



Approved by Board of Directors November 2023

Mission

THE GIBBES MUSEUM ENHANCES LIVES THROUGH ART by engaging people of every background and experience with art and artists of enduring quality; collecting and preserving art that touches Charleston; and providing opportunities to learn about, enjoy, discover, and be inspired by the creative process.

The Vision

Art is the Reason

THE GIBBES MUSEUM PROVES THAT ART HAS THE POWER TO ENHANCE AND TRANSFORM LIVES. We are the crucial setting for active and creative immersion in the world of art and artists. We present relevant and dynamic programs originating from our collection, scholarship, exhibitions, artist studios, and classrooms. We strive to reflect the vast diversity of the communities we serve through our visitors, members, volunteers, Board of Directors and staff and to present our collection and educational experiences in new settings that will reach all those communities. A visit to Charleston is not complete until you experience the Gibbes.

COMMITTED TO EXCELLENCE IN ALL THAT WE DO, THE GIBBES VALUES, SUPPORTS, AND PROMOTES:

- an exceptional, diverse team of staff and trustees;
- interactive and creative educational experiences;
- responsible fiscal management;
- strong fundraising programs; and
- ongoing commitments to diversity, equity, accessibility, and inclusion.

Goals

AS THE GIBBES FACES NEW AND CHALLENGING REALITIES, the Board and staff must work to develop programs and initiatives that maintain the integrity of the collection, encourage exhibitions and education programs, foster community support, and generate revenue while furthering our commitments to diversity, equity, accessibility, and inclusion. To facilitate the identification of the goals, five focus areas were established. They are **(i) Collections and Exhibitions, (ii) Creators, (iii) Connections, (iv) Constituencies, and (v) Contributions and Commercial Success**. Under each focus area the Strategic Planning Committee identified goals for the 10-Year Plan (2028) to best serve the membership and strengthen the organization. To continually provide high-caliber experiences, the Gibbes goals are to:

- 1. refine the quality of the Gibbes Collection and enhance the significance of the exhibitions;**
- 2. deliver a museum experience that nurtures understanding from artistic conception to completed object;**

3. **achieve recognition as the hub for the creative arts that drive economic development in Charleston;**
4. **embrace the broader community we serve and make the Gibbes inviting and accessible to all;**
5. **ensure stability and growth through robust business and development models that include all elements of the community.**

The Strategies

STRATEGIES ARE WAYS BY WHICH TO ACHIEVE THE 2028 GOALS OF THE GIBBES. Each of the five strategies presented below are followed by an explanation of what constitutes success, initiatives to address each strategy, near term action items, and identifies the staff and Board leadership roles for the initiatives and action items.

1. **Optimize our value by collecting and exhibiting the highest quality art that is transformative, intellectually complex, and includes cross-cultural perspectives fostering a more diverse and expanded canon of art history.**
2. **Develop and promote a museum experience that begins with the creative process and fosters engagement with local communities and the regions we serve.**
3. **Deliver educational programs that incorporate art, employ interdisciplinary learning strategies, and engage multiple perspectives.**
4. **Build leadership that reflects the diversity of our local communities and the regions we serve.**
5. **Operate continuous fundraising activities that focus on building endowment and achieving other longer range objectives.**

STRATEGY 1 Optimize our value by collecting and exhibiting the highest quality art that is transformative, intellectually complex, and includes cross-cultural perspectives fostering a more diverse and expanded canon of art history.

Success would be evidenced by:

- 1.1 acquiring quality works of art to address the imbalance in our collection;
- 1.2 gaining national and international recognition for our exhibitions;
- 1.3 achieving recognition as a place for transformational community conversations;
- 1.4 attracting major artists for our visiting artist program;
- 1.5 achieving diverse audiences and perspectives through our collection and exhibitions.
- 1.6 reaching a younger demographic through our collection and exhibitions;
- 1.7 fundamentally changing the way we experience art.

STAFF LEADERS: CEO, Chief Curator/Director of Curatorial Affairs, Curatorial Assistant, and Curator of Special Projects

BOARD ACCOUNTABILITY: Collection & Exhibitions Committee and DEAI Committee

Initiative 1: Update and reorganize the Gibbes Collections Profile thematically.

Initiative 2: Curate the permanent collection galleries to reinforce the content themes: **(i) Conservation of the Environment, (ii) Social Justice, (iii) Health and Wellness, and (iv) Innovation.**

Action – Listening Session initiative in FY2023.

Action – Establish a plan for reinstallation of permanent collection by FY2025.

Initiative 3: Successfully complete AAM Re-Accreditation process in FY2023/24.

Initiative 4: Expand the focus on collecting art by underrepresented and BIPOC artists.

STRATEGY 2 Develop and promote a museum experience that begins with the creative process and fosters engagement with the visitor, including the tourism market and local communities.

Success would be evidenced by:

2.1 maximizing the potential of the renovated facility by identifying art creation and education as a major priority;

2.2 becoming known for extending the art experience beyond the museum walls;

2.3 offering Visiting Artists the opportunity to sell objects in the Art Sales Gallery and through artist-based product lines in the museum store;

2.4 becoming known for changing lives and communities through the creative process;

2.5 developing effective ways to measure success;

2.6 increasing membership, visitation, and engagement of underrepresented groups.

STAFF LEADERS: CEO, Director of Education & Programs, Co-Director of Education & Programs, Curator of Contemporary Initiatives & Visiting Artists, and Education & Programs Assistant, Development Department

BOARD ACCOUNTABILITY: Education & Program, External Affairs and DEAI Committees.

Initiative 1: Build out on-site spaces, tours and digital educational components that enhance the visitor experience for all ages, diversity, and accessibility.

Initiative 2: Bring the Museum to local communities through neighborhood workshops, tangible art installations, and neighborhood art festivals such as the “Gibbes-on-the-Go” and “ReFrame” programs.

Initiative 3: Engage with area schools and strategic partners to foster advocacy, bolster visual learning and art education.

Initiative 4: Develop and implement pilot community engagement programs such as ‘Be My Guest Day’, ‘Family Day’ and ‘Pay as you will days’, to bring additional visitors to the museum.

Initiative 5: Partner with community organizations with existing infrastructure to leverage and to enhance our arts and education programs and initiatives.

STRATEGY 3 Deliver programs that incorporate art, employ interdisciplinary learning strategies, and engage multiple perspectives.

Success would be evidenced by:

- 3.1 Visiting artist and exhibition programming that attract diverse participants;
- 3.2 Expanded technology to reach audiences both within the museum and remotely;
- 3.3 Increased student, family, lifelong learning and community opportunities.

STAFF LEADERS: CEO, Director of Education & Programs, Co-Director of Education & Programs, Curator of Contemporary Initiatives & Visiting Artists, Education & Programs Assistant and Gibbes Museum Interpreters

BOARD ACCOUNTABILITY: Education & Program Committee, and DEAI Committee

Initiative 1: Measure and improve the effectiveness of current education programs;

Initiative 2: Use technology to develop tools that make the museum experience and museum programs more accessible;

Initiative 3: Develop lesson plans and professional development tools for educators to incorporate the arts into the classroom;

Initiative 4: Develop an internship program for students of color to build leadership skills in museum fields;

Initiative 5: Continue to develop relationships with a wider range of community partners.

STRATEGY 4: Increase diversity of leadership and composition of Board and Staff to reflect all communities served by the museum. This includes diversity based on race, ethnicity, gender, religious affiliation, socio-economic status and sexual orientation.

STAFF LEADERS: CEO; Chief Advancement Officer; Director of Board Admin/Membership; Chief Curator/Director of Curatorial Affairs; Director of Education & Programs; and Co-Director of Education & Programs.

BOARD ACCOUNTABILITY: Board Chair and Vice Chair; Executive Committee; Governance Committee; and DEAI Committee.

SUCCESS would be evidenced by:

- 4.1. having a Board, Staff and Leadership whose demographics reflect the demographics of the region and communities that the museum serves;
- 4.2. adopting and implementing policies, practices, and outreach programs that affirmatively and continuously attract, recruit, and retain BIPOC, LGBTQ+, and other underrepresented groups for Board and Staff;
- 4.3. creating ways to eliminate barriers to Board membership for underrepresented groups, including expanding the current Board DEAI fund;

4.4. collecting data to assess progress in making the museum more diverse, equitable, accessible and inclusive, and welcoming to all, and sharing that data with museum stakeholders.

Initiative 1: Expand contacts and relationships with local and regional organizations, colleges (especially HBCU colleges and universities), networks, professional organizations, and churches in an effort to increase diversity on Board and Staff;

Initiative 2: Create and/or expand mentorship, professional development, and leadership opportunities for Staff;

Initiative 3: Provide opportunities for underrepresented groups to assume Board leadership roles;

Initiative 4: Raise and allocate appropriate funding to remove financial barriers to Board service and to support DEAI initiatives;

Initiative 5: Implement recommendations from the DEAI Committee on measures to improve demographic data collection;

Initiative 6: Develop milestones to measure progress.

STRATEGY 5 Operate continuous fundraising activities that focus on building endowment and achieving other longer range objectives.

Success would be evidenced by:

- 5.1 Raising \$10 million dollars to establish an acquisitions, exhibition and operating endowment;
- 5.2 establishing and implementing a planned giving program;
- 5.3 the Board providing 40% of annual fundraising dollars;
- 5.4 increasing the donor/member pool from 2000 households to 4000 households;
- 5.5 adding space for exhibitions and administrative services.

STAFF LEADERS: CEO, Chief Advancement Officer, Director of Board Admin/Membership, Associate Director of Special Events, Development Assistant, and Special Events Assistant

BOARD ACCOUNTABILITY: All Board members

Initiative 1: Implement an endowment fundraising strategy that mirrors the exhibition and programming content themes of **Conservation and the Environment, Social Justice, Health and Wellness, and Innovation.**

Action for 2023 – Create a compelling case statement for the endowment campaign that focuses on the importance of the content themes and how funds will be used.

Initiative 2: Create a compelling case statement for the purchase, renovation, and vision of the EB White Building project.

Initiative 3: Develop creative incentives and membership drives to increase membership.

Initiative 4: Utilize Gibbes Emeriti and Planned Giving Committees to increase awareness and participation in the James Shoolbred Legacy Society.

The Conclusion

THE 10-YEAR GIBBES STRATEGIC PLAN (2018-28) is the first long-term plan the Board of Directors and staff have developed and adopted. It is intended to be a flexible document that is reviewed regularly by the Strategic Planning Committee, Board of Directors, and staff to determine measurable success. Strategies, initiatives, and action items will be evaluated annually, and new ones will be created to bring the Museum closer to its goals.

The completion of the recent Gibbes renovation should be viewed as the beginning of a new chapter for the Museum and a foundation upon which to build its reputation around American art while achieving new heights of relevance and excellence for the museum profession, residents, and visitors of Charleston.