



Stonewall National Museum & Archives
Three-year Strategic Plan
June 1, 2021 to May 31, 2024
Adopted by Board of Trustees April 6, 2021

A. Continue strengthening programmatic, operational, leadership and advisory functions

Programmatic

- Increase programming budget
- Build more archival infrastructure and finding aids
- Begin archive digitization plan
- Activate Collections Committee - set priorities for new acquisitions (BIPOC, politics, youth, etc.)
- Maintain professional affiliations and continue MAP type assessment
- Create collaborative program plan (i.e., local outreach initiatives, youth, BIPOC, artists, organizations, remote educational opportunities, teacher training programs in other cities, graduate student fellowships, etc.)
- Create and implement program assessment tools

Operational

- Build and strengthen internal infrastructure and programs
- Increase and supervise additional staff: (collections manager, digitalization manager, development manager, outreach manager, marketing manager, education director) (dependent on funding)
- Improve/expand space at Art Serve - dependent on availability and funding

Leadership - Board of Directors

- Quarterly training on roles, responsibilities, fundraising, etc.
- Increase size of board
- Increase size of Finance Committee with quarterly meetings
- Increase size of Development Committee with bi-monthly meetings
- Increase size of Audit Committee with quarterly meetings
- Recruit and train future board leadership

Advisory – National Advisory Council

- Rewrite/refocus mission, purpose and role
- Create guidelines and regular meeting schedule

B. Increase revenue and build cash reserves

- Increase fundraising budget
- Increase annual revenues by 6%
- Continue to operate without deficits

- Devise and implement plan for investing EIDL
- Develop cash reserve equal to 25% of annual expenses within three years
- Explore and reach out to new institutional funders
- Increase membership base annually
- Increase corporate support annually
- Increase outreach for testamentary giving
- Build young donor base
- Increase donor base
- Identify and secure 5 new high net worth donors per year

C. Increase inclusion, equity, diversity and belonging with regard to people, holdings, and programs

- Adopt of a new policy of inclusion, equality, diversity and belonging
- Create budget allocation
- Create a plan to give audiences a voice in what we say and do
- Diversify Board membership to 30%
- Institute quarterly training on diversity throughout organization
- Increase diversity in decision making roles, staff, and audience
- Increase diversity in holdings and programs
- Implement recommendations of Task Force

D. Increase outreach to local and national audiences

- Increase marketing budget
- Rewrite marketing plan and update tools
- Increase internet/social media connections
- Grow in-person and virtual audiences
- Improve website functionality and aesthetic
- Devise and implement a collaboration/partnership plan (LGBTQ, youth, education, archives, museums, HBCUs, etc.)
- Devise plan to use 50th Anniversary to gain awareness and funders

(END/FINAL)

