

STRATEGIC PLAN

2022-2027



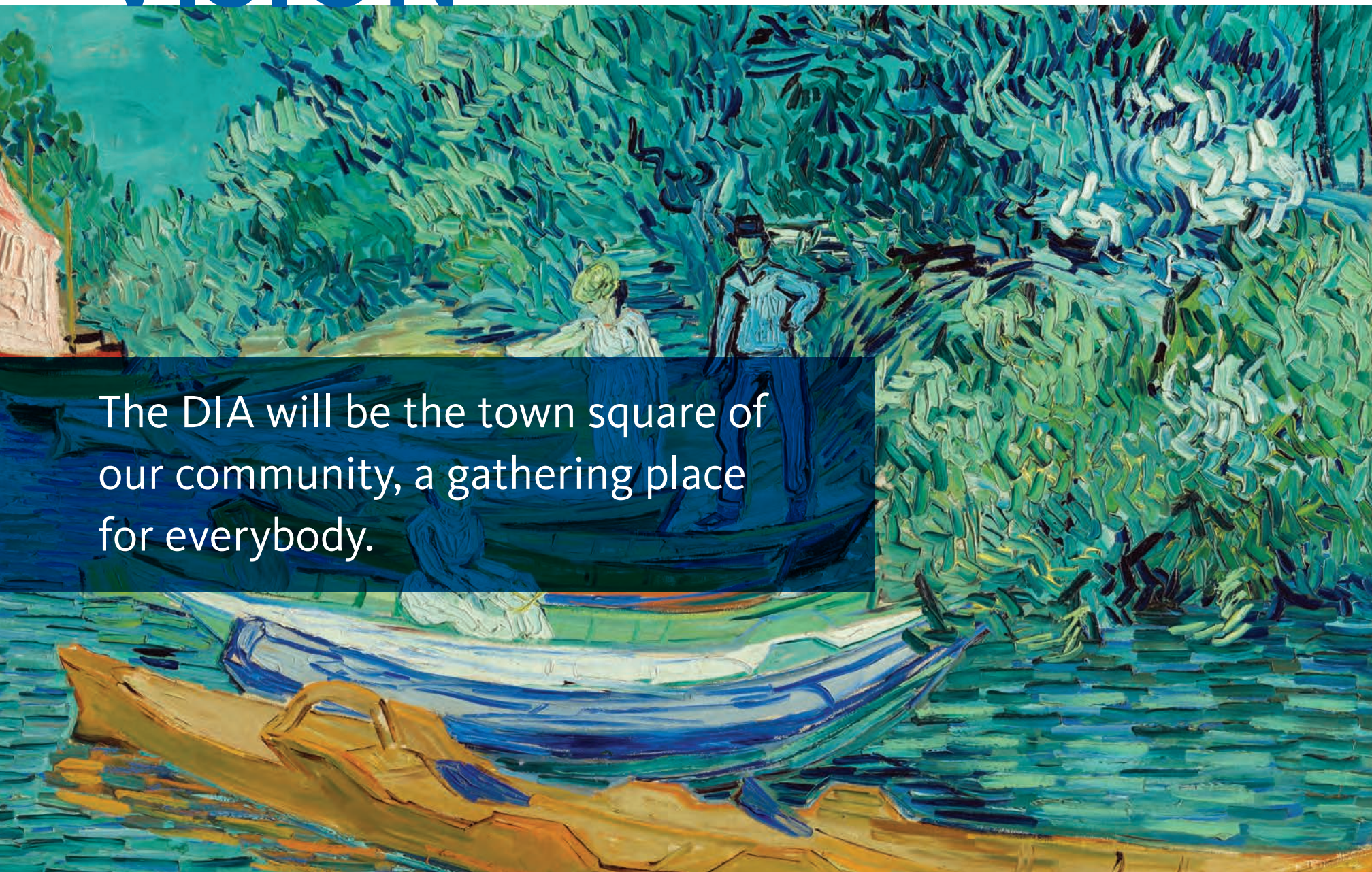
DETROIT INSTITUTE OF ARTS



TABLE OF CONTENTS

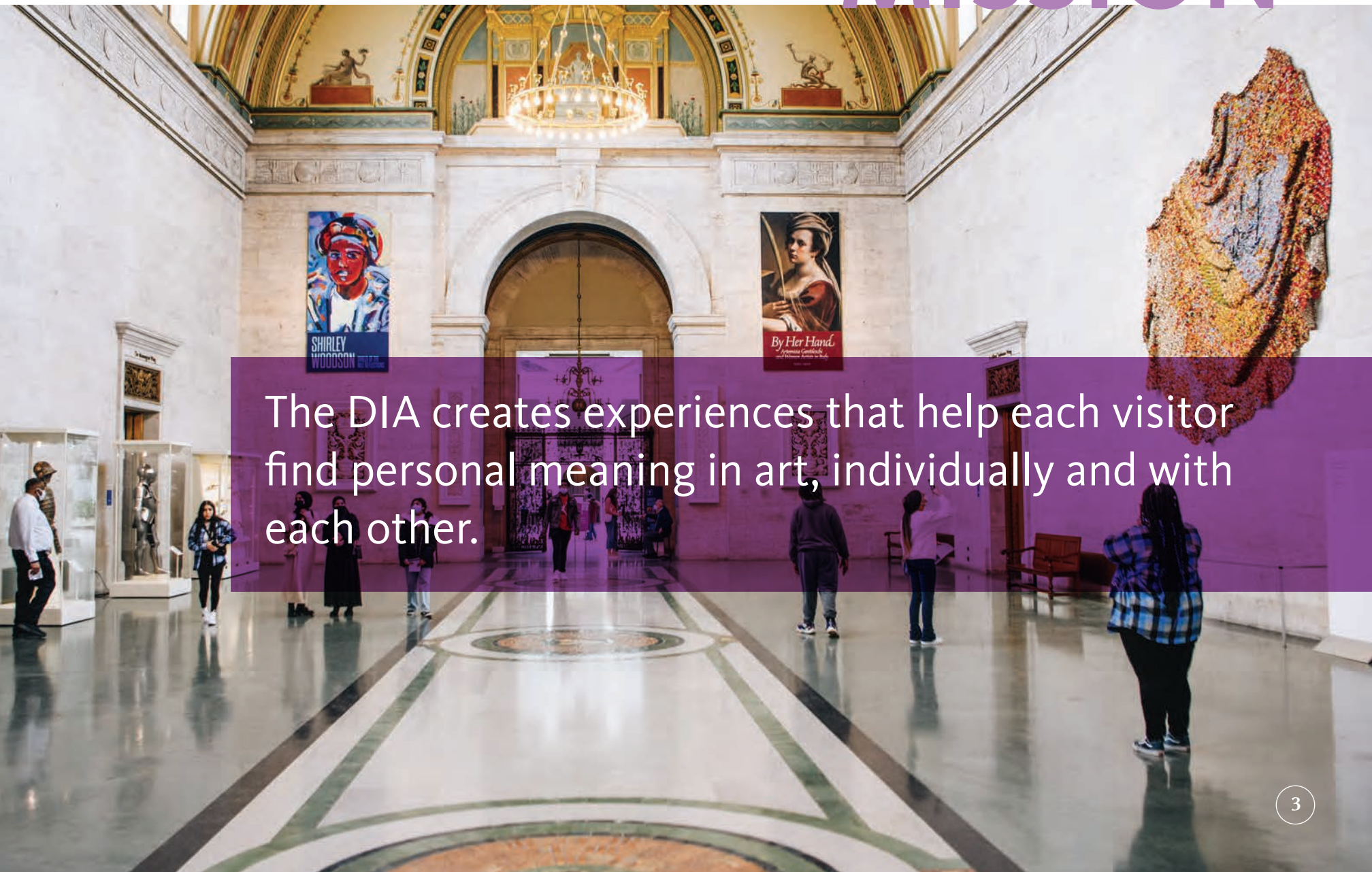
VISION	2
MISSION	3
VALUES	5
DIA BACKGROUND	6-7
WHAT IS A STRATEGIC PLAN?	9-10
STRATEGIC PLAN PROCESS	10-11
PILLARS & INITIATIVES	12-23

VISION



The DIA will be the town square of our community, a gathering place for everybody.

MISSION



The DIA creates experiences that help each visitor find personal meaning in art, individually and with each other.



VALUES

We foster an environment of belonging where Inclusion, Diversity, Equity, and Access (IDEA) is celebrated and prioritized.

We embrace ethical conduct and stewardship as our responsibility to the collection and all stakeholders.

We work in partnership to achieve mutual objectives and goals.

We uphold a solid commitment to understanding and responding to the needs of our visitors and communities.

We continuously strive to be our best and deliver premier museum experiences.

IDEA

TRUST

COLLABORATION

VISITOR-CENTERED

QUALITY

DIA BACKGROUND

The DIA's collection is among the top five in the United States, with more than 65,000 works. The foundation was laid by William Valentiner, who was director from 1924 to 1945 and acquired many important works that established the framework of today's collections as an encyclopedic collecting institution. Among his notable acquisitions are Mexican artist Diego Rivera's *Detroit Industry* fresco cycle, which Rivera considered his most successful work, and Vincent van Gogh's *Self-Portrait*, the first Van Gogh painting to enter a U.S. museum collection.

A hallmark of the DIA is the diversity of the collection. In addition to outstanding American, European, Modern and Contemporary, and Graphic art, the museum holds significant works of African, Asian, Native American, Oceanic, Islamic, and Ancient art. In 2000, the DIA established the Center for African American Art as a curatorial department in order to broaden the museum's collection of African American art. The DIA is the first museum in the U.S. to have galleries solely devoted to showing African American art.

In August 2012, voters in Macomb, Oakland and Wayne counties approved a 0.2 millage, or property tax, to fund the DIA. The DIA entered into service agreements with each county's Art Institute Authority to provide benefits to Macomb, Oakland and Wayne county residents, including:

- Free unlimited general museum admission
- Free school field trips with free bus transportation
- Free group visits for adults 55+, with exclusive programs and free bus transportation
- Community partnership programs

In 2020, the millage was renewed for an additional ten years.



WHAT IS A STRATEGIC PLAN?

When the DIA successfully secured millage funding through 2032 with the renewal in March 2020, it provided an opportunity for the museum to create a new road map for the next three to five years. This strategic plan serves as a blueprint for the entire organization to follow as we collectively implement our priorities for the future and evaluate our success serving our communities.

STRATEGIC PLAN PROCESS



The development of the DIA Strategic Plan was done with the generous support of Boston Consulting Group's (BCG) Detroit office team, who organized the work into three phases over a twelve-week period and prioritized the inclusion of many voices in each phase. A total of over 300 individuals participated in this process. We are grateful for BCG's time and strategy expertise to accompany us on this journey.

DISCOVERY

Included data collection and analysis, benchmarking to other museums, and hundreds of touchpoints with DIA stakeholders via personal interviews with museum, board and county leaders, DIA team focus groups, all-team meetings and surveys, and a market research survey of DIA visitors and non-visitors.

DEVELOPMENT

Included a series of workshops with BCG to craft six pillars of the strategic plan based on the priorities identified in the Discovery phase. The specific pillar language was then honed through meetings with board members, plus all-team meetings and surveys before being presented and approved by the DIA Board.


IMPLEMENTATION

A cross-departmental workgroup for each of the six pillars brainstormed ideas and approved strategies to execute the pillars that will serve as the roadmap for the annual goal-setting process by all museum departments.

PILLARS & INITIATIVES


Create an **extraordinary experience** for every DIA visitor, onsite, online, and in the community

- Define and implement an extraordinary in-museum visitor experience that follows the platinum rule, treating each unique visitor in the way they would like to be treated
- Specify, create, and implement an extraordinary DIA online visitor experience
- Establish and implement ongoing standards that provide extraordinary DIA experiences offsite, in the communities we serve
- Develop, implement, and continuously refine foundational service standards for all team members and volunteers so they may create an extraordinary experience for every DIA visitor, onsite, online, and in the community

A woman wearing a white long-sleeved shirt, a colorful patterned skirt, and a headscarf is seated on a wooden box, drawing on a white easel. She is in a museum gallery with red walls and wooden paneling. A large framed painting is on the wall behind her, and other museum displays are visible in the background.


Continue to foster a **sense of belonging** for our team, visitors and tri-county communities based on **inclusion, diversity, equity, and access** in all museum activities

- Collect and analyze currently available data to define and measure the sense of belonging for our team, visitors and tri-county communities and review evaluation tools and methodology for continuous improvement
- Create a data-driven method to connect visitor and team experience data to our Inclusion, Diversity, Equity and Access work across all museum activities
- Building on existing accessibility work, create and implement a plan that continuously improves accessibility and removes barriers to museum participation
- Continue to develop and foster relationships in the community that inform museum experiences and grow awareness of its offerings internally and externally to increase the sense of belonging for all visitors

A large, colorful mural depicting industrial workers in a factory setting, with a blue overlay containing text.

Cultivate a collaborative, inclusive, and equitable **workplace culture** to attract, develop and retain a high-performing team

- Develop and execute a yearly IDEA action plan tied to the goal setting process that is informed and measured by the biannual workplace inclusion survey in order to cultivate a collaborative, inclusive, and equitable workplace
- Create and implement an employee engagement plan tied to the goal setting process, that is informed and measured by the biannual employee engagement survey in order to attract, develop and retain a high performing team
- Continue to evaluate, assess, and implement people and organizational processes and ensure alignment with DIA values and the IDEA strategic framework to cultivate and retain a high-performing team



Develop **education, exhibition and public programs** and steward our **art collection** to uplift and reflect the diversity of cultures and human experiences, raising the **world-class profile** of the DIA

- Build on partnerships with tri-county K12 educators to develop thought-provoking programs that meet their curricular needs
- Create and present diverse adult education offerings that relate to the DIA's collections and exhibitions
- Develop, evaluate, and realize potential exhibitions that are relevant to our communities and/or enhance the national and international reputation of the DIA, using a transparent and inclusive system
- Continue to diversify stories the DIA can tell by building, refining, exploring, publishing, and promoting the collection
- Enhance our work to preserve, manage, and conserve the DIA's collection, and facilitate access to it both online and in the museum, for generations to come
- Continue to develop public programs that reflect and speak to our communities while making the DIA an exciting cultural destination through music, film, dance, and more



Secure **financial stability** and support creativity for current and future generations by growing the DIA's endowment

- Develop and launch a new five-year endowment fund raising plan to continue to grow the unrestricted operating endowment, while maintaining annual funding and aligning resources appropriately
- Establish a portfolio of endowment opportunities and materials that use messaging and storytelling to effectively fundraise for museum priorities (Contemporary Wing; African American/Detroit Dedicated; Native American; Education; Automotive, Industrial and Decorative Design; and new priorities as they emerge) and train all stakeholders to support the initiatives



Build **digital capabilities** that enable efficient teamwork and inspire our onsite and online audiences

- Establish scope, infrastructure, and budget of digital department
- Specify a digital strategy for internal stakeholders (staff, volunteers, board) that includes processes, software and hardware, training, resources, etc., and establish and monitor KPIs
- Define a visitor-centric digital strategy both online and onsite that includes content development, tools, and resources, and establish and monitor KPIs





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