

Ella

ELLA SHARP
MUSEUM

Strategic Plan 2016 - 2020

Approved

December 2015

Revised 2017

Executive Summary

The Ella Sharp Museum has grown categorically over its first 50 years, from the beginning concentrating all operations within the Hillside Farmhouse to the large Hadwin Center expansion accomplished in 2006 to the addition of the Cell Block 7 Museum and in 2015 the resumption of management of the Hurst Planetarium. Now the task at hand is to refine the internal operations within the organization as well as engage the Jackson County community and the surrounding areas to the holdings, programming, exhibits and other special events possible at the many venues now part of the umbrella of Ella Sharp Museums. We will accomplish this by attention to the large collection of items now part of the museum property as well as centering activities around becoming an educational hub by coordinating programming, events and exhibits and developing the educational value of all areas.

Excellence in four key areas is essential to achieving the goals in this plan.

Community Engagement: Strategies in this area will serve to ensure The Ella operates in partnership with our community.

Performance Excellence: These strategies require staff, volunteers and governance to function using national best practices and to evaluate the communities we serve.

Learning and Growth: This area stresses the importance of continuous development of Museum staff and governance as necessary to maintain a first-rate museum.

Financial Strength: Strategies in this area ensure the long-term viability of the Museum by broadening the reach of a strong financial foundation.

The Board and staff look to evaluate each area in regards to customer satisfaction and growth. The document serves as a starting place for the next 50 years of service to the community.

Amy Reimann
Executive Director

Karen M. Beers
President, Board of Directors

Diane Gutenkauf
Executive Director

Rick Mills
President, Board of Directors

Mission

The Mission of the Ella Sharp Museum is to provide opportunities for everyone to explore, engage in, and enjoy history and the arts.

Vision

The Ella Sharp Museum of Art and History will be recognized as the leading community resource preserving Jackson history, presenting local history and the arts to inspire continuous learning, and inspiring an engaged public to carry Jackson's past and a culture of creativity into the future.

Values

The Ella Sharp Museum values:

Education. The Museum creates meaningful, learning-centered, challenging, and thought-provoking educational experiences for people of all ages through the utilization of history and art expositions.

Community Focus. The Museum is welcoming and accessible. It honors the diversity of its community by providing exhibits and programs that represent the range of experiences and perspectives within the community and the society.

Stewardship. The Museum upholds the highest standards of ethics, honesty, effectiveness, and accountability. It is efficient in its operations, holding material and financial resources for the benefit of the community.

Innovation. The Museum encourages creativity and freedom to explore, in both its public programs and its internal operations.

Inspiration. The Museum impacts lives by being an exciting, adaptable, and uplifting place to work and to visit. Mutual respect and support are hallmarks of its environment.

Strategic Pillar: Community Engagement

Supported by values of community focus, stewardship, education, innovation

Goals
Create a sense of ownership in the community for The Ella by creating a culture of inclusion.
Create a museum experience for community members that is easily accessible, understood and enjoyable.
Create an educational hub for art, history and science in the Jackson community
Become the comprehensive reference resource for the history of Michigan's Jackson County

Strategic Pillar: Performance Excellence

Supported by values of stewardship, education

Goals
Ensure the Museum operates using industry best practices, maintaining American Association of Museum Accreditation (renewed August, 2013)
Serve as excellent stewards of the community's treasured assets of Ella Sharp Museums' land and buildings.
Establish an ongoing standard for program/project assessment
Create a culture of customer service excellence and continuous improvement.
Expand the number, diversity and visit frequency of the people we serve.
Define and refine the inclusion of all of the Ella Sharp Museums (Hadwin Center, Hillside campus, Hurst Planetarium, CB7, etc) within all business practices

Strategic Pillar: **Learning and Growth**

Supported by values of community focus, stewardship, education, inspiration

Goals
Develop a first-rate, national-level staff, board, and volunteer organization.

Strategic Pillar: **Financial Strength**

Supported by values of community focus, stewardship, education

GOAL: Achieve sustainable revenue sources to fund operations, maintain the assets, and support the mission of the Ella Sharp Museum organization.

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Acquire annual market-responsive exhibits to generate positive financial returns through sponsorships and associated programming.
Develop a deeper and broader relationship with donors.
Improve financial processes and understanding of financial requirements.

APPENDIX

COMMITTEES:

EXHIBIT ADVISORY COMMITTEE (EAC): EAC members include one Board member, the Executive Director, the Exhibits Coordinator, and the Collections Manager. (source 3.3 ESM Exhibits Policy) (Need to include CB7 Manager too)

COLLECTIONS COMMITTEE: The Collections Committee is chaired by the Collections Manager. The committee is made up of the Executive Director, the Collections Manager, another appropriate Museum staff member, knowledgeable volunteer or outside resource person. The Chair of the Board of Trustees will appoint Board members to serve on the Collections Committee when the committee is reviewing objects for possible deaccessioning. (source 3.2 ESM Collections Policy)

FINANCE COMMITTEE: A standing committee that meets monthly to manage finances. Membership includes the Executive Director, Financial Manager, Treasurer, along with additional Board members and financial professionals.

DEVELOPMENT COMMITTEE: Executive Director, Development & Membership, one or more Board Representatives. May have additional members for specific fundraising efforts.

FACILITIES AND GROUNDS COMMITTEE: Maintenance Supervisor, one or more Board Representatives.

PLANETARIUM COMMITTEE: Ad-hoc committee created when the Museum resumed management of the Hurst Planetarium in 2015. Includes Executive Director, Education Staff, Board Representation, and advisory Community members including Jeff Biel (JPS Superintendent) and Tony Hurst (Hurst Foundation).