Top: *George Washington and His Generals at Yorktown* by Charles Willson Peale, ca. 1781, oil on canvas, Maryland Historical Society, Gift of Robert Gilmor Jr., 1845.3.1

Left: A museum visitor enjoys the *Voyage of the Deutschland* exhibition, image courtesy of Arturo Holmes

Middle: Girl Scouts learn about the *Star-Spangled Banner* and the War of 1812

Right: German Naval Attaché Captain Jürgen Looft visits the galleries during the opening reception of the *Voyage of the Deutschland*, image courtesy of Arturo Holmes

Unless noted, all photographs are property of MdHS
Summary

The Maryland Historical Society has become aware of the need to redefine itself in order to be relevant to the present and to thrive in the future. A critical first step was the production of a strategic plan that took into account the changing demographics of the state, the increasing competition for resources and constituents and the decline in the study of history. The plan includes seven major goals with accompanying objectives to be accomplished over a five-year period. If followed, this plan is a path to transforming the organization into a relevant and sustainable educational institution, collaborating with other like-minded entities and reaching the people of Maryland as never before. To accomplish the plan will require an investment of approximately $25 million.
The Strategic Plan 2016/2021 will focus on growing outside of our traditional boundaries and systematically exploring new ways of embracing other groups, maintaining the integrity of our subject matter within the parameters of our mission and vision.

The Maryland Historical Society (MdHS) is entering the next era of service to the more than 6 million people – 5.5 million more than when the organization was founded – who live here. The organization must adapt to the state's new demographics and begin to view its traditional components -- the museum, the library, publications and educational programs -- as resources and means to an end, rather than ends within themselves. MdHS will fulfill its vision of creating better citizens by sharing history's lessons drawn from its superlative collections. Our work will focus on content and learning and will rely on emerging media to engage the public. MdHS will personalize the history experience for both individuals and groups, ensuring that MdHS is accessible and valued by diverse audiences as the organization monitors...
and responds to the ever-changing interests of our culture and its dynamic demographics.

The previous strategic plan of the Maryland Historical Society was written in 2007 to guide the organization through 2013. A series of staffing changes beginning with the appointment of an interim president in 2006 disrupted the planning function of the organization, leaving it to focus on immediate needs such as leadership, financial stability and essential programming development. Following an extended period of interim staff leadership (2006 to 2015), a president was hired and organizational re-development began.

MdHS operates today in an environment of radically different demographics than its founders or the leaders of the last 173 years could have imagined. Maryland has one of the country’s most diverse populations with 47 percent minority residents – the sixth largest in the nation – and the fourth largest population of African Americans, our largest minority. The growth of the number of Maryland’s non-profit organizations to more than 31,000 has exacerbated the competition for funding. State funding to MdHS was drastically reduced in 2002 when the state’s grants to history museums ended, and funding from the Maryland State Arts Council and the Maryland State Department of Education was also reduced.

National influences also worked against MdHS with philanthropy for arts and cultural organizations ranking the lowest among causes supported by both private and public entities. Issues such as health, homelessness,
Our organisation continued... justice and the environment received more attention as corporate and other donors focused their gifts in these areas. The global recession beginning in 2008 reduced giving levels and raised needs.

Rental and other earned income declined as well as returns from investments. Increased demand for additional programming space and the growth in visitation by the public anticipated by the organization’s facilities expansion of 2003 did not occur. Instead, there was a surplus of space and unused, minimally maintained real estate and other assets including the collections. These conditions forced MdHS to reduce staff in 2006 from 80 to the current staff of 30.

Further draining the organization’s resources was the relocation of stored collections from three satellite locations which were sold or relinquished. These items and three collections in the custody of the City of Baltimore were stored at the Monument Street headquarters and never properly inventoried or organized. The continuing decline of the society’s Mount Vernon neighborhood also worked to its detriment in terms of visitation. Most recently, civil unrest in Baltimore caused an abrupt drop in visitation to cultural and recreational attractions including MdHS.

It became increasingly apparent that the business model for historical societies whose major support is provided by the private sector is not sustainable. With the proliferation of cultural and entertainment options, competition for the visitor and the supporter tightened. And, yet, history enjoys popularity with certain audiences – evidence of this is the success of the History Channel and such programming as PBS’s Downton Abbey, Finding Your Roots, Antiques Roadshow, and the astonishing success of Broadway’s Hamilton.

As the teaching of history diminished, particularly in public schools, the market for outsourcing history curriculum has increased. Fortunately, technology allows curriculum to be shared efficiently and inexpensively, replacing the need for on-site visits by classes.
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In November 2015, MdHS engaged Bryan & Jordan Consulting, LLC, to guide the strategic planning process. A committee of board and staff and one public educator were selected to develop the plan and prepare for its presentation for adoption to the board of trustees. Information was gathered by the consultant from a number of board members, opinion leaders and donors. The committee researched and interviewed representatives of five peer organizations, noting their recent accomplishments and responses to similar challenges faced by MdHS. A survey of members’ attitudes toward the MdHS was taken. Key points from that survey include the members’ desire for greater emphasis on recent history, educational programming, digitization, outreach and partnerships. All this information was used by the strategic planning committee to create a vision of what the organization should become by the year 2026. During a series of committee meetings and two half-day, full-board, retreats, participants condensed nine goals into seven. The committee worked to clearly define objectives within each goal, to assign responsibility for the objectives’ completion to specific staff and/or board members, to estimate the cost of each objective and to set timetables for beginning and completing them. From that, an overall budget and fundraising goal was produced to accompany the plan. In September 2016, a draft plan, already approved by the executive committee, was submitted to the full board for adoption.

Above: View of the Presbyterian Church and All the Buildings as they Appear from the Meadow by Francis Guy, 1804, oil on canvas, Maryland Historical Society, by exchange through the Anne, Ethel, and May Hough Fund and the Maria L. Eaton and Mrs. Charles R. Weld Fund, 1975.74.1

Below: Detail of a square from a crazy quilt, silk, velvet and cotton, circa 1870, Maryland Historical Society, Gift of Sandra Robbins, 2014.9.3

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Organizational Culture

MISSION
The mission of the Maryland Historical Society is to educate people of all ages about the American experience through the rich history of Maryland using the society’s collections, and to preserve important objects and archival materials from prehistoric Maryland to the present day.

VISION
The Maryland Historical Society will become known as the state’s preeminent center for Maryland history by 2026, the 250th anniversary of American independence, focused on educating the public through its vast and unique museum and library collections. It will do so within the context of changing demographics and social values, using technology to connect the collections with those who may benefit from the lessons and stories they portray.

CORE VALUES
1. History & Civic Engagement
We are committed to improving people’s lives by sharing Maryland’s history. Creating meaningful connections by providing engaging programs and educational services to diverse communities throughout the state is vital to our success. An understanding of history leads to civic engagement, critical thinking and appreciation of multiple perspectives. By teaching Maryland’s rich and diverse history, we create better citizens.

Examples:
- Stitching History / Maryland Heritage Areas Association Grant
- Preserve the Baltimore Uprising website
- OURstory, a Digital Storytelling project

2. Quality & Excellence
We are proud of the products and services created by MdHS. In all aspects of operations, we strive to meet the highest standards of excellence. We regularly solicit feedback to ensure that all stakeholders feel that their experience remains exceptional, and we look for ways that we can improve.

Examples:
- Underbelly library blog named as Baltimore Sun “10 Best”
- Named one of the best museums by The Washington Post
- Annual Membership and Staff Survey

3. Authenticity & Credibility
Authenticity is unembellished, unfiltered and demands impeccable scholarship. Everything produced by MdHS is based upon these principles. If we are not expertly qualified internally, we seek to partner with other authoritative voices to produce works that are fair, balanced and true.

Examples:
- Maryland Historical Magazine
- Lord Baltimore Fellows / Wing Fellowship
- Publications / A Woman of Two Worlds: Elizabeth Patterson Bonaparte

4. Honesty & Integrity
Our integrity is the basic foundation for the sense of trustworthiness on which we base our internal and external relationships. Our reputation and authenticity depend upon it.

Examples:
- Clean yearly audits
- Adherence to fundraising code of ethics from Association of Fundraising Professionals
- Requests for multiple requests for proposals on special projects and procurement

5. Creativity & Innovation
Creativity drives us to generate new and innovative experiences for visitors and imagine different ways of meeting people’s needs and expectations. We strive to be original and creative thinkers. To transform these ideas into actions, we must take risks and encourage staff to use their imaginations to solve problems and explore new ideas.

Examples:
- Historical Investigations Portal (HIP)
- Virtual Field Trips through Timeline Studios
- BEARINGS Map, circa 1814

6. Collaboration & Partnerships
Collaboration involves inclusivity, sharing ideas, seeking the contributions and viewpoints of others and reflecting this input in our work. We value teamwork and multiple perspectives, both internal and external. We strive to be invested members of our surrounding community and seek meaningful partnerships throughout the state.

Examples:
- Historic St. Mary’s City / A Tale of Three Coffins: Living & Dying in 17th Century St. Mary’s City
- German American Society / Voyage of the Deutschland
- Mount Vernon Cultural District

Above: Students investigate primary source documents
History of the Organization

The Maryland Historical Society is the state’s oldest continuously operating cultural institution. In January 1844, the founders gathered in the Maryland Colonization Society rooms of the Baltimore City post office. They proposed collecting the “remnants of the state’s history” and preserving their heritage through research, writing and publications. The society’s early success inspired plans for a permanent home to include an art gallery. One of America’s foremost architects, Robert Carey Long, designed a four-story “Italian palazzo” building with – most important for the society’s preservation-minded mission – fireproof closets.

Membership and support increased during the 1850s after the society settled into its first headquarters known as the Athenaeum at the corner of St. Paul Street and Saratoga Street. Visitation grew along with the art collection. Financial donations came from a variety of people including Baltimore philanthropist George Peabody who funded an index of Maryland records in London and established the society’s first publications fund. Additionally, the MdHS continued caring for state records, and late in the 19th century, the state transferred government records into its care.

The turn of the 20th century was an era of great change for the nation’s historical societies. Education of the general public became part of their missions, and women were allowed membership. In 1906 the MdHS launched the Maryland Historical Magazine, a quarterly journal featuring the best new work on Maryland history. This venerable publication, now published bi-annually, is now in its 110th consecutive year.

The organization moved to its current location in 1919. The former Monument Street residence of Baltimore philanthropist Enoch Pratt, with a state-of-the-art fireproof addition, came as a gift from Mary
A newly renovated and expanded Maryland Historical Society opened in 2003. The complex now includes the Beard Pavilion and the Carey Center for Maryland Life.

Washington Keyser, whose husband, H. Irvine Keyser, had been an active longtime member. The new space allowed for more displays and further positioned the society as the caretaker of Maryland treasures. Many researchers looked for evidence that connected them to the colony’s founders or Revolutionary War veterans in order to claim membership in hereditary societies.

In addition to their dedication to preserve and publish Maryland’s early history, the leaders of the society took responsibility for preserving recent history. As their predecessors had done after the Civil War, society leaders collected “the relics” of the recent Great War. In 1920, the state legislature created the Historical Division of the state’s War Records Commission. This agency served as the “official organ” of the federal government in collecting and compiling the military records of Marylanders who served in World War I. The society initiated a similar agreement during World War II. By then, educational programs were a high priority, and the post-war MdHS reached out to the city’s public schools with teacher workshops and tours.

Educational activities were only part of MdHS programming. The society began expanding the Monument Street facility in 1953 adding the Thomas and Hugg Building in 1965. The interior included exhibition space, an auditorium with audio-visual equipment, work rooms, storage space, and “to supplement the present Confederate Room – a Civil War Union Room.” In 1981, the society added the France-Merrick Wing to the Thomas and Hugg Building.

Perhaps no other object in the holdings of the Maryland Historical Society attracts more visitors than the original manuscript of Francis Scott Key’s Star-Spangled Banner. In 1953, Mrs. Thomas C. Jenkins purchased the document from the Walters Art Gallery for $26,400, the same price the gallery had paid for it in 1933 at a New York auction. In 2012, the bicentennial of the War of 1812, the manuscript was exhibited at the Smithsonian Institution’s National Museum of American History.

Growing diversity of Maryland’s population prompted a dramatic shift in the study of history. Politics, wars and the lives of notable men gave way to research and fascination with previously neglected fields such as women’s history, African-American history and ethnic histories. Genealogical study and research has grown enormously popular.

The MdHS library’s renowned collections of church and parish records, ship passenger lists, manuscripts and the meticulously copied indices to early wills and land tracts gave researchers missing pieces of their genealogical puzzles. Indefatigable librarians and volunteers assisted both novice and professional researcher. Members of the Maryland Genealogical Society, local patriotic societies and numerous organizations continue the tradition.

A newly renovated and expanded Maryland Historical Society opened in 2003. The complex now includes the Beard Pavilion and the Carey Center for Maryland Life. These feature exhibition space for the museum and library and storage space for the museum’s collections. Through technology, MdHS serves more than 100,000 school
students and teachers annually, on-site and virtually. Using our collections, the educational programs teach multiple generations Maryland’s pivotal role in the nation’s past.

In keeping with the founders’ vision for telling Maryland’s story, the society’s leadership, staff and volunteers carry out today’s mission through museum, library, press, and educational programs. With over 350,000 objects and seven million books and documents, the institution serves Marylanders of all ages and those interested in the history of one of the nation’s earliest colonies. MdHS publications provide a forum for Maryland topics of scholarly and general interest. The society sponsors a dynamic schedule of educational programs and special events to make Maryland’s history come alive. Lectures, symposia, programs for children, gallery tours and many other public programs, held both on- and off-site, promote pride and understanding of Maryland’s rich history. As it has been for the past 173 years, the Maryland Historical Society remains the premier institution for Maryland history.

Left: Mustel celesta piano, owned by James Hubert “Eubie” Blake, ca. 1923, Gift of Elliott Hoffman, Maryland Historical Society, 2016.14.1

Right: Exterior view of the Beard Pavillion entrance, to the Maryland Historical Society
Left: Eubie Blake, photograph, Eubie Blake Collection, Maryland Historical Society, Z24.1349

Middle: Young Defenders of the Maryland Historical Society at the Victory Bash, February 2016, image courtesy Side A Photography

Right: Pop’s Surplus, Jacob Glushakow, 1987, oil on canvas, Maryland Historical Society, The Jacob Glushakow Collection, Gift of Herbert S. Denenberg and Naomi G. Denenberg and Helen and Mildred Glushakow, 2014.1.16
GOAL 1:
MAKE MDHS MORE RELEVANT TO ALL MARYLANDERS

Just as the demographics of Maryland have changed drastically in the immediate past, the audience for MdHS has too. Programming must be driven by the needs and interests of the people of Maryland.

Objectives

• Engage greater diversity: ethnic, geographic, economic, cultural, and age beginning with diverse representation on the board of trustees. Analyze and identify current audiences and identify those least served and with greatest potential for engaging.

• Finalize a five-year exhibit and program schedule to present more recent history and other topics relevant to larger and more diverse audiences. Select topics for acquisitions, exhibits, public programs and collaborative programs, rating them for appeal to larger and more diverse audiences and their entertainment value and ability to engage people on a personal level. Statewide outreach should be a priority for all programming.

• Extend the impact of educational resources to all 24 Maryland school systems through digital outreach programming. Continue development of the Historical Investigations Portal as classroom resource for the teaching of social studies and integrated literacy, including the hiring of a full-time program manager, migration of existing lessons to a more sustainable platform, creation of new lessons and hosting of materials produced by other cultural institutions. Improve marketing of distance learning programs to cultivate new audiences in-state and nationwide, and increase the number of students served to 7,500 annually and adults served to 5,000 annually.

• Seek designation and funding as the State’s official history museum. Such designation and appropriate funding could include the following: providing history curricula in middle and high schools; formal association with history departments of State higher education institutions; exhibit space and storage for State-owned collections; administration of State funding for other history museums; administration of the State of Maryland’s observance of the 250th anniversary of American independence (2026).

• Study impact of free admission and participation in core MdHS programs.

• Offer all programs and services remotely and virtually. Develop a plan to provide total digital access to the collections within 15 years. Upgraded technology will enable a more comprehensive database of collection records and influence other programmatic areas to include distance learning for specific audiences (members, schools, retirement communities, researchers).
• Expand genealogical programming and seek partner (e.g. Maryland Genealogical Society, other libraries, Maryland State Archives, Family Search) in preparing library materials (e.g. manuscripts, images, maps and other primary sources) for increased use and accessibility both on-site and remotely.

• Hire librarian to accomplish above two objectives and attract greater scholarship and researchers to the institution.

GOAL 2:
IMPROVE STEWARDSHIP AND CONSERVATION OF COLLECTIONS

Museum and library collections are the core of the organization and have been entrusted to MdHS since its founding in 1844. Many objects have also been purchased with donated funds. Together, they constitute one of the finest such collections in the nation. Understanding and assessing the scope of these collections is critical to future conservation, accessioning, deaccessioning, programming and development efforts. The future relevance of the organization depends on the successful completion of this goal.

Objectives
• Develop conservation plans for museum collections and library.

• Develop and implement deaccession plans for museum collections and library.

• Resolve ownership and future of the Baltimore City Life Museum collections.

• Acquire collections to complement more diverse programming and attract new constituents. Identify content gaps needing acquisition, accessible duplicate holdings in other institutions and specific target acquisitions.

• Upgrade storage facilities to permit access to library and museum collections by scholars, researchers and other selected consultants.

GOAL 3:
REPURPOSE UNUSED REAL ESTATE AND COMPLETE DEFERRED MAINTENANCE OF FACILITIES

The organization must immediately develop a plan to maximize the use
of its excess real estate and complete
delayed maintenance on facilities it
will continue to use. This plan should
respect and enhance the neighborhood
and benefit the long-term vitality
and fiscal health of the organization.
These must be achieved if MdHS
is to continue to be regarded as a
responsible steward of its collections
and other assets and a contributing
part of the Mount Vernon and
Westside neighborhoods.

Objectives
• Assess alternatives for campus,
estimating future space needs,
determining redundant resources
and best use of buildings and
grounds. Assessment will include
communication with interested
parties such as neighborhood
organizations, community
development agencies, municipal
and state government and
developers. Sell or otherwise
offer for compatible use currently
redundant space.
• Perform deferred maintenance to the
Thomas and Hugg Building, library
and Bar buildings and grounds.

GOAL 4:
REBRAND THE INSTITUTION TO
INCREASE VISIBILITY AND RELEVANCE

Transforming the institution through
the implementation of this strategic
plan calls for communicating the
value and capacities of the “new”
organization, particularly since
the plan includes outreach to new
audiences and reintroducing MdHS to
its current constituents. Additionally, a
comprehensive branding campaign will
provide discipline for integrating the
programs and services of the institution
to a degree not done before.

Objectives
• Engage a firm to prepare a marketing
plan for the organization to reflect
its future direction. Plan will include
recommending and testing a name
change. Scope of work will include
research and message testing, launch of
new name (if selected), design services,
graphics manual, signage and review
and recommendations regarding
existing and potential communications
vehicles (e.g. public relations,
advertising, marketing, electronic
communications and social media).

• Hire communications director to carry
out communications plan and adapt
as necessary.

GOAL 5:
ACHIEVE FINANCIAL STABILITY

MdHS must achieve financial stability
if it is to thrive. This demands that it
generate annual operating surpluses,
net of funded depreciation. These
surpluses can help fund new initiatives
without the need for additional capital.
To generate surpluses, MdHS must
increase its endowment and generate
higher revenues, as expenses have been
pared to a point where further cuts
would be imprudent. Achieving higher
revenues will require staff additions as
described in this plan.

Objectives
• Engage a consultant to conduct a
feasibility study for a fundraising
campaign and the timetable for
executing it. The campaign will
increase the endowment by $6
million and provide funding for the
expenditures defined in the strategic
plan, additional endowment and
campaign costs (approximately $25
million total). To eliminate the current
structural operating deficit will require
increasing the endowment by $6 million assuming a 5% annual draw. Higher revenues and a larger endowment will enable MdHS to reduce the endowment draw from the current 5% to 4%.

• Hire a development director to provide oversight to the development function and the fundraising campaign.

• Explore hiring a chief operating officer to focus on redevelopment of the campus and administrative functions and allow the president to devote the majority of his time to the fundraising campaign.

• Strengthen the board’s financial capacity by adding persons with commitment and philanthropic track records. (The board must provide one-quarter to one-third of the campaign’s goal.)

• Develop a robust planned giving program. Planned gifts should be accounted for in accordance with organizational policy and, unless otherwise designated by the donor, irrevocable planned gifts not yet received should be counted (at present value) toward the capital campaign goal.

• Increase grants from private foundations, corporations and governmental agencies from current 51 per year yielding $500,000 by 10% each year.

• Identify new revenue sources.

• Institute annual gala to net a minimum of $50,000 per year and attract broad participation by members and friends of MdHS.

• Identify new donors (including members without an annual giving history).

• Develop and implement plan for personal contact by the president, board members and other staff members with prospects beyond current practice of mail solicitation.

• Establish “council” of former and prospective board members and hold events to re/engage them.

• Increase revenues from existing sources.

• Increase annual giving by 10% per year over five years beginning July 1, 2017. Solicit key donors and board members for multi-year pledges, and
encourage all supporters to increase their annual gifts.

• Increase event rental income by 10% per year over five years taking advantage of the improving neighborhood. The rentals manager should develop a marketing campaign aimed at event planners, businesses and the general public.

• Reassess and develop fee schedules and policies for imaging services and the library to assure revenues exceed costs. This should include online and on-site research assistance on an hourly fee basis, aggressively marketed on our website and elsewhere to members, historical researchers and genealogists.

• Grow revenues from museum store by at least 10% per year end. Emphasize consignments as there is no inventory risk. Increase marketing of store.

• Increase revenues from programs and exhibits through sponsorships and partnerships to ensure revenues exceed costs. (See goal 1.)

• Lease vacant space on our campus while pursuing re-development efforts. (See goal 3.)

• Support restoration of state history museum grant program to better serve the people of Maryland.

GOAL 6:
INSTALL TECHNOLOGY FOR SECURITY, EFFICIENCY AND ACCESSIBILITY

Enhanced technology has the greatest potential for meeting the mission of the organization by expanding the audience and its revenue streams. Conversely, without significant investment in technology, MdHS will be hampered from achieving all of its goals and unable to achieve its vision as the premier institution for Maryland history resources and education. Deferring this investment is not an option.

Objectives
• Complete comprehensive study of technology needs with recommendations for implementation schedule and cost estimates for each step.
• Redesign and enhance website creating robust platform that is current, easily managed and navigated, scalable (computers, phones, tablets, etc.) and is fully optimized for search engines.

• Upgrade systems to permit streaming and recording educational programs for distribution online and through the distance learning program and to allow member-only or paid access.

• Install campus-wide, dependable, high speed Wi-Fi to meet needs of visitors and all organizational programming.

• Purchase software and subscription services to streamline and integrate operations including development, library, museum, accounting and education.

• Purchase hardware to accommodate new programs and support office functions such as servers, workstations, switches, increased backup capability, cameras, audio recorders, sound systems, tablets for school tours, video and conferencing systems.

• Upgrade external and internal campus security including surveillance cameras with related video storage and playback and secured access to non-public areas including elevator controls.

• Hire IT manager to serve additional IT needs and staff.

GOAL 7:
IMPROVE ADMINISTRATIVE POLICIES AND PROCEDURES

The implementation of this plan will require several administrative actions included in the following objectives.

• Revise the by-laws of the organization as necessary to align with the goals and objectives of the strategic plan and to enable its implementation in the most efficient and expeditious manner.

• Review committee missions, structure and membership for inclusion in revised by-laws.

• Revise and/or adopt as necessary procedures and policies consistent with best practices of a non-profit organization.

• Review progress on strategic plan at each board meeting during the life of the plan.

• Improve process for board selection including clarifying criteria, qualifications, roles and responsibilities. Provide effective orientation materials. Regularly review expectations and individual roles including committee participation and financial support.

• Increase investment in staff. Develop, plan and implement regular staff performance appraisals, and thoroughly assess each department’s current and anticipated staffing requirements to implement this plan. Review salaries and benefits with upward adjustment budgeted annually as appropriate. Review, adopt and implement employment and organizational policies as needed.
The project has been financed in part through the funds from the National Park Service, U.S. Department of Interior managed by the Baltimore Heritage Area Association, the management entity for the Baltimore National Heritage Area (BNHA). BNHA works to promote, preserve, and enhance Baltimore’s historic and cultural legacy and natural resources for current and future generations.