

Executive Summary

The 2016-2020 Strategic Plan articulates the institutional priorities and vision for the next five years. This plan is approved by the full Board of Directors and serves to align the Board and staff toward achieving the goals as described in the Strategic Plan. Though some goals are identified as requiring active Board participation to carry out, most goals are the responsibility of staff members to implement. The Strategic Plan also serves as a tool for the Board of Directors to measure progress, and to identify barriers that might prevent achieving each goal in the proposed timeframe. The Strategic Plan consists of many individual goals, grouped into five overall categories.

1. Grow a Foundation of Financial Stability

- 1.1. Grow the current endowment from \$4 million to \$5 million in order to continue providing annual support for operations
- 1.2. Maintain investment of 50% of unrestricted bequests in endowments as long as adequate cash flow exists to meet operating expenses
- 1.3. Seek new funding sources
- 1.4. 100% Board participation in annual financial support
- 1.5. Increase membership (household) to 2600
- 1.6. Design Store generates a net profit for museum operations

2. Develop Campus Infrastructure

- 2.1. Maintain current buildings and infrastructure
- 2.2. Maintain and continue to develop the Jens Jensen Prairie Landscape Park
- 2.3. Develop plans for the newly acquired Elim Children's Home property
- 2.4. Develop long-range plan to meet future facility needs, i.e. Genealogy Center and necessary space for administrative offices

3. Engage Audiences

- 3.1. Create a comprehensive marketing and communication plan
- 3.2. Work with partners in the three-county area to provide cultural opportunities
- 3.3. Maintain and promote our exhibitions program both on and off-site
- 3.4. Develop new online tools and communication resources
- 3.5. Develop strategic partnerships with other Danish-American organizations
- 3.6. Enhance museum experience through Design Store merchandise

4. Focus the Strengths of the Collections

- 4.1. Complete comprehensive collections inventory and digitization project and begin to research and refine collections
- 4.2. Catalog special collections at the Genealogy Center
- 4.3. Develop stronger collections of post-WWII and contemporary artifacts

5. Build on Institutional Strength

- 5.1. Review and amend institutional by-laws
- 5.2. Regular review and revision of the Strategic Plan as circumstances and opportunities require
- 5.3. Promote board member development
- 5.4. Support staff professionalism and retention
- 5.5. Support active internship program
- 5.6. Seek accreditation from the American Alliance of Museums
- 5.7. Create a long-range planning group to advise the Board of Directors on strategic planning.
- 5.8. Develop a new strategic plan for the 2021-2025 operating years.