

<b>2020 STRATEGIC PRIORITIES</b>	<b>OBJECTIVES 2020</b>	<b>Strategy 1</b>	<b>Strategy 2</b>	<b>Strategy 3</b>	<b>Strategy 4</b>
<b>Education and Engagement</b>					
1. Deliver multi-formatted public programs and enrichment experiences that connect with multi-generational audiences	Deliver and evaluate a minimum of (16) public programs: (12) IAAM sponsored and (4) in partnerships with others	Pilot new faith based programming (minimum of 5 programs)	Pilot "African Diasporic Film Series" (3)	Deliver (3) "Common Ground" programs	Launch scholarly lecture series with 2 programs; 4 additional in partnership with others
2. Create long-term vision and infrastructure for museum's inaugural education programs	Create grade by grade guide that aligns museum content/ scope with local and national education standards	Engage with IAAM Education Advisory group, teachers, students, parents to inform the development of the education program	Research and interface with national and international museum education programs	Determine alignments between local and national education standards w/collections, exhibit content, and visitor experience objectives, Q2	Work with consultant to design Grade-By-Grade guide, Q4
3. Design and implement content that meets museum best-practices to enhance the visitor experience	Create educational materials	Collaborate with Gibbs & Smith Publishers on Social Studies textbook and digital education materials	Partner with Urban Ministries, Inc. to create IAAM faith-based/Christian educational materials and collateral	Research, evaluate and choose high-performing digital platforms to aggregate and distribute museum's educational content and collateral	
	Design, prototype and test educational components of the permanent and temporary exhibits and Center for Family History	Determine in-gallery learning outcomes and develop outline of self and guided tour tracks, Q4	Launch IAAM high school and college Internship Program by Summer 2020	Develop plan for Alternative Springbreak initiative, Q3	
4. Cultivate local, national, and international networks through strategic partnerships and community engagement	Initiate and cultivate relationships with existing and new stakeholders				
	Local/Regional	Establish S.C. Advisory Committee, Q1	Launch "I AM & Me" Faith-based outreach program, Q2	Weekly targeted engagement with faith-based communities in S.C., N.C., and GA	
	National/International	Attend and present at relevant industry symposia, conferences, and convenings	Establish partnership with R400 Summit on transatlantic slave trade	Create plan for development of relationship with Freetown, Sierra Leone	Engagement with International Coalition for Sites of Conscience

2020 STRATEGIC PRIORITIES Education and Engagement	OBJECTIVES 2020	Strategy 1	Strategy 2	Strategy 3	Strategy 4
5. Develop policies and procedures for public-facing visitor services staff and volunteers/docents	Build the infrastructure for visitor services functions	Create comprehensive volunteer and docent recruitment, orientation, training, and engagement plan, Q4	Convene quarterly volunteer appreciation or enrichment programs		

2020 STRATEGIC PRIORITIES Museum Planning and Ops	OBJECTIVES 2020	Strategy 1	Strategy 2	Strategy 3	Strategy 4
<b>IMPORTANT NOTE: THIS PLAN DEVELOPED BEFORE BERNICE CHU IS ON BOARD. To be updated.</b>					
5. Make plans and decisions concerning café, store and use of Maritime Center space	Develop concept plan for ticketing, café, museum shop and the use of Maritime Center	Create traffic plan and logistics	Recommend alternate use of spaces for these functions		
1. Ensure all protocols, etc. in place; review GMP documents and create wish list for tweaks	Develop protocols, instruments, and administrative controls to manage Capital Budget and spending plan	Work with City and Cummings to develop	Establish operating logistics for physical movement in the museum	Create visitor services, and revenue operations policies and plans	
	Complete infrastructure system review for mechanical, electrical, and plumbing including IT, emergency, fire, security, and HVAC systems	Work with Turner Brownstone, City, Cummings to develop			
<del>2. Secure objects for exhibitions and IAAM collection.</del> For objects, this should be a curatorial task. Change to "Furniture and Fixtures"	Create comprehensive FF&E list and budget	Finalize 2021 org chart and FTE structure	Research and begin to select vendors, finalize office layouts	Benches etc	
3. Create procurement systems and policy protocols	Refine Building Operations and Facilities Management Plan	Research best practices	Work with staff to develop plan		
	Refine procurement plan to support construction, Memorial Garden, building up-fit, exhibit and media fit-out, and building operations	Research best practices	Work with staff to develop plan		
4. Create IT plan and budget	Develop IT plan and budget	Research best practices	Work with staff to develop plan		

2020 STRATEGIC PRIORITIES Ext Relations and Org Mgmt	To determine Objectives for 2020 reference what needs to be done BY OPENING	OBJECTIVES 2020	Strategy 1	Strategy 2	Strategy 3	Strategy 4
1. Inspire people to experience the museum on site and off	Sell 50K advance tickets and have 25K subscribers for enews	Complete brand identity, Q2	Continue to engage branding firm to work with staff and Board to create brand; update and integrate RAA and partners as relevant	Create IAAM branding book for in-house use		
		Launch new website and social media and provide resource to maintain the site, Q3	Hire website and social media consultant to create comprehensive website that integrates with Altru and/or other CRM systems	Working with consultants, determine ongoing maintenance and outside service needs	Train staff as needed	
		Get at least 20 distinct national news stories: 12 regional and 24 local	Target key reporters and create strategies for each	Create digital press kit		
		Create engaging monthly e-news and build subscriber list to 10,000	Hire professional to create e-news template	Train staff to populate the template and manage mailings and list		
		Develop strong social media presence with 10K+ Facebook, Instagram, and Twitter followers	Implement and adjust plan developed by Sarah Kronemeyer	Train staff to post (writing and photography)	Develop policies and procedures	
		Develop a relationship w/ at least 6 peer cultural institutions & 6 excellent cultural institutions (related to scope of work) by meeting in person at least once & communicating bi-monthly	Identiy targets	Visit targets	Touch each bimonthly	

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2. Meet annual financial needs and build financial resources to sustain the organization, operate efficiently and professionally, and assure good governance	Endowment of \$15MM; operating reserves to support two years; 5000 Charter Members and 50K advance tickets sold; all financial systems in place to manage financial affairs	Build endowment to \$10MM	Find suitable prospects	Create a Case Statement to be used in pitch		
		Raise funds to meet 2020 budget and build operating reserves to support 100% of 2021	Find suitable prospects	Create a Case Statement to be used in pitch	Secure \$750K from City of Charleston, \$300K from County and \$250K from State	Secure at least one Federal grant
		Recruit 2500 new members and achieve renewal rate of 50%+	Hire consulting firm to create comprehensive campaign	Implement a comprehensive campaign including mail, digital and events		
		Achieve at least 3 (of 4) stars from Charity Navigator	Understand all Charity Navigator criteria and submit all baseline required information			
		Communicate monthly with Board members and provide meeting information at least one week in advance	Create and send monthly e-news for Board	Get Board and Committee meeting agenda and materials out at least 5 business days in advance		
		Assure Board and Committees are engaged, follow bylaws and policies and procedures by providing staff support	Assign staff tasks and deadlines	Provide opportunities for Board interaction, education and engagement		

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		Conduct audit by March 30, 2020	Hire audit firm	Organize information for a smooth transition		
		Create plan and budget for 2021 by May 30, 2020 and review and update Year 1-3 Operating Plan by January 31, 2020	Revise planning framework used for 2020 and set schedule to meet objective			
		Receive 99% of pledges on time	Send reminders 90/60/30 days out from fulfillment date	Meet monthly to discuss challenges and use additional strategies to get funds in		
		Keep IAAM policies and procedures and staff handbook up to date and hold staff accountable to follow them	Review Policy and Procedure manual and staff handbook every 60 days and make updates and revisions as needed			
		Provide staff with opportunities for team-building, professional development, software and equipment needed to operate at peak efficiency	Determine needs and secure them	Provide team building opportunities at least quarterly		
		Choose software system to manage all revenue and expenses and have all running successfully	Research software systems	Provide training as needed		
		All staff are proficient in using Altru, Basecamp and DropBox	Conduct training sessions monthly (some mini)			
		Follow HR and accounting policies and procedures and make plans and decisions for 2021 and beyond	Staff to create tasks and deadlines in Basecamp	Keep policies and procedures up to date including a full review twice per year	Research HR outsource options to meet our needs 2021 and beyond	

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		Adequately secure insurance to meet needs for 2020 and project for 2021	Reivew current policies	Review recommendations with knowledgeable people and make decisions		
		Complete 2020 within 5% of expense budget and no more than 5% under budget in revenue				
		Submit all reports to governments, foundations, etc. by deadline	Create list in Basecamp with assignments, deadlines and "owners"			