

“The goal of Mia 2021 is to serve and strengthen the many communities that make up Mia’s audience and to deepen our relationships with those communities. This dynamic plan will train our focus outward to engage people in the art and history of world cultures past and present and will ensure Mia’s long-term sustainability.”

—*Kaywin Feldman, Duncan and Nivin MacMillan Director and President*

**Achieving record attendance, support, and participation over the last five years, Mia is in a position of strength and stability. This is the perfect moment, therefore, for Mia to innovate, experiment, and take risks. Mia 2021 builds on the significant achievements of the DNA while also taking advantage of new opportunities.**

While the 20th century was the period of museum collection and facility growth, the 21st century will be defined by what museums do with the remarkable collections they hold in the public trust. This will be the era of growth in audience engagement via rich content, broad access, community connections, and personalized experiences.

Mia shaped this plan while examining the changing external environment in which the museum operates. The staff and board regularly dedicate considerable time and focus to tracking current societal trends, consumer behavior, and changing demographics. Specific topics that shaped our thinking included: the importance of diversity and inclusion; the rise of big data and enhanced understanding of consumer behavior; the dominance of mobile technology; greater competition for leisure time; the need to slow down and connect with humanity in a distracted world; changes in philanthropic giving and generational transfer of wealth; and the need for stronger sustainable financial models.

Considering the critical trends listed above, Mia will focus its work over the next five years on enriching the community with the following three primary strategic directions:

- Fueling Curiosity
- Engaging Communities
- Deepening Relationships

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## Strategies

These three directions provide a practical framework for our activities in the years ahead:

### Fueling Curiosity

Mia is a leading encyclopedic museum with more than 89,000 works of art, each a potential portal to discovery, inspiration, global citizenship, and life-long learning. By harnessing Mia's art expertise, audience research, and the positive impact of storytelling, we will create rich content that is compelling, relevant, and seductive to all segments of our increasingly diverse community (online and on-site). Mia will share its collection stories across all media, encouraging our community to question and create relevant meanings. In this way, Mia will fuel curiosity and inspire wonder about the potential of human creativity across time and throughout the world.

### Engaging Communities

Art and community increase social capital, build community cohesion, and foster civic engagement. Mia is fortunate to be situated in the midst of a vibrant and diverse area, and yet, we are not currently working closely with our own neighborhood. To better reflect the community and fully connect and engage, we will diversify the staff and increase our cultural competency. Bringing multiple perspectives and voices to the museum experience, organizing exhibitions and programs that are reflective of and relevant to diverse audiences, and prioritizing the acquisition of objects representing identified communities, will positively impact all visitors.

### Deepening Relationships

In its service to the community, Mia has developed and nurtured a dedicated following of visitors and members. By building and deepening meaningful individual relationships, Mia will sustain an audience committed to supporting our future. By recognizing individual interests and preferences—consistently and in all interactions—and offering opportunities for relevant personalized content and engagement, Mia will increase our value to our audiences and foster allegiance that will support the museum's sustainability through a variety of important measures, including attendance, advocacy, and earned and contributed revenue.



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## Major Recommendations

### To fuel curiosity, we will:

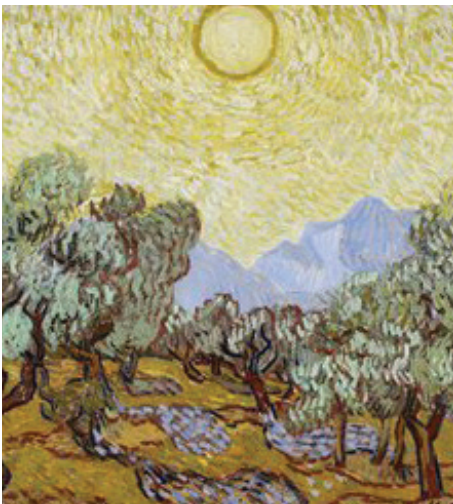
- Develop Mia as a place of discovery, inspiration, and life-long learning.
- Maximize our art scholarship, creative research, and content-generation potential.
- Create maximum-impact content through storytelling.
- Expand our reach through a variety of platforms.
- Foster exploration by inviting participation and community-building, on-site, off-site, and digitally.

### To engage communities, we will:

- Develop internal practices, capacities, and goals that foster inclusion and equity.
- Work collaboratively with communities to create programs and initiatives based upon their diverse assets, needs, and interests.
- Engage, on-site and off-site, with residents of the Whittier and Phillips neighborhoods, particularly in the African American, Latino, Somali, Native American, and recent immigrant communities.
- Expand Mia's collection to be more reflective of and connected to our community.

### To deepen relationships, we will:

- Conduct research to investigate the psychographics, motivations, and interests of audiences.
- Gather and interpret meaningful data on our audiences through a wide array of platforms.
- Use best practices in CRM methodology to support data-driven decision-making.
- Create and implement targeted communications, based on individual interests and preferences, to drive visitor activity.
- Offer personalized experiences that delight visitors, reinforce their loyalty to Mia, and result in expressions of their satisfaction and allegiance.
- Expand philanthropy through the member model, targeted giving opportunities, and new giving platforms.
- Delight visitors by extending personalized experiences at Mia to retail, food and beverage, paid programs, and other earned-revenue experiences.
- Expand earned revenue opportunities connected to personalized experiences.



From left: Vincent van Gogh, Netherlands, 1853–90, *Olive Trees*, 1889, oil on canvas. Caddo (Mississippian), United States, Bottle, 1100–1299, Clay, Elizabeth Catlett; Publisher: Published by the artist and Taller de Grafica Popular, Mexico City; Printer: Printed by the artist and Jose Sanchez, United States, 1915–2012, *Sharecropper*, 1952 (printed c. 1952–57), color linocut.

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## **Outcomes / Successes**

### **Chief indicators of success for fueling curiosity:**

- Research is endemic at Mia.
- Mia research and content is widely available.
- All content is compelling and accessible to non-expert audiences.
- Mia prompts exploration and creative action.

### **Chief indicators of success for engaging communities:**

- Mia's staff is culturally competent and better represents the city's demographics. Mia is committed to an inclusive work culture.
- Mia is keenly aware of the needs, motivations, and perspectives of our diverse communities and has successfully adapted programming, marketing, and external communication strategies to meet expectations.
- Mia is a more accessible and inclusive environment. The community sees Mia as a relevant and valuable resource; Mia sees the community as a valuable resource.
- Mia experiences increased participation from residents of the Whittier and Phillips neighborhoods, particularly from the African American, Latino, Somali, Native American, and recent immigrant communities.

### **Chief indicators of success for deepening relationships:**

- Mia will know more about its visitors; the percentage of visitors about whom Mia has individual information increases from 15% to 70%.
- Mia will be a data-driven organization; CRM methodology and technical platforms are fully online and integrated for effective use by staff and visitors.
- Digital and print communications are segmented and personalized to drive increased audience activity and response.
- Engaged by a deeper level of relationship, and delighted time and again by their experiences, audience members increase their sense of allegiance to Mia. Expressions of allegiance include:
  - \* Average visits per year per visitor increases from 2.5 to 4.5.
  - \* Membership conversion as a percentage of visitors increases from 6% to 20%.
  - \* Retention of contributing members increases from 65% to 75%.
  - \* Increase in participation in programming.
  - \* Possible changes and improvements to the physical plant that will enhance and extend the audience experience at Mia.

## **The Way Ahead**

Mia 2021 is focused on relationships between the museum and: its diverse community, individuals who are sophisticated and loyal arts enthusiasts, and curious explorers seeking wonder and inspiration. In order to achieve the ultimate goal of long-term sustainability, the museum must consider enhancement to both its operating endowment and to the facility. When the plan is successfully completed, Mia will be an enhanced, sustainable, and vital institution completely focused on its audience and having forged even deeper relationships with its communities.

Mia 2021 is designed to be flexible and to allow for maximum agility. Each year, staff and board will align annual goals and the annual operating budget with the plan. While the plan will guide our work, we will also be prepared to take advantage of new opportunities and changing circumstances.