The Cleveland Museum of Art brings together art, place, and audience to create and deepen engagement and inspire wonder. The goals of the plan are designed to activate each of these three essential elements of the museum experience, and to strengthen the financial foundation and organizational culture of our institution.

With its world-class collection, free general admission, and main campus in the heart of Cleveland’s University Circle, its dedicated staff and volunteers, and its committed patrons and community partners, the CMA is poised for a second century of growth and service.

Our Vision
To be a global leader among museums.

Our Mission
The Cleveland Museum of Art creates transformative experiences through art, for the benefit of all the people forever.

Our Promise
The Cleveland Museum of Art offers dynamic experiences that illuminate the power and enduring relevance of art in today’s global society. The museum builds, preserves, studies, and shares its outstanding collections of art from all periods and parts of the world, generating new scholarship and understanding, while serving as a social and intellectual hub for its community.
Over the next decade, the Cleveland Museum of Art will leverage its collection, facilities, and community connections to achieve the following objectives:

**ART**

Guided by the CMA’s historic commitment to artistic excellence, we will amplify the impact of our permanent collection and create new models for the acquisition, exhibition, and interpretation of outstanding works of art.

- Expand free public access to masterpieces of historic and contemporary art, partnering with collectors locally and outside our region to secure the gift and promised gift of major works that will meaningfully enhance the CMA’s collection.
- Advance the museum’s leadership position as an organizer of internationally important exhibitions, with annual exhibition attendance increasing to 300,000.
- Animate the permanent collection galleries with major loans and new interpretive approaches.
- Highlight the relevance of the museum’s entire collection, making connections with issues and events that resonate with today’s audiences.
- Enliven the Ames Family Atrium and our extended campus with site-specific commissions, performance art, and musical performances featuring newly commissioned works.

**PLACE**

We will use the power of place to help our audiences—wherever they live—to engage with and find meaning in our global collections. Leveraging our extended campus and furthering our presence through new digital initiatives, we will expand our reach, impact, and reputation.

- Activate the CMA’s entire campus, extending the museum’s welcome beyond its walls to the Fine Arts Garden and the Nord Family Greenway.
- Introduce an outdoor gallery experience with the creation of an integrated sculpture garden.
- Establish a new Community Arts Center, transforming the CMA’s Community Arts workspace into a publicly accessible facility with programs to engage a range of audiences, taking advantage of its location on Cleveland’s near west side.
- Strengthen the museum’s community connections in dynamic partnership with the Transformer Station.
- In partnership with Case Western Reserve University, construct a building on East Boulevard to provide a locus for programs connected with the CMA’s multifaceted partnership with CWRU.
- Build on the museum’s leadership position as a developer of groundbreaking digital experiences, amplifying the CMA’s reach and global impact.

**AUDIENCE**

We will make art come to life for the benefit of all the people, embracing an audience-centered approach to everything we do, and growing and diversifying our audience locally, regionally, and globally.

- Increase annual attendance to 1 million on-site and 5 million virtual visits.
- Implement innovative new approaches to the visitor experience, deepening engagement with the CMA’s collection.
- Diversify our audience, ensuring that the CMA is welcoming and accessible to all, and that its visitorship mirrors the demographics of our region.
- Be a teaching museum for audiences of all ages, establishing the CMA as a leading institution for object-based learning.
- Take play seriously, creating dynamic pathways for lifelong relationships with art.
- Activate the museum as a civic space.
- Build on the success of the museum’s interactive ArtLens Gallery to engage and inspire new generations.
- Meet our audiences where they are, working with community partners to leverage our extended campus.
- Strengthen our brand identity, creating greater visibility and awareness.

**RESOURCES**

We will deliver on our mission and promise by increasing our capacity, expanding philanthropic investment in the CMA, and broadening our base of community support.

- Strengthen relationships, deepening member engagement and amplifying the stewardship of donors.
- Increase endowment to $1.25 billion through philanthropy, legacy giving, and investment growth.
- Double community support to $15 million per year through expanded membership and annual giving.
- Elevate partnership opportunities with individuals and corporations both locally and outside our region.
- Maximize opportunities for earned revenue from retail, events, and other business units.
- Plan and execute a comprehensive campaign to secure leadership investment in strategic initiatives.

**ORGANIZATIONAL CULTURE**

We will create a diverse and inspiring workplace, encouraging innovation and collaboration.

- Achieve greater diversity among both staff and volunteers to create a more inclusive workplace.
- Invest in people to attract and retain talented and accomplished staff at every level.
- Clarify and strengthen organizational structure, teamwork, decision-making, and accountability to support the realization of strategic goals.
- Attract and engage highly dedicated volunteers to help deliver on our mission and promise.

**PHOTOS**

Front cover and below: Keith Berr
Back: Robert Muller