

Samuel P. Harn Museum of Art

2018 – 2019 Strategic Plan Extension



INTRODUCTION

This one-year extension of the Strategic Plan of the Harn Museum of Art was developed with the assistance of the UF Office of Human Resources Services, Training and Organizational Development. In anticipation of the retirement in June 2018 of Director Rebecca Nagy and the anticipated appointment of a new director, a one-year extension was deemed appropriate so that the new director will have a plan in place while leading the museum in development of a new five-year plan to take effect in July 2019.

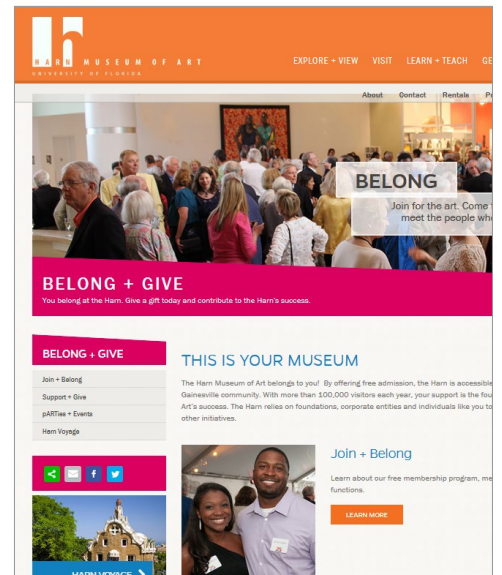
AUGUST 2017 UPDATE

In August of 2017, the Senior Staff of the Harn Museum of Art, after working with their departmental teams, met to discuss and identify a set of key priorities for the Harn for the 2018-2019 academic year. After developing a draft set of priorities, members of the Senior Staff met with the Harn National Council in October of 2017 to get input and feedback on the priorities. Below is a brief description of the steps in the process as well as a summary of results.



REVIEWING KEY ACCOMPLISHMENTS

The group began by reviewing key accomplishments from the current plan. Some of the key accomplishments discussed included the number and scale of exhibitions and the fact that several of these travelled and included publications. Another key accomplishment related to making changes to create a more welcoming environment for visitors. Other important accomplishments included the Early Learning at the Harn program and the launch of the redesigned website. Lessons learned included the need to be flexible and work toward high aspirations with the resources available, the need for improved project management, and the need to prioritize.



VISION AND STRATEGIC AREA CHECK-IN

Before identifying goals, the group engaged in a visioning activity in order to re-connect with the vision and four key strategic areas (collaborations and partnerships, a sense of belonging, relevant and engaging exhibitions, and innovation through technology) as well as generate possibilities for moving forward.

Some of the central ideas or common themes from the visioning discussion included outreach and visibility—through really effective branding and reaching out across the community or even nationally; through creating a business plan for a sustainable travelling exhibition program to extend the Harn's reach; or through an “art bus” program that would bring art to the community or the community to the art. Another theme related to the development of resources internally—in particular the staff. The intention of the visioning activity was to generate ideas as the group moved to the next step, identifying and clarifying priorities for the 2018-19 year.



PRIORITIES IDENTIFICATION—STOP/START/CONTINUE

Based on the current plan, the vision, the four key strategic areas, and the discussion to that point, the group was asked to identify priorities from the current plan that should be **stopped**, priorities (not in the current plan) that should be added or **started**, and priorities in the current plan that should be **continued**.

Each group was then asked to identify the 2-3 priorities (out of those listed to either start or continue in 2018-2019) that they thought would be most impactful. Through a process called cascading agreement, the groups were combined and each of those groups were asked to narrow their six combined priorities to three priorities.

Given the discussion, the following emerged as top priorities for 2018-2019:

- Project management—interdepartmentally, all levels
- Grants, fundraising, exhibit, publication, budget development
- Intensify diversity—all levels
- Improve exhibition planning and evaluation processes (including business plan for travelling exhibitions)
- Visioning and positioning for new director
- Staff education on technology resources

(Note: These five priorities do not reflect the only priorities for 2018-2019. Each of the areas had a number of other priorities aligned with the key strategic areas. These were the five that rose to the top as the Senior Staff discussed priorities that were important to the Harn as a whole during that 2018-2019 year.)

SAMUEL P. HARN MUSEUM OF ART

In the final step of the process, the group identified three top priorities (project management, intensifying diversity at all levels, and visioning and positioning for the new director). For each of those priorities, the groups were asked to describe success and identify potential key actions steps to begin moving forward on the priority. Below are the descriptions of success and potential action items for each of the goals. The descriptions of success and potential action items were first developed in the August session and then further developed afterward, based on additional work from the senior staff as well as additional feedback from the Harn National Council in October of 2017.

INTENSIFY DIVERSITY INTERNALLY AND EXTERNALLY

Description of Success

- Internally—Increase diversity (e.g., more ethnically diverse, more underrepresented minorities) within intern corps, senior staff/management roles, and Harn National Council
- Externally—Foster more engagement with socio-economically depressed communities in Gainesville and achieve a noticeable increase in attendance by underrepresented minority groups

Action Steps

- Frame the issue: diversity is critical for the Harn to continue to be relevant
- Define the task: focus on diversity of underrepresented minorities on staff and among audience.
- Track staff and audience demographics to establish baseline and assess progress
- Achieve self-awareness in museum messaging
- Promote intern opportunities (e.g., funded internships) in diverse student groups and centers, at Santa Fe College, and with culturally diverse fraternities and sororities
- Develop better recruiting efforts for staff, docents and volunteers
- Promote free membership to achieve a more diverse membership
- Secure transportation funding for the Early Learning at the Harn program
- Market exhibitions to diverse groups
- Form more visible partnerships with diverse organizations through promotion/PR/social media



IMPROVE PROJECT MANAGEMENT TOOLS AND PROCESSES

Description of Success

- Facilitate better communication and efficiency in projects and in day-to-day work
- Create better involvement from relevant staff in projects
- Improve work flow and budget for projects

Action Steps

- Identify current tools in use (e.g., Harn calendar, exhibition calendar, exhibition plan template)
- Create a tool to consolidate current processes
- Develop training for staff on new tool and process
- Pilot program

ENGAGE VISIONING AND POSITIONING FOR NEW DIRECTOR

Description of Success

- Develop a written plan for positioning, promoting and fundraising for the Harn for the first 1-2 years of the new director's tenure to provide focus, clear talking points, and streamlined ways of moving the Harn forward
- Secure buy-in from University Administration on museum vision and goals with the provision of support for achieving set goals
- Ensure key placement for the Harn in University plans and strategies

Action Steps

- Benchmark against aspirational peer institutions
- Issue a press release at hire of new director that is well-placed in local, state, national, and university press
- Plan listening sessions with key stakeholders of the museum
- Create document and graphics outlining vision with action items and measureable metrics for success that includes fundraising objectives.
- Meet with key University Administration to share vision for future of the Harn to garner support, resources and buy-in

MOVING FORWARD

Based on the identification of the key priorities, each of the departments within the Harn updated their specific action plans. In order to keep the goals moving forward organization-wide and beyond the work that is specific to each department, a “champion” was also identified for each of the goals—Eric Segal for the diversity goal, Mary Yawn for the project management goal, and Kelly Harvey for the new director goal.