



MUSEUM ASSOCIATION  
OF NEW YORK

Leadership • Education • Advocacy

# Strategic Plan 2018-2020

## **Mission**

The Museum Association of New York inspires, connects, and strengthens New York's cultural community statewide by advocating, educating, collaborating, and supporting professional standards and organizational development.

## **Vision**

MANY ensures that New York State museums operate at their full potential as economic drivers and essential components of their communities.

## 2018-2020 Work Plan

1) Strategic Issue: Governance									
GOAL: MANY will strengthen its Board of Directors and Committee Operations									
Strategy	Actions	Executive Committee	Governance/ Nominating Committee	Finance/Audit Committee	Membership/ Development	Program Committee	Marketing Committee	Executive Director	Target Date
1. Develop infrastructure to effectively and efficiently support governance operations									
1.1	Develop succession plan for board leadership	✓						✓	Q4 2017, 2020
1.2	Create committee charges and formalize schedules	✓							Q1 2018
1.3	Implement a board skills inventory	✓							Q2 2018
1.4	Review policies including bylaws and personnel policies	✓						✓	Q3 2018
1.5	Define board diversity and begin recruitment efforts								Q4 2018
1.6	Review the board job description	✓	✓						Q1 2019
1.7	Develop a board application		✓					✓	Q2 2019
1.8	Develop a board orientation process		✓					✓	Q3 2019
1.9	Create a virtual board manual		✓					✓	Q4 2019
1.10	Explore involving non-board members in committees		✓					✓	Q1 2020
1.11	Identify and formalize board professional development priorities and opportunities		✓						Q2 2020

Strategy	Actions	Executive Committee	Governance/ Nominating Committee	Finance/Audit Committee	Membership/ Development	Program Committee	Marketing Committee	Executive Director	Target Date
2) Strategic Issue: Operations Goal: MANY will leverage staff and technology to effectively support museums across NYS.									
2.1	Upgrade membership database							✓	Q1 2018
2.2	Develop a position description for Executive Director	✓							Q2 2018
2.3	Assess staffing model and priority areas for adding staff							✓	Q3 2018
2.4	Implement competitive benefits and compensation and review on annual basis	✓							Q3 2018 and Annually
2.5	Implement annual Executive Director evaluation	✓							Q4 2018 and Annually
2.6	Develop Executive Director Succession Plan	✓						✓	Q1 2019
2.7	Review and assess facility needs	✓						✓	Q2 2019 and Annually
2.8	Develop a technology plan							✓	Q1 2020

3) Strategic Issue: Revenue Generation

Goal: Secure the resources required to sustain the mission and strengthen programs; diversify and increase funding sources.

Strategy	Actions	Executive Committee	Governance /Nominating	Finance Committee	Member Fundraising	Program Committee	Marketing Committee	Executive Director	Target Date
3.1	Review and strengthen the revenue generation plan	✓		✓	✓			✓	Q1 Annually
3.2	Review and strengthen the revenue generation plan	✓		✓	✓			✓	Q1 Annually
3.3	Develop call to action (value and importance) for donor solicitation	✓			✓			✓	Q3 Annually
3.4	Define the board giving policy		✓		✓				Q4 2018
3.5	Research/review potential new giving sources	✓			✓			✓	Q4 2018
3.6	Evaluate membership and program fees				✓			✓	Q4 2018
3.7	Implement fund development training for board		✓						Q3 2019
3.8	Benchmark and research other statewide associations funding sources							✓	Q4 2019
3.9	Define and demonstrate MANY's value to other museums' board members to increase individual giving				✓				Q4 2019
3.10	Secure strategic partnerships with government agencies for re-granting and programs	✓						✓	Ongoing
3.11	Explore cash sponsorships for MANY programs				✓			✓	Ongoing

4) Strategic Issue: Marketing

Goal: MANY will raise visibility and increase brand awareness of the organization and its programs and impact by strengthening marketing efforts.

Strategy	Actions	Executive Committee	Governance/ Nominating	Finance Committee	Member Fundraising	Program Committee	Marketing Committee	Executive Director	Target Date
4.1	Establish and charge marketing committee	✓							Q3 2018
4.2	Develop a marketing and communications plan						✓	✓	Q1 2019
4.3	Assess and establish brand platform and visual identity						✓	✓	Q3 2019
4.4	Assess MANY messaging by region						✓	✓	Q4 2019
4.5	Develop targeted marketing by region						✓	✓	Q1 2020

5) Strategic Issue: Programs & Impact

Goal: MANY will strengthen and assess its programs offered to membership and the museum community by improving programs and their impact including advocacy efforts and impact assessments.

Strategy	Actions	Executive Committee	Governance/ Nominating Committee	Advocacy/ Committee	Membership/ Development Committee	Program Committee	Marketing Committee	Executive Director	Target Date
Program 5.1.1	Create evaluation and benchmarking for programs							✓	Q1 2018
5.1.2	Reevaluate the Museum Institute program					✓		✓	Q3 2018
5.1.3	Re-launch the Museum Institute program					✓		✓	Q2 2019
5.1.4	Develop a digital directory of resources							✓	Q3 2018
5.1.5	Rank and prioritize programs					✓		✓	Q4 2018
5.1.6	Develop criteria for program decisions including types of museums served					✓		✓	Q1 2019
5.1.7	Develop and implement <u>Museums on Main Street</u>					✓		✓	Q2 2019
5.1.8	Develop and add new programs as conceptualized					✓		✓	Q3 2019 & ongoing
5.1.9	Develop a program matrix for museum service organizations					✓		✓	Q2 2020
5.1.10	Explore offering museum trend analysis reports					✓		✓	Q3 2020
Advocacy 5.2.1	Develop Advocacy Plan			✓				✓	Q2 2018
5.2.2	Develop New Advocacy Toolkit			✓				✓	Q1 2019
5.2.3	Develop new ways to engage legislators			✓				✓	Q1 2020