

# ADDENDUM

## GOALS + STRATEGIES FOR ACHIEVING THE PLAN

### **1. Reimagine how exhibitions and the permanent collection can be experienced and interpreted**

- create opportunities for visitors and stakeholders to shape and personalize their visiting experience
- eliminate barriers that inhibit participation
- increase programs and activities that draw on the history, experience, and knowledge of under-represented stakeholders
- share with visitors the concepts, processes, stories and histories of individual artists and crafts persons to broaden understanding and add to the appreciation of their work
- apply the lessons learned about capturing and holding people's attention online
- undertake fresh interpretations of objects in the collection
- use the collection to enhance and complement temporary exhibitions
- increase and prioritize additions to the collection that add to the collection's diversity and representation
- establish more frequent and targeted surveys to understand stakeholder expectations and experiences

### **2. Heighten the museum's centrality to Dover and the Mid-Atlantic region**

- explore opportunities to become a more valued part of the immediate Dover community by cultivating diverse stakeholders and forming partnerships with local organizations
- prioritize attracting and engaging historically underserved communities and audiences as stakeholders
- expand collaborations with nearby colleges and universities (the merged Wesley College and Delaware State University, Delaware Technical Community College and Wilmington University (Dover campus))
- conduct research on regional demographics to address the gap between the demographics and the museum's visitors, program participants and supporters
- increase communications and marketing locally and to communities within a day's drive of the museum
- increase awareness of the Biggs as a first-class art museum and destination

### **3. Enhance the Museum's presence on The Green, assuring its role in the Nation's rich history**

- explore the opportunities resulting from increased engagement with state, municipal and federal governments
- Leverage the new relationship between the Biggs Museum and the First State National Park (U.S. National Park Service)
- anticipate the impact of the museum's shift in scale on public perception, programs, functions, internal communication and project management (internal/organizational impact)
- use the collection and temporary installations to tell a story about Delaware's history and the history of The Green, including the history of indigenous and enslaved peoples
- enhance programmatic partnerships, projects and public events on The Green
- consider a plan for a sculpture park around the Biggs

### **4. Strengthen the Museum's virtual presence**

- integrate potential virtual elements more fully into program planning
- invest in the expertise and capacity needed to expand and improve virtual programming and build participation
- complete the re-design and activation of a user-friendly website and app to accommodate expanded use of the site
- expand engagement with K-12 teachers, students and families through improved on-line resources for teachers and parents
- leverage partnerships for access to content, participants, and extended marketing capacity
- create a bolder roster of speakers (authors, influencers, thought leaders)
- survey online users regularly to determine stakeholder expectations, satisfaction with online content, user preferences

### **5. Increase financial capacity and broaden the base of support**

- expand concept of membership to emphasize generosity and identification with the museum's mission and value (donor, investor, stakeholder), as well as benefits
- explore potential business models that address earned income from online activities (pricing, marketing) and amplify giving through the website and social media
- build the infrastructure necessary to plan and conduct a capital campaign
- update the case for philanthropic support
- develop a planned giving program
- balance demands of operational financing, stewardship obligations, and capital investment to aid in allocating staff and financial resources

## 6. Strengthen the Museum's organizational capacity

- support a productive working environment (tools, technology, practices)
- ensure a unified and shared understanding of the museum's goals and priorities
- recruit for diversity at every opportunity—board, staff, volunteers, internships, seasonal and temporary employees
- establish a more integrated approach to planning and executing projects that rely on teamwork to complete successfully and builds mutual accountability for performance
- offer training opportunities that enhance staff skills and professionalism, and position staff for new responsibilities and advancement
- train staff, volunteers and board members on the principles and strategies for pursuing Diversity, Equity, Accessibility and Inclusion (DEAI)
- engage in more systematic goal setting, data gathering, and evaluation of results, particularly in areas called out in the strategic plan
- strengthen transparency and accountability
- review and update board committee structure to fully reflect the work of the museum
- encourage increased board giving and increase membership in the Biggs Society
- encourage board-staff partnerships as a part of the board committee structure

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## ELEMENTS OF THE PLANNING PROCESS

The Museum began the FY 2022- FY 2025 planning process in late 2019 by forming a Task Force, retaining the same Consultant who had worked with the Museum on its earlier plan, and engaging with staff and board to assemble background information. The Task Force comprised board members with varying lengths of service, areas of expertise and knowledge of the State's Capital and the region. A new member of the board, Ilona Holland, joined the Task Force for the plan's re-start.

An important difference between developing the plan in 2015 and developing a new plan in 2019 was an increase in the size of the staff and the turnover of staff in the intervening years. New staff pursued the earlier plan's goals and priorities without "owning" them in the sense of helping to define and shape them. The new process gave the staff (and new board members) an opportunity to create a plan that reflected their own experiences and aspirations for the Biggs.

The planning process was designed to be inclusive and guided by the concept "first draft, nonbinding." This enabled the plan to incorporate new ideas and perspectives rather than locking them in place too early in the process. Each member of the staff was interviewed, discussions took place in conjunction with staff meetings, and in January 2020, the staff participated in a full day planning retreat. Since the retreat, the staff have had opportunities to review and comment on draft documents.

Board interviews were conducted early in the process and the Planning Task Force met regularly. In March, the Museum closed in response to the Covid pandemic and the planning process was paused while the board and director dealt with issues on the doorstep—working offsite, determining what would be affected by the closure, revisiting financials and focusing on keeping the staff and their families safe from infection.

There was the existential question about whether planning was possible in the middle of so much uncertainty. It was agreed that the term of the plan would cover a three year period from FY 2022 – FY 2025. Once the decision was made to restart planning in June, the process was pursued using virtual meetings and other mechanisms that would overcome the challenges of building full participation using Zoom. It was determined that public engagement, an important component of planning, would be more effective when we could once again meet in person. Focus groups and stakeholder conversations will be a critical piece of plan implementation and coordinated jointly by the Task Force, Building and DEAI committees.

The board retreat was preceded by a series of small group meetings to give all board members a better opportunity to participate; staff were re-interviewed; and virtual meetings, including a second staff retreat, were organized.

The Task Force resumed its oversight of the process. Task Force members were asked to draw on their own experience of the Biggs and the museum field, as well as their expertise as planners and strategic thinkers. They were critical to synthesizing the contributions of board and staff, and assuring that the plan document was clear and accessible to a wide-range of readers.