

Strategic Plan

2018–2023

Adopted by the Board of Trustees June 7, 2018



**THE NATIONAL
SUSAN B. ANTHONY
MUSEUM & HOUSE™**

*Inspiring others through Susan B. Anthony's
life and work is our purpose and passion.*

THE NATIONAL SUSAN B. ANTHONY MUSEUM & HOUSE

STRATEGIC PLAN 2018–2023

“2020 AND BEYOND!”

INTRODUCTION

The next five years are a big deal!

The year 2020 is the 100th Anniversary of the adoption of the 19th Amendment to the U.S. Constitution. After more than 60 years of organizing, advocacy, ridicule, meetings, conventions, struggles, and seemingly endless, frustrating delays, finally the “Susan B. Anthony Amendment” was ratified in 1920, and women could no longer be denied the right to vote on the basis of their sex!

Additionally, the year 2020 marks Susan B. Anthony’s 200th birthday and the 75th Anniversary of the founding of the National Susan B. Anthony Museum & House (Anthony Museum)!

Rochester and the Anthony Museum will be a national epicenter for the celebrations. We experienced a taste of what this meant in 2017, which marked the New York State Woman’s Suffrage Centennial. An almost overwhelming number of visitors came to the Anthony Museum. Statewide celebrations focused on Susan B. Anthony as an icon of the national women’s movement, her legacy, and the role that her Rochester home and headquarters played in the dramatic story of her dogged determination to secure equal rights for all.

While the 2020 celebrations represent a primary focus and opportunity, the year 2020 will be a mid-point in this Strategic Plan. Our Plan 2018–2023 incorporates the belief that the next five years will be the most extraordinary in the Anthony Museum’s storied history. This Plan not only describes our direction and priorities through 2020, but it also creates a context and framework to take advantage of the significant opportunities offered by 2020 that will propel us to an exciting and powerful future beyond.

So, yes, these five years will, indeed, be a big deal!

THE PLANNING PROCESS

In September 2017, the Board of Trustees of the Anthony Museum launched its 2018–2023 strategic planning process. The Executive Committee became the Steering Committee for this Plan with additional Board Members who committed to the process (see committee list on page 15).

The planning process included six phases:

1. **The Environmental Scan.** Understanding the national and local environment or context in which an organization operates is critically important to staying relevant, setting priorities, and tracking success.

The committee reviewed the role of women in our country and abroad (past, present, and future). We discussed various issues facing women and others and the role Susan B. Anthony played to address them. We also looked at the national leadership role the Anthony Museum might play in responding to current and future disenfranchisement challenges related to all people.

More locally, the committee was briefed on neighborhood developments and planning by City of Rochester senior staff and we reviewed demographics from city data and census figures from the updated National Census Survey for the Susan B. Anthony neighborhood. We reviewed issues related to commercial, retail, and housing in the neighborhood. We interviewed senior staff from VisitRochester on the latest tourism information. And we were briefed by our CEO on the present state of the Anthony Museum relative to other House Museums and their future direction.

2. **Learning from Previous Plans.** The Anthony Museum has developed and implemented Strategic Plans since 1992. The Plans have guided and informed the progress of the Anthony Museum and facilitated critically important decision making by Board and staff. Each Plan became the foundation for the next Plan. Along with other strategic initiatives, the Strategic Plan 2014–2017 set the framework for studying various options for the future expansion of the Anthony Museum campus. That extensive study set the context for some of the goals and strategies found in this Plan.
3. **Survey of Members and Volunteers.** A poll was sent by email to 1,100 Museum members and volunteers asking for their input on the Anthony Museum's future direction.
4. **Vision and Mission Statements.** Nothing sets direction and context more for an organization than its vision and mission statements. Understanding this, the committee reviewed our present Vision and Mission within the framework of the environmental scan and other relevant data and available information. The two statements describe why the National Susan B. Anthony Museum & House exists, whom it should serve, and what it should become.

5. **The Pillars and Strategies.** The next step in the planning process was to identify “strategic pillars” (some call these “goals,” “priority areas,” “impact areas,” or “key result areas”). The Pillars are broad statements that will serve as our highest priorities in 2018–2023. Within each are listed the strategies that the Anthony Museum will implement over the next five years, along with their respective timeframes.
6. **Plan Adoption.** In order to ensure that all Trustees were fully informed and engaged throughout the planning process, the committee held regular briefing sessions with the full Board. A retreat was held in January 2018 specifically to engage the full Board in the planning process and to set the vision, mission, and priority goals. Various stakeholder groups were invited to briefings where their input was solicited. The Board adopted the new Strategic Plan 2018–2023 at its June 7, 2018, meeting.

All of these activities, as well as many hours of meetings and discussions, have resulted in this Strategic Plan 2018–2023. The Plan creates the framework, the roadmap, and the direction for the Anthony Museum that will, if successfully implemented, propel us into an amazing, exciting future.

ENVIRONMENTAL SCAN

An important part of any strategic planning process is reviewing the present “world” in which an organization operates. Taking stock of what is helps us plan for what may be. This helps us determine and control our future. The exercise is called an “environmental scan.”

As part of this process, the committee met with key City of Rochester leadership and VisitRochester tourism staff. Our CEO presented data on the local, regional, and national museum sector to provide industry benchmarks for the Anthony Museum. The committee examined the Anthony Museum organization and other relevant information. These findings of our present and possible future “worlds” follow:

The National and World Stage—Susan B. Anthony was an international figure. On the national and international stage, the Anthony Museum participates in conversations on the role of museums and the interpretation of history, especially those related to women’s history, voting rights, human rights, and the current social, cultural, and political interpretation of issues or ideas that Susan B. Anthony championed through her life and work. Because we are the recognized and official keepers of Susan B. Anthony’s legacy, we are invited—and feel compelled to participate in—many of these significant national and international conversations.

The committee reviewed and discussed the role of women in our country and in the world. We delved into the reality that the women's movement, as led by Susan B. Anthony and others, was clearly focused on human rights, individual freedom, and equality for all. Anthony had a vision for a nation truly "of the people, by the people, and for the people," making voting rights for all a necessity. Susan B. Anthony's driving interest was to bring freedom to disenfranchised people, not just in the United States, but anywhere they were oppressed. The Planning Committee recognized in its deliberations that many issues that were important to Susan B. Anthony in her lifetime are relevant today, including: voting rights, human rights, racism, pay equity, fair labor practice, xenophobia, public education, and disparity of wealth.

West Main Street and Neighborhood Developments (see Appendix map)—There have been many changes in recent years to the Susan B. Anthony neighborhood and surrounding area. The City upgraded the West Main Street corridor between Jefferson and West Broad Street, including street and sidewalk reconstruction, gateway piers at Canal and Madison streets, historic markers laid into sidewalks, new tree plantings, period lighting featuring silhouettes of Susan B. Anthony and Frederick Douglas, and enhanced cross walks.

In addition to the City's efforts, several private/public initiatives have improved the area. Pathstone and Monroe Housing Collaborative established Anthony Square, an affordable housing project of with apartments, townhouses, and single-family homes on the south side of West Main Street. Home Leasing, Inc., Spiritus Christi Church, and the Rochester Housing Authority established a collaborative called "Voters Block" that developed 43 new or rehabbed housing units and built the new "1872 Café." The Café, now operated by Salvatore's Pizza, is adjacent to the small park and "1872 Monument" that have been installed by the City on the site where Susan B. Anthony and 14 other women voted in 1872. On Litchfield Street, DePaul completed the Carriage Factory Apartments, an award-winning \$23 million redevelopment of the historic Cunningham Carriage factory warehouse.

The City of Rochester has installed the first stage of a Heritage Trail between the Rundel Library and Madison Street. The trail is marked on the sidewalk, leading visitors on a self-guided journey past banners, markers, plaques, and interpretive signs that celebrate Rochester's unique history and impact in areas of transportation, innovation, and social reform. More than 28 points of interest have been identified on the 1.25 mile trail.

The City continues to encourage and foster an engaged and active West Main Street business association, though growth and stability continue to be a challenge for small, street-front businesses.

Of particular note is a major City effort over the next 4–5 years to create and implement a plan for a significantly renovated Bull's Head area to the west of the Susan B. Anthony neighborhood. This

development will focus on creating enhanced job/business opportunities, quality housing, and improved public amenities. One hope is that this new effort will be a catalyst for other developments along the north side of West Main Street from Bull's Head to the Route 490 overpass at Broad Street, which includes the Anthony Museum and neighborhood (see Appendix).

Demographics—The 2010 Census provides the last “official” data on the neighborhood (census tract 96.1). However, the 2015 American Community Survey (ACS), also conducted by the Census Bureau, provides the most up-to-date information regarding the neighborhood demographics.

The 2015 ACS data for the neighborhood surrounding the Anthony Museum reveals: total population at 1,417; 22.6% married; household median income = \$20,625 (City = \$30,960); 58.2% with high school diplomas (City = 83.8%); 5.7% hold a bachelors’ degree or higher (City = 34.4%); poverty rate = 33.47% (City = 30%); and unemployment in the neighborhood = 26.5% (City = 12.7%).

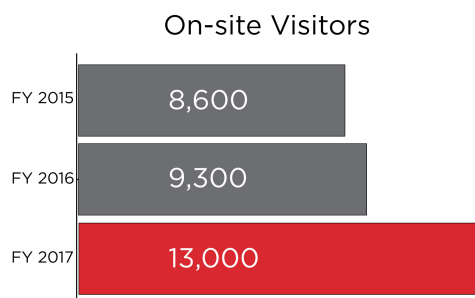
Regarding land use in the neighborhood census tract: 56.7% is residential; 28% is commercial; and 12.6% of properties are vacant. The area has a relatively high percentage of renters (41.9%) as opposed to owner-occupied properties (58.1%).

Tourism & Outreach—According to VisitRochester, an estimated 1.7 million people visit the greater Rochester area annually, and the number is growing. Visitors are a major economic driver, with an impact of more than \$1.4 billion dollars locally, and more than \$63 billion statewide. To expand its reach over the next five years, the Anthony Museum should leverage four major opportunity trends in tourism: 1. The rapid growth and impact of social media; 2. The growing demand for “experience-related travel” that stirs emotion and empathy for the human condition; 3. The emergence of social media “influencers” who can personally market destinations; and 4. Emphasis on bridging commercial and convention travel with specific tourism attractions/destinations. There are also four trends that threaten the success of the local tourism industry: 1. Lack of community pride and positive image; 2. Expansion of the regional gaming industry that may draw tourism outside the metro area; 3. Reduction of government-related (and funded) travel; and, 4. Competition from Buffalo, which is becoming a major player in the tourism market.

The Anthony Museum is now a cultural destination. We resonate with visitors interested broadly in arts, culture, and humanities, as well specifically interested in women’s history and historic properties. More than 13,000 visitors came to the Museum from all 50 states and over 20 countries in 2017. Many visitors indicate that the Anthony Museum was a primary driver for their travel to Rochester. Fifty-five percent of our visitors come from beyond our Region. As an economic engine, our Museum has a local cultural tourism impact of over \$2 Million. Our \$730,000 budget, including the payroll for eleven full and part-time jobs, is infused back into our community.

A dozen years ago, the Anthony Museum, like most historic house sites across the country, was beginning to see a decline in visitors. Motor coach tours were not as popular with baby boomers that preferred to travel independently by car. To counter this decrease, the Museum began to develop and deliver a full menu of new programs and group tours. Programs like the Monday Lecture Series were designed to bring a new, local audience into the urban neighborhood. Other programs were built for affinity groups: Scouts, seniors, women in transition, nurses, women’s organizations, history buffs, and school groups. The strategy was successful, stabilizing the annual attendance at over 7,000. Since then we have experienced steady growth.

By 2016, the demand for basic tours began to compete with our capacity for special programs. With more visitors arriving by car and a resurgence of motor coach interest for international travelers, the Anthony Museum found itself increasingly “sold out.” Here’s why:



Much of our growth can be attributed to marketing and exposure. On an annual basis, we experience 300,000 website visits, and we have more than 7,000 Facebook “friends.” In addition to the Anthony Museum’s initiatives, we have benefited from marketing by VisitRochester and “I ♥ NY” (including a television ad featuring the Anthony Museum that ran in several states). New York is increasing its investment in tourism marketing, tripling the annual investment from \$19 million to \$60 million in 2018.

The Capacity Challenge for Audience Growth—A critical issue for us now is our “*capacity challenge*.” Our physical space, a serious parking shortage, and the need for more staff (paid and volunteer) all limit our ability to meet the growing demand for tours and programs.

The physical capacity of the campus and buildings limits the number of visitors that we can accommodate. According to the Fire Marshall, only 35 visitors can be in the House at one time, and several of the rooms are cramped when there are more than 8–10 visitors on a tour. The Carriage House has a standing limit of 49 (by fire code), but it only holds 32–36 comfortably with tables and chairs. There are only two bathrooms available to the public (both unisex, single-stall, ADA compliant). One is in the Carriage House, and one is in the Visitor Center. When there is a group or meeting in the Carriage House, that bathroom is no longer available for others.

Our successful tour model has imposed another challenge. Until recently, volunteer docents led all tours. The docent serves as the guide and as the security monitor, providing supervised access to the space and artifacts while also providing an engaging interpretation of Susan B. Anthony's life and work. There are 1,248 regular volunteer shifts for docents. Full volunteer staffing of this model requires 52 trained volunteer interpreters working two shifts per month, twelve months each year. During the summer months and on weekends, volunteers have other commitments, and these shifts are hardest to cover. These are also the busiest times for visitors. Five years ago we were hosting 3–5 tours on a busy day; in 2017, we had 8–11 tours on busy days. We have had to supplement our volunteer docents with paid staff interpreters to meet the demand. In 2017, we also had to limit our menu of program offerings and turn down many requests for group tours because we were “sold out.”

The Capacity Challenge for Museum Excellence—From 2014–2017, the Anthony Museum Board, committees, and staff studied national museum standards and best practices to assess our strengths and focus on areas for improvement. Wherever feasible, changes or adjustments have been made to policies, procedures, and facilities to assure museum excellence. Core documents, including the Mission, Vision, Code of Ethics, Disaster Plan, and Strategic Plan are being revised to meet accreditation requirements.

Since 2007, the Board has been strategizing how to address the long-term storage, care, conservation, and accessibility of our archives and permanent collection. We have insufficient space for processing incoming and outgoing loans, conservation work, research, and storage of new acquisitions. Though we make every attempt to maintain the environment at appropriate temperature and humidity levels in the designated storage space in 19 Madison, the wood and brick frame building is subject to seasonal fluctuations that cannot be controlled without compromising the historic structure. The permanent collection would benefit from more space, enhanced security, and improved fire protection. Staff, volunteers, and researchers would benefit from a space that is accessible to those with mobility issues. Expansion and improvement of the space would allow for the best care of our permanent collection, and also provide more opportunity for museum internships and academic research.

SURVEY OF MEMBERS AND VOLUNTEERS

In late December 2017, an online survey was conducted among 1,100 members and volunteers. There were 221 responses received by the deadline (about 20% response rate). The survey asked respondents to rate the Anthony Museum's vision and mission statements, rank a list of possible priorities, and suggest how they would envision the Anthony Museum in 2023. In general, the 221

respondents felt that the vision and mission statements were still relevant with a 4.34 rating out of 5. Along with the ratings, there were options for open-ended comments.

The respondents were asked to prioritize seven possible goals for the Anthony Museum, and these were the top four:

1. **Increase the national presence of the Anthony Museum** as a destination for cultural tourism in the Finger Lakes region.
2. **Offer additional programs or courses** on topics, such as: Susan B. Anthony's life and legacy; Susan B. Anthony as a model for creating social change; History of women's rights.
3. Develop a **new interactive Visitor Center and expanded visitor experience.**
4. Develop a **robust, creative, and expanded digital and social media presence.**

Many of the respondents gave helpful written comments. This was especially true in answering the last question: "By 2023, how would you envision the Anthony Museum?" The survey responses were very helpful to the committee and informed the development of this Plan.

BRAND

In 2009, the Board adopted a "Brand" for the National Susan B. Anthony Museum & House. It includes three Brand characteristics:

- **Brand Essence (who we are):** *"Inspiring Change."*
- **Brand Personality (how we behave):** "collaborative, authentic, visionary, engaging."
- **Brand Promise (the benefits we give):** "Only the Susan B. Anthony Museum & House shares the authentic story of Susan B. Anthony's home, life, and work in order to inspire change and foster citizen engagement."

In 2016, the Board updated the existing Brand by adopting the following:

- **Brand Theme (or tag)**—"Susan B. Inspires Me"
- **New Website**—susanb.org
- **New Colors**—a combination of Red, Black, Gray, Gold

FRAMING THE VISION/MISSION/STRATEGY DISCUSSION

In 2006, after more than five years of rigorous preparation, writing and advocacy, the Board submitted its application to the state Board of Regents to be chartered as an education corporation. After a long approval process, on January 11, 2011, the Regents granted an Absolute Charter as an education corporation. Then, in 2013, the Susan B. Anthony House was approved to use the “Doing Business As” (DBA) designation: “The National Susan B. Anthony Museum & House” as our public name. More recently, the title “Anthony Museum” has been adopted as a common reference term.

The Charter and the new name were major changes that helped fulfill both the spirit and letter of the 2010–2013 Strategic Plan and moved us from a not-for-profit charity to an education corporation. The Charter lists the Anthony Museum’s primary purposes:

- To maintain the home of Susan B. Anthony at 17 Madison Street, Rochester, as a historic house museum relating to and interpreting the life, times, work, and interests of Susan B. Anthony.
- To maintain and preserve said home and open it to the public on a regular schedule.
- To collect, own, hold, maintain, preserve, and make available appropriate historical artifacts.
- To arrange, create, maintain, and promote appropriate historical exhibits and displays.
- To establish and maintain a historical research library and archives.
- To promote and support historical research, scholarships and education, issue publications in any format, and organize historical and cultural activities, programs and events for the public.

Essentially, the Charter mandates that the Anthony Museum:

- a. Hold a permanent collection of significant items.**
- b. Make the collection available to the public.**
- c. Assure that there are adequate resources to serve the mission indefinitely.**

EMERGING THEMES

After reviewing the scan information and data, as well as conducting the various interviews and member survey, the committee focused on five emerging themes to be implemented over the next five years. They are:

- Ensure that the Anthony Museum’s interpretive **focus is on those issues critical to Susan B. Anthony**, including social reform, universal voting rights, and human rights for all.
- **Assure the Anthony Museum’s long-term success** at caring for the historic structures and permanent collection by raising **permanent funds (endowment)** for this purpose and expanding and improving the resources for the ongoing care of the collection.
- **Enhance the visitor experience** and deal with our “capacity challenge” by improving our existing infrastructure and building a state-of-the art Visitor Center.
- **Leverage 2020** celebrations in order to strengthen the Anthony Museum’s local/national/international presence and its visionary educational role while ensuring its future sustainability
- Implement a **robust and creative digital and social media presence** with national and international reach.

SUSAN B. ANTHONY’S LEGACY

In 1857, Susan B. Anthony wrote to Lucy Stone, “...we have always claimed that our movement was Human Rights—not Woman’s Rights—therefore we need not confine ourselves to the evils that woman suffers alone—but enlarge our borders, as truth shall be revealed.”

Susan B. Anthony was involved in many aspects of social reform. Though she is best known for championing the cause for voting rights for women, she had a broad agenda for social, economic, and political change. She believed that securing the right to vote was paramount to influencing public policy. Temperance, abolition of slavery, property rights, fair labor practice, pay equity, professional recognition for women, and access to education were among those causes to which she gave considerable time and energy. The Anthony Museum is compelled to share the broad story of her life and work, and to be concerned with interpreting the causes that were important to her. Sharing the broader story of Susan B. Anthony’s legacy multiplies the potential target audience of visitors to the Museum ... and to the website. All our efforts at interpreting Susan B. Anthony will focus on inspiring everyone to continue her work for equal rights for all and social reform for the public good.

THE FUND FOR MUSEUM EXCELLENCE

The Anthony Museum has an invaluable collection of artifacts, documents, and ephemera related to Susan B. Anthony's life and work, in addition to the historic properties that housed the Anthony families on Madison Street. These treasures deserve the highest level of care and maintenance to assure that they are conserved and shared with future generations. Successful stewardship requires long-term planning and a predictable, stable source of resources. The most effective and efficient way to assure the necessary funding will be available now and in the future is to establish a permanent fund that can generate sufficient income to cover the expenses related to the ongoing care, maintenance, restoration, and security of the properties and collection. The Trustees have already begun this fund with gifts and pledges of \$300,000.

A STATE-OF-THE-ART VISITOR EXPERIENCE

As a chartered Museum, we will use Susan B. Anthony's landmark home, our permanent collection, and her legacy as the "launching pad" to interpret her life through interactive opportunities that are compelling, engaging, empathetic, and inspirational. However, to do this in the most compelling, and engaging way, we must seriously consider building a new Visitor Center that is separate yet physically close to the National Historic Landmark House. This will allow larger groups of people of all ages and physical capabilities to visit. It will take pressure off the fabric of our existing structures. It will provide more space and attention to be given to presenting expanded information about Susan B. Anthony's life and achievements. And, it will dramatically move us from being an historic house site focused on preservation and history to a truly cultural destination that brings Susan B. Anthony's vision into contemporary focus. Finally, it will allow for greater care and storage of our collection and artifacts. To fulfill this dream, however, significant financial support through a major capital campaign will be required over the next five years.

LEVERAGING 2020

While we recognize the vital significance of the year 2020 to the suffrage movement in our nation and world, it is only a mid-point in the Museum's journey to establish itself as a premier educational and cultural institution and visitor experience. In order to fulfill the goals and strategies of this Plan by 2023, we must—and will—take advantage of the significant opportunities that 2020 affords.

To leverage the events of 2020, the Anthony Museum, through its Board, staff, and supporters, will become a facilitator for our wider community as we develop and implement a wide variety of creative and ambitious events. Various community celebrations—potentially sponsored by the City, County, Chamber of Commerce, State, and other non-profit and for-profit organizations—can bring significant attention to Susan B. Anthony and her legacy and to the Anthony Museum. Leveraging 2020 will also be critical in helping us to implement a successful capital and endowment campaign.

A ROBUST DIGITAL AND SOCIAL MEDIA PRESENCE

While the Susan B. Anthony House at 17 Madison Street is the tangible bricks and mortar locus of our work, it should not be the only way we engage others with her legacy. The use of the Internet and social media gives us massive worldwide outreach potential that we would not otherwise have. The Anthony Museum's future growth depends on staying within, and yet getting beyond, our present "footprint." All our efforts should be aimed at ensuring and sustaining a place ... a collection ... a legacy ... and a digital global reach that uses Susan B. Anthony's life to inform, sustain, and inspire people to be responsible, engaged and empowered citizens wherever they may live.

VISION AND MISSION

A Strategic Plan, done well, guides an organization for a period of time through changing circumstances. It helps guide present and future Museum leaders. In challenging or confusing times, it can illuminate and remind. And, in our day-to-day work, it frames activities and gives them context and meaning. There are key elements incorporated into a good Strategic Plan. These elements will progress from the very long, even infinite, down to the specific activities we commit to accomplish in a particular year. The elements are:

Vision—the inspirational idea toward which we strive. It is unlikely it can ever be accomplished, but we continually work toward it. It is the "Why" behind what we do. Ideally, it will not change often.

Mission—the way we move toward the vision. It is the organizing approach behind our actions. It is the "What." As the world changes, our vision may as well. Changes, though, should be gradual and over a long time period.

Pillars—the means by which we will implement our mission. These are the "How." Because of the long-term nature of the mission, Pillars should span many years. While

some may evolve and change every few years, they should be consistent enough to provide guidance over the life of the Plan or more.

Strategies—the solid, shorter-term actions by which we build our Pillars. Strategies may take one to three years (or more), but they are specific and drive our actions.

Action Steps—the specific implementation steps to be taken to fulfill the Strategies organized by due dates and responsible parties.

These Plan elements should all be aligned. Action Steps fulfill the Strategies. Strategies help build toward Pillars; Pillars advance our Mission which then fulfills our Vision.

VISION

Inspiring others through Susan B. Anthony's life and work is our purpose and passion.

MISSION

The National Susan B. Anthony Museum & House interprets the great reformer's vision and story, preserves and shares her National Historic Landmark home and headquarters, collects and exhibits artifacts related to her life and work, and offers tours and interpretive programs to inspire and challenge individuals so as to make a positive difference.

2018–2023 STRATEGIC PLAN PILLARS

Based upon the findings of our environmental scan, our survey of members and volunteers, our Vision and Mission, as well as much deliberation and discussion, the following four 2018–2023 Pillars, along with their respective strategies, are proposed:

PILLAR 1:

KEEPERS OF SUSAN B. ANTHONY'S LEGACY

Interpret the breadth and impact of Susan B. Anthony's life and work and its relevance today in such a way that we become the undisputed authority as the keepers of her legacy.

- Strategy 1.1 Develop and offer engaging programs and educational opportunities that are historically centered in Susan B. Anthony's life and work, focusing on relevance for today, and interpreting her model for citizen engagement for the public good.
- Strategy 1.2 Determine and develop content areas to be integrated into visitor experiences online and/or in the new visitor center.
- Strategy 1.3 Engage in and respond to contemporary articles, publications, and public conversations related to Susan B. Anthony's life, work, and legacy.
- Strategy 1.4 Drive, participate, collaborate, or serve as a resource for new publications that reflect on Susan B. Anthony's life and work.
- Strategy 1.5 Assess the Museum's future staffing needs to meet the requirements of our Charter and Strategic Plan.

PILLAR 2:

BUILD FOR THE FUTURE

Dramatically increase the reach and impact of the Anthony Museum through the expansion of the campus and endowment to assure museum excellence for the future.

- Strategy 2.1 Establish a permanent fund to provide a stream of income to provide for the ongoing maintenance, restoration, and care of the permanent collection and historic properties.
- Strategy 2.2 Design and build a new visitor center that will provide a world-class experience for our growing audience and also provide the physical space and infrastructure to care for and share our archives and permanent collection.
- Strategy 2.3 Plan and implement a combined endowment and capital campaign to secure the funds needed to complete the two strategies above.

PILLAR 3:

LEVERAGE 2020

Celebrate the 19th Amendment Centennial, Susan B. Anthony's 200th Birthday, and the Anthony Museum's 75th Anniversary, all in 2020, in order to strengthen the Anthony Museum's local, national, and international presence and its visionary educational role.

- Strategy 3.1 Encourage and facilitate the planning, development and implementation of a wide array of 2020 celebrations by the City, County, State, Chamber, VisitRochester and other private and non-profit partners.
- Strategy 3.2 Identify opportunities for the Museum to be involved in national and international 2020 celebratory events.
- Strategy 3.3 Plan for and implement 2020 Museum-specific special events and exhibits.

PILLAR 4:

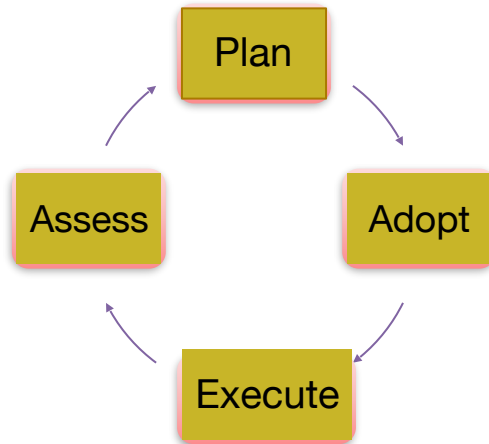
A ROBUST MEDIA PRESENCE

Develop and implement a robust and highly engaging digital, social media, and online presence.

- Strategy 4.1 Develop a new Anthony Museum website, susanb.org, incorporating the “Susan B Inspires Me!” tagline and branding, with more robust content, and possible virtual programming.
- Strategy 4.2 Raise the social media profile of the Museum through more frequent postings about the Museum and Susan B. Anthony herself.
- Strategy 4.3 Publish select documents, images, and catalogues from the permanent collection to elevate the Anthony Museum’s profile as a “go to” source for research and scholarship.
- Strategy 4.4 Offer a variety of online educational experiences and lectures to local, national, and international audiences through established and emerging virtual media.
- Strategy 4.5 Use social media to promote and encourage support of the Anthony Museum through membership, gifts, admission and registration fees, and retail sales.

ASSESSING THE PLAN

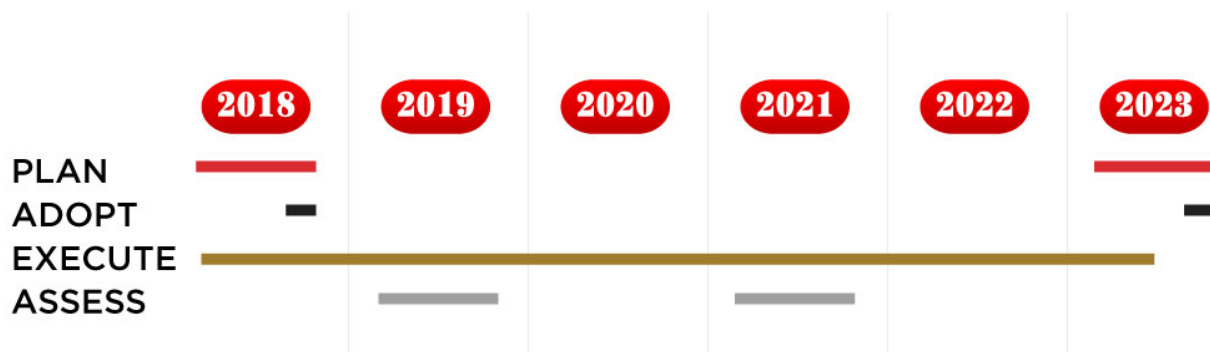
Our planning model is comprised of four elements: Plan, Adopt, Execute, and Assess. Each element informs, guides, and directs the next one. They feed into each other in continuous and dynamic circular pattern:



As the staff, Board, committees, volunteers, and others implement this Plan, there will also be efforts, at designated times during the next five years, to evaluate how well we are doing.

Tracking our efforts (or lack of progress) is critical to knowing whether our efforts are succeeding. These assessments will help us decide whether or not to revise the Plan at times during the Plan's five year life. The process, therefore, is systemic, continuous and "evergreen."

Our planning model for the next five years will be:



CONCLUSION

This Strategic Plan 2018–2023 lays before us an exciting vision. It describes, in a comprehensive way, a direction that reflects a sincerely held belief that the next five years will be extraordinary in the Museum’s storied history. It also creates a framework for the Anthony Museum to seize significant upcoming opportunities that will propel us to an exciting and powerful future.

The challenge for us now is to bring all the hopes reflected in the Plan to fulfillment. Without a deep belief in our Mission; without a deep commitment to our ability to deliver on our vision; without a personal dedication to give generously of our time, talents and financial resources; without recognition that we are embarking on a fantastic new venture never before thought possible, then this Plan is only words.

The rich legacy of Susan B. Anthony is ours to continue. We are her “descendants.” We have been called at this time to interpret her work, her struggle, and her devotion to woman suffrage and human rights for all. We are the ones who, together, can and must seize this moment to make Susan B. Anthony a creatively exciting and relevant reality in the lives of people throughout our nation and world ... not for our sake, but to inspire and challenge individuals to make a positive difference in their lives and their communities. This is our calling and this is our time. So, let’s make this a big deal!

STRATEGIC PLANNING STEERING COMMITTEE

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APPENDIX

