

MAINE ARCHIVES & MUSEUMS

STRATEGIC PLAN

2019-2024



SUMMARY

Introduction to Maine Archives & Museums

The Association of Maine Archives and Museums (MAM) is the only professional association representing museums, archives, historical societies, and other collecting institutions in the State of Maine. A list of MAM's board members may be found on page two. MAM engages one part-time consultant to perform Executive Director duties.

Mission of MAM

MAM actively stimulates the flow of knowledge and support among organizations and individuals in Maine who identify, collect, interpret, and/or provide access to materials relating to history, living collections, and culture, in order to strengthen and promote all collecting institutions in Maine. They seek to fulfill this purpose by providing continuing professional education; providing a forum for the exchange of information among individuals and institutions; facilitating collaboration with other organizations and individuals that represent allied disciplines; and promoting member institutions and businesses to the public.

Background to this Plan

MAM's previous strategic plan was approved in 2014 and executed through 2018. In late 2018, consultant Dela Murphy of Nuf Sed was hired to gather feedback from MAM stakeholders, especially members, and guide the creation of a strategic plan. The MAM Board of Directors, Executive Director Dugan Murphy, and consultant Dela Murphy gathered for a planning session to renew MAM's strategic plan on January 22, 2019. Dela shared the aggregated survey results, and led the board in a SWOT analysis of the organization. The result of that analysis was used to develop a list of key actionable items. This work was made possible due to a grant from the Maine Arts Commission.

Overview of this Plan

The MAM Board of Directors is interested in focusing on four core areas: outreach, technology, organizational development and services. This document captures priorities in each of these areas, high level goals and focused tactics the board committees will work to accomplish from 2019 through 2024. A detailed management document that includes all information here, timelines and more information was created in AirTable, a collaborative space the team may use for plan execution.

**MAINE ARCHIVES & MUSEUMS
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2019 BOARD OF DIRECTORS

The following board members collaborated to create this strategic plan.

Officers

Cipperly Good, President
Erin Rhodes, Secretary

Renee DesRoberts, Vice President
Kate Raymond, Treasurer

At Large Members

Lorraine DeLaney
Larissa Vigue Picard
Starr Kelly
Jennifer Pye
Abby Dunham
Katie Donahue

Katie Worthing
Kathy Goldner
John Taylor
Kate Herbert
Anastasia Weigle

BOARD COMMITTEES

Executive Committee
Programs Committee
Technology Committee (New)
Advocacy Committee
Nominating Committee

Finance Committee
Communications Committee
Conference Committee
Membership Committee

CONSULTING

Strategic planning support was provided by Dela Murphy, Partner with Nuf Sed. Dela drafted this report.

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PLAN

OUTREACH

We prioritize increasing the reach of MAM's communications, focused on advocacy & membership.

GOAL: Increase membership and retention through targeted marketing & onboarding

| Tactics: | Ownership |
|--|--|
| Create a membership marketing plan that targets recruiting specific interest groups of potential members | Membership Committee (delegates to Communications Committee) |
| Create an onboarding protocol for new members | Membership Committee |
| Establish a MAM presence at regional and national conferences | Board |

GOAL: More effectively advocate on a state-wide basis

| Tactics: | Ownership |
|--|--------------------|
| Create and implement an advocacy plan | Advocacy Committee |
| Recruit a legislative liaison to notify MAM board of issues at the state house of concern to MAM members | Advocacy Committee |
| Create regional maps of collecting institutions to send to Maine legislators | Advocacy Committee |
| Connect with adjacent industries in Maine and determine best strategy to partner to achieve MAM's outreach goals | Advocacy Committee |

GOAL: Leverage new & existing communications tools to increase MAM's reach

| Tactics: | Ownership |
|---|--------------------------|
| Create and implement a marketing strategy | Communications Committee |
| Update MCIOP list | Membership Committee |

GOAL: Ensure MAM is involved in state-wide or national anniversary celebrations

| Tactics: | Ownership |
|--|--------------------------|
| Explore ways to work with the Maine Bicentennial Commission | Communications Committee |
| Have an exhibitor table at the UMaine Bicentennial celebration | Communications Committee |
| Explore ways to be a part of the US Sestercentennial celebration | Communications Committee |

ORGANIZATIONAL DEVELOPMENT

We prioritize ensuring the longevity of MAM by stewarding a well-funded, well-peopled, and well-structured organization.

GOAL: Assess and attend to organizational capacity & knowledge retention

| Tactics: | Ownership |
|---|--|
| Revise the Executive Director's contract-assigned duties based on stated needs and increase hours as necessary | Executive Committee |
| For succession planning purposes, institute a buddy system for onboarding each new board member, committee chair, and officer | A new temporary working group to be created - "Onboarding" |
| D.A.D = Discover documents of importance, Assess which need preservation how, and decide how to Disseminate to board members | A new temporary working group to be created - "Records Management" |

GOAL: Create and implement financial oversight & development process

| Tactics: | Ownership |
|---|--|
| Draft a description of the Finance Committee and what they do | Draft by Finance Committee to be approved by the board |
| Redefine the Membership Committee to be a Membership/Development Committee | Discussion by Membership Committee, then bring to board for approval |
| Finalize and approve Jenn's draft Finance Policy | Finance Committee |
| Assess fund reserves goal to ensure it matches our current budget and develop reserves goal projections to match future future budget increases | Finance Committee |
| Assess MAM's programs for sponsor funding opportunities and potential sponsors | Membership/Development Committee |

TECHNOLOGY

We prioritize educating historical/cultural organizations about how & why technology matters.

GOAL: Use technology to enhance MAM's external communications.

| Tactics: | Ownership |
|---|--------------------------|
| Utilize existing communications resources like MELibs and Mcultrl listservs to share information | All committees |
| Review MAM's website design, organization, and content | Communications Committee |
| Leverage video-documentation and streaming to capture and share annual conference content | Conference Committee |
| Explore technologies that will enable MAM to communicate more ingeniously, compellingly and interactively with its audience | Communications Committee |

GOAL: Ensure MAM is using appropriate technology now and in the future.

| Tactics: | Ownership |
|---|----------------------|
| Create a technology committee to take the lead on technology initiatives | Executive Committee |
| Review MAM's technological tools for effectiveness | Technology Committee |
| Determine the best option for storing and organizing MAM's digital files for access and use by the board and committees | Technology Committee |
| Offer video conferencing at board meetings | Technology Committee |

GOAL: Leverage technology to enhance educational offerings

| Tactics: | Ownership |
|---|--------------------------|
| Organize workshops on technology topics | Programs Committee |
| Offer webinars | Programs Committee |
| Offer video conferencing at in-person workshops | Programs Committee |
| Create a Q&A resource for technology issues | Communications Committee |

SERVICES

We prioritize providing quality services that will meet a wider range of constituents and stakeholders.

GOAL: Increase quality of Annual Conference to build toward 150 average attendees by 2024

| Tactics: | Ownership |
|---|----------------------|
| Offer a wider range of well-vetted and relevant sessions | Conference Committee |
| Promote the Annual Conference more effectively | Conference Committee |
| Create regional networking opportunities at the Annual Conference | Conference Committee |

GOAL: Enhance the quality of the newsletter through content and material changes

| Tactics: | Ownership |
|--|--------------------------|
| Draft a plan for making the newsletter full-color | Communications Committee |
| Create and implement a plan to increase the number of newsletter advertisers and the number of advertising options | Communications Committee |
| Introduce new, relevant content | Communications Committee |

GOAL: Enhance the quality of MAM's workshop offerings to increase attendance by 10% annually

| Tactics: | Ownership |
|---|--------------------|
| Provide a series of workshops that work toward a MAM sponsored/developed certification program | Programs Committee |
| Design a new registration scheme that offers sliding scale event fees based on institutional type | Programs Committee |
| Survey everyone on the MAM mailing list for workshop topic ideas | Programs Committee |

GOAL: Audit MAM's member benefit suite and implement changes to enhance quality and expand offerings

| Tactics: | Ownership |
|---|-----------------------|
| Audit MAM benefits suite | Membership Committees |
| Develop a referral database as a member benefit instead of one-on-one service | Membership Committee |
| Provide members-only services via the website | Membership Committee |
| Offer "Sexy Mixers" | Programs Committee |
| Offer group health insurance or liability insurance to members | Membership Committee |
| Add a jobs and internships board to the MAM website | Executive Director |