

STRATEGIC PLAN 2023

Adopted May 22, 2023

MUSEUM OF
THE ALEUTIANS



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OUR VISION & MISSION

The board and staff of the Museum of the Aleutians collaborated to reassess and come to a group consensus on the museum's mission and vision during a facilitated retreat. The Board adopted the updated vision and mission statements.

MISSION

The Museum of the Aleutians collects, preserves, and shares the rich cultural legacy of the Aleutian Islands Region.

VISION

The Museum of the Aleutians will expand awareness of the relevance and extraordinary resilience of the Aleutians.

OUR VALUES

Ugigdada (E) Udigida (W)
Share

Tutada Tutada (E, W)
Listen

Agitaasiin samtasaax̄txin (E) Agitaadaan sahngāxtada (W)
Respect your peers

Īgayuūtxin, an̄gim atxāgingin agachan madada (E)
Txin sakaax̄atal anāxis mada (W)
Do the things you know are right

Tanānganin īgayuusali x̄ an̄gāgii mchin āgnāichin (E)
Tanāx̄, Alāgūx̄ ama slum imuunuu huzuu anāgim anāginḡis sahngāxtada (W)
Live with and respect the land, sea, and all nature

Unangam Tunuu Unangqasining asix tunūxtalaāgnaqing, Unangan anaan ukūxtach̄x̄ikūx̄ (E)
Unangam tunuu Unangas alganaa ukuchxizāx̄ ama huzūx̄ ngiin tunūxtach̄x̄izāx̄ (W)
Our language defines who we are and lets us communicate with one another

MUSEUM OF THE ALEUTIANS

OVERVIEW OF STRATEGIC PLANNING GOALS

INDIGENIZE THE MUSEUM / COMMUNITY BUILDING	
Permanent Exhibit Redesign Make exhibit plan by collaborating with contractors, community, board, and staff Design Construction	FY24 - FY25 FY24 - FY25 FY26 - FY28
Build representation of community in museum Represent & speak about MOTA Build connections with other local groups / communities Collections, gallery, hiking tours Education plan Develop gallery guide	FY24 - FY28 FY24 - FY28 FY24 - FY28 FY24 - FY28 FY24
Consultation with community and schools	FY24 - FY28
FINANCIAL STABILITY	
Diversify Funding Streams Research existing funding streams Develop fundraising plan Increase corporate asks Grant writing Increase open hours	FY24 FY25 FY26 - FY28 FY24 - FY28 FY24
Endowment Plan Research endowment Endowment creation Endowment fundraising	FY24 - FY25 FY26 FY27 - FY28
Investments Research investment plans Create investment plan	FY24 FY25
BUILD CAPACITY	
Facilities Needs assessment Construction	FY24 FY26 - FY28
Staff Needs assessment Identify solutions	FY24 - FY25 FY25 - FY26
Board Development Board training Succession planning Board recruitment plan Board onboarding plan	FY24 - FY28 FY25 FY26 FY27
COLLECTIONS IMPROVEMENTS / POLICIES & PROCEDURES	
Collections Assessment	FY24 - FY25
Policies & Procedures Develop Education and Collections Plan; pass Investment Policy; update Collections Policy, Finance Policy, and other standing policies regularly	FY24 - FY28 FY24 - FY25

MUSEUM OF THE ALEUTIANS GOALS

GOAL: INDIGENIZE THE MUSEUM / COMMUNITY BUILDING

	FY 24	FY 25	FY 26	FY 27	FY 28
PERMANENT EXHIBIT REDESIGN					
Board	Work with ED and consultants to redesign permanent exhibit				
Executive Director	Consult with Tribes and Native Corps, MOTA BOD and Staff, City of Unalaska, exhibit design consultant on new exhibition design		With facility expansion, install permanent gallery		
Collections Manager	Assist with permanent gallery redesign; update current objects with Unangaꜣ knowledge (collections)		With facility expansion, install permanent gallery		
Education & Outreach Manager	Assist with permanent gallery redesign; update current objects with Unangaꜣ knowledge (education)		With facility expansion, install permanent gallery		
BUILD REPRESENTATION OF COMMUNITY IN MUSEUM					
Board	Represent, speak about MOTA				
Executive Director	OC, Tribe meetings; Aleut Village Conference; City Council, visit other Unangaꜣ communities				
Collections Manager	Quarterly collections engagement projects (such as tours and open house)				
Education & Outreach Manager	Education Plan, develop strategies for increasing community engagement (work with ED)		Partner with cultural heritage stakeholders; Expand reach (other villages, outside regions, Bering Sea Days, etc)		
Visitors Services Representative	Develop Gallery Guide (with EOM)		Connect with visitors, develop gallery tours		
CONSULTATIONS WITH COMMUNITY, SCHOOLS					
Board	Support staff to consult with schools, have a school board or staff member on BOD, attending school board meetings, attend open house				
Executive Director	Survey Community-LC (With EOM); Consult OC, Tribe, TAC, CITY; School superintendent		Maintain relationships with community		
Collections Manager	Develop LC quarterly consultation with elders/donors	LC consultations			
Education & Outreach Manager	Consult Unalaska organizations (nonprofits, Tribe, Corporations, City, UCSD, etc); with other Unangam region communities; with "Outside" organizations and offer virtual visits to all schools; Provide inservice each year				

<p>GOAL: Indigenize the Museum / Community Building</p> <p>OBJECTIVE: Permanent Exhibit Redesign</p>	
<p>WHO IS RESPONSIBLE FOR THIS OBJECTIVE?</p> <p>All Staff and Board</p>	<p>ACTION STEPS:</p> <p>Executive Director will lead charge in making an exhibit plan by collaborating with contractors, community, board, and staff</p> <p>All staff will assist in exhibit plan</p> <p>Collections Manager will update the current object lists with Unangaꔪ knowledge</p>
<p>EVALUATION (How will you know this objective is completed?)</p> <p>Evaluation will include a new permanent exhibit, including labels, cases, mounts, and graphics.</p>	
<p>MEASUREMENT (How will you know if this objective is successful?)</p> <p>The new exhibit was completed in budget, in collaboration with the community, and and in line with MOTA’s mission</p>	
<p>TIMELINE</p> <p>Year 1-2: research, consult, and hire contractors to create an exhibit plan Year 3-5: Construction</p>	
<p>RESOURCES REQUIRED (Financial, Staff time, Hiring contractors, Volunteers, etc.)</p> <p>All staff, board members; hire contractors; fundraising</p>	

GOAL: 1. Indigenize the Museum / Community Building

OBJECTIVE: **Build representation of community in museum**

WHO IS RESPONSIBLE FOR THIS OBJECTIVE?

All Staff and Board

ACTION STEPS:

Board will represent the Museum and connect staff to organizations they represent and community members

Executive Director will engage with community / organizations to determine how the Museum can represent them

Education and Outreach Manager will partner with organizations (Qawalangin Tribe, Schools) and community members to improve representation

Collections Manager will consult with organizations (Qawalangin Tribe, OC, TAC, and Senior Center) to provide opportunities for consultations on object care and object histories

Visitors Services Representative will engage the community on regular basis and solicit input from visitors.

EVALUATION

(How will you know this objective is completed?)

Evaluation will include program development and attendance, update to collections with increased information on objects; increased partnerships and sponsorships

MEASUREMENT

(How will you know if this objective is successful?)

Include development of more robust relationships with entities like OC, Qawalangin Tribe, and the Aleut Corporation as well as the City, schools in the region, and local community members and Unanga participation

TIMELINE

Year 1: develop ideas and at least one new education program and a collections specific outreach/workshop
Years 2-3: further development of programs and outreach that better represent the community
Year 3-5: review and develop new outreach and programs to represent the community

RESOURCES REQUIRED

(Financial, Staff time, Hiring contractors, Volunteers, etc.)

Primarily staff time with some funding for programs to conduct outreach

<p>GOAL: Indigenize the Museum / Community Building</p> <p>OBJECTIVE: Consultations with community</p>	
<p>WHO IS RESPONSIBLE FOR THIS OBJECTIVE?</p> <p>Executive Director, Collections Manager, and Education and Outreach Manager</p>	<p>ACTION STEPS:</p> <p>Survey of communities (local and regional)</p> <ol style="list-style-type: none"> 1. visitor survey 2. community survey <p>Meetings with Native Corporations and Tribes</p> <p>Collections consultations with individuals to update object histories (asking elders and donors)</p> <p>Programs for and with</p> <ol style="list-style-type: none"> 1. the Qawalangin Tribe 2. Ounalashka Corporation, 3. City of Unalaska, 4. Unalaska School District 5. other Aleutian Island region communities (cities, schools, tribes, corporations) 6. KUCB 7. UVB
<p>EVALUATION (How will you know this objective is completed?)</p> <p>Surveys, relationship development, object history updates, and program development and implementation</p>	
<p>MEASUREMENT (How will you know if this objective is successful?)</p> <p>Survey completion Meeting and relationship development # of objects in collections with object history updates</p>	
<p>TIMELINE</p> <p>Years 1-3:</p> <ol style="list-style-type: none"> 1. Visitor Survey and Community Survey 2. Regular Collections consultations with elders/ community members 3. Executive director meetings with organizations and Education and Outreach Manager partners 	
<p>RESOURCES REQUIRED (Financial, Staff time, Hiring contractors, Volunteers, etc.)</p> <p>Hiring Consultant Funding for consultant for surveys Staff time</p>	

MUSEUM OF THE ALEUTIANS GOALS

GOAL: FINANCIAL STABILITY

	FY 24	FY 25	FY 26	FY 27	FY 28
DIVERSIFY FUNDING STREAMS					
Board	Research and identify current revenue streams; research how MOTA can stretch existing funding streams	Develop and approve a fundraising plan for the expansion project	Increase corporate asks		
Executive Director	Grant writing, Research and identify current revenue streams; research how MOTA can stretch existing funding streams	Grant writing, develop and approve a fundraising plan for the expansion project	Grant writing		
Collections Manager	Grant writing				
Education & Outreach Manager	Increased opening days/hours; Grant writing				
Visitor Services Representative	Increased opening days/hours				
ENDOWMENT CREATION					
Board	Research, consult, identify options and designate funds		Approve Endowment Plan	Fundraise for endowment	
Executive Director	Research, consult, identify options, LC design and designate funds		LC Consult and Designate		
INVESTMENTS					
Board	Research, consult, identify options, LC consult and designate funds	Approve investment Plan			
Executive Director	Research, Consult, identify options and designate funds				

<p>GOAL: Financial Stability</p> <p>OBJECTIVE: Diversify revenue streams</p>	
<p>WHO IS RESPONSIBLE FOR THIS OBJECTIVE?</p> <p>Executive Director and Board of Directors</p>	<p>ACTION STEPS:</p> <p>Identify new revenue opportunities</p> <p>Increase Sponsorships</p> <ul style="list-style-type: none"> - Tribe sponsorships - Native Corporation Sponsorships - Business Sponsorships <p>Develop Investment Strategy</p> <p>Endowment Development</p> <p>Develop Planned Giving requests</p>
<p>EVALUATION (How will you know this objective is completed?)</p> <p>new revenue streams will develop</p>	
<p>MEASUREMENT (How will you know if this objective is successful?)</p> <p>Increased revenue</p>	
<p>TIMELINE</p> <p>Year 1: brainstorm; Investment Policy Statement; begin soliciting planned giving; increase corporate memberships / sponsorships asks</p> <p>Year 2: develop endowment</p> <p>Years 3-5: begin funding endowment</p>	
<p>RESOURCES REQUIRED (Financial, Staff time, Hiring contractors, Volunteers, etc.)</p> <p>Board of Directors and Staff Time</p>	

<p>GOAL: Financial Stability</p> <p>OBJECTIVE: Endowment creation</p>	
<p>WHO IS RESPONSIBLE FOR THIS OBJECTIVE?</p> <p>Executive Director and Board of Directors</p>	<p>ACTION STEPS:</p> <p>Consult Alaska Community Foundation</p> <p>Develop Endowment</p> <p>Fund Endowment</p>
<p>EVALUATION (How will you know this objective is completed?)</p> <p>Development of Endowment</p>	
<p>MEASUREMENT (How will you know if this objective is successful?)</p> <p>Growth of Endowment</p>	
<p>TIMELINE</p> <p>Year 1: research endowments and consult Year 2: establish endowment Years 3-5: fund endowment</p>	
<p>RESOURCES REQUIRED (Financial, Staff time, Hiring contractors, Volunteers, etc.)</p> <p>Board and Staff time, contractors or consultants Funding</p>	

<p>GOAL: Financial Stability</p> <p>OBJECTIVE: Investment policy</p>	
<p>WHO IS RESPONSIBLE FOR THIS OBJECTIVE?</p> <p>Board of Directors and Executive Director</p>	<p>ACTION STEPS:</p> <ol style="list-style-type: none"> 1. Pass Investment Policy Statement 2. Engage Investment advisor (Brightroad wealth or other) 3. Fund Investments
<p>EVALUATION (How will you know this objective is completed?)</p> <p>Investments will begin</p>	
<p>MEASUREMENT (How will you know if this objective is successful?)</p> <p>Investments and growth of Investments</p>	
<p>TIMELINE</p> <p>Year 1: pass IPS and hire consultant Years 2-5: fund and manage investments</p>	
<p>RESOURCES REQUIRED (Financial, Staff time, Hiring contractors, Volunteers, etc.)</p> <p>Staff and Board time; Hire Consultant</p>	

MUSEUM OF THE ALEUTIANS GOALS

GOAL: BUILD CAPACITY

	FY 24	FY 25	FY 26	FY 27	FY 28
FACILITIES					
Board	Work with ED and consultants to to survey needs and redesign facility				
Executive Director	Survey and LC Consult with Tribes, Native Corps, MOTA BOD, MOTA Staff, City, LC Community Members and Community Members to assess needs and redesign the facility.		Construction of new facility		
Collections Manager	Assist ED to assess needs and redesign the facility.		Construction of new facility		
Education & Outreach Manager	Assist ED to assess needs and redesign the facility.		Construction of new facility		
STAFF					
Board	Represent, speak about MOTA				
Executive Director	Hire consultant, survey needs for staffing positions.				
Collections Manager	Consult with ED on needs				
Education & Outreach Manager	Consult with ED on needs		partner with cultural heritage stakeholders; expand reach (CAP partner, other villages, outside regions, Bering Sea Day, etc)		
Visitors Services Representative	Consult with ED on needs				
BOARD DEVELOPMENT					
Board	Research	Board training, Succession Plan	Board training, Board Recruitment Plan	Board training, Onboarding Plan	
Executive Director	Research and assist with board development				

<p>GOAL: Build Capacity</p> <p>OBJECTIVE: Facility: needs assessment and expansion</p>	
<p>WHO IS RESPONSIBLE FOR THIS OBJECTIVE?</p> <p>Museum Staff and Board</p>	<p>ACTION STEPS:</p> <p>Consultant to develop survey and evaluate needs</p> <p>Survey of community for needs</p> <p>Consultation with City of Unalaska Department of Public Works</p> <p>Consultation with the Qawalangin Tribe, the OC, TAC, USFWS and other entities whose object we hold</p>
<p>EVALUATION (How will you know this objective is completed?)</p> <p>Facilities needs will be developed</p>	
<p>MEASUREMENT (How will you know if this objective is successful?)</p> <p>A plan for facilitiy improvements will be developed</p>	
<p>TIMELINE</p> <p>Year 1: Survey community and identify consultants Years 2-3: Consultations with the City of Unalaska, Qawalangin Tribe, the OC, TAC, and USFWS</p>	
<p>RESOURCES REQUIRED (Financial, Staff time, Hiring contractors, Volunteers, etc.)</p> <p>Consultant Staff Time</p>	

<p>GOAL: Build Capacity</p> <p>OBJECTIVE: Staff: analysis of needs</p>	
<p>WHO IS RESPONSIBLE FOR THIS OBJECTIVE?</p> <p>Executive Director with Consultant</p>	<p>ACTION STEPS:</p> <p>Consultant for needs assessment</p> <p>Survey of staff time use (Click Time) and evaluate the variety of jobs and the number of hours worked</p>
<p>EVALUATION (How will you know this objective is completed?)</p> <p>Evaluation will include the creation of new staff positions and funding for new positions</p>	
<p>MEASUREMENT (How will you know if this objective is successful?)</p> <p>Creation of new staff positions</p>	
<p>TIMELINE</p> <p>Year 1: Track staff use of time with Click Time Year 2: Assess needs, i.e. help with exhibitions, fundraising, etc</p>	
<p>RESOURCES REQUIRED (Financial, Staff time, Hiring contractors, Volunteers, etc.)</p> <p>Consultant Click Time Software Staff Time</p>	

<p>GOAL: Build Capacity</p> <p>OBJECTIVE: Board Development</p>	
<p>WHO IS RESPONSIBLE FOR THIS OBJECTIVE?</p> <p>Board Members with support from Executive Director</p>	<p>ACTION STEPS:</p> <p>Board Members will work on creating policies in succession, onboarding, and recruitment; and completing yearly board trainings</p> <p>Executive Director will do research and support staff on these actions</p>
<p>EVALUATION (How will you know this objective is completed?)</p> <p>Evaluation will include the creation of succession plan, board recruitment plan, and onboarding plan; the board completing yearly trainings</p>	
<p>MEASUREMENT (How will you know if this objective is successful?)</p> <p>If the policies and training is completed</p>	
<p>TIMELINE</p> <p>Year 1: CAP research Year 2-5: Board training Year 2: Succession Plan Year 3: Board recruitment plan Year 4: Onboarding plan</p>	
<p>RESOURCES REQUIRED (Financial, Staff time, Hiring contractors, Volunteers, etc.)</p> <p>Board members and Executive Director, hiring some contractors for board trainings, and some financial support for training</p>	

MUSEUM OF THE ALEUTIANS GOALS

GOAL: COLLECTIONS IMPROVEMENTS / POLICIES & PROCEDURES

	FY 24	FY 25	FY 26	FY 27	FY 28
COLLECTIONS ASSESSMENT AND APPROVEMENTS					
Board			Work on next steps including fundraising, grant writing, revisions of policies, additional planning, and collections maintenance		
Executive Director	Identify and begin collections assessment with AAM or AASLH	Finish Assessment (usually 1 CY)	Work on next steps including fundraising, grant writing, revisions of policies, additional planning, and collections maintenance		
Collections Manager	Identify and begin LC Collections assessment with AAM or AASLH	Review/revise Collections Policy (with ED)	Work on next steps including fundraising, grant writing, revisions of policies, additional planning, and collections maintenance		
POLICIES & PROCEDURES					
Board	Approve policies				
Executive Director	Policy development, review and revisions, annually				
Education & Outreach Manager	Develop Education Plan (with ED)				

GOAL: Collections Improvements / Policies & Procedures

OBJECTIVE: **Collections assessment and improvements**

WHO IS RESPONSIBLE FOR THIS OBJECTIVE?

Collections Manager and Executive Director

ACTION STEPS:

1. Needs assessment through national organizations (CAP or STeP)
2. Update and revise collections housing as needed, and policies as needed

EVALUATION

(How will you know this objective is completed?)

Evaluation by external organization

MEASUREMENT

(How will you know if this objective is successful?)

Completion of assessment program

TIMELINE

Year 1-5: inventory and rehousing as needed, and revisions of policies and plans.

RESOURCES REQUIRED

(Financial, Staff time, Hiring contractors, Volunteers, etc.)

Staff time in maintaining collections

<p>GOAL: Collections Improvement / Policies & Procedures</p> <p>OBJECTIVE: Policies & Procedures</p>	
<p>WHO IS RESPONSIBLE FOR THIS OBJECTIVE?</p> <p>Board Members, Executive Director, and Education & Outreach Manager</p>	<p>ACTION STEPS:</p> <p>Develop plans & procedures as needed</p>
<p>EVALUATION (How will you know this objective is completed?)</p> <p>Evaluation will be creating of useful and meaningful policies and procedures</p>	
<p>MEASUREMENT (How will you know if this objective is successful?)</p> <p>Policies and procedures approved by board</p>	
<p>TIMELINE</p> <p>Year 1-2: Create Education Plan; update Collections plan; approve existing plans, policies, and manuals on regular basis</p>	
<p>RESOURCES REQUIRED (Financial, Staff time, Hiring contractors, Volunteers, etc.)</p> <p>Executive Director, Staff (as needed) and Board to approve</p>	

APPENDIX

In November 2022, the board and staff of the Museum of the Aleutians met to reassess the strategic planning that had been done in 2021, and to adopt a vision and mission statement. ExhibitAK facilitated the meetings and created this document. The following pages are the result of lively conversations about the museum.

GOALS OF THE PROCESS

These ideas came from a question to the team: why are we here today? It helped to direct the process of the weekend.

- Know who we are, and be it!
- Acknowledge our successes and be aware of limitations and opportunities
- Be realistic
- Use existing goals as a reference, but not opposed to starting fresh
- Clear path forward—what staff and board should be working on
- Review the strategic plan quarterly
- Have everything on agenda tied to strategic plan?
- Give it, get it, or get out (show up and help where we can, otherwise step aside)
- Tie everything together that we're doing
- Calendar to remind ourselves of the tasks on strat plan that need to be accomplished
- Prioritize 1-2 goals per year
- Identify board talents?
- Ask this question to the community. Do a community and/or visitor survey?
- Help shape how the Indigenous stories of this place are told
- Be specific

SWOT ANALYSIS

A SWOT analysis further helped the group to unite under what our priorities and goals should be

STRENGTHS

- Awesome facility
- Awesome employees
- Store
- Funding partners
- Cohesive staff
- Gaming as a funding source
- Workshops and lectures
- Improved outreach into the community
- Social media presence
- Community supports the museum
- We reach different communities
- Changing gallery space
- State of the art collections
- Respected institution
- Engaged board of directors

WEAKNESSES

- Is our facility large enough?
- Do we have enough people/staff?
- Grow funding partners
- Diversify funding streams
- More support for staff
- Permanent exhibit (doesn't cover a lot of different perspectives)
- More open hours during tourist season
- Need for Unangax employees and programming
- Need for exhibits and collections staff
- Need for interactive exhibits and children's areas

OPPORTUNITIES

- Only museum on the Aleutian chain
- connection with school groups and curriculum
- Technology: webcam of otters, virtual tours, augmented and virtual reality
- Control message with partners, accurate representation
- Teacher night
- Early stages of tourism—help shape what tourism looks like in our community
- Tourism growth (independent and cruise ship)
- Partnership with universities/AmeriCorps
- Partnership with Huna Totem
- Ecotourism (archeological dig)
- Ethnically diverse
- Internship programs
- Grow connection with other Aleutian communities
- Unrecognized and unknown histories

THREATS

- We don't know what our community wants
- Uncontrolled tourism growth
- Constant turnover in population
- Hard to complete long-term projects
- Constantly reeducating the population about us
- Climate change
- Housing and cost of living
- Economy is changing rapidly
- Challenging to get here

WHAT DO WE LOVE ABOUT THIS PLACE?

Whether talking about the Museum of the Aleutians, or this place, the staff, ED, and board are a dedicated group. Many similarities arose from this activity.

- Usgiliġ wakun
- Informal
- Learning
- Science
- Preserving the history of the place and people
- Great staff
- Consistently impressed by staff, ideas & magic
- Opportunity/responsibility to educate
- Museum preserves important documents and items
- Unique and well-documented history (uncommon)
- Care of the history of this island
- Opportunity/responsibility to educate
- Show diverse history with different peoples
- Rich cultural heritage and future
- Fascinating history
- Fierce, natural beauty
- Natural beauty
- Dynamic
- Nature
- Unalaska has become my home
- Geographically significant/instrumental
- Uniqueness
- Opportunities for anyone and everyone
- Multi-ethnic
- Strong, vibrant community (x4)
- The people
- Home