

The Doel Reed Center in Taos

FY 22 Business Plan

Implementation Steps

SECURING THE CENTER'S FUTURE

Goal: Assure the Doel Reed Center remains financially sustainable entity providing unique immersive educational opportunities consistent with its mission and available resources.

Implementation steps:

- Request that the Director's semi-annual financial report to the Advisory Committee includes the current operating budget with updated actual revenue and expenditures.
 - Establish a consistent format in which these financial reports are to be delivered. - *Center Director, OSU Foundation staff, Advisory Committee member representation*
 - Include the financial reports in the Advisory Committee meeting packets for each meeting. - *Center Director, OSU Foundation staff*

Timeline: Initiated in FY22 and updated annually. Format may change as needed or advised by Director and/or committee.

- Request that the Director provide the committee the annual budget and updated actual revenues and expenditures for all Center programs including credit courses, Leisure Learning courses, Visiting Artists and Visiting Scholar programs to identify revenue/expense trends and provide a basis for leisure learning course tuition and a guide for scholarship fundraising needs. The Committee and Director will create a plan for long-term sustainable growth based on multi-year trends and resources to support the growth.

Timeline: Initiated in FY22 and updated annually.

- Recommend an annual assessment of major physical components of the Doel Reed Center (roof, exterior walls, furniture, heating systems, etc.) analyzing remaining useful life and estimated cost of major repair and/or replacement to be conducted by an independent recognized/licensed/certified professional. Create plans for funding and fundraising based on the assessments.
 - Engage a recognized/licensed/certified Taos professional(s) to conduct an assessment, produce a report of their findings that includes estimated costs and timeframes, and discuss findings with the Provost's Office and OSUF President. - *Property Committee chair, Center Director, OSU Facilities representatives and identified professionals.*

- Recommend OSU engage a property management company in Taos to manage the needs of the property maintenance and upkeep.

Timeline: Initiated in FY22 and updated annually

- Recommend development of a fundraising plan to support the ongoing needs and priorities of the Center.

Timeline: Spring FY22 and updated annually as needed.

CREATING AN EDUCATION PLAN FOR THE CENTER

GOAL: Establish the Doel Reed Center in Taos as a recognized education center sponsoring educational and scholarly activities offered year-round in a variety of formats.

Implementation Steps:

- Explore possible benefits of hiring staff, located in Taos, to provide support for educational programs, outreach and event support and research appropriate funding for such a position.
 - Discuss the feasibility of adding personnel to provide support for the Center Director and activities held at the Center. - *Center Director, Provost's Office, Advisory Committee representative, OSU Foundation staff*
 - Estimate the cost of adding support personnel and identify appropriate sources of funding. – *Provost's Office, Center Director, and OSU Foundation staff.*

Timeline: Fall FY22 submit findings to Provost's Office and Center Director.

- Encourage variations on Leisure Learning offerings including timing of classes, instructors, topics offered, and sites visited to attract new audiences.
 - Survey past Leisure Learning participants to ascertain their preferences for course topic, format, time of year, etc. – *Leisure Learning Committee, Center Director*
 - Analyze survey results and share with Executive Committee. – *Leisure Learning Committee Chair, Center Director*

Timeline: Fall FY22 and annually.

- Encourage diversification of disciplines for Credit Class offerings. - *Center Director, Provost's Office*
- Evaluate information presented on the Doel Reed Center website and request edits, where needed. - *History committee, Center Director*

Timeline: FY22 and on-going

- In collaboration with the Marketing committee develop appropriate content for the purpose of creating informational materials about Center programming and visitor information. - *History committee, OSU Foundation marketing staff, OSU Brand Management, Marketing committee*

Timeline: Fall FY22

MARKETING AND OUTREACH FOR THE CENTER

GOAL: Increase awareness of the OSU Doel Reed Center and its mission among students, alumni, OSU faculty, potential visiting artists and scholars, friends of the Center and the Taos community.

Implementation steps:

- Continue to review and expand the ways the Center is currently promoted to the OSU student population. - *Center Director, Provost's Office*

Timeline: Second half FY22 and reviewed annually

- Survey recent student attendees for their suggestions on how to increase interest in the credit classes and how the Center can encourage past participants to be ambassadors for the Center. - *Center Director, Marketing committee*

Timeline: FY22 and annually

- Continue to assist the Center Director in identifying potential Leisure Learning class offerings and prospective instructors. - *Leisure Learning committee, Advisory Committee members, OSU Foundation staff*

Timeline: Ongoing

- In a gesture of appreciation from the Advisory Committee, send thank you messages to each OSU faculty who has been involved at the Center during the previous year. - *Appropriate sub-committee*

Timeline: Annually, at an identified time

- Review Taos community events and canvas arts calendars to identify opportunities for the Center to be involved - *Center Director with Advisory Committee and other volunteers, Marketing committee*

Timeline: Ongoing

- Continue to pursue institutional collaborations within the Taos community.

Timeline: Ongoing

- Continue to develop ongoing partnership activities and financial support of the Taos Integrated School for the Arts (TISA). - *Center Director, Advisory Committee members and TISA staff*

Timeline: FY22; reviewed annually

- Plan collaborative events during the Doel Reed *Sun Patterns, Dark Canyon* exhibition at Taos Art Museum (TAM), May 24- August 28, 2022.

- *Possibilities include:*

- Co-sponsor a reception and lecture about Doel Reed at TAM when the exhibition opens. - *TAM Director and Advisory Committee members, OSU Foundation staff*

Timeline: Secure lecturer as soon as possible; suggested lecture dates May 28 or 29

- Prepare a brochure about the Center and its history and programming for distribution during the Doel Reed Exhibit and other events - *OSU Foundation staff, Marketing committee, Center Director*

Timeline: Begin design as soon as possible for spring distribution adding fall Leisure Learning classes, if possible

- Seek coverage of the Doel Reed exhibition in Wichita and Taos. - *OSU Foundation communications staff, OSU Museum of Art Director, TAM Director, Center Director, Advisory Committee volunteers, Marketing committee*

Timeline: Submit request to OSU Museum of Art and Brand Management as soon as possible

- Reconsider placing an ad with Taos Arts movie night promoting the Doel Reed exhibition and the Doel Reed Center - *Center Director, Advisory Committee volunteers*

Timeline: Spring FY22

- Discuss a possible mini exhibition of TISA artwork at OSU Museum of Art in Stillwater and/or in Fechin Studio during the Doel Reed exhibit at TAM. - *Center Director, Advisory Committee volunteers, TISA staff*

Timeline: Spring FY22