

Virginia Museum of Fine Arts
Draft Minutes of the Virtual Meeting of the
Strategic Planning Committee
Tuesday, December 1, 2020, 9:30am

There were present:

Andy Lewis, Chair
Ken Dye
Sara O'Keefe
Denise Keane
Monroe Harris, Jr., Ex-officio
Jim Klaus, Ex-officio
Lilo Ukrop, Ex-officio

Absent:

Lynette Allston

By Invitation:

Alex Nyerges
Kay Baker
Candy Banks
Stephen Bonadies
Caprice Bragg
Stephanie Cooperstein
Rachel Crocker Ford, TDC
Tom Gutenberger
Jan Hatchette
Jennifer Martin, TDC
Susan Nelson, TDC
Cindy Norwood, OAG
Jay Olander
Hossein Sadid
Michael Taylor
Kimberly Wilson

I. CALL TO ORDER

Committee Chair Andy Lewis welcomed the committee and guests and called the meeting to order at 9:33am.

II. PUBLIC COMMENT PERIOD

Mr. Lewis acknowledged that there were no public comments, and welcomed all guests.

III. MINUTES APPROVAL

Motion: proposed by Mr. Ken Dye and seconded by Mr. Jim Klaus to approve the minutes of the August 20, 2020 Strategic Planning Committee meeting as distributed. Motion approved.

IV. 2025 STRATEGIC PLAN DRAFT DISCUSSION

Mr. Lewis introduced Chief Strategy Officer, Caprice Bragg to begin the overview of the 2025 Strategic Plan draft. Ms. Bragg thanked the Committee for its feedback and support through the hypothesis and data gathering phases of developing the draft plan. She noted that additional financial materials were sent out the night before the meeting and encouraged committee members to reach out to her if they had any questions after reviewing them. Ms. Bragg introduced Ms. Rachel Crocker Ford of TDC to begin the formal presentation

a. Current State 2020

Ms. Crocker Ford initiated the presentation by reviewing the background of the draft plan. She said that when the Committee last met that there was a consensus that the 2025 Strategic Plan should build upon the work of the existing plan while adjusting priorities in response to major external changes. She then led the committee in an overview of the team's findings through surveys and opportunities for the draft 2025 Strategic Plan to directly respond to the 2020 Strategic Plan across the following categories: engagement on campus,; statewide and education; reputation and brand; diversity, equity, inclusion and accessibility (DEIA); and organization.

At this point, Ms. Crocker Ford opened up the floor for a discussion on these opportunities. Dr. Monroe Harris asked for more details on how the draft plan directly responds to the issues that were brought about by the Pandemic. Ms. Crocker Ford noted that the plan could more explicitly outline this, but there is a definite focus on information gathering and preparedness in the 2025 Strategic Plan draft. Mr. Alex Nyerges, Director and CEO stated that there are financial as well as programming impacts from COVID. He said that although VMFA has been ahead of the curve in virtual programming thanks to the distance learning program, there is a need to expand technology on-campus, specifically broadband capacity.

A discussion occurred concerning the how near to final this draft is. Ms. Crocker Ford and Ms. Bragg stated that while they know that they have gathered great data and built a solid draft, they are eager for feedback in order to make any necessary tweaks. Once the 2025 Strategic Plan is finalized then the team will begin work on the accompanying business plan in January 2021.

b. Vision, Goal, Strategies

Ms. Bragg introduced the Committee to the newly formed vision for the 2025 Strategic Plan draft. It states that VMFA strives to be a vibrant, inclusive museum on and off campus for all Virginians with a goal of being not only a state level asset, but also global. This vision is thoughtfully woven throughout the goals and strategies of the plan. She

then welcomed various members of the Senior Leadership Staff to speak on specific strategies of the plan including DEIA emphasis; curator-led, visitor-centered experiences; expanding art and education across the Commonwealth, solidifying a national leadership reputation, and building the organizational capacity to achieve the plan. Mr. Nyerges concluded this section by stating that the 2025 Strategic Plan hopes to carry through the positive aspects of the current plan while articulating clearly the priorities like DEIA.

Ms. Crocker Ford asked the committee if it believed the draft plan appropriately addressed the shifting external environment appropriately. Ms. Lilo Ukrop said that she felt that fundraising could be more specifically addressed in the plan with an emphasis on ways to fund technology expansion in order to encourage greater membership. Next a few committee members raised questions concerning the response to COVID. Mr. Ken Dye asked if the plan addressed how the museum should entice visitors once restrictions are lifted. Mr. Nyerges stated that the curatorial team has several show stopping exhibitions planned. Mr. Stephen Bonadies, Chief Conservator also noted that Fine Arts & Flowers is slated for fall 2021 as well as the reopening of the Mellon Galleries.

c. Plan Priorities

Ms. Crocker Ford then held an around the room discussion of the Committee's top priorities that should be highlighted in the plan. The main consensus of the group was a focus on technology through expanding broadband capabilities and possibly hiring a Chief Technology Officer. They also wanted to explore living wages and encouraging visitation from a younger demographic.

d. Next Steps

Ms. Bragg concluded the discussion by outlining the next steps for the 2025 Strategic Plan draft. She noted that listening sessions with both boards have been scheduled for December 14. She is also scheduling discussions with the Council Board and their taskforce, as well as sessions with staff.

V. OTHER BUSINESS/ADJOURNMENT

There being no further business, the meeting was adjourned at 11:09am.

Recorded by: Stephanie Cooperstein
Executive Administrator to the Chief Strategy Officer and Deputy Director for
Strategic Planning, Government and Board Relations