January 2026

NORTON MUSEUM OF ART

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

Updated January 2026

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 Operating and People Officer 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. (June 2020)
2. Raised the museum's minimum wage to $15 an hour in February 2021.
3. Distributed public statement to staff prior to larger public release and held staff forum to review the proposed Norton IDEA Plan shortly thereafter (June 2021).
4. Develop a charter to govern the Staff Idea Diversity Equity Accessibility Committee (SIDEAC) (June 2021).
5. Work with the Board Idea Diversity Equity Accessibility Committee (BIDEAC)and Director to release prioritized goals for both internal and external use (September 2021):
    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 (September 2021).
    b. Reviewed and updated all job descriptions to clarify roles and responsibilities for all staff (September 2021).
    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 (October 2021).
    d. Work to increase transparency of internal job opportunities resulted in 57 internal promotions/job moves as of June 2025 (from February 2021 through June 2025).
7. Provide all gallery text, brochures, and promotional materials in English and Spanish for entire Museum, except Chinese galleries (January 2022).
8. As part of developing additional teen programs implemented Spanish language GUIA program for Mexican Modernism exhibition (January 2022).
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 SDCwill 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 (February 2022).
10. Hire a disability consultant to audit museum protocols (January 2023).
11. Raised the museum's minimum wage to $17 an hour in January 2023.
12. Finalize incident report and create procedure for submittal, review, and response (June 2023).
13. Chief Operating and People Officer to establish working plan for ADA audit of museum protocols including assignments to implement recommendations (December 2023).
14. Apply for grants to fund programs to support people with disabilities.

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15. Facilitate IDEA workshops for Board members (April 2024).
16. Chief Operating and People Officer to establish Director level forum to facilitate partnership across departments and leadership development training.
17. Established Executive leadership training and forum to align and connect with Director's forum (FY24).
18. Implement flexible work arrangement program for staff (January 2025).
19. Implemented Predictive Index tool to enhance hiring and team effectiveness (January 2025).
20. Sensory Inclusive Certification through KultureCity achieved with more than 50% of frontline staff completing sensory inclusive training.
21. Implement annual anti-harassment training.
22. The SIDEAC changed their name and branding to the Museum Inclusion Committee (MIC) in September 2025. This change reflects the evolution of the Museum's culture to focus on overall inclusion. The Board People & IDEA Committee was renamed to the People & Culture Committee to align with the broader scope of inclusion.
23. Chief Operating and People Officer will review Anti-Harassment/Anti-Discrimination Policy section to improve reporting and to include measures for accountability and tracking for all parties.

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. Develop new, expand existing, and evaluate programs for people with disabilities.
4. Provide voluntary IDEA workshops for all employees, docents, volunteers, and members of the Board.
5. Provide de-escalation training for all staff.
6. Report workforce diversity data to the public and the staff on an annual basis.
    a. Audit, track, and report progress on diversity initiatives.
7. 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.
8. Expand current and develop additional teen and college programs to encourage interest in museum careers.
9. Conduct annual engagement surveys with staff to determine wellness needs, assess benefit programs, keep a pulse on the overall wellbeing of our employees.
10. Continue to expand the docent program to allow a more diverse group to participate and offer training opportunities fordocent candidates to volunteer on evenings and weekends.

11. Director & CEO, COPO, Director of Member Services, and Director of Security to continually review guest relations protocols:
    a. Define appropriate guest conduct.
    b. Review and refresh the Norton credo for internal conduct and culture.
12. Continuously educate and train staff to provide a positive museum experience through their interaction with visitors.
13. Promote the availability of American Sign Language interpreters for as many programs as possible including closed captioning for as many virtual programs as possible.
14. Develop hiring practices to encourage applicants with disabilities.
15. Incorporate accessibility initiatives into marketing materials and throughout website.
16. New hire training, new manager training, and annual anti-harassment training implemented in September 2025. Additional training tracks ae in progress and expected to launch in June/July 2026
17. The focus on internal mobility before hiring externally remains an ongoing priority. From January 2021 through FY25 there been 69 internal mobilities. So far in FY26 there have been an additional 8 internal mobilities.

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. 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.
3. Audit Museum's website to ensure comprehensive accessibility.
4. Chief Operating and People Officer 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 as required.
5. 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

short-term goals (internal deadline of June 30, 2026)

1. Conduct museum-side accessibility audit.

mid-term goals (internal deadline of July through December 2026)

1. Enhance IDEA internal resource page on Norton Connect for employees with educational information about organizations and resources that advance inclusion, diversity, equity, and access.
2. Explore and finalize Spanish translation for Chinese galleries.

long-term goals (internal deadline of January through June 2027)

1. Formulate a long-term plan to expand the Norton's programming for people with disabilities. Initiatives to include are:
    a. Establish an internal Accessibility Committee.
    b. Optimize the website for people with audio and visual impairments pending budget funding.
    c. Develop Norton-specific best practices for accessibility in exhibition design.
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.
    c. Create internship program with accessibility focus.
3. Research grants to fund internship programs, fellowships, and professional development across various departments.