

THE WESTMORELAND MUSEUM of AMERICAN ART

2019-2024 STRATEGIC PLAN



Executive Summary

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.

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:

MISSION

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.

This collaboratively developed mission and vision statement 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
- 2. We share stories
- 3. We challenge, encourage, provoke thought, and spark curiosity
- 4. We strive to have positive impact
- 5. We are committed to financial, philanthropic and operational excellence
- 6. We are nimble, proactive, and open to new opportunities



Following the development of the new mission, vision, and strategic objectives, the Board of Trustees reviewed and discussed the outline of the plan at the January 2019 Board Meeting. All were in agreement with the new mission, vision, and strategic objectives. In July 2019, the Board of Trustees attended a day-long retreat to outline their role in advancing the plan. Following presentations by Richard Aste, Director of the McNay Art Museum and Anne Kraybill, Executive Director/ CEO of The Westmoreland, the board considered new challenges facing art museums including diversification of internal and external stakeholders, offering relevant and inclusive experiences, and developing programs in partnership with, rather than for community partners. Susan Katz McFall, a non-profit governance consultant for Ryan Consulting Group, facilitated the discussion.

The Board recognized that their role was to ensure the financial stability of the organization, and at the board level, to fulfill the mission and vision of The Westmoreland. The board identified two strategic objectives to focus on over the next several years, which is to build the endowment, and diversify the board composition racially as well as in other demographics.

Over the past several years, the Museum has also gathered data from the community to inform the strategic plan and projects. These have included a market analysis of actual versus potential members, a “secret shopper” initiative to measure actual experience, focus groups, and COVES Surveys (Collaboration for Visitor Evaluation Studies), which measure visitor motivations and demographics.

The Westmoreland continues to work with the staff, board, and community to inform and advance this plan. In the fall of 2019, the staff developed the Museum’s values and behaviors that intentionally define the culture to advance the mission, vision, and strategic objectives. Staff were asked what they expect to see when entering the workplace and what guests see when visiting the Museum. They were also asked to identify any behaviors that were missing. From this work five shared values and value statements were created.



THE WESTMORELAND MUSEUM OF AMERICAN ART 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!



ONGOING COMMITMENT TO DIVERSITY, EQUITY, ACCESS AND INCLUSION

In 2021, the staff and board also revisited The Westmoreland’s commitment to Diversity, Equity, Access, and Inclusion. The Westmoreland Museum of American Art recognizes that for many, art museums have been structured to be exclusive institutions with real and perceived barriers. As The Westmoreland looks to the future, we strive to be a Museum of the 21st Century that is inclusive and relevant to all, which requires that we commit to actions that will result in measurable change. As a Museum, we use the power of art to explore and reveal the complexity of American history in an effort to create a more just and equitable society.

The Westmoreland is committed to being an anti-racist institution and fostering a culture that supports and advances DEAL efforts and aligns with our mission, vision and values. This commitment is fully embedded in this strategic and operational plan. We commit to this work as never ending, evolving, and with the expectation that we will make mistakes and learn from them along the way. Most importantly, we recognize that our actions speak louder than any written document and that we will be accountable by what we do in addition to what we say.

The strategic planning process is dynamic and fluid. It requires ongoing stakeholder conversations, evaluation, and updating. To ensure this strategic plan is not static, there are regular bi-monthly meetings to review the activities, ensure we are on target and have collected the appropriate metrics to measure success.



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2019-2024 STRATEGIC AND OPERATIONAL PLAN



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.

To accomplish this, we:

- 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.

To accomplish this, we:

- 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.

To accomplish this, we:

- 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.

To accomplish this, we:

- A. Know and communicate key performance indicators to staff and board members
- B. Invest in Staff Professional development
- 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.

To accomplish this, we:

- 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.

