

Mid-Atlantic
Association of **Museums**

STRATEGIC PLAN 2022-2024

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I. Introduction

This strategic plan outlines the Mid-Atlantic Association of Museum's priorities for the years 2022-2024. The plan focuses on achieving the association's vision of a robust and innovative advocate for the Mid-Atlantic region's museum landscape. We anticipate important, strategic improvements while reinforcing our many strengths.

In the past, MAAM looked to stabilize its place as the leading professional organization for museum professionals within the Mid-Atlantic region. Today, MAAM continues this goal while reaching beyond traditional boundaries to create a more diverse and vibrant museum community within its region. To envision MAAM's future, the Board of Trustees invited the Cooperstown Graduate Program of the State University of New York at Oneonta to work with the Board and staff to facilitate the strategic planning process. We do not know what the world will be like in 2024, but we are confident that it will look different, and we will, too.

As our future develops, this strategic plan is the center of an overarching framework for MAAM's organizational trajectory. To ensure its success, we identified a series of Critical Issues, Goals and Action Steps that will help us achieve our dreams for 2022-2024. The plan calls for us to make ourselves more sustainable, market programs and services more effectively, govern the organization with an emphasis on diversity & inclusion, and ensure revenue streams that are creative, diverse, and durable.

In this strategic plan, we define our goals and the process of taking the next steps forward as an organization of museum professionals. It is not an exhaustive list of all that MAAM will do; rather, we focus on the most important initiatives for the next several years. MAAM continues to evolve, and this plan is our roadmap. It is from here that we endeavor to strengthen MAAM's values of equity & inclusion, curiosity & innovation, and empathy.

II. Institutional History

The Mid-Atlantic Association of Museums is a not-for-profit membership organization founded in 1947 to represent museum professionals, organizations, institutions, and museum service providers in Delaware, the District of Columbia, Maryland, New Jersey, New York, and Pennsylvania. MAAM provides a forum to enhance the image of museums and educate individuals on an array of field-specific study and programs. It is one of six regional museum associations in the United States accredited by the American Alliance of Museums. The MAAM region has the largest number of museums and museum studies programs of any regional association.

MAAM currently has over 620 individual members. Most of MAAM's members are from small and mid-sized museums, and many are in senior level positions. In addition to museum professionals and institutions, MAAM's community also includes a number of partners and affiliates, including architecture firms, exhibit design companies, and building contractors.

MAAM brings together the resources of the Mid-Atlantic's museum community and makes them available to its members through conferences, symposia, and workshops. During the past ten years, MAAM's priorities have been building relevance and community within the Mid-Atlantic and beyond through workshops, networking events, its annual meeting, and the Building Museums conference. MAAM's programming evolves with the needs of the field, and Building Museums is unique among museum conferences in offering programming tailored for those who plan or implement new construction, renovation, or expansion projects for museums.

III. Strategic Planning Process

The 2022-2024 strategic planning process began in September of 2021, when Professor Brian Alexander and museum studies graduate students from the Cooperstown Graduate Program (CGP) first met with the staff and trustees of MAAM. During the strategic planning process, the CGP strategic planning team conducted three major subsequent meetings with MAAM's Board of Trustees, providing a forum for the team to report on its progress and solicit feedback from MAAM's Board and staff at each stage of the strategic plan's development.

The CGP strategic planning team divided itself into "task forces," each reflecting a functional area of MAAM's operation. These task forces were Finance & Sustainability, Governance & Administration, Communications & Marketing, and Programs, Audience, & Membership. During task force meetings, planning team members worked to identify and refine the status, needs, and goals in each area of the organization.

The CGP team executed a situational analysis of MAAM to cultivate a clearer understanding of the museum's constituency and status among other organizations and stakeholders in the region. This analysis was presented at the first major meeting. CGP team members then led various exercises to explore MAAM's mission, vision and values. This meeting produced drafts of a new mission

statement, values statement, and vision statement. Each task force then worked to ascertain the critical issues facing each functional area of MAAM's operation.

During the second onsite meeting, these critical Issues were presented and discussed with MAAM's Board of Trustees. The CGP team then worked within their task forces to develop clear, detailed goals and action steps to address each issue and coordinated with each other to ensure each step worked cohesively. Following this stage, the CGP team placed all components of the strategic plan into a comprehensive document which was presented at the final meeting with all participants.

The Strategic Plan 2022-2024 was created to guide MAAM into the future. This plan is a practical reference to guide the activities of MAAM's staff and Board in the coming years and is an affirmation of the museum's institutional goals and beliefs.

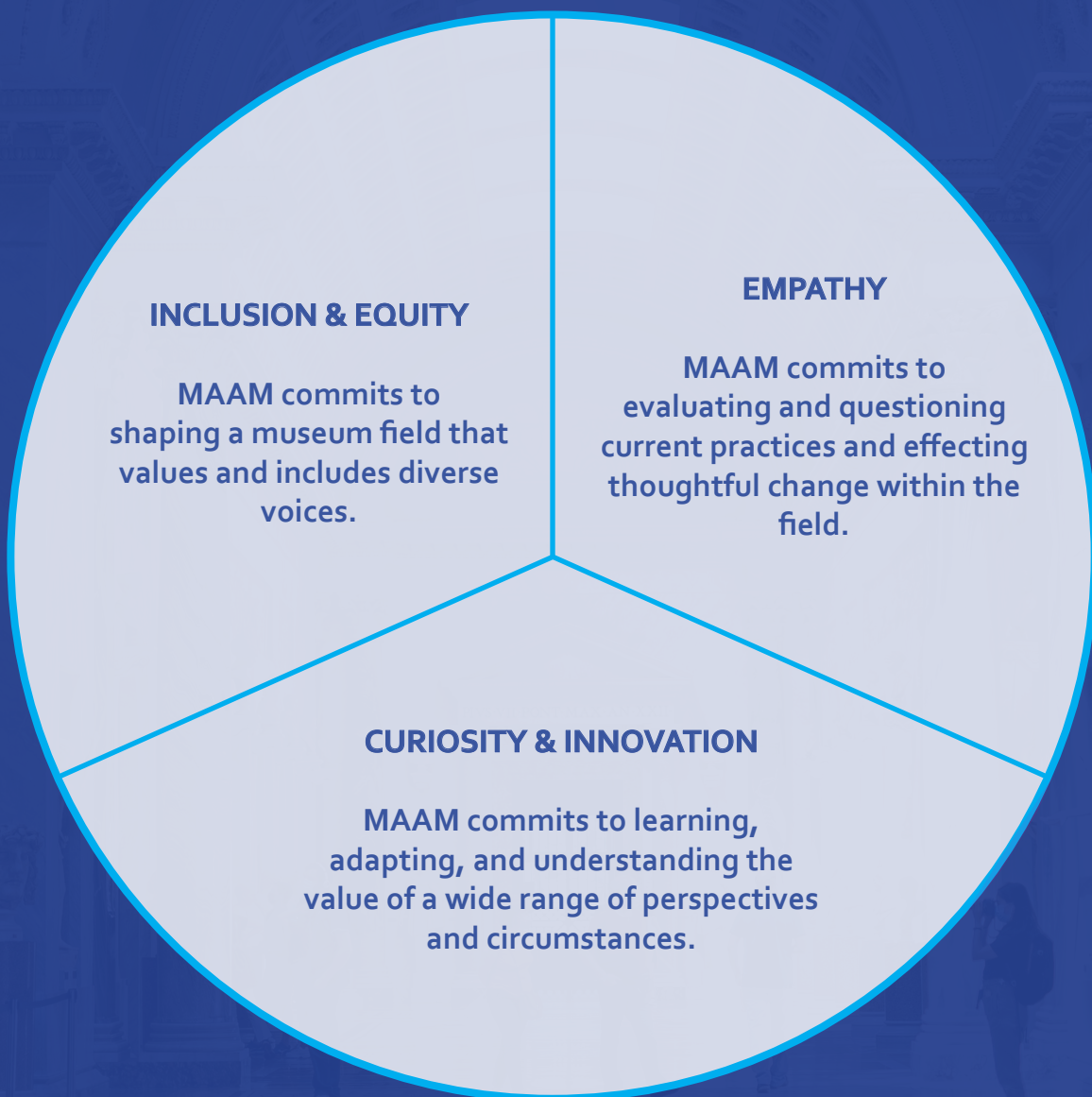
Special thanks to Strategic Planning Committee co-chairs Deborah Schwartz and Greg Stevens, and members Jacqueline Eyl and Jamie Jones, who provided invaluable guidance throughout the planning process.

Gretchen Sullivan Sorin, *Chair*
MAAM Board of Trustees

IV. Mission Statement

**The Mid-Atlantic Association of Museums
sparks dialogue among museum and industry
professionals to build sustainable and inclusive
museums for their communities.**

V. Values Statement



VI. Vision Statement

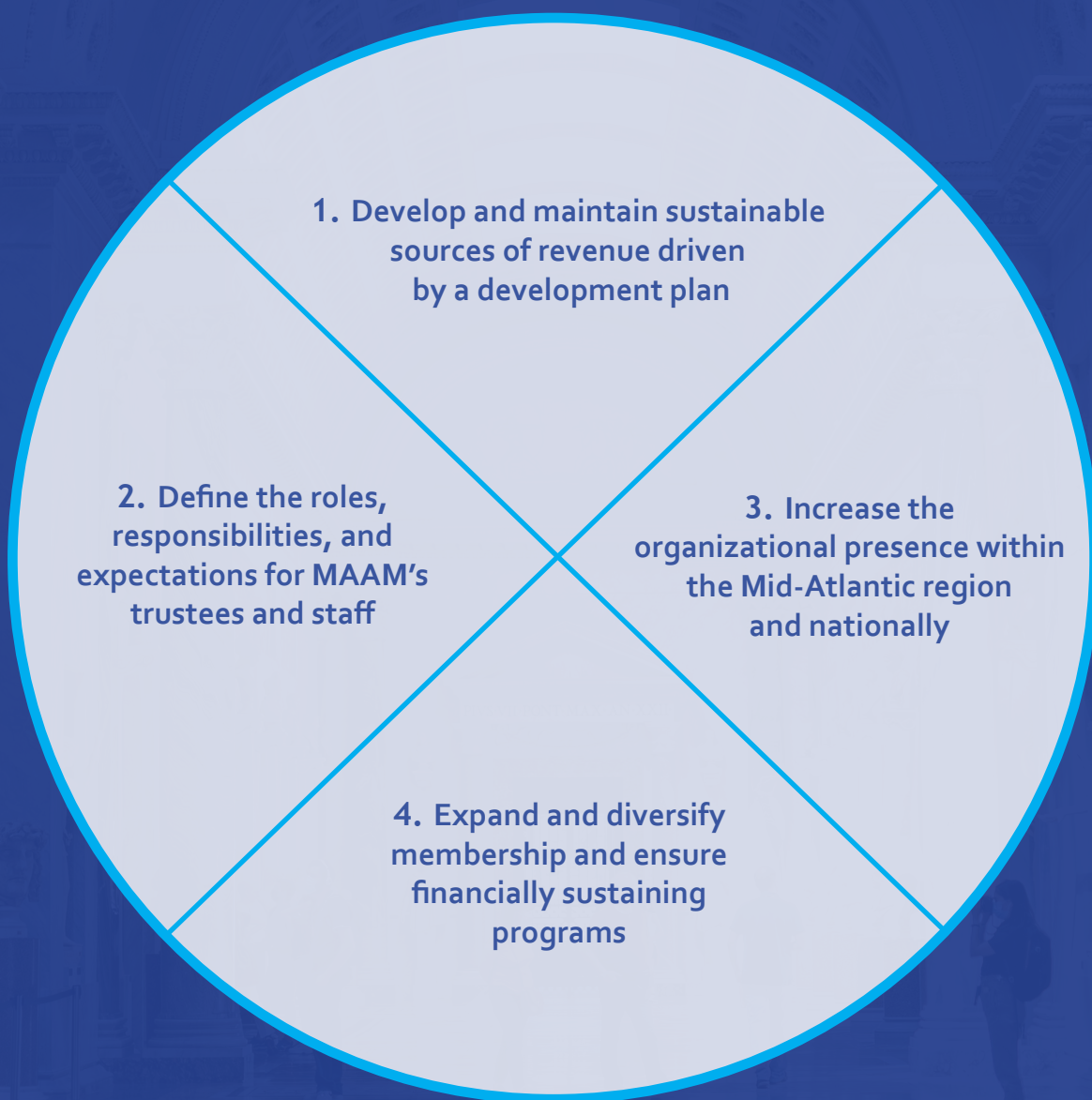
MAAM will have a self-sustaining slate of programs that is consistent, innovative and inclusive. MAAM's membership will reflect the diversity of the museum field and Mid-Atlantic region.

MAAM will utilize the latest marketing tools to reach and update its membership.

MAAM will be governed and managed clearly and effectively with an emphasis on diversity and inclusion.

MAAM will have mission-driven revenue streams that are creative, diverse, and sustainable.

VII. Critical issues



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

The Mid-Atlantic Association of Museums has made significant strides in recent years to bring the organization to a place of operational stability. As MAAM looks to a new chapter of growth, financial sustainability is of utmost importance to the organization.

MAAM operates on a very limited administrative budget with just one full-time staff member and two part-time staff members, with little overhead due to its remote nature. For MAAM to continue to meet the needs of its constituents, it needs to expand its operations and hire an additional staff member over the next three years.

In order to meet these goals, MAAM will create a Development Committee of the Board of Trustees. A development plan will drive the pursuit of diverse sources of revenue that will sustain the organization. The committee will explore funding opportunities including sponsorships, an annual appeal, grant funding, and creation of an operating endowment. In addition, expanding partnerships with Museum Studies programs in the region will strengthen MAAM's programmatic and funding base.

| 1. Develop and maintain sustainable sources of revenue driven by a development plan | | |
|--|--|--|
| Goals and Action Steps | Accountability | Completion Date |
| 1.1 Establish Development Committee of the Board 1.1.1 Create Development Plan | <ul style="list-style-type: none"> Executive Director Development Committee | 2022 |
| 1.2 Grow MAAM's sponsorship program 1.2.1 Develop a combined sponsorship package for conferences and operations 1.2.2 Connect with more business partners and sponsors, re-engage with lapsed sponsors, and increase requested sponsorship amounts 1.2.3 Consider diversity of types of sponsors and intentionally target sponsors for cultivation | <ul style="list-style-type: none"> Full board led by BM Sponsorship Committee Full Board led by BM Committee Chair with support from Board Treasurer BM Sponsorship Committee | 2022 2022 2022 |
| 1.3 Initiate annual appeal program 1.3.1 Determine structure, scheduling, and focus of annual appeal fundraising 1.3.2 Create one-page annual report in collaboration with Marketing plan | <ul style="list-style-type: none"> Development Committee Full Board Executive Director Development Committee with graduate student support | 2022 2023 |
| 1.4 Increase grant funding 1.4.1 Explore opportunities that fund professional development programs for EMPs 1.4.2 Seek grant funding to create the DEAI training program in concert with Cooperstown Graduate Program 1.4.3 Continue and grow partnership with other regional associations in pursuit of federal grant funding 1.4.4 Fund temporary positions and/or part-time consultant work through grant funding | <ul style="list-style-type: none"> Executive Director Development Committee Executive Director Development Committee Executive Director Executive Director Full Board | 2022 2022 2024 2024 |
| 1.5 Strengthen partnerships with museum studies programs 1.5.1 Consider opportunities for operational support from museum studies programs 1.5.2 Develop DEAI training program in concert with Cooperstown Graduate Program 1.5.3 Recruit museum studies programs to become institutional members of MAAM | <ul style="list-style-type: none"> Board President Executive Director Board President CGP faculty Development Committee Full Board | 2022 2023 2022 |

| Goals and Action Steps | Accountability | Completion Date |
|--|---|-----------------|
| 1.6 Develop an operating endowment | | |
| 1.6.1 Define goal for endowment principal | <ul style="list-style-type: none"> • Development Committee | 2022 |
| 1.6.2 Produce an analysis of other regional and national associations/organizations and how they built and manage their endowments | <ul style="list-style-type: none"> • Development Committee • Graduate student workers | 2022 |
| 1.6.3 Determine target audience for endowment fundraising | <ul style="list-style-type: none"> • Development Committee • Full Board | 2022 |
| 1.6.4 Use annual appeal and grant funding to help build endowment | <ul style="list-style-type: none"> • Development Committee • Executive Director | 2022 |
| 1.6.5 Develop planned giving program to support endowment | <ul style="list-style-type: none"> • Development Committee • Executive Director | 2024 |

2. Define the roles, responsibilities, and expectations for MAAM's trustees and staff

Currently, MAAM's Board is guided by a set of by-laws that have not changed during the rapid expansion of the organization's membership during the last five years. During this time, MAAM's membership tripled and the Board reached its current peak at sixteen members. While MAAM's Board is diverse, the trustees hope to become more so in the future.

The Governance Committee will review MAAM's current bylaws and determine if they meet the needs of a growing organization. To encourage greater Board participation and create clarity of roles among trustees, a Board manual will be created to effectively ensure Board members clearly understand their roles and responsibilities. In addition, the committee will review current standing committees and define the structure and requirements of each committee.

Annually assessing the organization's effectiveness, relevancy and quality of membership service will allow the trustees to develop a template and process for an annual organizational assessment for internal reflection. This work will support MAAM's need for an additional staff member and other resources for continued organizational growth.

2. Define the roles, responsibilities, and expectations for MAAM's trustees and staff

| Goals and Action Steps | Accountability | Completion Date |
|---|---|---|
| <p>2.1 Create a revised Board manual to outline trustee and committee duties</p> <p>2.1.1 Develop a draft of the revised Board manual</p> <p>2.1.2 Present the revised document to the Board for review and approval</p> | <ul style="list-style-type: none"> • Governance Committee • Executive Committee • Finance Committee • Governance Committee | <p>2022</p> <p>2023</p> |
| <p>2.2 Create an annual organizational assessment to evaluate MAAM's accomplishments and areas for improvement</p> <p>2.2.1 Develop a process and template for evaluation</p> <p>2.2.2 Share template with Board and Executive Director and meet if necessary</p> <p>2.2.3 Board and staff will participate in a pilot review of the organization</p> <p>2.2.4 Refine and discuss template and process. Re-populate with new and revised action steps at Summer Retreat</p> <p>2.2.5 Present process, template, and first year pilot findings & reflections to Membership at Annual Meeting</p> | <ul style="list-style-type: none"> • Governance and Administration task force • Executive Director • Full Board • Executive Director • Full Board • Full Board • Development Committee • Graduate student workers • Governance Committee | <p>2022</p> <p>2022</p> <p>2022</p> <p>2022</p> <p>2022</p> |
| <p>2.3. Expand MAAM's staff</p> <p>2.3.1 Write job description for an additional staff member</p> <p>2.3.2 Approve new position</p> <p>2.3.3 Recruit and hire additional staff member</p> | <ul style="list-style-type: none"> • Executive Director • Full Board • Executive Director • Full Board | <p>2023</p> <p>2022</p> <p>2023</p> |

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

MAAM has made great progress to increase its marketing and media presence. To ensure continued operational sustainability, It is important for MAAM to attract new members from within the Mid-Atlantic region and beyond to further expand the organization.

To meet the challenge of marketing to its audiences, MAAM's Board will work with a professional consultant to assist in the development of a marketing strategy to understand the demographics and needs of its audience. As the museum field becomes more diverse, it is essential to effectively market the organization via a wide variety of media channels. MAAM's marketing strategy will include a range of strategies to track the success of the organization's outreach.

MAAM will identify topics of interest to its members and maintain a regular presence on each of its platforms. MAAM will familiarize itself with various platforms including Facebook Analytics, Instagram Insight, and Google Analytics to track changing trends, traffic on MAAM's platforms, and potential new avenues of marketing expansion.

| 3. Increase the organizational presence within the Mid-Atlantic region and nationally | | |
|--|--|-------------------------------------|
| Goals and Action Steps | Accountability | Completion Date |
| <p>3.1 Develop and execute an annual marketing strategy</p> <p>3.1.1 Review MAAM's current marketing efforts</p> <p>3.1.2 Identify and hire a paid or pro bono contractor to facilitate a marketing strategy</p> <p>3.1.3 Implement marketing contractor's recommendations</p> | <ul style="list-style-type: none"> • Full Board • Full Board • Executive Director • Executive Director | <p>2022</p> <p>2022</p> <p>2022</p> |
| <p>3.2 Develop a system to evaluate and utilize marketing analytics</p> <p>3.2.1 Gain familiarity with digital analytics programs and evaluate MAAM's current marketing statistics</p> <p>3.2.2 Research marketing methods to increase interaction across MAAM's digital community</p> <p>3.2.3 Develop & maintain a proactive presence across all media channels to strengthen analytical performance</p> | <ul style="list-style-type: none"> • Executive Director • Executive Director • Executive Director | <p>2022</p> <p>2023</p> <p>2023</p> |
| <p>3.3 Expand audiences through increased impressions/interactions and marketing</p> <p>3.3.1 Research topics of interest to MAAM's audience</p> <p>3.3.2 Identify new platforms to effectively reach new, broader audiences</p> <p>3.3.3 Integrate new platforms and topics into MAAM's marketing strategy</p> | <ul style="list-style-type: none"> • Intern • Intern • Executive Director | <p>2024</p> <p>2024</p> <p>2024</p> |

4. Expand and diversify membership and ensure financially self-sustaining programs

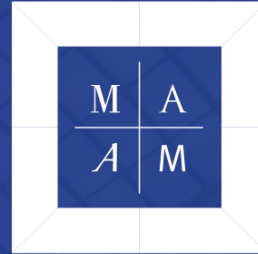
MAAM's value is tied to the effectiveness of the programs and resources offered to its members. The current slate of programming is reliant on the Building Museums conference for revenue and recognition. To increase revenue and engage a more diverse membership, MAAM will create new offerings and strengthen existing programs.

MAAM will develop a programming model that is financially sustainable and revise MAAM's programming fee structure, secure grants and corporate sponsorships, and leverage strategic partnerships. In order to maximize effectiveness, MAAM will develop a system of internal and external evaluation to determine MAAM's constituents' programmatic interests and MAAM's capacity to accommodate them.

Although it has grown steadily over the past few years, MAAM's membership is currently the second smallest of all regional museum associations. The development of an attractive membership package, as well as a recruitment and retention strategy will help grow and retain MAAM's membership. The number of museums and museum studies programs within the Mid-Atlantic region offer unique potential to achieve this goal.

| 4. Expand and diversify membership and ensure financially sustaining programs | | |
|---|--|---|
| Goals and Action Steps | Accountability | Completion Date |
| <p>4.1 Create an efficient and consistent schedule of programming</p> <p>4.1.1 Determine organizational capacity to support and sustain new and existing programs</p> <p>4.1.2 Develop an internal rubric to determine the viability of programs</p> <p>4.1.3 Plan and implement an annual timeline for programming</p> | <ul style="list-style-type: none"> • Full Board • Full Board • Executive Director • Executive Director | <p>2022</p> <p>2022</p> <p>2023</p> |
| <p>4.2 Grow member recruitment and retention</p> <p>4.2.1 Assess programmatic interests and needs of current and potential members</p> <p>4.2.2 Leverage findings to develop an attractive membership package</p> <p>4.2.3 Create a membership recruitment and retention strategy and evaluate regularly</p> | <ul style="list-style-type: none"> • Program Committee • Membership Committee • Membership Committee • Full Board • Full Board | <p>2022</p> <p>2022</p> <p>2023</p> |
| <p>4.3 Ensure programming that is inclusive, accessible and relevant</p> <p>4.3.1 Develop an ongoing system of program and audience evaluation and responsive program refinement</p> <p>4.3.2 Identify and adopt new methods and platforms for program delivery to maximize reach and accessibility</p> <p>4.3.3 Research competing program offerings from other organizations and identify unique program topics and formats</p> <p>4.3.4 Revise program creation model and calls for proposals to encourage diverse panels</p> <p>4.3.5 Incorporate new model into program review for Annual Meeting and Building Museums</p> | <ul style="list-style-type: none"> • Program Committee • Executive Director • Program Committee • Intern • Program Committee • Program Committee • Full Board • Executive Director | <p>2022</p> <p>2023</p> <p>2022</p> <p>2023</p> <p>2023</p> |
| <p>4.4 Develop a programming model that strengthens earned revenue</p> <p>4.4.1 Create programs with strategic partners to minimize MAAM's financial burden</p> | <ul style="list-style-type: none"> • Executive Director • Program Committee | <p>2024</p> |

| Goals and Action Steps | Accountability | Completion Date |
|--|--|----------------------------|
| <p>4.4.2 Review and revise the fee structure for all programming to maximize earned income</p> <p>4.4.3 Identify and secure grants and corporate sponsorships that support programming</p> | <ul style="list-style-type: none"> • Executive Director • Program Committee • Finance Committee <ul style="list-style-type: none"> • Executive Director | <p>2023</p> <p>2024</p> |



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