

# **Heisey Collectors of America, Inc.**

## **Strategic Plan for the**

### **NATIONAL HEISEY GLASS MUSEUM**

**Adopted July 21, 2001**

**Revised: April 9, 2010**

#### **PREAMBLE**

The primary objective of Heisey Collectors of America, Inc. (HCA) is to establish and maintain a permanent museum in Newark, Ohio (Licking County) for display and study of Heisey Glass.

#### **VISION STATEMENT**

Heisey Collectors of America, Inc. established the National Heisey Glass Museum (NHGM) in Newark in 1972 to display and promote the study of the products of the A.H. Heisey & Company (1896-1957), primarily for HCA's members. HCA has maintained the museum and HCA's national membership in turn has generously supported the facility and HCA. This support has enabled the organization to continue to build its collection, maintain archives, add a 6,000 square foot addition to the original King House, establish an endowment, and hire professional staff—among other accomplishments. The National Heisey Glass Museum is the place for members of Heisey Collectors of America and all who have an appreciation of fine glassware to see an outstanding collection and learn more about A.H. Heisey & Company and its beautiful products.

Heisey Collectors of America is poised to move the museum forward in decisive ways. To achieve its mission to preserve, collect and interpret Heisey glass and related materials and information, HCA recognizes that it must make plans for the facility's future. The Heisey Collectors of America's strategic plan for the museum envisions a variety of exciting prospects: HCA members and a general public that are aware of and support the museum, educational programs and exhibits engaging all who view them, and a superlative collection that is well administered. These goals will be realized through the prudent management and steady increase of financial, administrative, and personnel resources and will enable Heisey Collectors of America to make the National Heisey Glass Museum the best it can be.

#### **MISSION STATEMENT**

The mission of the National Heisey Glass Museum is to preserve, collect, and interpret Heisey glass, related materials, and information.

Heisey Collectors of America will manage its financial resources in order to ensure that the museum has the funds it needs to accomplish its mission.

The board of directors, the executive committee of the board, board appointed committees, and the HCA managing director and curator are responsible for achieving the Goals, Objectives & Tasks of this Plan as noted below.

## **GOALS, OBJECTIVES, TASKS**

### **I. Public Relations**

HCA through the National Heisey Glass Museum will ensure the general public and members are aware of and support the National Heisey Glass Museum and Heisey Collectors of America.

- A. Maintain a coordinated public relations program.  
(Committee: Publicity/education/website/technology and managing director).
  - 1. Assess current public relations program.
    - a. List current public relations programs.
    - b. Evaluate current public relations programs.
    - c. Make recommendations for improvement of current public relations programs.
  - 2. Periodically review the mission statement for the National Heisey Glass Museum's public relations program.
  - 3. Determine new goals for the museum's public relations program.
- B. Establish relationships with other collecting groups.  
(Committee: Publicity/education/website/technology and managing director).
  - 1. Identify reasons for entering into a relationship with other groups
    - a. Identify reasons for the NHGM.
    - b. Identify reasons for the other collecting groups.
  - 2. List mutually beneficial programs.
  - 3. Compile lists of and contact other collecting groups.
- C. Establish relationships with other area attractions.  
(Committee: Publicity/education/website/technology and managing director & curator).
  - 1. Identify reasons for entering into a relationship with other attractions.
    - a. Identify reasons for the NHGM.
    - b. Identify reasons for the other area attractions.
  - 2. List mutually beneficial programs.
  - 3. Compile lists of and contact other area attractions.
- D. Increase and strengthen Heisey Collectors of America members' relationships to the National Heisey Glass Museum. (Committee: Publicity/education/website/technology/membership and managing director & curator).
  - 1. Identify ways to use *Heisey News* to promote the museum to members.
  - 2. Make recommendations for content in *Heisey News* that will promote the museum to members.
  - 3. Implement selected recommendations for content for the *Heisey News*.
  - 4. Identify ways to use Heisey Collectors of America's website to promote the museum to members.

5. Recommend and implement improvements to the website.
  6. Identify, recommend, and implement ways to strengthen members' relationships to the National Heisey Glass Museum.
  7. Continue providing a booth for the National Heisey Glass Museum at off-site Heisey Collectors of America events. (Committees: Same, executed by executive committee and managing director & curator).
- E. Improve signage in National Heisey Glass Museum and off-site.  
(Committee: Publicity/education/website/technology).
1. Determine the kind of signage needed to promote the museum off site.
  2. Contact local government, state government and other attractions and entities to determine the feasibility of signage to the museum and write a plan of action.
  3. Implement outdoor signage plan.
- F. Initiate programs to increase membership in HCA in order to promote the objectives of the organization and insure the perpetuity of the National Heisey Glass Museum.  
(Committee: Board).

## II. Finance and Development

Heisey Collectors of America will manage its financial resources in order to ensure that the museum has the funds it needs to accomplish its mission.

- A. Review Heisey Collectors of America/National Heisey Glass Museum budget  
(Committee: Budget/ endowment/estate planning, executive committee, board).
1. Identify income and expense centers of HCA and the NHGM. Examples of income/expense centers: Heisey museum shop, *Heisey News*.
  2. Make recommendations to revise budget categories (not sums budgeted, but names of categories).
  3. Select and oversee staff or outside service to perform HCA accounting functions.
- B. Create fundraising and development programs.
1. Identify, research, and recommend types of fundraising and development programs. (Committee: Budget/endowment/estate planning).
    - Examples include planned giving, annual giving, grants, will preparation recommendations, and sponsorship programs.
  2. Select fundraising and development programs to implement.  
(Committee: Executive committee and board).
  3. Implement selected fundraising and development programs. (Committee: Board and other committees to be determined by the president of HCA).
- C. Create fundraising and development programs.
1. Identify, research, and recommend types of fundraising and development programs. (Committee: Budget/endowment/estate planning).
    - Examples include planned giving, annual giving, grants, will preparation recommendations, and sponsorship programs.

2. Select fundraising and development programs to implement. (Committee: Executive committee and board).
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- D. Create fundraising and development programs.
1. Identify, research, and recommend types of fundraising and development programs. (Committee: Budget/endowment/estate planning).
    - Examples include planned giving, annual giving, grants, will preparation recommendations, and sponsorship programs.
  2. Select fundraising and development programs to implement. (Committee: Executive committee and board).
  3. Implement selected fundraising and development programs. (Committee: Board and other committees to be determined by the president of HCA).
- E. Continue to encourage contributions to endowment fund in support of the National Heisey Glass Museum.
1. Investigate other organizations' endowment development programs and make recommendations. (Committee: Budget/endowment/estate planning).
  2. Develop recognition program for endowment contributors. (Committee: Budget/endowment/estate planning).
  3. Publicize endowment fund in *Heisey News* and at museum and events. (Committee: Budget/endowment/estate planning).
  4. Restructure brochures, membership mailings, and other materials to include line and method for endowment contributions. (Managing director).
  5. Identify other means by which HCA can encourage contributions to the endowment fund. (Committee: Budget/endowment/estate planning).
  6. Develop and implement a succession plan for the Museum and the endowment fund. (Committee: Succession planning).
- F. Review and expand sources of earned income. (Committee: Fundraising, managing director, board).
1. Identify and recommend projects to raise earned income.
  2. Investigate means of increasing shop sales.
  3. Determine whether educational programs could generate income.

### **III. Education and Programs**

HCA through the National Heisey Glass Museum will ensure it disseminates accurate information about Heisey glass and glassmaking to members of Heisey Collectors of America and to the general public. (Committees: Publicity/education/website/technology and managing director & curator).

- A. Assess current educational programs and materials.
1. Keep updated all programs and associated materials and identify the purpose of the programs and materials.

2. Evaluate educational programs and materials in light of various audiences who use these programs.
  3. Suggest improvements for existing programs.
- B. Develop educational programs for members of Heisey Collectors of America.
1. Identify topics for new programs and educational materials.
    - Examples of topics include, but are not limited to Heisey glass patterns, colors, decorations, glassmaking, animals.
  2. Identify delivery methods for the presentation of various topics to members of Heisey Collectors of America.
    - Examples of delivery methods include, but are not limited to Microsoft Power Point presentations, *Heisey News*, HCA's website, a speakers' bureau, traveling exhibits for clubs. (Other committees, for example, the technology committee, may be involved in the development of various delivery methods as required).
  3. Prioritize, research, and develop selected programs for members of Heisey Collectors of America.
- C. Develop educational programs for the adult general public.
1. Identify potential target audiences for National Heisey Glass Museum educational programs.
    - Examples of potential target audiences include, but are not limited to, senior citizens groups, service clubs, and tourists.
  2. Identify topics for programs aimed at the adult general public.
    - Examples of topics include, but are not limited to, comparisons of Heisey glass to that of other manufacturers, histories of Heisey glass and of glassmaking generally in the Ohio River Valley, and the art of handmade glass.
  3. Identify delivery methods for the presentation of various topics to the adult general public. *It is envisioned the same delivery methods used for HCA members will be used for the general public. See Part III, Section B, number 2 above for examples.*
  4. Research, prioritize, and develop selected educational programs for the adult general public.
- D. Develop educational programs for young people in grades K-12.
1. Consult with teachers to identify and prioritize desired topics and programs.
  2. Identify delivery methods based on age appropriateness.
  3. Research, prioritize, and develop selected on- and off-site programs.
- E. Encourage research and publication of information about Heisey glass and the A.H. Heisey & Company. (Committee: Research & archives).
1. Solicit individuals to revise and update existing publications of HCA.
  2. Survey members of HCA and non-members about publications they would like to read about Heisey.

- In addition to HCA members those surveyed would include, but not be limited to, visitors to the National Heisey Glass Museum and Heisey show and convention attendees.
  - 3. Identify archival materials available for research.
  - 4. Solicit authors for new publications.
- F. Develop educational exhibits in the NHGM that tell the Heisey glass story. (Committees: Research & archives and managing director & curator).
1. Visit other museums to gather ideas.
  2. Identify topics for exhibits.
  3. Identify and prioritize displays that will be converted into exhibits.
  4. Identify and prioritize new exhibits—both "permanent" and temporary.
  5. Each year, convert one existing display into an exhibit.
  6. Each year, create one new exhibit.
  7. Evaluate converted and new exhibits.

#### **IV. Facilities**

Heisey Collectors of America will ensure that the National Heisey Glass Museum provides adequate physical plants to carry out its mission. (Committees: Properties, executive, & board).

- A. Provide for general upkeep and maintenance of the NHGM's buildings.
  1. Identify needed repairs to the museum's facilities, which include the administration building, the King House, archives, and the collection storage facility.
  2. Develop a maintenance schedule for the museum's facilities.
  3. Recommend budget items for the repair and maintenance of the museum's facilities.
  
- B. Provide for capital improvements to the National Heisey Glass Museum's facilities.
  1. Assess museum's needs.
  2. Determine capital needs for facilities.
  3. Develop budget recommendations for capital improvements.
  4. Seek donors and grants to fund capital improvements.

#### **V. Collections**

HCA through the National Heisey Glass Museum will ensure that it acquires and maintains a broad collection of Heisey glass and related materials.

- A. Develop and implement a collections management system in accordance with accepted professional standards. (Managing director & curator).
  1. Review and keep updated collection policy and procedures.
  2. Organize and keep updated existing collection records.
  3. Review status of loans to the collection and insure they are in compliance with policies.

- B. Determine needed additions to the collection of the National Heisey Glass Museum. (Managing director & curator).
  - 1. Review existing collection.
  - 2. Prioritize needed additions to the collection.
  - 3. Develop procedure for requesting additions to the collection.
  
- C. Organize and improve collection storage areas. (Committee: Properties).
  - 1. List all collection storage areas.
  - 2. Assess structural and environmental conditions of storage areas.
  - 3. Assess storage space needs.
  - 4. Create additional storage space.
  - 5. Keep storage space in orderly condition.
  
- D. Improve accessibility of archival materials. (Committees: Research and archives and museum staff).
  - 1. Organize and catalog archival materials.
  - 2. Create finding aids for archival materials.
  - 3. Prioritize materials to be reproduced.
  - 4. Reproduce and make available archival materials.
  - 5. Determine ways to make archival materials available to the membership.

## **VI. Administration**

The Heisey Collectors of America through the board of directors will create policy and provide direction to professional staff.

- A. Develop board member orientation materials. (Committee: Executive and HCA secretary).
  - 1. Obtain orientation materials from other organizations.
  - 2. Review materials board members already received.
  - 3. Determine needed materials for board orientation packet.
    - a. Materials should include duties and responsibilities of board members.
    - b. Materials should outline the duties and responsibilities of the staff.
  - 4. Distribute board member orientation materials to all new board members and update materials of current board members.
  
- B. Encourage members of Heisey Collectors of America to volunteer to serve on the board and on committees. (Committee for B.1-7: Membership/nominating and board).
  - 1. Encourage members of HCA to become voting members (if not already).
    - a. Add explanation of HCA membership levels to new member letter.
    - b. Add information about membership levels in *Heisey News*.
    - c. Contact study clubs and encourage their members to become voting members of HCA.
  - 2. Identify ways to encourage service to the board of HCA and its committees. Suggestions include:
    - a. Review number of meetings.
    - b. Increase use of teleconferencing.

- c. Vary meeting locations.
  3. Maintain diversity of membership in general and among board and committees, specifically diversity defined in terms of:
    - a. Geography
    - b. Ethnicity
    - c. Occupation
    - d. Economic
    - e. Age
    - f. Gender
  4. Maintain regular review of governing policies.  
(Committee: Bylaws/constitution/employee handbook).
  5. Identify existing and needed governing policies.  
(Committee: Bylaws/constitution/employee handbook & board).
  6. Improve communication between the HCA board and HCA's members.
    - a. Continue president's message in the *Heisey News*.
    - b. Continue managing director and curator reports in *Heisey News*.
    - c. Continue quarterly treasurer's report in *Heisey News*.
    - d. Publish minutes of general membership meetings in *Heisey News*.
    - e. Encourage committee chairs to submit to the board written reports of their committees' works in the *Heisey News* at least annually. (Board).
    - f. Recommend the president appoint a board member to every committee.
    - g. Designate an event at the convention that brings together board, staff, and members. (Committee: Convention).
    - h. Expand web site to include information about HCA's policies for members and the general public. (Committee: Publicity/education/website/technology and Board).
- C. Determine optimum number of board members. (Committee: Executive).