



## **DIVERSITY, EQUITY, ACCESSIBILITY, AND INCLUSION PLAN**

Diversity, equity, accessibility, and inclusion are essential to Getty's excellence and to the execution of our mission. Senior leadership commits to these principles and understands that we can achieve them only by working in partnership with our staff and our communities.

The ongoing prevalence of systemic racism is unacceptable—in our world, in our country, and in our community—and it hinders all we seek to accomplish. As the Getty Trustees have stated, “racism has stained all of our institutions, including museums and Getty, and must be confronted and eliminated.” Getty must move urgently to address these issues within our own organization, a focus that is overdue. To this end, we have established goals to put in place anti-racist structures and systems that will lead to enduring change. This is a top priority for leadership and we commit to working together and dedicating resources and energy to accomplish these goals.

This plan is comprehensive and articulates specific outcomes. It builds on Getty's existing mission and leverages our collective strengths across all programs and departments. The plan is informed by feedback to senior leadership from Getty employees who shared their ideas and concerns through a May 2019 cultural climate survey, and from the Diversity, Equity, Accessibility, and Inclusion (DEAI) Council. Getty established the DEAI Council, a diverse and inclusive group of employees, in early 2020 to make recommendations and partner with senior leadership on strategies for change. The valuable input of the Council, together with Program and Departmental Task Forces, will continue to guide the work ahead. We expect the plan to evolve and deepen with ongoing staff dialogue. We will continue to learn from the work and experience of peer institutions. We commit to listening to the voices of Black, Indigenous, and people of color (BIPOC) and other diverse communities as we deepen our efforts.

These goals, all equally important, are informed by our assessment of what can be accomplished according to defined timelines. We will refine measures of success and develop detailed project milestones. We will also report regularly on our progress, both to the Board of Trustees and to Getty staff, so that our efforts may be evaluated.



Comprehensive and meaningful change does not happen immediately. We will build on this foundation to implement systems with lasting impact. We commit to the following five goals:

1. Develop Getty's workforce to reflect the diversity of Southern California and the nation
2. Confront and eliminate racism and discrimination in the workplace
3. Improve communication within the Getty community to help contribute to a culture of trust
4. Enhance diversity and accessibility of collections, interpretations, exhibitions, digital content, education, and public programs
5. Deepen engagement between all areas of Getty and BIPOC and other diverse communities, locally and nationally

**The Getty senior leadership team:**

James Cuno, President and CEO, J. Paul Getty Trust

Stephen Clark, Vice President and General Counsel

Richard Fagen, Vice President, Getty Digital

Lisa Lapin, Vice President, Communications

Janet McKillop, Vice President, Development

Mary Miller, Director, Getty Research Institute

Steve Olsen, Chief Financial Officer and Chief Operating Officer

Timothy Potts, Director, Getty Museum

Joan Weinstein, Director, Getty Foundation

Timothy Whalen, John E. and Louise Bryson Director, Getty Conservation Institute

James Williams, Vice President and Chief Investment Officer

**GOAL #1: Develop Getty’s workforce to reflect the diversity of Southern California and the United States**

*Goal leads Steve Olsen and Nancy Gibson*

Strategy A	Timeline
<p><b>Commit to hire, promote, and retain candidates from BIPOC and other diverse communities throughout the Getty organization, especially leadership, management, and professional positions</b></p>	<p>Beginning FY21 and ongoing</p>
<p><b>Outcomes</b></p> <p><b>Hiring</b></p> <ul style="list-style-type: none"> <li>• Conduct an analysis of best practices in hiring, promotion, and retention of candidates from BIPOC and other diverse communities</li> <li>• Develop and adopt policies designed to eliminate bias from hiring and promotional practices</li> <li>• Take a more directive approach when conducting searches to engage broader and more diverse applicant pools; require open selection processes and quantifiable diversity in candidate pools</li> <li>• Contract with search firms with a proven record in recruiting qualified candidates from BIPOC and other diverse communities</li> <li>• Enhance the applicant tracking system, enabling the use of more effective tools for eliminating bias when screening resumes and CVs</li> <li>• Require the training of hiring managers to eliminate biases during candidate interviews</li> </ul> <p><b>Retention</b></p> <ul style="list-style-type: none"> <li>• Incorporate a DEAI workshop into the new employee orientation</li> <li>• Incorporate DEAI competencies into the annual performance evaluation for staff, especially senior leadership</li> <li>• Create opportunities for staff to interact and engage—not just professionally, but informally—to build a more inclusive environment</li> <li>• Establish a more robust exit interview process to assess attrition patterns/trends and possible managerial issues</li> </ul>	

<p><b>Strategy B</b></p>	<p><b>Timeline</b></p>
<p><b>Identify and eliminate compensation inequities</b></p> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Conduct periodic salary equity studies and adjust compensation as needed to eliminate disparities related to race, ethnicity, or gender</li> <li>• Reduce and eliminate salary inequities within classifications not related to differences in duties or experience</li> <li>• Where retention issues are critical, become a compensation leader within the local labor market for entry-level hourly-wage earners</li> <li>• Establish clear guidelines for limited term employment (LTE) and conduct an analysis of all existing LTE positions</li> <li>• Ensure that salaries for internal promotions are competitive with staff hired from outside the organization</li> </ul>	<p>Beginning FY21 and ongoing</p>
<p><b>Strategy C</b></p>	<p><b>Timeline</b></p>
<p><b>Improve professional advancement opportunities within the Getty</b></p> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Implement strategies that support developing existing talent for advancement within Getty</li> <li>• Review job qualifications to ensure that advanced degrees are not required if they are not actually needed to perform duties; consider where “equivalent experience” may replace a degree when writing job descriptions</li> <li>• Seek and promote cross-program and inter-departmental opportunities for Getty employees to foster professional development</li> <li>• Develop and expand mentoring, training, scholarship, and leadership development opportunities</li> <li>• Identify and eliminate barriers to advancement that are specific to BIPOC employees</li> </ul>	<p>Beginning FY21 and ongoing</p>

**GOAL #2: Confront and eliminate racism and discrimination in the workplace**

*Goal leads Steve Olsen and Nancy Gibson*

<p><b>Strategy A</b></p>	<p><b>Timeline</b></p>
<p><b>Adopt strong and effective anti-discrimination and anti-racism policies</b></p> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Review existing anti-discrimination policies and update as needed</li> <li>• Research best practices for anti-racism policies, then develop and adopt such policies</li> </ul>	<p>Beginning FY21 and ongoing</p>
<p><b>Strategy B</b></p>	<p><b>Timeline</b></p>
<p><b>Adopt strong and effective reporting, conflict resolution, and disciplinary procedures</b></p> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Maintain safe, secure, openly communicated, and transparent systems and procedures for reporting incidents or patterns of racist, discriminatory behaviors or other violations of professional conduct; maintain options to protect the anonymity of the complainant</li> <li>• Ensure that complaints are promptly investigated</li> <li>• Provide a range of options for resolution of these complaints, including conflict resolution and fair and effective disciplinary procedures</li> </ul>	<p>Beginning FY21 and ongoing</p>
<p><b>Strategy C</b></p>	<p><b>Timeline</b></p>
<p><b>Strengthen and expand anti-racism and unconscious bias training</b></p> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Require mandatory anti-racism and unconscious bias training for: new and current employees; senior leadership, managers, and supervisors; Trustees; docents and volunteers on at least an annual basis</li> <li>• Incorporate mandatory anti-racism and unconscious bias training for internal and external review committee members for scholar and intern programs</li> <li>• Develop a set of DEAI definitions and an inclusive language style guide; train Getty staff and docents on inclusive language and terminology</li> </ul>	<p>Implementation by end of FY21</p>

**GOAL #3: Improve communication within the Getty community to help contribute to a culture of trust**

Goal lead Lisa Lapin

<p><b>Strategy A</b></p>	<p><b>Timeline</b></p>
<p><b>Reduce organizational barriers to foster more access, interaction, and communication between senior leadership, staff, and Trustees</b></p> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Provide Getty email addresses for every Getty employee to receive internal communications, including those who do not routinely work on computers (i.e., security, grounds, and retail employees); provide training on use of technology</li> <li>• Host more informal gatherings for the President, Program Directors, and other senior leaders to listen to and engage with staff</li> <li>• Host open door, one-on-one staff dialogues on topics of their choosing with the President, COO, and other senior leaders</li> <li>• With input from staff, revise All Staff meeting format to include more staff-driven presentations and more opportunities for interactivity</li> <li>• Establish regular communication channels between the DEAI Council, senior leadership, and Trustees</li> <li>• Conduct a survey of Getty staff communication needs to assess and improve internal communication</li> </ul>	<p>First quarter of FY21 and ongoing</p>
<p><b>Strategy B</b></p>	<p><b>Timeline</b></p>
<p><b>Be more transparent about decision-making and seek more input from staff on Getty-wide issues and initiatives</b></p> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Create opportunities to discuss with staff Getty’s mission, vision, and the context for major organizational decisions, particularly those that directly impact employees</li> <li>• Create opportunities for staff to provide input as major initiatives are developed, through cross-program and department committees or task forces</li> <li>• Seek input on Getty-wide DEAI goals and strategies, through consultation with the DEAI Council and Program and Department Task Forces</li> </ul>	<p>FY21/22 and ongoing</p>

<p><b>Strategy C</b></p> <p><b>Create more channels and opportunities for staff to gather, communicate and share common experience</b></p> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Support the establishment of more staff community, resource, and professional development groups, and provide work time for staff to participate</li> <li>• Support the creation of additional Slack channels for staff to engage in conversation</li> <li>• Provide more opportunities for staff throughout the organization to network, build community, and collaborate across programs and departments</li> <li>• Create more formalized onboarding and orientation programs for staff within programs and units</li> </ul>	<p><b>Timeline</b></p> <p>First quarter of FY21 and ongoing</p>
<p><b>Strategy D</b></p> <p><b>Be transparent and accountable for meeting DEAI Goals</b></p> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Clarify within DEAI Plan budget, staff resources, timelines and benchmarks, and specific metrics to measure success</li> <li>• Publish an annual Diversity Report that tracks progress toward hiring goals and reports on progress on other DEAI goals</li> <li>• Provide regular updates to the Board of Trustees</li> <li>• Provide regular updates to staff from senior leadership</li> <li>• Provide regular updates from the DEAI Council</li> </ul>	<p><b>Timeline</b></p> <p>First report following FY21 and ongoing</p>
<p><b>GOAL #4: Enhance diversity and accessibility of collections, interpretations, exhibitions, digital content, education, and public programs</b></p> <p><i>Goal leads Mary Miller and Tim Potts</i></p>	
<p><b>Strategy A</b></p> <p><b>Further diversify collections within the Museum and Getty Research Institute (GRI) to reflect our diverse communities</b></p> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Increase the diversity of current Museum collections, including their subject matter, themes, and artists represented</li> </ul>	<p><b>Timeline</b></p> <p>FY21/22 and ongoing</p>

- Given the Department of Photography’s commitment to collect globally and up to the present day, expand efforts to increase substantially its diversity of both artists and subjects
- Promote further collection by the GRI of materials from women, BIPOC, and other diverse communities
- Make GRI Special Collections more inclusive and global, disseminating its results through digitization, exhibitions, publications, and public programs
- Initiate research projects, not restricted to Getty’s current collecting areas, that lead to more diversified collections and the creation of new knowledge
- Continue to build the Getty Library into a world-class collection for the study of African, African American, Asian, Asian American, Indigenous, Latin American, and Latinx art

**Strategy B**

**Timeline**

**Broaden the stories we tell and the audiences we seek to reach by engaging diverse voices and outside partners**

FY21/22 and ongoing

**Outcomes**

- Welcome a diverse range of expertise and collaborative voices in developing exhibitions and programs, including inviting more guest curators and outside experts to help broaden the stories we tell
- Extend engagements with BIPOC artists and arts professionals to activate the Museum, its collections, and exhibitions
- Organize exhibitions and programs with BIPOC partner institutions locally and nationally
- Build on the diverse voices and cultural partnerships present in the next Pacific Standard Time initiative, *Art x Science x LA*, through robust support for programming in diverse communities
- Invite digital influencers from diverse communities to interpret, engage, and amplify content related to Getty exhibitions and programs through their digital platforms
- Actively explore issues of inclusion and exclusion not only in exhibitions but also in research programs
- Develop exhibitions at the Villa that explore and critique social, ethnic, and other forms of diversity as reflected in the arts, literatures, and cultures of antiquity



<p><b>Strategy C</b></p>	<p><b>Timeline</b></p>
<p><b>Incorporate diverse and inclusive topics and engage a wide and multifaceted audience through public programming, digital channels, and publications</b></p> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Continue to develop and expand public programs that pursue diverse and inclusive themes/connections related to collections and exhibitions, regardless of subject</li> <li>• Develop a program of more diverse and inclusive publications relating to Getty’s research, collections, and exhibitions</li> <li>• Produce inclusive digital content for all Getty digital channels to engage broad, diverse, and global audiences</li> <li>• Create a “Getty-off-the-hill” dialogue series, where Getty staff join with community leaders, artists, public intellectuals, and others at venues around the Los Angeles area to discuss topics that are timely and relevant; partner with other organizations to convene these events</li> <li>• Ensure that digital content, websites, public programming, and other forms of content are accessible to other-abled audiences</li> </ul>	<p>FY21/22 and ongoing</p>
<p><b>Strategy D</b></p>	<p><b>Timeline</b></p>
<p><b>Deepen Museum Education engagement with BIPOC and other diverse communities onsite and online</b></p> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Include in arts education the voices and perspectives of BIPOC and LGBTQ+ communities, and other-abled people</li> <li>• Enrich experiences for Title 1 onsite school visit program and online virtual art experiences with Getty educators and docents facilitating interactive discussions using an inquiry-based approach</li> <li>• Continue diversification of the Museum’s docent pool, focusing on attracting BIPOC and youth candidates, and include skills such as bilingual capacity</li> <li>• Expand teen and youth programs to reach more BIPOC, LGBTQ+, and other-abled youth onsite and online</li> <li>• Enhance college programs and partnerships to increase diverse perspectives in the galleries, build a pipeline of talent, and contribute to the intellectual development of young adult Angelenos</li> </ul>	<p>Beginning in FY21 and ongoing</p>

Strategy E	Timeline
<p data-bbox="269 260 1060 331"><b>Contextualize collections by developing diverse and inclusive narratives</b></p> <p data-bbox="237 396 391 428"><b>Outcomes</b></p> <ul data-bbox="269 453 1208 1119" style="list-style-type: none"> <li>• Develop interpretive strategies that critically examine and contextualize the Museum’s collections through diverse and inclusive narratives—including histories of ownership, privilege, exclusion, cultural influence, and appropriation</li> <li>• Develop new interpretive strategies and interventions in the Museum’s permanent galleries that put European collections in a global context</li> <li>• Leverage the GRI’s long history of investigating collecting, display, and provenance to include art and artifacts outside the European tradition</li> <li>• Embrace a wide spectrum of interpretative and experiential approaches that explore the multiple dimensions of works of art, including issues regarding feminism, colonialism, exclusion, racism, and gender and sexual orientation</li> <li>• Plan and implement bilingual English and Spanish labeling and didactics to enhance access to all Getty collections and exhibitions</li> </ul>	<p data-bbox="1312 260 1489 331">FY21/22 and ongoing</p>
Strategy F	Timeline
<p data-bbox="269 1255 1149 1327"><b>Improve accessibility of exhibitions, programs, and online offerings for other-abled audiences</b></p> <p data-bbox="237 1394 391 1425"><b>Outcomes</b></p> <ul data-bbox="269 1451 1198 1724" style="list-style-type: none"> <li>• Incorporate universal design and best practices for inclusive museum exhibitions in exhibition planning</li> <li>• Create Museum offerings and programs for other-abled audiences</li> <li>• Train staff to work with other-abled audiences</li> <li>• Ensure that digital content, websites, public programming, and other forms of content are accessible to other-abled audiences</li> </ul>	<p data-bbox="1312 1255 1377 1287">TBD</p>

**GOAL #5: Deepen engagement between all areas of Getty and BIPOC and other diverse communities, locally and nationally**

*Goal leads Joan Weinstein and Tim Whalen*

<p><b>Strategy A</b></p> <p><b>Ensure our campuses are safe and welcoming environments for all visitors, including and especially BIPOC, other diverse communities, and individuals of all physical abilities</b></p> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Conduct an audit of current training protocols, practices, and inter-departmental coordination; research external best practices; and recommend changes based on audit findings</li> <li>• Implement steps to ensure positive experiences for all visitors</li> <li>• Create gender inclusive restrooms, changing tables, and nursing stations for visitors and staff</li> <li>• Explore longer-term public transportation options to make Getty more accessible to visitors</li> </ul>	<p><b>Timeline</b></p> <p>Begin upon reopening in 2021 and ongoing</p>
<p><b>Strategy B</b></p> <p><b>Expand and develop relationships with local leaders and organizations from BIPOC and other diverse communities</b></p> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Create a series of facilitated learning sessions/workshops with BIPOC and other diverse communities to understand ways we can engage more meaningfully</li> <li>• Work with Indigenous leaders to develop land acknowledgment practices for Getty</li> <li>• Make connections with key City and County officials representing BIPOC communities</li> <li>• Seek opportunities to welcome leaders from BIPOC and other diverse communities to Getty and to reciprocally attend community events</li> <li>• Expand database of BIPOC and LGBTQ+ arts and community organizations in Los Angeles to create more inclusive invitation lists for exhibition openings, programs, and events</li> </ul>	<p><b>Timeline</b></p> <p>Implementation in FY22 and ongoing</p>

<p><b>Strategy C</b></p> <p><b>Build meaningful and sustained partnerships with arts organizations from BIPOC and other diverse communities</b></p> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Support organizations led by or serving BIPOC and other diverse communities through grantmaking and other Getty partnerships locally and nationally</li> <li>• Develop one or more long-term collaborations with local museums, visual arts organizations, and cultural heritage groups from BIPOC and other diverse communities</li> </ul>	<p><b>Timeline</b></p> <p>Beginning in FY21 and ongoing</p>
<p><b>Strategy D</b></p> <p><b>Promote research that advances the understanding of the art and material culture of BIPOC and other diverse communities</b></p> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Build on the GRI’s African American Art History Initiative and support access to archives nationally through the Foundation’s African American art archives initiative</li> <li>• Build on the impact of PST: LA/LA through GRI research projects and Foundation grants</li> <li>• Document African American heritage places in Los Angeles through the Getty Conservation Institute’s work with the LA City Planning Department</li> </ul>	<p><b>Timeline</b></p> <p>Beginning in FY21 and ongoing</p>
<p><b>Strategy E</b></p> <p><b>Support career pathways for students and professionals from BIPOC and other diverse communities in the visual arts and cultural heritage sectors at Getty and elsewhere</b></p> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Build on the Getty Marrow Undergraduate Internship program to develop professional development opportunities for alumni, including staff at Getty</li> <li>• Build on Getty’s pilot Post-Baccalaureate Internship in Conservation to develop additional programs</li> <li>• Increase the number of students from BIPOC and other diverse communities in the Graduate Internship Program at Getty and consider extending internships to administrative departments</li> </ul>	<p><b>Timeline</b></p> <p>Implementation in FY22 and ongoing</p>

- Diversify the GRI’s residential scholar program through inclusive yearly themes and by expanding the pool of BIPOC candidates with outreach to scholars in disciplines outside traditional art history

**Strategy F**

**Timeline**

**Increase Getty’s engagement with business enterprises owned by BIPOC and other diverse communities**

Underway, implementation during FY21

**Outcomes**

- Develop a network of small business enterprises owned by BIPOC and other members of diverse communities for contracting activities across Getty
- Expand the diversity of the endowment’s investment fund managers and owners