The background of the entire page is a highly textured, impressionistic painting. It depicts a landscape with several large, gnarled trees in the foreground and middle ground. The trees have thick, dark brown trunks and dense foliage in shades of green and brown. The ground is a mix of yellow, orange, and brown tones, suggesting a dry or autumnal setting. In the distance, there are blue, hazy mountains. The sky is a vibrant, swirling mass of yellow and white, with a large, circular, sun-like motif in the upper center. The overall style is reminiscent of Vincent van Gogh's 'Olive Trees with Yellow Sky and Sea'.

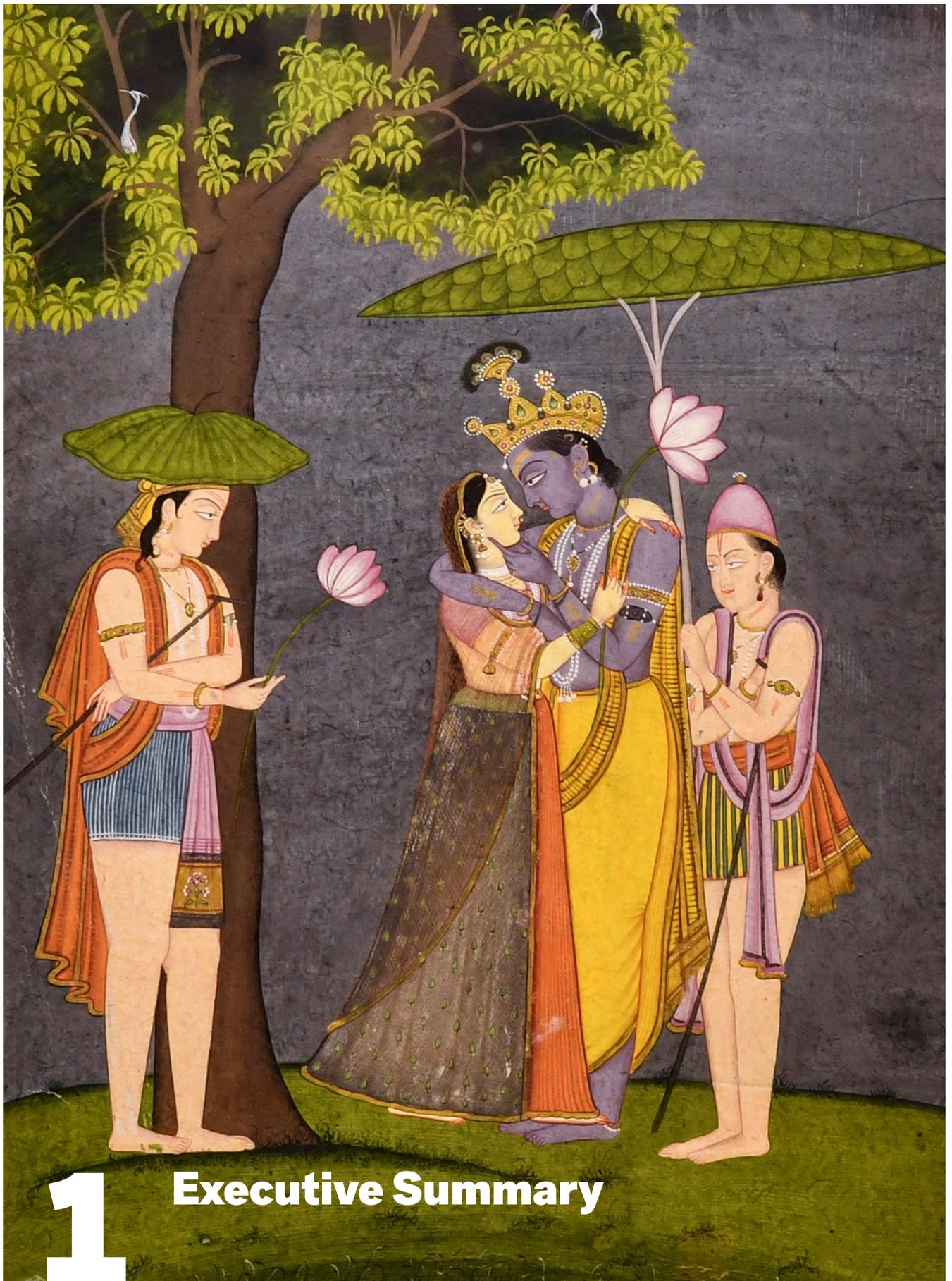
Minneapolis Institute of Art

Mia

**2021
Endurance Plan**

Table of Contents

1. Executive Summary	2
2. The Endurance Plan	4
3. Survival	6
4. Opportunities	9
5. The Long Game: Reframing the Future	13



Executive Summary

Executive Summary

December 2020

Our Mission

The Minneapolis Institute of Art enriches the community by collecting, preserving, and making accessible outstanding works of art from the world's diverse cultures.

Our Vision

Inspiring wonder through the power of art

Mia Endurance Plan

Mia's current Strategic Plan, Mia 2021, was designed in 2016 to guide Mia through the end of 2021, and is dedicated to building audience loyalty and operational resources through deepening relationships, engaging communities and fueling curiosity. Although the core principles of Mia 2021 are sound and continue to guide the museum, the circumstances created by Covid-19 require immediate responses and an agile set of tactics.

Even though it is impossible to know when the pandemic will resolve, Mia needs an interim plan to carry the museum through the challenges of the coming calendar year. To bridge the time between now and the resolution of the pandemic, Mia's Leadership Team, with staff, has developed the Endurance Plan.

The following institutional cultural values are represented throughout:

- Mia's mission: Enriching the community by collecting, preserving, and making accessible outstanding works of art from the world's diverse cultures.
- Commitment to Diversity, Equity, Accessibility, Inclusion & Belonging (DEAIB), both inside and outside the museum
- Engaging communities: Local, regional, and national audiences, visitors, community partners, donors, and contributors
- Focus on sustainability & endurance: The recognition that short-term decisions impact long-term outcomes
- Caring for Mia's people: Staff well-being, retention, and talent recruitment

-
- Developing leadership: Building both Mia's reputation as a thought leader and staff leadership skills
 - Investing in philanthropy: Expanding and diversifying the museum's base of supporters, and ensuring our staff and programs are not at risk because of scarce resources.

The Endurance Plan is divided into three sections: **Survival** explains how we responded to the pandemic, and what we will continue to do (and not do). **Opportunities** identifies lessons learned and what we've decided is important to invest in. **The Long Game** is a proposal for the strategic use of resources to reframe and plan for the future.

The fundamental human desire to make and engage with works of art is the source from which Mia draws its strength, and what makes our mission a powerful North Star. The alignment of Mia's mission with the values articulated above positions Mia to survive the longitudinal impact of the Covid-19 pandemic and prepare for the future.

During 2021, Mia will focus on survival, being agile, and facing and overcoming shocks and instability as they occur. At the same time, we will prepare for the future by laying the groundwork for a new strategic plan. That plan will look at the new, post-pandemic normal, and we will adjust our goal setting accordingly. The new plan will also tackle short- and long-term strategies for making the best possible use of the Master Plan, including internal and external facilities upgrades, gallery and storage solutions, and incorporating a broader view of community partners and voices in what Mia means for Minneapolis and the Twin Cities.

Out of necessity, this Endurance Plan came together very quickly in the late summer and fall of 2020. Mia's Leadership Team wishes to thank museum staff for their input and thoughtfulness, and the trustees who provided valuable feedback as the plan was developed.



2

Endurance Plan

Endurance Plan

Our Mission

The Minneapolis Institute of Art enriches the community by collecting, preserving, and making accessible outstanding works of art from the world's diverse cultures.

Our Vision

Inspiring wonder through the power of art

Introduction

"Who talks of victory? To endure is all."

—Rainer Maria Rilke, "Requiem für Wolf Graf von Kalckreuth," 1906

With the agility, support, and teamwork of our staff and board, Mia has weathered the initial shock of the Covid-19 pandemic. Mia has endured this instability since March 2020, but as an organization we cannot lose sight that this pandemic is still present and unresolved. We still do not know the duration or the severity of this coronavirus disease, or what new shocks Mia may face in the months and years ahead. As the Leadership Team and staff were developing this plan, we learned that the museum would have to close for a second time. Mia continues to face great uncertainty and will be existing in a state of survival and resilience for the foreseeable future.

In the post-pandemic future, it's unlikely that museums—including Mia—will simply return to the expectations and assumptions of the past. Instead, we will be challenged to find new ways to identify, serve, and reach our audiences. Resources may be reduced for years to come, funders may be distracted by the competing needs of a nation in crisis, and our audiences may demand new ways of thinking about art and experiences with art.

In the midst of the pandemic, George Floyd was killed by police officers in Minneapolis, igniting a nationwide call for the dismantling of systemic racism. During the aftermath, protesters and activists identified museums and other cultural institutions as a locus for and generator of narratives that uphold and support the subjugation of Black and Indigenous peoples and histories. Mia exists within this tradition, but also has a long history of commitment to Diversity, Equity, Inclusion, Accessibility, and Belonging (DEIAB). The imperative to sustain and deepen our work in this area fuels Mia's long-term relevance and importance to its local, regional, and national communities. Dismantling systemic racism is the work of a lifetime, and Mia is dedicated to this path.

To bridge the time between now and the resolution of the Covid-19 pandemic, the Leadership Team, with staff, has developed this Endurance Plan. The current strategic plan, Mia 2021, was developed to guide Mia through the end of 2021. Mia 2021 is dedicated to building audience loyalty and operational resources through deepening relationships, engaging communities, and fueling curiosity. Although the core principles of Mia 2021 are sound and continue to guide the museum, Covid-19 requires an immediate and agile set of tactics and responses. Even though it is impossible to know when the pandemic will resolve, Mia needs a plan—an interim plan—to carry us through the challenges of the 2021 calendar year.

Leadership Team's answer to the immediate crisis of Covid-19, which necessitates repeated closures, reduces revenues, strains budgets, and diminishes audience and market awareness, is this Endurance Plan. The Endurance Plan addresses the steps Mia has taken and will continue to follow to survive, the opportunities discovered during the pandemic, and how Mia will use those opportunities to reframe itself as a strong, relevant, and more equitable organization in the future.

In constructing this plan, Leadership Team agreed that the following institutional cultural values would be represented throughout:

- Mia's mission: Enriching the community by collecting, preserving, and making accessible outstanding works of art from the world's diverse cultures.
- Commitment to Diversity, Equity, Accessibility, Inclusion & Belonging (DEAIB), both inside and outside the museum
- Engaging communities: Local, regional, and national audiences, visitors, community partners, donors, and contributors
- Focus on sustainability & endurance: The recognition that short-term decisions impact long-term outcomes
- Caring for Mia's people: Staff well-being, retention, and talent recruitment
- Developing leadership: Building both Mia's reputation as a thought leader and staff leadership skills
- Investing in philanthropy: Expanding and diversifying the museum's base of supporters, and ensuring our staff and programs are not at risk because of scarce resources.

The Endurance Plan is divided into three sections. Survival explains how we have responded to the pandemic and what we will continue to do (and not do); Opportunities identifies lessons learned and investments that we've decided are important; and The Long Game is a proposal for the strategic use of scarce resources to reframe and plan for the future.

The alignment of our mission with the values articulated above position Mia to survive the longitudinal effects of the coronavirus pandemic and prepare for the future. The fundamental human desire to make and engage with works of art is the source from which Mia draws its strength, and what makes our mission a powerful North Star.



3

Survival

Survival

Mia is not immune to the continuing impact of the pandemic. Even though Mia is not dependent on general admission revenue, both earned and contributed revenue are decreased by closure, and reduced attendance has short- and long-term effects. Studies indicate “normal” attendance may not resume until 2022, and The American Alliance of Museums reports that up to one-third of museums nationwide may fail in the coming year.

In addition to these immediate and ongoing threats to the museum’s earned and contributed revenue sources, the broader national economic trends will influence Mia’s other sources of income (including the Park Museum Fund and endowment draw) over time. Given the formula for the Park Museum Fund, any declines in property values and shortfalls in tax collections may not affect Mia’s budget for several years. Our prudent endowment-draw policy, while mitigating short-term volatility, will reflect market behavior after several quarters. No matter how conservative our approach, we are not immune to local and national economic trends.

To address the immediate threats resulting from the Covid-19 pandemic, Mia has already taken multiple steps, including:

- Closed to the public from March 13 to July 16.
- Reopened with hours reduced by nearly 50 percent and visitor capacity reduced by 75 percent.
- Closed to the public again November 21 for an unknown duration.
- Eliminated onsite programming and tours, postponed special exhibitions, and leveraged digital assets and programs.
- Moved to a remote work environment.
- Implemented budget reductions, including Leadership Team salary cuts, exhibition postponements and adjustments, salary freezes, and a hold on hiring for almost all open positions and a reduction in workforce.
- Identified new public and private revenue opportunities, including government relief through the Payroll Protection Program (PPP), and the creation of a Resiliency Fund through private fundraising.
- Established the Reopening Task Force to develop and monitor guidelines for staff and visitor safety.
- Developed a budget that does not rely on the conditional nature of PPP loan proceeds.

Mia staff continues to monitor the external environment and threats to the museum, based on a variety of sources and information, and conducts short- and long-term scenario planning based on these key factors:

- The duration of our closure to the public
- The effects on our staff and needs for support and care

-
- The timing of a return to full-attendance capacity
 - The economic impacts on our revenue sources

The duration and severity of these factors are, as yet, unknown. The duration could be relatively short and severity high, or vice versa. It will be critical for leadership to be vigilant in watching, weighing, and understanding the impacts of these factors.

The key ongoing threats and concerns we are monitoring include:

- Covid-19 surge projections and related state and federal guidelines that may reduce capacity and attendance, resulting earned revenue, staff teams, and unanticipated costs for additional safety measures.
- Decreased visibility for Mia in the community, eroded by reduced capacity, resulting in diminished contributed and earned revenue, as well as future attendance.
- Ongoing social/civic unrest that may pose risk to the museum, staff, and neighborhood.
- Change in contributed revenue, including the effects of market results, tax policy changes, and job growth/losses on individual philanthropy, as well as continued anticipated reductions in corporate philanthropy.
- Staff needs for communication, collaboration, support, and care.
- Negative pressures on the Park Museum Fund due to a potential decrease in residential and commercial market values, as well as collection rates (following the 2008 recession, this funding source declined annually for six years).
- Market impacts on Mia's investment portfolio and potential decline in endowment draw as a result of federal policies/stimulus packages, Covid-19 vaccine announcements, and Federal Reserve interest rates.

In response to the threats and concerns outlined above, our scenario and contingency planning will bring under consideration the following potential mitigating responses and strategies to ensure Mia's sustainability:

- Further reduction of open days per week and related staffing.
- Exhibition adjustments, including postponement of planned Target Gallery shows.
- Continued and increased development of digital and virtual audience relationships via Salesforce (customer relationship management tool) and other technical platforms that support audience engagement, data gathering, and analytics.
- Continuation of remote/hybrid work environment, with scenario planning for staff absences related to Covid-19, effects of new state/federal guidelines on staff, and new methods for connection and collaboration.
- Increased fundraising with individual donors, in particular toward operating endowment.
- Use of budget resources, including a portion of the Resiliency Fund, toward DEAIIB priorities, such as workplace culture assessment, board-led Facing Change efforts, and visitor-facing initiatives.

-
- Salary and benefit savings, including holding of open positions and potential additional contraction of staff via secondary Voluntary Separation Program, temporary/intermittent furloughs, or other measures.
 - Restoration of operating reserve that was depleted in FY20.

To ensure the museum's long-term health and sustainability, the Executive Committee on behalf of the Board resolved on May 8, 2020, that Mia will not pursue an increase in endowment draw, will not tap the endowment corpus, and will maintain existing policies to support operating expenses. The Executive Committee also resolved not to raise operating funds through the deaccession of works of art from the collection, and to maintain existing policies for the deaccession of works so that resulting funds are dedicated to future acquisitions.

Mia will abide by existing agreements with donors governing the restriction of funds designated within the endowment and restricted gifts within the operating budget. Management is not in favor of monetizing assets to support operating expenses.



4

Opportunities



Opportunities

Evidence indicates that adversity often catalyzes innovation and reveals previously unseen opportunities (aka “Necessity is the mother of invention”). This pandemic is no exception. The unique circumstances that have forced us to cancel or postpone various activities at the museum have also opened pathways to new initiatives.

Since March 2020, Mia staff have pivoted in remarkable ways, adapting, learning, innovating, and implementing new strategies to guide Mia through the present crisis. Most of these new directions were conceived to address short-term challenges, but some may well strengthen our effectiveness in the long run. Nonetheless, Mia must make smart decisions about which activities are most important and core to Mia’s mission. As a more streamlined organization, the dictum of “fewer, better” has never been more applicable in our approach to acquisitions, exhibitions, and programs. At the same time, Mia’s commitment to creating a more equitable, inclusive, and diverse organization has only grown stronger and informs many of the Endurance Plan’s defined opportunities.

Enhance the museum’s digital offerings

Before the coronavirus pandemic, Mia had already developed robust digital content. With the museum’s closure in the spring, this existing content was elevated, and staff resources were directed to translate the physical experience of visiting the museum into a digital one. Accomplishments included leveraging social media, prioritizing digitally native programs such as blogs and podcasts, creating short video segments that allow online audiences to experience the museum, and capturing content from didactic panels to make available on the website. Further enhancements to the museum’s website and digital offerings will serve to make visitors’ experience more enjoyable, intuitive, and enriching.

During the pandemic, Mia staff have pivoted, shifting all in-person programming to virtual or “phygital” (an intentional combination of virtual art educational/tour content paired with a physical hands-on art-making activity). Program examples include Family Days, Studio Art classes, and Creative Aging programs. Much of Mia’s programming has been experimental, as well as based on audience feedback from subsequent surveys. We continue to iterate and learn from our virtual programming. We are exploring synchronous and asynchronous digital experiences (both live interactive experiences as well as prerecorded content that can be accessed via our website anytime by audiences). Through such programs, we are also seeing that our digital programs have global appeal and that we can engage local, national, and international audiences simultaneously, and attract and accommodate much bigger crowds than in-person programs.

Goal: Mia will identify and implement the most effective digital tactics to be applied to Audience Engagement strategies.

Tactics:

- Measure and analyze breadth, depth, and duration of audience engagement with digital offerings in order to make informed decisions about resource utilization.
- Prioritize the most successful digital and physical programs.

-
- Effectively use digital tools to expand Mia's reach, engage with a larger and more diverse audience, and deepen a sense of connection and belonging with the museum.
 - Explore ways to monetize digital programs.
 - Align messaging with Mia's commitment to serving art and people.

Goal: Learning Innovation staff will develop and experiment with digital, physical, and hybrid “phygital” opportunities and programs and evaluate the impact and effectiveness of these offerings. In this case, “phygital” refers to the seamless intersection between physical and digital experiences.

Tactics:

- Develop public programs that engage diverse audiences with timely content about art.
- Expand Mia's local, national, and international reach with enhanced digital programs.
- Move all tours to online formats during the pandemic.
- Explore synchronous and asynchronous digital experiences (both live experiences and pre-recorded content).
- Restructure the volunteer guide program, and educate and train docents and guides to successfully engage audiences in a virtual format to complement in-person experiences.
- Develop “phygital” experiences for Family Days, Community Programs, and Studio Classes for youth and elders.
- In collaboration with curators, develop virtual, timely programs in new formats inspired by the permanent collection.

The art in the museum: Special exhibitions and the permanent collection

Large-scale special exhibitions are a core activity for art museums. They bring together a set of objects in a unique way, reflective of fresh scholarship, and when objects are borrowed from private collectors and sister organizations, they offer audiences the opportunity to see works of art otherwise unavailable. Special exhibitions create urgency and buzz among our audiences; however, closures during the pandemic paired with diminished state-ordered visitor capacity have made most special exhibitions financially unfeasible.

Nevertheless, the temporary suspension of the museum's special exhibition program allows staff to focus on innovative changes within the permanent collection galleries. This moment also presents Mia with the opportunity to evaluate current gallery-space allocation and plan for future adjustments.

Goal: Mia will focus on its permanent collection by refreshing displays and introducing recently acquired works to the galleries, ensuring that all visitors can find their story reflected in Mia's galleries.

Tactics:

- Foreground narratives outside of the dominant Euro-American tradition.
- Orchestrate approximately 50 gallery interventions that spotlight the work of women, LGBTQIA+, and artists of color.
- Activate the museum's historic Bruce B. Dayton Rotunda (historically home to the Doryphoros) with rotating installations that highlight all areas of Mia's permanent collection.

-
- Install a gallery devoted to the arts of Islamic Africa.
 - Use Mia's endowment draw restricted to accessions to support acquisitions that enrich and diversify the museum's collections.

Goal: Develop a robust, forward-looking five-year plan for special exhibitions.

Tactics:

- Identify and plan for a series of exhibitions to attract high attendance as part of an overall strategy to reintroduce members and audiences to Mia in a post-pandemic world.
- By the end of the Endurance Plan, each curator should have several special exhibition projects in development at any given time, allowing Mia to orchestrate the most advantageous exhibition lineup.
- Plan to generate/host special exhibitions that reflect the diversity of Mia's audiences. When appropriate, assemble a curatorial team of guest/co-curators to share authority, encompass alternate knowledge, and reflect diverse lived experience.
- Strike a balance between Mia-generated and borrowed exhibitions. In both cases, exhibitions should intellectually engage audiences by presenting material in fresh and innovative ways.
- Special exhibitions are costly ventures. In order to defray expenses, Mia will partner with sister organizations in other geographic areas. This strategy not only allows costs to be shared, but also ensures a broader audience.

Build a robust culture of philanthropy

Over our 105 years, philanthropy has enabled Mia to build our campus and galleries, fill them with one of the country's most outstanding collections, create a wide array of exhibitions, programs, and educational resources and, most importantly, to be an accessible resource to everyone in our community. Almost every dollar in our operating budget comes from this community—individual donors and members, corporate and foundation partners, visitors, the residents of Hennepin County, and from endowments established throughout our history by individuals with the foresight to ensure a sustainable future for the museum.

The crisis has made it clear that the portion of our endowment that applies to general operations is insufficient for our needs. Fifty-five percent of our endowment is available for operations, and only 31 percent is unrestricted. Mia's total annual budget for salaries and benefits is \$18.8 million. Just 5 percent of that total, less than \$1 million annually, is supported by endowment draw designated for positions. This puts staff at risk. Reduction in any revenue source leaves Mia vulnerable to significant cuts in staffing, programs, and exhibitions. Increasing the operating endowment will mitigate that risk when economic conditions negatively impact Mia's earned and contributed revenue. Endowment draws are the most stable and permanent source of revenue for all of these needs.

Goal: Mia will build and broaden its culture of philanthropy to reach out to and include our entire audience, community, board, and staff, and will grow contributed revenue, in particular toward operating endowment that provides annual budget relief.

Tactics:

- Develop and launch a special initiative to grow our operating endowment for the critical priorities of salaries, exhibitions, and content development.

-
- Invest resources in individual giving to leverage major and planned gifts, and refresh membership pricing and benefits to increase contributed revenue at all levels.
 - Creatively and consistently embed philanthropy in Mia's brand, and create content (video, print, social) to share information and stories with Mia's audiences on the impact of giving.

Ensure an aligned and equitable organizational culture

The pandemic has brought to light important learnings about Mia's workforce and culture, and how staff is working together in the face of an uncertain future. At the highest level, these learnings speak to the critical need for alignment, teamwork, leadership, and mentorship throughout the institution. We require an alliance across the entire museum, acknowledging the needs and goals of all staff—union and non-union, front and back of house, management and nonmanagement—and aligning these common needs and goals toward our shared mission.

Further, systemic racism and the civil uprisings spurred by police killings in Minneapolis and across the country have reinforced the critical imperative for Mia to continue to develop and implement our DEAIIB plan, strategies, and policies to become a more equitable and anti-racist institution, with an embedded and shared vision for this work. During closure, we have learned that many staff members can manage their work remotely, and indeed have appreciated this option to mitigate exposure to Covid-19 and to provide care for family members. To support remote work, it has become clear that museum procedures and communications require modification. While we don't know what the future holds for remote work options, it is obvious that our needs for physical space will require flexibility. Simultaneously, staff have noted negative impacts on communication, collaboration, work relationships, and innovation in the absence of face-to-face interaction.

Goal: To evolve and ensure an organizational culture that is aligned around Mia's mission, builds leadership and mentoring for all staff, prioritizes DEAIIB, responds to ongoing environmental needs, and maximizes effectiveness and productivity while building relationships and fostering innovation through collaboration.

Tactics:

- Conduct workplace culture assessment and review and implement recommendations.
- Provide training and tools for all staff in leadership, management, and financial literacy.
- Adopt digital tools that aid in information sharing, transparency, and collaboration (e.g., Zoom, Google Meet, Asana, Slack, electronic signatures).
- Provide training and tools for all staff to better respond to and manage remote/hybrid work environment.
- Increase mentoring and mentee opportunities for all staff.
- Create and hire for a Leadership Team position to lead all DEAIIB efforts.
- Outline and prepare for an aligned and inclusive strategic planning process when the coronavirus pandemic is resolved.



5

**The Long Game:
Reframing the Future**

The Long Game: Reframing the Future

Mia's mission—"to enrich the community by collecting, preserving, and making accessible outstanding works of art from the world's diverse cultures"—is its North Star. Pandemic-related challenges have served to refocus our attention on those things that are essential and vital to our core purpose of bringing art and people together. Though the goals of each division within the museum are necessarily different, they mutually align and serve this shared vision. During the pandemic, staff members have pulled together and pivoted, capitalizing on opportunities (outlined above) that still serve to further the mission. At the same time, they have evolved a plan to keep staff and visitors alike safe through alternative working strategies and anti-transmission protocols. They have seamlessly embraced digital tools that facilitate communication, transparency, and camaraderie. In the wake of breathtaking racial injustices within the community, and a history of systemic racism within the organization, they have pushed for meaningful change.

Mia's staff have manifested courage, empathy, determination, and dedication—all qualities that will stand us in good stead as we plan for the end of the pandemic and for strategies to reignite public awareness, participation, and enthusiasm for all things Mia. In the last eight months, among the most immediate and painful blows sustained by Mia have been the loss of audience awareness, attendance, and the related revenue that that awareness drives to the museum. Mia's resilience as an organization will depend on its continued ability to inspire and remain relevant to a sufficiently large segment of the local community. The single greatest existential threat to Mia is that our Twin Cities community may no longer value an encyclopedic museum.

Goal: Rebuild, reinvigorate, and reclaim audience relationships via the Mia brand.

Tactics:

- Launch Mia awareness campaign—"Mia is for everyone. Always."—to rebuild the loss of awareness and audience from closures and pandemic.
- Identify and better understand our audiences through improved visitor research and study.
- Acknowledge that we are shifting from a brand to a product age: It's not about what we say; it's about what we offer and what others say about us.
- Regather diverse audiences through meaningful and consistent engagement.
- Engage patron audiences with new offerings.

Goal: Drive revenue streams by increasing attendance.

Tactics:

- Stage popular, profitable, high-draw exhibitions.
- Engage high-profile partners (e.g., Guillermo del Toro).
- Turn the museum inside out with fun and friendly exhibitions and experiences.
- Build support for Mia via contributed and earned revenue through fundraising strategies and visitor amenities.

A strong organizational culture is vital to Mia's institutional identity and future as an effective, safe, equitable, and rewarding place to work. To maximize alignment with Mia's mission, we will challenge staff to grow, inspire them to learn, and equip them with opportunities to lead. Our staff have led on Mia's commitment to equity, both internally and externally.

Goal: Capitalize on our successes and the lessons we have learned.

Tactics:

- Integrate our DEAI work throughout the organization. An emphasis on diversity and inclusion makes us stronger, more effective, more creative, more profitable, and enhances our reputation.
- Serve the needs of both the organization and staff by designing post-pandemic work strategies. Apply lessons learned from remote working, especially in situations where distance working helps recruit and retain top talent.
- Enhance the visitor experience through a continued focus on activating the permanent collection, with an emphasis on diverse audiences and artists.

How Mia chooses to manage revenue propositions to confront the new reality will be critical to our survival and eventual recovery. As we question what the coming years may bring, Mia must continuously evaluate its financial situation, adaptive capabilities, community ties, and relational capital in order to plan for the future.

Goal: Ensure Mia's long-term financial health and sustainability.

Tactics:

- Secure Mia's financial future through continued strong financial management and diversification of Mia's revenue streams.
- Gather momentum for operating endowment initiative and increase gifts for salaries, exhibitions, and content development.
- Invest in growing and diversifying Mia's donor base.
- Maintain our strong relationship with Minneapolis Park and Recreation Board.
- Explore and activate new opportunities for earned revenue.
- Continue to care for and protect our historic properties and integrate future considerations into the Master Plan.

During 2021, Mia leadership will focus on survival, being agile, and facing and overcoming future shocks and instability as they occur. Simultaneously, Mia will prepare for the future by laying the groundwork for a new Strategic Plan. That plan will look at the new normal—post-pandemic—and adjust our goal setting accordingly. The new plan will also tackle short- and long-term strategies for making the best possible use of the Master Plan, including internal and external facilities upgrades, gallery and storage solutions, and incorporating a broader view of community partners and voices in what Mia means for Minneapolis and the Twin Cities.

Goal: Lay the groundwork now for the next Strategic Plan (2022–26).

Tactics:

- Form a committee of board and staff leaders in January 2021 to formulate strategic imperatives for the future.
- Continue to investigate scope and timing of the Master Plan.
- Integrate large-scale and long-term facilities needs with Master Plan goals.
- Define collection needs: funding, exhibition space, and storage.
- Conduct best practices investigation of Mia’s organizational structure.

Conclusion

Over the last decade we have worked hard to build audiences and establish the community’s trust that Mia is a place for inspiration, critical thinking, reflection, and playfulness. We have garnered respect and support for our willingness to engage in the pressing issues of our time. We have surprised and delighted visitors in our embrace of innovative and unexpected programs, exhibitions, and installations. We have demonstrated that we are accessible to visitors not only because we are free, but also because we are committed to ensuring that they will find themselves reflected in the composition of our collections and the content of our programs. Mia is the “people’s museum,” a vital element in the rich cultural fabric of the Twin Cities.

Our audiences come to Mia because of the power of art and the wonder it inspires. Bringing art and people together is at the heart of all we do. Art gives us hope. Art means everything to Mia’s future.

“This is a moment to dream big, to rethink our priorities—what we value, what we want, what we seek—and to commit to act in our daily life on what we have dreamed of.”
—Pope Francis

Cover: Vincent van Gogh, Netherlands, 1853–90. *Olive Trees*, 1889, Oil on canvas. The William Hood Dunwoody Fund, 51.7. Section 1: India, Asia. Krishna and Radha Sheltering from the Rain, 1760, Opaque watercolor heightened with gold on paper. The Katherine Kittridge McMillan Memorial Fund, the Suzanne S. Roberts Endowment for Asian Art, and the Helen Jones Fund for Asian Art, 2020.40.2. Section 2: Delita Martin, United States, 1972. *The Soaring Hour* (Self Portrait), 2018, Relief printing, charcoal, acrylic, colored pencil, decorative paper, and hand-stitching on paper. Gift of funds from Barbara Longfellow, 2019.35.1, © Delita Martin. Section 3: Katsushika Hokusai; Publisher: Nishimuraya Yohachi, Japan, 1760–1849. *Under the Wave off Kanagawa*, 1830–33, Woodblock print (nishiki-e); ink and color on paper. Bequest of Richard P. Gale, 74.1.230 Section 4: Elliot Hundley, United States, 1975. *Revolutionary Song*, 2016, Paper, oil, pins, plastic, glass, lotus pods, metal, foam, and linen on panel. Gift of funds from Mary and Bob Mersky and the Ted and Dr. Roberta Mann Foundation Endowment Fund, 2019.70, © Elliot Hundley. Section 5: D.Y. Begay, United States, é (Navajo), born 1953. Nahookosji Hai (Winter in the North)/Biboon Giiwedinong (It is Winter in the North), 2019, Wool, cotton, natural and synthetic dyes. The Jane and James Emison Endowment for Native American Art, 2019.41, © D.Y. Begay.