

MUSEUM ASSOCIATION OF ARIZONA



STRATEGIC PLAN

2003-2008

Adopted September 12, 2003

“Serving, Sharing, Saving”

Museum Association of Arizona
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MISSION

“The Museum Association of Arizona provides statewide leadership among Arizona’s museums and cultural communities through professional support, advocacy, education and collaboration.”

This mission statement is the guiding principle of the Museum Association of Arizona, a non-profit association that supports and provides professional development for people and institutions involved in museums and cultural activities in the state of Arizona. The Museum Association of Arizona (MAA) completed its 1998-2003 Plan and wrote a new plan using the New Planning for Results.

The Museum Association of Arizona, incorporated in February of 1987 and earning non-profit status in 1988, strives to support and foster communication and cooperation between museum workers and related organizations. Workshops and conferences are held to improve professional practices, maintain standards of excellence and stimulate special projects within the museum community. In addition, MAA provides educational opportunities for museum workers, officers, and volunteers to enhance their skills, knowledge, and abilities in all areas of museum operation. Finally, MAA advocates and publicizes its objectives to further its activities in the state.

The New Planning for Results is a process that moves quickly but enables an organization to develop a meaningful, and more important, doable list of goals and objectives that meet the needs of its members. Planning for Results brings together a group of individuals representing the community, in this case museums, libraries, funders, and incorporates their feedback into a plan of action. The following people agreed to spend a considerable amount of their time and talents assisting in this planning process and are to be commended for their service to the MAA community:

Lisa Anderson
Central AZ Museums Association

Dr. Brenda Brandt
Coordinating Committee -History in AZ

Sue Ellen Knorr
Arizona Guides Association

Pamela Levin
Sylvia Plotkin Judaica Museum

Kristen Pumo
Museum Educators Council AZ

Gregory Sale
Arizona Commission on the Arts

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Patricia Smith Museum Association of Arizona	Jo Ann Stuckey Museum Association of Arizona
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Melanie Sturgeon Arizona State Library, Archives	Lynn Tuttle Arizona Community Foundation
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Dr. Peter Welsh ASU Museum Studies	Juliana Yoder Arizona Humanities Council
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Facilitators:

Mala Muralidharan Arizona State Library, Facilitator	Louise Stephens Glendale Public Library, Facilitator
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The Board of the Museum Association of Arizona and the Planning Committee participated in all phases of the planning process and insured that all concerns, issues, and ideas are brought forth and discussed. Both entities were honest in their assessment of the current state of affairs of MAA and filled with ideas and strategies for carrying MAA into a higher level of activity and visibility in the museum and cultural community. A synopsis of the meetings includes:

Meeting One—July 14, 2003

Introduction of the process, visioning for the future, and SWOT analysis of MAA. The process has been adapted from one used to do strategic planning in libraries. The visioning piece asked the committee to think about what Arizona will look like in 2013—in all society, not exclusively the cultural aspects. SWOT refers to strengths, weaknesses, opportunities, and threats and breaks the association down by these outside/inside influences. Getting the committee to think big picture instead of focusing only on the association was helpful in identifying areas that can be successfully addressed by the plan.

Meeting Two—July 21, 2003

The Board of Directors of MAA met in Tucson to talk about the service responses that MAA would chose to begin the strategic planning process. Two areas—professional tools and services, leadership and advocacy—were selected as the primary focus areas for MAA activities. How MAA could lead in being the first and most accessible resource for the needs of members and how to market its many strengths was the meat of the discussion.

Meeting Three—July 28, 2003

The mission statement was refined at this meeting. Leadership, advocacy, professional tools and resources were fleshed out as the critical elements of the plan. Important to the framing of the plan was a frank discussion of

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fundraising and how vital this is to the sustainability of the association and any plans it has for the future

Meeting Four—August 5, 2003

Two themes dominated the Board discussion in taking MAA to the next level—sustainability and capacity.

- Sustainability - referring to the ability to continue the activities and programs that MAA does well while looking for ways to grow the association. Without adequate funding, MAA cannot begin to implement enhanced workshops and conferences, increase membership, and maintain a dynamic website.
- Capacity - referring to resources—time, funding, and commitment by Board/members—that must exist to support the activities that will transition MAA into the future. Association leadership is crucial to success and the incoming leaders must be mentored to take their places at the helm of the association. MAA must market what makes it valuable to members—conference and continuing education, newsletter, developing website. The remainder of the meeting was spent discussing the priorities and activities that need to happen to implement the plan.

The following priorities and activities were selected to put in place for the next five-year plan. Establishing standing committees to address association needs, revising the Board and Bylaws, and seeking more and varied funding to support association activities is all part of this new plan.

Goal: To implement procedures that will ensure the SUSTAINABILITY of the organization.

Goal: To assess the organization's current CAPACITY and resources and to implement plans for growth in all areas.

OBJECTIVE: Establish Standing Committees

Governance Committee - The charge of the committee will be the overall operation of the association-- Bylaws and their revision, operational policies, and terms of service for board members.

Level One

- Appoint Board Liaison
- Appoint Committee Chair and establish committee

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- Establish Ad Hoc committee for Bylaws, Operations Manual/Job descriptions review (review last year's Bylaws committee report)
 - Staggered two year positions for board positions
 - Duty changes:
 - ✓ First vice president to president elect
 - ✓ Second vice president to director of professional development in charge of professional development workshops and oversees the annual conference chair
 - ∅ Nominate or select an annual conference chair and committee
 - Annual conference chair - two year commitment—one as co-chair, one as chair
- Develop an organizational chart, chain of command, and order of succession
- Annually review Strategic Plan – 30 days prior to and report at Annual Meeting
- Nominations committee-immediate past president is chair
- Look into fiscal, administrative, and membership years for re-alignment
- Research establishing a Director to Board from State Tribal Museums
- Revamp number of voting members, includes immediate past president and NASMA rep

Level Two

- Create orientation packet and training for board members
- Research Director and Officer insurance for the Association

Grants Committee - The charge of the committee will be to identify sources of funding for operational expenses and special projects.

Level One

- Appoint Board Liaison
- Appoint Committee Chair with grant writing expertise
- Form committee
- Request assistance from major funders in how to be more successful when writing grants and what opportunities mesh with MAA's needs and foundations priorities:
 - AZ Humanities Council, AZ Commission of the Arts
 - AZ Community, Flinn, Piper, Pulliam Foundations
 - State Library
 - Marilyn Boess – Just Grants
 - AOT/funds for workshops (AOT/Rural Development)

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- Write Grant for Administrative support

Level Two

- Locate a professional to write grants pro bono
- Look for new and experienced faces for mentoring opportunities
 - Put ad in newsletter looking for new faces
- Research the grants available and infuse new ideas for grants

Membership Committee- The charge of the committee will be to work closely with the MAA Coordinator and newsletter editor for membership retention and expansion. Duties include developing a listserv for members.

Level One

- Appoint Board Liaison
- Appoint Committee Chair and establish committee
- Develop/print new Membership Brochure, find sponsor
 - Include MAA Mission in the brochure
 - Fees- Clarify fees – should they be tied to MAA fiscal year, calendar year, or month membership is paid
 - Define membership levels (especially Institutional level), categories, and benefits in the brochure
- Assess current membership – increase membership by looking at who is and who isn't a member and targeting non-member institutions

Level Two

- Work with and invite liaisons from other Associations to participate with board--Arizona Library Association, Native American tribal liaison, Arizona American Indian Tourism Association
- Membership/Institution Survey
 - Reformat survey form
 - Annually distribute survey form by September 1, return date January 1, and results analyzed and distributed by annual meeting.

Fundraising Committee - Funding is critical to the overall sustainability of the association. Currently, the conference is the major fundraiser for the association but it does not bring in the funding necessary to support new activities that will expand MAA. The charge of this important committee will be to develop strategies to bring in funding for MAA.

Level One

- Appoint Board Liaison

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- Appoint Committee Chair and establish committee
- Develop and solicit funding to support at least one annual event in addition to the annual meeting
- Look into promotional items to sell and for name recognition—tote bags, cookbooks, pins, pens, pencils, t-shirts, badges, etc.
- Explore sponsorships to underwrite costs or provide in-kind for events, promotional items, newsletter, website, brochure, etc.
- Auction(s) and Raffles

Level Two

- Sell conference associated papers as fundraisers to other Associations or members

Communications Committee – The charge of this committee includes working with newsletter editor, website, and coordinating with the Membership Committee.

Level One

- Appoint Board Liaison
- Appoint Committee Chair and establish committee
- Newsletter
 - Newsletter Editor
 - ✓ Establish and notify Committees and Affiliates of the Newsletter production and mailing schedule
 - ✓ Establish regular columns from Standing Committees, Affiliates and contributing writers
 - ✓ Put newsletter on MAA website
 - ✓ Newsletter issues should be 4 – 6 times per year with a goal to have one every 6 weeks
- Name badges & Business Cards – create and distribute

Level Two

- Promote national listservs to members
- Promote conference associated papers as fundraisers to other Associations or members
- Website design and maintenance – Research obtaining student interns to take as an assignment each year
 - Research linkages with other Associations
- Appoint Historian for association to preserve institutional memory

Level Three

- Develop a listserv for membership

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Professional Resources Committees - The charge of these committees will be to function as sites for information for members.

Level One

- Appoint three Board Liaisons
- Appoint three Committee Chairs and establish three committees for:
 1. Professional Development
 2. Annual Meeting
 3. Professional Resources
- Develop categories/areas of mentorship expertise (i.e., collections, conservation, fundraising, volunteers, exhibits, programming, etc.
 - Include affiliates in experts list
- Publicize to gain mentors
- Continually publicize to membership as a resource through
 - Newsletter
 - Website
- Support emerging Affiliates and professional interest committees
- Assist with the Annual Conference or Workshops

Level Two

Conduct mentoring sessions at conferences/workshops
Work to develop toolkits of interest for members

This Strategic Plan, adopted by the MAA Board on September 12, 2003, was sent to the State Library to join the other plans that have been written in the state. The most important part of the process is implementation and that will fall to the capable hands of the president and the Board members.

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Professional Development Committee - The charge of this committee will be to seek out sources and opportunities for professional development for members.

Level One

- Appoint a Board Liaisons
- Appoint a Committee Chair and establish a committee
- Develop categories/areas of mentorship expertise (i.e., collections, conservation, fundraising, volunteers, exhibits, programming, etc.)
 - Include affiliates in experts list
- Publicize to gain mentors
- Continually publicize to membership as a resource through
 - Newsletter
 - Website
 - Other appropriate opportunities
- Support emerging Affiliates and professional interest committees
- Assist with the Annual Conference or Workshops

Level Two

Conduct mentoring sessions at conferences/workshops

Annual Meeting Committee - The charge of this committee will be to over see the planning and implementation of the Association's Annual Meeting.

Level One

- Appoint a Board Liaison
- Appoint a Committee Chair and establish a committee
- Arrange the Annual Meeting Site
- Partner with the Local Planning Committee
- Work with the Professional Development and Professional Resources Committees to develop the sessions and/or workshops
- Continually publicize to membership as a resource through
 - Newsletter
 - Website
 - Other appropriate opportunities

Level Two

Research and select two future Annual Meeting Sites
Mentor the future Local Planning Committees

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Professional Resources Committee - The charge of this committee will be to function as a central site for information for members.

Level One

- Appoint a Board Liaison
- Appoint a Committee Chair and establish a committee
- Search for, research, and/or develop professional resources and information categories/areas of mentorship expertise (i.e., collections, conservation, fundraising, volunteers, exhibits, programming, etc.)
 - Include affiliates in experts list
- Publicize committee's work to gain more resources and information and to meet membership needs
- Continually publicize to membership as a resource through
 - Newsletter
 - Website
 - Other appropriate opportunities
- Support emerging Affiliates and professional interest committees
- Assist with the Annual Conference or Workshops

Level Two

Work to develop toolkits of interest for members

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The Strategic Plan was amended by the MAA Board on January 16, 2004 to redefine the standing Professional Resources Committee into three separate standing committees: Professional Development, Annual Meeting, and Professional Resources.