



Newfields Strategic Plan, 2019-2029

Mission

To enrich lives through exceptional experiences with art and nature

Values

Stewardship • Inclusivity • Service • Excellence

Stewardship: We create a vibrant Newfields for current and future generations. We accomplish this with a sustainable financial model, a well-maintained campus, well-stewarded collections, and environmentally-responsible business practices.

Inclusivity: We welcome diverse audiences and ideas. We provide thoughtful, inclusive programming that is accessible to the residents of our community, as well as opportunities for individuals and companies through our hiring and procurement practices.

Service: We believe the guest is our first priority. We treat each visitor, member, volunteer, employee, and donor as an individual, and personalize our guests' experiences.

Excellence: We strive to offer the best of nature and the arts. We aim high and constantly innovate to exceed the expectations of our guests, employees, volunteers, and donors.



Stewardship Goals:

- Reduce endowment draw rate to 4.50% by FY2023 and 4.00% by FY2028
- Create a capital funding plan to complete deferred maintenance projects
- Implement and lead with best practices in stewardship of our art collection, horticultural, historic resource, and environmental management practices

Inclusivity Goals:

- Develop a full-year series of programs that both appeals to guests now and facilitates a long-term loyal audience and donor base reflective of the demographics of the central Indiana region
- Implement a recruiting, compensation, training, engagement, and succession program for employees that attracts and retains talented, diverse staff and volunteers reflective of the demographics of the Indianapolis region
- Recruit exceptional board members who reflect our community and are committed to using their leadership abilities and financial resources to help Newfields accomplish these goals
- Establish procurement practices that encourage the utilization of locally-owned firms, as well as minority-, women-, disability- and veteran-owned business enterprises



Service Goals:

- Develop seasonal programming across the campus that encourages the full range of target audiences to visit, join, and support Newfields, yielding results of more than 500,000 annual visitors
- Implement an organizational culture of philanthropy to honor the legacy of past, current, and future donors and double annual operating support by FY2028
- Increase Newfields' cultural, educational, and economic impact on our neighborhoods, community, state, and region

Excellence Goals:

- Enhance Newfields' reputation as a destination for exceptional experiences with art and nature, attracting more than 350,000 general admission visitors per year
- Empower our employees to deliver "top box" service
- Focus on collecting only "A" quality objects and delivering "A" quality programming and exhibitions for the purpose of creating exceptional gallery, garden, and park experiences that grow visitation
- Be an "Employer of Choice"

Adopted: May 20, 2015
Updated: March 27, 2019