

**Haggerty Museum of Art
Strategic Direction 2023-27
Approved December 5, 2022**

Strategic Planning Steering Committee

Co-chairs: Vice Provost for Academic Affairs and Student Success Dr. John Su
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Fred Syrjanen, Friends of the Haggerty Museum of Art Treasurer
Dr. Robert Tatterson, Friends of the Haggerty Museum of Art Past President

Mission

The Haggerty Museum of Art connects people—on campus, in the community, and around the world—to art, to ideas, and to one another. Through inclusive programming, the Museum uses the interdisciplinary lens of art to cultivate knowledge, insight, understanding, and belonging, all in service of Marquette University’s commitment to care for the whole person.

Vision

The Haggerty Museum of Art sparks transformational experiences with art that amplify personal, intellectual, social, and physical well-being.

Values

As the academic art museum of Marquette University, the Haggerty Museum of Art uses its collections, exhibitions, and programs to:

- Inspire wonder, open minds, and build curiosity for lifelong learning
- Embrace experimentation, innovation, and creativity
- Fuel inquiry, expand perspectives, and prompt dialogue
- Celebrate the richness, complexity, and diversity of human experience and expression
- Foster human connection and belonging
- Facilitate collaborative learning experiences that use art as an instrument to bridge subjects, fields, and disciplines

Haggerty Museum of Art Strategic Goals and Initiatives 2023-2027

- I. Center equity, belonging, and inclusion in every aspect of the Museum
 - i. Develop a shared culture of continued learning about and progress towards structural equity in which each person and department is charged with centering equity in all their work.
 - ii. Develop a shared understanding of the metrics that will be used to regularly assess the Museum's progress towards structural equity and inclusion
 - iii. Develop and implement DEAI action plans for each area/department of the Museum that include short-, mid-, and long-term actions
 - iv. Develop and implement a prioritizing tool that will compare staff capacity and intervention impact to inform when, where, and how we work towards increasing equity, belonging, and inclusion efforts
 - v. Examine, build, and steward the Museum's collection with a commitment to equity
 - vi. Center equity in—and strengthen—the Museum's staff culture

Go [here](#) for the Goal I implementation plan

- II. Integrate curricular, co-curricular, and Milwaukee community initiatives through high-impact, socially responsive campus and community engagement
 - i. Establish a framework to focus and guide the Museum's future programming decisions. Evaluate curricular, co-curricular, and community initiatives
 - ii. Increase co-curricular engagement with targeted student populations
 - iii. Empower students to be the consumers and producers of culture, and to define and co-create the experiences they have at the Museum
 - iv. Continue the Museum's role as catalyst for innovative teaching, learning, and cross-disciplinary collaboration
 - v. Deepen partnerships with faculty
 - vi. Leverage the Museum's cross-sector, interdisciplinary nature—and the powerful role of art—as a tool for mutual understanding
 - vii. Hospitably convene and personally engage people—let art function as a connective tissue and welcoming entry point (people-centric)

Go [here](#) for the Goal II implementation plan

III. Define and implement the optimal structure for the Museum's organizational relationship with Marquette University

- i. Confirm Marquette leadership's intention regarding current and future support of the Museum
- ii. Confirm Marquette University's commitment to the deaccessioning policy articulated in the Museum's Collection Management Policy and Code of Ethics
- iii. Receive accreditation from the American Alliance of Museums
- iv. Study incorporating the Friends of the Haggerty Museum of Art for fundraising purposes, and to maximize efficiencies

Go [here](#) for the Goal III implementation plan

IV. Create and maintain a thriving, productive culture of philanthropy engaging all Museum stakeholders

- i. Build Haggerty Museum of Art staff capacity for fundraising
- ii. Develop and maintain with discipline a detailed three-year fundraising plan, with accountability for reaching goals. Track plan progress every quarter.
- iii. Increase Marquette University alumni support of the Haggerty Museum of Art
- iv. Build and manage a larger and more diverse Museum donor base
- v. Increase unrestricted endowment
- vi. Commit to a pathway for the Museum's capital campaign

Go [here](#) for the Goal IV implementation plan

V. Ensure the long-term sustainability of the Museum

- i. Contain the costs of the most impactful programs without degrading the impact: Marquette Curricular and Co-curricular engagement, Exhibitions, Adult Public Programs, K-12 Programs
- ii. Maximize revenue associated with the most impactful programs without degrading the impact: Marquette Curricular and Co-curricular engagement, Exhibitions, Adult Public Programs, K-12 Programs
- iii. Invest resources and grow program impact of unrestricted endowment income
- iv. Sustain and reap benefits from these programs, ensuring continuing and increasing impact: Collection Management and Art Acquisitions
- v. Sustain and reap benefits from these programs, ensuring continuing and increasing impact: Friends Non-event Driven Activities (annual campaign, other direct donations)
- vi. Significantly re-engineer or stop low-impact, money-losing activities in a way that preserves as much of the benefits as feasible: Friends Event-Driven Activities (a perceived benefit is development of donors)

- vii. Significantly re-engineer or stop low-impact, money-losing activities in a way that preserves as much of the benefits as feasible: Collaborative Community Programs (not K-12 programs)
- viii. Restructure the Museum's annual budgeting process
- ix. Ensure the long-term sustainability of the Museum's collection of art

Go [here](#) for the Goal V implementation plan