



Strategic Plan

2014 - 2019

Approved and Adopted by the Board of the Springfield Art Museum
February 20, 2014

Table of Contents

Mission, Vision, Value Statements.....	3
About the Museum.....	4
About the Community and Service Area Demographics	5
The Arts Community and Cultural Planning.....	5
The Springfield Art Museum’s Planning Process	6
Major Themes, Chapters, and Goals.....	7
Outcomes, Action Steps, and Performance Measures	8
Next Steps	8
Chapter 1: Visibility & External Relations	9
Strategic Goal #1: Adopt a Marketing Plan for the Museum.....	9
Strategic Goal #2: Improve data collection for both planning and evaluation purposes.....	10
Strategic Goal #3: Develop programs and partnerships that expand tourism, the number of demographic groups served, and the Museum’s geographic influence.....	11
Chapter 2: Collections Management	13
Strategic Goal #1: Adopt a comprehensive Collections Management Policy.....	13
Strategic Goal #2: Adopt a comprehensive Collections Plan	14
Strategic Goal #3: Complete full inventory and meet goal for full catalogue records for 60% of the collection	15
Chapter 3: Building and Grounds.....	16
Strategic Goal #1: Complete a Master Plan and life-cycle analysis for the Museum building and grounds with short-term and long-term budget ramifications.	16
Strategic Goal #2: Establish a plan for engaging the grounds as a part of the Museum experience. .	18
Chapter 4: Audience Experience.....	20
Strategic Goal #1: Improve customer service and hospitality.....	20
Strategic Goal #2: Develop and expand opportunities for education and interpretation.	21
Chapter 5: Financial Growth	24
Strategic Goal #1: Adopt a Business/Development Plan for the Art Museum that focuses on diversified funding sources, building endowments, partnerships with the business community, and clearly defined roles for support groups supported by Memoranda of Understanding.	24
Strategic Goal #2: Advance the Museum toward AAM accreditation.....	26
Benchmark Institutions.....	27
Acknowledgements.....	28

Mission Statement

The Springfield Art Museum is dedicated to enhancing the education and documenting the diverse cultural heritage of the people of southwest Missouri, through the collection, preservation, and exhibition of art objects.

Vision Statement

The Springfield Art Museum recognizes the past and embraces the future as a collaborator and catalyst for the transformation of individuals and the community through art. The Art Museum is a vital partner in the economic development of the city and values collaboration. The Museum will actively cultivate the use of its facilities both interior and exterior as a cultural resource for its citizens through the continued expansion of its permanent collection, creative development and expansion of exhibitions and providing educational outreach to the citizens of Southwest Missouri.

Core Values

The museum will...

Excellence

Be recognized for excellence in its collection, exhibitions, educational programs and other activities and through the professionalism and leadership demonstrated by its board, director, staff, and volunteers,

Accessibility

Ensure art and culture is physically and intellectually accessible to all members of the community through its exhibitions, programs, outreach, and other mission-driven activities,

Relevance

Communicate the relevance of art and culture to the community and be recognized as an irreplaceable part of the cultural life of Southwest Missouri,

Collaboration

Build an organizational culture that embraces collaboration based on the belief that together we can become stronger and by finding common ground and responsibly sharing resources we can achieve more,

Accountability

Be conscientious and prudent in its use of resources and will demonstrate its credibility by upholding the highest ethical standards and by embracing transparency and accountability,

Responsiveness

Recognize its role as a cultural resource to Southwest Missouri and be responsive to the needs of the community it serves within the bounds of its mission.

Growth

Be proactive in developing its collections, staff, programs, and facilities, and in the continual expansion of its presence in the community

About the Museum

The Springfield Art Museum is the city's oldest cultural institution. It started as the Art Study Club, founded by a small group of women in 1926 and led by Deborah D. Weisel. The group was successfully incorporated on June 26, 1928 as the Springfield Art Museum. Immediately, they began bringing in traveling exhibitions from New York, Philadelphia, St. Louis, and a small public collection began that year. At first, the Museum used the public library to exhibit artwork, then the Wilhoit Building in downtown Springfield after quickly outgrowing the library.

By 1946, the Museum became a City department when Council approved a special levy to include financial support of the Museum and appointed a nine-member board. The Art Study Club eventually deeded the Museum to the City, and the group thereafter reorganized as the Southwest Missouri Museum Associates.

1958 saw the first stage of building completed on the current Museum site in Phelps Grove Park. The new facility included staff offices, studios, a library, and three galleries. The largest gallery was dedicated to Ms. Weisel, who had passed eight years earlier. In 1979, a 400-seat auditorium was added to the Museum through the efforts of SMMA. The Jeannette L. Musgrave wing was completed in 1994, which greatly increased exhibition space and storage capacity with climate-controlled vaults. In 2008, the largest wing yet was added, including a new lobby, a bigger library and gift shop, the new SMMA office, and five galleries.

The Springfield Art Museum has recently opened a new chapter with the adoption of a far-reaching vision statement in 2012. This vision statement stresses collaboration, building partnerships, and working to encourage economic and community development. The Museum is currently working to cultivate the use of its facilities as a cultural resource for Southwest Missouri, to expand its permanent collection, and to develop and expand its exhibitions while providing greater educational outreach to the community.

The Springfield Art Museum is a city-owned facility and operates under the authority of a nine-member board appointed by the City Manager. It is open to the public for approx. 2,400 hours per year with no admission charge. The Museum's operating budget is approx. \$1.2 million per year with the majority of its revenue coming from property taxes and other public support. Attendance for the 2012-13 Fiscal Year was 43,858. The Museum staff includes 13 full time and approx. 8 part-time employees. The Museum also boasts an active Docent corps of approx. 20 dedicated education volunteers.

The Springfield Art Museum is permanent home for some 8,895 art objects representing thousands of years of culture. Special collections include 19th, 20th, and 21st century American paintings, watercolor, sculpture, and prints. Long-standing programs include: the **Studio School of Art**, which features regular classes in a variety of media for adults and children; a **5th Grade Tour Program** held every September, October, and November which includes students in the Springfield Public School System as well as those from the surrounding area; the **Springfield Area All School Exhibit** held every March featuring artwork by K-12 students; and **Watercolor USA**, an annual national juried exhibition recognizing aqueous media painting open to artists from all 50 states and U.S. territories.

The Springfield Art Museum is fortunate to have two support groups, **SMMA** (Southwest Missouri Museum Associates) and **FOSAM** (Friends of the Springfield Art Museum). Both groups are separate 501c3 nonprofit organizations that help raise money for the Museum and support its programs. Both groups sponsor tours, classes, purchase artwork, and assist with building needs.

About the Community and Service Area Demographics

The City of Springfield, Missouri was incorporated in 1838. The area has been the site of numerous historical events from the Trail of Tears, Civil War battles, and is officially recognized as the Birthplace of Route 66. In the late 19th century, the arrival of railroads made Springfield an economic hub for the Ozarks region, which it continues in this role today. Major industries include healthcare, manufacturing, education, telecommunications, retail, government, and financial services. A number of corporate headquarters are located in Springfield including Bass Pro Shops and O'Reilly Auto Parts. Major manufacturing facilities include Kraft Foods and 3M. Higher education includes Missouri State University, Drury University, Evangel University, and Ozarks Technical College. Springfield's five top employers include Mercy Hospital, Cox Health System, Wal-Mart Stores, Springfield Public Schools, and Missouri State University.

The Springfield Art Museum service area includes southwest Missouri, northwest Arkansas, northeast Oklahoma, and southeast Kansas. The Museum's primary constituency is the City of Springfield, Missouri and its MSA. Population within the City of Springfield is 162,191 with a population of 444,617 within its five county MSA. Population within a 50-mile radius of Springfield is 682,103. While Springfield serves as an urban center, the population outside of Springfield is largely rural. Population within the city limits is 88.7% Caucasian, 4.1% African American, 3.7% Hispanic/Latino, 1.9% Asian, and 0.8% Native American. 3.2% identify as Multi-ethnic and 1.2 % identify as Other. Within the region, the population is 95.1% Caucasian, 1.2% African American, 2% Hispanic/Latino, 0.07% Asian, and 0.07% Native American. Within the region, 1.5% identifies as Multi-ethnic and 0.08% identify as Other. 18.3% of the Springfield population is under 18 years of age with 14.5% being over 65. Per capita income in the Springfield MSA is \$33,302 and current average household income is \$54,763. 17.2% of the population lives below the poverty line.

The Arts Community and Cultural Planning

Springfield boasts an active arts community with a numerous theatre groups, an opera, a symphony, and ballet. The City is also home to numerous art galleries and arts venues, a history museum, and other cultural heritage sites. Numerous festivals draw visitors to the community and a vibrant First Friday Art Walk attracts thousands to the downtown. The Springfield Regional Arts Council (SRAC) serves as a leader and facilitator for artistic activity in the community. Its offices are housed in the Creamery Arts Center, along with several other arts organizations and non-profits. The Creamery Arts Center is also the site of art exhibitions, classes, and other arts events.

Arts and culture have been identified as playing an important role in the community's future and are featured prominently in the community's strategic plan. The following goals have been identified as part of this plan:

Goal 1: Demonstrate and increase the awareness of the economic impact of arts and culture as one of the foundations/building blocks of overall economic and community development.

Goal 2: Strengthen relationships between Springfield arts and culture organizations and regional arts and culture organizations.

Goal 3: Develop and sustain arts and culture educational opportunities at the local and regional level.

Goal 4: Financially sustain the operating and infrastructure needs of area arts and culture organizations.

Goal 5: Increase opportunities and support for public art and individual artists.

Goal 6: Use product development and promotion generated through the travel and tourism industry to increase sales tax revenue and other economic benefits.

Goal 7: Use new and innovative communications to attract and retain engagement in arts and culture.

The Springfield Art Museum can play an important role in helping the community achieve these goals. Many of the points in this strategic plan address the above goals including those related to tourism, education, and public art. The Museum is listed as being one of the parties responsible for fulfilling Goal 5, Objective 5g: “Continue to foster and build the community of artists and supporter of the arts by encouraging public and private collections and identifying and sustaining space for artists use and reuse community wide.”

The Springfield Art Museum’s Planning Process

In 2011, the Art Museum Board with the guidance of consultant George Neubert, developed a progressive vision statement for the organization focused on the Museum’s role in the community as a cultural and educational resource and as a partner in economic development. With this new vision and the hiring of a new director, the Museum’s staff and board went to work developing a strategic plan that would enable this vision to become reality. The plan started with a close examination of needs from within the organization followed by a series of seven focus groups, which included the leaders of local arts organizations and other non-profits, economic development professionals, art educators, representatives from minority communities, young professionals, members of the Southwest Missouri Museum Associates and Friends of the Springfield Art Museum, and Museum Docents. Information from these focus groups was compiled and discussed in a retreat held with Board and staff members led by representatives from the Community Foundation of the Ozarks. During the retreat, common themes related to the needs of the organization were identified and prioritized. Following the retreat, a Long-range Planning Committee comprised of the Museum Director, three Board members, and representatives from the Southwest Missouri Museum Associates and Friends of the Springfield Art Museum was formed and tasked with drafting major goals for the Museum to focus on for the next 5 years. The Committee based these goals on the prioritized list of needs developed during the retreat. In turn, the Museum Director worked with key staff members to draft work plans that include time-lines, responsibilities, performance measures, and budgetary figures, meant to align the daily operations of the Museum with these long-term goals ensuring the success of the plan. In addition, the Museum Director and staff identified peer organizations with similar budget sizes operating in communities of similar population size that will serve as benchmarks. These benchmark institutions include the Fort Wayne Museum of Art in Fort Wayne, Indiana; the Cedar Rapid Museum of Art in Cedar Rapids, Iowa; the Erie Art Museum in Erie, Pennsylvania; and the Boise Art Museum in Boise, Idaho.

Major Themes, Chapters, and Goals

The focus groups and the planning retreat followed a SWOT Analysis format in which participants were asked to examine the Museum's strengths and weaknesses while identifying potential opportunities and threats. The responses to these inquiries were compiled into common themes. The common themes identified across all focus groups included:

- 1) a need to increase the visibility of the Museum;
- 2) a need to protect and develop the Museum's most precious resource, the Permanent Collection;
- 3) a need to make improvements to the Museum's building and grounds;
- 4) a need to improve the visitor experience and customer service; and
- 5) a need to protect and grow Museum assets.

These five themes were used as the basis for the five chapters of the plan. The Long-Range Planning Committee then met and drafted "big picture" goals for each chapter that will guide the day-to-day activities of the Museum in the next 5 years. These chapter headings and goals include:

Visibility and External Relations

- a) Adopt a marketing plan for the Museum
- b) Improve data collection for both planning and evaluation purposes
- c) Develop programs and partnerships that expand tourism outreach, the number of demographic groups served, and the Museum's geographic influence

Collections Management

- a) Adopt a comprehensive Collections Management Policy
- b) Adopt a comprehensive Collections Plan
- c) Complete a full inventory and meet goals for full catalogue records for appropriate collection objects

Building and Grounds

- a) Complete a Master Plan and life-cycle analysis for the Museum building and grounds with short-term and long-term financial needs
- b) Establish a plan for engaging the grounds as a part of the Museum experience

Audience Experience

- a) Improve customer service and hospitality
- b) Develop and expand opportunities for education and interpretation

Financial Growth

- a) Adopt a Business/Development Plan for the Museum that focuses on diversified funding sources, building endowments, partnerships with the business community, and clearly defined roles for support groups supported by Memoranda of Understanding
- b) Advance the Museum toward accreditation with the American Alliance of Museums

It is implied and understood that all of the above goals will be developed to be:

1. Audience-centric
2. Technology driven
3. Based in proactive management principles such as risk management

Outcomes, Action Steps, and Performance Measures

The primary goal of the Strategic Plan is to align the Museum’s staff and Board, its stakeholders, and supporters to common goals and to communicate these goals and explain decision-making to the community. To this end, brief vision statements outlining where the Museum should be in the next 5 years are provided under each chapter heading. Outcomes for each chapter’s goals are also listed. These outcomes help explain the importance of each goal and how the goal supports the long-range vision for each chapter. Beneath these goals and outcomes are tables delineating appropriate action steps, responsibilities, deadlines for completion, budgetary figures, and performance measures. These performance measures are both quantitative and qualitative. A general listing of how progress may be assessed is below:

Quantitative Measures

- Attendance
- Revenue
- On time, on budget
- Measurable changes in survey results, etc.
- Aggregate media coverage
- Website visits, Social Media activity, etc.

Qualitative Measures

- Anecdotes and stories
- Word of mouth
- Positive media coverage
- Awards and other recognition
- Conference presentations, publications, and other “peer reviewed” activity
- Grant funding/competitive support

Comparative Measures

- Benchmark Institutions
- Progress from past performance

The Museum Director issues monthly Director’s Reports to the Museum’s Board. These reports will provide a narrative update on progress toward plan goals.

Next Steps

Many of the action steps in this plan are well underway and many of the challenges and opportunities that the Museum faces may seem obvious. However, the Museum recognizes the value of the planning process as it relates to communication and operations. This plan is meant to be a communication tool as well as a method of operation. Simply put, we plan, we communicate, we follow-through, and we seek results. With this in mind, the Museum is committed to aggressively communicating our goals both internally and externally and to have planning, follow-through, and assessment be integral to our operations. We recognize that all plans must be flexible as they are affected by external forces. As the environment changes and the Museum’s needs change, the plan must change. To this end, this Strategic Plan will be reviewed and updated annually or on an as needed basis.

Chapter 1: Visibility & External Relations

- Long-Range Vision:*
- By 2019, we will increase annual onsite attendance to 75,000.
 - By 2019, we will be recognized for our positive impact on the community through programs focused on outreach and community engagement.
 - By 2019, we will be recognized as an important partner in arts and cultural tourism for Springfield and Southwest Missouri.

Strategic Goal #1: Adopt a Marketing Plan for the Museum

- Outcomes:**
- Increased “top of mind awareness” with existing audience
 - Expanded geographic reach and diversity of our audience
 - Increased new/first-time visitors
 - Clarify the Museum’s message as to better engage the community, potential partners, and potential funders

Action Steps	Responsible Party	Due by	Cost	Performance Measure
Hire Marketing/PR Firm to complete plan	Director, Assistant Director, Marketing Committee	6/1/2014	\$15,000	-Completed by deadline within budget
Approve new Museum brand and marketing plan	Art Museum Board	11/20/14	\$0	-Completed by deadline
Launch new Museum brand and marketing plan	Director, Assistant Director, City PIO	1/1/15	\$44,000	-Completed by deadline within budget -Aggregate media coverage -Attendance growth -Brand recognition within community -Program attendance and meeting stretch goals for program revenue -Growth in donations

Ongoing & Future Needs

Action Steps	Time-line	Approx. Cost
Commit dedicate funds for marketing in future budgets	Ongoing	\$25,000 annually
Develop internships/part-time staff positions dedicated to Marketing and PR	7/1/2016	\$10,400 annually

Strategic Goal #2: Improve data collection for both planning and evaluation purposes

- Outcomes:**
- Better ability to measure impact of activities, which will help improve programs and increase participation.
 - Ability to use data in making a compelling case for support to increase funding, volunteerism, and participation.
 - Better ability to “tell the Museum’s story” to increase positive image in the community.

Action Steps	Responsible Party	Due by	Cost	Performance Measure
Compile research on audience studies programs and assessment tools	Museum Educator and Director	4/7/14	\$0	- Completed by deadline
Implement basic tools for gathering demographic information	Museum Educator, Director, and Visitor Service Staff	4/21/14	\$150	- Completed by deadline within budget - Rate of response by visitors/program participants - Quality and value of data collected
Complete final draft of an Audience Studies Program with evaluation and data management tools	Museum Educator, Director, Curator of Art, Assistant Director, and Visitor Service Staff	7/1/14	\$0	- Completed by deadline
Have Visitor Services staff fully trained on surveys and other tools used for Audience Studies	Museum Educator, Assistant Director, Director, and Visitor Service Staff	8/1/14	\$300	-Completed by deadline within budget - Quality of data collected - Feedback from staff
Evaluate Audience Studies Program on a semi-annual basis or as needed	Director	1/1/15	\$0	- Completed by deadline - Value of data collected - Ability to process and apply data to operations
Create evaluation and data management tools	Director, Museum Educator, and Curator of Art	Ongoing	\$0	- Completed by deadline - Value of data collected - Ability to process and apply data to operations

Ongoing & Future Needs

Action Steps	Time-line	Approx. Cost
Seek assistance with specific audience studies projects from marketing, museum studies, or arts administration classes	Ongoing	\$0 - \$500
Integrate technology into Audience Studies Programs	Ongoing	\$500 - \$3,000

Strategic Goal #3: Develop programs and partnerships that expand tourism, the number of demographic groups served, and the Museum’s geographic influence

- Outcomes:**
- Improved and expanded programs that drive awareness and attendance with a focus on those that expand the influence of the Museum beyond the physical space of its building and grounds and/or engage audiences in new and different ways.
 - Programs that are relevant to target audiences leading to growth in demographics served by the Museum.
 - Strategic partnerships between the Museum and other regional organizations that expand the Museum’s impact and influence as they relate to tourism, audience diversity, and service area.

Action Steps	Responsible Party	Due by	Cost	Performance Measure
Identify underserved demographics based on audience studies data	Director and Museum Educator	7/1/14 - Ongoing	\$0	- Completed by deadline - Quality of information acquired
Meet with leaders of local cultural attractions and other attractions on a regular basis and identify opportunities for collaboration	Director and Assistant Director	Ongoing	\$0	- Consistency of meeting attendance - Quality of communication between Museum and other attractions - Quality of relationships developed - Significance of collaborative efforts
Meet with leaders of arts organizations within the region and identify opportunities for collaboration	Director, Assistant Director, Curator of Art, and Museum Educator	Ongoing	\$1,500	- Consistency of meetings - Quality of communication - Quality of relationships developed - Significance of collaborative efforts
Meet with leaders of museums on both a regional and national level to identify opportunities for traveling exhibitions and loans of artworks	Director and Curator of Art	Ongoing	\$5,000-\$10,000	- Quality of relationships developed - Significance of loans and exhibitions
Meet with leaders of local nonprofits to identify opportunities for collaboration and outreach to underserved populations	Director and Museum Educator	Ongoing	\$500	- Consistency of meetings - Quality of communication - Quality of relationships developed - Significance of collaborative efforts
Align marketing efforts and program development with the goals of expanding tourism, demographics served and geographic influence	Director, Curator of Art, Museum Educator, Assistant Director, and Marketing Committee	Ongoing	\$0	- Goals for use by targeted demographics met - Goals for out of town visitors and first time visitors met

(Continued) Strategic Goal #3: Develop programs and partnerships that expand tourism, the number of demographic groups served, and the Museum's geographic influence**Ongoing & Future Needs**

Action Steps	Time-line	Approx. Cost
Develop a group of regional partners including arts councils, arts centers, museums and art galleries, and colleges and universities that will encourage cultural tourism in Southwest Missouri	Ongoing	\$3,000 - \$10,000
Develop partnerships with local social service non-profits that will help the Museum address the needs of specific demographic groups	Ongoing	To be determined
Take a leadership role in the community's efforts to expand public art through installations on the Museum grounds and other programs throughout the community	Ongoing	\$5,000 - \$100,000

Chapter 2: Collections Management

- Long-Range Vision:*
- By 2019, we will have 100% of the collection inventoried and full catalogue records for at least 60% of the collection and be fully prepared to begin a program of targeted deaccession and acquisitions.
 - By 2019, we will consistently provide the resources needed to maintain a proactive acquisition program including adequate funds budgeted for collection care and conservation needs.

Strategic Goal #1: Adopt a comprehensive Collections Management Policy

- Outcomes:**
- Consistent standard of care for the collection through clearly stated guidelines, policies, and procedures.
 - Increased transparency and clarity as it relates to how objects are acquired or deaccessioned.
 - Better understanding across the organization and within the community of the Museum’s responsibilities related to collecting and preserving works of art.
 - High level of confidence within the community, particularly among potential donors, in the Museum’s ability to care for gifts of art.

Action Steps	Responsible Party	Due by	Cost	Performance Measure
Research Collections Policies including those of other museums, AAM standards, and applicable Local, State, and Federal Law.	Curator and Registrar	10/1/2013	\$0	- Completed by deadline
Final draft of Collection Policy reviewed by Curatorial Staff, City Legal Dept., and approved by the Director	Curator of Art, Curatorial Staff, City Legal Dept., and Director	11/13/14	\$0	- Completed by deadline
Collections Management Policy presented for approval to the Board	Art Museum Board	11/20/14	\$0	- Completed by deadline
Implement Collections Management Policy	All Staff and Art Museum Board	Ongoing	\$0	- Completed by deadline - Adherence to the Policy

Ongoing & Future Needs

Action Steps	Time-line	Approx. Cost
Commit annual funding to carry out provisions in the Collections Management Policy	Ongoing	\$25,000 annually

Strategic Goal #2: Adopt a comprehensive Collections Plan

- Outcomes:**
- A more focused collection that will enhance the Museum’s ability to care for and interpret objects while providing a clear identity for the organization.
 - Greater clarity for staff, Board members, volunteers, support groups, and potential donors related to what objects the Museum seeks to acquire and why.
 - Improved ability for the Board to provide proper oversight in collection development.

Action Steps	Responsible Party	Due by	Cost	Performance Measure
Research collection plans from other institutions, assess Museum’s collection strengths and weaknesses, and identify collection goals and areas of focus	Curator of Art and Director	4/30/14	\$0	- Completed by deadline
Draft Collections Plan reviewed by Curatorial staff, City Legal Dept. and approved by Director	Curator of Art, Curatorial Staff, City Legal Dept., and Director	3/2/15	\$0	- Completed by deadline
Collections Plan presented to the Board for approval	Art Museum Board	3/19/15	\$0	- Completed by deadline
Implement Collection Plan	Curatorial Staff, Director, and Art Museum Board	Ongoing	\$0	- Completed by deadline within budget

Ongoing & Future Needs

Action Steps	Time-line	Approx. Cost
Begin deaccession process in line with Collection Plan and Collection Management Policy	6/1/15	\$0 - \$2,000
Hire appraisers as needed to assist with future deaccessions and collection appraisals	8/1/15	\$3,000 - \$5,000
Seek the advice of consultants with appropriate expertise on special collections (ex. Asian Art)	1/5/16	\$3,000 - \$5,000
Based on consultant’s recommendations, seek guest curators to interpret special collections	6/1/16	\$3,000 - \$5,000
Maintain a master list of works for potential deaccession and acquisition	Ongoing	\$0
Include annual funding for acquisitions in the Museum’s budget	Ongoing	\$70,000 - \$150,000
Seek out donations and acquisitions that align with the Collection plan with the help of a Collector’s Group to support these efforts	Ongoing	\$5,000 - \$10,000

Strategic Goal #3: Complete full inventory and meet goal for full catalogue records for 60% of the collection

- Outcomes:**
- Improved accessibility, care, and interpretation of the collection through better information management.
 - Greater understanding internally and externally of the Museum’s holdings including a clearer picture of the strengths, weaknesses, and needs of the collection.

Action Steps	Responsible Party	Due by	Cost	Performance Measure
Complete full inventory of all Vault spaces and other collection storage areas	Registrar and Assistant	12/31/2015	\$0	-Completed by deadline
Develop a targeted cataloguing priority list based on inventory with associated costs of cataloguing and report findings to the Board	Curator of Art, Registrar, and Director	3/19/2015	\$0	-Completed by deadline
Hire 2 part-time assistants to work on cataloguing project including workstations and office space	Curator of Art, Registrar, Director, City HR and IS Departments	7/1/2015	\$25,000 in FY16	-Completed by deadline within budget
Begin cataloguing targeted collections	Registrar and Assistants	7/1/2015	\$0	-Completed by deadline
Complete cataloguing of targeted collections	Registrar and Assistants	1/1/2019	\$0	-Completed by deadline - Feedback from Curatorial staff

Ongoing & Future Needs

Action Steps	Time-line	Approx. Cost
Dedicated budget for 2 part time Assistants/Interns to help with cataloguing over 3 years	2016 – 2019	\$20,800 annually over 3 years
Determine collection storage needs	Ongoing	\$0
Purchase archival/museum quality cabinets and shelving as needed	Ongoing	\$10,000 - \$15,000
Commit annual funding dedicated to conservation needs	Ongoing	\$5,000 annually
Hire conservator as needed to address collections care issues	Ongoing	\$3,000 - \$5,000 per object
Make collections available on-line via Past Perfect	Ongoing	\$850 annually
Build object provenance information	Ongoing	\$0

Chapter 3: Building and Grounds

- Long-Range Vision:*
- By 2019, we will have a fully functioning building and grounds that are safe, secure, aesthetically pleasing, and well maintained with adequate funds budgeted for future maintenance needs.
 - By 2019, we will complete improvements to the building so that it meets the environmental and security standards of an AAM accredited museum.
 - By 2019, we will have an established program of public events on the Museum grounds including regular events in the Amphitheater and the ability to install permanent outdoor sculpture.

Strategic Goal #1: Complete a Master Plan and life-cycle analysis for the Museum building and grounds with short-term and long-term budget ramifications.

- Outcomes:**
- Ability to anticipate future facility needs leading to more effective facility management.
 - Improved ability to manage the Museum’s long-term financial needs.
 - Long-term, comprehensive plan for the Museum’s building and grounds that will guide future improvements and fundraising efforts.

Action Steps	Responsible Party	Due by	Cost	Performance Measure
Complete Master Plan detailing immediate building needs as well as long-range plans for future improvements and expansion with associated cost projections	Director, Assistant Director, City Public Works Department	5/1/14	\$40,000	- Completed by deadline within budget - Quality, accuracy, and usefulness of information in document
Identify short-term (3-5 years) and long-term (5+ years) maintenance and building needs with associated cost estimates	Assistant Director, City Public Works Department	7/1/14	\$0	- Completed by deadline within budget - Quality, accuracy, and usefulness of information in document
Develop building maintenance reserve fund so that surplus can be used for future building needs	Director, Assistant Director, City Finance Department	7/1/14	\$0	- Completed by deadline

Ongoing & Future Needs

Action Steps	Time-line	Approx. Cost
Complete repair work and correct deferred maintenance including: 1) sealing the building envelope; 2) replacing the roof over the offices and classrooms; and 3) add HVAC to Weisel & Kelly Galleries	6/30/15	\$562,000

(Continued) Strategic Goal #1: Complete a Master Plan and life-cycle analysis for the Museum building and grounds with short-term and long-term budget ramifications.

Complete building improvements including: 1) replacing exterior windows in offices and classrooms; 2) replace exterior doors and weather-stripping; 3) update gallery lighting; and 4) replace carpet and flooring throughout the building	2016	\$578,600
Expand parking lot	2017	\$125,000
Begin construction on expanding and remodeling the Museum interior to include an event center with catering kitchen, updated classroom space, a more visitor-friendly lobby, and other improvements	2019	\$2,000,000
Develop food service options for the Museum	2019	To be determined

Strategic Goal #2: Establish a plan for engaging the grounds as a part of the Museum experience.

- Outcomes:**
- A more attractive exterior that will project the image of a vibrant, active Museum and drive attendance and use.
 - Ability to make full use of the Museum’s grounds as a valuable public space and community resource.
 - Ability to add significant works to the public art landscape for the community.
 - Clearly defined direction regarding use of space and budget needs that will provide the basis for future planning.

Action Steps	Responsible Party	Due by	Cost	Performance Measure
Complete renovation to the Court Yard	Assistant Director	9/1/14	\$3,000	- Completed by deadline within budget - Rate of use by visitors - Visitor satisfaction - Increase in revenue from rentals of space
Begin tree planting in Amphitheater	Assistant Director and City Public Works Department	4/25/14	\$2,000	- Completed by deadline within budget
Host concert series in the Amphitheater	Director, Assistant Director, and Community Volunteers	Summer 2014	\$1,800	- Completed by deadline within budget - Attendance - Participation by music groups
Install sidewalks from National to the front entrance of the Museum	City Public Works Department	Summer 2014	\$0	- Completed by deadline - Increased accessibility to the Museum
Encourage use of Amphitheater by local theatre and other performing arts groups	Director and Assistant Director	Ongoing	\$0	- Participation by performing arts groups - Attendance by the community - Revenue from rentals of the Amphitheater
Complete a large-scale, temporary public art on the Museum grounds	Curator of Art and Artists	Spring 2015	\$7,000	- Completed by deadline within budget - Participation by artists and volunteers - Visitor/participant satisfaction

Ongoing & Future Needs

Action Steps	Time-line	Approx. Cost
Complete detailed plan for the Museum grounds including a prominent sign on National Ave., renovations to the Amphitheater and pathways to make the grounds more pedestrian friendly	FY 2015	\$0

(Continued) Strategic Goal #2: Establish a plan for engaging the grounds as a part of the Museum experience.

Restore outdoor sculpture on the Museum grounds and develop plan for regular maintenance	FY 2016	\$8,000 - \$15,000
Identify opportunities to expand educational mission to the grounds through hands-on activities, interpretive signage, or other provisions	Ongoing	\$5,000 - \$10,000
Identify opportunities to create stronger connections between the Museum grounds and Phelps Grove Park, the Xeriscape Garden, and other parks	Ongoing	To be determined

Chapter 4: Audience Experience

- Long-Range Vision:*
- By 2019, we will have solidified a reputation in the community for being a friendly and welcoming community resource.
 - By 2019, we will be recognized within the community and the museum field for excellence in interpretive programs.
 - By 2019, we will be recognized as consistently offering differentiated programs and resources that address the interests and needs of diverse audiences.

Strategic Goal #1: Improve customer service and hospitality.

- Outcomes:**
- Overall increased attendance and use by the community especially with returning visitors.
 - Increased audience loyalty and lasting enthusiasm and appreciation in the community for the Museum and its programs.
 - Improved relations with the community and enhanced opportunities to form beneficial relationships.
 - Increased revenue from facility rentals and program attendance.

Action Steps	Responsible Party	Due by	Cost	Performance Measure
Review and update Visitor Services Manual	Assistant Director	4/1/14	\$0	- Completed by deadline
Identify and take advantage of opportunities for customer service training	Assistant Director	4/1/14	\$0	- Completed by deadline - Staff performance following training - Improvement in visitor satisfaction following training
Identify and execute immediate ways to improve the appearance of the Lobby and front desk to make it more welcoming	Assistant Director	6/1/14	\$2,000	- Completed by deadline within budget - Visitor feedback
Incorporate customer service evaluation into Audience Studies program	Director, Assistant Director, and Museum Educator	7/1/14	\$0	- Completed by deadline - Staff performance - Visitor satisfaction

Ongoing & Future Needs

Action Steps	Time-line	Approx. Cost
Relocate security station away from front desk and remodel Lobby to improve flow and design	2019	TBD (portion of future expansion and renovation)

Strategic Goal #2: Develop and expand opportunities for education and interpretation.

- Outcomes:**
- High quality exhibitions and programs, which will better carry out the Museum’s educational mission.
 - New and unexpected opportunities to engage visitors and the community at large.
 - Better understanding and appreciation for the Museum and its collection among the diverse audiences we serve.

Action Steps	Responsible Party	Due by	Cost	Performance Measure
Align current class offerings and develop new classes that are aligned with the Museum’s exhibition schedule	Museum Educator	Ongoing	\$0	<ul style="list-style-type: none"> - Completed by deadlines within budget - Relevance to exhibition schedule or collection - Class attendance - Participant satisfaction - Ability to meet revenue goals - Meet program’s educational goals
Expand opportunities for adult learners beyond current class schedule and lectures (ex. Knitting groups, trivia nights, discussion groups, etc.)	Museum Educator	Ongoing	\$0	<ul style="list-style-type: none"> - Completed by deadlines within budget - Program attendance - Participant satisfaction - Meet program’s educational goals
Develop temporary, exhibition-related, hands-on activities for the Foyer Gallery	Museum Educator	Ongoing	\$2,000	<ul style="list-style-type: none"> - Completed by deadline within budget - Use by visitors - Visitor satisfaction - Meet programs’ educational goals
Develop gallery-based activities for children and families (ex. Gallery bags with changing contents)	Museum Educator	Ongoing	\$800	<ul style="list-style-type: none"> - Completed by deadline within budget - Use by visitors - Visitor satisfaction - Meet programs’ educational goals
Develop use of technology for educational programs in the gallery	Museum Educator	6/30/14- Ongoing	\$1,000	<ul style="list-style-type: none"> - Completed by deadline within budget - Use by visitors - Visitor satisfaction - Meet programs’ educational goals
Launch volunteer program to assist with programming and other needs	Museum Educator and Director	8/1/2014	\$200 - \$500	<ul style="list-style-type: none"> - Completed by deadline within budget - Program participation -Participant satisfaction - Feedback from Museum staff

(Continued) Strategic Goal #2: Develop and expand opportunities for education and interpretation.

<p>Develop new, innovative, technology-based interpretive programs and expand existing programs like the “Art Hunters” Alternate Reality Game</p>	<p>Museum Educator</p>	<p>Ongoing</p>	<p>\$850 - \$25,000</p>	<ul style="list-style-type: none"> - Number of programs developed - Program participation - Participant satisfaction - Data collected from programs and quality of “lessons learned” - Positive media coverage related to the program - Awards and recognition related to programs - Grants and other competitive funding - Conference presentations and publications
<p>Conduct assessments of Museum programs held at Robberson Elementary School and use assessment to determine whether to expand programs to high needs populations</p>	<p>Museum Educator and Director</p>	<p>Summer 2015</p>	<p>\$2,000</p>	<ul style="list-style-type: none"> - Completed by deadline - Value of data collected - Ability to process and apply data to future programs
<p>Host significant traveling exhibitions and loans from collections and other museums</p>	<p>Curator of Art and Director</p>	<p>Ongoing</p>	<p>\$5,000 - \$50,000</p>	<ul style="list-style-type: none"> - Attendance including attendance by out-of-town visitors - Visitor satisfaction - Positive media coverage related to the exhibitions - Awards and recognition related to exhibitions - Grants and other competitive funding - Quality of relationships with other institutions resulting from exhibitions

Ongoing & Future Needs

Action Steps	Time-line	Approx. Cost
<p>Develop a menu of quality offerings of school programs for educators</p>	<p>Ongoing</p>	<p>To be determined</p>
<p>Continue to showcase the Permanent Collection through semi-permanent exhibitions throughout the Museum</p>	<p>Ongoing</p>	<p>\$1,500 - \$20,000 per exhibition</p>

(Continued) Strategic Goal #2: Develop and expand opportunities for education and interpretation.

Develop infrastructure for semi-permanent exhibitions in the Foyer Gallery	Fall 2015	\$1,000 - \$7,000
Develop teaching artist/residency program tied into Any Given Child Initiative that will create stronger connections between the Museum and the school system	Fall 2016	\$10,000
Develop traveling exhibitions from the Museum’s Permanent Collection or originate from the Museum	Ongoing	To be determined

Chapter 5: Financial Growth

- Long-Range Vision:*
- By 2019, we will increase annual operating revenue to \$1.5 Million.
 - By 2019, we will be prepared to launch a successful capital campaign to address building and grounds improvements.
 - By 2019, we will achieve AAM accreditation as a capstone to this Strategic Planning period.

Strategic Goal #1: Adopt a Business/Development Plan for the Art Museum that focuses on diversified funding sources, building endowments, partnerships with the business community, and clearly defined roles for support groups supported by Memoranda of Understanding.

- Outcomes:**
- Ability to expand services to the community while seeing that the immediate and long-term financial needs of the Museum are met.
 - Greater stability in earned income and donations leading to more efficient operations and better ability to plan for the future.
 - A unified development effort that will lead to more productive fundraising.
 - Ability to ensure for the long-range financial health of the Museum.

Action Steps	Responsible Party	Due by	Cost	Performance Measure
Assess Museum's budgetary needs through analysis of historical data, through the annual budget process, and strategic planning process	Director and City Finance Department	Ongoing	\$0	- Completed by deadlines - Accuracy and value of the information gathered
Draft a menu of support/sponsorship opportunities to guide support group in gifts for FY 2015	Director	2/14/14	\$0	- Completed by deadline - Donations and sponsorships from support groups
Create inventory of revenue opportunities available to the Museum and research MOU's for Support Groups through AAM, AAMD, and City Legal Dept.	Director and Assistant Director	4/1/14	\$0	- Completed by deadline - Accuracy and value of the information gathered
Draft a "white paper" detailing revenue opportunities and recommended strategies for revenue growth to be shared with the Board, support groups, and other potential partners and to serve as the basis for future Development Plan	Director	4/17/14	\$0	- Completed by deadline - Value of information presented - Effectiveness of strategies

(Continued) Strategic Goal #1: Adopt a Business/Development Plan for the Art Museum that focuses on diversified funding sources, building endowments, partnerships with the business community, and clearly defined roles for support groups supported by Memoranda of Understanding.

MOU's completed and adopted by all parties	Director, City Legal Dept., Art Museum Board, SMMA, and FOSAM	7/1/14	\$0	- Completed by deadline
Work with Board members, partners, donors, and support groups to develop Business/Development Plan	Director, Art Museum Board, SMMA, FOSAM, donors, and other partners	9/1/14	\$0	- Completed by deadline - Level of stakeholder involvement
Present Business/Development Plan to the Board for approval	Art Museum Board	9/18/14	\$0	- Completed by deadline
Implement Business/Development Plan	Director, Art Museum Staff, Art Museum Board, SMMA, FOSAM, donors, and other partners	Ongoing	TBD	- Meet annual revenue goals - Meet long-range vision of \$1.5 million in annual operating revenue - Organization prepared to conduct capital campaign for building improvements

Ongoing & Future Needs

Action Steps	Time-line	Approx. Cost
Develop a staff position dedicated to Development	2017	\$75,000 annually
Continue to develop revenue streams and partnerships	Ongoing	To be determined

Strategic Goal #2: Advance the Museum toward AAM accreditation.

- Outcomes:**
- National recognition for the Museum’s commitment to excellence.
 - A more positive public image for the Museum in the community and increased credibility with potential partners.
 - Improved relationships with other museums.
 - Increased level of professionalism for the Museum as a whole.
 - More effective and efficient operations and governance.

Action Steps	Responsible Party	Due by	Cost	Performance Measure
Adopt Strategic Plan	Art Museum Board and Director	2/20/14	\$0	- Completed by deadline
Take the AAM “Pledge of Excellence” and form Accreditation Committee	Art Museum Board	4/17/14	\$0	- Completed by deadline
Review and possibly update the Museum’s Mission Statement	Art Museum Board	9/18/14	\$0	- Completed by deadline
Adopt an Institutional Code of Ethics	Art Museum Board, Director, and City Legal Dept.	10/15/14	\$0	- Completed by deadline
Adopt a Collections Management Policy	Art Museum Board and Curator of Art	11/20/14	\$0	- Completed by deadline
Adopt an Emergency/Disaster Preparedness Plan	Art Museum Board and Assistant Director	12/18/14	\$0	- Completed by deadline
Submit “Core Documents” for review by AAM staff	Director	1/1/15	\$0	- Completed by deadline - Documents pass review
Apply for Museum Assessment Program (MAP)	Director	2/1/15	\$0	- Completed by deadline - Successful application
Complete MAP	All Staff and Art Museum Board	2/1/16	\$750	- Completed by deadline
Apply for Accreditation	Director	3/1/16	\$0	- Completed by deadline
Acceptance of Application	AAM	4/1/16	\$0	- Completed by deadline
Complete Self Study and submit to AAM	All Staff and Art Museum Board	1/1/17	\$0	- Completed by deadline
Site-visit by Peer Reviewers	All Staff, Art Museum Board, and Community Partners	Summer 2017	\$3,000	- Completed by deadline within budget - Successful review
AAM Accreditation Commission decision	AAM Accreditation Commission	Fall 2017	\$250 annually	- Completed by deadline - Successful Accreditation bid

Ongoing & Future Needs

Action Steps	Time-line	Approx. Cost
Continually prepare for reaccreditation every 5 – 10 years	Ongoing	\$250 annually and \$4,000 per reaccreditation

Benchmark Institutions

Boise Art Museum, Boise, Idaho

Budget: \$1.8 Million
Collection size: 3,000 objects
Population in immediate service area: 212,303
Annual Attendance: approx. 60,000
% of visitors traveling greater than 75 miles: not tracked

Erie Art Museum, Erie, Pennsylvania

Budget: \$1.25 Million
Collection size: 7,000 objects
Population in immediate service area: 101,047
Annual Attendance: 55,937
% of visitors traveling greater than 75 miles: +20% when tracked but is not tracked on a regular basis

Fort Wayne Museum of Art, Fort Wayne, Indiana

Budget: \$1.7 Million
Collection size: 1,400 objects
Population in immediate service area: 254,555
Annual Attendance: 94,000 on-site; 40,000 in-school outreach; 400,000 broadcast education outreach
% of visitors traveling greater than 75 miles: 25%

Cedar Rapids Museum of Art, Cedar Rapids, Iowa

Budget: \$1.3 Million
Collection size: 7,200 objects
Population in immediate service area: 128,119
Annual Attendance: 32,000
% of visitors traveling greater than 75 miles: Not tracked on a regular basis

Acknowledgements

Long-Range Planning Committee

Sally Scheid- Committee Chair (Art Museum)	Sharon Nahon (SMMA)
Jennifer Kennally (Art Museum)	Mary Sue Hoban (FOSAM)
Nancy Daily (Art Museum)	Jack Crabb (FOSAM)
Norene Rinker (SMMA)	George Deatz (FOSAM)

Springfield Art Museum Board

Ron Hawley (Chair)	Kirk Elmquist
Sally Scheid (Vice Chair)	Paula Ingram
Judith Fowler (Secretary)	Jennifer Kennally
Don Cooley	Tim Rosenbury
Nancy Daily	

Board Retreat Facilitator

Julie Leeth (Community Foundation of the Ozarks)

Focus Groups

Non-Profit & Arts Leaders

Morey Mechlin (Care to Learn)	Scott Giffen (Springfield Arts Collaborative)
Leah Hamilton (Springfield Regional Arts Council)	Randy Russell (Community Foundation of the Ozarks)

Economic Development

Jeff Seifried (Springfield Area Chamber of Commerce)	Mary Lilly Smith (City of Springfield)
	Alan Kunkel (Missouri State University)

Art Educators

Stephanie Cramer (Springfield Regional Arts Council)	Rachel Jamieson (Placeworks/CFO)
Julie Taylor Jones (Placeworks/CFO)	Suzanne Thomas (Springfield Public Schools)

Minority Communities

David Knox (Springfield Branch of the NAACP)	Mark Dixon (Bartley-Decatur Neighborhood Center)
Yolanda Lorge (Grupo Latino Americano)	John Oke-Thomas (Minorities in Business)
Ken Estes (Southwest Missouri Indian Center)	

Young Professionals

Members of The Network Leadership Council

Museum Support Groups

Board Members of Southwest Missouri Museum Associates (SMMA) and Friends of the Springfield Art Museum (FOSAM)

Museum Docents

Sonya Wise (Docent President) and members of the Springfield Art Museum Docent Corps

Southwest Missouri Museum Associates Trustees & Executive Committee Members

Norene Rinker, President	Susan Daniel
Brenda Stiles, Vice President	Margaret Hindman
Mary Hamilton, Treasurer	Joyce Jones
Mary Lee Marsh, Secretary	Sarah Kapp
Suzanne Rohman, Acquisitions/Projects	Lea Landon
Alice Phillips, Publicity	Irma Leidig
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Delores Bauer	Ruth Penaherrera-Norton
Jean Benzen	Sharon Reistis
Betty Carlton	Jae Strub
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Jacqueline Findley, Secretary	Mary Johnson
David Hersey, Treasurer	Dixie Meyer
John Biggs	Patti Provance
Bucky Bowman	Kathy Risdal
Nicole Brown	Richard Turner

Springfield Art Museum Staff

Administrative Staff

Nick Nelson, Director
Tyra Knox, Executive Secretary
Merritt Giles, Assistant Director
Michele Huntley, Custodian
Tequilla Jackson, Custodian

Curatorial & Education Staff

Sarah Buhr, Curator of Art
Kate Baird, Museum Educator
Cindy Quayle, Exhibitions Manager
Greta Russell, Registrar
Kiri Mack-Hansen, Museum Assistant (Research)
Rachel Johnson, Museum Assistant (Collections)
Brian Fickett, Museum Assistant (Exhibitions)
Becky Thompson, Museum Assistant (Library)

Visitor Services & Security Staff

Luz Melendez, Visitor Services
Debbie Karnes, Visitor Services
Anita Wood, Visitor Services
Janelle Turner, Visitor Services
Roger Hall, Security
Joe Medina, Security
Lexi Mason, Security
Emily Shane, Security