



El Paso Museum of Art
Strategic Plan
Fiscal Years 2008-2012

El Paso Museum of Art Five Year Strategic Plan

- The El Paso Museum of Art is preparing for National Re-Accreditation by the American Association of Museums and needs to have its Strategic Plan approved by its City Manager and City Council
- All projected activities in the 5 Year Strategic Plan will take place at the El Paso Museum of Art, One Arts Festival Plaza, El Paso, Texas.
- The Strategic Plan begins on September 1, 2007 and will end on August 31, 2012 (FY 2008-2012).

Purpose

The Strategic Plan is used to guide the Museum in carrying out, enhancing, and refining the public service mission of the Museum

- Educating the public through art education and exhibition programs
- Caring for and maintaining a safe and secure 110,000 square foot building
- Being stewards of invaluable collection of art that belongs to the City of El Paso, but is collectively part of the cultural heritage of the world.

Strategic Plan Evolution

Strategic Planning Templates:

- National Endowment for the Arts
- American Association of Museums
- Museum Trustee Association

Process

From Mission and Vision to Goals,
Objectives, Outcomes, and
Strategies to Financial and Work
Force Application

The Mission: Guiding Principles of the Museum and Strategic Planning Process

The purpose of the El Paso Museum of Art (Museum) is to collect, interpret, preserve, and exhibit works of art that maintain and support the strengths of the Museum's collections of American art, European art, and Mexican art.

The Museum recognizes the region's diverse cultures through exhibitions, acquisitions, educational programs, and staff and board representation. The Museum is an educational institution dedicated to scholarship and training while providing a stimulating aesthetic environment and resource for all audiences.

EPMA Strategic Plan FY 2008-2012

- Introduction
- Challenges and Opportunities
- Statement of Principles
- Goals, Strategic Areas, and Strategies
- 2 Year Action Plans / 5 Year Projections

Introduction

- Contemplates what is possible without considerations of financial resources
- Discusses the Museum in its regional and global role as an agency that preserves heritage and culture for future generations
- Identifies Objectives and Goals and Prioritizes them by importance and Fiscal Years (Year 1 (2007-2008), Year 2 (2008-2009), and Year 5 (through 2012))
- Identifies Cost Factors and Staff for Successful Implementation

Action Plans and Projections

Strategically focuses staff and institutional direction

- Leadership (Director, Advisory Board, Foundation Board)
- Exhibitions (Curatorial)
- Permanent Collections (Curatorial)
- Development (Marketing/PR)
- Education (Museum, School, Outreach)
- Physical Plant/Security (Maintenance/Operations)
- Museum of Art Store (Museum Store Manager)

EPMA Strategic Planning Survey

Six Simple Open-Ended Questions

- The El Paso Museum of Art exists to...
- The El Paso Museum of Art serves...
- The El Paso Museum of Art's three greatest strengths are...
- The El Paso Museum of Art's three greatest weaknesses are...
- The thing that I value most about the El Paso Museum of Art is...
- Looking ahead to the next three to five years, I think the following factors should be considered in thinking strategically about the future of the El Paso Museum of Art...

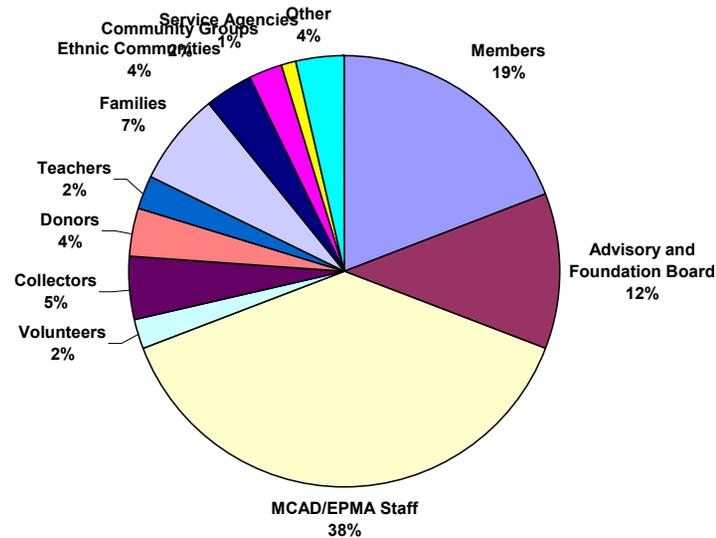
EPMA Strategic Planning Survey Respondents

- **Members across 11 zip codes in El Paso and Las Cruces**
- **El Paso Museum of Art and Museum and Cultural Affairs Staff**
- **El Paso Museum of Art Advisory Board Members**
- **El Paso Museum of Art Foundation Board Members**

Respondents

Respondents

Members	16
Trustees	10
Staff	32
Volunteers	2
Collectors	4
Donors	3
Teachers	2
Families	6
Ethnic Communities	3
Community Groups	2
Service Agencies	1
Other	3



Results of the Survey

(3 top answers to each question)

1. Museum exists to: Educate; Preserve Art; Exhibit Art
2. The Museum Serves: El Paso; Las Cruces; Juarez
3. Strengths: Collections; Education; Staff
4. Weaknesses: Communication; Parking; Marketing
5. Most Valued: Programming; Collections; Building and Spaces
6. Strategic Factors: Parking; Outreach; Funding

Overall Challenges

- Communication, Advocacy, Public Education
- New technology (Virtual Programming and Pod-casting)
- Diversification and New Partnerships
- Changing Pedagogy (Dept of Education)
- Community Funding
- Competency in the field and retention of knowledge

Projected Projects and Focus

- Updating all policies and procedures for Re-Accreditation
- Balancing the mission to provide for Mexican, European and American art program
- Focus on the development of publications on the Permanent Collections
- Increasing revenue through community support programs, grantsmanship and fundraising activities
- Development of organizational structure and processing of information and financials – an internal administration focus
- Analysis of all existing programs – qualitative and quantitative
- Focus on 50th Anniversary Programming (FY 2011)

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Highlights

Exhibition/Collections

Create a balance of exhibitions to better meet the mission of temporary and permanent exhibitions of works from



Mexico



Europe



America



Education

Continue to enhance and grow Adult Education Initiatives



Education

Address the needs of Pre-K through 2nd Graders



Education

Increase Docent Base - Provide more Training Opportunities



Education

Seek Funding Resource(s) - Grants to continue the popular bi-monthly Family Days



Education

Build Partnerships with Community Organizations



Development

Increase Fundraising through Friend-raisers, Fundraisers, Grants, Programming, Donations and Membership



Museum Store

Develop an On-Line Museum Store for Publications and Merchandise



Museum Operations

Develop and maintain cycle of stripping/refinishing and waxing concrete and wooden floors



Museum Operations

Add insulation to the ceiling areas of the Museum



Museum Operations

Upgrade and repair waterfalls and reflecting pools



Museum Operations

Remove and replace all exterior joint sealant on concrete panels & reseal windows and doorways



New Initiatives (Highlights)

Outreach

Enhance Museum Visitation and Develop New Audiences

- City of El Paso Arts Library (2008-2009)
- Museum of Art Café (2008-2012)
- Binational Art Exhibition with Museo de Art INBA, Juarez (2008)
- Business Membership Program (2008)
- Hidden Masterpiece Series (2008)
- On-line Resources (2008-2010)