



CMCARTS
CARIBBEAN MUSEUM CENTER FOR THE ARTS



STRATEGY

STRATEGIC PLAN 2021-2023
APPROVED 9/18/2021
REVISED AND EXTENDED THRU 2024
APPROVED 12/16/2023

FORWARD

The Caribbean Museum Center for the Arts, CMCArts, was founded by Candia Atwater in 1994 as a means of addressing the increase in violence afflicting the youth of St. Croix, U.S Virgin Islands. Her goal was to provide and teach alternative forms of positive expression through art. Since 2003, CMCArts' programming has been housed in a beautiful, historic building on Strand Street in Frederiksted, St. Croix.

The museum that has grown from that early vision has evolved to be a significant learning resource and creative incubator in our community. We are continuing to challenge ourselves to make everything we do a learning opportunity for everyone by fostering transformative experiences and nurturing fluency in the Caribbean visual arts and cultural heritage.

This 2021-2023 Strategic Plan marks the beginning of a new era for CMCArts as we set forward on a trajectory to act as a cultural gateway and point of connection to all of the Caribbean.

In keeping with our founder's vision, this strategic plan builds on that vision to be innovative and to deepen our contributions to preserving and promoting the cultural heritage as well as contemporary experiences of the Caribbean diaspora. We are excited to share this strategic plan and hope that it will inspire you to help us fulfill our mission to inspire and promote the Caribbean's rich cultural heritage.

Thank you.

STABILITY IS AN OVERARCHING GOAL FOR CMCA, SO THAT IT IS POISED FOR GROWTH.

The Caribbean Museum Center for the Arts is now over 25 years old. The Museum has a small collection and staff, and a solid history of exhibitions and programs that have engaged students, artists, members and tourists. Board size and engagement has been varied throughout the two plus decades. Membership has also fluctuated with the economy of St. Croix. The Board sought to create a plan that will level out the “ups and downs” and secure the building and the institution as a premiere arts center, museum, educator and core anchor of the community.

In the fall of 2020, CMC Arts Board of Directors sought to build a strategic plan to provide a clear path for the growth of the organization over the next three years. The plan is the result of deep community engagement and the assessment of dialogue from key stakeholders, board members and staff.

A SWOT analysis was performed with board members and results analyzed to find a consensus on the direction the organization should take. A consultant was engaged through the Catchafire non-profit volunteer resource to guide the process. While work

was being done on refining the mission and vision, key community stakeholders were identified and engaged in phone conversations and a community online survey was conducted.

CMC Arts listened and deeply considered community responses that were extremely positive with a community desire to grow the organization to expand its engagement with the entire Caribbean and Caribbean diaspora while continuing to be inclusive to the diversity of the local community and while highlighting its strategic geographical location as a U.S. territory situated at the gateway to the archipelago chain.

From the internal SWOT analysis, a plan to refresh the organization’s brand was born and work began immediately toward this goal. The brand refresh encapsulates current acronym trend of Caribbean Museum of the Arts (CMC Arts) and stylize the design to pay tribute to the classic identity of the organization while providing an updated more contemporary look to the future.

Five goals were identified to strengthen the whole of the organization by building staff positions, stabilizing and building revenue streams and securing its home in the heart of Frederiksted, St. Croix, U.S. Virgin Islands.

2023 UPDATE

CMCArts has grown with reliance on this strategic plan. Many challenges and goals have been overcome and won. With that growth and per the directive of this strategic plan, CMCArts has been with a full professional staff of five for the better part of the last two years. It is the first time in the history of this organization that a full staff is engaged with a successful transition from 28 years of board run operations to staff run operations.

Goal 1, “Power Through People” has been the overriding success of the growth of the organization. Both in operational capacity and in public trust and interest. CMCArts added an additional staff member beyond its goal to add not only a Director of Development but also an Executive Director acting secondarily as curator of exhibitions.

The transition from being board run to staff run is still in its infancy and CMCArts continues to find significant relevance to this existing strategic plan. Therefore, we are extending the 2021-2023 plan as is to include 2024 during which, crucial work will be done to create a new strategic plan going forward from 2025.

We have chosen to give ourselves time to carefully and thoroughly engage our public in thought provoking input about the progression of this organization both looking back on the last three years and going into the next five years.

CMCArts is pleased with not only the increase in the community’s participation, but the community’s voice of support and acknowledgement at the significant changes made over recent years. We look to formally capture this input during our next plan building and seek input from a much larger stakeholder pool going forward.

Our public engagement has led to a deeply inspired community that is responding to the tagline, “This is Your Museum” that has been particularly meaningful to the 18-40 age group. CMCArts is thrilled to be making an impact with this audience as we identify that they are the future leaders of this organization.

CMCArts is committed to building a bigger future for our institution and our community and looks forward to creating the next Strategic Plan over the course of 2024.

GOALS

01 POWER THROUGH PEOPLE

Staff and volunteers reflect the diversity of the community

02 ENHANCE THE BOARD

Board membership reflects the diversity of the community

03 FINANCIAL STABILITY

Comprehensive financial plans for growth

04 EXPAND & ENGAGE

Comprehensive educational programming for local and international audiences

05 PREMIER ART VENUE

CMCA to become a premier cultural venue and leader in the arts in the Caribbean



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MUSEUM CENTER
FOR THE ARTS
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VISION

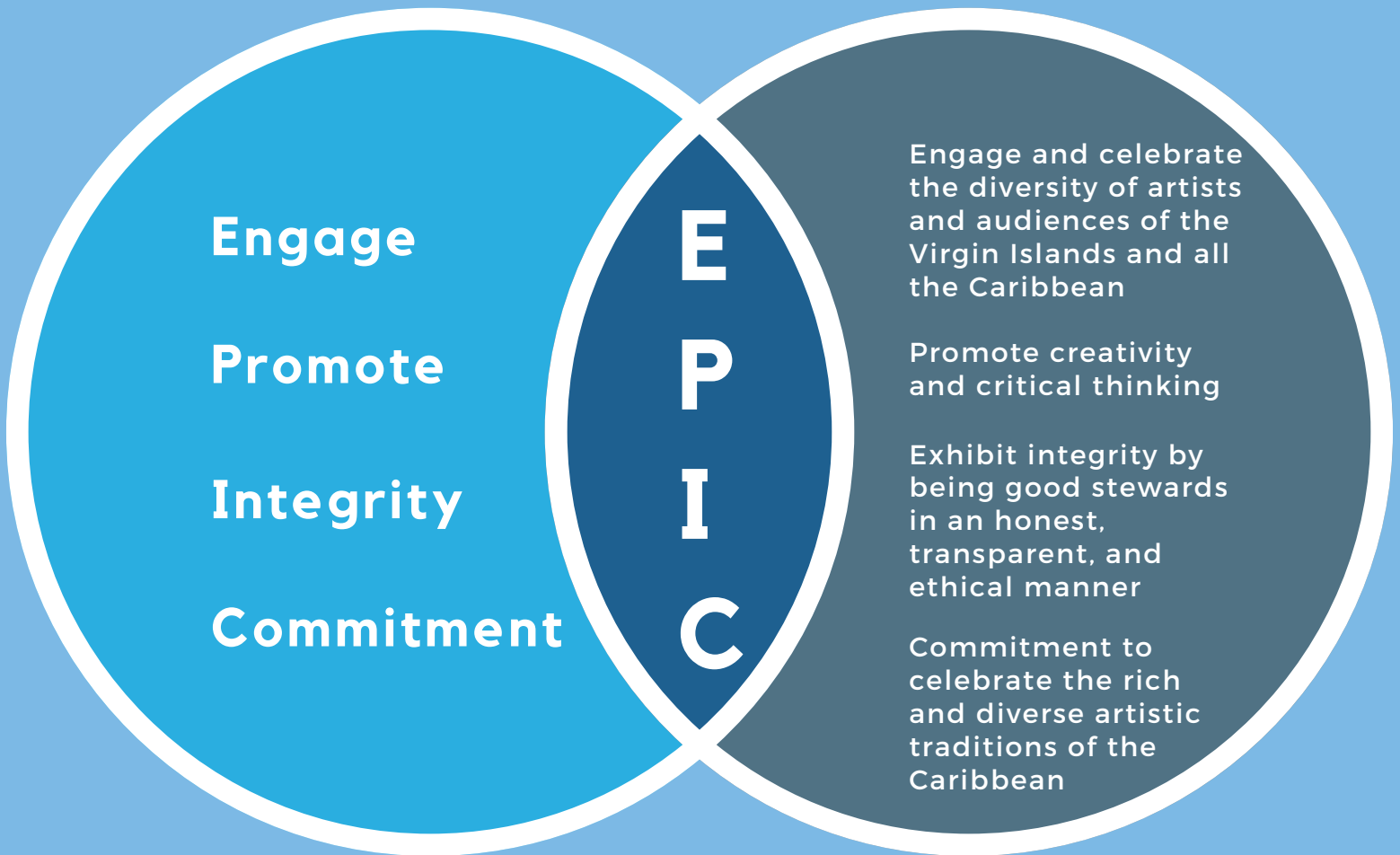
THE CARIBBEAN MUSEUM CENTER FOR THE ARTS WILL BE THE PREMIERE CENTER FOR INSPIRING AND CELEBRATING THE RICH CULTURAL HERITAGE OF THE CARIBBEAN.

THROUGH THE MUSEUM'S LEADERSHIP, EXHIBITIONS AND PROGRAMS, THE ART AND ARTISTS OF THE CARIBBEAN WILL BE RECOGNIZED GLOBALLY FOR THEIR QUALITY, DIVERSITY, AND POWER TO TELL THE STORIES OF THE PEOPLE AND HISTORIES OF THE CARIBBEAN AND ITS DIASPORA.

MISSION

THE CARIBBEAN MUSEUM CENTER FOR THE ARTS INSPIRES AND PROMOTES THE CARIBBEAN'S RICH CULTURAL AND ARTISTIC HERITAGE THROUGH ENGAGING THE DIVERSE COMMUNITIES OF THE CARIBBEAN.

VALUES





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GOAL 1

POWER THROUGH PEOPLE

Staff and volunteers reflect the diversity of the community

TRANSITION TO A PROFESSIONAL STAFF-LED MUSEUM

The museum has always had big ideas. To execute these ideas will require the continued engagement of volunteers as board members, docents, and other support roles. But to ensure stability and growth, the museum will need to hire professional staff.

Volunteers will continue to be essential to the day-to-day functioning of CMCArts both during this transition period and ongoing. Our goal is to normalize community volunteerism in the following categories:

- Docents for exhibition tours and receptions
- Administrative and archival support
- Facilities: light landscaping, electric, plumbing, painting, general contractor repairs
- Outreach

HUMAN RESOURCES TIMELINE



GOAL 2

ENHANCE THE BOARD

Board membership reflects the diversity of the community

ENHANCING THE BOARD & ITS PERFORMANCE

As the museum transitions to a staff-led organization, the activities of the board will also shift from day-to-day roles to a focus on oversight, community engagement and development.

The board development committee will update the commitment letter, board handbook, and develop a letter of interest/board packet for future board members.

The Board of Directors will participate in Catchafire's Board Assessment program that will provide an analysis of the Board of Directors' governance practices, stewardship, membership, revenue generation and executive management.

Develop a pipeline of potential board members by engaging interest with special invitations to openings and events.

**IMPLEMENTATION
DUE DATE:
OCTOBER 2021**

GOAL 3







ENSURE THE FINANCIAL STABILITY OF CMCARTS

FINANCIAL STABILITY

Comprehensive financial plans for growth

The impact of enriched human resources and Board enhancement will pave the way for financial growth with the ultimate goal of securing financial stability.

Grow the budget to increase fiscal sustainability by:

-  Increasing membership contributions by 10% in year 1, 15% in year 2 and 20% in year 3.
-  Revise membership categories to bolster added value for both CMCArts and members.
-  Add sustaining memberships to create affordability of higher level memberships
-  Increase existing contribution streams: individual, corporate, foundation, government and philanthropic organizations through local VIP fundraising events and reintroduction of an annual gala.
-  Diversify and increase earned income streams.
-  Require the Director/Development Officer to increase financial capacity by 10-20% on an annual basis.

- Complete an independent statutory audit for fiscal year 2019 and commit to annual audits for the foreseeable future resulting in increased grant opportunities and fiscal transparency.
- Build a cash reserve equivalent to six-months of CMCArts' operating expenses and increase by at least 25% each year.
- Conduct a risk analysis of CMCArts' assets.
- Reassess financial policies.
- Create and implement a fundraising plan.
- Purchase the building at 10 Strand Street in Frederiksted

GOAL 4

EXPAND & ENGAGE

Comprehensive educational programming for local and international audiences

ENGAGE ALL COMMUNITIES & STAKEHOLDERS ON ST. CROIX IN THE REPRESENTATION, EDUCATION AND CELEBRATION OF CARIBBEAN ART. EXPAND OUR REACH AND REPUTATION TO ALL OF THE CARIBBEAN & BEYOND

Over the next three years CMCArts will focus educational programs on engaging young people and the institutions and people connected to the museum (schools, families, and educators). We have learned through past programming that once we break down the museum barriers with school-age children, that local older audiences also see the museum as a community asset.

CMCArts will engage artists and scholars that reflect the Caribbean's diverse population and rich cultural heritage to build comprehensive educational programming for the benefit of our local and international audiences. It is important for CMCArts to be a local place intertwined and inseparable from local realities and issues.

- Utilize the Coordinator of Educational Learning and Engagement to engage with all K-12 schools by developing strong relationships and curricular connections.
- Organize school visits to the Museum as well as bringing art programs to the schools.
- Provide youth and adult programming (outside of the school setting), including art classes, apprenticeships, and internships.
- Create and execute youth after school and summer programming.
- Create and execute adult programming throughout the year.



**THERE ARE
MANY
WAYS OF SEEING
A CULTURE**



GOAL 5

PREMIER ART VENUE

CMCarts to become a premier cultural venue and leader in the arts in the Caribbean

2021

1. TAKE THE AMERICAN ALLIANCE OF MUSEUMS PLEDGE OF EXCELLENCE

2022

2. ENGAGE IN THE ALLIANCE OF MUSEUMS PEER REVIEW

2022

3. BEGIN THE PROCESS FOR ACCREDITATION THROUGH THE AMERICAN ALLIANCE OF MUSEUMS

2023

4. ACHIEVE ACCREDITATION

ESTABLISH CMCARTS AS A PREMIERE CULTURAL VENUE, ARTS EXHIBITION SPACE, ISLAND MUSEUM AND LEADER IN ARTS EDUCATION IN THE CARIBBEAN

CMCarts will be the premier center for inspiring and celebrating the rich cultural heritage of the Caribbean. Through the Museum's leadership, exhibitions and programs, the art and artists of the Caribbean will be recognized globally for their quality, diversity, and power to tell the stories of the people and histories of the Caribbean.

STRENGTHEN CMCARTS' CORE COLLECTION BY ARTIST AND GENRE TO BE REFLECTIVE OF THE COMMUNITY WE SERVE WITH A FOCUS ON ART MADE IN THE CARIBBEAN AND ART MADE OF ARTISTS OF IMMEDIATE CARIBBEAN DESCENT

BOARD MEMBERS AND STAFF WILL ACTIVELY PURSUE GIFTS OF ART AND FINANCIAL DONATIONS TO PURCHASE ART FOR THE COLLECTION.

EXPAND THE USE OF THE COLLECTION IN EXHIBITIONS

MAINTAIN THE COLLECTIONS ACCESSIBILITY ONLINE

PARTNER WITH ORGANIZATIONS ON OTHER CARIBBEAN ISLANDS TO BRING IMPORTANT AND IMPACTFUL EXHIBITIONS TO CMCARTS





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