

OKC OKLAHOMA CITY
MUSEUM
MOA OF ART

STRATEGIC PLAN

2015-2018

DONALD W. REYNOLDS VISUAL ART

OKLAHOMA CITY MUSEUM OF ART

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OKC OKLAHOMA CITY
MUSEUM
MOA OF ART



WHO WE ARE



FROM THE BOARD OF TRUSTEES

On behalf of the Board of Trustees of the Oklahoma City Museum of Art (OKCMOA), I invite you to review our Strategic Plan. We are proud of it. The plan is the product of a thoughtful and inclusive process, during which OKCMOA's trustees and staff deeply reflected on the Museum's mission and strategic direction, in light of the opportunities and challenges on the horizon and consulted key community stakeholders to gain a better sense of their interests and needs.

Out of this process emerged a renewed commitment of the Museum's leadership to create a positive, dynamic, and interactive visitor experience that engages new and diverse audiences, as well as potential donors and investors. We also committed to strengthening and expanding our permanent collection to provide a valuable legacy to future generations. OKCMOA is an important leader in the increasingly vibrant artistic milieu of Oklahoma City and will be for many years to come. This plan represents our vision of how to best serve our city and community with excellence and integrity.

THE HONORABLE JEROME A. HOLMES,
CHAIRMAN OF THE BOARD



All of us share the pride and joy of the remarkable renaissance of our community. We are continually amazed at the worldwide recognition of our changing landscape, culture, and quality of life. The Museum's investment in the center of our city has become an integral part of this rebirth.

The Museum's recent, record-setting exhibition of *Matisse in His Time: Masterworks of Modernism from the Centre Pompidou, Paris*, provided a unique experience. Our citizens and, also, visitors from every state in the country, had the special opportunity to LOOK at works of art from one of the finest museums in the world, to LISTEN to lectures and audio tours which focused on these priceless works of art, and to LEARN about many of the world's finest artists, their techniques, and the meaning of their works.

Congratulations to the staff and the Board for the development of this Strategic Plan. It establishes the platform for building on the success of the Museum. We are confident we can continue to provide high-quality exhibitions and programs and expand the Museum's own fine collection for the future benefit of all. This will enable all of us, our children and our grandchildren, to LOOK at art, LISTEN to lectures on art, and LEARN about art.

Every great city deserves a great art museum. Together, we can assure that our community has one!

J. EDWARD BARTH,
CHAIRMAN-ELECT OF THE BOARD





A BOLD VISION FOR THE MUSEUM AND OUR COMMUNITY

The Museum's rich history can be traced from a modest 1930s WPA gallery through a series of successive locations throughout the community. Finally, in 2002, the aspirations of a group of dedicated, visionary leaders were realized in the opening of the Donald W. Reynolds Visual Arts Center. This then-new, and enduring, home to the Oklahoma City Museum of Art featured expansive public spaces, spacious galleries to showcase the permanent collection and special exhibitions, a repertory cinema, and the numerous amenities expected from our members and visitors.

Today, we find ourselves at an important crossroads. In the brief period since the downtown location debuted, our city has experienced a dramatic urban renaissance—part of a national trend of people desiring to work, live, and play in the urban core. Likewise, our audience is rapidly changing—diverse in ethnicity, gender, life experience, and cultural expectations. Our situation is far from unique. Indeed, over the past two decades, art museums have undergone a quiet revolution in shifting our emphasis and resources to audience engagement in a way that only art museums—with our devotion to the real and on the material—can accomplish.

This Strategic Plan is the manifestation of these trends and a bold demonstration of our dedication to serving the community's current and future needs. We are indebted to Inasmuch Foundation for their longstanding commitment to the Museum and for their recognition that supporting this planning effort is a significant investment in our future.

While a finished document is certainly an outcome of a planning effort, the larger goal of the Museum leadership was to engage our Board, staff, investors, and civic leaders in discussions about how to deepen the relationship between the Museum and the community at large.

In accomplishing that effort, I am deeply appreciative of the dedication of the Board leadership—especially former Chairman Frank W. Merrick and current Chairman, the Honorable Jerome A. Holmes. I am especially grateful to the Board and staff planning committee, who thoughtfully guided the process through its critical early stages. A special debt is owed to Michelle Lory, who as executive project manager, established the tracking protocols to assist the Board and staff in our oversight.

Finally, I owe much of the ultimate success to Maureen K. Robinson. Describing Maureen as a planning consultant is somewhat of a disservice—above all, she was our guru, illuminating a path, while allowing us our own unique journey.

We're eager to share with you the results of our work—both in this guiding document and in your Museum experience.

E. MICHAEL WHITTINGTON,
PRESIDENT AND CEO



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OUR MISSION

The Oklahoma City Museum of Art enriches lives through the visual arts.

OUR VALUES

Offering experiences with the visual arts that are deeply engaging and of the highest quality

Assuring that creativity and innovation are cultivated, demonstrated and rewarded

Placing a priority on accessibility and inclusiveness so that everyone feels welcome

Working diligently to maintain the trust that donors and the community place in the Museum

Modeling integrity throughout our programs and operations

A photograph of a man and a woman in an art gallery. The woman, on the left, has short dark hair and is wearing a black top and large hoop earrings. She is smiling and looking up at a painting. The man, on the right, has white hair, glasses, and a beard. He is wearing a black leather jacket over a red and white checkered shirt. He is also looking up at the same painting. They are both holding a blue folder or brochure. In the background, there are several large abstract paintings with bright colors like yellow, pink, and green. The text "WHERE WE'RE GOING" is overlaid in white capital letters on a dark blue horizontal band across the middle of the image.

WHERE WE'RE GOING

EXECUTIVE SUMMARY

The Oklahoma City Museum Art has focused its Strategic Plan on opportunities that are the culmination of years of investment by the Museum as well as initiatives happening in the city, region and across the nation.

The urban renaissance of Oklahoma City introduces significant opportunities to the Museum. We are dedicated to reaching new audiences and providing rich, engaging experiences in which our community can enjoy the visual arts. The Oklahoma City Museum of Art will strive to lower the barriers of participation—intellectual, economic and cultural—by creating an environment where everyone is welcomed and valued.

We recognize that our permanent collection is a legacy and actively building the collection for future generations is a high priority. Likewise, enhancing core resources of the Museum will enable us to expand our exhibitions and programs, building upon our reputation for exceptional presentations and scholarship.

“At The Oklahoma City Museum of Art we are dedicated to enriching lives through the visual arts.”

THE MUSEUM'S SIX STRATEGIC INITIATIVES

I

Increasing dramatically the level and breadth of community participation in the Museum by focusing closely on the visitor experience

II

Enhancing the scope and quality of the permanent collection, exhibitions, and film program

III

Extending and deepening learning and engagement throughout the Museum

IV

Engaging new donors and investors in the Museum

V

Initiating a major campaign, tied to the 75th anniversary of the Museum (2020) to achieve significant gains in the endowment and core investments

VI

Investing in institutional capacity to sustain a talented, committed team, provide the tools and infrastructure for productivity, and assure a more resilient and robust business model

Each of these initiatives has corresponding goals. A highly detailed, operational work plan organized according to the divisions within the Museum allows staff to set deadlines and track accomplishments. The staff Leadership Team reviews the plan quarterly. The Board of Trustees reviews the plan at quarterly Committee meetings, and at an annual retreat.





I. FOCUSING ON THE VISITOR EXPERIENCE

GOALS

Create multiple entry points for public engagement

Create a visitor-centered experience

Expand the digital communications strategy

Re-imagine and redesign the approach to the Museum and first floor spaces

Be an integral, visible part of community life

II. ENHANCING THE PERMANENT COLLECTION AND PROGRAMS

GOALS

Deepen the artistic identity of the Museum

Increase curatorial capacity and visibility

Leverage the quality and reputation of the film program

Maintain the pace of conservation and collections management



Lowell Nesbitt (American, 1933-1993). *Parrot Tulip* (detail), 1973. Oil on canvas. Oklahoma City Museum of Art. Museum purchase with funds provided by the Jerry Westheimer Family, 1981.091

Walt Kuhn (American, 1877-1949). *Tiger Trainer* (detail), 1932. Oil on canvas. Oklahoma City Museum of Art. Museum purchase, 1981.035



III. DEEPENING LEARNING AND ENGAGEMENT

GOALS

Integrate active engagement throughout the Museum for both children and adults

Ensure K-12 students of all backgrounds have an opportunity to experience art and creativity

Re-frame and re-brand “school” concept

Cultivate and strengthen partnerships to capitalize on community connections

Increase opportunities for children to visit the Museum with families and friends

Build a strong culture of evaluation





IV. ENGAGING NEW DONORS AND INVESTORS

GOALS

Move visitor and participant engagement from transactions to relationships

Refresh events

Offer opportunities to lead and shape support activities

Increase membership in the Museum

Strengthen the corporate giving program

Revitalize planned giving program

Increase grant seeking to national foundations and cultural agencies

V. INVESTING IN OUR FUTURE

GOALS

Develop a master plan for renovation and expansion

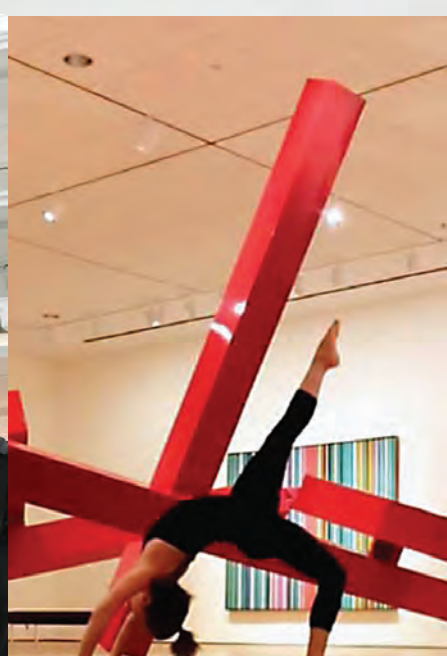
Research feasibility and potential scale of a major campaign, inclusive of endowment, construction, and investments in core activities

Increase the endowment by \$15 million

Create dedicated funding for core activities

Create the infrastructure for a successful campaign







VI. INVESTING IN OUR TALENT

Develop a strategic staffing plan

Build a Museum culture of collaboration and teamwork

Strengthen governance and ongoing board development

Increase earned income opportunities



ACKNOWLEDGEMENTS



This strategic planning effort was made possible by a generous grant from Inasmuch Foundation.

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ACKNOWLEDGEMENTS

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An abstract sculpture made of numerous colorful glass tubes in shades of orange, yellow, green, and blue. The tubes are twisted, bent, and looped together in a dense, chaotic arrangement, creating a complex, organic form. The sculpture is set against a dark background, and the lighting highlights the glossy, translucent texture of the glass.A close-up photograph of a grey stone wall, showing the rectangular tiles and the mortar lines between them. The wall is on the left side of the image, and the right side is occupied by the colorful glass sculpture.

OKC OKLAHOMA CITY MOA MUSEUM OF ART

ENRICHING LIVES THROUGH THE VISUAL ARTS

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A close-up photograph of the same abstract sculpture of colorful glass tubes, showing the intricate details of the twisted and looped glass. The sculpture is set against a dark background, and the lighting highlights the glossy, translucent texture of the glass.