



Strategic Plan Summary

In response to concerns involving a change in Board representation, staff changes, and cash flow challenges, the Board of Directors established a Short-Term Strategic Plan for the period of December 2016 to 2018 during a Board Retreat and this plan was approved by the Board on December 2016. They focused on 8 areas including:

Implementing an ED transition plan	Increasing monetary income
Growing & strengthening Deaf-led Board	Addressing physical structural needs
Revisiting mission & streamlining program	Addressing programming issues
Revisiting Bylaws	Planning a Long-Range Strategic Plan

Thereafter, a Long-Term Strategic Plan was outlined by the Board for the period from January 2019 to December 2024 which was approved on January 2019 and this included five major goals:

1. Increasing and stabilizing monetary income,
2. Addressing Human Resource Needs (including Board and staffing),
3. Modernizing and Updating Programming & Exhibitions,
4. Establishing Safety and Security plans, and
5. Improving Marketing & Outreach.

In the above 5-year long-term strategic plan, the third goal (*Modernizing and Updating Programming & Exhibitions*) has been and is currently a major goal since the year 2020. A part of this goal was born out during the 2016-2018 period where Board-members, many who volunteered extensively as a “working board”, reviewed museum exhibitions and programming in detail in regard to the *Addressing Programming Issues* area and found an uneasiness and dissatisfaction with some of the content in terms of the ideology in how Deaf people were being framed. A lot of this had to do with a tendency by the majority within general society to view Deaf people through the lens of medical

needs (i.e. a need to fix or cure Deaf people) and their DISability (i.e. a focus on having to help the poor Deaf people because they cannot hear). It was not until the planning of the five-year strategic plan where the Board-members determined that a plan was needed to figure out a way to get museum exhibition content to better fit along Deaf-centered cultural and sociological viewpoints. Additionally, the Board noted that the current museum exhibition designs were based on older museum design plans that were permanently fixed, useless for Traveling Museum concepts, and would be exorbitantly expensive to change.

Ten objectives under the *Modernizing and Updating Programming & Exhibitions* goal were developed and are listed below. As of October 2022, the first five objectives have been or are being completed as indicated with the green checked boxes. Please note that the establishment of the 6th objective in December 2018 was a problematic one to figure as the Board was not sure how this would be done at the time, especially with limited monetary resources, so the focus was on planning.

Goal: Modernizing and Updating Programming & Exhibitions

- Obj 1: Renovate Lobby rooms by switching Library Resource Room and Museum Store for better usability and visibility. ✓
- Obj 2: Create a new welcome video to replace the “A Different Way to Hear” video (red-ribbon ceremony will take place soon). ✓
- Obj 3: Review MAP and continue work on implementing recommendations. ✓
- Obj 4: Create a Virtual Docent Tour for Friends of MDHAC members. ✓
- Obj 5: Identify person to take on role as MDHAC Art Gallery Coordinator. ✓
- Obj 6: Implement an Exhibitions Planning Guidelines
- Obj 7: Review and update existing and outdated video content being used
- Obj 8: Replace title of the “Broken Silence” video
- Obj 9: Complete a comprehensive Collections Management Policy (*in progress*)
- Obj 10: Conduct appraisals where needed and ensure insurance coverage on all MDHAC collections

Over the first 2 years of the current long-term strategic plan, the Board began to fine-tune Objective 6 and cemented more clearly that updating and/or redeveloping the museum exhibition content was necessary. They realized that before making any changes, new and/or updated content needed to be gathered first, and this would be best done by working with noted experts within the Deaf community on a national level. Thus, a clear outline of the *Museum Exhibition Redevelopment Project* was envisioned and supported by the Board as of January 2021, which replaced *Implement an Exhibitions Planning Guidelines*:

Goal: **Modernizing and Updating Programming & Exhibitions**

Obj 6: Implement a Two-Phase Museum Exhibition Redevelopment Project

ACTION PLANS

- Establish a restricted fund with “seed money” for this project through contributions by members of the Deaf community by November 2021 ✓
- Identify a grant writer to assist in securing grant funding for project by December 2021 ✓
- Begin Phase One work in interpretive planning, museum design planning, and content development activities by the end of 2023 (who responsible: assigned Co-Executive Director)
 - A comprehensive Interpretive Planning Guide will be established by an expert in museum planning by December 2024
 - Binders full of detailed reports including narratives, sources, and recommended list of collections based on themes will be developed by 16 Deaf experts by January 2026
 - A museum design plan, incorporating interpretive plan and developed content will be proposed by a museum designer by August 2026
- Incorporate goals and objectives in the next MDHAC strategic plan to implement Phase Two of the project focused on production/ building of an updated museum exhibition based on proposed museum design plans (who responsible: MDHAC Board of Directors)

The work to complete Objectives 7, 8 and 10 will naturally follow or be incorporated as part of the Museum Exhibition Redevelopment Project.