2019-2022 Strategic Plan

Adopted October 2019
Executive Summary

The MSA Board of Directors conducted a strategic planning retreat to update the association’s strategic plan. Based on surveys, board interviews, data gathered prior to the retreat, and assessment of MSA’s progress against the 2016-2019 Strategic Plan, clear themes emerged regarding the future direction of MSA. These themes led to the establishment of four key strategic focus areas with the objective of positioning the MSA for a long and prosperous future of serving the membership and the museum store community as a whole.

1. **Advocacy**: Advocate and communicate the importance of nonprofit retail as an essential part of the institution’s mission so:
   - Institutions value and support their retail operations
   - Museum patrons and visitors learn about and appreciate nonprofit stores
   - Nonprofit retail professionals fulfill their roles and responsibilities with confidence

2. **Technology**: Position MSA and its members for success through innovative technologies, resources and services.

3. **Member Value**: Increase the perceived and actual value of MSA membership by:
   - Delivering quality education that is informative and engaging
   - Strengthening chapter leadership, communication, and programs
   - Supporting career development and succession planning
   - Connecting MSA vendors with buyers and decision makers
   - Facilitating member engagement and retention

4. **Financial Stability**: Establish a six year financial plan to support current initiatives and grow MSA reserves to $1,000,000 by the end of 2025.
Goal 1: Advocate and communicate the importance of nonprofit retail as an essential part of the institution’s mission so:

- Institutions value and support their retail operations
- Museum patrons and visitors learn about and appreciate nonprofit stores
- Nonprofit retail professionals fulfill their roles and responsibilities with confidence

Key Objectives/Milestones:

1. Demonstrate the superiority of an in-house retail operation through programs and publications focused on its advantages and best practices. In addition, collaborate with general museum and cultural associations to communicate the positive benefits of nonprofit retail.

2. Provide members with resources to get a seat at the institution’s decision making table through educational programs and materials that collect, analyze, and share strategic store data and measurable benchmarks.

3. Advocate the ability of retail operations to extend the visitor experience through outreach, collaboration, and self-advocacy.

4. Advocate to institutional leadership, the essential value that MSA provides to an institution’s nonprofit retail staff and operations.
Goal 2: Position MSA and its members for success through innovative technologies, resources and services.

Key Objectives/Milestones:

1. Launch and maintain an updated dynamic website that facilitates recruitment and retention of members, delivers educational content, and increases awareness and accessibility of MSA.

2. Create an MSA information hub as an online repository for current and future technologies that are beneficial, timely, and viable for MSA members.

3. Provide multiple digital platforms for educational content and distribution that provides relevant and engaging MSA programming.

4. Improve member and general user experience across all MSA technological platforms to ensure state-of-the art standards, including a robust and easily accessible online platform of MSA vendor products and services.
Goal 3: Increase the perceived and actual value of MSA membership by:

- Delivering quality education that is informative and engaging
- Strengthening chapter leadership, communication, and programs
- Supporting career development and succession planning
- Connecting MSA vendors with buyers and decision makers
- Facilitating member engagement and retention

Key Objectives/Milestones:

1. Implement and monitor the progress of the 2019-2021 Education Strategic Plan that includes updating and increasing usage of the Knowledge Standards, building a learner-focused suite of professional programming, designing and launching a dynamic online-learning store, and ensuring adult learning principles and instructional design best practices are part of educational offerings.

2. Implement and monitor the progress of the 2019-2022 MSA NEXT Strategic Plan to ensure, encourage, and enable a culture of inclusion, collaboration, technology and innovation that attracts future generations of MSA members, association leaders, and nonprofit retail advocates.

3. Create a chapter development system which includes officer onboarding, training, and best practice sharing and communication standards.

4. Assess members’ professional career development needs in order to guide and provide programming support through education, mentoring, and technology.

5. Facilitate new pathways to member engagement that encourages mutually beneficial collaboration between institutions and vendors.
Goal 4: Establish a six-year financial plan to support current initiatives and grow MSA reserves to $1,000,000 by the end of 2025.

Key Objectives/Milestones:

1. Develop and implement annual revenue targets for MSA reserves that grow to $1,000,000 by the end of 2025.

2. Create a Development Committee/Task Force to explore, determine, and maximize potential funding opportunities for annual and long-term contributed income.

3. Establish annual revenue targets for all earned income sources in order to meet growing MSA needs and to sustain MSA operations over the long term.