review current demographic data and establish goals.
  - b. Develop a specific plan to improve BIPOC representation at all levels of staffing (including fellows and interns), especially Senior and Leadership positions, and on the Norton's Board of Directors.
  - c. Initiate professional development and/or training for staff at all levels and consistently across departments with the goal of career advancement within the institution.
  - d. Create parameters for transparency regarding opportunities for professional mobility within the institution.

## SHORT-TERM GOALS (internal deadline of June 30, 2022)

1. **Enhance and supplement Human Resources protocols:**
  - a. Chief People and IDEA Officer (CPIDEAO) will review Employee Handbook, specifically Anti-Harassment/ Anti-Discrimination Policy section to improve reporting and to include measures for accountability and tracking for all parties. Updates to this section should also address contract or temporary employees such as Artists in Residence, interns, fellows, and guest curators as well as volunteers.
  - b. CPIDEAO will review and update a Staff Grievance Protocol, for staff members to report and document discrimination and misconduct.
  - c. Director & CEO, CPIDEAO, Director of Visitor Experience and Director of Security will establish guest relation protocols:
    - i. Definition of appropriate guest conduct.
    - ii. Write the Norton credo for internal conduct and culture.
    - iii. Provide de-escalation training for all staff.
    - iv. Finalize incident report and creating procedure for submittal, review and response.
2. **Hire a disability consultant** to audit museum protocols.

## MID-TERM GOALS (internal deadline of July to December 2022)

1. **Expand the docent program to allow a more diverse group to participate** and offer training opportunities for docent candidates to volunteer on evenings and weekends.
2. **Provide workshops led by a disability specialist for staff** in how to welcome and support individuals with disabilities and what accessibility options are available.
3. **Expand current and develop additional teen and college programs** to encourage interest in museum careers.
4. **Facilitate BIPOC-led IDEA workshops** for Board members.

## LONG-TERM GOALS (internal deadline of January to June 2023)

1. **Formulate a plan to expand the Norton's programming for people with disabilities.** Initiatives to include are:
  - a. Establish the Access Advisory Committee as outlined in the Strategic Plan.
  - b. Optimize the website for people with audio and visual impairments pending budget funding.
  - c. Promote the availability of American Sign Language interpreters for as many programs as possible including closed captioning for as many virtual programs as possible.
  - d. Evaluate programs for people with disabilities.
  - e. Apply for grants to fund programs to support people with disabilities.
  - f. Develop hiring practices to encourage applicants with disabilities.
  - g. Develop Norton-specific best practices for accessibility in exhibition design.
  - h. Incorporate accessibility initiatives into marketing materials and throughout website.
2. **Re-structure and expand the internship program.** Initiatives to include are:
  - a. Encourage and recruit interns who may not have taken a traditional educational path toward work in museums.
  - b. Develop partnerships with Historically Black Colleges and Universities (HBCUs) in Florida.
  - c. Apply for grants to fund expansion of internship programs.
3. **Host exhibitions in support of local adult artists that represent BIPOC communities** in the Chris and Bernard Marden Community Gallery.
4. **Hire BIPOC guest curators** to create special exhibitions.
5. **Created a link to an internal resource page on Norton Connect for employees** with educational information in support of organizations and resources that advance inclusion, diversity, equity, and access. Consider adding a similar link to the Norton's website for external audiences. The content and updates to resource page(s) will be reviewed and approved on an ongoing basis by the Staff Diversity and Board Diversity Committee, Director & CEO and CPIDEAO.