



**Greenville Museum of Art (GMOA)**  
**Strategic Plan**  
2021 – 2025  
Last updated April 3, 2025

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## Introduction

### Planning Process

This Greenville Museum of Art (GMOA) 2021-2025 Strategic Plan was generated through discussions between the GMOA staff, executive committee, board, and community stakeholders over the course of the May – October 2021 planning process. This process included meetings and feedback gathered through a survey to GMOA board members and selected community stakeholders. Prior to this process, one survey was conducted with GMOA members in April – May 2019, and a second survey was distributed through our mailing list and social media in July 2020 to GMOA members and non-members regarding our COVID-19 re-opening strategy.

A thorough strategic planning session was conducted by Holly M. Garriott with the Pitt County Arts Council at Emerge on August 18, 2021. Those in attendance included GMOA staff, board members (current and former), and community stakeholders from East Carolina University, Pitt Community College, Pitt County Schools, the Greenville-Pitt County Convention and Visitors Bureau, and more. Based on this meeting, Garriott provided a working chart of four major objectives and more specific steps toward accomplishing them, which was expanded upon and further developed by GMOA Executive Director, Trista Reis Porter, in conversation with other staff and the executive committee. Following executive committee approval, this Strategic Plan was ultimately approved by the GMOA Board of Trustees on October 20, 2021.

### Visions for the GMOA

Through both the strategic planning session and feedback gathered through surveys, several points were discussed regarding the future vision of the GMOA. These included expanding and diversifying the GMOA's exhibitions, collections, and educational programs, while also planning events that appeal to and engage with our community more broadly. Education was a major point of discussion, including making stronger connections at the K-12, university/college, and lifelong learning levels. Following exhibitions such as our *Hanging Tree Guitars* show in 2020-2021, which drew national attention, it was also determined that the GMOA could be a leader in the tourism industry in Greenville, attracting regional visitors from outside Pitt County and acting as an arts hub and gateway into the arts district.

Among board members and staff more closely affiliated with the GMOA's standing and current and past initiatives, visions for the GMOA also included more financial stability, improvements to the facility, decreasing the number of fundraisers to avoid burnout, and improving organizational stability, including staff salaries, benefits, and workloads.

### GMOA Strengths & Weaknesses

Surveys and strategic planning sessions also considered the current strengths and weaknesses of the GMOA. Strengths included our friendly and collaborative staff, attention to working as a community partner with other organizations, and desire to create a more inclusive and engaging space in our community while also increasing opportunities for artists. Other strengths included our prime location in Uptown Greenville, our communications and social media presence, and our overall commitment to producing strong exhibitions.

Current weaknesses included our need for facility improvements, repairs, and overall enhancement, which may help increase traffic to the GMOA as both a tourism destination and as a meeting place for our local community. Much was discussed regarding the need for increased museum educational programming, including a docent program and connections to local educational institutions. It was agreed that the GMOA collection does not house a diverse enough representation of artists, and that currently, our community engagement is not as inclusive as we would like it to be.

### External Opportunities & Threats

There are several exciting opportunities for the GMOA to consider in its strategic planning and implementation process. Uptown Greenville is rapidly expanding and improving, with added restaurants, boutique hotels, and other stores within a few blocks of the GMOA. Additionally, the last couple of years have included significant steps toward establishing and building up the Greenville Arts District, noticeable through public art sculptures, murals, and local performances, festivals, and other events. East Carolina University (ECU) also continues to grow in close proximity to the Museum, so there are increasing opportunities to engage with students, faculty, and staff. The GMOA is well located to benefit from all this development. In terms of community needs, currently there is not a robust offering of (non-artmaking) related adult education, though there are audiences that desire this level of engagement, and there is always meeting space needed, which the GMOA can capitalize on more in terms of facility rentals, especially with potential improvements to the facility.

Not many external threats were identified, though they will continue to be evaluated. Because our endowment is largely wrapped up in the stock market, there is always the potential for financial losses, especially taking into consideration economic recessions or global concerns such as the COVID-19 pandemic. Also, while ECU is a significant part of the culture in Greenville, it also produces a somewhat transient population and makes it hard to establish long-term supporters for the GMOA from the university. This transience has historically increased the amount of staff turnover as well, which continues to be a potential threat.

All these visions, strengths, weaknesses, opportunities, and threats discussed over the course of the strategic planning process resulted in our four primary objectives (outlined in greater detail in the "Strategic Plan Implementation" portion of this document):

1. Define and Develop GMoA Museum-Based Educational Programming
2. Expand and Diversify GMoA Exhibitions and Collection
3. Become a Tourism Destination
4. Improve Organizational Stability

## Mission, Vision, and Core Values

### Mission Statement

To inspire, educate, and connect people through the visual arts by way of our collection, exhibitions, and programs.

### Vision Statement

The Greenville Museum of Art envisions...

- a prosperous arts community with equitable opportunities for all artists
- creative collaborations that increase and enhance intellectual and physical access to the arts
- an ever-growing appreciation for the arts and their central role within the cultural, social, and economic wellbeing of our community
- meaningful connections with the arts that instill awareness, insight, and empathy

### Core Values

- **Inclusivity:** We are committed to diversity, equity, access, and inclusion in all that we do, and believe in creating a welcoming atmosphere for all who walk through our doors. We stand by the importance of actively promoting opportunities for artists of all backgrounds, and especially those who have historically been overlooked or marginalized within arts and museum communities.
- **Engagement:** We believe that art is most impactful when it illuminates ways of knowing ourselves and those around us; connects viewers to a variety of cultural, educational, religious, social, or other backgrounds; and generates positive change in our community and world. In this way, we seek to provide an active learning environment for critical thought and dialogue through our exhibitions and educational and public programs.
- **Collaboration:** We believe the arts have the profound ability to connect people across time, geography, and cultural differences. With this in mind, we actively pursue a wide range of partnerships related to exhibition development, programs and events, and educational outreach.
- **Accountability:** We believe accountability and transparency are essential for building trust – this relates to our internal and external operations, as well as our collecting and curatorial practices. We aim to be intentional and ethical stewards of our resources, including our staff, board, facility, collection, and financial assets. We welcome other perspectives and opportunities for improvement, which are necessary to achieving our mission and vision.

## Code of Ethics

In keeping with our core value of accountability, and following the ethical practices and procedures outlined by American Alliance of Museums (AAM), the GMoA is grounded in the tradition of public service and follows the basic legal frameworks for museum and non-profit organization operations. Beyond this, the GMoA aims to take affirmative and ethical steps to maintain our integrity and public confidence. Members of the GMoA's Board of Trustees, staff, and volunteers have a duty to protect the public trust of the GMoA and its permanent collection. In this way, the GMoA collection management plan is also in keeping with our institution's code of ethics and represents our core values and mission. Our staff, board, committee members, and other volunteers and partners understand and adhere to the following:

1. They shall fulfill the duties of their positions with honesty, transparency, and integrity.
2. They shall avoid conflicts of interest and the appearance of such conflicts.
3. They shall not use their position at the GMoA for personal gain or to benefit another at the expense of the GMoA.
4. They shall not misuse the GMoA's name, reputation, property, or services, nor shall they compromise its goodwill in the community.
5. They shall avoid any other ethical issues that might influence the implementation of this collection management plan.

The GMoA Executive Director and GMoA Board of Trustees President are responsible for measuring compliance of this policy by the staff, board, and other volunteers or community members. They will periodically report on compliance to the Board and GMoA Members. Non-compliance may result in removal from leadership positions at the GMoA, temporary restriction of responsibilities at the GMoA, and/or temporary limited access to the GMoA permanent collection and other resources.

### History

With over 80 years of service to the Greenville community, the GMoA is a regional presence and significant advocate for the arts in Eastern North Carolina. From its origins in a modest downtown storefront in 1939, to its current location in the historic Flanagan Home and 1991 West Wing addition, the GMoA continues its mission to inspire, educate, and connect people through the visual arts by way of our collection, exhibitions, and programs. As of October 2021, the GMoA maintains a collection of roughly 800 works of art in a wide variety of mediums and has a rotating exhibition schedule that has historically featured artists and artworks from across the state of North Carolina.

The original impetus for the formation of the present GMoA was the first Women’s Club Arts Festival in 1935. Under the leadership of Rachel Maxwell Moore, the Women’s Club contacted the Federal Art Project in Raleigh, which authorized the establishment of a Works Progress Administration (WPA) Gallery in downtown Greenville. When the WPA was terminated in 1943, the federal government announced a plan for gifting one of the numerous small traveling exhibitions to local centers meeting certain requirements. The Women’s Club requested a collection for Greenville, and the request was granted as a long-term loan which is still in our care today. With the closing of the WPA Gallery on Fifth and Cotanche Streets, space for the newly established Community Art Center was furnished by Sheppard Memorial Library with an exhibition area on the second floor and facilities for art classes in the library’s basement.

On January 5, 1955, a dinner was held to inaugurate the plan to establish extensive support for the arts in Eastern North Carolina. Dr. Robert Lee Humber addressed the group, and his enthusiasm stimulated considerable interest and a decision was made to create, on the spot, a new, more widely representative organization with a fresh mandate. Three weeks later, this new organization chose the name East Carolina Art Society. The Society appointed a committee to locate a building to be used as the Greenville Art Center and on December 30, 1959, the Society purchased the Flanagan Home, a classical revival home, at 802 South Evans Street, which still functions as the headquarters of the GMoA. The house was converted into the Greenville Art Center, and the inaugural art exhibition, comprised of Old Master paintings loaned from various New York galleries, opened in May 1960.

In 1981, the name of the Greenville Art Center was changed to the Greenville Museum of Art to reflect its status as an institution with a growing permanent collection of art objects. The GMoA received accreditation by the AAM in 1986, added 7,000 square feet of space in 1991, earned reaccreditation in 2000 and 2012, and established the GMoA Center for Art Education in 2011. In its most recent reaccreditation, AAM stated, “The GMoA has demonstrated its commitment to excellence in everything it does: in its governance, its public programs, its strategic and financial planning, its collections stewardship, and in its overall operations.” In 2018, the GMoA updated its courtyard by the West Wing entrance and in 2019, facilitated important and necessary improvements to the Museum building, including roof repairs and interior mold remediation. In 2020 and 2021, numerous interior facility improvement projects were undertaken, including the repainting of galleries and first floor of the Flanagan Home.

### Strategic Plan Implementation

#### Overview:

- **Objectives** are determined as the four overarching organizational goals for the GMoA over the next few years.
- **Tasks** are the individual tangible means toward helping accomplish these overarching goals. Some of these Tasks overlap with others or help setup the success of others. Between the four Objectives, the Tasks address each of the areas of museum operations, including development, personnel and facilities, governance, education, exhibitions, and the collection. Tasks include specific components that correspond with the other columns using a letter system of a) - e).
- **Responsibility** designates the person(s) and/or committees responsible for accomplishing that Task. Staff titles and committee names are abbreviated in the following way to reduce redundancy:
  - o ED: Executive Director
  - o CEC: Communications & Events Coordinator
  - o VMSC: Visitor & Member Services Coordinator
  - o EC: Educational Coordinator
  - o ACE Committee: Acquisitions, Collections, and Exhibitions Committee
- **Resources** were determined as specifically as possible to describe the financial resources needed for accomplishing that Task, though certain Tasks require getting estimates and quotes as part of the Benchmarks. Resources needed will be updated as those numbers are determined.
- **Benchmarks** designate the more specific steps toward accomplishing Tasks.

Objective #1: Define and Develop GMoA Museum-Based Educational Programming				
Tasks	Responsibility	Timeline	Resources	Benchmarks
1. Re-instate a docent program to increase tours a) Make necessary changes to Docent Handbook b) Generate list of interested volunteers and availability c) Recruit docents and provide training d) Provide tours and training each exhibition cycle for docents	a) ED, VMSC b) VMSC, EC c) VMSC, EC, ED, Docents d) VMSC, EC, ED, Docents	a) January 2022 b) January 2022 c) Ongoing, annually d) Ongoing	a) \$0 b) \$0 c) \$200 for annual retreat refreshments d) \$0	<del>a) Update and edit Docent Handbook with new information, including mission, hours, history, etc.</del> b) Advertise docent opportunities through mailers, email list, and social media; approach local high school AP students; solidify list of at least 5 docents with availability during GMoA open hours c) Provide incentive for docents; schedule and hold annual volunteer retreat, overview volunteer opportunities and training, and docent-specific training d) Offer docents tours and resources, including Docent Handbooks and Museum catalogs, for each exhibition or permanent collection display
2. Increase hours for Educational Coordinator a) Solidify funding for current position b) Remove contract status and increase hours c) Increase hours further	a) EC, ED b) Personnel and Finance Committee, ED c) Personnel and Finance Committee, ED	a) July 2022 b) July 2023 c) July 2025	a) \$4,000 annually b) \$7,800 annually (10 hours/week at \$15/hour) c) \$15,600 annually (20 hours/week at \$15/hour)	<del>a) Receive funding to renew contract position in September 2022; increase revenue for paid tours and educational offerings by at least \$4,000 annually</del> <del>b) Remove contract status to add Educational Coordinator as part-time employee working 10 hours/week by July 2023</del> <del>c) Increase revenue from education and/or review budget annually to determine hour increase to 20 hours/week by July 2025</del>
3. Increase collaboration with higher education institutions for internship opportunities a) Establish internships related to specific areas of museum work (ie: marketing, collections) b) Establish regular internship calendar and application process with multiple ECU and PCC departments c) Create paid internship program	a) ED, CEC, VMSC b) ED c) ED, VMSC	a) March 2022 b) March 2022 c) July 2023	a) \$0 b) \$0 c) \$1,800 (\$15/hour for 120 hours) per intern	<del>a) Create internship plan and applications for each area of museum work identified, including collections, marketing, events/hospitality, and administration, among others as fitting</del> b) Discuss and establish calendar with ECU and PCC departments; send internship materials to necessary faculty at established time periods c) <del>Search for and identify annual grants or funding for paid internships; add grants to grant calendar; apply for and receive grant; secure donors for paid internships; advertise program widely</del>
4. Create free educational initiatives coinciding with GMoA Exhibitions and Collection, including: a) Gallery guides, available digitally and on-site b) Resources and guides for docent and staff use c) Establish and advertise free monthly themed tours	a) VMSC, CEC, ED, Interns b) VMSC, CEC, ED c) EC, CEC, Volunteers	a) March 2022 b) July 2022 c) January 2022, Ongoing	a) \$150 for printing of 300 pamphlets b) \$0 c) \$0	a) Print gallery guides in-house for each exhibition, <del>printed gallery guides for the permanent collection galleries</del> , <u>gallery photos and 200-300 words on GMoA website about each exhibition and any collection artworks on display</u> b) Create in-depth print and digital overviews for each exhibition, with 200-300 words about each artist and/or a selection of 3-5 artworks in each room c) <u>Create plan for thematic monthly tours when possible</u> ; solidify at least 8 attendees for each monthly tour
5. Provide and advertise adult learning options coinciding with GMoA Exhibitions and Collection, including: a) Artist talks and lectures b) Art-focused social events c) Performances d) Virtual programs	a) ED, CEC b) EC, ED, CEC c) ED, CEC d) ED, CEC, VMSC, Interns	a) January 2022, Ongoing b) March 2022, Ongoing c) March 2022 d) January 2022, Ongoing	a) \$200 per reception or event for catering and refreshments b) \$300 per event for catering and refreshments c) \$200-800 for performers d) \$0	a) <u>Schedule at least 2 free exhibition-related programs for each exhibition, including receptions, artist talks, lectures, discussions, or other programs; attract at least 50 visitors to each program</u> b) Schedule monthly arts learning nights for adults and thematic tours; generate at least \$500 from these or other exhibition and collection programs each month (~20 adults at \$25 each); <u>incorporate more art-related experiences at social events/fundraisers</u> c) <u>Incorporate music, dance, and other performances into exhibition-related programming</u>



				d) <u>Create more virtual access points through live or recorded videos on our website of artist talks, lectures, discussions, and performances</u>
6. Increase collaboration with Pitt County Schools, including: a) Increasing tours for PCS students b) Increase STEAM tours with NCMNS Greenville	a) EC, ED, Docents b) EC, ED, Docents	a) Ongoing b) Ongoing	a) \$0 b) \$20/hour for Outreach Art Instructor to assist	a) Schedule 1 tour with PCS students each semester; increase tours with PCS students by 1-2 each year (ie: 2 tours in 2021-2022 academic year, 3-4 tours in 2022-2023 academic year, etc.); identify granting source for PCS tours b) Fill all 6 STEAM tours offered each semester (earning between \$200-400 each tour); increase from 6 to 10 STEAM tours offered each semester, with at least 80% bookings
7. Increase collaboration with ECU and PCC for college level and continuing education programs a) Fostering relationships with faculty at ECU and PCC to encourage use of GMoA resources b) Host annual faculty night c) Scheduled regular tours annually or each semester d) Work with faculty on creating projects utilizing the collection and exhibitions and/or developing museum studies courses	a) EC, ED, Education Committee b) ED, EC, CEC c) ED, EC d) ED	a) March 2022 b) August 2022, Ongoing annually c) January 2023, Ongoing d) January 2023, Ongoing	a) \$0 b) \$200 for event refreshments c) \$0 d) \$0	a) Create list of GMoA offerings (tour themes, activities, etc.) for ECU and PCC faculty in multiple departments; reach out to specific faculty to gauge interest b) Organize and hold faculty night to discuss and inform about opportunities at GMoA c) Establish regular tours with 2-4 select ECU and/or PCC faculty annually or each semester d) <u>Establish class projects with at least 1 ECU and/or PCC faculty each semester related to the GMoA collection or exhibitions</u>
8. Engage the Visual Arts Academy with GMoA exhibitions and collection a) provide regular tours b) facilitate projects based on GMoA exhibitions and collections	a) EC, ED, Visual Arts Academy Instructors b) EC, ED, Visual Arts Academy Instructors	a) Ongoing, each semester b) Ongoing, each semester	a) \$0 b) \$50-100 for supplies	a) <u>Schedule and provide tour for VAA students at least once a semester</u> b) <u>Work with VAA instructors to ensure at least one art project is inspired by a current exhibition or work(s) from the collection each semester</u>
9. Build community outreach programs to reach our diverse communities a) Expand outreach locations for both adults and children across Pitt County b) Develop outreach program activities related to GMoA Collection or Exhibitions c) Secure funding to support increased hours at outreach programs	a) EC b) EC c) ED	a) November 2021 b) July 2022 c) July 2024	a) \$60 weekly b) \$50 for supplies c) \$100+ weekly	a) <del>Promote outreach programs more widely; secure at least 2 outreach locations for programs every other week; hire one new outreach art instructor to serve these locations</del> b) Work with Outreach Art Instructors to ensure at least one art project is inspired by a current exhibition or work(s) from the collection each semester c) <del>Secure grants or other funding; determine availability of current outreach art instructors; add additional locations or increase hours at current locations by at least 100% (to reach at least 5 hours weekly)</del>

Objective #2: Expand and Diversify GMoA Exhibitions and Collection				
Tasks	Responsibility	Timeline	Resources	Measure of Success
1. Organize and curate exhibitions that represent a diverse group of artists and content a) Establish and secure funding for an open call for guest curators for special topic exhibitions b) Increase other artist opportunities or initiatives for specific communities	a) ED, ACE Committee b) ED, CEC	a) July 2024, Ongoing b) September 2024	a) \$5,000+ for guest curator and exhibition budget b) \$0	a) <u>Add guest-curated exhibition to exhibition calendar; apply for grants and/or secure donor to support a guest-curated exhibition at least once every 3 years.</u> b) Ensure all audiences are being reached for GMoA artist opportunities, such as juried exhibitions, lectures, sales and pop-ups, gift shop commissions, auctions, and more; establish more in-person and virtual opportunities and recognitions aligned with specific heritage months (ie: Hispanic Heritage Month, Pride Month, etc.) through the collection or in partnership with local artists, organizations, and centers; ensure representation of artists through either exhibitions, sales, auctions, or gift shop falls within 80% of county demographics related to gender, race, and ability

<p>2. Organize exhibitions and programs that attract a more diverse population</p> <p>a) Survey visitors and virtual followers</p> <p>b) Evaluate surveys biannually</p> <p>c) Plan exhibition programming that is both accessible and attractive to a wider variety of audiences</p>	<p>a) VMSC, ED</p> <p>b) VMSC, ED, ACE Committee</p> <p>c) ED, CEC, ACE Committee, Board of Trustees</p>	<p>a) January 2022, Ongoing</p> <p>b) Ongoing, biannually</p> <p>c) Ongoing</p>	<p>a) printed in-house from annual office supplies budget (\$250/month)</p> <p>b) \$0</p> <p>c) c) \$700+ per event for reception costs, speaker stipends, and performance costs</p>	<p><del>a) Create new survey asking visitors and followers about what they'd like to see, encourage visitors and followers to fill out, provide incentive for participation</del></p> <p>b) Evaluate surveys twice a year to access plausibility and resources needed; bring proposed artists to ACE Committee for approval; if applicable, add artists to collection wish list</p> <p>c) Evaluate surveys regarding programming to determine the types of programs to offer; solicit ideas from Board Members and ACE Committee; identify diverse community organizations and groups with whom to partner on exhibitions and programs; investigate who/where to send information about programs to reach new audiences make program viewing available online</p>
<p>3. Improve collection storage for preservation of current collection and to create room for new additions</p> <p>a) Install new storage in workshop</p> <p>b) Update permanent collection vault storage solutions</p> <p>c) Update conservation plan</p>	<p>a) ED, Contractors</p> <p>b) ED, Contractors</p> <p>c) ED, Conservator</p>	<p>a) January 2022</p> <p>b) January 2023</p> <p>c) January 2023</p>	<p>a) ~\$30,000</p> <p>b) ~\$96,000</p> <p>c) Estimate needed</p>	<p><del>a) Secure funds for workshop updates; schedule install; clean out workshop; install ceramics case and other shelving</del></p> <p><del>b) Secure funds for new rack system and metal shelving in vault; schedule install; plan for removal of artwork; install; re-home artwork in vault</del></p> <p>c) <del>Contact conservation experts</del> and solicit price for conservation advice; update previous conservation plan with new additions and items in need of conservation work; create budget and identify greatest needs/availability of financial resources</p>
<p>4. Collect art from a more diverse group of artists</p> <p>a) Identify artists and artwork from cultural or other backgrounds under-represented in collection</p> <p>b) Generate artist wish list</p> <p>c) Acquire artwork annually that fills gaps in the collection</p> <p>d) Create gallery guides to highlight artists on display in the permanent collection galleries</p>	<p>a) ED, ACE Committee</p> <p>b) ED, ACE Committee, Interns</p> <p>c) ED, ACE Committee, Rachel Maxwell Moore Art Foundation</p> <p>d) VMSC, ED, Interns</p>	<p>a) December 2021</p> <p>b) January 2022</p> <p>c) Ongoing, annually</p> <p>d) February 2022</p>	<p>a) \$0</p> <p>b) \$0</p> <p>c) ~\$15,000 annually from Rachel Maxwell Moore Art Foundation, any other funds to be raised on an individual basis by artwork</p> <p>d) \$0</p>	<p><del>a) Conduct thorough assessment of collection strengths and weaknesses; approve collection plan with clear goals and vision for collecting artworks by artists underrepresented in GMoA collection, including artists who identify as women, non-binary, and/or artists of color</del></p> <p>b) Examine collections from other regional Museums; check statewide and regional artists lists; speak with other professionals in the field; research historical and contemporary artists that are financially plausible for adding to the collection</p> <p>c) <u>Acquire at least 3 artworks each year, at least two identifying as artists of color, and/or two identifying as women or non-binary</u></p> <p><del>d) Create gallery guides with overviews of pieces in the collection, with photos of artists to accompany; include digital version on website</del></p>
<p>4. Expand outdoor public art collection and projects on GMoA grounds and/or facility</p> <p>a) Update mural on parking lot fence</p> <p>b) Create new mural on 8<sup>th</sup> Street side of building</p> <p>c) Add sculptures around museum campus</p>	<p>a) ED, ACE Committee, Board of Trustees</p> <p>b) ED, Ace Committee, Board of Trustees</p> <p>c) ED</p>	<p>a) March 2022</p> <p>b) November 2022</p> <p>c) July 2025</p>	<p>a) \$30-40/square foot for artist fees and supplies</p> <p>b) \$30-40/square foot for artist fees and supplies</p> <p>c) Estimate Needed</p>	<p><del>a) Work with Pitt County Arts Council to determine necessary budget for fence mural and locate funding; create committee; publicize RFQ; select mural; get approval from board; finish project</del></p> <p><del>b) Work with Pitt County Arts Council to determine necessary budget for 8<sup>th</sup> Street side of building; create committee; publicize RFQ; select mural; get approval from board; finish project</del></p> <p>c) Raise funds annually to install at least 1 new concrete pad and sculpture each year for 3 years</p>

Objective #3: Become a Tourism Destination				
Tasks	Responsibility	Timeline	Resources	Measure of Success
<p>1. Improve facility appearance</p> <p>a) Repaint exterior of entire facility</p> <p>b) Repaint all bathrooms</p>	<p>a) ED, Contractors</p> <p>b) ED</p> <p>c) ED, Contractors</p>	<p>a) April 2022</p> <p>b) April 2022</p> <p>c) July 2022</p>	<p>a) ~\$35,000</p> <p>b) ~\$300 for paint and supplies</p>	<p><del>a) Receive quote and apply for Perkins/Wells/West grant in October 2021; receive notice of award or locate other funds; schedule painters; finish project prior to Fine Arts Celebration in April</del></p>

<ul style="list-style-type: none"> <li>c) Add UV protective films to West Wing and Commons Gallery windows</li> <li>d) Replace parking lot lights</li> <li>e) Continue adding to Building &amp; Grounds account to cover emergency maintenance costs</li> </ul>	<ul style="list-style-type: none"> <li>d) ED, Contractors</li> <li>e) ED, Accountant, Personnel and Finance Committee</li> </ul>	<ul style="list-style-type: none"> <li>d) March 2023</li> <li>e) Ongoing, monthly</li> </ul>	<ul style="list-style-type: none"> <li>c) Estimate needed</li> <li>d) Estimate needed</li> <li>e) \$200+ monthly</li> </ul>	<ul style="list-style-type: none"> <li>b) Staff purchase supplies and paint prior to Fine Arts Celebration in April</li> <li>c) <del>Receive quote and apply for grant in April 2022; receive notice of award or locate other funds; schedule install; installation finished prior to October 2022 exhibition</del></li> <li>d) <del>Receive quote and apply for grant in January 2023; receive notice of award or locate other funds; schedule electrician for replacements prior to April 2023 Fine Arts Celebration</del></li> <li>e) <u>Continue to make automatic payments of \$200 monthly; increase in future if budget allows</u></li> </ul>
<p>2. Increase marketing and promotional opportunities</p> <ul style="list-style-type: none"> <li>a) Re-instate GMoA Ad Hoc Marketing Committee</li> <li>b) Create annual marketing plan</li> <li>c) Generate press releases for all major exhibitions</li> <li>d) Send out biannual newsletters to GMoA members</li> </ul>	<ul style="list-style-type: none"> <li>a) CEC, Marketing Committee</li> <li>b) CEC, Marketing Committee</li> <li>c) CEC, ED</li> <li>d) CEC, Marketing Committee</li> </ul>	<ul style="list-style-type: none"> <li>a) January 2022</li> <li>b) July 2022</li> <li>c) Ongoing</li> <li>d) July 2022, Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>a) \$0</li> <li>b) \$1,200 annually (from operating budget)</li> <li>c) \$0</li> <li>d) \$1,000 annually for newsletters (from operating budget)</li> </ul>	<ul style="list-style-type: none"> <li>a) <del>Identify members for Marketing Committee; hold meeting to discuss overall plans for re-branding and other marketing initiatives; meet quarterly to overview events, exhibitions, and other programs coming up</del></li> <li>b) Plan created annually for marketing all annual events and exhibitions; discuss with CVB and other businesses/organizations with a statewide/regional reach to create contact list</li> <li>c) <u>Create press releases and graphics for upcoming exhibitions at least 3-6 months in advance and moving forward; share with media and tourism outlets</u></li> <li>d) <u>Compile and design biannual newsletters in July and January to recognize members and donors; share photos of events; share information about upcoming events, programs, classes, and exhibitions; share information about collection; and more</u></li> </ul>
<p>3. Increase accessibility of GMoA</p> <ul style="list-style-type: none"> <li>a) Schedule accessibility audit of facility</li> <li>b) Incorporate questions about access on visitor surveys in-person and on website</li> <li>c) Work with organizations representing persons with disabilities</li> <li>d) Address any physical accessibility issues with the facility</li> <li>e) Implement other initiatives toward increasing access of all types</li> </ul>	<ul style="list-style-type: none"> <li>a) ED</li> <li>b) ED, VMSC, CEC</li> <li>c) ED, CEC, EC</li> <li>d) ED, VMSC, Contractors</li> <li>e) ED, VMSC</li> </ul>	<ul style="list-style-type: none"> <li>a) January 2022</li> <li>b) January 2022</li> <li>c) March 2022, Ongoing</li> <li>d) March 2022, Ongoing</li> <li>e) March 2022, Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>a) Estimate needed</li> <li>b) \$0</li> <li>c) \$0</li> <li>d) Estimates needed</li> <li>e) Estimates needed</li> </ul>	<ul style="list-style-type: none"> <li>a) <del>Identify accessibility auditor and schedule audit of facility; discuss ADA requirements and suggested changes for greater facility access</del></li> <li>b) <del>Create new in-person and online visitor survey; create section for grievance feedback on GMoA website</del></li> <li>c) <del>Identify community partners to help develop outreach, tour, and educational programs specifically serving people with disabilities; solicit feedback from partners</del></li> <li>d) Hire contractors needed to implement changes including possible automatic door, multilingual signage, better emergency exits, and/or auditory or sensory exhibition experiences</li> <li>e) Consider and implement other initiatives for increasing access to GMoA exhibitions, collections, educational programs, and other content, in-person, on our website, and through our social media, including improved signage, audio tours, captioning of audio visuals, print materials in alternative forms, website accessibility, and/or tactile tours; consider changes in open hours to accommodate different work schedules</li> </ul>
<p>4. Organize exhibitions that have a regional draw</p> <ul style="list-style-type: none"> <li>a) Raise additional funds for exhibitions</li> <li>b) Expand exhibition focus to include more regional and national artists</li> <li>c) Collaborate with ECU to develop exhibitions in-line with visiting artists calendar</li> <li>d) Host exhibitions that represent diverse artists (Objective #2, Task #1)</li> <li>e) Work with Convention &amp; Visitors Bureau to market exhibitions</li> </ul>	<ul style="list-style-type: none"> <li>a) ED, CEC, Personnel and Finance Committee</li> <li>b) ED, ACE Committee</li> <li>c) ED</li> <li>d) ED, ACE Committee</li> <li>e) CEC</li> </ul>	<ul style="list-style-type: none"> <li>a) March 2022, Ongoing</li> <li>b) Ongoing</li> <li>c) Ongoing</li> <li>d) Ongoing</li> <li>e) Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>a) \$3,000+ per exhibition</li> <li>b) \$0</li> <li>c) \$0</li> <li>d) See Objective #2, Task #1</li> <li>e) \$0</li> </ul>	<ul style="list-style-type: none"> <li>a) Regularly plan biannual sponsorship dinners for 20+ people and with unique artist/arts experience for ticket holders to help raise roughly \$3,000 at each dinner for exhibitions; evaluate budget each June to determine availability of funds from endowment or elsewhere to increase exhibitions by 25%</li> <li>b) Create a wish list for regional and national artists to exhibit based on other regional museums and traveling exhibitions</li> <li>c) <u>Set meetings with ECU administrators and staff to coordinate visiting artist calendar with GMoA exhibition schedule</u></li> <li>d) See Objective #2, Task #1</li> </ul>



				e) <u>Set regular meetings with Convention &amp; Visitors Bureau staff to discuss upcoming exhibitions and opportunities for marketing/promotion across the state and region</u>
5. Rebrand the Greenville Museum of Art a) Research rebranding process b) Gauge interest for rebranding c) Create new logo d) Print all new materials and signage	a) CEC, Marketing Committee b) CEC, Marketing Committee, Board of Trustees c) CEC, Marketing Committee, Graphic Designer d) CEC, Contractors	a) January 2022 b) March 2022 c) January 2023 d) February 2023	a) \$0 b) \$0 c) Estimate needed d) Estimate needed	<del>a) Research what is involved with rebranding process; discuss with committee; identify signage/materials/locations that would need replacing and make list</del> <del>b) Conduct community survey about current logo/brand and what people would get excited about; discuss with Board of Trustees</del> <del>c) Discuss ideas with committee; select graphic designer and/or design; receive estimate for design work if necessary; solicit feedback on logo</del> d) Receive quotes for all necessary printed materials and signage; apply for and receive grant to update signage; signage installation (inside and outside)
6. Maximize location as a gateway into the Arts District a) Add landscaping, outdoor art, interactive spaces, and engaging lighting displays to 8 <sup>th</sup> and Evans Street sides of facility b) Create architectural plan for capital campaign c) Create committee and plan for capital campaign	a) ED, Landscaper b) ED, Architect c) ED, Board of Trustees	a) March 2023 b) July 2023 c) January 2024	a) Estimate needed b) Estimate needed c) \$0	a) Added murals and concrete pads (via Collections tasks), hire landscaper to design areas around art, hire lighting expert to add lights, create RFQ for interactives to add to space (ie: art activities, games, photo backdrops, etc.) b) Visit other art museum and spaces to generate ideas; rework past plan with architect to reflect new goals for capital campaign c) Committee created and general timeline and plan established going into next strategic plan cycle
7. Collaborate with state arts entities a) Facilitate more artwork loans between other museums and GMoA b) Discuss other opportunities for collaboration with staff at NC Arts Council	a) ED b) ED	a) Ongoing b) Ongoing	a) Varies b) \$0	a) <u>Determine need for upcoming exhibitions and discuss with other curators</u> b) Schedule meetings to discuss opportunities for collaboration and partnership related to exhibitions, education, marketing, programming, or other joint initiatives; give tour of facility; <u>continue discussions with NC Arts Council staff about partnerships and future funding opportunities</u>

Objective #4: Improve Organizational Stability				
Tasks	Responsibility	Timeline	Resources	Measure of Success
1. Increase payroll and benefits to meet a national standard a) Create more comprehensive benefits package for full-time staff b) Increase salaries to meet national standard	a) Personnel and Finance Committee, ED b) Personnel and Finance Committee, ED	a) March 2022 b) Ongoing in June	a) Estimate needed b) \$5,000-\$8,000 annually	<del>a) Speak with benefits specialists to discuss options for retirement, and health insurance/savings for full-time staff; identify annual costs, and determine plausibility</del> b) <u>Review budget each spring; increase all full-time salaries by 3-5% annually</u>
2. Update Board recruitment and application process a) Create and distribute Board application b) Fill vacant Board seats c) Increase Board diversity	a) Board President, ED, CEC, Board of Trustees b) ED, Nominating and Leadership Committee c) ED, Nominating and Leadership Committee	a) October 2021, Ongoing in May b) November 2021 c) July 2025	a) \$0 b) \$0 c) \$0	<del>a) Create Board application with clear expectations for Board requirements; distribute Board application widely and share with networks; continue this every May when filling next year's Board</del> <del>b) Determine number of Board seats we want moving forward; update bylaws; review applications to fill immediate Board seat(s) and select applicants</del> c) Increase Board racial, ethnic, and gender diversity to match Greenville, NC demographics by July 2025
3. Increase Board participation with soliciting donors a) Provide annual Board training session and materials	a) ED, Development Expert b) Board President, ED, Board of Trustees, VMSC c) ED, Board of Trustees, CEC d) ED, Executive Committee	a) Ongoing in July b) Ongoing c) Ongoing d) June 2022 e) July 2022	a) \$400+ to bring in development expert for training	a) Hold training session related to development and other board responsibilities at or shortly after July board meeting with external development expert; create handbook with scripts and other advice for soliciting donors for GMoA b) Establish list of potential corporate and individual memberships; solicit specific recommendations from Board members

b) Increase Board participation in soliciting corporate and individual memberships c) Increase Board participation in soliciting event sponsors d) Solidify realistic fundraising calendar to match Board and Staff capacity e) Create Fundraising/Development Committee	e) ED, Board of Trustees		b) \$2,000+ increase annually from membership c) \$500-1,000 increase annually for most events; \$5,000+ for Fine Arts Celebration d) \$0 e) \$0	c) <u>Ensure Board members are all serving on event committees and assisting with soliciting event sponsors; gain 1-2 new sponsors annually for each event</u> <del>d) Review annual fundraising calendar; consider Board and Staff capacity and burnout; identify other potential revenue sources to reduce number of fundraising events to 3-5 each year</del> e) Identify interested Board members and others for Fundraising/Development Committee to specifically assist with soliciting donors and event and program sponsors twice a year; create committee; meet quarterly to discuss donation and sponsor needs; committee conducts sponsor/donation asks twice a year in January and July
4. Review endowment to maximize efficacy and profit a) Host annual donor event to increase annual donors to endowment/reserve fund b) Develop plan for adding to endowment annually c) Evaluate annual disbursement from endowment into operating budget	a) ED, Endowment Committee b) ED, Endowment Committee, Personnel and Finance Committee c) ED, Endowment Committee	a) February 2022 b) February 2022 c) May 2022	a) \$500 for reception costs, \$150 for invitations b) \$0 c) \$15,000+ from endowment	a) Discuss and plan an annual donor event; create list of guests; send invites; discuss GMoA long-term plans b) Review budget and identify areas of revenue that would be designated toward reserve fund, or create an alternative plan for growing reserve fund c) <u>Review budget and discuss possibilities of increasing annual disbursements into operating budget beyond 1%</u>
5. Increase grant opportunities a) Create calendar with deadlines for grant applications b) Solicit feedback on grant applications c) Apply for NC Arts Council grants annually d) Apply for Perkins/Wells/West grants quarterly	a) ED, Interns b) ED c) ED d) ED	a) December 2021 b) Ongoing c) Ongoing, annually d) Ongoing, in January, April, July, October	a) \$0 b) \$0 c) \$10,000+ for most NC Arts grants d) Varies	a) Digital and physical calendar made and easily accessible on daily basis to track grant deadlines and progress b) Ask for feedback on grant applications, prior to applying when possible, and especially when projects are not funded c) <u>Meet deadlines for applying to NC Arts Council grants, either project/program grants, organization support, or state resources</u> d) <u>Put together quotes and project proposals; meet deadlines for applying to Perkins/Wells/West each quarter</u>
6. Hire part-time Information Desk Assistant a) Establish hours and rate available b) Create and distribute job description c) Hire position	a) ED, Personnel and Finance Committee b) ED, CEC c) ED, Personnel and Finance Committee	a) June 2023 b) July 2023 c) August 2023	a) \$6,240 annually for 10 hours/week at \$12/hour b) \$0 c) \$0	<del>a) Discuss availability of funds for part-time Information Desk Assistant and build into operating budget for next fiscal year</del> <del>b) Create job description using former Gallery Attendant and Office Coordinator job description materials; post on website and distribute on social media and among ECU departments and elsewhere</del> <del>c) Create hiring committee; conduct 1-2 interviews; hire position</del>

## Assessment

Progress on the GMoA Strategic Plan Implementation will be tracked with:

- staff reports made to the Board of Trustees at monthly Board meetings
- committee reports made to the Board of Trustees after quarterly committee meetings
- staff and board reports made to Museum membership at our annual member meeting and to the public through our annual report, posted on our website

Accomplished Benchmarks will be crossed out as they are finished or underlined if they are ongoing tasks. Successes will be measured by:

- accomplishing Benchmarks within designated time limit and costs/resources
- tangible progress made toward completing tasks

GMoA will utilize AAM’s Museum Assessment Program (MAP)’s materials annually to evaluate the organization, collections stewardship, education and interpretation, community & audience engagement, and board leadership. Additional reviews and evaluations will be marked by soliciting feedback through surveys or evaluations corresponding to certain Benchmarks, as listed below.

1. Define and Develop GMoA Museum-Based Educational Programming
  - a. **Docent Program:** We will solicit and evaluate regular docent feedback throughout the process of training within first year of program, and annually by survey each year after.
  - b. **Internship Program:** We will solicit regular staff feedback on the internship program and what would be beneficial with said program moving forward. We will also solicit feedback from interns through mid-way and end-of-internship evaluations, and when applicable, from interns’ academic advisors at the end of internship.
  - c. **Educational Programs:** We will solicit and evaluate visitor and virtual follower feedback regarding educational programs they would like to see and what they liked or disliked about the educational materials available on-site and on the website. We will also solicit and evaluate feedback from participants via short surveys following in-person and virtual programs.
  - d. **K-12 Tours & Curriculum:** We will solicit and evaluate feedback from educators about curriculum available and following tours about what they liked, disliked, or would like to do next time. When possible, we will also solicit feedback from parents regarding students’ engagement or interest following the tour or activity.
  - e. **Outreach Programs:** We will solicit participant feedback regarding activities they liked or what they would like to do in the future on an annual basis. We will also solicit feedback from instructors and center contacts regarding the process of working together and with the participants, and how it could be more effective for both parties.
2. Expand and Diversify GMoA Exhibitions and Collection
  - a. **Exhibitions:** We will solicit ongoing feedback from artists about which opportunities most appeal to them, including through a survey released in the first year of this strategic plan implementation process. We will also solicit feedback from a wide range of visitors and virtual followers about the types of exhibitions they would like to see and the kinds of exhibition-related programs that would most interest them.
  - b. **Collections:** We will evaluate the direction of our collection growth with the ACE Committee at each quarterly meeting. We will also seek advice on pieces in need of conservation work in the collection, updating the conservation plan when needed and no less than every three years.
3. Become a Tourism Destination
  - a. **Facility:** We will identify facility improvement needs with contractors as needed. We will solicit feedback from visitors and virtual followers about the facility and whether it was a determining factor for their visit or lack of visit.
  - b. **Marketing:** We will review social media, website, and visitor analytics monthly and make note of what is most successful versus less-successful, especially regarding exhibition and event participation.
  - c. **Accessibility:** We will identify facility improvement needs for access. We will solicit feedback from visitors and virtual followers about the facility and any opportunities for access, as well as community partners working with people with disabilities.
  - d. **Rebranding:** We will survey community interest about the need for a new GMoA logo or rebranding during the rebranding process.
  - e. **Arts District:** We will survey community members about the need for a new or expanded facility and how else the GMoA could act as a gateway into the Arts District.
4. Improve Organizational Stability
  - a. **Benefits and Salary:** Staff will receive annual evaluations, including opportunities to discuss their needs and feedback. Staff are encouraged to vocalize the benefits most desirable to them during the process of establishing a new staff benefits package in the first year of the strategic plan implementation. Staff salary increases are evaluated during the process of creating the next fiscal year budget and are based on staff evaluations as well as the GMoA’s financial capacity.
  - b. **Board Recruitment:** We will assess success by the number of applications received, and the overall traction and analytics on social media and wherever the Board application is shared. If recruitment is not successful, we will solicit feedback from the Board of Trustees, GMoA Members, and our community about what would most invite their participation.
  - c. **Board Participation:** Staff and the Executive Committee will evaluate Board participation on an ongoing basis, and no less than twice a year so that Staff needs can be vocalized to Board in a timely manner.
  - d. **Endowment:** We will solicit feedback at the annual donor event regarding the types of programs, exhibitions, or other initiatives donors would be willing to support immediately and long-term.
  - e. **Grants:** Feedback will be solicited for rejected grant proposals when possible.

Objectives are NOT in priority order, but Tasks under each Objective ARE in priority order according to the designated Timelines. See calendar below for an abbreviated version of the implementation plan.

Revisions of this strategic plan, when appropriate, will be proposed by the Executive Director for approval by the Board of Trustees.

Abbreviated Visual Implementation Plan

	January	February	March	April	May	June	July	August	September	October	November	December
2022	<ul style="list-style-type: none"><li>• Update docent handbook</li><li>• Create list of volunteers</li><li>• Create free monthly themed tours</li><li>• <u>Establish Adult education Artist talks and lectures</u></li><li>• <u>Provide adult education virtual programs</u></li><li>• Survey visitors and virtual followers on our current exhibitions and programs</li><li>• <del>Install new storage in the workshop</del></li><li>• Generate artist wish list to diversify the collection</li><li>• <del>Re-instate GMoA Ad Hoc Marketing Committee</del></li><li>• Research rebranding process</li><li>• Schedule Accessibility audit of facility</li><li>• <del>Incorporate questions about access on visitor surveys</del></li></ul>	<ul style="list-style-type: none"><li>• Create gallery guides for the permanent collection galleries</li><li>• Host annual donor meeting in partnership with Community Foundation of NC East to increase annual donors to the endowment</li><li>• Develop plan for adding to the endowment annually</li></ul>	<ul style="list-style-type: none"><li>• Establish department specific internships</li><li>• Establish regular internship calendar and application process with ECU and PCC departments</li><li>• Create rotating exhibition gallery guides that will be available digitally and on site</li><li>• Create adult education art-focused social events</li><li>• Establish adult education performances</li><li>• Re-establish relationships with faculty at ECU and PCC to encourage use of GMoA resources</li><li>• Update mural on parking lot fence</li><li>• Establish a relationship with organizations representing people with disabilities</li><li>• Address and physical accessibility issues within the museum</li></ul>	<ul style="list-style-type: none"><li>• Repaint exterior of the entire facility</li><li>• Repaint all bathrooms</li></ul>	<ul style="list-style-type: none"><li>• Evaluate annual disbursement from endowment in operating budget</li></ul>	<ul style="list-style-type: none"><li>• Establish Teacher Advisory Committee with Pitt County Schools</li><li>• Solidify realistic fundraising calendar to match Board and Staff capacity</li></ul>	<ul style="list-style-type: none"><li>• Solidify funding for current Educational Coordinator position</li><li>• Establish educational resources and guides for docents and staff</li><li>• Develop outreach program activities related to GMoA Collection or Exhibitions</li><li>• Add light blocking shades to West Wing and Commons gallery windows</li><li>• Create annual marketing plan</li><li>• Establish bi-annual newsletter to museum members</li><li>• Create Fundraising/ Development committee</li></ul>	<ul style="list-style-type: none"><li>• Host annual Faculty Night for ECU and PCC teachers</li></ul>			<ul style="list-style-type: none"><li>• Create new mural on 8th street side of the building</li></ul>	

			<ul style="list-style-type: none"> <li>• Increase access initiatives</li> </ul>									
2023	<ul style="list-style-type: none"> <li>• Schedule regular tours either per semester or annually with ECU and PCC</li> <li>• Work with faculty on creating projects utilizing the collection and exhibitions and/or developing museum studies courses</li> <li>• Update permanent collection vault</li> <li>• Update conservation plan</li> <li>• Create a new GMoA logo</li> </ul>	<ul style="list-style-type: none"> <li>• Establish annual juried Black Artists Showcase each February</li> <li>• Print new rebranding materials and signage</li> </ul>	<ul style="list-style-type: none"> <li>• Replace parking lot lights</li> <li>• Add landscaping, outdoor art, and engaging lighting displays to 8th and Evans Street sides of facility</li> </ul>			<ul style="list-style-type: none"> <li>• Establish hours and rates for part-time Information Desk Assistant</li> </ul>	<ul style="list-style-type: none"> <li>• Remove contract status and increase hours for Educational Coordinator position</li> <li>• Create paid internship program</li> <li>• Create architectural plan for capital campaign</li> <li>• Create and distribute job description for part-time Information Desk Assistant</li> </ul>	<ul style="list-style-type: none"> <li>• Hire Part-time Info Desk Assistant</li> </ul>				
2024	<ul style="list-style-type: none"> <li>• Create Committee and plan for capital campaign</li> </ul>						<ul style="list-style-type: none"> <li>• Secure funding to support increased hours for outreach programming</li> <li>• Establish and secure funding for an open call for guest curators for special topic exhibitions</li> </ul>		<ul style="list-style-type: none"> <li>• Increase other artist opportunities or initiatives for specific communities</li> </ul>			
2025							<ul style="list-style-type: none"> <li>• Increase hours further for Educational Coordinator position</li> <li>• Add more sculptures around museum campus</li> <li>• Increase board diversity</li> </ul>					