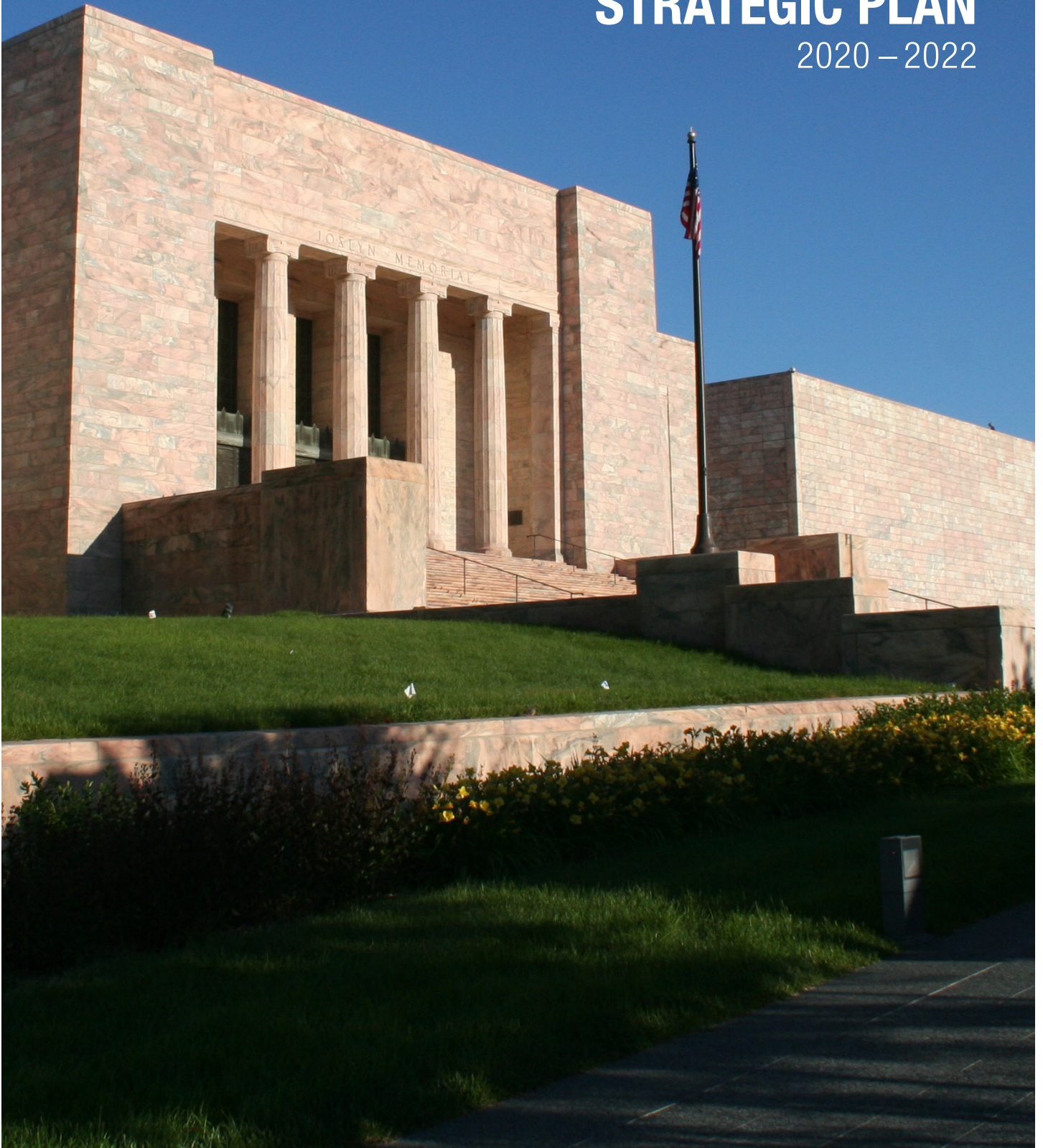




**JOSLYN**  
Art Museum

# **STRATEGIC PLAN**

2020 – 2022



# DIRECTOR'S MESSAGE

Joslyn Art Museum marks its 90th anniversary in 2021. Since its founding in 1931, the Museum has served as a cornerstone of the arts in Omaha, dedicated to creative expression, learning, and discovery through engagement with original works of art. Embedded in the fabric of Nebraska, Joslyn's collection spans over 3,000 years, making it one of the region's most significant and diverse cultural resources. The following strategic plan comes at an exciting point in the life of our institution.

Over the next few years, Joslyn Art Museum will expand — physically and programmatically. Introducing a new Joslyn for the twenty-first century, the expansion will add new galleries to showcase more art in an architecturally inspiring space; support greater breadth and depth of public programming and art education opportunities; and create an environment that heightens the Museum experience and exceeds visitors' expectations.

In the immediate future, Joslyn will experience profound changes—many expected and some unknown. The plan that follows builds upon past key initiatives while allowing the Museum the flexibility to respond to new opportunities and manage challenges during this pivotal period. At our core, we are an organization devoted to art and to our community—Omaha, the state of Nebraska, and the region. Art and community will remain our focus throughout construction and beyond.

The four strategic priorities listed below will guide our thinking and our plans as we enter the third decade of the twenty-first century and this next phase of our beloved Museum's journey. In 2020–2022, we will continue to:

- **Commit to Art**
- **Engage the Community at Large**
- **Increase Relevance & Reach**
- **Build Capacity & Enhance Growth**

Thank you, as always, to our dedicated Board of Governors and to the Museum's forward-thinking staff for its commitment to the expansion process and dedication to achieving the goals put forth in this strategic plan.

Jack Becker, Ph.D.  
Executive Director & CEO



## EXECUTIVE SUMMARY

### **Mission Statement**

Joslyn Art Museum collects, preserves and interprets the visual arts of the highest quality, fostering appreciation and enjoyment of art for the benefit of a diverse audience.

### **Vision Statement**

To be cherished and respected as a premier art museum.



## STRATEGIC ACTION PLAN 2020 – 2022

### **Strategic Priority:** COMMIT TO ART

As steward of one of Nebraska's most significant cultural resources, Joslyn Art Museum brings people face-to-face with the visual arts to explore connections between art and the human spirit. Committed to celebrating creative expression and the potential for original works of art to inspire transformative experiences, the Museum will continue to enhance and promote its collection for the community and beyond.

### **Strategic Priority:** ENGAGE THE COMMUNITY AT LARGE

Joslyn Art Museum boasts a long tradition of educational programming and community outreach. The Museum will strengthen this role within the Omaha metro area and throughout the state of Nebraska and the region while deepening its connections to audiences.

### **Strategic Priority:** INCREASE RELEVANCE & REACH

In step with a physical and programmatic expansion, Joslyn will remain focused on ensuring exceptional visitor experiences each day while leveraging opportunities to grow awareness and enhance the reputation of the Museum's collection, architecture, and mission globally.

### **Strategic Priority:** BUILD CAPACITY & ENHANCE GROWTH

Embedded in the fabric of Omaha, Joslyn Art Museum has a strong history of support and leadership. Through an ambitious physical and programmatic expansion, the Museum will evolve and change to meet community demands and will improve its financial stability for long-term sustainability.



#### Strategic Priority

**COMMIT TO ART** As steward of one of Nebraska’s most significant cultural resources, Joslyn Art Museum brings people face-to-face with the visual arts to explore connections between art and the human spirit. Committed to celebrating creative expression and the potential for original works of art to inspire transformative experiences, the Museum will continue to enhance and promote its collection for the community and beyond.

**EXPAND** the permanent collection through acquisitions and gifts that enhance core strengths while broadening the scope of new and underrepresented artists.

**PRESENT** significant exhibitions and publications that engage visitors. Expand the curatorial and scholarly reputation of the Museum nationally and internationally.

**INTRODUCE** audiences to new work by leading national and international contemporary artists. Provide opportunities to meet and interact with visiting artists through challenging programs and conversations.

**PRESERVE** and maintain the historic buildings that are the core of Joslyn’s collection and identity.



### Strategic Priority

**ENGAGE THE COMMUNITY AT LARGE** Joslyn Art Museum boasts a long tradition of educational programming and community outreach. The Museum will strengthen this role within the Omaha metro area and throughout the state of Nebraska and the region while deepening its connections to audiences.

**UTILIZE** free general admission as a platform for enhanced messaging pertaining to access, inclusivity, and a welcoming environment.

**SUSTAIN and ASSESS** existing programs while planning new experiences that will inspire youth and families, teens, and adults to engage with Joslyn in meaningful ways.

**BE THE** premier center, physically and virtually, for PK-16 arts education in the state.

**INCREASE** access to the arts by identifying and actively engaging underserved audiences through community outreach.

**BROADEN** the impact of Joslyn's resources through partnerships with educational, social, cultural, and civic organizations.



### Strategic Priority

**INCREASE RELEVANCE & REACH** In step with a physical and programmatic expansion, Joslyn will remain focused on ensuring exceptional visitor experiences each day while leveraging opportunities to grow awareness and enhance the reputation of the Museum's collection, architecture, and mission globally.

**GREET** all guests warmly and empower staff and volunteers to help make each visitor's experience positive.

**AFFIRM** the value of diversity, equity, and inclusivity to our collection, programs, and organizational culture.

**REFINE** data collection and increase demographic studies to better understand the audiences we attract as well as those we do not.

**INTRODUCE** a new brand identity that reflects the marked changes in strategy and approach that have propelled the Museum's growth in recent years.

**LEVERAGE** the expansion and renovation process to draw international attention to Joslyn and build local audiences.

**COMMIT** to the use of new technologies to strengthen audience experience and knowledge of the Museum, on premise and offsite.



### Strategic Priority

**BUILD CAPACITY & ENHANCE GROWTH** Embedded in the fabric of Omaha, Joslyn Art Museum has a strong history of community support and leadership. Through an ambitious physical and programmatic expansion, the Museum will evolve and change to meet local and regional demands and will improve its financial stability for long-term sustainability.

**EXECUTE** board governance according to the highest and most professional standards.

**EMBRACE** transparency and the highest ethical and professional standards for art museums.

**EXPAND** our physical and programmatic footprint with the construction of a new addition to the Museum.

**ENHANCE** our existing buildings with additional and renovated classrooms and spaces for visitors to pause and gather.

**UTILIZE** the expansion as a springboard to improve the Museum's use of technology.

**ENABLE** staff to achieve success and grow professionally through engaging work, a renovated collaborative work area, and targeted educational opportunities.

**BUILD** long-term stability through annual funding strategies.

**SECURE** the future sustainability of the Museum by building our endowment.

### Strategic Priority: COMMIT TO ART

As steward of one of Nebraska's most significant cultural resources, Joslyn Art Museum brings people face-to-face with the visual arts to explore connections between art and the human spirit. Committed to celebrating creative expression and the potential for original works of art to inspire transformative experiences, the Museum will continue to enhance and promote its collection for the community and beyond.

- 1. Expand the permanent collection through acquisitions and gifts that enhance core strengths while broadening the scope of new and underrepresented artists.**
  - a. Create acquisition plans for Antiquities, European, American, Western, Native American, and Contemporary collections in 2021.
  - b. Increase diversity in the American, European, and Contemporary collections through the acquisition of major works by artists who are women, African American, and Hispanic, among other artistic voices, to better reflect our community and our country.
  - c. Consider new ways to showcase seldom-seen collections in areas throughout the Museum.
- 2. Present significant exhibitions and publications that engage visitors and expand the curatorial and scholarly reputation of the Museum nationally and internationally.**
  - a. Develop an exhibition schedule that balances core collection strengths with opportunities to present our audiences with exceptional work from other institutions.
  - b. *European Painting and Sculpture from Joslyn Art Museum*; collection catalogue forthcoming October 2020.
  - c. *Revisiting America: The Prints of Currier & Ives*; exhibition and catalogue forthcoming October 2020, traveling to Shelburne Museum and Florence Griswold Museum; forthcoming partnership with Art Bridges.
  - d. *Faces from the Interior: The Native American Portraits of Karl Bodmer*; exhibition and catalogue, opening at the Metropolitan Museum of Art, February 2021, followed by Joslyn Art Museum and Amon Carter Museum of American Art.
  - e. *Midwest Art Deco*; exhibition and catalogue co-organized with the Nelson-Atkins Museum of Art, opening in Kansas City in October 2020 and traveling to Joslyn Art Museum, Frist Art Museum, and Wichita Art Museum.
- 3. Introduce audiences to new work by leading national and international contemporary artists. Provide opportunities to meet and interact with visiting artists through challenging programs and conversations.**
  - a. Assertively grow contemporary collection by living artists representing a diversity of backgrounds and cultural perspectives.
  - b. Feature emerging and established artists in all media from the United States and abroad in three Riley CAP Gallery exhibitions per year.
  - c. Provide programming opportunities that allow Museum visitors to engage in compelling dialogues with living artists.
- 4. Preserve and maintain the historic buildings that are the core of Joslyn's collection and identity.**
  - a. Develop a ten-year facility plan that will operate in tandem with items funded through the building expansion to secure the stability and ongoing life of our existing buildings.
  - b. Utilize our Preventive Maintenance Software for detailed maintenance planning and tracking.

### Strategic Priority: ENGAGE THE COMMUNITY AT LARGE

Joslyn Art Museum boasts a long tradition of educational programming and community outreach. The Museum will strengthen this role within the Omaha metro area and throughout the state of Nebraska and the region while deepening its connections to audiences.

- 1. Use free general admission as a platform for enhanced messaging pertaining to access, inclusivity, and a welcoming environment.**
  - a. Secure remaining \$3 million funding for free admission endowment support.
- 2. Sustain and assess existing programs while planning new experiences that will inspire youth and families, teens, and adults to engage with Joslyn in meaningful ways.**
  - a. Renovate the "portraiture station" and "curiosity corner" of ART WORKS by summer 2020 and introduce new opportunities quarterly to satisfy repeat visitors.
  - b. Explore reinvention of programmatic components of the Scott EdTech Gallery for the future.
  - c. Maintain highest quality and impact of studio programs and Kent Bellows Mentoring Program evidenced by ongoing in-depth evaluation.
  - d. Implement a visitor survey, interviews, and focus groups to evaluate how Joslyn communicates content and connects visitors to collections/exhibitions, and develop a comprehensive interpretive and programmatic plan to meet the needs of a diverse public.
- 3. Be the premier center, physically and virtually, for PK-16 arts education in the state.**
  - a. Maintain robust school tour and teacher training programs (serving 20,000 students and teachers annually), devising ways to provide services off-site, as needed through construction.
  - b. Identify and implement strategies for digital learning that link to collections/exhibitions and support school curriculum.
  - c. Continue to lead as a service-learning partner in an art museum setting, completing at least two service-learning projects annually.
- 4. Increase access to the arts by identifying and actively engaging underserved audiences through community outreach.**
  - a. Maintain current programs serving refugee/migrant families, youth in after-school settings, and seniors living in care facilities.
  - b. Engage Native American communities with Museum collections by establishing relationships and programs with Nebraska Indigenous Community College, Omaha Public Schools Native Indigenous-Centered Education, and other agencies.
- 5. Broaden the impact of Joslyn's resources through partnerships with educational, social, cultural, and civic organizations.**

**Strategic Priority: INCREASE RELEVANCE & REACH**

In step with a physical and programmatic expansion, Joslyn will remain focused on ensuring exceptional visitor experiences each day while leveraging opportunities to grow awareness and enhance the reputation of the Museum's collection, architecture, and mission globally.

- 1. Greet all guests warmly and empower staff and volunteers to help make each visitor's experience positive.**
  - a. Provide ongoing training (at least one session per year) to foster a culture where all staff and volunteers embrace a visitor-focused approach.
  - b. Rethink all front-of-house operations including protocols for greeting and assisting guests, front desk operations, and gallery oversight. Create an organizational structure and training program to implement our new approach by six months prior to opening of new building.
  - c. Rework the Museum's signage program, including building identifiers and wayfinding systems, to ensure successful navigation and a better guest experience.
- 2. Affirm the value of diversity, equity, and inclusivity to our collection, programs, and organizational culture.**
  - a. Ensure that the growth of the Museum's board, staff, and volunteer corps reflects the principles of diversity, equity, and inclusion.
  - b. Hire a Manager of Access & Community Programs to identify and dismantle barriers to Museum visits while working to establish new relationships with partners to thoroughly saturate the community with opportunities to connect with Joslyn.
  - c. Provide maps, selected promotional materials, and gallery interpretation tools in Spanish.
- 3. Refine data collection and increase demographic studies to better understand the audiences we attract as well as those we do not.**
  - a. Continue annual member survey and survey non-members to better understand visitor experiences.
  - b. Continue collecting zip code data while acquiring other information via survey and through the use of Altru to determine the makeup of current audiences.
  - c. Seek updated regional demographic data and ways to gather information from non-Museum goers about their reasons for not visiting Joslyn.
- 4. Introduce a new brand identity that reflects the marked changes in strategy and approach that have propelled the Museum's growth in recent years.**
  - a. Evaluate current brand with key stakeholders to identify Joslyn's position, goals, and core values to guide development of new brand identity.
  - b. Develop and introduce new identity graphics, messaging, and positioning of the Museum to coincide with the opening of the new wing and reflect a twenty-first century institution.
- 5. Leverage the expansion and renovation process to draw international attention to Joslyn and build local audiences.**
  - a. Collaborate with architects on a promotional plan for the new wing that highlights its architecture, both new and original, to existing and fresh audiences.
  - b. Capitalize on new channels of interest to share information about Joslyn's collections, role as a leader in art education, and current and future endeavors to increase institutional collaborations, tourism, and brand recognition.
- 6. Commit to the use of new technologies to strengthen audience experience and knowledge within and outside the Museum.**
  - a. More fully animate and engage the Museum with the public through technology.
  - b. Redesign the Museum's website to include responsive technology and to reflect the new brand.

**Strategic Priority: BUILD CAPACITY & ENHANCE GROWTH**

Embedded in the fabric of Omaha, Joslyn Art Museum has a strong history of community support and leadership. Through an ambitious physical and programmatic expansion, the Museum will evolve and change to meet local and regional demands and will improve its financial stability for long-term sustainability.

- 1. Execute board governance according to the highest and most professional standards.**
  - a. Create a succession plan and future pipeline for committee and board leadership.
- 2. Embrace transparency and the highest ethical and professional standards for art museums.**
- 3. Expand our physical and programmatic footprint with the construction of a new addition to the Museum.**
  - a. Complete the interim milestones of detailed design, construction documents, and construction timelines to assure completion of the building expansion on target and within budget.
  - b. Cultivate current and new donors through a successful capital campaign and secure campaign goal.
  - c. Animate our permanent collection through new and innovative installation strategies.
- 4. Enhance our existing buildings with additional and renovated classrooms and interesting spaces for visitors to pause and gather.**
- 5. Utilize the expansion as a springboard to improve the Museum's use of technology in all aspects of its mission.**
  - a. Update existing technology to improve staff productivity, visitor experience, and to mitigate risk to Museum data.
  - b. Create and maintain a three-year rolling technology plan.
- 6. Enable staff to achieve success and grow professionally through engaging work, a renovated collaborative work area, and targeted educational opportunities.**
  - a. Create a high-functioning, collaborative work environment through the renovation of existing administrative spaces.
  - b. Identify and deliver at least two training sessions annually that will enhance employee growth.
- 7. Build long-term stability through annual funding strategies.**
  - a. Grow and strengthen membership with a 3% or higher increase annually by identifying and developing member touchpoints to create a stronger visitor experience.
  - b. Develop an annual communication program for segments of membership and donors.
  - c. Sustain annual donor base throughout capital campaign.
  - d. Maintain a balanced operating budget and hold a cash reserve of 10% of the operating budget for unexpected expenses and opportunities.
- 8. Secure the future sustainability of the Museum by building our endowment.**
  - a. Deliver three touchpoints annually to members and donors on need for endowment and planned giving stewardship.
  - b. Gather donor stories and testimonials about the importance of endowment gifts from past supporters.
  - c. Achieve the endowment funding goals of the expansion project to fully provide for the operating costs of our expanded infrastructure.