



# ANCHORAGE MUSEUM STRATEGIC PLAN

2015-2020

Adopted by the Anchorage Museum Association  
Board of Directors November 19, 2014

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# Letters

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## Letter from the Chair, Anchorage Museum Association Board of Directors

There are moments when being Chair of the Board for the Anchorage Museum is particularly rewarding. Building and completing a Strategic Plan that is inspirational and motivational to all of us connected with the Museum is one of those moments. We look forward to the implementation of this Plan and all it represents, including the hard work ahead.

The Museum began a planning process early in 2014, a few months after we hired Julie Decker to be our Director/CEO. With a new leader at the helm with a new vision, the timing to shape a road map moving forward was opportune. This planning process was inclusive and rigorous with interviews both internally and out in the community, many brainstorming sessions, research undertaken by staff, reviews and edits of drafts, and yet more discussions and meetings, and more editing. The process was thorough, engaging and challenging, and, most of all, the vision for the future of the Museum is exciting and aspirational.

This Plan is about making connections with the international North and the greater world. It is about exploring, listening, and connecting with one another both near and far about the dynamic and intriguing environment of Alaska. Whether on site or online, the Museum can be experienced on many levels and in many ways. The Museum is about people and how we connect and explore the world.

The Museum is home to extraordinary collections and intriguing exhibits and events and we look forward to sharing what we do with our communities here and across the globe. The Board is eager to share the vision of this Plan with our stakeholders and others. We are pleased to be in a position to imagine an even more engaging Museum dedicated to making a difference for the people we serve.

Sincerely,

**Evan Rose**  
**Chair, Anchorage Museum Association**  
**Board of Directors**

## Letter From The Director/CEO

It is with excitement that we present this Plan to the Board, staff, and community. With this Plan we step forward to realize the incredible promise and ambition of the Museum. With this Plan, we consider a new internal architecture for the Museum by re-envisioning “permanent” spaces and programs, and what it truly means to be a multidisciplinary museum and a museum of Alaska. With the spirit and intent embodied in this Plan, we take our location in the world and turn it into our greatest advantage. We take the stereotypes of the North and see a compelling reason to provide authentic objects and narratives to best represent the people of our region.

We know that the future is about finding innovative ways to be relevant in the local and global communities. We know that our target is not visitation, but participation, and that to think about a new membership and a new engagement we need to think beyond bricks and mortar, reach out into our local community, and then connect our local community to the broader narratives that impact our world. We acknowledge an intense interest and curiosity in Alaska and the North by people beyond our borders and convey urgency in knowing that what happens up here is distinct and that the changes in the North have an impact on what happens elsewhere in the world.

We know that the Northern environment is compelling and that the Museum has a key role to play in highlighting the compelling voice of the North, through convening people and curating conversations. Through this Plan we work to turn the Museum inside out, to create invitations to participate in immersive experiences that only we can provide. We want to use our infrastructure to empower voices, offer multiple perspectives, and generate ideas. We envision an active rather than a passive museum. We know that to meet these goals and the needs of all of our communities, our internal structure and codes of conduct to allow for big thinking. This thinking is about the visitor—who has either entered the Museum or who simply has the potential to be engaged.

As an anchor institution in a diverse, international city, the Anchorage Museum aspires to embody and inspire the people of Alaska and enhance its global profile while contributing to a healthy and vibrant community. Through its programs, the Anchorage Museum connects people, expands perspectives, and encourages dialogue about the North and its distinct environment. The Museum is already engaged in addressing these strategic goals, and creating this Plan is a key step in building momentum towards their full realization.

**Julie Decker**  
Director/CEO, Anchorage Museum

# Strategic Direction

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## Executive Summary

When the Anchorage Museum launched this strategic planning process, it was in an ideal position to envision an exciting, engaging and meaningful future in service to the people of Alaska and the North. With a new Director/CEO in place, a stable operation and a history of innovative exhibitions and programs, there was a strong foundation of achievement in place to spur the institution forward. This Plan celebrates the incredible promise and ambition of the 2009 physical expansion, capitalizes on a talented and committed staff and team of volunteers, and focuses on the distinct opportunities of being a museum located in Anchorage, Alaska and the Circumpolar North in relation to the rest of the world.

The Anchorage Museum holds outstanding collections, offers dynamic and inspiring programs, and explores innovative uses of technology – all to engage the broadest public in meaningful and relevant ways. The vision outlined in this Plan is to participate in defining the Alaska of the future, asserting a leadership

position for the institution as innovative and forward thinking, and becoming a global center for convening conversations and exploring ideas around a pivotal, complex, and connected North. There are four strategic priorities that are the foundation of this Plan: to build global connections; to focus on people and ideas; to create innovative community; and to promote exemplary stewardship. In all of these, the Museum pursues excellence.

This Plan was developed by the Strategic Planning Committee of the Board of Directors, the Museum Director/CEO, and the Museum staff with the consulting group Gail Anderson & Associates throughout 2014. Now, as the Museum implements the Plan, the Board, the Director and staff are resolved to work together to leverage resources, support, and knowledge as efficiently and strategically as possible so that the organization can sustain and extend its goal to enrich lives and serve as an essential institution of global relevance for the people of Alaska, the North and beyond.

## The Strategic Framework

### *CONTEXT FOR THE PLANNING PROCESS*

The planning process began with an institutional assessment and confidential interviews in April 2014. The review of institutional documents and analysis of feedback from internal and external stakeholders provided the backdrop for the Board and staff to begin shaping the Plan. The work of the Plan sprang from an understanding of institutional strengths, areas that required work and improvement in the context of a changing external environment, recent successes with innovative programs and exhibitions, and opportunities to expand the impact of the Museum.

The strengths of the Museum identified by interviewees highlighted the importance of: new leadership with the new Director/CEO; talented staff; the breadth of collections; the institutional focus on Alaska; financial stability; the Smithsonian Arctic Studies Center; innovative exhibitions; and educational programs.

Areas for improvement cited most often by stakeholders included: clarifying the institutional identity and vision of the Museum; creating a healthy internal culture; reinvigorating the visitor experience and public engagement; expanding audience reach and community engagement; continuing to improve collections care and storage; growing technology and social media capacity; reconfiguring the facility to better align with the demands of the Museum; diversifying and broadening the donor base and entrepreneurial efforts; and, strengthening trustee leadership to support the demands of a growing institution. During the planning process the vision, mission and values took shape, and every issue and challenge listed above was addressed.

This Plan builds on many strengths and inherent opportunities for the Museum. The vision and mission is the compass as the institution moves forward, undertaking dynamic changes while upholding ongoing responsibilities that are well defined. The most significant areas for change reflected in this Plan are tied to increasing global reach and impact, building an organizational culture that aligns with the nature of the work of the Museum, and retooling public engagement to focus on relevant innovation, contemporary issues, dynamic experiences, and meaningful participation. Each year the staff will build an annual work plan in support of the Plan.

The strategic framework outlined on the following pages addresses the components discussed, shaped, and developed to guide the Museum moving forward. The framework provides the touchstones for the Museum Board and staff as they make decisions, undertake risks, and engage the public for a more vital and sustainable future for the Museum.

## The Strategic Framework

### *COMPONENTS OF THE STRATEGIC FRAMEWORK*

The Strategic Framework is the foundation for the Anchorage Museum Strategic Plan. Using the components listed below, the Board and staff will move the Museum forward, guided by the mission and vision, strategic tools, strategic priorities, and measurable outcomes. Building consensus around these components was central to creating this Plan, and now using the components to guide the work moving forward ensures alignment with these significant and central management components.

**The strategic framework includes these components:**

**1 *Mission*** is the reason the Anchorage Museum exists, and why and how it makes a difference in the world. Every decision, every program, every action must support and emanate from this mission. It is the heart of the Museum.

**2 *Vision*** describes a point in time in the future of the Anchorage Museum and the achievements and position of the Museum that will be achieved. It is a target that helps direct and define all the work of the Museum. The Board and staff are fulfilling the mission, as they work toward fulfilling this future vision.

**3 *Values*** are the core beliefs and commitments of the Museum that are embraced by trustees, staff, and volunteers year-round. Values are tied to the mission, and illuminate the elements of the Museum that are essential to who the Museum is, what it aspires to do as an institution, its role with communities and visitors, and our relationships with one another internally and externally.

**4 *Mission Matrix*** is a visual depiction of the mission, visualizing the spheres of content, relevant topics and themes germane to the role and vision of the Anchorage Museum. This matrix serves as a touchstone for defining and guiding the strategies that achieve the concepts presented in this matrix.

**5 *Orienting Principles*** are the essential concepts and requirements for the daily operations of the Museum and its work 365 days a year. These agreed-upon management approaches illustrate core tenets of operations.

**6 *Outcome Measurements*** enable Board and staff to measure progress toward the advancement of the Strategic Plan. Periodic assessment of the measurements is key. Once a year the progress against the outcome measurements will be documented and reviewed. Adjustments to outcome measurements can occur at that time, if necessary.

## The Strategic Framework

### *COMPONENTS OF THE STRATEGIC FRAMEWORK* cont.

**7 Strategic Priorities** outline the key areas of work to be undertaken to support the strategic framework and to move the Plan forward. These priorities drive annual work plans and budgets, and support the elements of the Strategic Plan. The priorities capture the efforts that trustees, staff, and volunteers will contribute to and in some cases lead. Each priority is numbered for easy reference by the following information: timeline for development and completion; accountability for assuring that the priority is achieved; and, when applicable new and additional resources required to implement the priority.

#### The strategic priorities in this Plan are:

##### *Strategic Priority 1*

Build Global Connections

##### *Strategic Priority 2*

Focus on People and Ideas

##### *Strategic Priority 3*

Create Innovative Community

##### *Strategic Priority 4*

Promote Exemplary Stewardship

**8 Strategic Definitions**, the terms used frequently in this Plan are integral to the identified concepts, ideas, and priorities. These terms are explained to ensure that all understand the underpinnings of this Plan and the future direction of the Museum.

**9 Tenets of Organizational Culture** are the guidelines and expectations for how staff engage, behave, regard, and support the collegial community at the Museum in order to do the best work on behalf of the people the Museum serves.

**10 Strategic Toolkit** has several tools, each of which serves the ongoing work of the organization:

- Tenets of Organizational Culture in Practice
- Project Team Guidelines
- Narrative Approach To Defining Participants
- Digital Communication Guidelines

Thus, this document is not typical in structure. Rather, it is a departure by design, meant to inspire new thinking and integrate the activities of the institution in support of a unified vision and future. It is intended to foster innovation, creativity, and meaningful work on behalf of the Museum's public, and to carve out a distinct role for the Anchorage Museum within the communities of the North and the world.

## Mission & Vision

### *MISSION*

The Anchorage Museum connects people, expands perspectives, and encourages global dialogue about the North and its distinct environment.

### *VISION*

The Anchorage Museum is recognized as a leading center for scholarship, engagement, and investigation of Alaska and the North.

## Values

### *THE ANCHORAGE MUSEUM EMBRACES*

#### Alaska's place in the world by:

- Highlighting the relevance of the North to global issues
- Exploring the intersection of art, culture, history, and science
- Sharing multiple perspectives and experiences that tell a greater story

#### The people of Alaska by:

- Providing a forum for the voices of the North, our residents, and many communities
- Learning together through enduring relationships and connections
- Creating dynamic and authentic experiences with the people we serve

#### Innovation and creativity by:

- Responding to change through open communication and the exchange of ideas
- Incorporating informed risk-taking, ongoing evaluation, and evolving research
- Addressing contemporary, relevant issues

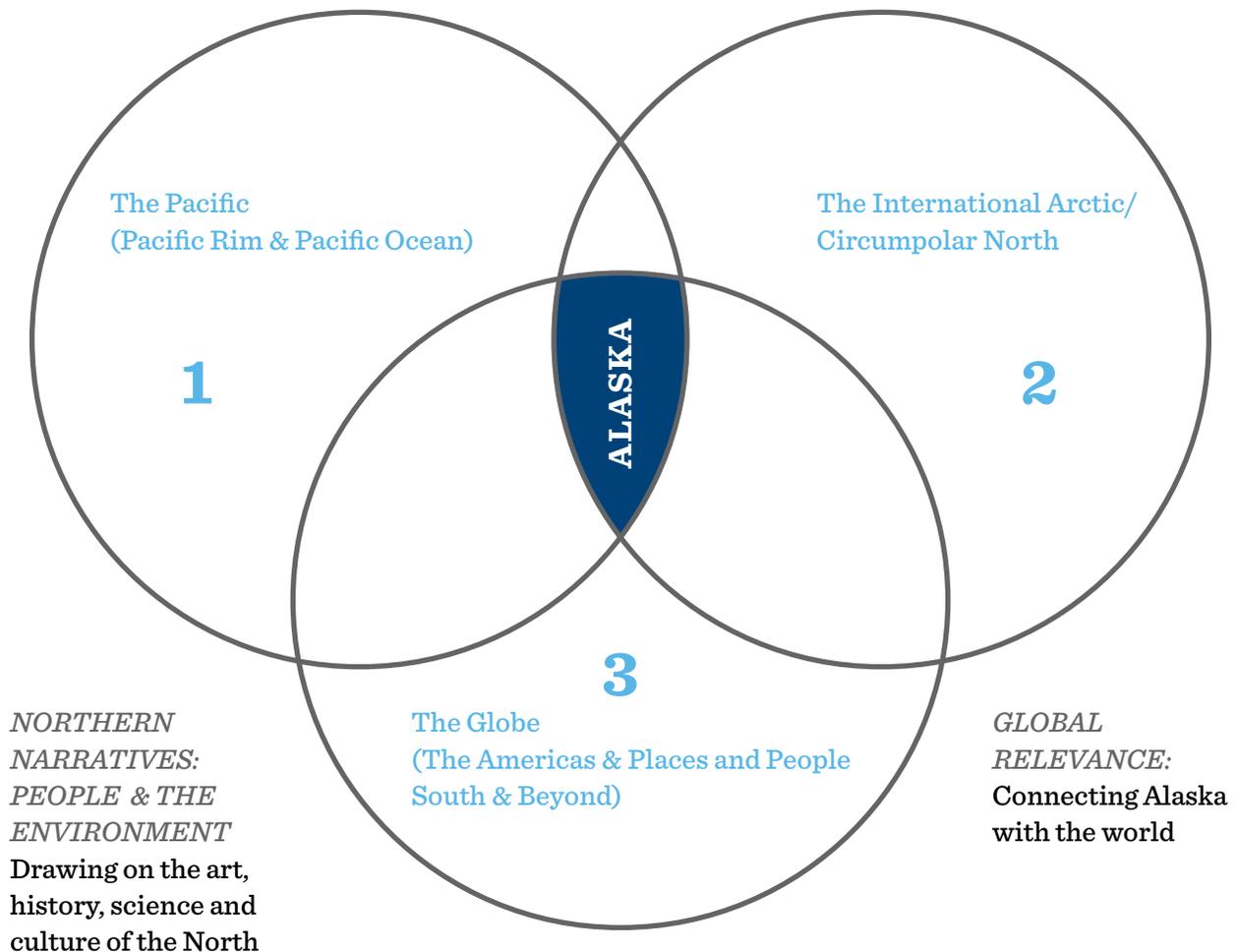
#### Individual and institutional integrity by:

- Supporting respectful interaction, inclusive participation, and diverse representation
- Building a culture of trust, respect, and support
- Advancing sustainable practices, sound scholarship, professional standards, and fiscal responsibility

#### Stewardship and sustainability by:

- Preserving and presenting the collections, living specimens, stories, and facilities entrusted to us
- Providing access to authentic and distinct evidence that tells the Alaska story
- Working with our stakeholders and public to create a more sustainable future

## Mission Matrix



### 1

#### The Pacific (Pacific Rim & Pacific Ocean)

- Histories
- Byways
- Commerce
- Oceans/forests
- Geography
- International energy and resources
- Diverse populations

### 2

#### The International Arctic/ Circumpolar North

- Climate
- Environmental change
- Language/shared cultures
- Urgency
- Global impact
- Indigenous voices

### 3

#### The Globe (The Americas & Places and People South & Beyond)

- Alternate biomes/climates
- Authentic narratives to respond to curiosity and myths
- Parallel rural/urban challenges
- Disparate locations and cultures with shared goals
- Social and cultural globalization
- Indigenous voices

## Tenets of Organizational Culture

*AT THE CORE, ALL STAFF MEMBERS ARE INTEGRAL MEMBERS OF OUR COLLEGIAL COMMUNITY AND MUSEUM AND ARE ENTRUSTED TO:*

- Place our public and communities at the center of all we do
- Work for the greater good and long-term health of our Museum
- Engage in innovation and creative problem solving for the best results
- Support the mission, values, vision and strategic priorities adopted by the Museum

*AS INDIVIDUAL STAFF MEMBERS, IT IS EXPECTED THAT WE WILL FULFILL OUR RESPONSIBILITY AND DUTIES TO ACT:*

### Act collaboratively

- Place customer-service and community responsiveness first
- Contribute to the innovation and learning culture to benefit the whole
- Capitalize on the talent and experience of fellow staff members
- Support institutional decisions and ensure strategic actions advance established directives
- Uphold the Museum policies, standards, ethics, and tools that guide our collective work

### Communicate constructively

- Welcome, listen, and seek to understand others first
- Engage others with humility, honesty, and human dignity ... always
- Share key information, changing deadlines, and updates in a timely fashion
- Lead with an open mind, and when in doubt, ask questions
- Understand the nuances and complexities of communication in the workplace

### Take responsibility

- Bring a positive and constructive attitude to work every day
- Be responsible for your actions and the impact of your choices
- Act within your scope of authority and responsibilities and respect the authority of others
- Plan necessary steps for successful outcomes allowing for the unexpected
- Strive for excellence as an individual, on project teams, and for the vitality of the Museum

## Orienting Principles

*THESE PRINCIPLES DEFINE AND GUIDE THE NATURE OF OUR WORK AT THE ANCHORAGE MUSEUM, AND PROVIDE A COMPASS FOR ENSURING THE MOST EFFECTIVE AND IMPACTFUL ROLE IN SERVICE TO OUR PUBLIC.*

**Our strategic place in the Circumpolar North drives our commitment to be relevant, forward-looking, and a thought leader**

- We stay on top of current trends and issues in order to engage and connect with our public on relevant topics
- We think locally and globally, and create opportunities for public engagement that inspire and increase understanding
- We work collaboratively both internally and externally to realize the most dynamic result possible

**Our impact is tied to meaningful relationships with our communities in Anchorage, Alaska, the Circumpolar North, and the world**

- We reach out to visitors, educators, individuals, families, and communities through our work on site, off site, and online
- Meaningful participation is about two-way communication and feedback as we explore our world together
- We offer a balance of activities, exhibitions, technology, and communication that matches our capacity and goals

**Our business model is based on innovation, stewardship, entrepreneurship, and philanthropy**

- The stewarding of our financial, cultural, physical, and philanthropic resources require visionary and ethical work
- Informed risk-taking, evaluation, prototyping, innovation, and creativity inform our decisions, priorities, and work
- The Museum operates sustainably, upholds best practices, and adheres to adopted fiscal management policies

**Everyone understands what success looks like and is empowered to contribute to the vitality of the Museum**

- The Tenets of Organizational Culture is integrated and reflected in our daily practice
- The Board provides strategic oversight, and the staff and volunteers capture, embody, and implement the vision
- Each person upholds the integrity of the institution and the public, and contributes to the health of the organization

## Outcome Measurements

The following key outcome measurements are designed to enable Board and staff to measure progress toward the vision and strategic priorities in the Plan. The outcome measurements will be reviewed and altered as needed. The first year of the Plan will be dedicated to developing data-gathering tools and amassing information to create a baseline.

### *INTERNATIONAL ENGAGEMENT*

#### **Outcome Measurement #1:**

Museum presence within the international community continues to increase.

*Measured by the number of international participants and collaborations; published references and media coverage in international publications and sites; objects and exhibitions loaned and/or borrowed; and participation in international forums.*

#### **Outcome Measurement #2:**

The number of contributions from non-Alaskan sources is consistent and significant.

*Measured by development reports about individual, corporate, and foundation gifts in comparison to prior years.*

### *PARTICIPANT MEASUREMENTS*

#### **Outcome Measurement #3:**

School participation from across the State has increased both on site and through online access and other outreach and engagement programs.

*Measured by tracking participation of school-aged children and families.*

#### **Outcome Measurement #4:**

Participation in the Museum reflects an increase in non-exhibition activities, on site visits, and online access.

*Measured by program tracking, online records, survey results, user and attendance records, etc. Visitor engagement and participation increase based upon length of time spent onsite, online, in programs and exhibits per visitor, and return visitation, etc.*

#### **Outcome Measurement #5:**

The quantity and quality of responses and participant engagement through digital engagement increases each year.

*Measured by online tracking, website hits, surveys, and additional measurements as required.*

## Outcome Measurements

### COMMUNITY PARTICIPATION AND VISIBILITY

#### Outcome Measurement #6:

The Museum contributes to the vitality of greater Anchorage and increased exposure to the North.

*Measured by Museum participation in Anchorage-based community efforts, MOUs, collaborative programs and offerings, etc.*

### INTERNAL PRACTICE

#### Outcome Measurement #7:

We are successful stewards for the Museum and the cultural heritage of Alaska and the North.

*Measured through comparative financial analysis, tracking of green practices, surveys that measure donor satisfaction, diverse and broad engagement across the state, etc.*

### FUND DEVELOPMENT

#### Outcome Measurement #8:

The number of individual donors has increased both in total amount given and by the number of individuals giving by 3% per year.

*Measured by development and membership records as compared to prior year.*

### ORGANIZATIONAL CULTURE

#### Outcome Measurement #9:

Our personnel policies and practices support a healthy organizational culture and productive work environment that encourages innovation, project teams and community service.

*Measured by staff surveys and feedback during annual performance reviews.*

### BOARD ENGAGEMENT

#### Outcome Measurement #10:

One hundred percent of Board members fulfill their annual requirements, including making a financial contribution and fulfilling their ambassador role in support of the Museum.

*Measured by Board evaluations, development records, tracking of Board engagement, and Board attendance at Museum events.*

# Strategic Priorities

- 16 Strategic Priority 1: Create Global Connections
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## STRATEGIC PRIORITY I

### Build Global Connections

The relevant and dynamic place that is the North—raw, creative, adaptive, active, connected, and pivotal—evokes many more multidimensional stories than a handful of stereotypes conveys.

In the broadest context, Alaska is at the epicenter of profound changes in the global ecosystem, and the Anchorage Museum is ideally situated to make compelling connections with the rest of the world. The United States is an Arctic nation because of Alaska and the Museum's presence in Alaska's largest city drives an acknowledgment of the responsibility to convey the North in a contemporary and authentic context. This Strategic Plan is about envisioning the North within a complex narrative of people and the environment. Many dynamic elements offer rich material for dialogue, revealing tensions between change and adaptability and cultural traditions and contemporary perspectives. These narratives and ideas connect people across the globe. Navigating the world in the 21st century is about convening people and ideas for collaborative problem solving. The Anchorage Museum is committed to providing a genuine voice for the North and raising global awareness of Alaska's distinct place in and relevance to the rest of the world.

This strategic priority focuses on public engagement and ways to leverage technology to connect with a wider, global audience. Through multiple disciplines, programs and approaches, the Museum connects culture with the environment, technology with analog, history with the present, and lifeways with inevitable change to spur new ways of engaging audiences on site, online, in the community, and across the world.

# STRATEGIC PRIORITY I

## Build Global Connections

<i>OBJECTIVE</i>	<i>TIME FRAME</i>	<i>ACCOUNTABILITY</i>
<b>PLANNING</b>		
<p>1.1 Define goals and strategies for increasing access, exchange, and interaction with global participants. Address:</p> <ul style="list-style-type: none"> <li>• Contemporary relevance and the environment</li> <li>• Collection accessibility</li> <li>• Brand</li> <li>• Ways to reach both rural and urban areas in Alaska</li> <li>• New notions of membership, participation, and outreach</li> <li>• Lexicon that reflects shift (See Lab)</li> </ul>	2015 – Defining & Planning	Internal Polar Lab Team
1.2 Build plan that defines many facets of achieving global connections. Includes prototyping, pilot efforts, staff training, etc. with timeline and resources required	2015	Director/CEO
1.3 Incorporate recent work and new thinking developed during this planning process	Now	Director/CEO
1.3.1 Incorporate program assessment work		
1.3.2 Build in new narrative model of participants	2015-16	Polar Lab Team
1.3.3 Define hierarchy of strategies and different staff roles for implementin	2015	Leadership
1.3.4 Build in ways to exchange information internally and with our participants	2015	Leadership, Marketing Department

## STRATEGIC PRIORITY I

### Build Global Connections

<i>OBJECTIVE</i>	<i>TIME FRAME</i>	<i>ACCOUNTABILITY</i>
1.4 Create new opportunities through technology	2015	Chief Digital Officer
1.4.1 Enlist all staff to be information and innovative technology workers	2015-16	Chief Digital Officer and Leadership Team
1.4.2 Incorporate new approaches to content development	2015	Executive Department & Leadership Team
1.5 Incorporate new thinking about making global connections to the organizational culture	2015-16	Leadership Team
1.5.1 Provide tools and training about new methods and approaches to support staff engagement and work (i.e. staff working on project teams)	2015	Executive Department

#### IMPLEMENTATION

1.6 Begin implementation of global connection strategies	2016– Implementing changes	Leadership
1.7 Translate into brand and communication tools	2015	Marketing & PR

#### SUSTAINABILITY OF GLOBAL STRATEGIES

1.8 Ensure the budget, job descriptions, annual priorities, and new thinking are fully embedded into global strategies	2017– Sustaining new model	Director/CEO, Executive Department
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## STRATEGIC PRIORITY 2

### Focus On People And Ideas

People and ideas are central to this Plan. To support this orientation, the Museum is adopting a revised public engagement formula built on the vision and orienting principles of the current Polar Lab initiative. This innovative initiative provides an ideal experimental and visionary way of addressing compelling and immersive ways to tackle contemporary issues of the North and spark new ways of attracting participants. Given that this initiative is a multi-year effort, it creates a natural organizing principle for the new thrust and focus of this Plan.

Polar Lab departs from the traditional discipline-based way of presenting ideas and moves toward a progressive, integrated way of making new connections. The conceptual phrase Up Here inspires the seven threads that create the infrastructure of Polar Lab: Meet Up Here, Think Up Here, Make Art Up Here, Warm Up Here, Design Up Here, Reside Up Here, and Join Up Here. Each thread describes a number of relevant themes that tap into current issues, new ways of thinking, and creative ways of engaging the public, all while tying back to the mission matrix presented earlier in the Plan. Offerings of the Museum will flow out of these key defining areas and construct intriguing narratives and ideas that connect the people of the North and define the relationship of the North to the rest of the world.

Another key component of the new formula is the creation of narrative-based ways of thinking about participants defined by interests, motivation, and self-ascribed identity rather than traditional ways of grouping audiences by age, ethnicity, and educational level. This liberating model uses terms such as global citizens, environmental advocates, outdoor enthusiasts, pop culture participants, and culture bearers—part of a list that captures over thirty organizing identities. With education as one of the core principles of the Museum, this Plan offers learning that is not peripheral, but imaginative, enthused and innovative, engaging all ages in critical dialogue, enhanced teaching, and conversations that lead to greater understanding.

The third organizing concept ties to broadening the ways in which the Museum delivers and connects with the public through off-site, online, and on-site opportunities for public experiences. As a conceptual lab—a place of active investigation and participation—the Museum pursues a slate of immersive experiences, online connections with people and places, and community-based engagements beyond the walls of the Museum. Staff will incorporate prototyping, evaluation, and digital strategies needed for reaching global, local and rural communities. This new approach is centered on experimentation, responsiveness, relevance, and requires agility and flexibility.



## STRATEGIC PRIORITY 2

### Focus On People And Ideas

<i>OBJECTIVE</i>	<i>TIME FRAME</i>	<i>ACCOUNTABILITY</i>
<b>PARTICIPANTS AND COMMUNITIES</b>		
<p>2.5 Expand communication and engagement strategies to grow diversity of participation by using:</p> <ul style="list-style-type: none"> <li>Balanced strategy for reaching diverse participants</li> <li>Selection of venue (on-site, off-site, on-line)</li> <li>Consistent use of lexicon and messaging</li> </ul>	2014-15	Public Engagement Team, Polar Lab Team, Outreach
<p>2.6 Create and nurture reciprocal relationships &amp; shared narratives in order to achieve meaningful:</p> <ul style="list-style-type: none"> <li>Dialogue</li> <li>Stewardship</li> <li>Global connections</li> <li>Curated conversations as well as objects</li> <li>Investment</li> </ul>	2014– Ongoing	Leadership, Curatorial
<p>2.7 Provide expertise and perspective to Arctic discussions</p>	2015– Ongoing	Director/CEO
<b>TREND AND ISSUES TRACKING</b>		
<p>2.8 Reach across geographic, temporal, cultural, and other barriers through:</p> <ul style="list-style-type: none"> <li>Electronic, digital and other media</li> <li>The exportation of exhibits, know-how and scholarship</li> <li>Outreach to engage new participants</li> </ul>	Ongoing	Polar Lab Team

## STRATEGIC PRIORITY 2

### Focus On People And Ideas

<i>OBJECTIVE</i>	<i>TIME FRAME</i>	<i>ACCOUNTABILITY</i>
<b>PROGRAM ASSESSMENT AND CAPACITY</b>		
2.9 Conduct program assessment of current offerings to determine what fits new model	2015	Leadership, All Staff
2.10 Develop and implement assessment tool	2014-15	All Staff
2.11 Develop, re-envision, and re-install Alaska Gallery: <ul style="list-style-type: none"> <li>• Design and curate</li> <li>• Deinstallation &amp; installation</li> <li>• Opening</li> </ul>	2015 2016 2017	Executive Department, Alaska Gallery Team
2.12 Continue to develop projects underway in sync with new approach: <ul style="list-style-type: none"> <li>• Wayfinding and re-envisioning/re definition of common spaces</li> <li>• Master plan</li> <li>• Visitor experience/ messaging and flow through building</li> <li>• Possible expansion of art galleries</li> <li>• Re-configure and re-design staff spaces for better work flow</li> </ul>	2015-17	Director/CEO, Deputy Director of Facilities & Operations and Deputy Director of Curatorial Affairs & Programs
2.13 Continue with development of <i>Polar Lab</i> (the original project) as central organizing principle of Plan	2015	Director/CEO
2.14 Implement <i>Polar Lab</i>	2016	Polar Lab Team

## STRATEGIC PRIORITY 2

### Focus On People And Ideas

<i>OBJECTIVE</i>	<i>TIME FRAME</i>	<i>ACCOUNTABILITY</i>
2.15 Renegotiate Smithsonian Arctic Studies Center agreement: <ul style="list-style-type: none"> <li>• Renew loans with NMNH &amp; NMAI for implementation in 2018</li> <li>• Explore feasibility of programming collaboration with Native American Indian Museum (NMAI) of the Smithsonian Institution</li> <li>• Confirm new agreement and program</li> </ul>	2015  2015  2016	Director/CEO

## STRATEGIC PRIORITY 3

### Create Innovative Community

The creation of an innovative community is about building a conceptual lab approach, one that explores and imagines what is possible and relevant. It is about creating a culture of exchange and curiosity among staff and in conversation with the public around meaningful and impactful topics and issues relevant to the North. It is about ensuring a dynamic and critical way of thinking, and being responsive to external trends and ideas to keep the Anchorage Museum a place of discovery and meaning for the many communities it serves. Further, embracing innovation within an organization requires, in practice, inventive and iterative processes that support experimentation at all levels of Museum operations. Experimentation is informed risk-taking that explores possibilities, looks at challenges from different perspectives, makes relevant connections between people and ideas, and strives for excellence.

Thus, the goal of fueling, nurturing, and building innovation into all facets of the Museum is multi-pronged and multi-dimensional. This shift in organizational culture will require ongoing conversation, trial and error, and evaluation. To guide the transition with staff, *The Tenets of Organizational Culture*, institutional values, and orienting principles focus on instituting a creative, collegial community that supports and embraces innovation and teamwork. To support this vision, the Museum is redefining the working and architectural environment for staff, integrating expectations for critical thinking, positive action, and innovation into job responsibilities, and fostering a creative culture that supports staff as they embrace and experiment with their work and new interactions with the public.

Innovation requires an ongoing investment in discussion and training about what innovation looks like, and the necessary supporting qualities of effective communication skills, project management, and use of technology as a tool in everyday operations. This priority is designed to touch on all aspects of the organization, from the visitor experience to philanthropy, public relations, marketing, education, curatorial, design, and collections. As the staff lead, advance, and innovate, the visitor experience will reflect a vigorous, active and distinct experience trademarked as the Anchorage Museum.

## STRATEGIC PRIORITY 3

### Create Innovative Community

<i>OBJECTIVE</i>	<i>TIME FRAME</i>	<i>ACCOUNTABILITY</i>
<b>ORGANIZATIONAL CULTURE</b>		
<p><b>3.1 Implement Tenets of Organizational Culture to support innovative community:</b></p> <ul style="list-style-type: none"> <li>• Infuse big thinking tied to global connections and new approach to public engagement &amp; risk-taking</li> <li>• Build solid communication in support of collaborative &amp; trusting environment as outlined in Tenets</li> <li>• Nurture &amp; generate excitement and shared responsibility</li> <li>• Shift from assumptions to strategic questions</li> <li>• Focus on project team and shared efforts</li> <li>• Turn departments into home base but focus on project teams &amp; collaboration for production and activities</li> </ul>	2014– Ongoing	Leadership Team
<p><b>3.2 Invest in a new organizational culture by engaging staff and provide training tied to:</b></p> <ul style="list-style-type: none"> <li>• Customer service</li> <li>• Leadership</li> <li>• Communication skills</li> <li>• Community relationship building and engagement</li> <li>• Management</li> <li>• Innovative strategies &amp; ideation</li> <li>• Project management</li> <li>• Green and sustainable practices</li> <li>• Culture of philanthropy</li> <li>• Digital strategies</li> </ul>	Annually	HR & Leadership Team
3.2.1 Infuse culture of learning	2015– Ongoing	All Staff

## STRATEGIC PRIORITY 3

### Create Innovative Community

<i>OBJECTIVE</i>	<i>TIME FRAME</i>	<i>ACCOUNTABILITY</i>
<b>PROJECT TEAM MANAGEMENT</b>		
3.3 Outline project team guidelines and master calendar	2015	Director/CEO, Deputy Director of Curatorial Affairs
<b>ORGANIZATIONAL STRUCTURE</b>		
3.4 Modify staffing structure and work strategies to best support new vision: <ul style="list-style-type: none"> <li>• Build an integrated structure, job responsibilities, and work strategies that support new ways of being/working</li> <li>• Tie to <i>Tenets of Organizational Culture</i> and values</li> <li>• Integrate project team work</li> </ul>	2014-15	Director/CEO, Executive Department & HR Department
<b>PHYSICAL ENVIRONMENT</b>		
3.5 Create a physical environment that echoes vision & new organizational culture (See Master Planning)	2014 forward	Director/CEO
3.6 Reconfigure work space to reflect the larger idea of connections and environments, innovation and collaborations: <ul style="list-style-type: none"> <li>• Vision</li> <li>• Implementation</li> </ul>	2014 2015-16	Deputy Director of Facilities & Operations
<b>INTEGRATED PROCESSES</b>		
3.7 Build integrated financial processes that reflect holistic and innovative thinking: <ul style="list-style-type: none"> <li>• Shift chart of accounts to best reflect project approach and reporting needs</li> <li>• Ensure financials reflect the nature of the work including project budgets</li> <li>• Provide vehicle for sharing &amp; monitoring project budgets on an ongoing basis</li> <li>• Allow for risk-taking and innovation</li> </ul>	2014-45	Chief Financial Officer, Director/CEO & Finance Committee

## STRATEGIC PRIORITY 3

### Create Innovative Community

<i>OBJECTIVE</i>	<i>TIME FRAME</i>	<i>ACCOUNTABILITY</i>
<p>3.8 Advance a philanthropic culture and fundraising strategies that packages ideas/ educates &amp; engages donors:</p> <ul style="list-style-type: none"> <li>• Look for new efficiencies and multi-year funding opportunities</li> <li>• Enlist staff in the endeavor and provide feedback when actions support fundraising strategies</li> </ul>	2014-15	Director/CEO, Chief Development Officer / Development Committee of the Board
<p>3.9 Broaden stewardship of institution and incorporate awareness with all staff:</p> <ul style="list-style-type: none"> <li>• Share ongoing practices as they exist now</li> <li>• Identify areas for improvement</li> <li>• Enlist staff in the support of these efforts</li> </ul>	2015	Leadership Team
<p>3.10 Make customer service &amp; public engagement everyone's responsibility:</p> <ul style="list-style-type: none"> <li>• Share ongoing practices as they exist now</li> <li>• Identify areas for improvement</li> <li>• Enlist staff in the support of these efforts</li> </ul>	2015-16	Leadership Team & Visitor Engagement Team

#### LEADERSHIP AND GOVERNANCE

<p>3.11 Embrace Plan and ensure that Board structure and policies support new vision, mission, and values</p>	2015	Director/CEO & Board
<p>3.12 Act as champions of change for new vision making institutional shifts tied to risk-taking, fundraising, change, etc.</p>	2015	Director/CEO & All Staff

## STRATEGIC PRIORITY 4

### Promote Exemplary Stewardship

One of the long-term commitments of the Anchorage Museum continues to be upholding high-quality, state-of-the-art stewardship practices for the collections, facility, and reduction of environmental impact. With this Plan, the Museum defines the concept of stewardship responsibilities to include brand, reputation, intellectual property, scholarship, philanthropy, financial sustainability, architecture and landscape, sustainable design, and ongoing relationships with donors, members, volunteers, visitors, and the community. This holistic approach to stewardship is embraced by Board and staff and is aimed at raising the overall awareness of how each person is responsible for understanding and advancing the stewardship commitment of the Museum. Determining ways to incorporate stewardship responsibilities into the public engagement activities of the Museum is identified as a priority to help visitors understand how they, too, can be active stewards, such as demonstrating sustainable practices or how an individual might serve as an archivist of family documents.

Stewardship is not the role of a singular department, but must be embraced as an inclusive, comprehensive, and integrated responsibility of the entire institution. Developing a culture of care, safety, philanthropy and customer service is fundamental, as is setting an example that will translate and evolve into meaningful public engagement.

## STRATEGIC PRIORITY 4

### Promote Exemplary Stewardship

<i>OBJECTIVE</i>	<i>TIME FRAME</i>	<i>ACCOUNTABILITY</i>
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#### INSTITUTIONAL STEWARDSHIP AND SUSTAINABLE PRACTICES

4.1 Review stewardship practices with the staff: <ul style="list-style-type: none"> <li>• Increase awareness that stewardship on all levels is everyone's responsibility</li> <li>• Provide orientation and training about stewardship and messaging</li> <li>• Incorporate stewardship into new framing of work</li> </ul>	2015– Ongoing	Leadership Team
4.2 Ensure institutional-wide support, stewardship, and use of this Plan moving forward	2014– Ongoing	Board, Director/CEO, Leadership Team

#### STEWARDSHIP OF ANCHORAGE, ALASKA & CIRCUMPOLAR NORTH

4.3 Ensure stewardship efforts tied to Anchorage, Alaska, & Circumpolar North support the thrust of this Plan		Director/CEO, Leadership
4.4 Revisit aspects of collection and archival management for alignment with direction of plan: <ul style="list-style-type: none"> <li>• Collection Plan and Policy including object, archives, &amp; photography collection</li> </ul>	2015	Director of Collections, Director/CEO & Collections Committee
4.5 Increase access to collection by the public		Director of Collections, Director/CEO & Collections Committee

#### PUBLIC ENGAGEMENT & MESSAGING

4.6 Define and clarify messaging for the public tied to elements of stewardship model: <ul style="list-style-type: none"> <li>• Anchorage, Alaska &amp; Circumpolar North</li> <li>• Green and sustainable practices</li> <li>• Cultural stewardship</li> <li>• Brand &amp; reputation</li> </ul>	2015-16	Leadership
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## STRATEGIC PRIORITY 4

### Promote Exemplary Stewardship

<i>OBJECTIVE</i>	<i>TIME FRAME</i>	<i>ACCOUNTABILITY</i>
<b>RELATIONSHIP STEWARDSHIP</b>		
4.7 Create a fund development & stewardship plan <ul style="list-style-type: none"> <li>• Advance Board and staff stewardship roles</li> <li>• Emphasize focus on major gift donors</li> </ul>	2015	Director/CEO, Chief Development Officer / Development Committee of the Board
<b>FINANCIAL SUSTAINABILITY</b>		
4.8 Review investments, and endowment policies and results tied to long-term financial planning	Ongoing	Museum Association Board & Museum Foundation Board
4.9 Continue to advance fiscal management strategies by: <ul style="list-style-type: none"> <li>• Incorporating advance planning to project income and expenses at least 2-to-3 years in advance</li> <li>• Adhering to the Fiscal Management Strategy and Management Policy</li> </ul>	Ongoing	Director/CEO, Chief Financial Officer, Finance Committee, Board
4.10 Strategize and care for relationship with key partnerships: <ul style="list-style-type: none"> <li>• Municipality of Anchorage</li> <li>• Smithsonian Institution</li> </ul>	Ongoing	Director/CEO, Board
4.11 Stay abreast of compensation practices for staff relative to cost of living increases, and level of responsibility with comparable institutions	Ongoing	Director/CEO, HR Director

## STRATEGIC PRIORITY 4

### Promote Exemplary Stewardship

<i>OBJECTIVE</i>	<i>TIME FRAME</i>	<i>ACCOUNTABILITY</i>
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#### STEWARDSHIP OF FACILITY & CAPITAL PROJECTS

4.12 Ensure proper stewardship practices are in place for building and capital projects & alignment with Plan		Leadership Team, Facilities
4.12.1 Implement and modify public engagement decision matrix as needed as used	2014-16	Executive Department, Alaska Gallery Team
4.12.2 Conceive and complete Art Galleries/Expansion <ul style="list-style-type: none"> <li>• Conceptualization</li> <li>• Implementation</li> </ul>	2015 2016-17	Director/CEO, Facilities Committee of Board
4.12.3 Complete implementation of <i>Polar Lab</i> Initiative	2016	Director/CEO
4.13 Ensure proper maintenance and secure environment for visitors, staff, and guests: <ul style="list-style-type: none"> <li>• Stay informed about space use and special events</li> <li>• Engage in necessary advance planning for new and significant events</li> </ul>	Ongoing	Leadership Team, Senior Management Team, Security, Facilities

#### GREEN SUSTAINABILITY

4.14 Capture new green trends, track successes, and keep going: <ul style="list-style-type: none"> <li>• Document what we do so it is easier to share with public &amp; build community engagement</li> <li>• Codify institution-wide standards as needed</li> <li>• Ensure ongoing planning and evaluation</li> </ul>	2015-16	Green Team
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# Strategic Toolkit

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## Tool I: Tenets of Organizational Culture in Practice

*THE ANCHORAGE MUSEUM STAFF COMMIT TO THE TENETS OF THE ORGANIZATIONAL CULTURE THAT GUIDE OUR WORK EVERY DAY ALL YEAR LONG. ALL STAFF MEMBERS ARE INTEGRAL MEMBERS OF OUR COLLEGIAL COMMUNITY AND ARE ENTRUSTED TO:*

- Place our public and communities at the center of all we do
- Interact with internal and external stakeholders with the highest integrity
- Work for the greater good and long-term health of our Museum
- Engage in innovation and creative problem solving for the best results
- Support the mission, values, vision and strategic priorities adopted by the Museum

*These tenets are basic expectations and will be part of every staff member's annual performance assessment.*

## Tool I: Tenets of Organizational Culture in Practice

<i>CORE TENETS</i>	<i>WHAT DOES THIS LOOK LIKE IN PRACTICE</i>
<i>Act collaboratively</i>	<i>We approach our work with a collaborative spirit with both internal and external stakeholders – fellow staff, the public, visitors, donors, community members and leaders, contractors, consultants, government officials, etc.</i>
<ul style="list-style-type: none"> <li>• Place customer-service and community responsiveness first</li> </ul>	Be a leader in customer service at all times when working with the public outside the organization, in all public spaces, in and out of the museum.
<ul style="list-style-type: none"> <li>• Contribute to the innovation and learning culture to benefit the whole</li> </ul>	Lead with curiosity, share learning and resources, and realize risk-taking requires a collaborative and co-creative approach.
<ul style="list-style-type: none"> <li>• Capitalize on the talent, experience, and achievements of fellow staff members</li> </ul>	Turn to others to problem solve, for ideas, and to tap their knowledge. Engage first and consider who is best to undertake the work. Make time to celebrate the achievements of others.
<ul style="list-style-type: none"> <li>• Support institutional decisions and ensure strategic actions advance established directives</li> </ul>	Make it your responsibility to understand Museum-wide decisions, and their implication on your work and priorities. Be sure efforts are helping advance institutional priorities.
<ul style="list-style-type: none"> <li>• Uphold the Museum policies, standards, ethics, and tools that guide our collective work</li> </ul>	Know and use the agreed-upon policies and tools for our Museum’s work. Make it your business to know the policies and standards of ethics. It is your job to uphold them.

## Tool I: Tenets of Organizational Culture in Practice

### CORE TENETS

### WHAT DOES THIS LOOK LIKE IN PRACTICE

<p><i>Communicate constructively</i></p>	<p><i>Effective communication is a combination of tone of voice, body language, the time and place of the exchange, the message, and the people involved. We aim to be professional and considerate at all times. Every staff member is a Museum representative and your actions reflect on AM.</i></p>
<ul style="list-style-type: none"> <li>• Welcome, listen, and seek to understand others first</li> </ul>	<p>Contribute to supportive conversations where the voices of others are genuinely welcomed, and honest open exchanges can occur. Avoid leading conversations with a “desire to win” attitude, rather seek to understand others first.</p>
<ul style="list-style-type: none"> <li>• Engage others with humility, honesty, and human dignity ... always</li> </ul>	<p>Do not bring arrogance or entitlement into your work at the AM. We are people entrusted to care for the Museum, fulfill our mission, and serve the public and our communities. We have to engage with the highest standards.</p>
<ul style="list-style-type: none"> <li>• Share key information, changing deadlines, and updates in a timely fashion</li> </ul>	<p>Be proactive and when you see problems or issues impacting a project or aspect of museum operations – speak up and seek out the project team leader or appropriate person to help find the right solutions. It is up to every staff member to plan wisely, to share that information, and to manage time effectively.</p>
<ul style="list-style-type: none"> <li>• Lead with an open mind, and when in doubt, ask questions</li> </ul>	<p>Enter a meeting, a conversation or exchange with an attitude to learn and contribute. There are Museum goals but there is no place for personal agendas.</p>
<ul style="list-style-type: none"> <li>• Understand the nuances and complexities of communication in the workplace</li> </ul>	<p>Engage as a professional, give constructive criticism, and do not receive feedback as a personal attack. Pick appropriate times and places for conversations. Do not ever criticize a colleague or demean the Museum in a public space. Use the appropriate communication tools. Whenever possible, communicate in person.</p>

## Tool I: Tenets of Organizational Culture in Practice

### CORE TENETS

### WHAT DOES THIS LOOK LIKE IN PRACTICE

CORE TENETS	WHAT DOES THIS LOOK LIKE IN PRACTICE
<i>Take responsibility</i>	<i>Own your actions, your attitude, and your work. Do your best work and ask for help when you need support. Every staff member is a team member first, and part of the collegial community always.</i>
<ul style="list-style-type: none"> <li>• Bring a positive and constructive attitude to work every day</li> </ul>	Contribute to a positive and healthy work environment. Separate personal issues from work issues, and do not bring personal issues into the work place. Be a change agent for a model work place.
<ul style="list-style-type: none"> <li>• Be responsible for your actions and the impact of your choices</li> </ul>	Take responsibility for your work, your mistakes, and your contributions. Communicate your progress, especially since it always impacts someone else.
<ul style="list-style-type: none"> <li>• Act within your scope of authority and responsibilities and respect the authority of others</li> </ul>	Do not usurp the authority of others, or go rogue on a project. Seek the responsible project team director, individual or supervisor to make suggestions, or share ideas.
<ul style="list-style-type: none"> <li>• Plan necessary steps for successful outcomes allowing for the unexpected</li> </ul>	Plan ahead allowing for all the steps, times for check-ins, work with others, approvals, reviews and editing, etc. Build in extra time since surprises inevitably come up and tasks take longer than anticipated.
<ul style="list-style-type: none"> <li>• Strive for excellence as an individual, on project teams, and for the vitality of the Museum</li> </ul>	Use your time as a staff member at AM to learn, and grow. Do your best work and engage fully. The Museum and others count on every staff member. Emphasize collaboration and seek out ways to ensure inclusiveness and comprehensive planning in your work.

## Tool 2: Principles of Organizational Structure

*THE MUSEUM OPERATES IN A TEAM ENVIRONMENT. THE ORGANIZATION, INCLUDING ITS BOARD, IS PART OF AN OVERALL TEAM APPROACH, AND AT AN OPERATIONAL LEVEL, THE MUSEUM FUNCTIONS WITHIN THE FOLLOWING STRUCTURE:*

### Work Unit Teams

The Museum's departments are structured according to role, including collection-related activities, exhibits and programs, visitor engagement, facility management, administrative and financial duties, and education initiatives. Work unit teams work together on a day-to-day basis. They focus on the primary output of their work unit. These are typically department or department function teams. Departments are an employee's "home base."

### Project Teams

Cross-functional and cross-departmental teams work on a project for a given time period. Project teams link employees from different departments/work units to work together on specific projects. The employees retain their ties to the line-and-staff structure, but through the project life, report to two managers: one line manager and one project director. They might receive instructions from the project director, but they continue as employees in their permanent functional departments. Project teams work from the premise that creativity, intelligence and perspective exist in all employees, not just among department managers.

### Strategic Initiative Teams

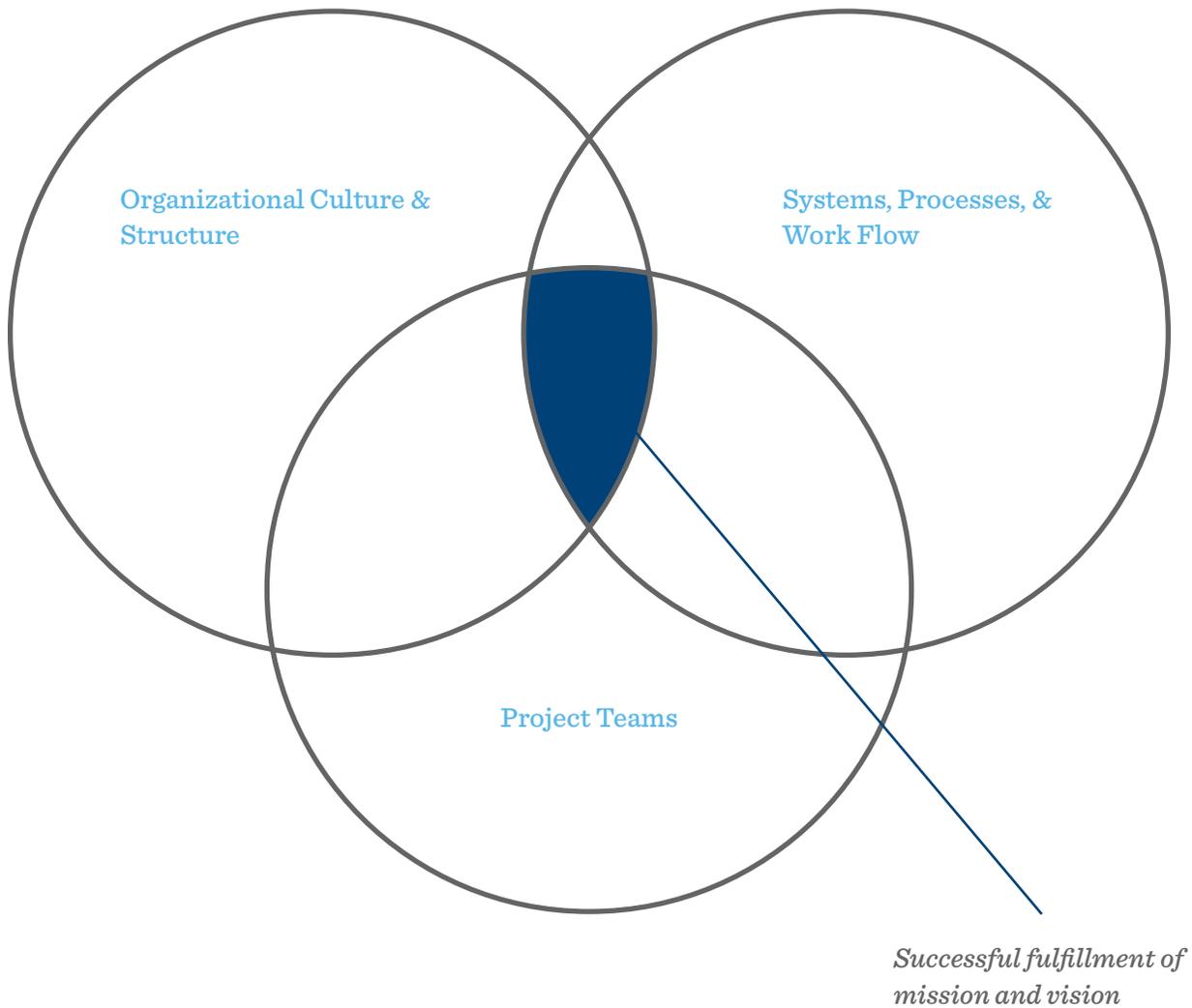
These teams address organizational, customer and business issues, or major program or capital projects that seek to improve upon all the organization's products and processes. This can include many functions, and involve contractors or outside organizations/individuals. The team is formed to focus on solving problems and then disbands upon institutionalizing the solution.

### Leadership/Management

The project team approach, in addition to functional work units, allows for flexibility, ability to adapt to changes, and increased capacity. It allows the organization to focus resources on major challenges and programs. It also provides an outlet for employees' creativity and initiative, giving them opportunities that their functional jobs may restrict for them. It also challenges the project director to integrate the skills of specialists from many departments into a coordinated team. Project management tools and training are important. Project management requires adapting resources and processes to different needs as they arise.

## Tool 2: Principles of Organizational Structure

### ANCHORAGE MUSEUM STRATEGIC FRAMEWORK



## Tool 3: Project Team Guidelines

*THE ANCHORAGE MUSEUM STAFF COMMIT TO THE TENETS OF THE ORGANIZATIONAL CULTURE THAT GUIDE OUR WORK EVERY DAY ALL YEAR LONG. ALL STAFF MEMBERS ARE INTEGRAL MEMBERS OF OUR COLLEGIAL COMMUNITY AND ARE ENTRUSTED TO PARTICIPATE AS A TEAM IN SUCCESSFUL PROJECT IMPLEMENTATION.*

### *STEPS IN THE PROCESS*

### *KEY ELEMENTS OF EACH STEP*

Project Proposal Initiation	<i>Define project elements, including:</i> Project, relationship to museum mission/vision, opportunity for innovation, key messages, and relevancy to contemporary issues and audiences
Leadership Review	<i>Evaluate project proposal for alignment:</i> Vision, capacity, cross-integration, programs, schedule, overall planning, level of opportunity
Project Tools	<i>Create efficient, shared project-specific tools:</i> Project documents and key messages, information sharing and other critical processes
Project Team Members & Kick-off	<i>Assemble team:</i> Project director, cross-institution team
Communication & Tenets of Organizational Culture	<i>Communicate throughout process:</i> Status updates to entire team and Leadership, and adherence to Tenets of Organizational Culture
Development and Implementation	<i>Embrace iterative and shared process:</i> Prototype, lean start-up, ideation, flexibility, robust communication
Project Realization & Celebration	<i>Document and archive project:</i> Video and photographic records, project documentation, celebration of achievements internally and externally
Project Review & Evaluation	<i>Review and assess:</i> What worked, what needs improvement; lessons learned

## Tool 4: Narrative Approach to Defining Participants Current and Potential

*THIS LIST HAS BEEN DEVELOPED TO CRAFT A NEW WAY OF THINKING ABOUT PARTICIPANTS TIED TO DESCRIPTORS THAT ARE MEANINGFUL IN THE NORTH. IT IS NOT IN ANY PRIORITY ORDER AND IS MEANT TO TRIGGER MORE CREATIVE THINKING ABOUT PARTICIPANTS.*

- Digital generation
- Independent travelers
- Myth Holders (people who haven't touched the North or are experiencing it for the first time)
- Environmental Advocates and Industry Specialists
- Outdoors: REI vs. Bass Pro Shop
- Indigenous populations and multiple cultures and languages, reflective of the diverse Anchorage (and Alaska) community/demographics
- Northern immigrants/transplants Newcomers/North as an adoptive habitat
- Narcissism Culture
- Urban Shakers: people who want immersive, distinct experiences
- Artists, Architects & Designers
- Heritage Culture Bearers
- Scientists/Scholars/Traditional Researchers & Non-Traditional Researchers
- I-Don't-See-Myself-In-The-Museum Communities (a diverse group, reflecting many backgrounds and interests, but who have traditionally been considered unlikely to visit the Museum)
- Come-In-From-the-Cold Families/Active Families
- Teachers/K-12/University
- The globally curious, engaged, activists
- Established Audiences & Those Who Want the Familiar
- Members/Donors
- Agencies, Institutions, Non-Profit Partners
- Community Markers and Community Expectations for Recognition
- Us too/Mainstream
- Science/Medical communities
- Active families
- Pop-Culture Interested
- Multi-generational groups
- Readers/writers
- Indie/Independent consumers (independent film, literature, art, music)
- DIY/Makers culture
- Social Media dependent
- Creative industries
- History "buffs"
- Military and other transient communities

## Tool 5: Digital Communication Guidelines

The goal of these brief guidelines is to build consistency with digital communication within the Museum and with our external stakeholders. Digital communication tools offer many choices, and when used strategically, can be effective and yield productive results. The goal of these guidelines is to better coordinate our efforts so we are more efficient and effective.

Note: Always, consider the best vehicle and most appropriate vehicle for communication with colleagues and stakeholders. If your communication means you have to say no or deliver a difficult message, it is best to pick up the phone or go down the person's office to share the news in-person. Digital communication does not replace face-to-face conversations.

### *EMAIL*

#### **Purpose/Use:**

For projects and ongoing, formal communication tied to work

#### **Guidelines For Use:**

- Use subject line for the name of the project or subject followed by action required (Such as: Review and comment, FYI, Heads up, Needs attention today)
- If there is a deadline, please include it in the subject line
- Update the subject line for clarity as the email thread continues
- Consider who to include and who not to include (i.e. project director, project team, etc.)
- Use BCC (blind copy) with care

#### **Cautionary Notes & Prior Approval Required:**

- “All staff” emails are for formal strategic announcements that impact everyone but not for daily operational issues, informal communication or decision-making.

- All-staff and AMA - Everyone communications should be approved by a department head prior to sending. “Everyone” group is not to be used except under special circumstances and with prior approval.
- Messaging the entire organization may require approval from the Director/CEO.
- Be cautious of “reply all” e-mails and only use when all parties should receive the response.

### *SHAREPOINT (CORPORATE INTERNET)*

#### **Purpose/Use:**

- Project management
- Landing spot for key corporate documents
- Provides ability to share information beyond institutional firewall
- Central communication tool for museum calendars, task lists, and announcements affecting most or all staff not covered in a formal email (see section “Email” for instructions on email usage)

#### **Guidelines For Use:**

- Keep project information with key reference materials
- Provide updates on a regular basis so project teams remain informed

#### **Cautionary Notes & Prior Approval Required:**

- Keep in mind that documents may have sensitive information. Either remove or distribute through email.
- Take care with who has access to what, particularly when people outside the organization are approved users/have access to the documents and images.
- Use a professional tone throughout

## Tool 5: Digital Communication Guidelines

### *DROPBOX*

#### **Purpose/Use:**

For transferring documents and images with multiple users, particularly large files

#### **Guidelines For Use:**

- Use this file share system to use in conjunction with Sharepoint
- Move final documents from Dropbox to Sharepoint (or, in some cases the G Drive) after a project is complete

#### **Cautionary Notes & Prior Approval Required:**

- Remove old documents once an updated version has been adopted. Dropbox will overwrite an older file if the same document name is used.
- Use only the 'Download' function provided by Dropbox.
- Dragging files from a Dropbox folder onto a desktop will result in removing them from access by other users
- Be careful of editing documents in Dropbox as it does not provide the editing history functionality provided by Sharepoint

### *SOCIAL MEDIA (TWITTER, FACEBOOK, INSTAGRAM, YOUTUBE, ETC.)*

#### **Purpose/Use:**

For quick and timely communication about newsy, time-specific information for broad consumption

#### **Guidelines For Use:**

- Any communication that is Museum-related needs to use Anchorage Museum social media accounts rather than personal accounts.
- Staff photos and contributions are encouraged; place general photos/messaging for review by Leadership/PR in Dropbox social media folder

#### **Cautionary Notes & Prior Approval Required:**

- Approval required for using social media tools on behalf of the institution.
- Do not use personal social media account names in institutional communication.

### *WEBSITE*

#### **Purpose/Use:**

The website is the digital portal to the Museum with the most up-to-date information.

#### **Guidelines For Use:**

- Link into prioritization list for the institution (Leadership Team, Department Head or Project Director.)
- Project Directors need to provide content on an ongoing basis to keep website current.

#### **Cautionary Notes & Prior Approval Required:**

- Content needs approval by designated project director before submittal to Marketing Department

## Tool 5: Digital Communication Guidelines

### *YAMMER*

#### **Purpose/Use:**

For informal communication purposes, such as a lost earring, missing cart, etc.

#### **Guidelines For Use:**

- Use for general communication about museum-related activities that are not directly project or business related yet relevant to Museum community

#### **Cautionary Notes & Prior Approval Required:**

- Think before posting a note.
- Make Yammer the go-to for informal communication

# Appendices

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## Appendix A: Strategic Planning Process

*THE FOLLOWING HIGHLIGHTS THE KEY STEPS UNDERTAKEN DURING THE STRATEGIC PLANNING PROCESS.*

### Conduct Institutional Assessment Phase (April)

- Conducted confidential interviews with select Board members, staff, community representatives, donors, members, non-profit organizational leaders and others.
- Distributed online survey to the Museum Trustees and staff

### Held separate Board and Staff Retreats (June)

- Presented findings from interviews and surveys
- Discussed issues facing museums in the 21st century
- Assessed strengths and areas for growth
- Created initial thinking on mission, values, and vision for the future

### Facilitated work sessions (July)

- Worked with staff to flesh out priority areas in support of emerging mission and vision
- Conducted initial sessions on shaping the organizational culture and internal communications
- Identified 5 areas for discovery work to be lead by staff

### Completed Discovery Phase (August)

- Researched and discussed key issues working in staff-led and facilitated groups addressing:
  - How do we make ideas/content accessible?
  - How do we make the North relevant globally?
  - What does global engagement look like?
  - What are exemplary models of innovation? How did they establish this culture of innovation?
  - Identify examples of exemplary green practices and stewardship
- Developed complete public engagement list of activities (Staff-led)

## Appendix A: Strategic Planning Process

### Facilitated conference call work sessions (September)

- Worked with the mission, values and vision working group to advance the drafts of the strategic framework
- Worked with each of the priority groups to drill into more detail
- Held the next session on the tenets of organizational culture

### Built the early draft of the Plan (September - October)

- Honed the components, the framework and direction of the Plan
- Prepared elements for the upcoming work sessions in October

### Updated the full Board at Board meeting (September)

- Brought Board members up-to-date on strategic planning process (Presentation by Jim Kallman, Strategic Planning Committee Chair and Board President, Evan Rose)

### Reviewed Plan to date with the Strategic Planning Committee and Staff (October)

- Facilitated sessions with the Committee and various staff working groups
- Discussed direction of the Plan with the full Staff including presentations on Discovery Group work, and *Tenets of the Organizational Culture*
- Created public engagement matrix and audience model to guide future work

### Refined Plan and Built Outcome Measurements and Strategic Tools (November)

- Made final corrections to the core areas of the Plan
- Created strategic tools to support the direction of the Plan
- Reviewed the Plan with the Full Board and received approval

### Completed Follow-up Details for Final Version of the Strategic Plan

- Followed up on corrections and edits
- Refined strategic tools
- Held final sessions with key groups to refine details

## Appendix B: Strategic Definitions

### *Alaska*

State (49th) in northwesternmost North America bordered by the Arctic Ocean to the north; Yukon, Canada, to the east; the Pacific Ocean to the south; and the Bering Sea to the west. Its capital is Juneau and its largest city is Anchorage.

### *Alaska Native*

Indigenous peoples of Alaska. Includes Inupiat, Yup'ik, Aleut, Eyak, Tlingit, Haida, Tsimshian, and Athabascan cultures. Alaska Natives are members of federally-recognized Alaska Native tribal governments, and are also enrolled in thirteen Alaska Native regional corporations that administer land and financial claims.

### *Arctic*

Of or relating to regions around the North Pole, including territories belonging to many nations. The Arctic Council consists of the eight Arctic States: Canada, Denmark (including Greenland and the Faroe Islands), Finland, Iceland, Norway, Russia, Sweden and the United States. The United States of America became an Arctic nation upon the purchase of Alaska from Russia in 1867. The U.S. has varied and compelling interests in the Arctic, such as national and homeland security, environmental protection, sustainable development, promoting cooperation and collaboration with the other seven Arctic nations, involving indigenous Alaskans in decisions that affect them, and supporting and promoting scientific research across the region. The U.S. Department of State leads the development of U.S. Arctic policy and works with other U.S. government agencies in promoting and implementing our policy objectives. Seas covered are the Arctic Ocean and adjacent waters: the various seas north of Russia (Chukchi, East Siberian, Laptev, Kara

and White seas); Barents Sea; Norwegian Sea; Greenland Sea; Labrador Sea; Davis Strait and Baffin Bay; Hudson Bay; Lincoln Sea; waters of the Canadian Arctic Islands; Beaufort Sea; Bering Sea; the Sea of Okhotsk; and the Gulf of Alaska. Land areas covered include Alaska (except for the Panhandle); Canada (the Yukon and Northwest Territories, and those parts of Quebec and Labrador occupied by the Inuit); Greenland; Iceland (natural history only); Svalbard; the European Arctic north of the Arctic Circle; and the Russian Federation south to 63° latitude in European Russia and to 57° in Asia, including all of Kamchatka and Sakhalin.

### *Circumpolar North*

Roughly 60° or higher latitude, globally.

### *Community*

More than a group of people living in the same place; a feeling of fellowship with others as a result of sharing common attitudes, interests, and goals.

### *Culture*

Collective human intellectual achievement and shared values, traditions, and activities. Can also refer to the common themes of art, music, architecture, and literature that are part of popular and contemporary culture at the present time. Contemporary culture can also refer to certain political attitudes, religious beliefs, and news events that lead trends.

### *Environment*

The natural world, as a whole or in a particular geographical area, especially as affected by human activity.

## Appendix B: Strategic Definitions

### *History*

The study and presentation of past events as they relate to human activity.

### *Indigenous*

Descendants of peoples who inhabited a territory prior to colonization or formation of the present state. Indigenous peoples have their own distinct languages, cultures, and social and political institutions and practices that are distinct from those of mainstream society and have important differences in terms of rights and identity.

### *Innovation*

Deliberate application of information, imagination, and initiative that generates new ideas in a way that can be converted into useful inventions, products, programs, and processes.

### *Lab*

A place, real and virtual, for testing ideas, experimenting, investigating, observing, and inquiring. Active rather than passive investigation: changing, risk taking. All forms of inquiry, not just science.

### *North*

The northern part of the world.

### *Pacific*

Refers to the Pacific Rim and Pacific Ocean

### *Public engagement*

A process that brings people together to address issues of common importance, to solve shared problems, and to bring about positive social change. In the Museum, an extension of both curatorial and public program goals, whereby the Museum collaborates with artists and other segments of the community to present works, events, and activities that create an exchange

with the institution and with visitors, enacted both inside and outside Museum galleries. Public engagement is intentional, active, and dynamic and goes beyond traditional public programs in museums.

### *Relevance*

Why something matters and how it is important to contemporary culture. Relevant programs are applicable to contemporary audiences and current social issues. It implies a connection to the current times and contemporary audiences.

### *Risk-taking*

Disruptive changes. Re-examining and re-inventing rules and processes. Thinking broader. Success should be status quo; risk taking is encouragement to do more than preserve what is and instead also take forward-reaching risks. Rule-changing innovation. Defy the status quo through well-managed risk.

### *Science*

Study and presentation of the structures and behaviors of the physical and natural world.

### *Stewardship*

Ensuring that all resources are cared for and treated wisely.

### *Sustainability*

Thinking long-term, looking at long-term growth and including environmental and social issues in the business model. Accounting for the management of financial, social, and environmental risks, obligations, and opportunities. Care for profits, people, and the planet.

## Appendix C: Guidelines For Using The Plan

The Anchorage Museum (AM) Strategic Plan is a road map and a core management tool that should be used on an ongoing basis. As a living document, this Plan is iterative, and will be modified and adjusted over time. Listed below are suggestions for using the Strategic Plan. The guidelines are designed to help the Board and staff uphold their roles in support of the Plan and, most importantly, the organization's mission, values, and vision.

### *BOARD OF DIRECTORS*

*As the governing body of the AMA, the Board is responsible for ensuring that the AM has a Strategic Plan, AM resources are appropriately allocated in support of the Plan, and the Plan is used and modified as necessary over time. Listed below are suggestions for the Board in the use and implementation of this Plan.*

- Outlines expectations so all Board members understand their leadership role as a Board member in implementing the Plan
  - Uses the mission, values, and vision to guide the organization
  - Supports the Plan by making sure the proper policies and procedures are in place and are updated as needed
  - Uses the Plan as the road map for Board work:
    - Uses the Plan as reference for committee work;
    - Provides updates and conducts progress assessments of the Plan at Board meetings, and adjusts deadlines and priorities as needed;
    - Conducts an annual review of the Plan with Board and staff to assess progress made over the past year, and to plan for the upcoming year including resource allocations;
  - Uses outcome measurements for assessing the successful implementation of the Plan.
- Outcome measurements, like other aspects of the Plan, are likely to be adjusted over time to reflect the changing nature of the organization, the field, and the community. It is recommended that outcome measurements be assessed once a year. It is best to do this prior to the annual review of the Plan so adequate information is on hand to inform the assessment of progress made advancing the Plan.
- Base decisions on the priorities of the Plan and makes adjustments when appropriate. When new opportunities arise, the Board should consider the impact to the Plan and gain input from staff, as appropriate, in order to make a balanced and informed decision. Most decisions will be processed at the staff level; however, in some cases, taking on a new priority may require a vote by the Board and require postponing some tasks in order to devote adequate time and resources to the new priority. If a new opportunity or shift in priorities occurs, the Plan should be modified accordingly and involved parties notified
  - Evaluates the full Board and its performance in advancing the Plan
  - Ties individual Board performance to responsibilities outlined in the Plan in tandem with Board member expectations
  - Distinguishes the specific Board and staff roles and responsibilities in advancing the Plan
  - Reviews the Plan during the Board recruitment process
  - Reviews the Plan with new Board members during Board orientation
  - Uses the priorities and responsibilities laid out in the Plan to clarify expectations and annual goals for the coming year for the Director/CEO and then refer to those goals during annual performance reviews
  - Uses the Plan for fundraising purposes

## Appendix C: Guidelines For Using The Plan

- Communicates the mission, values, vision, and goals set forth in the Plan with stakeholders, the community and the public; and,
- Prepares to create the next five-year strategic plan approximately one year before the conclusion of the current Plan.

### *DIRECTOR/CEO*

The Director/CEO is responsible for ensuring that the Plan guides the work of the Board, the staff, and volunteers. By setting a clear road map for the AM, this Strategic Plan clarifies the leadership role and responsibilities that the Director/CEO must undertake.

- Assures that his/her annual goals and expectations incorporate the priorities of the Plan;
- Correlates all staff job descriptions and responsibilities to the specific goals and objectives laid out in the Plan
- Ensures that annual goals and objectives for each staff member are based on the priorities in the Plan and assures that these are referred to during annual performance reviews
- Ensures staff understand their responsibility for supporting the mission, upholding the values, and working toward the vision, as well as their commitment to uphold the Orienting Principles, the Tenets of the Organizational Culture, Digital Communications Guidelines, and other tools created to guide the work of the staff
- Ensures that volunteers are properly informed about the Plan and understand their role in implementing the Plan
- Builds annual budgets and annual staff plans based on priorities defined in the Plan
- Uses this Plan on an ongoing basis for guiding the work of the staff including during staff meetings, one-on-one meetings with staff members, project teams, etc.
- Uses outcome measurements during the annual review of the Plan and adjusts the strategies and objectives for the coming year based upon results of outcome measurement results
- Supports the Board and Plan by making sure the proper supporting policies and procedures are in place and are updated as needed
- Uses the Plan as a tool when recruiting and hiring new staff
- Bases decisions on the priorities of the Plan and makes adjustments when appropriate. When new opportunities arise, consider the impact to the Plan and gain input from Board and staff as appropriate in order to make a balanced and informed decision. Some decisions require Board approval while most are managed at the staff level. In some cases, taking on a new priority may require postponing some tasks in order to devote adequate time and resources to the new priority. If a new opportunity or shift in priorities occurs, the Plan should be modified accordingly and involved parties notified
- Uses the Plan for fundraising purposes;
- Communicates the mission, values, vision, and goals set forth in the Plan with stakeholders, the community and the public
- Prepares to create the next strategic plan approximately one year before the conclusion of the current Plan

## Appendix C: Guidelines For Using The Plan

### *STAFF*

Staff is responsible for using the Plan to guide and prioritize their work. The Plan is a valuable tool for conveying the overall priorities of AM to staff and providing context for their specific role in advancing the Plan. In following this Plan staff will:

- Be proactive in understanding their role and responsibilities as laid out in the Plan
- Understand how each staff member supports the mission, upholds the values, and works toward the vision
- Uphold their responsibility for supporting the mission and values, working toward the vision as well as the Orienting Principles, the Tenets of the Organizational Culture, Digital Communications Guidelines, and other tools created to guide the work of the staff
- Work with the Director/CEO to clarify job responsibilities, annual goals and objectives and similarly assure that those who report to them receive the same level of support
- Refer to annual goals and objectives, annual plans and the Plan during annual performance reviews
- Use the Plan for individual planning and management purposes, departmental meetings, project meetings, or other ongoing aspects of operations
- Base decisions upon the priorities of the Plan and make adjustments when appropriate. When new opportunities arise, consider the impact to the Plan and bring the opportunity to the attention of the Director/CEO, who, in turn, will bring it to the Board, if needed. Some decisions require Board approval while most can be managed at the staff level. In some cases, taking on a new priority may require postponing some tasks in order to devote adequate time and resources to the

new priority. If a new opportunity or shift in priorities occurs, the Plan should be modified accordingly and departments and individuals involved notified

- Support the Director/CEO during the budget planning process to ensure that priorities outlined in the Plan are accounted for in the annual operating budget and are adjusted as needed throughout the year
- Ensure that volunteers understand their role in advancing the Strategic Plan, including informing them of the significance and content of the mission, values, and vision

### *VOLUNTEERS*

Volunteers provide critical support to the staff and play a significant role in helping staff members accomplish their goals. Volunteers need to be informed of the priorities and direction outlined in the Plan, and how their particular volunteer efforts support the Plan. The Plan direction will help volunteers:

- Understand their role and responsibilities for advancing the Plan and in particular understand the overall direction and priorities of the AM
- Support the leadership provided by the Director/CEO and Board of Directors in ensuring that all volunteer efforts support an integrated operation and institutional priorities
- Receive staff guidance for understanding any new areas of work or shifts in existing work, including training if needed, to assist them in their work as appropriate
- Understand information about updates and changes to the Plan over time

## Appendix D: Anchorage Museum Association Board of Directors and Staff

### *BOARD OF DIRECTORS*

Evan Rose, *Chair*\*  
 Todd Bell, *Vice-Chair*  
 John Levy, *Treasurer*\*  
 Jim Kostka, *Secretary*\*  
 Heather Arnett\*  
 Laura Emerson  
 Heather Flynn  
 Martin Hanofee  
 James Kallman, *Chair, Strategic Planning Committee*\*  
 Ingrid Klinkhart  
 Peter Michalski  
 Tim Thompson  
 Louis Ulmer  
 Susan Urig\*  
 Brian Worthington\*

### *STAFF*

#### **Administration**

Julie Decker, *Museum Director/CEO*  
 Merry Wilson, *Executive Assistant & Project Coordinator*  
 Kirsten Anderson, *Deputy Director of Curatorial Affairs & Programs*  
 Brian Steele, *Deputy Director of Facilities & Operations*  
 Suzi Jones, *Museum Deputy Director*  
 Doug Adams, *Chief Digital Officer*  
 Kirsten Newby, *Chief Financial Officer*  
 Vickie Throm, *Accounting Specialist*  
 Bonnie O’Kane, *Accounting Specialist*  
 Ann Kjera, *Human Resources Director*  
 Sharon Ennis, *Special Assistant & Project Coordinator*  
 Ana Gajonera, *Visitor Engagement Assistant*  
 Nicole Richmond, *Visitor Engagement Assistant*  
 Avery Underwood, *Visitor Engagement Assistant*

#### **Building Operations**

Amor Luzano, *Building Mechanical Technician*  
 Shane Sturmer, *Maintenance Technician*

## Appendix D: Anchorage Museum Association Board of Directors and Staff

### Collections

Monica Shah, *Director of Collections/Chief Conservator*  
 Christine Smith, *Curatorial Assistant*  
 Julie Hoogland, *Collections Registrar*  
 Darian LaTocha, *Collections Manager*  
 Teresa Williams, *Atwood Resource Center Manager/Librarian*  
 Sara Piasecki, *Photo Archivist*  
 Zane Treesh, *Reference Specialist*  
 Sarah Owens, *Conservator*  
 Maria McWilliams, *Registrar*

### Curatorial

Angela Demma, *James A. and Verna von der Heydt Curator*  
 Greg Danner, *Director of Science and Interactive Design*  
 Carolyn Kozak, *Curator of Special Exhibits & Programs*  
 Katie Ringsmuth, *Senior Alaska Gallery Curator*  
 Aaron Leggett, *Associate Alaska Gallery Curator*

### Development

Ann Hale, *Chief Development Officer*  
 Arby Williams, *Annual Giving Manager*  
 Jamie Newsom-Eaton, *Membership Manager*  
 Allison Wieland, *Grants and Database Administrator*

### Exhibitions

Ryan Kenny, *Director of Exhibitions*  
 Jane Rabadi, *Design & Creative Production Manager*  
 Ben Allee, *Exhibits & Creative Production Designer*  
 Ted Gardeline, *Lead Exhibits Technician*  
 Rex Schloeman, *Exhibits Technician*  
 Matthew Bower, *Exhibits Technician*  
 Justin Ovsak, *Audio/Visual/Interactivity Technician*  
 Nick Lynch, *Audio/Visual/Interactivity Technician*  
 Nicole Abeln, *Animal Care/Exhibits Technician*  
 Aaron Slonecker, *Science and Planetarium Specialist*  
 Grace Graham, *Science Program Specialist*

## Appendix D: Anchorage Museum Association Board of Directors and Staff

### Education & Interpretation

Monica Garcia-Itchoak, *Director of Education & Interpretation*

Maegan Cieciel, *Education and Program Manager*

Christina “Chrissy” Wohl, *School Group Coordinator*

Erin Marbarger, *Museum Experience and Volunteer Manager*

Gabrielle Barnett, *Outreach Manager*

Elizabeth Keaney, *Interdisciplinary Educator*

Kelly Gwynn, *Interdisciplinary Educator*

Maggie Ewan, *Interdisciplinary Educator*

### Marketing & Public Relations

Janet Asaro, *Marketing & Public Relations Director*

Open Position, *Marketing & Public Relations Manager*

Alison Gazay, *Marketing & Public Relations Manager*

Laura Carpenter, *Marketing & Public Relations Manager*

### Visitor Services & Enterprise

Adam Baldwin, *Director of Enterprise and Visitor Engagement*

Mark Weber, *Store Manager and Book Buyer*

Lindsay Garrod, *Visitor Engagement & Programs Manager*

Jay Hall, *Facility Rental Coordinator*

Bobbie Houglund, *Shop Office Assistant*

Michael Mandregan, *Native Art Buyer*

Diane Tweden, *Buyer*

Open Position, *Audio Visual Technician*

### Arctic Studies Center

Aron Crowell, *Arctic Studies Center Director*

Dawn Biddison, *Arctic Studies Center Assistant Curator*

### Muse Restaurant

Andrew Stanfield, *Muse/Catering*

### Security

Andrea Lauria, *Chief of Security*