

Samuel P. Harn Museum of Art

2013 – 2018 Strategic Plan



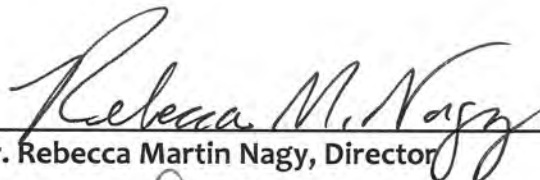


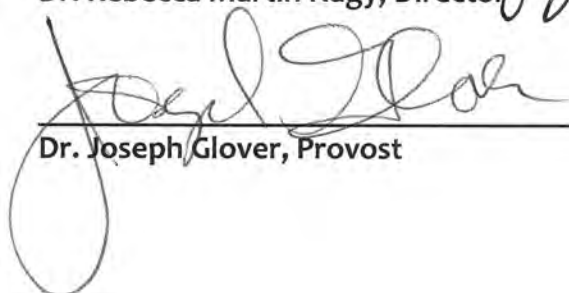
Samuel P. Harn Museum of Art

Five-Year Performance Plan

2013 - 2018

Approved:

 7/2/13
Dr. Rebecca Martin Nagy, Director Date

 7/2/13
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HARN MUSEUM OF ART

STRATEGIC PLAN 2013 – 2018

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A SENSE OF BELONGING



EXECUTIVE SUMMARY

The Samuel P. Harn Museum of Art will soon celebrate its twenty-fifth anniversary as the University of Florida's art museum. Since opening its doors in 1990, the Harn has welcomed over 1,800,000 visitors and now has an annual attendance of more than 100,000. Along with K-12 students and their teachers, local residents of all ages, tourists and business travelers, the museum attracts thousands of college and university students for academic and social activities each year. More than 10,000 of these students participate in curriculum-related study of art from the collection and special exhibitions. Some 75 each year serve as interns in all museum departments, gaining valuable professional experience, while others contribute as Museum University Student Educators (MUSEs) or work as part-time employees. Thousands more come to experience art in the company of their peers in the lively social setting of the museum's monthly Museum Nights programs, sponsored by UF Student Government and the Office of the Provost. As a destination enjoyed and valued by today's students, our society's next generation of leaders, the Harn is well positioned to serve diverse university and community audiences for another twenty-five years and beyond.

The physical space of the Harn has almost doubled since 1990, first with modest expansions of the Bishop Study Center and the Museum Store, and then with the addition of two major wings. In 2005 the opening of the two-story, 18,000 sq. ft. Mary Ann Harn Cofrin Pavilion added galleries for the contemporary collection, two multi-purpose classrooms, a café and gardens. In 2012 the addition of the three-story 26,000 sq. ft. David A. Cofrin Asian Art Wing provided galleries for the Harn's rapidly expanding Asian art collections as well as art storage rooms, a conservation lab, conference and seminar spaces, a library and offices for curators and visiting scholars. Architects for both the 2005 and 2012 wings were Kha Le-Huu and Partners of Orlando, who also designed the original Harn Museum building. Two enclosed Asian gardens and expansive exterior landscaping for the Asian wing were designed by landscape architect Hoichi Kurisu, whose extensive use of native flora and Florida limestone has ensured that the gardens are both beautiful and sustainable.

From modest beginnings of around 3,000 objects in the collection when the museum opened, the collections have grown to include more than 9,000 objects today. Six curators oversee the growth, research, exhibition and interpretation of Harn collections, which are strongest in Asian, African, modern and contemporary art and photography. In addition, the museum has important collections of Ancient American and Oceanic art and works on paper.

As the Harn's collections, programs, building and gardens have grown dramatically since 1990, the staff has more than doubled in size to include 34 full time and 24 part time employees. The museum is financially sound with strong support from the University of Florida and private donors and has operating and acquisitions endowments totaling almost \$18 million. The museum has been continuously accredited since 1997 by the American Alliance of Museums (formerly the American Association of Museums).



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This Strategic Plan will guide the work of Harn Museum of Art staff, committees and volunteers as we pursue the four ambitious museum-wide goals we have established as priorities for 2013 – 2018. All Harn Museum staff members participated in the planning process, contributing through their visionary thinking, research, hard work and collaborative efforts to a strong plan that includes specific departmental strategies in support of museum goals. Museum volunteers, members and donors along with key stakeholders at the University of Florida, Santa Fe College and throughout the community have also shared their insights and ideas through focus groups and interviews during the ten-month planning process. The process has been expertly led by our talented and congenial colleagues Jodi Gentry, Bob Parks and Irma Alvarez of UF's Office of Human Resource Services. We at the Harn are sincerely grateful to them for leading us in development of a new plan that we are eager to implement. They made planning enjoyable—even fun!—and rewarding.

The Harn's mission and vision statements have been revised to emphasize our current thinking about the special role of the Harn as a university museum that also serves the wider community while aspiring to be a national leader among academic museums and a significant presence among art museums internationally. The four museum-wide goals represent the best of our collective thinking about how we will work together to fulfill our mission and realize our vision for the Harn Museum of Art in the next five years.

Rebecca M. Nagy
Director

STRATEGIC PLANNING EFFORT

PURPOSE

A commitment to self-evaluation and planned growth has always been a hallmark of the Harn Museum of Art. In anticipation of the maturation of its 2008 five-year Strategic Plan, Harn Director, Rebecca Nagy, enlisted the support of the University of Florida Human Resource Services' Training and Organizational Development team to engage the staff of the museum in the identification of a strategic direction for the five-year period from 2013 – 2018. Key outcomes were to develop a plan that builds on the existing long-term vision for the museum and identify goals and direction for continued growth.

OUR PROCESS

A four-phased strategic planning process was followed, beginning with an August 1, 2012, kick-off meeting (phase 1—engagement). The next phase of the process (phase 2—data gathering), included work group meetings as well as focus groups and phone interviews with key stakeholders. Two visioning and goals conferences were a part of the next phase (phase 3—visioning). The first conference took place on December 10, 2012, and the second one on January 14, 2013. On May 13, 2013, there was a final comments meeting (phase 4—implementation) to conclude the process before finalizing the strategic plan.



ENVIRONMENTAL ANALYSIS

As part of the strategic planning process—to define the context in which the museum operates and cultivates a shared understanding of its current state—the Harn staff participated in a SWOT (strengths, weaknesses, opportunities, threats) analysis, focusing on staff members' perceptions of the internal workings of the museum (its strengths and weaknesses) as well as external issues of concern (both opportunities and threats). They also explored key strategic areas (legal/legislative, economics/funding, quality, technology, competition, social and demographic) by researching, writing and sharing concept papers as a way to further support an informed strategic planning process. Additionally, the environmental analysis included interviews and focus group sessions with the following key stakeholders: UF students, UF School of Art and Art History (SAAH) faculty, the Harn Faculty Council, non-SAAH UF faculty, Harn rental customers, community members and UF Cultural Plaza neighbors as well as the Dean of the College of Fine Arts.

SWOT ANALYSIS

Some of the common strengths themes that emerged from the SWOT analysis included the talent and dedication of the staff, being part of the University of Florida, the facility itself and the growing strength of the collections. For weaknesses, common themes included the need to set and follow clear priorities, funding constraints and internal communication and silos. Some of the key opportunities included collaborations (both within and outside of the university) as well as technology and its use to engage audiences. Some of the key threats or challenges included staying relevant, funding, the aging of the building and how the museum engages audiences (including virtually).

STAKEHOLDER FEEDBACK

While each group of stakeholders had distinct perspectives of and expectations for the Harn, collectively, stakeholders perceive the Harn as a valuable forum for cultural growth, education, community engagement and multifaceted collaboration through art. They recognized expansion opportunities in the evolution of a virtual world and the possibilities through combined efforts within the UF Cultural Plaza. For the Harn's future, they wish for a media-interactive museum that will become a welcoming hub of activity and creative exploration in the visual arts.



CONCEPT PAPERS

Harn staff members volunteered to participate in work groups to benchmark, review best practices, speak with stakeholders and otherwise obtain information about six strategic areas of concern—namely: technology, social/demographic, quality, competition, economics/funding and legal/legislative mandates—to share with their colleagues in the form of concept papers. The purpose of the concept papers was to inform and educate the staff about essential strategic information to consider as part of this process.

Broadly, the **technology** concept paper and group discussion brought forth the importance of staying in touch with the expectations of a tech-savvy student population and, in general, utilizing technology to meet the preferences of the Harn's audiences in receiving information and learning (i.e., varying levels of interactive options and resources including QR codes, apps, podcasts, social media, blogs and web access to collections and programs). Additional concerns included the importance of maintaining hardware and software to keep up with digital storage demands of images and information; utilizing technology to receive feedback as well as track goals and objectives' metrics; and updating the website to become a dynamic and interactive cyber-door to the Harn.

The **social and demographic** concept paper highlighted the need for a demographic study of the Harn's in-museum and virtual visitor population. Website visitors do not seem to utilize the Harn's site for research, study or engagement. Harn membership composition and anecdotal observation of attendance do not adequately reflect national population trends toward increased minority populations and embracing of frameworks of identity including, but not limited to, age, education, gender, race/ethnicity, national origin, linguistic group, sexual orientation, religion, class and educational background, and/or ability.

In the **quality** concept paper, how to actually define quality in a museum was one of the first challenges addressed. The group discussion generated similar concerns as it underscored how the Harn's diverse audiences also have varied expectations and definitions of quality. Key ideas included the awareness that quality affects the physical building, the collections and experiences at the Harn. Encouraging internal and external collaborations and partnerships; promoting innovation and creativity; and providing a welcoming environment—all with a clear focus and while prioritizing the museum's needs—were seen as important elements toward addressing quality.

Whether to define competition as a threat or as an opportunity for collaboration and multidisciplinary connections was the focus of the **competition** concept paper and the discussion it generated. Themes of art as it impacts our daily lives; the interconnectivity of multimedia forms of expression; and the importance of engaging a multigenerational and diverse audience “from cradle to grave” were found most relevant. The group also stressed the significance of recognizing and differentiating passing or cyclical trends from those with depth and permanence.



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With respect to the concept paper surrounding **economics/funding**, the group focused on the expectation that economic conditions will not show noticeable improvement for another three to five years. As state and federal funding decreases, engaging new and retaining current donors will be critical, which underlines the importance of balancing the needs of various stakeholders with art that is serious as well as engaging. Seeking collaborations with other museums and members of the UF Cultural Plaza, bringing in more prominent loan exhibitions and utilizing students as storytellers and curators as teachers were some of the ideas to growing a healthy donor base.

The **legal and legislative** concept paper focused on specific areas where the law, mandates or regulations warranted further study: laws pertaining to the safety and comfort of museum visitors; electronic and social media; cultural patrimony; federal funding for the arts and tax laws; and US Department of Labor laws pertaining to internships. During the discussion, Harn staff members addressed the legal implications of virtual access, social media interactions, privacy, accessibility and the ramifications of providing more online content. Additionally, verification of provenance, copyright, accessibility and the value of promoting a non-censored, free-speech environment were of importance to the group, which also noted the time requirements of staff who must stay abreast of legislative and legal changes.



MISSION

The following mission drives the operations of the Harn Museum of Art at the University of Florida:

The University of Florida's Samuel P. Harn Museum of Art collaborates with university and community partners to inspire, educate and enrich people's lives through art. The museum brings the joy of experiencing great works of art to diverse university, community, national and global audiences through relevant and enlightening art collections, exhibitions and learning opportunities.



VISION

The Harn Museum of Art is a dynamic leader among public university art museums. The museum offers active engagement with the visual arts in a welcoming environment for diverse audiences. Through collaboration with University of Florida faculty and students, local partners and the international art community, the Harn provides relevant and engaging art-centered programming that reflects world cultures, human history and current events. Exemplary collections and innovative exhibitions invite dialogue about regional, national and international issues, fostering critical thinking and sparking creativity. The Harn employs new technologies that reach wider audiences and enhance their encounters with great works of art.

After reviewing and discussing the concept papers, the Harn staff identified “essential ideas” that were consistently highlighted across concept paper discussions and were important to consider while identifying a path forward for the museum’s future. Common themes that emerged from that discussion, regardless of the concept paper at hand, were related to:

- **Collaboration and/or partnerships** with other museums, faculty, the UF Cultural Plaza, other disciplines and each other.
- **Welcoming visitor experience and environment** for a multigenerational and diverse population from cradle to grave.
- **Relevant and engaging exhibitions**, a concept that encompasses collections, educational programs and the museum’s environment.
- **Virtual presence.**

In order to be of value, a vision statement must be meaningful, clear and used frequently by all members of the organization. Therefore, the most valuable vision statement will be the one that is formulated by those who “are” the Harn. Further discussions on vision generated the following motifs:

- Offering world-class art collections, exhibitions, programs and educational opportunities
- Providing a multi-layered, dynamic experience
- Offering a welcoming, friendly environment for diverse audiences
- Promoting collaborations and partnerships (internal, UF, UF Cultural Plaza, local, national, international) with the community, other museums and other educational institutions
- Promoting exploration of and dialogue about stimulating or thought-provoking ideas
- Utilizing new technologies to provide engaging, stimulating, innovative and creative art-driven experiences

The Harn leadership reflected on these themes and developed the following vision statement at the top of this page, which offers a description of what the Harn is hoping to become in the next five years.

VALUES

A set of core values drives the Harn's organizational culture. The values that permeate everyday actions and decisions at the museum are:

Innovation:

The Harn Museum of Art exemplifies innovative leadership among university art museums, pursuing original research to develop stellar collections, engaging exhibitions, creative publications and unique programs.

Education:

The Harn places education and scholarship about art at the forefront of its activities, providing visitors with engaging and inspiring experiences that enhance visual literacy and promote cultural diversity.

Community:

The Harn contributes to an interconnected, international community by being accessible to all and employing art to explore and celebrate the diversity of world cultures.

Excellence:

The Harn Museum achieves excellence through diligent stewardship of resources and collections, maintaining the utmost integrity and accountability in all areas of its operations.



While Harn staff members and their work currently reflect these values—as evidenced by such programs as Museum Nights as well as exhibitions such as *Project Europa: Imagining the (Im)possible* in 2010 and *Kongo across the Waters* in 2013—this strategic planning process reiterated the staff's commitment to further embody the museum's values by using technology to get to know, creatively engage and reach out to the museum's current and potential audiences; increasing physical and cultural accessibility; and prioritizing and supporting institutional goals through funding and overall programmatic support.

INSTITUTIONAL GOALS & STRATEGIES

Having formulated a clear vision and with the endless possibilities that were generated from the “big ideas” conversations, the Harn staff was well-poised to identify goals and strategies for the museum moving forward. Given these four key strategic areas, the Harn Museum’s broad goals are:

Collaboration & Partnerships

To harness the power of the arts to inspire and educate people and enrich their lives, we will expand and deepen strategic collaborations with partners at the University of Florida, the local and regional communities and the international art community.

- Collaborate with the University of Florida’s 16 colleges and its various centers to develop interdisciplinary collections, exhibitions and programs that support both curriculum-based and informal learning opportunities for students and other audiences.
- Work with national and international partners—individuals, museums and other institutions—on collaborative projects, including exhibitions, publications and academic and artist exchanges.
- Work creatively with partners in the technology arena to offer layers of interpretation and multiple ways for people to engage with art.

Relevant & Engaging Exhibitions

To ignite new ways of thinking about ourselves and the world, we will engage with creative thinkers to develop relevant and exciting permanent collection installations, temporary exhibitions and related learning opportunities.

- Implement a process to involve members of the academic and local communities in developing engaging, interdisciplinary exhibitions and related programs that appeal to diverse audiences.
- With the input of advisory groups representing a range of perspectives, plan exhibitions that expand visitors’ understanding of cultures across time and space and explore current issues.
- Find ways to take the museum’s collections and exhibitions beyond the walls of the museum to reach new and more diverse audiences in meaningful engagement with works of art.
- Creatively employ technology, new media and multiple approaches to broaden the impact of museum collections and exhibitions on people’s lives.

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A Sense of Belonging

To foster a sense of belonging and ownership of the museum among our audiences, we will welcome everyone to the museum and actively engage our expanded audiences in the development of experiences that positively impact their lives.

- Use a variety of approaches to understand what Harn audiences value about their experiences at the Harn.
- Work with audiences to develop interactive experiences that engage the mind and all of the senses in ways that are deeply meaningful and enjoyable.
- Address audience needs and wishes through improvements to facilities and museum-wide commitment to exemplary customer service.

Innovation Through Technology

To enrich our visitors' experience of great works of art both inside the museum and beyond its walls, we will employ existing and new technologies to support all aspects of the museum's work to achieve its mission and vision.

- Communicate with potential partners at the University of Florida and in the technology industry to explore possibilities for the use of technology in meeting audience needs and expectations.
- Work across museum departments and with external partners to realize museum-wide goals such as optimization of the website, downloadable applications and other technological tools that serve the museum's mission.
- Seek innovative approaches to the use of existing and new technologies so that the museum becomes a laboratory for the use of technology in research, interpretation and enjoyment of art.



DEPARTMENTAL ACTIONS



Each department at the Harn developed detailed action plans and strategies defining how it will harness its resources to support the overarching goals of the museum. In a narrative format, following are each department's contributions to moving the Harn toward its vision.

DIRECTOR'S OFFICE

As Director, I look forward to supporting the excellent work of a highly professional and talented staff as we work together to implement our five-year Strategic Plan for 2013 – 2018. I will take the lead in sharing the museum's mission, vision and goals with our partners and collaborators at the University of Florida, in the local community, the state of Florida, the nation and the world so that our friends and colleagues can join with us in this effort. And I will work with Harn staff and our UF colleagues to evaluate our progress and measure our success in pursuing the goals and strategies of this plan.



Through my service on various committees and boards at UF, in Gainesville, and at the state and national levels, I will seek opportunities for the Harn to partner and collaborate with other like-minded organizations to pursue shared values and goals. We recognize that collaborations can be challenging, but believe that the results of working together are worth whatever added effort is required. By combining our resources and talents with those of our partners, we will harness the power of the arts to inspire and educate and enrich people's lives.

Working with all Harn Museum departments, I will facilitate our efforts to expand the museum's outreach to faculty and students at UF and Santa Fe College as we continue to weave the work of the museum into the academic fabric of these institutions. At the same time, I will encourage and lead the staff's work in building our network in the local and regional communities as we make the Harn a favorite gathering place for people of all ages and backgrounds. We will ensure that the Harn is a place where our visitors always feel welcome and at home, where they feel comfortable to relax and have fun and safe to grapple with challenging art and ideas. We will establish an environment that nurtures the creative potential of each person and that stimulates innovative thinking about the opportunities and challenges faced by individuals and communities.

We will also go out into the community to meet people where they live, work and play. I will lead the staff's efforts to explore new ways that we can take Harn Museum collections, exhibitions and programs outside the walls of the museum so that the Harn is integrated into the wider community as fully as it is into the academic life of the University of Florida.

I will support the work of the curators, educators and other staff in building exemplary collections and developing relevant and engaging exhibitions that introduce museum visitors to the great artistic achievements of other cultures and historical periods while also exploring important ideas and issues of our own times. We will do this by seeking the input of diverse stakeholders and audience members from the outset of planning and through the implementation of exhibitions and related programs, thereby ensuring that we satisfy the interests and needs of our current and expanding audiences.

Technology will be an important tool in making the museum's building and grounds, collections and exhibitions accessible, engaging and meaningful for museum audiences. I will work with the Director of Museum Technology and others to form strong partnerships with leaders in the technology arena at UF, in the Gainesville community, and beyond so that the Harn will emerge as a laboratory for the innovative and effective use of technology to enhance the joy of experiencing great works of art.

ACTION PLAN

CURATORIAL

The four museum-wide goals of the Harn Museum of Art will be the guiding principles for the work of the Curatorial Department during the next five years. The Curatorial Action Plan outlines a strategy for making significant contributions in support of each of these broad goals.

In support of the museum's goal to expand and deepen strategic collaborations with partners at the University of Florida, Gainesville/Alachua County and regional communities, and the national and international art community, curators will seek input from advisors in the planning and implementation of projects such as exhibitions, research and publications. Participation in professional organizations will provide additional opportunities for strategic partnerships with museum colleagues and will contribute toward raising the Harn's profile in national and international communities.

Collaboration with UF faculty will continue to be an important focus as curators engage faculty in their research and planning in order to maximize class visits and use of the collections and exhibitions in curriculum development. Working closely with the Education Curator of Academic Programs, the curators will continue to work to engage UF departments, provide lectures and instruction for classes, and mentor student interns. Curators will also identify and invite scholars to participate in lectures, lecture series, symposia and conferences in order to enhance public engagement with the arts.

Strategies toward the goal of fostering a sense of belonging and ownership of the museum among our audiences will include exploring ways to engage diverse audiences through the collections, installations and interpretive strategies; pursuing opportunities for outdoor sculpture and site specific installations and using acquisition funds to acquire works that will actively engage our expanded audiences. Through these initiatives, the curators will involve audiences in the development of art-centered experiences that will promote the arts and positively impact visitors' lives. Curators will also collaborate with the Director and Development to cultivate and sustain donors in support of acquisitions, curatorial endowments and exhibition funding. For example, the curators will develop and implement a plan for a collector group that will support acquisition goals and audience development with input from the Development Department and the Director.



In support of the goal of organizing relevant and engaging exhibitions and related learning opportunities, the curators will seek UF, local, regional, national and international partners and advisors in the planning and implementation of exhibitions and publications; use the collections, exhibitions and publications to facilitate dialogue about global issues and ideas; and work to improve the exhibition design process.

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The exhibition calendar for 2013 – 2018 includes plans for at least twelve large-scale original exhibitions, a number of them accompanied by a major publication, and an ambitious program of changing exhibitions in the permanent collection galleries. These exhibitions will be developed because of their strong connections to UF curricula, their links to global issues and ideas, and their relevance to the museum's active collecting areas, thereby enhancing the Harn's reputation and brand identity.



To ensure the success of these projects, it will be very important to evaluate and adjust the exhibition planning and implementation processes to ensure collaboration among departments and meaningful inclusion of outside voices such as faculty, students and community members. In addition, it will be very important to maximize museum resources to develop engaging and relevant exhibitions, including a 25th anniversary exhibition program; to collaborate with Development and Finance Departments to secure adequate

funding; and to collaborate with Registration and Finance Departments to evaluate and manage the traveling exhibition program.

In support of the goal of innovation through technology, the curators will collaborate with Registration, Technology and Development Departments to pursue funding and create a plan for digitization and rights management for all the collecting areas with a final desired outcome of increasing the selection of high quality images for the website, publications and public relations/advertising. The curators will also explore ways to incorporate technology in exhibitions in order to enrich the visitor's experience of great works of art. Finally, the curators will collaborate with Marketing and Public Relations, Technology and Registration Departments to improve content and representation of the collections and exhibitions on the museum website in order to enhance the visitor's experience with great works of art beyond the museum's walls.

ACTION PLAN

EDUCATION

The Education Department of the Harn Museum of Art creates learning opportunities for all audiences in order to make art accessible, engaging and enjoyably challenging. The department develops activities, educational materials, events, presentations and programs that give visitors a sense of belonging. Through robust partnerships with community and university groups, we ensure our relevance to diverse audiences. Our goal is to stimulate the understanding of art and to promote rich experiences that spur creativity, pleasure, intellectual engagement and fun. The Education Department provides viewers from all backgrounds with tools for rewarding museum visits, contributing to their growing understanding of and interest in the arts.

The Education Department is committed to the mission and values established in the five-year Strategic Plan for 2013-2018. In support of the museum's mission, staff members work at a high level of excellence to provide transformative learning opportunities for the Harn's diverse audiences. At the same time, in order to focus our efforts over the next five years, the department has developed key priorities to pursue in alignment with each of the museum-wide goals.



Collaborations and partnerships provide tremendous opportunities to extend the Harn's educational reach, to connect with audiences and communities more effectively, and to discover creative synergies. The Education Department takes great advantage of such working relationships, and commits to developing these further. In particular, during the next five years, we will focus on collaborations in three areas: those that support multi-faceted efforts to connect with K-12 schools, including outreach, tours, multi-visits and teacher programs; those that expand educational connections with University of Florida and Santa Fe College classes and centers; and those that facilitate efforts to take museum programming out to the community. In addition, the department will actively seek professional development opportunities that support this work.

A sense of belonging among our audiences is key in creating a context for personal engagement and learning. To foster such an atmosphere and attitude, the Education Department has established a number of priorities that will dramatically shift our efforts. Foremost among these will be a focus on relevant "always on" learning opportunities available to visitors whenever the museum is open. Other crucial priorities include developing family-friendly strategies for a staffed space with materials and learning opportunities for all visitors; strategic revisions to the volunteer and intern programs; and the creation of participatory opportunities for teens.

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The museum-wide commitment to presenting relevant and engaging exhibitions provides further impetus for transformative priorities. In particular, the Education Department will work to be a creative, integral partner with Curatorial and other departments in support of exhibitions throughout the planning process, so as to infuse education opportunities and engaging experiences into exhibition development. A related priority is to actively involve community and campus representatives in educational planning through consultations, surveys, advisory committees and other modes of engagement.

The Education Department will join the Harn's goal of expanding innovative programming and exhibitions through technology, with a focus on enriching visitors' experience of art. To do so, we have established the following four priorities: develop interactive content for the museum website; offer a streamlined web-based registration process for program participants; engage the UF community in discovering ways to engage the campus through activities enhanced with technology; and enliven visitor engagement through technological strategies.



MARKETING, PUBLIC RELATIONS AND MUSEUM STORE

The Harn Museum of Art is the University of Florida and Gainesville community's art museum. We want our community to feel a sense of ownership and belonging to the museum. One of the Marketing and Public Relations Department's goals is to encourage individuals to incorporate frequent visits to the museum into their lives. As we are communicating about the museum and developing promotional materials and advertising we will ensure that our messaging stresses a welcoming environment with offerings for diverse audiences.

Collaborations and partnerships will not only assist in more diverse and dynamic programs and exhibitions at the Harn, they will be key in connecting with a larger audience. The Marketing and Public Relations Department will assist our partners in encouraging attendance and engagement by their constituents. We will promote newsworthy collaborations and partnerships to the media through outreach and press releases. Collaborations and partnerships will be highlighted throughout the Harn's communication channels such as the website, Facebook page and email announcements. Spreading the word about Harn collaborations and partnerships will lead to more opportunities.



With the development of a new information desk and better opportunities to obtain visitors' feedback, the Marketing and Public Relations Department will initiate surveys that can be useful in our marketing efforts. We can learn who is visiting the museum, who isn't, why they came and what they enjoyed. These measurements can help the Harn offer more of what visitors want and be sure that we are reaching out in the most cost-effective way.

The Marketing and Public Relations Department will continue to establish and build on strong relationships with local, state, national and international media to ensure coverage of Harn exhibitions, programs and the upcoming 25th anniversary of the museum. In addition to media, we will work with university and community groups for feedback and opportunities on how to promote the Harn. Among these groups will be UF Student Government, UF School of Art and Art History, Santa Fe College faculty, the Alachua County Visitors and Convention Bureau, Gainesville Chamber of Commerce and Florida's Eden.

Our department will continue to assist the Education and Curatorial Departments in creating materials for all ages. The range of items includes printed materials such as exhibition catalogues and family guides to more interactive technology-based components such as websites available through iPads and apps. As preferences for learning and technology changes it is important that the Harn offer new ways for visitors to interact with the themes and information presented in exhibitions. These initiatives will further the Harn's goal of making exhibitions more relevant and engaging.

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In addition to improving technology in the galleries, the Harn is developing a new website to be completed in early 2014. With its launch we will establish and make accessible more information with opportunities to learn about programs and exhibitions through audio, video, podcasts, a blog and connection to our social media channels. As our social media platforms and electronic communications grow we will offer more ways for followers to connect with the museum on a personal level. We will initiate dialogue about themes in exhibitions and offer insights about the museum or behind-the-scenes snapshots that may not otherwise be seen. We will also initiate opportunities for followers to vote on offerings at the Harn from store products to the art on view.

The museum has enjoyed a steady increase in visitors over the past few years. We will continue to increase visitation by drawing visitors in through advertising, collaborations, media relations and online connections. We will also assist departments across the museum in offering fun and engaging exhibitions that encourage visitors to return.

Although it is a part of the Marketing and Public Relations Department, the Harn Museum of Art Store has defined its own action plan as part of the larger departmental plan. The Harn Museum of Art Store offers exhibition and art-related merchandise. The store enhances the visitor experience by offering souvenirs of time spent at the museum. The profit made from store sales supports programs and exhibitions.

The store will develop and foster relationships locally, regionally and nationally in order to increase sales and benefit from information sharing. Working with university and local community members will be helpful in creating store events, developing new merchandise and making these audiences aware of products they could purchase for their groups. In addition to reaching out to the local community, the store manager will work with other store managers regionally and nationally to create joint products, share ideas and sell our products to other museums.

To foster a sense of belonging to the museum, the store will provide a high level of customer service and offer products that appeal to our audiences. Providing feedback opportunities to our customers and listening to what they have to say will be key in improving the store experience.

By developing store events closely aligned with the themes and art on view the store will contribute to the museum goal of offering relevant and engaging exhibitions. Working closely with Harn curators, the store will develop exhibition-related merchandise and create eye-catching displays that help the store visitor see the connection with the exhibition.

The museum store will use technology to increase sales and establish relationships with customers and develop an email list for customers. Store staff will work with the Marketing and Public Relations Department to create a store section on the Harn's new website and establish new areas where the store can be featured.



REGISTRATION

When the Harn Museum of Art opened to the public in 1990, the collection housed fewer than 3,000 objects. Today, the collection houses over 9,000 objects. The goal of the Registration Department is to increase accessibility to these objects by: creating partnerships; making the museum more visible and welcoming to our audiences; providing exhibitions that are thoughtful and foster learning opportunities; and incorporating technology creating engagement with the collections on view in exhibitions and online.

The Registration Department creates partnership through internships, academic assistance, in-house and traveling exhibition installations, data sharing and exchanging information and ideas with our peers in the museum community.

The department is very active with the internship program and has hosted many practicum students as well. The goal of the department is to teach practical skills to students who may be interested in pursuing a graduate degree and/or career in museum registration. We strive for students to have meaningful experiences that give them the tools to work within the museum field. We will broaden and develop these activities through collaborations and partnerships with UF colleges and schools that can provide assistantships for graduate students to further their careers and academic interests.



With the appointment of the Education Curator of Academic Programs, the department has experienced increased opportunities to assist with many academic endeavors including creating reports, photographing the collection and collection-based materials, providing tours of storage and the galleries, preparing and conditioning reporting objects for classes, pulling objects for academic research, re-housing objects for easy access, and giving classes and researchers an opportunity to discover and teach in an object-centered environment using primary sources. We will support the work of the Education Curator of Academic Programs and others in expanding this service to students and faculty at UF and Santa Fe College.

In the past few years the Harn has significantly increased our visibility in regional, national and international communities through traveling exhibitions. The Registration Department will support the work of Curatorial and other departments in expanding the Harn's program of traveling exhibitions to other prestigious venues nationally. With the addition of traveling exhibitions and complicated installations we plan to create "how to" videos for venues and for object and exhibition histories.

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On a continuing basis, the staff strives to keep the objects and object records in the permanent collection housed in the safest manner possible. In the past five years we have made significant progress in rehousing the Asian and African collections. Re-housing objects not only preserves our cultural heritage for future generations, but also allows for easier access to objects for exhibition planning and scholarly use. The Registration Department will continue to focus on rehousing Harn's collections, observing the best professional standards for conservation and preservation. In addition, the Registration Department advises the Curatorial Department on ways to make the exhibitions safe for our collections and engaging through exciting installations.

Another goal of the department is to increase the museum's visibility through a registrar exchange program, which will establish new relationships, bring new insights about collections care and develop connections that may lead to future project collaborations.

The Registration Department strives to foster a sense of belonging in the community by installing engaging exhibitions, providing well maintained collections and working with community and Harn members as needed. In the next five years, the department will develop creative solutions to "bring the department out of the basement" and into the forefront of the museum. The community is aware of the Harn's exhibitions and programs, but not everyone knows the preservation and conservation part of our mission, or the processes it takes to make an acquisition or exhibition happen. We will involve the community in these efforts and develop ways to make them feel like they are part of these aspects of the museum.

In the next five years the department will work more closely with the Curatorial Department in developing creative ideas for the use of technology in exhibitions. The Registration Department also uses technology to provide safe access to the collections and collection information through collection searches, reports and information that we can share with lending and borrowing institutions.

Access to objects in the collection can be enhanced through the use of photography. Currently most of the object records (96%) have been photographed in-house or professionally. In the next five years we will dramatically increase the number of items that are professionally photographed to ease access and to have collection photography ready for publications, marketing and online.

Since the Museum's opening, the responsibilities of the Registration Department have increased dramatically, proportionately with a collection that has grown exponentially. During the next five years the Registration Department is looking forward to being creative and innovative in collaborating and developing partnerships with our colleagues and constituents, making the collections more accessible and welcoming, and developing new and innovative approaches to technology.



FINANCE AND OPERATIONS

The Finance and Operations Department is excited to begin work on the Harn Museum of Art Strategic Plan. The Finance and Operations Action Plan outlines the department's strategy to significantly contribute to the achievement of the museum's overarching goals.

In line with the museum's goal to develop significant collaborations and partnerships with the University of Florida and the Gainesville/Alachua County community, the Finance and Operations staff will seek out various UF units and those in the community to develop meaningful educational opportunities for UF and Santa Fe College students, as well as lifelong learning opportunities for people of all ages throughout the community.

The Finance and Operations Department will utilize the museum facilities and its operations as a teaching laboratory for the campus and community. In doing so, we will take advantage of the landscape and gardens; the special needs of a museum facility and museum security; training opportunities that enhance performance and services provided to the public; financial accountability of a public institution; and the needs of our visitors, physically, mentally and technologically. The Finance and Operations staff, in collaboration with the Education Curator of Academic Programs, will develop engaging internships for UF and Santa Fe College students from various disciplines, providing strong educational experiences that apply learned classroom theories while preparing students for professional careers.



In order to foster a sense of belonging and ownership of the museum among our audiences, the Finance and Operations Department will concentrate on both the physical environment of the museum and on visitor services. In collaboration with all museum departments, Finance and Operations staff will spearhead efforts to research, evaluate and implement positive changes to the environment in which the museum operates. In conjunction with community partnerships and with other Harn departments, the Finance and Operations staff will work to develop opportunities for the public to leave its footprint on the Harn through various activities in which visitors can participate. Additionally, we will research, evaluate and implement personnel-related policies and procedures that will create a more positive response from visitors while maintaining the integrity of the museum. This will include safety and accessibility issues, staff appearance and presentation, and development of a customer service-oriented demeanor. Partnering with key campus departments and community organizations, we will develop and implement training for both paid and unpaid front-line staff, specifically in the area of visitor/customer service. The development of a strong visitor services staff will be essential to the success of the museum's efforts to foster this sense of welcome and belonging. The Visitor Services Coordinator will dedicate his/her efforts, in part, to the oversight of all actions related to visitor services including: staff training; analysis of services provided, facility accessibility and amenities of the museum; evaluation of these items through feedback from visitors; as well as coordination of changes to the facility and services that are currently being proposed and those that may be considered in the future.

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To assist the Harn Museum of Art in developing and presenting relevant and engaging exhibitions, the Finance and Operations Department will work to develop interactive tools and activities that complement museum exhibitions and programs engaging museum visitors. We will collaborate with all museum departments, as well as UF and community partners, to develop engaging technological tools for visitors of all ages to use throughout the galleries and gardens. A balance between technological and non-technological solutions will be crucial to the success of these activities.

The Finance and Operations Department will work to streamline daily operations promoting the effectiveness in executing high-quality exhibitions and programs. Finance and Operations will evaluate current business practices and look for ways to streamline and improve business/communication processes that will promote the development of relevant and engaging exhibitions. As exhibitions involve efforts by all of the departments in the museum, development of project management solutions which enhance the communication among and between departments is critical to managing such complex projects.



Partnering with other staff, Finance and Operations will work to identify, develop and implement appropriate technological tools to support museum exhibitions and programs. We will develop and implement tools that meet the needs of visitor interaction, community outreach, information-sharing, exhibition and educational support and development, as well as IT tools that will facilitate revenue generation, fundraising activities, and collection digitization and management, meeting the needs of an ever-growing audience. Evaluation of the museum's current and future use of technology will be fully and continually explored, taking advantage of new technologies as they are developed in the industry. Another key part of IT growth will be to develop and implement a plan to develop IT infrastructure at the museum. This plan will involve both an equipment, storage and software plan and digital asset management systems.

The next five years will be exciting and fulfilling ones for the museum as we achieve the goals outlined in the museum's strategic plan. Collaboration among and between departments will be essential, as well as the development of strong and lasting partnerships with UF and the surrounding communities. Finance and Operations will contribute significantly to this effort, creating an environment that enables the museum to achieve its overall goals.

ACTION PLAN

DEVELOPMENT

The Development Department will collaborate with partners within and outside the museum to resource the exhibition, education and related strategic goals of the museum. The Development Department will look at new paradigms for funding, seeking museum-wide input to articulate the strongest CASE for investment by old and new partners alike. Building on the strength of the University of Florida's recently completed Florida Tomorrow capital campaign, the Harn Museum of Art will step up its alliances for funding growth with strategic focus on individuals, foundations and the emerging technology/innovation base of Gainesville. Alumni and friends around the globe will become Harn friends and partners.

The Development Department will participate in leading the Harn towards a strong sense of belonging for students, faculty, the community, alumni and friends of UF and the museum. Through purposeful steps, the Development Department will create platforms for giving across the broadest demographic to engage a shared sense of responsibility in the success of the museum. From memberships to major gifts and an emphasis on annual giving, the opportunity to participate in the life of the Harn and to contribute financially to its success will become a basis for the creation of a culture of philanthropy and gratitude.

Development will instill a sense of urgency in all internal processes to identify funding sources, focusing on granting agencies as well as foundations and individuals. New paradigms for exhibition support will be explored. A renewed sense of preparedness and accuracy, along with standardized methods and timely engagement for proposal development and reporting will be a hallmark of development efforts. Reporting impact and outcomes of exhibitions and programs to granting agencies and individuals will further instill a sense of confidence in the museum and the work of its curators.

Assisted by the tools of technology, the Development team can promote the Harn's funding



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goals, communicate with a broad and diverse constituency and work together across the museum to understand existing funding sources. Our goals are to strengthen endowments, increase cash flow and show gratitude to our generous donors, thereby inspiring future gifts. A clearly defined museum-wide technology plan will be at the heart of deploying information in new ways and taking the Harn to the public in a global context.

The next five years for the Harn Museum of Art have the potential to be transformational towards increased investment in the work of the museum. With the 25th Anniversary as a pivotal point in planning, the Development Department will become more fully engaged with alumni and seek scenarios for the purpose of increasing the museum's budget through private giving.



COLLABORATIONS



COMMUNITY

The Harn Museum of Art contributes to an interconnected, international community by being accessible to all and employing art to explore and celebrate the diversity of world cultures.

COLLABORATIONS

While all of the goals in this plan are shared by the various departments within the Harn, certain strategies identified at the individual department level lend themselves especially to collaboration—namely:

- Leveraging the exhibition planning and implementation process to ensure collaboration within the Harn—engaging all relevant departments from start to finish in a methodical way.
- Working together to identify ways to engage diverse audiences, including teens (via the collections, installations, “always on” interpretive strategies, UF Cultural Plaza-wide events), in part by adding interactive elements and using technology (e.g., behind-the-scenes installation video).
- Investing in the use of technology throughout the museum generally—from exhibitions to the museum store—as well as via its website (e.g., iPads, credit card swipe, streamlined web-registration process).
- Using surveying and other mechanisms to understand the Harn’s audiences more clearly: Who are they? How do they prefer to visit the Harn (including virtually)? How might we engage them throughout their life span? What do they get out of their individual and collective “Harn experience”? And, who’s missing?
- Cultivating and sustaining donors by focusing on compelling and meaningful reasons—“the case”—for their much needed and appreciated support of acquisitions, endowments and exhibitions.
- Capitalizing on the Harn’s upcoming 25th anniversary as a framework for a range of activity throughout the museum and beyond.
- Fully using interns and volunteers to ensure a meaningful experience while they support the Harn’s needs.

ENABLING FACTORS

As with all strategic plans, certain assumptions have been made as the Harn Museum of Art prepares for the next five years.

Investing in adequate staffing to ensure scaffolding is in place will be critical to allow the execution of these goals—namely, does the Harn have the right number of FTE and are they allocated appropriately to each department given the Harn’s goals and long-term vision?

Consistent—and, at times, increased—funding will be essential in order for the Harn to fulfill its goals. Continued support from donors also will be key. Therefore, it will be important for these goals, and their prioritization, to be adjusted, if needed, as the economic climate is understood.

Succession planning and departmental organizational structure also must be attended to as part of the leadership team’s efforts. Is the Harn preparing via succession planning for the departure of some long-term employees? Does the existing organizational structure make sense for the envisioned future?

In combination, these enabling factors of staffing, funding and organizational design are central to the success of the Harn’s strategic future.

MEASURES OF SUCCESS



EXCELLENCE

The Harn Museum of Art achieves excellence through diligent stewardship of resources and collections, maintaining the utmost integrity and accountability in all areas of its operations.

MEASURES OF SUCCESS

In order to gauge progress toward achieving the stated objectives, these are some measurements that the Harn departments will use during the next five years:

- Increased attendance and participation by diverse audiences.
- Increased local and national media coverage of exhibitions, events and collaborations.
- Increased Harn membership.
- More endowed curator positions.
- Increased views, shares and followers to website and social media sites from faculty, students and guests-at-large.
- Development of designated activity space for interactive learning.
- Increased intern sense of belonging.
- Increased teen presence in the museum.
- Highly engaged community and campus representatives providing robust input on education activities.
- Vibrant, current, engaging educational content addressed to stratified audiences.
- Revenue stream enhanced by ease of use and convenient payment options.
- Increased enrollment in camps and workshops.
- Increased attendance for Museum Nights.
- Visitor survey responses to: Where did you hear about us?
- Increased store traffic and profits.
- Increased and enthusiastic visitor satisfaction as expressed on comment cards and surveys.
- Increased visitor use of and satisfaction with technological resources (wayfinding, QR codes, cell phone tours, etc.).
- Digitized collection (250 images per year).

SUMMARY

The process of developing this strategic plan for the Harn Museum of Art has required significant time and effort from many stakeholders but especially from the Harn staff and leadership. Those efforts, however, become an investment in the museum's future as this strategic plan provides a roadmap for its future. Following is a summary of the key elements of this strategic plan:



Mission

The University of Florida's Samuel P. Harn Museum of Art collaborates with university and community partners to inspire, educate and enrich people's lives through art. The museum brings the joy of experiencing great works of art to diverse university, community, national and global audiences through relevant and enlightening art collections, exhibitions and learning opportunities.

Vision

The Harn Museum of Art is a dynamic leader among public university art museums. The museum offers active engagement with the visual arts in a welcoming

environment for diverse audiences. Through collaboration with University of Florida faculty and students, local partners and the international art community, the Harn provides relevant and engaging art-centered programming that reflects world cultures, human history and current events. Exemplary collections and innovative exhibitions invite dialogue about regional, national and international issues, fostering critical thinking and sparking creativity. The Harn employs new technologies that reach wider audiences and enhance their encounters with great works of art.

Values

Innovation:

The Harn Museum of Art exemplifies innovative leadership among university art museums, pursuing original research to develop stellar collections, engaging exhibitions, creative publications and unique programs.

Education:

The Harn places education and scholarship about art at the forefront of its activities, visitors with engaging and inspiring experiences that enhance visual literacy and promote cultural diversity.

Community:

The Harn contributes to an interconnected, international community by being accessible to all and employing art to explore and celebrate the diversity of world cultures.

Excellence:

The Harn Museum achieves excellence through diligent stewardship of resources and collections, maintaining the utmost integrity and accountability in all areas of its operations.

SAMUEL P. HARN MUSEUM OF ART

Goals and Strategies



1. Collaborations and Partnerships: To harness the power of the arts to inspire and educate people and enrich their lives, we will expand and deepen strategic collaborations with partners at the University of Florida, the local and regional communities and the international art community.

- Collaborate with the University of Florida's 16 colleges and its various centers to develop interdisciplinary collections, exhibitions and programs that support both curriculum-based and informal learning opportunities for students and other audiences.
- Work with national and international partners—individuals, museums and other institutions—on collaborative projects, including exhibitions, publications and academic and artist exchanges.
- Work creatively with partners in the technology arena to offer layers of interpretation and multiple ways for people to engage with art.

2. A Sense of Belonging: To foster a sense of belonging and ownership of the museum among our audiences, we will welcome everyone to the museum and actively engage our expanded audiences in the development of experiences that positively impact their lives.

- Use a variety of approaches to understand what Harn audiences value about their experiences at the Harn.
- Work with audiences to develop interactive experiences that engage the mind and all of the senses in ways that are deeply meaningful and enjoyable.
- Address audience needs and wishes through improvements to facilities and museum-wide commitment to exemplary customer service.

3. Relevant and Engaging Exhibitions: To ignite new ways of thinking about ourselves and the world we will engage with creative thinkers to develop relevant and exciting permanent collection installations, temporary exhibitions and related learning opportunities.

- Implement a process to involve members of the academic and local communities in developing engaging, interdisciplinary exhibitions and related programs that appeal to diverse audiences.
- With the input of advisory groups representing a range of perspectives, plan exhibitions that expand visitors' understanding of cultures across time and space and explore current issues.
- Find ways to take the museum's collections and exhibitions beyond the walls of the museum to reach new and more diverse audiences in meaningful engagement with works of art.
- Creatively employ technology, new media and multiple approaches to broaden the impact of museum collections and exhibitions on people's lives.

4. Innovation through Technology: To enrich our visitors' experience of great works of art both inside the museum and beyond its walls, we will employ existing and new technologies to support all aspects of the museum's work to achieve its mission and vision.

- Communicate with potential partners at the University of Florida and in the technology industry to explore possibilities for the use of technology in meeting audience needs and expectations.
- Work across museum departments and with external partners to realize museum-wide goals such as optimization of the website, downloadable applications and other technological tools that serve the museum's mission.
- Seek innovative approaches to the use of existing and new technologies so that the museum becomes a laboratory for the use of technology in research, interpretation and enjoyment of art.

DIRECTOR'S OFFICE

GOAL 1 - Collaborations and Partnerships: To harness the power of the arts to inspire and educate people and enrich their lives, we will expand and deepen strategic collaborations with partners at the University of Florida, the local and regional communities, and the international art community.

Important strategies toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. As chair of the Cultural Plaza Advisory Committee, through the Deans and Directors group and other UF affiliations, facilitate collaborative partnerships; seek new opportunities for leadership at UF that can advance the goals of the Harn.	Director Director's Assistant With Development for fundraising		New partnerships and collaborations formed New leadership positions secured Implementation of plans for Cultural Plaza improvements New funding secured to support projects	YR 1 and ongoing	Money for hosting; in general operating budget \$2 million for design phase for CP \$10 million for implementation phase
2. Through Board and other leadership positions in FAM, FAMDA, AAMD and other state, national and international organizations, facilitate partnerships and collaborations with other museums and institutions.	Director Director's Assistant With Development for fundraising		New partnerships and collaborations initiated New leadership positions secured Funding secured to support projects	YR 1 and ongoing	Money for travel to conferences and meetings; in general operating budget Project funds in other departmental budgets
3. Support the work of the IT Director and DO in forming partnerships in the technology arena.	Director Director's Assistant IT Director Development		New partnerships formed and new uses of technology in place	YR 1 and ongoing	Project funds in IT budget

4. Work with Facilities Planning and other UF partners to plan construction of off-site art storage facilities.	Director Director of Finance and Operations Registrar Curatorial Chair		Offsite storage constructed	YR 1: Plan YR 2: Secure funding YRS 3-5: Build	??\$3M
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DIRECTOR'S OFFICE

GOAL 2 - A Sense of Belonging: To foster a sense of belonging and ownership of the museum among our audiences, we will welcome everyone to the museum and actively engage our expanded audiences in the development of experiences that positively impact their lives.

Important strategies toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Plan 25th anniversary celebration that engages members, donors, UF and community members in meaningful and fun events.	Director Development Curators Educators All departments		Successful exhibitions, programs, publications funded and implemented Increase in members Increase in attendance Increase in donors Positive audience feedback	YRS 1-2: Plan YRS 2-3: Implement	Funds will be in other departmental budgets
2. Identify and work with consultants who can advance the work of the Harn in becoming more audience/visitor centered.	Director Director's Assistant		Outside experts (faculty, other museum professionals, independent consultants, etc.) engaged with Harn to advance this goal	YR 1 and ongoing	Possibly a few thousand dollars for honoraria and travel for consultants
3. Lead the staff in working with faculty, students and others to engage audiences and garner their input (through surveys, focus groups, other means).	Director Director's Assistant Marketing/PR Education Visitors Services		Development of new instruments for listening to and understanding audience needs and desires Documented changes made based on this input from audiences	YR 1 and ongoing	Funds will probably be in other departmental budgets (Marketing, IT, Visitor Services)

4. Work with Harn staff to ensure that facilities (approach and entrance to museum, lobby, educational spaces, auditorium, etc.) meet visitor expectations and needs.	Director Director's Assistant Working with Finance & Operations and others Working with Development to secure funds		Positive visitor feedback as changes are implemented Increased attendance by more diverse audiences Increased membership Funds are secured to implement desired improvements	YR 1 and ongoing	Funds will be in other departmental budgets
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DIRECTOR'S OFFICE

GOAL 3 - Relevant and Engaging Exhibitions: To ignite new ways of thinking about ourselves and the world we will engage with creative thinkers to develop relevant and exciting permanent collection installations, temporary exhibitions and related learning opportunities.

Important strategies toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Work with curators to plan exhibition schedule for 25th anniversary year with particular emphasis on a special 25th anniversary exhibition.	Director Curators Development		Donor support of exhibitions through loans and funding Audience response to exhibitions	YRS 1-2: Plan YRS 2-3: Implement	
2. Lead museum-wide structural changes in how exhibitions and programs are planned and implemented to ensure collaboration among departments and meaningful inclusion of outside voices (faculty, students, community members, etc.).	Director Director's Assistant Working with collections and education curators and other staff	Paradigm shift required	Exhibitions that are developed and implemented in collaborative and inclusive process Positive visitor feedback Increased attendance and participation by diverse audiences	YR 1 and ongoing	Funds are included in other departmental budgets

3. Be a role model for other staff in finding ways to take the exhibitions, programs and message of the Harn OUT into the community.	Director Director's Assistant Working with all staff	Limited staff Limited time Limited funds Paradigm shift required	Number of presentations and projects that take Harn exhibitions, programs and presence out into the community Evidence of heightened awareness and appreciation of Harn as a vital part of the community (media coverage, etc.)	YR 1 and ongoing	A few thousand dollars for installations, programs in the community
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DIRECTOR'S OFFICE

GOAL 4 - Innovation through Technology: To enrich visitor's experience of great works of art both inside the museum and beyond its walls, we will employ existing and new technologies to support all aspects of the museums work and achieve its mission and vision.

Important steps toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Work with IT director and other staff to research, plan and implement creative uses of technology to advance the work of the Harn.	Director Director's Assistant IT Director	Constantly changing technologies	Recognition of Harn accomplishments in local and national media	YR 1 and ongoing	
2. Work with IT director and DO to ensure that creative partnerships are formed with Technology entrepreneurs at UF, in Gainesville and beyond to realize museum goals.	Director Director's Assistant IT Director Development	Must educate technology partners to what is possible and mutually beneficial	New partners in the community and beyond secured	YR 1 and ongoing	

3. Work with IT director and all Harn staff to facilitate innovative applications of existing and new technologies.	Director Director's Assistant IT Director	We will be charting new ground	Instances of innovative use of technology in place in all areas of museum operations Positive visitor feedback Recognition in local and national media		Funds will be in other departmental budgets, especially IT budget
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CURATORIAL

GOAL 1 - Collaborations and Partnerships: To harness the power of the arts to inspire and educate people and enrich their lives, we will expand and deepen strategic collaborations with partners at the University of Florida, the local and regional communities, and the international art community.

Important strategies toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Create connections to UF through the collections and exhibitions in order to optimize internship program, class visits, and curriculum development.	Led by Curatorial and Education Registration	Need for additional staff in Registration to pull objects for classes, supervise use of art objects in classrooms, install works in print cabinet	Number of interns mentored More long-term interns, funded interns, or paid graduate assistants More lectures and instruction for faculty and students Increased use of Harn by faculty and UF/SFC classes More academic departments reached	YR 1 and ongoing	Additional staff in Registration Exhibition texts/signage Brochures
2. Identify and invite scholars to participate in lectures, lecture series, symposia and conferences in order to enhance public engagement with the arts.	Led by Curatorial and Education Finance Security PR	Staff turnover in Education Management of all aspects of public programming by Education Increased funding for exhibition-related programs Funding for PR HESCAH program may stop funding lectures in the future	Number of lectures, series, symposia and conferences More collaboration with UF departments and centers Faculty feedback Increased media coverage Increased attendance	YR 1 and ongoing	Grant funded \$5,000-30,000 each 5 year total about \$150,000 Additional staff in Education or Finance to coordinate travel, payment paperwork

3. Seek appropriate UF, Gainesville/Alachua County, regional, national and international partners and advisors in the planning and implementation of projects such as exhibitions, research and publications.	Led by Curatorial Director PR Registration Development	Need to identify appropriate partners Travel funds for curators to network with potential and identified partners Funding	Number and quality of new collaborations Number of publications More faculty and students engaged Increased media coverage	YR 1 and ongoing	Increase travel budgets for 3 non-endowed curators to at least \$5,000 each Publication costs in PR budget Exhibition budgets variable
4. Participate actively in local, national and international professional organizations in order to expand and deepen strategic collaborations.	Curators	Staff time Travel funding Aligning with goals and interests of external groups and organizations	Number of meetings attended, lectures given, committees served More invitations for curators to speak or serve on panels Related publications such as conference proceedings More curators serving on UF committees New partnerships formed	YR 1 and ongoing	Increase travel budgets for the 3 non-endowed curators to at least \$5,000 each

CURATORIAL

GOAL 2 - A Sense of Belonging: To foster a sense of belonging and ownership of the museum among our audiences, we will welcome everyone to the museum and actively engage our expanded audiences in the development of experiences that positively impact their lives.

Important strategies toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Collaborate with Education to explore ways to engage diverse audiences through the collections, installations, and interpretive strategies.	Led by Curatorial Education IT	Funding Need to research visitor needs and interests	Visitor feedback Results of audience surveys conducted by PR and/or Education Reach new audiences	YRS 1-2: Research and plan YR 3: Implement YR 4: Evaluate YR 5: Adjust if needed	Installation costs (variable) Brochures and gallery interpretation Interactive components

2. Develop and implement a plan for a collector group that will support acquisition goals and audience development with input from Director and Development.	Led by Curatorial Development Director Finance	Funding to get the program started Development may need extra staff to manage e-mail lists and communication with the group Need support from Finance to process fees Support and interest from Gainesville community	Increased Harn membership Sustained enrollment in the program Engage new audiences New donors and funding sources for acquisitions Acquisitions made with funding from the collector group	YR 1: Research and plan YR 2: Implement YR 3: Evaluate and adjust as necessary	Additional staff? (Devel asst.) to manage e-mail lists and correspondence Primarily self-supporting \$2,000 seed money
3. Continue to pursue opportunities for outdoor sculpture and site specific installations in order to attract and engage visitors to the museum.	Led by Curatorial Director Registration Development	Funding for shipping, installation, maintenance Staff time Identifying new donors Identifying available works of high caliber by nationally and internationally recognized artists Conservation issues	Continuous presence of outdoor sculpture More acquisitions and loans of outdoor sculpture Visitor feedback	YRS 1-2: Plan YR 3: Implement	Variable installation and shipping costs Insurance
4. Collaborate with Director and Development to cultivate and sustain donors in support of acquisitions, curatorial endowments, and exhibition funding.	Led by Director Curators Development	Identifying new donors Curator travel funds	New donors and funding sources for acquisitions and exhibitions Strengthened collections More endowed curator positions	YR 1 and ongoing	Travel funds for curators to visit donors
5. Use acquisition funds to acquire works that will actively engage our expanded audiences	Led by Curatorial	Identifying new donors Requires spending strategy	Strengthened collections	YR 1 and ongoing	Spending from acquisition endowments

CURATORIAL

GOAL 3 - Relevant and Engaging Exhibitions: To ignite new ways of thinking about ourselves and the world we will engage with creative thinkers to develop relevant and exciting permanent collection installations, temporary exhibitions and related learning opportunities.

Important strategies toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Seek appropriate UF, local regional, national and international partners and advisors in the planning and implementation of projects such as exhibitions, research and publications.	See Goal 1 #3 above	See Goal 1 #3 above	See Goal 1 #3 above	See Goal 1 #3 above	See Goal 1 #3 above
2. Evaluate and adjust exhibition planning and implementation processes to ensure collaboration among departments and meaningful inclusion of outside voices (faculty, students, community members, etc.)	Led by Curators Education Other departments	More meetings Staff time Getting TMS and Crystal Reports to provide information in the most useful formats (may need more customization)	Exhibitions that are developed and implemented in collaborative and inclusive process Exhibition goals as stated in Exh Fact Sheets met more fully Positive visitor feedback Increased attendance and participation by diverse audiences	YR 1 and ongoing	-See estimated exhibition budgets in #3 below
3. Maximize museum resources to develop engaging and relevant exhibitions including a 25th anniversary exhibition program	Led by Curatorial and Director Registration Development	Funding Need for more endowed curator positions Need for additional part-time research staff in Curatorial Need for a full-time curatorial secretary	Number of major original exhibitions Fully funded exhibition program Internal exhibition evaluations External/visitor evaluations	Ongoing See exhibition calendar	Additional support staff in CUR & REG Estimated exh. budgets (excludes PR/Education): YR1: \$350,000 YR2: \$350,000 YR3: \$330,000 YR4: \$330,000 YR5: \$330,000

4. Collaborate with Registration, Education and IT to improve the exhibition design process in order to make our exhibitions more engaging.	Led by Curatorial Registration Education IT	Funding for design tools and elements New planning tools (perhaps computer-based) Training and software for design tools	Visitor feedback Reach new audiences Internal exhibition evaluations	YR 1 and ongoing	Exhibition design tools and materials Tech costs
5. Use the museum's diverse art collections, exhibitions and publications to facilitate dialogue about global ideas and issues.	Led by Curatorial Education Registration PR	Identifying topics that are simultaneously serious, relevant, current and engaging	Increased attendance More faculty using the Harn Reach new audiences Visitor feedback Number of publications More media coverage/reviews	YR 1 and ongoing	See estimated exhibition budgets in #3 above
6. Collaborate with Registration and Finance to evaluate and manage the traveling exhibitions program.	Led by Curatorial Registration Finance PR, Development	Requires support from Registration and Finance in creation of budgets and plans Need for extra support staff in Curatorial Need for additional staff in Registration for packing, condition reporting Determine how many we can travel at once given available resources	Number of Harn traveling exhibitions out on loan More requests to borrow Harn exhibitions	Ongoing YR 1: "Kongo" YR 2: "Kongo" & "American Impressionism" YR 3: "American Impressionism" YRS 4-5: TBD	Additional support staff in Curatorial and Registration Advertising Exhibition packets
7. Collaborate with Development and Finance to research, secure and manage relevant grants for exhibitions.	Led by Development (sponsorships and foundation grants) Curatorial (govt grants) Finance All Harn departments	In the absence of a grant writer in Development, requires a team leader to coordinate all aspects of proposals	Fully funded exhibitions More grants awarded	Ongoing See exhibition calendar	Create supporting documents for proposals Increase travel budgets for curators to network and research grants

CURATORIAL

GOAL 4 - Innovation through Technology: To enrich visitor's experience of great works of art both inside the museum and beyond its walls, we will employ existing and new technologies to support all aspects of the museums work and achieve its mission and vision.

Important strategies toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Collaborate with Registration, IT and Development to pursue funding and create a plan for digitization and rights management for all collecting areas.	Led by Registration Curatorial PR IT Development	Funding Securing image rights Space, time and staff requirements to photograph art and manage files	Increased selection of high quality images for website, publications and PR Rights obtained for more images from all collecting areas	YR 1 and ongoing	Additional staff in Registration Professional photography Image rights Legal Counsel to vet contracts
2. Explore ways to incorporate technology in exhibitions.	Led by Curatorial IT PR Registration Education	Funding Requires assistance from IT, Registration and Education regarding research, creation and installation of specialized content	More technology in exhibitions Visitor Feedback Internal exhibition evaluations	YR 1 and ongoing	Variable costs: DVD players, monitors, sound system, Guide by Cell, I-pads, etc.
3. Create content in order to improve representation of the collections and exhibitions on the museum website and in E-museum, especially in preparation for the 25th anniversary year.	Led by Curatorial PR IT Registration Education	Funding Availability of high quality images Securing image rights Need for part-time curatorial staff to assist with research and content	Increased visits on the website Reach new audiences	Ongoing	Professional photography Image rights Legal Counsel to vet contracts Additional staff in Curatorial to assist with research

EDUCATION

GOAL 1 - Collaborations and Partnerships: To harness the power of the arts to inspire and educate people and enrich their lives, we will expand and deepen strategic collaborations with partners at the University of Florida, the local and regional communities, and the international art community.

Important strategies toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Multi-faceted efforts with K-12 schools, including outreach, tours, multi-visits & teacher programs	Community Programs Education staff Marketing/PR Visitor Services Facilities Development Finance & Ops	Staff resources Common Core Standards Parking and transportation Relationship-building with new schools, grade levels and subject matter teachers	Increased school tours Increased tours by middle school & high school groups State grants to support Harn outreach programs to schools	YRS 1-5	Up to \$5,000 per annum: Printing materials; Teacher workshop stipend; Bus and substitute support
2. Expand connections with UF classes & centers	Academic Programs Curatorial Registration Visitor Services Facilities Development Finance & Ops	Reaching 4,215 faculty members Resources (staff & space) as success is achieved	Increasing number of class visits; especially recurring classes Reaching or increasing work with new disciplines including medicine, veterinary, engineering	YRS 1-5	Time & up to \$50,000 per annum: Registration assistant; Program assistant; Print production.
3. Take programming out to the community	Education Marketing/PR Development Finance & Ops	Staff resources Cost of materials	Develop new programs in the community	YR 1: research and plan YRS 2-5: develop new programs	\$500 per annum: production of materials.
4. Professional development opportunities for Education staff	Education Development Finance & Ops	Travel costs Conference or web registration costs Covering staff absences	All Education staff members able to take advantage of professional growth opportunities	YR 1: identify and prioritize opportunities YRS 2-5: participate in opportunities	\$6,000 per annum

⇒ Note: In the tables, we provide costs that both work within current constraints, and which provide an aspirational framework for development to use in outreach efforts.

EDUCATION

GOAL 2 - A Sense of Belonging: To foster a sense of belonging and ownership of the museum among our audiences, we will welcome everyone to the museum and actively engage our expanded audiences in the development of experiences that positively impact their lives.

Important strategies toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Develop/explore “always on” programming available to visitors	Education Marketing/PR Visitor Services Facilities Curatorial Registration Development Finance & Ops	Staff coverage Shift away from one-time events	Educational resources & opportunities will be available at all times Visitors will encounter engagements all day, every day Increased museum visitorship Reaching new audiences & first time visitors	YR 1: internal discussion/development & transition YRS 2-5: increasingly shift to “always on”	Up to \$10,000 per annum <i>after</i> YR 1: develop interactive materials; supplies for activities; weekend staff coverage
2. Develop family-friendly strategies for a staffed-space, materials and learning opportunities for visitors	Education Development Finance & Ops Visitor Services Marketing/PR	Available space Funds	Develop an ambitious plan for an activity space Secure funding to build/renovate, furnish (including substantial technology) and staff an appropriate space	YR 1: research and proposal development (ideally including research travel). Identify possible grants. YRS 1-5: proof of concept through achievable activities with current funding	\$0-2,000 for YR 1 \$400,000 to renovate & furnish current space; move library \$500,000 endowment to maintain and staff

3. Strategize volunteer and intern programs	Education (intern) Other departments Development Finance & Ops	Legal issues Resistance to change Funding for paid internships (ranging from undergraduates at \$2,500 to year-long endowment for three graduate interns at \$10,000+tuition and fees)	Increased intern sense of belonging Intern activity made more integral, resulting in projects put into use by the museum and serving intern portfolios	YRS 1-2: research & multi-tier plan. Identify possible grants YRS 2-5: introduce revisions	\$0 for revised program; approx. \$1.3M for endowed intern positions \$25,000 endowment for volunteer program costs
4. Create participatory opportunities for teens	Education Marketing/PR Facilities	Reaching and appealing to new audience Staff resources	Teens visiting the museum with family, in peer groups, casually and for special programs	YRS 1-2: research, plan, advisory group YRS 2-5: implement plans progressively	\$0
5. see goal 3.2					

EDUCATION

GOAL 3 - Relevant and Engaging Exhibitions: To ignite new ways of thinking about ourselves and the world we will engage with creative thinkers to develop relevant and exciting permanent collection installations, temporary exhibitions and related learning opportunities.

Important strategies toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Infuse education opportunities and engaging experiences into exhibition development	Education Curatorial	Initiating new modes of cross-departmental work Additional meetings	Exhibitions enhanced by including Education input at earliest stages Increased visitor engagement with and attendance at exhibitions	YR 1: research and propose models, and begin years 1-5 work with individual curators	\$0

2. Involve community/campus advisory committees	Education	Staff time	Highly engaged community and campus representatives providing robust input on education activities	YR 1: identify key areas, from committees YRS 2-5: maintain/expand activity	\$500 per annum for hospitality
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EDUCATION

GOAL 4 - Innovation through Technology: To enrich visitor's experience of great works of art both inside the museum and beyond its walls, we will employ existing and new technologies to support all aspects of the museums work and achieve its mission and vision.

Important steps toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Develop interactive content for museum website	Education Registration IT Curatorial Marketing/PR	Time intensive research and content development Ease of backend use of web site Staff technology access & training Nuances of new media	Vibrant, current, engaging educational content addressed to stratified audiences e-Museum complete, with descriptive content for substantial number of works	Much planning and development must wait until new website functions are presented YR 1: id & prioritize works in E-museum that need images and content; research museum education websites for inspiration YRS 2-5: continue to develop and upload content	\$0 for content \$ funds to complete photography for e-museum

2. Offer a streamlined web-based registration process for program participants, with credit card payment availability	Education IT Finance& Ops	Building website capability or identifying affordable provider	Revenue stream enhanced by ease of use and convenient payment options Increased enrollment in camps and workshops	YR 1: explore options and obstacles to id best solutions YRS 2-3: set up system	Should be covered by program fees
3. Engage with campus on technology activities	Education & IT Finance& Ops	Staff time	Students contribute programming and content Technology fund proposal awarded Partnering with UF units on technology projects for Education	YR 2: develop outreach materials and ID potential partners	Up to \$5,000 for outreach, hospitality, prize money
4. Visitor engagement enhanced through technology	Education & IT Finance& Ops Marketing/PR Registration Curatorial	Lack of resources Staff time Staff technology access & training	Educational content/programs featured in digital signage, freeform digital visitor feedback and comments, tablet devices to provide rich media exhibition content	YR 1: develop a concept to initiate inter-departmental discussion	\$30,000

MARKETING/PUBLIC RELATIONS

GOAL 1 - Collaborations and Partnerships: To harness the power of the arts to inspire and educate people and enrich their lives, we will expand and deepen strategic collaborations with partners at the University of Florida, the local and regional communities, and the international art community.

Important steps toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Promote newsworthy collaborations and partnerships. To the media through outreach and press releases. To the general public through Harn communication vehicles such as the website, facebook and new blog on website.	All departments	Sometimes departments get busy and don't notify us of their projects	Publicizing partnerships should lead to more entities approaching us to work together More media coverage about collaborations	YRS 1-5	Blog on website is covered by a portion of the \$50,000 new website design.
2. Create a campus-wide student awareness campaign encouraging their first visit to be during Museum Nights.	Marketing/PR Education		Increase in attendance for Museum Nights Feedback when we table First question we ask is have you been to the Harn, heard about it?	YRS 1-5	Museum Nights budget: varies from year to year. \$10,000+
3. Create substantial participation by UF students in the development of the Harn's website.	Website committee		Media coverage of student participation in website Pleasing donors who contributed money for website	YR 1	Covered by a portion of the \$50,000 new website design.
4. Connect with the Alachua County VCB to encourage mention of Harn exhibitions and rental facilities to groups visiting the area and/or holding conferences.	Marketing/PR Alachua County VCB	Competing with all of the other attractions and hotel facilities in town	Measuring referrals for rentals and tour groups Keeping track of the media visits sent to us by them	YRS 1-5	Marketing materials. \$5,000+ per year shared for distribution.

5. Be visible in meetings and within promotion organized by the Chamber of Commerce and Florida's Eden, in their initiatives to support local business, community and the arts.	Marketing/PR		Visibility of the arts and the Harn in their outreach efforts	YRS 1-5	\$0
6. Place airport advertising and work with promotions department at airport to ensure visibility of the Harn.	Marketing/PR		Responses from questions like "where did you hear about us" in surveys	YRS 1-5	\$6000 for year-long contract advertising at baggage claim
7. Place advertising with Visit Florida and push coverage of exhibitions.	Marketing/PR		Responses from questions like "where did you hear about us" in surveys	YRS 1-5	\$200 for Kongo exhibition. \$1000 for video in welcome centers.
8. Secure free mentions of Harn exhibitions and events with UF, local and regional printed/online publications, websites and listserves.	Marketing/PR		Responses from questions like "where did you hear about us" in surveys	YRS 1-5	\$0
9. Work with Resnicow Schroeder and Associates to ensure national and international coverage and visibility of the Harn and its exhibitions, collaborations, acquisitions, etc.	Marketing/PR Curatorial Education		Donors and supporters mention seeing us	YRS 1-5	\$100,000+
10. Cross promotion with persons we are collaborating with.					

MARKETING/PUBLIC RELATIONS

GOAL 2 - A Sense of Belonging: To foster a sense of belonging and ownership of the museum among our audiences, we will welcome everyone to the museum and actively engage our expanded audiences in the development of experiences that positively impact their lives.

Important steps toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Gather feedback about exhibitions and programs through surveys and coordinated efforts with visitor services and the new welcome desk.	Marketing/PR Visitor services	Time and staffing	Actually getting the data and analyzing it to help make decisions	YRS 1-5	New info desk in finance and operations budget.
2. Ask more thought-provoking questions on social media and through new blog on website to encourage dialogue.	Marketing/PR Curatorial Education	Blog will need to be planned out carefully to see who is contributing	Increase in responses and participation Number of friends/followers	YRS 1-5	Part of \$50,000 web design.
3. New branded/coordinated Harn materials with this goal in mind. Harn brochure, map, program/ exhibition sheet and email announcement.	Marketing/PR		Responses from questions like “where did you hear about us” in surveys	YR 1	\$3000 Harn brochure \$5400 Program exhibition sheet \$1296 email announcements yearly.
4. Prepare coordinated electronic outreach efforts to members giving them a sense of being “in the know.”	Marketing/PR Development		Happy members! Referrals for membership	YR 1	\$1296 email announcements yearly.
5. Voting campaigns online that result in decisions/offerings at the Harn.	Marketing/PR Curatorial Education		Increase in responses and participation Number of friends/followers	YRS 1-5	Survey Monkey cost.

6. General awareness advertising campaign with high visibility to Gainesville public.	Marketing/PR			YR 1	Oaks Mall lighted directory sign: \$4740 Regal Cinema pre-movie ads: \$5,000
7. Create visibility of the Harn's 25 th Anniversary through media relations and advertising.	All Departments		Attendance	YRS 1-5	Unsure

MARKETING/PUBLIC RELATIONS

GOAL 3 – Relevant and Engaging Exhibitions: To ignite new ways of thinking about ourselves and the world we will engage with creative thinkers to develop relevant and exciting permanent collection installations, temporary exhibitions and related learning opportunities.

Important steps toward implementing the goal	Responsible party – who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Highlighting the “new ways of thinking” developed by curatorial and education that will be used in exhibitions when writing press releases, text for website and creating advertising for exhibitions and programs.	Marketing/PR Curatorial Education		Coverage of exhibitions Comments from colleagues on the work we’re doing	YRS 1-5	\$0
2. Assist curatorial and IT with opportunities and ideas on how to incorporate technology and interactivity into Harn exhibitions.	Marketing/PR Curatorial Education IT		Creating it Measure the number of users Feedback option	YRS 1-5	Will vary
3.	Marketing/PR		Creating it	YRS 1-5	\$2,000 Kongo

Assist curatorial, education and visitor services with ideas on how to engage young audiences, ie. family guides, activity packs, etc.	Curatorial Education Visitor Services		Measure the number of users Feedback option		family guide \$1,000 Tokaido Family Guide
4. Assist curatorial with feedback and design when developing exhibition brochures.	Marketing/PR Curatorial			YRS 1-5	Not sure what is planned.
5. Assist curatorial with editing and coordination when developing exhibition catalogues.	Marketing/PR Curatorial			YRS 1-5	Kongo catalogue budget. American Impressionism budget.

MARKETING/PUBLIC RELATIONS

GOAL 4 - Innovation through Technology: To enrich visitor's experience of great works of art both inside the museum and beyond its walls, we will employ existing and new technologies to support all aspects of the museums work and achieve its mission and vision.

Important steps toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Assist curatorial and IT in developing interactive components for exhibitions.	Marketing/PR Curatorial Education IT		Creating it Measure the number of users Feedback option	YRS 1-5	Will vary
2. Use the website to offer multiple layers of information about exhibitions/programs.	Marketing/PR Curatorial Education		Increase in faculty inquiries about an exhibition	YR 1	\$50,000 Website budget
3. Create videos/podcasts about exhibitions and programs that can be used on our website and through social	Marketing/PR Curatorial Education	Budget Equipment needs	Measuring the views and shares	YRS 1-5	\$1100 video editing software.

media channels.					
4. Update our Youtube, facebook and twitter to look cohesive with the new website design and Harn marketing materials.	Marketing/PR		Measuring the views, shares and followers	YRS 1-5	\$0
5. Investigate new social media as technology changes to weigh whether or not the Harn should participate. Results should be worth the staff time.	Marketing/PR Education			YRS 1-5	\$0
6. Assess current technology needs to come up with a plan to support previous technology goals.	Marketing/PR Education IT	Budget		YRS 1-5	\$0

STORE

GOAL 1 - Collaborations and Partnerships: To harness the power of the arts to inspire and educate people and enrich their lives, we will expand and deepen strategic collaborations with partners at the University of Florida, the local and regional communities, and the international art community.

Important steps toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Build strategic collaborations between the Harn Museum of Art Store and the University of Florida, to encourage cross marketing and boost corporate-type sales.	Education, possibly Arts in Medicine UF Student art organizations UF Colleges & departments UF Foundation	Getting corporate type gift promotion together and effectively distributed on a regular basis Building relationships/ opportunities with student groups that will be mutually beneficial	Number of partnerships developed Profit from partnerships	YRS 1-5	
2. Build strategic collaborations between the Harn Museum of Art Store and the Local Community with cross marketing initiatives to boost sales.	Marketing/PR, possibly The Doris Local art fairs Art Walk, Gallery 21, Gainesville art associations Local artists	Getting Harn Staff on Board with cross promotion idea - that partnering with other non-profits with similar missions in sales is profitable and beneficial	Number of partnerships developed Profit from partnerships	YRS 1-5	
3. Build strategic collaborations between the Harn Museum of Art Store and the Regional Community to boost sales and custom product development.	Marketing/PR, possibly Regional/National museums, galleries	Building relationships Finding those interested in partnering on profitable product development	Number of partnerships developed Profit from partnerships	YRS 1-5	Custom Product Development costs to come from merchandise purchasing budget
4. Build strategic collaborations between the Harn Museum of Art Store and the Regional Community to boost sales and community involvement.	Marketing/PR, possibly Local & Regional artists & authors willing to participate in trunk type events	Promoting Events in timely effective manner to increase attendance	Number of partnerships developed Profit from partnerships	YRS 1-5	

5. Take advantage of UF resources to assist in profitability ideas and marketing.	Marketing/PR UF Business School	Making sure we benefit from the collaboration and can initialize the recommendations	Number of partnerships developed Profit from partnerships	YRS 1-5	
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STORE

GOAL 2 - A Sense of Belonging: To foster a sense of belonging and ownership of the museum among our audiences, we will welcome everyone to the museum and actively engage our expanded audiences in the development of experiences that positively impact their lives.

Important steps toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Create survey/customer feedback opportunities that will help store in making buying decisions and service.	Marketing/PR Survey Team of interns and clerks. Volunteer coordinator in education	Organizing survey and executing Developing a plan to adjust current store to adhere to customer's wants & needs	Survey follow up after implementation of changes	YR 1 and follow up YRS 1-5 maintenance	
2. Create a customer service plan that will help train clerks and ensure visitors feel welcome.	Marketing/PR Store employees & volunteers HR	Overcome changeover in employee challenge	Survey of customers experience Secret Shopper surveys	YRS 1-5	
3. Tracking customers likes and dislikes and personalizing the marketing they receive.	Marketing/PR	POS system limitations on sales are tracked and reported (This may be a very long tedious practice)	Sales from customers that were targeted with personalized advertisement	YRS 1-5	If list grows and list serve management is needed \$200 yearly

4. Voting campaigns online through website and facebook that result in decisions/offerings in the store.	Marketing/PR	Creating Designs & determining which projects are most appropriate for such a campaign	Number of participants Number of sales of resulting product	YRS 1-5	
5. Continue to improve training of store clerks to ensure accuracy of transactions and knowledge of products/museum.	Finance and operations HR	Constant training put in place Weekly & Daily meetings with clerks	Record number of errors Test clerks product knowledge/general museum knowledge	YRS 1-5	

STORE

GOAL 3 - Relevant and Engaging Exhibitions: To ignite new ways of thinking about ourselves and the world we will engage with creative thinkers to develop relevant and exciting permanent collection installations, temporary exhibitions and related learning opportunities.

Important steps toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Exhibition related learning opportunities by offering store events that connect with exhibitions/programs.	Marketing/PR Artists Authors Scholars	Promotion of events so attendance makes event profitable Finding appropriate entities to partner with	Sales from events Number of people who attend event and would return for a similar event (survey)	YRS 1-5	
2. Exhibition related product development.	Marketing/PR	Vendor relations - developing relationships with vendors who will print affordable small runs of custom product	Inventory turn of product developed Profit from product developed/sourced that relates	YRS 1-5	Custom Product Development costs to come from merchandise purchasing budget
3. Exhibition display groupings and signage that help the	Marketing/PR	Determining which exhibitions to focus on Determining expected	Inventory turn ratio for products ordered for display (noted through Bin number in	YRS 1-5	\$500

visitor connect the product with what they saw in the museum.		attendance, interest level for each exhibition Signage in store that relates store to museum galleries	POS system) Photographs taken of the displays and archived		
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STORE

GOAL 4 - Innovation through Technology: To enrich visitor's experience of great works of art both inside the museum and beyond its walls, we will employ existing and new technologies to support all aspects of the museums work and achieve its mission and vision.

Important steps toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Use technology to impart knowledge through custom product.	Marketing/PR License vendors (1000 museums)	Rapidly changing technology Technology trends	Number of times education is accessed through product (via QR code, or museum website through 1000 museum website)	YRS 1-5	Custom Product Development costs to come from merchandise purchasing budget
2. Work with web design firm to ensure an attractive and useful store page on the new website as well as product placement on other pages to drive traffic to the store area.	Marketing/PR	Rapidly changing technology Technology trends	Sales as result of technology based promotion	YRS 1-5	Budget contained in PR & Marketing Website Plan
3. Use current social media channels regularly and investigate new opportunities (such as pinterest) to build awareness of store products.	Marketing/PR	Communication and scheduling Prioritizing posts	Increased traffic and increased awareness as a result of these posts	YRS 1-5	

4. Research Point of Sale Options to improve customer experience and profitability when current system becomes obsolete.	Operations IT	Rapidly changing technology Technology trends Cost	Efficiency measured before and after implementation of new system. Customer experience measured before and after implementation	YR 5	\$2,000-\$20,000
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REGISTRATION

GOAL 1 - Collaborations and Partnerships: To harness the power of the arts to inspire and educate people and enrich their lives, we will expand and deepen strategic collaborations with partners at the University of Florida, the local and regional communities, and the international art community.

Important strategies toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Work with different academic units to recruit for assistantship with focus on students looking for mentor relationship and interest in museum careers. Provide a meaningful experience.	Laura Jess Michael	Departments may not have an assistantship for this project	Intern's career or academic path	YRS 1-5	External department funding
2. Re-house and re-organize the collection to make it safer and more accessible so that curators, faculty and students can use it for research and other educational opportunities.	Laura Development Jess	Funding limitations Staff limitations	African re-housing complete Start Oceanic, Ancient American, works on paper	YRS 1-5	\$50,000 for supplies and part-time staff devoted to this for duration
3. Update information in The Museum System (TMS) for easier searching.	Laura Jess Betsy	Information given as available from Curatorial	Additional fields added to TMS for collection and constituent searches	YRS 1-3	Staff time
4. Obtain new truck for moving art work so that we can pursue loans from top tier individuals or institutions.	Development	Funds or donor	Have new truck	YR 2	Gift-\$65,000
5. Registrars exchange visits. The Harn will organize a series of regional exchange	Registration	Time constraints	At least 4 visits	YRS 2-3	\$3000

visits to meet with other registrars in the Southeast. This is a new idea that will allow us to share insights with others in the registration profession. This program will allow us to share new approaches and ideas in museum registration which may lead to partnerships in new projects.					
6. Research and order equipment and supplies for the Asian Wing Conservation lab.	Registration	Time constraints	Have basic equipment for conservators	YRS 1-3	\$5000 (or funds from Dixie and Peter Neilson as available)
7. Obtain new fire resistant file cabinets and re-organize object and exhibition records for ease of access to information.	Registration	Cost	Purchase at least 2 new cabinets Re-organized files with easier access	YRS 1-2	\$3000

REGISTRATION

GOAL 2 - A Sense of Belonging: To foster a sense of belonging and ownership of the museum among our audiences, we will welcome everyone to the museum and actively engage our expanded audiences in the development of experiences that positively impact their lives.

Important strategies toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Work with development, curatorial, IT and marketing to focus on ways to get funding for conservation or preservation funding for specified works of art that the community chooses “Embracing Collections” (EHB).	Development Curatorial IT Registration Marketing	Online visibility, promotion in InForm, etc., Determining what is most in need of conservation Creating online poll	Funds raised by the community to conserve/preserve the work they selected Promoted and published as community participated to make this happen	YRS 2-3	Online development costs
2. Work with Development to come up with ways to give certain members “back stage” tours of exhibition installations.	Development Registration Marketing Security	Developing a plan Security during tour Time away from staff	Members report that they have seen something special Feel that they are more a “part” of the museum	YRS 3-5	Staff time

REGISTRATION

GOAL 3 - Relevant and Engaging Exhibitions: To ignite new ways of thinking about ourselves and the world we will engage with creative thinkers to develop relevant and exciting permanent collection installations, temporary exhibitions and related learning opportunities.

Important strategies toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Assist and advise curatorial on ways to integrate interactive components into exhibitions.	Registration Preparation Curatorial IT	Time constraints when planning exhibitions Limited staff Limited funds	Interactive components will be part of the gallery environment Coordinate with curators to make sure has a positive impact on visitors	YRS 1-5	None for Registration/ Preparation
2. Research and purchase attractive and easy to install/de-install moveable walls for the galleries.	Curatorial Registration Preparation Development	Cost	Found acceptable, functional walls for the exhibition hall	YRS 2-3	

REGISTRATION

GOAL 4 - Innovation through Technology: To enrich visitor's experience of great works of art both inside the museum and beyond its walls, we will employ existing and new technologies to support all aspects of the museums work and achieve its mission and vision.

Important steps toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Work with IT and curators to develop interactive technology ideas in the exhibition spaces.	Registration Preparation Curatorial IT	Time constraints when planning exhibitions Limited staff Limited funds	Interactive components will be part of the gallery environment Coordinate with curators to make sure has a positive impact on visitors	YRS 1-5	None for Registration/ Preparation
2. Work with IT to improve the collections online visibility.	IT Registration	Staff time Software and hardware capability	Online visibility is improved Collections and information available online	YR 2	Consult with IT director
3. Develop plan and initiate videotaping of complicated installations of certain objects for future use and/or as part of the traveling exhibitions package.	IT Development Registration Preparation	Funding Time Staff	Buy video camera, editing software Create at least one video	YR 3 - Begin with Kongo exhibition install or de-install	\$1000 – cost of camera and video editing software
4. Have working laptops with TMS read only access for Painting Storage, Object Storage, Asian Storage and the Conservation Lab.	IT Registration Development	Funding Staff time Need 2 more laptops	Computers up and running	YRS 1-2	\$3000 for computers

5. Continue additional professional photography of the collection.	Registration Curatorial	Funding Staff time Need priorities	250 images per year 1250 images completed		\$60,000 (Approx. \$12,000 per year)
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FINANCE AND OPERATIONS

GOAL 1 - Collaborations and Partnerships: To harness the power of the arts to inspire and educate people and enrich their lives, we will expand and deepen strategic collaborations with partners at the University of Florida, the local and regional communities, and the international art community.

Important strategies toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Increase and strengthen collaborations and partnerships with various UF units across campus and with community partners to develop meaningful educational opportunities for UF and Santa Fe College students, as well as lifelong learning opportunities for people of all ages throughout the community (i.e., community garden, class instruction, Harn as a laboratory, training and museum etiquette videos, etc.).	Landscape/Gardens: Aaron Wiener Security/Maintenance: Cecil Courtney & Ron Young Finance: Shane Anderson IT: Matt Herring HR: Cecile Sands Visitor Svcs: Vicki Tyson Education: Eric Segal, Bonnie Bernau & Ivy Chen Finance & Operations: Mary Yawn UF and SFC: Faculty and Various community partners, such as MindTree	Time constraints/demands on existing staff	Level of participation Feedback from participants and partners	YR 1: Identify projects, potential partners & funding sources YR 2: Develop & promote projects/learning experiences YRS 3-5: Implement and evaluate programs	\$0 to \$5,000 per year
2. Develop engaging internships for UF and SFC students from various disciplines, providing strong educational experiences that apply learned classroom theories, preparing students for future professional endeavors (i.e., specific projects—budget development and management, development of human resource training materials, developing	Landscape/Gardens: Aaron Wiener Security/Maintenance: Cecil Courtney & Ron Young Finance: Shane Anderson IT: Matt Herring HR: Cecile Sands Visitor Svcs: Vicki Tyson Education: Eric Segal, Lisa Stevens Finance & Operations: Mary Yawn UF and SFC: Faculty &	Time constraints/demands on existing staff	Feedback from interns	YR 1: A) Develop intern project and intern position descriptions. B) Identify areas from which to recruit potential interns YRS 2-5: Recruit, implement and evaluate interns YRS 3-5: Evaluation from past interns	\$0 to \$3,000 per year

customer service skills in staff, operational requirements of an art museum, effective marketing of a museum rental program, etc.).	Students				
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FINANCE AND OPERATIONS

GOAL 2 - A Sense of Belonging: To foster a sense of belonging and ownership of the museum among our audiences, we will welcome everyone to the museum and actively engage our expanded audiences in the development of experiences that positively impact their lives.

Important strategies toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Research, evaluate and implement positive changes to improve the environment in which the museum operates (facility & equipment driven, ADA issues, hours of operation, etc.) i.e. auditorium seating, lighting, sound; drop off area; digital signage; seating/ furniture; colors, etc.	Museum-wide involvement	Personnel resources to manage major projects Funding Full time permanent staff needed to provide visitor services	Visitor satisfaction comments and surveys Increase in attendance Increased time spent at the museum	YR 1: A) Establish full time permanent visitor services position. B) Conduct research to determine project priorities. C) Establish partners and funding sources YRS 1-2: Complete any design work needed for projects YRS 1-5: Implement and evaluate projects, completing surveys to determine visitor impact	\$\$\$\$\$ Could be millions of dollars based on the level of work that is done

<p>2. Develop opportunities for the public to leave its footprint on the Harn (i.e., participate in community garden, decorative items in the garden that would change with seasons, etc.).</p>	<p>Operations staff Education staff Marketing, PR and Store staff UF and community partners</p>	<p>Personnel resources to coordinate projects Funding Full time permanent staff needed to provide visitor services</p>	<p>Visitor satisfaction feedback through comment cards and surveys Increased participation in projects Increased time spent at the museum</p>	<p>YR 1: A) Establish full time permanent visitor services position. B) Conduct research and determine specific projects that the public can participate in that would provide a sense of belonging YRS 1-5: A) Develop projects. B) Recruit paid and unpaid personnel to direct projects. C) Conduct projects and evaluate project results</p>	<p>\$1,000 to \$5,000 per year based on projects</p>
<p>3. Develop and implement staff training specifically in the area of visitor services for all front line staff (paid & unpaid).</p>	<p>Visitor Services, Human Resource Manager Security Frontline staff Harn Volunteer Coordinator UF Human Resources UF Partners—video production classes (faculty/students)</p>	<p>Time constraints/demands on existing staff Full time permanent staff needed to provide visitor services</p>	<p>Feedback from sample groups and staff involved in training</p>	<p>YR 1: A) Establish full time permanent visitor services position. B) Develop and produce video & online training materials. B)Test, review and revise training materials YRS 1-2: Develop survey/feedback instruments for evaluation of training materials YRS 2-5: Implement, evaluate, revise as necessary</p>	<p>\$5,000</p>

<p>4. Research, evaluate and implement personnel related policies & procedures that creates a more positive response from visitors while maintaining the integrity of the museum (appearance—guards uniforms, attitudes/service—customer service, response--emergency preparedness, ADA, etc.); and that will improve staff morale, internal customer service and build a culture of gratitude within the museum.</p>	<p>Human Resource Manager Security Visitor Services Education Maintenance Registration EHS UF Human Resources ADA Office</p>	<p>Time constraints/demands on existing staff Full time permanent staff needed to provide visitor services</p>	<p>Ongoing review by committee Feedback from staff and visitors</p>	<p>YR 1: A) Establish full time permanent visitor services position. B) Assemble committee to review and evaluate personnel related policies & procedures YRS 1-5: Determine personnel related policies/procedures that could be changed to create a more positive response from visitors YRS 1-5: Develop plan to address changes to policies & procedures, methods of implementation, funding for planned changes YRS 1-5: Ongoing--evaluation of changes and personnel related policies & procedures that affect visitor experiences</p>	<p>\$0 to \$5,000</p>
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FINANCE AND OPERATIONS

GOAL 3 - Relevant and Engaging Exhibitions: To ignite new ways of thinking about ourselves and the world we will engage with creative thinkers to develop relevant and exciting permanent collection installations, temporary exhibitions and related learning opportunities.

Important strategies toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success		Cost <i>Money, resource</i>
1. Develop interactive tools and activities that complement museum exhibitions and programs that promote and engage museum visitors (i.e., tools for young children to use throughout the galleries, audio in gardens for vision impaired, etc., survey tools for use by visitor services staff to capture visitor response).	Director of Museum Technology Visitor Services Museum-wide involvement UF and community partners	Need for additional IT Personnel—minimum of 1.5 FTE Time constraints/demands on existing staff Getting the right ratio of technology and non-technological solutions	Enthusiastic visitor responses Increased visitor participation and attendance Visitor Surveys	YR 1: Establish additional IT positions to work on projects YR 1: Project kick-off, research, analysis, specific goal setting and plan development Establish partnerships YR 2: Obtain funds, begin development of tools, testing and feedback YRS 3-5: Implement, evaluate, maintain and improve	\$100,000 to \$500,000 per year

2. Develop streamlined business and communication processes that promote the development of relevant and engaging exhibitions.	Director of Museum Technology Museum-wide involvement UF and community partners	Need for additional IT Personnel—minimum of 1.5 FTE Time constraints/demands on existing staff Possible resistance to change	Staff has more time to be creative Fewer fires to put out Efficient & effective communication among staff Efficient & successful completion of projects	YR 1: Establish additional IT positions to work on projects YR 1: Identify/document existing processes YRS 2-5: Document new workflows, train staff, implement new procedures	\$100,000 to \$500,000 per year Personnel; Time; Computers/Servers/Software/Storage

FINANCE AND OPERATIONS

GOAL 4 - Innovation through Technology: To enrich visitor's experience of great works of art both inside the museum and beyond its walls, we will employ existing and new technologies to support all aspects of the museums work and achieve its mission and vision.

Important steps toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Identify, develop and implement IT tools that will support museum programs and exhibitions (i.e., apps, websites, blogs, podcasts, virtual exhibitions, kiosk, games, interactive activities, etc.).	Director of Museum Technology Museum-wide involvement UF and community partners (e.g. MindTree)	Need for additional IT Personnel—minimum of 1.5 FTE Time constraints/demands on existing staff Limiting the scope Getting consensus on effective technology Funding	Visitors inform us that they utilize the technology inside and outside of the Museum Feedback through comment cards, surveys, number of participants	YR 1: Establish additional IT positions to work on projects YR 1: A) Conduct research to determine project priorities and scope. Establish funding sources. YR2: Develop projects based on established priorities, establish partners and methods of implementation	\$\$\$\$ based on projects could be several million

				YRS 2-5: Implement, evaluate and update projects	
2. Develop and implement intranet for the sharing of information among identified stakeholders.	Director of Museum Technology Museum-wide involvement UF Partners	Need for additional IT Personnel—minimum of 1.5 FTE Time constraints/demands on existing staff Choosing a technology wisely; predicting what UF will provide and support Funding	Presence and heavy utilization/reliance on intranet Feedback from end users	YR 1: Establish additional IT positions to work on projects YR 1: Conduct research, develop project plan and establish partners and funding sources YRS 2-5: Project implementation, evaluation, maintenance and improvement	\$0 to \$20,000 does not include personnel cost
3. Develop and implement IT tools that will facilitate revenue generating activities (i.e., membership, museum rentals, store, class registrations, etc.).	Director of Museum Technology Development Museum Rentals PR and Marketing Education Curatorial UF and community partners Consultants (e.g. MindTree)	Need for additional IT Personnel—minimum of 1.5 FTE Time constraints/demands on existing staff Finding technologies that provide Museum quality soliciting/transactions Funding	Increased revenue Feedback from supporters	YR 1: Establish additional IT positions to work on projects YR 1: Conduct research to determine tools available to support revenue generating activities, identifying productive markets and researching successful products/entities. Identify and establish project partnerships YR 2: Develop plan and funding sources YRS 2-5: Plan implementation, evaluation, maintenance and improvement	\$\$\$\$ Based on projects could be \$250,000
4. Evaluate and expand cell phone or similar technologies to include wayfinding, QR codes, tours, etc.	Director of Museum Technology Education PR and Marketing Visitor Services Curatorial UF and Community Partners	Need for additional IT Personnel—minimum of 1.5 FTE Time constraints/demands on existing staff Time constraints/demands on existing staff Funding	Using technologies	YR 1: Establish additional IT positions to work on projects YR 1: Conduct research and identify specific projects and funding sources. YR 2: Develop implementation plan.	\$\$\$\$ Based on projects \$0 to \$25,000

				YRS 2-5: Implement, evaluate, maintain and improve plan based on feedback and use	
5. Evaluate and expand the use of technology for security purposes (i.e., asset control, etc.).	Director of Museum Technology Director of Finance and Operations Security Consultants	Need for additional IT Personnel—minimum of 1.5 FTE Time constraints/demands on existing staff Funding	Using technologies for this purpose	YR 1: Establish additional IT positions to work on projects YR 1: Conduct research, develop plan and establish funding source YRS 2-5: Implement, evaluate, maintain, and improve	\$25,000 to \$150,000
6. Develop and implement a plan to digitize collections.	Director of Museum Technology Registration Curatorial Education UF and Community Partners	Need for additional IT Personnel—minimum of 1.5 FTE Time constraints/demands on existing staff Funding	Collection is digitized Increased use	YR 1: Establish additional IT positions to work on projects YR 1: Conduct research, establish plan, partners and funding sources YRS 2-5: Implement and evaluate	Based on project \$500,000
7. Develop and implement a plan to develop IT infrastructure for the Harn Museum: A) Develop equipment, storage and software plan and B) Digital asset management systems.	Director of Museum Technology Director of Finance and Operations Museum-wide involvement UF and Community Partners	Need for additional IT Personnel—minimum of 1.5 FTE Time constraints/demands on existing staff Funding	System is in place	YR 1: Establish additional IT positions to work on projects YR 1: Conduct research, and determine museum project priorities, develop plan, establish funding sources and partnerships YRS 2-5: Project implementation, evaluation, maintenance and improvement	Based on project could be millions

DEVELOPMENT

GOAL 1 - Collaborations and Partnerships: To harness the power of the arts to inspire and educate people and enrich their lives, we will expand and deepen strategic collaborations with partners at the University of Florida, the local and regional communities, and the international art community.

Important strategies toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Endow all curatorial positions through outright gifts, pledges, bequests.	Sr. DoD Director UFF President	Define CASE, inspire philanthropy, institute culture of gratitude, donor engagement, prove-its	\$7.5 million	YRS 1-5	UFF pays 100% of Sr. DO's travel/entertainment CASE materials: \$5000/5 years
2. Identify and solicit foundation and corporate partners for exhibition support.	Sr. DoD Director National Council Curatorial Education	Clearly defined projects/timely	YR 1: Kongo, Tokaido/Mark of Water YR 2: Monet YR 3: 25 th Anniversary exhibitions YR 4: TBD YR 5: TBD	YRS 1-5	From Corp/Fdtn YR 1 \$25K YR 2 \$75K YR 3 \$150K YR 4 \$175K YR 5 \$200K
3. Redesign local, student, alumni membership concurrently with Annual Fund development.	Sr. DoD Membership Mgr Marketing/PR Finance Interns, SG National Council UFAA/UFF/UF RSA	Staffing Tracking Marketing Defining benefits Supplementing membership \$s with increased Annual Fund \$s	YR 1: Plan, partner gain by-in YR 2: Brand campaign/deploy YR 3: 25 th Anniversary/deploy renewals/Invite memories of the Harn from Alumni – work with UFAA/UFF YR 4: Evaluate YR 5: Re-brand	YRS 1-5	\$50K – Membership full time
4. 25th Anniversary – define event(s), timeline, messaging, fundraising plan.	Sr. DoD Director National Council Marketing/PR RSA UFF/UFAA/UF	Staff/volunteer participation Presidential engagement UF Foundation Board engagement Student engagement	YR 1: Plan, create partners YR 2: Branding and Fundraising campaign YR 3: Event(s)	YRS 1-3	\$50-\$100K event (to raise \$250K)

DEVELOPMENT

GOAL 2 - A Sense of Belonging: To foster a sense of belonging and ownership of the museum among our audiences, we will welcome everyone to the museum and actively engage our expanded audiences in the development of experiences that positively impact their lives.

Important strategies toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Engage leadership for endowment(\$7.5M);acquisitions goal fulfillment (\$10K-cash/inkind); Sculpture/Nature Park.	Sr. DoD Director Curators President UFF National Council	Coordinated CASE; shared messaging	\$22.5M raised over five years YR 1: CASE materials – print, video, other; train volunteers; present 5 proposals YR 2: Present 5 proposals YR 3: Use 25 th Anniversary events to highlight Y1-2 gifts – impact statements YR 4: Keep leadership engaged YR 5: follow-up as needed on proposals	YRS 1-5	\$5K – CASE Proposals (travel and entertainment UFF)
2. Expand and re-invigorate National Council and arouse their loyalty with understanding of annual giving and focus on importance and value of their participation.	Sr. DoD Dev Coordinator Director National Council UFF	Time/staff	YR 1: Fall Board Meeting – roll out new plan; organized and defined commitment (one on one in advance – Chair and Sr. DoD)-annual gift of \$5-10K YR 2: Use nominating committee model – invite board members from other Univ museums to serve as inspiring model YR 3: 25 th Anniversary YR 4: Continue to add members YR 5: Celebrate successes		Annual \$2K for 2 meetings; materials - \$10K over 5 years (raise from annual commitment @ \$250K over 5 years)
3. Create free membership/highly organized annual appeal.	Sr. DoD Membership Mgr Director National Council UFF UF Student Government	Messaging, staffing	YR 1; New Membership Mgr YR 2: Engage loyal members to establish focus groups for 25 th anniversary YR 3: Create 25 year member recognition YRS 4-5: Seek feedback/refine		Marketing plan @ \$50K

4. 25th Anniversary Campaign- Collections/endowment/ and grounds-celebratory event (end of “tween” UFF campaign).	Sr. DoD Development Staff Director Marketing/PR RSA UFF National Council	Staffing	YR 1: Map events, along with all other long-range plans YR 2: Contact alums – grads at 25 years/visit across country with existing UF events YR 3: Celebrate stories – website, UFF, other YR 4: Collect all history and show impact YR 5: Begin 30 year plans		\$5K over 5 years (from dev budget and UFF PR, computing, research departments)
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DEVELOPMENT

GOAL 3 - Relevant and Engaging Exhibitions: To ignite new ways of thinking about ourselves and the world we will engage with creative thinkers to develop relevant and exciting permanent collection installations, temporary exhibitions and related learning opportunities.

Important strategies toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Identify foundations, create compelling proposals based on CASE for exhibitions, programs, art conservation endowments and non- endowed support.	Sr DoD Director Curators Finance UFF	Staff time, well defined projects	YR 1: Plan for Y3/4/5 YR 2: Proposals for Y3 YR 3: 25 th anniversary YR 4: Demonstrate impact YR 5: Plan for succession of Sr. DoD	YRS 1-5	Sr. DoD UFF budget for services purchased \$5K over 5 years
2. Use exhibitions and focus of donor engagement and to heighten awareness nationally and internationally.	Sr. DoD Director National Council Curators UFF	Scheduling among campus units and President’s office	YR 1: Create 5 year timeline for events, coordinating with UF and UFF	YRS 1-5	Entertainment costs paid by UFF

3. Develop more strategy specific one-on-one proposal opportunities with Director and President/Provost.	Sr. DoD Director AVP Development VP Development Provost President	Creating the BIG idea projects that will appeal to UF leadership and securing their commitment	YR 1: Prepare CASE and develop template for proposals, including design and delivery model (talking books, etc) Begin presenting proposals for stated goals to endow curatorial positions, endow program, endow acquisition, conservation YRS 2-5: Ongoing	YRS 1-5	UFF budget for services purchased, add: YR 2 \$500 YR 3 \$1000 YR 4 \$500 YR 5 \$500

DEVELOPMENT

GOAL 4 - Innovation through Technology: To enrich visitor's experience of great works of art both inside the museum and beyond its walls, we will employ existing and new technologies to support all aspects of the museums work and achieve its mission and vision.

Important steps toward implementing the goal	Responsible party - who else is involved	Hurdles and challenges	Measures of Success	Time frame	Cost <i>Money, resource</i>
1. Strong museum-wide messaging with upbeat communication format with donors, members, alumni, including video conferencing options, social media, etc.	Sr. DoD Development Staff Marketing/PR RSA UFF Computing UFAA National Council	Staffing in membership Tech capacity and costs	YR 1: Overall communications and IT planning and implementation to reach members and alumni YR 2: Refinement of message YR 3: 25 th anniversary message YRS 4-5: Ongoing implementation of agreed upon messages		YR 1 \$500 YR 2 \$3000 YR 3 \$3000 YR 4 \$400 YR 5 ? Harn/UFF opportunity
2. Streamline grant process through technological means including image storage, delivery to granting agencies, updating capacity among multiple project-specific participants.	Sr. DoD Dev Coordinator IT UFF Computing	Staffing Master plan for computing and IT	Increased grant submissions	YRS 1-5	Could be part of overall tech plan? Or open source options

3. iPads for member parties-link to UFF for up to minute member info. Include credit card swipe cube for taking funds.	Sr. DoD Dev Coordinator Membership Mgr IT UFF Computing	3 iPads, apps, etc.	Coordinated effort with UFF to seamlessly combine museum needs with PCI compliance and donor (member) confidentiality issues	YR 1: planning and beta test YR 2: full implementation YRS 3-5: refine, improve, capitalize on emerging technology	\$3000 for 3 iPads and cost of swipe cube