



CAA

STRATEGIC PLAN:

**2020—
2026**



“ I am joining CAA at an unprecedented period in world history as people across the globe are trying to understand what COVID-19 means for their families, communities and organizations. As I embark on this new role, I want to emphasize that maintaining the health, well-being, and safety of our staff, membership, and stakeholders is and will always be a top priority. We have seen examples of the indomitable human spirit overcome adversity. Art inspired by challenging experiences is a common thread for many of the world’s most distinguished creative minds. Now more than ever there is a need to provide access to robust edifying visual arts experiences that are inclusive of diverse practices and practitioners for every adult and child, professional and student, nationality and race across the globe. Together we can achieve these objectives. With CAA as the preeminent international leadership organization in the visual arts, promoting these arts and their understanding, we will have the opportunity to perform an invaluable service to humanity. ”

– Meme Omogbai,
CAA Executive
Director and CEO

CAA, as the preeminent international leadership organization in the visual arts, serves a global community of artists, designers, and scholars through its academic journals, Annual Conference, career center, advocacy, and grants and awards programs.

CAA must now address systemic trends that have deeply impacted our core constituency and higher education in the twenty-first century. Building on our foundational values of equity, inclusivity, and commitment to the underserved, we have begun a digital transformation to develop new infrastructure technologies and digital-first content that advance innovative approaches to membership services, scholarly communications, social entrepreneurship, and professional training. The organization is still fully committed to maintaining the standards of scholarship, publication, and support of artistic expression and fair use, as well as advocating for diversity and inclusion for scholars, practitioners, and all those within the communities we serve.



STRATEGIC PLAN:

CAA has begun a six-year strategic plan aligned within five fundamentals to create a sustainable business model:

1. Strategic positioning for long-term sustainability by continually assessing and meeting the needs of all segments of our constituency
2. Social entrepreneurship and monetizing assets, as feasible, through partnerships, collaborations, etc.
3. Technology infrastructure support that assures effective and efficient operations and service delivery, including website and social media
4. Multifaceted development function
5. Engaged culture that embraces adaptability and constant improvement

The plan was built and continues to function within three major operating assumptions:

1. Funding is secured for new initiative expenses prior to introduction.
2. At strategic inflection points, assessments are made to determine each plan's viability and whether resources are in place to move on to the next stage of initiatives.
3. Initiatives are introduced in a stackable manner that allows for later initiatives to be built on tested and proven infrastructure in place before moving forward.

What you have told us about CAA:

“Our organization needs to be on the leading edge helping hybrid professionals carry out cross-disciplinary work.”

“An invaluable link to the profession, especially since I live abroad and am retired.”

“I loved having the annual conference online this year. Please do it again. I can rarely attend, so it was terrific to hear the papers and discussions.”

“We celebrate CAA's commitment to change.”

“Please support emerging professionals who are struggling to get established in any field due to the pandemic.”



INITIATIVES:

(in chronological order)

Virtual Annual Conference

CAA's 2021 first-ever all-digital conference served as the pivot for our digital transformation. It included 365 sessions comprising over 1,100 uploaded presentations, a Book and Trade Fair of 40-plus exhibitors, and content that spanned from traditional fields of study to contemporary issues and included the pandemic's impact on scholarship, creativity, and teaching. As we immediately begin planning for the 2022 conference, content threads of women-centered content, climate crisis, and social justice will continue to frame the event's organizing elements.

Association Management System (AMS) Conversion

A new constituency management system, Protech, will result from an eight-month project currently underway. It will use Microsoft's robust cloud infrastructure to bring a level of automation, flexibility, reliability, capability, and capacity to support a global membership across programmatic areas, including meetings and events, learning, fundraising, e-commerce, accounting, marketing, and analytics. The completed AMS conversion will serve as both a foundation and a launchpad for CAA's new single, integrated digital experience.

Communications

As part of the new digital constituency experience, CAA will pilot and implement new scholarly communications tools, centered on Yammer and email, in the Microsoft cloud environment. These tools will help us to better listen, support, track, and take action in response to CAA's committees and professional interest groups' discussions and viewpoints.

Website and Publishing Platform

We will also begin a from-the-ground-up revamp of our disparate websites into a new single, integrated digital experience that will cross continental, language, and accessibility barriers. CAA will redeploy its scholarly content—previously offered on separate platforms (The Art Bulletin, Art Journal, Art Journal Open, and caa.reviews)—over a newly consolidated digital-first content platform integrated within the overall constituency experience. The publications' content will be edited, managed, and published by CAA itself rather than through external services. This new publication hub will promote a rigorous commitment to professional and scholarly discourse across relevant art history and art and design practice. CAA will also be refocusing its social media efforts through channels more closely oriented to professional forums, such as LinkedIn. With these changes, CAA will build capacity for more relevant, timely, and useful communications and interactions with members.



Professional Development and Workshops

The successful completion of the 2021 conference has provided us with the data and audience to cultivate professional development opportunities within and beyond our membership. We will offer online workshops and hold the Awards for Distinction Speakers Series, which celebrates the contributions of colleagues as separate digital program content throughout the year.

Outcomes and Impact

By utilizing digital-first technologies, the strategic plan seeks outcomes that provide value to an expanded membership by championing access, inclusivity, and diversity, ultimately setting CAA on a course of long-term sustainability.

Access and International Reach

Building on the CAA-Getty International Program's ten-year success, we will integrate international audiences and engagement into each of CAA's programs. These initiatives will include a series of year-round, online "CAA Global Conversations," in which scholars, artists, and designers explore crucial issues in the field, as well as collaborative programming with research institutes to develop new curricula and resources for the visual arts.

We will initially rely on two CAA member constituencies: alumni of the CAA-Getty International Program and members of area-study Affiliated Societies. For 2022, we will collaborate with two Affiliated Societies and two to three CAA-Getty alumni to offer online discussions with international scholars on one of the 2022 Annual Conference themes cited above.

Expanded Inclusiveness, Diversity, and Equity

Building on its Values Statement on Diversity and Inclusion, CAA seeks to welcome and feature new, multivocal content from scholars worldwide and aims to support members of varying abilities through accessible digital technologies and resources. We will develop a more inclusive publication platform online through the use of accessibility technologies. Furthermore, the platform will support content creators through honoraria or stipends funded through the direct revenue of membership fees.

Financials

The pro forma financial report includes a six-year operating budget from fiscal year 2020 through fiscal year 2026, with overall goals of developing sustainability through the rollout of new initiatives across the plan, maintaining a balanced operating budget, growing CAA's investment portfolio by reducing withdrawals from its endowment, and the potential creation of an operating reserve. Through this digital transformation, CAA will bring significant scholarship on the visual arts to a global audience. Along the way, it will become a more financially sustainable, technologically robust, and a more relevant and valuable resource for its domestic and international members and stakeholders.



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