

ATHENAEUM STRATEGIC PLAN:

APPROVED BY THE BOARD OF DIRECTORS

SEPTEMBER 18, 2008

Mission Statement:

The mission of the Athenaeum of Philadelphia is to provide programs and library services to its members, community and scholars throughout the world and to be a diligent steward of its National Historic Landmark building and its collections of books, architectural drawings, and photographs.

Major challenges to the Athenaeum

- Its National Historic Landmark building requires constant and careful maintenance.
- Current membership needs to be expanded and renewed.
- Although the Athenaeum has led other Philadelphia institutions in its embrace of technology, that technology (the Regional Digital Imaging Center and the Philadelphia Architects and Buildings Project) requires careful updating and maintenance in order to remain competitive in the expanding technologies available to libraries and museums.
- Its programs need to reach beyond the traditional membership in order to embrace community activities, particularly in the area of education, in order to maintain an active and visible presence.
- Its funding base must be expanded beyond the level of current support in order to maintain the building and expand programs.
- The Athenaeum must continue to expand its collections and their availability to stakeholders.

The major proposals of the strategic plan

- **BOARD**
 - **Goal:** Invigorate and diversify to represent the members' needs for different kinds of expertise.
 - **Strategy:** Establish an active Nominating Committee which will acquaint its members with the Athenaeum general membership and the talents of that membership and will recruit new Board members
 - **Strategy:** Initiate annual Board retreats to reacquaint the Board with its goals and responsibilities

- **Strategy:** Examine the committees provided in the bylaws to determine the relevance and need for new committees or to re-define standing committees already created.
 - **Strategy:** Combine Board members with members drawn from the general stockholders for committees in order to involve more of the membership in decision-making.
- **MEMBERSHIP:**
 - **Goal:** To increase net membership by 100 by 2010.
 - **Strategy:** Establish a working Board membership committee which will
 - Review membership categories and make recommendations on the feasibility of membership categories revision.
 - Actively recruit new members
 - **Strategy:** Design a new membership packet which more accurately reflects the activities and programs of the Athenaeum in an effort to increase awareness of the organization.
 - **Goal:** Increase diversity in membership
 - **Strategy:** Reach out to the community for members who reflect a diverse clientele by creating more inclusive programming.
- **INFRASTRUCTURE: STAFF**
 - **GOAL:** Increase staffing for programming and education by one part-time person by the end of 2009, by one fulltime person by 2010.
 - **Strategy:** In 2009 gain the services of a Museum Education intern through the University of the Arts.
 - **Strategy:** By the end of 2009 seek grant funding for a fulltime education staff.
 - **GOAL:** Increase staffing for development by one person by 2010
 - **Strategy:** Explore funding sources for development staff
- **INFRASTRUCTURE: BUILDING**
 - **GOAL:** Complete inventory of building needs
 - **Strategy:** Prioritize those needs.
 - **Strategy:** Develop a capital improvement plan.
 - **GOAL:** Make necessary investments in our building and its systems.
 - **Strategy:** Instigate a capital campaign which will terminate in February 2014.
 - **GOAL:** Evaluate current and future space needs and develop plans to meet them
 - **Create a space for educational activities**
 - **Create space for additional staff.**
 - **Evaluate the use of off-site storage.**
 - **Strategy:** Seek the expertise of a space planner for the building.
 - **Goal:** Expand and diversify revenue sources in order to reduce reliance on the operating budget for long-term building needs by creating an endowment specifically for the building.

- **PROGRAMS/EXHIBITIONS**

- **GOAL:** Increase programming for families and children
 - **Strategy:** In 2009 mount the exhibition of Athenaeum children's books, combined with the work of contemporary artists.
 - **Strategy:** Invite small classes of students from surrounding schools such as St. Peter's, St. Mary's, McCall School, and CHAD, to participate in Athenaeum programs scheduled during the day.
- **GOAL:** Increase programming which will appeal to the community
 - **Strategy:** Reach out to the new residents on Washington Square through a series of focused open houses.
 - **Strategy:** Connect with the Free Library branch on South 7th Street to see if programs can be co-sponsored
 - **Strategy:** Focus the Programming Committee on outreach programs such as adult seminars, book groups, etc.
- **GOAL:** Develop a business plan for PAB and RDIC
 - **Strategy:** Gain the services of a business volunteer through Business Volunteers for the Arts.

- **FUNDING**

- **General:** Create a Development Committee which will lead efforts for both special and general funding.
- **GOAL:** Increase funding for building maintenance.
 - **Strategy:** In 2009 launch a capital campaign to deal with building needs.
- **GOAL:** Increase funding for staff needs.
 - **Strategy:** In 2008/2009 seek grant funds for education staff.
 - **Strategy:** Raise dues fees by 2010.

- **EVALUATION**

- **General:** Evaluate this plan in a special Board meeting on April 6, 2009 before the Annual Meeting.
- **Goal:** Plan to evaluate this plan on at least a yearly basis
 - **Strategy:** Plan for an annual Board Retreat which will include a re-examination of the Strategic Plan