



**OHIO MUSEUMS
ASSOCIATION**

STRATEGIC PLAN 2022 - 2027

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Johnna McEntee



Dear Ohio Museums Association members, stakeholders, partners, and supporters,

To say the world has experienced change and uncertainty in the past few years is beyond understatement and borders on cliché at this point. But, it's an unavoidable fact that our communities and our museums have fundamentally transformed, and are still morphing and growing to adjust to our post 2020 lives and needs. Organizations that serve museums and those who work in them, like the Ohio Museums Association, have not been immune to these changes, and must undoubtedly continue to grow and evolve to the everchanging needs of our museum professionals, our museums, and the communities they serve.

We must continue this progression if we wish to remain not only relevant, but beneficial and even imperative to our members. We must continue listening and then meeting what is called for, anticipating needs, confidently taking the lead on issues we speak to best, and supporting our partners when their expertise leads.

This plan helps OMA venture into the next five years with a clear framework to help us meet these challenges, and emerge into this future a strong, resilient, and responsive leader for our field.

In service to the goals outlined in this plan, the Ohio Museums Association will continue to connect, educate, empower, and advocate for the Ohio museum community. I'm excited to start this five-year journey with you – and I know OMA will only achieve these goals with your input, participation, and support.

Thank you for making OMA the important resource and organization it is, and for helping to push us ever forward. I am always inspired by you, our members.

OMA Executive Director

Who We Are/Mission/Vision/Values

Mission Statement

The Ohio Museums Association connects, educates, empowers, and advocates for the Ohio museum community.

Service Statement

The Ohio Museums Association serves Ohio arboretums, aquariums, anthropology museums, art museums, art center and galleries, botanical gardens, ethnic museums, general museums, heritage centers, history museums, historic houses, historic parks and sites, historical societies, natural history museums, nature centers, planetariums, science and technology centers, youth and children's museums, zoos and other like institutions.

Vision Statement

The Ohio Museums Association supports innovative learning and contributes to the vitality of life in our communities by promoting the growth and sustainability of Ohio museums.

Value Statement

Connecting, educating, empowering, and advocating for Ohio's museum community.

Diversity, Equity, Accessibility and Inclusion Statement

The Ohio Museums Association embraces the unique attributes, characteristics, and perspectives of every individual.

We believe **Diversity** is all the ways that people are unique, including but not limited to dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, and/or other ideologies.

We believe **Equity** means the fair and just treatment of all members of our community.

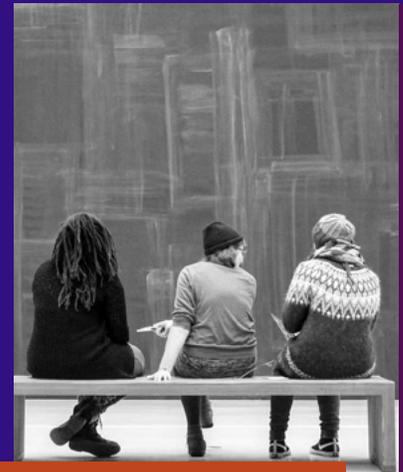
We believe **Accessibility** means providing access to everyone.

We believe **Inclusion** to be the intentional, ongoing effort to ensure that all individuals can fully participate within our organization.

It is our aim that members, partners, and key stakeholders reflect, embrace, and promote these core values.

Access Statement

The Ohio Museums Association is committed to connecting and empowering all museum professionals. Please contact Johnna McEntee at 614.297.2375 with any accessibility accommodation requests, questions or concerns.



“Ohio Museums Association provides plenty of resources to help its members thrive at their respective institutions throughout the state.”

– Dr. Jacqueline Hudson



Strategic Plan Purpose and Process

Phase I: Discover

- Twenty-seven one-on-one interviews with OMA staff, board members, members, key leaders, and partners to gather unique perspectives, determine the directional baseline, and begin building our plan's foundation.

Phase II: Define

- Five full-team shaping sessions with alternating working teams to collect and debate ideas before final assembly.

Phase III: Decision

- Four leadership team working sessions to dig deeper into the shaping session content and decide final plan components.





“Ohio Museums Association connects me and my organization to people and resources that help us grow professionally and leverage new collaborations and ideas.”

– Alexandra Coon

6 Guiding Principles

People First in All We Do

Museum professionals and institutions exist at the heart of what we do. We prioritize simplicity and accessibility for our members to reduce barriers to participation and encourage engagement. Our Association welcomes and actively recruits institutions of all sizes and museum professionals in all stages of their careers, to work together in creating a better world to live and work in.

Be a Trusted Resource

Our success hinges on the current and sustained trust of our membership. We strive to provide our members with accurate, reliable, and up-to-date information to make quality, informed choices in the best interests of their careers and organization. Our high standard of reliability extends beyond our membership to include our coalition partners, as well as the communities we serve.

Cultivate Diversity in All Ways

Our diversity is the DNA of who we are, what we think, and how we operate. We are committed to ensuring that every level of our organization reflects the membership and communities we serve. In seeking input and leadership, we are dedicated to elevating the voices, perspectives, and experiences of marginalized groups and groups who may not have a prominent voice within the industry. We celebrate the diversity in our membership, programming, and internal structures to fortify our organization and meet the needs of our members.

Advocate and Educate

We advocate and educate at every level – from within our own membership to institutions, communities, elected officials, and decision-makers of all ranks. We leverage our relationships with similarly focused organizations to garner input and build consensus on the most beneficial policy positions. We confidently take the lead on issues we speak to best and in turn support our partners when their expertise leads.

Lead From Within

Our Association's strength depends on the strength of our membership. We empower members to participate, engage, and craft the organization as their own by supporting the infrastructure to nurture the interests and talents of all members. Leadership leads by example, giving their own time and energy to the success of the organization, and the mentorship of tomorrow's leaders.

Foster a Growth Mindset

We harness a growth mindset to make our vision for the future a reality. Our growing membership demands a greater financial capacity to increase capabilities to develop and diversify programming. We leverage our partnerships and planning to innovate and establish sustainable funding sources to enhance and support the grants and charitable contributions we receive.

5 Strategic Themes

These are true if we have achieved our vision by 2027...

Diversity, Equity, Accessibility, and Inclusion (DEAI)

We have woven DEAI into all we do, from ensuring our board is representative of our members and the communities we serve to the issues we advocate for and the programs and tools we offer. We actively listen and work alongside our partners to deepen DEAI visibility and engagement in Ohio and the museum industry.

Growth and Sustainability

We have been disciplined and focused on growing our capacity, our membership, and our service offerings. By developing and diversifying revenue streams to increase non-dues revenue, we have increased the budget, enhanced member programming, and positioned the organization to expand staffing.

Resource and Partnership Development

We have leveraged our partnerships to collaborate and share costs when priorities align and have led and leaned upon the expertise of our partners in a coalition of like-minded organizations.

Advocacy and Outreach

We continuously engaged our members and communities on the issues that matter most, fortified relationships with our elected officials, and successfully advanced the Association's policy priorities.

Membership Development

We have created networks and communities across the state to make offerings more accessible to our members. We have provided a safe space for active debate and discussion and provided educational opportunities for members of all career stages to learn and grow.

“In addition to all of its great programming and resources, OMA's membership consists of a broad spectrum of state-wide museum professionals, from a variety of institution types and across all roles and responsibilities, which has served as an invaluable tool for both my personal and professional growth throughout my career.”

– Jason Crabill



6 Goals

Connect, educate, empower, and advocate on behalf of Ohio's museums, their professionals, and the communities they serve.

- **Increase new membership by 10%**
 - Focus on the 38% of nonmember webinar attendees to convert to members
- **Recapture 33% of Former Members**
 - Target 106 lapsed or canceled organizational memberships and re-recruit
- **Diversify who we are and what we do**
 - Develop one additional revenue stream, establish an endowment, and create DEAI resource toolkit
- **Strengthen engagement and partnerships**
 - Collaborate with partner organization(s) on one initiative per year
- **Expand our advocacy reach**
 - Identify one member leader per legislative district for Museums Advocacy Day and targeted advocacy initiatives, and conduct quarterly meetings with local/state elected officials and OMA
- **Develop member and industry leaders**
 - Engage members on a regional level, establish committee leadership opportunities, devise professional development certification programs, and serve members at all levels of their careers



Measuring Our Success

Over the next five years, OMA will track and measure success in the following five areas:

Team: the extent to which we continuously improve experiences, opportunities, and capacity for both members and staff

Community: how successfully we integrate our work and build awareness within our communities

Impact: the policy wins we secure, the partners we elevate, and our ability to deliver high-quality programming and resources to our members

Partners: the quality and quantity of our relationships and collaborations

Finances: our capacity to maintain and expand operations



Our measurement indices will be comprised of:

- **Team Engagement Index**
 - Recruitment and retention
 - Engagement and participation
 - Staffing capacity
 - Diversity
- **Community Engagement Index**
 - Engagement and participation
 - Education and awareness
- **Impact Index**
 - Professional Development
 - Advocacy victories
 - Total additional external funding
- **Partnership Index**
 - Total number of top-tier partner relationships
 - Total number of collaborative initiatives
 - Total investments and cost-sharing
- **Financial Performance Index**
 - Grants/external fund procurement
 - Annual operational funding
 - New revenue creation

“On the surface, museums provide rich content and experiences that enrich our understanding of our very world and everything in it. At a deeper level, however, museums act as cultural community anchors that provide unique mind, body and soul enlightening engagements, catalyzing our capacity to be thoughtful, reflective, civic-minded, positive contributors to our society. The Ohio Museum Association provides an unequalled and necessary connective tissue of organization, leadership and guidance that act as a multiplier for our collective impact. This strategic plan best captures their vision, mission and promise to deliver for our community of museums, the great State of Ohio, and beyond.”

– Dr. Frederic Bertley



Program: Organizational Development

Overview: Increasing capacity, capability, and operational sustainability throughout the Association.

Focus Areas:

- Data and analytics
- Staffing capacity
- Executive Director compensation
- Fiscal/budget management
- Grants/endowments

Program: Diversity, Equity, Accessibility, and Inclusion

Overview: Integrate and elevate DEAI in all aspects of what we do and who we are.

Focus Areas:

- DEAI Toolkit
- Board diversity
- Integration into current programming
- Elevate and support partner work
- Identify areas we can lead

Program: Community and Partnerships

Overview: Investment in relationship development and deepening to expand community reach, visibility, and impact.

Focus Areas:

- Love Your Museum campaign
- Coalitions
- Identify initiatives we can partner on
- Collaborative funding and cost-sharing

Program: Member Recruitment, Satisfaction, and Retention

Overview: Continuously improve member communications, outreach, and recruitment strategies to reinforce reputation and credibility as the state's trusted resource on Ohio museums.

Focus Areas:

- Data and analytics
- Targeted campaign focusing on former member recapture
- Geographical accessibility options
- Affinity group expansion
- Service offerings for every career level

Program: Advocacy and Mobilization

Overview: Harness strength of leadership, board, and membership to advance policy education and awareness at the state and local levels.

Focus Areas:

- Advocacy roundtable
- Develop consistent cadence meeting with elected officials
- Advocacy day attendance
- Explore fundraising mechanisms and advocacy entities (527s, c4s, connected political action committees, etc.)

Program: New Services and Solution Evaluation

Overview: Expand our portfolio of offerings through new development and partnerships to provide diversity of engagement and revenue opportunities.

Focus Areas:

- Member survey
- Explore and evaluate member needs
- Ohio-centric library
- Certification programming
- Continuing education opportunities

Strategic Theme Alignment	Foundation (Groundwork) (years 1-2)	Expansion (years 3-4)	Flourish (Execute) (years 4-5)
Growth & Sustainability	Conduct member research on value/quality	Targeted communication campaign to enhance visibility and reinforce value	Investigate Dues Structure and evaluate restructuring
Resources & Partnerships	Research and identify staffing needs and grant opportunities to fund staffing support	Expand staff through part-time, partnership cost-sharing, or intern support	Hire 1 FTE to support the organization
Advocacy & Outreach	Identify and deepen preexisting member/elected relationships and develop new opportunities	Expand engagement and OMA constituent reach per district	Explore organizational entities for further political action (political action committees, et al).
Growth & Sustainability/ Leadership Dev	Issue targeted member and nonmember surveys to identify gaps	Design and develop additional programming	Explore organizational entities for further political action (political action committees, et al).
Growth & Sustainability	Research targeted growth potential among former members	Expand membership by 10 percent	Expand membership by 15 percent
DEAI	Identify opportunities to embed DEAI into all current programming	Develop collaborative programming with partners already doing the work	Create DEAI toolkit and library

John Luchin



All,

This strategic plan is the culmination of a great effort that began in the fall of last year, to create a blueprint for the Ohio Museums Association's next five years.

With the help of the Ohio Arts Council, COSI's Catalyst Group and Marketing Department, Spark Creative, our outside partners, and the OMA Board we have created a document that will allow us to continue to serve our members in the best ways possible. I want to thank everyone who contributed to this effort for their thoughtful ideas and their commitment to OMA. I look forward to watching OMA achieve the goals put forth in this plan over the next five years as we continue to grow as an organization.

Finally, as with anything the Ohio Museums Association does, this project would not have been possible without the leadership of OMA's Executive Director, Johnna McEntee. Johnna's commitment to the organization and most importantly to our members is unparalleled, and we are truly lucky to have her leading OMA.

Sincerely,

OMA Board of Trustees President

Acknowledgements:

The Ohio Museums Association's 2022-2027 Strategic Plan is made possible in part by state tax dollars allocated by the Ohio Legislature to the Ohio Arts Council (OAC). The OAC is a state agency that funds and supports quality arts experiences to strengthen Ohio communities culturally, educationally, and economically. We thank the Ohio Arts Council for their continued support and leadership.

OMA would also like to thank our members and stakeholders for their input during this process. From formal surveys to informal chats, to video meetings – we truly appreciate all of your insights, and your willingness to share your needs and thoughts on how OMA can better serve you.

We would like to extend a special thank you to the following individuals and organizations who took part in this extensive planning process. Your dedication in helping us create this guiding framework will be the springboard for the plan's ultimate success.

- **COSI Catalyst Group** – with special acknowledgement to Dr. Frederic Bertley and Stephen White
- **COSI's Design Team**
- **Spark Creative**— Jeff Sturm and Dr. Amanda Finelli
- **Outside Partners and stakeholders:**
 - **Alexandra Nicholis Coon** and the Massillon Museum
 - **Betsy Hedler** and the Ohio Local History Alliance
 - **Jacqueline Hudson** and the National Underground Railroad Freedom Center
 - **David Merkowitz** and Ohio Humanities
 - **Molly Cairney** and Art Possible
 - **Ruth Ann Rug** and the Coalition for State Museum Associations

And most especially, the OMA board, including a special thank you to the Executive Committee, and our Strategic Plan Team Leaders: John Luchin, Jason Crabill, and Jessica Cyders.

OMA Board of Trustees:

- **Andrew Bednarski**, Cleveland Museum of Natural History
- **Roberta Carothers**, National Museum of the U.S. Air Force
- **Jason Crabill**, Decorative Arts Center of Ohio
- **Jessica Cyders**, Southeast Ohio History Center
- **Jill Dunne**, Cincinnati Art Museum
- **Alexis Faust**, Aullwood Audubon Center and Farm
- **Mindy Galik**, Columbus Museum of Art
- **Michael Galka**, Federal Reserve Bank of Cleveland Money Museum and Learning Center
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- **Scot Phillips**, Massillon Museum
- **Seema Rao**, Brilliant Idea Studio
- **Nicole Rome**, Columbus Museum of Art
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- **Stephen White**, COSI

We would also like to extend a heartfelt thank you to OMA board president, John Luchin. John's dedication and attention to detail made him the ultimate asset during the planning process. His leadership, drive, and vision for OMA will ensure this plan's success, and inspire our future leaders to continue moving OMA ever forward.

This Strategic Plan was powered by...

SPARK
CREATIVE



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