

# Strategic Plan 2025-2027



**Burchfield  
Penney  
Art Center**

at Buffalo State University

## Introduction

This document provides the background information and the details of the 2025 – 2027 Strategic Plan of the Burchfield Penney Art Center (BPAC).

The timeline for this Strategic Plan is as follows:

**Year 1:** January 2025 - December 2025

**Year 2:** January 2026 - December 2026

**Year 3:** January 2027 - December 2027



## Strategic Planning Process And Participants

The Burchfield Penney Art Center's strategic planning process was led by Mary Beth Debus, President of Program Savvy Consulting ([programsavvy.com](http://programsavvy.com)) with direct experience in facilitating strategic planning processes.

### Stakeholder Engagement Process

#### Interviews

Collaborators, funders (individual donors, government, corporate) and contributing artists were interviewed. A total of nine people participated across six interviews.

The key questions guiding the interview centered around:

- How would you define your relationship with the Burchfield Penney Art Center?
- How specifically do you interact with the Burchfield Penney Art Center – how do they support you, your organization, or your clients?
- What are the main strengths that the Burchfield Penney Art Center has?
- What unique or important role do you feel that the Burchfield Penney Art Center fills within the community?
- Are there any concerns that you have or have had in your current or previous interactions with Burchfield Penney Art Center or any of its staff?
- If you had the opportunity to influence the Burchfield Penney Art Center's future direction, what would you recommend they consider?
- What other organizations or resources do you think fill the same roles as the Burchfield Penney Art Center? Is there anything the Burchfield Penney Art Center could be learning from your interaction with those other organizations?
- What is the Burchfield Penney Art Center not doing today that you wish that they were?

## Focus Groups

Two focus groups with community members who have connections to BPAC were held on June 11, 2024. The first group hosted five individuals from art programs and art collaboratives and the second hosted four individuals from peer organizations.

The following questions guided the discussion:

1. What parts of the Burchfield Penney Art Center should not be changed because they are really important to you?
2. What parts of the Burchfield Penney Art Center would you consider to be weaknesses?
3. What should the Burchfield Penney Art Center consider doing in the future that would make them better?
4. If you were going to have the Burchfield Penney Art Center focus their attention on only two new or better things over the next three years to either strengthen, improve, or move in a new direction, what would those areas be?

## Development of the Strategic Plan

The development of the strategic plan was a multi-month effort that involved large numbers of staff and Board (see participants below).

The process included:

- Stakeholder Engagement – developing and implementing interviews and focus groups to hear the voice of stakeholders
- Organizational Assessment – determining the strengths and weaknesses of the organization
- Environmental Assessment – identify the opportunities, threats, and assumptions the organization is operating within
- Creation of new Mission and Vision Statements and Core Values
- Identification of Strategic Priorities – the areas of focus the organization chooses for future activities
- Development of goals and objectives that outline how the Strategic Priorities are achieved over three years
- Identification of owners, teams, and resources secured and needed for each goal
- Identification of lag and lead measures that will indicate advancement of and achievement of goals and objectives
- Development of accountability structure and kick-off meetings with goal owners

## Board and Staff Engagement

The Burchfield Penney Art Center had significant participation in the strategic planning process.

There were 26 Board members and 26 staff who participated and contributed to the final plan. In most instances, the Board and staff participated together.



## **Background**

The Burchfield Penney Art Center is the heart of Western New York art.

As a vibrant multi-arts center, we celebrate the region's diverse art and artists while preserving their legacy through growing permanent collections. We are also home to the world's largest collection of Charles E. Burchfield's work.

Every year, our team curates and contextualizes hundreds of varied and engaging exhibitions, events, programs, and educational offerings, inspiring connections that reflect our humanity while revealing and strengthening the common bonds that energize our community.

## **Mission Statement**

Cultivate and elevate the work of Charles Burchfield and Western New York artists.

## **Vision Statement**

A community where people are inspired to explore, enjoy, and create art.

# Values



## Gracious

We foster kindness, respect, understanding, and belonging.



## Inclusive

We ensure diverse voices and lived experiences shape our work.



## Local

We prioritize partnerships and community engagement.



## **Strategic Priorities**

Based on the mission, vision, assumptions, and SWOT Analysis of the Burchfield Penney, the Board of Directors has chosen the following four Strategic Priorities to focus on for the three years of this plan:

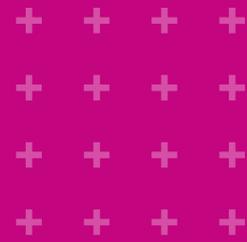
**Strategic Priority 1:**  
Expansion of Collection and Programs

**Strategic Priority 2:**  
Strengthened Organizational Infrastructure

**Strategic Priority 3:**  
Enhanced Marketing and Brand Recognition

**Strategic Priority 4:**  
Increased Earned and Contributed Revenue

# Strategic Priority 1



## Expansion of Collection and Programs

**Lag Measure:** BPAC has identified gaps in the collection and has a written plan for addressing art that is over-represented or unstable. Recognition has been achieved from professional organizations (i.e. AAM, AAMD, MANY) for work on collaborative projects. Programming achieves 90% of capacity.

### Goal 1: BPAC's collection is expanded and refined.

|     | Objectives   | Time Frame       | Resources/<br>Owner  | Lead Measures   |
|-----|--|------------------|--|---|
| 1.1 | BPAC refines its data collection process to capture more robust information on artists.                        | 1st - 4th Q 2025 | <p><b>Resources:</b><br/>Budget for acquisition; funding for staffing or paid intern for historical data record updates</p> <p><b>Owner:</b><br/>Senior Curator and Manager of Exhibitions and Collections</p> <p><b>Team:</b><br/>Registrar, Development Staff Member, Director of Finance, Associate Curator</p> | <ul style="list-style-type: none"> <li>The vision for the collection is influenced by breadth and diversity</li> <li>Assessment includes individual pieces and collection areas</li> <li>Assessment influences storage needs (Organizational Infrastructure, Goal 4)</li> <li>Software assessment influences data collection process (Organizational Infrastructure, Goal 3)</li> </ul> |
| 1.2 | How to assess holdings of individual artists is determined and an implementation plan is developed.            | 2025             |  |   |
| 1.3 | A vision for the collection is developed.  | 4th Q 2025       |  |   |
| 1.4 | The make up of the collection is aligned with vision.  | 2025 - 2026      |  |   |
| 1.5 | An acquisition plan is developed to enact the vision for the collection.                                       | 1st Q 2026       |  |   |
| 1.6 | An associated annual acquisition budget is developed, identifying an endowment goal.                           | 2nd Q 2026       |  |   |
| 1.7 | The acquisition plan is implemented.   | 2027             |  |   |
| 1.8 | Tours of the vaults are considered strategic offerings and a criteria is developed for execution if agreed to. | 2026             |  |   |

**Goal 2: Community gallery sites and partners are developed, expanding BPAC's presence in Western New York.**

|     | Objectives   | Time Frame              | Resources/<br>Owner   | Lead Measures   |
|-----|--|-------------------------|---|---|
| 2.1 | Broad intentions, goals, and criteria for community galleries are documented to guide future development.                      | 1st Q 2025              | <p><b>Resources:</b><br/>Funds; Budget for apprentice preparators and installers, partner organizations, government leaders</p> <p><b>Owner:</b><br/>Community Curator</p> <p><b>Team:</b><br/>Executive Director, Public Programming Manager, Chief Advancement Officer, Senior Curator and Manager of Exhibitions and Collections</p> | <ul style="list-style-type: none"> <li>Establish one community galleries site in the City of Buffalo annually (2026 - 2027)</li> <li>Establish one community galleries site outside of Erie County annually (2025 - 2027)</li> <li>Niagara Falls Underground Railroad Heritage Center relationship serves as a test project informing the development of other partnerships</li> <li>A theme or clear reason to be there is evident in each community galleries site location/ partnership</li> <li>Dedicated space for Burchfield Penney is evident in most community galleries</li> <li>Community galleries sites include a variety of formats and types of venues</li> </ul> |
| 2.2 | New funding opportunities for community galleries efforts are identified and cultivated.                                       | 1st Q 2025 - 4th Q 2027 |   |   |
| 2.3 | A process for vetting a location, such as space requirements, foot traffic, environmental controls, and security is developed. | 1st - 3rd Q 2025        |   |   |
| 2.4 | A template MOU to guide future partnerships is developed.  | 2nd - 3rd Q 2025        |   |   |
| 2.5 | A list of potential community galleries that meets broad criteria is generated.  | 3rd - 4th Q 2025        |   |   |
| 2.6 | Sites are vetted against criteria, MOUs signed, and community galleries opened to meet goals.                                  | 2026 - 2027             |   |   |
| 2.7 | A process for measuring the success of community galleries is developed allowing for refinement for unique sites.              | 2nd Q 2025 - 2nd Q 2026 |   |   |

**Goal 3: BPAC’s educational and programmatic offerings are expanded and strengthened.**

| Objectives  | Time Frame                     | Resources/<br>Owner  | Lead Measures   |
|---|--------------------------------|--|---|
| <p><b>3.1</b> Educational/programmatic purpose is confirmed and current offerings are assessed, documenting key quantitative and qualitative measures and outcomes.</p> | <p>1st - 3rd Q 2025</p>        | <p><b>Resources:</b><br/>Funds, Newly hired education staff</p> <p><b>Owner:</b><br/>Director of Education</p> <p><b>Team:</b><br/>Public Programming Manager, Assistant Director of Development, Director of Communications</p> | <ul style="list-style-type: none"> <li>• Repeat engagement is achieved with a higher number of schools</li> <li>• Increase in number of fully booked adult programs</li> <li>• Quality improvement process is in place to collect and respond to feedback</li> <li>• BPAC expands partnerships through collaborative programming</li> <li>• Educational and programmatic expansion includes more diversity in who is participating</li> </ul> |
| <p><b>3.2</b> The process for collecting programmatic feedback and how feedback is used is evaluated and refined.</p>   | <p>3rd - 4th Q 2025</p>        |  |   |
| <p><b>3.3</b> Community members are solicited for programmatic desires.</p>   | <p>3rd Q 2025 - 1st Q 2026</p> |  |   |
| <p><b>3.4</b> A programmatic plan is developed to address quality improvement ideas and additional programmatic offerings.</p>  | <p>2nd - 3rd Q 2026</p>        |  |   |
| <p><b>3.5</b> A project plan is developed to advance the programmatic plan.</p>   | <p>4th Q 2026</p>              |  |   |
| <p><b>3.6</b> Project plan is monitored, and adjusted to achieve goals.</p>   | <p>2027</p>                    |  |   |

**Goal 4: BPAC's reputation within the museum field grows.**

|     | Objectives  | Time Frame          | Resources/<br>Owner   | Lead Measures  |
|-----|---|---------------------|---|--|
| 4.1 | Research is completed on regional museums to include best practices, how they function, innovative practices, and outcomes. | 1st - 4th Q<br>2025 | <p><b>Resources:</b><br/>Travel funds, AAM, AAMD, MANY, art fairs</p> <p><b>Owner:</b><br/>Executive Assistant</p> <p><b>Team:</b><br/>Director of Finance, Guest Experience Associate, Burchfield Scholar, Curatorial Team</p> | <ul style="list-style-type: none"> <li>• BPAC becomes known as a good thought leader in the field</li> <li>• BPAC knows who to go to for ideas within the museum field</li> <li>• Efforts under Enhanced Marketing and Brand Recognition Priority are integrated</li> <li>• BPAC captures data on what people know/believe about BPAC that can be compared following partnership building</li> <li>• Coordination for soliciting Museum and Art Center input is considered across multiple priorities/goals (Expansion of Collection and Programs, Goal 4; Organizational Infrastructure, Goal 2, 4, and 5)</li> </ul> |
| 4.2 | Research is completed on national museums who are similar to BPAC in terms of focus, design, or mission.                    | 1st - 4th Q<br>2025 |   |  |
| 4.3 | BPAC intentionally builds relationships with museums where partnerships may be likely.                                      | 2026 - 2027         |   |  |
| 4.4 | A strategic partnership is developed and implemented as a result of partnership development.                                | 2027                |   |  |
| 4.5 | A plan for ongoing partnership is developed to increase traveling programs and exhibitions.                                 | 2027                |   |  |

# Strategic Priority 2



## Strengthened Organizational Infrastructure

**Lag Measure:** The building, staff, technology, data systems, security, and storage all have project plans working to achieve improvements. A defined replacement plan/schedule exists for each area of operations (technology, facilities). BPAC is fully staffed according to the staffing plan. POS system integrated with e-commerce. Donor/visitor communication is enhanced through development software.

### Goal 1: Significant improvements in building infrastructure are achieved.

|     | Objectives  | Time Frame              | Resources/<br>Owner  | Lead Measures  |
|-----|---|-------------------------|--|--|
| 1.1 | A preliminary functional walkthrough of the building and grounds results in an initial document of needs.   | 1st Q 2025              | <p><b>Resources:</b><br/>Engineering and architectural input, BSU, capital budget, Government partners</p> <p><b>Owner:</b><br/>Facilities Manager</p> <p><b>Team:</b><br/>Director of Production, Registrars, Preparator, Associate Museum Educator</p> | <ul style="list-style-type: none"> <li>Assessment includes equipment, carpets, sinks, elevators, HVAC, lighting, furniture, canopy, terrace, store fixtures, interior signage, cafe, electrical outlets, admissions desk, automated doors, office space configuration, reception space, auditorium, etc.</li> <li>Needs for the future include programmatic and marketing needs</li> <li>Community input is sought and included in improvement prioritization</li> <li>Need for all existing coat rooms is included in assessment</li> <li>Accessibility of building and grounds is prioritized in assessment</li> <li>BSU is integrated into discussion about responsibility for upgrades</li> <li>Outcomes of assessment and lists of needs is integrated into Comprehensive Campaign</li> </ul> |
| 1.2 | An architectural firm is secured in consultation with BSU.  | 1st Q 2025 - 1st Q 2026 |  |  |
| 1.3 | Criteria developed and facility upgrades and improvements to support programmatic, marketing and operational goals are developed.                           | 1st - 2nd Q 2025        |  |  |
| 1.4 | A prioritized list of needs (replacements) and desired upgrades is developed.   | 3rd Q 2025              |  |  |
| 1.5 | Responsibilities for upgrades and cost are determined (BPAC/BSU).   | 4th Q 2025              |  |  |
| 1.6 | A project plan is developed to address the prioritized list and is reflective of BSU process/responsibilities, ADA requirements, and budget considerations. | 2nd Q 2026              |  |  |
| 1.7 | Improvements are completed according to the project plan.   | 2026 - 2027             |  |  |

**Goal 2: A staffing plan is completed and implemented to support growth, efficiencies, and excellence.**

| Objectives |   | Time Frame       | Resources/<br>Owner  | Lead Measures  |
|------------|---|------------------|--|--|
| 2.1        | Museums and art center staffing models and structure are examined, offering perspective on best practices for staffing. | 3rd - 4th Q 2025 | <p><b>Resources:</b><br/>Access to museums and art centers;<br/>Human Resources expertise, funding</p> <p><b>Owner:</b><br/>Director of Finance</p> <p><b>Team:</b><br/>Senior Staff</p> | <ul style="list-style-type: none"> <li>Updated organizational chart reflects needed roles (additions, changes) vs. reflecting current structure</li> <li>Staffing plan is responsive to needs of strategic plan and the intended results of the strategic plan</li> <li>Shifting staff are provided professional development to enable success in new roles</li> <li>Recruitment and hiring process is successful in attracting diverse candidates for open positions</li> <li>New positions needed outside of goal time frame are hired</li> <li>Orientation upgrade includes documents and process</li> <li>Coordination for soliciting Museum and Art Center input is considered across multiple priorities/ goals (Expansion of Collection and Programs, Goal 4; Organizational Infrastructure, Goal 2, 4, and 5)</li> </ul> |
| 2.2        | The orientation and onboarding process is upgraded.   | 3rd - 4th Q 2025 |  |  |
| 2.3        | Organizational chart/ staffing model is designed to reflect future needs of BPAC.                                       | 1st - 2nd Q 2026 |  |  |
| 2.4        | Current job descriptions are reviewed and roles updated to reflect the desired staffing model.                          | 3rd - 4th Q 2026 |  |  |
| 2.5        | Current staff shift as needed into the new staffing model and open positions are posted and hired.                      | 2027             |  |  |
| 2.6        | A role for or external resources for human resources is determined.   | 1st - 2nd Q 2027 |  |  |
| 2.7        | Professional development infrastructure is built into the performance management process.                               | 3rd - 4th Q 2027 |  |  |

**Goal 3: A decision on integrated workplace software is made that allows for effective decision-making and planning.**

|     | Objectives  | Time Frame       | Resources/<br>Owner   | Lead Measures  |
|-----|---|------------------|---|--|
| 3.1 | Goals for integrated workplace software are defined.                                  | 1st Q 2025       | <p><b>Resources:</b><br/>Financial resources, Software vendors, BSU</p> <p><b>Owner:</b><br/>Chief Advancement Officer, Director of Finance</p> <p><b>Team:</b><br/>Director of Communications, Retail Operations Manager, Visitor Services Associate, Executive Director</p> | <ul style="list-style-type: none"> <li>• All software groupings (POS, Development, etc) bridge across each other</li> <li>• Reporting capabilities are considered in choices</li> <li>• PCI compliance is assured in choices</li> <li>• Integration with BSU is considered</li> <li>• Integration with Goal 4, especially related to vendor contact</li> </ul> |
| 3.2 | Current software is evaluated against goals and gaps are identified.                  | 2nd Q 2025       |   |  |
| 3.3 | Options for software solutions and pricing are gathered for consideration.            | 3rd - 4th Q 2025 |   |  |
| 3.4 | A decision on software is made and implementation planned.                            | 1st - 2nd Q 2026 |   |  |
| 3.5 | Staff training is completed to ensure proper use of any new technologies or new uses. | 4th Q 2026       |   |  |

## Goal 4: Security and IT technology are upgraded.

|     | Objectives  | Time Frame  | Resources/<br>Owner  | Lead Measures  |
|-----|---|-------------|--|--|
| 4.1 | An assessment of current facility and digital security features and IT technology is completed. | 1st Q 2025  | <p><b>Resources:</b><br/>BSU; Stark Technologies and other vendors</p> <p><b>Owner:</b><br/>Facilities Manager</p> <p><b>Team:</b><br/>Director of Production, Registrar, Preparator</p> | <ul style="list-style-type: none"> <li>• Security assessment includes key card access, camera locations and resolution (inside and outside), etc.</li> <li>• IT assessment includes internet, port placement, internet speeds (but not software)</li> <li>• Upgrades retain PCI compliance</li> <li>• Integration with BSU processes is coordinated</li> <li>• Needs and financial requirements are included in Comprehensive Campaign</li> <li>• Integration with Goal 3, especially related to vendor contact</li> <li>• Coordination for soliciting Museum and Art Center input is considered across multiple priorities/goals (Expansion of Collection and Programs, Goal 4; Organizational Infrastructure, Goal 2, 4, and 5)</li> </ul> |
| 4.2 | Input and information is gathered from other museums and art centers to inform decision making. | 1st Q 2025  |  |  |
| 4.3 | Technology needs and upgrades are documented and prioritized.                                   | 2nd Q 2025  |  |  |
| 4.4 | Vendors are identified and quotes obtained.   | 3rd Q 2025  |  |  |
| 4.5 | A project plan for updates is developed.  | 4th Q 2025  |  |  |
| 4.6 | Project plan is implemented.  | 2026 - 2027 |  |  |

## Goal 5: A storage plan is determined and implemented.

|     | Objectives   | Time Frame          | Resources/<br>Owner  | Lead Measures  |
|-----|--|---------------------|--|--|
| 5.1 | Input and information is gathered from other museums and art centers to inform decision making.      | 1st - 4th Q<br>2025 |  | <ul style="list-style-type: none"> <li>Storage needs is considered for art, equipment, facility, and educational programs</li> </ul>   |
| 5.2 | The storage needs for different types of art are documented.   | 1st - 2nd Q<br>2026 | <p><b>Resources:</b><br/>Budget for space, BSU</p> <p><b>Owner:</b><br/>Registrar</p>                                      | <ul style="list-style-type: none"> <li>Expansion of Collection and Programs Priority, Goal 1 influences decisions</li> <li>Space plans meet future needs</li> </ul>  |
| 5.3 | The best types and quantities of storage are identified for current needs and projected out 5 years. | 3rd Q 2026          | <p><b>Team:</b><br/>Facilities Manager,<br/>Director of Finance, Retail Operations Manager,<br/>Director of Production</p> | <ul style="list-style-type: none"> <li>Coordination for soliciting Museum and Art Center input is considered across multiple priorities/goals (Expansion of Collection and Programs, Goal 4; Organizational Infrastructure, Goal 2, 4, and 5)</li> </ul> |
| 5.4 | Internal and external storage options are considered to meet current and future needs.               | 4th Q 2026          |  | <ul style="list-style-type: none"> <li>Needs and financial requirements are included in Comprehensive Campaign</li> </ul>  |
| 5.5 | A storage plan to address current and future needs is determined and implemented.                    | 2027                |  |  |

# Strategic Priority 3



## Enhanced Marketing and Brand Recognition

**Lag Measure:** BPAC achieves a 20% increase in annual visitors over 2024 numbers (65,000 to 78,000). Social media engagement increases across platforms 50% (example: 13,500 to 20,250 subscribers on Instagram). Website users increase 20% (from 183,000 to 219,600). E-mail subscriber open rate exceeds 40%.

### Goal 1: External marketing efforts are expanded to increase brand awareness and bring new audiences to BPAC.

|     | Objectives  | Time Frame              | Resources/<br>Owner  | Lead Measures   |
|-----|---|-------------------------|--|---|
| 1.1 | Marketing goals are developed to guide decision-making on efforts.  | 1st - 2nd Q 2025        | <p><b>Resources:</b><br/>Marketing dollars, marketing firm</p> <p><b>Owner:</b><br/>Director of Communications</p> <p><b>Team:</b><br/>Executive Director, Director of Finance, Public Programming Manager, Development Team</p> | <ul style="list-style-type: none"> <li>BPAC achieves higher attendance and membership year over year</li> <li>Events/programs achieve higher attendance year over year</li> <li>Rentals are increasing to match the availability of spaces</li> <li>BPAC tracks the impact of rentals on the visitor experience</li> <li>The diversity of visitors and participants increases year over year</li> <li>BPAC attends two professional events annually, presenting at at least one of them</li> <li>Efforts are integrated with Strategic Priority 4, Goal #4</li> </ul> |
| 1.2 | An RFP is developed to secure the assistance of a marketing firm in efforts.  | 2nd Q 2025              |  |   |
| 1.3 | Exploration is completed on marketing efforts to include rack cards, billboards, art journal advertising, professional presentations, advertising at AKG, tourism advertising (airport and local hotels), and others. | 3rd - 4th Q 2025        |  |   |
| 1.4 | A project plan is developed to test marketing efforts, track results, and adjust to achieve desired outcomes.   | 1st Q 2026              |  |   |
| 1.5 | A project plan is implemented with quarterly adjustments based on outcomes, results, and budget.  | 2nd Q 2026 - 4th Q 2027 |  |   |
| 1.6 | Proposals to present at conferences are submitted.  | 2nd Q 2026 - 4th Q 2027 |  |   |

## Goal 2: A comprehensive digital strategy is created and executed.

|     | Objectives   | Time Frame                    | Resources/<br>Owner  | Lead Measures   |
|-----|--|-------------------------------|--|---|
| 2.1 | Baseline data is captured on all social media to include followers and engagement.   | 1st Q 2025                    | <p><b>Resources:</b><br/>Funds for online advertising, Ingenious, White Bicycle</p> <p><b>Owner:</b><br/>Digital Content Creator</p> <p><b>Team:</b><br/>Staff Communications Team</p> | <ul style="list-style-type: none"> <li>• BPAC increases video content across social media platforms</li> <li>• BPAC utilizes data in its planning and decision-making</li> <li>• The Burchfield Penney’s merchandise is easily purchased on website</li> <li>• Digital platforms are integrated into website</li> <li>• Digital platforms drive more repeat visitorship and membership</li> <li>• Website reflects back to Burchfield, Historic Artists, and Contemporary Artists (Goal 2)</li> </ul> |
| 2.2 | Platforms are explored and tested to determine effective use of each.  | 2nd - 3rd Q 2025              |  |   |
| 2.3 | Additional social media platforms are considered for BPAC.   | 3rd - 4th Q 2025              |  |   |
| 2.4 | Annual goals are developed for engagement for each social media platform and what to highlight.                            | 4th Q 2025, 2026, 2027        |  |   |
| 2.5 | Social media guidance and expectations are established for Community Galleries and training is provided.                   | 1st - 2nd Q 2026              |  |   |
| 2.6 | Goals for the website are developed and the website is assessed.   | 1st Q 2026 and annually       |  |   |
| 2.7 | The website is updated and integrated with other technology solutions to meet goals for BPAC.                              | 2nd - 4th Q 2026 and annually |  |   |
| 2.8 | Digital platforms (messaging apps, texting, listservs), are explored and evaluated for use in marketing and communication. | 1st - 2nd Q 2027              |  |   |
| 2.9 | Digital marketing platforms are integrated.  | 3rd - 4th Q 2027              |  |   |

### Goal 3: On-site marketing & communications are enhanced.

|     | Objectives  | Time Frame       | Resources/<br>Owner   | Lead Measures  |
|-----|---|------------------|---|--|
| 3.1 | The marketing team is integrated into the building assessment process to influence ability to enhance on-site marketing, including the use of communications. | 1st - 4th Q 2025 | <p><b>Resources:</b><br/>Financial resources, White Bicycle, Architect/ Designer,</p> <p><b>Owner:</b><br/>Director of Communications</p> <p><b>Team:</b><br/>Retail Operations Manager, Visitor Services Associate, Assistant Director of Development, Senior Curator, Associate Museum Educator</p> | <ul style="list-style-type: none"> <li>• Efforts are integrated with and influenced by the building assessment (Organizational Infrastructure, Goal 1)</li> <li>• Visitor experience is enhanced</li> <li>• Communication tools are elevated in the visitor experience representing diversity in messengers</li> <li>• Visitors learn more about program opportunities</li> <li>• Sub brands are considered for the three Stories being developed</li> <li>• The existence of the Vaults is something that is included in the marketing</li> </ul> |
| 3.2 | Printed materials are assessed and reworked.  | 4th Q 2025       |   |  |
| 3.3 | Digital formats are elevated/ designed to increase the visitor experience.  | 1st - 2nd Q 2026 |   |  |
| 3.4 | “The Story of Charles Burchfield,” “Historic Artists of the Buffalo Area,” and “Contemporary Artists” stories are reimagined and shared with visitors.        | 3rd - 4th Q 2026 |   |  |
| 3.5 | Updated signage to support communication efforts are assessed and produced.   | 3rd - 4th Q 2026 |   |  |
| 3.6 | Enhancements are planned and implemented for the front of the building to increase appeal and brand.  | 1st - 4th Q 2027 |   |  |

## Goal 4: BPAC-branded merchandise is created and sold.

|     | Objectives  | Time Frame       | Resources/<br>Owner  | Lead Measures  |
|-----|---|------------------|--|--|
| 4.1 | The right use of Burchfield Penney's name for use on branded merchandise is determined.                               | 1st Q 2025       | <p><b>Resources:</b> Initial financial investment to purchase merchandise</p> <p><b>Owner:</b> Executive Assistant</p> <p><b>Team:</b> Retail Operations Manager, Director of Communications, Development Associate, Senior Curator, Director of Finance</p> | <ul style="list-style-type: none"> <li>• Merchandise follows Style Guide</li> <li>• Data collection guides additional investment and inventory decisions</li> <li>• Branded merchandise considers use of images (vs. just logos)</li> <li>• Messaging about Burchfield and the region are reflected in the merchandise offerings</li> <li>• Branded merchandise review includes a lens of diverse potential purchasers</li> <li>• The overall quality of the collection is evident in some of the merchandise offered</li> <li>• Creation and copyrights are managed together with contemporary artists</li> <li>• Small collection guides are considered for offerings</li> </ul> |
| 4.2 | Iconic images from the Burchfield and the full collection are identified.   | 1st Q 2025       |  |  |
| 4.3 | Options are explored and feedback gathered on which products to offer for sale.                                       | 2nd Q 2025       |  |  |
| 4.4 | Branded merchandise is prioritized, initial investments are made, orders are placed, marketing and sales are tracked. | 3rd - 4th Q 2025 |  |  |
| 4.5 | Offerings are expanded based on results from initial merchandise sales.   | 2026 - 2027      |  |  |
| 4.6 | Incentives and guidelines are created in support of staff wearing select branded merchandise when representing BPAC.  | 1st Q 2026       |  |  |

# Strategic Priority 4



## Increased Earned and Contributed Revenue

**Lag Measure:** The Comprehensive Campaign is achieving goals. Endowment has grown sufficiently to support future acquisitions (in support of 1st Priority). Goals for operational earned revenue are documented. Revenue from earned income (to include visits, onsite programming, rentals, and merchandise) increases 30% over 2024 numbers (\$900,000 to \$1,170,000).

### Goal 1: The goals of the Funding Campaign (for the first three years) are achieved.

|     | Objectives  | Time Frame              | Resources/<br>Owner   | Lead Measures   |
|-----|---|-------------------------|---|---|
| 1.1 | Goals, Chair, and leadership structure for Comprehensive Campaign are adopted by the Board. | 1st - 2nd Q 2025        | <p><b>Resources:</b><br/>Marketing Materials, Funds, Board Members, Community Leaders</p> <p><b>Owner:</b><br/>Chief Advancement Officer</p> <p><b>Team:</b><br/>Board Chair, Executive Director, Director of Finance, Development Committee Chair, Assistant Director of Development</p> | <ul style="list-style-type: none"> <li>Comprehensive Campaign efforts integrate with Enhanced Marketing and Brand Recognition Priority</li> <li>Strategic Plan Priorities influence Campaign messaging</li> <li>Efforts with BSU influence direction and goals of Comprehensive Campaign</li> <li>Resources and materials for Comprehensive Campaign support planned giving/major gift efforts beyond the Campaign</li> </ul> |
| 1.2 | Campaign materials are produced.  | 2nd - 3rd Q 2025        |   |   |
| 1.3 | Lead major donors are secured.  | 4th Q 2025              |   |   |
| 1.4 | Solicitation for major donors implemented.  | 1st Q 2026 - 1st Q 2027 |   |   |
| 1.5 | Government and philanthropic support cultivated.  | 1st Q 2026 - 1st Q 2027 |   |   |
| 1.6 | Marketing materials for public launch completed.  | 3rd Q 2026 - 2nd Q 2027 |   |   |
| 1.7 | Public launch and goal announced.   | 3rd Q 2027              |   |   |
| 1.8 | Public campaign commences.  | 4th Q 2026 - 4th Q 2027 |   |   |

**Goal 2: BPAC and BSU’s relationship is clarified and strengthened.**

| Objectives   | Time Frame       | Resources/<br>Owner   | Lead Measures   |
|--|------------------|---|---|
| 2.1 A working group of staff, Board, and others is engaged in envisioning the BPAC/BSU relationship. | 1st - 2nd Q 2025 | <p><b>Resources:</b><br/>Governor’s Office and government officials; Legal Counsel, BSU Provost, BSU President</p> <p><b>Owner:</b><br/>Board Officer</p> <p><b>Team:</b><br/>Executive Director; Working Group identified in 2.1</p> | <ul style="list-style-type: none"> <li>• Dialogue includes a focus on curriculum, staff support, shared programming, and operational clarity</li> <li>• A document is developed that articulates a next-gen relationship</li> </ul> |
| 2.2 Decision makers and influencers from BSU are identified.   | 2nd - 3rd Q 2025 |   |   |
| 2.3 Goals of BPAC/BSU efforts are articulated and agreed to.   | 4th Q 2025       |   |   |
| 2.4 Process and schedule for engaging in dialogue in advancement of goals is developed.              | 4th Q 2025       |   |   |
| 2.5 BPAC and BSU can articulate the value that each organization brings to the other.                | 1st - 2nd Q 2026 |   |   |

**Goal 3: Sales from store and online are increased.**

|            | Objectives   | Time Frame              | Resources/<br>Owner   | Lead Measures  |
|------------|--|-------------------------|---|--|
| <b>3.1</b> | BPAC store's merchandise is expanded, increasing store sales.                                | 3rd - 4th Q 2025        | <p><b>Resources:</b><br/>Financial resources for POS software, merchandise</p> <p><b>Owner:</b><br/>Director of Finance</p> <p><b>Team:</b><br/>Retail Operations Manager, Director of Communications, Public Programming Manager</p> | <ul style="list-style-type: none"> <li>Integrate with Organizational Infrastructure Goal #3 (Software)</li> <li>Enhanced Marketing and Brand Recognition Goal #1 supports selection of merchandise</li> <li>Store sales increase 10% in 2026 and 15% in 2027</li> <li>Online sales increase 30% in 2026 and 50% in 2027</li> </ul> |
| <b>3.2</b> | Point of sale software is integrated into the store and website.                             | 1st - 2nd Q 2026        |   |  |
| <b>3.3</b> | An increase in online sales through point-of-sale software and online offerings is achieved. | 3rd Q 2026 - 4th Q 2027 |   |  |

**Goal 4: Operational revenue is increased.**

| Objectives  | Time Frame                     | Resources/<br>Owner  | Lead Measures  |
|---|--------------------------------|--|--|
| <p><b>4.1</b> A detailed financial analysis is completed for key areas of operational revenue.</p>  | <p>1st - 2nd Q 2025</p>        | <p><b>Resources:</b><br/>Vendors and sales platforms</p> <p><b>Owner:</b><br/>Director of Production</p> <p><b>Team:</b><br/>Associate Museum Educator, Public Programming Manager, Associate Curator, Director of Finance</p> | <ul style="list-style-type: none"> <li>Detailed financial analysis includes trends, expenses, revenue, staff time, and potential</li> <li>Assessment includes admissions, programs, events, merchandise, online sales, and store</li> <li>Integration with Enhanced Marketing and Brand Recognition Priority</li> <li>Considerations are made for lead time to promote events and exhibitions</li> </ul> |
| <p><b>4.2</b> Goals are established for earned operational revenue.</p>   | <p>3rd Q 2025</p>              |  |  |
| <p><b>4.3</b> Operational processes and supports are developed and/or integrated into other areas of strategic plan to achieve goals.</p> | <p>4th Q 2025 - 4th Q 2026</p> |  |  |



# Burchfield Penney Art Center

at Buffalo State University

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