

NATIONAL MUSEUM OF AMERICAN HISTORY

# STRATEGIC PLAN

FY 2005—FY 2010

# NMAH STRATEGIC FRAMEWORK

## **OUR MISSION**

***The National Museum of American History, Behring Center* dedicates its collections and scholarship to inspiring a broader understanding of our nation and its many peoples. We create learning opportunities; stimulate imaginations, and present challenging ideas about our country's past.**

## **OUR VISION**

The Smithsonian Institution is committed to “the increase and diffusion of knowledge,” and that commitment frames the vision of the National Museum of American History. As the nation’s history museum, we are committed to documenting and preserving our rich and diverse history through active collecting and research and to engaging the public in that history through exhibitions, programs, and other forms of outreach. We work at the intersection of history and public history, joining rigorous scholarship to a commitment to enhancing public understanding of and engagement in the past.

Critical to this vision is building, preserving, and researching our collections. Our goal is to collect the material culture of people in America and preserve it for the benefit of present and future generations. We seek objects, ordinary and extraordinary, whose stories and meanings are rich and complex, that have inherent worth, that both reflect and challenge the conventional wisdom, and that invite us to look deeper or broader. We require these objects and their documented contexts as evidence to illuminate and interpret the larger themes of American history. These collections form the foundation for research, scholarship, exhibition, public programs, and outreach.

The Museum is equally committed to making the ideas, people, and objects of the past come to life for our diverse audiences. Through multi-faceted experiences, in every exhibit and in every program or product that we offer, from school tours to performances, from curriculum materials to Web sites, our focus is on engaging everyone in history, from young to old, individuals as well as families and groups, at the Museum or as part of our outreach across the nation, whether on vacation or in school groups. As the nation’s history museum, we define our community broadly, encompassing the American people in all their diversity, not only demographically but also in terms of interests, learning styles, levels of knowledge, and expectations.

## NMAH STRATEGIC FRAMEWORK

Toward that end, the Museum has identified two overarching educational goals:

- To have visitors come away from their Museum experience thinking about America, American history, and the simple yet complex question “What has it meant to be an American?” As the nation’s history museum, we must continue to be advocates for history in everything we do.
- To engage and challenge our visitors, to get them “fired up” about American history. They should experience fun, wonder, surprise, and the sheer pleasure of learning as they encounter a diversity of exhibit topics and formats, effective orientation methods, wonderful objects, and active programming. They should find places that speak to their own interests, experiences, memories, and learning styles; and they should feel comfortable here. In other words, we also recognize the need to be advocates for our visitors.

None of this would be possible, however, without the Museum staff, and we are committed to supporting, motivating, and sustaining them through a team-based work environment that promotes flexibility and productivity and values knowledge and expertise. Leading the staff in this collaborative enterprise are the Director and his senior managements team, in consultation with the NMAH Advisory Board.

## **THE STRATEGIC FRAMEWORK**

Since 1994, the National Museum of American History has been committed to the principles of strategic planning. Through a comprehensive museum-wide effort NMAH developed a new mission, vision, and defined six broad goal areas that represent the major work of the Museum:

- ❑ **SCHOLARSHIP**
- ❑ **COLLECTIONS**
- ❑ **AUDIENCES**
- ❑ **PEOPLE**
- ❑ **FINANCE AND MANAGEMENT**
- ❑ **INFRASTRUCTURE**

## NMAH STRATEGIC FRAMEWORK

Over the past decade, the Museum has assessed, refined, and updated the plan. The plan is a living document that takes into account new information, including internal and external program evaluation and resource analysis, as a basis for making sound decisions that support the Museum's long term vision. Recent Museum planning initiatives have included "Visitors to History" (1996), Accessibility Project Phase III Report (1997), Retail Audit (2000), "Transforming the National Museum of American History" (2001), "Lure the Visitor" (2002), "Visitor Experiences" (2002), the Blue Ribbon Commission study (2002), the report of the Outreach Working Group (2004), "Treasures in Trouble" (2004), "Development Program Review" by Grenzebach Glier & Associates (2004), Collections Planning (Phase I draft, 2004), Master Planning (ongoing), and Public Space Renewal Planning (ongoing). The Museum's planning has also been influenced by Smithsonian-wide planning initiatives, including the Smithsonian Strategic Plan, "Global Facilities Utilization Plan for Offsite Collections Storage and Support for the Washington Metropolitan Area, 2004-2010" (2004), and studies conducted by the SI Office of Policy and Analysis, including "Strangers, Guests, or Clients? Visitor Experiences in Museums" (1999), the Exhibition White Paper Series (2002), "Raising the Bar: A Study of Exhibitions at the Smithsonian Institution" (2003), and "The Evaluation of Educational Programs: A National Perspective" (2004).

The six goals have been organized into a Strategic Framework, which serves as a tool for us to monitor and manage our work. In each goal area, specific objectives are defined, along with strategies and targets for attaining the desired results. Each goal area has been linked to a major Smithsonian goal (Public Impact, Management Excellence, Financial Strength).

The present framework looks at the work of the Museum for the period FY 2005- FY 2010. Some strategies have specific timeframes, while others are still in development. We anticipate that these objectives will drive our work for the next five years and provide the groundwork for the next decade. We have planned for maximum flexibility in the implementation of our goals and will update this document annually to reflect approved changes. Within this context, the top priorities for the Museum for the next three years are:

- Public space renewal (focusing on the reinstallation of the Star-Spangled Banner and renovation of the north/south spine)
- Collections stewardship (including planning, documentation, storage, and other management issues)
- Visitor services and programs
- Staff development

The Director holds the primary responsibility for the accomplishment of these goals and objectives. He is aided in management and monitoring by the Director's Council, comprised of four Associate Directors, the Renovation Program Director, and the Public Affairs Director, representing each major office (see attached organization chart). Most major initiatives are undertaken by cross-functional teams. Specific offices are assigned the responsibility to lead in the development and implementation of strategies.

# NMAH STRATEGIC FRAMEWORK

## OUR VALUES

The following values guide our work:

**COMMITMENT** to the mission of the Museum and **RESPONSIBILITY** for working toward its accomplishment

**SERVICE** to our diverse audiences, based on respect and understanding

**EXCELLENCE** as a standard to strive for in all the work of the Museum

**CREATIVITY** in developing and employing new ideas and approaches

**RESPECT** for individuals who work in the Museum and for their roles, diversity, and expertise

**OPENNESS AND COOPERATION** in the planning, management, and work of the Museum

**INTEGRITY** in our scholarship, working relationships, and professional practices

# NMAH STRATEGIC PLAN: SCHOLARSHIP

## **GOAL: SCHOLARSHIP**

Encourage and produce the highest quality scholarship and research as a means to increase and diffuse knowledge, document our collections, and ground our programs. (Public Impact)

### **OBJECTIVE**

Develop an intellectual rationale to inform, guide, and shape the development of programs, research, and collections. The Museum’s primary theme is “What has it meant to be an American?” Foster scholarly collaborations, collecting, conferences, and dialogue.

### **STRATEGIES**

- ❑ Prioritize exhibit concepts to guide the transformation of the Museum, focusing on the Director’s four priorities (political freedom, enterprise and innovation, military events, and diverse cultural traditions)
- ❑ Establish NMAH visibility and leadership in scholarly and professional communities nationally
- ❑ Address weaknesses and gaps in scholarly expertise within the curatorial staff through strategic hires
- ❑ Ensure scholarly quality of exhibitions and programs, publications and new media through internal and external peer review

### **TARGETS**

- ⊙ REVIEW EXHIBIT PRIORITIES AND ADJACENCIES WITHIN CONTEXT OF RENOVATION—FY05
- ⊙ DEVELOP PRIORITY CONCEPTS (SEE “AUDIENCES”)—FY05
- ⊙ INCREASE THE NUMBER OF NMAH-DEVELOPED SESSIONS AT ANNUAL MEETINGS OF THE OAH, NCPH, SHOT, AASLH, AAM, AND OTHER ORGANIZATIONS IN FY05 AND SUBSEQUENT YEARS—ONGOING
- ⊙ INCREASE NUMBER OF NMAH STAFF APPOINTED/ELECTED TO LEADERSHIP POSITIONS IN PROFESSIONAL ORGANIZATIONS—ONGOING
- ⊙ ASSESS EXPERTISE OF CURRENT STAFF AND REORGANIZE THE DEPARTMENT OF HISTORY TO MAKE BETTER USE OF SUBJECT KNOWLEDGE AND COLLECTIONS COVERAGE—FY05
- ⊙ REVIEW CURATORIAL WORK WITHIN THE CONTEXT OF DISCIPLINE-BASED REDEFINITIONS OF SCHOLARLY WORK—FY05
- ⊙ IDENTIFY GAPS AND PRIORITIZE NEW HIRES—FY06
- ⊙ DEVELOP LIST OF POTENTIAL POSITIONS FOR ENDOWMENT AND SECURE FUNDS FOR 2 POSITIONS—FY06
- ⊙ ESTABLISH FORMAL PROCESS FOR CONTENT REVIEW (INTERNAL AND EXTERNAL) AND APPROVAL BY NMAH AND SI ADMINISTRATION—FY05

## NMAH STRATEGIC PLAN: SCHOLARSHIP

- ⦿ ESTABLISH A SCHOLARLY ADVISORY COMMITTEE FOR EACH NEW EXHIBITION PROJECT
- ⦿ DEVELOP A PUBLICATIONS STRATEGY AND GOALS—FY06

**LEAD RESPONSIBILITY: ASSOCIATE DIRECTOR, CURATORIAL AFFAIRS**

# NMAH STRATEGIC PLAN: COLLECTIONS

## **GOAL: COLLECTIONS**

Develop, preserve, document, explain, and make accessible the Museum's collections.  
(Management Excellence)

### **OBJECTIVE**

Enable staff and the public to access and understand our collections better.

### **STRATEGIES**

- Continue implementation of the Museum-wide Collections Information System
  
  
  
  
  
  
  
  
  
  
- Increase staff use of the Collections Information System

**LEAD RESPONSIBILITY: ASSOCIATE DIRECTOR, CURATORIAL AFFAIRS**

- Share collections information with the public

**LEAD RESPONSIBILITY: ASSOCIATE DIRECTOR, CURATORIAL AFFAIRS; ASSOCIATE DIRECTOR, PUBLIC PROGRAMS**

### **TARGETS**

- ⊙ COMPLETE CONVERSION OF LEGACY AUTOMATED COLLECTIONS DATA TO THE NMAH CIS—FY06
- ⊙ ANALYZE THE STATE OF THE COLLECTIONS DATA IN NMAH CIS AND IDENTIFY WAY TO ALIGN WITH STANDARDS—FY05
- ⊙ DEVELOP AND IMPLEMENT A PLAN TO RESTAFF COLLECTIONS DOCUMENTATION SERVICES—FY05
- ⊙ DEVELOP AND IMPLEMENT PLAN TO REBUILD COLLECTIONS DOCUMENTATION—FY06
- ⊙ MOVE FROM MULTI-MIMSY 200 TO MULTI-MIMSY XG—FY06
  
- ⊙ ENSURE STAFF COMPLIANCE THROUGH UNIT TARGETS AND INDIVIDUAL PERFORMANCE PLANS—ONGOING
- ⊙ PROVIDE FIRST TIME AND REFRESHER TRAINING FOR MIMSY USERS THROUGH UNIT TARGETS AND INDIVIDUAL PERFORMANCE PLANS—ONGOING
  
  
  
  
  
  
  
  
  
  
- ⊙ DEVELOP AND LAUNCH NEW COLLECTIONS-BASED WEBSITES—ONGOING



# NMAH STRATEGIC PLAN: COLLECTIONS

## OBJECTIVE

Provide improved and scaled levels of care for collections to ensure their preservation and access.

<b>STRATEGIES</b>	<b>TARGETS</b>
<ul style="list-style-type: none"><li>❑ Stabilize collections to meet exhibit and national outreach needs</li> <li>❑ Store collections in a manner that adequately protects them and maximizes their availability for priority exhibition and national outreach programs</li></ul> <p><b><u>LEAD RESPONSIBILITY:</u> ASSOCIATE DIRECTOR, CURATORIAL AFFAIRS</b></p>	<ul style="list-style-type: none"><li>⦿ ADDRESS CONSERVATION NEEDS OF THE MUSEUM’S PRIORITIZED EXHIBITIONS, AFFILIATIONS, AND CONVENTIONAL OUTGOING LOANS—ONGOING</li> <li>⦿ CREATE AND IMPLEMENT PLANS TO PROVIDE SPACE-EFFICIENT STORAGE FOR COLLECTIONS WITHIN EXISTING FACILITIES, TO THE EXTENT FEASIBLE—ONGOING</li><li>⦿ DEVELOP AND IMPLEMENT A PLAN TO PROVIDE STORAGE ENVIRONMENTS THAT CONTROL THE RISKS OF DAMAGE TO AND INACCESSIBILITY OF COLLECTIONS—ONGOING</li><li>⦿ CONTINUE ANNUAL CYCLICAL INVENTORIES—ONGOING</li></ul>

# NMAH STRATEGIC PLAN: COLLECTIONS

## OBJECTIVE

Continue to develop and assess our collections in line with the Museum’s goals.

<b>STRATEGIES</b>	<b>TARGETS</b>
<ul style="list-style-type: none"> <li>❑ Develop intellectual framework to shape the development of our collections</li>   <li>❑ Improve knowledge of our collections to understand the gaps and duplications</li>   <li>❑ Begin systematic refinement of the collections and very disciplined collecting; along with a plan for well-justified deaccessions</li>   <li>❑ Establish full legal control over the collections</li>             <li>❑ Revise collections management policy to comply with SD 600</li> </ul>	<ul style="list-style-type: none"> <li>⊙ DEVELOP DRAFT MUSEUM-WIDE COLLECTIONS PLAN—FY04</li>   <li>⊙ ASSESS CURRENT HOLDINGS ACROSS UNITS WITHIN FRAMEWORK OF COLLECTIONS PLAN—FY 06</li>   <li>⊙ FINALIZE AND IMPLEMENT NEW MUSEUM-WIDE COLLECTIONS PLAN—FY 07</li> <li>⊙ INITIATE 2 CROSS-UNIT COLLECTION PROJECTS IN FY 05 AND 2 IN FY 06</li>   <li>⊙ REGISTER ALL NEW ACQUISITIONS AND OBJECTS REMOVED FROM THE COLLECTION—ONGOING</li> <li>⊙ DEVELOP AND IMPLEMENT A PLAN TO ADDRESS LEGACY REGISTRATION NEEDS—ONGOING</li> <li>⊙ MONITOR COLLECTIONS ON LOAN TO OR FROM NMAH—ONGONG</li>   <li>⊙ COMPLETE IN FY05</li> </ul>
<p><b><u>LEAD RESPONSIBILITY:</u> ASSOCIATE DIRECTOR, CURATORIAL AFFAIRS</b></p>	

# NMAH STRATEGIC PLAN: Audiences

## **GOAL: AUDIENCES**

Use our collections and scholarship to provide our public with effective presentations, products, and services.  
(Public Impact)

### **OBJECTIVE**

Transform and revitalize the museum’s exhibition program.

<b>STRATEGIES</b>	<b>TARGETS</b>
<ul style="list-style-type: none"> <li>❑ Establish a long-term interpretive strategy addressing the Museum’s two educational goals (see “Vision”)</li> </ul> <p><b><u>LEAD RESPONSIBILITY:</u> ASSOCIATE DIRECTOR, CURATORIAL AFFAIRS; ASSOCIATE DIRECTOR, PUBLIC PROGRAMS</b></p> <ul style="list-style-type: none"> <li>❑ Improve visitor experiences by providing comprehensive orientation and easily understood wayfinding</li> <li>❑ Improve visitor experiences by providing excellent amenities and services</li> </ul> <p><b><u>LEAD RESPONSIBILITY:</u> ASSOCIATE DIRECTOR, PUBLIC PROGRAMS</b></p> <ul style="list-style-type: none"> <li>❑ Create a coherent relationship among exhibitions consistent with established themes</li> <li>❑ Establish NMAH as a bright, exciting and welcoming place for learning, socializing and public gathering through long-term exhibits using leading-edge techniques</li> </ul>	<ul style="list-style-type: none"> <li>⊙ DEVELOP AN INTERPRETIVE PLAN—FY06/07</li> <li>⊙ DEVELOP LANDMARK OBJECTS CONCEPT—FY05</li> <li>⊙ DEVELOP WELCOME CENTER CONCEPT—FY05</li> <li>⊙ DEVELOP A STRATEGIC PLAN FOR VISITOR SERVICES—FY06</li> <li>⊙ REVIEW EXHIBIT PRIORITIES AND ADJACENCIES WITHIN CONTEXT OF RENOVATION—FY 05</li> <li>⊙ DEVELOP AND OPEN PRIORITY EXHIBITIONS (SEE “SCHOLARSHIP” GOAL): <b>FY 2005-2007</b> <ul style="list-style-type: none"> <li>• PRICE OF FREEDOM</li> <li>• STAR-SPANGLED BANNER</li> </ul> </li> </ul>

# NMAH STRATEGIC PLAN: Audiences

STRATEGIES	TARGETS
<ul style="list-style-type: none"> <li>❑ Address America’s diverse cultural traditions and New Americans</li>   <li>❑ Provide exciting and stimulating special exhibitions based on timely topics (anniversaries, etc.) and collection strengths to keep the Museum vital and increase attendance number per year</li>   <li>❑ Provide access to collections and highlight special topics through small case exhibitions</li>   <li>❑ Respond to current events, public interest, and other opportunities with special exhibitions</li>   <li>❑ Engage national audiences with exciting and stimulating traveling exhibitions based on NMAH collections and research</li> </ul>	<p><b>FY 2007-2012</b></p> <ul style="list-style-type: none"> <li>• LIBERTY AND JUSTICE FOR ALL</li> <li>• WHITE HOUSE , PRESIDENTS, AND FIRST LADIES</li> <li>• AMERICA’S STORIES</li> <li>• ON THE WATER</li> <li>• MAKING CONNECTIONS</li> <li>• LAND OF PLENTY</li> <li>• AMERICA PLAYS</li> </ul> <ul style="list-style-type: none"> <li>⊙ CONVENE ADVISORY COMMITTEES FOR UNDERREPRESENTED GROUPS</li> <li>⊙ OPEN 1 NEW EXHIBIT ANNUALLY FOCUSING ON UNDERREPRESENTED AMERICANS</li> <li>⊙ REVIEW ALL SCRIPTS FOR DIVERSITY—ANNUAL</li> </ul> <ul style="list-style-type: none"> <li>⊙ DEVELOP AND OPEN:</li> </ul> <p><b>FY05</b></p> <ul style="list-style-type: none"> <li>• WHATEVER HAPPENED TO POLIO</li> <li>• HONKY TONK</li> </ul> <p><b>FY06-07</b></p> <ul style="list-style-type: none"> <li>• JAMESTOWN, QUEBEC, SANTA FE</li> </ul> <ul style="list-style-type: none"> <li>⊙ DEVELOP AND OPEN IN FY05:</li> </ul> <ul style="list-style-type: none"> <li>• SELMA MARCH</li> <li>• SEPTEMBER 11<sup>TH</sup> COLLECTION</li> <li>• COINS AND CURRENCY</li> <li>• A MORE PERFECT UNION</li> <li>• WOMEN’S HISTORY</li> </ul> <ul style="list-style-type: none"> <li>⊙ DEVELOP AND OPEN CELIA CRUZ—FY05</li> </ul> <ul style="list-style-type: none"> <li>⊙ PROVIDE SUPPORT FOR CURRNT EXHIBITIONS:</li> </ul> <ul style="list-style-type: none"> <li>• THE AMERICAN PRESIDENCY</li> <li>• LUNCHBOX MEMORIES</li> <li>• INVENTION AT PLAY</li> <li>• THE NOBEL PRIZE</li> <li>• JULY 1942: UNITED WE STAND</li> <li>• SEPTEMBER 11</li> <li>• DOODLES, DRAFTS AND DESIGN</li> </ul>

# NMAH STRATEGIC PLAN: Audiences

STRATEGIES	TARGETS
<p><b><u>LEAD RESPONSIBILITY: ASSOCIATE DIRECTOR, CURATORIAL AFFAIRS</u></b></p> <p><input type="checkbox"/> Conduct summative evaluation of new exhibitions</p> <p><b><u>LEAD RESPONSIBILITY: ASSOCIATE DIRECTOR, PUBLIC PROGRAMS</u></b></p>	<p><input checked="" type="radio"/> DEVELOP AND OPEN AT LEAST ONE NEW TRAVELING EXHIBIT PER YEAR:</p> <p><b>FY 2005</b></p> <ul style="list-style-type: none"><li>• FIRST LADIES</li><li>• SPORTS: BREAKING RECORDS, BREAKING BARRIERS</li></ul> <p><b>FY 2006-2008</b></p> <ul style="list-style-type: none"><li>• CELIA CRUZ—FY06</li><li>• FOR WHICH IT STANDS—FY07</li><li>• ABRAHAM LINCOLN—FY08</li></ul> <p><input checked="" type="radio"/> ONGOING</p>

# NMAH STRATEGIC PLAN: Audiences

## OBJECTIVE

Transform and revitalize the museum’s education, public programs, and visitor services.

STRATEGIES	TARGETS
<ul style="list-style-type: none"> <li>❑ Establish an Office of Public Programs</li>   <li>❑ Develop and implement an audience plan including establishing focus groups, expanding networks, and developing marketing strategies</li>   <li>❑ Develop active, ongoing program of audience research</li>   <li>❑ Develop regular integrated menu of education and public programs</li>   <li>❑ Respond to current events, public interest, and other opportunities</li>   <li>❑ Provide guidance, structure, and planning for interactive, accessible, and multi-generational learning opportunities in all major exhibits</li> </ul>	<ul style="list-style-type: none"> <li>⊙ REVIEW AND ASSESS THE MUSEUM’S EDUCATION, PUBLIC PROGRAMS, AND VISITOR SERVICES</li> <li>⊙ DEVELOP A STRATEGIC PLAN FOR EDUCATION AND OUTREACH—FY05</li> <li>⊙ DEVELOP CONCEPT FOR EDUCATION CENTER AND LEMELSON CENTER—FY05</li>   <li>⊙ INCREASE OVERALL MUSEUM VISITATION—ANNUAL</li> <li>⊙ INCREASE REPEAT VISITATION BY WASHINGTON-AREA RESIDENTS—ANNUAL</li> <li>⊙ INCREASE OFFERINGS FOR NEW AMERICANS AND UNDERREPRESENTED GROUPS—ANNUAL</li> <li>⊙ ESTABLISH SUPERVISORY VISITOR PRORGAMS POSITION—FY05</li>   <li>⊙ INCORPORATE AUDIENCE STUDIES IN DEVELOPMENT OF ALL MAJOR EXHIBITIONS, WEBSITES, AND PROGRAMS</li>   <li>⊙ ALIGN ONGOING PROGRAM SERIES WITH EDUCATION AND AUDIENCE STRATEGIC PLANS—PAAC, FAMILY FESTIVALS, OUR STORY, STORY IN HISTORY, JAM, SJMO, LATINO, ASIAN PACIFIC AMERICAN</li>   <li>⊙ DEVELOP FAST-TRACK REVIEW PROCESS FOR PROGRAM PROPOSALS—FY05</li>   <li>⊙ INCLUDE AN EDUCATOR/PROGRAMMER ON EVERY EXHIBIT TEAM—ONGOING</li> <li>⊙ ESTABLISH SUPERVISORY INTERPRETIVE POSITION—FY05</li> </ul>
<p><b><u>Lead Responsibility:</u> Associate Director, Public Programs</b></p>	







## NMAH STRATEGIC PLAN: Audiences

### **STRATEGIES**

- Anticipate and proactively prepare the Museum and its director for possible crisis issues to prevent or minimize negative publicity.

**LEAD RESPONSIBILITY: DIRECTOR'S OFFICE (PUBLIC AFFAIRS)**

### **TARGETS**

- ⊙ PREPARE CRISIS COMMUNICATION PLANS FOR POTENTIAL ISSUES, TALKING POINTS, AND Q&A FOR SPECIFIC ISSUES—NUMISMATICS, TRANSFORMATION PLANS, AND CLOSINGS OF SOME MUSEUM EXHIBITIONS (FY05-10)

# NMAH STRATEGIC PLAN: People

## **GOAL: PEOPLE**

Increase staff competence, productivity, and satisfaction.  
(Management Excellence)

### **OBJECTIVE**

Provide development and training opportunities to staff members to improve their job skills, broaden their subject knowledge, and better enable the Museum to implement its priorities.

<b>STRATEGIES</b>	<b>TARGETS</b>
<ul style="list-style-type: none"><li>□ Develop series career path guide</li><li>□ Develop training plans for employees</li></ul>	<ul style="list-style-type: none"><li>⊙ PUBLISH CAREER PATH GUIDE FOR CURATORIAL 1015 SERIES—FY 06</li><li>⊙ IDENTIFY NEEDS AND DEVELOP PLANS WITHIN CONTEXT OF PERFORMANCE PLAN SYSTEM—ONGOING</li></ul>
<p><b><u>LEAD RESPONSIBILITY:</u> ASSOCIATE DIRECTOR, MANAGEMENT AND MUSEUM SERVICES</b></p> <ul style="list-style-type: none"><li>□ Continue Education Initiative</li><li>□ Succession planning</li></ul>	<ul style="list-style-type: none"><li>⊙ ALL STAFF SPEND 12 HOURS WITH THE PUBLIC EACH YEAR—ONGOING</li><li>⊙ GROOM POTENTIAL CANDIDATES FOR KEY POSITIONS ACROSS MUSEUM—ONGOING</li></ul>
<p><b><u>LEAD RESPONSIBILITY:</u> DIRECTOR'S COUNCIL</b></p>	

# NMAH STRATEGIC PLAN: People

## OBJECTIVE

Maximize potential of all staff positions.

<b>STRATEGIES</b>	<b>TARGETS</b>
<ul style="list-style-type: none"> <li>❑ Create a hiring plan for each office’s priorities on an annual basis (with budget cycle) to provide guidance for filling both federal and trust vacancies</li> <li>❑ Improve diversity in the Museum</li>   <li>❑ Improve supervisory skills performance throughout the organization</li> </ul> <p><b><u>LEAD RESPONSIBILITY: ASSOCIATE DIRECTOR, MANAGEMENT AND MUSEUM SERVICES</u></b></p> <ul style="list-style-type: none"> <li>❑ Improve communications across and within NMAH and the Smithsonian</li> <li>❑ Better integrate docents, volunteers, interns, fellows, and non-NMAH staff (security, SBV, SIL, etc.) into the work of the Museum</li> </ul> <p><b><u>LEAD RESPONSIBILITY: DIRECTOR’S COUNCIL</u></b></p>	<ul style="list-style-type: none"> <li>⊙ COMPLETE WORKFORCE HIRING ACTION PLAN—ANNUAL</li>   <li>⊙ CONTINUE DIVERSITY PROGRAM—ONGOING</li> <li>⊙ INCREASE POOL OF CANDIDATES AT GRADE 12 AND UP</li> <li>⊙ CONTINUE INTERN DIVERSITY RECRUITMENT PROGRAM IN OMMS</li>   <li>⊙ PROVIDE MANAGEMENT TRAINING ON AN ONGOING BASIS, WITH NEW SUPERVISORS AS THE PRIORITY</li> <li>⊙ MAKE SUPERVISION A CRITICAL ELEMENT IN PERFORMANCE PLANS</li>     <li>⊙ MEET WITH SUPERVISORS/ADMINISTRATORS QUARTERLY</li> <li>⊙ HOLD REGULAR MUSEUM-WIDE STAFF AND UNIT MEETINGS</li> <li>⊙ SEEK REGULAR FEEDBACK</li>   <li>⊙ DEVELOP COMMUNICATION PLAN—FY05</li> </ul>

# NMAH STRATEGIC PLAN: Finance and Management

## **GOAL: FINANCE AND MANAGEMENT**

Ensure efficient management and increase funding support for the work of the Museum.

(Financial Strength and Management Excellence)

### **OBJECTIVE**

Implement Capital Campaign, seeking to provide the Museum with the means to realize its vision and to achieve an institutional transformation, both inside and outside, with specific public campaign goals.

### **STRATEGIES**

- Develop Campaign readiness and structure, including case statement, and complete staffing of the Campaign office
  - Engage individuals, corporations, and foundations in a public-private partnership to support the Museum
  - Organize campaign projects/objectives that express the transforming vision
  - Provide compelling naming opportunities of areas within the Museum as strategy for engaging major gifts

### **TARGETS**

- ⊙ DEVELOP AND IMPLEMENT A FUND-RAISING STRATEGY, INCLUDING A CASE STATEMENT, CAMPAIGN STEERING COMMITTEE, AND CAMPAIGN TIMELINE, WITH SPECIFIC TARGETS IN CONNECTION WITH BLUE RIBBON COMMISSION AND PUBLIC SPACE PLAN
- ⊙ ACT AS A PARTNER IN SMITHSONIAN FUND-RAISING ACTIVITIES, COORDINATING FUND-RAISING ACTIVITIES IN CONSULTATION WITH THE OFFICE OF EXTERNAL AFFAIRS
- ⊙ INCREASE DEVELOPMENT STAFF WITH A TARGET OF 7 IN FY06
- ⊙ RAISE \$5 MILLION IN FY05
- ⊙ IMPLEMENT SELECT RECOMMENDATIONS FROM GRENZENBACH GLIER & ASSOCIATES REPORT—FY05
- ⊙ BEGIN FUND RAISING FOR PHASE I OF THE CAPITAL CAMPAIGN WITH A GOAL OF APPROXIMATELY \$50 MILLION OVER THE NEXT 3 YEARS

**LEAD RESPONSIBILITY: ASSOCIATE DIRECTOR, CAPITAL CAMPAIGN AND DEVELOPMENT**

# NMAH STRATEGIC PLAN: Finance and Management

**OBJECTIVE**

Use NMAH Board members as effective advocates and supporters of the Museum’s goals and activities nationwide.

STRATEGIES	TARGETS
<ul style="list-style-type: none"> <li>❑ Increase Board giving, expand Board membership, and encourage leadership gifts</li>   <li>❑ Expand and complete membership of Board</li>   <li>❑ Increase Board’s involvement and interest in individual priority projects and especially the Campaign, using members as a catalyst to build Campaign leadership and connections and serve as advocates for the museum</li> </ul>	<ul style="list-style-type: none"> <li>⊙ INCREASE GIVING BEYOND THE ANNUAL LEVEL OF \$10,000 PER ANNUM PER MEMBER</li>   <li>⊙ STRATEGICALLY RECRUIT TO ACHIEVE MAXIMUM MEMBERSHIP OF 30 ELECTED MEMBERS</li>   <li>⊙ INCREASE BOARD SUPPORT OF SPECIAL PRIORITY PROJECTS</li> <li>⊙ SECURE SUPPORT FOR ENDOWED POSITIONS AND PROGRAMS</li> </ul>
<p><b>LEAD RESPONSIBILITY: DIRECTOR’S OFFICE; ASSOCIATE DIRECTOR, CAPITAL CAMPAIGN AND DEVELOPMENT</b></p>	

**OBJECTIVE**

Increase effective use of federally allocated funds and better tracking and management of all funds, federal or trust.

STRATEGIES	TARGETS
<ul style="list-style-type: none"> <li>❑ Reduce effects of base erosion to federal budget as the budget allows</li> </ul>	<ul style="list-style-type: none"> <li>⊙ REORGANIZE/CONSOLIDATE DEPARTMENTS</li> </ul>
<p><b>LEAD RESPONSIBILITY: ASSOCIATE DIRECTOR, MANAGEMENT AND MUSEUM SERVICES</b></p>	

# NMAH STRATEGIC PLAN: Finance and Management

## OBJECTIVE

Increase Museum discretionary funds through strategic business activities.

### STRATEGIES

- Extend capability of Museum for business activities through Public Space Plan and explore the recommendations made in the Retail Study (2000) and other ideas for business improvement
  
- Improve locations of retail and concessions outlets to maximize “capture” rate
  
- Pursue mutually beneficial business ventures with Smithsonian Business Ventures

### TARGETS

- ⊙ MAKE BUSINESS ACTIVITIES OFFICE SELF-SUPPORTING IN THREE YEARS FROM THE CONCLUSION OF THE PUBLIC SPACE RENEWAL PLAN
- ⊙ IMPLEMENT A PLAN DERIVING FROM THE PUBLIC SPACE RENEWAL PLAN THAT INCREASES EARNED INCOME TO THE MUSEUM BY 2007
  
- ⊙ WORK CLOSELY WITH SBV MANAGEMENT TO DETERMINE POTENTIAL OPPORTUNITIES FOR INCREASED BUSINESS INCOME FROM NEW BUSINESSES, ADDITIONAL BUSINESS LOCATIONS, AND/OR RECONFIGURATION OF CURRENT ENVIRONMENT. RESULTS SHOULD LEAD TO AN AGREED UPON PHASED CONSTRUCTION PLAN AND FUTURE INCREASE IN BUSINESS INCOME AND SERVICE TO VISITORS—FY05
  
- ⊙ CONTINUE PHOTO-BOOTH, SIMULATORS, AND CAPACITY FOR GROUP MEAL SERVICE WITHOUT DISRUPTION OF SPECIAL EVENTS. EXPLORE DIGITAL THEATRE CONCEPT IN CARMICHAEL AUDITORIUM—ONGOING

**LEAD RESPONSIBILITY: ASSOCIATE DIRECTOR, MANAGEMENT AND MUSEUM SERVICES**

## NMAH STRATEGIC PLAN: Finance and Management

### **OBJECTIVE**

Complete priority projects on time and within budget, with effective use of staff and external resources through a skilled project management system.

<b>STRATEGIES</b>	<b>TARGETS</b>
<ul style="list-style-type: none"><li>□ Use project management systems to assist museum in resourcing, implementing, and scheduling projects</li></ul>	<ul style="list-style-type: none"><li>⊙ ONGOING</li></ul>
<b><u>LEAD RESPONSIBILITY:</u> ASSOCIATE DIRECTOR, MANAGEMENT AND MUSEUM SERVICES</b>	

### **OBJECTIVE**

Consistently revise and monitor strategic plan to measure our progress to goals.

<b>STRATEGIES</b>	<b>TARGETS</b>
<ul style="list-style-type: none"><li>□ Establish specific measures and targets against our strategies and objectives on annual basis</li><li>□ Provide information to Deputy Secretary on regular basis</li></ul>	<ul style="list-style-type: none"><li>⊙ REVIEW PLAN ON AN ANNUAL BASIS</li><li>⊙ COMPLETE WEEKLY AND OTHER REPORTS</li></ul>
<b><u>LEAD RESPONSIBILITY:</u> DIRECTOR'S OFFICE</b>	

## **GOAL: INFRASTRUCTURE**

Provide facilities and information systems of high quality and efficiency.  
(Management Excellence)

### **OBJECTIVE**

Ensure adequate facilities are available for collections storage.

### **STRATEGIES**

- Increase storage space to meet immediate and long-term needs

**LEAD RESPONSIBILITY: ASSOCIATE DIRECTOR, MANAGEMENT AND MUSEUM SERVICES; ASSOCIATE DIRECTOR, CURATORIAL AFFAIRS**

### **TARGETS**

- ⊙ CONTINUE TO WORK WITH SI STAFF TO SECURE IDENTIFIED AND DOCUMENTED STORAGE NEEDS REFLECTED IN THE DRAFT SI STORAGE PLAN



# NMAH STRATEGIC PLAN: Infrastructure

**OBJECTIVE**

Improve physical appearance and state of NMAH building through Public Space Renewal Program.

STRATEGIES	TARGETS
<ul style="list-style-type: none"> <li>❑ Implement Public Space Renewal Plan (PSRP) to modernize public spaces and exhibitions</li>   <li>❑ Develop and implement PSRP Phase II, centered on the SSB reinstallation and the revitalization of the center spine</li>   <li>❑ Develop and implement PSRP Phasing for remainder of public and program space revitalization</li>   <li>❑ Develop Master Plan for NMAH</li> </ul>	<ul style="list-style-type: none"> <li>⊙ COMPLETE PHASE I (3<sup>RD</sup> FLOOR EAST PUBLIC SPACE AND THE PRICE OF FREEDOM EXHIBITION)—FY05</li> <li>⊙ DEVELOP SCHEMATIC DESIGN FOR FULL PSRP PROGRAM—FY05</li>   <li><b>FY05-07</b></li> <li>⊙ COMPLETE DESIGN DEVELOPMENT AND CONSTRUCTION DOCUMENTS—FY05/06</li> <li>⊙ COMPLETE PHASE II RENOVATION BY FY07</li>   <li><b>FY07-10</b></li> <li>⊙ INTEGRATE PSRP TARGETED ZONES THROUGH PROGRAM AND PUBLIC SPACE REVITALIZATION</li> <li>⊙ LINK ZONES TO PROGRAM DEVELOPMENT AND IMPLEMENTATION</li>   <li><b>FY05-07</b></li> <li>⊙ COMPLETE NMAH MASTER PLAN—FY05/06</li> <li>⊙ DEVELOP NMAH MASTER PLAN IMPLEMENTATION STRATEGY AND FUNDING</li> </ul>
<p><b><u>LEAD RESPONSIBILITY:</u> DIRECTOR’S OFFICE; ASSOCIATE DIRECTOR, MANAGEMENT AND MUSEUM SERVICES</b></p>	

# NMAH STRATEGIC PLAN: Infrastructure

## OBJECTIVE

Provide a safe and secure environment for public, staff and volunteers

STRATEGIES	TARGETS
<ul style="list-style-type: none"><li>❑ Maintain proactive safety program</li><li>❑ Implement the SI Disaster Management Program Master Plan</li><li>❑ Conduct Management Evaluation and Technical Review (MTR) of safety, fire protection, and environmental management programs</li></ul>	<ul style="list-style-type: none"><li>⊙ REDUCE ACCIDENTS AND INJURIES TO STAFF BY 5%</li><li>⊙ ONGOING</li><li>⊙ ELIMINATE RAC 1 FINDINGS AND RESOLVE RAC 2, 3, AND 4</li></ul>
<p><b><u>LEAD RESPONSIBILITY:</u> ASSOCIATE DIRECTOR, MANAGEMENT AND MUSEUM SERVICES</b></p>	