

MOVING TOWARD COMMON GOALS

A STRATEGIC VISION FOR
COOS ART MUSEUM
2024-2026





Mary Wilson
Triptych
Mitch Geisert



Driftwood
Michael Brophy



Mango Mango
Red Grooms



Shinrin-yoku
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On behalf of our board of directors and staff, I am thrilled to present Coos Art Museum's Strategic Vision for 2024-2026. This plan provides a comprehensive framework, including our vision, mission, values, strategic goals, objectives, and benchmarks, which will serve as our guiding principles for the next three years.

Upon joining Coos Art Museum, I quickly recognized the incredible dedication and passion within our team, from those who govern the museum to those who deliver programs and exhibitions, as well as those who represent the museum in our local community and beyond. The missing piece, however, was a clear understanding of our "why" – the purpose behind our work and who benefits from it. I aimed to harness everyone's efforts and unite us under common goals with a shared sense of purpose.

Our Strategic Vision has emerged from deep reflection and a revitalization of our mission, vision, and values, ensuring that they authentically resonate with the museum's aspirations and the evolving landscape of art. At the core of our renewed focus are strategic goals that encompass maintaining and enhancing our facilities, exploring and striving for museum accreditation, deepening our commitment to community engagement and community-driven growth, and advancing our cultural competency. With the unwavering support of our community, I am confident that this strategic vision will not only enrich our museum's legacy but also create an inclusive, vibrant, and enriching space for art enthusiasts and our wider community.

Lydia Heins
Executive Director
Coos Art Museum

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OUR COMMON PURPOSE



VISION

We envision a world where art is accessible to all and fosters creativity, cultural appreciation, and personal growth.

MISSION

Coos Art Museum serves as a cultural resource for Oregon's South Coast through exhibitions and educational programs that inspire appreciation and exploration of visual art.

CORE VALUES

Bringing our vision to life and fulfilling our mission begins with a commitment to certain core values that guide our work. The Coos Art Museum is devoted to the following core values:

Community

We believe the arts foster a vibrant tapestry of creativity, imagination, and expression that enriches our lives, sparks innovation, and fosters deep connections across cultures and generations.

Learning

We offer arts education as a fundamental cornerstone of holistic development, fostering creativity, critical thinking, and empathy, while empowering individuals to explore their unique identities.

Accessibility

We strive to make the arts intellectually, physically, and economically accessible to everyone.

Equity

We endeavor to create a culture of diversity, access, and inclusivity that is represented in the museum's collection, exhibitions, and educational programs, and among members of the Board, staff, and volunteers.

Stewardship

We are responsible stewards of the resources that have been entrusted to our care.



OUR COMMON GOALS



ENHANCING THE EXPERIENCE

ENHANCE THE VISITOR EXPERIENCE BY MAKING MUCH-NEEDED INVESTMENTS IN OUR FACILITIES AND OPERATIONS

The enhancement of the building and facility infrastructure at Coos Art Museum is pivotal for several reasons. Firstly, safety construction projects are essential to ensuring the well-being of visitors, staff, and precious artworks, safeguarding against potential hazards and preserving the museum's reputation as a secure destination. Accessibility upgrades not only align with legal mandates but also demonstrate the museum's commitment to inclusivity, ensuring that all visitors, regardless of their physical abilities, can comfortably and fully engage with exhibits. Aesthetic upgrades are crucial for maintaining a contemporary and inviting ambiance, further attracting a broad audience and offering an enriching visual experience. Additionally, enhancing the building's exterior with strategic marketing not only increases visibility but also solidifies the museum's presence as a landmark and cultural hub in the community.

OBJECTIVES

- Prioritize the identified facility projects.
- Create a comprehensive funding plan with grants, partnerships, and other fundraising activities.
- Implement the planned upgrades and renovations, ensuring that they align with modern museum standards and enhance the overall visitor experience.
- Explore the financial and logistical impact of transferring ownership of the Permanent Collection from the City of Coos Bay to the Coos Art Museum.

PHASING	
2024 (Year 1):	Financial Planning, funding infrastructure, low level/majority funded projects
2025 (Year 2):	Mid-level facility projects
2026 (Year 3):	Complex/ high-dollar facility projects



ALIGNING OUR EFFORTS

PURSUE MUSEUM ACCREDITATION BY THE AMERICAN ALLIANCE OF MUSEUMS (AAM)

Pursuing AAM accreditation is a strategic move for the Coos Art Museum to enhance its credibility, professionalism, and stature within the museum community, while also bolstering its financial stability and sustainability. The required Core Documents, such as the Code of Ethics, Collections Management Policy for artworks and artifacts, and the Strategic Plan, serve as foundational pillars that ensure the museum operates with integrity, transparency, and a clear vision for its future. Moreover, these documents foster a resilient financial future and provide a structured framework that aligns the museum's efforts with industry best practices and standards. Achieving AAM accreditation not only validates the museum's commitment to excellence but also strengthens its appeal to potential donors, partners, and the broader community, emphasizing its dedication to preserving and presenting art in the most responsible and impactful manner.

OBJECTIVES

- Establish a team that will deliver the AAM accreditation materials.
- Engage in thorough research and consultations with AAM-accredited museums and AAM representatives to ensure accreditation is right for CAM and to understand the prerequisites, challenges, and benefits.
- Develop a roadmap with clearly defined milestones and timelines for pursuing accreditation.
- Establish and codify financial benchmarks like minimum balances and purchasing processes to optimize financial controls and stability.
- Begin Core Documents Verification and the formal application process, ensuring that all necessary preparations and documentations are in order.

Phasing	
2024 (Year 1):	Making sure that Accreditation is right for CAM, beginning doc review
2025 (Year 2):	Museum Assessment Program
2026 (Year 3):	Preparation for Core Document Verification

STRENGTHENING FOR GROWTH

DEFINE AND UNDERSTAND OUR COMMUNITY AS A MEANS FOR ENGAGING NEW AND EXISTING AUDIENCES

Defining and understanding the community is paramount for Coos Art Museum to ensure its relevance, resonance, and effectiveness in its cultural engagements. Given some lack of clarity on geographic focus and the sources of artistic talent, a clear understanding of the community's identity and expectations will provide a roadmap for informed decision-making. By exploring the distinction between being a local versus a regional museum, the Coos Art Museum can strategically position itself, catering either to the immediate community's distinct tastes or appealing to a broader, diverse regional audience. Such clarity will not only optimize resource allocation but also solidify the museum's identity and role in the cultural landscape, ensuring its sustainability and impact for years to come.



OBJECTIVES

- Engage CAM Board and Staff in discussions about what the CAM community is, establishing a consensus on geographic community and reach.
- Conduct a series of community outreach and engagement activities to gather insights into the diverse perspectives and needs of our local community.
- Analyze the data and feedback from the community engagement activities to establish a comprehensive definition of who our community is.
- Create a community advisory board, comprising representatives from diverse community segments, to ensure that the museum's programs and initiatives resonate with and serve our community effectively.
- Review and adjust our exhibits, programs, and activities annually, based on the evolving definition of our community, ensuring inclusivity and relevance.

Phasing	
2024 (Year 1):	Internal community discussions (Board, Staff, Members)
2025 (Year 2):	External community discussions, gathering and assessing feedback
2026 (Year 3):	Interpretive Plan

LEARNING TO DO BETTER

CULTIVATE CULTURAL COMPETENCY AMONG CAM BOARD AND STAFF

Living the phrase, “When I know better, I do better,” cultural competency among the board and staff at Coos Art Museum is essential for fostering an inclusive, respectful, and dynamic environment. As art often transcends borders and reflects diverse perspectives, a culturally competent team can better understand, interpret, and showcase pieces in a manner that honors their origins and resonates with a varied audience. Moreover, in an increasingly globalized world, cultural competency ensures that interactions with artists, patrons, and the broader community are respectful and informed, reducing potential misunderstandings or oversights. This not only enriches the museum's offerings but also solidifies its reputation as a forward-thinking institution dedicated to celebrating the multifaceted tapestry of human expression.

OBJECTIVES

- Develop a DEAI statement for the organization
- Commission an external consultant to conduct DEAI workshops.
- Adjust the DEAI statement to be true to the museum’s current abilities, while also looking to the broader museum field and the future for best practices.
- Conduct regular cultural competency training sessions for both new and existing board members and staff.
- Establish a continuous feedback mechanism, where board members and staff can share insights, learnings, and suggestions to further enhance cultural competency within the museum.

Phasing	
2024 (Year 1):	Establish baseline DEAI statement, land acknowledgement
2025 (Year 2):	External consultation for board & staff development
2026 (Year 3):	Re-evaluation of DEAI statements

LONG-TERM AND ONGOING GOALS

In addition to our strategic goals, the Coos Art Museum also pursues long-term and ongoing objectives. These objectives serve as a guiding force for the museum over time and bolster the achievement of our strategic goals, which are established for each strategic planning period.

PROMOTE FINANCIAL SUSTAINABILITY

Financial sustainability is essential to support the museum's ongoing operations and growth, aligning with its mission and vision.

- Implement financial strategies to ensure the long-term financial stability of the Coos Art Museum.
- Regularly review financial statements and reports to track progress towards achieving financial sustainability targets.
- Collaborate with financial experts and develop comprehensive financial plans and policies to secure the museum's financial future.

INCREASE VISIBILITY

Increasing visibility aligns with the museum's goal of becoming a focal point for art and creativity, fostering greater community engagement.

- Establish a comprehensive marketing and outreach plan to increase the museum's visibility within the South Coast region and beyond.
- Track website traffic, social media engagement, and attendance at museum events to gauge the effectiveness of visibility initiatives.
- Invest in marketing campaigns, partnerships with local media, and online presence optimization to reach a wider audience.

COLLABORATE WITH COMMUNITY PARTNERS

Collaboration strengthens the museum's role as a cultural hub and promotes community engagement.

- Establish partnerships with local organizations and businesses to enhance the impact of arts and culture in the community.
- Monitor the number of community partnerships established and the outcomes of collaborative projects.
- Actively seek out potential partners and engage in joint initiatives that align with shared goals.

CELEBRATE LOCAL ARTISTS AND THEIR WORKS

Celebrating local artists contributes to the museum's role in fostering regional artistic talent and pride.

- Organize regular exhibitions and events dedicated to showcasing the work of local artists.
- Track the number of local artists featured, audience attendance, and sales of local artists' works.
- Foster relationships with local artists and their communities to facilitate collaboration and support.

CONTEXTUALIZE LOCAL ART WITH NATIONAL AND GLOBAL SIGNIFICANCE

Contextualizing local art enriches the understanding and appreciation of art within a broader context.

- Create exhibitions and educational content that connect local art movements and artists with national and global artistic contexts.
- Assess the effectiveness of contextualization efforts through visitor surveys and feedback.
- Collaborate with art historians and curators to research and present informative exhibitions and materials.

PROVIDE ART FOR ALL

Providing art for all aligns with the museum's mission to promote art appreciation and engagement within the community.

- Develop a comprehensive education program that offers art-related activities for all age groups, from children to seniors.
- Monitor participation rates in education programs and exhibition attendance across different age demographics.
- Collaborate with educators and artists to design age-appropriate programs and exhibitions.

EXPLORE TRADITIONAL AND TRENDING ARTISTIC MEDIA AND BEST PRACTICES

Staying current with artistic trends ensures the museum remains dynamic and appealing to a wide audience.

- Research, incorporate, and showcase both traditional and emerging artistic media and practices in exhibitions and programs.
- Evaluate visitor feedback and attendance at exhibitions and events featuring different artistic media.
- Establish a curatorial and programming team dedicated to researching and curating diverse art forms.

STRATEGIC PLANNING PROCESS

2024-2026

The process undertaken by the Coos Art Museum for the 2024-2026 Strategic Vision was a collaborative effort initiated by the Executive Director who joined the Coos Art Museum team in April 2023. The Director conducted meetings with both staff and Board members in discussions geared toward revisiting and refreshing the museum's vision, mission, and value statements. Furthermore, they collaboratively established strategic goals, ensuring a phased and systematic approach to their realization. Long-term goals and vision statements from the Museum's 2018-2022 Strategic Plan were updated and added to the 2024-2026 Plan.

By November 2023, the collective efforts culminated in the adoption of a defined and forward-thinking strategic plan, poised to guide the museum's endeavors in the coming years.

2027 AND BEYOND

Spring 2026 will mark the beginning of the process to renew the Coos Art Museum's strategic plan. At that time the Executive Director will undertake the development of the next Strategic Plan, identifying needs, process, and discussions.



**WHO WE
ARE**



BOARD OF DIRECTORS

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Vice President

Kathleen Zappelli,
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Valerie Flynn
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Regina Gregory
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Custodian

Natalie Hargreaves
Curator of Collections

Dana Reick
Exhibitions Preparator

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