Core Documents Workshop

PARTICIPANT WORKBOOK

Activity # 1
What I want to get out of today

My personal objective(s) for this workshop are:

1.

2.

3.

Notes on:

The Value and Role of Core Documents

Core Documents: Required Elements

The following five documents have been designated as core documents because they are fundamental for basic professional museum operations and embody core museum values and practices. They codify and guide decisions and actions that promote institutional stability and viability, which in turn allows the museum to fulfill its educational role, preserve treasures for future generations and be an enduring part of its community.

The required elements are based on national standards and are also used in the Accreditation program. A museum's core documents must have, but are not limited to, the required elements listed below.

Mission Statement

Required elements:
- Educational in scope
- Describes the institution's unique purpose/focus /role
- Is approved by the governing authority

Institutional Code of Ethics

Required elements:
- States that it applies to members of the governing authority, staff and volunteers
- Is consistent with the Alliance's Code of Ethics for Museums or other code of ethics issued by a national museum organization appropriate to the museum's discipline
- Is tailored to, and developed specifically for, the museum (i.e., it is not simply a restatement of, or a statement of adoption of, the Alliance's Code of Ethics for Museums or other organization's code and is not simply a copy of any parent organization's code)
- Puts forth the institution's basic ethical, public trust responsibilities as a museum and nonprofit educational entity and is not solely about individual conduct (e.g., conflict of interest issues)
- Includes a statement on use of proceeds from deaccessioning (limiting their use to new acquisitions and/or direct care/preservation)
- Is a single document, not a compilation or list of references to other documents
- Is approved by the governing authority

Strategic Institutional Plan

Required elements:
- Current (up to date)
- Approved by the governing authority
- Aligned with current mission
- Articulates a big-picture vision as well as operational tactics to achieve the vision
- Covers all relevant areas of museum operations (e.g., is not just a facilities master plan or an expansion plan)
- Includes:
  - Goals (specific things the museum wants to achieve)
  - Action steps (specific assignments to achieve these goals)

- Assignment of responsibility for accomplishing action steps
- Assessment of resources (human and financial) needed to implement the plan
- How the institution will obtain these resources
- Timeline for implementation
- Priorities
- Evaluation mechanisms and measures of success

Disaster Preparedness/Emergency Response Plan

Required elements:
- Is tailored to the institution's current facilities and specific circumstances
- Covers all threats/risks relevant to the institution
- Addresses staff, visitors, structures, and collections
- Includes evacuation plans for people
- Specifies how to protect, evacuate, or recover collections in the event of a disaster
- Delegates responsibility for implementation

Collections Management Policy

Museums that do not own or manage collections, but borrow and use objects for exhibits, education or research should instead submit custodial care and borrowing policies; museums with living collections may use different terminology for the policy that governs the management of their plants or animals.

Required elements for institutions with collections:
- Acquisitions/Accessioning
- Deaccessioning/disposal of collections/use of proceeds from the sale of deaccessioned collections
- Loans, incoming and outgoing (if the museum does not lend/borrow, it should at least state this)
- Collections care
- Inventories and/or documentation
- Access and/or use of collections

Required elements for institutions that do not own or manage collections, but borrow and use objects for exhibits, education or research:
- Care/responsibilities for objects in temporary custody
- Borrowing policies

Take the Next Steps

1. Create, assess, or improve your Core Documents so they meet national standards by using free Reference Guides and Activities on the Alliance web site. Tier 3 museum members can also utilize the Online Sample Document Library.

2. Have your Core Documents reviewed and approved by the Alliance through the Core Documents Verification program. Get expert feedback and earn a public stamp of approval for meeting national standards for these essential museum documents.

The Document Life Cycle

Assemble a Team

Institutional plans and policies impact many people inside and outside the museum. Include a manageable variety of perspectives in developing these plans, including the staff responsible for implementing them.

Develop the Plan/Policy

Use the museum mission statement, vision, values and other institutional documentation to develop broad, institution-wide plans and policies.

Review the Standards

Ensure that the plans and policies are based on current legal, ethical and professional standards, and that they adhere to the museum's code of ethics.
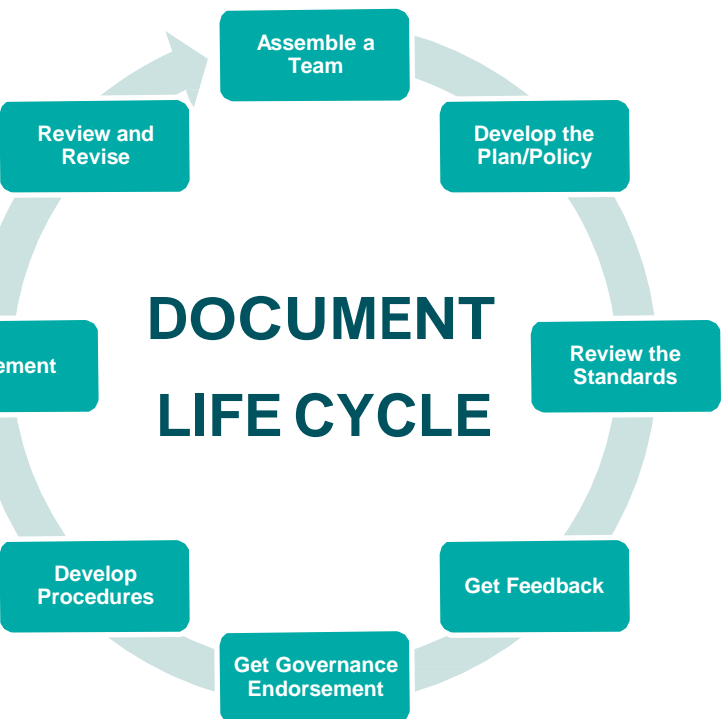
Get Feedback

Ask staff and community members to comment on successive drafts of the policies. Once you have received feedback, revise the policy as necessary.

Get Governance Endorsement

Following staff review and revision, present the policies to the museum's governing authority for approval. Be prepared to explain and defend each policy, as well as to incorporate the governing authority's suggestions.

Develop Procedures

Once the plans and policies are approved by the governing authority, prepare a set of procedures for implementing each policy.

DOCUMENT LIFE CYCLE

- Assemble a Team
- Develop the Plan/Policy
- Review the Standards
- Get Feedback
- Get Governance Endorsement
- Develop Procedures
- Implement
- Review and Revise

Implement the Plan/Policy

Completed plans, policies and corresponding procedures are implemented and carried out by staff. Relevant staff should have been included in developing the policies and procedures, but there still may be need to talk about how to carry out their responsibilities.

Review and Revise

These policies and procedures will evolve as the museum grows and thrives. Procedures might need revision more often than policies.

Required Elements: Mission Statement

❑ Educational in scope

❑ Describes the institution's unique purpose/focus /role

❑ Is approved by the governing authority

Activity # 2
Does Your Mission Measure Up?

Mission Activity A

Read the three mission statements below, then use the space provided to list the aspects of each that you like. Think about why they resonate with you.

The Gadsden Art Center's mission is to foster understanding and appreciation of the visual arts to improve the quality of life in Gadsden county and the region. The organization works to enhance arts education, provide cultural opportunities, and stimulate economic growth in the the community.

Be a catalyst! Ignite our community's passion for nature and science!

To preserve the National Historic Landmark known as Morven by operating it as a museum and public garden that educates diverse audiences and showcases its rich history and the cultural heritage of New Jersey.

Aspects I Like:

1.

2.

3.

Why:

Mission Activity B

Compare the before-and-after versions of two museums' mission statements below. Describe what was changed and improved.

Jim Gatchell Memorial Museum

Before: To preserve the history of the Powder River region of Wyoming through the acquisition, exhibition and interpretation of artifacts and other objects that reflect the diversity and heritage of that region.

After: Our museum is dedicated to following the late Jim Gatchell's vision of preserving the history of Johnson County, Wyoming, with emphasis of its Frontier Era, through the collection and conservation of related art, archives, and artifacts. In the interest of educating museum visitors, the staff will continue to develop projects including interpretive exhibits, publications, and programs which focus on the Powder River Country of Johnson County.

After, Take 2: Our museum is dedicated to sustaining the late Jim Gatchell's vision of preserving the history of Johnson County, Wyoming, through the collection and conservation of related art and artifacts. We will develop interpretive exhibits, publications, and programs to help educate our visitors on the historical events that shaped modern-day Johnson County.

Changes & Improvements:

Sheldon Museum of Art

Before: The Sheldon welcomes you for personal encounters with great American art. Join us for dynamic exhibitions, discussions, programs, and events. The Sheldon collects, preserves, exhibits and interprets historical and contemporary art for Nebraskans and our worldwide audience.

After: The Sheldon Museum of Art preserves, presents, and builds its collections, giving special emphasis to American art through cultural and transnational study. The Sheldon invites inquiry and imagination in its educational offerings, contributes to the intellectual life of the University of Nebraska, and serves the needs of a diverse general public.

Changes & Improvements:

Mission Activity C

Look at your museum's mission statement.

- Compare it to the Required Elements. Place a check in the box if your mission includes that element:
  ☐ Educational in scope
  ☐ Describes the institution's unique purpose/focus /role
  ☐ Is approved by the governing authority

- When was it last reviewed? How has your institution changed since the mission was created or last revised?

- Is it current and contemporary? Does it align with your current focus, collections, community, educational goal, audiences, etc.?

- Does it inspire?

- Does it communicate why the museum exists and who benefits as a result of its efforts?

- Does it project the image you want for your institution and its role/relationship with its community and stakeholders?

What's good about it?	What could be improved?

Required Elements: Institutional Code of Ethics

❑ States that it applies to members of the governing authority, staff and volunteers

❑ Is consistent with the Alliance's Code of Ethics for Museums or other code of ethics issued by a national museum organization appropriate to the museum's discipline

❑ Is tailored to, and developed specifically for, the museum

    o i.e., it is not simply a restatement of, or a statement of adoption of, the Alliance's Code of Ethics for Museums or other organization's code and is not simply a copy of any parent organization's code

❑ Puts forth the institution's basic ethical, public trust responsibilities as a museum and nonprofit educational entity and is not solely about individual conduct (e.g., conflict of interest issues)

❑ Includes a statement on use of proceeds from deaccessioning (limiting their use to new acquisitions and/or direct care/preservation)

❑ Is a single document, not a compilation or list of references to other documents

❑ Is approved by the governing authority

Institutional Codes of Ethics: Sample Content

The following list contains topics that are considered best practice to include in an institutional code of ethics. Some may not be appropriate for your museum and there may be others not on this list that would address a unique or discipline-specific issue relevant to your museum (e.g., sacred objects, human remains, etc.).

For more detail, see the **Alliance Reference Guide: Developing An Institutional Code of Ethics** (in your handouts and also on the AAM website).

- ☐ Guiding Principles
- ☐ Ethical Duties
- ☐ Governance Authority & Responsibility
- ☐ Conflict of Interest
  - ☐ Affiliation with Other Institutions
  - ☐ Business Dealings
  - ☐ Dealing
  - ☐ Disclosure
  - ☐ Gifts, Favors
  - ☐ Loans
  - ☐ Outside Employment
  - ☐ Outside Volunteer Activity
  - ☐ Personal Collecting
  - ☐ Political Activity & Public Issues
  - ☐ Purchase of Museum Property
  - ☐ Referrals
  - ☐ Use of Assets
  - ☐ Use of Information (Confidentiality)
  - ☐ Use of Name
- ☐ Collection
  - ☐ Acquisition
  - ☐ Deaccession
  - ☐ Care & Preservation/Conservation
  - ☐ Appraisals
  - ☐ Availability of Collection
  - ☐ Truth in Presentation
- ☐ Trustee/Director Relationship
- ☐ Museum Management Practices
  - ☐ Business Dealings with Related Parties
  - ☐ Compliance with Laws
  - ☐ Fundraising
  - ☐ Loans
  - ☐ Museum Store & Other Commercial Activity
  - ☐ Ownership of Scholarly Material
  - ☐ Personnel Practices
  - ☐ Professionalism
- ☐ Responsibility to Public
- ☐ Implementation
- ☐ Definitions

Activity # 3A
Are You Covered?

<u>Instructions</u>

1. Read or listen to the Presenter describe three *imagined* scenarios taking place at the Punxsutawney Groundhog Club Museum (PGCM).

2. Think about your museum's code of ethics: if it was the PGCM's code, does it contain elements that would help to guide the museum's decisions and appropriately handle the scenario presented?

3. Make some notes to inform your museum's code of ethics. Could similar scenarios occur at your museum? Does your code address them?

Scenario 1

The Mayor of Punxsutawney wants the city-owned Groundhog Club Museum to deaccession and sell objects from the museum's collection of Punxsy-Phil-iana to pay off bond debt from a recent burrow renovation.

Issue presented:

How the code should address it:

Scenario 2

Al Roker has volunteered to serve on the board of trustees of the Punxsutawney Groundhog Club Museum and Sanctuary, giving the famed weatherman unprecedented access to Phil and his insider meteorological information.

Issue presented:

How the code should address it:

Scenario 3

A private funder has offered to sponsor an exhibit at the Punxsutawney Groundhog Club Museum about the history of marmot meteorology. They'll even throw in a little extra to cover the organization's bond debt… as long as the organization denies the existence and scientific basis of climate change.

Issue presented:

How the code should address it:

Activity # 3B
What ethical issues could your museum face?

There are issues common to most museums and thus common elements most codes should contain as a matter of best practice—see the list of topics on the previous page of this workbook. But codes must to be tailored to the museum. Ethical issues will vary from museum to museum depending on subject area, mission, values, programming choices, activities, governance, and other factors. For example, do you collect or display sacred objects or human remains? Do you deal with living artists, or with sensitive historical or contemporary subjects?

Instructions

1. Think about the types of ethical issues and conflicts that may be unique to your institution, or the area of operations you focus on (e.g., development, collections).

2. List them below, noting if they are included in your code:

3. Continue this activity when you go back to your museum. The "Alliance Activity Guide: Code of Ethics Activity" available on the AAM website can be a useful resource as you complete this work.

Required Elements: Strategic Institutional Plan

❑ Current (up to date)

❑ Approved by the governing authority

❑ Aligned with current mission

❑ Articulates a big-picture vision as well as operational tactics to achieve the vision

❑ Covers all relevant areas of museum operations (e.g., is not just a facilities master plan or an expansion plan)

❑ Includes:

   ❑ Goals (specific things the museum wants to achieve)

   ❑ Action steps (specific assignments to achieve these goals)

   ❑ Assignment of responsibility for accomplishing action steps

   ❑ Assessment of resources (human and financial) needed to implement the plan

   ❑ How the institution will obtain these resources

   ❑ Timeline for implementation

   ❑ Priorities

   ❑ Evaluation mechanisms and measures of success

Strategic Institutional Plan: Sample Content

The following list contains topics that are considered best practice to include in an institutional strategic plan. The list is inclusive of the required elements. Each institution's plan will be different and should be organized in a way that best fits its needed.

For more detail, see the ***Alliance Reference Guide: Developing an Institutional Plan*** (in your handouts and also on the AAM website.)

☐ Mission statement

☐ Vision statement

☐ Core values

☐ History of museum

☐ Overview of museum's current operations & programs

☐ Organization chart

☐ Summary of planning process

☐ Planning assumptions

☐ Summary of external & internal opportunities & challenges

☐ Reference to other planning documents

☐ Goals, strategies, priorities

☐ Action steps

☐ Identification of financial resources needed

☐ Identification of human resources needed

☐ Plans to secure financial & human resources

☐ Timeline

☐ Responsible parties

☐ Evaluation methods/measures of success

☐ Monitoring and Updating process / schedule

Activity # 4 A
Engaging Stakeholders in the Planning Process

Stakeholders are individuals and groups who affect or are affected by the museum's mission and/or its operations. There are two types:

- **Internal** stakeholders - staff, trustees, volunteers, members, visitors, donors, etc.
- **External** stakeholders – civic and business leaders; professors/teachers; students; other cultural and nonprofit organizations; libraries; parks and recreation departments and facilities; local media outlets, etc.

List your museum's internal and external stakeholders:

Internal	External

Select three of your stakeholder groups. How can you engage them in your planning process?

1.

2.

3.

Activity # 4 B
Assess Your Plan Like A Pro

<u>Instructions</u>

Evaluate your plan against this the list of Required Elements, the sample content list, and the questions below. Make notes on areas in which the plan should be strengthened.

- Does it meet the required elements?

- Is it realistic and achievable based on the museum's current capacity? If not, is capacity building embedded in the plan?

- Are goals quantifiable? Does the plan articulate what measures of success will be used?

- Are there specific action steps? Is responsibility assigned? Are the necessary resources articulated?

- Is it reflective of a thoughtful process that included internal and external stakeholders? If not, how could you bring in community voices?

Required Elements:
Collections Management Policy

Required elements for institutions with collections:

- ❑ Acquisitions/Accessioning
- ❑ Deaccessioning/disposal of collections/use of proceeds from the sale of deaccessioned collections
- ❑ Loans, incoming and outgoing (if the museum does not lend/borrow, it should at least state this)
- ❑ Collections care
- ❑ Inventories and/or documentation
- ❑ Access and/or use of collections

Required elements for institutions that do not own or manage collections but borrow and use objects for exhibits, education or research:

- ❑ Care/responsibilities for objects in temporary custody
- ❑ Borrowing policies

Collections Management Policy: Sample Content

The following list contains topics that are considered best practice to include in Collections Management Policy. The list is inclusive of the required elements. Each institution's policy will be different based on the type and scope of its collections and other factors (facility, geography, etc.) Your policy may be organized differently, use different terminology, and/or have additional topics.

For more detail, see the ***Alliance Reference Guide on Collections Management Policies*** (available on the AAM website under Core Document Verification>Core Documents.)

- ☐ Mission Statement
- ☐ Scope of Collections
- ☐ Authority
- ☐ Ethics specifically related to collections stewardship and management
- ☐ Categories of Collections
- ☐ Acquisitions/Accessions
- ☐ Deaccessioning/Disposal
- ☐ Loans
- ☐ Objects Found in Collection
- ☐ Objects Left in Custody
- ☐ Abandoned Property/Unclaimed Loans
- ☐ Care of Collections
- ☐ Housekeeping
- ☐ Insurance & Risk Management
- ☐ Documentation/Collections Records
- ☐ Inventories
- ☐ Access
- ☐ Appraisals
- ☐ Laws
- ☐ Cultural Property
- ☐ Rights & Reproduction
- ☐ Photography
- ☐ Review/Revision
- ☐ Glossary

Activity # 5
CMP Bingo

B	I	N	G	O
Mission or Vision	**Outgoing Loans**	Ethics	**Acquisitions**	**Use of deaccession proceeds**
Appraisals	Statement of Authority	**Documentation or Collections Records**	Unclear title	**Date approved**
Conservation or Care	**Inventories**	**FREE Storage SPACE**	**Disposal methods**	Categories of Collections
Insurance / Risk Management	**Accessioning**	Scope of Collections	Glossary	**Access or Use**
Museum History	**Incoming Loans**	Intellectual Property or Copyright	**Deaccessioning**	Review and Revision

After the game, how does your bingo card look? What squares are not marked? What doesn't your policy cover? Pay particular attention to any topics in bold that you didn't mark: your policy *must* include those.

✍ Highlight or circle the areas where your existing policy needs work. If you don't have a CMP, prioritize which topics you will start on first and who you will involve in the development process.

Required Elements:
Disaster Preparedness/
Emergency Response Plan

❑ Is tailored to the institution's current facilities and specific circumstances

❑ Covers all threats/risks relevant to the institution

❑ Addresses staff, visitors, structures, and collections

❑ Includes evacuation plans for people

❑ Specifies how to protect, evacuate, or recover collections in the event of

   a disaster

❑ Delegates responsibility for implementation

Disaster Preparedness/Emergency Response Plan: Sample Topics

The following is a list of topics that are considered best practice to include in a Disaster Preparedness/Emergency Response Plan. Not all items on the list may be applicable to your situation. Each institution's policy will be different based on location, the physical facility, type of activities and objects that are in the museum, etc.

For more detail, see the ***Alliance Reference Guide: Developing a Disaster Preparedness/Emergency Response Plan*** (in your handouts and also on the AAM website.)

Disaster Preparedness/ Emergency Response Procedures

☐ General Guidelines
☐ Accidental Damage
☐ Bomb Threat
☐ Civil Disturbance
☐ Earthquake
☐ Environmental Emergencies
☐ Fire
☐ Flood
☐ Hazardous Materials
☐ Hurricane
☐ List of Emergency Supplies
☐ Mechanical Failure

☐ Medical/Health Emergency
☐ Mold
☐ Neighboring Emergency
☐ Nuclear Disaster
☐ Pests
☐ Power Loss/Energy Cutback
☐ Safeguarding Records
☐ Security/Theft/Vandalism
☐ Structural Failure
☐ Terrorism
☐ Tornado/Windstorm

Emergency Cleanup Procedures
Collections

☐ General Guidelines
☐ Active Infestation
☐ Dirt & Debris

☐ Fire
☐ Mold
☐ Water

Continued

Buildings/Offices

- [ ] General Guidelines
- [ ] Air
- [ ] Electronic/Magnetic Media
- [ ] Documentation
- [ ] Glass
- [ ] Masonry/Concrete/Brick
- [ ] Mechanical & Electrical Systems
- [ ] Metal

- [ ] Office Equipment
- [ ] Painted Surfaces
- [ ] Plaster & Drywall
- [ ] Plastic
- [ ] Textiles
- [ ] Tile & Porcelain
- [ ] Wood & Woodwork

Institution-Specific Information

- [ ] Building Floor Plan
- [ ] Chain of Command
- [ ] Collection Priorities
- [ ] Community Emergency Information
- [ ] Computer Backup Procedure

- [ ] Emergency Contacts/Call List
- [ ] Emergency Resources/Suppliers
- [ ] Evacuation Procedures
- [ ] Public Relations
- [ ] Staff Responsibilities

Forms and Checklists

- [ ] Accident Report
- [ ] Bomb Threat Report
- [ ] Chemical Exposure Report
- [ ] Condition Report
- [ ] Incident Report

- [ ] Maintenance Checklist
- [ ] Recovered Property Report
- [ ] Response Checklist
- [ ] Suspicious Persons Report
- [ ] Threats by Telephone Report

Activity # 6
Create Your Risk Profile

Physically or mentally draw a map of your museum's geographical surroundings (go as local or regional as you like) and one of the physical facility. What's unique about your community and your building?

Identify some potential natural, biological, mechanical, and human threats unique to your museum that could impact your staff, visitor, facilities, and collections. Assess whether you have plans and procedures in place to address and manage these risks.

Natural	Biological	Mechanical	Human

TYPES OF THREATS

	Natural	Mechanical	Biological	Human
EXAMPLES	Tornado	Power Failure	Insects	Terrorism
	Flood	Explosion	Rodents/Animals	Bomb Threats
	Earthquake	Chemical Spill	Disease	Vandalism
	Hurricane	Gas Leak	Poison	Theft

FOUR STAGES OF RISK MANAGEMENT

Mitigation	How does the museum prevent disasters and emergencies from impacting collections, occupants and operations? » *Examples: Integrated Pest Management, Facility Assessments, Housekeeping, etc.*
Preparedness	How does the museum prepare staff and visitors to effectively respond to and recover from the disasters or emergencies the museum may experience? » *Examples: Training, Drills and Exercises, Emergency Kits, Salvage Priorities, etc.*
Response	What should staff and visitors do in the event of specific disasters or emergencies the museum may experience? » *Examples: Emergency Systems, Evacuation Routes, CPR/First Aid, Salvage Procedures, etc.*
Recovery	What measures are in place for the museum to recover from the types of disasters and emergencies that it may experience? » *Examples: Media Relations, Collections Triage, Facilities Assessments, Clean-up, etc.*

Taking It Home:
Build Your Core Document Action Plan

Go through your workbook and look at your activity results and notes. Identify the gaps or weaknesses you need to address in each Core Document.

Use the worksheets on the next page to start mapping out next steps and building an action plan to align your museum's Core Documents with the Required Elements, standards, and best practices.

- List immediate, short, medium, and longer term action steps for each document.

- Create an overall strategy for completing all five documents or, if that seems like too much right now, pick one document to focus on.

- Generate at least one or two strong, immediate steps you can take to act on your core documents while the workshop is fresh in your mind.

Use the worksheets provided or whatever format works for you—just put something in writing!

	Immediate (within the next week)	Short Term (3 months)	Medium Term (6-12 months)	Longer Term (1 year+)
Overall				
Mission				
Code of Ethics				
Strategic Plan				
Collections Management Policy				
Disaster/ Emergency Plan				

Mission Statement

Action Step(s):

_____

_____

_____

_____

When: _____

Who: _____

Resources: _____

Goal for submitting document to AAM for Verification: _____

Notes:

Code of Ethics

Action Step(s):

_____

_____

_____

_____

When: _____

Who: _____

Resources: _____

Goal for submitting document to AAM for Verification: _____

Notes:

Strategic Plan

Action Step(s):

_____

_____

_____

_____

When: _____

Who: _____

Resources: _____

Goal for submitting document to AAM for Verification: _____

Notes:

Collections Management Policy

Action Step(s):

_____

_____

_____

_____

When: _____

Who: _____

Resources: _____

Goal for submitting document to AAM for Verification: _____

Notes:

Disaster Preparedness/Emergency Response Plan

Action Step(s):

_____

_____

_____

_____

When: _____

Who: _____

Resources: _____

Goal for submitting document to AAM for Verification: _____

Notes:

Resources from AAM

Visit www.aam-us.org to access and learn more about the following resources to support the development of your Core Documents!

Core Documents Required Elements & Related Standards
Free to anyone. No log on required.

Alliance Reference Guides and Activity Guides for each Core Standard
Free to anyone. No log on required.

Sample Documents
Tier 3 Museum membership required

Online Resource Library
Professional or Museum membership required (any Tier)

Bookstore
Members receive discounted prices.

Recorded and Live Webinars
Open to anyone. Pricing $0-$35 based on membership status.

Alliance Recorded Webinars:
Core Documents

FREE: Staff of Tier 3 Museum Members
$10: Staff of Tier 2 Museum Members; Ally, Individual and Industry Members
$25: Staff of Tier 1 Museum Members and Non-Members

Explore the programs listed below and nearly 100 more covering all areas of museum operations at http://www.aam-us.org/resources/online-programs

Each program is 90 minutes.

Mission

Required Elements of Education-Focused Mission Statement (2013)
Join colleagues in an exploration of the required elements of an education-focused mission statement based on national standards, why your museum needs an effective mission statement and some of the risks of not having a good statement in place.

The Importance and Value of Your Mission Statement (2011)
This program focuses on the importance of the mission statement as the driving force behind all institutional decision-making and its relationship to the vision statement, institutional values statement, strategic plan and case for support.

Institutional Code of Ethics

Required Elements of a Museum Code of Ethics (2013)
Presenters discuss why every museum should have a tailored Code of Ethics that addresses the institutions specific issues, outlines its basic ethical and public trust responsibilities as a museum and educational entity, and is critical for consistent decision-making and accountability.

Institutional Strategic Plan

Required Elements of a Strategic Institutional Plan (2013)
This webinar explores the elements of an institutional plan based on national standards; the most common plan shortcomings; and different approaches to planning and implementation. The program emphasizes the importance of an institutional plan that is

current and timely, comprehensive and formal, relevant and realistic and inclusive of internal and external stakeholders.

Strategic Thinking and Planning (2009)
Drawing on proven organizational concepts from the business sector, this program addresses four essential elements of long term sustainability to help museums strengthen their sustainability over the long term through strategic thinking and planning, while remaining financially viable through cost reductions and shifting resources.

Collections Management Policy

Developing an Effective Collections Management Policy (2013)
Collections management leaders engage in a moderated interview style session discussing standards, essential elements and challenges/successes of developing an effective collections management policy that meets the needs of your institution and intersects with all parts of an institution's operations.

The Basics of Developing a Collections Management Policy (2011)
Explore practical tools to help develop a collections management policy reflecting a shared institutional vision and commitment to sound practices, increased knowledge of resources and policy longevity. Learn the differences between policies, plans and procedures, and how to address critical issues including acquisition, accession, deaccession, research use and loans of collection objects.

Disaster Preparedness/Emergency Response Plan

Required Elements of a Disaster Preparedness and Emergency Response Plan (2013)
Examine the required elements of a disaster preparedness and emergency response plan based on national standards, and how this critical document intersects with all aspects of your institution, including collections, security, facilities, business operations, visitor services and human resources.

Preparing for Disaster (2009)
Disaster preparedness and recovery is a team effort: visitor safety, collections care, public relations and business operations. This program covers low-cost, practical tips for emergency preparedness, a discussion of cooperative disaster networks and lessons learned from emergency response teams.