

Albuquerque Museum Strategic Plan 2020 – 2030

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From the Museum Director

The Albuquerque Museum (the Museum) is a municipal museum operated by the City of Albuquerque within the Department of Arts and Culture since 1967. The Museum has steadily grown its collections, its physical site, and its programming for more than 50 years. Over the next ten years, the Museum will expand on this work which will include a new Education Center, world class exhibitions, and the continued development and interpretation of the art and history collections and photo archives. The Museum is uniquely positioned to pursue these goals with the support of an outstanding staff, the Albuquerque Museum Foundation, generous supporters, and the support of the City of Albuquerque Department of Arts and Culture

The environment in which museums operate has changed over the past decade and those changes have brought with them formidable new challenges. Public acquisitions funds from which the Museum assembled its collection are not as readily available. Audiences are skewing older, and it is imperative that the Museum create new strategies to engage younger visitors, families, and diverse communities. The interpretation and presentation of art and history must include diverse narratives to resonate with many current and potential visitors. The Albuquerque Museum Strategic Plan is the outcome of conversations among staff, as well as feedback from the Board of Trustees, directors of the Albuquerque Museum Foundation and City of Albuquerque Department of Arts and Culture, and other stakeholders. It outlines the Museum's plan to address the opportunities and challenges that lie ahead of us.

The Strategic Plan lays out the approaches to the acquisition, care, exhibition, and interpretation of the historical objects, photo archives, and works of art we hold in public trust. It furthers the Museum's work to use the power of place and educational programming to deepen visitors' engagement with communities, art, and history. The goals and strategies included in the Strategic Plan outline the final phase of a decades long expansion of the Museum. Also included is our vision for Casa San Ysidro, the historic site owned by the Museum.

Most importantly, the plan focuses on ways to make art and history meaningful to all audiences. Finally, it addresses ways that we will strengthen our organizational culture. While the Albuquerque Museum is a cultural anchor in our city, it is also one of the region's essential museums providing access to high quality collections, exhibitions, and programming for all those in Albuquerque, our region, and beyond.

Andrew Connors

Mission Statement

Mission: As a cornerstone of our community, Albuquerque Museum cares for important collections of art and history, presented through well-curated exhibitions and programs that inspire and promote learning across cultures.

Vision: The Museum will expand the quality and scope of its collections; elevate the understanding of our city, our state, and the greater Southwest; and engage Albuquerque with a global community.

Values: Curiosity • Collaboration • Dialog • Respect • Acknowledgement • Representation • Place

The key elements of the mission and vision are:

- *Communities:* this is the focus of the Museum – its fundamental purpose is to serve the people of Albuquerque.
- *Engage:* people will participate actively in the Museum’s work.
- *Art, History, and Photo Archives:* the Museum has collections and expertise based on interdisciplinary inquiry and uses these resources to engage and involve the public and preserve the collections for future generations.
- *Many Cultures:* there are many stories to be told about the different people and groups that call Albuquerque home. The Museum acknowledges the many languages, cultures, and histories that have existed here and continue to exist as living, resilient, and vibrant cultures.
- *Global Community:* the Museum enriches the lives of visitors by bringing in programs and exhibitions from around the nation and the world, and through loans and traveling exhibits, it brings the stories of Albuquerque to the world.
- Programs encompass the activities of the Museum including educational programming, events, and community and organizational partnerships.

Leadership and Organizational Values

Be a community anchor.

Engage diverse audiences.

Create experiences for all New Mexicans and our region.

Seek knowledge and generate new exhibitions, programs, and research that tell the diverse stories of Albuquerque's communities.
Recognize past underrepresentation of communities of color and celebrate the value of diversity.
Be a strong and reliable partner and cultivate collaborative relationships.
Embrace thoughtful risk-taking and experimentation.
Communicate openly.
Value constructive inquiry and embrace diversity of thought.

Planning Process

The Albuquerque Museum's Strategic Plan is a culmination of many hours of research to gain a deeper understanding of the roles and best practices of public municipal museums. The Strategic Plan reflects information gathered in face-to-face interviews with the Museum staff, an anonymous staff survey, and input from stakeholders including the Museum's Board of Trustees and Albuquerque Museum Foundation. A working committee of staff members and the Museum Director worked to review, revise, and present the Strategic Plan alongside efforts to review and update the Museum's Core Documents, Diversity, Equity, Access, and Inclusion Plan, Collections Plans, and Board of Trustees Policies.

Summary of Strategic Goals

The Albuquerque Museum is a cultural hub that brings together art, history, and people to engage with the stories and cultures of Albuquerque through thoughtful inquiry. The goals of Albuquerque Museum's Strategic plan reflect the Museum's commitment to reviewing and updating the goals, practices, and policies which will shape the Museum's work for the next ten years. Place, audiences and programming, art, and history are the essential components of the Museum's work. The plan also includes organizational and financial goals.

The specific strategic goals for 2020 - 2030 are:

- I. Place:** Albuquerque Museum is one of the premier venues in the city for gatherings, events, programs, workshops and classes, and more. The Museum will use the power of place to engage with and inspire visitors by:
 - Continuing to plan and build a new education center and to improve the Museum grounds to ensure an environment that is safe and welcoming for everyone.

- Further the Education Center Capital Campaign to fund the designing and building of the new education center with the City of Albuquerque and the Albuquerque Museum Foundation.
- Review and execute existing plans to improve the grounds, facilities, and Casa San Ysidro.

II. Audiences and Programming: Albuquerque Museum will make art and history come to life by making the Museum relevant and accessible to the broader audiences in the city through:

- Interpretation. The Museum’s permanent collection contains stories of the region’s rich heritage and many cultures. Integrating the collections into planning for existing and new programming will enhance visitor’s connections to the Museum and their understanding of the community.
- Diversity, Equity, Access, and Inclusion. Create a welcoming, inclusive environment for visitors of all backgrounds and abilities.
- Programming. Grow diverse audiences through programming and events.
- E-Museum and Web-Based Programming. Expand audiences and enrich visitor experiences through the use of digital resources.
- Communications. Ensure accurate, timely, and consistent messaging across communication platforms that inform audiences and promote collections, exhibitions, and programming.

III. Art, History, Photo Archives

Art: Guided by Albuquerque Museum’s commitment to excellence, the Museum will continue to grow the collection as well as seek new ways of presenting and interpreting artworks through exhibitions with the goal to:

- Grow the art collection with an emphasis on diversifying the works collected based on high-quality work, works that represent key narratives relevant to New Mexico, works from the region and beyond that have influenced New Mexico artists, and demographic data analysis identifying artists from underrepresented groups in the community.
- Create an exhibition schedule that features the Museum’s collections as well as world-class traveling exhibitions.

- Activate the permanent collection by updating *Common Ground* with an emphasis on putting more of the collection on view, presenting diverse perspectives, and increasing the presence of historically underrepresented groups in the Museum's communities. Plan for more regular rotation of works from the collection on view.
- Continue to grow E-Museum making the permanent collections searchable and available to wider audiences.
- Continue the Visiting Artist Program to support and commission contemporary artists connected to New Mexico and invite audiences to experience art in progress.

History: The Albuquerque Museum will:

- Expand the collection and interpretation of historical objects that tell the stories of more recent history, that connect communities through multiple perspectives, that work toward a thoughtful dialogue around historical conflict, and that incorporate narratives reflecting the histories, cultures and experiences of the Museum's diverse communities with a focus on change and continuity over time.
- Create exhibitions that tell community stories as well as exhibitions that connect Albuquerque audiences with broader national and global historical narratives.
- Update permanent exhibition *Only in Albuquerque*.
- Continue to grow E-Museum making the permanent collections searchable and available to wider audiences.

Photo Archives: The Albuquerque Museum will commit to the preservation and access of photographs and audio/visual materials that tell unique stories of the region and will:

- Collaborate and connect with communities across Albuquerque to collect photographs that reflect the history, culture, and stories of those communities.
- Create and present exhibitions that reflect the complexity, diversity, and interconnectedness within communities over an expanded period of time.
- Engage with volunteers to grow the reach and involvement of the Photo Archives in the community.

- Continue to increase access to the collection through the Museum's online resources.
- Preserve the collection for future generations.

IV. Casa San Ysidro: The Gutiérrez / Minge House: The Albuquerque Museum will:

- Secure a new Conservation Assessment and Preservation Plan for the accessioned objects associated with the historic house.
- Continue to offer quality educational programs.
- Continue to clarify and document procedures and policies related to the operation of the site.
- Maintain the physical integrity of the property.

V. Organizational Structure: The Albuquerque Museum will create a diverse workplace committed to excellence and innovation and will:

- Invest in people to attract and retain a talented and diverse staff at every level.
- Identify staffing needs and secure staff for new education center.
- Clarify and strengthen organizational structure, teamwork, decision-making, and policies with the aim of realizing strategic goals.
- Attract and engage interns, work-study positions, and volunteers to help advance the Museum's goals but also to build a pipeline of opportunity as well as interest in museum careers. Ensure that diverse candidates have access to these opportunities.
- Identify or create systems to support constructive feedback for staff, programming, and audience engagement.

VI. Financial Stability: The Albuquerque Museum will:

- Foster good stewardship of the City of Albuquerque support and funding.
- Strengthen relationships with members and donors by working with the Albuquerque Museum Foundation to create opportunities for interactions, including exhibitions, programs, tours, and events.

- Work to grow acquisitions funds.
- Increase the diversity of the Museum’s funding sources through Foundation initiatives, sponsorships, grants, and naming opportunities.

Measures of Success

Within ten years, create a dynamic new educational facility with appropriate staffing and expanded programs that engage Albuquerque’s communities.

Secure adequate and appropriate storage.

Implement facilities plans for grounds and facilities at both Albuquerque Museum and Casa San Ysidro.

Attract diverse audiences by providing educational programming and events.

Promote on-site public visits through special and traveling exhibitions.

Engage with the local arts community by creating regionally focused art and history exhibitions.

Create virtual content to promote permanent collections, exhibitions, and programs.

Create opportunities for all visitors to comment on exhibits and programs striving to document satisfaction levels with the overall museum experience both online and in person.

Augment and refine the collection with the purchase, gift, and bequest of exceptional works of art by local artists, women artists, Latinx artists, and contemporary Native American Artists that are related to the Southwest region or have influenced art of the Southwest.

Augment and refine the collection with the purchase, gift, and bequest of exceptional historical objects and photographs that tell the broader stories of Albuquerque and the Southwest region.

Promote updated art and history permanent exhibitions (*Common Ground* and *Only in Albuquerque*).

Promote world-class traveling exhibitions.

Retain and grow diversity of staff.

All staff will have participated in diversity, equity, access, and inclusion training.

Staff will engage in regular feedback on the effectiveness of teamwork, communication, decision-making, and goal setting through an annual meeting and/or monthly staff meetings.

Work with the Albuquerque Museum Foundation to raise necessary funding to advance the design and planning of the education center.

Work with the City of Albuquerque, the State of New Mexico, and the Albuquerque Museum Foundation to secure funding to build an education center.

Work with donors and Albuquerque Museum Foundation to build art, history, and photo archives acquisition funds and endowment.

Write grants and secure sponsors for upcoming exhibitions, collections, and programs.

Create and implement the Museum's digital strategic plan.

Strategic Plan 2020 – 2030

Place:

Albuquerque Museum is one of the premier venues in the city for gatherings, events, programs, workshops and classes, and more. The Museum will use the power of place to serve, interact with, and inspire visitors through art, history, and education.

Place Goal 1: Continue to plan and build a new education center.

Strategy 1: Advance existing work that includes community-engaged conversations, staff and stakeholder conversations to create a vision for the education center. Utilize this existing work to move into the implementation phase of planning and building the education center.

OBJECTIVES:

1. Develop and implement plans to reconfigure existing museum space to accommodate education center expansion.
2. Identify how the education center could accommodate the following and more:
 - Library with archives storage
 - Classrooms
 - Offices
 - Storage spaces
 - Publicly accessible education gallery space

- Outdoor gathering and teaching spaces
 - Multipurpose programming space
3. Review existing work with the planning architect to establish the specifications of the new facility.

Place Goal 2: Continue fundraising to plan and implement the building of the education center.

Strategy 1: Continue existing capital campaign launched by the Albuquerque Museum Foundation.

OBJECTIVES

1. Work with the Albuquerque Museum Foundation to further the Education Center Capital Campaign to fund the construction plans for the building.
2. Work with the Albuquerque Museum Foundation to secure state capital outlay funding.

Strategy 2: Secure the support of the City of Albuquerque.

OBJECTIVES

1. Work with the City of Albuquerque and Department of Arts and Culture to secure funding for the building of the education center.
2. Work with the Albuquerque Museum Board of Trustees to engage with the Albuquerque City Council and New Mexico State Legislature to build support and excitement for the education center.

Place Goal 3: Review and execute existing plans to improve the grounds and facilities for both Albuquerque Museum and Casa San Ysidro.

Strategy: Museum grounds plan.

OBJECTIVES:

1. Review and execute existing plans to improve facilities.
2. Assess and implement landscaping needs.
3. Assess and implement HVAC needs.
4. Assess and secure warehouse space.
5. Complete final stage of updating vault storage space.
6. Upgrade security technology.
7. Implement efficient and green approaches to maintaining the facility such as executing a xeriscape plan.

Audiences and Programming:

Albuquerque Museum will seek new ways to present programs inspired by the collections and exhibitions while creating an environment that is welcoming to the diverse audiences served.

Audiences and Programming Goal 1: Interpretation. The Museum's permanent collection contains stories of the region's rich heritage and many cultures. Integrating the collection into planning for existing and new programming will enhance visitors' connections to the Museum and their understanding of the community.

Audiences and Programming Strategy: Develop engaging programs and experiences that utilize the Museum's exhibitions and collections.

OBJECTIVES

1. Integrate the collections and exhibitions into existing workshops and classes.
2. Develop and implement a plan for the education center that prioritizes connections to the exhibitions and collection.
3. Redesign school programming to emphasize the stories of the collection.

Audiences and Programming Goal 2: Diversity, Equity, Access, and Inclusion. Create a welcoming, inclusive environment for visitors of all backgrounds and abilities.

Audiences and Programming Strategy: Incorporate DEAI best practices into the planning of all educational programming and materials.

OBJECTIVES

1. Provide docents and teaching staff with tools and training for cultural competency.
2. Implement ways to improve accessibility in Museum programs and interpretation.
3. Strive to diversify volunteers and program presenters to better reflect the communities served by the Museum.

Audiences and Programming Goal 3: Programming. Grow diverse audiences through programming and events.

Audiences and Programming Strategy: Prioritize diverse perspectives and underrepresented audiences in the development and presentation of programs.

OBJECTIVES

1. Invite diverse community members to participate as collaborators and co-creators.

2. Develop and implement a system of evaluation to better understand current and underrepresented audiences.
3. Sustain and grow existing partnerships that engage homeless students, incarcerated youth, and refugee children.
4. Cultivate new partnerships with schools and community organizations that address issues of equity, diversity, access, and inclusion.

Audiences and Programming Goal 4: E-Museum and Web-Based Programming.

Expand audiences and enrich visitor experiences through the use of digital resources.

Audience Strategy 1: Utilize digitized collections to enrich visitors' experiences.

OBJECTIVES

1. Create a library of digitized collections for use in tours, classes, and workshops.
2. Develop a plan for the education center that integrates the Museum's digitized collections for interactives, exhibitions, and programming.

Audience Strategy 2: Develop web-based programs and resources for targeted audiences.

OBJECTIVES

1. Maintain and develop virtual programming to meet the needs of specific audiences, including out-of-state and senior populations.
2. Expand web-based resources for teachers and students.

Audiences and Programming Goal 5: Communications.

Strategy 1: Ensure accurate, timely, consistent messaging across communication platforms.

OBJECTIVES

1. Ensure accurate, timely, consistent messaging across communication platforms, including website, social media, PR, direct marketing, advertising, and internal signage.
2. Ensure that messaging succeeds in informing various audiences about how they can engage with collections, exhibitions, and programming at the Museum.
3. Integrate diversity and inclusion best practices.

Art:

Guided by Albuquerque Museum's commitment to excellence, the Museum will continue to grow the art collection as well as seek new ways of presenting and interpreting artworks through exhibitions.

Art Goal 1: Collection. The collections are one of the Museum’s greatest assets and are the foundation for much of the Museum’s work. The Museum will expand access to great works of art for all audiences.

Art Strategy: Based on data collected in the summer of 2020, grow the art collection with an emphasis on diversifying the works collected based on high-quality work, works that represent key art historical narratives relevant to New Mexico, works from the region and beyond that have influenced New Mexico artists, and demographic data analysis identifying artists from underrepresented groups in the community.

OBJECTIVES

1. Actively cultivate collectors and donors within and outside the Museum’s region, establishing relationships and leveraging the Museum’s resources to secure the gift and bequest of important works of art.
2. Bolster the Museum’s acquisitions fund to allow the purchase of major artworks.
3. Review and update the Museum’s policies that established the Art Advisory Committee and ensure that the committee is actively advancing collections based on the focus areas identified.
4. Work with artists and the creative community of Albuquerque to advance the acquisition of local established artists, thereby supporting the creative economy and providing a more comprehensive overview of contemporary practice.
5. Prioritize diversity in the Museum’s strategy for building its collection, acquiring works by local artists, women artists, Latinx artists, and contemporary Native American artists.

Art Goal 2: Special Exhibitions. Thematic exhibitions engage the public and tell stories that the exhibitions featuring the Museum’s permanent collection cannot while drawing new audiences to the Museum.

Strategy 1: Work with partner institutions to organize or bring high-quality exhibitions to Albuquerque, with the understanding that each major exhibition will connect with a broad audience, advance cultural and art historical discourses, and shine a spotlight on the Museum and the City of Albuquerque.

OBJECTIVES

1. Build on the Museum’s stature as a partner and venue for major national and international loan exhibitions.
2. Clarify and, as needed, enhance the Museum’s internal exhibition planning processes, promoting more effective collaboration around each project from initial planning and research through de-installation.

3. Review and refine the master schedule and individual exhibition scheduling processes to ensure that there is sufficient organization, time, budget, and staff for each exhibition.

Strategy 2: Since 2011, the Visiting Artist Program at Albuquerque Museum has featured contemporary artists with a connection to New Mexico. The annual program provides an invited artist the opportunity to present his/her/their work in the Museum's lobby.

OBJECTIVES

1. Provide the opportunity to reimagine and activate the Museum's lobby, which is the first space visitors encounter upon entering the Museum.
2. Support artists by displaying the work for one year, providing a stipend and funding for materials and installation. Continue to ensure that the quality of artists invited reflect a connection to New Mexico.
3. Provide audiences public engagement opportunities with the artist through artist talks and interactions.
4. Provide a bridge between the artistic practice of the visiting artist and the experience of contemporary art by the public.

Art Goal 3: Common Ground and Permanent Collections. Activate the permanent collection by updating *Common Ground* with an emphasis on putting more of the collection on view, presenting diverse perspectives, and increasing the presence of historically underrepresented groups in the community. The Museum will activate the galleries dedicated to the Museum's permanent collection, expanding access to the works of art held in trust for the public.

Strategy 1: Complete the update of *Common Ground*, including revised text in Spanish and English and the inclusion of different works from the collection. Continuously refresh and enliven the Museum's galleries, systematically introducing new works, themes, and interpretive approaches to engage visitors.

OBJECTIVES

1. Display more works from the collection.
2. Identify opportunities to show contemporary and local art.
3. Create a section within *Common Ground* that features new acquisitions and that changes regularly in conjunction with the Works on Paper Gallery.
4. Organize conversations with artists, scholars, and cultural partners to inform the process of updating the permanent collection exhibition.

Strategy 2: Promote opportunities and projects that advance the understanding and appreciation of the Museum's collection through new scholarship.

OBJECTIVES

1. Support exhibition development, collection-based research, and other curatorial efforts.
2. Explore real and virtual opportunities for convening scholars to lend their specialized expertise to create new scholarship on the collection.
3. Prioritize the dissemination of new research through print and online publications.

Art Goal 4: E-Museum and Web-based Exhibitions.

Strategy 1: Continue to update TMS (The Museum System, a collections database) and make as much of the art collection searchable and available through E-Museum creating more public access to the collection.

OBJECTIVES

1. Expand and maintain digital resources related to the Museum's collection, making it fully accessible to global audiences.
2. Provide scholars and researchers access to the collection to advance art historical scholarship.

Strategy 2: Create web-based exhibitions of permanent collection exhibitions in order to allow broader audience access to the Museum's interpretation of the Art Collections.

OBJECTIVES

1. Create a web exhibition of Common Ground making it accessible to audiences who cannot attend the Museum.
2. Create a web-based exhibition of the Sculpture Garden making it accessible to audiences who cannot attend the Museum.
3. Broaden the reach of not only the collection but the diverse ways in which the Museum displays, interprets works of art, and places them within the context of works by other artists represented in the collection.

Art Goal 5: Care and Preservation of Collections.

Strategy 1: Enhance the Museum's ability to care for the collection.

OBJECTIVES

1. Work toward building relationships with conservators who have expertise in the Museum's collections and assess the need for conservator staffing.
2. Review and update processes for assessing the condition of works in the collection and identify conservation needs.
3. Identify works for deaccessioning based on condition issues.

Strategy 2: Optimize management of the collection to identify and address issues of staffing, space and best practices.

OBJECTIVES

1. Implement 2021 collections plan for art.
2. Address pressing on and off-site art storage needs to allow for the growth of the collection.

History:

Guided by Albuquerque Museum's commitment to engage with meaningful history and diverse perspectives represented in the Museum's communities, the Albuquerque Museum will continue to grow the history collection as well as seek new ways of presenting and interpreting historical objects through exhibitions.

History Goal 1: Collection. The collections are one of the Museum's greatest assets and are the foundation for much of the Museum's work. The Museum will expand access to the rich history of the Museum's region.

Strategy: Expand the collection and interpretation of historical objects that tell the stories of diverse communities.

OBJECTIVES

1. Collect pertinent historical material that explores relevant history, including objects from more recent time periods.
2. Collect relevant historical objects that engage with current events and discourses that will inform historical thinking for future generations.
3. Collect relevant historical objects that connect communities through multiple perspectives that work toward a thoughtful dialogue around historical conflict, and that incorporate narratives reflecting the histories, cultures, and experiences of diverse communities.
4. Bolster the Museum's acquisitions fund to allow the purchase of important historical objects.
5. Reformulate the Museum's History Advisory Committee and ensure that the committee is actively advancing collections based on the focus areas identified in the History Collection Plan.
6. Prioritize diversity in the Museum's strategy for building its collection, acquiring historical objects that advance diverse perspectives.

History Goal 2: Special Exhibitions. Create exhibitions that tell community stories as well as exhibitions that connect Albuquerque audiences with broader national and global historical narratives.

Strategy: Work with partner institutions to organize or bring world-class history exhibitions to Albuquerque, with the understanding that each major exhibition will

connect with a broad audience, advance cultural and historical discourses, and shine a spotlight on the Museum and city.

OBJECTIVES

1. Build on the Museum's stature as a partner and venue for loan exhibitions.
2. Clarify and, as needed, enhance the Museum's internal exhibition planning processes, promoting more effective collaboration around each project from initial planning and research through deinstallation.
3. Review and refine the master schedule and individual exhibition scheduling processes to ensure that there is sufficient organization, time, budget, and staff for each exhibition.

History Goal 3: Only in Albuquerque and Permanent Collections. Activate the permanent collection by updating *Only in Albuquerque* with an emphasis on presenting diverse perspectives and increasing the presence of historically underrepresented groups in the Museum's communities. The Museum will activate the galleries dedicated to the Museum's permanent collection, expanding access to historical objects held in trust for the public.

Strategy 1: Continue to update *Only in Albuquerque* by revising text and including several objects from the collection. Refresh and enliven the Museum's galleries, systematically introducing new works, themes, and interpretive approaches to engage visitors.

OBJECTIVES

1. Display more or different objects from the collection.
2. Identify opportunities to tell diverse historical narratives.
3. Organize conversations with scholars and cultural partners to inform the process of updating the permanent collection exhibition.

Strategy 2: Promote opportunities and projects that advance the understanding and appreciation of the Museum's collection through new scholarship.

OBJECTIVES

1. Support exhibition development, collection-based research, and other curatorial efforts.
2. Explore in-person and virtual opportunities for convening scholars to lend their specialized expertise to the creation of new scholarship on the collection.
3. Prioritize the dissemination of new research through print and online publications.

History Goal 4: E-Museum and Web-based Exhibitions.

Strategy 1: Continue to update TMS and make as much of the history collection searchable and available through E-Museum creating more public access to the collection.

OBJECTIVES

1. Expand and maintain digital resources related to the Museum’s collection, making it fully accessible to global audiences.
2. Provide scholars and researchers access to the collection to advance historical scholarship.

Strategy 2: Create web-based exhibitions of permanent collection exhibitions in order to allow broader audience access to the Museum’s interpretation of the History Collections.

OBJECTIVES

1. Create a web exhibition of *Only in Albuquerque* making it accessible to audiences who cannot attend the Museum.
2. Broaden the reach of not only the collection but the diverse ways in which the Museum displays, interprets historical objects, and places them within the context of diverse historical narratives.
3. Develop a plan to maximize the visibility and impact on the public of changes in the permanent collection galleries. Formulate and execute marketing and communications strategies, associated educational and public programs, and donor events, as appropriate.

History Goal 4: Care and Preservation of Collections.

Strategy 1: Enhance the Museum’s ability to care for the collection.

OBJECTIVES

1. Work toward building relationships with conservators with expertise in the areas in which the Museum collects.
2. Review and update processes for assessing the condition of historical objects in the collection and identify conservation needs.
3. Identify works for deaccessioning based on condition issues.

Strategy 2: Optimize management of the collection to identify and address issues of staffing, space, and best practices.

OBJECTIVES

1. Implement 2021 collections plan.
2. Address pressing on and off-site storage needs to allow for the growth of the collection.

3. Identify space in the new education center to accommodate the art and history library and archival material.

Photo Archives:

The Albuquerque Museum will commit to the preservation and access of photographs and audio/visual materials that tell unique stories of the region. The Museum recognizes the diverse communities that make up its larger audience and the Photo Archives aims to be an inclusive collection where all visitors, both in-house and virtually, can find a story or image that speaks to them, makes them feel welcome, and inspires dialogue. As a department, it should collect and grow its collection to include a broad diversity of communities and storylines.

Photo Archives Goal 1: Collection. The collection is the heart of the Photo Archives, and it represents continued efforts to include a wider cross-section of the population within the collecting process.

Strategy: Grow the collection to better illustrate the lives and communities not fully represented in the Photo Archives.

OBJECTIVES

1. Collect images that relate to post 1980s Albuquerque, which is under-represented in the collection.
2. Move forward with the building of a collection that honors and celebrates the diversity of backgrounds that make up the region by engaging with community groups and organizations to reach new audiences and donors whose photographs can help the Museum to better tell the wide-ranging stories of the Museum's audience.
3. Increase transparency around the weaknesses and strengths of the collection to better communicate the need for collecting in specific eras and neighborhoods.

Photo Archives Goal 2: Access: Most of the use of the collection comes from researchers and collaborations within the community. Increasing the ways in which the collection is used and making it accessible are paramount to the success of the Photo Archives.

Strategy: Digitize, catalog, and make available more of the collection through the Museum's online resources.

OBJECTIVES

1. Increase access to the collection for virtual visitors through online resources, E-Museum, and the creation of an online portal that allows audio/visual items to be searched and accessed by visitors.

2. Work to standardize the cataloging of materials into a database (currently TMS) so search and discovery of collection items are more successful.
3. Continue to promote access to the collection through programming, like *Picture This* series, that spotlights items and tells the stories of the images within the Museum.
4. Continue to build networks of support among local archivists and librarians of collecting institutions to learn ways we can collaborate to jointly share the Museum's collections with the community. Sometimes, stronger stories can be told as a community rather than as individuals.

Photo Archives Goal 3: Preservation. The care and preservation of items within the Photo Archives allows the department to move forward on its other goals.

Strategy: Use preservation resources and shared knowledge to protect and preserve the integrity of the collection.

OBJECTIVES

1. Invest in proper housing and materials for storage of the prints, glass plates, negatives, reel-to-reel and tape audio and visual materials, and oversized items within the collection.
2. Identify items for deaccessioning and follow through with collection plan processes for deaccession.
3. Continue to develop professional skills to be aware of digital preservation trends and knowledge in the field.
4. Develop partnerships with outside organizations that can assist with conservation and preservation techniques when in-house methods are not sufficient.

Photo Archives Goal 4: Exhibitions. The Photo Archives aims to create and present exhibitions that illustrate the complexity and diversity of Albuquerque in ways that allow for dialogue and celebration of who we are and where we come from.

Strategy: Create displays and exhibits to share the collection widely and allow for multiple interpretations and storylines.

OBJECTIVES

1. Focus on collaborating with the art and history divisions to utilize the Photo Archives collection in larger exhibitions where appropriate.
2. Build partnerships and collaborate with community groups to provide images for outside exhibitions and programming to help tell new stories from perspectives outside the Museum.
3. Create displays for the Photo Archives hallways that spotlight overlooked or lesser-known stories within communities.
4. Encourage conversation and engagement around the images on view.

Photo Archives Goal 5: Volunteers. Volunteers within the department help the Photo Archives maintain a channel of communication with local history experts and students who are learning the current trends in museums and archives. The two-way benefits of strengthening the collection through external knowledge, and the providing of socialization, networking, and mentorship are central to the success of the Photo Archives.

Strategy: Make available opportunities for community involvement in the processing and day-to-day work of the department to raise the awareness of the collection and strengthen the Museum's cataloging information.

OBJECTIVES

1. Encourage the building of a recurring, paid and/or practicum-based volunteer opportunity for students to learn about the Photo Archives and museum work.
2. Continue to provide opportunities for community members to volunteer their time in the department to help achieve the strategic goals of better access to the collection and a stronger connection to the community.
3. Continue to cultivate relationships with organizations whose members are often interested in volunteering in the Photo Archives.

Casa San Ysidro: The Gutiérrez / Minge House:

Guided by the Albuquerque Museum's commitment to engage with history, stories, and diverse perspectives represented in the Museum's communities, the Albuquerque Museum in conjunction with its satellite site, Casa San Ysidro, will continue to interpret the comprehensive collections of New Mexican art and furnishings housed in the Gutiérrez / Minge House within the context of the Village of Corrales.

Casa Goal 1: Collections Management. The collections are one of the Museum's greatest assets and are the foundation for much of Casa's work. The Museum will continue to care for the objects that tell the rich history of the Gutiérrez / Minge House.

Strategy: Secure a new Conservative Assessment and Preservation Plan for the accessioned objects associated with the historic house.

OBJECTIVES

1. Preventive conservation and regular monitoring of the collection for condition.
2. Work with conservators to maintain the historical integrity of objects.
3. Provide stable conditions for collections objects.
4. Incorporating more art made by local artists trained in traditional heritage arts into Casa to help preserve the collection and aid in storytelling at Casa.

5. Align with the Museum's collection policy in the care, use, and documentation of collections objects.

Casa Goal 2: Educational Programming. Educational programs are the core of Casa. The Museum will continue to offer quality programs inspired by the collections and seek new ways to interact meaningfully with the diverse audiences served.

Strategy 1: Offer multiple perspectives on the interpretation of knowledge, information, and history.

OBJECTIVES

1. Engage the general public, students, and local community groups with multisensory content.
2. Present history to the general public, students, and local community groups through docent-led tours of exhibits.
3. Create unique interpretative and hands-on experiences for the community.
4. Offer a multitude of lessons aimed at appealing to multiple intelligences.

Strategy 2: Continue to serve as a community resource and destination for educational experiences.

OBJECTIVES

1. Remain a visitor-centered site through in-person and virtual experiences.
2. Expand access by increasing awareness, publicity, promotion, and advertising.
3. Remain relevant in a digital age by keeping a presence online and furthering the Casa's reach.
4. Collaborate and partner with other non-profit and community organizations.
5. Fulfill visitor expectations with commitment and comfort.

Casa Goal 3: Standard Operating Procedures. Teamwork is essential in providing quality experiences at Casa. Continue to clarify and document procedures and policies related to the operation of the site.

Strategy: Clarify and strengthen organizational structure, teamwork, decision making, and policies with the aim of realizing strategic goals.

OBJECTIVES

1. Maintain procedures that are efficient and effective.
2. Implement best professional museum practices.
3. Standardize operational procedures.

Casa Goal 4: Preservation, Rehabilitation, and Property Maintenance. The physical, historic structures of Casa enable much of Casa's work. The Museum will continue to care for the buildings that allow for the stories and the history of this site and the region to be told.

Strategy 1: Follow the Secretary of Interior's Standards for Rehabilitation and Illustrated Guidelines for Rehabilitating Historic Buildings.

OBJECTIVES

1. Preserve, retain, and maintain the integrity of the buildings.
2. Continue with and update preventative maintenance plan of structures.
3. Contract architectural conservators assess and report the conservation needs of structures.

Strategy 2: Maintain a working relationship with the Historic Preservation Division (HPD).

OBJECTIVES

1. Consult HPD for all structural repairs and changes.
2. Submit proposals that include a full scope with reasoning and context.

Strategy 3: Update and implement the Preservation Plan for building sustainability.

OBJECTIVES

1. Obtain an updated Conservation Assessment.
2. Redefine the Preservation Plan.
3. Implement the Historic Structures Report recommendations as practical.
4. Improve equipment that allows for the monitoring of unique structures.

Organizational Culture:

The Albuquerque Museum will create a diverse workplace committed to collaboration, excellence, and innovation.

Organizational Culture Goal 1: Diversity.

Strategy: Achieve greater diversity among board, staff, community-based committees, and volunteers as outlined in the Albuquerque Museum Diversity, Equity, Access and Inclusion Plan (DEAI Plan).

OBJECTIVES

1. Articulate commitment to diversity and inclusion through the DEAI Plan. Activate that commitment, making the Museum a recognized champion of

- diversity in the workplace in order to better serve its own diverse community.
2. Implement strategies to attract, develop, and retain high-performing, talented employees with diverse backgrounds and perspectives.

Organizational Culture Goal 2: Organizational Structure.

Strategy 1: Clarify and strengthen organizational structure, teamwork, decision-making, and policies with the aim of realizing strategic goals.

OBJECTIVES

1. Evaluate and clarify position descriptions.
2. Ensure that systems of accountability are implemented and that organizational and reporting structures are reviewed and followed.
3. Articulate decision-making processes to maximize institutional effectiveness and individual productivity.

Strategy 2: Promote effective teamwork, professionalism, and collaboration.

OBJECTIVES

1. Nurture a shared understanding of the Museum's mission, and of the essential role every member of staff plays in creating a welcoming environment for visitors and advancing the work of the organization.
2. Enhance internal communication and develop vehicles for interdisciplinary collaboration, emphasizing communication, sharing ideas, and promoting greater transparency.
3. Educate staff to use analytical thinking as individuals and in teams, empowering them to use data to inform planning and practice.
4. Create spaces and places for dialogue and interactions that improve culture and a positive and professional work environment.
5. Encourage staff to exemplify the Organizational and Leadership Values articulated in the Strategic Plan including promoting kindness, respect, and a creative approach to problem-solving and innovation.

Organizational Culture Goal 3: Identify and secure staffing needs for new education center.

Strategy: Work with the City of Albuquerque to create permanent positions to properly staff the expanded space and programs

OBJECTIVES

1. Ensure that there is sufficient staff to plan and execute expanded courses, programs, and events.

2. Ensure that there is sufficient staff to maintain the Museum's physical spaces.

Organizational Culture Goal 4: Evaluation.

Strategy: Adopt practices to ensure that all staff are respected, valued, and encouraged to achieve excellence.

OBJECTIVES

1. Establish an onboarding protocol for new staff.
2. Provide opportunities for staff to give feedback within divisions and as a whole staff.
3. Annual reviews that provide feedback for staff focused on celebrating accomplishments and setting annual goals.

Organizational Culture Goal 5: Advance Opportunity and Professional Development.

Strategy: Support and encourage staff to collaborate with other educational institutions and Museums and provide opportunities for staff to seek and actively participate in professional development.

OBJECTIVES

1. Encourage staff to collaborate by participating in lectures, panels, writing, research, exhibition planning, and programming.
2. Support staff to attend conferences hosted by professional organizations.
3. Support continued education in technology and managing collections.

Resources and Financial Stability:

The Albuquerque Museum will grow its financial resources by advancing a capital campaign for the education center, working to build the acquisitions fund, applying for more grants, and building support from the City of Albuquerque, the Albuquerque Museum Foundation, the New Mexico State Legislature, and donors.

Resources and Financial Stability Goal 1: Maximize use of City of Albuquerque and Department of Arts and Culture support to ensure good stewardship of public funding.

Strategy: Utilize city budget to create high-quality exhibitions and programs, promote organizational and staffing goals, and maintain collections and facilities.

OBJECTIVES

1. Implement plans to use city funds efficiently by assessing needs and priorities.

2. Continue to find creative solutions in budgeting that fosters innovation and excellence.
3. Assess and evaluate to ensure that funding is allocated efficiently and is meeting the prioritized needs of the Museum.

Resources and Financial Stability Goal 2: Strengthen relationships with members and donors by working with the Albuquerque Museum Foundation and the City of Albuquerque to launch an Education Center Capital Campaign.

Strategy: Build relationships with stakeholders, including members, donors, and volunteers.

OBJECTIVES

1. Include stakeholders in the planning of the education center to raise enthusiasm about the project.
2. Clearly articulate the timing of the capital campaign.
3. Work with the Foundation to secure support from the New Mexico State Legislature.
4. Work with Arts and Culture staff and director to prioritize funding for the education center.

Resources and Financial Stability Goal 3: Build an acquisitions endowment.

Strategy 1: Work to build Albuquerque Museum's reputation in the region and around the world as a Museum presenting world-class exhibitions and cultivating important collections.

OBJECTIVES

1. Support collaborations and partnerships with museums to host major exhibitions.
2. Foster opportunities to visit other collections and museums.
3. Promote excitement for the Museum and support of acquisitions via relationships with donors.
4. Work with the Albuquerque Museum Foundation to build acquisitions funds.

Strategy 2: Diversify Funding opportunities.

OBJECTIVES

1. Apply for local, regional, and national grants to support exhibitions, programming, collections, technology, and digitizing.
2. Work with the City of Albuquerque to evaluate funding needs for projects and staffing.