



Strategic Plan

The University of Arizona Museum of Art & Archive of Visual Arts
University of Arizona
Tucson, Arizona

THE UNIVERSITY OF ARIZONA MUSEUM OF ART & ARCHIVE OF VISUAL ARTS

STRATEGIC INSTITUTIONAL PLAN

CONNECT, COLLABORATE, CREATE

Spring 2015

This Strategic Plan has been developed as a three-year guideline for the University of Arizona Museum of Art & Archive of Visual Arts.

The University of Arizona Museum of Art & Archive of Visual Arts

PO Box 210002

Tucson, AZ 85721

520-621-7567

<http://www.artMuseum.arizona.edu/>



TABLE OF CONTENTS

2. Introduction 4
Institutional history

3. Process5

4. Organizational Tenets 6
Mission Statement
Vision Statement
Guiding Principles

5. Specific Strategic Goals 8

Goal 1: Partner to enable the Museum to become an essential part of the academic and civic life of the University and surrounding community.

Goal 2:

Increase the Museum’s visibility with current and potential audiences by developing appropriate communication methods for each group.

Goal 3: Ensure the Museum’s financial sustainability and continued accreditation.

Goal 4: Utilize the Museum’s world-class permanent collection to enhance recognition of the Museum by experimenting with new exhibition, program, and event formats.

Goal 5: Create a welcoming, accessible Museum environment that encourages academic and cultural research and multigenerational learning experiences.

6. Evaluation 12
Annual Evaluation – April 2016, 2017, 2018

Appendices.....

Table of tasks, resources required, responsibilities, metrics, and timeline for completion.

SWOT Analysis.

Overview of staff and governing authority.

3-Year Pro-forma Budget



2. Introduction

Institutional History Timeline

1924 – First-known art exhibition at the University of Arizona is organized by UA professor Katherine Kitt, founder of the UA Art Department.

1929 - Art exhibitions shown under the UA Football Stadium.

1933 – An art gallery is established in the campus library.

1942 - C. Leonard Pfeiffer (1896-1958) promises his art collection to UA. A 1940 UA graduate, he sold his stamp collection in order to collect American art for the University.

1951 – Twenty-five Renaissance master art works are lent to UA by Kress Foundation. More than 2000 people attend the exhibition opening.

1954 - Edward Joseph Gallagher, Jr. establishes a memorial collection as a tribute to his son.

1955 - Ground broken for a new building.

1956 – The Gallery officially opens in its current building on October 27, 1956.

1957 - The Museum separates administratively from the Department of Art and began reporting to the Dean of the College of Fine Arts.

1960 - 15th century Altarpiece from Ciudad Rodrigo, Spain is donated by the Kress Foundation.

1968 – Previously called the University of Arizona “Gallery,” the Museum is renamed the University of Arizona Museum of Art.

1969 – The Museum separates administratively from the College of Fine Arts and begins reporting to the Office of the Vice President for Research (now Office for Research and Discovery).

1974 - UAMA Ansel Adams exhibit plants seeds that later establish Center for Creative Photography.

1979 - Start of an official docent program for volunteer guides (there were docents in the Museum as early as the 1960s)

1979 - Jacques Lipchitz sketches and models given by Jacques and Yulla Lipchitz Foundation.

1981 - American Alliance of Museums (formerly American Association of Museums) awards accreditation.

1992 - Partners Circle, a community-based friends’ organization, is established.

2005 – *The Altarpiece of Ciudad Rodrigo* travels to the Meadows Museum for restoration, study, and exhibition.

2007 - Archive for Visual Arts is founded with gifts of artwork by illustrator Robert McCall.

2012 –Archive of Visual Arts moves into separate building on campus and an archivist is hired.



3. Process

In September 2014 a group of staff members gathered by the Director to discuss the overall goals of and the process for strategic planning. A timeline for completion of the project was created, steps were outlined, and goals were established. At the beginning of the strategic planning process, University administration, staff, and support groups (docents, Partners) expressed the following desired outcomes:

The Museum should:

- ✓ create a dynamic strategy to advance the institution after nearly 10 years without an institutional plan
- ✓ differentiate itself from other local and regional art Museums
- ✓ determine who it currently serves, who it needs to serve, and who it has yet to reach
- ✓ craft a plan that aligns with the University's strategic plan, Never Settle

Information gathering took place during October and November 2014. Ten constituent groups were surveyed (Partners, docents, UAMA staff, local museum and gallery professionals, educators, UA faculty and staff, UA students, local media, donors, and community members). Next, a series of eleven town hall meetings were conducted to get face-to-face feedback. A set of five questions were developed and presented to every group. Town hall meetings were facilitated by the Director.

A follow-up questionnaire with more in-depth questions was developed and sent out via email utilizing GoogleDocs to aggregate the data. All of the aforementioned stakeholder groups were queried.

Following the town hall meetings and surveys, a task force was formed to create the strategic plan. The task force (16 people) included representatives from the UAMA staff, UAMA docents, UAMA Partners, School of Art faculty and School of Art graduate students.

The task force met several times in December 2014 to create a new mission statement, guiding principles, and the Museum's first vision statement. Next, strategic goals were drafted along with strategies and tasks. A smaller group of staff then prioritized the strategies and tasks, developed metrics to evaluate progress, and determined the resources needed to achieve goals. That group also determined who would be responsible for fulfillment of goals and tasks, how much time that would take, and which fiscal year the work would be done. The Director then worked with the Museums Business Center to create a three year pro forma budget to demonstrate how the goals in the plan will be paid for. All of this work was done to ensure that the Museum meets the new requirements of the American Alliance of Museums (AAM) for institutional planning. AAM is the national accrediting body for museums, and the UAMA is up for reaccreditation in 2019.

The plan was presented to the Office for Research and Discovery in Spring 2015 for review and approval. The final plan was approved by the Senior Vice President for Research on ____



4. ORGANIZATIONAL TENETS

4.1 Mission Statement

The University of Arizona Museum of Art

Engages diverse audiences

Inspires critical dialogue

Champions art as essential to our lives

To realize our mission we:

ENGAGE

Audiences through shared experiences with art.

Community organizations to create a stronger sense of place through art.

Current and future patrons of the arts in Tucson and beyond (members, affinity groups).

Diverse audiences, including:

- undergraduate and graduate students,
- the broader University community,
- the Tucson community,
- the State of Arizona,
- the national arts and alumni communities,
- and the international arts and alumni communities.

through research, exhibitions, programs, and teaching about the visual arts.

INSPIRE

Interdisciplinary partnerships that embrace our role as a university museum and a community art museum.

Storytelling by diverse audiences at the University and in the community.

Progressive art education programming for the public of all ages through collaborative research projects.

CHAMPION

Excellence in visual arts research, teaching, interpretation, exhibition, and programming.

Exhibition, interpretation, and creation of artwork as a means of raising awareness about social, political, economic, and environmental issues facing our society.

Development and preservation of collections in accordance with AAM standards and best practices.

4.2 Vision Statement

We envision the University of Arizona Museum of Art as a **Dynamic** art museum recognized for its **Bold** exhibitions and programs and **Innovative** research, partnerships and teaching

4.3 Values

Values steer an organization throughout its life in all circumstances, irrespective of changes in its goals, strategies, type of work, or leadership.

Academic Research, Stewardship of Collections, and Teaching

- Responsible stewardship and management of all Museum resources.
- Experimentation with innovative teaching practices across multiple disciplines in the University through use of the Museum as a learning laboratory.
- Innovative collecting, research, scholarship, and teaching, pushing against traditional boundaries.

Outreach

- Dynamic programs and exhibitions for diverse audiences that increase knowledge and inspire lifelong learning about art.
- Responsive and respectful service to our audiences by providing them with access to the collection.
- Innovative collaborations and partnerships that enable the Museum to become an essential part of the academic and civic life of the University and surrounding community.

Institutional Culture

- Working together as a team while respecting our different viewpoints and talents and embracing inclusivity.
- Operating a financially sustainable organization to grow the public trust.
- Promoting the highest professional standards and institutional integrity in all Museum endeavors.



5. STRATEGIC GOALS, STRATEGIES, AND METRICS

Goal 1: Partner to enable the Museum to become an essential part of the academic and civic life of the University and surrounding community.

Strategy 1: Enlarge the Museum's network of affinity groups.

Metrics:

- a. Number of new affinity groups created;
- b. Number of people who join affinity groups over time.

Strategy 2: Expand relationships on campus and with community organizations.

Metrics:

- a. Number and type of events on campus and in the community each year;
- b. Number of collaborations each year resulting from new connections;
- c. Number of new research projects;
- d. Number of internships offered over time.

Goal 2: Increase the Museum's visibility with current and potential audiences by developing appropriate communication methods for each group.

Strategy 1: Differentiate the Museum from other local and regional museums using creative positioning.

Metrics:

- a. Number of people visiting the Museum who also visit other local cultural institutions;
- b. Number of people who choose to visit the UAMA over other local cultural institutions;
- c. Number of people from audience groups who haven't previously visited the Museum.

Strategy 2: Increase the Museum's visibility throughout the University and in surrounding communities.

Metrics:

- a. Number of stories or 'impressions' about UAMA on campus and off campus;
- b. Number of admissions and related revenue;
- c. Number of first-time visitors.

Strategy 3: Expand the Museum's membership program.

Metrics:

- a. Number of new members annually;
- b. Number of new memberships that result from programs or events with structured pricing designed to encourage membership.

Strategy 4: Develop creative means of communication for University audiences, patrons, and surrounding communities.

Metrics:

- a. Number of people following and engaging (likes, comments, shares) with our pages and posts on social media platforms;
- b. Number of public presentations by speakers' bureau and staff;
- c. Number of channels over which the Museum is communicating.

Goal 3: Ensure the Museum's sustainability by fostering relationships with patrons and collaborating with University departments to embed the Museum in artistic life on campus.

Strategy 1: Continue to enhance the permanent collection and archive of visual arts by deepening relationships with patrons.

Metrics:

- a. Number of annual bequests;
- b. Number of annual donations for permanent collection and Archive of Visual Arts;
- c. Number of works for which UAMA gains copyright.

Strategy 2: Increase affinity group, individual, and corporate giving as well as earned income to decrease dependency on State funding.

Metrics:

- a. Number of individual and corporate memberships annually;
- b. Number of potential donor contacts made annually;
- c. Annual percentage increase in major gift income;
- d. Annual percentage increase in annual appeal giving;
- e. Number of cross-disciplinary partnerships and research collaborations initiated and completed each year;
- f. Number of grants submitted per year.

Strategy 3: Align the Museum with national standards and best practices in the museum field in preparation for reaccreditation.

Metrics:

- a. Benchmarking against peer organizations recognized as leaders in the field measured by alignment with the latest industry reports related to success in the museum field.

Goal 4: Utilize the Museum's world-class permanent collection to enhance recognition of the Museum by experimenting with new exhibition, program, and event formats.

Strategy 1: Create innovative programming formats designed to attract a varied and diverse audience.

Metrics:

- a. Number of new collaborations per year;
- b. Number of new programs developed annually.
- c. Attendance at programs.

Strategy 2: Create ground-breaking exhibitions to attract new audiences.

Metrics:

- a. Number of changing exhibitions annually;
- b. Number of objects and archival items loaned annually;
- c. Number of rights and reproductions requests;
- d. Number of outgoing traveling exhibitions;
- e. Number of visitors who come to the Museum to see a specific exhibition.

Strategy 3: Develop dynamic events that will engage new audiences.

Metrics:

- a. Number of new events each year;
- b. Number of participants in events.

Goal 5: Create a welcoming, accessible Museum environment that encourages academic and cultural research and multigenerational learning experiences.

Strategy 1: Create an inviting public space surrounding the Museum.

Metrics:

- a. Number of events held in outdoor space around the Museum;
- b. Number of collaborations with departments occupying space adjacent to the Museum.

Strategy 2: Search for ways to address the Museum's lack of space for programming, events, exhibitions, and orientation.

Metrics:

- a. Number of discussions engaged in per year regarding the possibility of a new or rehabilitated facility for the Museum;
- b. Number of Museum events held "off-grounds" at locations around Tucson.

Strategy 3: Develop a welcoming virtual and in-person visitor experience.

Metrics:

- a. Visitor feedback based on exit surveys;
- b. Visitor feedback in comment book;
- c. Annual attendance over time;
- d. Number of volunteers recruited annually to serve as Museum ambassadors;
- e. Number of facility rentals;

- f. Number of classes using the art lab.

Strategy 4: Study options to redevelop the Museum store.

Metrics:

- a. Number of volunteers recruited to help run the museum store;
- b. Number of products developed based on items in the Museum's permanent collection;
- c. Store sales over time.

Strategy 5: Improve accessibility.

Metrics:

- a. Number of sponsors for free days;
- b. Number of new communication methods (multi-language, visually and hearing-impaired).



6. EVALUATION

The University of Arizona Museum of Art's Strategic Plan will be evaluated annually by the Senior Vice President for Research, the UAMA Director, the UAMA staff, and the UAMA Affinity Groups Council to ensure that programs, exhibitions, events and projects are in alignment with planned strategies. The evaluation will take place at the beginning of each calendar year, and will also serve as an introduction to the plan for the Museum's affinity groups.

6.1 Annual Evaluation – April 2016, 2017, 2018

The University of Arizona Museum of Art will conduct an annual review of the Strategic Plan. Meetings will be held annually in February beginning in 2016.

The meeting will be for the ORD, UAMA staff and the UAMA Affinity Groups Council to evaluate the plan and the progress made during the previous year. ORD, staff members and the Affinity Groups Council will analyze the Museum's current weaknesses and strengths relating to the five goals.