



McMaster Museum of Art

Strategic Plan 2020 - 2025

Facilitated by Carol Good, Good Consulting



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View of Hiba Abdallah's neon sculpture, *we remain profoundly and infinitely connected* installed on the museum's facade.

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Introduction and Overview

The existing MMA strategic plan ended December 2019. The Director, Carol Podedworny, engaged a facilitation specialist, Carol Good of Good Consulting, to provide external support for the project to develop the next five-year strategic plan. The Director had allocated funds from the operating budget to support the process.

Carol Good submitted a project framework that was approved by the Director (see Appendix A). This framework guided the creation of the project work plan shown in Appendix B. The Director identified the members of the Strategic Planning Task Team (SPTT) with representatives from the staff, volunteers and Advisory Committee. The SPTT Terms of Reference are available in Appendix C. The SPTT met monthly from July 2019 to January 2020 to provide input on each phase of the project. They also participated in all scheduled workshops and provided feedback on stakeholder consultation results and workshop reports.

The key project outcomes included consensus on:

- A clarified vision statement
- An updated mission statement
- A set of aligned strategic priorities
- A high-level implementation matrix

Vision Statement

The SPTT, Advisory Committee and staff developed the following vision statement based on their assessment of the past MMA strategic plan, the current MMA environment, the stakeholder consultation results and their own perceptions of what they want MMA to become over the next five years.

MMA will positively disrupt the traditional museological narrative by creating more inclusive, dynamic and experiential relationships between peoples and artistic practices.

Mission Statement

The SPTT, Advisory Committee and staff came to consensus on an updated the mission statement – shown below – to describe how the MMA will achieve its vision.

MMA is a meeting space for both the campus and the community situated within the traditional territories of the Mississauga and Haudenosaunee nations. The Museum engages, educates and inspires through:

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- *Growing an awareness of the interconnectivity of the past, present and future*
- *Advancing de-colonization*
- *Engaging in innovative and imaginative research*
- *Dismantling institutional and ideological boundaries*
- *Partnering and collaborating with intentionality*
- *Diversifying the collection*
- *Building capacity*

Strategic Priorities

MMA staff, the Advisory Committee and the SPTT identified the following strategic priorities. They decided not to rank them – all are essential to achieving the vision and fulfilling the mission.

- *Disrupt traditional museological narrative(s)*
- *Develop and implement a digital strategy*
- *Cultivate supportive and collaborative community relationships*
- *Contribute to the academic mission of the University*
- *Develop robust sustainable operations.*

Implementation Matrix

The MMA staff and SPTT worked together to identify the key activities required to implement the strategic priorities. These have been assembled into the implementation matrix shown in Appendix D.

Appendix A: Approved Project Framework

The project framework included:

- Conducting an environmental scan, compiling available information and consulting selected stakeholders
- Reviewing and updating MMA's mission and vision statements
- Identifying strategic priorities aligned with the updated mission and vision statements
- Developing operational workplans to implement the strategic priorities
- Monitoring and supporting implementation.

Phase One – Environmental scan

The Strategic Planning Task Team (SPTT) was established (see Appendix C for the SPTT Terms of Reference) and current environmental scan information was compiled. As well, selected stakeholders were consulted using a variety of methods.

Phase Two – Mission and vision

The Strategic Planning Task Team (SPTT), with members from the Advisory Committee, staff and other stakeholders, participated in this phase. The results were an updated mission statement and a clear vision statement.

Phase Three – Strategic priorities

In this phase, the primary activity was a facilitated workshop(s). The workshop included:

- Identifying and selecting strategic priorities aligned with the mission and vision
- Scoping high-level implementation plans.

Phase Four – Implementation matrix

The facilitation specialist worked with the SPTT to develop an implementation matrix to deliver the strategic priorities. The matrix (see Appendix D) included:

- Activities and timing
- Lead person

Phase Five – Monitoring & supporting implementation

The facilitation specialist will work with the Advisory Committee and staff to assess implementation and make adjustments.

Appendix B: Project Work Plan

Activities	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
I. Project Planning & Environmental Scan <i>4 consulting days</i>								
Identify Strategic Planning Task Team (SPTT)	■							
Hold monthly SPTT meetings – 2 hrs each		■	■	■	■	■		■
Compile current MMA information	■	■	■					
Consult identified stakeholders			■	■				
Compile stakeholder consultation results				■	■			
II. Vision/Mission Update <i>3 consulting days</i>								
Update Vision and Mission statements with SPTT – 2 half days					■	■		
III. Strategic Priorities <i>4 consulting days</i>								
Review & refine updated Vision and Mission statements and collect input for strategic priorities with Advisory Committee & staff – 2 half-days							■	
Document and distribute session results							■	

Appendix B: Project Work Plan

Activities	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
Identify and rank strategic priorities with SPTT – 1 half-day								
Document and distribute sessions results								
SPTT will develop high-level implementation plans – 1 half-day								
Document and distribute session results								
IV. Implementation Plans <i>3 consulting days</i>								
Staff will distribute input to implementation plans								
Document and distribute results								
V. Implementation Support <i>5 consulting days</i>								
Compile final report								
Set meeting dates with advisory committee								
Set meeting dates with staff								

Appendix C: Strategic Planning Task Team (SPTT)

Terms of Reference

Context:

MMA has committed to developing the 2020-2025 strategic plan during 2019. To ensure that those who will implement the plan will support both the process and the outcomes, the Director has formed a task team to participate in the strategic planning project.

General Mandate:

The Strategic Planning Task Team (SPTT) will work with the Strategic Planning Consultant to develop the next five-year strategic plan.

General Responsibilities

- Phase 1
- Review and refine current MMA information to be included
- Confirm environmental scan and stakeholder consultation plans
- Receive compiled results

Phase 2

- Refresh MMA Vision and Mission statements using consultation results and environmental scans

Phase 3

- Participate in Strategic Priorities session(s)
- Receive and review session results

Phase 4

- Receive and review implementation plans

Phase 5

- Receive and review final project report
- Confirm monitoring and implementation support plans

Accountability

- The SPTT is ultimately accountable to the Director & Chief Curator

Appendix C: Strategic Planning Task Team (SPTT) - Continued

SPTT Membership

- Director & Chief Curator – Carol Podedworny
- 4 staff members - Rhéanne Chartrand, Pamela Edmonds, Teresa Gregorio, Nicole Knibb
- 3 volunteers – Janete Newbigging, Kunal Tandan, Janice Waldrum
- 1 Advisory Committee member – Spencer Pope
- Strategic Planning Consultant – Carol Good

Timelines:

- The SPTT will complete its work according to the project work plan available separately.

Appendix D: Implementation Matrix

Strategic Priority	Key Activities	Target Date
Disrupt traditional museological narrative(s)	<ul style="list-style-type: none"> Support disruptive curatorial vision(s) 	2020-25
	<ul style="list-style-type: none"> Continue to develop curatorial program which prioritizes BIPOC artists 	2020-25
	<ul style="list-style-type: none"> Select, oversee, and install, 3 Public art commissions on Museum facade 	2020
	<ul style="list-style-type: none"> Continue to implement decolonization work in policies, procedures and day-to-day 	2020-25
	<ul style="list-style-type: none"> Set revised acquisition priorities 	2020
	<ul style="list-style-type: none"> Support disruptive curatorial strategies and initiatives 	2021-25
	<ul style="list-style-type: none"> Conduct collection assessment and update collection policy, including de-accessioning 	2022
Develop and implement digital strategy	<ul style="list-style-type: none"> Launch committee – terms of reference, timetable 	2020
	<ul style="list-style-type: none"> Form relationships with other knowledge brokers 	2020
	<ul style="list-style-type: none"> Establish digital policy/practices model 	2020
	<ul style="list-style-type: none"> Implement recommendations from plan, committee and extended relationships 	2021
	<ul style="list-style-type: none"> Implement 2 – 3 specific plans/projects 	2021
	<ul style="list-style-type: none"> Review digital strategies annually and remain current with changing digital trends 	2022-25

Appendix D: Implementation Matrix - Continued

Strategic Priority	Key Activities	Target Date
Cultivate supportive and collaborative community relationships	<ul style="list-style-type: none"> Acknowledge current established relationships – on and off campus 	2020-25
	<ul style="list-style-type: none"> Partner with Office of Community Engagement 	2020-25
	<ul style="list-style-type: none"> Continue hands-on workshops & special interest visits 	2020-25
	<ul style="list-style-type: none"> OAG Summit partnership 	2021
	<ul style="list-style-type: none"> Continue to open Education Gallery as public meeting & display space 	2020-25
	<ul style="list-style-type: none"> Continue to offer <i>Art of Seeing</i> and launch new CCE 55+ program 	2020-25
	<ul style="list-style-type: none"> Continue to partner and collaborate with community galleries 	2020-25
	<ul style="list-style-type: none"> Continue to partner and collaborate with campus departments 	2020-25
	<ul style="list-style-type: none"> Continue to engage with national curatorial community 	2020-25
	<ul style="list-style-type: none"> Grow relationships with Indigenous communities 	2020-25
	<ul style="list-style-type: none"> On-going community outreach development 	2022-25
Contribute to academic mission of the University	<ul style="list-style-type: none"> Continue to contribute to Health Sciences Project Inquiry & Applied Humanities courses 	2020-25
	<ul style="list-style-type: none"> Continue to integrate MMA into curricula 	2020-25
	<ul style="list-style-type: none"> Support <i>Art of Seeing</i>, its plans and expansion 	2020-25
	<ul style="list-style-type: none"> Continue to foster faculty research with collaborative curatorial relationships 	2020-225
	<ul style="list-style-type: none"> Develop a strong relationship with new iArts program 	2020
	<ul style="list-style-type: none"> Continue to familiarize University with middle and high school students with assistance from Office of Community Engagement 	2020-25
	<ul style="list-style-type: none"> Continue to provide research opportunities to graduate and undergraduates 	2020-25

Appendix D: Implementation Matrix

Strategic Priority	Key Activities	Target Date
	<ul style="list-style-type: none"> Partner, collaborate and advance new and innovative, interesting and relevant courses, programs et al to feed university populations 	2021-25
	<ul style="list-style-type: none"> Develop programs to teach curatorial practice via experiential learning for graduate and undergraduate students 	2023-25
Develop robust sustainable operations	<ul style="list-style-type: none"> Identify needs – what do we need to succeed? 	2020
	<ul style="list-style-type: none"> Assess programs – what programs can we monetize? Should we? 	2020
	<ul style="list-style-type: none"> Continue to practice wise cost containment efforts 	2020-25
	<ul style="list-style-type: none"> Continue to monitor and develop public sources of revenue (operating and project) 	2020-25
	<ul style="list-style-type: none"> Re-visit strategic planning priorities as a team, annually 	2021-25
	<ul style="list-style-type: none"> Add staff at education and information levels 	2024-25
	<ul style="list-style-type: none"> Add advancement staff 	2024-25
<ul style="list-style-type: none"> Assess & improve physical space – need classroom 	2024-25	