



Hagley 2020 Strategic Plan

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Hagley's Vision

To be a place where innovation inspires and imaginations run wild.

Hagley's Mission

At Hagley, we invite people of all ages to investigate and experience the unfolding history of American business, technology, and innovation, and its impact on the world, from our home at the historic DuPont powder yards on the banks of the Brandywine.

Hagley's Values

These values are the cornerstone of our operation and inform all that we are and all that we do.

Safety First

Integrity: *We are committed to treating all people with honesty and fairness and are dedicated to the pursuit of truth, accuracy, and uprightness.*

Stewardship: *We embrace our duty to care for and manage the historical, environmental, human, and financial resources entrusted to us.*

Service: *We endeavor to make a positive difference in the lives of the people we seek to serve, and to do so with kindness, respect and superior customer service.*

Love of Learning: *We strive to foster curiosity, experimentation, investigation, and innovative problem-solving.*

Excellence: *We are dedicated to pursuing the highest standards in all that we do.*

Teamwork: *We expect harmonious relations and a spirit of collaboration in our workplace and communities.*

Primary Customers

- Cultural Tourists—travelers in the Brandywine Valley for a short time
- Locals—members and others who attend special events and are repeat visitors
- Focused Learners—school groups, scholars, lifelong learners, “buffs”
- Families--multicultural, multigenerational groups with children and youth

Measures of Success

- Measurable positive inspirational effect on the lives of customers
- Repeat visitation and membership renewals

- Duration of relationships with customers (visitor to member to donor to planned giver)

A Shift in Focus

Hagley will shift its focus and move the history, process, and outcomes of innovation to the center of its work. It is perfectly positioned to use the unique story of the du Pont family and company as a lens through which a diverse group of customers are inspired by the history and practice of American innovation in science, technology, and engineering to develop products and solutions that improve the lives of the people around the world. Making this shift will result in a unique placement for Hagley that is faithful to its mission and will:

- Be faithful to the history of the DuPont Company
- View du Pont family history as an example of the American Dream
- Distinguish it from other Brandywine Valley attractions
- Attract a new, younger audience
- Provide opportunities to innovate with new technologies
- Improve the linkage between library and museum
- Draw increased individual, corporate, and foundation support
- Allow coordination with STEM curriculum elements
- Not conflict with the services to its nature-enjoying customers

Hagley's Broad Strategic Goals

- **Relevance.** Increase our visitation and relevance through programming, access, and the visitor experience.
 - Increase our relevance through programming that is valued and understood by our communities.
 - Develop access to and enhance our collections and educational programs, both on and off-site, which allow us to expand and diversify our audience.
 - Strengthen the visitor experience through improved amenities, enhanced site orientation, and innovative programming and exhibitions.
- **Stewardship.** Be a responsible steward of our cultural, human, and environmental resources.
- **Sustainability.** Strengthen and expand our existing revenue streams while also developing new sources of support.

Hagley 2020 Defined

Hagley 2020—It's a place where innovation inspires and where imaginations run wild. Ever faithful to our roots, the Hagley experience uses the lessons of the past to illuminate solutions for today. We provide those we serve with a high-quality educational experience that is fun, informative, and must be experienced over and over.

Hagley's Audience

- VALUES it as THE place for exploring the history and practice of innovation;
- LOVES it because it tells their story of the American Dream;
- USES it repeatedly because of its abundance of resources;
- Reflects the diversity of the communities we seek to serve;

Relevance: What we do, we do for those we serve

✓ Focus and Programming

- The story of innovation in the fields of science, technology, engineering, and mathematics is an exciting focus among our public programs, and the evolution of water power and green energy are hallmarks of on-site interpretation;
- Hagley's world-class collections support telling the story of innovation and placing the DuPont story in the broader context of American business, technology, and industrial design;
- On-site and on-line visitors to Hagley have a thorough understanding of all that we have to offer to create their own free-choice learning experiences;
- Hagley offers visitors of all learning levels new opportunities to investigate and experience our resources;
- Diverse families with school-aged children are one of Hagley's largest audiences;
- Collections support ongoing and emerging trends in historical research;
- Hagley maximizes the use of its collections to support its programs;
- On-site visits to Hagley are enhanced by augmented reality;
- On-site visitors to Hagley use it as a place to get/be healthy;
- Greater access to Hagley collections is available on-line;

✓ Audience Amenities

- Expanded audience amenities include both an expanded restaurant facility and museum store;
- Outreach—Hagley goes to audiences that cannot come to us;
- Provide excellent on-site way-finding navigation tools;
- A “must visit” website that looks good, works well, and gives users what they want;

Stewardship: What we do, we do well

- ✓ **Human Resources**
 - Board and staff members are Hagley's most passionate and informed ambassadors;
 - Staff are better able to enrich Hagley through training and networking opportunities;
 - Staffing throughout the institution supports the mission at the highest standard;
 - Hagley has a constant flow of dedicated volunteers;
- ✓ **Physical Resources**
 - All of Hagley's buildings housing collections and mission-related activities meet standards for climate and security for the field;
 - All current collections are properly stored, and plans to accommodate growth are in place;
 - All historically significant buildings are maintained at the highest standards;
 - Hagley has reduced its carbon footprint;
 - Hagley is a secure environment;
- ✓ **Financial Resources**
 - Continued sound management of endowment resources

Sustainability: What we do provides for us now and in the future

- ✓ **Increasing revenue and controlling costs**
 - Our ever-increasing revenue and expenditure controls allow for increased funds dedicated to capital maintenance;
 - Membership numbers have increased and they contribute to the Annual Fund;
 - The Annual Fund is the largest portion of our general operating revenue stream;
 - Hagley's special events have specific measurable goals;
 - Collections are leveraged to generate revenue;
 - Hagley has a revenue producing retail operation;
 - Hagley maximizes use of technology to reach all audiences;
 - Hagley has maximized the use of its existing structures;
 - Many programs are self-supporting;
 - Hagley has numerous collaborative partners;
- ✓ **Adding to endowment and underwriting programs**
 - Donations have increased to the general endowment operating fund, Residence Fund, Emily Tybout du Pont Memorial Endowment, and endowed positions;
 - Successful capital campaign(s) support new focus and growth;
 - Hagley excels in the competitive grant arena providing continued project support;
 - Corporations seek to underwrite additional programs and special events;

Through our commitment to relevance, stewardship, and sustainability, Hagley is essential to our community.

Hagley Goals and Objectives 2013-2015

Relevance Goal: What we do we do for those we serve:

- ✓ Create interpretive plan
- ✓ Develop interactive media
- ✓ Establish life-long learning program
- ✓ Maximize use of site
- ✓ Expand community outreach
- ✓ Expand evaluation methods and feedback

Stewardship Goal: What we do we do well:

- ✓ Develop regular maintenance plans to include deferred and preventive actions
- ✓ Reduce carbon footprint
- ✓ Plan for proper storage and security of collections and safety and security of site
- ✓ Organize staff and Board development programs
- ✓ Establish formal and informal opportunities for paid and unpaid staff collaboration across the organization

Sustainability Goal: What we do provides for us now and in the future:

- ✓ Responsible budgeting through targeted changes in revenue generation and expense management
- ✓ Increase grant revenue
- ✓ Special events have specific measurable goals
- ✓ Collaborative partnerships maximize resources
- ✓ Determine capital campaign needs