

Seattle Art Museum

Strategic Plan

2024 - 2029

Approved 12-12-2023

SAM Strategic Plan 2024-2029

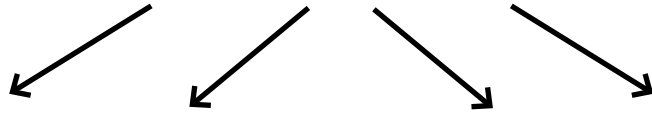




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Art at the Start



Enhance Relevance
+ Dynamism

Advance +
Operationalize
Equity Goals

Strengthen Financial
Capacity

Increase
Organizational
Resilience

Executive Summary

We write this plan in late autumn 2023 with a renewed sense of possibility. Our most recent exhibition opening at SAM Downtown—celebrating the transformative gift of Jon and Kim Shirley’s extraordinary Calder collection—saw the highest turnout in four years. The Seattle Asian Art Museum is returning to normal operating and programming levels, and The Olympic Sculpture Park, which remained open throughout the pandemic and served as an outdoor refuge and space of healing for many, will resume its summertime temporary art installations. With three unique sites, the Seattle Art Museum continues to play a critical role in our innovative and dynamic region.

We must acknowledge, however, the profound dislocation that the COVID-19 pandemic caused over the past several years and the challenge that rebuilding and rebounding presents. With the transition of many staff members during pandemic shutdowns, the capacity to mount key exhibitions and programs was impacted and institutional memory declined. This took a toll on attendance, revenue growth, and mission success. In addition, a new generation brings revised expectations of how museums should function in our societies. These issues and more are still being negotiated and signal that there is no “return to normal” in our post-pandemic landscape.

While core assumptions about the role of museums are being challenged, our commitment to caring for the works in our possession is unwavering. Our collection of over 25,000 objects is a powerful resource, and art is always at the heart of our mission. Collecting, conserving, and displaying extraordinary works of art is the governing rationale of our museum. So, too, is fostering a vigorous exchange of ideas while cultivating connection with the broad array of communities we serve.

In addition, we are dedicated to strengthening our organizational resilience and building upon our strong progress towards becoming a national model for museum equity and inclusion practices. To meet our ambitious objectives, we must secure a strong and sustainable financial footing. With the understanding that the landscape is ever-evolving, and that the ability to change course is an asset, this plan is a roadmap guiding us towards reaching five mutually reinforcing strategic priorities.

- **Art at the Start:** We will showcase our collections—including several recent gifts of extraordinary collections—with dynamic exhibitions and programming that attract broad audiences. We will redouble our efforts to engage current collectors and cultivate emerging collectors. In addition, we will evaluate our gallery and storage space needs to ensure we are prepared for future collection additions.
- **Enhancing Relevance and Dynamism:** We will increase museum attendance by coming to better understand our audiences, how our exhibitions can be more relevant to our visitors, and what stories our collections can tell. We will listen to a range of cultural and community voices in order to integrate their expectations into the visitor experience and make our three sites spaces of engagement and belonging for the widest possible audience.
- **Advance & Operationalize Equity Goals:** Building on our progress integrating equity, diversity, and inclusion into our values and practices, we will become a destination where everyone feels welcomed, seen, and inspired.
- **Strengthen Financial Capacity:** We will secure our long-term financial sustainability, enhance mission-driven impact, and make the financial commitments necessary to continue to be a vibrant cultural cornerstone in the communities we serve.
- **Increase Organizational Resilience:** We will cultivate and nurture a thriving organizational culture. As we rebound, we will increase focus on supporting and providing professional development opportunities for staff, recognizing the pandemic toll and the need for comprehensive, well-coordinated strategic approaches to our mission-based work.

Success in each spurs action in another, strengthening our capacity to pursue our mission. As our staff creates annual program and operations plans to allocate resources, each department will evaluate and align its current and prospective activities guided by these strategic priorities.

Through the pursuit of these priorities, elucidated in greater detail in the following pages, we will enhance our national and international reputation as a top-ranked art museum, well-known for our distinctive and engaging offerings and our attention to diverse audiences.

The Strategic Planning Committee, December 2023

Kimerly Rorschach

*Interim Chief Executive Officer &
Strategic Planning Committee Co-Chair*

Lisa Caputo

*Board Member &
Strategic Planning Committee Co-Chair*

Jose Carlos Diaz

Susan Brotman Deputy Director of Art

Hwa Park

Board Member

Jeff Draeger

Chief Operating Officer

Catherine Roche

SAM Board President-Elect

Priya Frank

Director of Equity, Diversity & Inclusion

Brandon Vaughan

Board Member

Chris Landman

Chief Development Officer

Mission

SAM connects art to life.

Through art, the Seattle Art Museum fosters creativity and builds community. As a leading visual art institution in three unique locations, SAM shares its global collections, powerful exhibitions, and dynamic programs to engage, educate, and inspire.





Core Values Overview

Accessibility We work to lower economic and physical barriers as well as barriers to understanding, so that art is accessible to everyone. We recognize the importance of excellent customer service in making art accessible to all.

Creativity We bring art into people's lives and help them understand its unique power to inspire creative thinking, which is crucial to understanding and solving our world's complex problems.

Diversity We invite and respect many viewpoints and experiences, as we develop and sustain a diverse staff, board, and audience, and showcase art from the world's diverse cultures.

Engagement We engage our audiences through dialogue that is mutually beneficial and enlightening in a spirit of mutual respect.

Equity We are responsive to cultural communities and experiences, and we think critically about the role art plays in empowering social justice and structural change to promote equity in our society. We are dedicated to racial equity in all that we do.

Excellence We build and create collections, exhibitions, and public programs of the highest quality and excellence.

Leadership We recognize and embrace the leadership role SAM plays in the museum field and in our community. We lead responsibly in our approach to exhibitions, programming, collection stewardship, engaging visitors, and supporting our staff in line with our core values and mission.

Stewardship We are transparent and careful stewards of resources, including collections, staff, volunteers, facilities, investments, and institutional records. We share SAM's collection, our greatest resource and legacy to the future, with the public through scholarship and interpretation, creative installation, conservation, and programming.

Strategic Priorities:

**Outcomes, Key Tactics
& Resources Required**





Art at the Start

Over the next five years, SAM will:

Develop our collection, exhibition programs, and gallery spaces enhancing the museum's relevance and dynamism and attracting diverse audiences locally and regionally. Foundational to our strategic success is the recognition that art is the core of what we do, and we will address and evaluate collection development and display challenges, gallery space, art support, art storage, and conservation needs, in addition to aspirations for our artistic and educational programs. This general approach has specific applications at our different sites.

At our Downtown museum, we will roll out bold exhibitions, and with an eye toward 2031, when significant additional space becomes available in our downtown building, we will undertake planning to optimize gallery space and address storage and conservation needs.

At the Seattle Asian Art Museum, we will increase our open-hours, resume more robust activities, exhibitions, and programs, and consider collection development in relation to the opportunities our expanded and renovated site offers. The Seattle Asian Art Museum now has an endowed conservation center, which will provide a higher level of care to our own collection. We will work with museums regionally and nationally to provide specialized conservation services, which furthers our mission, relevance, and reputation.

At the Olympic Sculpture Park, we will plan for and resource the restart of the temporary installation program in the park and pavilion and consider OSP artistic and educational programs in the context of the extraordinary redevelopment of the Seattle Waterfront. Upcoming changes in the urban landscape will transform OSP from an isolated oasis to but one link in a chain of accessible parks containing public art.

As we think holistically about the centrality of our artworks, and the exhibitions and programs we can design with them, we will redouble our efforts to engage with current collectors and educate and nurture new generations of collectors, especially in global modern and contemporary art and Asian art. In the past decade, our collection has grown dramatically with the gift of the Virginia and Bagley Wright Collection (2014–2020), the Friday Foundation gift (2020), the Frank S. Bayley III bequest (2023), and the 2023 promised gift of the Shirley Family Calder Collection. The museum also expects to receive additional, very significant collections in the years to come.



Key Tactics

- 1 Develop exhibition schedules with an optimal balance between major shows with broad audience appeal and exhibitions featuring emerging artists, all underpinned by effective marketing
- 2 Establish a Space Planning Task Force to explore optimizing the mission impact of existing galleries and publicly accessible areas, assess options for using downtown space with leases expiring in 2031, and evaluate options for art storage and conservation in terms of feasibility, functionality, and cost-efficiency
- 3 Review and revise collection plans including strategic deaccessioning in light of collection growth
- 4 Consider collaborative opportunities for OSP with the development of the Seattle Waterfront

Key Resources Required

- Additional curatorial and exhibition hires to increase exhibition capacity
- Additional operational hires to increase access at SAAM and restart installation programs at OSP
- Investment in consultants to support space optimization review and recommendations



Enhance Relevance & Dynamism

Over the next five years, SAM will:

Create experiences that are so dynamic that visitors see SAM as THEIR space for regular engagement, lifelong learning, authentic connection, inspiration, and joy. As art museums recover and rebuild from the pandemic, we will respond to the public's shifting wants and needs by reimagining and integrating changing expectations about the visitor experience, using art to create spaces for engagement and building connections in inclusive and innovative ways.

Be a strong advocate for the arts within downtown revitalization efforts and as a key contributor to the region's creative economy. With a large footprint in Seattle, and as a highly regarded museum nationally, SAM's unique leadership position can ignite public passion for the museum and galvanize understanding and support for the arts as a vital component of a thriving city now and for years to come.

Ensure everyone is included in our plans and actions and recognize those that have been historically excluded by museum practices and spaces. We will be proactive in centering BIPOC, 2SLGBTQIA+, and intersectional community perspectives to solidify the connection between art and ALL of our lives.* We will deepen our listening to cultural and community voices to discover what stories our collections can tell that are relevant to them.

Develop diverse collections, innovative programming, and vibrant communications to nurture authentic community relations and invest in the internal stakeholders that are making all of this happen. As a result, we will increase visitorship from all communities—including longtime members and first-time local, national, and international visitors. Doing so will increase our attendance and elevate our profile both regionally and nationally, making us a place where everyone connecting with SAM feels genuinely wanted, valued, and welcomed.

* BIPOC is an acronym for Black, Indigenous, People of Color. 2SLGBTQIA+ is an acronym for 2Spirit, Lesbian, Gay, Bisexual, Transgender, Queer, Questioning, Intersex, Asexual.

Key Tactics

- 1 Reinvalidate SAM with a balanced mix of popular and risk-taking exhibitions grounded in evaluations of educational impact and scholarly contribution, potential visitor draw, impact on membership, and other key factors
- 2 Ensure SAM and OSP specifically are integrated in plans to include arts experience in new Waterfront developments
- 3 Utilize our collections, exhibitions, and programming at SAAM to connect art reflective of the broader Asian experience to local communities through investment in relevant programs, promotion, and partnerships
- 4 Continue to expand the collection to better reflect constituencies that have been historically underrepresented
- 5 Continue to evaluate, develop, and effectively promote engaging educational programs for all audiences
- 6 Establish a Digital Strategy Task Force to evaluate how technology is currently deployed and to develop a technology plan to create leading edge, dynamic audience experiences
- 7 Provide exhibition development staff with demographic and geographic data to create exhibitions that reflect our populations, the technology to be creative, and the freedom to think outside the box
- 8 Review current and planned partnerships with all our constituencies to consider breadth and effectiveness and ensure that we continue to serve a range of diverse audiences

Key Resources Required

- Additional staff resources to expand SAAM programming, educational offerings, and Waterfront collaboration
- Investment in technology and digital tools
- Grow Collection Acquisitions Fund

Advance & Operationalize Equity Goals

Over the next five years, SAM will:

Become a destination where everyone feels welcomed, seen, and inspired.

Be an international example of how art museums and community collaborate and how focused investment in equity, diversity, inclusion, and accessibility efforts helps arts institutions become pillars of their local communities.

Continue integrating equity, diversity, and inclusion into our values and practices. Over the past several years, SAM has created the position of Director of Equity, Diversity, and Inclusion and created a community-empowered Equity Task Force, now a permanent board committee. We have grown an internship program to expand opportunities for more diverse representation in the museum field, and we have diversified our permanent art collection to better represent womxn and BIPOC artists. We have also recruited a senior leadership team that has the most diverse representation in the history of the Seattle Art Museum.

More deeply embed our inclusivity efforts in our Human Resources, Curatorial, Development, Marketing and Communications, Education and Public Programs work. And, as we advance and operationalize more of our equity goals, we will assess what is working best, identify our biggest barriers and opportunities, and prioritize the actions needed to achieve our goals.





Key Tactics

- 1 Develop internal and external communications plans to build transparency and education into SAM's commitment to equity work
- 2 Collect data and assess recruitment and retention efforts and on professional development opportunities, centering the experience in historically underrepresented groups within the museum field
- 3 Increase investment in accessibility measures in recognition that art can be enjoyed and appreciated in a number of different ways including physically, emotionally, linguistically, and more
- 4 Examine SAM's contracting policies, vendor selection, and resource allocation from a Diversity, Equity, Inclusion and Accessibility perspective and identify opportunities to expand the companies we work with to reflect the diverse communities of Seattle
- 5 Provide consistent learning and training opportunities for staff to strengthen cultural competency and further center equity work within our values and practices
- 6 Leverage SAM's platform to lead and collaborate with other arts and cultural institutions locally and nationally

Key Resources Required

- Investment in access-related technology, services, and facility improvements
- Investment in professional development and recruitment
- Investment in staff to support equity work



Strengthen Financial Capacity

Over the next five years, SAM will:

Develop a strategic framework that guides budgetary decisions in alignment with prioritized mission-based goals.

Consistently balance the annual operating budget.

Establish a reserve fund enabling the museum to respond when new opportunities and ideas arise.

Strengthen and expand existing revenue streams and seek new partnerships that help diversify income. These include potential support from the Cultural Access Fund, earned revenue resulting from recommendations of the Space Planning Task Force and the impact of 2031 lease opportunities, public/private partnerships capitalizing on renewed investment in the Seattle Waterfront, increased ticket and venue experience income, new non-profit and private sector partnerships specifically focused on SAAM, and inspiring fundraising campaigns.

Strengthening Financial Capacity is essential to securing our long-term sustainability, enhancing mission-driven impact, and continuing vibrancy. We will pursue this goal with an understanding of both the museum's short and long-term financial position and of the financial commitments necessary to pursue all of our strategic priorities.

Key Tactics

- 1** Pursue opportunities for greater Civic support of SAAM and Downtown through the Cultural Access Fund and for public/private partnerships for OSP
- 2** Review findings of the Space Planning Task Force with respect to leasing opportunities in Downtown Building and the potential for long-term revenue stream as 2031 approaches
- 3** Expand mission-aligned revenue generating venue experiences with a consideration of logistical and staffing issues across our three sites
- 4** Cultivate partnerships with aligned nonprofit organizations and corporate supporters to cost-share and generate revenue
- 5** Support additional Board engagement to attract individual contributions
- 6** Implement new strategic filter when making budget decisions

Key Resources Required

- Investments in fundraising and finance personnel



Increase Organizational Resilience

Over the next five years, SAM will:

Cultivate and nurture a thriving organizational culture. Emerging from the challenges and uncertainty of the pandemic, we will be focused and intentional in investing in the people and processes necessary to achieving our mission of bringing art to life and optimizing our multi-site leadership and staffing structures to effectively and sustainably manage our three sites.

Connect and collaborate across the museum to develop and implement plans that drive increases in job satisfaction, career progression, and longevity amongst SAM employees.

Establish and communicate clear priorities that are aligned with our purpose, supported by sound governance, and matched to the capacity and resources of the museum. This will enable us to engage in thoughtful long-range planning that will streamline processes, enhance clarity and collaboration, and save valuable time. Liberated time will lead to higher quality preparation, innovation, and a culture of continuous improvement, enabling staff to bring their best.

Enhance our effectiveness and efficiency within individual departments and across multiple sites by making investments in tools, technology, and training. Given our dynamic environment, we will foster individual and team resilience by focusing on staff well-being, team building, and developing managers to support employee success and professional growth while managing resources to meet the mission.



Key Tactics



- 1** Regularly highlight the connection between our work, institutional priorities, and museum mission, from exhibitions, community programming, and fundraising to projects and problem-solving
- 2** Consistently apply clear strategic priorities to decision-making, disciplined planning, and staff coordination, all supported by collaborative processes and technology enhancements
- 3** Expand initiatives focused on celebrating successes, staff support, career progression, and manager development to foster a culture of shared purpose, mutual support, innovation, and opportunity
- 4** Establish mechanisms to regularly gauge staff experience and satisfaction, including assessment of BIPOC staff perspectives in line with Equity Task Force and Human Resources goals
- 5** Explore local cost of living challenges associated with staff wages and, in relation to museum financial goals, pursue options to reduce staff financial stress while maintaining a commitment to pay equity
- 6** Review administrative structure and leadership models to inform effective and sustainable management of our three sites

Key Resources Required

- Investment in collaborative tools and technologies
- Investment in hiring, retention, staff training, and professional development
- Investment in workplace enhancements



Strategic Filter

This strategic filter is an evolving tool to use when deciding to say “yes” or “no” to a new idea, program, or activity.

The questions below and the corresponding numeric rating scale will serve as a framework for strategic decision-making conversations. This is not a strict formula, and no specific score is needed to say “yes” or “no” to an opportunity. Instead, this is a tool to add structure and transparency to making judgment calls.

The Strategic Filter can also help us clarify what we hope to achieve by taking on new projects and then evaluate our success. It is a tool to boost confidence in committing resources and act as a guardrail to prevent squandering them.





Using the Strategic Filter is a 3-step process

- 1 Present the idea and frame the decision.** In a few sentences, an internal champion should describe: how does this opportunity connect to our mission and strategic priorities, what impact would it have on current operations and goals, and what new—or redirected—resources would be required?
- 2 Score the Idea using the Filter.** If the idea is scoring highly in each category, or is significantly compelling in multiple areas, then proceed to step 3.

But Remember **There are multiple good outcomes when you use a strategic filter:**

You can say: YES, let's do it!

Or: NO, it's a good idea, but the timing is not right to proceed

Or: NO, it's a good idea, but we don't understand it well enough to proceed

Or: NO, it's likely to take us off course, use up too much time and money, and not meaningfully help us progress towards our strategic outcomes—so let's not do it!

- 3 Reality Check and Practical Consideration Discussion:** Decision makers engage the people who have the most relevant knowledge, or will be most impacted, to discuss if SAM has the time and resources to be successful, if there is internal alignment/collaboration, if external partners are on board and, crucially, how will success be measured in terms that advance Strategic Priorities?

Strategic Filter

How much does this opportunity align with our Strategic Priorities?	Low 1	2	3	4	High 5
<p>Art at the Start Does this opportunity help us to leverage our core strengths as an art museum?</p>					
<p>Enhance Relevance and Dynamism Does this opportunity help us to attract and engage diverse visitors at our three sites?</p>					
<p>Strengthen Financial Capacity Does this opportunity help us to balance our budget, grow earned and/or contributed revenue, and help us build reserves?</p>					
<p>Increase Organizational Resilience Will this opportunity support staff to focus attention on agreed upon priorities, support staff retention, and foster cross-museum collaboration and mutual support?</p>					
<p>Advance and Operationalize Equity Goals Will this opportunity help us ensure that all internal and external communities feel welcome, supported, valued, and reflected?</p>					



Methodology

The 2024-2029 Seattle Art Museum strategic planning process began in June 2023. A Strategic Planning Committee (SPC) was formed, comprising five Staff and four Board Members. Vogl Consulting sent articles and examples of strategic plans to inspire the planning process.

In the first phase of the planning process, Vogl Consulting undertook an internal data assessment which included:

- Reviewing SAM's core documents, including past strategic plans, collection plans, Equity Task Force recommendations, audited financials, development and fundraising data, visitorship and membership data, and responses from a 2023 board survey and August 2, 2023 Board retreat.
- Conducting a baseline financial analysis, comparing SAM financial trends from across 2018 to 2023 along with national benchmarks.
- Engaging via interviews and listening sessions with eleven staff members and sixteen board members, with additional meetings conducted with nineteen senior staff members.
- Analyzing the 107 responses to a survey circulated and open to all staff members.

Following this assessment, the SPC gathered for a half-day Planning Forum on September 6, 2023 to discuss findings, draft preliminary strategic directions, and key research questions. In the weeks that followed, Members of the SPC met internally to begin drafting outcome statements with their teams.

In the second phase of the planning process, Vogl Consulting undertook external research to inform SAM's strategic goal setting and tactical approaches, which included:

- Identifying, researching, and interviewing peer and inspiring museums located in similar-sized markets as SAM, including three multi-site museums (Carnegie Museums of Pittsburgh, Fine Arts Museums of San Francisco, and Indianapolis Museum of Art at Newfields) and two Asian art museums (National Museum of Asian Art in Washington, DC and Asian Art Museum in San Francisco).
- Gathering key data points, including staff structure, finances, board membership, branding, ticketing, membership, audience, strategic planning objectives, and information regarding free and reduced ticket programs.
- Assessing the ways in which Asian art museums are resourced, define their audience, and whether they serve as a social hub for Asian American communities.
- Analyzing six museum stores in similar sized markets to learn which were successful and to identify practices SAM could learn from them for increasing earned revenue.

A second half-day Strategic Planning Forum took place on October 31, 2023 and was held to present the research findings, define Strategic Goal Areas, and refine outcome statements and key tactics. Additional refinement of goals and tactics took place during a series of meetings with the SPC and Board Executive Committee that followed.

The Executive Committee of the Board was apprised of the SPC's progress and provided the opportunity to comment on the plan-in-process at meetings held on October 20 and November 15, 2023.

In Phase 3, the SPC, together with Vogl Consulting, met in small group working sessions to refine the outcomes, tactics, and resources required. Introductory narrative was developed by the Committee, and the document was finalized for presentation for approval to the full Board on December 12, 2023.

Appendix

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I - Presentations & Data

1. Presentations

- August 8, 2023: Planning Committee Kick-off Meeting
- September 6, 2023: Strategic Planning Forum 1, Internal Analysis and Perspectives
- October 20, 2023: Executive Committee Meeting, Strategic Plan Preliminary Directions
- October 31, 2023: Strategic Planning Forum 2, Staff Survey Results, Benchmarking Research
- November 15, 2023: Executive Committee Meeting, Strategic Plan Revised Directions

2. Data

- Interview and listening Session Takeaways:
 - Strategic Planning Committee
 - Senior Leadership Team
 - Managers
 - Board Members
- External Benchmarking & Expert Interviews
 - Carnegie Museums in Pittsburgh
 - Newfields/Indianapolis Museum of Art
 - Fine Arts Museums of San Francisco
 - Asian Art Museum in San Francisco
 - National Museum of Asian Art in Washington, D.C.
 - Museum Store Comparables
- SAM Staff Survey - Protocols, Data and Analysis





II - Resources

1. Articles

- The Burns Halperin Report. “Exactly How Underrepresented Are Women and Black American Artists in the Art World? Read The Full Data Rundown Here.” Dec 13, 2022.
- The Mellon Foundation. “Art Museum Staff Demographic Survey.” 2022
- Art World. “Attendance Has Always Been a Narrow Way to Define Success. That’s Why This Museum Is Using Data Science to Measure Its Social Impact.” February 19, 2020.
- Slover Linett Audience Research. “Rethinking relevance, rebuilding engagement: Findings from the second wave of a national survey about culture, creativity, community and the arts.” January 2022.
- Holland Cotter at The New York Times. “Toward a Museum of the 21st Century.” October 28, 2015.
- Suyin Haynes at Time. “Why a Plan to Redefine the Meaning of ‘Museum’ Is Stirring Up Controversy.” September 9, 2019.

2. Data Reports

- Center for the Future of Museums, American Alliance of Museums. “TrendsWatch: The Future of Financial Sustainability. 2020.
- Association of Art Museum Directors. “2022 Salary Survey.”
- Association of Art Museum Directors. “2023 Salary Survey.”
- Association of Art Museum Directors. “Art Museums by the Numbers: 2018”
- IUPUI, Indiana University Lilly Family School of Philanthropy. “Giving USA: The Annual Report on Philanthropy for the Year 2022.”

3. Strategic Plan Examples:

- American Alliance of Museums Strategic Plan 2016–2020
- Minneapolis Institute of Art Strategic Plan 2021
- Newfields (Indianapolis Museum of Art) Strategic Plan 2015–2025
- Smithsonian National Museum of Asian Art Strategic Plan 2020–2025

III - ACKNOWLEDGMENTS

Strategic Planning Committee

Kimerly Rorschach, Interim CEO & Committee Co-Chair

Lisa Caputo, Board Member & Committee Co-Chair

Amada Cruz, Former Illsley Ball Nordstrom CEO & Director

Jose Carlos Diaz, Susan Brotman Deputy Director for Art

Jeff Draeger, Chief Operating Officer

Priya Frank, Director of Equity, Diversity & Inclusion

Chris Landman, Chief Development Officer

Hwa Park, Board Member

Catherine Roche, Board President-Elect

Brandon Vaughan, Board Member

Board Member Interview & Listening Session Participants

Cherry A. Banks

Susan Brotman, Vice President

John Frank

Stewart Landefeld, Past Chair

Carla Lewis, President

Scott Morris

Constance Rice, Chair

Kim Richter Shirley

Jon Shirley, Vice President

Mandira Virmani

Maggie Walker, Secretary

Charles Wright, Vice President

Senior Staff Interview & Listening Session Participants

Cindy Bolton, Chief Financial Officer

Nicolas Dorman, Jane Lang Davis Chief Conservator

Regina Ford, Director of Human Resources

Lauren Mellon, Director of Museum Services & Chief Registrar

Jason Porter, Kayla Skinner Director of Education & Public Engagement

Mikhael Mei Williams, Chief Marketing Officer

Additional Engagements

Senior Leadership Team Meeting September 5, 2023: 8 participants

Director's Meeting September 5, 2023: 19 participants

107 responses to all staff survey

Vogl Consulting Team

Marc Vogl, Principal + Lead Consultant

Laura Goodall, Associate Consultant

Teresa Koberstein, Associate Consultant

Images: Cover: Installation view of *Calder: In Motion, The Shirley Family Collection*, Seattle Art Museum, 2023, © 2023 Calder Foundation, New York / Artists Rights Society (ARS), New York, photo: Alborz Kamalizad. Page 2: *Off the Walls*, 2017, photo: Jen Au. Page 5: The final guided tour for *Ikat: A World of Compelling Cloth* at Seattle Art Museum on May 7, 2023, photo: Chloe Collyer. Page 7: *Thousand-armed, Eleven-headed Guanyin (detail)*, 16th century, Chinese, bronze with gilt, 44 15/16 × 32 × 19 1/2 in., Eugene Fuller Memorial Collection, 33.821, photo: Chloe Collyer. Page 8: Clockwise, Seattle Art Museum exterior, photo: Benjamin Benschneider. Seattle Asian Art Museum, photo ©Tim Griffith. Olympic Sculpture Park, photo: Benjamin Benschneider. Page 9: Photo: Alborz Kamalizad. SAM Remix March 2017, photo: Jen Au. Page 12: *Teen Night Out* at Seattle Art Museum on May 6, 2020 photo: Chloe Collyer. Page 13: *An Evening with Anothony White* at SAM, September 15, 2022, photo: Chloe Collyer. Page 14: *Summer* at SAM collab with CID Block Party on August 3rd, 2024 at Olympic Sculpture Park, photo: Chloe Collyer. Page 15: Gallery Walk before Carrie May Weems appearance at Seattle Art Museum January 12, 2023, photo: Chloe Collyer. Page 16: *Ikat* press preview tour with curator Pam McClusky on March 7 2023 at Seattle Art Museum. (First special exhibition tour of 2023), photo: Chloe Collyer. Page 17: Bow Lake Elementary School tour at SAAM, May 26, 2023, photo: Alborz Kamalizad. Page 18: Press preview of Dawoud Bey & Carrie Mae Weems: *In Dialogue*, November 15, 2022, photo: Alborz Kamalizad. Mickaline Thomas' *Hair Portrait #20* and *We Are Still Here*, 2021 by Lauren Halsey for Black History Moneth 2023 Mickaline Thomas' *Hair Portrait Series* and *We Are Still Here*, 2021 by Lauren Halsey for Black History Moneth 2023, photo: Chloe Collyer. Page 19, 20, and 23: Photo: Alborz Kamalizad.