



MTCC Implementation Plan 2017-2022

This implementation plan is designed to be used in conjunction with the Mosaic Templars Cultural Center (MTCC) Strategic Plan 2017-2022. This plan is the result of feedback from community conversations, thoughtful evaluation of current and future museum needs, and staff involvement about ways in which to help the museum move forward into its next phase as a leader in the state for African American history. Each of the strategic priorities have been broken down into objectives and then further disseminated through action items. Each action item has been assigned to a current team (Education, Historic Properties, Curatorial, Development, and Museum Store) and includes budget implications, indicators of success, and a proposed timeline for implementation.

This document was reviewed and approved by the Department of Arkansas Heritage
March 2017.

Mission Statement

To preserve, interpret, and celebrate African American history and culture in Arkansas.

Values:

- Collaborative
 - We work better when we work together.
- Integrity
 - We acknowledge truth and transparency is vital to telling the story.
- Inclusive
 - We value the richness inherent in our differences.
- Relevant
 - Our significance lies in our relevance to our communities.
- Innovative
 - We value learning and innovation as integral to our future success.

- Creative
 - We value nontraditional approaches.
- Professional
 - We strive for efficiency and to adhere to professional best practices in and at our work.
- Learning centered
 - Continued education is vital to our personal and organizational success.

Strategic Priority: Engage Diverse Audiences

- A. Objective: Work with families and those who experience sensory, learning, and development needs to help everyone have a welcoming museum experience as a cornerstone of the #InclusiveArkansas initiative
- Action item: Repaint the gallery walls and update description labels to be more welcoming to those with sensory and visual needs
 - Staffing implications: Historic Facilities and Curatorial
 - Budget implications: Funds generated from the Arkansas Natural and Cultural Resources grant
 - Indicators of success:
 1. Completion of painting of gallery walls
 2. Positive evaluative visit from therapy specialist
 - Timeline: Spring 2017
 - Action item: Completion of visually impaired tour
 - Staffing implications: Education, Historic Facilities and Curatorial
 - Budget implications: None
 - Indicators of success:
 1. Trained docents who are equipped and knowledgeable about the museum as well as prepared to give tours
 2. Positive verbal or written evaluative responses from visually impaired person and/or caregivers
 - Timeline: Winter 2017
 - Action item: Develop toolkit and resources for models of inclusive museum work
 - Staffing implications: Education and Director in partnership with the Arkansas Arts Council
 - Budget implications: None initially; potentially develop budget for training during fiscal year 2017-2018
 - Indicators of success:
 1. Buy-in of initiative from other museums, galleries, and cultural heritage sites
 2. Steady access statistics from those interested in utilizing the toolkit and/or resources
 - Timeline: Summer 2017
- B. Objective: Create opportunities to allow for more accessible museum hours
- Action item: Provide opportunities for learning during the traditional lunch hour
 - Staffing implications: Development and Education

- Budget implications: None
 - Indicators of success:
 1. Successful attendance at events
 2. Positive verbal evaluative responses from attendees
 3. Increase in diversity of partnerships and topics for lunch series
 - Timeline: Spring 2017 with increased participation by Fall 2022
 - Action item: Increase evening and weekend programming outside of traditional museum (9am-5pm) hours by ten percent through 2022
 - Staffing implications: Museum Store, Development, Historical Properties, and Education
 - Budget implications: Training of docents
 - Indicators of success:
 1. Secured staffing for expansion of hours
 2. Steady attendance growth at after-hour events
 - Timeline: Ongoing through 2022; this action item will be reevaluated on an annual basis to determine effectiveness
- C. Objective: Develop programming and exhibits which encourage family participation
- Action item: Create an interpretive museum plan
 - Staffing implications: Curatorial and Education; external contract with National Association for Interpretation (NAI) Certified Interpretive Planner
 - Budget implications: Funds generated through the Arkansas Natural and Cultural Resources grant
 - Indicators of success:
 1. Completion of an interpretive plan
 - Timeline: Fall 2017
 - Action item: Develop programming with key outside entities who regularly work with and/or offer family activities (ex: AETN/PBS, Little Rock Zoo, etc.)
 - Staffing implications: Education and Development
 - Budget implications: Each fiscal year MTCC will develop a budget for sharing partnership costs based on programming
 - Indicators of success:
 1. Steady growth in museum attendance either in person or through outreach touch points with key partners
 2. Increase in the number and diversity of partners each year
 - Timeline: Ongoing with evaluation each year
- D. Objective: Make the museum a tourist destination through the use of exhibitions and developing outdoor space
- Action item: Develop a historic walking tour of 9th Street
 - Staffing implications: Education and Curatorial
 - Budget implications: None initially; potential budget implication if technology is introduced into the tour
 - Indicators of success:
 1. Completion of guided walking tour and docents and/or staff trained
 2. Increase in pedestrian traffic along 9th St. as measured by museum attendance and tour requests

- Timeline: Spring 2017
- E. Objective: Create more participatory experiences which allow visitors to engage with museum exhibits on multiple levels
 - Action item: Create a museum app
 - Staffing implications: Education and Curatorial
 - Budget implications: Funds generated through the Arkansas Natural and Cultural Resources grant
 - Indicators of success:
 1. Completion of app
 2. Steady increase of app usage
 - Timeline: Spring 2018
 - Action item: Create an interpretive museum plan
 - Staffing implications: Curatorial and Education; external contract with NAI Certified Interpretive Planner
 - Budget implications: Funds generated through the Arkansas Natural and Cultural Resources grant
 - Indicators of success:
 1. Completion of an interpretive plan
 - Timeline: Fall 2017

Strategic Priority: Explore Arkansas history and culture through the lens of African Americans

- A. Objective: Enlarge the focus of exhibits and programming to include African American history and culture throughout the state
 - Action item: Create an interpretive museum plan
 - Staffing implications: Curatorial and Education; external contract with NAI Certified Interpretive Planner
 - Budget implications: Funds generated through the Arkansas Natural and Cultural Resources grant
 - Indicators of success:
 1. Completion of an interpretive plan
 - Timeline: Fall 2017
 - Action item: Implement a digital museum collections presence through the software PastPerfect
 - Staffing implications: Curatorial
 - Budget implications: Funds generated through the Arkansas Natural and Cultural Resources grant
 - Indicators of success:
 1. Successful installation of PastPerfect
 2. Regular entries added to PastPerfect with accurate cataloging based on best practices
 - Timeline: Launch in Winter 2018 with entries added on a regular basis
 - Action item: Creation of loan boxes
 - Staffing implications: Curatorial and Education
 - Budget implications: Funds generated through the Arkansas Natural and Cultural Resources grant

- Indicators of success:
 1. Completion of loan boxes
 2. Pilot libraries identified and trained on utilization of loan boxes for patron checkout
 - Timeline: Winter 2018
 - Action item: Create virtual distance learning opportunities through the use of professional development networks
 - Staffing implications: Education
 - Budget implications: Funds generated through the Arkansas Natural and Cultural Resources grant
 - Indicators of success:
 1. Completion of at least one training module
 2. Positive attendance and feedback at course from Arkansas educators
 - Timeline: Fall 2019
- B. Objective: Update the exhibits to reflect a more engaging and personalized museum experience
- Action item: Create an interpretive museum plan
 - Staffing implications: Curatorial and Education; external contract with NAI Certified Interpretive Planner
 - Budget implications: Funds generated through the Arkansas Natural and Cultural Resources grant
 - Indicators of success:
 1. Completion of an interpretive plan
 - Timeline: Fall 2017
 - Action item: Develop strategy for acquiring key collections such as the Ralph Armstrong collection vital to showing the African American experience in Arkansas
 - Staffing implications: Curatorial and Development
 - Budget implications: None
 - Indicators of success:
 1. Acquisition of collections
 2. External loan requests for unique items within the collections
 - Timeline: Fall 2018
- C. Objective: Regularly create and host programming, classes, and outreach activities which allow visitors learning opportunities
- Action item: Partner with Arkansas Made Black Crafted vendors to host classes focused around local makers
 - Staffing implications: Museum Store and Development
 - Budget implications: None
 - Indicators of success:
 1. Increasing attendance at Arkansas Made Black Crafted classes and/or events
 2. Increased sales in the Museum Store
 3. Creation and assessment of learning outcomes
 - Timeline: Spring 2017

- Action item: Continue partnership with the Milton P. Crenshaw Aviation Training Academy as a way to promote STEM education through historical figures
 - Staffing implications: Education
 - Budget implications: None
 - Indicators of success:
 1. Steady growth in attendance for the MPCATA summer camp
 - Timeline: ongoing; reevaluate program and museum needs each fiscal year
 - Action item: Create a traveling exhibit focused on the commemoration of the Elaine Race Riot and its significance to race relations in the early 20th century
 - Staffing implications: Curatorial, Education, and Development
 - Budget implications: Funds generated through the Arkansas Natural and Cultural Resources grant
 - Indicators of success:
 1. Completion of traveling exhibit
 2. Increased interest in the hidden history of early 20th century race riots
 - Timeline: Winter 2019
- D. Objective: Identify ways to connect with black-owned business and encourage entrepreneurship
- Action item: Launch Arkansas Made Black Crafted
 - Staffing implications: Museum Store and Development
 - Budget implications: None
 - Indicators of success:
 1. Participation and registration from African American makers as Museum Store vendors
 2. Steady growth in Museum Store sales from Arkansas Made Black Crafted items
 - Timeline: Winter 2017
 - Action item: Partner with Arkansas Made Black Crafted vendors to host classes focused around local makers
 - Staffing implications: Museum Store and Development
 - Budget implications: None
 - Indicators of success:
 1. Increasing attendance at Arkansas Made Black Crafted classes and/or events
 2. Increased sales in the Museum Store
 - Timeline: Spring 2017
 - Action item: Make the annual Juneteenth celebration the premier commemoration of African American history and culture in Arkansas
 - Staffing implications: all staff
 - Budget implications: Funds generated through the Arkansas Natural and Cultural Resources grant
 - Indicators of success:
 1. Increase the footprint of the festival

- 2. Increase in participation at Juneteenth from sponsors, vendors, donors, and visitors
 - 3. Greater understanding of the role of MTCC and of African American history by visitors
- Timeline: Summer 2022
- E. Objective: Explore new media as a way to connect with a younger and more diverse audience
 - Action item: Create a museum app
 - Staffing implications: Education and Curatorial
 - Budget implications: Funds generated through the Arkansas Natural and Cultural Resources grant
 - Indicators of success:
 - 1. Completion of app
 - 2. Steady increase of app usage
 - Timeline: Spring 2018
 - Action item: Implement a digital museum collections presence through the software PastPerfect
 - Staffing implications: Curatorial
 - Budget implications: Funds generated through the Arkansas Natural and Cultural Resources grant
 - Indicators of success:
 - 1. Successful installation of PastPerfect
 - 2. Regular entries added to PastPerfect with accurate cataloging based on best practices
 - Timeline: Launch in Fall 2017 with entries added on a regular basis
 - Action item: Implement touch technology into the existing gallery space
 - Staffing implications: Curatorial
 - Budget implications: Funds generated through the Arkansas Natural and Cultural Resources grant
 - Indicators of success:
 - 1. Increase in research requests based on items demonstrated in touch technology
 - 2. Utilization of touch technology by museum visitors
 - Timeline: Summer 2018
- F. Objective: Connect people with resources for exploring African American family history
 - Action item: Create a genealogy resource center staffed by volunteer genealogists
 - Staffing implications: Curatorial
 - Budget implications: Funds generated through the Arkansas Natural and Cultural Resources grant
 - Indicators of success:
 - 1. Genealogy resource center staffed at least two days per calendar month
 - 2. Steady growth in research visits and requests either in person or online
 - Timeline: 2019
 - Action item: Re-launch oral history project

- Staffing implications: Curatorial and Development
 - Budget implications: Will need to seek external grant funders/agencies/organizations
 - Indicators of success:
 1. Genealogy resource center staffed at least two days per calendar month
 2. Steady growth in research visits and requests either in person or online
 - Timeline: 2019
- G. Objective: Develop relationships with subject experts and create a scholar-in-residence program to inform programs and exhibits
- Action item: Identify partnerships with colleges and universities
 - Staffing implications: Development, Curatorial, and Education
 - Budget implications: None
 - Indicators of success:
 1. Increase in the dissemination of scholarship in African American history
 - Timeline: 2019
 - Action item: Explore funding sources for developing stipend to support scholar-in-residence program
 - Staffing implications: Development
 - Budget implications: Collaborate with the auxiliary support groups to identify external funding sources
 - Indicators of success:
 1. Establishment of scholar-in-residence
 - Timeline: Summer 2019

Strategic Priority: Collaborate with others to expand the relevance and impact of MTCC

- A. Objective: Focus on creating developmentally appropriate material and sharing resources which highlight the African American experience in Arkansas
- Action item: Create virtual distance learning opportunities through the use of professional development networks
 - Staffing implications: Education
 - Budget implications: Funds generated through the Arkansas Natural and Cultural Resources grant
 - Indicators of success:
 1. Completion of at least one training module
 2. Positive attendance and feedback at course from Arkansas educators
 - Timeline: Fall 2018
- B. Objective: Create loan boxes to share the African American story throughout the region
- Action item: Focus on the key areas of aviation/STEM and Music as a pilot for the loan box program
 - Staffing implications: Education and Curatorial

- Budget implications: Funds generated through the Arkansas Natural and Cultural Resources grant
- Indicators of success:
 1. Completion of loan boxes
 2. Pilot libraries identified and trained on utilization of loan boxes for patron checkout
- Timeline: Fall 2017 (Aviation/STEM) and Spring 2018 (Music)
- C. Objective: Collaborate with state agencies and nonprofits
 - Action item: Collaborate with state agencies and nonprofits which share related work in understanding the African American experience in Arkansas and/or are involved in the arts, humanities, history, or cultural heritage
 - Staffing implications: Director, Education, Development and Curatorial
 - Budget implications: Each fiscal year MTCC will develop a budget for sharing partnership costs based on programming
 - Indicators of success:
 1. Steady growth in museum attendance either in person or through outreach touch points with key partners
 2. Increase in the number and diversity of partners each year
 - Timeline: Spring 2017 with annual evaluation each fiscal year

Strategic Priority: Create a sustainable model to move MTCC forward

- A. Objective: Become a learning organization through better training for staff and advisory board members
 - Action item: Seek opportunities to present research advancing the cultural heritage field
 - Staffing implications: Director and all staff
 - Budget implications: None
 - Indicators of success:
 1. Individual staff viewed by as subject experts in various aspects of museum work
 - Timeline: Ongoing
- B. Objective: Seek American Alliance of Museums accreditation
 - Action item: Seek American Alliance of Museums accreditation
 - Staffing implications: Director and all staff
 - Budget implications: Funds generated through General Revenue
 - Indicators of success:
 1. Successful completion of necessary paperwork
 2. Successful site visit
 3. Achieving accreditation
 - Timeline: Ongoing; Accredited by Fall 2018
- C. Objective: Seek Smithsonian affiliation
 - Action item: Seek Smithsonian affiliation
 - Staffing implications: Director and all staff
 - Budget implications: Funds generated through General Revenue
 - Indicators of success:

1. Successful completion of necessary paperwork
 2. Achieving Smithsonian affiliation
- Timeline: Fall 2018
- D. Objective: Increase private financial support
- Action item: Engage the Advisory Board and auxiliary support groups in fulfilling fiduciary responsibilities by 100 percent
 - Staffing implications: Development
 - Budget implications: None
 - Indicators of success:
 1. At least 60 percent of the Board and auxiliary support groups committed to giving by Fall 2019
 - Timeline: 2022
 - Action item: Create a signature fundraising event
 - Staffing implications: Development and Director
 - Budget implications: None
 - Indicators of success:
 1. Creation of a signature fundraising event which aligns with the mission of the museum
 2. Increased attendance yearly at signature fundraising event
 3. Increased private financial support as a result of signature fundraising event
 4. Greater understanding of the role of MTCC and of African American history by visitors
 - Timeline: 2020
- E. Objective: Work with auxiliary support groups to provide more opportunities for supporting the museum through membership
- Action item: Steadily increase membership support for the museum
 - Staffing implications: Development
 - Budget implications: None
 - Indicators of success:
 1. Steady increase in active auxiliary support group membership each fiscal year
 - Timeline:
 1. Beginning Fall 2017 with increasing active membership through 2022

Strategic Priority: Establish and communicate a consistent identity that reflects the mission

- A. Objective: Update the mission statement to be more concise while still being culturally specific to the African American experience in Arkansas
- Action item: Update the mission statement based on feedback received from initial focus groups
 - Staffing implications: Director
 - Budget implications: None
 - Indicators of success:
 1. Completion and approval of updated mission statement

- Timeline: Winter 2017
 - Action item: Create a marketing look which encompasses the renewed vision of the museum
 - Staffing implications: Director, Development, and DAH Marketing
 - Budget implications: None
 - Indicators of success:
 1. Development of color and look guide
 2. Completion of marketing plan
 - Timeline: Fall 2018
- B. Objective: Update the working name of the museum to more clearly reflect our mission to tell the story of African Americans in Arkansas; proposed name: Mosaic Museum of African American History and Culture
 - Action item: Update the “doing business as” name of the museum
 - Staffing implications: Director and Assistant Director
 - Budget implications: None
 - Indicators of success:
 1. Successful transition of marketing content (logos, name, signature blocks, printed material, website, signage, etc.) from previous name to updated name
 - Timeline: Fall 2018
- C. Objective: Be more intentional in language
 - Action item: Create a toolkit for scaffolding inclusion at the museum
 - Staffing implications: Director and Education
 - Budget implications: None
 - Indicators of success:
 1. Positive action as a result of training opportunities
 2. Development of toolkit
 - Timeline: Fall 2017
- D. Objective: Strive for transparency and efficiency
 - Action item: Invite the general public to MTCC Advisory Board meetings in accordance with the Arkansas Open Meetings Law
 - Staffing implications: Development
 - Budget implications: None
 - Indicators of success:
 1. Notice of upcoming Advisory Board meetings sent out prior to the meeting
 2. Addition of the Advisory Board scheduled meetings listed on the MTCC website calendar
 - Timeline: Summer 2017
- E. Objective: Continue to be a safe place for dialogue
 - Action item: Provide opportunities at programs and/or within the galleries for visitor feedback
 - Staffing implications: Education and Curatorial
 - Budget implications: None initially; possible cost if technology is used to gather feedback
 - Indicators of success:

1. Visitors utilize feedback opportunities which reflect their experience visiting the museum
 - Timeline: Ongoing
- F. Objective: Utilize technology as a mechanism for streamlining workflows and creating efficiencies
- Action item: Research opportunities for technological improvements which may create efficiencies in fiscal requirements
 - Staffing implications: Director, Assistant Director, Education, Historic Properties, and Curatorial
 - Budget implications: None
 - Indicators of success:
 1. Implementation of technology which streamline workflows
 2. Staff trained on specific technologies which increase efficiency
 - Timeline: 2020