

Adopted 6/22/22



MUSEUM ASSOCIATION
OF NEW YORK

Strategic Plan 2022-2026

Goals

- Maintain Fiscal Sustainability
- Expand Services to the Field
- Strengthen our role as Diversity, Equity, Access, Inclusion, and Justice Advocates and Practitioners
- Grow Organizational Capacity
- Invest in Board Governance and Development

Mission

The Museum Association of New York shapes a better future for museums and museum staff by uplifting best practices and building organizational capacity through advocacy, training, and networking opportunities.

Aspirations

- Support museums becoming sustainable and positive places that
 - are essential to their communities
 - create opportunities for historically marginalized museum employees to learn about, work in, and contribute to the field
 - contribute to the economic vitality of their region
 - offer opportunities for creativity and civic engagement
 - lead to environmental responsibility
 - share inclusive history and culture
 - promote lifelong learning
- Advance accountability in administrative, financial, and collections management practices.
- Advocate for the adoption of living wage for museum staff and aspiring museum staff that recognizes responsibilities, experience, education, and skills.
- Inspire museum professionals to stay in the field through professional development, continuing education, community building, and by providing opportunities to reimagine and reinvent museums.
- Secure the future of the Museum Association of New York and advance the goals of the organization by attaining reliable and stable finances to support staff positions and operations.

Goal 1: Maintain Fiscal Sustainability

Objective 1: Strengthen and Diversify Earned and Raised Revenue Streams

Strategies:

- Research and increase the number of grant applications that MANY submits to potential funders and cultivate foundation leaders.
- Increase/grow number of individual donors and corporate/industry partners through cultivation and developing new sponsorship opportunities.
- Increase/grow amount of donations
 - Mail appeal for donations twice annually
 - Identify opportunities for fundraising at events and annual conference
 - Identify opportunities to raise funds for MANY from tourism and municipal partners to support our work with museums.

Objective 2: Increase Membership Revenue by 10% by 2026

Strategies:

- Increase the number of members
 - Increase retention rate
 - Identify potential new members and mail an annual appeal
 - Target regions with strong potential for growth
 - Mail via USPS renewal notices quarterly
- Increase engagement with larger museums.
 - Ask larger museums to host workshops/meetups
 - Invite staff from larger museums to participate in programs
- Assess museum association membership rates with the Coalition of State Museum Associations (COSMA)
 - Adjust membership rates commensurately based on data from COSMA

Objective 3: Continue to be a Regranting Agency

Strategies:

- Build on Pomeroy Fund for NYS History
- Investigate other private/state/federal regranting partnership potential

Objective 4: Build an operating reserve by raising funds that exceed operating expenses by \$10,000 annually for a goal of an additional \$30,000 per annum by YE 2026.

Strategies:

- Identify and apply to private foundation sources that donate to endowments and reserve funds, although they may be few and hard to identify.
- Allocate a percentage of membership revenue to the reserve fund. Allocate funds at the end of the fiscal year.
- Continue to control spending to allow growing revenue streams to be added to the reserve.
- Explore launching a specific campaign dedicated to raising funds for the reserve.

Goal 2: Expand Services to the Field

Objective 1: Create Opportunities for Learning and Discussion.

Strategies:

- Create programs and safe spaces that encourage candid discussion about working in museums.
- Solicit feedback and strategize around emerging trends that will affect the future of museums and promote what needs to change; encourage self-evaluation considering emerging trends.
- Offer programs in response to stated need and suggestions offered through feedback, include finance and fiscal accountability.

Objective 2: Build and Strengthen Member Services

Strategies:

- Create a model document section on the website by crowd sourcing examples.
- Remove barriers to membership by first conducting a survey to identify obstacles
- Share survey with board membership committee to create an action plan that could include discounted or upgraded membership levels
- Create an industry partner subcommittee to address and support industry partnerships.
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Objective 3: Research, Prepare, and Share Case Studies, Professional Development Programs, and Continuing Education Opportunities

Strategies:

- Amplify best practices by sharing case studies through MANY's electronic communications, programs, publications, and annual conference.
- Continue to produce programs on-site in museums, virtually, and hybrid formats so that more museum staff can participate.
- Identify resources for museum staff development.
- Continue to be statewide representative for Smithsonian SITES, Museums on Main Street Programs, raise funds and support programming for participating museums.

Goal 3: Strengthen our Role as Diversity, Equity, Advocacy, Inclusion, and Justice Advocates and Practitioners

Objective 1: Support Professional Development for BIPOC; LGBTQIA+, People with Disabilities; and Emerging Museum Professionals to Help Them Overcome Barriers to Working in Museums

Strategies:

- Create programming with/by/for people who have diverse abilities including neurodivergent and diverse physical and intellectual capacities.
- Raise funds for additional scholarships for MANY programs for people from historically marginalized communities.
- Amplify the work of BIPOC and people with disabilities who are museum professionals through MANY's electronic communications.
- Continue to partner with Museum Hue to produce programs.
- Identify and support museum studies networks and collaborate with museum studies programs.
- Collaborate with universities and colleges to share information about opportunities in the museum field.
- MANY will create conversation spaces about how museums can increase access to museums for underserved and traditionally marginalized communities.
- MANY will highlight programs that are creating opportunities for BIPOC access to museum employment opportunities.

Objective 2: Incorporate DEAIJ Holistically into MANY's Work

Strategies:

- Ensure that at each meeting, program, and event we invite perspectives from as many voices as possible.
- Increase representation by historically marginalized groups on MANY's Board of Directors.

Objective 3: Create a Document or Tool that Illustrates Hiring Best Practices including Salary Transparency

Strategies:

- Collect examples from the field
- Include diversity strategies that encompass all internal and external museum departments.
- Actively share that information with the field.
- Identify organizational self-assessment tools including implicit bias training.

Goal 4: Strengthen MANY Organizational Capacity

Objective 1: Conduct an annual assessment of work plan and realistically match organizational goals with staff capacity.

Strategies:

- Create annual work plan in Asana.
- Executive Director meets with staff quarterly to review and adjust work plan to current circumstances.

Objective 2: Leverage data to build organizational capacity

Strategies:

- Invest in staff and staff professional development to gain data management skills.
- Manage and present data to reveal opportunities or realign resources.

Objective 3: Formalize administrative procedures

Strategies:

- Review and approve personnel policy under review by NYCON legal team.
- Create an administrative operating procedure manual including:
 - Finance
 - Website maintenance
 - Member Management
 - Annual Conference
- Create a social media policy, internal and external
- Create a code of conduct policy that will apply to staff, board, members, vendors, and program attendees.

Objective 4: Advocacy

Strategies:

- Dedicate professional development funds to build staff expertise on state and national advocacy information and skills.
- Develop annual legislative agendas to increase state and federal funding to museums.
- Maintain and build relationships with elected officials, keep them informed and engaged.
- Work with AAM to achieve national/federal goals.

Objective 5: Explore Rebranding MANY

Strategies:

- Identify consultant to lead branding exercise
- Conduct brand audit of current materials (can be done prior to engaging consultant)
- Identify "customer" touch points (can be done prior to engaging consultant)
- Develop/share online survey with current/lapsed/prospective MANY members to inform brand development work
- Conduct brand development workshop with a working group of staff and board members
- Develop/adopt brand platform
- Identify strategy for "living the brand"

Goal 5: Invest in Board Governance and Development

Objective 1: Ensure That Internal Structures, Policies and Procedures are Current

Strategies:

- Assess which policies and procedures manuals are needed; set a timeline for creation/updating.
- Develop benchmarks for Governance Committee in response to Strategic Plan.
 - Draft committee agendas by end of Q1 for Q2, Q3, and Q4

Objective 2: Develop a Board and Staff Succession Plan with Measurable Goals

Strategies:

- Research capacity building grants to address this and utilize a consultant.
- Appoint a Board and Staff task force to work together on succession plan.
- Create a written plan for emergency and long-term succession for Executive Director, Staff, and Board Officers.
- Include leadership training for Board and Staff as part of this plan.

Objective 3: Recruit and retain a diverse and inclusive Board of Directors

Strategies:

- Continue MANY's insistent efforts to identify excellent board candidates who reflect all aspects of diversity and inclusion.
- Develop a year-round plan of action to be ready for board elections.
- Develop a board orientation program that welcomes new members and encourages their active participation.

Objective 4: Leverage board skills, resources, actions, and responsibilities to benefit the organization and the field.

Strategies:

- Draw upon experience of board members for sharing best practices.
- Continue to identify specific expertise needed from board members.
- Ask each board member to sign up for one program or event during the year in addition to the annual conference, e.g., grant review/writing, Awards of Merit review committee, silent auction, etc.
- Continue to identify opportunities/responsibilities for Board members to serve the field/MANY – speaking opportunities, workshop presentations, meet ups

Objective 5: Conduct biennial board self-evaluations:

Strategies:

- Share MANY staff's board tracking sheet at the end of each calendar year with individual board members.
- Create a procedure for annual calls between board leadership and board membership.
- Review existing evaluations and adapt one that will work for MANY to include whether and how roles and responsibilities are being fulfilled and how the Executive Director and the organization are being supported.
- Include awareness questions of key policies and procedures that can be addressed at board meetings.
- Use the self-evaluation to encourage self-reflection about board membership, engagement and when discussing renewal of terms.

Objective 6: Maintain relationships with, engage, and leverage the expertise of former board members who hold both the internal and external history of MANY.

Strategies:

- Create an accurate list and contact information of former board members.
- Create a MANY advisory council and invite former board members to participate.
- Hold annual/biannual call with former board members with specific agenda/ discussion items e.g., sector updates.
- Invite to attend programs.
- Use former board members in advisory capacities and on advisory committees.