



Mid-Atlantic
Association of **Museums**



Strategic Plan 2026–2028

Strategic Plan

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I. Introduction

This strategic plan outlines the Mid-Atlantic Association of Museums' (MAAM) priorities for the years 2026–2028. While the original planning process was impacted by the COVID-19 pandemic and subsequent staff transitions, the MAAM Board of Trustees remains firmly committed to thoughtful planning, future growth, and long-term resilience.

This plan reflects both continuity and renewal. MAAM has long served as a leading professional association

for museum workers in the region, and that role continues to evolve. As the sector faces new challenges and opportunities, MAAM is reaching beyond traditional boundaries to foster a more diverse, inclusive, and connected professional community.

Providing a guiding framework for MAAM's direction, this plan identifies key priorities focused on organizational sustainability, effective and meaningful programs and services, equitable and inclusive governance, and revenue strategies that are creative, diversified, and durable.

This is not an exhaustive list of all MAAM's activities, but a focused roadmap highlighting the most important areas of work for this period. As a living document, the plan will continue to adapt as conditions change and new insights emerge. Grounded in MAAM's values of equity and inclusion, curiosity and innovation, and empathy, this strategic plan affirms our ongoing commitment to strengthening the professional lives of museum workers and building a resilient museum community throughout the Mid-Atlantic region.



II. Institutional History

Founded in 1947 as the Northeast Museum Conference, the Mid-Atlantic Association of Museums (MAAM) has a long history of convening and supporting museum professionals across the region. Reorganized as MAAM in 1985, the association now serves museum workers and partners throughout Delaware, the District of Columbia, Maryland, New Jersey, New York, and Pennsylvania.

Throughout its history, MAAM has responded to the changing needs of museum professionals. From early efforts focused on federal funding, accessibility, and professional specialization, to later work advancing cultural diversity, community engagement, and public service, MAAM has consistently emphasized the role of museums—and museum workers—as vital contributors to civic and cultural life.

Today, MAAM continues to evolve as a people-centered professional association, grounded in collaboration, accessibility, and innovation. Its work remains focused on empowering museum professionals to strengthen their institutions, serve their communities, and lead the museum field forward.

III. Strategic Planning Process

MAAM's strategic planning process began with foundational research and analysis conducted by the Cooperstown Graduate Program (CGP), which partnered with MAAM to help complete the organization's previous strategic plan. That work took place during the COVID-19 pandemic and resulted in the plan that is currently published on MAAM's website. While developed during a period of significant disruption for the museum field, the planning process itself provided a strong, actionable framework for understanding MAAM's strengths, challenges, and opportunities.

As the museum field—and MAAM itself—continued to navigate the longer-term impacts of the pandemic alongside internal leadership transitions, MAAM's Board of Directors and staff carried this work forward, adapting and expanding the planning process to reflect a rapidly changing environment. Building on

CGP's groundwork, MAAM leadership engaged directly with members and key partners to ensure the next phase of planning responded to current realities and emerging needs.

This phase included member surveys, one-on-one conversations, and targeted outreach to better understand the experiences of museum professionals across the region. Through listening, reflection, and collaboration, MAAM refined its priorities to focus on workforce well-being, equity and access, professional development, and long-term sustainability.

The resulting plan represents both continuity and evolution—honoring the strategic foundation established with CGP while responding to the post-pandemic landscape and positioning MAAM to move forward with clarity, responsiveness, and purpose.



IV. Mission Statement

The Mid-Atlantic Association of Museums empowers and connects those working in and supporting museums to build inclusive, sustainable, and resilient organizations essential to their communities.

V. Values Statement

Inclusion, Equity, and Accessibility

We champion inclusion, equity, and accessibility across the museum field to cultivate the well-being of both museum workers and the public.

Empathy and Respect

We approach our work with compassion and encourage thoughtful, transformational inclusion efforts within the field.

Curiosity and Innovation

We are dedicated to creating a culture of learning and creativity, where museums are safe spaces for dialogue and the exploration of new ideas—both for the public and within the museum profession.

Stewardship and Public Service

We advocate for the value of museums as essential to civic and cultural well-being, and support policies that promote their sustainability and service to the public good.

Community and Collaboration

We believe in the power of connection—among professionals, volunteers, and institutions—to build strong museums and communities.

Professional Development and Excellence

We are dedicated to advancing development opportunities that promote lifelong learning, growth, and inclusive practices in training and leadership development.



VI. Vision Statement

We envision a thriving Mid-Atlantic museum field, strengthened by MAAM: a resource and model service organization recognized nationwide for empowering museums with the tools to adapt, lead, and inspire.

VII. Critical Issues

1. Revenue Development

MAAM will develop and maintain sustainable sources of revenue driven by a development plan.

2. Governing Roles & Responsibilities

MAAM will develop the roles, responsibilities, and expectations for MAAM's directors and staff.

3. Outreach

MAAM will increase its organizational presence within the Mid-Atlantic region and nationally.

4. Membership & Sustainability

MAAM will expand and diversify membership and ensure financially sustainable programs.



1. Develop and maintain sustainable sources of revenue driven by a development plan.

Goals	Action Steps	Accountability	Completion Date
1.1 Grow MAAM's development efforts	1.1.1 Establish Development/Fundraising Committee	Full Board	2025
	1.1.2 Create development plan and funding strategy to ensure operational stability	Development Committee, Executive Director	2026
	1.1.3 Develop a data-driven report highlighting the economic and social impact of MAAM's achievements annually	Development Committee, Executive Committee, Finance Committee	2026
1.2 Identify sponsors and business partners	1.2.1 Create a comprehensive sponsorship package that integrates support for conferences, programs, and operations	Development Committee, Executive Director	2026
	1.2.2 Connect with more business partners and sponsors, re-engage with lapsed sponsors and corporate members, and increase requested sponsorship amounts	Development Committee, Executive Director	2027
	1.2.3 Consider diversity of types of funding opportunities and intentionally target relationships for cultivation	Development Committee, Executive Director, Full Board	2027
	1.2.4 Explore relationships with Museum Studies programs for potential co-sponsorship opportunities	Development Committee, Executive Director	2027

1. Develop and maintain sustainable sources of revenue driven by a development plan.

Goals	Action Steps	Accountability	Completion Date
1.3 Grow membership revenue	1.3.1 Increase annual individual membership revenue by expanding outreach to potential members, and enhancing membership and value and benefits	Membership Committee	2028
	1.3.2 Implement initiatives to grow institutional membership revenue by expanding outreach to potential members and enhancing membership value and benefits	Membership Committee	2028
1.4 Initiate annual appeal program	1.4.1 Determine structure, scheduling, and focus of annual appeal fundraising	Development Committee, Full Board, Executive Director	2027
	1.4.2 Create one-page annual report in collaboration with Marketing plan	Development Committee with Graduate Assistant(s)	2027
	1.4.3 Achieve 100% board member financial participation by fostering engagement, setting clear contribution expectations, and providing personalized giving opportunities	Full Board	2026
1.5 Increase grant funding	1.5.1 Identify and pursue funding opportunities to support mission-driven programs, including networking events, professional development initiatives, and specialized offerings like white glove services	Development Committee, Executive Director	2028

1. Develop and maintain sustainable sources of revenue driven by a development plan.

Goals	Action Steps	Accountability	Completion Date
	1.5.2 Seek funding to create the DEAI training program in concert with Cooperstown Graduate Program	Development Committee, Executive Director	2028
	1.5.3 Continue and grow partnerships with other regional associations in pursuit of federal grant funding	Executive Director	2028
	1.5.4 Expand grant funding for operational support by researching and applying for relevant grants, building relationships with funders, and aligning proposals with organizational needs and priorities; this may include funding for temporary positions and/or part time consultant work	Development Committee; Full Board; Executive Director	2028
1.6 Develop an operating endowment	1.6.1 Define goal for endowment principal	Development Committee; Full Board	2027
	1.6.2 Produce an analysis of other regional and national associations/organizations and how they built and manage their endowments	Development Committee; Graduate Assistant(s)	2027
	1.6.3 Determine target audience for endowment fundraising	Development Committee; Full Board	2027

1. Develop and maintain sustainable sources of revenue driven by a development plan.

Goals	Action Steps	Accountability	Completion Date
	1.6.4 Use annual appeal and grant funding to help build endowment	Development Committee; Executive Director	2028
	1.6.5 Develop planned giving program to support endowment	Development Committee; Executive Director	2028

2. Develop the roles, responsibilities, and expectations for MAAM's directors and staff

Goals	Action Steps	Accountability	Completion Date
2.1 Develop a revised Board manual that clearly defines the roles, responsibilities, and expectations of directors and committee members	2.1.1 Review and update a draft of the revised Board manual	Executive Committee	2026
	2.1.2 Present the revised document to the Board for review and approval	Governance Committee	2027
2.2 Create an annual organizational assessment to evaluate MAAM's accomplishments and areas for improvement	2.2.1 Develop a process and template for evaluation	Executive Committee; Governance Committee	2026
	2.2.2 Share template with Board, Executive Director for feedback and meet if necessary	Executive Director; Full Board	2026
	2.2.3 Board and staff will participate in a pilot review of the organization	Executive Director; Full Board	2027
	2.2.4 Refine and review the template and process for action steps. Re-populate the template with updated action steps during the Board Retreat for final approval and implementation.	Full Board; Governance Committee; Graduate Assistant(s)	2028

2. Develop the roles, responsibilities, and expectations for MAAM's directors and staff

Goals	Action Steps	Accountability	Completion Date
	2.2.5 Present process, template, and first year pilot findings & reflections to Membership at Annual Meeting	Governance Committee	2028
2.3 Expand MAAM's staff	2.3.1 Evaluate current staffing needs and opportunities to support organizational growth	Executive Committee; Executive Director	2026
	2.3.2 Write job description for an additional staff member	Executive Director	2027
	2.3.3 Approve new position and allocate appropriate budgeting	Full Board	2027
	2.3.4 Recruit and hire additional staff member	Executive Director	2028
2.4 Develop and implement a centralized system for organizing and maintaining all institutional policies and documents	2.4.1 Conduct an audit of existing systems for storing and managing policies and documents to identify gaps and inefficiencies	Executive Director	2026
	2.4.2 Research and select a secure document management system (DMS) (e.g. Google Drive, SharePoint, or specialised (DMS))	Executive Committee; Executive Director	2026
	2.4.3 Set up version control protocols to track revisions, record changes, and ensure the most current documents are available	Executive Director	2027

3. Increase the organizational presence within the Mid-Atlantic region and nationally

Goals	Action Steps	Accountability	Completion Date
3.1 Develop a system to evaluate and utilize marketing analytics	3.1.1 Gain familiarity with digital analytics programs and evaluate MAAM's current marketing statistics	Executive Director & Intern	2026
	3.1.2 Review MAAM's current marketing efforts	Full Board	2026
	3.1.3 Research marketing methods to increase interaction across MAAM's digital community	Executive Director	2027
	3.1.4 Develop & maintain a proactive presence across all media channels to strengthen analytical performance	Executive Director	2027
3.2 Refine MAAM's Marketing & Communications Strategy	3.2.1 Develop an AdHoc Marketing and Communications Committee	Full Board	2026
	3.2.2 Identify MAAM's audiences through research and segmentation	AdHoc Marketing & Communications Committee; Executive Director	2026
	3.2.3 Evaluate MAAM's marketing channels for effectiveness with identified and intended audiences	AdHoc Marketing & Communications Committee; Executive Director	2027

3. Increase the organizational presence within the Mid-Atlantic region and nationally

Goals	Action Steps	Accountability	Completion Date
	3.2.4 Perform an audit of the website using both automated tools (e.g., WAVE, Lighthouse) and real-user testing to identify and prioritize improvements	AdHoc Marketing & Communications Committee; Executive Director	2027
	3.2.5 Develop a communications strategy that ensures effective and consistent messaging across all platforms, aligns with organizational objectives, and engages target audiences	AdHoc Marketing & Communications Committee; Executive Director	2027
3.3 Expand audiences through increased impressions/interactions and marketing	3.3.1 Research topics of interest to MAAM's audience	Intern	2026
	3.3.2 Identify new platforms to effectively reach new, broader audiences	Intern	2027
	3.3.3 Integrate new platforms and topics into MAAM's marketing strategy	Executive Director	2028

4. Expand and diversify membership and ensure financially sustaining programs

Goals	Action Steps	Accountability	Completion Date
4.1 Create an efficient and consistent schedule of programming	4.1.1 Determine organizational capacity to support and sustain new and existing programs	Programming Committee; Executive Director	2026
	4.1.2 Develop an internal rubric to determine the viability of programs	Programming Committee; Executive Director	2027
	4.1.3 Plan and implement an annual timeline for programming	Executive Director	2027
4.2 Grow member recruitment and retention	4.2.1 Continue to assess programmatic interests and needs of current and potential members on an annual basis	Program Committee; Membership Committee	2026
	4.2.2 Leverage findings to refine and develop an attractive membership package	Membership Committee; Full Board	2026
	4.2.3 Create a membership recruitment and retention strategy and evaluate regularly	Membership Committee; Full Board	2027
	4.2.4 Recruit museum studies programs to become institutional members of MAAM	Development Committee; Full Board	2028

4. Expand and diversify membership and ensure financially sustaining programs

Goals	Action Steps	Accountability	Completion Date
4.3 Ensure programming that is inclusive, accessible, and relevant	4.3.1 Research competing program offerings from other organizations and identify unique program topics and formats	Executive Director; Intern	2026
	4.3.2 Identify and adopt new methods and platforms for program delivery to maximize reach and accessibility	Program Committee; Intern	2027
	4.3.3 Revise program creation models and calls for proposals to encourage diverse panels	Program Committee; Full Board	2027
	4.3.4 Develop DEAI training program in concert with Cooperstown Graduate Program	CGP Faculty; Executive Director; Board President	2028
4.4 Develop a programming model that strengthens earned revenue	4.4.1 Create programs with strategic partners to minimize MAAM's financial burden	Programming Committee; Executive Director	2027
	4.4.2 Review and revise the fee structure for all programming to maximize earned income	Programming Committee; Finance Committee; Executive Director	2026
	4.4.3 Identify and secure grants and corporate sponsorships that support programming	Development Committee; Executive Director	2028