

### **MISSION: WHY WE EXIST**

Art is for everyone. The New Mexico Museum of Art fosters a deeper understanding and enjoyment of art throughout the state and beyond. We work with art and artists to explore the human experience, new ideas, and diverse cultures.

### **VISION: THE IMPACT WE STRIVE TO HAVE**

The New Mexico Museum of Art serves as a catalyst and platform for creativity and the enjoyment of art. We empower people to think critically and see a multiplicity of meanings. We bring the art of the world to New Mexico and the art of New Mexico to the world.

### **VALUES: CORE PILLARS THAT GUIDE WHAT WE DO**

- **Welcoming** – We believe museums are places for inspiration and enjoyment, a social place that serves a broad audience and actively empowers all visitors to engage with art and cultural experiences on their own terms.
- **Inclusive** – We will honor a multitude of cultures, places, and identities through exhibitions, collections, programming and outreach, representing multiple narratives and appealing to a diverse audience.
- **Inspiring** – We draw upon our experimental history to foster critical thought and educational opportunities, originality and creativity, and enjoyment and appreciation of the visual arts.
- **Responsible** – We recognize our buildings and collections are important parts of the cultural heritage of the State of New Mexico. Our commitment to caring for the museum collection and historic buildings is in alignment with best practices, to ensure their safe keeping for current and future generations.
- **Ambitious** – We are committed to increasing our resources and developing innovative and ground-breaking strategies to meet the ambitions of our mission and vision and to provide the highest quality experience possible for our audience.

### **MANDATE: WHAT WE DO**

- We continue to build and preserve an ambitious collection of significant art works relevant to New Mexico's communities and in keeping with Santa Fe's stature as an international art center;
- We strive to present art that represents the full scope of artistic practice, media, and time periods;

- We connect with artists working and living in the region and foster relationships with the broader creative community;
- We foster economic development in New Mexico by working with local artists and craftspeople and by encouraging cultural tourism, which adds significantly to local and statewide revenue;
- We enhance the quality of life through the growth of knowledge and cultural experiences in New Mexico.

**Diversity, Equity, Accessibility & Inclusion:**

In recognition of our unique multicultural community, the New Mexico Museum of Art will work to foster diversity, equity, and social knowledge. The Museum of Art will honor a multitude of cultures, places, and identities through exhibitions, collections, programming and outreach, representing multiple narratives and appealing to a diverse audience. We will cultivate a collective dialogue on social issues and intersecting histories. We understand that we must start this process by educating ourselves and will validate our commitments through our actions. We believe art is for everyone.

## **Strategic Plan Master, 2021-2016**

- Strengthen the permanent collection through discerning and diverse acquisitions and thoughtful deaccessions and expand both physical and intellectual access to its holdings for both staff and the general public.
  - The museum will commit to collecting work by artists of diverse cultures and experiences, differing abilities, and gender identification.
    - Staff: Collections, Curatorial
    - Timeline: Develop in 2021 but implementation is ongoing.
    - Necessary resources: Increasing acquisition funds.
  - The museum will diversify the permanent collection by acquiring a broad range of media, including but not limited to sculpture, temporary and or permanent installations, sound, and new media.
    - Staff: Collections, Curatorial
    - Timeline: Develop in 2021 but implementation is ongoing.
    - Necessary resources: Increasing acquisition funds.
  - Develop and implement a deaccession plan.
    - Staff: Collections, Curatorial
    - Timeline: Develop in 2021 but implementation is ongoing.
    - Necessary resources: None
  - Develop and implement a conservation list, identifying important works in need of conservation.
    - Staff: Collections, Curatorial
    - Timeline: Develop in 2021 but implementation is ongoing.
    - Necessary resources: None
  - Expand access to the collection for both staff and the general public by completing a full inventory of the photography collection.
    - Staff: Collections
    - Timeline: Develop in 2021 but implementation is ongoing.
    - Necessary resources: Possible contract photography; continuation of STRM positions; additional funding through grants and private sources.

- Expand access to the collection online by 10% each year.
  - Staff: Collections
  - Timeline: Develop in 2021 but implementation is ongoing.
  - Necessary resources: Possible contract photography; continuation of STRM positions; additional funding through grants and private sources.
- Continue the ongoing review and updating of collection records in TMS, giving priority to the inclusion of images and available data.
  - Staff: Collections, Curatorial
  - Timeline: Develop in 2021 but implementation is ongoing.
  - Necessary resources: Possible contract photography; continuation of STRM positions; additional funding through grants and private sources.
- Develop plan to identify and then relocate some portions of the collection to the Vladem Contemporary, including but not limited to the contemporary and photography collections.
  - Staff: Collections, Curatorial
  - Timeline: Begin in 2022 with majority of collections transferred by the end of 2023.
  - Necessary Resources: Contract preparation/art handler, possibly Museum Resources Division; rental equipment; additional funding from outside sources through grants and private sources; continuation of STRM positions; packing materials; collection storage equipment and furniture.

- Position the Vladem Contemporary as a hub for contemporary art and community engagement in the Railyard.
  - Create a diverse and equitable exhibition and education program which engages both local and international artists, artists of diverse cultures and experiences, differing abilities, and gender identification through exhibitions and programming.
    - Staff: Curatorial, Education
    - Timeline: Develop in 2021 but implementation is ongoing.
    - Necessary resources: Additional funding from outside sources through grants and private sources.
  - Establish an artist-in-residence program in the Vladem Contemporary.
    - Staff: Curatorial
    - Timeline: Begin planning in 2021 with first artist-in-residence by the end of 2022.
    - Necessary resources: Additional funding from outside sources through grants and private sources.
  - Plan educational programming for the inaugural year, including speaker series, classroom activities, and exhibition programming.
    - Staff: Administration, Curatorial, Education
    - Timeline: Complete planning by end of 2021.
    - Necessary resources: No additional resources.
  - Use the classroom at Vladem as a creative space which offers art-making experiences and other programs accessible to new and diverse audiences.
    - Staff: Education
    - Timeline: Develop in 2022 but implementation is ongoing.
    - Necessary resources: Additional funding from outside sources through grants and private sources; contract teaching artists.
  - Engage community artists through the store-front window exhibit program and exterior window video series.
    - Staff: Curatorial, Education
    - Timeline: Complete planning by end of 2021.
    - Necessary resources: Continuation of STRM positions; additional funding from outside sources through grants and private sources.
  - Plan community festivities/social events for the inaugural year.
    - Staff: Administration
    - Timeline: Complete planning by end of 2021.
    - Necessary resources: No additional resources.



- Establish the museum as a leading institution for learning in the region through the visual arts by expanding and maintaining in-gallery resources, digital education, and engagement resources related to the museum's collection, making it fully accessible to global audiences.
  - Create a Diversity, Equity, Accessibility, and Inclusivity committee to research, advise, and implement strategies for furthering the aforementioned values in all aspects of museum activities and operations.
    - Staff: Representatives from all teams
    - Timeline: Develop in 2021 but implementation is ongoing.
    - Necessary resources: Ongoing budget allocation.
  - Utilize the new Vladez Contemporary classroom space to create a dynamic program for learners of all ages that combines art making with educational takeaways from museum exhibitions.
    - Staff: Education
    - Timeline: Develop in 2022 but implementation is ongoing.
    - Necessary resources: Ongoing budget allocation; additional funding from outside sources through grants and private sources.
  - Create an interpretive plan to encourage new educational outcomes through engagement with exhibitions and collections to offer a more inclusive visitor experience.
    - Staff: Education
    - Timeline: Develop in 2021 but implementation is ongoing.
    - Necessary resources: No additional resources.
  - Continue to develop content for the new website.
    - Staff: Curatorial, Education
    - Timeline: Develop in 2021 but implementation is ongoing.
    - Necessary resources: No additional resources.
  - Develop the online New Mexico Art and Humanities project (working title) to encourage educational engagement with the permanent collection, to facilitate outreach to learners of all ages, especially primary and secondary education and institutions of higher learning, and to increase virtual attendance.
    - Staff: Education
    - Timeline: Develop in 2021 but implementation is ongoing.
    - Necessary resources: Additional funding from outside sources through grants and private sources.
  - Offer virtual and audio tours online of select exhibitions and general topics to facilitate greater outreach to grow our audience.
    - Staff: Curatorial, Education

- Timeline: Develop in 2021 but implementation is ongoing.
- Necessary resources: Ongoing budget allocation for technology and software.
- Create programming for the Beaumont Newhall Library Collection.
  - Staff: Curatorial, Education
  - Timeline: Develop in 2021 but implementation is ongoing.
  - Necessary resources: Additional funding from outside sources through grants and private sources.
- Offer English and Spanish signage, didactics, and labels onsite and online.
  - Staff: Curatorial, Education
  - Timeline: Develop in 2021 but implementation is ongoing.
  - Necessary resources: Translator; ongoing budget allocation.
- Conduct an accessibility audit and establish new initiatives to better accommodate audiences with special needs, including touch tours for blind and partially-sighted visitors, outreach and accommodation for children on the autism spectrum, assisted-listening devices, large-format labels, and other resources.
  - Staff: Education
  - Timeline: Begin and complete audit by the end of 2022.
  - Necessary resources: Additional funding from outside sources through grants and private sources; possible consultants.



- Increase audience growth and participation to foster revenue growth, reinvigorate our place in the cultural landscape, and broaden our impact in the 21<sup>st</sup> century.
  - Develop a comprehensive marketing and audience development plan.
    - Staff: Administration, Curatorial, Education
    - Timeline: Develop in 2021 but implementation is ongoing.
    - Necessary resources: Ongoing budget allocation.
  - Create marketing plans to create cohesion between exhibitions and programming and to generate greater appeal to the museum's audience.
    - Staff: Administration, Curatorial, Education
    - Timeline: Develop in 2021 but implementation is ongoing.
    - Necessary resources: Ongoing budget allocation.
  - Increase virtual and in-person attendance by 10% each year through marketing and engagement and track attendance and demographic information through surveys of exhibitions and programming.
    - Staff: Administration, Curatorial, Education
    - Timeline: Develop in 2021 but implementation is ongoing.
    - Necessary resources: Ongoing budget allocation.

- Create an integrated museum campus and continue good stewardship of the three historic buildings in the museum's care and custody.
  - Contract with a structural engineer to assess the integrity of the Edgar Lee Hewett House in order to create a prioritized plan for preservation.
    - Staff: Administration, Facilities
    - Timeline: Complete by the end of 2021.
    - Necessary resources: Additional funding from outside sources through grants and private sources.
  - Renovate the Hewett House and transfer staff offices which will allow for the expansion of the library and archive.
    - Staff: Administration, Facilities
    - Timeline: Begin renovation in 2022 and conclude in 2024.
    - Necessary resources: Additional funding from outside sources through grants and private sources; outside contractors.
  - Reorganize the Plaza building offices, following the renovation of the Hewett House and opening of Vladem Contemporary.
    - Staff: Administration, Facilities
    - Timeline: Begin in 2023 and conclude in 2024.
    - Necessary resources: Additional funding from outside sources through grants and private sources.
  - Renovate and expand the library and archives to accommodate the future growth of these collections and the Beaumont Newhall Library Collection.
    - Staff: Administration, Education, Facilities
    - Timeline: Begin renovation in 2022 and conclude by the end of 2023.
    - Necessary resources: Additional funding from outside sources through grants and private sources; outside contractors.
  - Improve environmental conditions in the lower level of the Plaza building to enhance working conditions.
    - Staff: Administration, Facilities
    - Timeline: Begin renovation in 2024 and conclude by the end of 2025 (sooner if funding allows).
    - Necessary resources: Additional funding from outside sources through grants and private sources; outside contractors.
  - Contract with preservation specialists to examine the exterior woodwork in order to create a prioritized plan for the preservation of the Plaza building.
    - Staff: Administration, Facilities
    - Timeline: Develop in 2021 but implementation is ongoing.

- Necessary resources: Additional funding from outside sources through grants and private sources.
- Identify needs and implement upgrades to maximize rental opportunities at Plaza building and Vladem Contemporary.
  - Staff: Administration, Facilities
  - Timeline: Develop in 2021 but implementation is ongoing.
  - Necessary resources: Additional funding from outside sources through grants and private sources, outside contractors.