

Samuel P. Harn Museum of Art

Five-Year Strategic Plan

2008 - 2013



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Harn Museum of Art Strategic Plan 2008-2013

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Executive Summary

The Samuel P. Harn Museum of Art has seen tremendous growth since the museum first opened to the public in 1990. Over a million people have visited the Harn and in 2005 the museum substantially increased its 86,800 square foot facility with the opening of the 18,000 square foot Mary Ann Harn Cofrin Pavilion. In 2010, the Harn will undertake another expansion with the opening of a 22,000 square foot Asian art wing dedicated to the exhibition, conservation and study of Asian art. As the Museum continues to



grow and develop, we look toward the future with excitement and anticipation, as evidenced by the following strategic plan. This plan is a blueprint for the priorities, strategies and tactics of the museum for the next five years. I want to thank the Harn staff for their creative and visionary thinking, hard work and dedication in developing the plan and for their commitment to realizing its goals over the next five years.

Among the goals of the plan are to:

- Weave the museum's programs into the academic fabric of the University of Florida in order to enhance student learning experiences and support university goals;
- Broaden the national and international influence and reputation of the Harn as a leader among university art museums;
- Provide a welcoming environment that stimulates art-centered visitor experiences for diverse audiences;
- Use the museum's diverse art collections and exhibitions to facilitate dialogue about global ideas and issues;
- Work with University of Florida Cultural Plaza partners to make the plaza a destination for the enjoyment of art, culture and nature.

In five years, visitors will approach the museum across a lushly landscaped Cultural Plaza bustling with pedestrians who are irresistibly drawn to the Harn. Once inside the building, each person will be warmly greeted by Harn Museum Ambassadors and assisted by friendly staff and volunteers to plan a rewarding and pleasant visit. Visitors will enjoy colorful and stimulating installations of extraordinary permanent collections and exciting changing exhibitions. Every aspect of the visit will contribute to a delightful experience that audiences will be eager to repeat and share with others.

Through strong leadership and stewardship, the Samuel P. Harn Museum of Art will work with the University of Florida and the communities the museum serves to achieve the vision set forth in this plan. The museum's ambitious fundraising goals as part of the university's *Florida Tomorrow* capital campaign will be exceeded, and the future will be bright as the Harn anticipates celebration of its 25th anniversary in 2015.

Rebecca M. Nagy

Brief History of the Samuel P. Harn Museum of Art



Fully accredited by the American Association of Museums, the Samuel P. Harn Museum of Art is located at the Cultural Plaza of the University of Florida. Designed by Kha Le-Huu, an alumnus of the university's School of Architecture, the museum opened to the public in 1990. Since that time, over a million people have visited the Harn. The museum's dramatic soaring architecture includes 32,311 square feet of exhibition space. One of the largest university art museums in the country, the Harn substantially increased its size in 2005 with the opening of the Mary Ann Harn Cofrin Pavilion. The Pavilion consists of 18,000 square feet with exhibition space, two multipurpose educational spaces and a popular café.

Beautifully landscaped gardens with palms, bamboo and water features surround the Pavilion.

A visitor to the Cofrin Pavilion in 2005 left this comment: "The new wing is gorgeous. . . I want you to know I was very impressed with the Harn Museum. I feel it is the most beautiful building on campus. It had a great aura. I definitely want to come back soon!"

An article in Florida International Magazine (November 2006) stated: "The inauguration of the Mary Ann Harn Cofrin Pavilion in October 2005 marked a significant milestone for the 16-year old Harn Museum of Art. Those extra 18,000 square feet of space allowed the museum to create a home for its contemporary art collection, inevitably setting the bar higher as it relates to future exhibitions. Just having celebrated its first anniversary, the Cofrin Pavilion is living up to its potential with a new installation debuting this month. . ."



The collections of the Harn Museum currently comprise over 6,500 works of art and continue to grow through a well-defined plan in five collecting areas: international contemporary art, modern art of the Americas and Europe, African art, Asian art, and photography. Five curators, each of whom is assigned to one of these collecting areas, are responsible for building the collections, organizing exhibitions and publishing original research. The Harn organizes exhibitions to travel to other venues across the country and distributes its publications nationally and internationally.

The Harn reaches out to its audience through a variety of lectures and symposiums, films and performance events in a 200-seat auditorium and through the Bishop Study Center, offering

interpretive support through books, videos and software with lending privileges to teachers. Current educational programming also includes docent-led tours, gallery talks, outreach programming (including programming for seniors), Family Days with hands-on art-making activities, interdisciplinary curriculum units for K-12 schools and teacher workshops. The Harn Museum collaborates extensively on programming and research with units of the University of Florida and provides internships and research opportunities for students. Admission to the museum is free, and attendance continues to increase from both the Gainesville community and University of Florida staff, faculty and students. In 2006, attendance was 93,857 and increased to 101,200 in 2007.

Integration with Strategic Priorities of the University of Florida

The University of Florida is a research-intensive university and a member of the elite Association of American Universities. Aspiring to be among the top ten public universities, UF employs strategic planning as a dynamic process that responds to new opportunities and changing conditions. The Harn Museum of Art has responded to the strategic priorities outlined in the University of Florida's long-range work plan in creating its own strategic priorities.

The University of Florida is committed to investing in areas that enhance quality in all areas of its operations. Priorities for investment include recruitment and retention of the best faculty and students with emphasis on diversity in both groups. Accordingly, investment in quality of life for faculty, staff and students is also a high priority. In pursuit of academic excellence, the university recognizes the importance of internationalization, ensuring that students understand the world's cultural and



linguistic diversity. The Harn Museum is a valuable asset to the university in the recruitment and retention of top faculty and students, who demand great cultural amenities where they live, work and study. With its diverse collections and exhibitions featuring art from all over the world, the Harn contributes to the university's emphasis on internationalization and cultural diversity. The museum's highest priority is to be fully integrated into the academic fabric of the University of Florida, thus ensuring that all faculty and students benefit from the museum's resources.



The University of Florida focuses on interdisciplinary approaches to improving the health and well-being of children and families through research, education and service. Another crucial focus for interdisciplinary research and service at UF addresses the needs of the nation's aging population, a demographic of particular relevance in a state with so many retirees. The Harn Museum has strong and effective programs for families with children such as Saturday Family Days, Tot Time and programming in the Bishop Study Center. Our programs for seniors, including Art for Life and Vital Visionaries, are national models. The Harn Museum is committed to making the museum accessible, welcoming and meaningful to diverse audiences and in the next five years will focus on collaborating with

academic partners at UF to increase and improve its service to both families with children and our aging population among other underserved audiences.

Interdisciplinary collaboration is also at the center of the university's commitment to leading medical research in numerous areas, particularly cancer, genetics, bio-nanoscience, life science and emerging pathogens. Recognizing the incredible potential of creative collaboration across academic disciplines, from the fine arts and humanities to the social sciences and medicine, the College of Fine Arts at UF has taken the lead in activating the creative campus concept at the university. A creative campus is defined as one where creativity and innovation are encouraged and fostered in all academic areas, often through collaborations across disciplines. The Harn takes pride in its successful interdisciplinary partnerships with academic units across campus, including the Colleges of Business Administration; Design, Construction and Planning; Education; Fine Arts; Journalism; Law; Liberal Arts and Sciences and Medicine. In prioritizing dialogue about global ideas and issues in its exhibitions and programs, the Harn Museum demonstrates its commitment to work creatively with colleagues from many different disciplines to pursue groundbreaking research and innovative artistic endeavors.



Another campus-wide priority is environmental sustainability. This initiative is led by UF's Office of Sustainability, which seeks to make the university a model of sustainability, integrating the goals of

ecological restoration, economic development and social equity in its operations, education, research and outreach. While supporting sustainability goals in its daily operations, the Harn Museum also contributes to research and teaching on environmental sustainability through organizing exhibitions, publications and programs that address this issue. In development of the Cultural Plaza grounds, the Harn and our Cultural Plaza neighbors will contribute to environmental sustainability through preservation of wetlands, use of native species in landscaping and through other progressive approaches developed in concert with our UF colleagues in environmental horticulture, landscape architecture and other relevant academic programs.

The University of Florida values its close working relationship with the city of Gainesville and Alachua County and partners with the local community on many initiatives designed to improve the quality of life for all residents. The Harn Museum of Art and our neighbors at the Cultural Plaza are essential partners in this effort. At the intersection of SW 34th Street and Hull Road, we occupy a symbolic and actual gateway into campus from the community. Serving as a bridge between the university and the wider community and a catalyst to creative engagement between UF and partners outside the university, we offer a rich array of exhibitions and programs designed to inspire and educate people and enrich their lives.



The Harn Museum of Art's Five-Year Strategic Plan

Mission

The Samuel P. Harn Museum of Art promotes the power of the arts to inspire and educate people and enrich their lives. To this purpose the museum builds and maintains exemplary art collections and produces a wide variety of challenging, innovative exhibitions and stimulating educational programs. As an integral part of the University of Florida, the museum advances teaching and research and serves as a catalyst for creative engagement between the university and diverse local, state, national and international audiences.

Vision

The Harn Museum of Art distinguishes itself among university art museums as a creative laboratory for innovation in the visual arts. Accordingly, the Harn unites the university and the wider community to make groundbreaking contributions to research, teaching and service. The Harn makes great works of art accessible to diverse audiences by using a variety of innovative approaches to the exhibition and interpretation 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, 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.

Institutional Goals

1. To weave the museum's programs into the academic fabric of the University of Florida in order to enhance student learning experiences and support university goals for research, teaching and service.

We embrace the Harn's special role as a museum at a great research and land grant university with the tri-fold mission of research, teaching and service to the state, nation and world. The museum serves University of Florida faculty and students while also benefiting from the incredible resources they offer. The museum is a catalyst to creative engagement between the academic and wider communities and partners with colleagues at the university to serve audiences worldwide. Our highest goal and greatest commitment is to integrate every aspect of the museum's work into the academic life of the university. Accordingly, every member of the Harn Museum staff serves as a liaison to faculty and students of the University of Florida and contributes to the development of partnerships and collaborations that enrich the academic experience while advancing the goals of the museum.



2. To broaden our national and international reputation and influence as a leader among university art museums.

As a jewel in the crown of the University of Florida, the Harn contributes to UF's goal to be a top ten university. The Harn is already among the top rated art museums at public universities in our country and is recognized as a national leader in a number of key areas. These include our African art collection, exhibitions, publications and programs; our innovative partnerships with University of Florida students for programs such as Museum Nights, the MUSEs (Museum University Student Educators) and a vigorous internship program; our programs for senior citizens such as Art for Life and the Vital Visionaries; and the museum's original exhibitions, which often travel to other prestigious museums, with their accompanying scholarly publications. We are poised to receive comparable recognition in other areas.

In 2010, the Harn will expand its offerings again with the opening of a 22,000 square foot wing dedicated to the exhibition, conservation and study of Asian art. Part of this project is an Asian garden that will complement the beautiful landscaping of the Cofrin Pavilion and enhance the appeal of the University of Florida's Cultural Plaza. With the completion of our Asian art wing, we will become known for our extensive Asian collection developed in collaboration with university colleagues in Asian studies, fine arts and other fields. Garnering this recognition and

respect will expand our opportunities to partner with other museums and attract the support of donors who can help us to achieve our goals.

3. To provide a welcoming environment that stimulates engaging and meaningful art-centered visitor experiences for diverse audiences.



As an institution devoted to inspiring and educating people and enriching their lives through direct experiences with great works of art, the Harn welcomes visitors of all ages, backgrounds and interests. We know through surveys, focus groups and other audience feedback that many individuals still find the Harn facility to be austere and unwelcoming. A perception that the museum is elitist lingers among many in the community. Others

simply feel that the museum has nothing to offer them. We are making changes to the entrance and public areas of the museum to make visitors feel more welcome and comfortable. We will make our installations of the permanent collections and changing exhibitions more inviting and stimulating. We will schedule a variety of types of exhibitions to appeal to diverse audiences. We will ensure that young visitors to the museum always encounter exhibitions, programs and activities to make their museum experiences fun and exciting.

4. To use the museum's diverse art collections and exhibitions to facilitate dialogue about global ideas and issues.

In our collections, exhibitions, publications and programs the Harn will engage ideas and issues that are on the minds of University of Florida faculty and students as well as issues facing our nation and the world. These may range, for example, from the nature of the creative mind to environmental and cultural sustainability, from the varieties of religious experience to the centrality of games and sports in world cultures. We will explore with our university colleagues the many ways that artists reflect on, respond to and influence the societies in which they live and work. Collections, exhibitions and programs that address the compelling issues of our day will ensure that the experience of great works of art at the Harn Museum is interesting and meaningful to our visitors on multiple levels.

5. To work with Cultural Plaza partners to make the plaza a destination for the experience and enjoyment of art, culture and nature.

The Harn Museum of Art shares the University of Florida Cultural Plaza with two other great cultural institutions, the Phillips Center for the Performing Arts and the Florida Museum of Natural History with its Butterfly Rainforest. A lovely natural teaching area on the south side of the property offers nature trails and picnic facilities for enjoyment of the native North Central

Florida natural environment. Originally on the edge of campus, the Cultural Plaza is now surrounded by active university buildings such as the Southwest Recreation Center, the Orthopedics Institute and the Hilton/University of Florida Hotel and Conference Center. Additional facilities are planned for this area of campus, which is slated to become a new major gateway to the university from the busy SW 34th Street.

We share with our institutional neighbors a vision of the Cultural Plaza as a marvelous destination for people interested in the visual and performing arts, natural science and outdoor activities. The twenty-eight acres of the Cultural Plaza will be transformed with the implementation of a landscape design that combines built and natural environments, outdoor sculpture, walking and jogging paths, attractive seating and lighting, native plants, habitats for birds and butterflies and various amenities for children and adults. The area will be busy day and night, as University of Florida and Santa Fe Community College faculty and students, Gainesville and Alachua residents and visitors from across Florida and the world will flock to the Cultural Plaza to enjoy a variety of leisure and cultural activities.



Evaluation of the Five-Year Plan

Each department head reviews progress on stated goals routinely with his or her staff. Reports of accomplishment are shared (as they occur) at bi-weekly senior staff meetings. Formal review of annual progress on the plan occurs each August, with accomplishment of specific goals, any obstacles or problems and plans for next year's goals submitted in writing by each department head to the director and then discussed among senior staff at their annual retreat. Discussion of museum-wide progress on institutional goals is also a topic of discussion at the annual all-staff retreat.

Department heads are held accountable for progress on their departmental goals during their annual performance appraisals with the director each March. The director in turn accounts to the provost annually in her annual performance appraisal to ensure steady progress toward achievement of museum-wide goals. Revisions and updates of the five-year plan can be submitted to the provost at the time of this annual review, if appropriate.

Measuring the Success of the Plan

The Harn has set measurable goals for achieving the five institutional goals, such as doubling attendance to over 200,000 visitors each year. In addition, visitor comments and the results of audience surveys and focus groups will be tabulated to reveal a higher level of satisfaction with the facilities and grounds, collections and exhibitions, programs and customer service.

Increased participation in Harn programs by University of Florida faculty and students will be consistently measured through our attendance records. Another key measurement will be the improvement of existing partnerships and the formation of new partnerships with faculty and students working with Harn staff. Faculty and students will be engaged with Harn staff in organizing exhibitions, planning and implementing educational programs, conducting research on the collections for exhibitions and publications, renovating and expanding the facilities, improving and maintaining the gardens, marketing and promoting the work of the museum via print and electronic media and through ingrained involvement in every other area of the museums operations.

In five years, visitors to the Harn will experience a different museum. They will approach the museum across a lushly landscaped Cultural Plaza bustling with pedestrians of all ages talking excitedly about their plans for the day or evening. People will be irresistibly drawn to the Harn Museum by intriguing outdoor sculptures, beautiful plantings, colorful banners and inviting benches. Once inside the building, each person will be warmly greeted by volunteer Harn Museum Ambassadors and assisted by friendly staff and volunteers to plan a rewarding and pleasant visit. Throughout the museum, visitors will enjoy colorful and stimulating installations of permanent collections and exciting changing exhibitions. Every aspect of the visit—works of art, signage and labels, wall colors, seating, interactive components, security guards, docents and volunteers—will contribute to a delightful experience that our audiences will be eager to repeat and share with others.

The museum will be seeking a new level of response from visitors. Success will be achieved when visitors are overheard commenting that the Harn Museum is not only a stunning building set in a spectacular landscape, but that the collections are stellar, the exhibitions fascinating, the programs exciting and the staff the best informed, friendliest and most helpful they have encountered anywhere. Visitor surveys will show that they marvel at the diversity of the museum's collections and installations and that they are telling their friends that the Harn is THE place to learn about African and Asian cultures and their art, the history of photography from the beginnings to the present and the very best of modern and contemporary art from the Americas, Europe and around the world. Through provocative programming and a commitment to increasing dialogue, the Harn will have visitors who realize that an art museum can be relevant to their own daily lives and experiences, thought provoking and intellectually stimulating while also exciting and lots of fun.

The dynamism of the Cultural Plaza, the beauty of the Harn's architecture and gardens, the quality and scope of the collections and the success of our exhibitions, publications and

programs will result in national and international recognition of the Harn's achievements to the extent that the Harn becomes a role model for other museums, especially those affiliated with research universities. This recognition will result in extensive national and international media coverage of the Harn and many opportunities to partner with leading museums on exhibitions and other projects and will reflect positively on the University of Florida.

Members of the staff will be highly visible on the national stage as presenters at conferences, editors of publications and officers of associations. As a result of this success, prominent University of Florida alumni and other friends of UF and the Harn will contribute ever more generous gifts of works of art and financial resources, such as named endowment funds.

The museum's ambitious fundraising goals as part of the university's *Florida Tomorrow* capital campaign will be exceeded. The future will look very bright as the Samuel P. Harn Museum of Art anticipates celebration of its 25th anniversary in 2015.

Director's Office

Action Plan



As motivator, facilitator and cheerleader for the Harn Museum of Art and its staff, the director will ensure that each department and each member of the Harn team has the support and resources necessary to work toward fulfillment of our institutional goals. The director will take the lead in marketing the museum's five-year strategic plan to key stakeholders, including UF administrators, the Harn National Art Council, other advisory boards and committees, docents and volunteers, museum members and the wider community. The director will work closely with the director of development and other staff to realize the museum's fundraising goals for the university's Florida Tomorrow capital campaign, thereby providing the financial resources to realize the other goals of our plan. She will ensure that effective methods are in place to measure and evaluate the museum's progress in pursuing its goals and will report regularly to constituents on our accomplishments as well as any obstacles and challenges that may impede our efforts.

The director will establish connections with museum directors and visit art museums across the country, especially other leading university art museums, in order to establish clear benchmarking standards for the Harn Museum of Art. In so doing, she will exchange ideas and information with colleagues, inviting some of them to visit the Harn to bring fresh insights and inspiration to inform our work on museum goals. At the same time, she will represent the Harn in the United States and abroad to ensure that the good work the Harn is doing is known to national and international audiences.

Working with the University of Florida and the local community, the director will play a leadership role in developing the Cultural Plaza as a popular destination for the experience and enjoyment of art, culture, science and nature both within the museums and performing arts center and outdoors on the expansive grounds of the plaza and adjoining nature trails.

Finally, as an active participant in the academic life of a great research university, the director will remain active as a scholar and teacher, pursuing research, writing and publishing, lecturing and working with interns.

Curatorial Action Plan

The Curatorial Department's action plan outlines a strategy for making significant contributions, both in terms of growth and impact, in support of the museum's five broad goals for 2008-2013. One important approach not included in the previous five-year plan is the strategy to integrate the exhibition planning process more fully with all Harn departments. Also, the curators will have access to data from market research that will inform decisions about exhibition planning and design.

Major initiatives include plans for eight original exhibitions, each accompanied by a major publication, at least two major publications on the permanent collections (American and Asian) and the opening in 2010 of a new 22,000 square foot wing dedicated to Asian art. 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.



In support of the museum's goal to weave its programs into the academic fabric of the University of Florida, curators will seek faculty input early in the planning phase of exhibitions and will collaborate with faculty and the Education Department on more than four symposia to bring national and international scholars to the university. Curators will also serve as liaison to faculty and students by seeking opportunities to meet with UF classes and by serving as mentors through the Harn internship program. In addition, curators will collaborate with Education and Public Relations to identify issues of importance at UF that can be linked to exhibitions on the calendar, thereby supporting university goals for research, teaching and service. Each of these activities will contribute to the development of partnerships and collaborations that will enrich the academic experience at UF.

The eight exhibition catalogues and two publications on the permanent collections planned in 2008-2013, will further the museum-wide goal of broadening the Harn's national and international influence and reputation as a leader among university art museums. The Harn is already recognized as a national leader in the field of African art and we are poised to receive comparable recognition with the completion in 2010 of a new wing dedicated to the exhibition, conservation and study of Asian art. The curators will also broaden the museum's reputation by submitting more articles for publication, giving more public talks statewide and nationally, attending more professional meetings and serving on more panels.

In collaboration with other Harn departments, curators will work toward enhancing a welcoming environment that stimulates engaging and meaningful art-centered visitor experiences through the creation of interpretive materials, including interactive components when appropriate, with appeal to diverse audiences. The Curatorial Department also will evaluate exhibition design in our effort to enhance visitor experience, improve the efficiency of installations and make the installations more exciting.

The curators will use the museum's diverse art collections and exhibitions to facilitate dialogue about global issues and will work to improve the caliber and effectiveness of the exhibition program. Exhibition projects that will receive special attention and resources in terms of partnerships, marketing and programming include the major original exhibition *Project Europa* (Year 2) and upcoming exhibitions on American Impressionists (Years 2-3) and African textiles (Year 3), as well as other original exhibitions to be determined (Years 4-5). In an effort to increase the quality and relevance of loan exhibitions organized by other institutions, preference will be given to shows that complement the Harn's active collecting areas such as the exhibitions *Promises of Paradise* and *Fashioning Kimono*, both in Year 1.

The curators also will work together with their colleagues to identify and build on the strengths of the Harn's collections in accordance with approved collection development plans with major acquisitions in all five areas to better integrate into UF curricula. Specific goals for each collection are outlined in the action plan. Finally, the curators will work with Cultural Plaza partners to make the plaza a destination for the experience and enjoyment of art, culture and nature by contributing to the aesthetic design of the museum grounds, in particular by planning the Asian wing garden and developing a plan for the terrace between the Harn and Florida Museum of Natural History.

Education

Action Plan

The strategic plan developed by the collective Harn Museum staff identifies exciting directions for the Education Department over the next five years. For us, the first year of the new plan will be one of rebuilding, following an almost complete change-over of staff in recent months. With an energized new staff, we will scrutinize and evaluate all existing programs, partnerships and initiatives in light of new museum-wide goals. Each program should represent innovation in the field; a strong connection to the academic focus of the University of Florida; and the ability to attract sustainable support, promote audience growth, magnetize strategic partnerships and improve the quality of the visitor experience.



As we implement the museum's strategic plan, the Education Department will work in tandem with other museum departments to enhance the Harn's integration into the academic research, teaching and service mission of the university. We will reach out to our UF colleagues through numerous channels to make them aware of opportunities to develop and expand interdisciplinary curricula through partnerships with the Harn. Education staff will serve on committees outside the museum in order to advance collaborations beyond those that already

flourish between the Harn and Fine Arts, Architecture, English, Journalism, Law and Medicine.

The Education Department will ensure that all visitors to the Harn can explore global ideas and issues through a variety of innovative methods. Well-trained docents knowledgeable about different learning styles will employ the best practices of interactive engagement as they work with visitors of all ages and diverse backgrounds. Making use of UF's extensive technological and human resources and the Harn's staff expertise, we will deliver visual, audio and video content to our guests inside and outside the museum through website, cell phones, pod casts, blogs and live streaming.

In Year 1, we will expand current partnerships with UF's Centers of African, Asian, European and International Studies to include a workshop with the Center for Latin American Studies. We will grow the Harn's internship program through enhanced marketing to attract students from more diverse academic majors. An exciting new volunteer level, the Harn Ambassadors, created to involve UF Tourism and Hospitality majors, will develop students' customer service skills while in turn enhancing the visitor experience at the Harn. Other museum programs will be invigorated by drawing on the rich resources of the university during Years 1-5.

The Harn's national reputation will be raised when Education staff present at national professional conferences, serve on national and state committees and publish articles in

respected art education journals. A new program combining a summer teacher institute and a high school arts academy will be a national model. This program, being developed in partnership with the School of Art and Art History, will bring professional development opportunities to the pre-kindergarten through grade 12 audience statewide. The Harn's established strong partnership with Alachua District School Board will be positioned to align with the opening in 2010 of the Harn's Asian art wing. Input from evaluations, surveys and focus groups will determine specific themes for curricula developed through this partnership each year.

The Education Department will establish and deepen connections with exhibitions and programs of the Florida Museum of Natural History through collaborations on Student Government sponsored Museum Nights as well as the annual Earth Day and ButterflyFest celebrations for family audiences. The Harn's Saturday Family Days will be reduced in number but strengthened in content through key academic and community partnerships. In addition, self-guided gallery activities will be developed to ensure that families with children can enjoy being at the Harn any time, not just on special Family Days or festival occasions.



The Education Department's mission is to develop stimulating academic and community programs that encourage study, reflection and dialogue in response to art. The success of these programs will be determined by measurable outcomes, thoughtful analysis of responses to evaluation instruments and rigorous partner and participant feedback. By measuring the effectiveness of our innovative programs and initiatives, the Education Department will practice continual improvement, emerging as a national role model among university-affiliated art museums.

Marketing and Public Relations

Action Plan

Essential to successful Harn promotion and awareness efforts over the next five years are close working relationships with the UF community, city and county tourism officials and the media. In year one of the Harn's new strategic plan, we will focus on team-building within the museum and relationship-building in the community as we position ourselves to pursue ambitious goals. Looking forward to the opening of the Harn's new Asian art wing in 2010, we will seize the opportunity to clarify and refine brand awareness of the Harn in Florida, and in the national and international arenas. We will establish strong relationships with local, state and national media to ensure extensive coverage of the Harn's exhibitions, programs and publications.

The Marketing and Public Relations Department will engage deeply with others in the UF community through joint programming and partnerships to amplify campus awareness of the Harn's collections, exhibitions and programs. This heightened awareness will lead to greater visibility, additional partners and ultimately more visitors. In recent years, our partnership with Student Government to establish Museum Nights and the Harn's participation with our Cultural Plaza neighbors in the Preview program for incoming freshman jump-started the museum's visibility among students. Publication of a Faculty Guide to the Harn and mailing of a bi-monthly event brochure to UF faculty also helped us to spread the word about activities at the Harn to UF colleagues. A significant goal of the new strategic plan is to seek additional venues, partnerships and avenues for communicating with university students, faculty, staff and alumni.



In the local community, we will cooperate with city and county tourism officials to promote the Harn to both local audiences and tourists. Although we enjoy good local media coverage of exhibitions and programs, we will work with regional print and broadcast media outlets to ensure more extensive coverage of the Harn. We will work closely with museum curators and educators to target key national media for coverage of specific acquisitions, exhibitions, publications and programs.

As we look forward to Year 2 of the plan, we anticipate a focused media blitz around the opening of the Asian art wing and gardens. To start the buzz about these exciting events at the Harn, the new Asian wing will be mentioned in all media relations and advertising connected to our Asian collection and exhibitions. We will begin now to plan and prepare for production

and distribution of publications, press kits and distinctive merchandise in conjunction with the opening of the wing in 2010.

Increasing multi-media connections with our visitors is a priority of the new strategic plan. Currently at 2,600, our email list-serve is steadily growing. We will double this number of email addresses over the next five years while simultaneously getting to know the makeup of our list-serve in order to deliver content that will appeal directly to the receiver. Although we consistently receive positive feedback regarding the design of our website, we will continue to make it more user-friendly and deliver more content-rich information, especially for Harn members.

We will continually measure the effectiveness of our marketing and promotion to learn what is working and what is not. Feedback from both visitors and non-visitors through surveys and focus groups will help guide decisions in all areas of operation as we pursue the museum's five broad goals.

The museum has enjoyed a steady climb in attendance figures over the past five years. Our marketing and promotion efforts over the next five years will contribute to doubling attendance to 200,000 visitors a year by 2013.

Registration

Action Plan

Since opening to the public in 1990, the collection at the Harn Museum of Art has more than doubled, currently housing more than 6500 objects. The goals of the Registration and Preparation Departments for the next five years are to increase accessibility to these objects for museum departments, scholars, researchers and the global community; to make the museum more visible on a national and international level; and to work closely with the Curatorial Department to make the Harn a welcoming environment for visitors.



The museum received a National Endowment for the Humanities (NEH) grant in 2006. The purpose of this grant was to climate control two new storage spaces and replace much of the existing furniture with furniture that is on par with museum standards. Although the NEH grant will give us more space for objects, and safer shelving and cases, it does not allow for re-housing objects in mats, archival boxes and foam or bead cradles. Re-housing the objects will be one focus of the

department in Year 1 and following. Re-housing not only provides a way of preserving our cultural heritage for future generations, but it also enables us to improve our storage area to allow for easier access to objects for exhibition planning and scholarly use.

Access to objects in the collection also can be enhanced through the use of photography. Currently most of the object records that contain photography (around 10%) in The Museum System (TMS) database have “in-house” photography, or images taken for identification purposes by museum staff. This type of photography can be used to identify and locate objects or for presentations. Although this is a cost-effective and important part of collections management, these photos are often not suitable for publication purposes. In order to obtain images for publication, web use (eMuseum) and advertising, we propose to increase our collection of professional photography by adding at least 250 new images per year over the next five years. New photography and re-housing the collection will allow for easier access to the collection for research, exhibition, web-use and publications that will raise national and international awareness of the Harn Museum of Art.

The next goal of the department is to increase the visibility of the museum and enhance our national and international influence and reputation. In the past, the Harn Registrar attended

many regional and national conferences to interact with colleagues in the field. During the past few years, attendance has dwindled. Over the next five years, the registrars plan to increase visibility by attending conferences, serving on committees and/or seeking offices in professional organizations. An exciting new endeavor recently implemented by the department is the series of registrars' exchange visits. This program will enable us to share insights with and learn from other registrars in the southeast region. We also hope to establish relationships that may lead to future project collaborations. In addition to meeting with colleagues at conferences and other institutions, the department plans to work with the Curatorial Department to solidify a traveling exhibitions plan so our collections can tour to other museums and increase the visibility of our collections.

The department also will work with the Curatorial Department during the next five years to support the museum's endeavors to make it a more welcoming environment. In order to accomplish this goal we will paint at least one wall in each gallery a color other than white to create a warmer atmosphere. At the same time, we will make the galleries more cohesive by painting the existing gallery furniture white. This will also save time and money by eliminating the need to continually paint the furniture different colors to match changing exhibitions. In addition, we look forward to working with the curatorial staff to evaluate the use of existing spaces and supporting them in obtaining interactive components for the World Wide Web and the galleries.

Since the museum's opening, the responsibilities of the Registration and Preparation Departments have increased dramatically, proportionately with a collection that has grown exponentially. During the next five years, the department is looking forward to making the collections more accessible, working with curators to make the museum a welcoming place for visitors and participating in increasing our visibility and influence on a national and international scope.

Finance and Operations

Action Plan

During the next five years, the Harn Museum of Art Finance and Operations Department will enthusiastically evaluate, develop and implement strategies that will enhance the areas of information technology, human resources, finance, security and maintenance. This plan underlines the significant roles of technology and human resources in supporting the museum's goals and mission in the coming years. As such, successful implementation of this plan will require the Finance and Operations Department to work closely with staff in prioritizing resource requirements along institutional goals as the basis for making resource decisions resulting in the highest impact that collectively empowers the museum to effectively accomplish its goals.



Over the next five years, the IT division will provide the foundation for change that will enable the museum to achieve its goals. This will be done by first maintaining and upgrading existing resources needed to embrace UF goals of enhancing student educational experiences, conducting world-class research and providing quality service to our local and state community. We will improve the museum's operational effectiveness by developing better methods of communicating, working together and sharing information that will ultimately save us time and money and help us do more with less. Planned technology solutions will improve visitor experiences through tools that provide better communication and service that, when taken collectively, will exceed visitor expectations. We will build the Harn's national and international influence and reputation by increasing access to the Harn's collection online, offering new services and features through our website and sharing our resources and experience with the university, museums and organizations that support our values, mission and goals. IT, Finance and HR will work together to ensure that resource requirements and institutional priorities drive decisions that enable departments to accomplish their goals and move the museum forward.

The Human Resources division will support the museum by providing human resource information, services and management, promoting a stable working environment that allows employees to achieve established museum goals. We will support the Harn staff by offering training opportunities that will provide a greater level of customer service to our visitors, creating a warm and friendly environment that visitors will seek out and return to often. At the same time, these training opportunities will increase staff effectiveness, creating a platform for employee satisfaction and professional growth that enhances the employee's level of job satisfaction with a goal of decreasing absenteeism and turnover. Over the next five years, the Human Resources division will develop and implement a formal training orientation for new

hires and promulgate written policies and procedures that will better prepare our staff to achieve the museum's goals. With the goal of a more stable and qualified staff for the museum, the Human Resources division will be addressing employee morale and retention issues, professional development and improved communications through its five-year plan. Staffing needs are being assessed according to the departmental action plans within the museum's five-year plan and prioritized based on how best to achieve the overall museum goals. For example, in view of the heavy IT support that many of the goals will require, new positions will be added to the IT division over Years 3 through 5. A new position in the Maintenance division is introduced in Year 3 to support the goals of enhancing the Cultural Plaza and creating a welcoming environment. Furthermore, the Human Resources division is developing a proactive, rather than re-active approach to meeting staffing needs. Working with UF's Human Resources Services, an assessment of job duties and roles will be made in order to determine future staffing needs and shape future decisions regarding staff, duty allocation, etc. in order to fulfill the museum's goals. As part of the university's and the Harn Museum's three-fold mission of teaching, research and service, the Human Resources division will work closely with other UF departments and students to fulfill this ambitious plan. In addressing these issues, the Human Resources division will help the museum achieve its goals in an efficient and effective manner.



The Finance division, in an effort to make information more readily available, will focus much of their attention on improving and creating methods to communicate financial information more effectively. Utilizing resources available through the University of Florida, the Finance division will develop technologically advanced tools to support these goals. By creating an effective method of financial communication, the museum staff will be better equipped to manage departmental funds, creating efficiencies between departments that will optimize the museum's

resources. Additionally, this tool will assist in identifying needs, shortfalls and overages to address changing needs throughout the five-year period and beyond. Furthermore, we will take steps to advance communication between the Harn and the University of Florida, as well as museums across the nation, by directly participating in local, regional and national organizations in order to further advance the museum's national reputation and influence.

Enhancing the facility and grounds to create a beautiful, warm and inviting place to visit will be the priorities for the Security and Maintenance divisions. We enthusiastically embrace the opportunity to create an engaging landscape that will include gorgeous plants, interesting sculptures and wonderful trails and areas for reflection. Concurrently, we will enhance the facility, creating a more welcoming environment that stimulates engaging and meaningful art-centered visitor experiences for diverse audiences, a facility that our visitors will want to return

to often. Behind the scenes, we will move the museum forward by upgrading equipment and systems that have become obsolete.

The Finance and Operations division, with commitment, dedication and excitement has developed strategic plans for 2008-2013 to promote the achievement of the museum's goals, mission and vision.

Development

Action Plan

The five museum-wide goals of the Harn Museum of Art will be the guiding principles for fundraising activities of the museum. Through major gift fundraising, grants, membership and special events, the Development Department will work to resource the goals of each department of the museum. Aligning the museum's goals with those of the *Florida Tomorrow* campaign of the University of Florida will ensure that our actions are seamless and concurrent.



The Harn Museum of Art is committed to keeping the museum open free to the public and therefore receives no earned income from admissions. With program-related endowments currently at \$7 million, support for the museum can most effectively be generated by increasing endowments. Realizing the goal to increase endowments by \$23 million over the next five years will have a major impact on support for museum professionals; art acquisitions and collections care; exhibitions, publications and programs; and support for museum grounds and facilities. In addition, non-endowed funds will provide programmatic and art acquisition support for immediate needs. For instance, an increase of \$20 million to program-related endowments over the next five years will increase income to the operating budget from approximately \$280,000 to over \$1 million annually. The balance of \$3 million will contribute an annual sum of approximately \$120,000 for non-programmatic needs, such as collections care and conservation. Increasing the membership of the Harn's National Art Council will be a priority for cultivation of major gifts and deployment of the Harn's Campaign Committee also will help in realization and fulfillment of the Harn's financial goals.

An aggressive art acquisitions program will continue throughout the plan, and emphasis on collections growth through gifts in-kind will follow a strategic process, working with each curator to develop and strengthen relationships with collectors to educate them about the collection goals. Specifically in Year 1, we will work to document major gifts to each of the five collections. Documented gifts of entire collections will also be sought in Years 1-5 in all collecting areas.

A major focus of development efforts will be creation of an effective planned-giving strategy. This will include soliciting planned gifts and creating strength for future funding by providing options for donors who have a desire to support the museum but do not have the resources now. Bequests, life-income programs and insurance policies are examples of ways to fund the Harn's campaign priorities for the future. Additionally, in order to increase the success of proposal submission to granting agencies, both corporate and private, increased effort will be made by the development team to submit a limited number of proposals that have passed a

rigorous selection process. These proposals will be selected and designed to be competitive for the maximum award levels, will provide dollars to meet the museum's current needs and will extend the reputation of the museum through program description in written proposals. Six such important proposals will be submitted in Year 1.

The Harn's Development Department is aware that in a pyramid of giving, special attention needs to be given to increasing the base of members of the museum in order to secure a pipeline of future major donors. The department has set the goal of increasing the number of members by 10% in Year 1 and each year thereafter. Through working with interns in the membership office, the Harn will further increase its value to students and their practical learning experiences. These students will extend the reputation of the museum as they are hired for jobs in museums and cultural institutions throughout the country and the world.

Not stopping in Gainesville, the membership efforts will extend to University of Florida alumni throughout the state in Year 1. In collaboration with the Alumni Association's Florida Fund, we will increase the base of members and thus the base of those to whom we can make an annual appeal. While reaching further out, we will continue to maintain efforts with the Florida Fund to reach UF staff and faculty in annual membership and annual fund appeals. Furthermore, awareness of membership and benefits of reciprocal programs will be announced through the Albert E. Gator News email blast to alumni world-wide. It will also be important to fulfill the long-conceived student membership, working through Parent Appeals with the Florida Fund, as well as with corporate entities to sponsor student membership.

The Development Department will look strategically at re-inventing its museum rental program. The museum will assign responsibilities to appropriate non-fundraising personnel for university group rentals and will encourage greater utilization of the Corporate Membership benefit of museum use for their events. These changes will allow the membership coordinator more time to solicit and steward corporate and higher level memberships.

The area of special events will provide a strategy for the Development Department to enhance small fundraising events to broaden the Gainesville base. For example, the newly-created *Come for Dinner* program invites membership into the museum's Collectors' Circle. Participation by development staff and curators in UF alumni events throughout the country will be used to educate and inform alumni of the museum, its programs and its funding needs. As part of the *Florida Tomorrow* campaign, these strategic events will be important for expanding the donor base. Also, special events will expand travel opportunities for members by focusing on travel to art fairs both domestically and abroad. This will further increase membership and our donor base and improve their relationship with the curators.



Looking broadly at the UF Cultural Plaza, the development staff, ever cognizant of mutual friend-raising possibilities, will promote grant funding for mutual goals such as development of an “Art and Nature” park surrounding the facilities, focusing on major gifting to the three institutions.

Ultimately, the strategic plan is a roadmap for the work of the museum. In particular, the ways that the development staff raises money to support these goals will be considered integral and educational. In fulfilling the five goals of the plan, the Development Department will work in meaningful ways to identify those who embrace the museum’s mission and vision, to identify their interests, to invite their substantial support and to steward their gifting. By engaging donors in understanding the importance of their investments and by always being accountable to those who make the museum’s programs a reality, the Harn Museum of Art will become attractive to individuals as well as corporations and foundations and worthy of their continuing support.