
DuMA

REIMAGINE
RECONNECT
REDISCOVER



STRATEGIC PLAN 2017-2022



STRATEGIC PLAN

EXECUTIVE SUMMARY

Since adopting its last strategic plan in 2012, the Dubuque Museum of Art (DuMA) has realized a number of accomplishments, including: increasing the size of its endowment; completing a facilities expansion study; adding new Board members, leadership and staff; and launching a number of new programs and initiatives.

In preparation for the development of a new long-range plan, DuMA engaged Lori Jacobwith of Ignited Fundraising to facilitate a half-day Board and staff retreat. Held in March 2016, the retreat focused on building organizational support through advocacy and storytelling and was followed by a process of learning, self-discovery and research that lasted more than five months.

Over this period, DuMA also completed a visitor and member survey that garnered more than 100 responses; conducted interviews with key stakeholders and community leaders; conducted a review of the current trends and issues impacting museums; and formed a benchmark survey of comparably sized art museums across Iowa and the U.S.

Through this process, we identified several areas where we currently demonstrate a passion, attract resources, and have developed, or are developing, a core competency or skill. These include:

- Our current location & contributing to downtown Dubuque’s continued growth and revitalization
- Preserving art for future generations
- Making art education accessible and fun
- Building connections between people and art
- Being of service to the community

We also identified organizational capacity and financial growth as areas for improvement and noted that technology, attracting diverse audiences, and changes in philanthropy pose significant challenges and opportunities.

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FOUNDATION STATEMENTS

MISSION

The Dubuque Museum of Art seeks to excite, engage and serve diverse communities within the Tri-State area through our collection, exhibitions and educational programs. We connect generations of people to their cultural heritage and exceptional art.

VISION

The Dubuque Museum of Art will be a leading cultural organization and a dynamic community hub. While enhancing our collection and exhibitions, we will foster lifelong learning and engagement with the arts to have a lasting impact on the quality of life in the Tri-State area.

VALUES

1. Art has the power to change lives.
2. We base our efforts and relationships on trust, integrity, respect and accountability.
3. We adhere to professional ethics and museum standards in all operations and seek to maintain a high standard of artistic excellence.
4. We seek mutually beneficial partnerships to advance the role of the arts within our community.
5. We seek to be inclusive of diverse communities, cultures and ideas.
6. We seek to support and bring recognition to artists in our region.

PRIORITIES

The strategic planning process yielded five broad organizational goals.

These are the top priorities for the Museum’s Board of Trustees and staff and represent areas where we will make substantial investments and measurable progress in the years ahead.

GOALS

1. Strengthen and deepen the museum’s engagement with the community.
2. Establish the museum as a core partner in K-12, continuing and higher education.
3. Increase organizational and financial capacity.
4. Make the museum experience more dynamic through superior collections, exhibitions, visitor services and facilities.
5. Strengthen the museum’s identity, communications and relevance to core audiences.



In tandem with all of this work, we will strengthen our identity, communications and relevance

FROM NICE TO NECESSARY

PUBLIC PROGRAMS, OUTREACH AND ENGAGEMENT, SPECIAL EVENTS

Effective nonprofits are viewed as more than nice; they are seen as absolutely necessary to their communities. *Nancy Van Milligen, President, Community Foundation of Greater Dubuque*

We are here to help facilitate the museum being recognized as a community treasure and an all-inclusive place. *DuMA Finance Manager Jean Hoeger*

I believe we need a creative community; it's soul-sustaining. *DuMA Trustee Julie Steffen*



Right: Museum staff and volunteers take part in a training session for a new program serving adults with memory loss and their caregivers. The session was led by Carolyn Halpin-Healy of Arts & Minds, a national non-profit organization.

GOAL 1: STRENGTHEN AND DEEPEN THE MUSEUM'S ENGAGEMENT WITH THE COMMUNITY.

KEY OBJECTIVES	STRATEGIES	MEASUREABLE OUTCOMES
Meet people where they are; "come to us, show us, welcome us"	<ul style="list-style-type: none"> Increase outreach to senior centers Acquire van dedicated to outreach Establish ongoing presence at key community festivals and events Develop outreach projects around all major exhibitions 	<ul style="list-style-type: none"> Increase in number served off-site Increase in first-time museum attendees
Employ art to promote physical, mental and emotional health and well-being	<ul style="list-style-type: none"> Expand the "In the Mind's Eye" respite program for seniors with early-stage dementia Develop new art therapy programs that address important health issues and utilize the museum's collection and resources 	<ul style="list-style-type: none"> Increase in number served off-site Rates of participation, satisfaction and reported well-being
Grow and diversify the Museum's audience, programs and leadership to better reflect our entire community and region	<ul style="list-style-type: none"> Consider and address barriers to inclusion, including hours of operation and program times, admission policies, and transportation Highlight more diverse contemporary artists and forms of artistic/cultural expression through on and off-site exhibitions and public programs Seek diverse candidates for Board and staff positions 	<ul style="list-style-type: none"> Increased rates of attendance and participation among populations currently under-represented
Create outlets to interact socially with art	<ul style="list-style-type: none"> Continue First Fridays and Dining Series Host ongoing events in partnership with community organizations Add additional annual signature event targeting younger audiences 	<ul style="list-style-type: none"> Increase in program attendance Increase in visitor satisfaction Increase in membership acquisition and retention
Build alliances with cultural partners, funders and businesses to achieve shared goals	<ul style="list-style-type: none"> Participate in strategic initiatives and special projects that expand the museum's role in the community Develop partnerships with local businesses that support employee satisfaction and retention 	<ul style="list-style-type: none"> Service on boards and committees and completion of joint projects Increase in business partners

A VIBRANT LEARNING GRID

MUSEUM EDUCATION, EDUCATIONAL PARTNERSHIPS

The Dubuque Museum of Art is a place that fosters a feeling of self-worth, stimulates the senses, and allows students to search for and cultivate habits of identifying patterns and relationships between the arts and other knowledge. *Ms. Amy B. Gruhn-Farnum, Visual Arts Educator Dubuque Community Schools*

Imagine two futures: in the first – a vibrant learning grid – schools, learning centers, and museums help to create a flexible and radically personalized learning ecosystem that meets the needs of all learners; in the second - a fractured landscape - only those families who have the time, money and resources have access to learning that adapts to their [child's] needs. Which future would you rather live in? *Elizabeth Merritt, Center for the Future of Museums, American Alliance of Museums*



GOAL 2: ESTABLISH THE MUSEUM AS A CORE PARTNER IN K-12, CONTINUING AND HIGHER EDUCATION.

KEY OBJECTIVES	STRATEGIES	MEASUREABLE OUTCOMES
Grow adult education offerings that promote fun and accessible ways of learning	<ul style="list-style-type: none"> Continue and expand popular programs, including Famous Dead Artist and Lunch and Learn series Develop additional program focused on first-time attendees 	<ul style="list-style-type: none"> Increase in number served off-site Increase in first-time museum attendees
Build upon and refine successful youth and family education programs	<ul style="list-style-type: none"> Continue expanded Second Saturdays and Summer Art Camps Build corps of teaching artists and docents Continue drop-in programs like Young at Art, Baby & Me and Story Hour and test different times, formats and partners 	<ul style="list-style-type: none"> Increase in program attendance Increase in attendance among families and children
Build on strong working relationships with Dubuque Community and parochial schools to advance arts education and serve the needs of students, educators and administrators	<ul style="list-style-type: none"> Continue Arts Trek program, annual K-8 exhibition, and biennial High School exhibition Develop educator resources around core collections Provide annual in-service days for educators 	<ul style="list-style-type: none"> Achievement of learning objectives Increase served by on-site programs
Participate in strategic partnerships and initiatives that align or integrate the arts with other core subjects, including reading, science and math (e.g. STEM to STEAM)	<ul style="list-style-type: none"> Develop K-12 arts and sciences initiative with other leading cultural partners Expand partnerships with education and service nonprofits and downtown schools Participate in Community Foundation summer reading and literacy initiative 	<ul style="list-style-type: none"> Achievement of learning objectives Increase in students served by on and off-site programs
Promote the museum's collection, exhibitions and programs as resources for local colleges and universities	<ul style="list-style-type: none"> Continue off-site exhibitions at local colleges & universities and loan museum artifacts, when possible Bring exhibiting artists and lecturers to campus and integrate with existing arts programming (e.g. Arts at Clarke series) Continue and promote standing museum internship opportunities 	

THRIVING FOR GENERATIONS

FUNDRAISING AND DEVELOPMENT, OPERATIONS AND MANAGEMENT, GOVERNANCE

I am here to ensure the Museum thrives and is an asset for my kids, grandkids and others long after I am gone. *Tim Newlin, DuMA Trustee*



Right: Children peer into a vitrine displaying Grant Wood's sculpture *Lilies of the Alley* in the Lengeling Gallery.

GOAL 3: INCREASE ORGANIZATIONAL AND FINANCIAL CAPACITY.

KEY OBJECTIVES	STRATEGIES	MEASUREABLE OUTCOMES
Grow financial resources – operational and endowment – to support growth in programs	<ul style="list-style-type: none"> Hire development staff to focus on annual giving and to free up director to focus on donor cultivation and major gifts Form giving circle for higher-level donors Increase appeals to current and prospective members Increase earned income from events and museum shop 	<ul style="list-style-type: none"> Increase earned and contributed income by 25% by 2018 Increase member households by 25% by 2018 Increase endowment fund by 50% by 2018; by 100% by 2020
Increase capacity of staff in administrative, fundraising, and event-planning areas	<ul style="list-style-type: none"> Form member auxiliary group or council to organize fundraising and engagement events and drive participation Utilize volunteers far more effectively through basic administrative, membership and special event-related tasks 	<ul style="list-style-type: none"> Auxiliary group/council established and carries out new event Increase in volunteer hours and satisfaction
Utilize information technology to increase capabilities	<ul style="list-style-type: none"> Implement integrated development, marketing, event registration/sales and point-of-sale software system Upgrade computer hardware and software in key areas 	<ul style="list-style-type: none"> Implementation of new database and POS system Increased efficiencies
Effectively organize Board around new plan	<ul style="list-style-type: none"> Increase size of Board focusing on gaps in talents and skills Reduce number and reorganize Board committees around new plan Hold annual Board retreat and review additional training opportunities Create succession plan 	<ul style="list-style-type: none"> Additional Board members added by 2017 New committee structure in place by end of 2016

CREATING A 21ST CENTURY MUSEUM

COLLECTIONS AND EXHIBITIONS VISITOR EXPERIENCE FACILITIES

I work for an organization that values meaningful experiences with art. *Stacy Peterson, DuMA Associate Curator and Registrar*

I believe the downtown reflects the soul of the Dubuque and defines much of its character. I want to be one of the people who makes a difference in advancing downtown by advancing DuMA. *Thomas Peckosh, DuMA Trustee*

Just imagine the impact of a campus for the arts and education. *Dr. Liang Wee, President, Northeast Iowa Community College*



Right: Visitors enjoyed the exhibition Janet Ruttenberg: Figure in the Landscape and Kathy Ruttenberg: Landscape in the Figure on view at DuMA October 2015-March 2016.

GOAL 4: MAKE THE MUSEUM EXPERIENCE MORE DYNAMIC THROUGH SUPERIOR COLLECTIONS, EXHIBITIONS, VISITOR SERVICES AND FACILITIES.

KEY OBJECTIVES	STRATEGIES	MEASUREABLE OUTCOMES
Develop new ways to experience and enhance appreciation of the collection and exhibitions	<ul style="list-style-type: none"> Implement mobile museum app Incorporate interactive feature into every exhibition 	<ul style="list-style-type: none"> Increased engagement, as measured by visitor surveys Increased number of visitor interactions via media
Steward the permanent collection	<ul style="list-style-type: none"> Develop a comprehensive collections strategy to guide the process by which we will care for, manage, grow, and disseminate the collection for the public's benefit Purchase and implement new collections management software, including e-collection functionality 	<ul style="list-style-type: none"> Collection strategy completed Collection mgmt. software project completed and collection available online to students, curators and scholars
Provide additional family-friendly amenities to promote more frequent and longer visits	<ul style="list-style-type: none"> Transform Glab Family Classroom into an 'Exploratorium' with hands-on activities and stations related to the collection and exhibitions 	<ul style="list-style-type: none"> Increased attendance among families with children
Increase the quality and diversity of exhibitions	<ul style="list-style-type: none"> Implement new exhibitions strategy focused on: 1) recognizing individual artistic excellence; 2) curating exhibitions that draw on the heritage and culture of our region; 3) contributing to broader cultural dialogues; 4) and bringing significant loans and traveling exhibitions to Dubuque by leveraging our Smithsonian Affiliation 	<ul style="list-style-type: none"> Increased exhibitions attendance Increased critical and popular recognition of exhibitions
Create an attractive and welcoming entry experience and foster a sense of place	<ul style="list-style-type: none"> Continue rotation of outdoor sculpture Reset museum lobby to improve visitor introduction, increase space for art, and maximize space and access to gift shop 	<ul style="list-style-type: none"> Increased attendance Increased dwell time Increased visitor satisfaction
Expand the museum	<ul style="list-style-type: none"> Conduct campaign and operational feasibility studies, create facilities master plan, and carry out multi-phase campaign 	<ul style="list-style-type: none"> Campaign goal met Facility expansion completed

TELLING OUR STORY

MARKETING AND COMMUNICATIONS

We make you think differently. *Tim Conlon, DuMA Trustee*

The need is for CLEAR branding showing that DuMA welcomes all people and provides them with personally enriching experiences. *DuMA Volunteer Survey (anon.)*



Right: Harold Closter, director of the Smithsonian Institution's Affiliates program, announces the Dubuque Museum of Art as the Smithsonian's newest national affiliate in January 2016.

GOAL 5: STRENGTHEN THE MUSEUM'S IDENTITY, COMMUNICATIONS AND RELEVANCE WITH CORE AUDIENCES.

KEY OBJECTIVES	STRATEGIES	MEASUREABLE OUTCOMES
Build awareness	<ul style="list-style-type: none"> Conduct at least one special advertising campaign annually timed around major exhibition or popular event 'Smithsonian in Dubuque' campaign with National Mississippi River Museum & Aquarium Invest additional resources in mobile and web-based ads, tailoring messages to target audiences Develop comprehensive annual marketing plan and marketing plans around all major exhibits and events Identify and leverage opportunities for cross-promotion with key community partners 	<ul style="list-style-type: none"> Increased awareness of museum and core programs among target audience Increased attendance Increased earned media
Build relevance	<ul style="list-style-type: none"> Increase social media presence and number of followers across key platforms, including Facebook and Instagram Capture and share 'mission moments' through video and social media Cultivate organic media (reviews, blog posts) Stage promotional displays in nontraditional venues, including mall and airport 	<ul style="list-style-type: none"> Increased rates of attendance and participation among adults, young professionals, on and offline
Build brand identity	<ul style="list-style-type: none"> Use clear and bold language in ads and collateral marketing pieces Rollout DuMA and develop branding standards across all platforms Incorporate Smithsonian Affiliation into all materials, including new membership, family and visitor guides Test and refine key marketing pieces with target audiences 	<ul style="list-style-type: none"> Increased recognition of DuMA among target audiences Increased attendance among cultural tourists

Strategic Plan 2017-2022

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Dubuque Museum of Art • 700 Locust Street • Dubuque, Iowa • dbqart.com



American
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Smithsonian Affiliate

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