

THE
HARWOOD
Museum of Art

HMA 2020



**The Harwood Museum of Art
Strategic Plan
2016-2020**

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INTRODUCTION

The Harwood: A journey of the mind, a life of the imagination

The Harwood Museum of Art brings Taos arts to the world and world arts to Taos. That statement is far more than a catchphrase in today's world of global commerce, communication, and interdependence. At the intersection of art and technology, we look to a new direction for the future, across dynamically shifting terrain. From there, we reach higher.

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From the plow to the stars. The core of the Harwood Museum experience is object-based learning, in which personal interaction with original works of art provides meaningful links to a vibrant legacy. This is education: the encounter with art develops visual skills and learning styles; it opens multiple vistas on diverse cultures; it empowers visitors to translate such rich, creative encounters into a lifelong experience. That experience begins with the Harwood's art collection, maintained in the Museum's historic buildings. It is a vital learning experience.



Art teaches. A core aspect of our mission is to interpret our collection for the Taos community and for northern New Mexico. By telling its story, revealing its ideas, engaging with its imagery, we relive its experience; we release the power of its art to convey its values, values that nurture a life of the mind, a journey of the imagination.

The Harwood invests in the future of northern New Mexico. We are stewards of our region's arts, the complex narrative of which was shaped over centuries by the confluence of Native American, Hispano, and Anglo cultures against the towering landscape of Taos, beneath what Frederic Remington described as "the great blue wall of the Sangre de Cristo range." By advancing the region's artistic and cultural legacy, we align with the University of New Mexico's overall commitment to higher learning and service to the community.

As a living legacy, Taos arts are an enormous cultural and educational resource to be shared with the Taos community, now and for future generations. The overarching narrative of Taos arts has been shaped by an ongoing exchange between the ancient traditions of its indigenous artists and the mainstream influences of its artist émigrés, past and present.

The Harwood strives to be the preeminent museum of northern New Mexico. At the Harwood, we enhance learning, creativity, and cultural life by educating the community and all our visitors through exhibitions, educational programs, docent tours, and public events that celebrate the abiding artistic heritage of Taos and the people of New Mexico. We seek community enrichment through global engagement.

Dr. Richard Tobin, Director
The Harwood Museum of Art
The University of New Mexico
Taos, New Mexico

EXECUTIVE SUMMARY

With the appointment of a new Director in early May 2016, The Harwood Museum of Art entered the last phase of the process leading to submission of the HMA final report to the Accreditation Commission of The American Alliance of Museums in early December.

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This strategic plan is the core document of the final report. It addresses in detail the issues identified in the Site Visit Report and listed in the tabling letter of November 2, 2015, and in the July 6, 2016, letter in response to the HMA April progress report.

The actions taken by the Harwood to address those issues are summarized here, detailed in appendices, and referenced in the relevant sections in the strategic plan:

- **Evidence of the strategic planning process (see Appendix I):**

June 2016: As the tabling decision noted, the 2010 five-year strategic plan had expired by the summer of 2015. The initial planning meetings with the staff in June of 2016 covered two aspects: 1) the strategic plan format and 2) the planning process.

July 2016: Based on the initial planning meetings with staff, a Planning Retreat was held at an off-site location on July 18, 2016, facilitated by the manager of UNM Human Resources Employee and Organizational Development (EOD), to review our success, mission, institutional plan, and resources.

July-October 2016: The focused special-session format of the Planning Retreat was carried over in a series of follow-up planning sessions that included board members.

November-December, concluding timeline: The outcomes of the planning sessions were integrated in the final draft

- **Museum Security:**

- Security firm hired for May-September 2016 exhibition was retained in November as permanent security for HMA
- Security now supervised overall by senior management
- September: reviewed and increased security upgrades already in place
- October: reviewed and enhanced staff protocols for alarm and notification

(Continued on next page)

- **Staff Capacity and Compensation:**

The following actions were taken to increase **staff capacity** to meet the needs of the enlarged facility and new acquisitions in the collection:

- Open positions filled since July 2015:

- Registrar (Oct. 16, 2015)
- Director (May 1, 2016)
- Curator of Collections/Collections Manager (Oct. 11, 2016)
- Collections Assistant/Administrative Assistant (Sept. 27, 2016)
- Collections Associate/Photographer (to start Dec. 5, 2016)
- Preparators (two: Oct. 3, 2016 and Dec. 12, 2016)
- Education, Museum Learning (to be filled Feb. 2017)

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This success in hiring is notable, given that the University of New Mexico has instituted a hiring moratorium and is allowing only the most critical hires to go forward. Due to reductions in state funding, the UNM allocation to HMA has dropped to roughly 34 percent of the Museum budget. Despite those challenges, our efforts toward **competitive staff compensation** have had some good results:

- Facilities senior tech position compensation approved (27 percent)
- Admissions/Museum Store hourly raise approved by UNM (15 percent)
- Competitive salary for Curator of Collections approved

In addition, the Board has designated endowments for staff positions as a fundraising priority for 2017-2018

- **HMA Governance: Relations and Structure**

- The HMA Governing Board was established in 2005, replacing the Advisory Board as the governance body. The Advisory Board became the Advisory Council.
- The role of the current Advisory Council is being redefined to separate it clearly from the Governing Board yet allow it to continue as a means to attract future Museum stakeholders.

The Harwood Museum Alliance is the membership arm of the Museum, whose purpose is to support the Museum through fundraising events and goodwill initiatives.

- A governance challenge is to attract members that reflect the diversity of the Taos community. Last spring, the Director visited with a Taos

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Pueblo education leader as part of an initiative to attract Pueblo membership in the Alliance, on the Advisory Council and on the Governing Board.

These issues were addressed within the larger framework of the strategic-planning process. Critical to that process were the staff planning sessions that were also attended by Governing Board members. These sessions were part SWOT (assessing our strengths, weaknesses, opportunities, and threats), part self-study, and all affirmation of the staff's dedication to The Harwood Museum of Art. Their commitment is a testament to the Harwood as a remarkable cultural and educational resource for the Taos community and for all who experience it.

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HMA Directory

Name	Museum Title/UNM HR Listing
Richard Tobin	Director
Lacy Cantu	Associate Director/Unit Administrator 3
J. Matthew Thomas	Curator of Collections/Collections Manager
Chris Albert	Registrar/Collections Associate
Jayne Schell	Head, Education/Coordinator, Educational Support
Juniper Manley	Director of Development
Amy Rankin	Coordinator of Public Programs/ Interim Museum Store Manager
Shemai Rodriguez	Manager of Membership, Volunteers, and Events/Coordinator, Memberships
Susie Crowley	Fiscal Services Tech
Mary Hanrahan	Project Coordinator, MDL Exhibition
Al Espinoza	Lead Facilities Service Technician
Karli Snyder	Collections Assistant/Administrative Assistant 2
Rachel Saum	Education, Teacher Aide
Teresa Swayne	Education, Teacher Aide
Brian Isaacs	Customer Service Associate/Retail
Lesley Ivy	Customer Service Associate/Retail
Nora O'Keefe	Customer Service Associate/Retail
Monica Espinoza	Facilities Services Technician

The Harwood also employs on-calls: Preparators (3); Curatorial Assistant; Museum Store (2).

HMA MISSION, VISION, AND FRAMEWORK

HMA MISSION

The mission of The Harwood Museum of Art of the University of New Mexico is to collect, preserve, exhibit, and interpret the arts, especially those created in, inspired by, or relevant to northern New Mexico. The Museum advances the University's mission and engages diverse audiences by stimulating learning, creativity, and research through exhibitions, programs, and publications.

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HMA VISION

The Harwood strives to be the preeminent museum of northern New Mexico. We enhance learning, creativity, and cultural life for the Taos community by enabling the power of art to educate; to nurture a life of the mind, a journey of the imagination.

HMA 2020 STRATEGIC PLAN: THE FRAMEWORK

Our process involved an initial review of our current Strategic Plan (2010) and, where appropriate, revision of the nine 2010 goals and initiatives for incorporation in the HMA 2020 plan. It was felt that the best framework for the updated plan as a whole would be to integrate the ongoing 2010 plan goals and the emerging new goals under four assessment categories:

- I. Stability and Growth: 1) financial, 2) facility
- II. Dynamic Stewardship
- III. Structure: Governance, Staffing, Strategic Planning
- IV. Engagement: Service to Community and Public

The nine goals from the 2010 Strategic Plan have been distributed under the most appropriate of the four categories (Stability; Stewardship; Structure; Engagement). The integration of previous goals in the new Plan is in accord with what the AAM site report identified as part of "a consensus ... emerging with regard to present goals that should continue to be a focus and new goals that should be embraced."

The new goals are indicated in blue.

HMA 2020 STRATEGIC GOALS AND INITIATIVES

I. STABILITY AND GROWTH

GOAL: MAXIMIZE CONTRIBUTED INCOME

GOAL: MAXIMIZE EARNED INCOME

GOAL: GROW ENDOWMENT FUND

GOAL: MAXIMIZE INTERIOR AND EXTERIOR SPACES

GOAL: UNDERTAKE ONGOING RESTORATION

GOAL: CONDUCT ONGOING MAINTENANCE

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II. DYNAMIC STEWARDSHIP: COLLECTIONS AND EXHIBITIONS

GOAL: STRENGTHEN COLLECTIONS

GOAL: ALIGN INTERPRETIVE PROGRAMS WITH EDUCATIONAL MISSION

GOAL: VIEW ART OF NORTHERN NEW MEXICO IN CONTEMPORARY PERSPECTIVE

III. STRUCTURE: PLANNING, GOVERNANCE AND STAFFING

GOAL: ENGAGE BOARD, ADVISORY COUNCIL, DONORS

GOAL: SEEK AND SUPPORT DIVERSITY IN BOARD AND STAFF

GOAL: ACHIEVE FULL STAFFING AND COMPETITIVE COMPENSATION

IV. ENGAGEMENT: SERVICE TO THE COMMUNITY AND THE LARGER PUBLIC

GOAL: CREATE INTEGRATED VISITOR EXPERIENCE

GOAL: GROW DIVERSE AUDIENCES

GOAL: ENGAGE COMMUNITY YOUTH

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GOALS & INITIATIVES

I. STABILITY AND GROWTH: FINANCIAL

I.1 GOAL: MAXIMIZE CONTRIBUTED INCOME

INITIATIVES

1. Cultivate current and potential donors (ongoing)
2. Maintain a giving structure for annual and lifetime giving (ongoing)
3. Increase Alliance Membership (ongoing)
4. Implement policies for donor stewardship (ongoing)
5. Develop fundraising events that net at least a total of \$40,000 annually (ongoing)
6. Plan a comprehensive capital campaign that builds endowment (pending)

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I.2 GOAL: MAXIMIZE EARNED INCOME

INITIATIVES

1. Increase adult group tours (ongoing)
2. Develop a pricing strategy that spurs future growth of local audiences (ongoing)
3. Promote rental of the Harwood Auditorium to outside organizations (ongoing)
4. [Establish fees for image requests](#)

I.3 GOAL: GROW ENDOWMENT

INITIATIVES

1. Grow endowments to support recurring needs of the Museum
2. Establish a new endowment category for named staff positions and professional development

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GOALS & INITIATIVES

I. STABILITY AND GROWTH: FACILITIES

I.4 GOAL: MAXIMIZE INTERIOR AND EXTERIOR SPACES

INITIATIVES

1. Reallocate existing space in order to align it with strategic priorities (ongoing)
2. Maintain a Master Site Plan for the Museum's buildings and grounds (ongoing)

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I.5 GOAL: UNDERTAKE ONGOING RESTORATION

INITIATIVES

1. Complete Museum restoration projects
2. Restore Portico, Museum entrance (2017-2018)
3. Restore Alcalde building (2017-2018)

I.6 GOAL: CONDUCT ONGOING MAINTENANCE

INITIATIVES

1. Request UNM assistance with increased utilities cost (approved)
2. Maintain and monitor system recording temperature and relative humidity (ongoing)
3. Maintain and monitor compliance with UNM Safety Risk Services (ongoing)
4. Oversee Museum security and fire safety at the management level (ongoing)

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GOALS & INITIATIVES

II. DYNAMIC STEWARDSHIP: COLLECTIONS AND EXHIBITIONS

II.1 GOAL: STRENGTHEN COLLECTIONS

INITIATIVES

1. Maintain published Collections Policies; Collections Plan (2015, ongoing)
2. Complete collection inventory, appraisal, documentation, interpretation
3. Enter interpretive data for online collection
4. Add Curatorial staff to implement the Collections initiatives (Oct. 2016)
5. Define acquisition priorities and strategies to build collection (published July 2015)
6. Seek gifts and long-term loans by cultivating donors to fill collection gaps identified by Collections Committee (ongoing)

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II.2 GOAL: ALIGN INTERPRETIVE PROGRAMS WITH EDUCATIONAL MISSION

INITIATIVES

1. Develop exhibition content around the core of the permanent collection
2. Integrate exhibition content in the educational programs
3. Program exhibitions that reflect the diversity of the Taos community
4. Develop exhibitions policies and procedures (under revision)
5. Develop exhibitions that grow local audiences and attendance (ongoing)

II.3 GOAL: VIEW ART OF NORTHERN NEW MEXICO IN CONTEMPORARY PERSPECTIVE

INITIATIVES

1. Program interpretive context in database, online, and in exhibitions
2. Integrate interpretive context in educational programming
3. Record podcast interviews with contemporary artists
4. Explore interactive apps for visitors
5. Explore use of collection in UNM Taos courses

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GOALS & INITIATIVES

III. STRUCTURE: PLANNING, GOVERNANCE, STAFFING

III.1 GOAL: ENGAGE BOARD, ADVISORY COUNCIL, DONORS

INITIATIVES

1. Clearly define and articulate the roles, responsibilities and expectations for Governing Board and Advisory Council members (ongoing)
2. Develop a comprehensive strategy for enhanced donor cultivation

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III.2 GOAL: SEEK AND SUPPORT DIVERSITY IN BOARD AND STAFF

INITIATIVES

1. Review Board recruitment practice to include diversity guidelines
2. Pursue active and ongoing contact with Taos Pueblo
3. Continue to cultivate relationship with civic, business, and arts leaders in the Taos community

III.3 GOAL: ACHIEVE FULL STAFFING AND COMPETITIVE COMPENSATION

INITIATIVES

1. Increase staffing to meet expanded capacity
 - a. Two full-time staff members to support Youth Education
 - b. Half-time Human Resources position
 - c. Hire media and marketing staffer
 - d. Ensure job descriptions reflect actual staff work (departments)
 - e. Note indirect job turnover cost—training, loss of skill sets, institutional knowledge (departments)
 - f. Link efficiency to revenue and impact for staffing structure (departments)
2. Offer competitive salaries to ensure professional staff
 - a. Establish new funding category to support named staff positions
 - b. Earmark new endowment to release funds for staff compensation
 - c. Pursue active cultivation of donors to fund staff capacity
3. Project financial implications of staffing and compensation initiatives

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GOALS & INITIATIVES

IV. SERVICE: ENGAGE WITH COMMUNITY AND PUBLIC

IV.1 GOAL: CREATE INTEGRATED VISITOR EXPERIENCE

INITIATIVES

1. Articulate the interpretive plan for the Museum (ongoing)
2. Strengthen visual and interpretive collection online (ongoing)
3. Plan and activate docent program as interpretive arm of the Museum (2016-17)
4. Maintain Bell Auditorium public programming venue as an effective arm of engagement (ongoing)
5. Clearly define the mission, role and focus of the Museum Store (2016)
6. Improve the Museum's interior and exterior signage (ongoing)

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IV.2 GOAL: GROW DIVERSE AUDIENCES

INITIATIVE

1. Identify stratagems that appeal across diversity in the age, ethnicity, income, and educational levels of our constituencies

IV.3 **ENGAGE COMMUNITY YOUTH**

INITIATIVES

1. Maintain Art in the Schools as education foundation for future engagement
2. Maintain Teen Art Salon as education bridge for future engagement
3. Revise Docent Program and Training (2016)
4. Pursue options for UNM art courses taught at the Harwood that would draw on Museum collection (2017)
5. Explore UNM students curating online exhibits based on collection
6. Develop UNM intern program for Collections, database (2017)
7. Explore use of database to support UNM courses

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APPENDICES

APPENDIX I. EVIDENCE OF THE STRATEGIC PLANNING PROCESS

June 2016: As the tabling decision noted, the 2010 five-year strategic plan had expired by the summer of 2015. The initial planning meetings with the staff in June of 2016 covered two aspects: 1) the strategic plan format and 2) the planning process.

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The updated strategic plan (HMA 2020) would integrate ongoing 2010 plan goals with emerging new goals—several identified by the Site Visit team from discussion with staff and board members—within the framework of four general goal categories that align with AAM core standards and practices as indicators of a successful professional museum: 1) Stability and Growth; 2) Stewardship; 3) Structure (strategic planning, governance, staffing); and 4) Engagement with Taos community and the public at large.

July 2016: Based on the initial planning meetings with staff, a Planning Retreat was held at an off-site location on July 18, 2016, facilitated by the manager of UNM Human Resources Employee and Organizational Development (EOD), to review our success, mission, institutional plan, and resources.

July-October 2016: The focused special-session format of the Planning Retreat was carried over in schedule a series of follow-up planning sessions that included board members. These staff-board sessions would address key issues and challenges within the broad framework of the four Museum goal and initiative categories (Stability and Growth; Stewardship/Collections and Exhibitions; Structure/Governance, Staffing, and Planning; Engagement/Public Service).

Tues. 8/16	SWOT assessment; review process
Tues. 8/30	Review staff feedback; engaging Taos community youth via UNM
Tues. 9/6	Staffing to meet capacity; art in contemporary perspective
Wed. 9/21	Initiatives to promote diversity within board and staff
Wed. 10/5	Endowment; staff support gaps in existing plan

November-December, concluding timeline: The staff planning sessions with board representation concluded on October 5; the outcomes of the planning sessions were integrated in the final draft.

The following timeline covers the strategic-plan document-review process to the December 12 submission:

- Resulting draft institutional plan submitted to staff and board members for review and comment by Monday, November 14
- Based on staff and board input by Friday November 18, the draft was resubmitted to the board by Wednesday, November 23
- Comment and discussion at the Wednesday November 30 board meeting

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APPENDIX II. MUSEUM SECURITY

The following actions have been taken to address HMA museum security issues:

- Security firm hired for May-September 2016 exhibition was retained in November as permanent security for HMA
- Security now supervised overall by Associate Director and by Collections Manager for Collections area specifically
- September: reviewed security upgrades already in place:
 - Motion detectors (additional windows alarmed)
 - Cameras (also on Security phone app)
 - Alarms (linked to Taos police)
- October: reviewed staff protocols
 - Arming and disarming museum and admin areas
 - Staff egress notification protocol prior to arming

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APPENDIX III. STAFF CAPACITY AND COMPENSATION

The following actions were taken to increase staff capacity to meet the needs of the enlarged facility and new acquisitions in Collections:

Staffing Capacity

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Open Positions Filled Since July 2015

- Registrar (Oct. 16, 2015)
- Director (May 1, 2016)
- Curator of Collections/Collections Manager (Oct. 11, 2016)
- Collections Assistant/Administrative Assistant (Sept. 27, 2016)
- Collections Associate/Photographer (to start Dec 5, 2016)
- Preparators (two, Oct. and Nov. 2016)
- Education, Museum Learning (to be filled Feb. 2017)

Increasing Staff Capacity

The responsibilities and duties of two of the open positions to be filled were adjusted to meet staffing needs more effectively.

Curator of Collections/Collections Manager (Oct. 2016)

After review of the Curatorial Department, the director concluded that a curator position supervising both collections and exhibitions would not meet the current needs in curatorial, where pressing issues of the collection and its management—confirmed by the 2015 UNM Audit report—call for significant, sustained, and direct attention by a Collections Manager/Curator of Collections.

The Collections Manager's responsibilities for the collection include a new and critical emphasis: population of each work online with strong interpretive content as part of a broad narrative on the collection to accompany high-resolution image(s) of the work. The application of interactive digital technology to the online content and imagery in the interpretation of the collection will form the basis of a lasting online public engagement with the Museum's artistic and cultural legacy, one that will inform the learning experience of site visitors as well.

In the area of exhibitions, a significantly reduced scheduling plan has replaced the 10-15 temporary exhibits per year with yearlong gallery exhibitions, whose core will be work in our permanent collections and will involve periodic rotation. An Exhibitions Panel will advise on programming, and local guest curators are invited to realize the concept for select shows among these largely collection-based, long-term exhibits. Actual preparation and installation is supported in-house by a Curatorial Associate and by on-call preparators supervised by the Curator of Collections. Within the next two years—with the management issues in collections addressed and the interpretive plan

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integrated in both the online collection and the on-site education programming—the addition of a permanent position of Exhibition Manager or Curator of Exhibitions will be considered to support periodic launching of larger exhibitions, which occur roughly every three years.

Education, Museum Learning (to be filled February 2017)

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A unifying interpretive plan was launched with the opening of the October 2016-May 2017 museum-wide exhibition *Continuum: Light, Space & Time—The Harwood Collection: Blumenschein to Bell*. The first steps of integrating the interpretive plan in the Curatorial Department followed the hiring of a Collections Manager/Curator of Collections. The interpretive plan is now being introduced into the Education Department through the Art in the Schools program. It serves as a critical guide in our planning for a docent-training program that will be implemented starting January 2017. The planning of the docent training has benefited significantly from a growing relationship with the Getty Museum’s docent program, the manager and staff of which have been generous in offering advice and materials in support of our own efforts. That interaction confirmed the direction we are pursuing in the Education Department.

The Education Department position of Curator, Education and Public Programs was vacated in April 2015, resulting in the transfer of responsibility for public programs to a Coordinator of Public Programs. The shifting of the public programs responsibility to a separate position provided the opportunity to replace the Curator position with one whose direct focus was on education. The new position of Coordinator of Education/Adult Learning will share responsibility for museum learning, docent program and training, and other educational initiatives with the current Coordinator of Education, whose focus on youth/K-12 learning will be complemented by the new coordinator’s focus on adult learning. The youth-adult learning division of responsibilities will extend to the training of docents, along with other initiatives involving university and local Taos audiences. The driving initiative to establish an interpretive plan based on the permanent collection, and then integrate the plan across the departments (Curatorial, Education, and Public Program) is considered a critical component for the future of the Harwood.

Staff Compensation

The current budget constraints of UNM—whose allocations from the New Mexico legislature and governor have been significantly reduced as result of substantial shortfall in state revenue from oil-and-gas income—present the major challenge to the Harwood’s efforts to raise staff compensation to competitive levels.

The UNM allocation to HMA is now roughly 34 percent of the Museum budget.

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Despite a university-wide moratorium on hiring, UNM has shown significant support for the Museum's staffing needs:

- Facilities staff senior position compensation increase approved (27 percent)
- Admissions/Museum Store hourly raise approved (15 percent)
- Competitive salary for Curator of Collections approved

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As a further means to improve compensation, the Board and staff have agreed to add the category of "Staff Financial Support" as a priority for future endowment and fundraising campaigns

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APPENDIX IV. HMA GOVERNANCE: RELATIONS AND STRUCTURE

The change in the Museum's governance structure dates to 2005, when the University of New Mexico established the Harwood Governing Board as separate from the UNM Board of Regents, reflecting the original stipulation in the 1935 Deed of Gift of the Museum to the University.

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When the Governing Board was established in 2005, several members were drawn from the Advisory Board; other members on the Advisory Board (which became the Advisory Council) transitioned to service on Board committees. A third entity, now the Alliance is the membership arm of the Museum and an independent 501(c)3.

While the plan is to gradually repurpose the current Advisory Council, it continues to serve as a means to prepare and cultivate future Governing Board members as well as a way to attract future Museum stakeholders who represent the Pueblo, Hispano, and Anglo diversity of the Taos community.

The membership records, transactions, and revenue processing of the Alliance will be maintained by the UNM Foundation in keeping with its fundraising and stewardship functions. Alliance members will continue to support the Museum through special fundraising events under its volunteer committee, served by the HMA Coordinator of Membership, Volunteers, and Events.

A governance challenge is to attract members that reflect the diversity of the Taos community. Last spring, the Director visited with a Taos Pueblo leader as part of an initiative to attract Pueblo membership in the Alliance, on the Advisory Council, and on the Governing Board.

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ACTION, TIMELINE, RESPONSIBILITY

APPENDIX V. ACTION PLAN, TIMELINE, RESPONSIBILITY

I. STABILITY AND GROWTH: FINANCIAL

I.1 GOAL: MAXIMIZE CONTRIBUTED INCOME

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INITIATIVES

1. Cultivate current and potential donors (ongoing)
2. Maintain a giving structure for annual and lifetime giving (ongoing)
3. Increase Alliance membership (ongoing)
4. Implement policies for donor stewardship (ongoing)
5. Develop a fundraising event that nets at least \$40,000 annually (ongoing)
6. Plan a comprehensive capital campaign that builds endowment (pending)

I.2 GOAL: MAXIMIZE EARNED INCOME

INITIATIVES

1. Increase adult group tours (ongoing)
2. Develop a pricing strategy that takes into account audience growth (ongoing)
3. Actively promote rental of Arthur Bell Auditorium to outside organizations (ongoing)
4. [Establish fees for image requests \(November 2017\)](#)

RESPONSIBILITY: Collections

I.3 GOAL: GROW ENDOWMENT

INITIATIVES

1. Grow endowments to support recurring needs of the Museum (2017)
2. Establish a new endowment category for staff compensation and professional development

HMA STRATEGIC PLAN 2020

ACTION, TIMELINE, RESPONSIBILITY

I. STABILITY AND GROWTH: FACILITIES

I.4 GOAL: MAXIMIZE USE OF MUSEUM'S INTERIOR AND EXTERIOR SPACES

INITIATIVES

1. Reallocate existing space in order to align it with strategic priorities (ongoing)
2. Develop a long-range Master Site Plan for the museum's buildings and grounds

RESPONSIBILITY: Board, Director

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I.5 GOAL: UNDERGO ONGOING RESTORATION

INITIATIVES

1. Complete Museum restoration projects

ACTIONS AND TIMELINE:

- a. Request UNM Minor Capital Outlay Funding (Approved July 2016)
- b. Budget approved UNM Minor Capital Outlay Funds allocation (Aug. 2016)

RESPONSIBILITY: Associate Director

- c. Work with UNM Planning, Design, and Construction (2016-2017)

RESPONSIBILITY: Director, Associate Director, Facilities Lead

PROJECTS:

- a. Portico, Museum entrance (2017-2018)
- b. Alcalde building (2017-2018)
RESPONSIBILITY: UNM General Planning, Design, and Construction
- d. Prioritize Museum capital outlay projects (Sept. 2016, ongoing)
RESPONSIBILITY: HMA Administration, UNM Planning, Design and Construction

I.6 GOAL: CONDUCT ONGOING MAINTENANCE

INITIATIVES

1. Distribute UNM support for increased Museum utilities cost (ongoing)
2. Maintain and monitor system for recording temperature and relative humidity (ongoing)

RESPONSIBILITY: Registrar

3. Maintain and monitor compliance with UNM Safety Risk Services (ongoing)

RESPONSIBILITY: HMA Administration, Facilities Lead

4. Management-level oversight of Museum security and fire safety (ongoing)

RESPONSIBILITY: Associate Director, Facilities Lead

HMA STRATEGIC PLAN 2020

ACTION, TIMELINE, RESPONSIBILITY

II. DYNAMIC STEWARDSHIP: COLLECTIONS AND EXHIBITIONS

II.1 GOAL: STRENGTHEN COLLECTIONS

INITIATIVES

1. Maintain published Collections Policies; Collections Plan
2. **Complete collection inventory, appraisal, documentation, interpretation**
ACTIONS AND TIMELINE: By July 1, 2017
 - a. complete a formal physical inventory of collection items
 - b. Complete critical data entry of art-collection items
 - c. Reconcile data discrepancies from database migration to TMS software system
 - d. Update item values for insurance coverage under UNM Safety and Risk Services
RESPONSIBILITY: Curator of Collections, Registrar, Collections staff
3. Enter interpretive data for online collection (ongoing)
RESPONSIBILITY: Director, Collections staff
4. Curatorial staff added to implement the Collections initiatives (Oct. 2016)
5. Acquisition priorities and strategies to build collection (published July 2015)
6. Seek long-term loans to fill collection gaps identified by Collections Committee (ongoing)
RESPONSIBILITY: Director

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II.2 GOAL: ALIGN INTERPRETIVE PROGRAMS WITH EDUCATIONAL MISSION

INITIATIVES

1. Develop exhibit content around the core of the permanent collection
RESPONSIBILITY: Director, in consultation with Curators, Exhibition Panel
2. Integrate exhibition content in the education programs
RESPONSIBILITY: Curator(s); Education (adult learning and youth learning)
3. Exhibition programming that reflects diversity of Taos community
RESPONSIBILITY: Director, in consultation with Curators, Exhibition Panel
4. Develop exhibitions policies and procedures (under revision)
5. Develop exhibitions that grow local audiences and attendance (ongoing)

HMA STRATEGIC PLAN 2020

ACTION, TIMELINE, RESPONSIBILITY

II.3 GOAL: VIEW ART OF NORTHERN NEW MEXICO IN CONTEMPORARY PERSPECTIVE

INITIATIVES

1. Program interpretive context in database, online, and in exhibitions
RESPONSIBILITY: Director, Collections
2. Integrate interpretive context in educational programming
RESPONSIBILITY: Curator of Collections, Registrar
3. Record podcast interviews with contemporary artists
RESPONSIBILITY: Education
4. Explore interactive apps for visitors
RESPONSIBILITY: Education
5. Explore use of collection in UNM Taos courses
RESPONSIBILITY: Director, Collections Manager, Education

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III. STRUCTURE: PLANNING, GOVERNANCE, AND STAFFING

III.1 GOAL: FOSTER AN ENGAGED BOARD, ADVISORY COUNCIL, AND DONORS

INITIATIVES

1. Clearly define and articulate the roles, responsibilities, and expectations for Governing Board and Advisory Council members (ongoing)

RESPONSIBILITY: Governing Board

2. Center the Director's Circles in comprehensive strategy for donor cultivation

RESPONSIBILITY: Director of Development

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III.2 GOAL: DIVERSIFY BOARD AND STAFF

INITIATIVES

1. Review board recruitment practice to include diversity guidelines

RESPONSIBILITY: Board (2017)

2. Active and ongoing contact with Taos Pueblo

3. Cultivate relationship with leaders in the Taos community

III.3 GOAL: ACHIEVE FULL STAFFING AND COMPETITIVE COMPENSATION

INITIATIVES

1. Increase staffing to meet expanded capacity

- a. Two full-time equivalent staff to support Youth Education

- b. Half-time Human Resources position

- c. Media and Marketing staffer

- d. Ensure job descriptions reflect actual staff work (departments)

- e. Note indirect job turnover cost (departments)

- f. Link efficiency to revenue and impact for staffing structure (departments)

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2. Offer competitive salaries to ensure professional staff
 - a. Repurpose utilities savings to underwrite staff hiring and compensation
RESPONSIBILITY: Director, Associate Director
 - b. Establish funding categories to support staff positions: planned giving; endowment; dedicated funds
 - c. Earmark endowment to supplement staff compensation
 - d. Active cultivation of donors to fund staff capacity
RESPONSIBILITY: Lead: Development and Fundraising Officer
3. Project financial implications of staffing and compensation initiatives
RESPONSIBILITY: Lead: Director, Associate Director

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IV. SERVICE: ENGAGE WITH COMMUNITY AND PUBLIC

IV.1 GOAL: CREATE INTEGRATED VISITOR EXPERIENCE

INITIATIVES

1. Articulate the interpretive plan for the museum (ongoing)
RESPONSIBILITY: Director; Curators; Head, Education
2. Strengthen visual and interpretive collection online (ongoing)
RESPONSIBILITY: Director, Curator of Collections, Registrar
3. Develop docent program as interpretive arm of the Museum (2017)
RESPONSIBILITY: Director; Head, Education
4. Maintain Bell Auditorium public programming venue as an effective arm of engagement (ongoing)
RESPONSIBILITY: Director; Head, Public Programming
5. Clearly define the mission, role and focus of the Museum Store (2017)
RESPONSIBILITY: Director, Interim Manager
6. Improve the Museum's interior and exterior signage (ongoing)
RESPONSIBILITY: Director, Curatorial

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IV.2 GOAL: GROW DIVERSE AUDIENCES

INITIATIVE

1. Identify stratagems that appeal across diversity in age, ethnicity, income, and educational levels of our constituencies
ACTIONS AND TIMELINE (ongoing)
 - a. Increase participation by part- and full-time residents of Taos County
 - b. Develop array of public programs geared toward target audiences
 - c. Pursue stratagems to engage Hispanic and Native American audiences
RESPONSIBILITY: Director, Curators, Public Program Coordinator

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IV.3 COMMUNITY YOUTH ENGAGEMENT

INITIATIVES

1. Fundraise HMA Education programs: Art in the Schools; Art Explorations, Teen Art Salon (ongoing)
RESPONSIBILITY: Director of Development
2. UNM art courses taught at Harwood (2017)
RESPONSIBILITY: Director
3. Explore UNM students curating online exhibits based on collection
4. Create UNM intern program for Collections, database (2017)
RESPONSIBILITY: Curator of Collections, Registrar
5. Explore use of database to support UNM courses

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Appendix VI. Interpretive Engagement

In *The Museum Experience Revisited* (2013), discussing the role of museums in society, authors John Falk and Linda Dierking pointed to a 2010 AAM Center for the Future of Museums report on the changing ethnic and racial composition of the United States (*Demographic Transformation and the Future of Museums*) to support what their own analysis of current trends portends for museums:

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If the demographics of who visits museums do not change, then American museums can expect to serve an ever-shrinking proportion of society. ... This shift to a “majority minority” society in the United States portends profound changes. ... The race/ethnicity demographics of American museums are in fact moving toward greater diversity, but they are not doing so at the same speed as the country as a whole.

The authors note that while attendance at U.S. art museums and galleries held steady between 1983 and 2008, the percentage of adults 45-54 (traditionally the core audience of museumgoers) dropped from 32.9 percent to 23.3 percent just between 2002 and 2008: “This change was almost entirely due to a lack of new audiences being attracted to these institutions; existing visitors continued to come, they just got older.”

The AAM report concludes that “the preponderance of evidence points to significant disparities in museum participation by different racial and ethnic groups.” Authors Falk and Dierking note that “individuals from different social and economic sectors of society, as well as from different cultural and racial/ethnic backgrounds, who may not have familiarity with such institutions, possess differing views of the nature and value of museums as social institutions.”

The Harwood Museum of Art is located in Taos County; the county’s population of 33,000 residents is 56 percent Hispanic or Latino, 36 percent white, and 7.5 percent Native American. These demographic statistics are in marked disparity with the demographics for regular Taos museum visitors.¹ The large majority of visitors to the Harwood are white, older, or elderly, supporting the AAM’s conclusion about “significant disparities in museum participation by different racial and ethnic groups.”

This is not an issue of marketing; it is an issue of mission. If the Harwood Museum is steward and interpreter of the cultural legacy of Taos, it has a clear educational mandate to serve the community and northern New Mexico in all its diversity.

A key to carrying out that educational mandate is the development of an overarching interpretive plan that is rooted in the living legacy of our permanent collections and directed primarily to our local and regional community. Collections, Exhibitions,

¹ The visitor profile for the Harwood matches the findings of an extensive demographic study, commissioned several years ago by the Santa Fe Convention and Visitor’s Bureau, of museum visitors to the comparable destination of Santa Fe.

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Education, and Public Programs all have specific roles in realizing that mission. Their success depends on our ability to integrate and implement that interpretive plan across all departments, as a blueprint and guide for planning and programming.

In doing so, the Harwood advances its educational and cultural mission and so aligns with the University of New Mexico's overall commitment to higher learning and service to the community.

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