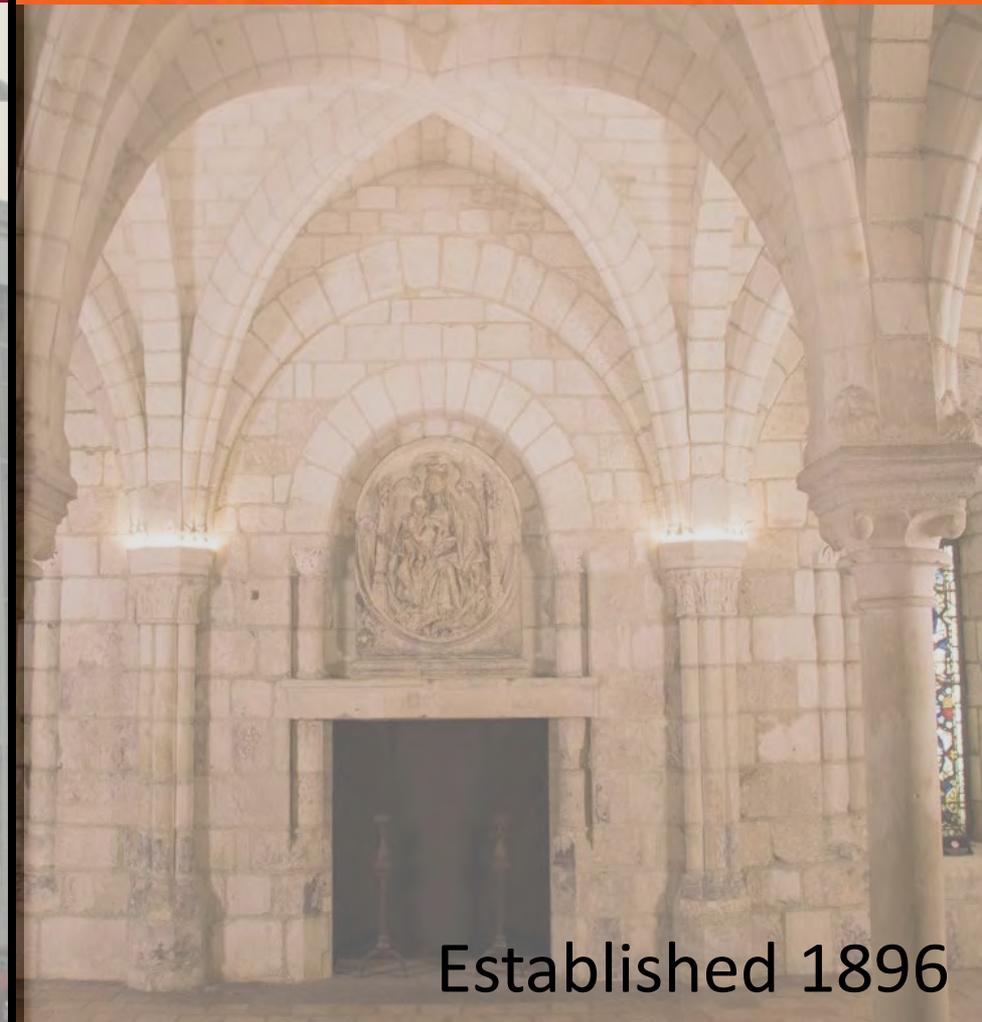


Worcester Institutions



Established 1928

WORCESTER
ART MUSEUM



Established 1896

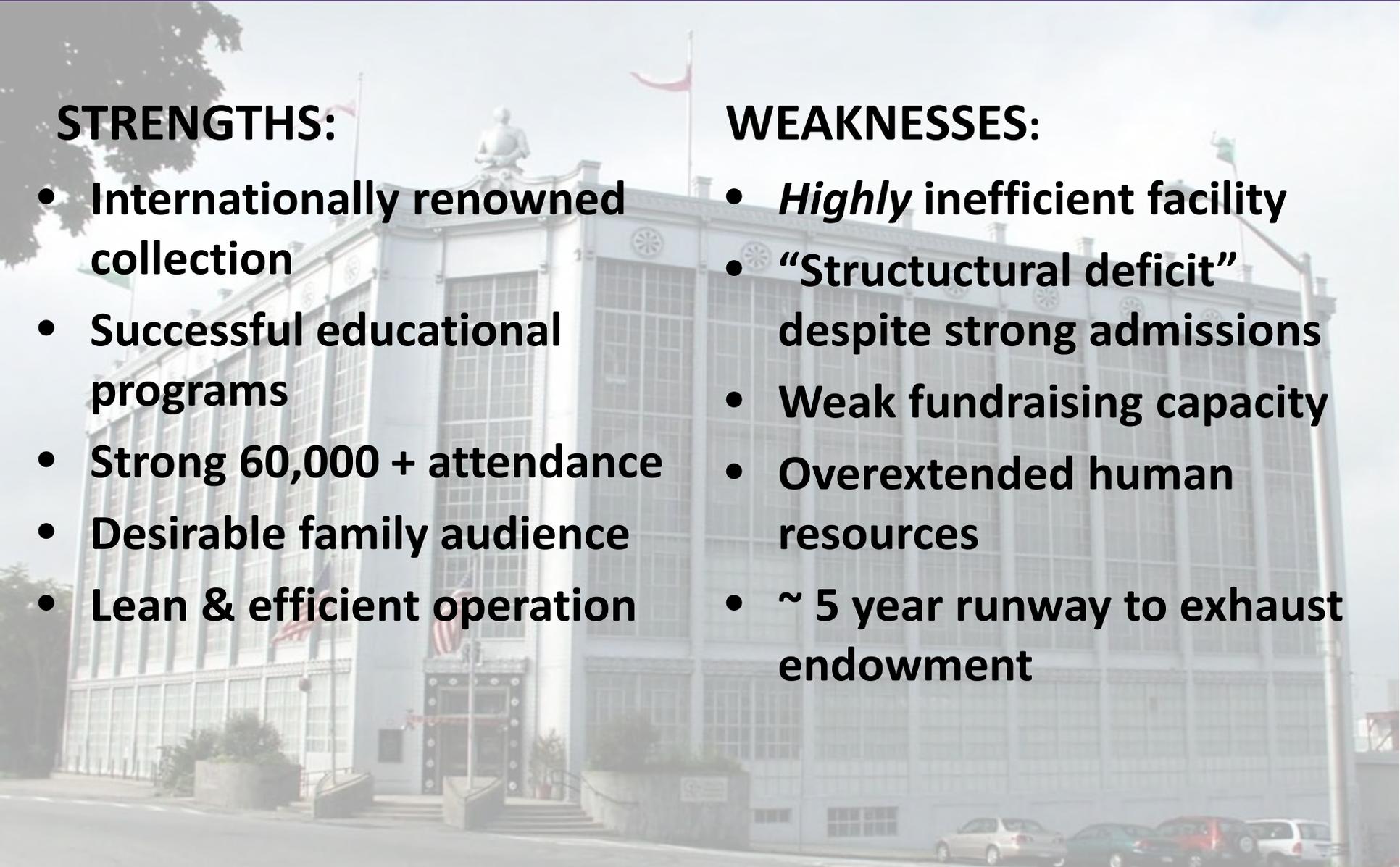
Higgins Armory: 2011

STRENGTHS:

- Internationally renowned collection
- Successful educational programs
- Strong 60,000 + attendance
- Desirable family audience
- Lean & efficient operation

WEAKNESSES:

- *Highly* inefficient facility
- “Structuctural deficit” despite strong admissions
- Weak fundraising capacity
- Overextended human resources
- ~ 5 year runway to exhaust endowment



2011: Worcester Art Museum Challenges

- **Declining Visitation**
 - **Declining Fundraising**
 - **Endowment Recovering from 2008**
 - **Lack of Major Exhibition Schedule**
 - **Internal Structural and Cultural Challenges**
- 
- A photograph of a museum gallery. The room features a large, ornate rug with intricate patterns and designs. In the background, there is a balcony with a white railing and a series of arches. The lighting is soft and even, highlighting the architectural details and the artwork on the walls.

Higgins ~ WAM "History"

Art Museum Merger Plan

Merger Plan Rejected

By PETER...
Worcester, Fla., July 13, 1979

Continued From Page One

West of Holden, co-chairman of the search committee of the corporation, reportedly said that a pledge by Bradley C. Higgins, son of the museum's founder, to contribute...

brought in by the trustees as an independent corporate attorney to serve as a parliamentarian.

Reaction to the vote was predictable. After the meeting, Higgins said: "Now let's get...

12 The Evening Gazette Worcester, Fla., July 13, 1979

Armory Corporators Reject Art Museum Merger Proposal

The corporators of the Higgins Armory Museum yesterday rejected a proposal to merge with the Worcester Art Museum.

ing. He said afterwards much of the planned discussion of advantages and disadvantages of the merger was eliminated after a count of proxy votes indicated from the outset that the merger...

Corporators were told yesterday that Bradley Higgins had already arranged to buy a parking lot next to the museum, which is at 100 Barber Ave. The parking lot has been leased by the...

...to cover a city deficit. The pledge was also considered "valid and enforceable," according to a legal opinion circulated at the meeting, the Telegram learned.

Thirty-seven corporators attended the

Worcester institution toward another. In rejecting the offer to merge, the corporators of the Higgins Armory indicated their determination to retain the armory's separate identity."

Henry B. Dewey, president of the Worcester Art Museum, said last night

Higgins' Turning Point

- **Departure of a director after 2 years**
- **Realistic evaluation of revenue generating & fundraising capacity**
- **Exhaustion of survival strategies**
- **The challenge of confronting very hard questions ...**

Higgins Armory Objectives

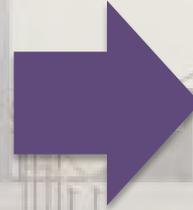
- **Conserve, Exhibit & Interpret the 1,900 piece “Core Collection”**
- **Keep the Collection in Worcester . . . if possible**
- **Find a Successor who will Embrace Educational & Interpretive Philosophy**
- **Achieve an Financially Sustainable Solution**

2010: Changing WAM . . .

- Announce Departure of Long Term (20+ years) Director
- History of HAM Rejection
- Increased Understanding of WAM's Own Challenges

2011: Worcester Art Museum Challenges

- Declining Visitation
- Declining Fundraising
- Endowment
Recovering from 2008
- Lack of Major
Exhibition Schedule
- Internal Structural and
Cultural Challenges



Vision Statement:

WORCESTER ART MUSEUM

Relevance + sustainability

vision statement

Vision Statement

WORCESTER ART MUSEUM

Relevance + sustainability

vision statement



200,000 visitors annually to our gallery spaces and play a critical part in the cultural and economic vitality of the city of Worcester. Building on past successes, we expand our role as a focal institution in the region, providing cohesion to an ever-changing social fabric. As a highly motivated team, we connect with our communities and build on the synergy with our partner institutions, including the twelve colleges and universities in Worcester.

Capitalizing on our medium size, encyclopedic collection and robust exhibition schedule, we emphasize a unique narrative – a narrative of connections: connecting art with individual experiences, joy and discovery. We also connect people, cultures, and histories with the here and now of a globalizing world. This narrative is supported by our visitor-focused culture, a highly welcoming environment and an all-pervading openness to experimentation and creative thinking.

Vision: Benefits of Integration



- **Art: World Class Collection**
 - Armor is ART!
 - Complements existing collections
- **Family Audiences**
 - “Relevance”
 - Visitorship
- **Benefit to the City of Worcester**
- **Fundraising Opportunities**

Looking a Gift Horse in the Mouth . . .



Mission Risks

- Mission Dilution
 - Mission with in a Mission
- Resource Dilution
 - Money, Time, People, Real Estate
- Liabilities of Higgins Museum
 - Building
 - Endowment
 - Unrefined Collection

Potential Deal Breakers



Needs:

- **Commitment to Exhibit and Conserve a very large collection**
- **Commitment to Spirited Interpretation (“DNA”)**
- **Commitment to Provide Required Space**
- **Dedicated Curator**

WORCESTER ART MUSEUM

Needs:

- **One Museum**
- **Financial Sustainability**
 - Capital investment in new exhibit PLUS
 - Increased operating expense
- **Reasonable Flexibility in Long Term Fulfillment of Obligations**

Solutions: Mission Driven Creativity

- **Gallery**
 - Repurpose WAM's 2-½ story library
- **Open Storage**
 - Improved Access to Collection
- **Core Collection**
 - Focus collection through principled, peer-reviewed deaccessioning
- **Fundraising**
 - New opportunities based on improved value proposition
- **Sustainability**
 - Non-core Higgins assets liquidated to provide dedicated to support Higgins legacy

Covenant Negotiations



WORCESTER
ART MUSEUM

- **Early Involvement of AG's Office: Critical and HELPFUL!**
- **Legal Documents – Counsel Needed**
- **Arm's Length Compromises:**
 - **Dedicated Gallery Space**
 - **Higgins Name Preservation**
 - **Funds Primarily to WAM Unrestricted Endowment, but with support for Higgins-related Collecting and Curator**
 - **Transition Phase: Higgins-Interested Trustees and Collections Committee Members**
 - **Curator of Arms and Armor "Plus"**



COURTLY PURSUITS











Informational text on the wall, partially obscured and illegible.



