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)