



STRATEGIC PLAN 2020–2023



TUCSON MUSEUM of ART
AND HISTORIC BLOCK

KASSER FAMILY WING
TUCSON MUSEUM OF ART AND HISTORIC BLOCK

ALICE CHAITEN BAKER
CENTER FOR ART EDUCATION



Paul Pletka, *La Primera Caida*, 2018, acrylic on linen, 62 x 72 in. Collection of the Tucson Museum of Art. Museum Purchase. Funds provide by Western Art Patrons and Virginia Johnson Fund. 2018.20

Tucson Museum of Art and Historic Block
 140 North Main Avenue
 Tucson, Arizona 85701
www.TucsonMuseumofArt.org

The Tucson Museum of Art and Historic Block connects art to life through meaningful and engaging experiences that inspire discovery, spark creativity and promote cultural understanding.

As an institution built upon the original territories of the O'odham, the Tucson Museum of Art and Historic Block acknowledges the Indigenous Sonoran Desert communities, past and present, who have stewarded this region throughout generations.

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FROM THE TASK FORCE CHAIR

On behalf of our board of trustees and staff, I am pleased to introduce the Tucson Museum of Art and Historic Block's Strategic Plan 2020–2023. This plan outlines the mission, vision, values, strategic priorities, goals, objectives, strategies and evaluation measures that will guide TMA's activities during the three years leading to its centennial in 2024.

TMA has been a leader in visual arts and art education in Southern Arizona for over 95 years. Our vision for the museum's future builds on its history of providing hundreds of thousands of children and adults with thought-provoking exhibitions and robust educational programs.

The Tucson Museum of Art and Historic Block connects art to life through meaningful and engaging experiences that inspire discovery, spark creativity and promote cultural understanding.

This plan is the result of more than a year of research and discussion among members of the museum's board, strategic planning task force, staff, community stakeholders and fellow institutions. The board of trustees engaged Robert Alpaugh of Alpaugh + Associates, an exceptional firm dedicated to providing strategic counsel to the nonprofit sector, to guide us through this process.

In the following pages, you are invited to explore our vision for TMA's future. A dedicated team looked at the museum's challenges and opportunities and thoughtfully developed the plan. It lays the foundation for resolving short-term challenges, achieving long-term financial stability and celebrating the museum's centenary.

I commend the strategic planning task force, senior museum staff and board of trustees for their dedication and insightful feedback and for making this plan possible. I present to you a plan that sets clear goals, objectives and strategies for defining our museum's vision and for securing its future.

Thank you for supporting one of Arizona's oldest art institutions and for advancing the mission of the Tucson Museum of Art and Historic Block.

Mary Jo Brown

Vice President, Board of Trustees

Chair, Strategic Planning Task Force



EXECUTIVE SUMMARY

TMA's future is now. From its humble beginnings as an association of arts supporters in the early 1920s to its establishment as a museum in the 1970s, the Tucson Museum of Art has embraced growth and development. And our trajectory is clear. TMA's Strategic Plan 2020–2023 is the road map for the critical years leading to the museum's 2024 centennial celebration. Now is the time to step boldly into the museum's next chapter.

The Tucson Museum of Art contributes to the experience of art, history and culture for the people of Southern Arizona. Robust exhibitions and visual art education are the heart of the museum, and they drive our presence in the community. Tens of thousands of lives have been enriched by the museum's permanent collection of over 12,000 objects, its award-winning outreach program serving Tucson's refugee community, one of the longest-running statewide biennial exhibitions and lifelong learning programs such as TMA Learn! Docents. Many recent developments, including the construction of the Kasser Family Wing of Latin American Art, the renovation of the Alice Chaiten Baker Center for Art Education and grants from the Institute of Museum and Library Services to expand our IDEA-based community programs (Inclusion, Diversity, Equity and Access), have enhanced TMA as a place for social, civic and artistic interaction, creating a positive economic impact.

Over the past three years TMA has invested in its physical property, emphasized sophisticated and diverse exhibitions, gained quality acquisitions and reimaged its community access programs. These investments have attracted new and diverse audiences. Notwithstanding its growth, achievement, successes and awards, TMA has had its share of challenges, which have affected three crucial areas: (1) long-term financial sustainability, (2) clear institutional vision and (3) broad representation and inclusion of diverse communities of Southern Arizona. Not unique to TMA, similar matters are confronting museums across the country.

TMA began the strategic planning process to capitalize on the strengths of the museum while addressing opportunities for correction and growth. This plan is the result of more than a year of research and discussion among members of the museum's board of trustees, staff, stakeholders and partners. Over the next three years TMA will focus on a series of strategic priorities that will shape the museum's vision for an organization that dreams beyond its centennial celebration. Pragmatic and efficient, TMA's Strategic Plan 2020–2023 prioritizes its goals and objectives and reinforces the mission, vision and values that drive the museum.

Four strategic priorities emerged from the planning process and reflect TMA's imperative for the coming years:

1. Build core organizational capacity that ensures economic sustainability, an empowered board of trustees and an institution-wide culture that celebrates the IDEA philosophy.
2. Strengthen TMA's collection, exhibitions and programs by defining its core collecting areas, presenting inclusive exhibitions and broadening its programming.
3. Elevate visitor experience by fostering a welcoming environment, providing barrier-free access and cultivating underserved and diverse audiences.
4. Define TMA's role as an essential regional museum that has a clear message, devoted membership and positive civic impact.

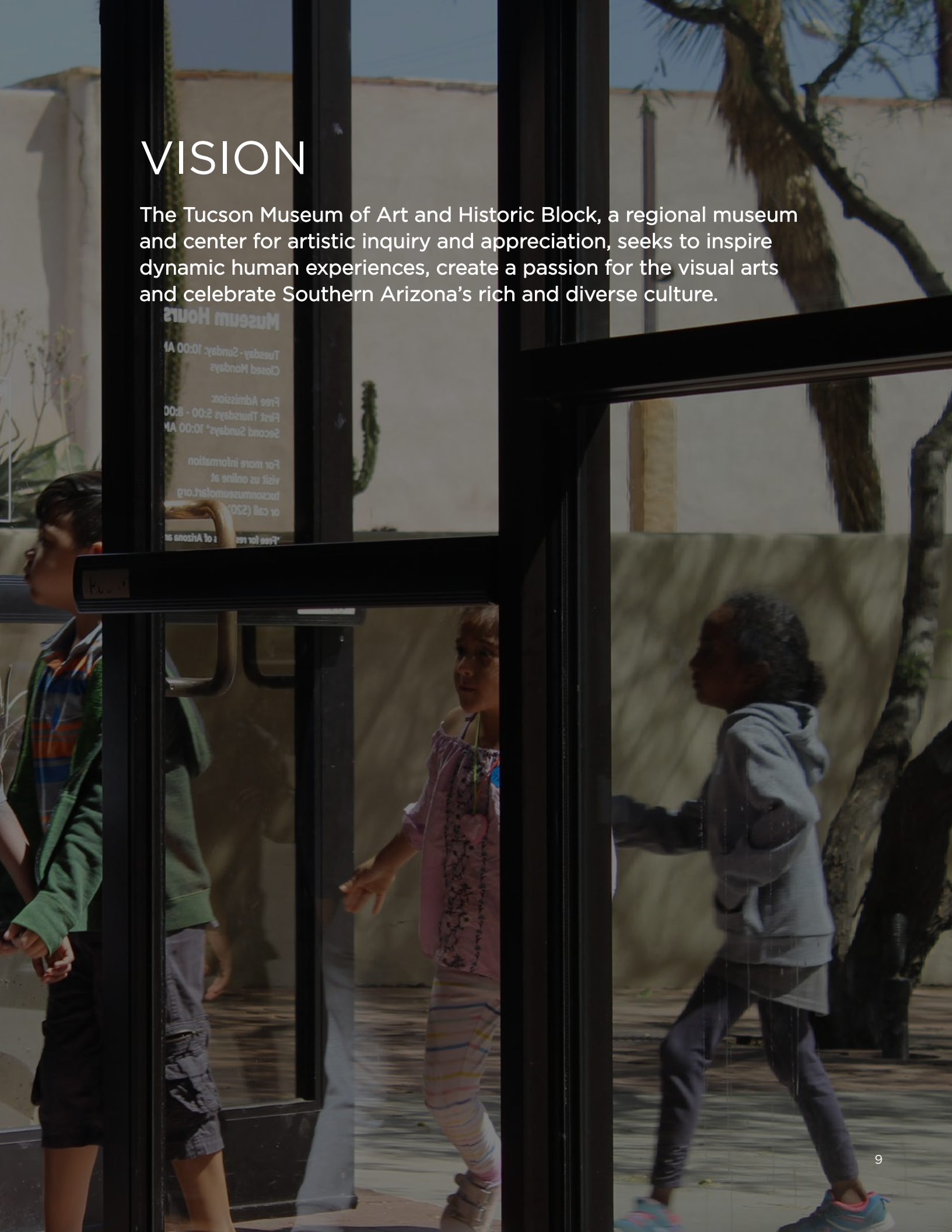
The museum's board of trustees and staff are committed to increasing philanthropy, tackling tough issues and addressing long-standing structural and programmatic challenges. Progress on the plan will be monitored quarterly, with course corrections made as necessary. TMA's commitment is to the financial health and community impact of our organization. The time is now for the Tucson Museum of Art and Historic Block to ensure its viability and relevance for future generations.

MISSION

The Tucson Museum of Art and Historic Block connects art to life through meaningful and engaging experiences that inspire discovery, spark creativity and promote cultural understanding.

VISION

The Tucson Museum of Art and Historic Block, a regional museum and center for artistic inquiry and appreciation, seeks to inspire dynamic human experiences, create a passion for the visual arts and celebrate Southern Arizona's rich and diverse culture.



CORE VALUES

Core values represent the lens through which all decisions and activities are viewed and considered.

The Tucson Museum of Art is committed to the following core values.

- Affirm the importance and primacy of the art and artists that are the bedrock of its mission and that provide the inspiration for rewarding community relationships.
- Hold in public trust significant works representing the core collecting areas of Latin American Art, Art of the American West and Modern and Contemporary Art.
- Provide quality art education for people of all ages, abilities and backgrounds.
- Serve as Tucson and Southern Arizona's preeminent center for vital, transformative visual art and cultural experiences.
- Ensure that a culture of inclusion, diversity, equity and access is represented in the museum's collection, exhibitions and educational programs and among members of the board, staff and all volunteer groups.
- Serve as an incubator of ideas that link the museum's broad, diverse collection and its historical resources with the life of the community.
- Serve as a cultural cornerstone for economic development.
- Foster a culture of financial and structural sustainability to ensure the museum's viability for future generations.



STRATEGIC PRIORITIES AT A GLANCE


The Tucson Museum of Art and Historic Block identifies four strategic planning priorities that support its mission and vision.

1. Build core organizational and financial capacity

The board and staff recognize that for the museum to enter its second century prepared to meet the opportunities available to a world-class museum, they must commit to building an organization that is financially strong and has appropriate infrastructure. TMA will develop a sustainable business model, provide a working environment that attracts the best talent and is supported by a comprehensive IDEA plan and empower its board of trustees to provide appropriate guidance and oversight of the museum's operations and to set a high bar for generosity, engagement and support. During the term of this plan, TMA will prioritize policies that empower the museum to boldly enter its second 100 years.

2. Strengthen TMA's collection, exhibitions and programs

The museum will establish a museum-wide plan that sets forth policies and procedures for collecting works in the institution's core collecting areas of Latin American Art, including Art of the Ancient Americas, Spanish Colonial, and Folk Art; Art of the American West, including Indigenous art; and Modern and Contemporary Art, including American, European and global art. The plan will guide the museum to make thoughtful and directed decisions for acquisitions and donations of artwork and for deaccessioning works where appropriate. Utilizing the collection and outside loans, the museum will organize exhibitions and programs that reflect its regional constituents. The museum will expand its interdisciplinary initiatives, partnerships and creative programs to become more inclusive and equitable in representation and to serve a wider community.

A photograph of two people from behind, looking at a large landscape painting in a museum gallery. The person on the left is wearing a black long-sleeved shirt, black pants, and a black baseball cap. The person on the right is wearing a grey jacket, blue jeans, and dark shoes. The painting they are looking at depicts a dramatic landscape with a bridge and a tower. To the left, another painting in a gold frame is partially visible.

3. Elevate visitor experience by fostering a welcoming environment, providing barrier-free access and cultivating underserved and diverse audiences

TMA is undertaking steps to build its audience. For that to be successful, all visitors, whether members or casual attendees, must have a positive and engaging experience and feel welcome on the campus. Ease of parking, accessibility to people of all abilities, inviting signage, labels in languages most spoken in the community and friendly and knowledgeable staff and docents all matter. The museum will present its exhibitions from multiple perspectives and will increase the cultural competency of all staff to ensure that visitors from all backgrounds feel part of the community. From their first encounter with TMA staff to their departure from the campus, visitors should experience warmth and a genuine sense that they are appreciated and belong.

4. Define TMA's role as an essential regional museum that has a clear message, devoted membership and positive civic presence

The lead up to the museum's centenary is the appropriate time to interpret "who we are" as an institution. TMA is more than a museum. To communicate all that we are, the museum must develop communication strategies that clearly define the organization for its local, regional and national stakeholders, audiences, potential audiences and peers in the museum industry. Clear and concise messaging will position TMA to increase its membership base, single-time visits and participation in its educational programming and to maintain and grow its funding base.



STRATEGIC PRIORITIES

1. BUILD CORE ORGANIZATIONAL AND FINANCIAL CAPACITY

GOAL #1. Develop a business model that is profitable and sustainable

OBJECTIVE: TMA is better positioned to pursue manageable growth and take advantage of future opportunities

STRATEGIES	ACTIVITIES
Develop a balance sheet strategy to build the museum's overall capacity and sustainability	<ul style="list-style-type: none">• Strengthen the balance sheet by achieving annual net-positive operations and initiating a dedicated fundraising campaign• Develop a prioritized unrestricted fund strategy that identifies future needs and goals to inform the use of future annual surpluses• Minimize use of designated funds for purposes outside the museum's current priorities• Establish a three-year maintenance schedule that identifies and addresses short- and long-term needs
Increase contributed income with a focus on the corporate and business community	<ul style="list-style-type: none">• Create a plan to inform the business community how the museum contributes to the quality of life in the community• Create a plan to inform the business community of the benefits of the museum's education and outreach programs
Increase contributed income with a focus on major gifts to address current budgetary constraints	<ul style="list-style-type: none">• Conduct a feasibility study among museum friends and family• Form a task force to focus on this initiative• Research prospects in constituent database• Conduct peer review of donor prospects and develop individual cultivation plans• Develop appropriate metrics to ensure success

STRATEGIES	ACTIVITIES
Increase earned revenue	<ul style="list-style-type: none"> • Achieve net-positive annual income • Increase the donor base while focusing on a major gift program • Determine full cost of free programs and underwrite fully from donations, sponsorships, partnerships and grants • Expand fee-based education programming and classes • Maximize revenue from income-generating activities • Engage in a more aggressive membership campaign • Assess and evaluate membership levels to maximize ROI • Survey visitors to determine highest-value membership benefits
Focus management and development strategies on increasing contributed income and engaging board of trustees in donor solicitation and cultivation	<ul style="list-style-type: none"> • Draft major gifts plan as soon as possible • Actively seek members from greater Tucson and Southern Arizona • Align goals of support organizations with the museum's business strategy • Focus fundraising activities on unrestricted current donations

STRATEGIES	ACTIVITIES
<p>Balance budget by limiting spending to within revenue levels</p>	<ul style="list-style-type: none"> • Budget for break-even or surplus budgets on an annual basis • Monitor revenue and expense on a monthly and quarterly basis and revise accordingly • Adjust future planned spending if revenue forecasts indicate a shortfall • Offset increases in budget outflows with commensurate budget decreases • Ensure support has been secured before financial commitments are made
<p>Maximize return on investment for the entire museum campus</p>	<ul style="list-style-type: none"> • Develop a plan for profit-driven activities across the museum campus • Study the location of the museum store for increased foot traffic • Maximize rentals and use opportunities presented by the new Kasser Family Wing and the Alice Chaiten Baker Center for Art Education

Goal #2. Empower the board of trustees to achieve key organizational goals and objectives

OBJECTIVE: A more engaged board that works seamlessly to provide appropriate oversight, revenue generation and best practices in governance

STRATEGIES	ACTIVITIES
Create an environment where all trustees are actively engaged in the work of the museum	<ul style="list-style-type: none">• Ensure that all trustees have the information they need to fulfill their ambassadorial, fiduciary and fundraising roles• Review bylaws and other governing documents for compliance with best practices and the new IDEA plan• Provide trustees with ongoing learning opportunities• Provide trustees with regular updates on education and community programs, including impact and outcomes
Build an inclusive board that reflects the museum's constituents and contributes needed skills and resources	<ul style="list-style-type: none">• Maintain a profile matrix for use in building the board• Identify areas where the museum is lacking in skills, personal attributes and resources• Recruit trustees with affluence and/or influence, applying IDEA principles• Recognize and accommodate other values that trustees can bring to the museum• Allow non-board members to serve on committees and task forces to develop a pipeline of new trustees

Goal #3. Create an inclusive workplace that encourages collaboration and innovation

OBJECTIVE: TMA is better positioned to deliver on its mission

STRATEGIES	ACTIVITIES
Enhance the museum’s talent and technical infrastructure	<ul style="list-style-type: none">• Recruit and retain a diverse staff with the skills and passion to further the museum’s mission• Ensure that the museum is appropriately staffed to avoid burnout and turnover• Recruit people with aptitudes and knowledge that are transferable to the museum• Develop an onboarding protocol and professional development opportunities for staff• Provide practical work experience and mentoring for interns• Conduct an annual review of infrastructure needs and use data to prioritize corrective activities• Activate community advisory committees and volunteer groups

2. STRENGTHEN TMA'S COLLECTION, EXHIBITIONS AND PROGRAMS

GOAL #1. Strengthen the museum's permanent collection

OBJECTIVE: Quality and scope of the museum's permanent collection is better defined and improved

STRATEGIES	ACTIVITIES
Assess quality of TMA's permanent collection	<ul style="list-style-type: none"> • Complete an overall assessment of the museum's collection by close of FY20, led by collections committee • Review collection storage areas and identify needs • Clarify definition of "modern and contemporary art" • Review and update current Collections Management Policy manual based on assessment
Establish a collecting plan	<ul style="list-style-type: none"> • Identify core collecting areas, emphasizing quality of acquisitions while adhering to IDEA standards • Apply established standards for core collecting areas to all acquisitions, including loans • Develop a timeline for implementation • Update deaccession policy to increase flexibility in refining the museum's collection
Cultivate relationships to assist in building the permanent collection	<ul style="list-style-type: none"> • Foster stronger relationships with collectors and donors to acquire high-quality art • Work with support organizations to identify and acquire important artworks by nationally recognized artists • Create a list of immediate must-haves and leverage relationships to formalize their acquisition

STRATEGIES	ACTIVITIES
<p>Maximize use of permanent collection galleries, museum campus and activities beyond the campus</p>	<ul style="list-style-type: none"> • Expand exhibition space • Formalize guidelines and curatorial plan for outdoor sculpture, from the collection or loans • Make artworks from the permanent collection available for loan and tours • Increase digital access to the collection, exhibitions and interpretations • Improve visibility to better promote the permanent collection and new acquisitions • Include loans in the permanent collection galleries and use new interpretive approaches that highlight the connection between historical art and contemporary issues and events • Improve the contemporary Indigenous and Latin American collection with nationally known or emerging artists

Goal #2. Organize all exhibitions and related activities to be more inclusive of the museum’s communities—cognizant of regional and national trends—while adhering to TMA’s IDEA plan

OBJECTIVE: TMA’s stature and visibility are increased among a broader audience

STRATEGIES	ACTIVITIES
Develop exhibitions and interpretive materials that expand the appreciation of art, promote cultural awareness, adhere to the IDEA plan and maintain a high standard of quality	<ul style="list-style-type: none"> • Continue to develop, organize and present temporary exhibitions of significance • Schedule high-caliber touring exhibitions • Assess interpretive materials that accompany exhibitions • Emphasize exhibitions that highlight relevant social issues • Create programming that invites deeper understanding of art, artists, genres and cultural histories
Maximize benefits resulting from partnerships with area communities, businesses and other partners related to exhibitions	<ul style="list-style-type: none"> • Develop new educational programs based on the museum’s vision and mission • Develop new techniques and collaborative processes for TMA Learn! Docents • Develop programming with community and business partners to connect visitors with exhibitions and artworks • Develop partnerships to reach constituents with traditionally limited access • Establish a plan to activate TMA campus with temporary art projects by local, regional, national and international artists

STRATEGIES	ACTIVITIES
Increase activities in support of exhibitions	<ul style="list-style-type: none"> • Ensure that educational outreach and programs illuminate exhibitions • Train TMA Learn! Docents to better communicate exhibition content and interpretation • Host scholars funded by local and national institutions for short-term residencies in collection research, publications and lectures • Present high-caliber speakers and panels • Increase professional development opportunities for curators • Enhance relationships with national and international partners, field experts, scholars and research institutions

Goal #3. Maximize the impact of the museum's programming to build, broaden and deepen its service in the community

OBJECTIVE: The museum is engaged with and serves a more inclusive audience through its educational programs

STRATEGIES	ACTIVITIES
Create experiential programming	<ul style="list-style-type: none"> • Identify new temporary projects and programs that align with museum initiatives • Present high-quality, stimulating and culturally relevant programming in partnership with existing museum events • Evaluate programming for admission-free days, engaging TMA's IDEA plan • Expand successful collaborations with current community partners (UA, Hanson Film Institute, AZ Psychological Society, etc.)
Evaluate and expand the museum's art education outreach	<ul style="list-style-type: none"> • Maximize use of Alice Chaiten Baker Center for Art Education • Use new methodologies to educate docents, in collaboration with TMA Learn! • Collaborate with local lifelong learning and living centers • Evaluate TMA's K–12 curricula and identify new opportunities • Assess and refine ROI of current educational offerings • Revise TMA Learn's plan to align with strategic plan objectives • Identify new sources of revenue for education initiatives

3. ELEVATE VISITOR EXPERIENCE

GOAL #1. Create a museum campus where everyone feels welcome

OBJECTIVE: TMA is a welcoming public space that fosters dynamic connections with its communities

STRATEGIES	ACTIVITIES
Position the museum campus as a site for interdisciplinary experiences	<ul style="list-style-type: none">• Maximize use of the entire museum campus as a convening place• Energize the museum campus with live and “pop-up” experiences, including theatre, dance and music• Reinforce creative partnerships with organizations from other arts disciplines• Expand curatorial emphasis to include diverse and multidisciplinary arts experiences• Create inviting spaces for study and reflection• Develop strategic partnerships that remove barriers to access• Highlight tours and programs presented by TMA Learn! Docents
Understand how the community uses TMA	<ul style="list-style-type: none">• Conduct a visitor experience survey• Review and revise aspects of visitor experience, as appropriate, based on responses
Enhance connections and collaborations with communities not traditionally served at TMA	<ul style="list-style-type: none">• Create, leverage and sustain partnerships with organizations that share TMA’s commitment to IDEA and that can introduce TMA to new audiences• Create off-site audience-development opportunities• Foster mutually beneficial relationships to build community awareness, knowledge, participation and commitment

GOAL #2. Remove barriers to public engagement

OBJECTIVE: Public access is increased

STRATEGIES	ACTIVITIES
Make a positive first impression by ensuring that the museum is welcoming and easy to navigate	<ul style="list-style-type: none">• Provide TMA Learn! Docents with training in best practices for welcoming a diverse audience• Define and clarify the main entrance to the museum• Provide clear signage for parking, wayfinding, directions, campus maps, and access• Increase use of bilingual signage, including presenting information on the website in languages other than English• Improve and streamline admission process and visitor services• Identify ways to improve access for visitors with diverse abilities, including, but not limited to, visual and hearing impairment
Foster a culturally responsive environment that connects members and visitors to the museum	<ul style="list-style-type: none">• Acknowledge, respect and present inclusive narratives on all platforms• Design exhibitions and programs to engage new and diverse audiences• Consider new interpretive approaches to reach wider demographics• Provide staff and docents with IDEA best practices• Integrate multiple perspectives in interpretations• Invest in technologies that enable all people to discover and access the museum's resources• Assess other languages relevant to learning and interpretation

GOAL #3. Reach new and diverse audiences

OBJECTIVE: TMA's exhibitions and programs reflect and promote its commitment to inclusion, diversity, equity and access (IDEA)

STRATEGIES	ACTIVITIES
Strengthen TMA's partnerships and collaborations with well-established and diverse artists, organizations and scholars	<ul style="list-style-type: none">• Maintain and develop new community advisory committees and cultivate new partners to champion IDEA• Strive to present all exhibitions to reflect multiple perspectives• Enhance interpretive materials that connect historical content, art and programs to contemporary issues and events• Improve partnership strategies with Indigenous and Latin American communities

4. DEFINE AND PROMOTE TMA TO LOCAL, REGIONAL AND NATIONAL AUDIENCES

GOAL #1. Establish clear and concise messaging about the purpose and scope of the museum and historic block

OBJECTIVE: The community understands that TMA is a center for the visual arts and artistic excellence, a convener, an educator, a cultural steward and a place for research and exploration

STRATEGIES	ACTIVITIES
Document and promote TMA's diverse role in Tucson and the region	<ul style="list-style-type: none">• Develop key messaging to communicate TMA's history and continued relevance• Present the museum as a community collaborator and a place to be social• Promote TMA's educational programming on-site and in the community• Adopt evergreen language depicting TMA as a major cultural destination that is focused on the Southwest• Increase visibility in marketing publications to highlight exhibitions and TMA's programming• Measure impact of efforts

GOAL #2. Increase the number of museum users

OBJECTIVE: Increased number of visitors, members, donors, patrons, tourists, store/café patrons and event attendees

STRATEGIES	ACTIVITIES
Implement communications efforts across multiple platforms	<ul style="list-style-type: none">• Develop communications plan for social media that includes metrics• Encourage all museum users to share their experiences with friends and followers• Maximize museum website as the “front face” of the institution• Strengthen relationships with local chambers, Visit Tucson and tourism outlets• Emphasize and promote event-driven activities that reach beyond traditional museum audiences and appeal to diverse communities

GOAL #3. Promote the museum's position in the greater art world

OBJECTIVE: TMA is an integral and important cultural institution in the larger art world, with a collection, exhibitions and programs/initiatives that are internationally recognized

STRATEGIES	ACTIVITIES
Develop strategies and implementation techniques to enhance professional relationships and visibility in the greater art world	<ul style="list-style-type: none">• Research and develop a marketing and communications strategy that addresses building relationships with outside professional outlets• Communicate TMA's commitment to IDEA to expand the messaging and critical bandwidth of the institution• Highlight and place emphasis on staff members' research and publications• Increase communications on TMA's impact, programs and scholarship with academia and media through journals, articles and conferences



Maya Culture, Mexico, Carved Vessel with Image of the God K'awiil, 600 – 900, clay.
Collection of the Tucson Museum of Art. Gift of Frederick Pleasants. 1971.20



STRATEGIC PLAN PHASING*

1. BUILD CORE ORGANIZATIONAL AND FINANCIAL CAPACITY

GOAL #1. Develop a business model that is profitable and sustainable

	YEAR 1	YEAR 2	YEAR 3
Develop a balance sheet strategy to build the museum's overall capacity and sustainability	Present and approve strategy	Incorporate into budget	Incorporate into budget
Develop a major gift plan to address current budgetary constraints	Feasibility study and donor identification	Appoint task force	Execute plan
Increase earned revenue	1.67% increase - \$870K	1.67% Increase - \$887K	1.67% Increase - \$902K
Focus management and development strategies on increasing contributed income and engaging board of trustees in donor solicitation and cultivation	\$1M in gifts and grants & \$403K in fundraising events net income	\$1.02M in gifts and grants & \$409K in fundraising events net income	\$1.04M in gifts and grants & \$416K in fundraising events net income
Balance budget by limiting spending to within revenue levels	Balanced budget	Balanced budget	Balanced budget
Maximize return on investment for the entire museum campus	Strategic facilities committee to study campus properties	Develop phased plan, identify stakeholders/ partners	Implement phase I of plan

GOAL #2. Empower the board of trustees to achieve key organizational goals and objectives

	YEAR 1	YEAR 2	YEAR 3
Create an environment where all trustees are actively engaged in the work of the museum	Assess trustee activity	Establish and implement strategies to engage trustees	Ongoing evaluation of trustee activities and engagement strategies
Build an inclusive board that reflects the museum's constituents and contributes needed skills and resources	Identify needed skills and resources	Increase board membership based on needs	Continue identifying needs and adjust

GOAL #3. Create an inclusive workplace that encourages collaboration and innovation

	YEAR 1	YEAR 2	YEAR 3
Enhance the museum's talent and technical infrastructure	Study and evaluate staffing allocation and needs	Adjust staffing to fit needs	Ongoing reevaluation

2. STRENGTHEN TMA'S COLLECTION, EXHIBITIONS AND PROGRAMS

GOAL #1. Strengthen the museum's permanent collection

	YEAR 1	YEAR 2	YEAR 3
Assess quality of TMA's permanent collection	Assess collection	Assess storage	Identify long-term storage issues
Establish a collecting plan	Identify collection focus and establish collecting plan	Implement plan	Maintain ongoing implementation
Cultivate relationships to assist in building the permanent collection	Identify "must-haves" for collection	Work with support organizations on plan for acquisition targets	Execute plan
Maximize use of permanent collection galleries, museum campus and activities beyond the campus	Take stock of current collection galleries and practices	Evaluate practices, establish strategies for collection galleries	Implement strategies and evaluate

GOAL #2. Organize all exhibitions and related activities to be more inclusive of the museum's communities—cognizant of regional and national trends—while adhering to TMA's IDEA plan

	YEAR 1	YEAR 2	YEAR 3
Develop exhibitions and interpretive materials that expand the appreciation of art, promote cultural awareness, adhere to the IDEA plan and maintain a high standard of quality	Continue adapting material with available resources	Continue adapting material with available resources	Schedule high-caliber touring exhibitions
Maximize benefits resulting from partnerships with area communities, businesses and other partners related to exhibitions	Measure partnerships to ensure parity and adjust as necessary (ongoing)	Measure partnerships to ensure parity and adjust as necessary (ongoing)	Measure partnerships to ensure parity and adjust as necessary (ongoing)
Increase activities in support of exhibitions	Continue working with TMA Learn! Docents	Identify national and international partners	Create plan to tap into identified relationships

GOAL #3. Maximize the impact of the museum's programming to build, broaden and deepen its service in the community

	YEAR 1	YEAR 2	YEAR 3
Create experiential programming	Evaluate current programing	Identify experiential programing opportunities	Create experiential programming
Evaluate and expand the museum's art education outreach	Evaluate current outreach	Adjust current outreach	Reevaluate outreach

3. ELEVATE VISITOR EXPERIENCE

GOAL #1. Create a museum campus where everyone feels welcome

	YEAR 1	YEAR 2	YEAR 3
Position the museum campus as a site for interdisciplinary experiences	Evaluate current campus usage	Adjust campus usage	Reevaluate campus usage
Understand how the community uses TMA	Conduct baseline survey for visitor experience	Identify and adjust visitor experience	Reevaluate survey for visitor experience
Enhance connections and collaborations with communities not traditionally served at TMA	Analyze current relationships	Conduct survey of communities served	Evaluate survey and reach out to communities not served or underserved

GOAL #2. Remove barriers to public engagement

	YEAR 1	YEAR 2	YEAR 3
Make a positive first impression by ensuring that the museum is welcoming and easy to navigate	Identify limitations (ongoing)	Prioritize corrective measures and execute (ongoing)	Adjust corrective measures as appropriate (ongoing)
Foster a culturally responsive environment that connects members and visitors to the museum	Review and adjust (ongoing)	Review and adjust (ongoing)	Review and adjust (ongoing)

GOAL #3. Reach new and diverse audiences

	YEAR 1	YEAR 2	YEAR 3
Strengthen TMA’s partnerships and collaborations with well-established and diverse artists, organizations and scholars	Ongoing - review and adjust	Ongoing - review and adjust	Ongoing - review and adjust

4. DEFINE AND PROMOTE TMA TO LOCAL, REGIONAL AND NATIONAL AUDIENCES

GOAL #1. Establish clear and concise messaging about the purpose and scope of the museum and historic block

	YEAR 1	YEAR 2	YEAR 3
Document and promote TMA's diverse role in Tucson and the region	Ongoing - review and adjust	Ongoing - review and adjust	Ongoing - review and adjust

GOAL #2. Increase the number of museum users

	YEAR 1	YEAR 2	YEAR 3
Implement communications efforts across multiple platforms	Ongoing - review and adjust	Ongoing - review and adjust	Ongoing - review and adjust

GOAL #3. Promote the museum's position in the greater art world

	YEAR 1	YEAR 2	YEAR 3
Develop strategies and implementation techniques to enhance professional relationships and visibility in the greater art world	Identify needs	Develop strategy	Implement strategies and evaluate

*All phasing activities will be assigned to a responsible person or entity and that person or entity will be held accountable for executing activity.



BENCHMARKS

1. BUILD CORE ORGANIZATIONAL AND FINANCIAL CAPACITY

- Achieve balanced budgets for FY21, 22, 23; with a surplus in FY22
- Establish and launch major gifts campaign by the close of FY21
- Identify and recruit five new trustees by FY21, filling areas of need and resources
- Increase Leadership Circle membership by 20 percent, reaching 150 members by FY22
- Grow general membership by 10 percent, reaching over 3,000 members by FY22
- Reach the following revenue goals:

	FY20	FY21	FY22	FY23
Contributed Income	\$992,250	\$1,008,788	\$1,025,601	\$1,042,694
Fundraising Events Net Revenue	\$395,994	\$402,594	\$409,304	\$416,126
Membership Revenue	\$300,000	\$305,000	\$310,083	\$315,251
Admissions Revenue	\$157,953	\$160,586	\$163,262	\$165,983
Program Earned Revenue	\$162,635	\$165,346	\$168,101	\$170,903
Facility Rental Revenue	\$208,000	\$211,467	\$214,991	\$218,574
Retail and Bar Revenue	\$30,000	\$30,500	\$31,008	\$31,525

2. STRENGTHEN TMA'S COLLECTION, EXHIBITIONS AND PROGRAMS

- Draft and launch new Collecting Plan by close of FY21
- Renovate and reinstall Indigenous and Latin American Folk Art galleries in FY21
- Reorganize TMA's collection area by close of FY21; identify ongoing needs
- Increase community collaboration partners by 50 percent, focusing on underserved communities and new partnerships by FY23
- Increase youth art education participants by 25 percent by FY23
- Publish collection catalog to accompany the acquisition of the Kasser and Baker collections by FY22

3. ELEVATE VISITOR EXPERIENCE

- Acquire and install exterior leisure furniture in lower plaza and Palice gallery of European Art plaza by 2020
- Install proper wayfinding throughout TMA campus by FY21
- Redesign and renovate Mooney Hall and transform lobby into a welcoming space by close of FY21
- Increase number of all-staff and docent trainings by 50 percent by FY22
- Identify best use and renovate the north side of TMA's campus, including use of Corbett House, Romero House and parking lot by close of FY23

4. DEFINE AND PROMOTE TMA TO LOCAL, REGIONAL AND NATIONAL AUDIENCES

- Develop and implement institution-wide external communications plan by FY21
- Produce monthly calendar of activities/events by FY21
- Increase social media likes/followers by 50 percent in FY22
- Improve functionality and increase views and use of TMA's website by FY22
- Increase TMA's involvement and participation in community-wide agencies, including Visit Tucson, chambers of commerce, etc., by 2023



STRATEGIC PLANNING PROCESS

At the December 2019 board meeting, the trustees of the Tucson Museum of Art adopted a three-year strategic plan to guide the museum's activities through June 30, 2023.

The work began in December 2018 when Jeremy Mikolajczak, chief executive officer, and the board of trustees engaged the firm of ALPAUGH + Associates. Robert Alpaugh, a nonprofit leader with over thirty years of experience in the nonprofit sector and a background in the museum field, represented his firm as lead facilitator in developing the strategic plan.

A leadership team was selected and composed of Mary Jo Brown, chair of the board development committee and president-elect of the board; Jeremy Mikolajczak, chief executive officer; Christopher Gordon, chief financial officer, and Robert Alpaugh.

The leadership team met several times in December 2018 to consider process questions and make recommendations to the board around several key issues: why plan, period of time of this plan, questions we are seeking to answer, the format we want to use and who should be involved from the board in doing the heavy lifting of the planning.

While all trustees were 100 percent in support of the planning process, it was decided that the museum would benefit from working with a task force composed of trustees, community members, and staff.

Prior to the first task force meeting, the leadership team recommended and the board agreed that the priorities of the strategic plan are to address long-standing organizational challenges and to identify immediate opportunities on which to build, better preparing the museum for its centennial in 2024.

The strategic planning process was designed to engage board, staff and other stakeholders in a rigorous exercise to chart the course of the museum over the next three years. The process included a SWOT analysis, with sixty-two questionnaires going to board members, major donors, staff, community members and artists; a benchmarking survey of ten similar or aspirational art museums; private one-on-one meetings with key individuals; multiple task force meetings; and a writing process that included task force members and professional staff. Notable regarding the SWOT Analysis: 63 percent of the board of trustees completed the questionnaire. According to Survey Monkey and other online survey tools, that is a very high percentage. It is especially high for a longer and more complex survey like the one for the museum.

The final draft plan was introduced and reviewed at the November 2019 board meeting. Trustees were afforded time to make comments and suggestions prior to final approval at the December 2019 board meeting.

Names of members of the board of trustees, strategic planning task force, museum staff and participating benchmarking institutions can be found in the appendices.

Appendix A: TMA BOARD OF TRUSTEES / 2019–2020

Frank Hamilton,
President

Mary Jo Brown,
Vice President

Joyce Broan,
Secretary

Steven Ratoff,
Treasurer

Michael Bylsma,
Immediate Past President

Amy Adams

Larry Adamson

Linda Caplan

Lori Carroll

The Honorable Jean Cooper

Dr. Ana Cornide

Jon Ender

Jeffrey Gartner

Michael Hanson

Eric Hawkins

Marilyn Joyce

I. Michael Kasser

Kit Kimball

Anne Lyman

Sandra Maxfield

Anne Y. Snodgrass

Sheldon Trubatch

Jane Wienke

John-Peter Wilhite

TRUSTEES EMERITI

Andy Anderson

Alice Baker

James Glasser

Joan Jacobson

John Schaefer

EX-OFFICIO MEMBERS

Jeremy Mikolajczak,
*Tucson Museum of Art Chief
Executive Officer*

John McNulty,
*Tucson Museum of Art League
President*

Denise Grusin,
*Contemporary Art Society
President*

Julie Frankston,
Docent Council President

Stevie Mack,
*Latin American Art Patrons
President*

Linda Ender,
Western Art Patrons President

Appendix B: TMA STAFF / 2019–2020

Rachel Adler
Collection Manager/Registrar

Andra Allen
Director of Accounting and HR

Andrea Bennett
*Administrative Assistant and
Museum Tour Coordinator*

Jordan Bohannon
*Marketing & Digital Content
Coordinator*

Russell Bos
Security Supervisor

Christine Brindza
*Glasser Curator of Art of the
American West*

Denisse Brito
*Assistant Curator of
Community Engagement*

Cami Cotton
Chief of Staff/Board Liaison

Andrea Dillenburg
Chief Development Officer

Kristopher Driggers
*Schmidt Curator of Latin
American Art*

Justin Germain
*Admissions and Retail
Manager*

Christopher Gordon
Chief Financial Officer

Dave Hopkins Jr.
*Chief of Building, Grounds,
and Security*

Lisa Jensen
*Membership and Development
Associate*

Katie Jones-Weinert
Assistant Registrar

Leah Majalca
Events Manager

Jeremy Mikolajczak
Chief Executive Officer

Marianna Pegno
*Curator of Community
Engagement*

Julie Sasse
Chief Curator

Anne Thwaites
*Director of Marketing and
Communications*

Nancy Weant
Grants Manager

Morgan Wells
Curator of Education

Debra Zeller
Special Projects Assistant

Appendix C: STRATEGIC PLANNING TASK FORCE

Mary Jo Brown,
Chair/Board Trustee

Larry Adamson,
Board Trustee

Andy Anderson,
Board Trustee

Betsy Babb,
Collections Committee

Michael Bylsma,
Board Trustee

Cami Cotton,
Chief of Staff/Board Liaison

Andrea Dillenburg,
Chief Development Officer

Emily Earl,
Recorder

Jim Glasser,
Board Trustee

Christopher Gordon,
Chief Financial Officer

Brooke Grucella,
University of Arizona

Marilyn Joyce,
Board Trustee

Kit Kimball,
Board Trustee

Jeremy Mikolajczak,
Chief Executive Officer

Marianna Pegno,
*Curator of Community
Engagement*

Steven Ratoff,
Board Trustee

Julie Sasse,
Chief Curator

John-Peter Wilhite,
Board Trustee

Robert Alpaugh, Consultant,
ALPAUGH + Associates

Appendix D: PARTICIPATING BENCHMARKING INSTITUTIONS

Arkansas Art Center

Birmingham Museum of Art

Brooks Museum of Art

Columbus Museum of Art

Fresno Art Museum

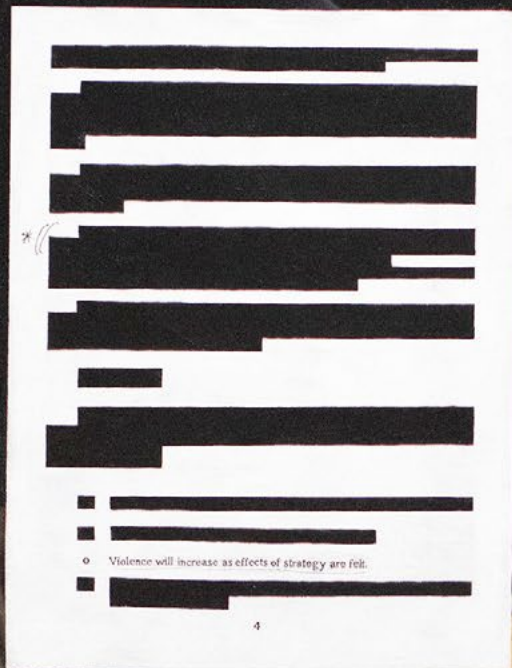
Joslyn Art Museum

NW Museum of Art and Culture

Oklahoma City Museum of Art

Philbrook Museum of Art

Wichita Art Museum



TUCSON MUSEUM of ART
AND HISTORIC BLOCK

140 North Main Avenue
Tucson, Arizona 85701
www.TucsonMuseumofArt.org

Karlito Miller Espinosa, *Untitled (Nuestra Señora del Rosario)*, 2019, oil on canvas, 60 x 48 in.
Collection of the Tucson Museum of Art. Museum Purchase. Funds provided by Sheryl Greenberg and Robert Greenberg. 2019.12

Los Muertos



Siguen Vivos