

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

Updated June 2023



completed

1. Formed a Staff Inclusion Diversity Equity Accessibility Committee (SIDEAC) 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 in January 2022.
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 Idea Diversity Equity Accessibility Committee (SIDEAC).
5. Work with the Board Idea Diversity Equity Accessibility Committee (BIDEAC) 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 27 internal promotions/job moves as of October 2022.
7. Provide all gallery text, brochures, and promotional materials in English and Spanish for entire Museum, except Chinese galleries.
8. As part of developing additional teen programs implemented Spanish language GUIA program for Mexican Modernism exhibition.
9. 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.
10. CPIDEAO will review and update a SDC staff grievance protocol.
11. Hire a disability consultant to audit museum protocols.
12. Create parameters for transparency regarding opportunities for professional mobility within the institution.
13. Raised the museum's minimum wage to \$17 an hour in January 2023.

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14. Expand current and develop additional teen and college programs to encourage interest in museum careers.
15. Finalize incident report and create procedure for submittal, review, and response.
16. CPIDEAO to establish working plan for ADA audit of museum protocols including assignments to implement recommendations; this will include an audit of the Museum's website to ensure comprehensive accessibility
17. Apply for grants to fund programs to support people with disabilities.

ongoing

1. 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.
2. Continuous review of staff compensation utilizing annual Association of Art Museum Directors (AAMD) compensation survey and local COL data to ensure wage equity internally and externally.
3. 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.
4. Develop and expand programs for people with disabilities.
5. Review and revise SIDEAC charter (guidelines), if necessary, to reflect Committee's purpose more accurately.
6. Provide voluntary IDEA workshops for all employees, docents, volunteers, and members of the Board Diversity Committee.
7. Provide de-escalation training for all staff.
8. Report workforce diversity data to the public and the staff on an annual basis.
 - a. Audit, track, and report progress on diversity initiatives.
9. Evaluate programs for people with disabilities.

in process

1. 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.
2. Explore and finalize Spanish translation for Chinese galleries.
3. 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.

short-term goals (internal deadline of December 31, 2023)

1. Enhance and supplement Human Resources protocols:
 - a. Chief People and IDEA Officer (CPIDEAO) will review Anti-Harassment/Anti-Discrimination Policy section to improve reporting and to include measures for accountability and tracking for all parties.

mid-term goals (internal deadline of January to June 2024)

1. Facilitate IDEA workshops for Board members by January 2024.
2. Director & CEO, CPIDEAO, Director of Visitor Experience and Director of Security will establish guest relation protocols:
 - Definition of appropriate guest conduct.
 - Write the Norton credo for internal conduct and culture.
3. Chief People and IDEA Officer (CPIDEAO) to review and revise Employee Handbook as necessary. Updates should also address contract or temporary employees such as Artists in Residence, interns, fellows, and guest curators as well as volunteers.
4. CPIDEAO to establish Director level forum to facilitate partnership across departments and leadership development training.
5. Engage certified Accessibility consultant to continue audit/review of Norton's protocols.

long-term goals (internal deadline of July to December 2024)

1. Formulate a plan to expand the Norton's programming for people with disabilities. Initiatives to include are:
 - a. Establish internal Accessibility Committee.
 - 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. Develop hiring practices to encourage applicants with disabilities.
 - e. Develop Norton-specific best practices for accessibility in exhibition design.
 - f. 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. Expand partnerships with Colleges and Universities in Florida including HBCU's.
3. Host exhibitions in support of local adult artists that represent BIPOC communities in the Chris and Bernard Marden Community Gallery curated by BIPOC guest curator.
4. Create a link to an internal resource page on Norton Connect for employees with educational information about organizations and resources that advance inclusion, diversity, equity, and access.
5. Research grants to fund internship programs, fellowships, and professional development across various departments.