

**Arizona State  
University  
Art Museum**

**FY19-22**

**Strategic Plan**

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# Letter from the Strategic Planning Committee

## **Dear Friends of ASU Art Museum,**

This past year has been an extraordinary opportunity to reflect on the past, to celebrate our successes, and to look to the future. The 2018-21 Arizona State University Art Museum strategic plan will guide the museum's work in effectively carrying out our roles and responsibilities allowing us to successfully maximize our mission. The process began in December 2017 with the creation of a strategic planning committee who met six times over the course of the project. We devised a plan to gather input which involved an online survey to our general audience, a staff retreat, several focus groups with ASU faculty and students, one-on-one interviews with Creative Impact Board members and Museum stakeholders, and a day-long strategic planning retreat facilitated by Lodestar Center for Philanthropy and Nonprofit Innovation in May 2018. The result of a dynamic and integrated effort, this plan provides a broad roadmap comprising a shared vision enabling us to move forward together.

The overarching goals provide a balanced framework of what needs to be done by us to reach our vision and fulfill our mission for the next three years. This plan is a commitment we are making to actively rethink our role as a cultural commons in a rapidly changing cultural and political landscape and to be a new model for a different and more relevant kind of museum – expanding and deepening the ways in which all people experience and value the visual arts in their own lives. We hope to see you all in the galleries and at the events across our community and are proud to be part of this effort to energize, inspire and create change through the arts.

Sincerely,

**Miki Garcia**, Executive Director, ASU Art Museum

### **The 2018 Strategic Planning Committee**

**David Bills**, Co-Chair, Strategic Planning Committee, Creative Impact Board

**Mary-Beth Buesgen**, Program Specialist, ASU Art Museum

**Sherry Cameron**, Co-Chair, Strategic Planning Committee, Creative Impact Board

**Lizabeth Dion**, Development Coordinator, ASU Art Museum

**Andrea Feller**, Curator Of Education, ASU Art Museum

**Kate Hastings**, Creative Impact Board

**Sarah Hough**, Director Of Communications And Strategy, Herberger Institute

**Melissa Lamson**, Creative Impact Board

**Heather Lineberry**, Senior Curator, ASU Art Museum

**Katrina Montgomery**, Communications Program Coordinator, ASU Art Museum

**Cory Rogers**, Development Officer, ASU Art Museum

# ASU ART MUSEUM

## MISSION

ASU Art Museum's mission is to be a meeting point for the exchange of new ideas, perspectives and experiences among artists, students, and the public through our exhibitions, residencies, collections, and programs. The museum forges meaningful connections across all areas of research in order to create a better, more sustainable future.

## VISION

Reinventing the university art museum, ASU Art Museum reaches beyond traditional boundaries to serve the university, the field, and the broader community by pursuing the highest level of research and experimentation in exhibitions, programs, collections, and publications. The museum demonstrates its dedication to innovative collaboration in both global and regional partnerships, presenting contemporary art in all media by regional and international, emerging and established artists. The museum's commitment to pioneering artists and emergent media is expressed in its exhibitions and programs, which receive both national and international attention.

## HISTORY

ASU Art Museum was founded in 1950 with a significant gift of American, Mexican and European artworks purchased by Oliver B. James, a prominent local lawyer. James donated close to 150 works of art over five-years. The art collection originally was installed in the lobby, hallways, and offices of Matthews Library. When the new Hayden Library was completed in 1965, the books were removed and the artworks remained.

By 1978 the museum occupied the entire second floor of the Matthews Center with 10,000 square feet of exhibition space. Guided by Director Rudy Turk, the museum continued to expand with significant acquisitions in prints and American craft. The ceramics collection increased dramatically in 1977 when a National Endowment for the Arts matching grant was awarded to the museum for the purchase of contemporary American ceramics. Ongoing gifts by collectors and supporters in American and British ceramics have significantly enhanced the collection, and the museum now boasts one of the largest 20th-century and contemporary ceramic collections in the United States.

In April 1989, ASU Art Museum moved into Antoine Predock's award-winning Nelson Fine Arts Center on the western edge of ASU's Tempe campus. This facility now includes six expansive galleries and three sculpture courts, collections management and storage, a conservation workspace, museum store, workshop, and administrative offices.

Beginning in 1992, director Marilyn A. Zeitlin brought an increased commitment to new art forms and ideas, and significant contributions to the international dialog on contemporary art with exhibitions, publications, and collections. In 1995, ASU Art Museum presented the exhibition, Bill Viola: Buried Secrets,

in the United States Pavilion at the 100th anniversary of the Venice Biennale. The Biennale has been described as the Olympics of the art world and features exhibitions of work by artists from over 60 countries. Zeitlin was chosen to be the commissioner of the United States Pavilion and curated the exhibition by this internationally-renowned video artist. When the exhibition returned to Tempe, it was the first major exhibition of video art in Arizona and traveled to three other locations.

Under the leadership of director Gordon Knox, ASU Art Museum's collection grew to include more than 12,000 objects, and the museum's physical presence expanded to three locations across metro Phoenix. The ASU Art Museum Ceramics Research Center opened in 2002 and moved to a new location in 2014 –in downtown Tempe's Mill Avenue District.

ASU Art Museum continues to pursue collaborative, research-based projects with its current director Miki Garcia, affirming the role of art and artists as central to our understanding of the world and ability to envision the future. Garcia brings over 25 years of arts and museum administration experience to the ASU Art Museum, laying the groundwork for growth and sustainability. With an inclusive, vital restructuring, Garcia is positioning the ASU Art Museum to reach beyond the status quo in order to leverage the museum's resources becoming a New American Museum for the New American University.

## PRESENT DAY

Celebrating its 68th year in 2018, the Arizona State University Art Museum continues to expand its role in Phoenix and beyond as the premier university arts institution dedicated to collecting, exhibiting, commissioning, documenting, and caring for important works of art. Its world-class roster features solo and group exhibitions of artists of diverse media, ethnicity, geography, and gender, with accompanying scholarly publications serving as critical contributions to the field of art.

With the momentum of great accomplishments and generous funding from the Windgate Foundation, Virginia G. Piper Charitable Trust, The Andy Warhol Foundation for the Visual Arts, Steele Foundation, Diane & Bruce Halle Foundation, its visionary Creative Impact Board, individual supporters, and others, ASU Art Museum will reach its maximum potential as a vital and impactful university art museum of the 21st-century. ASU Art Museum is uniquely poised to actively rethink our role as a cultural commons in a rapidly changing cultural and political landscape and to be a new model for a different and more relevant museum – expanding and deepening the ways in which all people experience and value the visual arts in their own lives. Committed to a comprehensive, strategic reorganization, culminating in a strengthening of its offerings and services to the community by 2023, ASU Art Museum will:

- Define a unique value proposition, understood by all;
- Function as a “good citizen” for its community;
- Engage every visitor through meaningful experiences;
- Relentlessly pursue academic excellence;
- Become an innovative catalyst for learning.

# PERTINENT INFORMATION

## Facts about ASU Art Museum

- **Collections - Approx. 15,000 objects**
  - Contemporary art
  - Craft and design
  - Prints and works on paper
  - Art of the region
  - Latin American and Cuban
  - New media
- **Exhibitions and Artists-in-Residence**
  - Average 12-15 exhibitions per year
  - Average 10-15 artists-in-residence per year
- **Governance and staff**
  - The museum director reports to the dean of the ASU Herberger Institute for Design and the Arts.
  - ASU Art Museum has 24 employees with additional student workers and robust student internship and fellowship programs.
  - ASU Art Museum is supported by a 30 person Creative Impact Board at a \$1,500 minimum membership level with executive, and collections committees.
- **Operations**
  - ASU Art Museum's FY18 operating budget is around 2 million dollars.
  - Infrastructure and partial employee costs are garnered through state allocation with programming costs fundraised through individual giving, foundations, endowments, government grant, membership, and earned income.
- **Locations**
  - ASU Art Museum at Nelson Fine Arts Center boasts 49,700 square feet with six galleries, collection storage, a print study room, nymphaeum (interior courtyard), sculpture terraces and exterior courtyards, Workshop, administrative offices, and museum store.
  - ASU Art Museum Ceramics Research Center at Brickyard opened in 2014 and was remodeled by Durkin Architects, Inc. boasts 7,500 square feet with a gallery, open collection storage, ceramics research archives, classroom, library, and store.
- **Educational and community outreach**
  - ASU Art Museum's approach to education is not to explain the work but offer a bridge that connects the viewer with the work of art.
  - Community outreach, a natural function of the overall museum orientation, is pursued in partnership with other cultural institutions and engaging the public. It reaches new audiences through nontraditional methods, and often through activities with local schools and neighborhoods.
    - Art 101 is a paid series of educational programs that provide lifelong learning opportunities to the public about contemporary art and developing an art collection.
    - Escape the Museum is an annual activity held at the museum with the objective to find the answers to the clues to 'escape' the museum. This event is primarily held in association with HIDA Day, an annual event for ASU Herberger students.
    - Get Weird is a biannual program designed as a welcome back to school event. Engaging in a variety of art activities and games, museum goers must finish all activities in order to gain access to a VIP room and surprise benefits.
  - Party Underground is a quarterly event reception series comprising entertainment, guided tours of the exhibitions on view, hands-on activities and behind the scenes opportunities.
  - Playfest is a biannual program designed for all ages and allows visitors to create art based on the museum's exhibitions. Local artists lead arts-based projects for participants.
  - Windgate Contemporary Craft Initiative is a series of artist residencies for contemporary craft artists who visit the museum, deliver lectures on their work, and work with ASU students.
  - WORKSHOP is an interactive learning lab in the museum dedicated to providing critical educational activities and information about the museum's exhibitions and collections on view.

# Herberger Institute For Design and the Arts

## MISSION

To position designers, artists, scholars, and educators at the center of public life and prepare them to use their creative capacities to advance culture, build community and imaginatively address today's most pressing challenges.

## VISION

To advance the New American University by embedding designers, artists and arts-based inquiry at its core and throughout the communities it serves locally, nationally and internationally.

## VALUES

- **Creativity as a core 21st-century competency.**
- **Design and the arts as critical resources for transforming our society.**
- **Innovation, enterprise and entrepreneurship.**
- **Interdisciplinary and transdisciplinary collaboration and research.**
- **Social embeddedness.**
- **Projecting all voices.**
- **Excellence.**

# Arizona State University Charter

ASU is a comprehensive public research university, measured not by whom it excludes, but by whom it includes and how they succeed; advancing research and discovery of public value; and assuming fundamental responsibility for the economic, social, cultural and overall health of the communities it serves.

- **Demonstrate leadership in academic excellence and accessibility**

- Maintain the fundamental principle of accessibility for all students qualified to study at a research university
- Maintain university accessibility to match Arizona's socioeconomic diversity
- Improve freshmen persistence to 90 percent
- Enhance university graduation rate to 80 percent and more than 32,000 graduates
- Enhance quality while reducing the cost of a degree
- Enroll 100,000 online and distance education degree seeking students
- Enhance measured student development and individual student learning to national leadership levels
- Enhance linkages to the university at all levels for all learners

- **Establish national standing in academic quality and impact of colleges and schools in every field**

- Attain national standing in academic quality for each college and school (top 5 percent)
- Attain national standing in the learning value added to our graduates in each college and school
- Become the leading university academically (faculty, discovery, research, creativity) in at least one department or school within each college/school

- **Establish ASU as a leading global center for interdisciplinary research, discovery, and development by 2025**

- Become the leading American center for discovery and scholarship in the integrated social sciences, and comprehensive arts and sciences
- Enhance research competitiveness to more than \$815 million in annual research expenditures
- Transform regional economic competitiveness through research and discovery and value-added programs
- Become a leading American center for innovation and entrepreneurship at all levels

- **Enhance our local impact and social embeddedness**

- Strengthen Arizona's interactive network of teaching, learning and discovery resources that reflect the scope of ASU's comprehensive knowledge enterprise
- Co-develop solutions to the critical social, technical, cultural and environmental issues facing the 21st-century Arizona
- Meet the needs of 21st-century learners by empowering families in the education of their children, increasing student success through personalized learning pathways, and promoting a college-going culture in Arizona's K-12 schools
- Establish, with Mayo Clinic, innovative health solutions pathways capable of educating 200 million people about health care, engaging 20 million people in online health care delivery, and enhancing treatment for 2 million patients

# Strategic Goals

## **AWARENESS**

Become a recognized asset in the university, community, and the arts and museum fields through brand recognition, focus on permanent collections, enhanced facilities improvements, and critical academic contributions.

## **COMMUNITY**

Operate as a catalyst for the arts in the communities we serve and provide inclusive pathways for visitor experiences from diverse backgrounds.

## **EXPERIENCE**

Inspire visitors through meaningful engagement with the arts emphasizing active participation and illuminating the museum's collections, exhibitions, programs, and facilities.

## **SUSTAINABILITY**

Build a strong organizational infrastructure and a robust financial plan that allows for both stability and growth.

## **INNOVATION**

Serve as an incubator for testing, launching and accelerating experimental, risk-taking ideas that position the museum as a 21st-century leader.

# **AWARENESS:**

**Become a recognized asset in the university, community, and the arts and museum fields through brand recognition, focus on permanent collections, enhanced facilities improvements, and critical academic contributions.**

## **OBJECTIVES**

- **Create a recognizable identity within the ASU brand.**
- **Steward our assets through best practices of exhibition and interpretation.**
- **Ensure ongoing curatorial, conservation, and educational research, artist commissions, and noteworthy acquisitions.**
- **Establish a broad-based network of community members sharing and advocating the museum's brand.**

## **STRATEGIES**

- Create a comprehensive marketing plan that comprises situation analysis, marketing strategy, sales forecast, and expense budget.
- Develop an ASU Art Museum brand strategy that includes naming, visual identity, and brand messaging.
- Emphasize the permanent collections of ASU Art Museum through exhibitions, publications, and programs.
- Host a minimum of 3 artist commissions per year
- Photograph and digitize permanent collection to make available online and in publications.
- Produce permanent collection publication.
- Produce two publications (online or print) a year.
- Reenvision the mission and vision statements of the ASU Art Museum to better reflect its goals.

# COMMUNITY:

Operate as a catalyst for the arts in the communities we serve and provide inclusive pathways for visitor experiences from diverse backgrounds.

## OBJECTIVES

- **Establish ASU Art Museum as the cultural center of the campus.**
- **Create spaces that incorporate health and wellness into the organizational culture of the museum.**
- **Meet our audiences where they are and invite experts and experiences from voices outside the museum.**
- **Institute meaningful relationships with external organizations and partners that share in the museum's mission, vision, and values.**

## STRATEGIES

- Create a plan to integrate the museum further into campus life (curriculum coordinators, maps, new student tours).
- Create a series of signature public programming and fundraising events that have a recognizable brand and a loyal audience base.
- Establish a permanent Artist International Residency site with a clear vision, and goals.
- Establish an advisory committee for major exhibitions made up of scholars and community members.
- Integrate Herberger's "Projecting All Voices" initiative for equity, inclusion, and diversity in the museum's operating and visitor structures.
- Introduce multimedia platforms and new technologies in tours, activities, and visitor services.
- Launch intergenerational museum ambassadors program.
- Redesign the Ceramics Research Center to improve open storage, research facilities, and Workshop.

# EXPERIENCE:

Inspire visitors through meaningful engagement with the arts emphasizing active participation and illuminating the museum's collections, exhibitions, programs, and facilities.

## OBJECTIVES

- Establish online, onsite and offsite access to the museum's permanent collection.
- Utilize exhibitions and programs to support individual learning, storytelling, and interpretation.
- Reinvent museum hospitality to ensure a place of welcome and inclusivity, encouraging repeat visitors.
- Create hands-on, participatory strategies to build effective engagements for diverse audiences.

## STRATEGIES

- Complete small-capital needs including updating lighting in galleries, landscaping, infrastructure etc.
- Create departmental level vision statements that align with the strategic plan goals.
- Design clear and distinctive messaging and wayfinding opportunities for museum visitors parking and location services.
- Develop a comprehensive visitor services plan to include re-design of lobby, entrance, signage, and museum ambassador training.
- Include interactive spaces and participatory opportunities throughout the museum.
- Launch James Turrell Roden Crater Residency and Installation Project.
- Launch Workshop as an interactive makerspace in the museum and Ceramics Research Center.
- Re-design the museum travel program as "curated travel" with regional, national, and international opportunities.

# SUSTAINABILITY:

Build a strong organizational infrastructure and a robust financial plan that allows for both stability and growth.

## OBJECTIVES

- To diversify funding sources supporting the ongoing and future operations of ASU Art Museum with a perspective toward long-term viability.
- Build a diverse, engaged, and empowered staff through increased training and professional development.
- Steward the collection by establishing a long-range collections plan with intentional attention to inventory assessment, conservation, and storage solutions.
- Identify resources and technologies that help build effective infrastructure and operational support

## STRATEGIES

- o Acquire museum owned carrier van to transport art locally.
- o Create a functional studio for preparators.
- o Develop an image license and copyright plan for income-driven merchandise and loans.
- o Establish appropriate, dedicated off-site storage and develop a plan for increasing storage capacity in existing storage.
- o Introduce fee-based "ART101" courses.
- o Introduce fee-based summer camp program which functions as an educational fundraiser.
- o Launch corporate membership program for greater visibility among young professionals.
- o Receive American Alliance of Museum accreditation.
- o Redesign Creative Impact Board as more inclusive, diverse, and dynamic in order to have a broader reach.
- o Redesign Directors Council programming to be more organized, and comprise more personal interactions with the museum.
- o Redesign membership, entry donation, and special events programs.
- o Redesign the Museum Shop and establish a café for improved experience and positive revenue.
- o Work with outside consultants to create a business plan based on strategic planning goals.
- o Work with the ASU Foundation to establish donor legacy opportunities for the Director's Council.
- o Write and execute a deaccession plan to fund acquisitions of new artworks.

# **INNOVATION:**

**Serve as an incubator for testing, launching, and accelerating experimental and risk-taking ideas that position the museum as a 21st-century leader.**

## **OBJECTIVES**

- **Create a social enterprise business model that encourages the ASU Art Museum to use business strategies or tools outside of normal non-profit paradigms to achieve goals and objectives.**
- **Push innovation strategies in outreach efforts.**
- **Expand institutional impact beyond the physical museum through residencies, collaborations, and community initiatives.**
- **Disrupt classical and traditional models of institutional goals and values.**
- **Adopt a flexible, open, and risk-taking philosophy for all operations of the museum.**

## **STRATEGIES**

- Create a prestigious postgraduate certificate program.
- Launch Los Angeles County Museum of Art partnership to include fellows, traveling exhibitions, residencies and other collaborations.
- Launch Project Recharge initiative to integrate health and wellness into the museum experience.
- Partner with ASU Online to create a virtual museum for online visitors.
- Position the museum goals to align and integrate with Herberger's national accelerator initiative.
- Write and adopt a new acquisitions plan and policies.

# Timeline

Year	Goal	Strategy
1	Awareness	Develop an ASU Art Museum brand strategy that includes naming, visual identity, and brand messaging.
1	Awareness	Emphasize the permanent collections of ASU Art Museum through exhibitions, publications, and programs.
1	Awareness	Reenvision the mission and vision statements of the ASU Art Museum to better reflect its goals.
1	Awareness	Host a minimum of 3 artist commissions per year
1	Community	Create a series of signature public programming and fundraising events that have a recognizable brand and a loyal audience base.
1	Community	Establish an advisory committee for major exhibitions made up of scholars and community members.
1	Community	Establish a permanent Artist International Residency site with a clear vision, and goals.
1	Experience	Create departmental level vision statements that align with the strategic plan goals.
1	Experience	Launch Global International Artist Residency and Installation Project.
1	Experience	Launch Workshop as an interactive makerspace in the museum and Ceramics Research Center.
1	Experience	Re-design the museum travel program as “curated travel” with regional, national, and international opportunities.
1	Innovation	Launch Project Recharge initiative to integrate health and wellness into the museum experience.

Year	Goal	Strategy
1	Innovation	Position the museum goals to align and integrate with Herberger’s national accelerator initiative.
1	Innovation	Launch Los Angeles County Museum of Art partnership to include fellows, traveling exhibitions, residencies and other collaborations.
1	Innovation	Write and adopt a new acquisitions plan and policies.
1	Sustainability	Work with outside consultants to create a business plan based on strategic planning goals.
1	Sustainability	Redesign Creative Impact Board as more inclusive, diverse, and dynamic in order to have a broader reach.
1	Sustainability	Redesign Directors Council programming to be more organized, and comprise more personal interactions with the museum.
2	Awareness	Create a comprehensive marketing plan that comprises situation analysis, marketing strategy, sales forecast, and expense budget.
2	Awareness	Produce two publications (online or print) a year.
2	Community	Introduce multimedia platforms and new technologies in tours, activities, and visitor services.
2	Community	Launch intergenerational museum ambassadors program.
2	Community	Redesign the Ceramics Research Center tot improve open storage, research facilities, and Workshop.
2	Community	Integrate Herberger’s “Projecting All Voices” initiative for equity, inclusion, and diversity in the museum’s operating and visitor structures.
2	Experience	Develop a comprehensive visitor services plan to include re-design of lobby, entrance, signage, and museum ambassador training.

Year	Goal	Strategy
2	Experience	Design clear and distinctive messaging and wayfinding opportunities for museum visitors parking and location services.
2	Experience	Include interactive spaces and participatory opportunities throughout the museum.
2	Sustainability	Launch corporate membership program for greater visibility among young professionals.
2	Sustainability	Write and execute a deaccession plan to fund acquisitions of new artworks.
2	Sustainability	Develop an image license and copyright plan for income-driven merchandise and loans.
2	Sustainability	Receive American Alliance of Museum accreditation.
2	Sustainability	Introduce fee-based summer camp program which functions as an educational fundraiser.
2	Sustainability	Redesign membership, entry donation, and special events programs.
2	Sustainability	Create a functional studio for preparators.
2	Sustainability	Redesign the Museum Shop and establish a café for improved experience and positive revenue.
3	Awareness	Photograph and digitize permanent collection to make available online and in publications.
3	Awareness	Produce permanent collection publication.
3	Community	Create a plan to integrate the museum further into campus life (curriculum coordinators, maps, new student tours).
3	Experience	Complete small-capital needs including updating lighting in galleries, landscaping, infrastructure etc.
3	Innovation	Partner with ASU Online to create a virtual Museum for online visitors.

Year	Goal	Strategy
3	Innovation	Create prestigious postgraduate certificate program.
3	Sustainability	Work with the ASU Foundation to establish donor legacy opportunities for the Director's Council.
3	Sustainability	Introduce fee-based "ART101" courses.
3	Sustainability	Acquire museum owned carrier van to transport art locally.
3	Sustainability	Establish appropriate, dedicated off-site storage and develop a plan for increasing storage capacity in existing storage.
3	Sustainability	Improve overall condition of the collections and incorporate museum best practices into exhibition, registrarial, installation, and conservation work processes.

# Organizational Capacity

## Year 1:

1. Director, FT
2. Senior Curator, FT
3. Curator (Ceramics), FT
4. Curator (Latin American/Latinx), FT
5. Curator of CALA Initiatives, FT
6. Assistant Curator, FT
7. Specialist to the Director, FT
8. Audience Experience Coordinator, FT
9. Curator of Education, FT
10. Development Officer, FT
11. Development Coordinator, FT
12. Business Office Manager, FT
13. Communications Programs Specialist, FT
14. Chief Conservator, FT
15. Lead Registrar, FT
16. Assistant Registrar, PT
17. Chief Preparator, FT
18. Exhibition Specialist, FT
19. Curatorial Fellow & Residency Coordinator, PT
20. CRC Program & Brickyard Facility Specialist Senior, FT
21. Security Officer, PT
22. Security Officer, PT
23. Security Officer CRC, PT
24. Lead Security Officer and Facilities Manager, PT
25. Event and Retail Operations Coordinator, PT
26. Museum Ambassadors x11, PT
27. Windgate Curatorial Intern, PT
28. Windgate Conservation Intern, PT
29. Windgate Education Intern, PT
30. Windgate Registrar Intern, PT
31. Design and Marketing Student Position, PT
32. Museum Collection Assistant, PT
33. Work Study Student Position, Store, PT
34. Work Study Student Position, Store, PT
35. Work Study Student Position, Print Study, PT
36. Academic Interns, Multiple Departments x3-4, PT

## Year 2:

1. Director, FT
2. Senior Curator, FT
3. Curator (Ceramics), FT
4. Curator (Latin American/Latinx), FT
5. Curator of CALA Initiatives, FT
6. Curatorial Coordinator, PT
7. Assistant Curator, FT
8. Specialist to the Director, FT
9. Audience Experience Coordinator, FT
10. Audience Experience coordinator, PT
11. Curator of Education, FT
12. Development Officer, FT
13. Development Coordinator, FT
14. Business Office Manager, FT
15. Business Office Specialist, PT
16. Communications Programs Manager, FT
17. Communications Programs Specialist, FT
18. Chief Conservator, FT
19. Lead Registrar, FT
20. Assistant Registrar, PT
21. Chief Preparator, FT
22. Exhibition Specialist, FT
23. Curatorial Fellow and Residency Coordinator, PT
24. CRC Program & Brickyard Facility Specialist Senior, FT
25. Security Officer, PT
26. Security Officer, PT
27. Security Officer CRC, PT
28. Lead Security Officer, PT
29. Event and Retail Operations Coordinator, FT
30. Museum Ambassadors x11, PT
31. Windgate Curatorial Intern, PT
32. Windgate Conservation Intern, PT
33. Windgate Education Intern, PT
34. Windgate Registrar Intern, PT
35. Design and Marketing Student Position, PT
36. Museum Collection Assistant, PT
37. Work Study Student Position, Store, PT
38. Work Study Student Position, Store, PT
39. Work Study Student Position, Print Study, PT
40. Academic Interns, Multiple Departments x3-4, PT

## Year 3:

1. Director, FT
2. Senior Curator, FT
3. Curator (Ceramics), FT
4. Curator (Latin American/Latinx), FT
5. Curator of CALA Initiatives, FT
6. Curatorial Coordinator, PT
7. Assistant Curator, FT
8. Specialist to the Director, FT
9. Audience Experience Coordinator, FT
10. Audience Experience Coordinator, PT
11. Curator of Education, FT
12. Academic Programs Liaison, PT
13. Development Officer, FT
14. Development Coordinator, FT
15. Development Specialist, PT
16. Business Office Manager, FT
17. Business Office Specialist, PT
18. Communications Programs Manager, FT
19. Communications Programs Specialist, FT
20. Chief Conservator, FT
21. Lead Registrar, FT
22. Assistant Registrar, PT
23. Assistant Registrar, PT
24. Chief Preparator, FT
25. Exhibition Specialist, FT
26. Exhibition Specialist, PT
27. Curatorial Fellow and Residency Coordinator, PT
28. CRC Program & Brickyard Facility Specialist Senior, FT
29. Security Officer, PT
30. Security Officer, PT
31. Security Officer CRC, PT
32. Lead Security Officer, FT
33. Facilities Manager, FT
34. Event and Retail Operations Coordinator, FT
35. Museum Ambassadors x11, PT
36. Windgate Curatorial Intern, PT
37. Windgate Conservation Intern, PT
38. Windgate Education Intern, PT
39. Windgate Registrar Intern, PT
40. Design and Marketing Student Position, PT
41. Museum Collection Assistant, PT
42. Work Study Student Position, Store, PT
43. Work Study Student Position, Store, PT
44. Work Study Student Position, Print Study, PT
45. Academic Interns, Multiple Departments x3-4, PT

