

NATIONAL GUARD  
MEMORIAL MUSEUM  
WASHINGTON, DC

THE NATIONAL GUARD EDUCATIONAL FOUNDATION

INSTITUTIONAL PLAN  
OF THE NATIONAL GUARD MEMORIAL MUSEUM

2017

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## INSTITUTIONAL PLAN

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- A. INTRODUCTION:** The National Guard Memorial Museum (“Museum”) presents an Institutional Plan defining and expanding upon Strategic Priorities as a standard by which to meet its role in the mission of the National Guard Educational Foundation (“NGEF”) of which it is a part.
- B. MISSION STATEMENT OF PARENT ORGANIZATION, NGEF:** NGEF contributes to increased public awareness and understanding of the history of the National Guard of the United States; honors service of individuals, past, present, and future, through the National Guard of the United States; and establishes itself as a leader in the National Guard history community.
- C. MISSION STATEMENT OF THE MUSEUM:** The National Guard Memorial Museum is the first and only national museum dedicated to telling the story of the entire National Guard of the United States. The mission of the National Guard Memorial Museum is to educate the public on the history of the National Guard and to expand interest. To this end, the Museum focuses on the National Guard’s role in the protection of national interest both domestically and internationally and helps to make the general public aware of the sacrifices made by the Citizen-Soldiers of the United States.
- D. HISTORY OF THE MUSEUM:** First opened as the National Guard Heritage Gallery in 1976 in time for America’s bicentennial celebration, the Museum originally explored the origins of the Guard through a series of artifacts and dioramas. Today, the Museum covers over 375 years of Guard history, beginning with the first muster in 1636 and ending with the current foreign and domestic missions that Guardsmen carry out today. Uniforms, firearms, battle gear and other artifacts are featured throughout the exhibit space. The newest Gallery, The Citizen-Soldier in WWII, elegantly reflects the modern trend of interactivity in storytelling. The Museum concludes with the 9/11 Era Gallery, which focuses on how the National Guard has transformed from a strategic reserve into an operational force since the terrorist attacks in 2001.
- E. BRIEF HISTORY OF THE INSTITUTIONAL PLAN DEVELOPMENT: A METHOD TO ACHIEVE GOALS:** In years past, the strategic goals of the Museum have been absorbed in the formal Strategic Plan of the National Guard Association of the United States (“NGAUS”). In 2014, the National Guard Educational Foundation, through committee, wrote a separate Strategic Plan to cover the goals of the Foundation. As we, both Board and staff, realized accreditation was practical, it came to our attention that a goal-oriented, future-

mindful, narrower plan was needed for the Museum itself. Thus, the Board has approved this unique Institutional Plan, designed to outline both Museum strategic priorities and goals -- and specific methods of attaining them. The Plan intends to bring the National Guard Memorial Museum into accord with future goals through education, increased interest, community outreach, and collection management. To develop, understand, and achieve these goals and to ensure they comport with our audience, we reached out to the National Guard community as a whole through NGAUS, NGEF, and such useful tools as Google Analytics and feedback from visitors.

**F. MISSION STATEMENT OF THE INSTITUTIONAL PLAN:** This Institutional Plan provides rules of engagement for the Museum to accomplish its mission as part of the National Guard Educational Foundation. This Foundation includes the Museum, the Library, and the Archives. The Foundation also includes such critical aspects as scholarships and the maintenance of a Monument to the National Guardsmen who fought in European Wars, located overlooking Omaha Beach, Normandy, France. Strategic Plans for the Library and Archives are maintained in a separate set of documents. The Museum Institutional Plan includes two Strategic Priorities. Each priority is followed by practical goals and the methods through which they may be attained. It also includes a specific chart outlining key implementation timelines, costs, staff responsibilities, evaluation of success. The Board recommends that it review the Institutional Plan every two years and this plan should also be reviewed by staff to ensure compliance and agreement. Recommendations to the Board are encouraged.

**G. VISION & CORE VALUES:** The National Guard Memorial Museum hopes to be the finest educational resource to tell the history of the *entire* National Guard of the United States. The Museum, through distinctive development methods, plans to form an engaging and comprehensive presentation for visitors interested in studying the history of the National Guard. This plan comports with our core values of accuracy, integrity, and careful conservation. Ultimately, our goal is both to educate about and to increase interest in the History of the National Guard.

**H. EXECUTIVE SUMMARY:**

**a. Museum: To educate about and expand interest in the History of the National Guard.**

**i.** This Plan intends to create a simple and clear road-map to attain the goals set forth in the mission statement through two broad Strategic

Priorities. They are, specifically, to educate the public about the history of the National Guard and to increase interest.

- ii. We mean, through this document, to write a forward-thinking methodological tool to teach the history of the National Guard of the United States to the public at large. Planning consists of anticipating exposure and growth by intelligently managing accomplishments and continuing programs which impact all phases of the Museum as we implement our mission statement.
- iii. In order to accomplish these Priorities, we acknowledge the critical nature of a practical workload, accountability, and meaningful evaluation.
- iv. Quarterly, accomplishments are evaluated and reported by the Staff to the Board of Directors.
- v. This Institutional Plan is reviewed and updated at least every two years.

## **I. STRATEGIC PRIORITIES AND GOALS (SUMMARY)**

Small by design, the Museum seeks to educate the public and expand interest through the brick and mortar self-contained building, but also through the expansive scope of the Internet with our attention on social media, the website, a virtual tour, and book study groups.

### **I. Strategic Priority: To Educate the Public on the History of the National Guard**

#### **a. Strategic Goal:**

- 1. Educational Advancement: To educate the public on the History of the National Guard is one of the primary missions of the National Guard Memorial Museum.
- 2. Collection Stewardship: In order to promote the use of artifacts and interactive exhibits, collection stewardship is a critical tool in the education of the public on the History of the National Guard.

### **II. Strategic Priority: To Expand Interest in the History of the National Guard**

#### **a. Strategic Goal:**

- 1. Use of Statistical Analysis: To expand interest in the History of the National Guard by increasing visitation to the museum through streamlined data collection of website usage, museum visitors, and social media outlets.
- 2. Community Outreach: To expand interest in the History of the National Guard through events such as book panels and our

website/social media presence is a simple and inexpensive way to encourage community interaction with the Museum's subject.

3. AAM Museum Accreditation: In order to expand interest in the History of the National Guard, maintaining a standard of care based on the American Alliance of Museums' evaluation is a strategic priority. Through self-evaluation and objective evaluation, the Museum hopes to be able to expand interest in the National Guard more safely and effectively.

## **J. EXPANDED VIEW OF STRATEGIC PRIORITIES AND GOALS**

Strategic Priority One: To Educate the Public on the History of the National Guard.

Strategic Goals:

### **A. EDUCATIONAL ADVANCEMENT**

#### **1. Maintain Intern Program**

**a. Rationale:** The Intern Program has been successfully managed and maintained by the Director of the Museum for over five years. Currently the Museum has one intern per academic semester. These students become a part of the museum staff, managed by the Director of the Museum with assistance from the Archivist/Museum Specialist.

**b. Purpose:** To teach the intern about the history of the National Guard through intense interaction with the artifact collection.

**c. Action Steps:**

1. Provide each intern with a clean, comfortable working environment in which to conduct the learning activities.

2. Ensure the intern is well briefed on the Core Documents, the location of the facilities in which he or she will be working, and give a thorough lesson on PastPerfect and local techniques.

**d. Timeline:** Advertisements go out in May, July, and November. Students are accepted on a phone-interview basis. Graduate level is preferred.

**e. Responsibility:** The Director of the Museum is responsible to ensure student receives 3 hours of credit as compensation from the University he/she attends.

**f. Evaluation:** Student evaluations are written by the Director of the Museum and submitted at the mid-term and end-term.

## B. COLLECTION STEWARDSHIP

### 1. Improve Storage and Retrieval

**a. Rationale:** Storage facilities, materials, and documentation are critical to the protection and efficient management of a collection our size; improved storage and retrieval is a means to improve artifact exhibit potential.

**b. Purpose:** The primary objective is to increase organization in the existing infrastructure by arranging Hollinger boxes for simple retrieval, placing photos of the artifacts on the outside of the boxes, and continued information input in to PastPerfect.

**c. Action Steps:**

i. Ensure that boxes placed in the Artifact Rooms are well and clearly labelled for ease of retrieval and storage.

ii. Ensure that environmental controls are within standardized limits. This is accomplished through routine checking of dataloggers which record temperature and humidity. Visual routine checking of the environment is also advantageous.

**d. Timeline:** Ongoing.

**e. Responsibility:** All staff, especially as an educational tool, for the interns.

**f. Evaluation:** Routine staff inspections and monitoring; and periodic AAM grants through the Museum Assessment Program.

### 2. Security

**a. Rationale:** Secure facilities and safety of all patrons and staff is vital to ensuring a well maintained artifact collection.

**b. Purpose:** To coordinate with front-desk security and implement museum practices and procedures that maintain and promote safety.

**c. Action Steps:**

i. Familiarize the Security Guard with the Core Documents, particularly the Disaster Management Plan.

ii. Familiarize the Security Guard with the physical plant of the Museum and all aspects of daily, weekly, monthly routines.

iii. Include Security Guard in tour group procedures and handling.

**d. Timeline:** Ongoing.

**e. Responsibility:** Security Guard and Museum Staff, under guidelines offered in the Disaster Plan Core Document.

**f. Evaluation:** Routine staff inspections and monitoring; regular communication with security officers; routine meetings about security and emergency preparation drills.

Strategic Priority Two: To Expand Interest in the History of the National Guard

Strategic Goals:

A. USE OF STATISTICAL ANALYSIS

**1. Operational Museum Decisions Informed by Data**

**a. Rationale:** Gathering data about visitors to the museum's website and to the physical museum itself are key to attracting new visitors, improving accessibility, and disseminating information to a diverse audience.

**b. Purpose:** To increase visitation of the museum through streamlined data collection of website usage, museum visitors, and social media outlets.

**c. Action Steps:**

i. Review and assess visitor logs bi-annually.

ii. Increase use of social media through the Website, Twitter, and Facebook.

iii. Create visitor comment/suggestion box for voluntary assessment. Locate at door of Museum.

**c. Timeline:** Ongoing. Active visitor log analysis bi-annually.

**d. Responsible person:** Museum Staff; support from Web Strategies, LLC, our hosting web management company.

**e. Evaluation:** Google analytics to monitor usage and hits on website; qualitative and/or quantitative web surveys of website visitors; use of visitor logs or museum counters to estimate foot traffic; comments/suggestions boxes.

B. COMMUNITY OUTREACH

**1. Quarterly Book Panel**

**a. Rationale:** The museum will provide a forum for the public to directly engage with the history of the National Guard, through a quarterly series of book panels focused on the history of the National Guard.

**b. Purpose:** To engage members of the public and museum community through the study and discussion of books related to the history of the National Guard.

**c. Action Steps:**

- i. Coordinate book panel discussions through a relationship with the University of Maryland, the National Endowment for the Humanities, and the Smithsonian Museum of American History.
- ii. Maintain critical relationships with contacts through academic venues, and email.

**c. Timeline:** Both with ongoing communication and holding events quarterly.

**d. Responsibility:** Museum Director.

**e. Evaluation:** Quarterly discussion feedback.

**2. Website and Social Media**

**a. Rationale:** The internet provides a low cost, popular, and easy to use method to disseminate the history of the National Guard.

**b. Purpose:** To increase our social media and website presence through use of the Foundation website, Twitter, and Facebook. The Association also provides support through periodic access to the Membership roster which allows us to reach over 45,000 individuals with an email “blast”.

**c. Action Steps:**

- i. Increase significant information and communication paths through additional email “blasts.”
- ii. Increase use of website, Twitter, and Facebook.

**d. Timeline:** Ongoing and periodic as needed.

**e. Responsible Person:** Archivist/Museum specialist.

**f. Evaluation:** Google analytics to monitor usage and hits.

**C. MUSEUM ACCREDITATION**

**1. Gain Approval of Core Documents**

**a. Rationale:** The core documents are critical to the consistent, predictable, and appropriate procedural activities of the Museum and the staff. They are the primary resource for standardization. They provide the touchstone for ethical decisions, collection management, and a focus on the mission. They consist of Mission Statement, Disaster Preparedness, Collection Management Policy, Ethics Policy, and this Institutional Plan.

**b. Purpose:** All Core Documents being approved by AAM will ensure that the behavior of the Museum and its staff meet strict standards. The objective to attain approved documents.

**c. Action Steps:**

- i. Continue to submit the final core document for review.
- ii. Continue to keep the Board closely tied to the document content and format to prepare it for submission and review.

**d. Timeline:** This institutional plan is the last document required to continue on to the next step in the accreditation process. The timeline goal is “as soon as possible” upon submission for approval.

**e. Responsible Person:** The Museum staff and Board are responsible with final approval authority vested in the Board of Directors.

**f. Evaluation:** Evaluation has been and will be the American Alliance of Museums.

**2. Application for Accreditation**

**a. Rationale:** Same as the Core Documents and the entire process.

**b. Purpose:** To begin the accreditation self-study.

**c. Action Steps:**

- i. Action steps are clearly defined on [www.aam-us.org](http://www.aam-us.org) and will be taken in order and as the timeline permits.

**d. Timeline:** Winter, 2017. Estimated timelines and descriptions may be found on the AAM website at [www.aam-us.org](http://www.aam-us.org).

**e. Responsible Person:** Director of Museum.

**f. Evaluation:** AAM.

**K. CHALLENGES AND OPPORTUNITIES**

- a. The Board and Staff acknowledge the greatest challenge to the Museum are the continued financial restrictions. The Foundation operates on a zero sum basis and the Museum must work within that policy. Budget reviews take place annually and money for repair, maintenance, conservation, and exhibitry is distributed accordingly—but, until the Foundation reaches its target endowment, the Museum must bear the brunt of the strict limitations on expenditures. The greatest opportunities, therefore, present themselves in the wide ranging availability of the Internet and all it has to offer at little to no cost. The Staff also rely on self-contained events at no cost. This Institutional Plan takes that into account.

**L. CONCLUSION**

- a. **In conclusion,** The Board of Directors and the Staff of the National Guard Memorial Museum believe they have created a dynamic and living document to guide the Museum into a successful future. The focus of the plan is to aid the

Museum in its goal to meet the mandates of its mission – presenting, preserving, and commemorating the history of the National Guard of the United States. By recommending that this document be reviewed by the NGEF staff every two years, NGEF hopes to ensure that the Museum and the staff are ready to meet all challenges the future may present.

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Reference Citations:

American Alliance of Museums, <http://www.aam-us.org/resources/ethics-standards-and-best-practices/mission-and-planning>, (accessed July 6, 2017)

American Alliance of Museums, National Standards and Best Practices for U.S. Museums. (Washington, D.C.: AAM Press), 2010. ISBN: 978-7119064-16-1

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Special thanks to Mr. Alex Lord for Excel expertise in the design of the graph.

Strategic Priority 1: Educate the Public on the History of the National Guard

Strategic Goal	Objective	Purpose	Timeline	Estimated Cost	Responsible Party	Evaluation
Educational Advancement	Maintain Intern Program	To teach the student about the history of the National Guard through intense interaction with the artifact collection and the visiting public.	Academic semester based.	None.	Director of the Museum	Evaluation reports submitted to host university each semester for each intern.
Collection Stewardship	Improve Storage and Retrieval	To optimize arrangement, description, and identification processes involved with artifact storage and retrieval.	Ongoing.	\$500-\$1000 (Budgeted annually.)	Museum Staff	Routine staff inspections, monitoring, and operational use.
Collection Stewardship	Security	To coordinate with front desk security and implement Museum practices and procedures that maintain and promote safety of artifacts, exhibits, visitors, and staff.	Ongoing.	At no-cost for NGEF; security paid for by host building.	Security guard and Museum staff, under guidelines offered in the Distaster Plan Core Document and reliant upon contract Security Company rules and procedures.	Routine staff inspections and monitoring, regular communication with security officers; routine meetings about security and emergency preparation drills.

NB: NGEF Unrestricted Endowment: \$4.5M. Museum allocated \$2000 annually for daily maintenance and incidentals.

Strategic Priority 2: Expand Interest in the History of the National Guard

Use Statistical Analysis	Decisions informed by Data	Gathering visitation data to make informed decisions, in order to increase visitation of the Museum, develop new programs, and reach new audience potential.	Ongoing.	Visitor log supplied and maintained by host building along with their own visitor log. No cost to NGEF or Museum. Website and social media evaluated with assistance of host company, WebStrategies, LLC. Cost \$500 per year.	Museum staff.	Google analytics to monitor website usage; qualitative and/or quantitative pop-up surveys; use of visitor logs or Museum counters to estimate foot traffic; in person comments/queries.
Community Outreach	Website and Social Media	To increase our social media and website presence.	Quarterly.	\$400-\$500	Museum staff in concert with WebStrategies, LLC.	Google analytics to monitor usage and hits; surveys to cross reference website visitation with followers on social media (and retweet, likes, other sources of Internet feedback.)
Community Outreach	Book Panel	To engage members of the public and Museum community through the study and discussion of books related to the history of the National Guard.	Quarterly	Indirectly funded by the University of Maryland with a generous grant from the National Endowment for the Humanities (NEH).	Museum staff.	Quarterly participation from the local community -- feedback from participants (formal and informal.)
Accreditation	Gain Approval of Core Documents	AAM-approved core Documents will standardize Museum practices.	Currently pending.	\$250 already paid out of 2016 budget.	Museum staff with approval from the Board of Directors.	Evaluation has been and will be with the AAM.
Accreditation	Application for Accreditation	Same as above; specifically to begin accreditation self-study.	Winter, 2017 and onward.	Fee schedule is available at <a href="http://www.aam-us.org/resources/assessment-programs/accreditation/cost">http://www.aam-us.org/resources/assessment-programs/accreditation/cost</a> ; Cost has been budgeted for 2018 and onward.	Museum staff and interns/volunteers.	Evaluation has been and will be with the AAM. Internal evaluation based on standards as outlined in AAM provided self-study guidelines and books.