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Core Documents Workshop

HELLO

my name is

Activity #1

**Your objectives
for this workshop**



Today's Outcomes

1. an understanding of the importance and required elements of each core document
2. progress made on developing or improving your museum's core documents
3. an action plan for continuing to improve your documents after you leave

The Value and Role of Core Documents





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Core Documents



Mission Statement



Institutional Code of Ethics



Strategic Institutional Plan



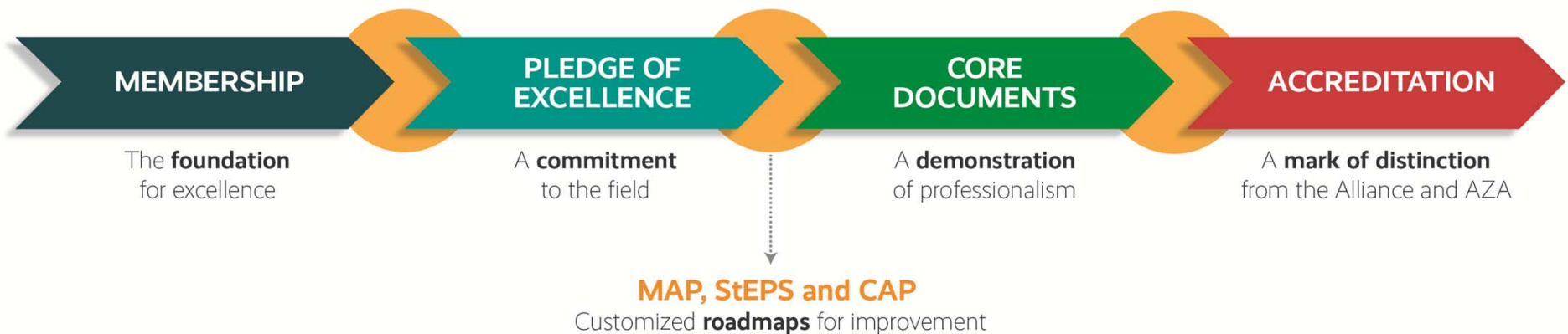
Collections Management Policy

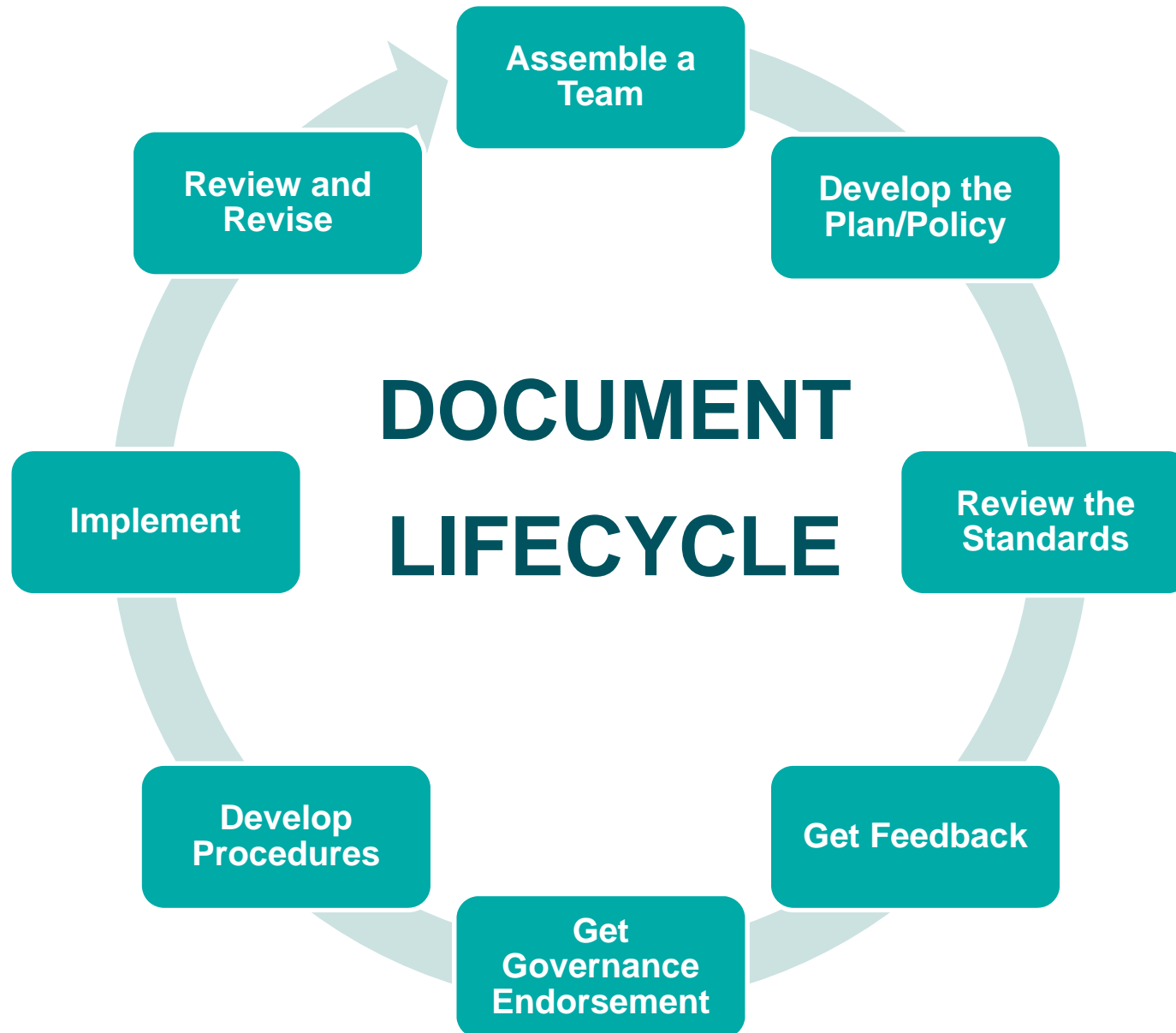


Disaster Preparedness and Emergency Response Plan

The Continuum of Excellence

Supporting and celebrating your museum's commitment to standards





Mission Statement





Why Mission Matters

- Drives what the museum does
- Sets strategic direction
- Impacts policies and plans
- Shapes what the museum collects

Mission: Required Elements

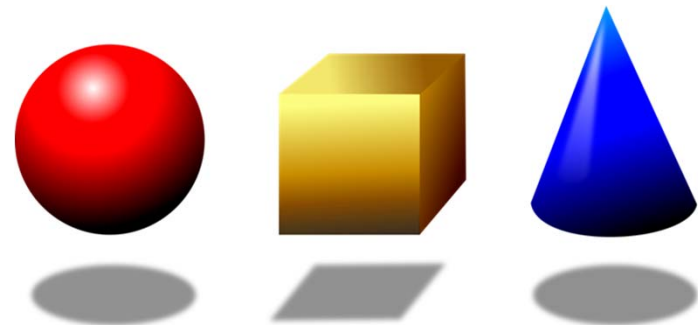
- Educational in scope
- Describes the institution's unique purpose / focus/ role
- Approved by governing authority





Mission Statements

- Come in all shapes and sizes
- Will necessarily evolve over time





Mission Review & Revision Triggers

- Strategic Planning
- Shift in Focus or Vision
- Leadership/Governance Change
- Organizational Restructuring
- Building Expansion/Renovation
- Redefined Audience
- Change to Cultural or Economic Landscape

From *Mission Statements: Building a Distinct Identity* by Gail Anderson



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Mission Change



Jim Gatchell Memorial Museum
Buffalo, WY



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Old Mission

To preserve the history of the Powder River region of Wyoming through the acquisition, exhibition and interpretation of artifacts and other objects that reflect the diversity and heritage of that region.



Reasons for Mission Change

- Accreditation tabling
- Large geographic scope
- Unwritten focus on a certain era

New Mission #1

Our museum is dedicated to following the late Jim Gatchell's vision of preserving the history of Johnson County, Wyoming, with emphasis of its Frontier Era, through the collection and conservation of related art, archives, and artifacts.

In the interest of educating museum visitors, the staff will continue to develop projects including interpretive exhibits, publications, and programs which focus on the Powder River Country of Johnson County.

New Mission #2

Our museum is dedicated to sustaining the late Jim Gatchell's vision of preserving the history of Johnson County, Wyoming, through the collection and conservation of related art and artifacts.

We will develop interpretive exhibits, publications, and programs to help educate our visitors on the historical events that shaped modern-day Johnson County.



The New Mission

- Concise and inclusive
- Guides collections, programs and exhibits
- Mounted on the wall



Activity #2

A – sample missions

B – comparison

C – your mission

Code of Ethics



What is an Institutional Code of Ethics?

Statement of shared values that:

- Puts forth the public trust & stewardship responsibilities of the museum
- Governs individual behavior of governing authority members, staff, and volunteers

Why is a Code of Ethics important?

- Fulfills public trust responsibility
- Demonstrates transparency
- Creates accountability
- Goes above and beyond the law
- Informs decision-making

Required Elements: Code of Ethics

- States institution's basic ethical, public trust responsibilities as a museum and nonprofit educational entity (not just about COI)
- Applies to governing authority, staff and volunteers
- Consistent with AAM's code
or other discipline-specific code



Required Elements: Code of Ethics

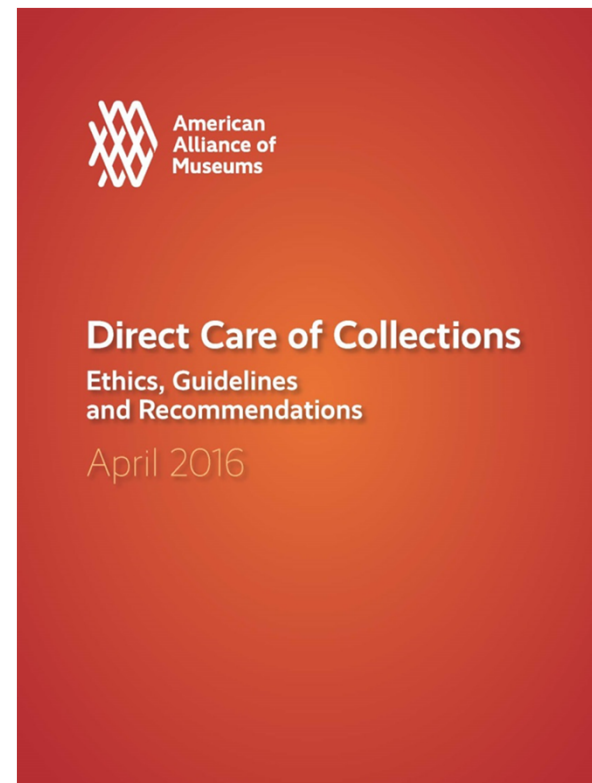
- Tailored
- Single document, not just compilation/citations
- Approved by the governing authority



Required Elements: Code of Ethics

- Includes statement on use of proceeds from deaccessioning

See Direct Care of
Collections
whitepaper →





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Activity #3A: Are You Covered?

Would your code of ethics help to guide the decisions of the Punxsutawney Groundhog Club Museum?



Scenario 1



The Mayor of Punxsutawney wants the city-owned Groundhog Museum & Gardens to deaccession & sell objects from the Punxsy-Phil-iana collection to pay off bond debt from a recent burrow renovation.

-
- ✓ Make sure my code includes: explicit statements on the use of funds from the sale of deaccessioned items.

Scenario 2



Al Roker has volunteered to serve on the board of trustees of the Punxsutawney Groundhog Museum & Gardens, giving the famed weatherman unprecedented access to Phil and his insider meteorological information.

✓ Make sure my code includes: conflict of interest statements that apply to board, staff, & volunteers

Scenario 3



A private funder has offered to sponsor an exhibit at the Museum & Gardens about the history of marmot meteorology. They'll even throw in a little extra to cover the organization's bond debt... as long as the organization denies the existence and scientific basis of climate change.

✓ Make sure my code includes: a section on the museum public trust obligations and commitments as a museum regarding interpretation, collections, and governance.

Public Trust



General Principles:

1. In order to create an internal working atmosphere of fairness, trust, creativity, and productivity, and in order to create public understanding of and trust in the museum, it conducts all of its activities in a manner that is honest, accountable, and consistent with all of the above-referenced codes and legal requirements.
2. In carrying out the work of the museum, the trustees, employees, and volunteers of the museum act at all times in a manner that reflects the intent and spirit of this institution's code of ethics. All trustees, employees, and volunteers refrain from any action that creates the appearance or reality of a conflict of interest with the museum's interests or with other personal interests.
3. Trustees, employees, and volunteers protect and nurture the museum's various assets for the furtherance of its mission and the long-term viability of the institution.
4. In its public and private fund raising efforts, the museum does not misrepresent its need for funds nor the uses to which the funds it raises are put. Gifts and contributions are used only in ways that are consistent with the purposes for which they are made.
5. All of the museum's interpretive programs are based upon and reflect intellectual integrity and public trust. Its exhibitions, publications, and educational and public programs are based on its mission and on thorough and accurate research; present historical information and issues in an honest and objective manner; and are delivered in ways compatible with effective educational practices.

Activity # 3B

What ethical
issues
could/does
your
institution
face?





Strategic Institutional Plan



Why a Strategic Institutional Plan?

- Articulates a shared vision
- Sets a strategic direction
- Integrates areas of operation
- Lists common goals
- Keeps everyone focused
- Provides measures of success



Creating the Plan

- Preparation
- Facilitation
- Formation
- Refining and adopting the plan
- Putting the plan to work

Who Should Be Involved?

- Governing Authority
- Director
- Staff
- Volunteers
- Members
- Donors
- Audiences
- Community Leaders
- Educators
- Civic/social organizations
- Arts/humanities councils
- Who else???



Activity #4A

Engaging Stakeholders in the
Planning Process

Required Elements: Strategic Plan

- Current & approved by governing authority
- Aligned with current mission
- Covers all relevant areas of operations
- Big-picture vision AND operational tactics



Required Elements: Strategic Plan

Implementation: What, Who, How, When

- Goals & Action steps
- Assignment of responsibilities
- Assessment of resources (human/\$\$)
- How resources will be obtained
- Timeline & Priorities
- Evaluation mechanisms
- Measures of success



Anatomy of an Institutional Plan

- Introduction – mission, vision, values
- Overview of the planning process
- Overview of operations, programs, & staffing
- Other planning tools, documents, or information



Anatomy of an Institutional Plan

- **Goals**
 - **Strategies**
 - **Action Steps**
 - Resources needed & how they will be obtained
 - Measurements of success



Example

Goal: Strengthen care of and access to the permanent collection.

- Strategy: Improve care of collections.
 - Action Step: Complete full inventory of artwork.



Anatomy of an Institutional Plan

- Monitoring and updating the plan
 - How
 - How often

Activity #4B

Assess Your Plan Like a Pro



Common Questions

Does this all have to fit into one document?

- No. Many museums submit a strategic plan and accompanying implementation/annual work plans.

How many years should the plan cover?

- More than 1, less than 10. We commonly see 3-5 year plans, but you should do what makes sense for your museum.



Common Problems & Pitfalls

- Not current
- Missing the process summary
- No input from the community
- Unrealistic goals, workload
- Implementation information lacking or not fleshed out enough

Collections Management Policy





What is a Collections Management Policy?

What the collections are and how they are legally, ethically, and professionally:

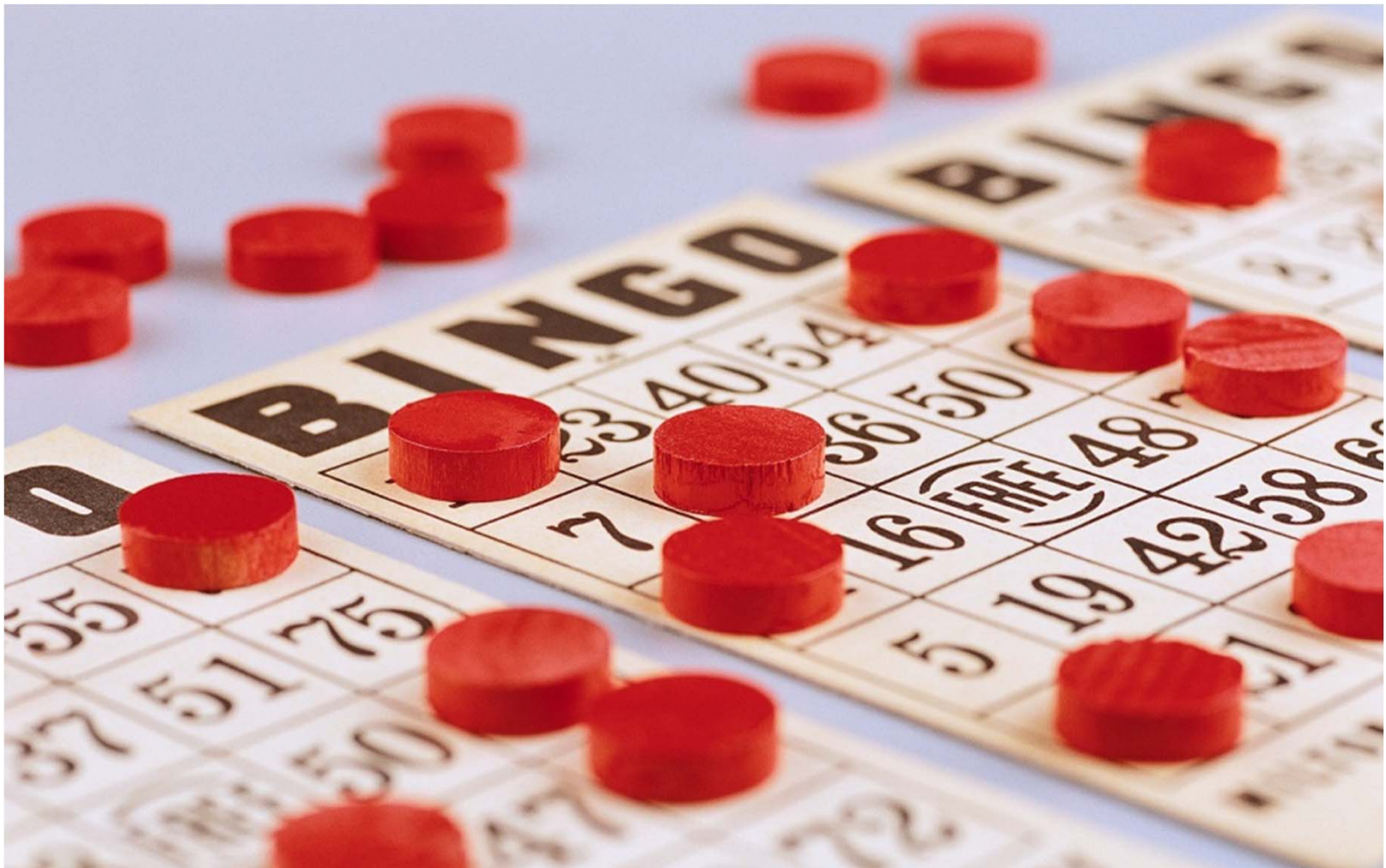
- acquired
- cared for
- monitored
- documented
- used
- dispossessed

Why a Collections Management Policy?

- Comply with laws and ethical responsibilities
- Meet standards and strive for best practices in stewardship
- Guide staff, board, & volunteers
- Ensure consistency in decision-making
- Set expectations for potential donors

Activity #5

CMP Bingo



Mission/Purpose

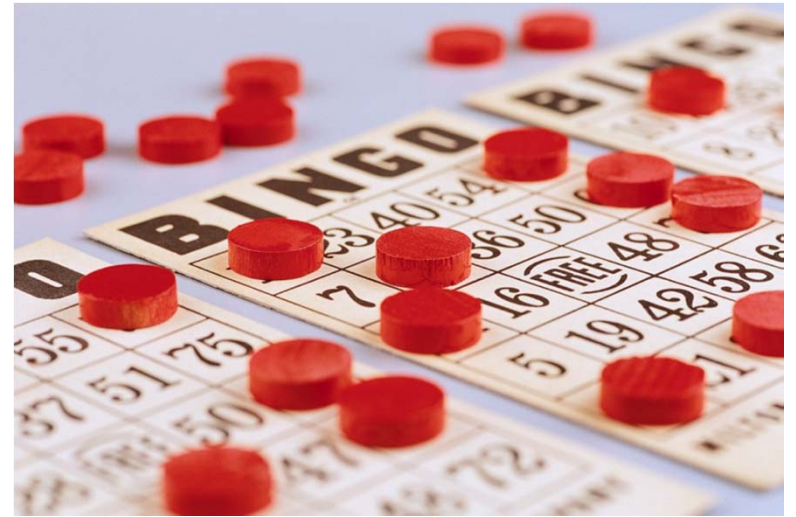
History

Statement of authority

Ethics

Scope of collections

Categories of collections



Acquisition

- Obtaining custody
- Physical transfer
- Not necessarily transfer of ownership

Accession

- Taking legal ownership (officially making part of the collection)
- Object or set of objects held in public trust
- Process of assigning a unique place in the list of contents of a collection




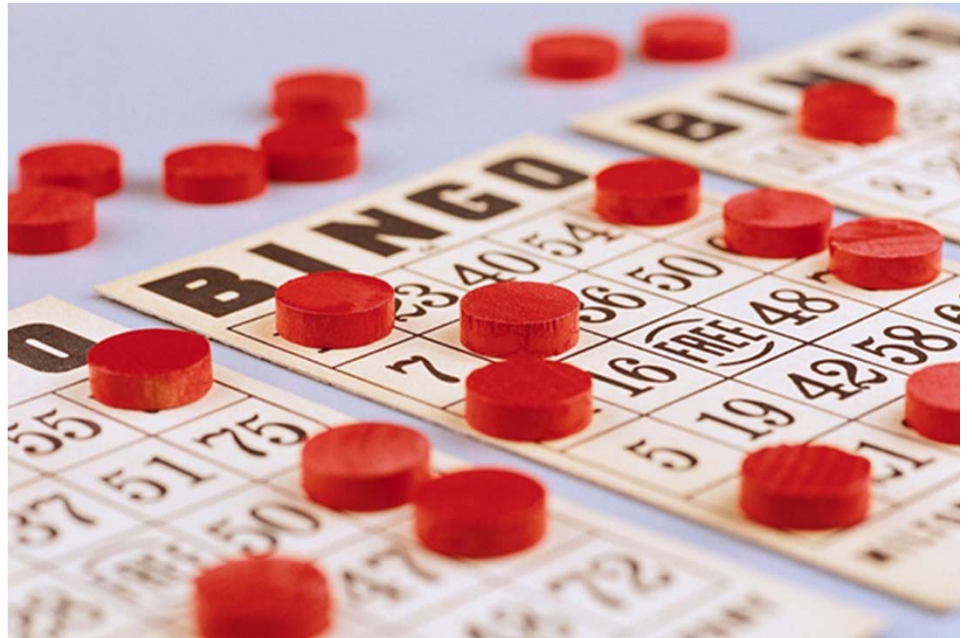


- Deaccessioning / removal
- Disposal methods
- Use of sale proceeds
- Loans (non-living) / transfers
- Staff collecting
- Plant provenance



- Care / Maintenance / Conservation
- Insurance / Risk Management
- Security
- Documentation / Collections Records
- Inventories
- Legal issues

- Access / Use
 - Intellectual Property / Copyright
 - Policy Review and Revision
 - Date Approved
 - Glossary/
references
- 



Required Elements: Collections Management Policy

- Acquisitions/Accessioning
- Deaccessioning/disposal of collections
- Use of proceeds from the sale of deaccessioned collections
- Loans, incoming and outgoing (if don't lend/borrow, should state this)
- Collections care
- Inventories and/or documentation
- Access and/or use of collections

Common Problems & Pitfalls

- Deaccession proceeds – no mention, or disagreement between CMP & Code of Ethics
- Failure to distinguish between accessioned and non-accessioned collections
- Lack of information about care and conservation
- Don't address inventory or paperwork as means of demonstrating physical and intellectual control

Disaster Preparedness/ Emergency Response Plan





What is a Disaster Preparedness and Emergency Response Plan?



Emerald Ash Borer

- Written policies and procedures that help prevent or minimize damage; and assist in handling and recovering from an emergency
- Covers people, facility, collections

Why a DP & ER Plan

1. Keep staff and visitors safe
2. Safeguard your assets:
 - Collections
 - Facilities
 - Site

Harold L. Lyon Arboretum, HI
January 22, 2017 wind storm damage



Required Elements: Disaster Preparedness/Emergency Response Plan

- Tailored to current facilities/site & specific circumstances
- Covers all relevant threats/risks
- Addresses staff, visitors, structures, exhibit spaces & collections

Required Elements: Disaster Preparedness/Emergency Response Plan

- Evacuation plans for people
- How to protect, evacuate, or recover collections
- Delegates responsibility for implementation

TYPES OF THREATS

EXAMPLES

Natural

Tornado

Flood

Earthquake

Hurricane

Mechanical

Power Failure

Explosion

Chemical Spill

Gas Leak

Biological

Insects

Rodents/Animals

Disease

Poison

Human

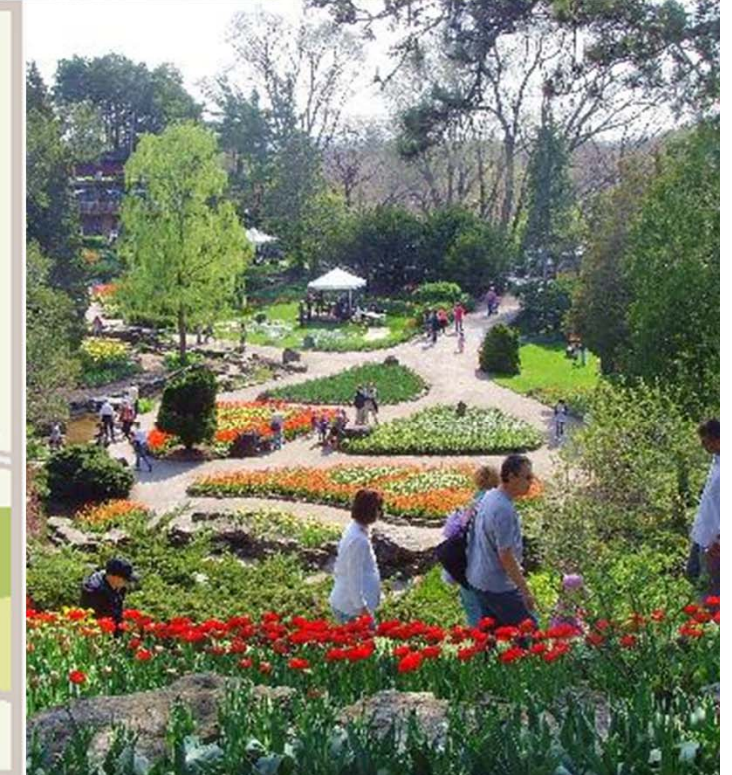
Terrorism

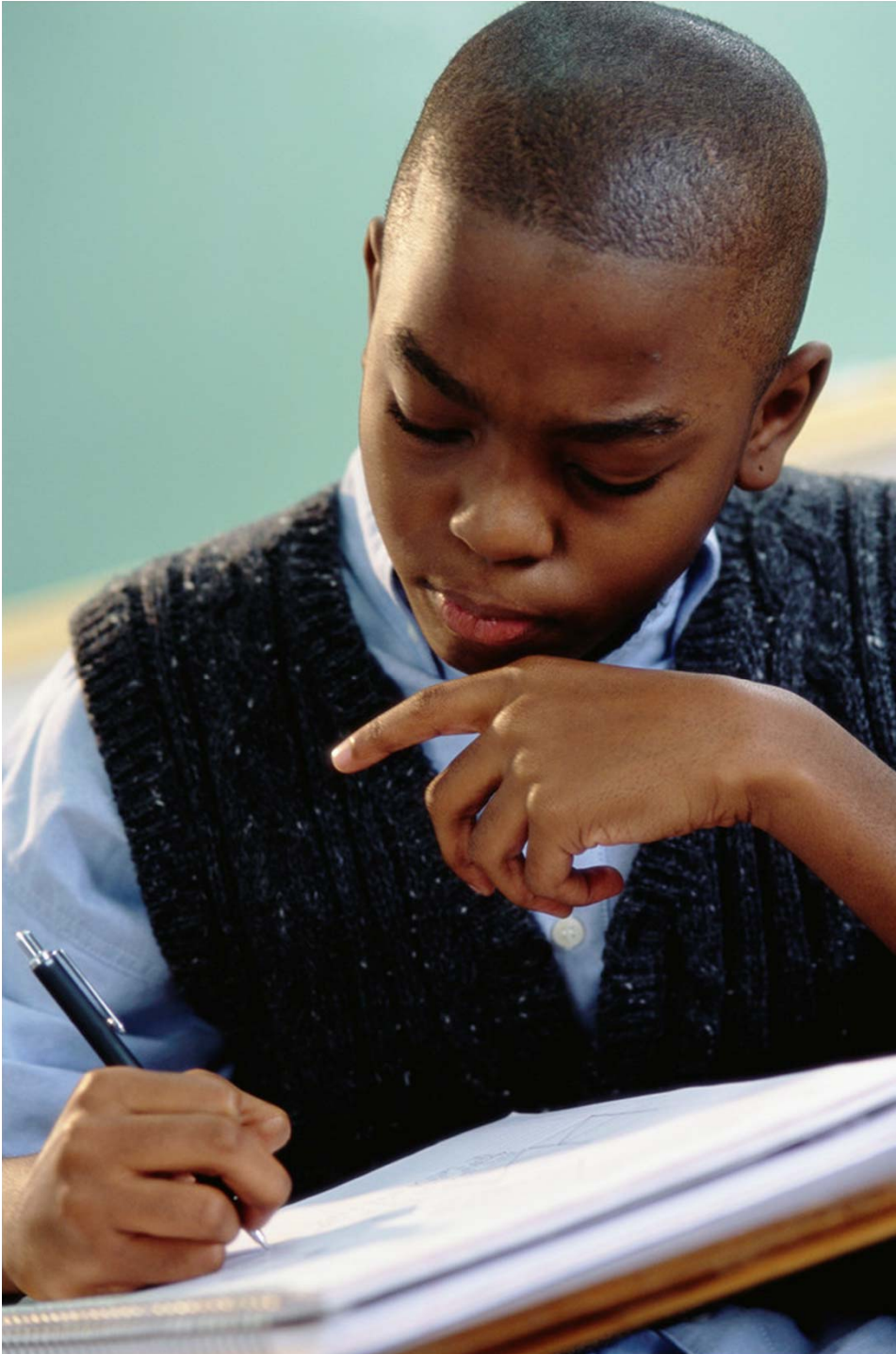
Bomb Threats

Vandalism

Theft







Activity #6

Create Your
Risk Profile

FOUR STAGES OF RISK MANAGEMENT

Mitigation

How does the museum prevent disasters and emergencies from impacting collections, occupants and operations?

» *Examples: Integrated Pest Management, Facility Assessments, Housekeeping, etc.*

Preparedness

How does the museum prepare staff and visitors to effectively respond to and recover from the disasters or emergencies the museum may experience?

» *Examples: Training, Drills and Exercises, Emergency Kits, Salvage Priorities, etc.*

Response

What should staff and visitors do in the event of specific disasters or emergencies the museum may experience?

» *Examples: Emergency Systems, Evacuation Routes, CPR/First Aid, Salvage Procedures, etc.*

Recovery

What measures are in place for the museum to recover from the types of disasters and emergencies that it may experience?

» *Examples: Media Relations, Collections Triage, Facilities Assessments, Clean-up, etc.*

Common Problems & Pitfalls

- Missing evacuation routes and gathering places
- No (or too little) information about recovering collections
- Not tailored to specific facility
- Does not address all relevant types of emergencies

Taking It Home





Resources



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AAM Online Resources

- Ethics, Standards, & Best Practices
- Resource Library
- Reference & Activity Guides
- Sample Documents Library
- Live & Recorded Webinars

www.aam-us.org



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APGA Resources



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Build Your Core Document Action Plan