



STRATEGIC PLAN

2024-2028



Utah Division of
Arts & Museums

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LETTER FROM DIRECTOR & BOARD CHAIRS

Dear Colleagues,

We enthusiastically share with you the 2024-2029 strategic plan for the Utah Division of Arts & Museums.

The year 2024 marks an important milestone for our organization — 125 years of service to the Beehive state's arts and cultural organizations, their patrons, K-12 students, and the people of Utah. We are so proud of our legacy and heritage as the nation's first state arts agency. Through this strategic plan, the Utah Division of Arts & Museums reaffirms its commitment to our stakeholders and begins to chart a path ahead for its next 125 years.

Crafted over the course of several months — with the help of statewide community outreach and survey data, staff engagement, and board oversight — this strategic plan reflects the significant value placed on arts and culture in our state.

To develop our vision, we began by soliciting feedback from our constituents — ranging from arts organizations to museum staff; from musicians, writers, and artists, to curators, administrators, educators, and historians. Recognizing our role in supporting arts and museums in metro hubs as well as our rural communities, we listened to voices from across the state.

Our staff and board members convened in work groups to focus on key initiatives with measurable goals, diving deep and sharing perspectives and ideas to develop the most impactful outcomes. We then broadened the discussion to all of the strategic planning team of staff and board, fine-tuning and identifying opportunities that will enable us to continue to build on our momentum while maximizing and responsibly managing public resources.

We recognize our responsibility to the people of Utah and recommit to preserving, promoting, and bolstering our state's cultural treasures. As we continue our stewardship of Utah's cultural landscape over the next 125 years, we are confident in our shared vision of success for the decades to come.

Warm regards,



Victoria Panella Bourns,
Director, Utah Division of
Arts & Museums



Sharon Johnson,
Chair, Utah Museums
Advisory Board



Heidi Prokop
Chair, Utah Arts Advisory
Board

EXECUTIVE SUMMARY

The Utah Division of Arts & Museums (UA&M) staff, advisory boards, and strategic planning committee worked in collaboration with Pathway Associates to create the division's five-year Strategic Plan. The 2024-2028 planning process began in October 2022.

The plan is built on extensive input from more than 650 stakeholders, staff, community leaders, advisory board members, as well as consideration of market research on trends in the field. The process included four months of strategic assessment, a full-day Strategy Creation Session, small group work, and a full-day Strategy Integration Session. Six initiative teams worked for more than two months in small groups and in consultation with community members to develop a strategic framework for each initiative, with support from the UA&M leadership team and Pathway Associates, as well as guidance from the Governor's Office of Planning and Budget. At every juncture, the strategic planning committee reviewed and approved the progress and next steps.

Organizational foundations were updated through collaborative efforts of the team.

Vision: UA&M inspires and connects people and communities through Utah's arts and museums, encouraging a vibrant and culturally engaged state.

Mission: UA&M enhances Utah's quality of life. We champion opportunities to experience culture by investing in arts and museums, offering professional development, facilitating connections, and providing direct services.

Values: Respect, Collaboration, Support, Accessibility, Creativity.

Six strategic initiatives are essential for our future in supporting the rich and diverse culture of our state.

1. Preserve, protect, and activate Utah's art and cultural resources.
2. Support UA&M's constituents through professional development, investments, and convening.
3. Cultivate and nurture effective partnerships and collaborations to strengthen Utah's cultural sector.
4. Model welcoming and accessible practices within each initiative.
5. Develop and implement outcome-based metrics to guide strategic decision-making.
6. Champion the value and impact of Utah's cultural community.

Throughout execution of the plan, the UA&M team will implement outcome-based metrics to guide strategic decision-making. They will embed evaluative thinking, inclusivity, and accessibility into programming, and promote shared understanding of the value and quality of programs based on reliable evidence. Findings will inform our work.

We are grateful for the deep commitment and professionalism of our staff and board members. We appreciate the support we receive from the Utah Department of Cultural & Community Engagement, the Governor's Office of Planning and Budget, and the Utah Legislature. We are indebted to the incredible community of artists, educators, and providers of arts and museum services across Utah who provided input to this plan and planning process. We are proud to serve with, and for, all Utahns. This dynamic and evolving plan will guide the future of our agency, enabling the unique and crucial role UA&M plays in strengthening the future vibrancy of our state.

ORGANIZATIONAL STRUCTURE

Utah Division of Arts & Museums (UA&M) is a state agency under the Utah Department of Cultural & Community Engagement (CCE), part of the Governor's executive branch. Jill Remington Love, Executive Director of CCE, serves in the Governor's cabinet. Our agency is accountable to the Utah State Legislature and the Governor's Office.

UA&M is governed by two advisory boards and receives funding resources primarily through the Utah State Legislature. Additional support comes from the National Endowment for the Arts, Institute for Museums & Library Services, and the National Endowment for the Humanities, all federal agencies. UA&M works closely with its sister agencies in CCE: State History, Multicultural Affairs, State Library, Indian Affairs, STEM Action Center, and UServe (State Volunteer Services).

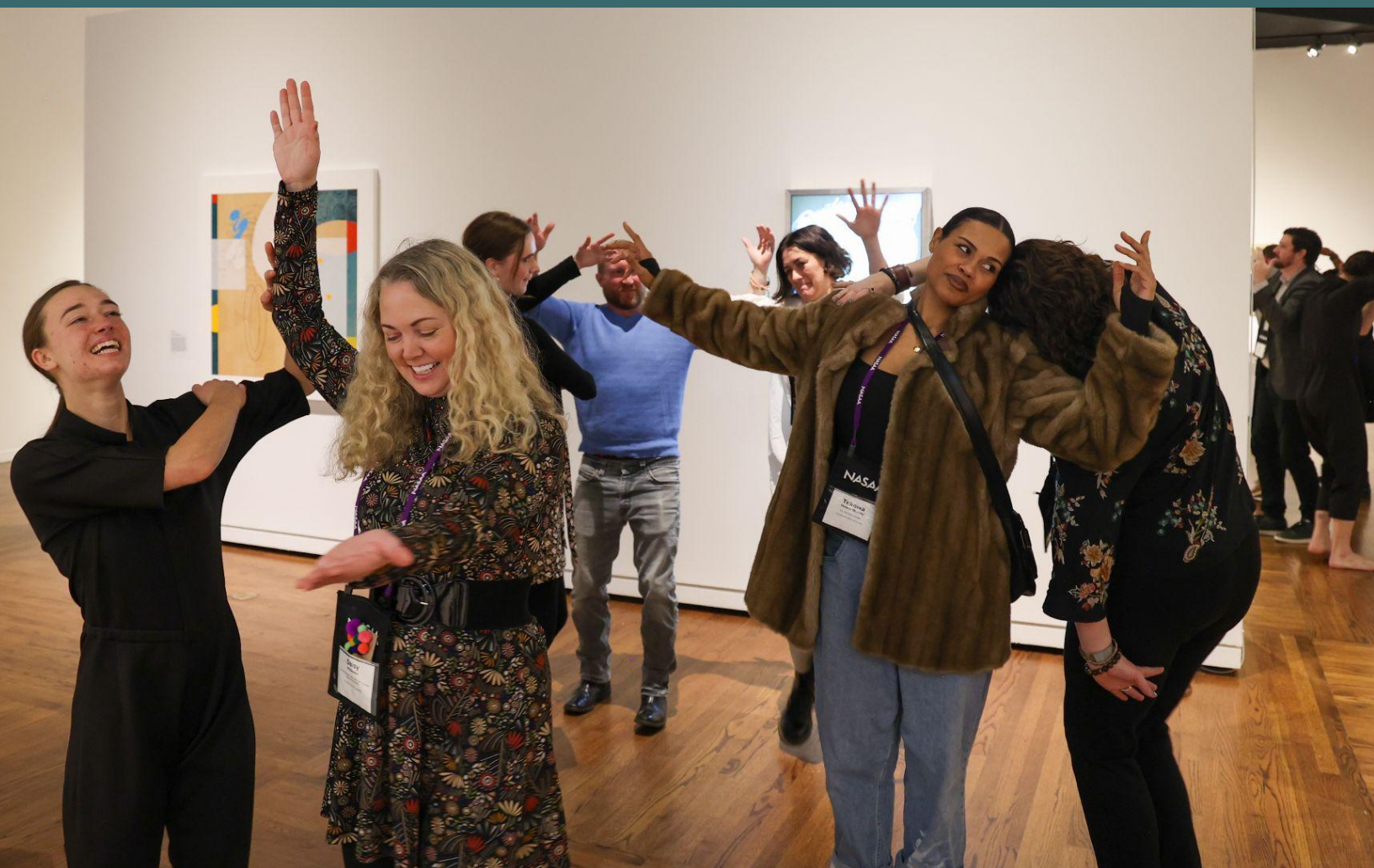
UTAH MUSEUMS ADVISORY BOARD

The Utah Museum Services Advisory Board is a policy-making board composed of 11 members, each appointed to a four-year term by the Governor. A minimum of at least six members must be qualified, trained, and experienced museum professionals. The remaining five seats are appointed from the community at large.

UTAH ARTS ADVISORY BOARD

The Utah Arts Advisory Board is a policy-making board composed of 13 members, each appointed to a four-year term by the Governor and confirmed by the Utah Senate. Nine seats are dedicated to representatives of the following disciplines: architecture/design, dance, folk arts, media, music, theatre, sculpture, literature, and visual arts. Four seats are appointed from the community at large.





National Assembly of States Arts Agencies/National Endowment for the Arts/Arts Education Professional Development Institute, led by Repertory Dance Theatre, Utah Museum of Contemporary Art, SLC, UT | Photo by Kevin Edwards



Ball-Nogues Studio, Above the Ploughman's Highest Line, Public Art, Davis Technical College, Kaysville, UT

UTAH'S CULTURAL ARTS LEGACY

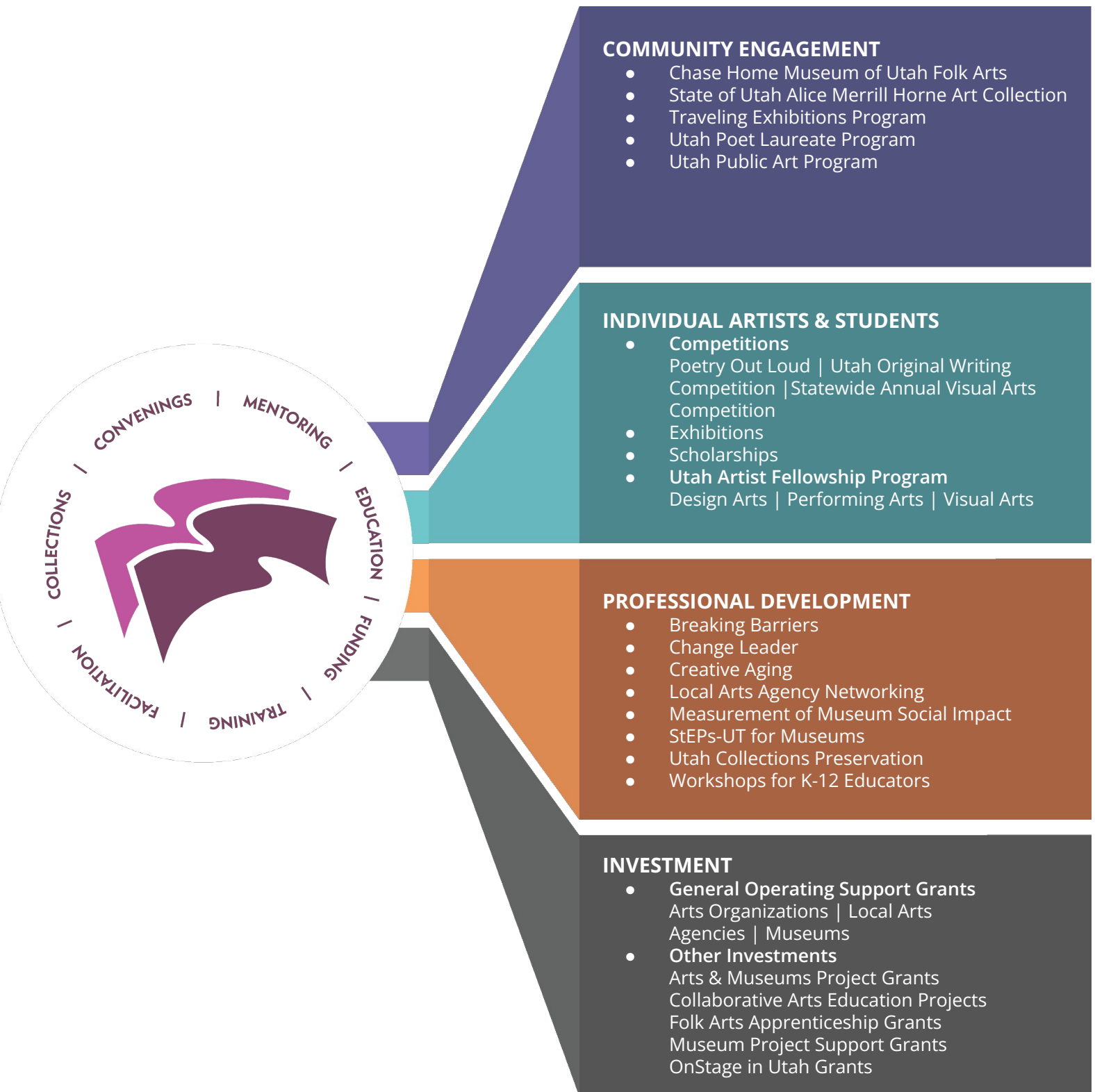
The Utah Division of Arts & Museums was formed in 1899 and is the longest-running agency of its kind in the United States. It is one of seven agencies and two programs within the Utah Department of Cultural & Community Engagement (CCE), part of the Governor's executive branch, which aligns with the Governor's Office to create a vibrant place for all state residents to thrive.

UA&M receives funding resources primarily through the Utah State Legislature. Additional support comes from the National Endowment for the Arts, the Institute of Museum & Library Services, and the National Endowment for the Humanities — all federal agencies. UA&M works closely with its sister agencies in CCE: Utah Historical Society, Multicultural Affairs, State Library, Indian Affairs, State Historical Preservation Office, STEM Action Center, and UServeUtah to advance our department and division goals.

Our primary stakeholders include providers of cultural services (arts and museums), educators, and working artists. We collaborate directly with local governments, our sister agencies, nonprofit organizations, and allied service providers.

UA&M has been guided by the Utah Museums Advisory Board and the Utah Arts Advisory Board since the merger of the Utah Arts Council and Office of Museum Services in 2006. In order to unify and optimize our agency's effectiveness, we will be merging our two boards into one. We expect the FY24 legislative process will solidify this direction.

HOW WE SERVE





Statewide Annual UT '23 Opening, Utah Museum of Contemporary Art, SLC, UT | Photo by Kevin Edwards

OUR REALITIES

Utah's cultural heritage and assets are among the richest in the nation. Utah's artists and cultural agencies help define who we are as a state. In 2021, Utah's cultural industry, which comprises the design, education, entertainment, fashion, film, humanities, and traditional arts sectors, generated \$10.1 billion in direct spending and supported an estimated 65,300 Utah jobs.

There are practicalities that have plagued our current reality. The COVID-19 pandemic has had some lingering effects. Our constituents are navigating issues such as burnout, staff retention, low audience attendance, reduction in volunteerism rates, and increased costs. Our agency lost its primary exhibition space in the Rio Grande Depot after an earthquake in March 2020 closed the building for repairs.

In 2023, our main office, which housed the Alice Gallery in the historic Glendinning Home, was utilized for other state purposes. The UA&M team now has office space in a temporary location. We look forward to exhibiting the State of Utah Alice Merrill Horne Art Collection at the new Museum of Utah, opening in 2026, and in the restored Rio Grande Depot in 2027.

October 2023 research from the University of Utah Kem C. Gardner Policy Institute shows that significant economic and demographic transitions associated with growth and change represent the "new Utah." Utah has grown to become a medium-sized state, gaining more population from external growth, such as in-migration, than from internal growth.

Utah's median age continues to rise, and the state's population has become increasingly multicultural. Projections show that approximately one in three Utahns will be of multicultural heritage within the next two decades. Utah's job growth and economy remain among the best-performing in the nation.

The recent past has taught us the future is uncertain, and Utah, like many other states, is grappling with such challenges as long-term drought and growth. Arts and museums are integral to Utah's rich cultural identity and future, and so our agency's focus is on leveraging the state's cultural assets in concert with partners to strengthen individuals and communities throughout the state.

In shaping this plan, we built upon past successes and ongoing community feedback to inform our priorities, programming, services, and allocation of resources. Our mission and agency are integral to the "new Utah" of tomorrow.

Continued investment in our work will reap a return on investment that can be seen in the quality of life for Utahns in general,

and the output and development of our arts and museums professionals specifically.

This strategic plan is influenced by our desire to ensure the power and vibrancy of arts and museums are made accessible to all people — especially those to whom they have not always been accessible. We serve rural and urban centers in ways that are fair and meaningful to them. As our knowledge and insight grow, we adapt, and we balance resources, time, and energy in response to a changing environment and rapid statewide growth.

The feedback for this plan came from dedicated individuals, arts and museum professionals, educators, and community members. With a clear mission, a sure vision, and guiding values, the goals of this plan reflect our determination to enhance all that is wonderful and resilient about Utah. These goals meet evolving challenges and capitalize on the creativity we steward, supporting the integral role of arts and museums within Utah's rich cultural identity and future.



Utah Field House of Natural History State Park Museum, Vernal, UT

ACHIEVEMENTS

#1 IN THE NATION FOR ART CREATION²



TOP 10 IN THE NATION FOR VISITING CULTURAL SITES AND READING LITERATURE²

MORE THAN 125,000

UTAHN'S ARE EMPLOYED IN CREATIVE INDUSTRIES THAT CONTRIBUTE \$10.1 BILLION ANNUALLY TO THE STATE'S ECONOMY¹

RANKED 3rd IN THE NATION FOR TOTAL ART AND CULTURAL VALUE ADDED TO STATE ECONOMIES³

RANKED 3rd



IN THE NATION FOR CULTURAL PARTICIPATION AMONG ADULTS²

MUSEUM VISITATION IS CORRELATED WITH SIGNIFICANT INCREASES IN HEALTH AND WELLBEING⁴

1. [An Economic Summary of Utah's Cultural Industry](#), Kem C. Gardner Policy Institute, University of Utah, Feb 2023,
2. [Annual Arts Basic Survey](#), National Endowment for the Arts and U.S. Census Bureau, Dec 2022
3. [Arts and Cultural Production Satellite Account](#), U.S. Bureau of Economic Analysis and National Endowment for the Arts, Mar 2023
4. [Measurement of Museum Social Impact: Results from the National Study and Implications for the Museum Field](#), 2023.



Poetry Out Loud Utah Final, Westminster University, Salt Lake City, UT | Photo by Sam Jake

From left to right: Alexis Bailey — Monticello High School, Jackson Shemwell — Juan Diego Catholic High School, Aliyah Purcell — Bear River High School, Aeva Dye-DelToro — Dixie High School, A. Trunnell — Springville High School, Keilana Tu'itupou — Salt Lake Center for Science Education, Elizabeth Butcher — Union High School

HISTORICAL TIMELINE

1899

Utah Art Institute created

1899

State of Utah Alice Merrill Horne Art Collection created

1937

Agency Name changed to Utah State Institute of Fine Arts

1958

Utah Original Writing Competition initiated

1967

Agency name changed to Division of Fine Arts, First staff hired

1979

Agency name changed to Utah Arts Council Agency Is reorganized

1980

Folk Art Program established

1985

Public Art Program established, Chase Home Museum of Folk & Traditional Art established

1992

Office of Museum Services created

2000

Office of Museum Services received \$1M from the Utah State Legislature for grants

2004

Change Leader Program established

2018

StEPs-UT (Standards and Excellence Program for History Organizations) established

2020

Received \$500,000 grant from the Institute of Museum & Library Services to support the Measurement of Museum Social Impact project

COVID-19 pandemic
Magna/Salt Lake City M5.7 earthquake closes Rio Grande Depot and the division's main gallery space

2024

125th Anniversary
Merger of Utah Arts Advisory Board and Utah Museums Advisory Board

2006

Office of Museum Services and Utah Arts Council merged to become Utah Division of Arts & Museums

2019

Breaking Barriers established

2021

Received \$350,000 grant from the National Endowment for the Humanities to support the Utah Collections Preservation Project

2023

\$7.4M in investments (highest funding outside of CARES & ARPA)



VISION

UA&M inspires and connects people and communities through Utah's arts and museums, encouraging a vibrant and culturally engaged state.

MISSION

UA&M enhances Utah's quality of life. We champion opportunities to experience culture by investing in arts and museums, offering professional development, facilitating connections, and providing direct services.

CORE VALUES

RESPECT

With a spirit of generosity, we engage with communities and people. We recognize and respect all cultures, identities, ethnicities, abilities, ideologies, and localities.

COLLABORATION

We believe in building with, not building for. We infuse collaboration into our services to ensure relevance, inclusion, and value.

SUPPORT

We support community needs by building a framework for success that empowers artists, arts and museum administrators, curators, content creators, and educators to be sustainable in their work. Our agency listens to, responds to, and represents Utah's cultural community.

ACCESSIBILITY

We promote best practices that engage as many people as possible through accessible cultural activities.

CREATIVITY

Our team seeks innovative solutions to help Utah's cultural community. Our team is flexible and adaptable in our work.

STRATEGIC INITIATIVES



GOAL 1

Preserve, protect, and activate Utah's art and cultural resources

1.1 Care for, interpret, and share collections and cultural resources	<p>1.1.1 Exhibit art statewide</p> <p>1.1.2 Share training resources with cultural organizations throughout Utah (mirrors 2.1.1.)</p> <p>1.1.3 Enhance our State of Utah Alice Merrill Horne Art Collection</p>
1.2 Ignite curiosity, creativity, and passion for lifelong learning	<p>1.2.1 Facilitate access to art and cultural learning experiences for Utahns of all ages</p> <p>1.2.2 Support artists, educators, and organizations that provide arts and cultural lifelong learning opportunities to Utahns</p>

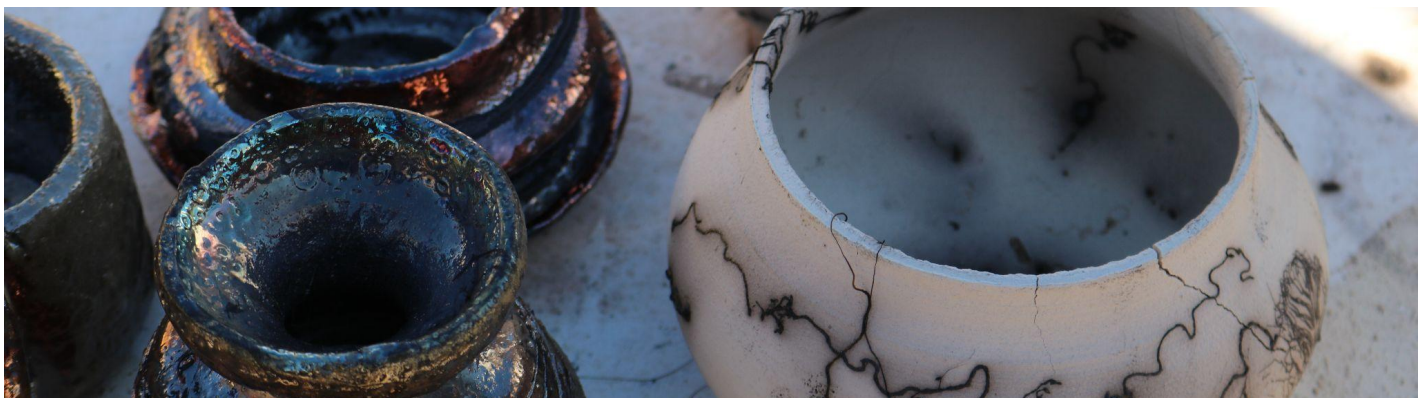


Arts education workshop for youth, Confederated Tribes of the Goshute Reservation, Ibapah, UT

GOAL 2

Support UA&M's constituents through professional development, investments, and convening.

2.1 Provide access to professional development offerings that create vibrant cultural organizations and artistic communities	<p>2.1.1 Maintain access to varied and effective professional development (mirrors 1.1.2)</p> <p>2.1.2 Maintain access to accurate informational resources</p> <p>2.1.3 Increase access to impactful capacity-building opportunities</p>
2.2 Invest in Utah's cultural community by providing transparent and fair funding opportunities	<p>2.2.1 Increase the number of grant awards, scholarships, fellowships, and/or sponsorships</p> <p>2.2.2 Increase the monetary size of grants</p> <p>2.2.3 Maintain transparency through published guidelines and board-approved grant awards</p> <p>2.2.4 Maintain general operating support (GOS) grants as directed by our boards and supported by the staff</p>
2.3 Convene constituents	<p>2.3.1 Increase the opportunities for constituents to get to know and learn from each other</p> <p>2.3.2 Increase awareness of community organization gatherings and networking opportunities</p>



Student & Teacher Raku Workshop, Whitehorse High School, Montezuma Creek, UT

GOAL 3

Cultivate and nurture effective partnerships and collaborations to strengthen Utah's cultural sector.

3.1 Evaluate current division partnerships and collaborations	3.1.1 Ensure our partnerships and collaborations serve our vision, mission, and values
3.2 Utilize current systems to enhance or develop existing / potential partnerships and collaborations	3.2.1 Conduct annual review of current systems to ensure efficacy of existing partnerships and collaborations 3.2.2 Cultivate and nurture effective relationships into collaborations or partnerships
3.3 Cultivate and maintain strong partnerships and collaborations	3.3.1 Increase awareness of UA&M grant opportunities amongst all staff 3.3.2 Identify communities and organizations to establish/strengthen new opportunities for partnerships and collaborations



Utah Collections Preservation Workshop, Utah State University Eastern, Price, UT

GOAL 4

Model welcoming and accessible practices within each initiative.

4.1 Promote and facilitate access and opportunity to arts and museums for Utahns	<p>4.1.1 UA&M staff confidently describe the rationale for agency commitment to accessibility and the importance of mitigating barriers to citizen engagement in the arts and museums</p> <p>4.1.2 Increase UA&M awareness of museums, arts organizations, and programs across the state, and their assets and deficits on accessibility</p> <p>4.1.3 Maximize representation for issues of accessibility</p> <p>4.1.4 Maximize the ability of underrepresented artists, individuals, and communities to participate in and benefit from UA&M opportunities</p> <p>4.1.5 Improve UA&M's approachability by instilling a welcoming ethos to which all constituents feel they belong</p> <p>4.1.6 Increase physical and cognitive accessibility resources offered to the public</p> <p>4.1.7 Evaluate how objectives 1-6 were implemented within this plan</p>
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Third graders from West Kearns Elementary perform a Salvadoran folk dance, Kearns High School, Kearns, UT

GOAL 5

Develop and implement outcome-based metrics to guide strategic decision-making.

5.1 Goal: Develop outcome-based metrics to guide strategic decision-making	<p>5.1.1 Establish strategies to improve data collection of useful and required information to move toward impact-based assessment</p> <p>5.1.2 Maintain and use data to fulfill reporting requirements and answer internal research questions</p>
5.2 Embed evaluative thinking into implementation of UA&M programming	<p>5.2.1 Develop staff evaluative-thinking capacity to improve quality and delivery of programs over time</p> <p>5.2.2 Establish planned time to reflect and understand our evaluation processes for our programs</p>
5.3 Promote shared understanding of the quality of UA&M programs based on reliable evidence (mirrors 6.1)	<p>5.3.1 Share compelling stories about our work using data, in coordination with communication and design teams</p> <p>5.3.2 Share the impact of our work with stakeholders</p> <p>5.3.3 Establish opportunities to reflect on — and devote time to — developing innovative ways to use data in reaching new audiences</p>



NEXT Ensemble presents Miki Sawada at 'Platforms' an outdoor venue of Ogden Contemporary Arts as part of the Gather Hear Tour. Ogden, UT

GOAL 6

Champion the value and impact of Utah's cultural community.

6.1 Increase the visibility and community awareness of UA&M. Ensure that UA&M is recognized for its achievements and identified as a leader to cultural organizations across the state (mirrors 5.3)	<p>6.1.1 Review current communications plan and develop a messaging strategy for UA&M</p> <p>6.1.2 Assess agency and program communication needs</p> <p>6.1.3 Create a system in which program staff can aid in their own communications while aligning with CCE goals and design brand</p>
6.2 Use UA&M's 125th anniversary to communicate and clarify who we are and what we do in order to champion the value of Utah's cultural community	<p>6.2.1 Create 125th anniversary marketing campaign</p>
6.3 Support organizations in becoming better storytellers and advocates for themselves	<p>6.3.1 Provide resources and training for organizations to communicate their value and impact</p> <p>6.3.2 Use internally and externally generated data to demonstrate the impact of the cultural sector</p>

ANNUAL WORK PLAN

A work plan will be used in tandem with this strategic plan to accomplish the strategic initiatives in alignment with our values. The work plan forms the bridge between high-level goals and practical implementation, uniting staff and board around annual priorities and establishing clear, actionable directives, timelines, metrics, and accountability. This work plan will be updated at least annually and includes specific strategies to achieve each goal and objective.

STRATEGIC PLANNING PROCESS



A Utah Collections Preservation workshop.

The Utah Division of Arts & Museums began the current strategic planning process in 2022. Armed with a committed team of professional staff, talented volunteer board members, a dedicated strategic planning committee, and an experienced local firm (Pathway Associates) to facilitate the process, the work evolved through the fall of 2023.

PHASE ONE: Strategic Assessment

Board and staff engaged in a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. Then, a robust strategic assessment was conducted. The Pathway Associates team met with and heard from more than 650 individuals and organization representatives through surveys, interviews, focus groups, and listening sessions across the state. They conducted market research to study national and state efforts outside of Utah and to fully understand trends in the field, as well as broader factors affecting agency work.

PHASE TWO: Strategy Creation

After the assessment and research information was gathered, a group of 25 staff and board members spent a day meeting in plenary and small-group sessions, resulting in developing a Vision of Success exercise to guide decision-making in developing strategic initiatives.

PHASE THREE: Strategy Integration

An Initiative Team was assigned to each initiative, based on expertise and interest. With support of the UA&M leadership team and Pathway, six initiative teams met weekly for 10 weeks to develop a strategic framework in consultation with and informed by community member input. At the Strategy Integration Session, each Initiative Team presented their recommendations to the full group. The Strategic Planning Committee met regularly throughout the process. During the integration phase, they finalized the draft of this plan.

A COMMITTED TEAM

Developing a strategic plan in partnership with and responsive to the communities UA&M serves was of utmost importance. Constituents and team members had a voice through multiple opportunities for meaningful input during the process. This plan incorporated the rigor of measurable outcomes as required by the Governor's Office of Planning and Budget, and foundational principles, initiatives, goals, and strategies were developed with and for the Utahns we serve. The final step in this planning process is for the UA&M boards to ratify the plan.



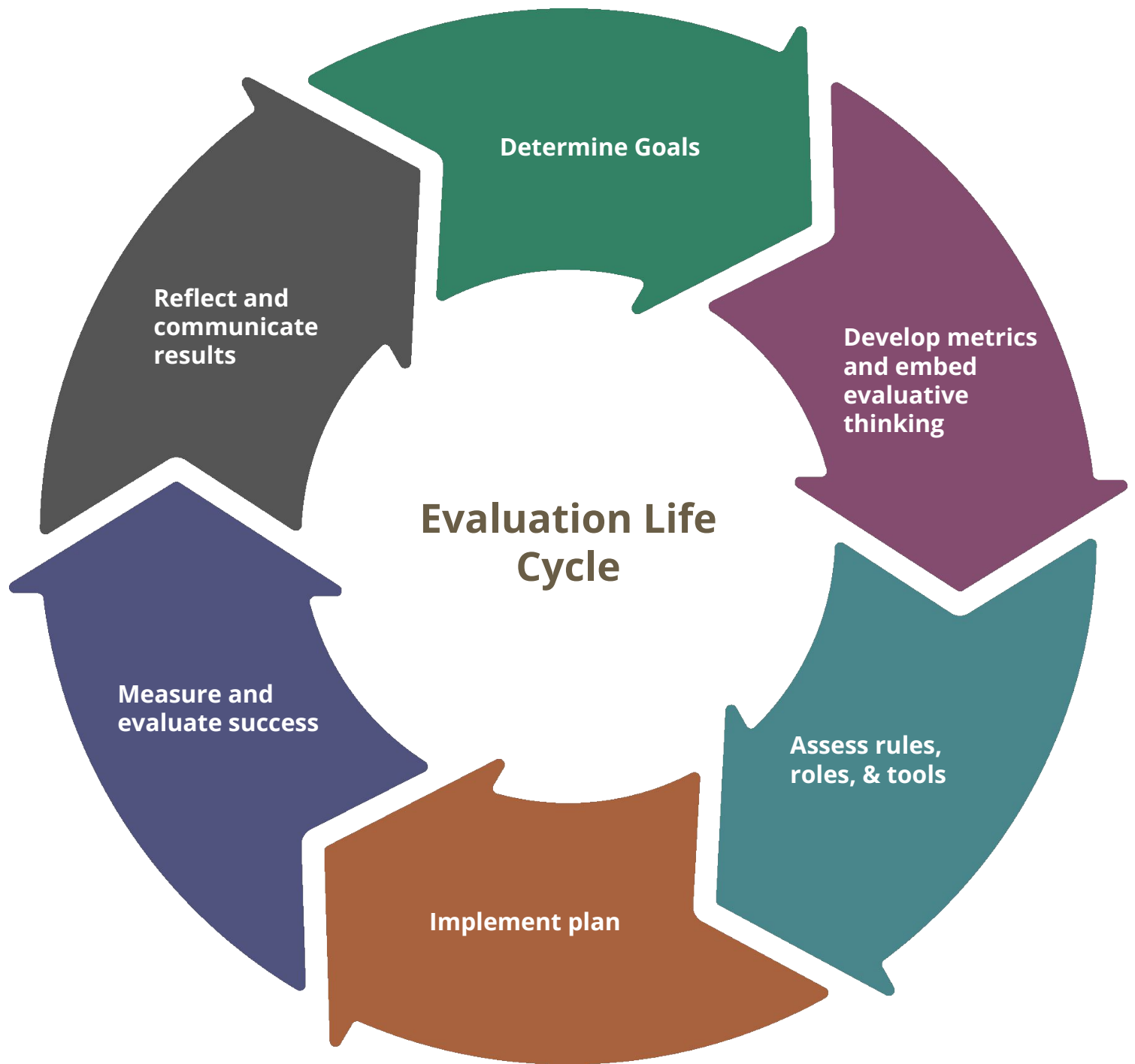
The Strategic Plan Includes:

- Collaboratively developed foundational principles – vision, mission, and values;
- A clear role for UA&M to inspire and connect the people and communities of Utah through arts and museums, encouraging a vibrant and culturally engaged state;
- Six strategic initiatives that paint the picture of our future vision of success;
- Goals and objectives aligned with measurable outcomes and strategies to guide operations;
- Indicators to measure progress on the overall plan.

Strategic Assessment:

Strategic Plan Inputs: 650+

- 474 survey respondents (staff and community)
- 120 Listening Session participants in 16 community meetings throughout the state
- 43 individual interviews
- 30+ leadership focus group participants in five community meetings





Afro Flexaz Performs at the Mondays in the Park Concert Series, Chase Home Museum, Salt Lake City, UT

ACKNOWLEDGMENTS

Utah Division of Arts & Museums would like to extend our gratitude to all of the organizations and individuals who have helped make this strategic plan possible. Special thanks to our sponsors, steering committee, board members, staff and community members.

UTAH ARTS ADVISORY BOARD MEMBERS

Lisa Arnett, Salt Lake City, Prescott Muir Architects, architecture/design arts
Larry Cesspooch, Roosevelt, Through Native Eyes Productions, media arts
Juan Carlos Claudio, Salt Lake City, Weber State University, dance
Jansen Davis, Centerville, Centerville, CenterPoint Legacy Theatre, theater arts/performing arts
Caitlin Gochmour, immediate past chair, Ogden, former member, Ogden City Council, at-large
Amy Jorgensen, Ephraim, Granary Art Center, Visual Arts
Sudha Kargi, Sandy, Kargi Kala Kendra, folk arts
Kimi Kawashima, Salt Lake City, Westminster College, music
Heidi Prokop, chair, Salt Lake City, Zions Bank, at-large
Krista Sorenson, Salt Lake City, Sorenson Impact Foundation Board, at-large
Kelly Stowell, vice-chair, Kanab, Center for Education, Business, and the Arts, at-large
Leroy Transfield, Orem, sculptor, sculpture
Jeni Wilson, Layton, at-large
Natalie Young, Cedar City, Sugar House Review, literary arts

UTAH MUSEUMS ADVISORY BOARD MEMBERS

Susan Adams, Layton, at-large
Robb Alexander, Roy, Aerospace Heritage Foundation of Utah, at-large
Nichol Bourdeaux, Salt Lake City, Utah Transit Authority, at-large
Diana Call, vice-chair, St. George, St. George Dinosaur Discovery Site
Carl Camp, immediate past chair, Fillmore, Territorial Statehouse State Park Museum
Tim Glenn, former chair, Salt Lake City, former staff at Clark Planetarium
Derrek Hanson, Salt Lake City, Red Butte Garden
Sharon Johnson, chair, Smithfield, Cache County Daughters of Utah Pioneers Museum
Jessica Kinsey, Cedar City, Southern Utah Museum of Art
Forrest Rodgers, Moab, Moab Museum
Janet Smoak, Green River, John Wesley Powell River History Museum
Laura St. Onge, Alpine, at-large
Rita Wright, Springville, Springville Museum of Art

ACKNOWLEDGMENTS (Cont.)

Strategic Planning Committee Members

Victoria Bourns, UA&M director
Jansen Davis, former board member
Caitlin Gochmour, board member, Ogden
Jessica Kinsey, board member, Cedar City,
Natalie Petersen, UA&M assistant director
Rita Wright, former board member, Salt Lake City

Strategic Planning Community Meeting and Session Hosts

Alf Engen Ski Museum
Bluff Community Center
Cache Valley Center for the Arts
Canyon Country Discovery Center
Casino Star Theatre
Davis County Library
Grand County Public Library
Helper Auditorium
Ogden Union Station
Provo Library
Sears Art Museum at Utah Tech University
Southern Utah Museum of Art
Uintah County Library
Utah Cultural Celebration Center
Utah Symphony | Utah Opera
Zions Bank, Zions Technology Center

Community Members, whose experiences, perspectives, expertise, and valued feedback throughout every step of the process guided and informed the development of our plan.

Pathway Associates

Julie DeLong, partner
Joelle Kanshepolsky, partner
Holly Yocom, partner
Debbie Mintowt-Czyz
Judith Oki
Victoria Petro

ACKNOWLEDGMENTS (Cont.)

Utah Division of Arts & Museums Staff

Victoria Panella Bourns, director

Natalie Petersen, assistant director

Laurel Cannon Alder, grants manager

Hannah Barrett, public art coordinator

Fletcher Booth, traveling exhibitions coordinator

Jason Bowcutt, community programs and performing arts manager

Elisha Buhler Condie, arts education assistant and Chase Home Museum assistant

Em Cebrowski, program support specialist

Racquel Cornali, grants and data coordinator

Marie Desrochers, preservation outreach coordinator

Jenna Ehlinger, Chase Home Museum administrator and accessibility coordinator

Alyssa Hickman Grove, communications/marketing and literary arts manager

Ian Hallagan, folk arts coordinator

Tracy Hansford, community programs coordinator

Peter Hay, visual arts coordinator

Jean Tokuda Irwin, arts education manager

Justin Ivie, arts education coordinator

Reilly Jensen, museum field services coordinator

Emily Johnson, museum field services manager

Karen Krieger, collections and folk arts manager

Courtney Miller, registrar

Emilie Starr, administrative assistant

Utah Department of Cultural & Community Engagement

Jill Remington Love, executive director

Kat Potter, deputy director

Tenielle Young Humphreys, finance director

Sarina Ehrgott, director of marketing and brand

Kevin Edwards, photography and graphic design specialist



Amy Landesberg, Surface Tension, Public Art, Utah State University, Logan, UT

UTAH DIVISION OF ARTS & MUSEUMS
3760 S Highland Dr. | Millcreek, UT 84106

A Division of the Utah Department of Cultural & Community Engagement



The Utah Department of Cultural & Community Engagement listens, connects, inspires, and empowers Utahns to see themselves in the past, present, and future of our state.

Through the ongoing work of our divisions, we provide opportunities to learn, lead, celebrate, and create — because we believe that those who engage will, in turn, contribute to the well-being and success of their communities and of Utah.