

Chrysler Museum of Art Strategic Plan 2006-2009

The Museum's Strategic Plan lays out key institutional priorities, goals, and initiatives for the next three years. It is intended as a roadmap to guide Museum decision making toward the achievement of our mission.

The plan is based on three fundamental assumptions:

- Our primary focus is on providing a superior experience for our visitors, especially through programs that engage people with original works of art**
- Our primary audience is our region (ie. people living within a 50 mile radius)**
- Our primary measure of success is the enthusiasm with which visitors recommend the Museum to others**

Our Mission

The Chrysler Museum is a catalyst.
We bring art and people together to enrich and transform lives.

Working Vision

Make the Museum a great experience for everyone

Who We Are, What We Believe

The Chrysler Museum is among America's most distinguished mid-sized art museums. We care for, exhibit, and interpret a world-class collection of over 30,000 objects; present a full range of special exhibitions; and offer innovative educational programs that bring works of art to life for all our visitors.

The Chrysler Museum is a vital community gathering place – a place for enjoyment, and a place to think and grow. Accessible and welcoming, the Museum reaches out to attract and involve everyone who lives in Hampton Roads. We are an educational, social, economic, and cultural resource that is recognized as nothing less than essential to our community and its citizens.

While our primary commitment is to serving the people of Hampton Roads, we actively maintain our importance as a national and international force through loans from our collection and through the reputation of our exhibitions and programs. Recognized and admired for the quality and creativity of our activities, we set a standard which inspires emulation by our peers.

We believe that original works of art embody the highest achievements of the world's diverse civilizations. Works of art have a unique power to delight, inspire, and move us; they are both humanizing and spiritual. They teach us about our past and present, about ourselves and our world.

We also believe that Museums are dynamic. They can and should accommodate paradox and contradiction. As places for solitary reflection and as dynamic, challenging environments, museums are at once, innovative and traditional, intellectually rigorous and boldly open-minded.

I. Strategic Priority: Broaden and Deepen our Audience

Goal	Initiative	Responsible Party	Start Date	Completion Date
Expand the size and diversity of the community audience we serve	1. Conduct an in-depth demographic analysis of Hampton Roads to identify the size and composition of the Museum’s actual potential audience.	PR Director	3 months	6 months
	2. Articulate clearly what the Museum offers (the nature of the Chrysler Experience) to all current and potential audiences.	PR Director	3 months	Ongoing
	3. Compare the demographics of the Museum’s current audience (including the Myers House and Norfolk History Museum) to its potential audience. Identify and prioritize demographic segments with greatest potential for growth.	PR Director	6 months	9 months
	4. Identify the key attendance motivators (eg. special exhibitions), barriers to participation (eg. Tuesday closing, admission charge) and the most effective marketing tools to reach each of these audience segments.	PR Director	9 months	1 year
	5. Create and implement a plan to remove barriers and engage underserved audiences.	PR Director	1 year	Ongoing

Goal	Initiative	Responsible Party	Start Date	Completion Date
<p>Remain open, flexible, and responsible to changes in our world and to the needs and interests of our current and targeted audiences</p>	<p>1. Implement “Net Promoter Score”—a metric used by a majority of Fortune 500 companies to measure customer satisfaction—as a gauge of visitor experience and strength of recommendation.</p>	Marketing Manager	6 months	Ongoing
	<p>2. Hold quarterly or semi-annual meetings with “front line” staff to address guest suggestions, problems, etc. to ensure positive Chrysler experience.</p>	Guest Services Director	6 months	Ongoing
	<p>3. Create and implement a program to ensure that staff and Board remain fully up-to-date on the latest trends and ideas, opportunities and challenges in the Museum profession, in education, and in the life of our region.</p>	Director	Immediate	Ongoing
<p>Work in partnership with regional businesses, military, government, and cultural organizations to serve our community even more effectively.</p>	<p>1. Inaugurate an ongoing series of conversations with regional leaders in business, government, education, the military, and the non-profit/cultural sector to identify potential partnerships and collaborations that could be beneficial to all parties.</p>	Director	Immediate	Ongoing
	<p>2. Prioritize these opportunities and implement the most promising as a means to move the Museum to the center of civic life in our region.</p>	Director	6 months	Ongoing

II. Strategic Priority: Strengthen our Collections and Exhibitions

Goal	Initiative	Responsible Party	Start Date	Completion Date
<p>Renew our commitment to the continuing growth of the permanent collection through carefully selected purchases and major art donations.</p>	<p>1. Review current division of responsibilities in the curatorial department. Identify ongoing needs and new opportunities and create a staffing plan to meet those needs – particularly in the areas of American, contemporary, and decorative art.</p>	Chief Curator	Immediately	6 months
	<p>2. Build an updated collector/donor database</p>	Chief Curator	Immediately	Ongoing
	<p>3. Develop a new “Collectors’ Society.”</p>	Chief Curator	1 year	2 years
	<p>4. Initiate a quarterly or semi-annual acquisitions news letter highlighting recent gifts of art.</p>	PR Director	6 months	1 year
	<p>5. Organize a new “Hampton Roads Collects” exhibition.</p>	Chief Curator	1 year	3 years
	<p>6. Initiate mechanisms (letters, emails, etc.) to inform past donors when their gifts of art are placed on exhibition in the Museum or lent to traveling exhibitions.</p>	VP Development	6 months	1 year
	<p>7. Develop a list of gift-giving foundations and artist estates and begin to make use of those resources to expand the collection.</p>	Chief Curator	2 years	3 years

Goal	Initiative	Responsible Party	Start Date	Completion Date
<p>Continue the reinstallation and reinterpretation of the permanent collection, particularly the glass and ancient worlds collections.</p>	<p>1. Reinterpret and reinstall the five 19th-century European and American galleries</p>	Chief Curator	8 months	16 months
	<p>2. Refresh, reinstall, and reinterpret the glass galleries to reflect key strengths of the collection.</p>	Glass/Decorative Arts Curator	6 months	20 months
	<p>3. Create a long-term plan for the continuing reinstallation and reinterpretation of the permanent collection including the Ancient Worlds, Photography, and Porcelain galleries as a part of and consistent with an overall facilities plan</p>	Chief Curator	1 year	2 years
<p>Continue to refine and focus the permanent collection through judicious deaccessioning.</p>	<p>1. Continue deaccessioning of substandard furniture in former Willoughby-Baylor House.</p>	Glass/Decorative Arts Curator	Immediate	4 months
	<p>2. Deaccession substandard material in the area of American contemporary and 19th-century painting and sculpture.</p>	Chief Curator	Immediate	18 months
	<p>3. Review and deaccession substandard material in the area of the decorative arts, especially glass and furniture stored off-site.</p>	Glass/Decorative Arts Curator	1 year	2 years
	<p>4. Review and deaccession substandard material in the areas of European and American sculpture.</p>	Chief Curator	18 months	3 years
	<p>5. Key deaccessioning of substandard ancient worlds material to reinstallation of ancient worlds galleries, upon completion of a Museum-wide master plan for facilities use.</p>	Chief Curator	within 3 years	

Goal	Initiative	Responsible Party	Start Date	Completion Date
<p>Continue to offer innovative, high-quality exhibitions drawn from external resources and from our own collection.</p>	<p>1. Plan for reopening of the Museum’s Decorative Arts and Works on Paper galleries. Continue to make maximum effective use of all exhibition spaces with the Museum building including the Theatre Lobby.</p>	Chief Curator	6 months	1 year
	<p>2. Continue to offer a balanced and appealing program of special exhibitions. Investigate opportunities for exhibitions with special appeal to families.</p>	Director	Immediate	Ongoing
	<p>3. Incorporate into all exhibition projects a final evaluation step to assess project success and contribution to the “Chrysler experience.”</p>	Guest Service Director	Immediate	Ongoing
	<p>4. Definitively determine administrative responsibility for the Norfolk History Museum and establish a schedule of changing exhibitions for that space.</p>	Director	1 year	Ongoing
<p>Actively encourage scholarship and publication on the permanent collection.</p>	<p>1. Complete the Museum’s updated “picture book.”</p>	Marketing Manager	Immediate	1 year
	<p>2. Continue the Museum’s series of collection handbooks, beginning with an updated glass handbook and continuing to European art.</p>	Chief Curator	18 months	4 years
	<p>3. Develop a long-range collection publication program utilizing traditional and digital media and targeted to different market segments.</p>	Chief Curator	Immediate	3 years
	<p>4. Encourage and support curatorial and outside scholarship focused on the museum collection.</p>	Director	Immediate	Ongoing

III. Strategic Priority: Make the Museum a Resource for Life-Long Learning

Goal	Initiative	Responsible Party	Start Date	Completion Date
<p>Make the Museum a true resource for lifelong learning, especially for our schools.</p>	<p>1. Design programs and interpretive strategies that are relevant to and effective for our diverse audience groups</p> <ul style="list-style-type: none"> ○ Develop a Family Guide around the Permanent Collection. ○ Interpret the Collection in ways relevant to K-12 curricula, specifically our largest tours. ○ Institute a professional development program for area teachers ○ Continue Middle School after-school program and expand to high school. ○ Deepen our relationship with ODU and other regional universities through jointly taught courses and other initiatives ○ Continue to provide education opportunities for museum members and major donors. 	Ed. Director	Immediate	2 years
			Immediate	2 years
			2 years	3 years
			Immediate	Ongoing
			Immediate	Ongoing
			Immediate	Ongoing
	<p>2. Improve the way we train and support the museum's docents.</p>	Ed. Director	Immediate	Ongoing
	<p>3. Promote the Library as a resource to students, teachers, and scholars in the region, and provide staffing appropriate for the collection and patrons.</p>	Librarian	2 years	Ongoing
	<p>4. Provide ongoing training on collections and exhibitions for the enrichment of the museum staff</p>	Ed. Director	Immediate	Ongoing

Goal	Initiative	Responsible Party	Start Date	Completion Date
Embrace technology as both a tool and a medium for experiencing art and the Museum.	<ol style="list-style-type: none"> 1. Develop a robust electronic master calendar of Museum programs for both staff and public. 2. Create exciting online experiences with works of art that will both encourage visits to the Museum and serve as ends in themselves (eg. Kress Project). 3. Use the Museum website as a means to disseminate education resources to teachers, students, docents, staff, and the general public. 	Ed. Director	Immediate	6 months
		Ed. Director	Immediate	2 years
		Ed. Director	1 year	2 years
Embrace the performing arts as a natural complement to an appreciation and understanding of the works of art on display in the museum's galleries.	<ol style="list-style-type: none"> 1. Continue to develop programs that foster our audience's appreciation of art and music together. 2. Continue to seek out meaningful collaborations with area arts organizations such as the Arts Festival, Opera, Symphony, and Stage Company. 3. Investigate the possibility of developing the Theatre as an independent performing arts venue (as opposed to programs designed specifically to support exhibitions and the collection). 	Ed. Director	Immediate	Ongoing
		Ed. Director	Immediate	Ongoing
		Director	1 year	2 years
Recognize and better coordinate the full diversity of programs produced by the education and development departments of the Museum.	<ol style="list-style-type: none"> 1. Develop the programs of Support Groups, Membership Groups, Special Events, and Education collaboratively so as to maximize the resources of staff towards achieving the Mission of the Museum. 2. Devote at least one meeting per month towards information sharing between Education and Development. Assign members of the education staff as collaborators to support and membership groups. 	VP Development	6 months	1 year
		VP Development	6 months	Ongoing

Goal	Initiative	Responsible Party	Start Date	Completion Date
<p>Ensure that our guests are appropriately welcomed and oriented when they arrive at the Museum</p>	<p>1. Evaluate guest services staffing with an intent to hire a Guest Services Manager.</p>	<p>HR Manager</p>	<p>Immediate</p>	<p>6 months</p>
	<p>2. Review the function, location, and staffing of the admissions and information desks. Create and implement a plan to improve their effectiveness.</p>	<p>Guest Services Director</p>	<p>6 months</p>	<p>1 year</p>
	<p>3. Investigate the use of digital displays to replace the proliferation of signage in Huber Court.</p>	<p>Guest Services Director</p>	<p>9 months</p>	<p>2 year</p>
	<p>4. Design and produce a new series of coordinated information brochures and maps for visitors</p>	<p>Guest Services Director</p>	<p>6 months</p>	<p>1 year</p>
	<p>5. Provide comprehensive and ongoing training and support for admissions staff so that they are warm, knowledgeable, and professional ambassadors to the public.</p>	<p>Guest Services Director</p>	<p>6 months</p>	<p>Ongoing</p>

IV. Strategic Priority: Strengthen our Finances

Goal	Initiative	Responsible Party	Start Date	Completion Date
<p>Ensure that the museum continues to be well-managed and cost-efficient, using its resources effectively to advance its mission.</p>	1. Integrate Development software (Raiser’s Edge) with accounting software (Financial Edge) and provide associated training.	CFO	Immediate	3 months
	2. Transition Raiser’s Edge as a central repository for all Museum constituent and prospect information	VP Development	1 year	2 years
	3. Benchmark key Museum data against comparable institutions.	CFO	3 months	Ongoing
	4. Track allocation of resources against the strategic plan.	CFO	Immediate	3 years
	5. Implement annual incentive pay based on goal achievement	HR Manager	Immediate	Ongoing
	6. Update Investments Policies and include establishing an ongoing competitive bid process for managing the endowment every 5 years.	CFO	Immediate	Ongoing
	7. Reevaluate endowment spending levels annually.	CFO	Immediate	Ongoing
	8. Implement rotating internal control testing of income-producing activities.	CFO	6 months	Ongoing
	9. Develop and implement a policy that ensures that sources of additional and continuing revenue have been identified before new and continuing obligations are assumed.	CFO	Immediate	Immediate

Goal	Initiative	Responsible Party	Start Date	Completion Date
Cultivate new donors within the city and state (with particular concentration on a 50 mile radius)	1. Expand planned giving program and initiate contact with the Estate Planning Council.	VP Development	1 year	Ongoing
	2. Use Museum support groups as a vehicle to engage new audiences and generate financial support.	VP Development	1 year	Ongoing
	3. Work with other cultural and educational organizations to build shared audiences.	VP Development	6 months	Ongoing
	4. Make more effective use of Museum curators and educators to develop relationships with donors.	VP Development	6 months	Ongoing
Show appreciation of and strengthen relationships with current donors	1. Design and implement an effective system of stewardship for major donors (including the possibility of founding a donor relations committee).	VP Development	6 months	Ongoing
	2. Ensure that key public-contact positions in the Museum are filled (eg. VP development, receptionist, etc.).	HR Manager	Immediate	6 months
	3. Continue to work with Governor and legislature to increase State funding of the Museum.	Director	Immediate	Ongoing
	4. Continue to work with the Mayor and City Council to sustain and increase the City's investment in the Museum.	Director	Immediate	Ongoing

Goal	Initiative	Responsible Party	Start Date	Completion Date
<p>Consider the possibility of redefining accessibility by offering free admission to all attendees everyday.</p>	<p>1. Evaluate museum admission policy to include a study of the feasibility and economics of free admissions.</p>	<p>Director</p>	<p>18 months</p>	<p>24 months</p>
<p>Conduct thorough evaluations of all earned income-producing activities to ensure that they are fully cost effective and that they contribute to the Museum’s mission.</p>	<p>1. Evaluate Education tour income and program revenues. 2. Evaluate facility rentals. 3. Evaluate restaurant and catering operations. 4. Evaluate gift shop sales. 5. Evaluate image licensing and rental. 6. Evaluate fees and availability of private tours, curatorial and art conservator services. 7. Evaluate travel program.</p>	<p>CFO CFO CFO CFO CFO CFO CFO</p>	<p>6 months 1 year 6 months 3 months 1 year 6 months 3 months</p>	<p>8 months 16 months 9 months 6 months 18 months 9 months 6 months</p>

Goal	Initiative	Responsible Party	Start Date	Completion Date
Conduct thorough evaluation of the cost-effectiveness of all contribution programs.	1. Evaluate success of contribution boxes – placement, signage, quantity.	VP Development	6 months	1 year
	2. Evaluate membership and support group pricing and benefit structure.	VP Development	6 months	1 year
	3. Evaluate Annual Fund.	VP Development	6 months	1 year
	4. Evaluate grants program.	VP Development	1 year	18 months
	5. Evaluate success of car raffle.	VP Development	1 year	18 months
	6. Evaluate success of golf tournament.	VP Development	1 year	18 months

V. Strategic Priority: Provide Improved Facilities to Advance our Mission

Goal	Initiative	Responsible Party	Start Date	Completion Date
Upgrade and expand facilities devoted to collection exhibition and storage	1. Work with City to assess drainage and subsidence issues related to culverts running under Museum.	Facilities Director	Immediate	3 years
	2. Explore the feasibility of acquiring the Wachovia Bank Building. Determine most effective short and long-term uses of facility.	Director	Immediate	6 months
	3. Conduct a study to determine space needs for the next 15-20 years.	Deputy Director	6 months	18 months
	4. With help of outside professional, develop a comprehensive facility master plan.	Director	12 months	24 months
	5. Continue to implement currently scheduled renovations without compromising long term flexibility.	Deputy Director	Immediate	Ongoing
	6. Implement Phase 1 of Brian Ramer's Collection Storage Plan.	Deputy Director	6 months	2 years
	7. Conservation Studio - Implement plans to improve light and ventilation; install fume exhaust system.	Deputy Director	6 months	2 years

Goal	Initiative	Responsible Party	Start Date	Completion Date
<p>Improve building and grounds maintenance</p>	<p>1. Hire a consultant to conduct an assessment of our building maintenance and facilities operations (staffing and organization) and its future needs.</p>	<p>Facilities Director</p>	<p>1 year</p>	<p>18 months</p>
	<p>2. Implement previously scheduled facilities projects: Security upgrades, HVAC Humidity Control Upgrade, Theater Lobby HVAC Upgrade, Move Boilers to Third Floor.</p>	<p>Facilities Director</p>	<p>Immediate</p>	<p>3 years</p>
	<p>3. Explore feasibility of hiring a Housekeeping Manger to oversee improved appearance of museum spaces.</p>	<p>HR Manager</p>	<p>Immediate</p>	<p>3 months</p>
	<p>4. Continue to upgrade landscaping, including pruning and/or removal of trees and shrubs on south side of property.</p>	<p>Facilities Director</p>	<p>Immediate</p>	<p>3 years</p>

Goal	Initiative	Responsible Party	Start Date	Completion Date
<p>Develop a plan for the continuing stewardship of the Moses Myers House and Norfolk History Museum</p>	<p>1. Study real operating costs for Moses Myers House and Norfolk History Museum. Correlate these to levels of visitorship. Design a balanced and cost-effective short-term operating plan.</p>	<p>HH Manager</p>	<p>Immediate</p>	<p>1 year</p>
	<p>2. Begin a dialogue with the City and other downtown historical attractions on the development of a plan for the long-term stewardship and operations of the Myers House and Norfolk History Museum.</p>	<p>Director</p>	<p>2 year</p>	<p>3 year</p>
	<p>3. Examine current and potential usage of the Freemason Reception Center.</p>	<p>HH Manager</p>	<p>6 months</p>	<p>9 months</p>
	<p>4. Insure that all properties are well administered and maintained.</p>	<p>HH Manager</p>	<p>Immediate</p>	<p>Ongoing</p>
	<p>5. Complete Phase 2 of the Myers House restoration. Study the feasibility of undertaking Phase 3.</p>	<p>Decorative Arts Curator</p>	<p>Immediate</p>	<p>2 years</p>
	<p>6. Work with Garden Club of Virginia on Phase II of Myers Garden restoration.</p>	<p>HH Manager</p>	<p>Immediate</p>	<p>1 year</p>

VI. Strategic Priority: Support and Develop Staff, Board, and Volunteers

Goal	Initiative	Responsible Party	Start Date	Completion Date
Ensure that the staff is sufficient to meet institutional goals	1. Use the strategic planning process as a means to review the current division of staff responsibilities and to identify and prioritize additional positions that should be added.	HR Manager	Immediate	6 months
	2. Review the cost-effectiveness of part-time positions.	HR Manager	6 months	9 months
Offer fair and competitive compensation	1. Build on the work of the 2005 report of Staff/Trustee Human Resources Committee to ensure that compensation levels (salaries and benefits) remain competitive	HR Manager	Immediate	1 year
	2. Review current leave and benefit policies; revise these to reflect current best practices.	HR Manager	Immediate	6 months
Provide ongoing opportunities for professional development	1. Review the range of professional development opportunities offered to staff (eg. Professional meeting attendance, support for courses, workshops, etc.). Assess their effectiveness. Establish priorities.	HR Manager	Immediate	9 months
	2. Review how decisions on the funding of specific professional development requests are made. Establish clear criteria for funding. Consider if funding decisions might more effectively be made at the departmental level.	CFO	Immediate	9 months
	3. Assess status of current staff training (as distinct from professional development) programs. Identify needs; develop and implement a program to address those needs.	HR Manager	6 months	1 year

Goal	Initiative	Responsible Party	Start Date	Completion Date
Maintain the quality, diversity, and commitment of the Board of Trustees.	1. Design and implement a program to ensure that Board service is rewarding and meaningful.	Board Chair and Director	Immediate	Ongoing
	2. Continue to review and adjust the style and content of Trustee meetings to make the most productive use of Trustee time and expertise.	Board Chair and Director	Immediate	Ongoing
	3. Ensure that all current and future Trustees are fully aware of the responsibilities and expectations of Board service (eg. financial support, meeting and event attendance, advocacy, etc.)	Board Governance Chair	Immediate	Ongoing
	4. Work actively with the Mayor to identify strong and committed candidates for City appointment to the Board.	Board Governance Chair	Immediate	Ongoing
	5. Make a serious commitment to Trustee diversity so that the Board reflects the full regional range of Museum constituents.	Board Chair	Immediate	Ongoing
	6. Review the Museum By-Laws on Trustee service to ensure that they facilitate leadership continuity.	Board Governance Chair	6 months	1 year
	7. Explore the desirability and feasibility of forming an advisory committee of interested individuals from outside the region.	Board Chair	1 year	2 years

Goal	Initiative	Responsible Party	Start Date	Completion Date
Foster universal (staff, Board, volunteers) commitment to service of Museum's clients, both external and internal.	1. Establish a staff workgroup to review and revise the Museum's values statement. Integrate these values into the everyday working environment.	HR Manager	Immediate	Ongoing
	2. Establish and implement clear policies, procedures, and programs to recognize staff achievement, demonstrate appreciation, and build collegiality. Offer special recognition for successful team and interdepartmental efforts.	HR Manager	6 months	9 months
	3. Develop and implement an effective Museum-wide program to improve staff and volunteer skills in and commitment to outstanding customer service.	Guest Service Director	6 months	Ongoing
	4. Review the way visitor service responsibilities are currently handled. Identify organizational changes and additional staffing (eg. Receptionist, Visitor Services Manager) that would improve effectiveness.	Director	Immediate	6 months
	5. Ensure that the Museum Shop and Restaurant reflect the Museum's commitments to quality and customer service.	CFO	Immediate	6 months

Goal	Initiative	Responsible Party	Start Date	Completion Date
Support the success and work of the Museum Volunteer Groups	1. Provide the leadership of all volunteer groups with orientation and training to enable them to fully understand their place within the overall organization.	VP Development	6 months	1 year
	2. Review and revise the Museum’s policies and procedures for support and volunteer organizations to ensure that they provide clear guidance to these groups on how they can most effectively support the Museum’s overall goals and objectives	VP Development	6 months	1 year
	3. Design and implement an effective program to recognize and thank volunteers for their commitments of time and talent.	VP Development	6 months	1 year