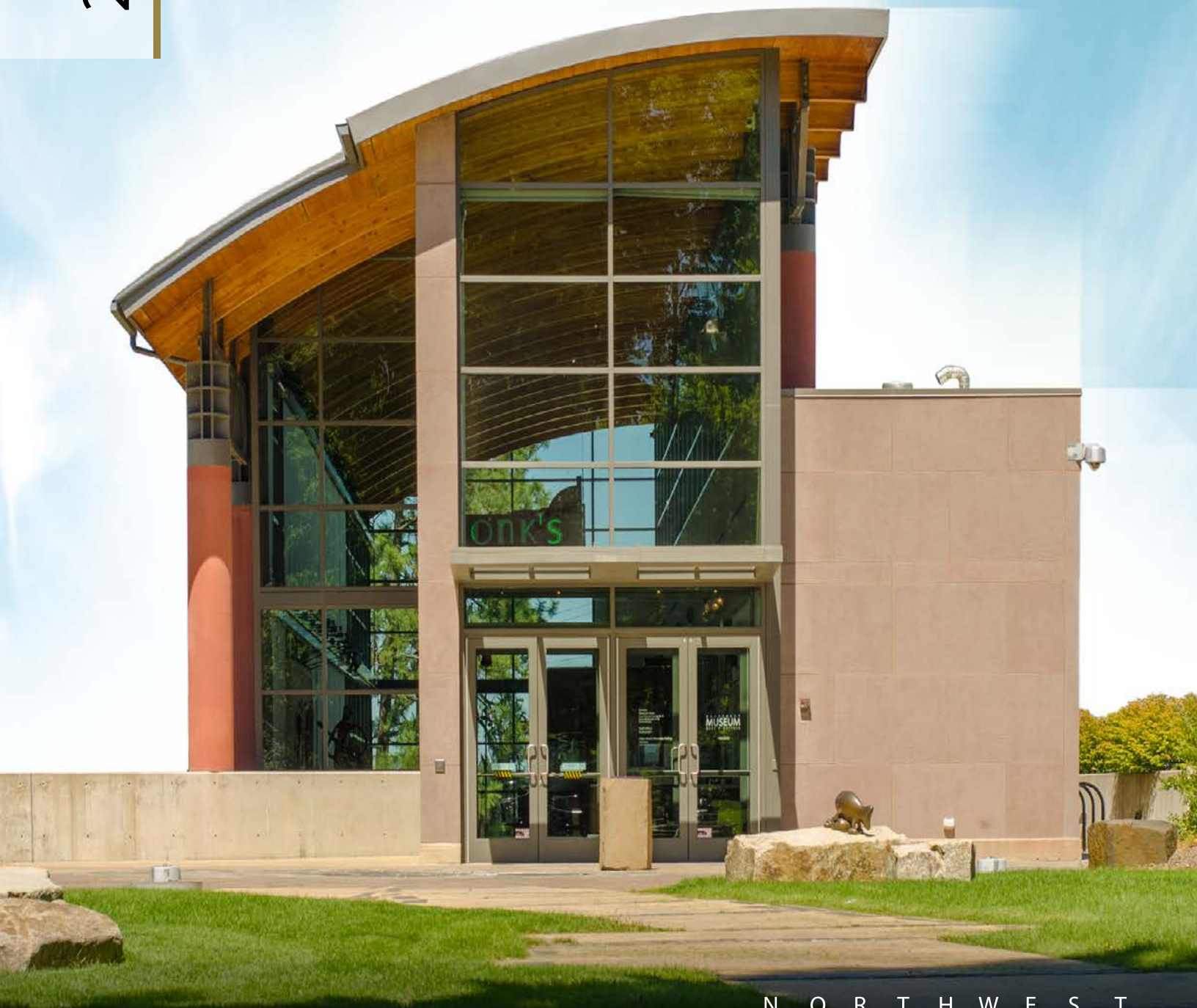


2018 - 2021

Northwest Museum of Arts & Culture

Strategic Plan

Approved by the MAC Board of Trustees, April 4, 2018



N O R T H W E S T
MUSEUM
A r t s + C u l t u r e

EXECUTIVE SUMMARY

The Northwest Museum of Arts and Culture – the “MAC” – is the cultural hub of the Inland Northwest. We provide to over 100,000 visitors annually, including thousands of students, an exposure to art, history and culture from our Region and beyond, that otherwise would be unavailable to them. Additionally, we preserve collections of more than one million artifacts, works of art, and archival materials. The crown jewel of our collection is a 13,200 square feet, fully restored Kirtland Cutter mansion built in 1898. We also have a comprehensive collection of art, historical objects and textiles from this region, a significant research archive and library, and the largest known collection of Plateau Indian art and artifacts.

This Strategic Plan presents the Vision, Mission, Values, and Strategic Priorities and Initiatives of the “MAC” for the Fiscal Years 2018 through 2021. The Plan was developed in a seven-month process that included a series of Board and Management deliberations, external public surveys and in-person meetings or listening sessions with every key constituent group. Over eleven hundred community members participated and provided input to this effort.



VISION

To be a nationally acclaimed regional cultural center through curatorial excellence, innovative programming, and by offering an extraordinary visitor experience. We aspire to be essential to the social and cultural life of our local community, and a must - see destination for visitors.

MISSION

To engage our audiences in the appreciation of art, history, and culture of the Inland Northwest and beyond through collection stewardship, exhibitions, and programs that enrich and inspire.

VALUES

The MAC's leadership, staff and volunteers are committed to operating transparently and with integrity in all matters, honoring our commitments, listening with empathy and being approachable, inclusive and respectful of others.

STRATEGIC PRIORITIES AND INITIATIVES

The continuity and effectiveness of the MAC's ongoing operations is our top priority. Multi - year planning will help us clarify roles, balance workloads and discern programmatic and staffing gaps to fill. And we'll develop ways to leverage the MAC's significant collections as well as its remarkable campus.

To succeed, the MAC must be widely known and appreciated. So, we'll work to elevate the effectiveness of our marketing and communications efforts. And we'll extend the breadth and depth of supportive relationships with the State of Washington and other private funding sources. In parallel, we will also significantly expand our earned revenue.

To these ends, we've identified four inter-related Strategies to move us toward our goals over the next three years.

Strategic Priority 1

HIGHLY ENGAGING EXHIBITIONS AND PROGRAMS

MAC exhibitions and programs are the backbone of our public outreach. Our constituents want exhibitions that interpret our collections in dynamic, interactive, and engaging ways, and our goal is to deliver experiences that meet these expectations. Multi-year, collections-centric planning will help us achieve this goal, by balancing workloads and exposing resource gaps such as space, funding & curatorial talent. In turn, a comprehensive exhibition schedule of both traveling and internally curated exhibitions will support development efforts, sponsor recruitment, and marketing strategies. *The end goal of this strategy is to take full advantage of the MAC's staff and collections, making the organization more internally efficient, while delivering highly engaging exhibitions and programs.*



Highly engaging exhibitions and programs

ACTION INITIATIVES

EXHIBITION PLANNING

Develop a 3-year plan for exhibitions to leverage our collections for optimal benefits at current and proposed staffing levels. Our goal by fiscal year 2021 is to have exhibitions planned through 2024.

PLATEAU COLLECTIONS

Maximize utilization of our world-class Plateau Tribal collections & develop a procurement plan to add new objects from contemporary tribal artists and tribal members.

PERMANENT EXHIBITIONS

Develop permanent collections exhibitions and programs to comprehensively and permanently spotlight the story of the Plateau Tribes' distinctive history and contemporary culture.

PROGRAM DELIVERY

Develop a culture of evaluation that assesses exhibitions and programs for all aspects of member, visitor, and major donor experiences relative to our principles, brand, and costs, measuring performance and working as a staff to develop plans for improvement.



Strategic Priority 2

ROBUST COMMUNITY OUTREACH AND CONSTITUENT ENGAGEMENT

Develop a three-year strategy for marketing and communications that helps constituents understand the breadth of the work we do and that leads to a broader base of support. Equally important is expanding the MAC's presence in our region, which could entail staff members taking leadership roles in related organizations, building visible organizational partnerships, or taking a pro-active role in community affairs. We will also solicit members and community leaders regularly for feedback, helping us stay tuned to trends, opportunities for collaboration and development of alternative sources of funding. *The end goal of this strategy is to develop and execute cohesive, sustained campaigns to significantly broaden and deepen support for and engagement with the MAC.*



Robust community outreach and constituent engagement **ACTION INITIATIVES**

COMMUNITY OUTREACH

Develop a multi-year, comprehensive marketing and communications plan that centers our messaging in the context of our overall mission, vision and values, and in doing so, holistically increases public awareness, Museum visits, program participation, and memberships.

ENGAGEMENT AND PROGRAM DELIVERY

Convene a panel of advisors to guide a multi-year plan for K-12 educational programming that boosts teacher and student participation. Proactively engage with school districts to make the MAC an integral partner in their implementation of the 2015 Washington State Senate Bill 5433, mandating the education of all students in the history of Tribal sovereignty.

CONSTITUENT ENGAGEMENT

Develop and empower advisory structures for our communities of artists, historians, and regional tribes to broaden access and support. Our goal is to create a robust and dynamic feedback loop of these communities' best and brightest leaders.

COMMUNITY LEADER ENGAGEMENT

Routinely inform elected officials at all levels — tribal, state, regional, county and municipal — of Museum plans and progress relative to community interests and priority initiatives.

COMMUNITY RELATIONS

Develop a network of key community organizations and professional associations for MAC leadership participation.



The Museum has identified four strategic priorities to guide its next three years:

Strategic Priority 3

DEVELOPMENT OF COMPREHENSIVE AND DIVERSIFIED FUNDING SOURCES

We will create a comprehensive development model, beginning with a multi-faceted strategy for returning to inflation-adjusted, historic levels of funding by the State of Washington, through engagement with stakeholders, legislators, trustees and the community. We must also invest in long-term relationships with individuals, foundations, and corporations that share our goals. Distinctive, targeted proposals that invite support from beyond our traditional boundaries — including pursuing global interests in the Plateau Collection — are also a key tenet of this strategy. *The end goal is to develop and execute campaigns that significantly expand the amount and sources of funding support.*



Development of comprehensive and diversified funding sources

ACTION INITIATIVES

PUBLIC FUND DEVELOPMENT

Leverage community input, strategic plan, and ongoing performance to build the case for returning to pre-recession, maintenance level State appropriations.

LOCAL FUND DEVELOPMENT

Analyze major contributions and develop a multi-year plan to increase the number of individual sponsors and donors and the average amount contributed.

KEY INFLUENCER ENGAGEMENT

Initiate and grow a MAC advocacy team by assessing the status of relationships with key constituents and developing pathways to systematically engage influencers in support of fund-development efforts.

TARGETED FUND DEVELOPMENT AND ENGAGEMENT

Develop specific individual, corporate, and foundation prospecting plans for long term sponsorships in support of three vital program areas: K-12 educational programming, expanded art exhibitions, and Plateau Tribal collections and interpretation.

NATIONAL FUND DEVELOPMENT AND ENGAGEMENT

Develop plans to campaign for support for collections and permanent exhibitions at the regional and national level.



Strategic Priority 4

PERFORMANCE OPTIMIZATION THROUGHOUT THE INSTITUTION

This strategy is about continuously improving how we do what we do. We will reinforce confidence in the MAC and the value we deliver through effective and efficient operations, adherence to principles, and routine, transparent reporting. Key to executing this will be role and goal clarity, governance and decision structure, cohesive operational planning, and reliable execution. Dedicated action teams will help us speed solutions on specific issues, and planning for the long term will prepare us for succession and transitions in any form. *The end goal of this strategy is to assure that the talent, protocols, and systems are in place for the MAC to achieve optimal results and operational continuity over time.*



Performance optimization throughout the institution

ACTION INITIATIVES

TALENT DEVELOPMENT

Define the ideal mix of talents and organizational structure in view of the strategic plan and resulting multi-year operating plans, updating the organizational chart and creating a staffing plan to fill in order of importance. Simultaneously, identify gaps in funding and raise sustainable resources to hire those key roles.

SUPPORT SYSTEMS

Up to date technology is not a luxury, but a necessity. Commission an audit of technology systems necessary to support the ideal organizational structure. Identify gaps for fund development to support maintenance level upgrades.

PERFORMANCE DEVELOPMENT

Review performance evaluation systems vs. state standards and effectiveness in supporting staff success. Evaluate and redraft job descriptions as necessary.

GOVERNANCE ALIGNMENT

Review Board selection, performance, and representation criteria re: geography, age, and ethnic diversity, and support for MAC needs. Plan and execute revisions.

REVENUE GROWTH

Evaluate existing performance vs. potential of current prospective activities for earning revenue, including but not necessarily limited to admissions, facilities rental, archives, shop and cafe. Plan and execute improvements.





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