



**art
experiences
that
excite,
inspire,
and**

**connect
our
community**

DUBUQUE MUSEUM OF ART
STRATEGIC PLAN
2022-2026



Image by City of Dubuque



Image by Corban Lundborg



Dear Friend,

Thank you for taking a few moments, as one of our closest supporters, to read our 2022–2026 strategic plan.

This plan is the result of an intentional and inclusive six-month process. Many of you generously shared your thoughts on the contextual changes that surround our work, the lessons we've learned as a community, and how the crucible of the past few years has forged in us new perspectives and strengths. I am grateful for your partnership.

Along with your input, this plan fuses:

- Learnings from national and local quantitative research (like CultureTrack, a twenty-year longitudinal analysis of Americans' cultural behavior)
- Analysis of DuMA's data
- Interviews with local and national arts, education, and humanities leaders
- Input from guests, staff, volunteers, and board members
- Interviews with more than ten community organizers leading the efforts to lift up and connect all the diverse voices of our community

Through study and analysis, we focused our plan on the need to increase dialogue, understanding, and shared experiences in our community between people of different generations, backgrounds, beliefs, and perceptions. Our vision is of a community that is a thriving cultural hub where people of diverse backgrounds and perspectives together achieve a deep understanding of the past, an empathetic view of the present, and an inspired outlook for the future.

To achieve that vision and fulfill our mission, we will transform this organization into the Museum of the Future for the Community of the Future. What follows is a five-year plan to:

- Triple the number of community members annually engaged in our mission
- Double the revenue raised annually to support that mission
- Build an organization of leaders who reflect and strengthen that mission
- Build the new community spaces—physical and virtual—that host, welcome, and connect our community at this dramatic new scale.

We also recognize that we will not achieve that vision by ourselves. Thank you for your partnership.

Gratefully,

Gary Stoppelman
Executive Director

On the cover: Ellen Wagener, *Tangled Oaks* (detail), 2016 pastel on paper. Made possible by Don and Shirley Moody in memory of Kurt Moody, and partial gift of the artist

Top: Grant Wood, *March* (detail), 1941, lithograph on paper, Gift of Dr. Randall Lengeling, © Figge Art Museum, successors to the Estate of Nan Wood Graham/Licensed by VAGA, New York, NY

EXPANDING ON OUR MISSION

vision

Our community will be a thriving cultural hub where people of diverse backgrounds and perspectives together achieve a deep understanding of the past, an empathetic view of the present, and an inspired outlook for the future.

need

There is opportunity to increase dialogue, understanding, and shared experiences in our community between people of different generations, backgrounds, beliefs, and perceptions.

mission

We create engaging art experiences that excite, inspire, and connect our community.

values

- Art has the power to change lives.
- Our actions are guided by trust, integrity, respect, and accountability.
- We adhere to professional ethics and museum standards in all operations and maintain a high standard of artistic excellence.
- We cultivate mutually beneficial partnerships to advance the role of the arts within our community.
- We seek to be inclusive of diverse communities, cultures, and ideas.
- We support and bring recognition to artists in our region.

IDENTIFYING THE NEED

Nationally and locally, people are looking for fun, social cultural activities that are inclusive and build connections



Image by Bob Felderman Photography



Image by Digital Dubuque



Image by Travel Dubuque

There is a national movement, true in all regions, towards new kinds of cultural experiences. The four motivators for cultural participation include having fun, interest in new content, experiencing new things, and feeling less stressed.

Locally, the interest is for increased diversity, cultural exposure, and opportunities for the community to gather. Dubuque focus group participants were dissatisfied with the limited opportunities to learn about different cultures.

GOALS

A five year plan to transform programming, impact, and spaces

triple engagement

Serve 30,000 participants annually (reflecting the diversity of our region) through museum programming by 2026

double the revenue

\$2M in annual revenue

- 50% contributed income
- 30% earned revenue
- 20% government funding/investment income

build the organization

Attract, engage, and retain staff, board, and volunteers who reflect, strengthen, and believe in DuMA's mission

build the spaces

Design spaces (physical and virtual) that enable the execution of the mission and impact goals

DEVELOPING INITIATIVES

1

Create engaging art experiences

- Exhibitions: Design engaging and interactive exhibitions (including the permanent collection) that deepen the level of interaction, understanding, and connectedness with objects on display
- Social Celebrations: Design and launch large-scale gatherings that excite our community
- Creative Learning: Expand opportunities for people of all ages to create and learn about art together
- Create a collaborative and data-driven process for the design and evaluation of experiences



2

Grow and diversify revenue streams

- Build major gifts program
- Optimize annual giving program
- Build a grants program
- Conduct an operational feasibility and architectural study
- Conduct a capital campaign feasibility study and execute on the campaign
- Further explore possibilities for multi-use spaces, including need/demand in Dubuque, and best practices nationally (this will serve as an input into the building study)
- Build a sustainable business model for all programs
- Build projections for future programming budgets



3

Image by Digital Dubuque

Connect the community

- Develop and execute a partnership strategy that enables DuMA to leverage partners to
 - 1) connect more people,
 - 2) co-create and add depth to programming, and
 - 3) attract revenue
- Develop a strategy to engage and empower regional artists to ensure all programming has a connection to the creative life of the region
- Digitize and publish the Museum's collection
- Be welcoming in all that we do

4

Develop the organization

- Develop a talent plan to recruit, retain, and develop talent (staff, board, and volunteers)
- Develop systems, processes, and norms for internal communication, collaboration, and decision-making
- Develop a multi-year budgeting process

COMMUNITY PARTNERSHIP

Nurturing and creating new partnerships are critical to connecting to the community and engaging art experiences

Our vision extends beyond the capacity of any single organization. The Museum is an ongoing community resource renewed by, reflective of, and in service to our educational, municipal, business, programmatic, and philanthropic partners. When diverse collaborators connect through Museum programs, we strengthen the fabric of our community and catalyze the growth that we seek.

Right: Edward S. Curtis, *Chief Joseph - Nez Percé* (detail), plate 256, 1903, photogravure on Dutch Van Gelder paper, Gift of the Dubuque Cultural Preservation Committee, an Iowa general partnership consisting of Dr. Darryl K. Mozena, Jeffrey P. Mozena, Mark Falb, Timothy J. Conlon, and Dr. Randall Lengeling





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