



2015-2020
Strategic Plan

Adopted May 2015





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Cover art from a sculpture
by Wilby Coleman

EXECUTIVE MESSAGES

At the Turner Center we are committed to and known for “Celebrating the Art in Life.” Over the years we have strived to improve the quality, diversity and number of offerings, from presenting lavish stage productions to working one-on-one with children at the potter’s wheel.

The Center introduces and encourages artistic expression in a variety of ways with emphasis on maintaining our values and bringing people together in a beautiful setting to enhance the appreciation and value of Art in our lives.

Over the past 18 months, our Board and Staff have looked realistically at the challenges and opportunities that face the Center, now and in the future. This five-year plan focuses on forming Strategic Partnerships, increasing Market Awareness, expanding Art Education, maintaining and upgrading our Facilities, and strengthening our Organizational Structure. The implementation of this plan will take the Center to a new level of excellence in presenting Art in its various forms, and serving the community and the region.

This Strategic Plan expresses our commitment to elevate the Turner Center to new heights while continuing to stimulate the senses, impact the quality of life in our community and improve the economy in the South Georgia/North Florida region.

Gail Hobgood



President, LVAC Board of Directors, 2014-2016

Engaging our Community through the Arts; Enhancing the Arts through our Community

It’s the classic “win-win.” As the Turner Center for the Arts strengthens its place in the South Georgia/North Florida region, the communities, the businesses, the people touched by our organization become stronger.

Development of this five-year Strategic Plan over the past 18 months has been a gratifying, challenging, stimulating experience. Gratitude is due to so many people who have stretched their visions, invested their energy and time, offered opinions, challenged thoughts, researched issues and contributed significantly to this forward-facing document. The Strategic Planning Task Force, chaired by Dr. Ron Zaccari, tackled their task with the perfect blend of gravitas and humor, wisdom and wonder. Our Board of Directors and Staff demonstrated their considerable talents in diverse ways. The result of this collective effort is a visionary, carefully crafted, achievable Strategic Plan to guide us toward a sustainable future.

The Turner Center for the Arts is a dynamic partner in the social, educational and cultural life of our region. We exist to inspire creativity, nurture excellence and build community through the arts.

We take pride in advancing the arts as a life-enriching, economic development tool. By working together – our internal team, our local governments, our donors, volunteers, artists and supporters – we are positioned to elevate arts and culture as a path toward an improved existence. Together we shape our community, and the Turner Center for the Arts, into a beacon of light for generations to come.

Cheryl Oliver



Executive Director





Vision

The Turner Center for the Arts nurtures a vibrant region where residents appreciate and use artistic expression to enrich their lives and to improve the social and economic health of their communities.

Mission

The mission of the Lowndes/Valdosta Arts Commission (LVAC) is to promote and celebrate the arts as the regional center for cultural enrichment, education and entertainment.

Values

- Commit to service
- Value the creative process
- Celebrate diversity by engaging all people
- Produce quality programs and events
- Promote artistry through education
- Demonstrate integrity through ethical behavior
- Strengthen our position as a community role model
- Foster a multi-faceted artistic experience
- Empower people to appreciate & participate in the arts

WHO WE ARE

The Community

The Annette Howell Turner Center for the Arts (TCA) (the Center) is located in Valdosta, county seat of Lowndes County, Georgia, and serves the citizens of Valdosta as well as the citizens of Lowndes County, surrounding Georgia counties and North Central Florida.

According to 2010 U.S. Census data:

- Lowndes County, created in 1825, has a population of 109,233.
- Valdosta, incorporated as the county seat in 1860, has a population of 54,518.
- Residents of Lowndes County are nearly evenly split male and female.
- Nearly 25 percent are under the age of 18 and 10 percent are over age 65.
- Ethnic demographics: 59 percent of the residents are white, 36 percent African American, and 5 percent Hispanic.
- Nearly 83 percent of Lowndes County residents who are 25 years or older are high school graduates; over 51 percent have attended college. Twenty-two percent have earned a Bachelor's degree or higher.
- Valdosta/Lowndes County's non-government economy is led by the following industries: advanced manufacturing, value-added agriculture and food processing, warehousing and distribution. A move towards bringing in more green technology and alternative energy companies is underway.
- The major employers in the region include South Georgia Medical Center, Valdosta State University, Moody Air Force Base and local government/school systems.

History of LVAC & the Turner Center for the Arts

The Lowndes/Valdosta Arts Commission (LVAC) was chartered in 1962 as an outgrowth of Arts, Inc., which was the earliest cohesive promotor of the arts in our community. LVAC was reorganized in 1978 as a private non-profit corporation, and for years was housed in the "Turpentine Building," a tiny facility near Valdosta State University. Following a successful capital campaign in 1993, LVAC purchased and renovated the former First State Bank and Trust building. Former Georgia Senator Dr. Loyce Turner and his family gave a significant gift to the Center to be named in memory of his late wife, Annette Howell Turner. The new Center was completed in April 2003, and currently houses six galleries in 17,000 square feet of space. In addition, the Center houses two classrooms, a meeting room, a gift shop showcasing local and regional artists' works and a state-of-the-art kitchen for culinary classes. The Turner Center has become an integral gathering place for social, business and nonprofit functions, as well as a popular rental space.

In 2007, the Center obtained and subsequently transformed an adjacent building to house its pottery and ceramics studio. That facility is named the Hudson Building in honor of Leona and Dugald Hudson, whose 2008 estate gift doubled the Center's Endowment Fund. LVAC also owns an adjacent building currently used for artist studio space, meeting space and rental property, and an adjoining vacant lot used for greenspace and outdoor activities.

Organization and Structure

LVAC is governed by a volunteer Board of Directors that meets monthly nine times a year. The Board's primary responsibilities include setting and overseeing the general policies and procedures of the Turner Center/LVAC as well as approval and support of activities of standing committees.

Daily operations are performed by a professional, paid staff. An extensive network of volunteers act as front-desk ambassadors and serve the Center in a myriad of other ways.

Center for the Arts Guild

The purpose of the Center for the Arts Guild (CAG) is to promote interest in and render service to the Turner Center for the Arts. Membership in the Guild is open to all persons showing genuine interest in TCA.

CAG's Executive Board supplies additional funding to support:

- Center operations
- educational programs for adults and children
- educational scholarships
- capital improvements

CAG also provides:

- refreshments for the Center's gallery opening receptions
- art ambassadors to staff the Center's reception desk
- volunteers at Center events
- pre-show dinners during Presenter Series season

The Arts in the Central South Georgia Region

The Central South Georgia Region has a sizable cultural/art scene. The Turner Center partners with and promotes arts organizations & businesses in the region:

Local art galleries and frame shops

Performance studios

Arts educators including University,
College, K-12 art departments

Other area-wide arts presenters,
performers and programmers including
the Valdosta Symphony Orchestra

Adult & Youth theater groups

Literary groups

Local government art initiatives

Regional art venues

Public art, including the Valdosta

Public Art Advisory Committee

Past, Current and Ongoing Accomplishments of the Turner Center for the Arts

- Increased size of campus to include two additional buildings and greenspace, creating a sizeable rectangle of property dedicated to cultural activities
- Retired mortgage debt – 2013
- Increased Endowment Fund to \$1.3 million
- Acquired two permanent art collections: East African Art and Fine European Porcelain
- Acquired Yamaha Baby Grand Piano for educational and entertainment endeavors
- Strengthened & expanded community relationships

Ongoing Activities/Programs

- Spring Into Art – 28 years (open annual exhibition that invites visual artists working in most 2- & 3-dimensional mediums to exhibit work and compete for \$5,000 in awards.)
- Presenter Series – 25+ years (annual presentation of professionally-produced, national touring Broadway-style shows)
- DrawProject (collaboration with Valdosta State University) – 9 years (annual fundraiser to benefit art student scholarships)
- Youth Art Month & Regional High School Art Competition – 10+ years (annual celebration in conjunction with Georgia and National Youth Art Month)
- City Photo Contest – 7 years (collaboration with the City of Valdosta)
- Art Explorations – 8 years (collaboration with Boys' & Girls' Club of Valdosta & VSU Art Department)
- Average of 20 art exhibits annually showcasing professional artists (in addition to Spring Into Art)
- In excess of 200 Educational Classes and Workshops annually
- Gallery Talks, Book Signings & Lectures
- Creation of Public Art in collaboration with the Valdosta Public Arts Advisory Committee through National Endowment for the Arts and other grants
- A self-contained Ceramics Studio for adults and children
- Musical concerts, cultural heritage/dramatic presentations

While accomplishing new Strategic Plan Initiatives, the Board and Staff of the Turner Center will continue to sustain the activities and programs we do so well!



There is artistry in the teaching of art.



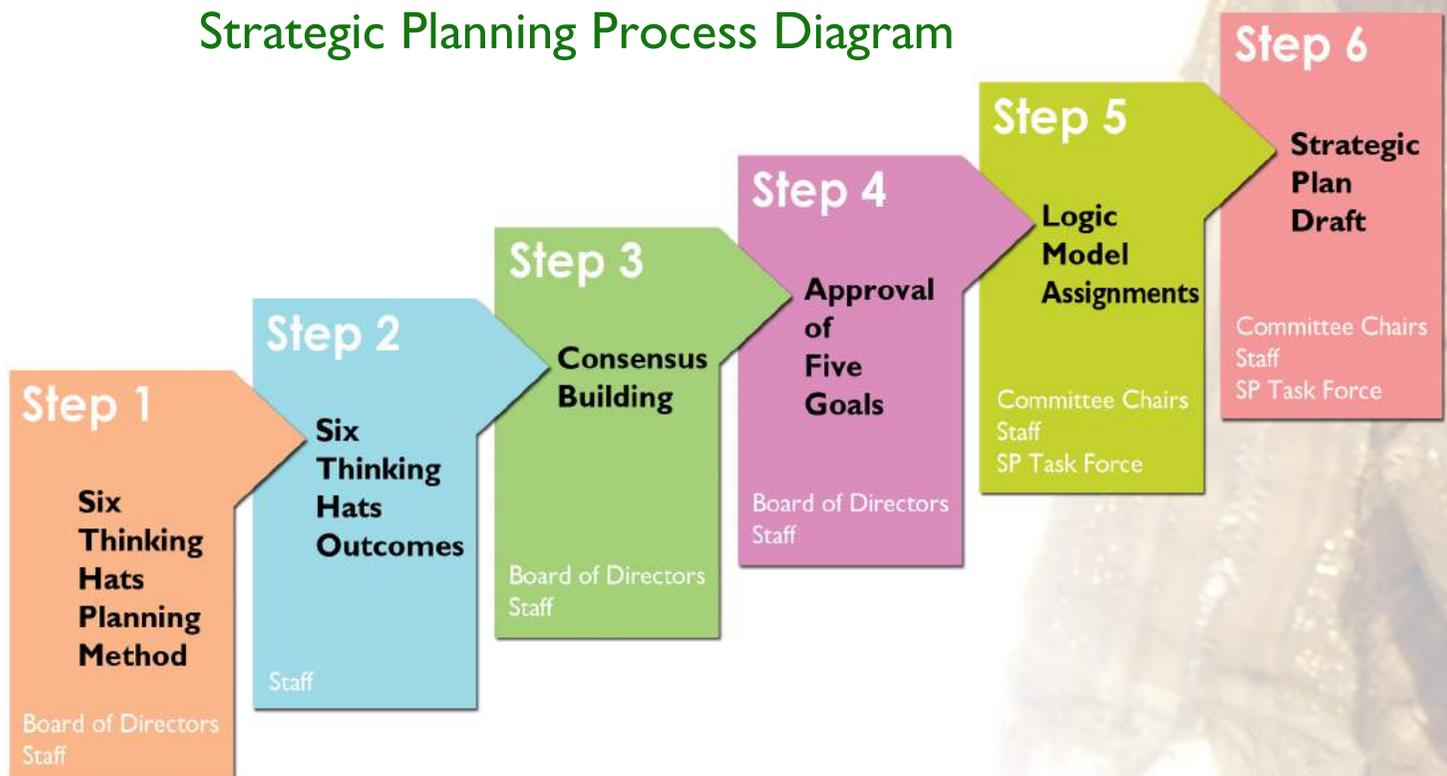
Overview of the Strategic Planning Process

The strategic planning process was designed and implemented to achieve:

- improvement of existing programs and events
- widespread ownership and involvement of staff, volunteers and Board members
- identification of measurable goals and objectives
- ongoing review of the Strategic Plan to ensure that it is a living document

See the Addendum for information on the highly effective process used to develop the 2015-2020 Strategic Plan

Strategic Planning Process Diagram



“The Strategic Plan is a fluid and dynamic instrument, and we must be constantly heedful of a changing environment that will affect the current and future operations of the Turner Center for the Arts.”

Strategic Planning Task Force





The Turner Center galleries host dozens of art exhibits annually, providing hundreds of artists the opportunity to exhibit and sell their works in a professional gallery setting.

Our Five Goals

1 Strategic Alliances

- Strengthen financial stability and sustainability for the Turner Center
- Reinforce the Turner's Center's position as a means for regional economic development

2 Marketing

- Increase awareness of, participation in and support of the diverse programs and activities of the Turner Center, locally and regionally

3 Arts Education

- Improve and expand existing selected programs and add new programs that meet community needs

4 Facilities and Land Usage

- Ensure that facilities are maintained, updated and reconfigured to meet current, expanded and new program needs

5 Organizational Structure

- Hire a qualified Education Administrator to coordinate all education programs
- Identify, develop and define the roles of TCA volunteers
- Develop succession plans to ensure continuity of strong leadership in all key staff positions
- Ensure proficient development and governance of the Board of Directors

1 Strategic Alliances

Goal 1

Strengthen financial stability and sustainability for the Turner Center

Goal 2

Reinforce the Turner's Center's position as a means for regional economic development

Outcomes

- Grow community involvement and support for TCA through increased focus on development of partnerships
- Increase number and amounts of grants received each year
- Boost participation of more segments of the population based on addition or shift in programming
- Increase annual contributions through our membership program
- Create a "Legacy Foundation" to raise endowment funds for future stability
- Work with area government agencies to further develop the arts as a tool for economic growth

2 Marketing

Goal 1

Increase awareness of, participation in and support of the diverse programs and activities of the Turner Center, locally and regionally

Outcomes

- Increase awareness of and membership in the Center
- Identify new areas/groups to market/support TCA programs
- Establish major donor recognition program
- Expand our service area

3 Art Education

Goal 1

Improve and expand existing programs and add new programs that meet community needs

Outcomes

- Work with Personnel Committee to hire a qualified full-time Education Administrator
- Review, upgrade and expand existing programs
- Develop partnerships that provide dedicated funding for specific programs and personnel
- Add new programs for computer-based art and technology including digital photography

4 Facilities and Land Usage

Goal 1

Ensure that facilities are maintained, updated and reconfigured to meet current, expanded and new program needs

Outcomes

- Create and maintain a quarterly/yearly checklist/record for the maintenance, safety and security of the facilities
- Enhance outdoor signage to increase communication of activities and create excitement about entering the Center
- Coordinate with LVAC committees to identify physical and technological needs for current and future programs
- Develop a comprehensive land and building use plan for all Center property to determine best short-term use and evaluate long-term direction

5 Organizational Structure

Goal 1

Hire a qualified Education Administrator to coordinate all education programs

Goal 2

Identify, develop and define the roles of TCA volunteers

Outcomes

- Recruit qualified volunteers
- Ensure that Volunteers support staff and TCA events
- Improve retention of volunteers

Goal 3

Develop succession plans to ensure continuity of strong leadership in all key staff positions

Goal 4

Ensure proficient development and governance of the Board of Directors

Outcomes

- Restructure the Nominating & Membership Committee to Governance & Nominating Committee to comply with Momentum guidelines
- Clearly define and communicate individual responsibilities to Board members
- Ensure stability of the Board of Directors through professional recruitment and development

“At the Turner Center, we expect the 2015-2020 Strategic Plan to unleash new forces and present new opportunities while it provides solutions to old challenges.”

Dr. Ron Zaccari

Accountability and Assessment

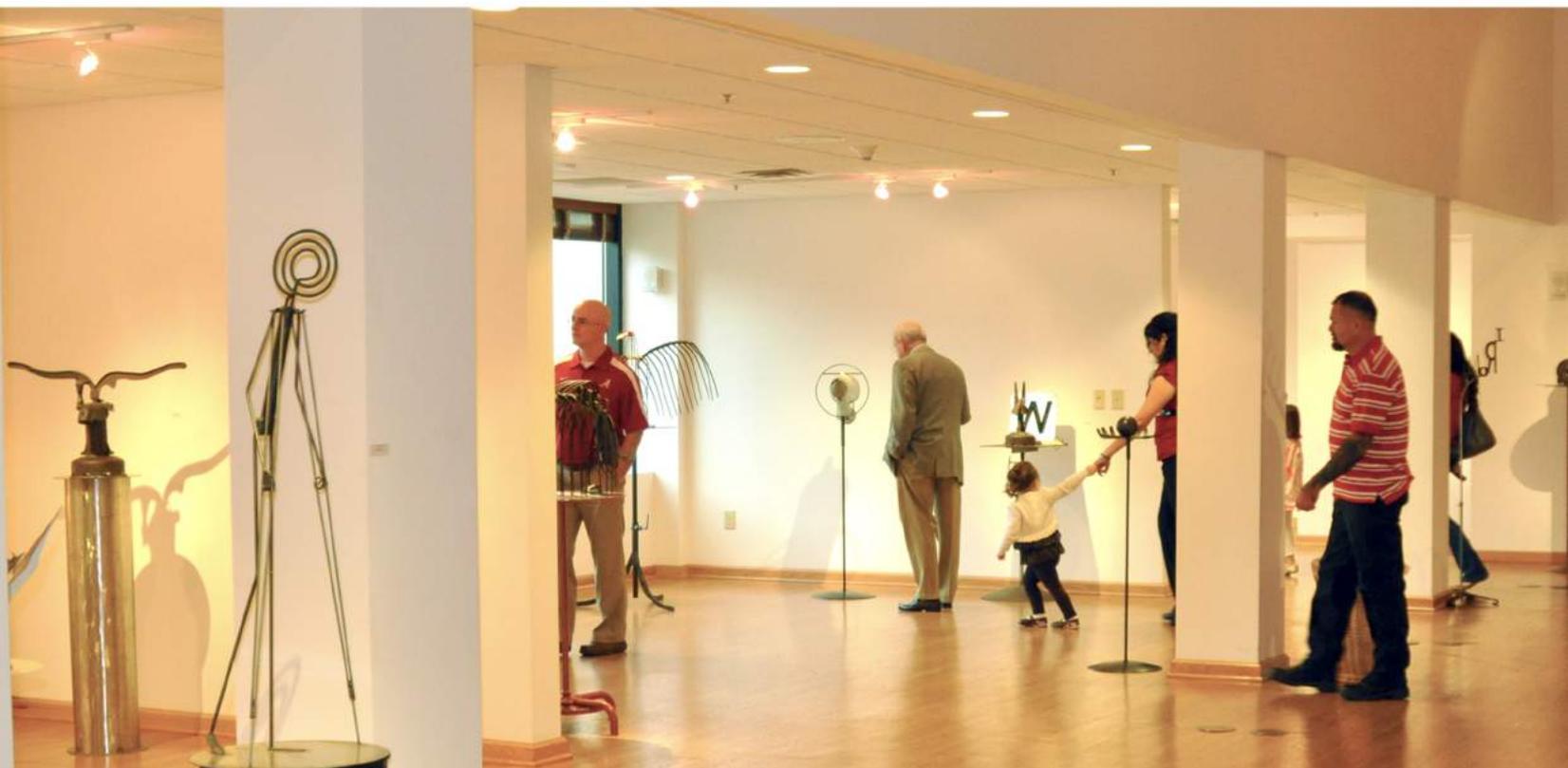
The Strategic Plan requires conscientious attention to program progress and evaluation. Our measurable goals are tied to our vision.

The highlights of the assessment process are:

- Tracking progress of Outcome Goals and related action steps with measurable outcomes
- Communicating with those responsible for carrying out assignments
- Documenting quality of work
- Monitoring of budgets
- Guiding the Strategic Plan to projected timelines

The entire LVAC Board will engage in monitoring progress toward goals defined in the Plan through open dialog and quarterly reports at Board meetings.

Note: The Inputs, Activities and Measurable Outputs supporting each Goal are included in the Center's Annual Work Plan, available upon request.



The Way Forward

With strong support and assistance from the Momentum for the Arts Initiative (see Addendum), the Turner Center for the Arts completed the 2015-2020 Strategic Plan. There is enthusiastic and wide-ranging involvement from management, staff and Board members. Our new Strategic Plan represents a projected five-year profile that will require many hours of dedicated work. We acknowledge the importance of building a strengths-based team that effectively utilizes and respects the skills of each staff and Board member and their vital roles in fulfilling the defined vision. We must simultaneously monitor the landscape for opportunities not identified in the Strategic Plan.

The Turner Center Board and staff clearly understand the Center's mission, and now this new plan provides incentives to chart new directions while improving existing programs and events.

The Turner Center's Board, staff, volunteers and patrons agree the arts play a vital role in regional economic development, and artists serve as catalysts to enrich and revitalize the community. We believe the 2015-2020 strategic goals and related action steps place the Turner Center in a position to strengthen the geographic region and enhance our deep commitment to serve as leaders, educators and mentors.

In his book, *Serious Creativity*, Edward de Bono states, "There is nothing more marvelous than thinking of a new idea. There is nothing more magnificent than seeing a new idea working. There is nothing more useful than a new idea that serves your purpose."

At the Turner Center for the Arts, we agree and expect the revised 2015-2020 Strategic Plan to fulfill the expectations of marvelous, magnificent and useful new ideas. As the Turner Center begins to implement defined goals and action steps, there is a sense of anticipation and trust that the work will have a profound impact on current and future operations.

So let the work begin, keep the creative juices flowing, and "remember the main purpose of creative thinking is to find better ways of doing things!"

Dr. Edward de Bono



LVAC Board of Directors and Staff

2014-2015 Lowndes/Valdosta Arts Commission Board Officers:

Gail Hobgood – President
Frank Morman – Vice President
John Bennett – Treasurer
Jeani Synyard – Secretary

Lowndes/Valdosta Arts Commission Board Members:

2014-2015

Susan Allison	Rev. Peter Ingeman	Katy Shaw
Barry Belanger	Dr. Stephen Lahr	Barbara Slocumb
John R. Bennett, Esq.	Judge H. Arthur McLane	Sarah Soshnik
Nathan B. Brown, Jr.	Frank Morman, Jr.	Bruce Sumner
Ben Copeland	Joanna Nijem, Esq.	Jeani Synyard
Annette Crosby	Dr. Lai Orenduff	Suzanne Taylor
Susanna Dover	Jennifer Powell	Dr. Betsy Thacker
Paula Fricker	Kenneth T. Ricket	Wm. Al Turner, Esq.
Mary Gooding	Pam Scruggs	Nancy Warren
Gail Hobgood	Carreen Shapiro	Dr. Ron Zaccari
Fay Hyatt		

2015-2016

Tina Folsom, Esq.	Bruce Smith
Robert A. Goddard III	Mala Vallotton

Staff:

Cheryl Oliver - Executive Director
Bill Shenton - Artistic Administrator
Roy Fricks – Office Administrator
Rebecca Brosemer - Communications Administrator
Gabi Garrett - Administrative Assistant

Strategic Planning Task Force

Dr. Ron Zaccari, Chair	Gail Hobgood
John R. Bennett, Esq.	Frank Morman, Jr.
Barry Belanger	Cheryl Oliver
Rebecca Brosemer	Jeani Synyard
Bob Goddard	Archie Waldron



Art

ANNETTE HOWELL
TURNER

Center for The Arts





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