



STRATEGIC PLAN

I am delighted to share the ALPLM's strategic plan, a document that will guide us as we strive for new levels of excellence, creativity, and relevance. This strategic plan – along with mission statement, vision, and core values – is the product of meetings with community stakeholders, state officials, ALPLM staff, and, of course, members of the Board of Trustees. It reflects what I have learned about the ALPLM's challenges and opportunities.

As protectors of history since 1889, the ALPLM knows the power of preserving and sharing the past. Abraham Lincoln's life always offers lessons for today. The rich history of Illinois always contains stories that shed light on where we are as a state.

The challenge for institutions like the ALPLM is to share those lessons and stories in ways that engage the public – all of the public, not just a select few. If we succeed, we can give people the inspiration and knowledge they need to build a better future.

This plan will help us achieve that vital goal.

A handwritten signature in black ink, appearing to read 'C. Shutt', with a large, stylized initial 'C'.

Christina Shutt

Executive Director, Abraham Lincoln Presidential Library and Museum

"It is not "can any of us imagine better?" but, "can we all do better?" The dogmas of the quiet past, are inadequate to the stormy present. The occasion is piled high with difficulty, and we must rise -- with the occasion. As our case is new, so we must think anew, and act anew."

–President Abraham Lincoln, 1862

STRATEGIC PLANNING PROCESS

In June of 2021, the Board of Trustees and Executive staff of the Abraham Lincoln Presidential Library and Museum (ALPLM) initiated an intense endeavor to craft a comprehensive strategic plan to meet a fast-changing environment that sits before the institution. The ALPLM utilized our human capital advantages, including a governing board with diverse expertise, an administrative staff focused on adhering to best practices in all operations, and a newly selected Executive Director with a proven track record of strategic development and implementation.

With a goal to design and approve a meaningful strategic blueprint within a six-month timeline, all ALPLM staff was enlisted to provide insight in assessing the advantages, challenges, and opportunities before the ALPLM. Throughout the campus, employees and volunteers were encouraged to provide anonymous responses to inquiries regarding issues such as operational practice, community status, institutional culture, and perspectives on purpose.

In tandem, organizational division leaders engaged in weekly strategic meetings to examine the next steps to achieve the planning goals, as well as engage in assessing data and feedback from stakeholder input. Division leaders also led frequent discussions with their staff members to help inform the direction of a five-year strategic map.

Led by the Executive Director, the ALPLM conducted various engagements with leaders in government, business, culture, and community throughout the Springfield and Central Illinois region. In addition, ALPLM Executive staff solicited the advice and input of leaders from some of Illinois' most prominent cultural institutions with visits to Chicago, Peoria, and the suburbs.

Knowing that Springfield area residents would have strong opinion and insight to carving the ALPLM's path forward, an all-community meeting was also held to spark dialog with members of the public. Through the assistance of a community engagement consultant, this live forum was held both in-person and online and attracted an audience diverse in age, race, and community interests.

Cumulatively, these actions, activities, and exercises are the structural core of this strategic plan. The ALPLM's reframed and revised Mission Statement, as well as the establishment of our core institutional values are the result of untold hours of input from hundreds of stakeholders to our success. So too is this comprehensive strategic plan, approved by the ALPLM Board of Trustees in April 2022.

There remains a strong sense of pride for the ALPLM; internally, locally, regionally, throughout Illinois, and all over the world. There too is pride in the product of a strategic plan, as it meets our goal to pave a comprehensive and meaningful path forward for an institution with remarkable advantages and opportunities in a changing world.

MISSION

To inspire civic engagement through the diverse lens of Illinois history and sharing with the world the life and legacy of Abraham Lincoln.

VISION: To be a catalyst for a nation united.

CORE VALUES

HONESTY & INTEGRITY means we work to match Lincoln's example as an institution and as individuals.

The name Abraham Lincoln is synonymous with honesty. We strive to ensure the ALPLM lives up to that reputation. Through the constant practice of honesty in both our dealings with others and with ourselves, we aim to be positively regarded by all.

INTENTIONAL LEADERSHIP means taking an active role in our work and associations.

The people of the ALPLM embrace the challenge of serving as skilled leaders in our professional work and our communities. We understand the ALPLM serves as an example and inspiration, and we accept the responsibility that comes along with that.

EQUITABLE COLLABORATION means ensuring our partnerships are balanced in diversity and in effort.

The ALPLM values collaboration with other institutions. Our partnership investments of time, resources, and focus must authentically reflect the diversity of our world and the history of those we serve.

LEARNING-CENTERED means we are teachers and students in all we do.

We seek to expand knowledge and share it with the world through our institution's offerings. Our commitment includes personal education and learning to improve the work we do.

TRANSPARENT ACCOUNTABILITY means we tell the truth and take responsibility.

Our work is possible only because of the faith, trust, and investment of our public. We do not compromise our legal, moral, ethical, or fiduciary responsibilities to satisfy the interests of private influences. We do share the information that will let the public assess our performance.



I. Strategic Priority: Pursue national excellence standards

- A. Objective: Achieve AAM Accreditation
- B. Objective: Pursue Smithsonian Affiliation

II. Strategic Priority: Acquire, activate, and leverage the collections

- A. Objective: Expand access to the collections through increased digitization and utilization of digital and emerging technology tools
- B. Objective: Develop comprehensive virtual access plan

III. Strategic Priority: Leverage our individual and institutional expertise to create new opportunities

- A. Objective: Ensure the Conference on Illinois History represents diverse Illinois history through increased range of topics and presenters
- B. Objective: Expand internship opportunities for student development and increased diversity
- C. Objective: Create an interpretive plan to guide educational, exhibition, and programming priorities in line with mission, vision, core values and community needs
- D. Objective: Collaborate with external stakeholders to create developmentally appropriate education content, programs, and exhibitions in alignment with institutional focus on civic engagement
- E. Objective: Identify new opportunities to produce original creative content that leverages ALPLM expertise and collections to improve the guest experience





IV. Strategic Priority: Establish public trust at all levels of the ALPLM through transparency and accountability

- A. Objective: Create ALPLM Code of Ethics
- B. Objective: Develop consistent engagement strategies for deepening relationships with community partners

V. Strategic Priority: Diversify revenue generation to build towards better financial stability

- A. Objective: Create membership program that adds value and builds a stronger relationship to visitors
- B. Objective: Increase retail sales through rebranding store as a destination
- C. Objective: Create giving opportunities and internal infrastructure for development operations
- D. Objective: Expand revenue generation opportunities to Union Station and Union Square Park

VI. Strategic Priority: Prioritize diversity, equity, accessibility, and inclusion (DEAI) at all levels of the ALPLM

- A. Objective: Provide opportunities and support for decision making across the institution through investment in leadership, mentoring, and professional development opportunities
- B. Objective: Strategically utilize the talents of our volunteers/unpaid staff and intentionally recruit volunteers to better match the communities we serve
- C. Objective: Improve the guest experience through broadening in-person and virtual access to the ALPLM by engaging community groups through equitable collaborations

VII. Strategic Priority: Identify opportunities to improve infrastructure to ensure optimal resource management and sustainability

- A. Objective: Update shows technology and core infrastructure systems
- B. Objective: Reduce carbon footprint through technological improvements
- C. Objective: Be more efficient through streamlining workflows in administrative functions
- D. Objective: Activate outdoor spaces

