

2008-2010 UMAC OPERATIONAL PLAN

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Nota Bene:

> This PLAN is under ongoing refinement and revision. It will be revised at 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.

> Items with yellow background indicate major revisions or questions.

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

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

Strategies & Suggested Actions	Responsibility & Time Commitment	Start Date	End Date	Financial Commitment	Status & Remarks
Strategy 1.1 Create WG Advocacy	Board/Medium	08/07	10/07	Low	BENCHMARK: The Board established the WG Advocacy at the 2007 Board Meeting in Vienna. Hugues Dreyse 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.
Strategy 1.2 Create a "Tool Kit" of Materials to Assist Members: In planning.	WG Advocacy	08/07	?	Low	In planning. The aim of the Advocacy Working Group 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 This also could be considered a new service of UMAC for Goal 3.
Strategy 1.3 Identify the value of university museums and collections	WG Advocacy				Limited action. UMAC has the UMAC Guidelines for UNIVERSITY MUSEUMS & COLLECTIONS: Importance, Responsibility, Maintenance, Disposal & Closure (see: http://publicus.culture.hu-berlin.de/umac/guidelines.html).
1.3.1 Review articles and information (e.g., websites) of other organizations					
1.3.2 Contact & obtain views from colleagues	WG Advocacy/High WG Research Development/High			Low	These activities initiated with input from WG Strategic Planning and additional information gathered from Board and Members at 2007 Conference in Vienna.
1.3.3 Create a list of values	WG/High Board/Medium			Low	
1.3.4 Prepare a document that can be placed on the web page with print option for distribution	WG/High Board/Medium			Low	
1.3.5 Submit document to Webmaster & Newsletter editor	Chair WG/Low			Low	BENCHMARK
Strategy 1.4 Promote the value of university museums and collections.					Limited action. UMAC has used its Newsletter and Web site to promote the value of university museums and collections.

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1.4.1 Place document identifying value of university museums on web page (see 1.3.5)	Webmaster/Low			Low	
1.4.2 Distribute document to members via Newsletter	Newsletter editor/Low			Low	
1.4.3 Create contact list of museum organizations, museums, educational institutions, government officials, and colleagues	WG Advocacy/High Board/High			Low	A suggestion has been made by the WG that Actions 1.4.3 & 1.4.4 can be eliminated.
1.4.4 Distribute document to other museum organizations, educational institutions and organizations and colleagues	WG Advocacy /High			Medium	
1.4.5 Create "grassroots" advocacy program for Members	WG Advocacy/Low Members/High			Medium	A suggestion has been made by the WG that this is the same as 1.2 and should be eliminated.
1.4.6 Seek publication re: the value in professional journals and newsletters	WG Advocacy/Medium WG Publications/High			Low	One per year in a journal or popular publication.
1.4.7 Seek presentations and study sessions re: the value at professional meetings	WG Advocacy/Medium Board/High Members/High			Low	Two per year at a major museum conference or meeting.
1.4.8 Develop a list & seek contacts and discussions with VIPs re: the value of university museums & collections	WG Advocacy/Medium Board/ High Members/Low			Medium	The Chair and Board Members have made contacts at the national and international level.
1.4.9 Develop high-level sector initiatives to help progress.	WG Advocacy/High; Board/High; Members/High			Medium	
1.4.9 Active and significant program meeting objectives of 1.2.4 - 1.2.7				Medium	BENCHMARK
Strategy 1.5 Solicit New Information	?	?	?	?	Formerly Goal 7: no action. Do we need this? What does it mean? Should it be a Strategy or a Goal? Are we already doing this?
Strategy 1.6 Promote and develop strategic partnerships and international cooperation and exchanges	?	?	?	?	Formerly Goal 5: no action. I think we need this but should it be a Strategy or a Goal? What should we do? What can we do?

GOAL 2. PROVIDE SERVICES THAT INFORM, COMMUNICATE AND ENCOURAGE PARTICIPATION (the "Resources" portion of this Goal was moved to Goal 3).

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Strategies & Suggested Actions	Responsibility & Time Commitment	Start Date	End Date	Financial Commitment	Status & Remarks
					Action
Strategy 2.1 Provide an Annual Conference.					
2.1.1 Develop Conference Guidelines	None			None	The Conference Guidelines have been done and placed on the website (http://publicus.culture.hu-berlin.de/umac/pdf/ConferenceGuidelinesShort.pdf).
2.1.2 Create Guidelines for Speakers	Board	08/07	06/08	None	Guidelines for Speakers & Session Chairs has been created and approved by the Board.
2.1.3 Develop Conference financial procedures	Board	10/08	10/09	None	Are additional guidelines needed for financial practices?
2.1.4 Develop Conference Schedules	Board/High			High	BENCHMARK: Done. The current schedule is: Manchester (UK) 2008; Berkeley 2009; Shanghai (ICOM) 2010; Lisbon (2011); Singapore (2012).
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 in establishing online publication. Several other strategies have been merged or eliminated.
2.2.1 Establish publication series	WG Publications/High	Ongoing	Ongoing	High	Done. 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. Are 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	?	BENCHMARK? A contract with Humboldt University has been made. Design of the web platform is in process. UMAC may be ready to begin publishing in September 2008.
2.2.3 Create new Guidelines for process of selecting, editing and preparing papers for publication.	WG Publications		Ongoing?		
Strategy 2.3 Publish a Newsletter.					Action.
2.3.1 Editor seeks content and makes a call for information from Board and Members.	Editor & Board/High; WG Publications/Low	Ongoing	Ongoing	Low	BENCHMARK: An online newsletter has been established. There are questions re: editorial succession and work load. The WG suggests that several of the Action steps can be merged or eliminated.
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 Redesign newsletter & format new template	Editor/High; WG Publications/High; Board/Low	08/07	01/08	?	Done.
2.3.5 Redesigned newsletter with established format that is published 1-2 times/year.	Editor/High	08/08	10/08	Med	BENCHMARK: Done.

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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.

2.4.1 Create website	Webmaster/High	08/07	Ongoing	
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
2.4.7 Develop an online bibliography	Webmaster/Med WG Directories?/High			High
2.4.8 Provide relevant resources and essential services by Board, independent of the Webmaster	Board/Mid	?	?	

Action. Should we be looking at our own domain name? The WG suggests that Strategies 2.4.4, 2.4.3, and 2.4.8 can be merged or eliminated.

BENCHMARK: 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 WG suggest eliminating this because it is redundant.

Must be done by an expert (for money) to allow autonomous data input for all Board members

Precondition: Development of a content management system. This may be eliminated because much of this information is found elsewhere on the Web site.

Done: developed by Cornelia Weber (<http://publicus.culture.hu-berlin.de/umac/bib.php>).

BENCHMARK: Ongoing

Strategy 2.5 Create a Database

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
2.5.3 Create a new database on the basis of the new model	WG Directories/Low	?	?	High
2.5.4 Systematic registrations	WG Directories/Low	?	?	Low
2.5.5 Provide data about 3,000 university museums and collections	WG Directories/Low		Ongoing	Low

Action. The WG has suggested that some of the Actions can be merged or eliminated.

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

Must be done by an expert (for money)

Ongoing: Mexico and Columbia added July 2008.

BENCHMARK: ongoing.

Strategy 2.6 Develop New Services

2.6.1 Develop advocacy program	Board/High WD Advocacy/High	08/07	Ongoing	Low
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				

Action.

BENCHMARK: The Board established the WG Advocacy at the 2007 Board Meeting in Vienna. Hugues Dreysse was appointed Chair (see 1.1.1). Done. Available on website (see 3.3.3).

This idea was rejected by the WG Strategic Planning after a review of the evaluation process in several countries. I also was in questions whether UMAC should be performing of offering some form of evaluation. (see 1.2).

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2.6.5 Training & workshops in areas such ethics and leadership Board/High 08/07 Ongoing? High? (see 3.2.2)

GOAL 3. SHARE BEST PRACTICES AND RESOURCES					
Strategies & Suggested Actions	Responsibility & Time Commitment	Start Date	End date	Financial Commitment	Status & Remarks
Strategy 3.1 Identify the best standards & practices.					No Action. The WG suggests that UMAC provide references and suggestions re: the best standards and practices but these are not to be used to evaluate university museums and collections. See Strategy 3.3
3.1.1 Survey members	Board/Med	08/07	08/08	Low	The WG suggests that 3.1.1 - 3.1.5 be eliminated. They have been replaced by Strategy 3.3.
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 approves text of document, distribute working document to Members and put on website	Webmaster/Med Board/Low	08/08	09/08	Low	BENCHMARK
3.1.6 Board approved document	Board/Low	09/08	Ongoing	Low	The WG suggests eliminating this Action.
Strategy 3.2 Share the best practices through programs and services.					Action.
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	In process: Board discusion of sharing workshops at 2010 ICOM Conference. Shanghia, China.
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		BENCHMARK
3.3 Create a "Help" section on the Web Page					Done.

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Suggested Actions	Responsibility & Time Commitment	Start Date	End Date	Financial Commitment	Status & Remarks: Approved by Board
3.3.1 Technical Information	WG Strategic Planning (Weber)	01/08	Ongoing	None	Ongoing
3.3.2 Helpful Articles	Wg Strategic Planning (Tirrel)	01/08	Ongoing	None	In process
3.3.3 Peer Consultation	Board	01/08	06/08	None	Done
3.3.4 Help Blog					Done

GOAL 4. PROMOTE RESEARCH AND GENERATE NEW IDEAS (formerly Goal 6) The WG suggests that this Goal is no longer valid and should be eliminated.

Strategies & Suggested Actions	Responsibility & Time Commitment	Start Date	End Date	Financial Commitment	Status & Remarks
Strategy 4.1 Solicit Information Regarding Research					Action?
4.1.1 Contact museum studies programs/seek out current students. Researchers and projects	RD/High			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.)
4.1.2 Compile and organize existing research materials and contact information	RD/Med			Low	Continue by seeking input from Board and Members..
Strategy 4.2 Facilitating Information Exchange					Action?
4.2.1 Create and maintain a network of information/research exchange (UMAC Research Development)	RD/Med			Low	BENCHMARK The former WG (now Research Development/RD) is still in its formative stage and requires input from Board and Members.
4.2.2 Create and maintain an RD online discussion group	RD/High			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.
4.2.3 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			Med	Initiate at Vienna or earlier.

GOAL 5. CREATE A SOUND AND SUSTAINABLE ORGANIZATION (new title, formerly Goal 8)

Strategies & Suggested Actions	Responsibility & Time Commitment	Start Date	End Date	Financial Commitment	Status & Remarks
Strategy 5.1 Prepare for Board Election 2010					Action. The WG has merged several of the Strategies and their Actions.
5.1.1 Develop Election Procedures & Practices Review current election practices & Board	Board/High			Low	
5.1.5 Discuss and approve/disapprove practices	Board/High, Members/High	12/07	02/07	Low	The Board discussed the procedures at the 2007 Board Meeting in Vienna.

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5.1.6 Put election practices, and Board authority dealing with appointment and WGs on website; distribute to Members	Webmaster/Med Board/Low			Low	
5.1.7 Establish Board authority re: appointments and WGs	Board/Low	Review one year before every election	Review one year before every election	Low	BENCHMARK: 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.
5.1.8 Approve/disapprove election procedures	Board/Low	Review one year before every election	Review before every election	Low	BENCHMARK
5.2. Develop a plan for recruitment of new Board Members & Chairs for WGs					No action. The WG suggests that 5.2 and 5.3 be merged, The Actions have already been eliminated.
5.3 Create a Nominating/ Orientation Task Force; develop an orientation program for new Board members					No action.
5.3.1 Board approves slate of nominees for 2010 and election of 2010 Board Members	Board/Med			Low	BENCHMARK
5.4 Create a Budget for 2007-2010/ financial and resources plan.	Board/High	?	?	Low	Chair has requested budget planning.
5.4.1 Review financial resources such as income from publications, conference & ICOM	Board/High Financial Task Force/High			Low	Suggest that a Financial Task Force be formed to address urgent need for financial planning
5.4.2 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			Low	
5.4.3 Review and analyze potential contributions of time and input by Board, WGs, and Members	Board/High			Low	
5.4.4 Develop Financial Plan with realistic priorities and schedules for Strategic Plan	Board/High			Low	BENCHMARK
Strategy 5.5 Create an Operational Plan (OP)	WG Strategic Planning, Tirrel & Weber/ High	01/08	10/08	Low	In process.
5.5.1. Review ICOM OP	Tirrell/Med	05/08	07/08	Low	Done.
5.5.2 Draft OP	Tirrell/High	05/08	07/08	Low	Done.
5.5.3 Review of OP	WG Strategic Planning & Board/Med	07/08	08/08	Low	
Strategy 5.6 Seek new Members & retain Members	Board/Med			Med	Formerly Goal 4: no action.