

North Carolina Museum of Art 2020-2025 STRATEGIC PLAN



North Carolina Museum of Art

AT THE NORTH CAROLINA MUSEUM OF ART

(NCMA), we recognize that art is a powerful vehicle for understanding experiences and cultural practices. We celebrate our ownership of the People's Collection, with over 4,000 objects spanning over 5,000 years, while acknowledging the historically accepted and painful practice of limiting the perspectives we have shared with audiences since the founding of the Museum. We are working intentionally to be a cultural resource that reflects the perspectives, varying lived experiences, and cultural backgrounds of the communities we serve.

Looking ahead, we have identified five strategic goals to prioritize during the fiscal years 2020–2025, and we will proactively engage voices across abilities, ages, cultures, gender identities, races, religions, sexual orientations, socioeconomic status, vulnerable communities, and lived experiences to continue weaving varying dimensions of art, nature, people, and diversity into our vision, strategic planning, and pursuit of excellence.

The Museum strives to serve all North Carolinians, and to that end, this strategic plan places emphasis on strengthening external relationships and impact beyond the Raleigh campus, extending the NCMA's reach across the state. To achieve this mission, the NCMA will listen actively and act proactively to ensure our efforts are sustainable and promote ongoing cultural responsiveness as we work toward transparency and accountability in our care of the People's Collection and in ensuring North Carolinians' access to it.

MISSION:

The NCMA stewards and shares the people's art collection and inspires creativity by connecting our diverse communities to cultural and natural resources.

VISION:

To be a vital cultural resource for the entire state and a national leader in creating a welcoming experience of belonging and joy

VALUES:

The North Carolina Museum of Art embraces the following values:

Integrity. We strive for excellence in all we do, holding ourselves and each other accountable to our mission, vision, and the public we serve.

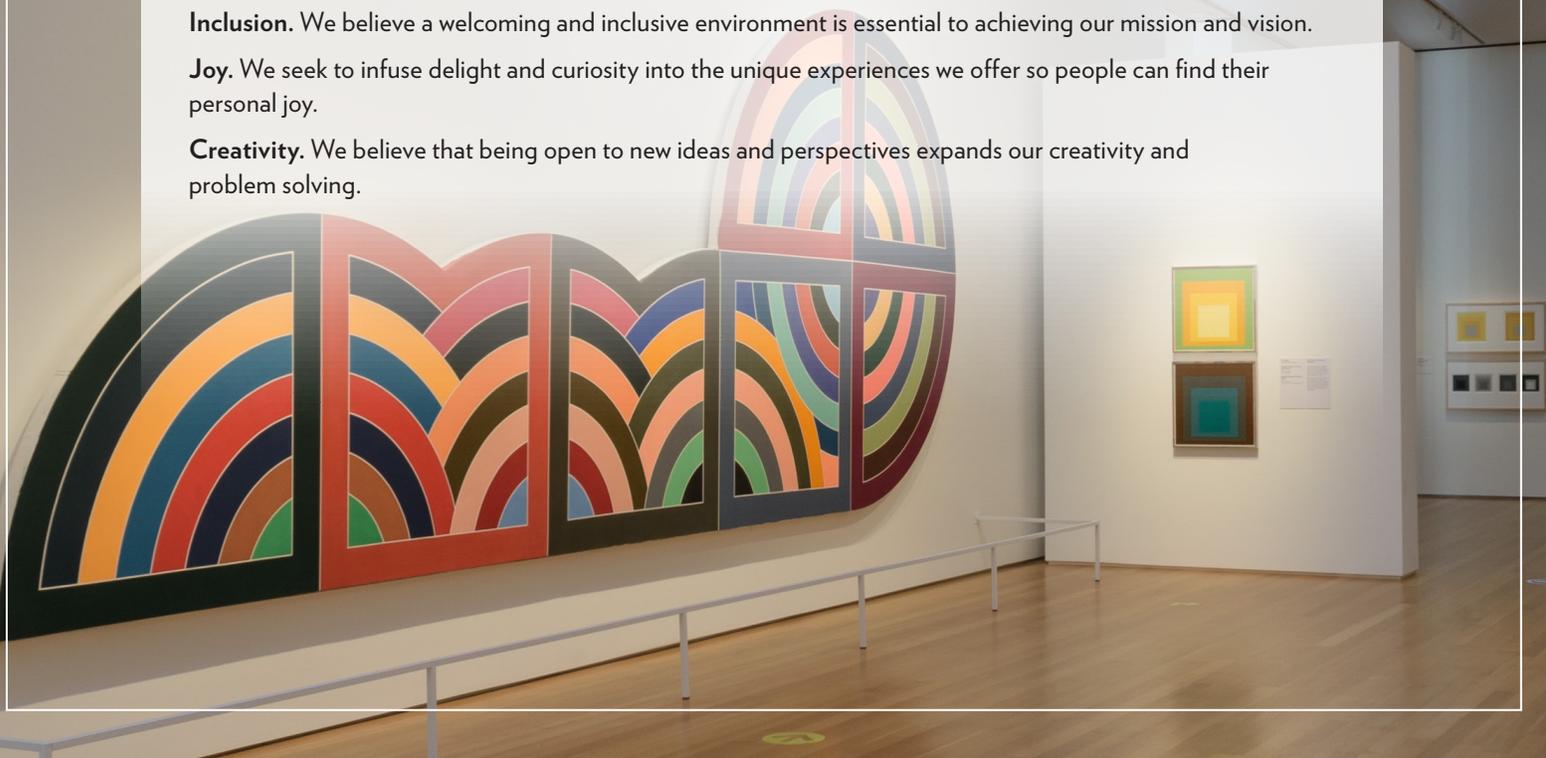
Active listening. We listen actively to all voices in our community and communicate with transparency and empathy.

Collaboration. We collaborate to share diverse narratives and experiences that influence and inspire individuals and the communities we serve.

Inclusion. We believe a welcoming and inclusive environment is essential to achieving our mission and vision.

Joy. We seek to infuse delight and curiosity into the unique experiences we offer so people can find their personal joy.

Creativity. We believe that being open to new ideas and perspectives expands our creativity and problem solving.



2020–2025 GOALS



Goal 1: Forge a distinctive artistic path that honors diverse narratives, innovation, and excellence.

- I. Reconceive the People's Collection to highlight multiple, diverse histories, voices, and perspectives in collection displays.
 - a. Reimagine the People's Collection, offering new narratives and frameworks and highlighting distinction in the collection with input from varying stakeholders and consultants with diverse perspectives.
 - b. Align acquisition, loan, and commission strategy with the reimagining of the People's Collection, bolstering and sharing the diversity of artists represented in the collection.
 - c. Implement visitor evaluation tools and processes, including stakeholder listening sessions, to inform the process and to be transparent with our communities.
- II. Originate exhibitions and commission new art.
 - a. Research and create exhibitions and commissioned projects, including design, interpretation, and connections among the Museum, Park, and performing arts programming, to engage audience diversity in ages, interests, and cultural backgrounds.
- III. Showcase and celebrate North Carolina artists.
 - a. Ensure the inclusion of artists from across the state in acquisitions, exhibitions, and programming.



Goal 2: Create authentic, inclusive, and welcoming experiences that engage a broader audience with art, nature, and people.

- I. Extend a wide welcome.
 - a. Strive toward an identity and marketing strategy that incorporates inclusivity and access by dedicating funds to advertising with diverse and traditionally underrepresented audiences.
 - b. Engage all staff in NCMA Campus Host training to cultivate, maintain, and deliver our core values.
 - c. Create experiences throughout North Carolina to engage multigenerational, statewide audiences with the People's Collection and other offerings.
 - d. Redesign the NCMA website and NCMA Learn, improving user interaction and increasing access to the People's Collection for all audiences.
 - e. Engage future museum and nonprofit leaders through teen and college programs, internships, and dedicated relationships with North Carolina's minority-serving institutions and community college system.
 - f. Recruit facilitators to engage K–12 audiences in dialogues about the human experience through art, prioritizing themes and narratives brought to light by reimagining the collection.
- II. Produce nationally recognized educational resources, programs, and partnerships to serve and impact North Carolina and beyond.
 - a. Instill a sense of welcome through programming and resources that reflect people's diverse lived experiences, offering connections that invite reflection and create an environment in which people are comfortable doing so.

- b. Present programs led by North Carolina artists, strengthening and expanding strategic collaborative partnerships to increase access and arts-integrated education across the state.
- c. Partner with nationally recognized arts organizations and school and community organizations to deliver high-quality programming to the people of North Carolina, both on site and across the state.

Goal 3: Advance an ambitious campus plan to create a cohesive, accessible, and interconnected experience.

- I. Integrate and expand visitor exploration across the Museum campus, inviting people to make connections with one another, art, and nature.
 - a. Develop a long-term and distinctive plan for art and programming in the Park that is multifaceted, welcoming, and accessible to all audiences.
 - b. Elevate the Park and amphitheater as year-round arts and entertainment zones.
 - c. Staff and program the Welcome Center to offer connections to the People's Collection, an understanding of campus history, and comfort amenities.
 - d. Develop a master renovation and restoration plan for East and West Buildings, strengthening collection care and visitor exploration across the campus.
- II. Develop a plan for the Park's preserve, celebrating natural habitats, unifying the Park's zones, and preserving the campus.
 - a. Create a plan to restore and protect the NCMA's stream system and natural areas.
 - b. Improve the Park's circulation and visitors' experience with art, nature, and people, broadening the NCMA's appeal to more diverse audiences.
 - c. Build climate resilience, environmental awareness, and opportunities for future artists' projects.



Goal 4: Create inclusive systems, processes, and capacity for operational excellence.

- I. Work toward a culture of inclusivity to recruit and retain a diverse workforce.
 - a. Encourage individual growth and professional development in Museum best practices, racial and social justice, and accessibility.
 - b. Facilitate a culture of active listening and responsiveness with internal and external stakeholders.
 - c. Develop systems to detect and address gaps in representation to ensure Museum staff, volunteers, docents, and board members reflect the diversity of the state.
- II. Adopt a culture of philanthropy to support mission and vision.
 - a. Align financial and advancement philosophies and practices, ensuring accountability, transparency, and sustainable growth.
 - b. Maximize customer relationship management system to understand visitors', members', and donors' engagement to create lasting and supportive relationships.
 - c. Continue organizing annual campaigns.
 - d. Redesign membership model, making every member a donor to mission-based work.
 - e. Launch campaign for the North Carolina Museum of Art to support the strategic plan and secure the Museum's mission and future.

