



ARIZONA
HISTORICAL
SOCIETY

STRATEGIC PLAN 2019 - 2024



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GOAL 1: CREATE A UNIFIED IDENTITY FOR THE ORGANIZATION (INTERNAL AND EXTERNAL)

Strategy 1.1. Establish AHS as a strong, recognizable brand.

Objective 1.1.1. Improve identification of historic sites and museums as entities within the AHS brand.

Objective 1.1.2. Standardize use of Arizona Historical Society as “The Brand”, in all communications and marketing.

Objective 1.1.3. Engage staff to develop strong sense of unified AHS identity.

Objective 1.1.4. Increase public awareness of AHS.

Objective 1.1.5. Engage support groups and boards in discussions about the need for an AHS branded approach.

Objective 1.1.6 Establish universal AHS membership branding.

Strategy 1.2. Enhance Certified Museum program.

Objective 1.2.1. Create greater value for AHS Certified organizations and greater identification with AHS as a respected historical organization and partner.

Strategy 1.3. Develop performance and financial reporting metrics to reflect new organizational structure.

Objective 1.3.1. Modify reporting and budgetary alignment to reflect functional organization with emphasis on the AHS organization as a single entity.

STRATEGIC PLAN 2019 - 2024

GOAL 2: ENHANCE FINANCIAL RESOURCES TO ADVANCE OUR MISSION AND ENSURE LONG-TERM SUSTAINABILITY AND GROWTH

Strategy 2.1. Develop a planned giving program.

Objective 2.1.1. Diversify revenue streams to reduce dependence on appropriated funds.

Objective 2.1.2. Develop a high-functioning 501(c)3 for stewardship of gifts.

Strategy 2.2. Develop a grant-writing program.

Objective 2.2.1. Diversify revenue streams to reduce dependence on appropriated funds.

Strategy 2.3. Launch a capital campaign.

Objective 2.3.1. Build endowment, address deferred capital projects, create new exhibitions, and improve stewardship of collection and archival materials.

Strategy 2.4. Establish relationships with elected officials.

Objective 2.4.1. Build awareness of AHS's mission and vision and an understanding of the essential role that AHS plays in communities across Arizona.

Strategy 2.5. Maximize existing earned income streams and develop new earned income streams.

Objective 2.5.1. Diversify revenue streams to decrease dependence on appropriated funds.

Strategy 2.6. Involve affiliate organizations in overall fundraising plan.

Objective 2.6.1. Grow relationships with affiliate organizations.

Strategy 2.7. Optimize AHS's volunteer corps statewide.

Objective 2.7.1. Hire a volunteer coordinator.

Strategy 2.8. Optimize AHS staff time by providing the necessary IT resources and skills (infrastructure, hardware, software, training) to do their jobs.

Objective 2.8.1. Identify in-house staff to officially handle some IT tasks and external resources to handle other tasks.

Objective 2.8.2. Evaluate training needs.

Objective 2.8.3. Develop and prioritize IT needs list.

STRATEGIC PLAN 2019 - 2024

GOAL 3: TO BECOME THE MOST TRUSTED AUTHORITY ON ARIZONA HISTORY

Strategy 3.1. Market and communicate about our historical resources (what we have) and what we do with those resources (publications, programs, exhibitions, events, history education, research).

Objective 3.1.1. Increase online presence by adding more collections and publications.

Objective 3.1.2. Create online exhibitions for our longtime exhibitions currently on display.

Objective 3.1.3. Develop traveling exhibitions for historical organizations across the State.

Objective 3.1.4. Develop internal resources and guides to improve staff expertise in Arizona history.

Strategy 3.2. Reinvent the Journal of Arizona History as a modern scholarly journal and a trusted source for AZ history.

Objective 3.2.1. Promote the Journal to scholars / recruit esteemed authors.

Objective 3.2.2. Broaden the topics in the Journal to be more reflective of the breadth of AZ history.

Objective 3.2.3. Improve the book review section.

Objective 3.2.4. Build a database of scholars with specialties and contact information.

Strategy 3.3. To become the “go to” place for helping to provide curriculum and lesson plans to Arizona’s history / social studies teachers.

Objective 3.3.1. Create a Museum in a Box program (digital or physical).

Objective 3.3.2. Explore the possibility of revising and republishing the Arizona history textbook.

Objective 3.3.3. Expand outreach program.

STRATEGIC PLAN 2019 - 2024

GOAL 4: TO IMPROVE OUR ABILITY TO COLLECT, PRESERVE, INTERPRET, AND DISSEMINATE ARIZONA'S HISTORY

Strategy 4.1. Concentrate collections on high-utility items.

Objective 4.1.1. Remove items from collections that do not directly relate to mission and items that have low utility.

Objective 4.1.2. Actively collect high-utility items with strong provenance, research, exhibit, and programming use.

Strategy 4.2. Optimize collection storages space to properly preserve materials.

Objective 4.2.1. Investigate shelving options (e.g., compact or high-bay) and additional storage options (e.g., off-site).

Objective 4.2.2. Pursue funding for additional shelving.

Objective 4.2.3. Improve object housing as needed.

Strategy 4.3. Seek federal grants to support exhibitions and programming.

Objective 4.3.1. Develop long-term (3-5 years) programming and exhibition schedules.

Objective 4.3.2. Develop detailed budget for each exhibition and program.

Strategy 4.4. Develop digital and online educational programming.

Objective 4.4.1. Evaluate digital storage options

Objective 4.4.2. Develop online educational programming.

Objective 4.4.3. Create online components for exhibitions.

Strategy 4.5. Develop plan to disseminate historical content more broadly statewide.

Objective 4.5.1. Incorporate traveling exhibitions into long-term exhibition schedule and planning.

Objective 4.5.2. Market our online catalogs of objects and archives.

GOAL 5: TO ATTRACT AUDIENCES BY CREATING TRANSFORMATIVE EXPERIENCES THROUGH HISTORY

Strategy 5.1. Engage visitors through interactive experiences using online and onsite technology.

Objective 5.1.1. Increase visitation and encourage audience growth using on-site technology.

Objective 5.1.2. Increase digital engagement to build new audiences.

Strategy 5.2. Provide visitors with participatory experiences that unite education with entertainment.

Objective 5.2.1. Create revenue-generating on and off-site tours that promote local history and environment.

Objective 5.2.2. Analyze existing programs, adopting the most successful statewide.

Objective 5.2.3. Develop merchandising/cross-sales opportunities.

Strategy 5.3. Develop experiences that are meaningful and relevant to today's audiences.

Objective 5.3.1. Create exhibitions, programs, and events that offer insights into modern-day issues through a historical lens.

Objective 5.3.2. Evaluate all AHS activities to gather data that will inform future decision making about exhibitions, events, and programs.

Strategy 5.4. Conduct studies of the guest experience at each AHS location.

Objective 5.4.1. Identify opportunities to enhance guest experiences in ways that are relevant, implementable, and impactful.