**2018–2020 STRATEGY:** To become a consistent and vibrant center in Central Massachusetts for the experience of contemporary art.

**STRATEGIC IMPERATIVES: 2018 Goals**

### Maximize Impact for Artist Members and Supporting Members

1. Evaluate current programming against needs of artist members  
   - A. Solicit member input for current and new programming  
   - B. Implement twice-annual membership renewal periods  

2. Identify new programming options to meet the needs of artist members  
   - A. Evaluate proportion of members’ exhibitions to solo exhibitions  
   - B. Pilot featured-member publicity  

3. Define programming options for supporting members  
   - A. Implement one to two private gallery tours a year  
   - B. Fully institutionalize artist talk program

### Improve Financial Sustainability

1. Define endowment options, including portal and protocols  

2. Increase corporate giving by 3% over FY2017  
   - A. Develop a new method or strategy for engaging existing and new corporate donors  
   - B. Meet with three new prospects a year to introduce our work

3. Engage board in developing fundraising strategy  
   - A. Encourage full Board participation with Annual Fund stewardship  
   - B. Secure board members to assist with individual, corporate, and university supporters

### Increase Operational Capabilities

1. Secure transitional staffing to support an ArtsWorcester campaign and facility move  
   - A. Define position responsibilities and tenure  
   - B. Hire appropriate individual

2. Plan for changing capacity to support Arts Worcester operations after a facility move  
   - A. Define and budget for expanded hours of operation  
   - B. Estimate potential increased revenue or savings  
     - i. Increased supporting and artist membership  
     - ii. Art sales  
     - iii. Volunteer contributions to gallery staffing  
   - C. Estimate increased expenses in a new location  
     - i. Electricity  
     - ii. Parking (monthly spots for staff and occasional lot rental)  
     - iii. Exploration and expansion of participation in downtown activities

3. Evaluate new software options to improve administration of individual members and artists  
   - A. Articulate successes and challenges in current software  
   - B. Engage a board member to survey similarly-sized local organizations on their software, its benefits and drawbacks

### Increase Awareness and Improve Infrastructure

1. Acquire funding to support a move to an accessible and inviting facility  
   - A. Engage individual, foundation, and corporate donors in campaign  
   - B. Engage board members in hosting prospect and donating individuals

2. Plan a move to the new facility  
   - A. Determine exact fixture, furnishing, and equipment needs  
   - B. Specify storage needs in relation to programmatic use  
   - C. Plan time-line for activities and payment to vendors

3. Develop and execute plans to increase awareness of Arts Worcester  
   - A. Expand relationship with the Worcester Public Schools  
   - B. Engage board members to bring or send at least ten new individuals to ArtsWorcester annually  
   - C. Join the Theatre District Alliance and participate in related activities