

Strategic Plan

LOUISIANA
**ART &
SCIENCE**
MUSEUM

2022-2025

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FOCUS AREAS



**Museum Focus
and Market Position**

**Capital
Improvements**

**Diversifying
Support Base**

**Marketing and
Communications**

Executive Summary

Housed in a historic railroad depot on the bank of the Mississippi River, the Louisiana Art & Science Museum (LASM) is one of the most respected and visited cultural institutions in the Baton Rouge area. Recognizing the potential for growth and the corresponding need for a strategic framework to guide future planning, LASM leadership engaged Emergent Method – a Louisiana-based management consulting firm – in early 2021 to lead a robust strategic planning effort. This process sought to answer a fundamental question: What does LASM need to do over the next three years to grow and ensure future sustainability?

Emergent Method conducted extensive research beginning in June 2021 to gather information on LASM's strengths, weaknesses, opportunities, and threats. This research process included one-on-one interviews with key stakeholders representing a wide array of perspectives and detailed surveys distributed to LASM's board and advisory council, staff, and the general public, as well as board and staff retreats. In total, nearly 150 stakeholders contributed to this planning process.

Stakeholder input focused largely on four priority areas:

Museum Focus and Market Position

Capital Improvements

Diversifying Support Base

Marketing and Communications

The goals and strategies of these four priority areas are largely interconnected, with the implementation and success of one necessary for the implementation and success of another. For example, in order to attract new visitors and members and expand its donor base, LASM must continue working to modernize its facilities and offerings. In order to update its facility, exhibits, and offerings, LASM must raise more capital. In order to raise additional capital, LASM must clearly demonstrate and effectively communicate its value to donors and funders, as well as identify new sources of revenue. To communicate its value, LASM must define and distinguish itself in an increasingly fractured entertainment and fundraising environment. To distinguish and define itself, LASM must enhance its offerings to provide unique, enhanced, and meaningful experiences to visitors. All these goals rest on clear and effective development, marketing, and communication initiatives that can amplify reputational capital, build awareness, and broaden LASM's support base.

This document lays out a roadmap for LASM from 2022 to 2025, including strategic goals and priorities, supporting strategies and tactics, and success metrics. It also features a detailed implementation plan based on the strategic plan's framework with resources, action steps, and timelines to accomplish each initiative. In fact, many of these strategies have already been initiated over the course of this planning process, particularly those for which there is clear board and staff consensus, those that represent or address urgent needs, and those that can accelerate LASM toward its desired vision with minimal effort and resources.

This is intended to be a living document that the executive director and board will update as needed while implementing this plan over the next three years. The plan is supported by clear goals, strategies, and action steps to ensure it is implemented and never becomes a document that simply gathers dust on a shelf.

Background

LASM defines itself by the belief that the disciplines of art and science shape and inform one another, and those interdisciplinary experiences enhance the audience's ability to make connections and discover new ways of seeing and thinking. The museum welcomes 172,000 visitors in an average year and offers educational enrichment and entertainment for visitors of all ages, serving the community through its planetarium shows, films, lectures, workshops, classes, school field trips, teacher in-services, camps, and other programming.

Accredited by the American Alliance of Museums (AAM) — a standard of excellence achieved by only 6% of museums nationwide — LASM has been named Museum of the Year by the Louisiana Association of Museums and Baton Rouge's 225 Magazine. It also hosts globally significant events, such as the International Planetarium Society Conference in 2012.

The Irene W. Pennington Planetarium is an integral part of the museum, drawing more than a million visitors since opening in 2003. It is the largest and most advanced planetarium in Louisiana and one of the largest in the southeastern U.S. The 171-seat, immersive dome theater is equipped with the latest digital planetarium technology, and offers traditional sky shows, large-format films, and musical entertainment.

LASM operates in an increasingly competitive environment surrounded by many cultural and governmental institutions, entertainment venues, arts organizations, and nonprofits. Like all museums, LASM also faces rapid evolution in the way audiences engage both with museums and the larger entertainment landscape, forcing it to find innovative new ways to connect with audiences to remain relevant and sustainable. The rate of visitation at American art museums among adults has declined steadily since the early 2000s, with the COVID-19 pandemic only exacerbating this trend.

In March 2020, LASM paused all in-person programming to mitigate the spread of COVID-19 and to reassess its organizational priorities while also reducing staff because of fewer offerings and reduced revenue. By adopting cost-savings measures early during the pandemic and leveraging an infusion of pandemic-related stabilization dollars, LASM was able to protect itself against more severe financial effects. Such pandemic impacts are not uncommon. In mid-2020, the American Alliance of Museums warned that one out of every three museums could permanently shutter in the wake of COVID-19, dramatically limiting public access to these valuable cultural institutions. Internationally, the United Nations Educational, Scientific and Cultural Organization reported a 70% overall drop in museum attendance between 2019 and 2020 and a 40-60% decline in revenue compared to 2019. Declining revenue makes it more difficult for museums like LASM to provide educational and culturally enriching experiences to the public, conserve and protect collections, and build connective relationships throughout local communities.

LASM's board of trustees and advisory council leadership and staff are aware of these trends and the tremendous needs that exist in the Capital Region for opportunities for lifelong experiential learning, equal access to culture and the arts, and support for the Greater Baton Rouge area's creative and tourism economy. Through this strategic planning process, LASM is taking steps to position itself to broaden its appeal, while adapting and thriving in this challenging environment.





Guiding Statements

Vision

We envision a community of lifelong explorers inspired by art and science.

Mission

To enhance the understanding and appreciation of art and science for general audiences and students by presenting unique, educational, and entertaining experiences that encourage discovery, inspire creativity, and foster the pursuit of knowledge.



Methodology

Beginning in June 2021, Emergent Method undertook a comprehensive strategic planning initiative with LASM. This process featured extensive research to gain multiple perspectives from key stakeholders in and outside of the organization. In collaboration with LASM, Emergent Method led a series of planning activities that included the following:



Reviewed LASM's previous strategic planning materials and current internal operating documents and marketing materials, internal documents, peer and aspirant institutions, and reports on general museum best practices

Participated in one-on-one discussions with LASM's president and executive director to discuss prior strategic planning efforts, progress against previously identified goals, and current strategic planning goals

Worked with LASM's strategic planning steering committee composed of members of the board of trustees and advisory council to provide guidance on goal development and the planning process

Fielded a survey to gather information about organizational priorities from LASM's board of trustees and advisory council

Gathered feedback from LASM staff involving current practices and areas for growth

Solicited input from museum members and visitors through a survey that allowed them to share insights about their experiences with the organization's programming and exhibits

Led one-on-one interviews with stakeholders representing a diverse cross-section of the community

Facilitated a full-day strategic planning session with the LASM board of trustees and advisory council with visioning discussion to identify key priorities

Facilitated a full-day strategic planning session with LASM staff to discuss identified key priorities and identify action steps toward implementation and to discuss success metrics

SWOT Analysis

Based on research, numerous stakeholder interviews, stakeholder and visitor surveys, and ongoing LASM leadership and board discussions, Emergent Method developed the following assessment of LASM's strengths, weaknesses, opportunities, and threats.

Strengths

- **Highly esteemed by community-at-large**
- **Garners generous support from the East Baton Rouge City-Parish**
- **Prime location with a state-of-the-art planetarium**
- **Valued educational and cultural enrichment offerings**
- **Diverse and high-quality collection**
- **Staff, board, and advisory council comprised of “best and brightest”**

Opportunities

- **Pandemic and disaster-related funding sources are available**
- **New technologies expand potential audiences**
- **Expanded access and DIY mindset attractive to funders and visitors**
- **Wealth of options for natural collaborations and synergies**
- **Post-pandemic appetite for travel and meaningful experiences**
- **Partnerships with regional science, technology, engineering, and mathematics (STEM) and science, technology, engineering, the arts, and mathematics (STEAM) programs**

Weaknesses

- **Historically undiversified funding sources**
- **Challenges with marketing and new member recruitment**
- **Limitations of physical footprint**
- **Decline in visitors, exacerbated by COVID-19**
- **Consistent need for updates to exhibits and programming**
- **Staff reductions may limit program offerings**

Threats

- **Ongoing pandemic impacts on travel and leisure activities**
- **Limitations on operational capacity**
- **Continued decline in visitors and memberships**
- **Potential cuts or reductions to historic funding sources**
- **Increasingly crowded regional museum market**
- **Potential for staff burnout or attrition**

Measuring Success

LASM will measure progress across its four strategic priorities through metrics and key performance indicators related to priorities, goals, and action items set out in this document. The museum's leadership team must consistently evaluate KPIs and benchmarks to monitor the effectiveness of strategies in reaching goals and to pivot quickly if certain strategies are found to be ineffective.

LASM can measure and evaluate progress towards goals in this plan based on KPIs such as membership, visitations, donations, sponsorships, museum store sales, event attendance, and social media engagement. LASM must also leverage new tools for collecting and analyzing fundraising data, including Blackbaud Altru, software that tracks revenue, contributions, and engagement with visitors, members, and donors. This new tool, available in spring 2022, can help LASM evaluate the return on investment for current and future offerings and adopt additional KPIs to set achievable goals in the coming years.

Measuring progress related to more comprehensive and integrated plans for development, marketing, and communications will require planning, and the executive team should set clear expectations for success in measuring outcomes. LASM should also gather regular feedback from the public and from regional stakeholders and use their input to adapt strategies to make sure they are achieving established goals. Much of the success of this strategic plan depends on LASM's ability to effectively signal its relevance and value to keep it sustainable into the future.



Goals and Strategies

FOCUS
AREAS

Museum Focus and Market Position

Capital Improvements

Diversifying Support Base

Marketing and Communications

Museum Focus and Market Position

FOCUS AREA 01 / MUSEUM FOCUS AND MARKET POSITION		#1
GOAL #1	Define LASM's focus, identity, and uniqueness in the market grounded in the intersection of STEAM disciplines	
ACTION STEPS	<p>a. Conduct a gap analysis of the current market to identify market placement of other regional and cultural institutions</p> <p>b. Based on gaps within the market, conduct internal inventory of LASM programming and offerings to identify those that:</p> <ul style="list-style-type: none"> • LASM does best • Are unique to the region • Provide opportunities for enhanced and immersive experiences • Are duplicated by other area institutions, to consider discontinuing <p>c. Identify and pursue opportunities to collaborate with regional cultural and entertainment entities</p> <ul style="list-style-type: none"> • Develop marquee and regionally significant offerings to maximize promotional impact and draw visitors • Develop a framework to use for collaborative, advanced program planning, marketing, and cross-promotion for events and exhibits in the region • Advocate collectively for improved wayfinding and signage in the downtown area and to establish a Capital Area Museum District <p>d. Focus on obtaining museum reaccreditation in 2025 through AAM's Accreditation Program</p>	
SUCCESS METRICS	<ul style="list-style-type: none"> • Finalization of evaluation tool and completed evaluation of existing programming and offerings • Increased number of partnerships and collaborations with regional entities, planning two significant community collaborations each year • Creation and deployment of long-term regional planning calendar (5-10+ years in advance) • Installation of new signage and adoption of improved wayfinding 	
TIME FRAME		OWNER
<ul style="list-style-type: none"> • Q1-Q2 2022: Develop and deploy tool to evaluate existing programming and offerings • Q3 2022: Expand relationships with regional art, culture, and science organizations and agencies and work to establish Capital Area Museum District and improve local signage and wayfinding • Q3 2023: Begin preparing for reaccreditation in 2025 		Administration
		SUPPORT
		Curatorial, Development, Education, Communications

GOAL #2	Build on LASM's differentiating strengths to provide more enhanced, immersive, and meaningful visitor experiences that attract new visitors and keep patrons coming back
ACTION STEPS	<p>a. Draft, finalize, and deploy evaluation tool that identifies necessary characteristics for enhancing existing offerings and developing new programming or exhibits. Criteria can include, but are not limited to:</p> <ul style="list-style-type: none"> • STEAM focus • Diversity, Equity, Inclusion, and Access (DEIA) principles • Uniqueness • Enhanced visitor experience (e.g., hands-on, experiential engagement with LASM curated content) • Age-appropriate offerings (age six and older, multi-generational) • Supports reaccreditation in 2025 <p>b. Draft and implement a long-range plan for programming:</p> <ul style="list-style-type: none"> • Prioritize immersive, interactive, personally curated exhibit experiences • Consider opportunities for technology-forward exhibits, (e.g., apps, QR codes, video, augmented reality, exclusive access) • Maximize upcoming anniversary milestones <p>c. Redesign LASM's website to be a high-tech extension of the physical museum</p> <ul style="list-style-type: none"> • Integrate point of sale functions (e.g., ticketing, museum store sales, and membership) • Consolidate content from LASM and LASM 360 web pages • Provide information and enhanced content <p>d. Identify or hire a staff member to serve as a public program and interpretive engagement specialist tasked with responsibilities that may include:</p> <ul style="list-style-type: none"> • Guiding and executing long-term, comprehensive planning efforts • Leading exhibit development • Developing enhanced and interpretive experiences around exhibits and programs • Collaborating with partners and regional scientific and cultural institutions <p>e. Use new technology to gather regular feedback from visitors, members, and community stakeholders for planning new programs (e.g., communication and QR codes that link to survey instruments)</p>
SUCCESS METRICS	<ul style="list-style-type: none"> • Hiring of a public program and interpretive engagement specialist • Deployment of evaluation tool to vet all potential new programming or offerings • Delivery of a 5- to 10-year advance planning framework for exhibits and activities, collaborations, grantmaking, and development • Increased public engagement (e.g., increased positive community survey feedback, visits, event attendance) • Incorporation of innovative technology applications in all exhibit and program development • Incorporation of more immersive and experiential curated experiences in exhibit development

TIME FRAME	OWNER
<ul style="list-style-type: none"> Q1 2022: Draft and finalize evaluation tool to vet all potential new programming or offerings and deploy beginning in Q3 2022 Q1 2022: Launch search for public program and interpretive engagement specialist Q3 2022: Launch development of framework for long-term collaborative planning and interpretive exhibit development and deploy across all departments by the end of 2023 Q1 2023: Regular use of public feedback in informing program development 	Administration, Curatorial
	SUPPORT
	Administration (Hiring), Development, Operations, Education, Curatorial, Development, Board of Trustees



GOAL #3	Broaden LASM's appeal and seek to better reflect the needs and interests of the broader community		
ACTION STEPS	<p>a. Create a diversity, equity, inclusion, and access (DEIA) working group composed of staff, board, advisory group, and community members to provide input in developing a comprehensive DEIA initiative</p> <ul style="list-style-type: none"> • Develop an official DEIA statement • Apply DEIA statement priorities in board recruitment, staff hiring, programming, and exhibit development • Establish measurable DEIA goals for community outreach and access focused on serving key stakeholder groups (e.g., expanding reach into underserved and underrepresented communities and expanding models for free and sponsored visits) • Update exhibits with inclusive language and interpretation that is culturally sensitive <p>b. Create a target audience profile map that identifies, profiles, and prioritizes LASM's target audiences and develop success metrics for reaching, engaging with, and serving each audience. LASM's target audiences may include:</p> <ul style="list-style-type: none"> • Sponsors, funders, donors, and members • Regional science, culture, recreation, and tourism businesses and organizations • Families and schools • Tourists, young professionals, and retirees • Elected and appointed officials with funding discretion 		
SUCCESS METRICS	<ul style="list-style-type: none"> • Establishment of a DEIA working group to advise LASM on DEIA initiatives and strategies • Finalization of a DEIA statement and framework for application in hiring, board recruitment, development, public engagement, and exhibit and program planning • Finalization and deployment of a target audience profile map defining LASM's target audiences and the best means of serving and communicating with them for use in building support for LASM and for marketing and communications messaging • Increased number of partnerships and collaborations with community partners 		
TIME FRAME		OWNER	
<ul style="list-style-type: none"> • Q1 2022: Establish DEIA working group • Q1- Q2 2022: Develop DEIA statement and priorities • Q2 2022: Define target audiences and create engagement and communications profile map for each • Q3 2022: Within one year, develop a strategy for identifying culturally sensitive components of exhibits and providing interpretive context related to exhibits and programs • Q1 2023: Integrate DEIA priorities in all exhibit and program planning 		Administration, Curatorial, Board of Trustees, and Advisory Council	
		SUPPORT	
		Development, Operations, Education	

Facility Updates

FOCUS AREA 02 / FACILITY UPDATES		#1
GOAL #1	Make near-term physical improvements that will expand access, attract new visitors, enhance visitor experiences, and build revenue streams	
ACTION STEPS	<p>a. Implement phased SEED project plans to re-envision and renovate the Science Station, Science Lab, and Discovery Depot exhibit areas</p> <ul style="list-style-type: none"> • Develop associated multi-platform, immersive and interpretive experiences to support the initiative • Incorporate design elements that inspire public interest and involvement and encourage smaller donors to participate in a capital campaign (e.g., Mike the Tiger Paver Program) <p>b. Utilize the following anniversaries to commemorate LASM and push forward efforts around the SEED project:</p> <ul style="list-style-type: none"> • 2022 LASM's 60th Anniversary - the SEED project kick-off • 2023 Planetarium's 20th Anniversary • 2024 Mummy's 60th Anniversary • 2025 100th Anniversary of railroad station building - the SEED project completion <p>c. Identify additional alternatives for parking and accessibility for mobility-impaired patrons</p> <p>d. Explore exhibit and program alternatives and enhancements for the seeing- and hearing-impaired and for visitors with special needs</p>	
SUCCESS METRICS	<ul style="list-style-type: none"> • Finalization of timeline for SEED project implementation • Initiation of Phase 1 of The SEED project in 2022, with completion by 2025 • Increased revenue from facility rentals, events, student tour groups, and visitors as a result of facility upgrades • Positive survey feedback from members and visitors about facility upgrades • Increased donations and grants in support of capital improvements 	
TIME FRAME		OWNER
<ul style="list-style-type: none"> • Q1 2022: Initiate Phase 1 of the SEED project • Q2 2022: Initiate Science Lab renovations • Q2 2023: Phase 1 of the SEED project opens • Q1 2024: Initiate Discovery Depot renovations • Q1 2024: Science Lab renovations open • Q4 2024: Phase 1 of Discovery Depot renovations open • Q4 2025: Phase 2 of Discovery Depot renovations open 		Administration, Finance, Operations, Education
		SUPPORT
		Curatorial, Development

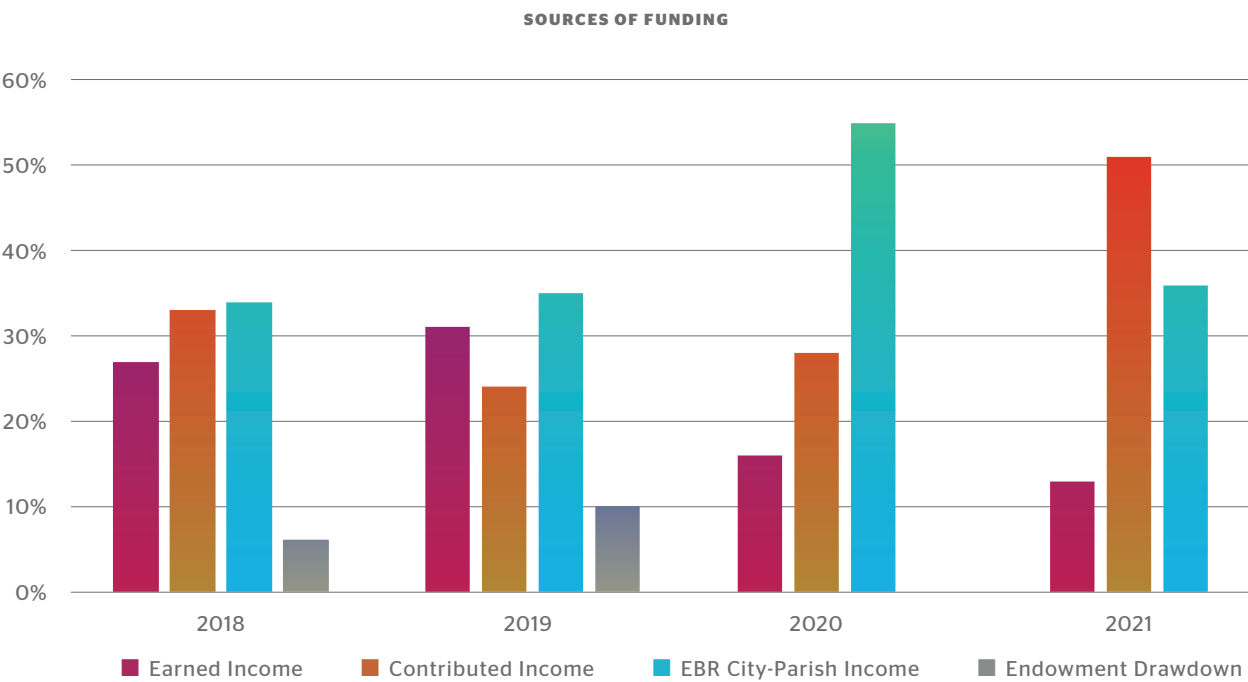
GOAL #2	Develop a standalone long-range capital improvement campaign as a catalyst for building further support for LASM	
ACTION STEPS	<p>a. Implement additional renovation plans as prioritized by LASM and as funding is available</p> <p>b. Update and modernize the museum's galleries, atrium, and theater to enhance appeal as a rental space and revenue stream, with elements that may include:</p> <ul style="list-style-type: none"> • An easily updatable donor wall • Digital signage to promote LASM's latest and coming attractions • A welcome/orientation video for visitors <p>c. Capitalize on opportunities to fund general renovations in the long-term</p> <ul style="list-style-type: none"> • Exterior beautification - Lighting the Dome • Ancient Egypt Gallery renovations <p>d. Consider facility-wide promotion and signage opportunities in the museum's interior (e.g., supergraphics, promotional or seasonal installations, and wayfinding)</p>	
SUCCESS METRICS	<ul style="list-style-type: none"> • Additional capital improvements initiated, as prioritized and funded • Physical improvements made to LASM's atrium and theater completed • Increase in revenue from facility rentals, events, student tour groups, and visitors • Positive feedback from members and visitors about facility upgrades • Increase donations and grants in support of capital improvements 	
TIME FRAME		OWNER
Q4 2022: Development of longer-range capital campaigns for 2025 and beyond, forging partnerships with other regional cultural institutions and organizations to maximize visibility		Administration, Finance, Operations
		SUPPORT
		Curatorial, Development

Diversify Support Base and Strengthen Development

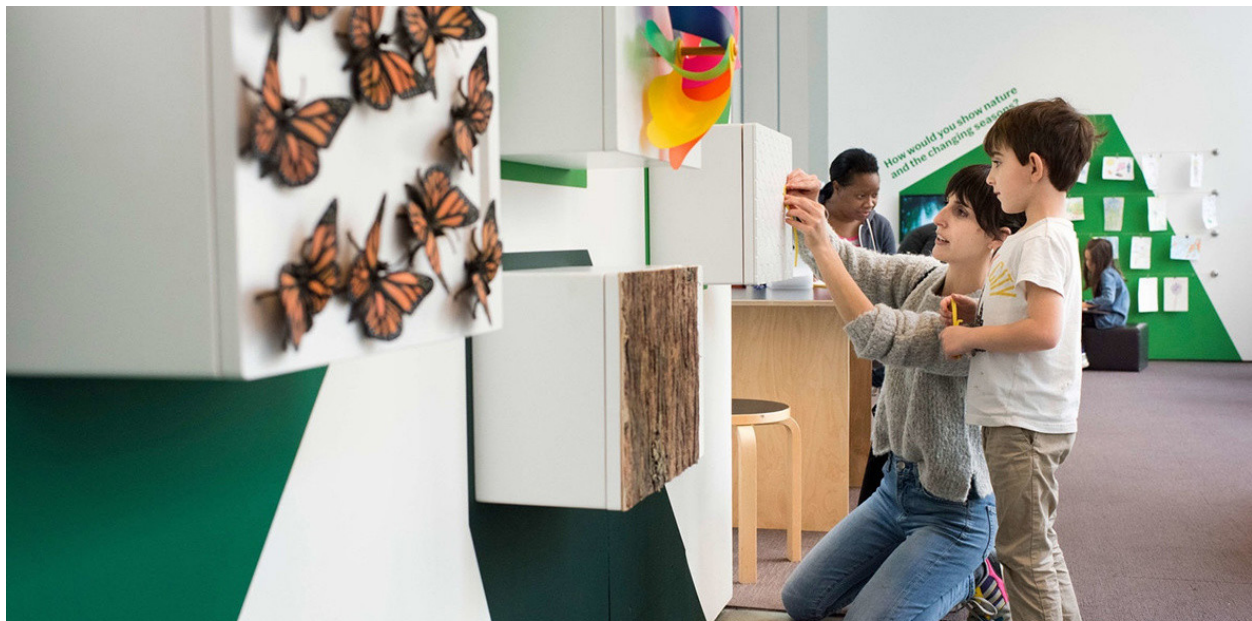
Prior to the start of the pandemic, LASM’s revenue came nearly equally from earned income, contributed income, and the East Baton Rouge City-Parish. However, there were also significant draws from LASM’s endowment, a practice that is not sustainable. Since the pandemic, LASM has not drawn on its endowment but has been forced to rely more heavily on City-Parish funding and stabilization grants to make up lost earned revenue.

In returning to more normal operations post-pandemic, LASM will seek to diversify funding sources to achieve the “goal of thirds.” This goal is achieved when one-third of all revenue is generated equally through earned income, donations, and public funding, with the ultimate goal of expanding individual and corporate giving and further reducing reliance on public funding sources and the LASM endowment. In order to achieve this goal, LASM will need to expand its member and donor base and its revenue streams and restructure its development efforts.

The ability to expand its support base and diversify revenue streams relies on attracting and engaging new visitors and members, expanding individual and corporate contributions, growing earned revenue streams, and continuing to maximize growth opportunities for large grants and corporate partnerships. Prior to the pandemic, LASM was experiencing steady growth in earned revenue, including admissions, rentals, and sales from its museum shop, and it should be poised to resume this trajectory as it returns to more normal operations.



GOAL #1	Achieve the “goal of thirds” within one year by diversifying LASM’s funding base into equal parts public funding, donations, and earned revenue	
ACTION STEPS	a. To reach the goal of thirds in funding operational costs, LASM will: <ul style="list-style-type: none"> • Grow and diversify earned and contributed funding sources • Work to maintain current local funding levels through increased advocacy to demonstrate LASM’s value to the region’s cultural economy and public education • Grow LASM’s endowment and cease withdrawals to cover annual operational costs 	
SUCCESS METRICS	<ul style="list-style-type: none"> • Reduce draws on LASM’s endowment to zero • Increase earned and contributed revenue by 10% each year • Successfully advocate for maintain funding level from East Baton Rouge City-Parish • Increase grants received 	
TIME FRAME		OWNER
Q4 2022: Achieve the goal of thirds, where museum funding sources are equally divided among earned, contributed and local government dollars		All Departments
		SUPPORT
		LASM Board of Trustees



GOAL #2	Cultivate, expand, and diversify LASM's support base
ACTION STEPS	<p>a. Develop a comprehensive strategy to increase membership that will:</p> <ul style="list-style-type: none"> • Convert more museum visitors and event attendees to members and donors • Convert people who engage with LASM online and via social media content • Cultivate relationships with new target audiences <p>b. Build and leverage community partnerships that will grow general support base, raise awareness about LASM's programs and offerings, and increase visits including:</p> <ul style="list-style-type: none"> • Local trade groups, business organizations, and large regional employers • Local community, arts, and science foundations and nonprofits • Young/professional organizations • Regional school districts, local private schools, and PTAs • Local senior citizen, retiree, and veteran groups <p>c. Cultivate visitor, member, and donor relationships using Blackbaud Altru tools coming online in Q1 2022</p> <ul style="list-style-type: none"> • Collect contact information and data from visitors to the museum and to LASM's webpage • Use tools and targeted messaging to regularly engage and cultivate relationships with visitors, members, and donors about opportunities to enjoy and support LASM • Track communication, engagements, and donor conversion rates <p>d. Introduce new tiered and phased giving options for lower dollar or planned giving donations</p> <ul style="list-style-type: none"> • Expanded charitable, estate, and planned-giving options • Sustained giving and sustaining membership (monthly smaller amounts that auto deduct from a bank account or credit card) • Smaller, participatory campaign giving (e.g., design elements in renovated museum that feature a donor's name) <p>e. Build on successful models to expand corporate giving and attract new corporate donors (e.g., BASF, Entergy, Healthy Blue of Louisiana, Blue Cross and Blue Shield of Louisiana)</p> <p>f. Expand offerings and partnerships with local school districts and schools</p> <ul style="list-style-type: none"> • Approach corporations for school visit sponsorships and partnerships • Develop a pathway to convert student visits to family follow-up visits and new memberships <p>g. Actively target the tourism industry and regional cultural venues to promote LASM and increase visits and ticket sales</p> <p>h. Increase advocacy with the state and City-Parish to demonstrate the economic and cultural impact of LASM and maintain financial support</p>

SUCCESS METRICS	<ul style="list-style-type: none">• Staff training and adoption of Blackbaud Altru system• Identification of additional metrics to use in measuring fundraising growth and adjusting goals• Increased ticket sales• Growth in new memberships returns to pre-pandemic levels over three-year period• Diversified earned revenue streams increased by 10% a year over three-year period• Build on successful models for corporate partnerships to increase corporate giving by 8% a year over three-year period• New and expanded partnerships that expand donations to LASM		
TIME FRAME		OWNER	
<ul style="list-style-type: none">• Q1 2022: Launch Blackbaud Altru and train all staff members to use it• Q4 2022: Use data to regularly engage with existing and potential donor groups.• Q4 2025: Increase donated and earned revenue by approximately 30% by 2025		Administration, Development, Board	
		SUPPORT	
		Education	



GOAL #3	Expand existing and identify new revenue streams	
ACTION STEPS	<p>a. Inventory current LASM revenue streams and brandable resources and develop accurate pricing structures for each, including:</p> <ul style="list-style-type: none"> • Facility rentals • Program offerings (e.g., school field trips, educational and enrichment programs, remote Discovery Dome) • Membership, events, and parties • Museum store (physical and online) • Gallery and exhibit naming rights, including structured time periods • Educational materials <p>b. Experiment with new ways to monetize enrichment programs, educational and virtual offerings, including providing access to exclusive content or events</p> <ul style="list-style-type: none"> • Explore virtual field trips presenting unique experiences (e.g., National World War II Museum and Williamsburg) • Exclusive offerings as value-added benefits of additional donations (e.g., exclusive concerts, planetarium or theater shows) <p>c. Improve the in-person and online shopping experience for LASM's museum store</p> <ul style="list-style-type: none"> • Highlight and feature more unique, locally sourced items and items tied to current exhibits • Improve store's web interface • Explore renting space to sell refreshments (e.g., coffee and wine) <p>d. Update LASM annual gala model to improve return on investment and to require less staff involvement</p> <ul style="list-style-type: none"> • Gather data to better assess ROI and evaluate cost and level of staff involvement or consider outsourcing event planning function • More broadly engage board and community members in the planning and execution of the gala • Focus more on sponsorships and converting attendees to members, donors, and volunteers • Create targeted sales and marketing campaigns to grow these potential revenue streams 	
SUCCESS METRICS	<ul style="list-style-type: none"> • Finalized and deployed inventory of existing LASM revenue streams • Finalized and deployed sales and marketing plan to grow LASM revenue streams • Successful new revenue streams developed • Increased earned income from revenue streams 	
TIME FRAME		OWNER
<ul style="list-style-type: none"> • Q1 2022: Initiate inventory of revenue streams and naming opportunities • Q2 2022: Use the inventory to develop and deploy a sales and marketing plan to grow revenue streams 		Development and Operations
		SUPPORT
		Administration, Education, Curatorial

GOAL #4	Develop a standalone near-term capital improvements campaign, separate from annual giving efforts used to support operations		
ACTION STEPS	<p>a. Develop and implement comprehensive fundraising campaign to support the SEED project</p> <ul style="list-style-type: none">• Use anniversary milestones to support capital campaign <p>b. Identify and incorporate branding or personalized spaces as part of capital improvements naming opportunities (e.g., Mike the Tiger Paver Program or Road to Victory Commemorative Brick Program at the National WWII Museum)</p> <ul style="list-style-type: none">• SEED project/spaces and events• Donor wall or marquee that is easy to update• Existing LASM spaces/galleries/exhibits/classroom areas• Donor-branded educational or hands-on “Make and Take” enrichment activities and materials• Defined period of time for named spaces <p>c. Develop and implement a long-range capital fundraising campaign for 2023 and beyond.</p>		
SUCCESS METRICS	<ul style="list-style-type: none">• Inventory and pricing completed for named elements of renovated and updated designed spaces• Finalized and deployed capital fundraising plan for the phased SEED project TOTAL: \$1 million by 2025<ul style="list-style-type: none">- Science Station renovation, raise \$500,000 by opening in summer 2023- Science Lab renovation, raise \$100,000 by opening EOY 2023 or Q1 2024- Discovery Depot Phase 1 renovation, raise \$150,000 by opening EOY 2024- Discovery Depot Phase 2 renovation, raise \$250,000 by opening in 2025• Finalized and deployed long-range capital fundraising plan		
TIME FRAME		OWNER	
<ul style="list-style-type: none">• Q1 2022: Develop strategy for raising the \$1 million needed to implement the SEED project to be completed by Q2 2025• Q2 2022: Finalize and deploy list of branding opportunities to use in capital campaign fundraising• Q2 2023: Develop a strategy for capital campaign based on anniversary benchmarks• Q4 2025: Begin implementing a comprehensive framework to implement long-term capital improvement planning		Administration, Development, Marketing	
		SUPPORT	
		Curatorial, Operations, Finance	

Marketing and Communication

FOCUS AREA 04 / MARKETING AND COMMUNICATION		#1
GOAL #1	Develop and deploy a comprehensive marketing and communications campaign designed to broaden LASM's appeal, expand its donor base, maintain and attract new funding, and pay for necessary capital improvements	
ACTION STEPS	<p>a. Develop and implement a robust marketing and communications plan utilizing innovative tools and strategies to elevate the profile of LASM and support fundraising goals and objectives:</p> <ul style="list-style-type: none"> • Uses multi-channel communication • Crafts messaging tailored to reach target audiences <p>b. Draft, finalize, and deploy a marketing and communications toolkit to support the communications and marketing plan, including:</p> <ul style="list-style-type: none"> • Language articulating LASM's unique offerings and its STEAM focus as integral to its brand identity, as well as championing DEIA priorities • Messaging, talking points and presentations tailored for target audiences • Marketing materials (e.g., brochures, postcards, graphics) • Social media strategies • Informational videos <p>c. Develop guidance for board of trustees and advisors to use in facilitating fund development activities and provide recurring support</p>	
SUCCESS METRICS	<ul style="list-style-type: none"> • Finalized and deployed comprehensive communications and marketing plan and toolkit • Increased levels of engagement with each target audience as measured by social media and website engagements, event attendance, number of times stakeholders promote or sponsor LASM events, and earned media coverage 	
TIME FRAME		OWNER
<ul style="list-style-type: none"> • Q1 2022: Initiate development of LASM marketing and communication toolkit and comprehensive marketing and communications plan • Q3 2022: Deploy communications and marketing plan 		Development, Marketing, and Communications Specialist (*identified as a staffing need)
		SUPPORT
		Administration, Education, Curatorial, Operations

GOAL #2	Establish new roles for integrated marketing, communications, development, and community relations teams	
ACTION STEPS	<p>a. Identify or hire a full-time development, marketing, and communications specialist with skills that may include:</p> <ul style="list-style-type: none"> • Strong management skills to lead development, marketing, and communications team and collaborate across all departments • Strong writing and communication skills • Experience in developing and implementing comprehensive, multi-platform earned and paid media strategies and campaigns • Community ties and knowledge of the local fundraising landscape <p>b. Identify or hire a part-time donor relations and development specialist with skills that may include</p> <ul style="list-style-type: none"> • Community ties and knowledge of fundraising landscape • Knowledge of local business and industry leaders and organizations • Familiarity with community organizations • Experience in grant writing for nonprofits and cultural institutions • Experience in public speaking <p>c. Identify or hire a part-time social media and website management specialist, with skills that may include:</p> <ul style="list-style-type: none"> • Success in planning and managing engaging social media strategies and campaigns • Knowledge of changing social media algorithms • Experience in graphic design and web development 	
SUCCESS METRICS	<ul style="list-style-type: none"> • Designation or hiring of a development, marketing, and communications specialist • Designation or hiring of a donor relations and development specialist • Designation or hiring of a social media and website management specialist 	
TIME FRAME		OWNER
<ul style="list-style-type: none"> • Q1 - Q2 2022: Hire or identify a full-time development, marketing, and communications specialist • Q1 - Q2 2022: Hire or identify a donor relations and social media and website designer/manager 		Administration
		SUPPORT
		Finance, Development

GOAL #3	Regularly measure and evaluate progress and success of communications and marketing strategies and pivot if they are not achieving desired results
ACTION STEPS	<p>a. Identify key analytics and performance indicators (KPIs) to measure reach and track the effectiveness of current messaging, marketing including:</p> <ul style="list-style-type: none"> • Visits • Event attendance • Membership • Donations • Earned media • Social media and website engagements • Museum store sales • Grant awards • Survey feedback <p>b. Develop framework to use KPIs to shape communications and marketing strategies in real time, using established metrics where relevant and available</p> <p>c. Use Blackbaud Altru software to adopt additional metrics for measuring progress in reaching target audiences and increasing engagements and donor conversion rates</p> <ul style="list-style-type: none"> • Collect and analyze data on visitors, donors, and members to use in fundraising • Measure ROI on fundraising campaigns and events • Track communication, engagement, and donor conversion rates with target populations <p>d. Continually gather and evaluate public feedback through polls and surveys</p> <p>e. Conduct ongoing research about what other area cultural institutions are doing to enable better collaboration, avoid duplication of programs and services, and distinguish LASM from competitors in messaging</p>
SUCCESS METRICS	<ul style="list-style-type: none"> • Analyze data and use to evaluate success of marketing and communications strategies and pivot when necessary • Increased levels of engagement and donor conversion rates in target audiences • Earned media coverage of LASM's exhibits, programs, and offerings • Number of times stakeholders promote or sponsor LASM events
TIME FRAME	
<ul style="list-style-type: none"> • Q2 2022: Altru platform deployed and staff trained • Q3 2022: Use of Altru tools to collect relevant data that informs marketing, communications, and development strategies • Q4 2022: Continual evaluation of effectiveness of marketing and communication strategies, adjusting as needed 	
OWNER	
Administration, Development, Finance	
SUPPORT	
Communications and Marketing (*identified as a staffing need)	

Timeline

- Initiate immediately (6-12 months for completion)
- Medium-range Planning Phase (6-12 months)
- Implementation Phase/Ongoing (12-48 months)

GOALS		Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025
FOCUS + MARKET POSITION	1. Define LASM's brand, identity, and uniqueness in the market	■	■	■	■	■	■	■						
	2. Provide more enhanced, immersive, and meaningful visitor experiences	■	■	■	■	■	■	■	■	■	■	■	■	■
	3. Broaden LASM's appeal and seek to better reflect the needs and interests of the broader community	■	■	■	■	■	■	■	■	■	■	■	■	■
CAPITAL IMPROVEMENTS	1. Make physical improvements that expand access, draw visitors, enhance experiences, and build revenue streams	■	■	■	■	■	■	■	■	■	■	■	■	■
	2. Develop a long-range standalone capital improvements campaign				■	■	■	■	■	■	■	■	■	■
DIVERSIFY SUPPORT	1. Strive for the "Goal of Thirds"	■	■	■	■	■	■	■	■	■	■	■	■	■
	2. Expand and diversify support base	■	■	■	■	■	■	■	■	■	■	■	■	■
	3. Develop a standalone capital improvement fundraising campaign	■	■	■	■	■	■	■	■	■	■	■	■	■
	4. Expand existing and identify new revenue streams	■	■	■	■									
MARKETING + COMMUNICATION	1. Establish new roles for integrated marketing and communications and donor/community relations team	■	■											
	2. Deploy a comprehensive communications, marketing, and development strategic plan	■	■	■	■									
	3. Regularly measure and evaluate progress and success of communications and marketing strategies	■	■	■	■	■	■	■	■	■	■	■	■	■

Conclusion

With its updated three-year strategic plan now complete, the LASM board and leadership can turn their attention to making progress toward the goals and initiatives identified in this document. Although a strategic plan is not an operational document referenced on a day-to-day basis, it should still be used often as a valuable tool for tracking progress of the organization, assessing the organization's strategic direction, and making important decisions that affect the organization's finances or operations.

The LASM board has expressed a desire for regular updates from LASM's executive leadership team on the implementation of the initiatives identified in the 2022-2025 strategic plan. Consistent communication between the board and leadership regarding the strategic plan is essential to achieving the goals identified, and updates should be provided to the board at least semi-annually. In addition, the LASM board and leadership should review and refine the goals and initiatives identified in the 2022-2025 strategic plan on an annual basis. Needs evolve and resources change, which could require updating the strategic plan to keep it relevant and useful.



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