

THE WESTMORELAND MUSEUM of AMERICAN ART

Following the appointment of Anne Kraybill as the Richard M. Scaife Director/CEO in August 2018, The Westmoreland Museum of American Art undertook a new strategic planning process that would set the course for the next several years. The planning process included a variety of stakeholders including the board, community members, and internal staff.

Staff Engagement: In November 2018, David Mead from Ignite Leadership led an institution wide workshop and the entire staff was invited to participate. The workshop was a “why discovery” that mined the staff for stories about when they felt proudest of The Westmoreland Museum of American Art and when they believed the institution was operating at its best. From those stories, several “why” statements were drafted. A small team of staff was nominated to continue to develop the why statement, culminating in the following:

The Westmoreland Museum of American Art offers a place to share compelling and meaningful cultural experiences that open the door to new ideas, perspectives, and possibilities.

Vision: We imagine a world in which everyone feels valued and represented.

The Westmoreland’s Culture is:

Welcoming: Every guest, staff member, and volunteer is greeted warmly.

Inclusive: Diversity of thought, experience, and perspective are valued.

Collaborative: Bringing that diversity to the table, across department and throughout the community, makes our work stronger.

Kind: We may not always agree. We practice blameless problem solving to work towards a solution.

Inspiring: We are a team of creative doers. After all, we work at an art museum!

This collaboratively developed mission, vision and culture statements unites the staff around our institutional “why.” This has informed our future direction so we can always strive towards operating at our best with a clear sense of purpose. The following plan defines how we will continually achieve our why, and specifically, what we will do over the next three years through the following six strategic initiatives.

1. We welcome and invite everyone: From the moment someone walks through the door, they are greeted warmly and inclusively. For those that have not yet walked through the door, we reach out and connect to extend an invitation. To accomplish this we:

- A. Provide a comprehensive customer service onboarding and ongoing training to all staff.**
- B. Strive for inclusive board, staff and intern recruitment, hiring and retention practices.**
- C. Establish partnerships with community organizations serving underrepresented audiences so that we can create collaborative programs with, rather than for, the community.**
- D. Deploy grassroots marketing to reach new audiences**
- E. Support other organizations in our community.**

2. We share stories: Our collection and exhibitions have layers of meaning and context that people personally connect with, particularly regional artworks. We also recognize that our collection, and the history of American art, does not reflect everyone's experience and work to address those gaps.

A. Engage in a formative interpretation process that includes internal and external advisory groups and acknowledge underrepresented stories in American art and history.

B. Diversify our collections.

C. Leverage partnerships and loans to temporarily fill gaps in our collection.

D. Bring a diversity of narratives and media in our temporary exhibition program.

3. We challenge, encourage, provoke thought, and spark curiosity: Our temporary exhibitions, permanent collection and public programs provide an opportunity for feedback and participation. This not only inspires our visitors, but informs our practice and inspires our organization.

A. We offer robust and diverse array of programming that appeals to broad interests from traditional lectures to alternative gallery tours to outdoor festivals.

B. We provide dedicated spaces for people to create their own art and connect with each other.

C. Provide opportunities for visitors to respond and connect to the art and exhibitions in the galleries.

D. Exhibit art in new and refreshing ways including out-of-doors.

E. Create ongoing conversations externally through marketing.

4. We strive to have positive impact: We seek to provide understanding to issues facing our community, region, nation, and globe and take actionable steps to make change.

A. Employ sustainable practices that minimize negative environmental impact.

B. Support and celebrate marginalized and under-represented groups.

C. Serve as a convener to discuss difficult and sometimes divisive issues.

5. We are committed to financial, philanthropic and operational Excellence: our practices ensure sustainability for future generations.

A. Know and communicate key performance indicators to staff and board members

B. Invest in Staff

C. Diversify Funding Sources

D. Provide Excellent Stewardship of Organizational Assets

E. Mitigate Operational, Financial, Systems and Human Capital Risk

F. Shape a culture of efficiency throughout the organization in which staff collaborate on new ideas, methods and processes to increase productivity, improve accuracy and improve visitor's experiences.

6. We are nimble, proactive, and open to new opportunities: We recognize that the world changes quickly. We are proactive to current events and possibilities that we cannot predict today.

A. Keep in touch with other organizations planning and processes.

B. Have a culture that encourages ongoing conversations about possibility.

C. Recognize that this document is a living document.

The Westmoreland continues to work with the staff, board, and community to inform and advance this plan.