A. Continue strengthening programmatic, operational, leadership and advisory functions

Programmatic
- Increase programming budget
- Build more archival infrastructure and finding aids
- Begin archive digitization plan
- Activate Collections Committee - set priorities for new acquisitions (BIPOC, politics, youth, etc.)
- Maintain professional affiliations and continue MAP type assessment
- Create collaborative program plan (i.e., local outreach initiatives, youth, BIPOC, artists, organizations, remote educational opportunities, teacher training programs in other cities, graduate student fellowships, etc.)
- Create and implement program assessment tools

Operational
- Build and strengthen internal infrastructure and programs
- Increase and supervise additional staff: (collections manager, digitalization manager, development manager, outreach manager, marketing manager, education director) (dependent on funding)
- Improve/expand space at Art Serve - dependent on availability and funding

Leadership - Board of Directors
- Quarterly training on roles, responsibilities, fundraising, etc.
- Increase size of board
- Increase size of Finance Committee with quarterly meetings
- Increase size of Development Committee with bi-monthly meetings
- Increase size of Audit Committee with quarterly meetings
- Recruit and train future board leadership

Advisory – National Advisory Council
- Rewrite/refocus mission, purpose and role
- Create guidelines and regular meeting schedule

B. Increase revenue and build cash reserves

- Increase fundraising budget
- Increase annual revenues by 6%
- Continue to operate without deficits
- Devise and implement plan for investing EIDL
- Develop cash reserve equal to 25% of annual expenses within three years
- Explore and reach out to new institutional funders
- Increase membership base annually
Increase corporate support annually
Increase outreach for testamentary giving
Build young donor base
Increase donor base
Identify and secure 5 new high net worth donors per year

C. Increase inclusion, equity, diversity and belonging with regard to people, holdings, and programs
   - Adopt of a new policy of inclusion, equality, diversity and belonging
   - Create budget allocation
   - Create a plan to give audiences a voice in what we say and do
   - Diversify Board membership to 30%
   - Institute quarterly training on diversity throughout organization
   - Increase diversity in decision making roles, staff, and audience
   - Increase diversity in holdings and programs
   - Implement recommendations of Task Force

D. Increase outreach to local and national audiences
   - Increase marketing budget
   - Rewrite marketing plan and update tools
   - Increase internet/social media connections
   - Grow in-person and virtual audiences
   - Improve website functionality and aesthetic
   - Devise and implement a collaboration/partnership plan (LGBTQ, youth, education, archives, museums, HBCUs, etc.)
   - Devise plan to use 50th Anniversary to gain awareness and funders

(END/FINAL)