

Hagley Museum and Library 2026 Strategic Plan

2024 Update

The Hagley Strategic Plan 2021-2026 is an evergreen document that gets updated at the end of each year with a recap of accomplishments and an evaluation of the objectives set in 2021. Due to internal and external forces, objectives can be met, changed, or eliminated. As Hagley is at the midpoint of the 2021-2026 Strategic Plan, we are updating this version to reflect current objectives. The original Board Approved version of the plan remains intact so that in 2026 we can do a full evaluation of the original plan.

The three pillars of the strategic plan are the strategic goals of:

- **Relevance** (what we do, we do for those we serve)
- **Stewardship** (what we do, we do well)
- **Sustainability** (what we do provides for us now and in the future)

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 2024 Update

OBJECTIVES

Position Hagley as a place of innovation through the **Nation of Inventors** exhibition and related STEM and 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 expand landscape-related programs.

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

TARGETED MILESTONES

1. In 2022 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 of pollinator garden and associated programs.

1. In 2021, identify Women in Enterprise collection at Hagley.

2. In 2023 and ongoing, develop schedule for activity cart hands-on activities and each year build out new activities..

2. By 2023, expand Wi-Fi throughout the powder yard and museum to blanket site with signal needed for various technologies.

2. In 2023 revise Trees of Hagley tour and link to the gardening experience on the upper property.

2. In 2023, cultivate and invite Women in Enterprise council members to serve.

3. In 2024 and 2025, upgrade visitor amenities such as family bathrooms and wayfinding signage. Begin refining guide interpretation materials to incorporate the new innovation overlay.

3. In 2024 determine best methods and cost for implementing new technologies such as a museum app.

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

3. In 2023 and 2024 begin Women in Enterprise Oral History program.

4. By 2023 explore traveling patent models to other sites around U.S. and the world.

4. In 2023 and 2024 begin to use DuPont Discovery Loft to build and serve audiences: mornings for school program, afternoons for families, and evenings for adult STEM programs.

4. Ongoing: As funding allows, begin critical repairs to Crowninshield Garden and plan for creating visitor access points.

4. Ongoing: Through HHC, identify and cultivate new collections that complement Hagley’s holdings.

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

5. Ongoing: Engage in quantitative and qualitative analysis and evaluation for all programs.



Hagley Museum and Library Stewardship 2024 Update

OBJECTIVES	Expand staff development and training, with a special focus on Diversity and Inclusion .	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, especially water power.	Recruit, retain, and steward volunteers.
TARGETED MILESTONES	1. In 2021, contract with staff training firm to offer training modules for staff including Diversity, Inclusion, 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 Recharad turbine interpretive materials.	1. In 2021 Hire new volunteer coordinator.
	2. In 2021, begin working with HBCU 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. Museum collections were made more accessible through collections' browser.	2. In 2022 we investigated expanding fleet of electric vehicles powered by water turbine. For now, one shuttle is what turbine can charge but we will continue to monitor how to expand electric fleet.	2. In 2022, revamp volunteer handbook and recruitment, retention, and recognition plan.
	3. In 2024, develop a guest internship program in the library.	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 2021 Kleinschmidt Associates studied placing turbines in Squirrel Run to power Visitor Center. Due to cost and location in a flood area for the siphon turbine, the project is on hold.	
				4. Investigate adding electric charging stations to Visitor Center lots.	



Hagley Museum and Library Sustainability 2024 Update

	Grow a major gifts program and target specific fundraising initiatives.	Expand membership program and rental program.	Leverage collections to generate new programs and revenue.
OBJECTIVES	1. In 2021 and 2022, wrap-up 1817 fundraising effort for powder yard projects. In 2024 invite donors to event to celebrate work accomplished in powder yard through their donations.	1. Beginning in 2021, bring in new memberships each year to bring in \$350,000 annual revenue by 2026.	1. In 2021, create new Library Revenue Team to identify grant opportunities and manage grant-writing process.
	2. In 2023 complete database conversion to Altru. Hire new Development Director to formalize processes and craft development plan to achieve campaign goals. In 2024, plan for capital campaign.	2. Increase rental revenue by 2026 for weddings and corporate programs by improving facility offerings (carpeting, paint, lighting) and expanding marketing.	2. By 2022, establish a plan for Hagley Heritage Curators to rebalance the finances of the library by bringing in more funds to cover operating expenses
TARGETED MILESTONES	3. Ongoing: Secure multi-year pledges for donors as we grow the Hagley Fund.		3. Ongoing: expand deposit agreements and funds for HHC projects such as oral histories, digitization, and exhibition curation.

Introduction for 2024 Update

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.

This document is the 2024 update to the strategic plan with revised objectives. The Strategic Plan is an internal Hagley document written by staff in all departments. The four-page strategic planning PDF graphics have also been updated.

The 2026 Strategic Plan is an evergreen document (100 plus pages) that is reviewed and updated by staff on an annual basis each January with the update included in the Board's March report. An interim report has been done in 2024 (this update) and a final report will be done in 2026.

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 continues to be so now and 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 teases out DuPont stories of innovation and places them in a broad national context.

Through Hagley's patent model collection, we also tell the stories of American invention. Using the Nation of Inventors exhibition as a gateway to the museum, innovation and invention are 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 (opened in fall 2022, delayed due to flood from Hurricane Ida in September 2021)
- 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 is helping us 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. This committee’s work has been completed and we thank them for their service. We propose adding an additional advisory group—a Women in Enterprise Council to assist with a new Women in Enterprise Oral History project that takes the place of the original concept to have a Trailblazer Award. With Hagley’s Oral History Office, we are well positioned to conduct oral histories with women who have made impact on business history in the past fifty years. The corporate group is being evaluated by the new Development Department team.

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 and Oral History Program. Through this collection and new oral histories, 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 the oral history initiative.
 - In conjunction with the Women in Enterprise initiative, a national advisory council has been selected and convened to identify women who would be good candidates for the oral history program. Rather than identifying an individual who has made their mark on business and offering a “Trailblazer Award,” Hagley has redefined the program to identify many women whose stories will add to our rich business history collection. Their stories provide a unique look at how women have shaped business history in the past fifty years.
 - The Women in Enterprise Advisory Council brings in a diverse group of individuals with a national perspective to Hagley. The council includes Lorraine Hariton, CEO of Catalyst Inc. whose records are housed at Hagley; Kim Markiewicz, Vice President of Diversity, Equity, and Inclusion at DuPont; and Mary Yeager, Professor Emeritus in the History Department at UCLA.
- Crowninshield Garden project
 - For the past two years we have brought potential donors into the garden. Funds have been raised to conduct a study with WRT Planning + Design of Philadelphia who are working with us to identify areas of the garden in need of critical repairs and stabilization.

- New technologies in the museum, such as augmented reality (AR). The museum is evaluating new technologies and the current focus in 2024 has shifted to using technology for better security on property (radios, speakers, cameras). The museum team is evaluating the development of a museum app.
- Library storage plans. The library team met with an outside consultant who recommended a major new library, at an equally major cost. Rather than pursuing a new construction project, the Board has asked the library team to consider alternatives for collections storage such as off-site storage.

Values, Mission, and Vision, Statements (the order was changed to put Values first)

Values

These values are enduring, with minor changes suggested.

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
- Added in 2024, "After the flood of 2021, critical site repairs and negotiating with FEMA for reimbursement for their cost continue to be a major objective of the Preservation, Buildings, and Grounds division."
- Added in 2024, "After a security evaluation in 2022, on-site security measures continue to be a major consideration as we invest in an expanded two-way radio system, security cameras, card access readers for buildings, and a golfcart equipment with first aid and a new AED. We now offer first aid training to an expanded group of Hagley staff."
- Added in 2024 "Create a new Board committee called Buildings and Grounds to assist Preservation, Buildings, and Grounds on identifying institutional capital needs."

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. The Nation of Inventors exhibition opened in 2022, a year later than planned due to flooding in the Visitor Center from the remnants of Hurricane Ida in September 2021 (just one week prior to the planned opening of the exhibition). Museum staff had to remove the artifacts from the exhibition in a building with a flooded basement and no electricity. After clean-up and rebuilding efforts in 4Q 2021 and most of 2022, the exhibition opened to great reviews. During 2022 we also mounted a traveling exhibition of patent models at UCSD in their new innovation building that was extended several times due to popular demand.

The library continues 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 have developed an oral history program 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 in 2020 while the original strategic plan was being written and is still in evidence in 2024, 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 undergone change in 2023 with new team members but is committed to using our donor data to identify, cultivate, and engage potential and current donors and corporate partners. 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 moved quickly and flexibly in how we do business in order to stay open and to stay relevant. What we have learned from this experience is serving us well.

- We moved much of our programming online through Hagley From Home and continue creating content for an ever-expanding online audience, with a special focus on STEAM.
- We emphasized the beauty and safety of our outdoor site which continues in 2024 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. This is addressed through increased staff training, more first aid and Stop the Bleed kits available throughout the site, and continued availability of face masks. Hagley follows CDC guidelines for anyone testing positive for COVID or other viruses.
- How to position the institution as a regional and national destination. This is being addressed through the new Women in Enterprise Oral History program and through loans and traveling exhibitions featuring our patent model collection.
- How to address issues of diversity, inclusion, and equity while maintaining excellence. We are working with HBCU to identify collaborative opportunities, we have continued our Black STEM Pioneers in Delaware oral history program, and we work with community partners to offer free or reduced admission to the museum, so that the price of admission is never a barrier for visitation.
- How to increase revenue streams and major gift donations. With a new Development Department team now in place, 2024 will see a focus on donor understanding and cultivation.
- How to sustainably maintain the property and collections entrusted to our care for generations to come. In 2023 we began updating our Building Automation System in our four collections buildings so that staff can better monitor environmental conditions. In 2024 plans are building for a capital campaign for collections care and storage.

Specific Opportunities Addressed by the Strategic Plan

- Our site on the Brandywine appeals to those wanting open spaces and safe experiences in nature. After the flood of September 2021, we continue to repair the powder yard and expects that this year all of the mechanical exhibits will be back online for visitors to enjoy including the

Birkenhead waterwheel, steam engine, machine shop, roll mill, and turbine to charge our electric shuttle.

- 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 and drives website visitation.
- Library initiatives to focus on themes of invention, innovation, green energy, and diversity, inclusion, and equity in business history.
- The Women in Enterprise Collection and Oral History initiative open new doors for building audience, for identifying new funding partners, led by an advisory council that is diverse and raises Hagley’s profile on the national level.
- New museum and library initiatives are attractive to corporate and foundation partners. Collaborations with the USPTO under its Director and Under Secretary of Commerce Kathi Vidal have placed Hagley on a national platform as the USPTO stages programs from Hagley such as their Women in Entrepreneurship program in August 2023. Discussions continue on additional programs in 2024 and beyond.

Specific Actions Addressed by the Strategic Plan

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

- We have created a new gateway to the museum through Nation of Inventors exhibition
- We are showcasing 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, as well as through an expanded vehicle exhibition in the barn, and the recently-opened DuPont Discovery Loft.
- We are attracting an audience who are inspired to be innovative in their own lives through more hands-on engagement activities onsite and online.
- We are creating 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.
- We are presenting stories showcasing the diversity of inventors and investigating new diversity opportunities in collections development.
- We are evaluating the best way to engage with and attract new corporate and foundation partners.
- We created a Women in Enterprise Advisory Council and new oral history program.
- We are continuing to evaluate what new technologies would work best for Hagley, such as a museum app.
- We have decreased our carbon footprint through use of hydropower to power our Machine Shop and electric shuttle to be more environmentally friendly and continue to seek collections from businesses who are leaders in this field. We dredged the millrace after the flood and found that the silt there was clean and able to be used as fill dirt.

- We have made “Natural Hagley” a part of the institution, offering visitors, scholars, and staff a place to relax and appreciate nature. We have planted a historic rose garden in the E. I. duPont Garden, cut the meadow garden to better serve visitors in the orchard, planted a pollinator garden, and have plans to refresh it and the cutting garden.
- Through HHC, continue to rebalance the finances of the institution by bringing in more funds to cover operating expenses.
- Using our CRM data, we are working to attract more individual, corporate, and foundation support.
- We raised funds for Crowninshield Garden Phase 00 and are currently working with WRT Planning + Design to identify critical repairs and stabilization in the garden and what these efforts will cost.

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
 - DuPont Discovery Loft, on the 3rd floor above the Nation of Inventors gallery, provides a curated tinkering space for all ages and supports school programs and programs for the exhibition.
 - On-site visits to Hagley are enhanced by dedication to keeping the mechanical exhibitions in running order, making the site accessible after flood repairs, and investigating how new technologies can enhance the visit, such as a museum app.
 - 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 oral history project and present funding opportunities for new corporate and foundations partners.
- ✓ **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 continuing to seek 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 was studied by Kleinschmidt Associates but it was found that the location of a proposed siphon turbine was in an area that flooded in 2021 and any such installation would cost well north of \$1 million plus annual maintenance costs. We continue to look for ways to install more turbines on the property.
- ✓ **Financial Resources**
 - Continued sound management of endowment resources, operating budget, and restricted budgets.
 - Commitment to long-term donor 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**
 - Growing membership program, rental program, and annual giving funds.
 - Growing the corporate partners program and number of presenting sponsors at \$10,000 and higher per year.
 - Created a Women in Enterprise Council to assist with Oral History Program.
 - 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 new oral history program.

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 2024 update

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). This is measured by museum general visitation, adult tours, school tours, on site programs & activities, and complimentary. This does not include online visits but does include special events and library attendance.</p>	Museum	<p>2022, public celebration held September 2022</p> <p>2024</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 U.S. museums cultural institutions and consider other sites around the world if funding allows. Consideration of traveling to China has been put on hold due to world events.</p>	Museum	Thru 2026	~\$150,000
<p>4. Powder yard improvements</p> <ul style="list-style-type: none"> - Additional electric bus for green energy was considered in 2022 but due to the amount of electricity generated by the turbine, only one can be powered this way. Reduction in carbon footprint can be measured in bus gas consumption. 	Museum/PBG	Thru 2026	<p>\$85,000</p> <p>~\$175,000 per roll mill</p>

<ul style="list-style-type: none"> - Seek new ways to decrease our carbon footprint with measurable results. One example is Development is working to reduce paper consumption and printing costs by reducing redundant record-keeping protocols in coordination with Finance, and introducing more digital giving and communication options. - 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. Roll mill 16 (2024) features why duPont selected site and the beginning of the company and roll mill 15 (2024) will feature workers and explosions. 			
<p>5. DuPont 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)</p>	Museum	Opened fall 2023	\$175,000 budget
<p>6. Expanded marketing investment for innovation brand</p> <ul style="list-style-type: none"> - Hired new Director of Museum and Audience Engagement (2021) to focus on the visitor experience and programming. Expanded role of visitor services manager to that of Associate Director. - 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. 	Marketing	<p>Thru 2026</p> <p>2021</p> <p>2023</p> <p>Thru 2026</p>	<p>2022 & 2023 marketing and advertising budget to \$250,000 per year</p>

<ul style="list-style-type: none"> - increase scholarship funds allotted to Title I schools through 5K run and Handwork Group sales - 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 			
<p>7. The Women in Enterprise Collection and Oral History Program focus brings attention to our library and museum collections. New Women in Enterprise Advisory Council has convened and is identifying candidates for oral histories.</p>	Development, library, museum	Thru 2026	\$60K-\$100K for oral history work in 2024
<p>8. Expanded back of the barn transportation exhibit now called <i>Du Ponts Down the Road</i> with Indian Motorcycle display and General Motors vehicle (we have E. Paul du Pont’s personal Indian motorcycle), restored duPont Motor car</p>	Museum/ Development	Opened fall 2023	Grant funded \$500K
<p>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.</p>	Museum	2021-2024	\$
<p>10. New Public Programs:</p> <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 new technologies such as a museum app. - Use property for low-impact, high fun events for Summer Nights at Hagley in powder yard 	Museum	2021-2026	\$ \$\$ to mill wood and make

<ul style="list-style-type: none"> - Natural Hagley focus for school programs on waterpower and stream health. River Rangers is a group of elementary and middle schoolers who attend Science Saturday programs and investigate many dimensions of river health. - Trees of Hagley tour - Use remnants of Osage orange tree for garden benches as an outdoor classroom - Expanded gardens and grounds tours - Focus on Natural Hagley garden that links earliest years of the company to today through innovations in various garden areas - Develop plans to open three vantage points for visitors in and around the Crowninshield Garden 			<p>benches and interpretive information</p> <p style="text-align: center;">\$\$</p>
<p>11. Educational programs:</p> <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 closely with schools who are confronting a changing school day and field trip availability. - Early-childhood development program - Next Generation Science Standards programs - Evaluation standards for all exhibitions and programs 	Museum	Thru 2026	\$
<p>12. Offer enhanced visitor services through evaluation, recommendations, and implementation (baby changing stations, wayfinding signs, timed tickets). Adherence to keeping the site safe and sanitized during and after pandemic restrictions. Replaced old wooden benches with new composite benches throughout property but found the quality lacking. New emphasis is on real wood benches and refurbishing current wood benches on site. Developed new guidelines for honor and memorial benches and trees.</p>	<p>Museum</p> <p>Development</p>	2021-2026	<p>\$</p> <p style="margin-top: 100px;">\$</p>

<p>13. Library collections development and maintenance:</p> <ul style="list-style-type: none"> - Build collections and identify diversity, inclusion, and equity opportunities in collections development. Collecting themes include innovation, invention, diversity, inclusion, and equity, and the new energy economy. - Leverage collections for research, programming, and royalties 	Library	Thru 2026	\$
<p>14. Library audience engagement efforts:</p> <ul style="list-style-type: none"> - Business History Conference administrative home is at Hagley - Engage in mutually beneficial initiatives with the University of Delaware Hagley Program. - Continue Author Talks, Osher life-long learning programs, research seminars - Use oral histories to document new areas of business history and focus on diversity - Online productions include Hagley Historian series, Stories from the Brandywine, and Stories from the Stacks, Black STEM Pioneers in Delaware - Create new museum & library lobby space for Hagley (museum and library) events and programs by eliminating the outdated library catalog and old reference materials - Redesign reading rooms and reference desk 	Library	Thru 2026	<p>Potential for capital campaign</p> <p>\$\$</p> <p>\$</p> <p>\$\$</p> <p>\$\$</p>
<p>15. Develop the role of the Hagley Historian to reach new communities and promote collections for both the museum and library.</p>	Library & Museum	Thru 2026	
<p>16. Continue to add resources to Hagley From Home and track all visitation to the website.</p> <ul style="list-style-type: none"> - Increase web traffic from new users by 3% per year, starting with 342,827 users in 2020 to 409,350 in 2026. 	All	Ongoing	
<p>17. Robust volunteer program supports institutional needs and develops new volunteer opportunities.</p>	Volunteer Program	Thru 2026	

Stewardship Goal: What we do we do well			
Objective	SMT Lead	Date of Completion	Financial Impact
<p>1. Preservation, Buildings and Grounds</p> <ul style="list-style-type: none"> - 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 - work with new Buildings and Grounds Committee of Board of Trustees to evaluate capital needs on property 	PBG	Ongoing	\$\$\$ capital budget phased in over 5 years
<p>2. Museum and library deaccessioning plans</p> <ul style="list-style-type: none"> - 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	
<p>3. Enhance site accessibility for visitors with mobility, hearing, and visions challenges through use of technology</p>	Museum	2022-2026	\$
<p>4. Use new technology to enhance visitor experience</p> <ul style="list-style-type: none"> - Consider how we can use new technologies to enhance the visitor experience 	Museum	Thru 2026	\$\$
<p>5. Decrease carbon footprint: While we studied with Kleinschmidt Associates placing modern low-flow turbines in Squirrel Run to generate electricity for Nation of Inventors exhibition, the project would cost well north of \$1 Million and was potentially located in a place that was flooded in 2021. We have the plans, but they are on hold for now. Instead, we are using 19th century</p>	Museum/PBG	2023- 2026	\$\$\$

turbines for our electric shuttle and machine shop.			
6. Reskin website and maximize SEO for Hagley name and brand components (innovation, invention, business history). Upgrade Library software in 2024.	Design	Thru 2026	\$\$
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 (new online work order system implemented in 2024) - 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	Thru 2026	
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. This has been done and neither location worked for food service. We currently have a grab and go cold case in the Visitor Center and are evaluating locations for food service in the powder yard (2024). - Complete 2024 Chichester grant to invest in equipment and supplies for harvesting garden produce for food banks. 	All	Ongoing	\$
11. Ongoing evaluation of site security	PBG	ongoing	\$
12. Natural Hagley stewardship: <ul style="list-style-type: none"> - We tried a meadow garden near the orchard but it was too unkempt and are now mowing this area more regularly 	Horticulture	Thru 2026	\$\$ (excluding Crowninshield garden funds)

<p>and keeping the weeds around the orchard trees cut down.</p> <ul style="list-style-type: none"> - 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 and offer vantage points from where visitors can see areas of the garden - Replant with historic varieties in E. I. Garden - Rebuild and replant rose garden - Creation of children's garden 			
<p>13. Pollinator garden:</p> <ul style="list-style-type: none"> - Promotes abundant insect population - Discuss reasons for insect decline - Complete Corteva pollinator interpretation deliverables in 2024 - Replant in 2025. 	Horticulture	2021	\$
<p>14. Create a Space Management Plan to better utilize existing museum and library collections storage. Collections Storage Study completed.</p>	Library	2021-2022	\$\$
<p>15. Expand Cold Storage capacity</p>	Library	2022	\$\$
<p>16. Launch a new Collections Management System and Library Public Search interface.</p>	Library	2023-2026	\$
<p>17. Create, improve, and implement preventative conservation methods:</p> <ul style="list-style-type: none"> - 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	\$
<p>18. Evaluate all special events for mission relevance and purpose. Market rental</p>	Special events	ongoing	

spaces and find creative ways to use the site.			
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 donors	Development	Ongoing	
2. Completed 1817 Society fundraising and work in the powder yard. Communicate with these donors in 2024 and invite them to a community day event on Saturday, May 25. Include a comp family pass in the invitation letter.	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: <ul style="list-style-type: none"> - Pew - Mellon - NEH - identify new sources - cultivate Hagley library researchers to identify late-career prospects for library underwriting 	Library	Thru 2026	
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. Created new Library Revenue Team to identify grant opportunities. Celebrated library 60 th birthday in 2021, use as a fundraising vehicle.	Library	Thru 2026	
8. Maximize opportunities to grow contributed revenue from a greater diversity of funding sources to support operational expenses and help to offset Hagley's endowment draw.	Development	Ongoing	

- increase annual giving 3% year over year - 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 endowment giving 2% year over year			
9. Increase number of active members and revenue to \$350,000 by 2026	Membership	Thru 2026	\$
10. Increase rental revenue and evaluate the potential of a rental program.	Special Events/ Museum	Thru 2026	
11. Standardize and simplify Business Office processes, eliminate redundancies, and increase automation and accounting system functionality	Business Office	2021 and ongoing	\$
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 conduct critical repairs and stabilization	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
- d. Board has requested no new buildings at this point and to evaluate other options

2) Crowninshield Garden Restoration

- a. Staff have pulled back from focusing on a full five phases for the restoration
- b. Phases 00 (design), 0 (critical repairs) are the current focus
- c. Will phase in several vantage points from which visitors can see an overview of the garden but not gain access unless on very limited structured tours
- d. Longer-term dependent on fundraising to consider full restoration

Updated March 2024