

1/31/08

PBT

## **OUTLINE: UMAC Strategic Plan – Goals and Strategies**

**Red** indicates where action has taken place since 8/24/07

### **GOAL 1. IDENTIFY AND PROMOTE THE VALUE OF UNIVERSITY MUSEUMS AND COLLECTIONS.**

Strategy 1.1 Identify the value of university museums and collections.

Strategy 1.2 Promote the value of university museums and collections.

Strategy 1.3 Develop an Advocacy program: **DONE**

### **GOAL 2. PROVIDE SERVICES THAT INFORM, COMMUNICATE, ENCOURAGE PARTICIPATION, AND SHARE RESOURCES.**

Strategy 2.1 Provide an Annual Conference.

Strategy 2.2 Publish Conference papers and other documents that add significantly to the body of knowledge regarding university museums and collections and which are accessible to the field: develop an electronic publication for the Proceedings: **IN PROCESS**

Strategy 2.3 Publish a Newsletter.

Strategy 2.4 Create a website that has a clear-cut description of UMAC, its purposes and activities, and a comprehensive body of resources, contacts, and information.

Strategy 2.5 Create a Database

Strategy 2.6 Develop a Group of Expert Consultants to Assist Members: **IN PLANNING**

Strategy 2.7 Develop a Model of Evaluation to Support Museums & Collections: **IN PLANNING**

Strategy 2.8 Create a "Tool Kit" of Materials to Assist Members: **IN PLANNING**

### **GOAL 3. SHARE BEST PRACTICES**

Strategy 3.1 Identify the best standards & practices.

Strategy 3.2 Share the best practices through programs and services.

### **Goal 4. SEEK NEW MEMBERS & RETAIN PREVIOUS MEMBERS**

### **GOAL 5. PROMOTE AND DEVELOP STRATEGIC PARTNERSHIPS, INTERNATIONAL COOPERATION & EXCHANGES**

### **GOAL 6. PROMOTE RESEARCH AND GENERATE NEW IDEAS**

Strategy 6.1 Solicit Information Regarding Research

Strategy 6.2 Facilitating Information Exchange

### **GOAL 7. SOLICIT INFORMATION**

### **GOAL 8. CREATE A SOUND AND SUSTAINABLE LEADERSHIP AND FINANCIAL MANAGEMENT TO ENSURE THAT A STRATEGIC PLAN IS IN PLACE AND RESOURCES ARE AVAILABLE TO IMPLEMENT IT.**

Strategy 8.1 Review & Develop Election Procedures & Practices, and Board authority re: appointments & WGs: **BOARD DECIDED TO APPOINT CHAIRS OF WGS AND ALL OTHER SPECIAL APPOINTMENTS**

Strategy 8.2. Create a plan for recruitment of new Board Members & Chairs for WGs

Strategy 8.3 Create a Nominating/ Orientation Task Force; develop an orientation program for new Board members

Strategy 8.4 Create a financial and resources plan.

# UMAC STRATEGIC PLAN 2007 - 2010

REVISED: 1/31/07

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Nota Bene:

> This PLAN is under ongoing refinement and revision. It will be revised to least once more before our 2008 Conference in Manchester, UK. It is based in input from the 2006 Survey, the Task Force, the Board, the Members, and other sources such as journal articles and WebPages.. It is a "working document" that serves as a guide. Incomplete sections will be drafted with additional input. A comprehensive review and prioritization has not yet been done and will occur in 2008.

> Items printed in **RED** color have been revised or are new since 8/24/07.

> It has been suggested that items in this background color (2.1.2 & 2.1.3) be combined with 2.1.1. as part of the Conference Guidelines.

> "**BENCHMARK**" refers to a key result or achievement.

## GOAL 1. IDENTIFY AND PROMOTE THE VALUE OF UNIVERSITY MUSEUMS AND COLLECTIONS.

### Strategy 1.1 Identify the value of university museums and collections.

Action Plan	Responsibility & Time Commitment	Start Date mo./yr.	End Date mo./yr.	Financial Commitment	Status & Remarks
1.1.1 Form WG Advocacy	Board/Medium	08/07	10/07	Low	<b>BENCHMARK:</b> The Board established the WG Advocacy at the 2007 Board Meeting in Vienna. Hughe Dreysse was appointed Chair. This group works towards the cause of university museums and collections by increasing their profile, recognition, and influence in public, academic and political spheres.
1.1.2 Review articles and information (e.g., websites of other organizations)	WG Advocacy/High, WG Research Development/High	08/07	11/07	Low	UMC members have discussed the value of university museums & collections in ICOM Study Series 11, 2003. Use these papers as the nucleus for additional discussion.
1.1.3 Contact & obtain views from colleagues	WG Advocacy/High WG Research Development/High	08/07	11/07	Low	Initiate these activities with input from Strategic Planning Task Force. Seek additional information at Conference in Vienna.
1.1.4 Create a list of values	WG/High Board/Medium	11/07	12/07	Low	
1.1.5 Prepare a document that can be placed on the web page with print option for distribution	WG/High Board/Medium	01/08	02/08	Low	
1.1.6 Submit document to Webmaster & Newsletter editor	Chair WG/Low	02/08	02/08	Low	<b>BENCHMARK</b>

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**Strategy 1.2 Promote the value of university museums and collections.**

Action Plan	Responsibility & Time Commitment	Start Date	End Date	Financial Commitment	Status & Remarks
1.2.1 Place document on web page	Webmaster/Low	02/08	02/08	Low	
1.2.2 Distribute document to members via Newsletter	Newsletter editor/Low	02/08	03/08	Low	
1.2.3 Create contact list of museum organizations, museums, educational institutions, government officials, and colleagues	WG Advocacy/High Board/High	08/07	Initial list: 06/08 Ongoing	Low	Begin by seeking input from Board and Members at Conference in Vienna. Initial list will be high time commitment but commitment will decrease over time.
1.2.4 Distribute document to other museum organizations, educational institutions and organizations and	WG Advocacy /High	02/08	Initial list: 06/08	Medium	<b>BENCHMARK</b>
1.2.5 Create "grassroots: advocacy program for Members	WG Advocacy/Low Members/High	08/08	Organized: 08/09 Ongoing	Medium	
1.2.6 Seek publication re: the value in professional journals and newsletters	WG Advocacy/Medium WG Publications/High	08/07	Initial publication: 08/09 Ongoing	Low	One per year in a journal or popular publication.
1.2. 7 Seek presentations and study sessions re: the value at professional meetings	WG Advocacy/Medium Board/High Members/High	08/07	Ongoing	Low	Two per year at a major museum conference or meeting.
1.2.8 Develop a list & seek contacts and discussions with VIPs re: the value of university museums & collections	WG Advocacy/Medium Board/ High Members/Low	08/08	Ongoing	Medium	The Chair and Board Members have made contacts at the national and international level.
1.2.9 Develop high-level sector initiatives to help progress.	WG Advocacy/High; Board/High; Members/High	08/08	Ongoing	Medium	
1.2.9 Active and significant program meeting objectives of 1.2.4 - 1.2.7			08/09	Medium	<b>BENCHMARK</b>

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### GOAL 2. PROVIDE SERVICES THAT INFORM, COMMUNICATE, ENCOURAGE PARTICIPATION, AND SHARE RESOURCES.

#### Strategy 2.1 Provide an Annual Conference.

Action Plan	Responsibility & Time Commitment	Start Date	End Date	Financial Commitment	Status & Remarks
2.1.1 Develop Conference Guidelines	None	08/07	08/07	None	The first draft of the Conference Guidelines has been done and placed on the website. It is not specific to UMAC and needs to be reviewed and revised. A list of suggested changes and additions has been drafted (see website). A Task Force will be needed to review, revise, and draft a new set of guidelines for approval.
2.1.1.1 Form new Task Force	Board/Med	08/07	09/07	None	Use draft as "Working" Guidelines in place for planning Conferences until final Guidelines are approved..
2.1.1.2 Review & revise draft of new proposed Guidelines	Task Force/High	09/07	10/07	None	See Website for draft list of concerns. As an example, rules regarding participation at Conferences by non-members of UMAC need to be clarified and become standard practice. Traditionally, all participants are expected to be members of ICOM and UMAC. Concession may be given to special guests (e.g., keynote speakers) and others.
2.1.1.3 Draft of proposed Guidelines reviewed by Board & Membership	Board/High, Members/High	10/07	11/07	None	
2.1.1.4 Review & revise draft based on comment from Board & Members	Task Force/High	11/07	12/07	None	
2.1.1.5 Final draft prepared and sent to Board for approval	Board/ Med	12/07	01/07	None	
2.1.1.6 Final Draft placed on website and distributed to Board & Members involved in preparing Conferences	Webmaster/Low, Task Force/Low	02/07		None	<b>BENCHMARK</b>
2.1.2 Develop Conference Schedules	Board/High	Ongoing	Ongoing	High	UMAC has held successful Conferences since 2001, its initial year as an Committee of ICOM. UMAC has held its Conferences at diverse sites in several different nations around the world. In Triennial years, UMAC holds its Conference in conjunction with ICOM. The theme of the Conference is determined by UMAC except when the Conference is held in conjunction with ICOM's Triennial; in the latter case UMAC's theme is the same as ICOM's theme. The current schedule is: Vienna (ICOM) 2007; Manchester (UK) 2008, Lisbon 2009; Moscow or Beijing (ICOM) 2010.
2.1.2.1 Solicit proposals 3-6 years in advance	Board/High	08/07	Ongoing	Low	UMAC has usually been able to do this 3 yrs in advance or more.

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2.1.2.2 Review proposals; select proposals (incl. location) for Conferences	Board High	Ongoing	Ongoing	Low	UMAC has been able to do this.
2.1.2.3 Form Annual Program Committees 3 years in advance	Board & Program Committees/High	08/07	Ongoing	Low	UMAC has been able to do this although revisions to the process may be needed. Committees are needed for each Conference. A local Chair is needed and a key person from the Board (usually the President); Committees may consist of local representatives and hosts, Board Members, and Members. The Committees also should have representatives from the previous year, current year, and following year.
2.1.2.4 Create theme for Conference & solicit papers two years in advance	Annual Program Committee/High, Board/High	Ongoing	Ongoing	Low	
2.1.2.5 Make local arrangements & prepare schedule 1-2 years in advance.	Annual Program Committee/High, Board/High	Annually	Annually	High	UMAC
2.1.2.6 Evaluate Conference and make recommendations	Annual Program Committee/High, Board/High	Annually	Annually	Low	UMAC has done this in an informal way.
2.1.2.7 Achieve an established standard of planning and management on a 3- year cycle	Board/Med	08/07	08/10		<b>BENCHMARK</b>
<b>2.1.3 Develop Financial &amp; accounting practices</b>					
2.1.3.1 Review past financial concerns	Board/Med	08/07	01/08	Low	
2.1.3.2 Draft new Financial accounting practices	Board/Med	01/07	06/07	Low	
2.1.3.3 Approve new Practices	Board/Med	06/07	Reviewed & revised annually	Low	<b>BENCHMARK</b>
2.1.3.4 Place Practices on Website & distribute to Conference Chairs	Webmaster	06/07	06/07	Low	
2.1.3.5 Evaluate Conference expenses and income	Board/Med	Annually	Annually	Low	
2.1.3.6 Achieve an established set of standard financial practices	Board/Low				<b>BENCHMARK</b>

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**Strategy 2.2 Publish Conference papers and other documents that add significantly to the body of knowledge regarding university museums and collections and which are accessible to the field.**

Action Plan	Responsibility & Time Commitment	Start Date	End Date	Financial Commitment	Status & Remarks
2.2.1	WG Publications/High	Ongoing	Ongoing	High	The WG Publications has already established a strong series of publications based on papers from the Annual Conference. Publication Guidelines have been developed and approved by the Board. Editorial committees have been used extensively. There are questions re: publishing and expenses.
2.2.2 Create an online electronic format for publishing conference papers	WG Publications/Med Board/High	01/08	Ongoing	?	<b>BENCHMARK?</b>

**Strategy 2.3 Publish a Newsletter.**

Action Plan	Responsibility & Time Commitment	Start Date	End Date	Financial Commitment	Status & Remarks
2.3.1	Editor & Board/High; WG Publications Low	Ongoing	Ongoing	Low	<b>BENCHMARK:</b> An online newsletter has been established. There are questions re: editorial succession and work load.
2.3.2 Review & revise content; establish content	Board/High; Members' High	08/07	12/07	Low	
2.3.3 Establish new submission guidelines	Editor/High; WG Publications/Mid	08/07	12/07	Low	
2.3.4 Reduce size of newsletter & publish more frequently	Editor/High				
2.3.5 Redesign newsletter & format new template	Editor/High; WG Publications/High; Board/Low			High	
2.3.5 Redesigned newsletter with established format that is published 4 times/year.					<b>BENCHMARK</b>

**Strategy 2.4 Create a website that has a clear-cut description of UMAC, its purposes and activities, and a comprehensive body of resources, contacts, and information.**

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Action Plan	Responsibility & Time Commitment	Start Date	End Date	Financial Responsibility	Status & Remarks
2.4.1 Create website	Webmaster/High	08/07	Ongoing		<b>BENCHMARK:</b> A website has been created that provides adequate to excellent information in many areas. The Chair is handling the web tasks. Necessary to print WebPages; must be done by an expert (for money) For Working Groups, regional initiatives etc.  Policy Documents, References etc. Must be done by an expert (for money) to allow autonomous data input for all Board members Precondition: Development of a content management system The existing online bibliography on the basis of a German bibliography developed by Cornelia Weber ( ...) seems to be not appropriate for UMAC; the model for the new bibliography should be developed in co-operation by the WG "Publications"; the technical conversation must be done by an expert (for money) <b>BENCHMARK</b>
2.4.2 Develop a print version	Webmaster/High			Med	
2.4.3 Create WebPages for particular groups	Webmaster/High			Low	
2.4.4 Provide more resources	Webmaster/High			Low	
2.4.5 Develop a content management system	Webmaster/Med			High	
2.4.6. Develop an event calendar	Webmaster/Med			Med	
2.3.7 Develop an online bibliography	Webmaster/Med WG Directories?/High			High	
2.3.8 Provide relevant resources and essential services by Board, independent of the Webmaster	Board/Mid				

### Strategy 2.5 Create a Database

Action Plan	Responsibility & Time Commitment	Start Date	End Date	Financial Commitment	Status & Remarks
2.5.1 Collect further information about university museums and collections worldwide and expand the database in the number of records it contains	WG Directories/Low	?	Ongoing	Low	
2.5.2 Develop a new model to collect data	WG Directories/Low	?	?	Low	The existing database does not consider enough data which are relevant for the description of university museums and collections; the new model should say what do we want to know about university museums and collections
2.5.3 Create a new database on the basis of the new model	WG Directories/Low	?	?	High	Must be done by an expert (for money)
2.5.4 Systematic registrations	WG Directories/Low	?	?	Low	
2.5.4 Provide data about 3,000 university museums and collections	WG Directories/Low		Ongoing	Low	<b>BENCHMARK</b>

### Strategy 2.6 Develop New Services

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Action Plan	Responsibility & Time Commitment	Start Date	End Date	Financial Commitment	Status & Remarks
2.6.1 Develop advocacy program	Board/High WD Advocacy/High	08/07	Ongoing	Low	<b>BENCHMARK:</b> The Board established the WG Advocacy at the 2007 Board Meeting in Vienna. Hughe Dreysse was appointed Chair (see 1.1.1). The need for this service has been raised by a request from the University of Porto. The Chair of UMAC has suggested that UMAC develop a group of experts who can help other museums. Several Board Members suggested that they are willing to help Porto. The Chair of UMAC has raised the need for this model.
2.6.2 Develop a group of consultants to help Members	Board/High	21/1/07	Ongoing	High?	
2.6.3 Develop a model of evaluation to support museums and collections					
2.6.4 Create a "Tool Kit" for Members					
2.6.5 Training & workshops in areas such ethics and leadership	Board/High	08/07	Ongoing?	High?	The aim of the Advocacy Working Group for 2007-2008 is to prepare a "tool kit" that can be used to show the value of university museums and collections and to help them improve their position or situation.

### GOAL 3. SHARE BEST PRACTICES

#### Strategy 3.1 Identify the best standards & practices.

Action Plan	Responsibility & Time Commitment	Start Date	End date	Financial Commitment	Status & Remarks
3.1.1 Survey members	Board/Med	08/07	08/08	Low	Task Force needed?
3.1.2 Review Museum Studies Programs, articles, and other sources of information	Board/Med	08/07	08/08	Low	
3.1.3. Initiate dialogue with other relevant organizations such as ICTOP	Board/High	08/07	12/08	Low	
3.1.4 Prepare document or position statement that identifies best standards & practices.	Task Force?/High Board?/High	01/07	08/08	Low	
3.1.5 After Board approval, distribute working document to Members and put on website	Webmaster/Med Board/Low	08/08	09/08	Low	
3.1.6 Board approved document that identifies best standards & practices	Board/Low	09/08	Ongoing	Low	<b>BENCHMARK</b>

#### Strategy 3.2 Share the best practices through programs and services.



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Action Plan	Responsibility & Time Commitment	Start Date	End Date	Financial Commitment	Status & Remarks
3.2.1 Reserve a session at the Annual Conference for sharing best practices	Board/Low	08/08	Ongoing	Low	Create Task Force?
3.2.2 Provide workshops for leadership development & skills sharing	Board/High	?	?	Low ----> High	
3.2.3 List of standards & best practices maintained on the webpage	Webmaster/Low	?	?	Low	
3.2.4 Share strategic planning techniques with museums, museum, civic & educational organizations	Board/Med TaskForce/High?	?	?	Med	
3.2.5 Create a program or use existing programs for exchanging staff.	Board/High Task Force/High?	?	?	High	
3.2.6 UMAC has established program of best practices & is recognized as source of best practices	Board/Low	08/07	09/10		<b>BENCHMARK</b>

### Goal 4. SEEK NEW MEMBERS & RETAIN PREVIOUS MEMBERS

Action Plan	Responsibility & Time Commitment	Start Date	End Date	Financial Commitment	Status & Remarks
4.1.1 ?	?	?	?	?	?
4.1.2					
4.1.3					
4.1.4					
4.1.5					
4.1.6					<b>BENCHMARK?</b>

### GOAL 5. PROMOTE AND DEVELOP STRATEGIC PARTNERSHIPS, INTERNATIONAL COOPERATION & EXCHANGES

Action Plan	Responsibility & Time Commitment	Start Date	End Date	Financial Commitment	Status & Remarks
5.1.1 Links with national & international networks	Board/High	?	?	Low	

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5.1.2 Promote professional exchanges, shared projects, & specialist subject networks	Board/High	?	?	High
5.1.3 Seek non-traditional partners	Board/Med	?	?	Med
5.1.4 Exchange collections	?	?		High Members

**BENCHMARK?**

### GOAL 6. PROMOTE RESEARCH AND GENERATE NEW IDEAS

#### Strategy 6.1 Solicit Information Regarding Research

Action Plan	Responsibility & Time Commitment	Start Date	End Date	Financial Commitment	Status & Remarks
6.1.1 Contact museum studies programs/seek out current students. Researchers and projects	RD/High	08/07	Ongoing	Low	Additional support from UMAC may be necessary (in the form of supplying contact lists) and determining the most effective method of communication (email, post, website posting, etc.)
6.1.2 Compile and organize existing research materials and contact information	RD/Med	09/06	Ongoing	Low	Continue by seeking input from Board and Members at Conference in Vienna.

#### Strategy 6.2 Facilitating Information Exchange

Action Plan	Responsibility & Time Commitment	Start Date	End Date	Financial Commitment	Status & Remarks
6.2.1 Create and maintain a network of information/research exchange (UMC Research Development)	RD/Med	09/06	Ongoing	Low	<b>BENCHMARK</b> The former WG (now Research Development/RD) is still in its formative stage and requires input from Board and Members at the Conference in Vienna.
6.2.2 Create and maintain an RD online discussion group	RD/High	05/07	Ongoing	Low	The existing online group is difficult for members to join/contribute to. A new format seems necessary for sustaining and developing membership. Seek solutions and input from Board and Members at Conference in Vienna.
6.2.3 Initiate discussions with WG Publications and Database Task Force to establish a more cohesive bibliography of past research projects and materials that could be more accessible.	RD/Med	08/07		Med	Initiate at Vienna or earlier.

### GOAL 7. SOLICIT INFORMATION

## UMAC STRATEGIC PLAN 2007 - 2010

Action Plan	Responsibility & Time Commitment	Start Date	End Date	Financial Commitment	Status & Remarks
7.1.1					Responsibility of WGs Directories and Staffing?
7.1.2	?	?	?	?	
7.1.3					<b>BENCHMARK?</b>

**GOAL 8. CREATE A SOUND AND SUSTAINABLE LEADERSHIP AND FINANCIAL MANAGEMENT TO ENSURE THAT A STRATEGIC PLAN IS IN PLACE AND RESOURCES ARE AVAILABLE TO IMPLEMENT IT.**

Action Plan	Responsibility & Time Commitment	Start Date	End Date	Financial Commitment	Status & Remarks
<b>8.1 Review &amp; Develop Election Procedures &amp; Practices, and Board authority re: appointments &amp; WGs</b>					UMAC has practices as defined by ICOM and funding documents of UMAC However, recent discussions have raised questions about the number of Board members and the appointment of Chairs for WGs.
8.1.1 Develop Election Procedures & Practices Review current election practices & Board authority dealing with appointments & WGs	Board/High	08/07	10/07	Low	
8.1.2 Solicit input from Board & Members	Board/High	08/07	10/07	Low	Recent discussions have provided input from the Board.
8.1.3 Prepare draft of 1) new election practices (if needed) and Board authority re: 2) appointments, and 3) WGs	Board/High	10/07	11/07	Low	
8.1.4 Vet draft to Board & Members	Board/High, Members/High	11/07	12/07	Low	
8.1.5 Discuss and approve/disapprove by Board 1) new election practices, and 2) Board authority dealing with appointments, and 3) WGs	Board/High, Members/High	12/07	02/07	Low	The Board discussed the procedures at the 2007 Board Meeting in Vienna.
8.1.6 Put election practices, and Board authority dealing with appointment and WGs on website; distribute to Members	Webmaster/Med Board/Low	02/07	02/07	Low	
8.1.7 Establish Board authority re: appointments and WGs	Board/Low	Review one year before every election	Review one year before every election	Low	<b>BENCHMARK:</b> The Board established the procedures at 2007 Board Meeting in Vienna. The Board decided that it would appoint Chairs of WGs and make all other special appointments to the Board. The Board would take into consideration suggestions from the Membership.

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8.1.8 Approve/disapprove election procedures	Board/Low	Review one year before every election	Review before every election	Low	<b>BENCHMARK</b>
<b>8.2. Develop a plan for recruitment of new Board Members &amp; Chairs for WGs</b>					
8.2.1 Solicit Board & Membership for input	Board/Low	08/07	01/08	Low	
8.2.2 Draft plan for recruitment	Board/Med	01/07	06/08	Low	
8.2.3 Discuss plan and approve/disapprove	Board/High	06/08	08/08	Low	
8.2.4 Establish a program of recruitment	Board/Low	08/08	Ongoing	Low	<b>BENCHMARK</b>
<b>8.3 Create a Nominating/Orientation Task Force; develop an orientation program for new Board members</b>					
8.3.1 Create a Task Force	Board/High	08/09	08/09	Low	
8.3.2 Develop an orientation procedure & materials, approved by Board, and placed on website	Task Force/High Board/Med Webmaster/Low	08/08	08/09	Low	<b>BENCHMARK</b>
8.3.3 Seek nominations & prepare slate	Task Force/High	08/08	08/09	Low	
8.3.4 Board approves slate of nominees	Board/Med	08/10	08/2010 & ongoing thereafter	Low	<b>BENCHMARK</b>
<b>8.4 Create a financial and resources plan.</b>					
8.4.1 Review financial resources such as income from publications, conference & ICOM	Board/High Financial Task Force/High	08/07	12/07	Low	Suggest that a Financial Task Force be formed to address urgent need for financial planning
8.4.2 Develop business plan (marketing plan) & seek new sources of income and support for projects such as "Friends Groups": "Les Amis de l' UMAC"	Board/High Financial Task Force/High	08/07	Ongoing	Low	
8.4.3 Review and analyze potential contributions of time and input by Board, WGs, and Members	Board/High Financial Task Force/Med	08/07	Ongoing	Low	

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8.4.4 Develop Financial Plan with realistic priorities and schedules for Strategic Plan	Financial Task Force/High Board/Med	08/07	06/07	Low	<b>BENCHMARK</b>
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