



## K-State 2025 Strategic Action and Alignment Plan for the Marianna Kistler Beach Museum of Art

### 1. What is your College's/Major Unit's mission/vision and how does your organization contribute to achieving the University's vision for K-State 2025?

**Response:**

The following Mission, Vision, and Impact statements were drafted when the Beach Museum staff went through a strategic planning process in 2012; they were modified for greater clarity in April, 2015:

**Mission:** What we do

The Marianna Kistler Beach Museum of Art furthers the teaching, research, and service missions of Kansas State University by collecting, studying, caring for, and presenting the visual art of Kansas and the region. The Museum's exhibitions and programs connect regional art, culture, and interests with the larger world.

**Vision:** What is meaningful about our work

Art provides a rich terrain for discussion across disciplines. We present encounters with art as opportunities for exploring human experience.

**Impact:** Result of our work on audiences served

Individuals think anew about perceptions, personal experiences, and sense of place.

**Review for reaccreditation by the American Alliance of Museums to be completed in 2017**

The Beach Museum is engaged in a three-year period of self-study and policy updates that will culminate with a site visit by peer reviewers. The goal is to be reaccredited by the American Alliance of Museums, a prestigious recognition of best practices by the nation's leading museum organization. AAM accreditation makes the Beach Museum eligible for borrowing works of art and traveling exhibitions from the most respected art museums in the US. The reaccreditation process will evaluate the BMA's performance in seven categories:

- I. Public Trust and Accountability
- II. Mission and Planning
- III. Leadership and Organizational Structure
- IV. Collections Stewardship
- V. Education and Interpretation
- VI. Financial Stability
- VII. Facilities and Risk Management

**In the Key Activities below, corresponding reaccreditation categories will be noted by roman numerals in bold, while related 2025 common elements and themes appear in parentheses.**

2. What are your College's/Major Unit's <u>key</u> activities and outcomes and how do they link to K-State 2025 themes/common elements and outcomes? Identify the University metrics that directly link with your plan in brackets. (If your plan includes more than one theme or goal with specified activities and outcomes, you may repeat the table as necessary)			
Key Activities	Short Term (1 to 5 Years)	Intermediate (6 to 10 Years)	Long Term (11 to 15 Years)
	Key Outcomes	Key Outcomes	Key Outcomes
<p><b>What we plan to do...</b></p> <p><b>1. Continue to build and steward a collection of Kansas and regional art</b> (Research and Discovery; Undergraduate Educational Experience; Graduate Scholarly Experience; Faculty and Staff; Facilities and Infrastructure; Engagement, Outreach and Service; Diversity; External Constituents; International; Culture; Technology) <b>I, IV, V, VI</b></p> <p><b>2. Present exhibitions and programs that: connect regional art, culture, and interests with the larger world and, strategically connect with research and teaching on campus</b> (Research and Discovery; Undergraduate Educational Experience; Graduate Scholarly Experience; Faculty and Staff; Engagement, Outreach, and Service; Diversity; External Constituents; International; Culture; Sustainability; Technology) <b>I, III, IV, V, VI, VII</b></p>	<p><b>What do we expect to happen in 5 years?</b> Draft plan for sustainable collection care and growth. <b>Increase combined endowments for these activities to \$1 million by 2016.</b> Initiate conservation of approximately 500 works by J.S. Curry. Pursue acquisition of MAC's Gordon Parks collection currently in the museum's care. Offer collection-related for-credit seminars annually, in partnership with academic unit.</p> <p>Continue to develop relevant and diverse exhibitions and programs - regional, international, historical, contemporary, in various media and offering varying degrees of challenge for viewers. Aggressively and creatively market these programs to raise awareness and draw audiences. Better integrate temporary exhibitions and public programs with the teaching and research of campus faculty. Regional community and visitors see BMA exhibitions and programs as intellectual and cultural resource. Streamed videos of important museum programs are accessed online. Increase annual KSU</p>	<p><b>What do we expect to happen in 6 to 10 years?</b> Seek to fill gaps in Curry collection; pursue acquisition of Curry world map mural. Further develop Parks collection. Pursue collection development plan that seeks works by artists such as Aaron Douglas, Ann Hamilton, and others. <b>Increase combined collection endowments to \$2 million.</b></p> <p>In a process led by the BMA director, by 2020 the museum's Advisory Board has been replaced by a peer council of leaders from Big 12 museums. This group meets annually to problem-solve and share best practices. Deeper, more constant engagement with teaching and research of the university has a mutually positive effect on exhibition calendars and course themes. By 2020, each year some course syllabi include elements of museum programs and museum directly involves students and faculty from 2 or 3 colleges. Annual student</p>	<p><b>What do we expect to happen in 11 to 15 years?</b> Leverage gifts and available funds to actively pursue collection development and care plans. <b>Increase combined collection endowments to \$3 million.</b></p> <p>The BMA, K-State Libraries, and McCain Performing Arts work as a consortium to assist academic leaders at K-State in developing holistic themes of current importance. These themes go beyond KSBN's Common Book or occasional collaborations. They become a pulse for learning and creative research across the campus, and reach community audiences through the public venues of the museum and McCain. By 2025, biennially a museum exhibition serves to anchor a broad campus theme</p>

<p><b>3. Catalyze and lead on-going cross-disciplinary research and presentation projects, distinct from exhibitions, that connect arts, humanities, science and engineering in meaningful and generative ways.</b> (Research and Discovery; Undergraduate Educational Experience; Graduate Scholarly Experience; Faculty and Staff; Engagement, Outreach, and Service; Diversity; External Constituents; International; Culture; Athletics; Technology) <b>I, IV, V, VI</b></p>	<p>student museum attendance/participation from approx. 4,000 to approx. 7,000 by end of 2015. Phase out use of plastic and Styrofoam hospitality ware by end of 2015; continue campus partnership to develop sustainable gallery lighting.</p> <p><b>Begin work to build \$3 million endowment for cross-disciplinary research and presentation projects</b> such as Prairie Studies Initiative (PSI), the Meadow, Art-Science Residency, “Touch the Meadow” digital interactive, other Digital Humanities projects, and Creativity Illuminated.</p> <p>Visual Thinking Strategies (VTS) program with Manhattan public schools is subjected to rigorous assessment and instigates a variety of research projects</p>	<p>attendance/participation increased to 10,000 by 2020. Fund raising for <b>exhibition and programs endowment of \$3 million initiated</b> during this period. Make locally sourced food and beverages a priority by 2017.</p> <p><b>Fundraising for half of \$3 million cross-disciplinary research and presentation endowments completed by 2020.</b> Digital humanities and other types of cross-disciplinary research related to the collection are on-going and nationally recognized features of the museum’s work and that of campus partners. By 2020 annual for-credit seminars with PSI partners engage students with significant topics related to the museum’s collection and this place, the prairie.</p> <p>Strong VTS partnership includes on-going teacher professional development and school visits to the museum for Manhattan schools; program expands to Junction City schools. Museum becomes a known contributor to research on visual and non-traditional learning. Program making VTS experiences available through athlete tutoring program piloted by 2017.</p>	<p>(see following Key Activity) and annual student attendance numbers at least 12,000. <b>\$3 million funds raised for exhibitions and programs endowment.</b></p> <p>By 2025, the arts at K-State are a key element of the university’s identity and its leadership in the arena of Big 12 museums is notable. Robust statewide partnerships bring PSI research, creative projects, and public programs to counties around the state. Partnerships with other regional land grant university partners build toward development of a Center for the Study of the Arts on the Prairie. The museum becomes a regional hub for VTS professional development for teachers and school visitation grows with every new school added to the program. The museum’s collaborative work on visual and non-traditional learning, including a VTS program for athletes, provides resources online. <b>By 2025 fundraising for a \$3 million cross-disciplinary research and presentation endowment is complete.</b></p>
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<p><b>4. More intentionally position the museum among its professional peer audiences and peer institutions</b> (Faculty and Staff; Diversity; International; Engagement and Outreach; Communications and Marketing; External Constituents; Culture; Funding; International; Technology) <b>II, V, VI</b></p>	<p>BMA exploits regular channels of collaboration, publications, research, and PR with peer institutions regionally by sharing one exhibition, speaker or other program each year (either sending to or receiving from a partner). Its online collection and other Digital Humanities assets are widely accessed regionally, nationally, and internationally, as evidenced in reports from Google Analytics: Over 12,000 sessions are initiated by users in the U.S. but outside of KS by the end of 2015, with over 1500 initiated from international locations. Visual and life-long learning examined in museum-based studies. Work begins to establish a <b>\$1.5 million endowment to fund visitor studies and visual learning research.</b></p>	<p>BMA exhibitions and programs have an impact beyond the region as the museum circulates self-created exhibitions and loans collection objects. Google Analytics indicates a 25% increase in access by users beyond KS. By the end of 2020, over 15,000 sessions initiated by users in the U.S. but outside of KS; over 1875 initiated from international locations. Rigorous and innovative program evaluation and research in the field of visitor studies become regular parts of the museum’s work. <b>Half of \$1.5 million endowment for visitor studies and visual learning research raised.</b></p>	<p><b>Visitor studies and visual learning research endowment of \$1.5 million completely funded by 2025.</b> Staff publishes important findings related to the field of visitor studies, program evaluation research, visual learning, and life-long learning. Digital assets continue to be accessed internationally in strong numbers.</p>
<p><b>5. Improve public access to not only the permanent collections via searchable online database, but also a rich array of related digital assets: video, articles, oral histories, conservation and materials science studies and more. These Digital Humanities assets extend the museum’s effective reach, making physical distance less of a hindrance for students, scholars and the general public</b> (Funding; Technology; External Constituents; Communications &amp; Marketing; Engagement, Outreach, and Service; Faculty and Staff; Undergraduate Educational Experience; Graduate Scholarly Experience; Athletics; Research and Discovery; International; Culture; Diversity; Facilities and Infrastructure) <b>I, II, III, IV, V, VI, VII</b></p>	<p>Develop the museum’s website to be more innovative, high-functioning, and user-friendly. More hits are tracked on museum’s website, with users engaging over 40,000 sessions during calendar 2015. Partnerships deepen with Education, other Colleges, and the Library’s athlete tutoring center to pursue research on non-traditional learners.</p> <p>Visitor Experience/technology design position builds capacity for offering digital assets to the public.</p>	<p>Staff capabilities allow development in-house of innovative technology that enhances visitor experiences with the collection. Website sessions have increased to 50,000 annually by 2020. By 2020 C&amp;M assigns web and marketing staffers to focus more on museum needs, perhaps bringing the Libraries and McCain into a group with the museum to share a team of professionals.</p> <p>Athlete VTS program established in tutoring program piloted 2017; in place by 2018.</p> <p>Technology endowment campaign is half complete by 2020, allowing for the array of collection-related Digital</p>	<p>The museum has a dedicated web-team and its web offerings make its digital assets available to partners all over the state and beyond. Website visitation continues a steady upward trend. Gallery materials and web offerings can be viewed in Spanish or Chinese in addition to English and a staff member is added to oversee on-going translations and edits.</p> <p>Athlete VTS program is a regular partnership between Athletics and the museum by 2025.</p>

<p><b>6. Strengthen the Museum internally, operationally to achieve mission, vision, and impact</b> (Facilities and Infrastructure; Diversity; Sustainability; Funding; Technology I, II, III, IV, V, VI, VII)</p>	<p>By 2016 a campaign to raise a <b>\$5 million excellence endowment for staff salaries</b> is initiated with naming opportunities for several positions and programs. Membership restrictions (presidential nomination, etc.) eliminated for the donor group Board of Visitors and that group’s \$2,500/year membership total is doubled from 5 to 10 couples by the end of 2015. Changes in bylaws of the Friends of the Beach Museum of Art allow that group’s funding efforts to benefit the museum more directly. The Museum’s Advisory Board undertakes steps to improve its usefulness. A five-year plan for improving security staffing and technology is drafted, with some improvements made strategically each year. Foundation support for fundraising is increased by appointment of one development officer to focus on the K-State Libraries, McCain Auditorium, and the museum by 2017.</p>	<p>Humanities assets to reach unlimited numbers of people. Fund-raising for a <b>\$5 million endowment for innovative uses of technology</b> is initiated to ensure enhanced experiences with the collection and related material, both in the museum and via the Web.</p> <p><b>\$12 million 5 year capital campaign for increased public programming, educational, and art storage space is launched</b> and plans drawn. Programming/salary endowment/naming effort completed, ensuring enough program funds, skilled staff, and salaries sufficient to recruit and retain excellent professionals. By 2020, using a strategy of inviting selected individuals to private BoV events, membership has grown to 15 couples and 5 of those have committed to a \$5,000 annual gift. The Friends Board has taken on some community advisors (see Advisory Board description, below) and developed more streamlined fundraising strategies. Revenues from those activities flow more quickly to the museum. The Friends have also made several hosting protocols a regular part of their organization’s service to the museum. The Advisory Board has dissolved, with some of its community members integrated into the Friends Board as advisors. Led by</p>	<p><b>\$5 million Innovative technology endowment goal reached by 2025.</b></p> <p>An electronic key-card system is in place, allowing constant tracking of access to secured areas. <b>By 2025 both the \$5 million excellence endowment for staff salaries and the \$12 million capital campaign for increased public programming, educational, and art storage space are completed. Construction begins for the building addition in 2026.</b> The museum is assigned a full-time development officer by the Foundation by 2023.</p>
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<b>2025 Linkages</b>			
<i>2025 Common Elements/Themes</i>	<b>Short Term (1 to 5 Years) 2025 Key Outcomes</b>	<b>Intermediate (6 to 10 Years) 2025 Key Outcomes</b>	<b>Long Term (11 to 15 Years) 2025 Key Outcomes</b>
<b>Research, Scholarly and Creative Activities, and Discovery (See Key Activities 1, 2, 3, 5)</b>	Focus is on solidifying relationships and collaborative research with a range of campus units and disciplinary areas. By 2017 Longitudinal research projects related to visual, cross-disciplinary, and non-traditional learning are under development with other units and external partners.	While maintaining broad campus relationships, focus is on developing regional and national collaborations for research and service. Many of these focus on meaningful dialogues among the arts, humanities, and sciences, and have regional issues and concerns at their core.	While maintaining campus and regional/national collaborations, focus is on mutually informative and beneficial international links.

<p><b>Undergraduate Educational Experience (See Key Activities 1, 2, 3, 5)</b></p>	<p>By 2015 initial work to develop Digital Humanities and other non-traditional undergraduate seminars on cross-disciplinary topics with campus partners is underway. .Undergraduate student classes use the collection, and individual student projects are encouraged.</p>	<p>Regional and national partnerships and research collaborations afford learning opportunities for undergraduates as the museum partners with K-State Libraries, McCain, other departments, and external collaborators to bring exhibitions, performances and speakers to campus.</p>	<p>Undergraduates have opportunities to participate in scholarly exchanges of ideas and research that link regional art and culture with international art and culture. Led by BMA, K-State Libraries, and McCain, the campus has developed unique themes across disciplines to incentivize student research.</p>
<p><b>Graduate Scholarly Experience (See Key Activities 1, 2, 3, 5)</b></p>	<p>An internship focused on education/ learning in museums/informal learning is offered at least one semester of the year.</p>	<p>Within this time period graduate research that emerges from PSI collaborations will deepen. In addition to existing curatorial internships, one focused on computing/information science will be developed</p>	<p>Explore possibility for the three internships to develop into research assistantships that provide tuition waivers. Campus-wide themes, with policies in place that minimize barriers to cross-disciplinary teaching and research, attract top graduate students to K-State.</p>
<p><b>Engagement, Extension, Outreach, and Service (See Key Activities 1, 2, 3, 4, 5)</b></p>	<p>PSI steadily and strategically builds partnerships. Exhibitions, Digital Humanities interactives, and web offerings combine with a full roster of workshops, classes, tours, speakers and performances to attract and meaningfully engage campus and community. VTS partnership with Manhattan-Ogden schools provides arts-based professional development to teachers and brings every</p>	<p>PSI becomes a catalyst for cross-disciplinary courses related to this place, the prairie, both on-campus and as Global Campus offerings. Collaboration with community practitioners (ranchers, farmers, regional businesses) on research and teaching is strengthened. Junction City school educators join Manhattan-Ogden educators for VTS training and other special workshops. Museum</p>	<p>Partnerships and collaborative projects under the umbrella of PSI make connections with communities around the state, nation, and with international grasslands sites. Community practitioner fellowships are developed. By 2025 the museum is known as a hub for helping school educators learn to use VTS and</p>

<p><b>Faculty and Staff (See Key Activities 1, 2, 3, 4, 5)</b></p> <p><b>Facilities and Infrastructure (See Key Activities 1, 5, 6)</b></p> <p><b>Athletics (See Key Activities 3, 5)</b></p> <p><b>Diversity (See Key Activities 1, 2, 3, 4, 5, 6)</b></p>	<p>elementary school class to the museum at least once per school year. With support from Bramlage Family Fndn, museum continues its educational services to Junction City schools. Support for K-State’s partnership with Ft. Riley is on-going; the museum regularly offers programs for military families and children.</p> <p>Museum staff members engage in meaningful professional development. College and department faculty and staff benefit from museum offerings, personally and in their professional work.</p> <p>The museum’s facilities are made more secure and HVAC problems are addressed.</p> <p>Many athletes are gifted intellectually but are “different learners” – highly visual and kinetic - who benefit from more visual learning modes. The museum initiates partnerships with athlete scholar tutoring program to contribute special Visual Thinking Strategies (VTS) sessions and cement connections with writing skills.</p>	<p>educators provide professional development for day care and after school staffs from Ft. Riley.</p> <p>PSI develops faculty fellowships that provide one course release time.</p> <p>Security of the museum facility is improved by more advanced technology and a dedicated museum security staff.</p> <p>After a successful pilot phase and in light of evaluation data, plans are laid to make this VTS-based program an on-going part of K-State’s support structure for student athletes.</p>	<p>integrate it into their school cultures.</p> <p>PSI fellowships for cross-disciplinary research teams are offered. Each fellow receives some teaching relief in order to conduct the research project.</p> <p>Museum security attains best-practice status. Planning for expansion of programming and storage facilities is initiated</p> <p>K-State becomes known as a leader in connecting the arts with the education of athletes to support their academic achievement. K-State assists other Big 12 schools in developing VTS programs for their student athletes.</p>
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	<p>More secure and competitive funding for staff and increased support for internships attracts more diverse spectrum of applicants. Cultural diversity and diversity of perspectives characterize exhibitions and programs. An advisory committee on the acquisition of art by Native American artists (historical and contemporary) is formed by 2016.</p>	<p>Work to ensure diverse perspectives continues. NA advisory group helps staff set collecting goals for work by NA artists.</p>	<p>Diversity – ethnically and racially, culturally in terms of personal identity (gender, sexual, etc.) of staff, interns, and program themes are established and become the norm.</p>
<p><b>International (See Key Activities 1, 2, 3, 4, 5)</b></p>	<p>Initiatives to enhance offerings for non-English speakers grow, including the use of VTS.</p>	<p>Museum regularly offers gallery guides and some signage in Spanish.</p>	<p>Gallery materials and web offerings available in Spanish and Chinese as well as English</p>
<p><b>Sustainability (See Key Activities 2, 6)</b></p>	<p>Use of plastics and Styrofoam hospitality items completely phased out by 2017; recycling and energy saving lighting employed</p>	<p>Effort to serve more locally produced food and beverages being implemented by 2020.</p>	<p>Work with campus to ensure that expanded program spaces are designed for sustainability.</p>
<p><b>Communications and Marketing (See Key Activities 4, 5)</b></p>	<p>Steadily improve functionality of website and online collection offerings. Sharpen marketing calendar and communications targets to enhance effectiveness.</p>	<p>Dedicated team at C&amp;M handles all museum communications and marketing. This allows for development of a truly unique and interactive website. Multiple language offerings enhance the museum’s presence in the state and region and internationally.</p>	<p>Museum has greater autonomy to shape its marketing and communications team by participating in the recruiting and hiring of those C&amp;M staffers who will be dedicated to the arts.</p>
<p><b>External Constituents (See Key Activities 1, 2, 3, 4, 5, 6)</b></p>	<p>The museum has a strong mission to serve the regional community and, via its web offerings and staff research and outreach activities, audiences internationally.</p>	<p>The service to external constituents is on-going and ever changing to remain relevant.</p>	<p>The service to external constituents is on-going and ever changing to remain relevant.</p>

<p><b>Culture (See Key Activities 1, 2, 3, 4, 5)</b></p>	<p>The museum’s work always relates to culture. The arts serve to help us better understand elements of familiar and unfamiliar cultures.</p>	<p>Understanding science as a part of culture and culture as a part of science: artists often examine these relationships. The museum serves the campus as a site for active exploration of these dynamics.</p>	<p>The culture of higher education on K-State’s campus is noticeably transformed by the strength and deeply embedded nature of museum programs in campus life.</p>
<p><b>Funding (See all Key Activities for endowment goals, and especially # 6)</b></p>	<p>A strong effort is expended to raise funding for new endowments for exhibitions, programs, research. The Foundation supports the museum with more focus, assigning one development officer to the Library, MCCain and the museum.</p>	<p>The museum is assigned a full-time development officer by the Foundation.</p>	<p>The museum has sufficient endowment holdings to ensure its effective operation and accommodate future growth.</p>
<p><b>Technology (See Key Activities 1, 2, 3, 4, 5, 6)</b></p>	<p>An Experience/technology design position makes possible new interactive offerings and improved access to the collection online. The museum contributes steadily to campus Digital Humanities initiatives.</p>	<p>Funding for staff and equipment make possible steady unfolding of new technology to enhance visitor experience and connect visitors with campus-based research.</p>	<p>A museum-dedicated Web team at C&amp;M and the in-house experience/technology design position make on-going innovation possible, both in the museum and externally, through web and mobile offerings.</p>

**3. Identify the K-State 2025 Visionary Goal key benchmarks (metrics) that are supported by your action and alignment plan (please check all that apply).**

<input checked="" type="checkbox"/> X Total research & development expenditures	<input checked="" type="checkbox"/> X Endowment pool	<input type="checkbox"/> Number of National Academy members
<input type="checkbox"/> Number of faculty awards	<input type="checkbox"/> Number of doctorates granted annually	<input type="checkbox"/> Freshman to sophomore retention rate
<input type="checkbox"/> Six-year graduation rate	<input checked="" type="checkbox"/> X Percent of undergraduate students involved in research	<input type="checkbox"/> None

**4a. What resources and/or opportunities exist for your College/Major Unit to achieve its vision and outcomes?**

**Response:**  
 Over the past few years the Marianna Kistler Beach Museum of Art has increasingly demonstrated its ability to serve as a resource for both the university and the community and has begun to show its potential as a portal through which a wide public can come to know the creative, service-oriented research initiatives of the university’s academic units. The

Beach Museum is well-positioned to partner with other campus units in leading initiatives that enrich the intellectual life of the campus. The museum has reconsidered staffing needs and roles, updated its mission and strategic plan, and assessed its financial situation for the present and foreseeable future.

**4b. What resources and/or opportunities are needed for your College/Major Unit to achieve its vision and outcomes?**

**Response:**

The museum needs the support of the central administration in order to help all deans and department heads understand its potential value for their students and faculty. Along with this educational push, the financial and staffing needs of the museum need to be considered as priorities that benefit K-State as a whole. The museum is a natural connector for the university with the people of our region. It is designed to receive the public in ways that academic departments cannot. Sufficient support for fundraising is essential – significantly more support than is available with the current 1/6<sup>th</sup> of a development officer’s time. In the near future the museum needs more latitude to develop innovative website offerings. While the current support of C&M’s team is much appreciated, the limitations of the standard website template will curtail the museum’s ability to keep up with peer art museums in this arena.

**5. How do you propose to acquire the resources needed for your College/Major Unit to accomplish its vision and outcomes?**

**Response:**

The museum needs more assistance with fund raising, both in terms of more time from a Foundation development officer and more concerted advocacy from the offices of the President and Provost.

Revised June 18, 2015