

WORCESTER ART MUSEUM
STRATEGIC PLAN 2022 – 2027
Foundation for the Future

MISSION

The Worcester Art Museum connects people, communities,
and cultures through the experience of art.

We fulfill our Mission by:

- Making art central to the life of our evolving city, communities, and beyond
- Collecting, preserving, exhibiting, and interpreting global art
- Inspiring diverse audiences through art and art-making
- Ensuring an inviting and accessible visitor experience
- Attracting, developing, and retaining talented volunteers and staff
- Supporting innovative scholarship and intellectual exchange
- Achieving organizational sustainability

VISION

By 2027, the Worcester Art Museum will be even more relevant to the experience of our city.
Our revitalized campus and increased digital presence will welcome more visitors from near and far.
Our collections, exhibitions, and programs will inspire in new ways, connecting the local and the global in all of their diversity.
Our expanding community, volunteers, and staff will feel proud of the Museum as inclusive and innovative.

VALUES

We embrace:

Transformation.

We believe art has the power to change lives.

Inclusivity.

We succeed when everyone feels welcome and experiences belonging.

Engagement.

We listen to our communities to support meaningful experiences.

Collaboration.

We find strength in diversity and partnerships.

Innovation.

We champion shared learning and new ideas.

Integrity.

We are guided by ethical principles and accountability.

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STRATEGIC GOALS

1. **ADVANCEMENT:** To establish WAM as a magnet for philanthropic support in Worcester, New England, and nationally, and complete WAM's Campaign.
 - To build a comprehensive program of philanthropy, including planned giving, that identifies and inspires current and future high net worth individuals and art patrons.
 - To rearticulate the remaining objectives of the current campaign and draft objectives and timeframe for the next campaign.
 - To integrate strategic marketing and messaging to align with strategic plan. To create new marketing messages and branding that align with newly created statements of Mission, Vision, and Core Values, and use them in a new marketing plan to drive revenue.
2. **COLLECTIONS:** To maximize the potential of WAM's encyclopedic collection, create meaningful experiences for a diverse range of audiences, and enhance the Museum's cutting-edge reputation through the highest standards of display, scholarship, growth, interpretation, and care.
 - To develop the Arms and Armor Gallery and create a plan of gallery upgrades, including a proposed schedule of implementation.
 - To update the Collection Management Plan, with policies, procedures, and systems that ensure the safety and the growth and development of the collection.
3. **COMMUNITY ENGAGEMENT:** To improve WAM's value proposition to broader and more diverse audiences so that all visitors find WAM welcoming and experience a meaningful connection to art during their visit, in person or virtually.
 - To use market research and internal data to understand current visitors and non-visitors; share this information with relevant areas of WAM; identify engagement barriers and update strategies.
 - To strengthen our understanding of which programming motivates existing and potential audiences, in person and virtually.
4. **FINANCE:** To ensure WAM operates in a fiscally responsible manner that maintains long-term stability.
 - To implement data driven business plans to improve the net margin of each profit center.
 - To build fiscal flexibility for bridging purposes and to fund unexpected opportunities and challenges.
5. **INTERNAL CULTURE:** To create a culture of diversity, inclusion, equity, and belonging for staff, corporators, volunteers, and trustees, in accordance with WAM's Diversity, Equity, Accessibility, and Inclusion (DEAI) Plan.
 - To evaluate our internal culture and implement impactful and lasting strategies, increasing inclusion, equity, and diversity among staff and volunteers.
 - To create a more equitable total rewards strategy that focuses on organizational staffing needs and total compensation to attract and retain talent.
6. **MUSEUM CAMPUS:** To ensure that WAM's buildings and site are well maintained and used to their best advantage to welcome all audiences, house our collection, and accommodate staff.
 - To execute the existing building and site plan that addresses and prioritizes deferred maintenance and capital projects, including all spaces for art storage and art movement.
 - To update the overarching Campus Master Plan in support of holistic and multi-year planning, to identify longer term potential of buildings and site, and to be prepared to respond to future opportunities.
7. **TECHNOLOGY / IT:** To ensure that WAM takes full advantage of existing technology and anticipates future technology in support of its Mission, in both internal and public-facing areas.
 - To develop a sustainable and strategic management model for IT for enterprise-wide and specialized systems.
 - To train staff and volunteers to take full advantage of digital capacity and systems.