

NORTON MUSEUM OF ART

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

MAY 2021



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.

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. **Expand programs for people with disabilities.**

IN PROCESS (internal deadline of August 1, 2021)

1. **Develop a charter** to govern the Staff Diversity Committee.
2. **Require BIPOC-led, extensive bias training for all employees, docents, volunteers, and members of the Board Diversity Committee.** This Diversity Professional will also evaluate the programmatic approach, successes, and shortcomings of the Norton's IDEA approach.
3. **Work with the Board Diversity Committee and Director to release prioritized goals for both internal and external use:**
 - a. Release public statement from the museum acknowledging institutional shortcomings and communicate the Norton's plan for improvement.
 - b. Provide a link to an updated resource page on the Norton's website including educational information in support of organizations and resources that advance inclusion, diversity, equity, and access. The updates on the resource page will be reviewed and approved on an ongoing basis by the Staff Diversity Committee, Director, and Board Diversity Committee.

SHORT-TERM GOALS (internal deadline of December 31, 2021)

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 (pp. 5-7), to improve reporting and 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. SDC will finalize a Staff Grievance Protocol, in conjunction with CPIDEAO, as an alternative for staff members to report and document discrimination and misconduct. Situations involving sexual harassment should be directed to the HR department.
- c. Director, CPIDEAO, Director of Visitor Experience and Head 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. Require BIPOC-led, extensive bias training for all Board Members.

3. 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. Introduce a plan that prioritizes wage equity in the Norton’s operating budget and ensures all Norton staff are being compensated in consideration of the most recent benchmarks from the American Alliance of Museums (AAM) or the Association of Art Museum Directors (AAMD). This plan should prioritize the lowest paid employees.
- d. Initiate professional development and/or training for staff at all levels and consistently across departments with the goal of career advancement within the institution.
- e. Create parameters for transparency regarding opportunities for professional mobility within the institution.

4. 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.

5. 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.

6. Hire BIPOC guest curators to create special exhibitions.

7. Hire a disability consultant to audit the physical space.

MID-TERM GOALS (internal deadline of January to July 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. Host exhibitions in support of local adult artists that represent BIPOC communities** in the Chris and Bernard Marden Community Gallery.

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

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. Provide training led by a disability specialist for all staff in how to welcome and support individuals with disabilities and what accessibility options are available.
- c. Optimize the website for people with audio and visual impairments.
- d. Promote the availability of American Sign Language interpreters for all programs and provide closed captioning for virtual programs.
- e. Evaluate programs for people with disabilities.
- f. Apply for grants to fund programs to support people with disabilities.
- g. Develop hiring practices to encourage applicants with disabilities.
- h. Develop Norton-specific best practices for accessibility in exhibition design.
- i. 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 the internship program.
- d. Expand current and develop additional teen programs to encourage interest in museum careers.

3. Provide all gallery text, brochures, and promotional materials in English and Spanish.