



Grand Rapids Art Museum

# VISION 2021 Strategic Plan

January 2017-December 2021

Approved by the Board of Trustees on September 14, 2016

**Mission:**

Connecting people through art, creativity, and design.

**Vision:**

Leading and inspiring West Michigan to be the most creative and imaginative community in the world.

**Strategic Priorities:**

1. Develop diverse audiences.
2. Create exceptional art and learning experiences.
3. Build institutional strength.

# 1. Develop diverse audiences.

## 1.1. Increase diversity by building and cultivating relationships with identified target audiences.

- a. Define and identify primary target audiences.
- b. Identify best approach for improving reach to target audiences and visitor diversity, possibly with an external expert.
- c. Create engagement plans and goals for serving target groups and increasing racial, socioeconomic, and age diversity among visitors.
- d. Define GRAM's approach to outreach in the community.

## 1.2. Increase membership to 5,000 households by 2021.

- a. Increase new member acquisition rates.
- b. Sustain member retention rates.
- c. Create a membership growth task force to support membership growth.

## 1.3. Conduct audience research and use feedback to improve the museum experience.

- a. Complete Slover Linett audience research.
- b. Create report and strategy to integrate feedback into seasonal planning and guest experience.
- c. Train appropriate staff on evaluation methods.
- d. Leverage Slover Linett process as a starting point for creating a culture of evaluation.

## 1.4. Understand and minimize barriers to visiting the museum.

- a. Use findings from audience research to determine barriers hindering visitorship.
- b. Explore adding or enhancing exterior signage to enhance visibility.
- c. Explore and evaluate the impact of free and reduced admission policies which would build diverse audiences.

## 1.5. Leverage community relationships and downtown location to build audience.

- a. Create a strategic community partnership program with the goal of introducing GRAM to increasingly diverse audiences.
- b. Create a strategic community partnership program with the goal of pursuing co-created programming.
- c. Create a strategic community partnership program with the goal of engaging downtown residents, visitors, and workers.

# 1. Develop diverse audiences.

## 1.6. Use ArtPrize as an opportunity to grow audience year-round.

- a. Leverage ArtPrize to increase membership.
- b. Use ArtPrize to highlight GRAM's mission and vision.
- c. Develop and implement plan to increase revenue opportunities during ArtPrize.
- d. Create a best-in-class experience for ArtPrize guests.
- e. Use ArtPrize to build GRAM's social media base.

## 2. Create exceptional art and learning experiences.

### 2.1. Support and enhance visitor experience and lifelong learning through facility improvements.

- a. Perform critical facility maintenance and upgrades as identified in 2015 facility assessment.
- b. Conduct a study of signage and way finding throughout the building and implement solutions to improve the onsite experience.
- c. In preparation for a comprehensive campaign, conduct research on board-approved facility improvement projects.
- d. Create and implement a phased plan for completing board approved facility improvements.

### 2.2. Plan culturally and artistically diverse exhibitions that attract a broad range of visitors.

- a. Create a rolling three-year plan for major exhibitions.
- b. Consider presenting one annual family-focused exhibition.
- c. Create objectives and outcomes measuring exhibition effectiveness.
- d. Increase community awareness of and connection to Michigan art and artists.

### 2.3. Plan culturally and artistically diverse support programming that appeals to targeted audiences.

- a. Review organizational structure to create/modify a position that supports programming.
- b. Create a rolling two-year plan for programming.
- c. Consider community voice and incorporate into programming.
- d. Create a strategy to increase program awareness throughout the broader community.
- e. Continue seasonal planning process.
- f. Create a cross-departmental interpretation plan.
- g. Consider technology's role in interpretation and integrate as appropriate.

### 2.4. Refine, scale, and expand the reach of current learning programs based on community needs.

- a. Create and implement a process for regular review and strengthening of current programs in alignment with strategic priorities.
- b. Set annual growth goals and determine necessary resources for programming.
- c. Create plan for comprehensive marketing of learning programs.
- d. Create strategy for developing student residency program.
- e. Explore creation of curriculum incubator for teachers.

## 2. Create exceptional art and learning experiences.

### **2.5. Increase impact of permanent collection.**

- a. Strategically grow and diversify collection according to Collection Plan.
- b. Create an innovative approach to exhibiting permanent collection.
- c. Through the Accessions Committee, prospect for gifts of art and funding to support acquisitions.

### **2.6. Create a visitor services program that provides guests a positive experience in all aspects of their visit.**

- a. Train and empower staff to provide an informative and welcoming front desk experience.
- b. Address the role that security staff plays and consider the implementation of new structure and training to support a guest-centered gallery experience.
- c. Explore ways that GoSite's services can integrate with front line operations.
- d. Create a system to address and resolve customer feedback.
- e. Create protocol for front line experience for visitors and review annually.

## 3. Build Institutional Strength

### 3.1. Execute comprehensive campaign.

- a. Lay foundation, plan, and execute comprehensive capital campaign to include endowment, bridge funding, and facility improvements.

### 3.2. Build and enhance philanthropic growth.

- a. Grow endowment to \$35 million.
- b. Enhance major gifts program.
- c. Increase planned giving participation.
- d. Grow and diversify foundation support.
- e. Increase corporate support through robust corporate giving program.

### 3.3. Expand earned revenue.

- a. Create business plan for increasing earned income that includes reviewing current revenue sources and exploration of new sources.
- b. Maintain healthy percentage of earned income revenue at 25% or higher.

### 3.4. Implement strategic processes and procedures.

- a. Create and articulate institutional growth strategy.
- b. Formalize financial strategy.
- c. Create comprehensive internal communication plan; involve staff in development process.
- d. Develop employee review process reflective of strategic priorities.
- e. Centralize and enhance existing and develop needed, institutional policies and procedures.
- f. Develop system to communicate progress towards realization of strategic plan.
- g. Review strategic plan annually and revise as needed.

### 3.5. Increase diversity and inclusion among board and staff.

- a. Research and create plans to address staff and board inclusion.
- b. Research current and projected community demographics.
- c. Strive to have board and staff diversity reflective of Kent County demographics by 2021.



## 3. Build Institutional Strength

### 3.6. Attract, train, and retain an engaged and mission-focused staff.

- a. Clarify and enhance organizational structure, roles, responsibilities, and processes to align with GRAM's mission, vision, values, and strategic plan.
- b. Explore ways to offer staff increased opportunities for professional development.
- c. Establish and nurture a culture of innovation through collaboration, human-centered design, continuous improvement, and evaluation.
- d. Conduct turnover and wage analysis and create plan to adjust salaries as necessary.
- e. Identify institutional values and reinforce them through orientation and workplace culture.

### 3.7. Upgrade and maintain technology infrastructure.

- a. Create long-term internal and external technology strategy.
- b. Create a long-term plan to upgrade hardware.
- c. Determine user technology platforms and train staff and enforce use of chosen platforms.

### 3.8. Strengthen Greener GRAM program.

- a. Establish and follow best practices for environmentally sustainable operations institution-wide.
- b. Educate staff on GRAM's environmentally sustainable practices.
- c. Develop content that emphasizes LEED® certification and the importance of environmental sustainability.
- d. Pursue LEED® certification for operations.