

Forward Momentum

CHEEKWOOD 2022 - 2027



Cheekwood
ESTATE & GARDENS



Foreward

Cheekwood exists today as a place of beauty where we strive to treat everyone not just as a visitor, but as a guest, invited to experience the magnificence of this grand estate at their will, to find joy as well as solace, and to discover opportunities to be both inspired and nurtured. During a time when the world struggles to cope with the realities of a persisting pandemic and social and civil upheaval, Cheekwood offers a respite, a place for reflection and renewal. Embracing the words of Lady Bird Johnson, *Where flowers bloom, so does hope*. Cheekwood is a place where hope abounds.

The strategic plan presented here, *Forward Momentum: Cheekwood 2022-2027*, has at its foundation and starting point a decade of transformation and achievements. As with the strategic plans that preceded it, *Forward Momentum* is grounded in solid research and in thoughtful response to the input of stakeholders both internal and external as well as those who might not yet know the institution.

The Board of Trustees and Senior Management Team, who crafted this plan did so as stewards of this incomparably beautiful and beloved institution. It will act as our guide and our pledge to sustain and advance Cheekwood's *momentum* and to reach deep and far into our communities to ensure all feel welcome today and for generations to come.

Sincerely,

Jane O. MacLeod
President/CEO

Lisa Z. Manning
Board Chair, 2020-21

Barry Stowe
Board Chair, 2022-23



Historic Overview

Once the family home of Mabel and Leslie Cheek, Cheekwood is now considered one of the finest American Country Place Era estates in the nation. Designed by Bryant Fleming and constructed between 1929 and 1932, this extraordinary estate with expansive and intact vistas, was gifted as a public institution in 1960. The institution serves as a 55-acre botanic garden and arboretum with a 30,000 square-foot Historic Mansion & Museum that features both period rooms and galleries for the exhibition and display of its permanent collections of American Art with works spanning from the 18th through mid-20th centuries. The property features 13 distinct gardens, both historic and modern; an education and events building that once functioned as the family's stable and garage; and a 1.5 mile woodland trail devoted to the permanent exhibit of modern and contemporary sculpture.

Cheekwood maintains *Guidestar's* highest ranking Platinum Seal. The institution is listed on the National Register of Historic Places, accredited by the American Alliance of Museums and as a Level II collection on the Morton Register of Arboreta. Cheekwood has three-times been voted a *USA Today* Top 10 Botanical Garden.





Mission

Celebrate and preserve Cheekwood as an historical landmark where beauty and excellence in art and horticulture nurture the spirit and serve as inspiration for a diverse and broad audience.

Vision

Cheekwood will be a locally celebrated and nationally recognized destination renowned for its distinctive beauty, historical significance, and excellence in art and horticulture.

Guiding Principles

BEAUTY that nurtures the spirit

PRESERVATION for future generations

EDUCATION that enriches and inspires

COLLABORATION that embraces a broad community

FINANCIAL RESPONSIBILITY in stewarding our resources





IDEA Statement

Cheekwood is committed to embracing, pursuing, and celebrating **inclusion, diversity, equity,** and **accessibility** among our board, staff, leadership, partners, vendors, volunteers, members, supporters, and visitors.

We will be steadfast in our efforts to welcome people of all races, nationalities, genders, sexual orientations, gender identities, religions, political affiliations, ages and abilities. We recognize we have much work to do and pledge to pursue new and previously underrepresented ideas, artists, advisors, partners, instructors, innovators, and audiences so that all voices can be heard, respected, and supported.





Forward Momentum: Goals & Objectives 2022-2027

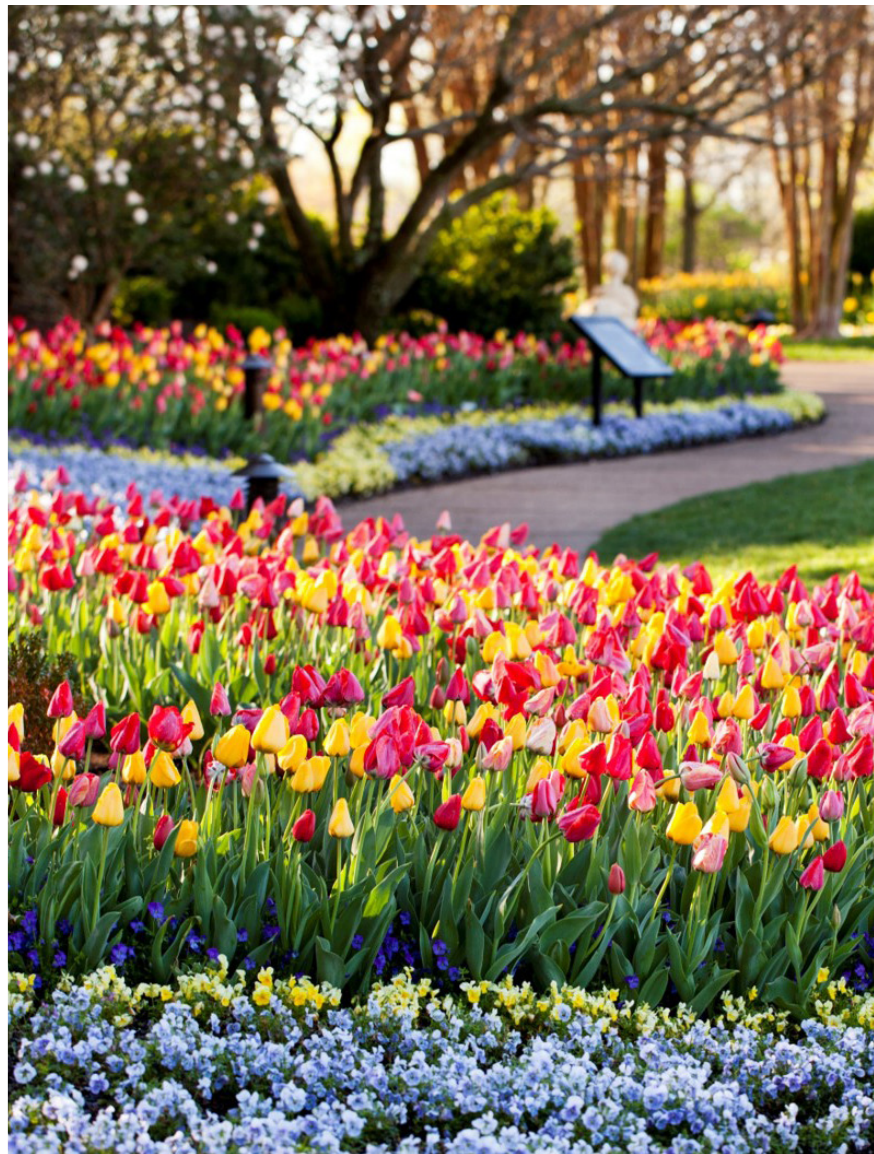




Welcome

Create, grow, and sustain a culture and organizational operation that ensures every encounter and experience is welcoming.

- ❖ Ensure the diversity of our Board, Staff, Volunteers and Visitors is reflective of the Nashville community.
- ❖ Ensure IDEA principles are woven into Cheekwood's policies, practices, and programs.
- ❖ Infuse a welcoming spirit into the visitor experience.
- ❖ Identify and engage with Nashville's new residents and corporations.





Expand

Ensure resources, both financial and human, are available to cultivate new audiences and increase attendance, membership, and contributions.

- ❖ Capitalize on core strengths and audience interests, investing in revenue-generating initiatives and capital projects with strong ROI potential.
- ❖ Enhance visitor amenities.
- ❖ Develop a timeline and plan for funding the construction of a new parking facility and visitor center.
- ❖ Provide staff with equitable resources needed to excel and meet the demands of a growing operation.
- ❖ Relaunch a tourism initiative.
- ❖ Increase earned and contributed revenue.





Focus

Invest in Cheekwood's core strengths to best align financial and human resources.

- ❖ Capitalize on the momentum of the Garden through continued robust seasonal festivals, expanded permanent horticultural collections and enhancements to the arboretum.
- ❖ Build upon Art in the Garden initiatives as a differentiating characteristic among Nashville's cultural institutions.
- ❖ Refine, strengthen, and exhibit Cheekwood's permanent art collections in place of temporary exhibitions to build awareness and appreciation.
- ❖ Preserve and celebrate Cheekwood's historic estate and the significance of the natural landscape.





Connect

Enhance Cheekwood's engagement with the broader community.

- ❖ Bring the underprivileged community to Cheekwood.
- ❖ Take Cheekwood to the underprivileged community.
- ❖ Invigorate existing and create new partnerships.
- ❖ Participate with civic leaders and professionals in pursuing and celebrating IDEA.





Communicate

Ensure visitors, community leaders, and internal and external stakeholders understand and appreciate Cheekwood's impact and importance as a cultural treasure.

- ❖ Amplify the Cheekwood Brand and champion its competitive edge.
- ❖ Develop an interpretative master plan for the institution.
- ❖ Develop a comprehensive internal communications plan.
- ❖ Share Cheekwood's importance and impact with civic leaders and professionals.





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