



 **TUCSON MUSEUM of ART**
AND HISTORIC BLOCK

Strategic Plan
2024-2027

TUCSON MUSEUM OF ART and HISTORIC BLOCK

**LOOKING FORWARD TO A SECOND CENTURY
OF CONNECTING ART TO LIFE**
STRATEGIC PLAN / 2024 - 2027

TABLE OF CONTENTS

- 2** Message from the Board President and Chair of the Strategic Planning Task Force
- 3** Executive Summary
- 4** Mission and Vision
- 5** Core Values
- 6** Priorities, Strategies, and Expectations
- 18** Implementation, Oversight, and Accountability
- 19** Strategic Planning Process Overview
- 20** Recognition and Thanks
- 21** Appendix A. TMA Board of Trustees
- 22** Appendix B. TMA Staff

From the Board President and Strategic Plan Task Force Chair

On behalf of the Board of Trustees, Strategic Planning Task Force, and staff, we are pleased to present the Tucson Museum of Art and Historic Block's Strategic Plan 2024-2027. The title of the plan, "Looking Forward to a Second Century of Connecting Art to Life," captures the excitement and commitment that all of us feel about the continued critical role that our institution fulfills in Tucson and Southern Arizona. This plan is a living document that encompasses both our immediate and our long-term priorities, as well as our changing environments.

As an institution, TMA contributes to our community in several key ways. We present challenging and enlightening exhibits of a wide range of art, especially in our major collecting areas - Art of the American West, Indigenous Art, Latin American Art, Modern and Contemporary Art; we provide various Education programs, including Summer Art Camp, art education classes for K-12 students, and art lectures open to all; and, through our community partnerships, we work with local organizations to provide services and benefits to a wide range of the public - immigrants learning English, individuals with Alzheimer's and related dementia, veterans who are blind, military families, and the public through our pay-what-you-wish First Thursday and Second SundAZE monthly event. Our programs have won awards and serve as models for other art museums! Our work is based on our IDEA-based philosophy (Inclusion, Diversity, Equity, and Access). TMA, as a place for social, civic, and artistic interaction, creates a positive economic impact.

Still, despite its many achievements, TMA has had its share of challenges, similar to challenges confronting other museums. This plan is designed to address those challenges and to move confidently into our new century. By prioritizing our goals to increase, diversify, and sustain our resources, we can build on our past successes to continue to excel in the future.

Strategic Plan 2024-2027 reinforces the mission, vision, and values that drive the Tucson Museum of Art and Historic Block - to connect art to life through meaningful and engaging experiences that inspire discovery, spark creativity, and promote cultural understanding.

Our thanks to members of the Board, to the Strategic Planning Task Force comprised of Board members, senior staff, stakeholders, and partners for their work in crafting this plan during our Centennial year and for their continued support.

Marilyn Joyce
President, Board of Trustees

Michael Bylsma
Chair, Strategic Planning Task Force

EXECUTIVE SUMMARY

What began as the Tucson Fine Arts Association in 1924 has grown to be one of the leading arts organizations in the southwestern United States: the Tucson Museum of Art and Historic Block (TMA). Over the past 12 months, we have reflected on our institution's exceptional 100-year history; invited community stakeholders to share their insights; considered the current state of the arts locally, nationally, and internationally; and finally identified actions that will help ensure TMA continues to have a positive impact on the vitality, livability, and economic well-being of our community.

The results of this extensive review are reflected in our 2024 - 2027 strategic plan, "Looking Forward to a Second Century of Connecting Art to Life" which will serve as a visionary roadmap for TMA's exciting next chapter.

We will focus on five main priorities that will build on our past success and sustain our contributions and operations for generations to come. As our plan indicates, we will increase, diversify, and sustain our resources; strengthen our brand recognition; broaden our art and engagement efforts; highlight our historic campus; and ensure operational excellence.

Recognizing the many benefits of an agile arts organization designed to promptly and intelligently respond to changing circumstances, our strategic plan's priorities and measures of success will be adjusted as conditions change. However, our values of adaptability, creativity, integrity, stewardship, and inclusion / diversity / equity / access, and stewardship will remain steadfast.

I sincerely thank everyone, inside and outside our community-centered organization, for their time, input, support, and enduring love of TMA.

Join us on this exciting journey as we embrace the power of art, culture, history, and heritage to help us envision new ways of seeing the world through the eyes of others, ultimately bringing us closer together.

Norah Diedrich

Jon and Linda Ender Director and CEO

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 vision of the Tucson Museum of Art and Historic Block is to be a nationally and internationally recognized thought leader and distinctive destination where one can experience the art, culture, history, and heritage of the Southwest and beyond.

CORE VALUES

Our core values represent the lens through which all decisions and activities are viewed and considered. The Tucson Museum of Art and Historic Block (TMA) is committed to the following core values.

Adaptability Responding to a changing world by thoughtfully adjusting to new realities in audience expectations, economic conditions, and evolving professional standards in the field.

Creativity Approaching our work at TMA with imagination. Learning from our visitors and audiences, exploring innovative ideas and approaches, facilitating creative expression, and inspiring new scholarship.

Inclusion, Diversity, Equity, and Access Embracing diverse perspectives and ensuring that a culture of inclusion, diversity, and equity is represented in the museum's collection, exhibitions, interpretation, and educational programs thereby serving the widest audience possible.

Integrity Holding ourselves accountable to our mission and values. Pursuing excellence and industry best practices as an American Alliance of Museums (AAM) accredited museum and respected community partner.

Stewardship Preserving our collection and the historically significant buildings on our campus for future generations. Nurturing our relationships with audiences, donors, staff, and volunteers. Always working to achieve and maintain our long-term financial sustainability.

PRIORITIES, STRATEGIES, and EXPECTATIONS

Priority One: Resources: Increase, Diversify, Sustain

Priority Two: Strengthen Brand Recognition

Priority Three: Broaden Art and Engagement

Priority Four: Highlight the Historic Block

Priority Five: Ensure Operational Excellence

PRIORITY ONE: RESOURCES: INCREASE, DIVERSIFY, SUSTAIN

If TMA is to realize its vision, a significant and sustainable increase in financial support is needed. We will significantly raise contributed and earned income in support of operating and endowment growth. With the beginning of our second century as a noteworthy milestone, we will launch a major fundraising campaign enabling the museum to retain and add staff, maintain and improve its buildings and outdoor spaces for the long term, build and care for its collection, and expand its programming, to ensure the museum's ability to serve our communities today, tomorrow, and into the future.

STRATEGY ONE

Increase Individual Support for General Operating

EXPECTATIONS

- Develop strategies to inspire and increase financial support from individuals
- Announce the 3-year Connie Hillman Family Foundation Challenge Match at the October Annual Meeting
- Use Hillman Foundation Challenge Match to expand our donor base and increase contributions from existing donors
- Further develop the philanthropic potential of current board members, expanding engagement and relationship-building opportunities and fostering lasting relationships among trustees and life trustees

STRATEGY TWO

Increase and Sustain Corporate Support

EXPECTATIONS

- Develop strategies to inspire, increase, and sustain financial support from business entities
- Develop revamped corporate support materials with separate industry-specific information inserts for TMA "Overview" brochure, and updated prospect list
- Work with additional area realtors to add museum information and free admission passes to their clients' "Welcome Packets"
- Work in collaboration with the development committee and Board of Trustees on corporate outreach and solicitations
- Track recognized corporate leaders and send handwritten informational notes and free passes to the museum
- Realize a 50% increase in corporate support of fundraising events, exhibitions, educational offerings, and public programs
-

STRATEGY THREE

Launch Frederick R. Pleasants Legacy Society

EXPECTATIONS

- Print Frederick R. Pleasants Legacy Society brochure and launch Society
- Develop strategies to promote our Legacy Society
- Host Legacy Society members' annual luncheon
- Increase Legacy Society membership by 50%

STRATEGY FOUR

Develop a Case for Support for TMA's Second Century Fundraising Campaign

EXPECTATIONS

- Select and meet with a group of key donors / stakeholders to formulate a vision for the future success of TMA

- Incorporate audience development insights from Flinn Foundation grant work
- Develop messaging around the vision
- Establish expenses associated with achieving the new vision and conduct a campaign fundraising feasibility study to establish campaign fundraising goal
- Kick off Second Century Vision fundraising campaign
- Reach 2027 fundraising goal

STRATEGY FIVE

Pursue Financial Support Opportunities from the City, County, and State

EXPECTATIONS

- Develop and implement advocacy efforts with city, state, and local government officials to increase and sustain financial support
- Enlist community support to encourage city funding
- Investigate “Outside Agency” City funding
- Meet with City of Tucson officials to discuss process for annual funding

STRATEGY SIX

Expand Grant Research and Increase Application Submissions

EXPECTATIONS

- Seek grant funding for historic preservation and ongoing maintenance
- Identify and budget for additional grant research tools
- Submit continuation of collections storage area upgrades to IMLS
- Increase Foundation Grant submissions by 20% and success rate by 25%
- Leverage grant awards to enhance the museum’s public profile and demonstrate its value to the community and potential funders

STRATEGY SEVEN

Increase Earned Revenue

EXPECTATIONS

- Increase Admissions numbers by 7% per year
- Realize a 5% increase per year in facility rental revenue
- Increase marketing dollars dedicated to facility rental promotion
- Make improvements to existing and activate additional rentable spaces, including Palice Terrace, La Casa Cordova Courtyard, and J. Knox Corbett House
- Communicate museum programming updates and new rental opportunities with Visit Tucson and industry advocacy organizations (e.g. Chamber of Commerce; Realtors, Medical, and Bar Associations)
- Expand audiences for fee-based programming
 - Develop a plan to expand outreach to K-12 schools
 - Add adult in-gallery drawing experiences and art-making studio workshops with a 2% increase in earned revenue
 - Add on-site professional workshops, training sessions, and peer-to-peer consultation with a 2% increase in earned revenue
 - Develop and upload teacher resources to museum’s website and promote the availability, benefits, and our museum’s resources to schools for future programming and collaborations and connection to our museum
 - Increase Education/Lecture Revenue by 5%
- Realize a 3% increase in school tours and workshops by K-12 students and an increase in number of teachers using virtual lessons
- Optimize Revenue from Retail Sales
 - Review museum store sales results, categories of merchandise sold, and online sales results to develop a plan for increasing revenue
 - Realize a 3% increase rate of conversion of on-site visitors to retail customers

- Realize a 10% increase in average spending per retail customer
- Initiate Blackbaud's Altru option for donors / purchasers to underwrite credit card fees
- Update museum membership program
 - Analyze membership levels and retention rates
 - More widely promote benefits of membership and option for recurring memberships
 - Develop strategies, programming, and philanthropic goals for a new membership level of individuals under 40
 - Develop updated membership materials
 - Attend various city-wide events and promote the museum and benefits of membership
 - Develop and execute periodic micro-membership campaigns to attract new members, increase retention rates, and encourage current members to move to a higher membership level
 - Introduce new membership appreciation efforts, including Board of Trustee peer-to-peer thank you efforts
 - Increased conversion of lapsed members by 20%
 - Increased membership retention expectation to 60%

STRATEGY EIGHT

Enhance Potential of Affinity Groups

EXPECTATIONS

- Launch a Photography affinity group
- Establish key indicators for how each affinity group can better serve the museum as well as what support each affinity group needs from the museum staff
- Create TMA "Overview" brochure inserts for each museum affinity organization, including TMA League and Docents, to be available at museum admissions and a downloadable version on museum's website
- Develop new strategies for expanded growth and participation in museum's affinity groups

PRIORITY TWO: STRENGTHEN BRAND RECOGNITION

Establishing an effective and far-reaching communications plan reinforced with a compelling brand and visual identity, consistently applied across media platforms, will be essential to achieving greater awareness of the TMA's unique position within the museum sector. Learnings from recent national grants, audience research, and visitor responses indicate that positioning the museum as a recognized thought leader both within and across borders and a distinctive destination where one can experience the art, culture, history, and heritage of the Southwest has the potential to increase understanding and appreciation of the positive economic and social impact resulting from our museum's offerings.

STRATEGY ONE

Produce Consistently High-Quality Marketing and Communications Messaging

EXPECTATIONS

- Hire a part-time, in-house graphic designer to replace current freelance designer
- Establish graphic guidelines that are implemented consistently across media
- Create a general-purpose TMA "Overview" brochure
- Expand our Press Release contact list
- Update photo archive

STRATEGY TWO

Deepen our Understanding of Current and Potential Museum Audiences

EXPECTATIONS

- Begin first phase of 3-year audience development project funded by the Flinn Foundation
 - Define metrics for success, focusing on repeat visitation, new audience acquisition, membership conversion, and donor engagement
 - Expand audience data collection effort followed by analysis and learnings
 - Review collected data and analysis on a semi-annual basis to measure engagement success and identify needed adjustments / over 3-year grant period
 - Create a comprehensive report on findings for Board of Trustees

STRATEGY THREE

Develop and Launch a New Brand / Visual Identity

EXPECTATIONS

- Obtain funding to engage a design firm to develop a new visual identity that reinforces our Second Century Vision
- Integrate new visual identity across all communications platforms

STRATEGY FOUR

Introduce a Multi-Year Communications Plan That Incorporates Learnings from Audience Development Plan

EXPECTATIONS

- Develop a new 3-year Marketing – Communications Plan
- Expand museum's coverage in local & national print / virtual publications to extend museum's reach and reputation and reinforce the museum's positioning within the broader art world.
 - Establish relationships with 10 additional arts writers from prominent publications to realize a 50% increase in coverage
- Obtain funding to engage professional marketing and communications advisors to help ensure our marketing is effective

- Realize a 10% increase in social media followers by 2026 and a 20% increase by 2027
- Attain 130K unique users to the web site, averaging 3 minutes spent on website
- Realize a 7% increase in total annual visitors

STRATEGY FIVE

Leverage TMA's Contributions to the Museum Field in the Areas of Community Engagement and Education

EXPECTATIONS

- Develop modules and training opportunities for peer-to-peer consultation
- Re-activate TMA's Blog "TMA Stories" as an avenue for sharing insights on community engagement and education efforts
- Expand field wide awareness of community-based curatorial practices
- Create opportunities to disseminate scholarship on TMA's activities, programs, exhibitions, and collections through a variety of platforms
- Seek financial support for expanding placemaking efforts that amplify TMA's successes as a convener of communities
- Obtain funding for publishing materials such as exhibition / collection catalogues and other scholarly texts, in addition to presenting at industry conferences and providing lectures

STRATEGY SIX

Provide Museum Trustees, Affinity Group Members, Docents / Art Talks, and Other Key Influencers with Information that Increases Awareness of TMA's Programs and Impact and Encourages Outreach and Philanthropy

EXPECTATIONS

- Update and distribute museum impact statement and "Talking Points"
- Create updated Affinity Group TMA "Overview" brochure inserts
- Update museum trustee wall and install centennial donor wall
- Meet with representatives from Arizona-Mexico Commission, Consulate of Mexico in Tucson, University of Arizona, and major foundations to increase awareness of the museum's offerings, encourage collaboration, and increase financial support

PRIORITY THREE: BROADEN ART and ENGAGEMENT

TMA's exhibitions and collections, coupled with audience engagement efforts which make our museum more accessible to diverse and growing audiences, are at the heart of our institutional mission and identity.

At present, the collections encompass nearly 11,000 art objects that span 3,000 years of human history with a collecting focus in the areas of Art of the American West, Indigenous Arts, ancient to contemporary Latin American Art, and Modern and Contemporary Art.

Leading global conversations by reflecting the communities of Southern Arizona, the museum will activate its collection, galleries, and historic properties through thoughtfully researched temporary exhibitions, traveling shows and strategic loans, installations by guest curators, community curatorial efforts, a dynamic interpretative program, and regular collection reinstallations.

STRATEGY ONE

Expand the Potential and Sources for Exhibitions

EXPECTATIONS

- Hire an Associate Curator of Modern and Contemporary Art and Associate Curator of Latin American Art
- New curators will see previously planned exhibitions to fruition
- Consider mounting exhibitions from foundations and corporations
- Develop a guest curator program to create new exhibitions and share innovative scholarship on the museum's collection
- Collaborate with other museums and/or curators to initiate one traveling exhibition every 5 to 6 years thereby drawing increased attention to our museum and region

STRATEGY TWO

Strengthen the Collection in Core Areas and Expand Holdings of Artists from Underrepresented Groups

EXPECTATIONS

- Strengthen existing relationships with collectors and donors, identify and cultivate at least an additional 20 collectors capable of making a gift or promised gift of "significant" artworks, in adherence with museum's Collecting Plan
- Identify and provide rationale for artworks that fill identified areas of need and address gaps in representation, in adherence with museum's Collecting Plan
- Acquire or be gifted 20 "significant" artworks to address established areas of need in each of our core collection areas
- Periodically consider artworks offered by the Museum Exchange and others

STRATEGY THREE

Increase Opportunities for Engagement and Participation by Diverse Audiences throughout Museum's Galleries, Historic Buildings, and Across the Campus

EXPECTATIONS

- Incorporate a range of community-based practices into new exhibitions, including activating the permanent collection galleries through innovative artistic and community collaborations resulting in new interpretations and curatorial themes
- Offer public access to La Casa Cordova and J. Knox Corbett House
- Install outdoor sculptures currently in storage

- In celebration of the museum's 50th anniversary of moving to its current location and its centennial celebration, install "Centennial Year Gifts of Art" throughout galleries to coincide with museum's 2025 Gala
- Initiate a juried youth art competition, exhibition displayed in Art Education building
- Add seating throughout museum
- Develop and publish a museum Interpretive Plan

STRATEGY FOUR

Enhance Museum's Community Engagement Partnerships that Serve Identified Audiences and Achieve Stated Goals

EXPECTATIONS

- Review surveys from Creative Space visitors and implement changes
- Assess ROI on partnership programs to maximize museum's social impact and role in fostering confidence, empathy, and creativity, and support interpersonal skills
- Leverage docent-led Art Talks, on-site and off-site, resulting in a 20% increase in attendees and 10% increase in museum memberships
- Widely promote museum's long-term partnerships, including the Art of Memory, K-12 Schools, Museum as Sanctuary, and others. Incorporate learnings from audience development plan and develop new partnerships
- Initiate a formal program assessment initiative to evaluate success of education, engagement, and docent programs

STRATEGY FIVE

Enhance Capacity to Study, Share, and Care for Museum's Collection

EXPECTATIONS

- Strengthen and expand research on collection artworks, including new art historical interpretations and provenances. When appropriate, collaborate with Indigenous communities and additional source communities to enhance understanding of artworks in museum's care
- Increase public and professional access, appreciation, and enjoyment of the collection
- Develop a detailed plan that identifies artworks recommended for deaccessioning, including resources required, documentation and research, and suggested disposal method (i.e. destruction, auction, etc.) in keeping with standards dictated by the Collections Management Policy
 - Develop a budget and timeline for all the above
 - Begin implementing approved plan
- Obtain financial support to publish materials and share scholarship, including exhibition catalogues, presentations at conferences, exhibitions, and curator lectures
- Identify future collection storage requirements, allowing for desired growth of the collection, along with a timeline and budget
- Digitize additional collection artworks and improve quality of images and website search interface to enhance public's digital access to the collection
- Continue to research and coordinate with relevant Indigenous stakeholders to maintain compliance with NAGPRA, inclusive of developing a plan and timeline for recommended action items to ensure timely adherence to NAGPRA updates.
 - Develop a budget for all the above and send letters to Tribal offices
 - Present plan to Board of Trustees
 - Implement plan

PRIORITY FOUR: HIGHLIGHT THE HISTORIC BLOCK

Since its founding in 1924 as the Tucson Fine Arts Association, the institution has continued to grow and evolve over the last century. Perhaps one of the most significant events was the 1973 signing of a long-term occupancy lease with the City of Tucson, which paved the way for the museum to raise funds for and construct a dedicated museum building. In 1975, the museum relocated to its present address and changed the institution's name to Tucson Museum of Art and Historic Block. Several museum expansions and creative repurposes of the five historically significant campus buildings have taken place over the past 50 years.

Today, TMA's exceptional facilities and programming have helped promote and animate this historic block, which has been inhabited for thousands of years and marks the location of Tucson's original downtown, as a special place where art, culture, history, and heritage uniquely intersect. The further development and promotion of this celebrated site and all that takes place here will play an important role in the future of TMA and the City of Tucson.

STRATEGY ONE

Continue historic preservation projects to improve visitor engagement, support our institutional brand, and allow for increased rental revenue

EXPECTATIONS

- Expand outreach to city, state, and national historic preservation professionals
- Complete La Casa Cordova preservation project, including updated interpretation materials, courtyard landscaping, and roof (in conjunction with Priority THREE / Strategy THREE)
- Submit additional grant applications and develop fundraising ideas for preservation of J. Knox Corbett House
- In collaboration with Café a la C'Art's owner, develop a plan to enlarge kitchen preparation area and to increase café revenue
 - Identify the source(s) of funding
 - Engage in construction
- Develop a holistic activation and interpretative plan to integrate the historic properties with museum's exhibition programs
- Add an annual lecture on the topic of historic preservation and heritage related to museum's historic block
- Develop a plan and timeline for Romero House improvements and use

STRATEGY TWO

Maintain and Make Improvements to Museum's Structures and Physical Plant

EXPECTATIONS

- Continue to make progress on remaining deferred maintenance projects
 - Conduct a systematic review of vendor relationships
- Schedule, budget for, and track future facility maintenance needs, as outlined in the updated Disaster Recovery and Business Continuity plan
- Research opportunities for increased environmental sustainability practices

STRATEGY THREE

Develop a Phased Master Plan for the Museum's Campus

EXPECTATIONS

- In conjunction with Priority ONE / Strategy FOUR, convene stakeholder groups to share thoughts about improvements and/or alterations to TMA's campus
- In conjunction with Second Century Vision campaign, raise funds for Phase 1 of Campus Master plan

- Launch Master Site Plan Phase II
- Launch subsequent Master Site Plan Phases
- Develop, enhance, and prioritize relationships with governmental and community representatives to build support for the Campus Master plan, including the historic properties
- Maintain TMA's participation and voice in efforts to enhance El Presidio Historic District, including structural improvements, visitor access, and business enhancements

PRIORITY FIVE: ENSURE OPERATIONAL EXCELLENCE

Creating and managing a healthy workplace culture is a key component of effective, sustainable institutions and engaged, inspired employees. Museum leadership will reinforce an organizational structure that enables greater efficiency, flexibility, open communication, collaboration, employee empowerment, and informed decision making in the service of the museum's strategic direction.

Board governance will continue to reflect industry best practices and support prudent museum operations and applicable laws.

STRATEGY ONE

Assess the Museum's Organizational Culture and Leadership Competencies

EXPECTATIONS

- Collect both quantitative and qualitative data through surveys and internal focus groups to determine where improvements need to be made
- Develop a culture improvement strategy and action plan
- Support implementation with team and one-on-one coaching, inclusive of museum trustees
- Develop programs, policies, and practices to sustain momentum

STRATEGY TWO

Align Operating Expenses with Strategic Priorities through Budgeting and Monitoring Processes

EXPECTATIONS

- Institute quarterly actual-to-budget tracking-to-goal meetings for each department followed by revenue / expense adjustments throughout the year
- Refine operating budget preparation incorporating month-by-month projections rather than annual
- Enhance the museum's annual budgeting process, implementing a multiyear model with scenario analysis

STRATEGY THREE

Commit Adequate Financial Resources and Operational Practices to Ensure Optimal Staffing

EXPECTATIONS

- Recruit, develop, and retain key staff with competitive pay and benefits
 - New (replacement) hires include Associate Curator of Modern & Contemporary Art, Associate Curator, Schmidt Curator of Latin American Art, Grants / Development Associate, and Part-Time Graphic Designer
 - New Part-Time Assistant Registrar to assist with completion of collection documentation and cataloging

STRATEGY FOUR

Provide Trustees, Staff, and Volunteers with Information and Skills Needed to Operate at the Highest Level of Organizational Excellence

EXPECTATIONS

- Update and provide Committee on Trustees with the Board Member Skills Matrix
- Implement onboarding session(s) for Affinity Group voting members of the Board of Trustees
- Provide session(s) on emergency procedures with all staff, docents, and other relevant volunteers

- Provide additional training for front-of-house and security staff, as well as volunteers, ensuring a seamless, consistently positive, friendly, and enriching experience for all those who visit or interact with the museum
- Schedule Museum Trustee Association facilitation session

STRATEGY FIVE

Strengthen Museum's Core Technological Infrastructure to Improve Productivity, Workflow and Ensure Data Integrity and Security

EXPECTATIONS

- Implement Cloud data storage
 - Annual review of cybersecurity measures with Audit and Risk Committee
- Provide audio/visual equipment to record selected lectures and share online, create a museum lecture archive
- Identify staff desktop and laptop computer upgrade needs and develop a plan to fund and implement
- Research, select, and implement project management software
- Observe emerging trends, such as AI, and launch efforts to adapt as warranted

IMPLEMENTATION, OVERSIGHT, and ACCOUNTABILITY

Our Strategic Plan covers a period of three years. It is our intention to review the Plan, adapt it considering new circumstances, and conduct a fundamental review before the Plan terms out. The implementation of the Priorities, Strategies, and Expectations in this Strategic Plan will be the responsibility of the Museum's leadership (CEO and CFO/COO) and the Board's Executive Committee. The Priorities, Strategies, and Expectations will be implemented by an appropriate team of Board Committee and senior management. Measurable outcomes of the Strategic Plan and detailed implementation plans will be established.

The responsibility for effectively executing the Plan will be a shared task with each of the five priorities overseen by a team of trustees and key staff.

- Priority One will be overseen by the Board's Development, Finance, and Executive committees in consultation with the CEO, Director of Advancement and Strategic Initiatives, and the CFO/COO.
- Priority Two will be overseen by a member of the Board's Executive Committee in consultation with the CEO, CFO/COO, Director of Engagement and Inclusion, and Marketing Manager.
- Priority Three will be overseen by a member of the Board's Executive Committee in consultation with the CEO, CFO/COO, Senior Curator, and Director of Engagement and Inclusion.
- Priority Four will be overseen by the Board's Executive Committee in consultation with the CEO, CFO/COO, Director of Advancement and Strategic Initiatives, and Director of Engagement and Inclusion.
- Priority Five will be overseen by the Board's Executive and Governance committees in consultation with the CEO and CFO/COO.

Each group will be accountable for monitoring progress and ensuring tasks are completed on time, evaluating results as compared with the plan's expected achievements, and making necessary adjustments along the way. Bi-annual "check in" meetings for each priority will be scheduled with reports and recommendations for any substantial adjustments sent to the full Board of Trustees for review and approval. Periodic peer museum benchmarking and feedback from our community stakeholders will further help inform our decisions and foster support and commitment from all those we serve going forward.

STRATEGIC PLANNING PROCESS OVERVIEW

Tucson Museum of Art and Historic Block's (TMA) 2024-2027 strategic plan is the result of a year-long endeavor that involved museum trustees, key staff, donors, members, program partners, volunteers, and other community stakeholders. The process began with an off-site retreat in July 2023, attended by the museum's entire staff and Board President. The museum's previous strategic plan was reviewed and assessed, which was followed by an in-depth discussion of major trends affecting the current arts and culture sector, particularly those relevant to Southern Arizona.

From there, the museum formed a Strategic Planning Task Force of nine participants, which included representatives from the Board of Trustees in the areas of leadership, development, and finance; staff senior leadership team members; and community stakeholders. The Task Force held monthly meetings, focusing first on discussing and developing drafts of the institution's new vision and core values. It was decided that the current mission statement would remain. One meeting was dedicated to a SWOT analysis that led to conversations regarding the museum's strategic advantages, inherent weaknesses, future opportunities, and threats to the museum as well as possible priorities moving forward.

Early in the Plan's formation, the Strategic Planning Task Force identified preliminary priorities that would guide the direction of the process. Three community stakeholder groups were formed in January 2024 comprised of museum volunteers, community partners, and members/donors. From February through April 2024, our stakeholder convenings took place with the purpose of learning answers to the following questions: 1) In what ways is the museum important to you and the people you know, and why? 2) What makes the museum unique? 3) What is something you wish others knew about the museum? 4) What program, exhibition, or event in the last four years has been your favorite, and why? 5) What will the museum need to realize a successful future?

After reflecting on what was learned from our community and determined as important from our internal stakeholders, an updated strategic plan draft that incorporated key insights was presented to the Strategic Plan Task Force and thoroughly reviewed in late February 2024. Over the course of the planning process, the Board of Trustees were briefed at various intervals throughout the development of the draft. The final plan draft that included the proposed mission, vision, core values, priorities, strategies, and expectations was then sent to the full Board of Trustees on September 9, 2024.

Accountability for achieving the benchmarks outlined in the strategic plan's expectations is a critically important component for achieving success. As a result, members of the museum's Executive and Standing Committees along with the appropriate staff department directors have been assigned to help ensure the intended results are met.

After a review and discussion, the Board of Trustees approved the this Strategic Plan on September 30, 2024.

RECOGNITION and THANKS

We extend our gratitude to the Strategic Planning Task Force, museum leadership and staff, the Board of Trustees, and those who graciously shared their thoughts during our community stakeholder convenings for their dedication to creating this plan.

A special thank you to the members of our Strategic Planning Task Force, including Marilyn Joyce, Michael Bylsma, Josh King, Mike Gagnon, Keith White, Virginia Yrun, Norah Diedrich, Christopher Gordon, and Marianna Pegno for their time commitment and insight.

Of course, we sincerely thank our donors, corporate partners, museum members, Affinity Groups, artists, docents, volunteers, community partners, and all those who make our positive impact possible.

As we look forward to our second century of connecting art to life, we will look to all of you for your continued participation and our Strategic Plan for guidance.

TRUSTEES

Board of Trustees

Michael Bylsma, President
Josh King, Vice President
Denise Grusin, Secretary
Mike Gagnon, Treasurer
Mary Jo Brown, Past President
Larry Adamson
Joyce Broan
Linda Caplan
Lori Carroll
Anna Marie Cuevas-Blue
Chris Davis
Amy Draper
John Ender
Louise Glasser
Michael Guymon
Marilyn Joyce
Kit Kimball
Josh King
Sandra Maxfield
Clint Mabie
Patricia Carr Morgan
Keneshia Raymond
Kelly Snyder
Meg Weidner
Thomas Thaller

Trustee Emeriti

Andy Anderson
Alice Baker
I. Michael Kasser
Anne Lyman
Dr. John Schaefer

Ex-Officio

Judy Betty - Western Art Patrons
(WAP) President
Sue Nieland - Latin American Art
Patrons (LAAP) President
Virginia Yrun - Docent Council
President
Eric P. Soulsby - TMA League President
David Wohl - Contemporary Art
Society (CAS) President

STAFF

Executive

Norah Diedrich, Jon and Linda Ender Director and CEO

Sarabeth Fera, Executive Assistant

Debra Zeller, Centennial Support Liaison (through January 2024)

Curatorial, Collections, and Programs

Rachel Adler, Collections Manager and Registrar
Christine Brindza, Senior Curator, Glasser Curator of Art of the American West

Dave Brown, Preparator

Nick Castor, Education Coordinator

Kristopher Driggers, Associate Curator, Schmidt Curator of Latin American Art (through May 2024)

Marianna Pegno, Director of Engagement and Inclusion

Cenorina Ramirez, Assistant Curator of Engagement

Julie Sasse, Chief Curator (through April 2024)

Morgan Wells, Director of Education

Museum Educators

Rachel Cain, Camp Administrative Support

Ami Dalal, Community Engagement Educator

Emily Earl, Educator (through February 2024)

Hannah Goude, Educator

Madeline Greene, Educator

Laila Halaby, Community Engagement Educator

Hanan Khatoun, Camp Educator

Amanda Lipp, Educator

Erin Mueller, Camp Educator

Michelle Myrose, Educator

Benjamin Otto, Camp Administrative Support

Sydney Yount, Educator (through June 2024)

Development

Cami Cotton, Director of Development (through December 2023)

Sofia Gerhart, Grants Manager and Development Associate (through January 2024)

Meg Hagyard, Director of Advancement & Strategic Initiatives (as of April 2024)

Isai Pacheco, Membership and Development Associate

Marketing

Iesha Doane, Marketing and Communications Manager

Skyler Elzy, Graphic Designer (as of September 2024)

Finance and Operations

Christopher Gordon, Chief Financial/ Operating Officer

Emily Niedhammer, Accounting and Human Resources Manager

Mike Plum, Buildings & Grounds Assistant

John Wallace, Facilities Manager

Security

Marla Allen (through November 2023)

Delmar Bambrough (through April 2024 – 27 years with TMA!)

Rodney Belknap

Judith Beltran

John Bolin

Megan Bos

Russell Bos, Head of Security

Judith Dunk

Julia Glew (through June 2024)

Kevin Gimlin

Dave Hopkins

Gabriel Johnson

Trent Pechon

Percivale Porter

Colleen Winger

Visitor Services

Aylya Almeida

Kaleigh Brown

Abbey Haji-Sheikh, Event Sales Coordinator

Justin Germain, Director of Visitor Services

Amanda Gonzales

Michael Maerker, Bartender

Taylor Marshall, Admissions and Retail Supervisor (through March 2024)

Analee Oropeza

Paola Pino-Aguirre

Erin Stofft, Visitor Services Supervisor (as of June 2024)

Lydia Thompson

Wei Wei

**Tucson Museum of Art
and Historic Block**

Strategic Plan 2024-2027
Board Approved September 30, 2024

**Tucson Museum of Art
and Historic Block**

140 N. Main Avenue
Tucson, AZ 85701
(520) 624-2333

tucsonmuseumofart.org