



# Oregon Museums Association Strategic Plan 2020-2023\*

*Empowering Oregon's museums to thrive*

\* This strategic plan was adopted in June 2020, making it a 3.5 year plan. Year 1 below indicates the second half of 2020.

**Founded in 1978, the Oregon Museums Association (OMA)** is a nonprofit organization that provides resources and services to over 250 museums, cultural institutions and associated professionals throughout Oregon.

## Mission

The Oregon Museums Association empowers Oregon's museums to thrive.  
(Tagline: Empowering Oregon's museums to thrive)

Valuing inclusion and friendship, OMA strengthens connections throughout the Oregon museum community through:

- Lively discussion and networking at in-person events and via online media;
- Insightful programming and training at our annual conference and workshops;
- Targeted advocacy to advance the museum field.

## Vision

Museums reflect, enrich, and engage Oregon's diverse communities as essential drivers of economic and cultural vitality.

OMA envisions a world where museums across Oregon:

*Reflect.* Celebrate and respond to diverse populations; honor and demonstrate excellence in diversity, equity, inclusion and accessibility; and practice community-based models of collecting, preserving and exhibiting that are accountable to historically marginalized communities.

*Enrich.* Are a source of joy; provide experiences that catalyze dialogue and positive social change; promote scholarship and access to museum resources; and are supported and abundantly funded.

*Engage.* Inspire communities through meaningful encounters with objects, displays, interactives, living stories and programs; engage audiences to expand their knowledge of history, art, culture, science and nature; and become conveners of community.

# Strategic Plan - 2020-2023

## Goal 1: Embed values and practices of diversity, equity, accessibility, and inclusion (DEAI) into OMA's internal operations and program offerings

### Outcomes

- ◆ OMA is a role model for members, state museum associations, and collaborating institutions
- ◆ Expanded OMA offerings for members who are unable to travel or meet in-person
- ◆ Inclusive programs and events that center and advance diversity
- ◆ In-person events that are accessible to persons of various abilities

### **Strategy 1: Increase DEAI awareness and skills among board and staff members**

- Year 1: Define what DEAI means for OMA
  - Create a DEAI statement and share publicly
  - Revisit strategic plan for alignment with new DEAI statement
  - Update Board Member Handbook to include DEAI in member recruitment, roles, committees, and products
  - Recruit new board members who prioritize DEAI
- Year 1-4: Develop protocols and standards
  - Add a DEAI topic as a standing agenda item to monthly board meetings
  - Establish a consistent practice of including pronouns in self introductions
  - Provide budget allocation for education/support for board and staff

### **Strategy 2: Embed DEAI values into programs and offerings**

- Year 1-4: Ensure DEAI is intentionally addressed within programs
  - Increase DEAI in program content (keynotes, speakers, proposal forms, scholarship recipients, silent auction, evaluation, online programs)
  - Build programming topics that center relationships with culturally specific organizations/community groups
  - Work with local indigenous and other culturally specific organizations and communities to shape OMA offerings in their area; provide compensation as appropriate
  - Increase program accessibility (microphones, Q&A, paper copies, online versions, etc.)
  - Apply DEAI lens to advertising, registration, and materials
- Year 2-4: Gather information about members' DEAI practices and growth edges
- Year 2-4: Consider DEAI when selecting program dates and venues

- Determine accessibility (physical, noise, lighting, etc.) of programs sites (conference, workshop, tour, hotel, meet-ups, dining, etc.)
- Check a world holiday calendar before scheduling programs
- Be transparent about limitations and what accommodations OMA is able/unable to provide

**Strategy 3: Expand OMA’s offerings to include online and additional in-person opportunities**

- Year 1: Create a program plan and annual calendar for online and in-person programs
- Year 1: Research accessibility options for online platforms
- Year 2-4: Offer 2-3 online programs annually such as workshops, recorded presentations from in-person conference, meet-ups, and affinity groups
- Year 2-4: Offer 2-3 regional meet-ups annually, led by board and non-board OMA members

**Goal 2: Strengthen and expand OMA’s leadership in order to increase organizational capacity and sustainability**

**Outcomes**

- ◆ Robust and transparent board recruitment, application, and onboarding process
- ◆ Clear expectations of board members and officers
- ◆ Equitable and accessible in-person board meetings
- ◆ Secure, sustainable funding for increased staff time
- ◆ Current, relevant, and fully implemented strategic plan

**Strategy 1: Strengthen OMA Board of Directors**

- Year 1: Clarify board member roles, responsibilities, and time commitments
  - Create an onboarding process that includes an updated Board Member Handbook, information on how to read financials, and the State of Oregon Handbook for NP Board Members
  - Designate pathways and expectations for advancement into president, vice president, secretary, and treasurer positions.
  - Recruit non-board members to serve on board committees
- Year 1: Strengthen OMA’s board recruitment process
  - Determine a board lead for the recruitment effort (annual)
  - Update board application to include DEAI values
  - Establish a structured and efficient interview process
  - Hold bi-annual succession planning meetings (annual)
  - Determine what skills, connections, and demographics OMA most needs (annual)

- Utilize partnerships to recruit from outside of OMA's immediate network (annual)
- Year 2-4: Create an equitable meeting structure for OMA's board
  - Determine in-person and virtual meeting schedule
  - Determine board meeting locations
  - Offer travel support

**Strategy 2: Increase staff capacity and efficiency**

- Year 1: Determine decision-making and approval guidelines for staff and board officers
- Year 2-4: Identify opportunities and secure funding for additional staffing
- Year 2: Determine ideal staff structure for OMA

**Strategy 3: Keep the organization's strategic plan active and relevant**

- Year 1: Determine board lead for strategic planning
- Year 1-4: Create annual implementation plan
- Year 1-4: Review the strategic plan on a quarterly basis at board meetings
- Year 1-4: Review DEAI progress and accountability to mission and vision on a quarterly basis
- Year 3-4: Create 2024-2026 strategic plan

**Goal 3: Build financial stability as a foundation for sustainability and future growth.**

**Outcomes**

- ◆ Increased membership base
- ◆ Members and board members as regular donors
- ◆ Strong sponsorship program that covers all program areas
- ◆ Annual revenue matches or exceeds expenses

**Strategy 1: Expand OMA's membership base**

- Year 1-2: Create strategy to increase membership
  - Conduct an assessment of membership benefits and develop a membership engagement plan
  - Prioritize recruiting a diverse membership; increase membership of culturally specific museums
  - Determine additional staff and software costs to support increased membership
  - Strengthen annual membership drive by targeting lapsed and new members

- Engage all board members in member recruitment and membership drive
- Year 1-3: Establish annual goal for increased membership

**Strategy 2: Evaluate membership fees**

- Year 1: Research other state museum association membership fees and benefits
- Year 2: Create and implement ongoing strategy for determining membership fees and benefits

**Strategy 3: Increase individual donations**

- Year 1: Add donation options to membership renewals, program registrations, newsletters, and online formats
- Year 2: Create automatic recurring donation options
- Year 2: Adopt a board giving policy
  - Establish collective annual board give or get goals
  - Include in board application, onboarding process, and board member position description

**Strategy 4: Increase organizational sponsorships**

- Year 1: Research successful sponsorship strategies of other museum associations
- Year 2: Expand sponsorship opportunities beyond the annual conference
- Year 2-4: Establish annual sponsorship goals

**Strategy 5: Strengthen budgeting and financial practices to ensure a balanced budget**

- Year 1: Identify and train new board treasurer
- Year 1-4: Review and adapt organizational budget quarterly
- Year 2-4: Create program specific budgets
- Year 3-4: Establish a reserve fund

**Goal 4: Strengthen partnerships to build OMA program offerings and member benefits**

**Outcomes**

- ◆ Engagement of OMA members in planning and running OMA events and programs
- ◆ Increased member benefits through program offerings hosted in collaboration with state-serving and regional organizations and other museum associations

- ◆ Strengthened position of OMA to advocate for museums

***Strategy 1: Invite co-creators in designing and offering OMA programs***

- Year 1: Define what collaborating on programs means for OMA
- Year 1-4: Co-host 1-3 OMA online professional development programs (annually)
- Year 2-4: Co-host 1-2 OMA in-person workshops (annually)
- Year 2-4: Co-host OMA conference (annually)

***Strategy 2: Support program offerings of collaborative partners***

- Year 2: Identify partner-led programs and offerings that are of benefit to OMA members
- Year 2: Create systems for advertising and cross promoting partner-led programs
- Year 2-4: Cross-promote 2-5 partner-led programs (annually)

***Strategy 3: Develop strategic partnerships with museum advocacy and funding organizations***

- Year 1: Identify organizations that advocate for and fund museums in Oregon
- Year 1-2: Research other state museum associations' funding sources and grant-making capability
- Year 1-4: Actively participate in and partner with advocacy-focused organizations
- Year 2-4: Actively participate in one or more grant-making programs that support Oregon museums (such as consultation, grant review panel service, or shared outreach or advocacy)
- Year 3-4: Explore potential opportunities of becoming a grant-making organization or formally partnering with one or more existing grant-making organization(s)

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