

# **HARWOOD MUSEUM OF ART CENTENNIAL STRATEGIC PLAN 2021 - 2023**

**11.20.2020**

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# HARWOOD MUSEUM OF ART

## CENTENNIAL STRATEGIC PLAN 2021 - 2023



11.20.2020

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## FROM BOARD CHAIR AND DIRECTOR

Over the past century, the Harwood Museum of Art has been a cornerstone of Taos' creative community. It has evolved to become an AAM accredited museum and an internationally recognized cultural destination. As we approach the 100th anniversary of Lucy Harwood's creation of the Harwood Foundation in 1923, we know we have honorably upheld her vision that the Harwood "shall...in perpetuity...be utilized as an educational, cultural and art center in connection with the University [of New Mexico]."

As we look to the future, we must build a stronger foundation to ensure that the Harwood can thrive in perpetuity. We must build endowment, diversify revenue streams, and practice gratitude for the philanthropy that upholds our institution of service. We must invest in our dedicated staff to ensure that they gain professional skill and have the tools needed to succeed in a collaborative, inclusive, and impactful organization.

We must commit to being relevant as the world changes around us. We must take a stance of inquiry to understand how the Harwood can truly be relevant to the Taos community and to its visitors. As an institution of authority, we must look at ourselves unflinchingly and see what inequities we have perpetuated. We must embrace the diversity inherent in creativity and ensure that all voices can join in the chorus, celebrating Taos as a vital locus for the creation of art.

This Centennial Strategic Plan is the culmination of eight months of conversations, input, and refinement. We want to thank the Strategic Planning Leadership Team including Janet Mockovciak, Tom Tkach, Amy Rankin, and Nicole Dial-Kay. We came together with this group a dozen times to integrate feedback from other staff and board members and to refine a plan that takes us into the next century. We also thank the UNM Employee and Organizational Development team, Bonnie Minkus-Holmes, Cristina Serrano-Johnson, and Kate Williams for conducting the SOAR assessment and planning sessions with staff and our Leadership Team. Also, we extend special thanks to William McMullan, who volunteered his skills as an organizational strategist and planner to help our Leadership Team bring clarity to the plan.

In this time when we are challenged by the unprecedented COVID-19 pandemic, we are finding the opportunity to reflect, rethink our habits, and emerge as a stronger, more intentional organization, prepared to be a leader in Taos and beyond. As we progress towards our next one hundred years, we are grateful and honored to work with our Governing Board, Alliance Board, Committee members, volunteers, and staff to embark upon this mission and bring the Harwood to a new level of excellence.



Alexandra Benjamin, Governing Board Chair  
Harwood Museum of Art



Juniper Leherissey, Executive Director  
Harwood Museum of Art

## STRATEGIC DIRECTION

### MISSION

The Harwood Museum of Art celebrates Taos' artistic legacy, cultivates connections through art, and inspires a creative future.

### VISION

The Harwood Museum of Art inspires a thriving creative community connected through excellence in the arts.

### VALUES

**Community** - Collaborating with community to create exhibitions and programs that are relevant, responsive, and impactful.

**Excellence** - Providing superb exhibitions, learning and visitor experiences while maintaining AAM-accredited standards with transparency, integrity, and impact.

**Inclusivity** - Inviting and fostering diverse creative voices, to provide a respectful and supportive environment, and build bridges that expand access to art.

**Stewardship** - Caring for and sharing Taos' art history through our collections, buildings, and exhibitions, while fostering future excellence in the arts.

## ORGANIZATIONAL STRATEGY

### Rooted, Relevant, Recognized

This Strategic Plan turns a new page in the Harwood's history and sets the strategic direction for the museum to become more **"rooted, relevant, and recognized."** As the Harwood Museum of Art embarks upon the next hundred years, the pillars, goals, and actions planned over the next three years will set a strong foundation for a thriving future. We will advance the Harwood Museum and the art story of Taos by being **rooted** in community, while being **relevant** to the international art world. It is time to build a stronger foundation under our ambitious decades of growth. As storytellers, we will ensure that our exhibitions and collections contribute to an inclusive art history and catalyze an equitable creative future. We must be a **recognized** leader not only in the art world, but locally as well by respectfully collaborating with our community to co-create exhibitions and programs relevant to the people we serve and contributing to the vitality of Taos.

# PILLARS, GOALS & OBJECTIVES

## 1. SUSTAINABILITY

Increase Harwood Museum of Art's resilience and effectiveness through developing more balanced and diversified revenue sources as well as improving staff capacity through professional growth and enhanced interdepartmental collaboration.

**Goal 1.1. Robust and diversified revenues that sustain programs and operations**

- Objective 1.1.1.** Secure \$6M in gifts and commitments to complete endowment campaign by 2023.
- Objective 1.1.2.** Enhance donor-focused engagement to retain and expand supporter base.
- Objective 1.1.3.** Expand foundation and grant support to diversify contributed income.
- Objective 1.1.4.** Fully utilize donor/member technology platforms to improve efficiency and data analysis.
- Objective 1.1.5.** Strengthen mission and earning capacity of Museum Store.

**Goal 1.2. Increased staff collaboration, efficiency, growth, and creativity**

- Objective 1.2.1.** Adjust to the impacts of COVID-19.
- Objective 1.2.2.** Improve organizational structure to support cross-departmental collaboration and creativity.
- Objective 1.2.3.** Enhance staff capacity through expanded professional development.
- Objective 1.2.4.** Improve effectiveness of organizational cross-department systems, processes, evaluation, and communication.

## 2. RELEVANCE & DIVERSITY

Increase Harwood Museum of Art's relevance by creating impactful programming that embraces diversity, equity, access, and inclusion (DEAI) inspiring Taos' youth and adults to be creative forces in our art future. We do this while elevating Taos' prominence as a locus for the creation and inspiration of world-class art.

**Goal 2.1. Harwood is diverse, equitable, accessible, inclusive, and relevant to the community and audiences we serve.**

- Objective 2.1.1.** Increase internal capacity and culture of DEAI practice.
- Objective 2.1.2.** Board composition reflects broader diversity by 2023.
- Objective 2.1.3.** Staff composition reflects broader diversity by 2023.

**Goal 2.2. Exhibitions and collections celebrate the art history of Taos, support emerging artists of New Mexico, and engage a broader relevant world of art.**

**Objective 2.2.1.** 5-year exhibitions plan that reflects our community, balancing historic and contemporary artists with nationally acclaimed artists relevant to Taos and New Mexico.

**Objective 2.2.2.** Assess collection and identify gaps in diverse representation.

**Objective 2.2.3.** Adjust collection policy and accession/deaccession strategies to support diverse representation of art history and contemporary artists relevant to Taos and New Mexico.

**Goal 2.3. Top art museum destination in Taos for visitors and locals**

**Objective 2.3.1.** Enhance the Harwood's recognition and rank as a tourist destination.

**Objective 2.3.2.** Elevate awareness of Taos' connection with internationally acclaimed artists.

**Objective 2.3.3.** Increase local visitorship by 20%.

**Goal 2.4. Relevant Educational and Public Programs**

**Objective 2.4.1.** Align Harwood K-12 educational and life-long learning programs to meet the needs of our schools and community.

**Objective 2.4.2.** Develop public programs offerings to increase participation and community engagement.

### 3. LEGACY

Elevate the Harwood Museum of Art and Burt and Lucy Harwood as central to the art legacy of Taos, through significant Centennial exhibitions, catalogue and programs, while ensuring that the historic buildings and the Harwood's valuable art collections are properly maintained for future generations.

**Goal 3.1. Historic structure of museum maintained and upgraded to ensure safe keeping of art and excellent visitor experience.**

**Objective 3.1.1.** Complete 6 facilities repair and restoration projects to maintain integrity of facility and uphold AAM accreditation.

**Objective 3.1.2.** Develop plan for future ADA improvements.

**Goal 3.2. Collection conservation plan developed**

**Objective 3.2.1.** Evaluate collection and identify 30 highest priority works for deaccession and 20 highest priority works for conservation.

**Objective 3.2.2.** Evaluation and maximize current art storage spaces.

**Objective 3.2.3.** Begin major conservation project of Agnes Martin's *Tundra*.

**Goal 3.3. Elevated awareness of Taos' place in art history**

**Objective 3.3.1.** Use Centennial Celebration exhibitions to tell a more nuanced art history of Taos that includes the impact of Burt and Lucy Harwood and that ties Taos to internationally significant artists and art movements.

**Objective 3.3.2.** Permanently improve the visitor experience through enhanced in-gallery and digital interpretation

**Objective 3.3.3.** Develop history and collection focused publication to tell Harwood's story

**Objective 3.3.4.** Develop film documentary in collaboration with PBS to share Harwood's story more broadly

# RESOURCES

Priorities	Resources	Accountability	Team
<b>1. Sustainability</b>			
<b>Goal 1.1. Robust and diversified revenues that sustain programs and operations</b>		<b>Sonya</b>	
<b>Objective 1.1.1.</b> Secure \$6M in gifts and commitments to complete endowment campaign by 2023	staff time, board/committee time promotional materials	<b>Sonya</b>	Juniper / Endowment Committee
<b>Objective 1.1.2.</b> Enhance donor-focused engagement plan to retain and expand supporter base	staff time	<b>Susie</b>	Sonya
<b>Objective 1.1.3.</b> Expand foundation and grant support to diversify contributed income	staff time	<b>Sonya</b>	Programmatic Staff
<b>Objective 1.1.4.</b> Fully utilize donor/member technology platforms to improve efficiency and data analysis	staff time, data analysis training	<b>Susie</b>	Juniper
<b>Objective 1.1.5.</b> Strengthen mission and earning capacity of Museum Store	staff time, eCommerce, marketing, training, Store Mngr hired	<b>Store Manager</b>	Lacy
<b>Goal 1.2. Increased staff collaboration, efficiency, growth, and creativity</b>		<b>Juniper</b>	
<b>Objective 1.2.1.</b> Adjust to impacts of COVID-19	staff recruitment, AV tech improvements, AV staff training, infrastructure \$5K	<b>Juniper</b>	Lacy / Amy
<b>Objective 1.2.2.</b> Improve organizational structure to support cross-departmental collaboration and creativity	staff time, salary for support staff and interns \$90K/yr	<b>Juniper</b>	HR
<b>Objective 1.2.3.</b> Enhance staff capacity through expanded professional development	staff time, professional development training, and conference fees ~ \$7K/yr	<b>Juniper</b>	
<b>Objective 1.2.4.</b> Improve effectiveness of organizational cross-department systems, processes, evaluation, and communication	staff time, software, Tech contractors~ \$3K/yr	<b>Juniper</b>	Leadership Team
<b>2. Relevance &amp; Diversity</b>			
<b>Goal 2.1. Harwood is diverse, equitable, accessible, inclusive, and relevant to the community and audiences we serve</b>		<b>Juniper</b>	
<b>Objective 2.1.1.</b> Increase internal capacity and culture of DEAI practice	staff time, DEAI consultants & training \$25K	<b>Juniper</b>	Leadership Team
<b>Objective 2.1.2.</b> Board composition reflects broader community diversity by 2023	DEAI consultants & training	<b>Board</b>	
<b>Objective 2.1.3.</b> Staff composition reflects broader diversity by 2023	recruitment, DEAI consultants & training	<b>Lacy</b>	
<b>Goal 2.2. Exhibitions and collections celebrate the art history of Taos, support emerging artists of New Mexico, and engage a broader relevant</b>		<b>Nicole</b>	Chris
<b>Objective 2.2.1</b> 5-year exhibitions plan reflects our community, balancing historic and contemporary artists with nationally acclaimed artists relevant to Taos and New Mexico.	staff time, exhibition funding, consultants, Curatorial Assistant hired	<b>Nicole</b>	Curatorial Assistant
<b>Objective 2.2.2</b> Assess collection and identify gaps in diverse representation.	staff time, interns hired, TMS training, DEAI taining, \$3K/yr	<b>Chris</b>	Nicole/Interns
<b>Objective 2.2.3</b> Adjust collection policy and accession/deaccession strategies to support diverse representation of art history and contemporary artists relevant to Taos and New Mexico.	staff and committee time	<b>Nicole</b>	Chris/ Collections Committee

Priorities	Resources	Accountability	Team
<b>2. Relevance &amp; Diversity (cont.)</b>			
<b>Goal 2.3. Top art museum destination in Taos for visitors and locals</b>		<b>Shemai</b>	
<b>Objective 2.3.1</b> Enhance the Harwood's recognition and rank as a tourist destination	staff time, training, marketing support staff \$40K/yr, paid ads \$10K/yr	<b>Shemai</b>	
<b>Objective 2.3.2</b> Elevate awareness of Taos' connection with internationally acclaimed artists	staff time, editorial writing contract - \$3K	<b>Shemai</b>	
<b>Goal 2.4. Relevant Educational and Public Programs</b>	<b>Cur of Museum Learning</b>		
<b>Objective 2.4.1.</b> Align Harwood K-12 educational and life-long learning programs to meet the needs of our schools and community	staff time, community engagement training, Curator of Museum Learning hired \$50K	<b>Cur of Museum Learning</b>	Education Coordinator/Public Program Coordinator
<b>Objective 2.4.2.</b> Develop public programs offerings to increase participation and community engagement	staff time, community engagement training, support staff hired	<b>Cur of Museum Learning</b>	Education Coordinator/Public Program Coordinator
<b>3. Legacy</b>			
<b>Goal 3.1. Historic structure of museum maintained and upgraded to ensure safe keeping of art and excellent visitor experience.</b>		<b>Lacy</b>	
<b>Objective 3.1.1.</b> Complete 6 facilities repair and restoration projects to maintain integrity of facility and uphold AAM accreditation	legislative, BRR and grant funding \$800K	<b>Lacy</b>	Damien / Facilities Tech
<b>Objective 3.1.2.</b> Develop plan for future ADA improvements	staff time, UNM OEO	<b>Lacy</b>	Damien / Facilities Tech / UNM OEO
<b>Goal 3.2. Collection conservation plan developed</b>		<b>Chris</b>	Nicole
<b>Objective 3.2.1.</b> Evaluate collection and identify 30 highest priority works for deaccession and 20 highest priority works for conservation	staff time, support staf hired \$50K/yr	<b>Chris</b>	Nicole, Curatorial Assistant, Interns
<b>Objective 3.2.2.</b> Evaluate and maximize current art storage spaces	staff time, object cabinets, planning \$15K	<b>Chris</b>	Nicole, Curatorial Assistant
<b>Objective 3.2.3.</b> Begin major conservation project of Agnes Martin's Tundra	staff time, advisory committee, funding for assessment and conservation \$??	<b>Nicole</b>	Chris/ Sonya
<b>Goal 3.3. Elevated awareness of Taos' place in art history</b>		<b>Nicole</b>	
<b>Objective 3.3.1.</b> Use Centennial Celebration exhibitions to tell a more nuanced art history of Taos that includes the impact of Burt and Lucy Harwood and that ties Taos to internationally significant artists and art movements	staff time, \$75K exhibition, facility must meets AAM standards, \$90K (above in facility)	<b>Nicole</b>	Curator of Museum Learning, ALL
<b>Objective 3.3.2.</b> Permanently improve the visitor experience through enhanced in-gallery and digital interpretation	funds for gallery repairs, marketing, website, eMuseum, didactic printed and in-museum interpretation \$30K	<b>Nicole</b>	Curator of Museum Learning
<b>Objective 3.3.3.</b> Develop history and collection focused publication to tell Harwood's story	staff time, support staff, \$40K	<b>Centennial Committee</b>	MNM Press / Juniper/ Nicole
<b>Objective 3.3.4.</b> Develop film documentary in collaboration with PBS to share Harwood's story more broadly	archives research, support staf, research, \$25K	<b>Centennial Committee</b>	PBS

## PROCESS

In April 2020, the Harwood Museum of Art launched a strategic planning effort that spanned the entire year. The core work was conducted by the Strategic Planning Leadership Team comprised of three staff and three board members and established as an ad hoc committee. By agreement of the Governing Board, the Leadership Team did the majority of the planning with periodic and strategic involvement by other board and staff members to ensure that the entire institution was in agreement with the museum's future direction. Considering the onslaught of COVID-19 in March, this decision was fortuitous and reduced delays in the process that would otherwise have ensued.

The Harwood's last strategic plan was completed in 2016 and expires in 2020. A new Executive Director, Juniper Leherissey Manley, took leadership in May 2019, and a new Curator of Exhibitions and Collections, Nicole Dial-Kay joined the staff in February 2020. With this significant change in vision and leadership for the Harwood Museum of Art, a new strategic plan and future vision is both timely and essential.

The Strategic Leadership Team included:

Alexandra Benjamin, Board Chair

Thomas Tkach, Former Board Member & Interim Director from Sept 2018 - May 2019

Janet Mockovciak, Board Member

Juniper Leherissey Manley, Executive Director

Nicole Dial-Kay, Curator of Exhibitions & Collections

Amy Rankin, Public Programs Manager

In addition to this core team of 6 members, the entire 15-person Board and the 22-person staff were included in the planning process. Plans to involve a broader public core of individuals was curtailed by COVID-19. The Harwood engaged the University of New Mexico's Employee and Organizational Development Department (EOD) to work with three planning consultants, Bonnie Minkus-Holmes, Cristina Serrano-Johnson, and Kate Williams. Through the process, we also engaged Organizational Strategist and Planner, William McMullan.

The strategic planning process yielded new mission and vision statements, and four core museum values. It also generated three pillars of focus, with nine goals we wish to achieve, and twenty-nine objectives to get us there by December 2023.



# HARWOOD MUSEUM OF ART CENTENNIAL STRATEGIC PLAN 2021 - 2023

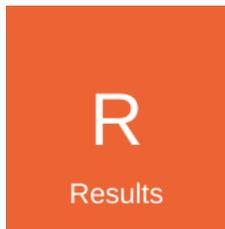
## APPENDICES

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**Key Results:**

- Increased diverse attendance
- Achieve a \$10M endowment
- Increased financial stability
- Broader recognition of museum leadership
- Store sales increased
- Recognized in regional and national press
- A diverse board that is involved, connected, relevant to the mission and the future
- Younger, larger, and more diverse membership base
- Viewed as a collaborator, convener, leader
- Visitors better understand the rich cultural dynamic of the region and the significance of Taos to the broader world of art
- Story of Burt and Lucy Harwood is known
- Harwood is a place for the people of Taos
- Celebrate 100 years of being a significant art center in Taos

## SCHEDULE OF PLANNING ACTIVITIES

Apr/May 2020	SOAR (Strengths, Opportunities, Aspirations and Results) assessment surveys conducted by EOD
Apr/May/June	Five strategic planning sessions held with Leadership Team (4) and Staff (1) to outline organizational vision, focus areas, and goals over next 3-5 years.
May 8	SOAR Analysis Governing Board Presentation
May 1-13	DiSC assessment conducted for staff with EOD facilitated session to improve team dynamics and internal culture.
May 14	Leadership Team. SOAR Presentation and discussion
May 21	Leadership Team. Pillars, Goals, and Objectives
May 28	Staff. Pillars, Goals, and Objectives
June 26	Governing Board review of Draft Mission, Vision, and Goals - presented to full Board for feedback and further alignment.
July 8	Strategic Planning Session. Defining values for staff led by EOD Team
July	Leadership Team and Staff: Goals and Objectives
Aug 28	Governing Board review of Goals and Objectives - participation in prioritizing objectives
Sept 1	Staff review of Goals and Objectives - participation in prioritizing objectives
Sept 17	William McMullan consultation on Strategic Plan
Sept 28	EOD Project Management Training with core staff
Oct 15	Leadership Team meeting with William McMullan
Oct 22	Governing Board review of revised Mission, Vision, Values, Goals and Objectives
Oct 29	Finalize Mission, Vision, Values
Nov 10	Staff Detailed Work Plan Drafted
Nov 16	Leadership Team review of final Strategic Plan
Nov 18	Staff review of final Strategic Plan
Nov 20	Governing Board Ratify Strategic Plan
Dec 31	Complete staff detailed Work Plan and 3-year Budget Projections

## STAFF & BOARDS

### STAFF

Juniper Leherissey Manley, Executive Director  
Lacy Cantu, Operations Manager  
Damian Lieto, Senior Facilities Manager  
Nicole Dial-Kay, Curator of Exhibitions and Collections  
Chris Albert, Collections Manager  
Amy Rankin, Museum Programs Manager  
Sonya Davis, Development Director  
Susie Crowley, Donor Relations and Volunteer Manager  
Shemai Rodriguez, Community Engagement and Marketing Manager  
Lesley Ivy, Customer Service Associate  
Francis Santistevan, Customer Service Associate  
Katy Ballard, Preparator  
Jana Greiner, Preparator

### GOVERNING BOARD

Alexandra Benjamin, Chair  
Stephanie Bennett-Smith, Vice Co-Chair  
Karl Halpert, Vice Co-Chair  
Dora Dillistone, Secretary  
Nicole Dopson (UNM), Treasurer  
Shawn Berman  
Patti Day  
Lucile Grieder  
Cindy Grossman  
Arif Khan (UNM)  
Juanita Lavadie  
Janet Mockovciak  
Sherry Parsons  
Harris Smith (UNM)

### HARWOOD ALLIANCE BOARD

Sheree Livney, Chair  
Dora Dillistone, Vice Chair  
Lucile Grieder, Secretary  
Karen Lee, Treasurer  
Sonya Davis, UNMF Liaison  
Janet Webb, Communications Consultant  
Linda Warning  
Marcia Winter