

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

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

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 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