



Carnegie Museums of Pittsburgh VISION FOR IMPACT

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Introduction



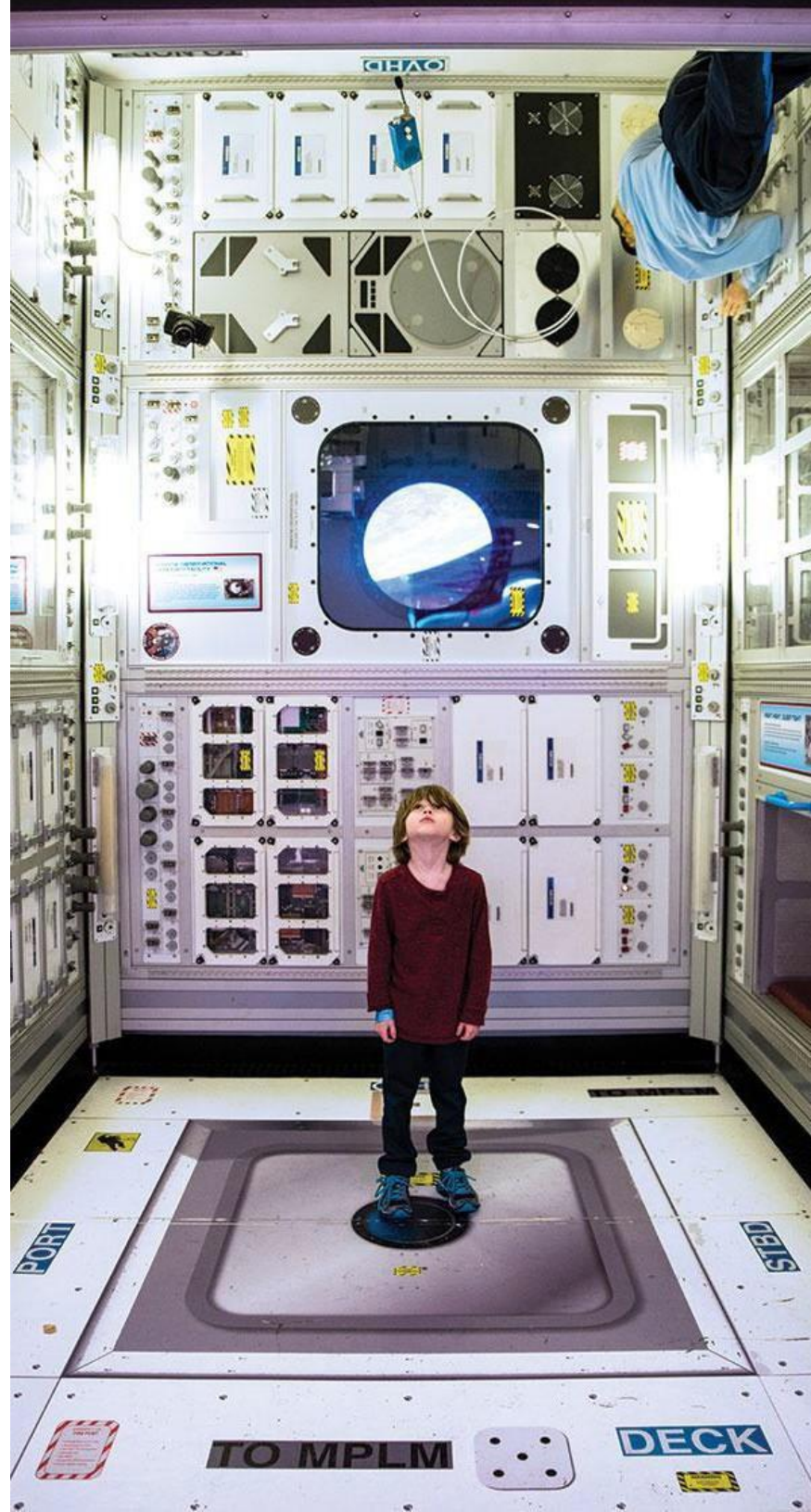
Strategic Visioning Process

In October 2021, Carnegie Museums of Pittsburgh embarked on a journey to reflect on our history, identify our current opportunities and challenges, and re-envision the collective impact we can have on the lives of our audiences and communities, and on the arts and culture sector at large.

The visioning process engaged a range of internal and external stakeholders, including staff and board members from across the organization, as well as representatives from communities throughout Pittsburgh, who contributed their thoughts and aspirations for our evolution and impact.

This project took place in the midst of, and sought to unite, the individual strategic planning processes underway at each of our four museums. This provided a timely opportunity to revisit our collective organizational purpose, and to strengthen the relationship and collaboration between the museums and the shared administrative departments that connect them. Together, we aim to build on the incredible legacy and achievements of our organization to realize a bold vision for our future.

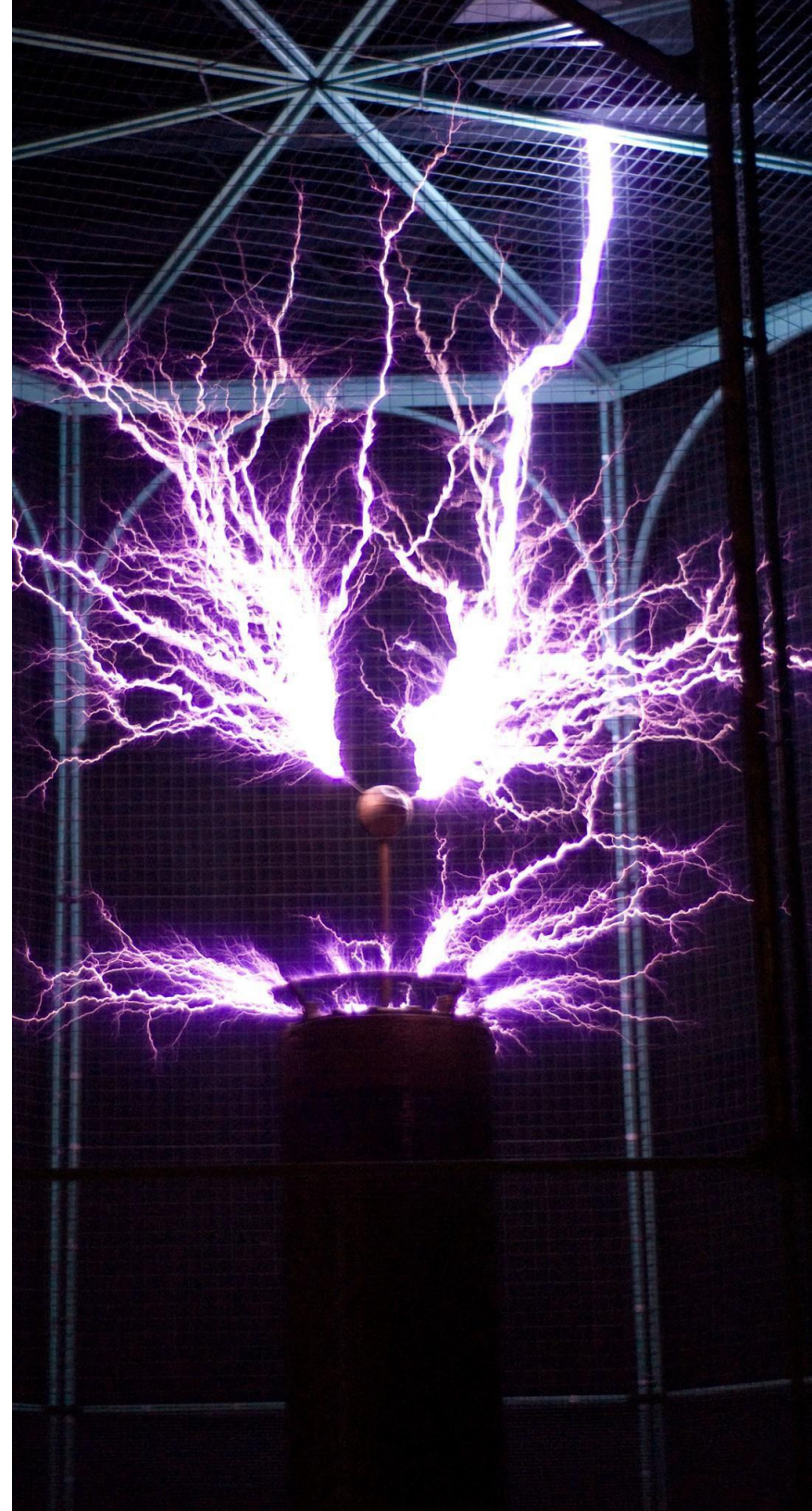
Please refer to the Appendix (page 29) for more detailed information about the strategic visioning process.



Vision for Impact

This Vision for Impact builds on the rich history of Carnegie Museums of Pittsburgh and the unique strengths of the four museums to chart an inspiring path for our collective future. This is not a rigid strategic plan, but rather a forward-looking and flexible guide to help us achieve our most pressing, unified organizational goals. It is a living document, one that will continue to come to life through close collaboration between our staff, leadership, advisors, and trustees. The document ahead is organized as follows:

- A Statement of Purpose that articulates our organization's fundamental reason for being.
- A Vision Statement that distills the larger impact we aspire to realize through our combined efforts.
- Guiding Objectives that unite the strategic direction of the individual museums at the organization-wide level, serving as a compass for aligning our current and future initiatives towards realizing our highest ambitions.
- Strategies for Activation that identify near- and long-term priorities for advancing each of our Guiding Objectives across the organization.
- CMP Spotlights (*to be added later*) that showcase some of the exciting and inspiring efforts underway to turn our goals into reality.



Our Purpose, Mission, and Values



Statement of Purpose

The sum of four dynamic museums and the departments that connect them, Carnegie Museums of Pittsburgh (CMP) believes in the essential and complementary power of the arts and sciences to ignite curiosity and build understanding of our shared and ever-changing world.

Through collaborative leadership and shared administration, CMP champions the unique contributions and thought leadership of each museum, facilitates operational excellence, resilience, diversity, and innovation across the organization, and makes possible bold and interdisciplinary opportunities for our field, audiences, and communities to learn and grow.

Mission Statement

To preserve and expand the resources of art and science as agents of personal growth and social advancement in Pittsburgh and beyond.

Core Values

As we chart a bold and inspiring future for the Carnegie Museums of Pittsburgh, we recommit ourselves to upholding the values that unify our collective work:

Collaboration

Working together to make the whole institution greater than the sum of its parts

Diversity/Inclusion

Welcoming and respecting all; recognizing and responding with empathy to multiple perspectives in our programming and deliberations

Equity/Accessibility

Ensuring fairness and impartiality in all practices and policies, and providing people across the spectrum of human ability and experience with equitable access to our buildings, programs, and communications

Integrity

Conducting all actions in accordance with ethical, legal, and professional requirements and norms

Relevance

Ensuring that our activities and programs are responsive to the needs, concerns, and interests of the communities and audiences we serve—locally, nationally, and globally

Safety

Ensuring a safe environment for all who come to our facilities to visit or to work

Stewardship

Optimizing our collections and other assets for the benefit of the public we serve and supporting the efforts and welfare of our staff

Sustainability

Considering the impact of our actions on the environment and on the long-term viability of our facilities and finances

Our Future



Vision Statement

Through visionary, diverse, and inclusive leadership and collaboration at every level of our organization, Carnegie Museums of Pittsburgh strives to be an engine of creativity, exploration, inspiration, and cultural exchange for the people of Pittsburgh and the world. In partnership with new and existing audiences and communities, we share the stories of the past and present so that we may collectively envision the bold futures we can build together.

Guiding Objectives Summary

Engage, Nurture, and Diversify Our Team

How can CMP foster a welcoming, dynamic, and inspiring culture that will make us a sought-after employer in Pittsburgh and the museum field?

Fuel Museum Innovation & Sustainability

How can CMP ensure that the institution is secure for generations to come, and that our museums can grow to meet the evolving needs of current and future audiences?

Co-Create a Thriving Pittsburgh for All

How can CMP nurture dialogue and mutually-beneficial collaborations with our peers and the people of Pittsburgh to enrich the quality of life in our city and region?

Guiding Objectives

Engage, Nurture, and Diversify Our Team

How can CMP foster a welcoming, dynamic, and inspiring culture that will make us a sought-after employer in Pittsburgh and the museum field?

Across our museums and the departments that connect them, Carnegie Museums of Pittsburgh has a deep well of multidisciplinary expertise and an exceptional legacy of thought leadership in Pittsburgh and the world at large. The interdisciplinary potential of our organization is our greatest asset, and can only be realized through an empowered, united, and responsive internal community of colleagues.

We strive to attract and retain diverse talent at all levels, to invest in the compensation and professional development of our staff, and to practice and uphold collaboration, support, and transparency that honors and builds on the knowledge and wisdom of our team. We commit to developing and promoting dynamic leaders who will shape the future of the museum field and of Pittsburgh.

Strategies for Activation

SHORT-TERM PRIORITIES (0-3 YEARS)

- Invest in competitive compensation and benefits to attract and retain top talent.
- Share, discuss, and reinforce CMP's Purpose, Core Values, and Guiding Objectives to energize and unite the entire organization around its shared principles and vision.
- Develop best practices for internal communication between the museums and connecting departments (HR, ACE, Finance, Facilities, IT), and between trustees, leadership, and staff to build trust, accountability, and mutual understanding around priorities and decision-making.
- Prioritize increasing the representational diversity of staff, leadership, advisors, and trustees.
- Strengthen CMP's cultural competencies through ongoing IDEA initiatives and training at all levels of the organization to welcome all and foster a greater sense of belonging among a diverse community of colleagues.

LONG-TERM PRIORITIES (0-5 YEARS)

- Build resources and structures for professional development for staff that support their career growth within and beyond CMP.
- Identify and articulate clear pathways for staff advancement within individual museums and across the organization, as well as proactive succession planning for key leadership roles.

Guiding Objectives

Fuel Museum Innovation & Sustainability

How can CMP ensure that the institution is secure for generations to come, and that our museums can grow to meet the evolving needs of current and future audiences?

Our collective mettle was tested and strengthened as we worked together to navigate and survive the extraordinary challenges of the pandemic. As we look ahead to our future, we endeavor to meet the opportunities and challenges we face with a spirit of cooperation, possibility, and entrepreneurial creativity.

We are committed to evolving our practices and investing in our organization-wide capacity to realize the highest potential of our museums. We seek to enable greater collaboration and experimentation internally, and to forge ambitious relationships with funders and partners to support our collective growth and vision. We strive to create a culture in which innovation and risk-taking are supported and recognized.

Strategies for Activation

SHORT-TERM PRIORITIES (0-3 YEARS)

- Identify and remove common operational roadblocks to museum priorities and practice, developing standard operating procedures (SOPs) to facilitate efficient collaboration between museum staff and the connecting departments (HR, ACE, Finance, Facilities, IT).
- Identify pathways and dedicate resources for museums to invest in and experiment with new revenue-generating ventures and initiatives.
- Launch a robust capital campaign to secure and energize a broad base of individual and institutional supporters around CMP's overarching vision, strategic initiatives, and infrastructure needs.
- Recruit the next generation of trustees and advisors within and beyond Pittsburgh to expand the institution's knowledge and networks.

LONG-TERM PRIORITIES (0-5 YEARS)

- Develop a framework for leadership to assess, prioritize, and allocate time and resources for ongoing physical and technological infrastructure improvements.
- Explore an independent structure (such as a research and development fund, or enterprise team) for identifying and pursuing innovative earned revenue strategies within and across the museums.
- Identify and implement strategies and techniques for fostering an institutional culture in which risk-taking is encouraged and innovation is both supported and recognized.

Guiding Objectives

Co-Create a Thriving Pittsburgh for All

How can CMP nurture dialogue and mutually-beneficial collaborations with our peers and the people of Pittsburgh to enrich the quality of life in our city and region?

With a legacy that extends over more than a century, Carnegie Museums of Pittsburgh has served as an essential public resource, connecting the people of Pittsburgh to the world. Now, as our city and region continue to evolve into a center of learning and innovation, and as racial equity and climate change become pressing global concerns, the needs of Pittsburghers are rapidly changing and so too must our efforts to serve and support them.

We take seriously our role as a community asset and commit ourselves to being a responsive and collaborative partner for progress and transformation, leveraging our institutional resources, knowledge, and connections to contribute to broader community wellbeing and equitable growth.

Strategies for Activation

SHORT-TERM PRIORITIES (0-3 YEARS)

- Develop the ideal staff structure for building and sustaining intentional relationships with stakeholders and partners across Pittsburgh's neighborhoods.
- Create channels for ongoing community feedback and participation in organizational and museum initiatives and planning.
- Increase awareness of existing community access initiatives and programs among targeted audiences and community groups.
- Assess and remove barriers to sharing CMP's platform, resources, and spaces with partnering organizations to reinforce its role as a community asset.
- Review Advisory Board and Trustee recruiting priorities and requirements to increase community representation and expand the organization's collective cultural capital.
- Partner with city officials, community development organizations, and peer nonprofits to develop, attract, and retain the region's workforce and promote equitable economic opportunity in the region.

LONG-TERM PRIORITIES (0-5 YEARS)

- Strengthen partnerships with pre-K-12 schools to promote and enhance quality and equity in STEAM education for all Pittsburgh students.
- Revitalize CMP campuses to encourage diverse modes of use and enjoyment, and to foster greater community connectivity.
- Work with local universities to create a thought-leadership forum addressing issues of vital interest to communities within and beyond greater Pittsburgh.

Appendix



Acknowledgements

This document was the product of 12 months of inquiry and ideation with the Carnegie Museums of Pittsburgh community. We are indebted to the individuals who generously offered their time, reflections, and care to help shape our future. We are particularly grateful to the following contributors:

Steering Committee

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Maria Bernier, *General Counsel, Secretary, and Vice President, Carnegie Museums of Pittsburgh (Co-chair)*

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Carrie Coghill, *Member of The Andy Warhol Museum Advisory Board*

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Mike Popper, *CMP Trustee and Chair of Museum of Natural History Advisory Board*

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Acknowledgements

Trustee and Advisory Board Group Interviewees

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Bill Hunt, *President, The Elmhurst Group, CMOA Advisory Board, CMP Board of Trustees*

Ellen Kessler, *President, EPK Associates, CMOA Advisory Board, CMP Board of Trustees*

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Jim Patrinos, *CEO of Patrinos Painting & Contracting Co., AWM Advisory Board, CMP Board of Trustees*

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Phil Koch, *Vice President of Policy and Community Impact at the Pittsburgh Foundation*

Sally McCrady, *Executive Vice President and Director of Community Affairs for PNC Bank*

Andrew McElwaine, *Vice President of Sustainability, Heinz Foundation*

Dr. Kendra Ross, *Head of Social Impact at Duolingo*

Stefani Pashman, *CEO of Allegheny Conference on Community Development*

Sam Reiman, *Director & Trustee, Richard King Mellon Foundation*

Community Stakeholder Interviewees (cont.)

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Dean Valerie Kinloch, *Dean of the University of Pittsburgh School of Education*

Janis Wilson, *President & CEO of the August Wilson African American Cultural Center*

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Rachel Bellamy and Elizabeth Abel, *CCS Fundraising*

Process Detail

Continued from page 5, this page provides greater detail on the Strategic Visioning process, which took place from April 2021 to August 2022, and the inputs that led to the creation of this Vision for Impact:

- Steering Committee: appointed April 2021.
- Consultant Selection: proposals solicited from 4 consulting firms; 2 firms interviewed; LaPlaca Cohen Advertising LLC selected because of its extensive experience in the museum field.
- Cultural Landscape Audit: combined survey of national trends and relevant CMP documents.
- Kick-Off Meeting: a 60-minute Kick-Off Meeting with the entire Steering Committee focused on the process, stakeholders, and core outcomes.
- Listening Sessions: informal one-on-one conversations that offered opportunities for key internal stakeholders to communicate their aspirations, hopes and concerns for the process to the project team in greater detail.
- Discovery Work Session: a three-hour session that explored the legacy of Carnegie museums and their community impact to date, and built consensus around its distinct purpose today, principles, and future aspirations.
- Internal Stakeholder Interviews: interviews with individuals within Carnegie Museums that revealed the strengths and challenges of the organization in greater nuance.
- Community Impact Interviews: external interviews with community-focused thought leaders that provided a wider lens with which to view the organization within the ever-changing landscape of the cultural sector.
- Strategic Alignment Workshop: a 2.5-hour work session that aimed to build consensus on the emerging pillars of impact and CMP's central purpose and function.
- Investigation Report: key findings from the investigation phase.
- Vision for Impact: a robust yet flexible strategic guide that charts an inspiring future for the organization collectively, while remaining adaptable to the changing realities of this time.
- Community Insights & Opportunities Summary: a memo that synthesizes the unmet needs and opportunities in CMP's greater Pittsburgh community as surfaced through the Visioning process and interviews with stakeholders to support CMP's continued community impact work.