



FLORENCE GRISWOLD MUSEUM STRATEGIC PLAN

Prepared by the Board of Trustees and Staff of the Florence Griswold Museum



Endorsed by: Planning Committee on May 7, 2021

Executive Committee on May 20, 2021

Board of Trustees on July 15, 2021

ACKNOWLEDGMENTS

Planning Committee

Barbara Smith, Chair
Andy Baxter
Jeffrey Cooley
David W. Dangremond
Sally Lawrence
Carolyn (Curly) Lieber
John E. Noyes
Kathryn Parsons
Lee Pritchard
Robert Webster
George Willauer
Deborah Moore, ex officio
Rebekah Beaulieu, ex officio

Department Heads

Rebekah Beaulieu
Fred Cote
Melissa Díaz
Tammi Flynn
Ted Gaffney
Amy Kurtz Lansing
Matthew Marshall
David Rau
Matthew Strekel

Board of Trustees

Officers

Deborah Moore, President
John E. Noyes, First Vice President
Jane Rapport, Second Vice President
Deborah Butler, Secretary
Lee Pritchard, Assistant Secretary
Andy Baxter, Treasurer
Paul Holt, Assistant Treasurer

Term Trustees

Susan Cartledge
Kay Knight Clarke
Jonathan L. Cohen
Dianne Embree
Monique Foster
Barbara Harms
Andrea Griffis Inglis
Helen Kriebel
Jac Lahav

Board of Trustees

Term Trustees Continued

Sally Lawrence
Diane (Dini) Mallory
Timothy McLaughlin
Richard Millard
Barbara Smith
Katie Tuttle
Robert Wilber

Charter Trustees

Mary Ann Rumney Besier
Charles T. Clark
Jeffrey W. Cooley
David W. Dangremond
Frank W. (Ted) Hamilton III
Carolyn Wakeman
Robert D. Webster
George J. Willauer

Honorary Trustees

Richard Booth
Wilson G. Bradford
David Hoffman
Lee Jacobus
Hedy Korst
Clement C. (Chips) Moore II
Dr. John Niblack
Kathryn Parsons
Marilyn Percy
Samuel (Spike) Thorne
Nelson H. White

Florence Griswold Museum Committees

Auction & Benefit Committees
Buildings & Grounds Committee
Collections Committee
Development Committee
Docent Council
Executive Committee
Garden Luncheon Committee
Investment Committee
Membership Committee

Winkler Group

Jim Bush, Principal & President
Jessica Browning, Principal & Vice President

PROCESS BACKGROUND & SUMMARY

In January of 2020, the leadership of the Florence Griswold Museum retained the Winkler Group of Charleston, South Carolina, to conduct a strategic planning engagement.

The first phase of developing the Museum’s strategic plan was to identify potential strategic priorities that could be accomplished over the next five to seven years. It was the desire of the Museum and the Winkler Group teams that the strategic planning process be inclusive of all stakeholders—members, patrons, volunteers, trustees, staff, and the local community—so that all perspectives and viewpoints would be considered.

The first step in the process to identify strategic priorities was to conduct a SWOT analysis to identify the strengths, weaknesses, opportunities, and threats for the Museum. The Winkler Group team facilitated this exercise that included leadership from the Board of Trustees, members of the Museum’s planning committee, and members of the staff leadership team. Seventeen people participated in this exercise.

To gain additional perspective on the Museum’s most important priorities, the Winkler Group invited input from all Museum stakeholders by conducting personal interviews with 31 key stakeholders identified by the Museum, and by conducting an electronic survey to all stakeholders for whom the Museum had an email address.

The Museum paused its strategic planning process from March through mid-August 2020 because of COVID-19. Once restarted, an additional SWOT analysis with leadership from the Board of Trustees, members of the Museum’s planning committee, and members of the staff leadership team was conducted. The SWOT analysis was followed by small group gatherings and Board discussions.

After endorsements from the Planning and Executive Committees, the Board of Trustees approved the goals at the December 2020 meeting. The final goals identified for the 2021-2026 Strategic Plan are:

1. Continue the spirit of the Artists’ Colony by further connecting our art, history, and landscape to create a more immersive experience for a wider audience.
2. Expand the Museum’s identity around our established mission of fostering the understanding of American art, with emphasis on the art, history, and landscape of Connecticut.
3. Provide for financial, physical, educational, and environmental stability to ensure the growth of the Museum for future generations.
4. Expand the Museum’s ability to showcase our art, history, and landscape through increased collaboration with local, regional, national, and international museums and institutions.
5. Enhance our onsite and virtual visitor interactions to create an exceptional visitor experience.

A list of strategies to achieve these goals accompanies the plan (see pages 4 and 5).

STRATEGIC GOALS & STRATEGIES

MISSION

The mission of the Florence Griswold Museum is to foster the understanding of American art, with emphasis on the art, history, and landscape of Connecticut.

GOALS & STRATEGIES

- 1. Continue the spirit of the Artists' Colony by further connecting our art, history, and landscape to create a more immersive experience for a wider audience.**
 - 1.1. Develop opportunities to bring art to life in our galleries and Griswold House and throughout our outdoor landscape.
 - 1.2. Define what a "wider audience" means to the Museum.
 - 1.3. Leverage and build capacity: physical resources of galleries and grounds to support our mission to the artists' spirit.
 - 1.4. Offer exhibitions and programs that are relevant to our audience and achieve our mission of engagement with art, history, and landscape of CT.

- 2. Expand the Museum's identity around our established mission of fostering the understanding of American art, with emphasis on the art, history, and landscape of Connecticut.**
 - 2.1. Continue to enhance the permanent collection in conjunction with our mission.
 - 2.2. Embrace partnerships and collaborations to better connect our identity and mission to audiences.
 - 2.3. Build upon the established excellence inherent in our educational programming providing a deeper understanding and appreciation of American art.
 - 2.4. Offer an exhibitions program and associated print and online resources that balances the elements of our mission.
 - 2.5. Cement the Museum's role and purpose as a landmark in the community and a cultural destination.
 - 2.6. Continually look for opportunities to engage new audiences, including using new technologies and platforms as they arise.

- 3. Provide for financial, physical, educational, and environmental stability to ensure the growth of the Museum for future generations.**
 - 3.1. Foster continued attention to current financial resources and create opportunities to expand contributed income, earned revenue, and investment returns.
 - 3.2. Plan future physical plant needs, specifically added gallery space, space for education, collections study, archival research, meetings, and food service.
 - 3.3. Sustain, maintain, and plan for future physical plant and property upkeep, upgrades, and enhancements with sensitivity to ongoing environmental concerns.
 - 3.4. Commitment to collection stewardship, exhibition, preservation, and expansion.
 - 3.5. Refine best practices for governance and staff excellence.
 - 3.6. Augment educational programming, outreach, and volunteer opportunities around wider audiences.

4. **Expand the Museum's ability to showcase our art, history, and landscape through increased collaboration with local, regional, national, and international museums and institutions.**
 - 4.1. Prioritize representation and diversity with museum and non-museum partners.
 - 4.2. Foster collaborative initiatives and opportunities that feature and showcase the Museum's collections, educational programming, and staff.
 - 4.3. Encourage staff to embrace collaborative programs with fellow institutions (both onsite and online) as well as participate with local, state, regional, and national professional organizations.
 - 4.4. Reimagine our gallery space to showcase more of our collection and attract additional exhibitions that draw a wide variety of new and repeat visitors.

5. **Enhance our onsite and virtual visitor interactions to create an exceptional visitor experience.**
 - 5.1. Audit our current onsite and virtual visitor experiences to identify areas for improvement.
 - 5.2. Develop and implement a visitor plan prioritizing safety, security, and accessibility.
 - 5.3. Develop visitor resources to help augment the visitor experience.
 - 5.4. Maintain an exceptional, responsive visitor-centered museum experience online, onsite, and during outreach initiatives.