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.