

Hagley Museum and Library 2026 Strategic Plan

Executive Summary

Mission Statement

Hagley Museum and Library seeks to inspire all people to be innovative in their own lives through investigation and exploration of our historical collections, original DuPont powder yards, and online resources.

Hagley Museum and Library



Our Plan focuses on three broad strategic goals: Relevance, Stewardship, and Sustainability.

Relevance

(WHAT WE DO, WE DO FOR THOSE WE SERVE)

Increase the awareness of Hagley as a center for the history of innovation and invention.

Stewardship

(WHAT WE DO, WE DO WELL)

Be a responsible steward of our cultural, human, and environmental resources.

Sustainability

(WHAT WE DO PROVIDES FOR US NOW AND IN THE FUTURE)

Strengthen and expand existing revenue streams while also developing new sources of support.



Hagley Museum and Library Relevance

OBJECTIVES

Position Hagley as a place of innovation through the Nation of Inventors exhibition and related STEAM programs to deliver an extraordinary visitor experience.

Enhance the visitor and researcher experience through Hagley's rich historical images and documents, onsite and online.

Grow Natural Hagley programs to include pollinator garden, meadow garden, and Crowninshield Garden phased restoration.

Broaden Hagley's outreach through collections development with a special focus on the Women in Enterprise collection.

TARGETED MILESTONES

1. In 2021 open Nation of Inventors exhibition and link exhibition to the historic site in 2022 through "Invention in Action" panels at key locations.

1. In 2021, create working committee to address website architecture and navigation to better serve audiences and make more resources available through Hagley From Home.

1. In 2021 begin development with Corteva of pollinator garden and associated programs.

1. Beginning in 2021, identify collections with women and minorities well represented.

2. In 2021 and ongoing, develop schedule for activity cart hands-on activities and each year build out new activities.

2. By 2022-2023, expand Wi-Fi throughout the powder yard and museum to blanket site with signal needed for new technologies such as Augmented Reality (AR).

2. In 2022 revise Great Trees tour of Hagley and link to the gardening experience on the upper property.

2. In 2021 and 2022, identify Women in Enterprise collection at Hagley and create marketing materials for the initiative.

3. In 2021 for 2022 and 2023 budgets, upgrade visitor amenities such as family bathrooms and wayfinding signage. Begin refining guide interpretation materials to incorporate the new innovation overlay.

3. Beginning in 2022, identify site-specific locations that have 19th century images associated with them. In 2022 for 2023 and 2024 budgets, determine best methods and cost for implementing AR in the museum.

3. In 2022 and 2023 expand River Ranger programs to include river health and Brandywine SHAD program.

3. In 2022, cultivate and invite Women in Enterprise council members to serve.

4. By 2023 explore traveling patent models to China and consider other sites around the world.

4. Beginning in 2022 use Discovery Loft to build and serve audiences: mornings for school program, afternoons for families, and evenings for adult STEAM programs.

4. Ongoing: As funding allows, enter phases of Crowninshield Garden Restoration and continue to raise funds for all five phases.

4. In 2022 establish Women in Enterprise Trailblazing Award and begin the award celebration in 2023 and each year thereafter as appropriate.

5. Ongoing: Each year define new hands-on activities for Science Saturdays and Engineering Endeavors to add to the existing catalog.

5. Ongoing: Through Hagley Heritage Curators, identify and cultivate new collections that complement Hagley's holdings.




Hagley Museum and Library Stewardship

OBJECTIVES

Expand staff development and training, with a special focus on Diversity, Inclusion, and Equity while maintaining excellence.	Expand security measures online and on-site.	Make an ever-expanding number of resources available online.	Reduce our carbon footprint through use of green technologies and find additional ways to be environmentally friendly.	Recruit, retain, and steward volunteers.
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TARGETED MILESTONES

1. In 2021, contract with staff training firm to offer training modules for staff including Diversity, Inclusion, Equity Safety, and Compliance.	1. In 2021 for 2022 and 2023 capital budget, conduct site survey to identify point of access that need security.	1. In 2021 determine the timeframe and costs for reskinning website.	1. In 2021 complete Rechara turbine interpretive materials.	1. In 2021 Hire new volunteer coordinator.
2. In 2021, begin working with Historically Black Colleges and Universities for recruitment, with special focus on regional schools including Delaware State University and Lincoln University.	2. In 2022 and 2023, expand use of cameras throughout the property.	2. In 2022 overhaul website architecture and navigation for greater user interface.	2. In 2022 and 2023 expand fleet of electric vehicles powered by water turbine.	2. In 2022, revamp volunteer handbook and recruitment, retention, and recognition plan.
3. By 2023, develop a guest curator program to delve deeper into collections for topics including diversity, inclusion, and equity.	3. In 2024, expand use of key card access to buildings.	3. In 2022, commit resources to posting more collections online through digital exhibitions.	3. In 2024 for 2025 budgeting, determine costs and plan for placing turbines in Squirrel Run to power Visitor Center.	
			4. By 2026, determine costs for creating electric charging stations powered by Squirrel Run turbines.	

<div>  <div> Hagley Museum and Library Sustainability </div> </div>			
OBJECTIVES			
	Grow a major gifts program, the endowment, and target specific fundraising initiatives.	Expand membership program and rental program.	Leverage collections to generate new programs and revenue.
TARGETED MILESTONES	1. In 2021 and 2022, wrap-up 1817 fundraising effort for powder yard projects.	1. Beginning in 2021, bring in new memberships each year to take program to 4,000 memberships by 2026.	1. In 2021, create new Library Revenue Team to identify grant opportunities and manage grant-writing process.
	2. Beginning in 2021 and 2022, using Raisers' Edge database, identify potential major gifts prospects. Rank prospects in order of potential and projects and begin cultivation.	2. Increase rental revenue from \$75,000 (what would have been for 2020) to \$145,000 by 2026.	2. By 2022, establish a plan for Hagley Heritage Curators to rebalance the finances of the institution by bringing in more funds to cover operating expenses.
	3. Ongoing: Secure pledges for donors for \$50,000 over 5 years with three new donor pledges each year.		3. Ongoing: expand deposit agreements and funds for HHC projects such as oral histories, digitization, and exhibition curation.

Introduction

Building on the Hagley 2020 Strategic Plan written in 2013, the **Hagley 2026 Strategic Plan** is a continuum that further defines and refines the forward-looking focus of the institution based on Relevance, Stewardship, and Sustainability. Though Hagley is primarily known as a distinct museum and library, all divisions work together in teams, uniting us as a single institution. For the sake of brevity, the museum and library main initiatives are broken down by division in this plan.

The Strategic Plan is an internal Hagley document written by staff in all departments. A four-page strategic planning PDF will be created to share with the public.

The 2026 Strategic Plan is an evergreen document (100 plus pages) that will be reviewed and updated by staff on an annual basis each January with the update included in the Board’s March report beginning in 2022.

Museum: At the heart of Hagley is the story of DuPont, a company devoted to innovation, a leader in developing and utilizing new technologies and materials that have shaped the history of American business and industry. The DuPont story is a core component of the Hagley narrative and it will continue to be so in the future. To further Hagley’s 2021 to 2026 strategic goals, the museum is now working on many fronts to introduce and integrate an innovation-focused narrative for the visitor experience at Hagley. This new innovation overlay will tease out DuPont stories of innovation and place them in a broad national context.

Through Hagley’s patent model collection, we will also tell the stories of American invention. Using the Nation of Inventors exhibition as a new gateway to the museum, innovation and invention become the threads that weave together the many stories told throughout the museum property. At the center of our strategic plan is our goal to deliver an extraordinary visitor experience and make Hagley a “must-see museum” for everyone coming to the Brandywine Valley.

The museum strategic plan focuses on three broad initiatives over the next five years:

- Nation of Inventors Exhibition and Programming
- STEAM (Science, Technology, Engineering, Art, Mathematics) Programming
- Natural Hagley Programming

Library: Hagley's library collections document the interaction between business and the cultural, social, and political dimensions of our society from the late 18th century to the present. We believe that growing the collection with specific themes in mind and mining the current collection to illuminate these themes will help build new audiences and grow new revenue sources. In alignment with Hagley’s broad strategic goals, the library strategic plan focuses on three sets of initiatives to pursue the necessary investments to enable success over the next five years:

- Collections Development and Maintenance on topics to include, but not limited to, innovation, invention, women in enterprise, diversity, inclusion, and equity, and green non-carbon energy
- Audience Engagement
- Revenue Generation

Outreach: Securing input and counsel from outside advisors brings an external perspective to Hagley. In 2017, Hagley established a Council of Advisors for the patent models as a “distinguished honorary committee” to coincide with the exhibition in China. We propose adding two additional councils to act in an advisory capacity—a Corporate Council to work with our Development team, and a Women in Enterprise Council to assist with a new Women in Enterprise Trailblazer Award.

Funding: Many of the projects outlined in the Hagley 2026 Strategic Plan are dependent on funding. These include:

- Hagley’s collections that highlight the role of women in business, which we are calling the Women in Enterprise Collection. Through this collection, Hagley will share and celebrate the achievements of women in business, both past and present. With an aim to inspire future generations, Hagley will curate and share the stories of women as enterprise leaders, inventors, innovators, and entrepreneurs.
 - Included in this collection are 80 patent models by women inventors, the Amram Brick collection on Women Inventors, and numerous library collections including that of Catalyst, Inc. and Avon.
 - We will target fundraising to support this initiative.
 - In conjunction with the Women in Enterprise initiative, a national advisory council will be selected and convened to nominate and award an annual recipient, as appropriate, of Hagley’s “Women in Enterprise Trailblazer Award.” Awards may be given to a historical person and a contemporary person.
 - The Women in Enterprise Advisory Council will bring in a diverse group of individuals with a national perspective.
- Crowninshield Garden restoration
- New technologies in the museum, such as augmented reality (AR)
- Library storage plans

Values, Mission, and Vision, Statements

Values

These values are enduring.

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, dignity, and superior customer service.*

Love of Knowledge and 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 promote harmonious relations and a spirit of collaboration in our workplace and communities.*

Mission

Strategic planning is a time to review mission and vision. The Board approved the following mission statement at their June 7, 2021, meeting. In addition, the Board prefers that we have a mission statement and potentially use the 2013 vision statement as a tag line “To be a place where innovation inspires, and imaginations run wild.”

Previous (developed in 2013):

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.

2021 Board Approved Mission Statement:

Hagley Museum and Library seeks to inspire all people to be innovative in their own lives through investigation and exploration of our historical collections, original DuPont power yard, and online resources.

Critical Issues, Audiences, Success Measures, & Goals

Current Critical Issues

The critical issues that faced Hagley in 2013 are still important today.

- Building audience through existing and new programs
- Expand staff development with a special focus on issues of diversity, inclusion, and equity, while seeking excellence
- Generating new revenue streams and enhance current revenue streams

- Cultivating major gifts and containing expenditures

The patent model collection we acquired in 2015 presents Hagley with a bounty of opportunities to offer an outstanding visitor experience with a focus on innovation and invention, weaving together stories of the immigrant experience, women inventors, and other minorities including Black inventors. We will open the Nation of Inventors Gallery in 2021, present another patent model exhibition to international venues when possible, and leverage these assets to increase attendance, memberships, and funding partnerships.

The library will continue to grow its collection and is committed to also growing revenue through Hagley Heritage Curators (HHC). Since its inception, the library has been utilized for research that has led to emerging trends in scholarship and career-development opportunities for scholars, putting Hagley at the forefront of business history. Library collections also provide opportunities for highlighting minority diversity in business history through oral histories, guest curators, and related projects. We also acknowledge the tremendous resources we hold on the history of Women in Enterprise and will develop programs and an annual award to recognize the importance of these collections. The Women in Enterprise Collection draws from museum and library collections, thereby providing a focal point for cross division projects that unite the institution.

As evidenced this past year (2020), while Hagley's endowment can provide income to cover a large portion of the operating expenses, it is impacted by an unsettled economic environment. We must remain vigilant to control expenses where we can and identify new funding opportunities and sources. The Development Department has implemented a major gifts program designed to identify, cultivate, and engage potential and current major gifts donors (\$10,000 and above). This allows for a customized cultivation plan for each donor to move them from cultivation to solicitation.

In response to the COVID-19 pandemic, Hagley has had to move quickly and flexibly in how we do business in order to stay open and to stay relevant. What we have learned from this experience will serve us well going forward.

- We moved much of our programming online through Hagley From Home and are committed to continue creating content for an ever-expanding online audience, with a special focus on STEAM. This team has been empowered to investigate the feasibility of augmented reality and virtual reality online and on-site.
- We emphasized the beauty and safety of our outdoor site, a focus we will expand through our Natural Hagley programming.
- While Hagley expects staff to work on-site, it is recognized that at times, remote work is acceptable, as in bad weather.

Specific Challenges Addressed by the Strategic Plan

- How to anticipate potential future health mandates and other crises that may come up through an ongoing commitment to site safety and cleanliness.
- How to position the institution as a regional and national destination
- How to address issues of diversity, inclusion, and equity while maintaining excellence
- How to increase revenue streams and major gift donations
- How to sustainably maintain the property and collections entrusted to our care for generations to come

Specific Opportunities Addressed by the Strategic Plan

- Our site on the Brandywine appeals to those wanting open spaces and safe experiences in nature
- Nation of Inventors appeals to a national audience that appreciates innovation
- Nation of Inventors exhibition highlights diversity among inventors and opens the door for continued dialog on issues of diversity, inclusion, and equity. Subthemes focus on women inventors, Black inventors, and the stories of immigrants coming to America to seek a better life through their inventions.
- New portion of the website, “Hagley From Home,” is a continued robust presence on the homepage
- Library initiatives to focus on themes of invention, innovation, green energy, and diversity, inclusion, and equity in business history
- The Women in Enterprise Collection open new doors for building audience, for identifying new funding partners, and for creating an advisory council that is diverse and raises Hagley’s profile on the national level
- New exhibition and library initiatives are attractive to corporate and foundation partners

Specific Actions Addressed by the Strategic Plan

The museum focus will broaden from the powder-making processes to emphasize nineteenth-century invention and innovation, providing an extraordinary visitor experience not found in other regional museums. The library will continue to cultivate new collections, mine existing collections, and seek funding for HHC.

- Create a new gateway to the museum through Nation of Inventors exhibition
- Showcase du Pont family and company as 19th century innovators and entrepreneurs in context with a more thorough interpretation of the powder making process and how innovation propelled it forward
- Attract an audience who are inspired to be innovative in their own lives through more hands-on engagement activities onsite and online
- Create long-term engagement strategies to track effectiveness of our programs
- Identify resources online and onsite that promote innovation and inventions, i.e. information on how to patent
- Present stories showcasing the diversity of inventors and investigate new diversity opportunities in collections development
- Create a Corporate Council and attract new corporate and foundation partners
- Create a Women in Enterprise Advisory Council and create Hagley’s “Women in Enterprise Trailblazer Award”
- Provide opportunities to innovate with new technologies such as AR
- Investigate ways to decrease our carbon footprint and be more environmentally friendly, seek collections from businesses who are leaders in this field
- Make “Natural Hagley” a part of the institution, offering visitors, scholars, and staff a place to relax and appreciate nature

- Through HHC, continue to rebalance the finances of the institution by bringing in more funds to cover operating expenses
- Attract more individual, corporate, and foundation support
- Begin fundraising for Crowninshield Garden for Phase 0 and Phase 1

Primary Customers

- Cultural Tourists: travelers in the Brandywine Valley for a short time
- Locals: members, volunteers, families, and others who attend special events, including weddings, and are repeat visitors
- Focused Learners: school groups, scholars, lifelong learners
- Innovators: multicultural and multigenerational
- Scholars and Researchers
- Donors
- Nature and garden enthusiasts

Measures of Success Addressed by the Strategic Plan

- Putting Hagley on the national map as a destination as quantified by tracking visitation from a larger region via zip codes when tickets are purchased and from Google Analytics from online use. Increased positive TripAdvisor rating
- Increased visitation, membership renewals, annual fund donations, corporate and foundation partnerships, major gifts
- Increased use of collections
- Increased use of online resources

Hagley 2026 Defined

By 2026, Hagley is recognized as a leader in inspiring people to investigate and explore the history of U.S. business, innovation, and invention. Well known along the I-95 corridor as a destination and jumping off point for the Brandywine Valley, Hagley brings together all people to exchange ideas about innovation, and witness innovation in action onsite and online.

Hagley's Audiences

- VALUE us as THE place for exploring the history and practice of innovation
- LOVE us as a place of inspiration and authenticity
- USE us repeatedly because of our abundance of resources
- REFLECT the diversity of the communities we seek to serve
- SUPPORT us because they believe in the institutional mission, values, and programs

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

- ✓ **Focus and Programming**
 - Hagley's world-class collections and exhibitions position Hagley as a place of innovation and support telling the story of innovation and placing the DuPont story in the broader context of American business, technology, and industrial design
 - Nation of Inventors exhibition highlights the diversity of U.S. inventors including women, Black inventors, and stories of the immigrant experience

- Position Hagley as a “must-see museum” and the best place to begin a visit to the Brandywine Valley
- Updates to programs such as Engineering Endeavors focus on the fields of STEM and STEAM making them more accessible and fun for a younger generation
- Discovery Loft, on the 3rd floor above the Nation of Inventors gallery, provides a curated tinkering space for all ages and supports programs for the exhibition. Weekday mornings the space will be hands-on for school groups, transitioning to a family-friendly maker space in the afternoon, with occasional evening sessions for adults on everything from (examples only) “The Science of Cocktails,” to DIY maker space projects
- On-site visits to Hagley are enhanced by new technologies, including augmented reality and potentially virtual reality (cost dependent), to compare and contrast with 19th century images of the site
- On-site visitors to Hagley enjoy Natural Hagley and use it for its open spaces, riverside landscape, gardens, and its natural beauty
- Collections support ongoing and emerging trends in historical research
- Hagley’s international reach is expanded through increased digital resources and online collections
- Hagley’s Women in Enterprise Collection broadens our national reach through the Women in Enterprise Advisory Council and presents funding opportunities for new corporate and foundations partners. These collections, including Catalyst, Avon,
- ✓ **Audience Amenities**
 - Technology allows visitors with mobility, hearing, and vision challenges to have a full and rewarding on-site experience
 - Audience amenities provide for an extraordinary visitor experience and include both a reimagined on-site food experience and refreshed museum store merchandise with an online presence, and enhanced interpretation
 - Expanded outreach program brings curriculum components to schools who are unable to visit due to expenses, time, or safety concerns
 - Wayfinding signs and responsive visitor amenities provide a safe and welcoming experience
 - A “must visit” website that looks good, works well, and gives users what they want

Stewardship: What we do, we do well

- ✓ **Human Resources**
 - Staffing supports and reflects diversity, inclusion, and equity while seeking excellence
 - Senior staff are in regular communication with employees and have an open-door policy for transparent information
 - The intranet is available to all staff
 - Staff may enrich themselves and Hagley through professional development opportunities, when possible
 - Hagley has a constant flow of dedicated and trained volunteers, and we continue to develop our growing pool of volunteers
- ✓ **Physical Resources**
 - Hagley monitors the site for safety and security and addresses such issues in a timely fashion
 - All current collections are maintained and housed properly, and new collections are reviewed according to the updated collections management policies
 - We make an ever-expanding number of resources available online

- Capital resources are committed each year to maintain the historic site
- Following in the sustainability footsteps set by DuPont since its founding, Hagley continues to reduce its carbon footprint through use of waterpower technologies to generate electricity for buildings and vehicles. Use of low-flow stream turbines will be investigated for use in the Nation of Inventors building and for the potential of future electric vehicle charging stations in the visitor parking lot.
- ✓ **Financial Resources**
 - Continued sound management of endowment resources, operating budget, and restricted budgets
 - Commitment to long-term major gifts cultivation
 - Committed to growing the endowment, seeking new sources of revenue, and decreasing the endowment draw

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

- ✓ **Increasing revenue and controlling costs**
 - Grow membership program, rental program, and annual giving funds
 - Create a Corporate Council to assist with growing the corporate partners program and number of presenting sponsors at \$10,000 and higher per year
 - Create a Women in Enterprise Council to assist with annual Trailblazer award
 - Grow and sustain major gifts from individual donors
 - Identify and cultivate Crowninshield Garden donors
 - Identify and cultivate planned giving opportunities
 - Evaluate special events to align with mission and create specific measurable goals
 - Leverage collections to generate new programs and revenue
 - Promote refreshed Hagley Store and online retail sales
 - Develop programs that are self-supporting
 - Expand collaborative partnerships
- ✓ **Adding to endowment and underwriting programs**
 - Successful fundraising efforts support new innovation focus and growth
 - Decrease endowment draw by increasing revenue to cover expenses, thereby growing the endowment
 - Hagley's Women in Enterprise fundraising efforts bring in funds to underwrite the Nation of Inventors Gallery, patent model processing, and care of our related museum and library collections

Through our commitment to relevance, stewardship, and sustainability, Hagley continues to be financially sound, an important member of our community, a good neighbor, and an economic driver for tourism.

Goals & Objectives 2021-2026

Relevance Goal: What we do we do for those we serve			
Objective	SMT Lead	Date of Completion	Financial Impact
<p>1. Nation of Inventors Gallery opens and provides a new gateway to the institution</p> <ul style="list-style-type: none"> - Visitors begin their visit to Hagley immersed in stories of invention and innovation - “Invention in Action” exhibit panels link exhibition to locations throughout the museum to highlight innovation in the powder yard, workers’ hill, and Eleutherian Mills complex <p>1A. Goal is to increase museum attendance through exhibition and related programs:</p> <p>AVG museum attendance Goal 2026 Total 50,000 70,000 (40% increase).</p> <p>This is measured by museum general visitation, adult tours, school tours, on site programs & activities, and complimentary. This does not include major events such as fireworks and car show, library attendance, or online visits.</p>	Museum	<p>2021, public celebration September 2021</p> <p>2022</p>	\$2.3 million
<p>2. Nation of Inventors Programming and family activity carts</p> <ul style="list-style-type: none"> - Focus on interactive engagement 	Museum	Thru 2026	~\$25,000
<p>3. Potential patent Models traveling exhibits to China and U.S. museums and consider other sites around the world</p>	Museum	2023- 2026	~\$150,000
<p>4. Powder yard improvements</p> <ul style="list-style-type: none"> - Additional electric bus for green energy (2022- 2023). Reduction in carbon footprint can be measured in bus gas consumption. - Seek new ways to decrease our carbon footprint with measurable results. - Highlight the link between current energy sustainability efforts and those of DuPont since its inception, i.e. the evolution of water power. - New roll mill exhibits focus on site orientation and du Pont family and company as innovators (2022-2026). Roll mill 16 features why 	Museum/PBG	Thru 2026	<p>\$85,000</p> <p>~\$175,000 per roll mill</p>

duPont selected site and the beginning of the company and roll mill 15 will feature workers and explosions.			
5. Discovery Loft- new tinkering zone in Visitor Center introduces new STEAM activities (adds in “art”), supports Nation of Inventors programs. New programs will bring in new visitors and will be added into the museum attendance (see 1A)	Museum	2021 and 2022	\$175,000 budget
6. Expanded marketing investment for innovation brand <ul style="list-style-type: none"> - Hire new Director of Audience Engagement (2021) to focus on the visitor experience and programming - Conduct quantitative and qualitative research, such as focus groups and visitor surveys, (work on being “Visitor centric” to better understand their preferences) and use these results for programming decisions - target families and school-age children for repeat visitation to grow membership base and future donors. - increase scholarship funds allotted to Title I schools. - Rebalance advertising with emphasis on digital and social marketing channels, geofencing - Partner with Brandywine Valley museums on joint tickets and experiences - focus on Hagley’s competitive advantage and how to be “creatively revolutionary” in our marketing to set us apart from others and make us a “must see” museum. - offer libraries in the region a Museum Pass that allows their patrons to check out the Hagley pass and visit Hagley for free 	Marketing	Late 2021- 2026 2021 2022-2026 2022 2021-2022	2022 & 2023 marketing and advertising budget to \$250,000 per year
7. The Women in Enterprise Collection focus for fundraising leverages new funds to underwrite Nation of Inventors and other related collections in the museum and library. New Women in Enterprise Advisory Council is created and then convenes to nominate and select annual award recipient, “Hagley’s Women in Enterprise Trailblazer Award.” This annual award may be given to any person who is a trailblazer for championing women in enterprise.	Development	Thru 2026	Trailblazer award and ceremony ~\$50,000 per year
8. Expand back of the barn transportation exhibit for potential Indian Motorcycle display and	Museum/ Development	2022-2024	\$\$\$ Includes restoration of

General Motors vehicle (we have E. Paul du Pont's personal Indian motorcycle), update weathervane exhibit, restore duPont Motor car			duPont Motors car and HVAC. Getting car restorer to look at car.
9. New Residence interpretive themes to showcase entertaining and upstairs/downstairs themes. Place guides on station in the residence when allowed to ensure social distancing guidelines (when required) but still allow visitors to enjoy the residence experience.	Museum	2021-2024	\$
10. New Public Programs: <ul style="list-style-type: none"> - Interactive activities in powder yard use 21st century technology to illustrate 19th century "state of the art" innovation in powder-making operations. Can use Augmented Reality, layering 19th century photos via a smart phone over what the property currently looks like. - Use property for low-impact, high fun events like Happy Hours near the barn and garden with beer truck, food trucks, and live music. - As a corporate retreat option, offer Leadership courses based on history of duPont family including duPont de Nemours, E. I. duPont, Lamont duPont, Henry duPont, Henry A. duPont, P.S. duPont. - Natural Hagley focus through River Rangers program on stream health. River Rangers is a group of elementary and middle schoolers who attend Science Saturday programs and investigate many dimensions of river health. - Great trees of Hagley tour - Use remnants of Osage orange tree for teaching tool (show historic events on slice of tree based on the rings), create garden benches to surround surviving Osage Orange shoots - Expanded gardens and grounds tours - Focus on Natural Hagley garden that links earliest years of the company to today through Crowninshield Garden stabilization phases - Develop plans to open one path and area in the Crowninshield Garden for access to build awareness and support for the phased project 	Museum and Horticulture	2021-2026	\$ \$\$ to mill wood and make benches and interpretive information Phase 1 ~ \$3.6 million
11. Educational programs: <ul style="list-style-type: none"> - School outreach, Hagley Hits the Road to provide Hagley experience off site. This allows us to reach underserved schools and to work more 	Museum	2022-2026	\$

15. Develop the role of the Hagley Historian to reach new communities and promote collections for both the museum and library.	Library & Museum	Thru 2026	
16. Continue to add resources to Hagley From Home and track all visitation to the website. - Increase web traffic from new users by 3% per year, starting with 342,827 users in 2020 to 409,350 in 2026.	All	Ongoing	
17. Robust volunteer program supports institutional needs and develops new volunteer opportunities.	Volunteer Program	Thru 2026	
Stewardship Goal: What we do we do well			
Objective	SMT Lead	Date of Completion	Financial Impact
1.Preservation, Buildings and Grounds - Powder yard and millrace masonry work - HVAC in back of barn - Arc-flash studies - Replace direct-burial underground electric property-wide - Improved phone system - New IT vendor - Increased security cameras and key card access	PBG	Ongoing	\$\$\$ capital budget phased in over 5 years
2. Museum and library deaccessioning plans - Focus on those collections that no longer support the mission - Reorganize collections space - Focus on core collections - present deaccessioning plan to Board for approval	Museum	6 phases thru 2026	
3. Enhance site accessibility for visitors with mobility, hearing, and visions challenges through use of technology	Museum	2022-2026	\$
4. Use new technology to enhance visitor experience - Augmented reality digital overlay of historic Gentieu photos - Audio sounds in powder yard to give sense of machinery in motion	Museum	Thru 2026	\$\$
5. Decrease carbon footprint: Investigate placing modern low-flow turbines in Squirrel Run to generate electricity for Nation of Inventors	Museum/PBG	2023- 2026	\$\$ Each turbine could potentially cost

exhibition. Investigate electric vehicle charging stations. Track utility consumption for decrease costs.			\$125K for turbine and infrastructure
6. Reskin website and maximize SEO for Hagley name and brand components (innovation, invention, business history).	Design	Thru 2026	\$\$ dependent on how much infrastructure has to change
7. Ongoing staff training and development <ul style="list-style-type: none"> - Visitor Experience, Safety, and Diversity/Compliance - Facilitate use of intranet - Increase commitment to paperless forms - Develop management training program - Update the Volunteer Handbook and onboarding procedures 	HR	Thru 2026	\$
8. Expand recruitment practices to attract more candidates for staff and volunteers	HR	2022	
9. Standardize procedures for pandemic and other emergency responses.	HR	Thru 2026	
10. Commitment to providing safe and sanitized buildings and site: <ul style="list-style-type: none"> - Adequate supplies for cleaning - Timed tickets to house to limit crowding - Investigate new parking options for heavy visitation days - Evaluate food service and investigate options for Frizzell's as well as Belin House 	All	Ongoing	\$
11. Ongoing evaluation of site security	PBG	2022- 2023	\$
12. Natural Hagley stewardship: <ul style="list-style-type: none"> - Meadow garden provides nutrients for soil and keeps historic tree roots from compacting - Plant records and plant mapping - Development of cutting and nursery gardens - Workers' Hill garden focus on new layout, deer protection, and better signage - Stabilize the Crowninshield Garden in phases as funding becomes available - Replant with historic varieties in E. I. Garden - Rebuild and replant rose garden - Creation of children's garden 	Horticulture	Thru 2026	\$\$ (excluding Crowninshield garden funds)
13. Corteva pollinator garden: <ul style="list-style-type: none"> - Promotes abundant insect population - Discuss reasons for insect decline 	Horticulture	2021	\$
14. Create a Space Management Plan to better utilize existing museum and library collections storage.	Library	2021-2022	\$\$

Undertake Collections Storage Study - Work with an architect familiar with collections storage solutions to evaluate Hagley's existing storage spaces and recommend the most cost-effective approaches to leverage opportunities with existing spaces and meeting future storage needs - Study is a pre-requisite for the Collections Building Moonshot (below)			
15. Expand Cold Storage capacity	Library	2022	\$\$
16. Launch a new Collections Management System and Library Public Search interface.	Library	2023-2026	\$
17. Create, improve, and implement preventative conservation methods: - Integrated pest management in collections storage - Disaster training (adding in pandemic response) - Collections care and handling - Improvements in safety and security - Perform a collections risk assessment	Museum & Library	Ongoing	\$
18. Evaluate all special events for mission relevance and purpose. Market rental spaces and find creative ways to use the site.	Special events	2021-2022 then ongoing	
Sustainability Goal: What we do provides for us now and in the future			
Objective	SMT Lead	Date of Completion	Financial Impact
1. Identify and cultivate new sources of major gifts funds, \$10,000+	Development	Ongoing	
2. Continue 1817 Society fundraising	Development	2021-2022	
3. Expand friendraising events such as open houses and more opportunities for key constituents to visit. Keep annual events such as fireworks and car show fresh and exciting	Development	Ongoing	\$
4. Expand library grant underwriting for fellowships and projects: - Pew - Mellon - NEH	Library	Thru 2026	

<ul style="list-style-type: none"> - identify new sources - cultivate Hagley library researchers to identify late-career prospects for library underwriting 			
5. Expand deposit agreements and funds for projects through Hagley Heritage Curators, such as digitization, oral histories, and exhibit curation	Library	Thru 2026	
6. Expand and promote royalty opportunities in the collections beyond the primary relationship with Adam Matthew Digital	Library	Thru 2026	
7. Create new Library Revenue Team to identify grant opportunities. Celebrate library 60 th birthday in 2021, use as a fundraising vehicle.	Library	Thru 2026	
8. Continue to manage robust annual fund, residence fund, and corporate partners (create Corporate Council) programs to increase revenue streams and decrease endowment draw <ul style="list-style-type: none"> - increase annual giving 3% year over year, taking annual giving from \$936,700 in 2021 to \$1,085,900 in 2026 - increase Corporate giving, adding in two new partners at the \$5,000 level each year by 2026 and a cosponsor at \$60,000 for fireworks. -increase Residence Endowment giving 2% year over year taking it from \$129,709 in 2021 to \$143,200 in 2026, which represents an addition of \$818,200 to the endowment. 	Development	Ongoing	
9. Increase number of active members from 2,000 in 2020 to 4,000 in 2026 through program of recruitment, retention, and recognition	Development	Thru 2026	\$
10. Increase rental revenue from what would have been \$75,000 in 2020 to \$145,000 by 2026. Evaluate rental program.	Development	Thru 2026	
11. Standardize and simplify Business Office processes, eliminate redundancies, and increase automation and accounting system functionality	Business Office	2021	\$
12. Expand financial reporting	Business Office	2021-2022	
13. Enhance budgeting process by aligning resources with funding purposes and strategic goals	Business Office	2021	
14. Review and strengthen internal controls and financial policies	Business Office	Ongoing	
15. Evaluate fundraising efforts for Crowninshield Garden and continue Phases as funding allows	Development and Horticulture	2021-2026	

Financial Impact Key:

\$ = \$1 - \$50,000 \$\$ = \$50,000 - \$250,000 \$\$\$ = \$250,000 +

Hagley's Longer-term Moonshots

1) Collections Storage

- a. Deaccession projects in museum and library according to collections management guidelines
- b. Determine scope and size of collections that will need housing
- c. Determine cost of renting off-site storage for Library collections, or,
- d. Build new collections storage facility ~\$5M
 - i. Dedicated space will provide specific climate and conservation controls
 - ii. Purpose-built shelving and storage allow for growth
 - iii. Decreases dependence on building not adequate for collections storage that will need an infusion of capital investment over the years to mitigate water and environmental collections (Hall of Records and Soda House)
 - iv. Capital campaign

2) Crowninshield Garden Restoration- total projected cost ~\$26.7M

- a. Five phases for the restoration
- b. Phases 00 (design), 0 (critical repairs), and 1 to raise funds to critical repairs and for access and views. Includes Spring House, Swimming Pool, Cistern Pool and Terrace, and Upper Woodland Walk. Fundraising for \$3.5M project began in 2020.
- c. Longer-term dependent on fundraising
 - i. Phase 2: Cedar Walk, Shrub Border Terrace, Rhododendron Terrace
 - ii. Phase 3: Refinery Terrace, Azalea Terrace
 - iii. Phase 4: Mosaic Terrace, Arcade Terrace and Circular Temple, Lower Pool
 - iv. Phase 5: Mill Race Walk

Approved by the Hagley Board of Trustees, June 7, 2021