

The Heckscher Museum of Art Operating Plan for 2010

Looking Ahead...

During the summer of 2009, the Board of Trustees of The Heckscher Museum of Art recognized that the Museum faced operating challenges. It commissioned Solutions for the Arts and Culture, a consulting firm specializing in strategic solutions for Arts and Cultural organizations, to undertake an independent study to help the Trustees understand the challenges and how they might be addressed. The Museum staff, Trustees, members, volunteers and docents, as well as members of the community – educators, arts leaders, businesspersons, Town of Huntington employees among others – were interviewed as part of this initiative.

In addition to outlining the challenges, this study made recommendation for actions and offered dates by which each might be completed. The Board of Trustees unanimously accepted this study, “Operational Analysis and Recommendations for The Heckscher Museum of Art”, on October 3, 2009 and asked Judith A. Jedlicka, founder and Managing Partner of Solutions for the Arts and Culture, to accept a 12-month contract to implement the recommendation as Interim Executive Director of the Museum. The Trustees believed that her extensive national and international experience in the arts and business as the President of the Business Committee for the Arts for more than 25 years would greatly benefit the Museum as would the fact that she was familiar with the community having been a resident for nearly three decades.

What follows is a summary of the study and plan presented to the Board of Trustees. To date, the Museum’s deficit has been reduced by half, hours that the Museum is open to the public have been changed to address today’s lifestyle, attendance has increased for the first exhibition of this year, the operating structure and staff are being re-aligned to make better use of all of the Museum’s resources and new branding, signage, advertising and media initiatives have been implemented to raise awareness of the Museum.

There is still much to be accomplished. As the Museum marks its 90th anniversary, a search is underway for a permanent Executive Director, new Trustees are being sought, as are new sources of support and collaborations. We welcome the community’s continued support and its ideas and comments about how The Heckscher Museum of Art might better serve the public. Working together we are confident that the Museum will continue to present quality exhibitions, education programs that enrich the lives of thousands of K-12 schoolchildren annually, and public programs that capture the interest of this and future generations.

Margy Hargraves
Chair, Board of Trustees

The Heckscher Museum of Art

Mission Statement

The Heckscher Museum of Art is dedicated to furthering appreciation and understanding of art by conserving, interpreting, refining and expanding its permanent collection, fostering scholarship, and presenting stimulating and inspiring exhibitions and educational programs for this and future generations.

Vision Statement

The Heckscher Museum of Art strives to serve individuals of all ages by being a leading art museum on Long Island and a prestigious regional museum in the United States.

Goals

- Establish The Heckscher Museum of Art as one of the premier art museums in the region.
- Present quality exhibitions, education and public program that serve public interest.
- Streamline operating structure to maximize Trustee, staff, docents/volunteers and financial resources.
- Heighten awareness of the Museum and its programs and activities.
- Increase exhibition, program and event attendance.
- Increase membership and support.
- Eliminate deficit and establish an operating endowment.

Organization - Structure

- Structure the organization into 4 operating areas and re-organize the staff as required:
 - Exhibitions and Collections - Exhibitions, Permanent Collection
 - Education - K-12, Summer and Special Programs for Children, Adult, Public Programs
 - Operations and Finance - Security, Building, Finance, Human Resources
 - External Affairs - Marketing, Advertising, Media Relations and Fundraising*
- Re-write all job descriptions.*
- Add 3 to 6 individuals of diverse backgrounds to the Board of Trustees.**
- Review and augment, as necessary, Board committees.*
- Develop an active Advisory Committee consisting of community leaders, educators, artists and Museum docents/volunteers.**
- Review docent/volunteer policy and develop a manual for each group.
- Enhance communication between the Museum and the Town of Huntington.**
- Create young professional organization of individuals who are 45 and younger to develop a new audience.
- Conduct a search for an Executive Director.**
- Establish Millennium goals.

Organization - Policies and Guidelines

- Review and revise, as necessary, or create the following documents:
 - By-laws*
 - Personnel Policy Manual*
 - Employee position descriptions and performance measurement standards
 - Code of Ethics*
 - Collections Committee Policy*
 - Permanent Collection Overview and Acquisitions "Wish List"
 - List of Permanent Collection Conservation Work Needed
 - Investment Policy**
 - Internal Financial Control Policy**
 - Record Retention and Destruction Policy*
 - Emergency/Disaster Plan*
 - Strategic Plan (Three-Year)**

Organization - Finances and Operations

- Review and revise the open to the public hours of the Museum.*
- Track day-by-day and hour-by-hour the number of visitors and how they heard about the Museum.*
- Revise the 2010 Operating Budget and reduce potential deficit by 50%.*
- Consider installing new financial software that links with fundraising initiatives.**
- Review current investment strategy and determine a future investment strategy.**
- Create an Audit Committee of the Board.*
- Analyze the remaining funds in the Capital Campaign Fund and determine the future of these funds.
- Update the technology system and establish a plan for training and data conversion.**
- Renew the lease on the off-site storage space and move or de-accession works in all other storage space(s) to reduce space rental costs.*
- Explore possibility of non-Museum groups renting the Museum building.
- Prepare for AAM Review.**

Security and Building Services

- Address the challenges of the sound system, UV filters, etc.**
- Upgrade temperature and humidity data logging system.**
- Clean out the Esphyr Room and re-configure it as "lounge"/educational space for visitors and meeting room.
- Repair stair area leading to the Rest Rooms, as well as wall in Ladies Room, and install children's art throughout.
- Repair the front door of the Museum and the lobby desk.*
- Work with Scarsella to plant planters surrounding the Museum.**
- Outsource cleaning of the Cottage and replace damaged blinds.**
- Clean out the Cottage and Museum basements.**

Security and Building Services (continued)

- Identify short-term and long-term maintenance and capital improvement needs and file with the Town of Huntington.

Exhibitions and Collection

- Develop a diverse three-year exhibition schedule that includes at least one “block-buster” type exhibition a year.**
- Develop plans to engage the museum visitor in all 2010 exhibitions, along with a comprehensive strategy that includes promotional and sponsorship strategies and budgets for each.**
- Develop a comprehensive statement about the Permanent Collection identifying its key areas of concentration and the strengths and weaknesses of each. Once done establish a "wish list" of items that would enhance the key areas of the Permanent Collection and a list of items to be de-accessioned including non-art items owned by the Town of Huntington.**
- Determine the items in the Cwierzyk Estate that will be accessioned and develop a plan for works to be sold at auction.*
- Develop a strategy for the use of the funds realized from the sale of Cwierzyk Estate items.**
- Create a list of all expired long-term loans to the Museum and a strategy to deal with each.**
- Develop a strategy to engage college and university faculty and students with each exhibition.**
- Determine a Museum policy for the use of images of works in the Museum's Permanent Collection. As part of this effort, secure from living artists, whenever possible, rights for image use.**
- Continue and complete the digitization of all works in the Permanent Collection so that the Museum may file the overdue final reports for the grants (Luce Foundation and Institute of Museum and Library Services) that it received for this project.**
- Place images of all works in the Permanent Collection on the Website.**
- Work to secure gifts for the Permanent Collection that are listed on the “wish list”.
- Develop a strategy for an intern program so that the Museum has at least one intern in this department each semester, as well as during the summer.**

Education and Public Programs

- Analyze the current school participation in K-12 programs with the goal of determining which schools in the Huntington School District are not participating in Museum programs.**
- Develop a strategy that includes an assessment component and budget to expand K-12 programs in the Museum and Outreach for the Fall 2010 and 2011 with the goals of increasing attendance by 10%, engaging all schools in the Huntington School District, and including 6 or more Long Island schools classified as under-served.**
- Review and update all Education Department content on the Website.

Education and Public Programs (continued)

- Analyze all after-school, school vacation and children's special programs and develop a strategy with an assessment component for fall 2010 and spring 2011 that focuses on presenting fewer programs with the goal of each selling to full capacity.
- Analyze the effectiveness of the 2010 summer education programs with the goal of determining if they are serving the needs of the community. Additionally, explore potential partnerships for summer 2011 and develop a strategy for summer programs 2011 with an assessment component and budget.
- Analyze all public program offerings for 2010 in terms of attendance, public interest, connection with Museum exhibitions, etc.**
- Develop a comprehensive three-year strategy for children and adult public programs and membership events that support and enhance the planned exhibitions. Develop an assessment component and budgets for each for each year.
- Develop a comprehensive plan and budgets for First Fridays for 2010 and 2011.**
- Develop a three-year strategy for all special programs, 90th anniversary celebration, Valentine's Day program, Tulip Festival, Fall Festival, Heckscher Holidays, etc.
- Working with External Affairs to explore potential grants for education and public programs. **
- Explore collaborative community partners for education and public programs.**
- Develop a strategy to work with local colleges and universities to engage their students and faculty with education and public programs.
- Develop a strategy for an intern program so that the Museum has at least one intern in this department each semester, as well as during the summer.

External Affairs

- Develop a comprehensive advertising strategy for 2010.*
- Develop a branding strategy that includes the 90th anniversary.*
- Develop a comprehensive marketing strategy for 2010.**
- Develop a comprehensive public relations/media strategy for 2010.**
- Develop a comprehensive fundraising/sponsorship strategy for 2010.**
- Develop signage on the Museum building and throughout Heckscher Park.**
- Reorganize membership, the August Heckscher Society and Friends and Collectors Circle and develop a strategy to increase membership by 10% in 2010, compared to 2009.**
- Develop a strategy to promote the Museum via e-blasts, current social media and potential social media outlets.**
- Create a multi-purpose presentation packet to be utilized for potential business and individual sponsors.*

External Affairs (continued)

- Evaluate the current fundraising software and identify potential "off the shelf" products to address the fundraising data base needs for the organization. Create a strategically-designed data base for fundraising.**
- Determine the special events in 2010 and 2011 for fundraising and friend-raising.**
- Supervise the revision of the Website and update the content.**
- Identify past, current and future business partners and establish a Business Partners Program.**
- Establish reciprocal benefits with other community not-for-profits in line with the Museum's overall strategy and mission.**
- Establish procedures and a schedule for the review and publication of printed materials to include: *The Guide*, Website, Press Releases, Social Media, e-blasts and fliers.**

*Note: *Completed. **Underway.*

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