

## THE ARTSPACE MISSION

- Catalyze artistic activities;
- Connect contemporary artists, audiences, and resources; and
- Enrich art experiences and activate art spaces.

## OVERALL ARTSPACE GOALS FOR 2017-2020

The Artspace board of directors and staff commit, over the next three years, to:

1. Strengthen Artspace's organizational capacity to sustain our role as an indispensable anchor institution for contemporary visual arts and service to artists and audiences of Greater New Haven.
2. Complete the 30<sup>th</sup> anniversary endowment campaign to sustain the benefits for our community from Artspace's presence, programs, and services.
3. Engage complementary community partners to enhance outreach and impact in other civic sectors.
4. Include artists in all aspects of planning, programming, education, and community outreach.
5. Focus Artspace's signature City Wide Open Studios festival to enhance impact for artists, audiences, and the community so the event may be sustained for another twenty years.
6. Grow only enough to better balance aspirations and capacity without losing our responsiveness, flexibility, thriftiness, and adaptability to a turbulent environment.

## ARTSPACE LONG-RANGE STRATEGIES

1. **Present outstanding contemporary art** - Exhibit innovative and challenging contemporary art work to inspire, educate, and enrich audience experiences;
2. **Engage our community** - Extend the power of contemporary visual art and artists to improve lives, advance social justice, and improve communities of New Haven., and promote and assist [or support or sustain or encourage] visual artists of Greater New Haven.
3. **Educate youth** - Invest in New Haven's future with arts programs that empower our youth and cultivate a future audience.
4. **Strengthen and sustain Artspace** - Build Artspace's capacity to serve artists and the community with effective governance, staffing, and funding.

## OVERALL STRATEGY STATEMENT

*By investing in efforts to strengthen and sustain Artspace, we will craft an environment to continue presenting outstanding contemporary art that engenders strong engagement and relationship-building with our community, whether that be through exhibitions, our education program, or events like City Wide Open Studios. These relationships and exchanges, based on a sense of belonging and an embracing of the creative voice, will shape the backbone of Artspace's brand, and inform the relevance and impact of our work. A growth in impact will increase the rationale for funding and support, bringing more resources back to Artspace, to be reinvested in our programs and organization, strengthening our profile as an indispensable artistic anchor in New Haven for nurturing and celebrating creative risk.*

## LONG-RANGE STRATEGIES, KEY ACTIONS, AND OUTCOMES

### Strategy 1. Present outstanding contemporary art

Outcome 1. **Artspace Gallery** Program exhibitions of cutting-edge works by emerging and established artists who make work relevant to New Haven and notable theme exhibitions in Artspace's galleries.

Gallery actions

- **Group and solo exhibitions** Present a series of group and solo exhibitions of cutting-edge works by established and emerging artists, including artists who make work relevant to New Haven in Artspace's galleries.
- **Major exhibitions** Present one or two guest-curated theme exhibitions per year.
- **Cultural equity** Govern, operate, and present programs to represent and celebrate the growing diversity of Greater New Haven, including the growing diversity of artists.

Outcome 2. **City-Wide Open Studios** Convene an annual open-studios festival (CWOS) as a community celebration of contemporary art and an opportunity to animate under-used spaces.

City-Wide Open Studios Actions

- **Start CWOS Innovation Committee on the Board**
- **Freshen and focus the CWOS festival** Develop a program plan that achieves a sustainable balance of artist opportunity, compact timeframe, critical mass, audience access, and staff capacity.
  - Develop one or more alternative plans to re-focus the festival to enhance its impact and become more manageable by staff and volunteers.
  - Test support for alternate plan(s) and alert artists and audiences to potential changes with a survey.
  - Employ social media strategy to attract younger audiences
  - Maintain an annual presence in the city-owned Armory.
- **Brand CWOS** Brand the festival so it is consistently understood as Artspace's signature event.
  - Develop a concise message to capture the essence of the festival in the spare language of social media.
  - Refine and test social media fundraising messages.
  - Market extensively before the event.
  - Use pre-festival Kickstarter campaigns to engage artists and donors and help build a social media following, and test other revenue-generating mechanisms via social media.
- **Post-CWOS follow up** Extend the impact of the festival

- After the event, organize surveys and communications among artists, collectors, and visitors.
- Develop plans to act upon the feedback to improve the program, and communicate those developments with those who contributed the feedback.
- **Connect artists** Encourage initiatives by artists, other venues and presenters, and collectors to take advantage of CWOS-related activities to foster connections.
- **Open opportunity** Provide a forum for showing and selling art work that is non-juried, inclusive and open to all area artists. Include an "alternative space" to accommodate artists who do not have studios in New Haven. Distinguish the inclusive nature of CWOS from curated gallery exhibitions.
- **Cultural tourism** Extensively promote CWOS to build the audience and draw visitors into New Haven from Connecticut, New York, and Massachusetts creating a weekend cultural destination. Develop improved data gathering techniques and reporting mechanisms to more accurately gauge demographics.
- **Building re-use** Animate the Armory and other under-used or vacant historic and other properties as exhibition spaces, contributing to their revitalization.

Outcome 3. **Artist in Residence Program** Build the program as a means to stimulate artists' careers, inspire other artists, create exhibitions, and provide gallery help.

## Strategy 2. Engage our community

Outcome 1. **Artists in community** Help match artists with opportunities to address pressing social issues in communities of Greater New Haven.

- Watch for artists with skills and synchronicity with the issues to help focus community attention, challenge, heal trauma, and bring creativity to civic problem solving.
- Respond to timely artist initiatives that fit Artspace mission and capacity.
- Always maintain quality contemporary visual art as a centerpiece of Artspace's community engagement.
- Remain open to using Artspace resources (space, staff, dollars) to support artist projects, yearnings, voices.

Outcome 2. **Community partners** Engage with complementary organizations in other sectors to bring Artspace expertise to convene, host, and showcase.

- While Artspace is not a social service organization or activist, timely partnerships bring artists into partnerships on behalf of education, youth development, public health, justice, public safety, neighborhood and downtown development, economic development, and tourism.

- Yale is always a critical partner (new deans of School of Art and Architecture).
- Sustain City of New Haven partnerships (e.g. Armory).
- Negotiate operational and programmatic partnership agreements (friendly memos) to confirm expectations, investment of resources, and protect Artspace and our partners from overextending capacity.
- Evaluate results of partnerships.
- Be selective to ensure competent partnerships and initiatives that advance Artspace mission and strategies, and allow for staff capacity, funding, and opportunity costs.
- School partnerships and tours.
  - Invite teachers to incorporate Artspace exhibitions into their curriculum by touring the galleries with students.

Outcome 3. **Existing Audiences** Create opportunities that allow artists, arts supporters, and the public to interact.

#### Community Connections Actions

- **Gallery openings** Host gallery openings as opportunities to celebrate art and artists and to connect artists, collectors, and community members. Board members attend and host post-gallery dinners as donor cultivation events.
- **Gallery events** Host performing arts and networking events. Educate visitors through demos and talks during openings and at other times.
- **Cultivate art collectors** Help develop local attitudes, skills, and habits of collecting contemporary art.
  - Develop a “Collecting 101” program to help collectors preview art, develop purchasing strategies, and navigate City Wide Open Studios. Recruit a volunteer chair. Budget fees to raise funds.
  - Manage updated website links to facilitate collector purchases.
  - Tell collectors’ stories, especially young collectors.
  - Plan a collectors’ home tour (see “other special events” Goal 4, outcome 2).

### Goal 3. Educate youth

Outcome 1. **Youth Education** Empower youth with arts enrichment and job-training opportunities. Summer apprentice program Provide approximately 18 New Haven high-school teens with creative work experience, and a new outlet for their creative voice.

### Goal 4. Strengthen and Sustain Artspace

Outcome 1. **Governance** Enhance the Artspace board of directors to increase its effectiveness.

- **Board development** Recruit new board members to replace retiring members and to achieve increased governing and fundraising capacity.
  - Specifically recruit civic leaders with business and corporate connections, philanthropic capacity, and interest in hosting donor events, who reflect New Haven's diversity, and support Artspace's mission. The Board has identified a specific desire to recruit a slightly older cohort to balance the age on the board.
  
- **Board responsibilities** Orient new board members to their responsibilities.
  - Update committee structures and recruit chairs and members: Executive, Auction, Endowment Campaign, [others?].
  - Maintain effective board communications with traditional and electronic means.
  - Board members participate in identifying and cultivating sponsors and major donors.
  - Recruit board members to serve as public hosts for openings and other special events.
  
- **Board leadership** Elect board presidents and vice-presidents to ensure orderly leadership successions.
  - Ensure continuity of board leadership of critical committees.
  
- **Planning and evaluation** The board ensures that Artspace develops periodic strategic plans and monitors outcomes.
  - The Strategic Planning committee monitors, reports progress fulfilling intended outcomes, and suggests adjustments to strategy as required. The committee, at each board meeting, will provide updates on the metrics against the strategic plan.
  - Continue to be good stewards of funds invested by donors, sponsors, and government agencies by reporting results.
  - The board renews formal planning in 2020.
  - Key Measures for each board meeting:
    - Endowment and fundraising \$
    - Board member recruitment and pipeline
    - CWOS Innovation updates

Outcome 2. Funding Sustain Artspace with adequate revenues.

- **Endowment campaign** Secure \$2 million in capital gifts and pledges to conclude the capital campaign.
  - Recruit additional volunteer leadership from the board and community.
  - Plan a high-profile donor event to honor a notable arts patron.
  - Create naming opportunities (while preserving unrestricted funding): gala honorees, endowed positions, dedicated scholarships, internships, and artist-in-residence programs.

- Over the long term, more fully develop the pyramid of small to larger donors.
- **Annual appeal** Implement the annual appeal and actively raise targeted amounts (not inclusive of individual board giving).
  - Phone to thank significant donors and call upon potentially highest donors to ask for their annual gift.
- **Social media awareness and fundraising** Test social media fundraising with a Kickstarter campaign to fund CWOS. With success, expand into generating support for other programs.
  - Develop staff and board capacity to communicate and cultivate community support with social media.
  - Develop video, image banks, and talking points for board, staff, and volunteer forwarding to their social media followers.
  - Facilitate artists and collectors sharing of Artspace experiences on social media to cultivate a sense of shared ownership and enthusiasm.
  - Ensure regular Artspace postings on trending apps.
  - Instagram "takeovers" - a featured artist or collector takes over the Artspace Instagram account for a day, posting behind the scenes pictures in their studio or going to view an artist's work.
  - Artspace podcast - launch a podcast in partnership with Baobab Studios to help both spaces with reaching a broader audience and building stronger community presence. A podcast is also a potential income generator, can attract local sponsorship, and provides trackable analytics.
- **Board giving** One hundred percent of Board members contribute annually and board members give what for each is a significant cash contribution, at or near the top of each member's philanthropic priorities.
- **Planned giving** Sustain communications to donors, attorneys, and the Community Foundation as a long-term campaign to encourage bequests and other planned gifts for Artspace.
- **Auction fundraiser** Sustain the annual art auction with board leadership, sponsors, table selling, and donated art works.
- **Other fundraising events** Recruit a volunteer chair and team to organize an Art Collectors' Tour of notable collections in Greater New Haven.
  - Organize small after-opening-donor-cultivation events\
  - Organize the Full Plate event (every 18 months).

- **Corporate sponsorships** Secure corporate sponsorships to achieve budget goals.
- **Foundation funding** Renew multi-year grants from the Warhol and New Haven Community Foundations and seek funding from new foundations.
  - Seek general operating funds and overhead support in program grants.
- **Additional grants** Secure grants from United Way, city, state, and federal agencies, and others to support general operations and arts programming.
  - Plan for increased volatility in public-sector funding.
- **Earned revenue** Enhance revenues from fees, event income, sales commissions, space rental, etc., so that earned income constitutes 15-20% of the annual budget.
- **Fiscal policy** Maintain a cash reserve sufficient to fund six to nine months of operations. Develop annual budget projections that align with this strategic plan. Approve an annual operating budget no later than June each year that sustains the cash reserve. Monitor actual income and expenses quarterly and adjust spending as necessary.

Outcome 3. **Staffing** Sustain Artspace with adequate staffing.

- **Staffing plan** Recruit, develop, and retain professional and support staff to fulfill the 2016 staffing plan, matched with a board-approved budget, and fundraising plan.
  - Evaluate the executive assistant/office position as it should free professional staff for more funding and program development.
  - Conduct performance reviews of staff linked to salary structure.
- **Succession plan** Prepare for eventual executive leadership succession.
  - Recruit a Yale SOM student to help staff inventory, document, and make accessible all important policies and procedures (artistic, funds development, fiscal, personnel, governance, operating, etc).
  - Annually budget for competitive staff salaries, executive assistant/office manager position, staff cross training, and cash reserve (four to six months' operating costs).
  - Approach one or more potential funders of executive transition costs to fund search and potential interim director.
  - The board actively governs through policy, plans, and monitoring results.
  - The board members aim to establish multiple points of contact between funders and Artspace, for purposes of donor cultivation, board recruitment, and successful succession planning.

- **Volunteer program** Grow the number of active volunteers (not including board/VAC) from 20 to 75 through more intensive recruitment and recognition/appreciation activities.
  - Utilize Community Engagement Manager to develop a strategy that builds the volunteer program's capacity, and connects it with Artspace's community building strategy.

Outcome 4. **Communications and Administration** Sustain Artspace with effective communications and administrative systems, and adequate facilities.

- **Brand events** Visibly brand and market all Artspace events and partnerships to raise Artspace's presence among artists, the community and supporters.
- **Social media** Increase Artspace capacity and constituents' use of social media, adapting to new trends of usage and applications. (see **Social media awareness and fundraising** above)
- **Web site** Maintain the Artspace web site as an intuitive, user-friendly site with seamless interface with CWOS site that permits simple digital artwork submission and review, updates by staff and data analysis.
- **Advertising** Seek resources to allow Artspace to sustain advertising on NPR, in art publications, New York Times, etc. as exhibitions merit.
- **Build and improve database** Capture contact information from events, particularly CWOS, to build network of donors and supporters. Grow mailing and "friends" lists 15% each year.
- **Equipment upgrades** Budget to upgrade computers, software, and other office equipment as needed.
- **Facilities** Maintain facilities as needed.
  - Monitor downtown facility development should need or compelling opportunity arise to relocate.



### Planning Methods

A Planning Committee was formed in December, 2015 comprised of Artspace board members Matthew Maleska (Board Chair) and Semi-Semi Dikoko; Yale School of Management Board Fellow Gretchen Wright; and Executive Director Helen Kauder. The Planning Committee conducted board, staff, and community interviews around key questions (see Agenda) in preparation for the planning retreat. Members of the board, staff, Curatorial Advisory Board, and invited guests gathered on July 9<sup>th</sup> and 10<sup>th</sup>, 2016 to develop the new strategic plan. Craig Dreeszen, Dreeszen & Associates, facilitated and documented consensus among participants. Post-retreat, the Planning Committee, working from a rough first draft supplied by Mr. Dreeszen, met several times to complete a draft plan for board review. The Artspace board voted to adopt the plan without further changes on October 13, 2016.



The Community Foundation  
for Greater New Haven

WIGGIN AND DANA

Planning was organized by the Artspace Planning Committee. Planning was made possible with funding from the Community Foundation for Greater New Haven.

Meeting facilities were provided by Wiggin and Dana.

### Participating:

Marion Belanger, Artspace Board  
Julie Bernblum, Artspace Board  
Jennifer Burbank, Artspace Board  
Deborah Dancy, Artspace Board  
Kathleen DeMeo, Artspace Board  
Semi-Semi Dikoko, Artspace Board  
William Kalinowski, Artspace Board  
Helen Kauder, Executive Director  
Sean Koehler, Artspace Board  
Jessica Labbe, Artspace Board  
Matt Maleska, Artspace Board Chair  
Sinclair Marber, Artspace Board  
Barbara Pearce, Artspace Board

Gretchen Wright, Yale SOM Board Fellow  
Amy Wrzesniewski, Artspace Board  
Tambira Armmand, Artspace Director of  
Community Engagement  
Sarah Fritchey, Artspace Curator & Gallery  
Director  
Katie Jurkiewicz, Artspace PR Coordinator  
Scott Shuldt, CWOS Alt Space Manager  
Rashmi Talpade, Flatfile Manager and  
participating artist  
Aude Jomini, Curatorial Advisory Board  
Paul Theriault, Curatorial Advisory Board

**ARTSPACE Strategic Planning Retreat June 9-10, 2016**  
**Agenda**

**Saturday, June 9, 2016 6:00 to 8:00 p.m.** *Home of Helen Kauder, 421 Humphrey Street, New Haven*

- Light meal and welcome, introduce planning committee, retreat objectives
- Reflections from interviews with board, staff, and community members
- Introduce planning questions that we'll consider Sunday

**Sunday, June 10, 2016 9:00 a.m. to 3:00 p.m.** *Offices of Wiggin & Dana, 265 Church Street, New Haven*

9:00 a.m. -- Briefly review retreat agenda and expectations

10:00 a.m. -- Identify and discuss critical planning questions that, if resolved, will define the core strategic plan. We define and clarify the issues in the morning and then choose two or three to discuss in more depth in small groups in the afternoon.

1. **Community engagement** How shall we engage with art and artists to confront social and economic justice and environmental action?  
 [Prioritize among these potential discussion topics:]
  - a. Shall we be proactive or responsive to community initiatives?
  - b. How shall we support, promote, and exhibit local artists?
  - c. How can we keep the arts central to our community work?
  
2. **Organizational sustainability** How can we build ARTspace's capacity?  
 [Prioritize among these potential discussion topics:]
  - a. Overall, balance aspirations and capacity
  - b. Efficient and sustainable staffing structure
  - c. Board governance
  - d. Plan for leadership succession
  - e. Funding programs and operations
  - f. Endowment campaign
  - g. Extend impact through partnerships
  - h. Evaluate results
  
3. **Programming** How can we best sustain our programming to achieve our mission?
  - a. City Wide Open Studios – should it be biennial?
  - b. Confirm other existing programming priorities?

12:00 p.m. – Lunch

12:45 p.m. – [optionally break into two or three small-group planning discussions to resolve planning questions – or stay in plenary session]

2:00 p.m. -- Reports and discussion of recommendations from each small group

2:45 p.m. -- Review next steps to develop the plan & Adjourn