

Cedarhurst Center for the Arts

Strategic Plan

2021-2026

Adopted December 2, 2021





Dashboard & Contents

The mission of the John R. and Eleanor R. Mitchell Foundation, operating Cedarhurst Center for the Arts, is to generate enthusiastic participation in and support for the visual and performing arts in Mt. Vernon, southern Illinois and the surrounding region, and to provide opportunities for enjoyment of the arts and increased awareness, understanding, and appreciation for the arts.

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- Evaluate protocols to ensure service and efficiency

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- Seek out new revenue streams and cost-saving measures, and reduce debt
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- Create and maintain services, protocols, and amenities that make visitors feel welcome and encourage engagement

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MISSION

Preamble

The arts are windows to our hearts and minds. They enrich our lives by exciting our emotions, challenging our minds, inspiring us to excellence. Through our appreciation of the arts we seek to better understand ourselves and our humanity.

Mission Statement

The mission of Cedarhurst Center for the Arts operated by the John R. and Eleanor R. Mitchell Foundation is:

- To generate enthusiastic participation in and support for the visual and performing arts in Mt. Vernon, southern Illinois and the surrounding region, and
- To provide opportunities for enjoyment of the arts and increased awareness, understanding, and appreciation for the arts.

VISION

In the year 2030

Cedarhurst Center for the Arts is a AAM accredited organization recognized as a premier cultural organization in the Midwest. Our acclaimed art collections and extensive programming promote and support artists and attract diverse audiences from throughout the Midwest. Our fiscally-sound organization is an economic and cultural anchor for Jefferson County where local audiences feel welcome and come to be inspired.

CORE VALUES

Excellence | Integrity | Cooperative spirit | People centered | Creativity | Passion

- 1) We set the highest standards for the organization emphasizing **excellence** and **integrity**.
- 2) We maintain a **cooperative spirit** working with and supporting our colleagues, constituents, and community in a **people centered organization**.
- 3) We encourage **creativity** and **passion** in our programs, presentations, and events.

Action Steps

GOAL I: Programs and Marketing

Provide programming in the visual, performing, and creative arts that meet the needs of the southern Illinois community and visitors, and promote Cedarhurst as a vital provider of high-quality cultural programs and activities.

Objective A: Continue to develop new programs and opportunities that increase engagement and celebrate milestones

Action Steps	Person Responsible	Completion Date
Revitalize and broaden Cedarhurst Music Series committee and offerings	Dir of Ed	FA 2021
Increase high school engagement	Dir of Ed	FA 2021
Establish committee to launch 2022 Holiday Lights program as regional appeal	ExD, Dir of En, Counselors	FA 2021
Establish Outreach Committee to continue and increase outreach efforts to raise awareness and diversify audiences	Dirs of VA, Ed, En, SAC	FA 2021
Replace kilns at SAC	Dir of SAC	SP 2022
Consider multi-passenger golf cart to rent and tour visitors	Dirs of Ed, Ops	SU 2022
Establish committee and conduct long-term planning for 50 th Anniversary Celebration	ExD, Dir of En, Counselors	SU 2022
Consider change to exhibition schedule and Preview Party structure <ul style="list-style-type: none">- consider blockbuster exhibits- continue conscious effort to showcase diverse spectrum of artists	ExD, Directors	FA 2022

Pursue more teacher training workshops (promote through class brochures, school partnerships)	Dirs of SAC, Ed	FA 2022
Host artist residency in schools that generates new art	Dirs of Ed, SAC	SP 2023
Consider outdoor music festival	Dirs of SAC, Ed, Op	SU 2023
Consider offering new kinds of classes (dance, culinary, nature, theater)	Dirs of SAC, Ed	FA 2023
Consider co-hosting community events at Cedarhurst to draw new audiences and increase diversity	Dir of En	SP 2024
Carry out artist residency and partnering exhibit	Dirs of VA, SAC, Ed	SU 2024
Consider outdoor kiln project (reduction kiln or soda fire kiln) at SAC	Dir of SAC, Ed	FA 2025

Objective B: Evaluate protocols to ensure service and efficiency.

Action Steps	Person Responsible	Completion Date
Develop and implement a maintenance plan for museum buildings and grounds	Dir of Op	WI 2023
Explore the possibility of an off-site digital sign to promote Cedarhurst and programs	ExD, Dir of Mk	SU 2024
Assess and evaluate the Cedarhurst brand (logo, slogan, etc.)	Task Force	WI 2025

GOAL 2: Development, Finance & Sustainability

Ensure long-term sustainability and financial security for Cedarhurst.

Objective A: Grow endowment(s) by \$3 million to ensure long-term sustainability

Action Steps	Person Responsible	Completion Date
Grow Friends of the Beck Family Center Fund to update and maintain interactive components of BFC	ExD	FA 2021
Refine and promote Major Gifts and Legacy program <ul style="list-style-type: none">- Establish new and build existing Friends Funds to grow Endowment, setting goal of \$500,000 per Fund- Revise donor plaque and celebrate donor milestones- Design and publish materials re: giving opportunities- Build robust web platform that promotes giving opportunities and shares donor stories	ExD, Trustees	WI 2022
Create system to track Friends endowment gifts and correspond with donors re: growth and use	Finance Comm	FA 2022
Develop long-term sustainability plan	ExD, CFO, Trustees	WI 2023
Establish long-term funding resource for sculpture park (conservation, park maintenance)	ExD, Dir of VA	WI 2026

Objective B: Seek out new revenue streams and cost-savings measures, and reduce debt

Action Steps	Person Responsible	Completion Date
Increase promotion of Cedarhurst as charitable giving opportunity	ExD, Trustee, Dir of En	SP 2022
Explore/consider use of solar energy as cost-savings Initiative	ExD, Trustees Dir of Op	FA 2022

Revitalize Membership program	Dir of En	FA 2024
<ul style="list-style-type: none"> - Evaluate pricing levels and structure - Design and print new brochures - Create visible membership tags (lapel pin, car decals, etc.) - Evaluate software that tracks member participation - Increase retention through outreach, engagement 		

Pay off remaining debt from 2008 renovation and expansion	ExD, CFO, Trustees	SU 2025
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Objective C: Ensure proper administration of people and resources.

Action Steps	Person Responsible	Completion Date
Update current job descriptions and consider needs	ExD, Directors	FA 2021
Reformat museum calendar to maximize staff time and increase program and rental revenues	ExD, Directors	FA 2021
Develop staff training schedule	ExD, CFO	WI 2022
Revive volunteer base	ExD, Directors Counselors	SP 2022
Evaluate Counselor requirements and protocols <ul style="list-style-type: none"> - Consider ways to increase diversity 	ExD, CFO, Counselors	SU 2022
Develop volunteer program and procedures <ul style="list-style-type: none"> - Promote diversity, equity, and inclusion 	ExD, CFO	SU 2023
Evaluate and rewrite Collections Policy	Dir of VA	WI 2024

GOAL 3: Renovation and Conservation

Provide a safe and secure environment for patrons and collections.

Objective A: Maintain and improve museum grounds to ensure safety, accessibility, and enjoyment.

Action Steps	Person Responsible	Completion Date
Refresh gravel paths with new rock	Dir of Op	FA 2021
Install new infrastructure in LeVault Field	Bldngs Comm	SP 2021
Replace wooden courtyards	Bldngs Comm	SU 2022
Add lighting to Courtyard sculptures	Dir of Op	SU 2022
Resurface Warehouse parking lot and remove unnecessary curbs	Bldngs Comm	SU 2023
Remove shrubs from behind Mitchell House	Dir of Op	SU 2023
Develop plan to expand upon outside lighting for visibility, safety, and sculpture enhancement	Bldngs Comm	SP 2024
Replace fencing surrounding Schweinfurth property	Dir of Op	SU 2024
Address drainage issues at Schweinfurth House and in South Lawn	Bldngs Comm	SU 2024
Address ground erosion along horseshoe driveway	Bldngs Comm	SU 2025
Consider nature markers to identify trees, bushes, etc.	Dirs of Ed, Mk	SU 2025

Develop tree maintenance/replacement plan	Dir of Op	SU 2025
Establish gardening committee to add color to the grounds	Dir of Op Counselors	SU 2025
Add landscape lighting	Bldngs Comm	SU 2025
Purchase and create interactive sculpture space for families	ExD, Directors	SP 2026

Objective B: Maintain and improve buildings to ensure safety, accessibility, and enjoyment.

Action Steps	Person Responsible	Completion Date
Refinish wooden floors inside Mitchell Museum	Bldngs Comm	WI 2022
Consider installing shade structure on back patio	Dir of ED	SP 2022
Update marble facade of Mitchell Museum to ensure safety and maintain aesthetics	Bldngs Comm	SP 2022
Determine best use of front reception area to generate revenues and satisfy mission	ExD, Directors Trustees	SU 2022
Determine best use of Mitchell House to generate revenues, honor legacy, and satisfy mission	Task Force	SU 2022
Refinish terrazzo flooring inside Mitchell Museum	Bldngs Comm	WI 2023
Assess needs and install proper security systems	Bldngs Comm	WI 2023
Renovate Mitchell House to improve function, Increase accessibility	Bldngs Comm	SP 2023

Determine best use of Schweinfurth House to generate revenues and satisfy mission	ExD, Trustees, Directors	WI 2024
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Assess and care for exterior terrazzo floors	Bldngs Comm	WI 2025
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Determine best of use Mitchell House garage	Bldngs Comm	SP 2025
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Objective C: Maintain and preserve quality of collections, furniture, and equipment.

Action Steps	Person Responsible	Completion Date
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Consider purchase of Ashcan School artwork to commemorate 50 th anniversary	Dir of VA	FA 2023
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Develop and implement overall furniture plan to maintain and replace furniture		
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- Inventory collections furniture to establish value and preserve quality	Dirs of VA, Op	WI 2023
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- Create assessment plan for rental furniture and equipment	Dirs of En, Op	WI 2023
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Select design firm and begin process of Beck Family Center makeover (to happen in 2028)	Dir of Ed	SU 2026
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Objective D: Provide safe, secure, and adequate storage for all areas

Action Steps	Person Responsible	Completion Date
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Inventory and organize Operations storage (facility rental, liquor, etc.)	Dirs of Op, En, CFO	WI 2022
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Inventory and organize Educational storage (SAC, docents, etc.)	Dirs of Ed, SAC Op	WI 2022
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Inventory and organize filing cabinets in Mitchell	Dirs of Mk, En	WI 2022
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Museum administrative offices

Inventory and organize Administrative storage (records, office supplies, etc.)	ExD, CFO, Dir of Op	SP 2022
Inventory and organize Visual Arts storage (collections, pedestals, archives, etc.)	Dirs of VA, Op	SP 2022

GOAL 4: Member and Visitor Experiences

Design member and visitor experiences based on core values and desired outcomes, including member/visitor interests and needs.

Objective A: Create and maintain proper signage throughout buildings and grounds.

Action Steps	Person Responsible	Completion Date
Assess and update building signage/vinyl to maintain professional aesthetics	Dir of Mk	FA 2021
Add historical signage about Mitchell House and Schweinfurth House	ExD, Dir of Mk	FA 2021
Design and install signage for corner property	Directors	SU 2022
Update entry sign and building signage	Dir of Mk	SP 2023

Objective B: Create and maintain services, protocols, and amenities that make visitors feel welcome.

Action Steps	Person Responsible	Completion Date
Purchase branded clothing to help identify staff at onsite and off-site events	ExD	WI 2022
Consider uniforms or branded apparel for Operations team to identify them on the grounds, at events	Dir of Op	WI 2022
Increase accessibility of buildings and grounds <ul style="list-style-type: none">- Conduct accessibility study and assessment to ensure inclusive spaces for all visitors	Bldgs Comm	SU 2022
Consider new water fountains that allow for water bottle refills	Dir of Ops	SU 2022

Consider creating video offering historical information about Mitchells and Cedarhurst	ExD, Dirs of Mk, En	SU 2022
Consider new hours to increase visitor services	ExD, Directors	FA 2022
Update printed brochures (rentals, membership, permanent collection, etc.)	Dirs of Mk, En	SP 2023
Create audio tour for Permanent Collection	Dirs of VA, Mk	SU 2023
Evaluate and determine use of Mitchell library collection and historical scrapbooks	Dirs of SAC, VA, Trustees	SU 2023
Pursue Reaccreditation from AAM	ExD, Directors, Trustees	SP 2025

BEST PRACTICES:

Cedarhurst strives to meet the exemplary standards and best practices set forth by the American Alliance of Museums. The following Action Steps are carried out regularly to ensure quality continued operational excellence and positive visitor experiences.

Action Steps	Person Responsible	Completion Date
Develop and measure goals for each major program	ExD, Directors	annually
Utilize appropriate evaluation tools for programs	ExD, Directors	annually
Develop great attitudes in staff (FISH philosophy) and encourage professional development opportunities	ExD	annually
Review core documents in correlation with AAM Guidelines (next AAM review in 2026)	ExD, Directors	biannually
Encourage directors to serve on boards of partner agencies to increase Cedarhurst recognition and presence (i.e. JCCC, IAM, JCDC, Tourism, etc.)	ExD, Directors	annually
Review current job descriptions and consider needs	ExD	annually
Review role of Administrative Counselors	ExD, CFO, Counselors	annually
Continue rotation of Permanent Collection	Dir of VA	annually
Balance challenging and populist exhibitions	Dirs of VA, Ed, SAC	annually
Plan exhibitions and programs two years out to increase funding opportunities	Dirs of VA, Ed, SAC	annually
Continue collaborations with university art departments	Dirs of VA, Ed, SAC	annually

Promote Cedarhurst as charitable giving opportunity	ExD, Trustees	annually
Determine target market(s) and develop appropriate incentives to encourage participation in each program	Dir of Mk	annually
Evaluate and utilize diverse forms of marketing to promote programming	Dir of Mk	annually
Maintain user-friendly website with current information that entices visitors to come to Cedarhurst	Dir of Mk, En	annually
Monitor long-term conservation program for Permanent Collection	Dir of VA	annually
Evaluate wifi service and technology/AV systems	Dir of Op	annually
Maintain clean wooded areas and treat annually to prevent invasive species	Dir of Op	annually
Review personnel policy considering current laws and standards	ExD, CFO	biannually
Evaluate Collections Policy	Dir of VA	biannually

FY 2021-2022

	Person Responsible	Completion Date
Update current job descriptions and consider needs	Directors	FA 2021
Reformat museum events calendar to maximize Staff time and increase revenue	ExD, Directors	FA 2021
Refresh gravel paths with new rock	Dir of Op	FA 2021
Add historical signage about Mitchell House and Schweinfurth House	ExD, Dir of Mk	FA 2021
Assess and update building signage/vinyl to maintain professional aesthetics	Dir of Mk	FA 2021
Revitalize and broaden Cedarhurst Music Series committee and offerings	Dir of Ed	FA 2021
Increase high school engagement	Dir of Ed	FA 2021
Establish committee to launch 2022 Holiday Lights program as regional appeal	ExD, Dir of En, Counselors	FA 2021
Establish Outreach Committee to continue and increase outreach efforts to raise awareness and diversify audiences	Dirs of Ed, SAC VA, En	FA 2021
Grow Friends of the Beck Family Center Fund to update and maintain interactive components of BFC	ExD	FA 2021
Refinish wooden floors inside Mitchell Museum	Bldgs Comm	WI 2022
Purchase branded clothing to help identify staff at onsite and off-site events	ExD	WI 2022

Consider uniforms or branded apparel for Operations team to identify them on the grounds, at events	Dir of Op	WI 2022
Develop staff training schedule	ExD, CFO	WI 2022
Inventory and organize Operations storage (facility rental, liquor, etc.)	Dirs of Op, En, CFO	WI 2022
Inventory and organize Educational storage (SAC, docents, etc.)	Dirs of Ed, SAC Op	WI 2022
Refine and promote Major Gifts and Legacy program <ul style="list-style-type: none"> - Establish new and build existing Friends Funds to grow Endowment, setting goal of \$500,000 per Fund - Revise donor plaque and celebrate donor milestones - Design and publish materials re: giving opportunities - Build robust web platform that promotes giving opportunities and shares donor stories 	ExD, Trustees	WI 2022
Increase promotion of Cedarhurst as charitable giving opportunity	ExD, Trustee, Dir of En	SP 2022
Revive volunteer base	ExD, Directors Counselors	SP 2022
Inventory and organize Administrative storage (records, office supplies, etc.)	ExD, CFO, Dir of Op	SP 2022
Inventory and organize Visual Arts storage (collections, pedestals, archives, etc.)	Dirs of VA, Op	SP 2022
Install new infrastructure in LeVault Field	Bldgs Comm	SP 2022
Replace kilns at SAC	Dir of SAC	SP 2022

Consider installing shade structure on back patio	Dirs of ED, Op	SP 2022
Update marble facade of Mitchell Museum to ensure safety and maintain aesthetics	Bldngs Comm	SP 2022
Increase accessibility of buildings and grounds - Conduct accessibility study and assessment to ensure inclusive spaces for all visitors	Bldngs Comm	SU 2022
Replace wooden courtyards	Bldngs Comm	SU 2022
Add lighting to Courtyard sculptures	Dir of Op	SU 2022
Design and install signage for corner property	Directors	SU 2022
Evaluate Counselor requirements and protocols - Consider ways to increase diversity	ExD, CFO, Counselors	SU 2022
Consider multi-passenger golf cart to rent and tour visitors	Dirs of Ed, Ops	SU 2022
Determine best use of front reception area to generate revenues and satisfy mission	ExD, Directors Trustees	SU 2022
Consider new water fountains that allow for water bottle refills	CFO, Dir of Ops	SU 2022
Establish committee and conduct long-term planning for 50 th Anniversary Celebration	ExD, Dir of En, Counselors	SU 2022
Determine best use of Mitchell House to generate revenues, honor legacy, and satisfy mission	Task Force	SU 2022
Consider creating video offering historical information about Mitchells and Cedarhurst	ExD, Dirs of Mk, En	SU 2022

FY 2022-2023

	Person Responsible	Completion Date
Consider change to exhibition schedule and Preview Party structure - consider blockbuster exhibits - continue conscious effort to showcase diverse spectrum of artists	ExD, Directors	FA 2022
Pursue more teacher training workshops (promote in class brochures and through school partnerships)	Dirs of SAC, Ed	FA 2022
Consider new hours to increase visitor services	ExD, Directors	FA 2022
Explore/consider use of solar energy as cost-savings Initiative	ExD, Trustees, Dir of Op	FA 2022
Create system to track Friends endowment gifts and correspond with donors re: growth and use	Finance Comm	FA 2022
Develop long-term sustainability plan	ExD, CFO, Trustees	WI 2023
Develop and implement a maintenance plan for museum buildings and grounds	Dir of Op	WI 2023
Refinish terrazzo flooring inside Mitchell Museum	Bldgs Comm	WI 2023
Assess needs and install proper security systems	Bldgs Comm	WI 2023
Develop and implement overall furniture plan to maintain and replace furniture		
- Inventory collections furniture to establish value and preserve quality	Dirs of VA, Op	WI 2023
- Create assessment plan for rental furniture and equipment	Dirs of En, Op	WI 2023

Host artist residency in schools that generates new art	Dirs of Ed, SAC	SP 2023
Update entry sign and building signage	Dir of Mk	SP 2023
Update printed brochures (rentals, membership, permanent collection, etc.)	Dirs of Mk, En	SP 2023
Renovate Mitchell House to improve function, Increase accessibility	Bldngs Comm	SP 2023
Develop volunteer program and procedures - Promote diversity, equity and inclusion	ExD, CFO	SU 2023
Create audio tour for Permanent Collection	Dirs of VA, Mk	SU 2023
Resurface Warehouse parking lot and remove unnecessary curbs	Bldngs Comm	SU 2023
Remove shrubs from behind Mitchell House	Dir of Op	SU 2023
Consider outdoor music festival	Dirs of SAC, Ed, Op	SU 2023
Evaluate and determine use of Mitchell library collection and historical scrapbooks	Dirs of SAC, VA, Trustees	SU 2023

FY 2023-2024

	Person Responsible	Completion Date
Celebrate 50 th Anniversary <ul style="list-style-type: none"> - Consider special purchase of Ashcan School artwork - Engage community with special celebrations 	ExD, Directors, Trustees, Counselors	FA 2023
Consider offering new kinds of classes (dance, culinary, nature, theater)	Dirs of SAC, Ed	FA 2023
Determine best use of Schweinfurth House to generate revenues and satisfy mission	ExD, Trustees, Directors	WI 2024
Evaluate and rewrite Collections Policy	Dir of VA	WI 2024
Consider co-hosting community events at Cedarhurst to draw new audiences and increase diversity	Dir of En	SP 2024
Develop plan to expand upon outside lighting for visibility, safety, and sculpture enhancement	Bldngs Comm	SP 2024
Replace green fencing surrounding Schweinfurth property	Dir of Op	SU 2024
Address drainage issues at Schweinfurth House and in South Lawn	Bldngs Comm	SU 2024
Explore the possibility of an off-site digital sign to promote Cedarhurst and programs	ExD, Dir of Mk	SU 2024
Carry out artist residency and partnering exhibit	Dirs of VA, SAC, Ed	SU 2024

FY 2024-2025

	Person Responsible	Completion Date
Revitalize Membership program <ul style="list-style-type: none"> - Evaluate pricing levels and structure - Design and print new brochures - Create visible membership tags (lapel pin, car decals, etc.) - Evaluate software that tracks member participation - Increase retention through outreach, engagement 	Dir of En	FA 2024
Assess and evaluate the Cedarhurst brand (logo, slogan, etc.)	Task Force	WI 2025
Assess and care for exterior terrazzo floors	Bldngs Comm	WI 2025
Determine best of use Mitchell House garage	Bldngs Comm	SP 2025
Pursue Reaccreditation from AAM	ExD, Directors, Trustees	SP 2025
Pay off remaining debt from 2008 renovation and expansion	ExD, CFO, Trustees	SU 2025
Address ground erosion along horseshoe driveway	Bldngs Comm	SU 2025
Consider nature markers to identify trees, bushes, etc.	Dirs of Ed, Mk	SU 2025
Develop tree maintenance/replacement plan	Dir of Op	SU 2025
Establish gardening committee to add color to the grounds	Dir of Op Counselors	SU 2025
Add landscape lighting	Bldngs Comm	SU 2025

FY 2025-2026

	Person Responsible	Completion Date
Consider outdoor kiln project (reduction kiln or soda fire kiln) at SAC	Dir of SAC, Ed	FA 2025
Establish long-term funding resource for sculpture Park (conservation, park maintenance)	ExD	WI 2026
Purchase and create interactive sculpture space for families	ExD, Directors	SP 2026
Select design firm and begin process of Beck Family Center makeover (to happen in 2028)	Dir of Ed	SU 2026

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Utilize appropriate evaluation tools for programs	ExD, Directors	annually
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Review core documents in correlation with AAM Guidelines (next AAM review in 2026)	ExD, Directors	biannually
Encourage directors to serve on boards of partner agencies to increase Cedarhurst recognition and presence (i.e. JCCC, IAM, JCDC, Tourism, etc.)	ExD, Directors	annually
Review current job descriptions and consider needs	ExD	annually
Review role of Administrative Counselors	ExD, CFO, Counselors	annually
Continue rotation of Permanent Collection	Dir of VA	annually
Balance challenging and populist exhibitions	Dirs of VA, Ed, SAC	annually
Plan exhibitions and programs two years out to increase funding opportunities	Dirs of VA, Ed, SAC	annually
Continue collaborations with university art departments	Dirs of VA, Ed, SAC	annually

Promote Cedarhurst as charitable giving opportunity	ExD, Trustees	annually
Determine target market(s) and develop appropriate incentives to encourage participation in each program	Dir of Mk	annually
Evaluate and utilize diverse forms of marketing to promote programming	Dir of Mk	annually
Maintain user-friendly website with current information that entices visitors to come to Cedarhurst	Dir of Mk, En	annually
Monitor long-term conservation program for Permanent Collection	Dir of VA	annually
Evaluate wifi service and technology/AV systems	Dir of Op	annually
Maintain clean wooded areas and treat annually to prevent invasive species	Dir of Op	annually
Review personnel policy considering current laws and standards	ExD, CFO	biannually
Evaluate Collections Policy	Dir of VA	biannually