

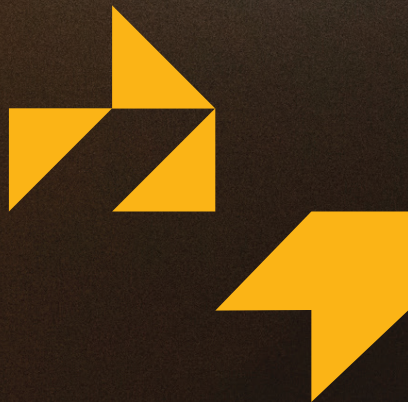
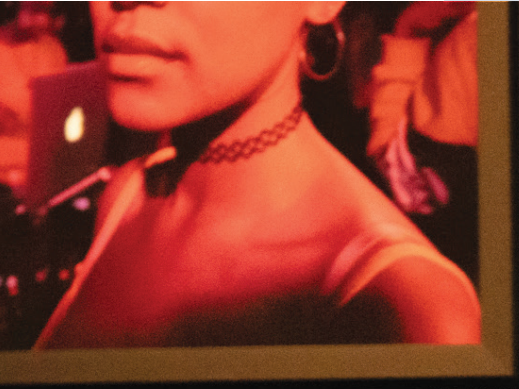


OUR HISTORY.
OUR MOMENT.
OUR FUTURE.



M MARYLAND CENTER
FOR HISTORY AND CULTURE

2023 // 2028 STRATEGIC PLAN



CONTENTS

04

Letter from the President and CEO

07

Board of Trustees

08

Who We Are

10

Building the Plan

12

Fostering Community and
Increasing Accessibility

14

Preserving Maryland's History and
Encouraging Dialogue

16

Building Capacity and a Resilient
Financial Model

18

Conclusion



FROM THE PRESIDENT AND CEO KATIE CALJEAN



We have always been more than a museum and library. As we move into a new era as the Maryland Center for History and Culture (MCHC), we are inspired by our collective evolution and momentum of reinvention.

In 2020, after three years of evaluation and preparation, we rebranded the organization from the Maryland Historical Society to reflect a newly articulated identity and purpose: to foster an inclusive space for community to convene and discover a deeper understanding of our nation's shared history and culture through a Maryland prism.

Our journey has been steady and focused. The 2016–2021 Strategic Plan focused on campus infrastructure, visibility, and stewarding our organization into a new age of service. Since our last plan, the global impacts of the COVID-19 pandemic continue to alter the public landscape, accelerating the need for digital access, and revealing our great need for social connection and support. History is now at the forefront of popular culture as the questions of how we study and commemorate our complex national legacy spark protest and debate in classrooms, newsrooms, and living rooms.

The collections preserved and shared by MCHC are indispensable in this collective moment. History is not a catalog of static stories or facts to memorize. It is a dynamic practice that empowers individuals to ask questions of the past, discover hidden stories and perspectives, and foster deeper connections

“

Charting a course for the future, the 2023–2028 Strategic Plan provides a roadmap for a sustainable MCHC that is a conduit for Community, Authenticity, Dialogue, and Discovery in Maryland and beyond.

”

between past and present. Our exhibitions, educational programs, and research library provide opportunities for all visitors to experience the power of research-based learning and the value of historical thinking.

Charting a course for the future, the 2023–2028 Strategic Plan provides a roadmap for a sustainable MCHC that is a conduit for Community, Authenticity, Dialogue, and Discovery in Maryland and beyond. By leveraging our resources, partnering with collaborators, and embodying our Core Values in all aspects of our organization, MCHC will realize the potential of our collections, campus, and people as an integral stitch in our state’s diverse social fabric that weaves people, artifacts, ideas, and artworks together.

As we implement our bold vision, we hope that you will join MCHC on our journey to engage and bring history to life for all Marylanders.



Katie Caljean
President & CEO
Maryland Center for History and Culture



“

Our exhibitions, educational programs, and research library provide opportunities for all visitors to experience the power of research-based learning and the value of historical thinking.

“

BOARD OF TRUSTEES

OFFICERS

John Banes, Chair
Eleanor M. Carey, First Vice Chair
Katie Caljean, President & CEO
Thomas Brandt, Treasurer
Wanda Keyes Heard, Secretary
Andrew M. Brooks, Vice Chair
Stiles Tuttle Colwill, Vice Chair
M. Willis Macgill, Vice Chair
Lynn Springer Roberts, Vice Chair

TRUSTEES

Richard Bell
William Jackson Cook
Maya Davis
Angel Gonzalez-Sanfeliu
Adam Goodheart
William M. Gore
Henry Holt Hopkins
Robert Hopkins
Diane Hutchins
Frederick C. Leiner
Christopher J. Logsdon
Julia (Julie) Madden
Thomas H. Maddux IV
Pamela Malester
Kevin McAllister
Charles W. Mitchell
Keiffer J. Mitchell Jr.
Neal Naff
Marcus "Sankofa" Nicks
Katherine Pinkard
Robert W. Schoeberlein
Mary Tydings Smith
C. John Sullivan Jr.
Tyler A. Tate
David Taft Terry
Ryan Yu

IMMEDIATE PAST CHAIR

Clinton R. Daly

CHAIRPERSONS EMERITI

Louise Lake Hayman
Thomas A. Collier
Alex G. Fisher
Jack S. Griswold
Stanard T. Klinefelter
Robert R. Neall
Henry Hodges Stansbury
Brian Topping

EX-OFFICIO TRUSTEES

The Honorable William C. "Bill" Ferguson IV, President of the Maryland Senate
The Honorable Adrienne A. Jones, Speaker of the Maryland House of Delegates
The Honorable Brandon M. Scott, Mayor of Baltimore
Heather S. O'Hara, President of the Maryland Genealogical Society

ADVISORY COUNCIL

Thomas A. Collier
James W. Constable
Sandra R. Flax
Louise Lake Hayman
Patricia K. Jackson
Stanard T. Klinefelter
Fran Minakowski
George S. Rich
Jacqueline Smelkinson
Henry Hodges Stansbury
Richard C. Tilghman Jr.





WHO WE ARE

WE WILL
DEEPEN OUR
UNDERSTANDING
OF THE PRESENT
THROUGH
DIALOGUE WITH
THE PAST.

The Maryland Center for History and Culture (MCHC)—formerly the Maryland Historical Society—is the oldest continuously operating nonprofit cultural institution in the state. MCHC is a 501(c)3 nonprofit organization that houses a collection of 7 million books, documents, manuscripts, and photographs, and 350,000 objects in its Museum and Library located in Baltimore. Through public programs, publications, and other outlets, MCHC serves as a leading center of Maryland history education for people of all ages.

OUR MISSION:

We collect, preserve, and interpret the history, art, and culture of Maryland. By exploring multiple perspectives and sharing national stories through the lens of Maryland, MCHC inspires critical thinking, creativity, and community.

OUR VISION:

We will deepen our understanding of the present through dialogue with the past. MCHC will be nationally recognized as a center for discovery, engaging diverse audiences in authentic experiences both onsite and within their communities. A commitment to exemplary stewardship, inclusive programming, and ongoing scholarship and innovation will realize the potential of our Museum and Library collections to illuminate our world.

OUR VALUES:

COMMUNITY: History and culture can create, strengthen, and bridge communities. MCHC is committed to realizing this potential and ensuring that our work is relevant, responsive, and useful. MCHC strives to be actively inclusive and representative of the exceptionally diverse people of Maryland in all its work.

AUTHENTICITY: History and culture are manifested in authentic resources, whether they are the tangible artifacts, documents, and artworks in our Museum and Library or from communities who safeguard their own stories and traditions. These authentic resources have a unique power to connect that cannot be replicated. MCHC stewards its collections for the purpose of preserving them for future generations, all the while making them accessible. MCHC is continually evaluating and refining its collection to make it more representative of the diverse Maryland experience. We look externally to community members and scholars when topics exceed the expertise and lived experience of staff.

DIALOGUE: The history and culture of any one time, place, or community are not a static, singular narrative; they develop through active dialogue. MCHC will use its collections and resources to facilitate this dialogue by sharing factual content grounded in historical methodology, recognizing marginalized voices, encouraging new perspectives, and creating space for debate. Rather than advancing a singular view of the past, MCHC celebrates that any one historical event, work of art, or artifact can inspire myriad interpretations.

DISCOVERY: History and culture continually evolve as we engage with the past to make new discoveries about our predecessors, ourselves, and society at large. MCHC shares this creative act of discovery through exhibitions, programming, research, and publications that uncover new perspectives, ask essential questions, and compel participants to dig deeper. The MCHC collections and publications foster new inquiry and scholarship exploring the nuances and mysteries of Maryland's past and present. MCHC is committed to innovation, self-discovery, creativity, and the development of new ways to connect and engage with history and each other.



BUILDING THE PLAN



THE 2023–2028 STRATEGIC PLAN
IS BUILT AROUND THREE GOALS:

- 1 Fostering Community and Increasing Engagement**
- 2 Preserving Maryland's History and Encouraging Dialogue**
- 3 Building Capacity and a Resilient Financial Model**

This framework was developed over the course of a year by a core group of MCHC leadership staff and trustees working in partnership with Brent D. Glass LLC, a public history consulting firm nationally recognized for excellence in museum management and executive recruitment. Our department leaders worked closely with their teams to forefront the needs of public-facing and collections-focused personnel, with every team member contributing to the plan. Community feedback collected through a formal, third-party survey of statewide stakeholders inspired our process.

Working with Diversity Awareness Partnership (DAP), insights from internal questionnaires and listening sessions on the status of our Inclusion, Diversity, Equity, and Accessibility (IDEA) work were foundational to our development of this plan. IDEA principles are integrated throughout each goal and tactic in the strategic plan. MCHC is forging a new path that is more inclusive for all and authentically reflects the voices and lived experiences of every Marylander.

WITH THIS IN MIND, MCHC IS TAKING THE FOLLOWING ACTIONS NOW:

- » Equitable and inclusive hiring of staff
- » Active and inclusive recruitment of Board members
- » Embedded IDEA principles in all aspects of work at MCHC
- » Representative collecting practices
- » Inclusive interpretation, programming, exhibitions, and partnerships

These actions will serve as the foundation of our ongoing commitment to discovery and reconciliation, informed by open dialogue with our peers, members, and the many diverse communities that make up Maryland.



GOAL 1

Fostering Community and Increasing Engagement

Cultural institutions like MCHC have the potential to unite us all in our shared curiosity for discovery and wonder. We will be intentional in developing a welcoming and dynamic environment on campus, as well as creating programs and resources that are relevant, responsive, and useful for a broad range of audiences. Partnerships, visibility, and responsiveness are integral to this goal.



GOAL 1

INCREASE ENGAGEMENT WITH MARYLAND HISTORY

- » Grow access to educational activities as a leading resource and supporter of our state education system
- » Expand our dynamic docent and volunteer program
- » Implement ADA enhancements to our campus and programming
- » Prioritize and respond to audience feedback
- » Advance virtual exhibitions and digital tours

NURTURE A VIBRANT AND WELCOMING CAMPUS

- » Diversify and enhance community events and programs
- » Offer extended evening hours and additional weekend programming
- » Activate our campus through convening and collaboration with neighbors
- » Promote MCHC as a gathering place for civic events and activities
- » Build and launch the Learning Lab, a new permanent, interactive exhibition space for youth, families, and K-12 students
- » Create an orientation video and onsite welcome space for visitors

GROW AUTHENTIC PARTNERSHIPS

- » Serve as a leader in local, statewide, regional, and national coalitions, conferences, and commissions
- » Convene cultural partners and offer MCHC as a forum for public history

BUILD OUR PROFILE AND CULTURAL CURRENCY

- » Empower stakeholders to serve as community ambassadors
- » Enhance digital presence through targeted campaigns and optimized platforms
- » Nurture media partnerships as well as individual influencers and content creators

GOAL 2

Preserving Maryland's History and Encouraging Dialogue

MCHC collects, preserves, and interprets the largest and most comprehensive collection of Maryland state history and culture. The entirety of these holdings is housed onsite and many storage spaces are in need of modernization. Limited staffing and resources for cataloging and digitization call for investment toward expanding accessibility. We will be proactive and innovative in our approach to ensure that these objects are preserved for future generations and encourage dialogue with our many audiences today.



GOAL 2

ENHANCE COLLECTIONS CARE AND ACCESS

- » Research and begin work toward American Alliance of Museums (AAM) accreditation
- » Advance modernization and expansion of secure and safe storage holdings
- » Develop priority list and an annual budget for collections conservation
- » Build comprehensive and continuous digitization scheme for Museum and Library collections
- » Grow public access to digital collections and content

FOSTER DIALOGUE THROUGH COLLECTIONS AND RESEARCH

- » Improve the depth and breadth of our collections to more fully represent Maryland history through active dialogue with communities and responsive collecting
- » Utilize external perspectives and partnerships in exhibition development
- » Establish a long-term exhibition plan to boost more community collaboration and related programming
- » Deepen academic partnerships with universities and scholarly associations
- » Grow and further incentivize fellowship and internship programs
- » Explore new digital platforms for research and publications

IMPROVE SECURITY

- » Implement comprehensive security and emergency preparedness practices
- » Increase docent network for broadened gallery security and guest engagement
- » Continue to enhance access, camera, and security systems

GOAL 3

Building Capacity and a Resilient Financial Model

Achieving financial sustainability is key to realizing the ambitions outlined in this strategic plan. MCHC has an opportunity to build on the success of the recently concluded the Shaping the Future of History fundraising campaign, which raised \$23 million to enhance visitor experience, engagement, and collections care. We will seek out opportunities for efficiency and partnerships while implementing new earned income, fundraising, and public support strategies.



GOAL 3

GROW AND ENHANCE REVENUE STREAMS

- » Continue successful investment strategies while securing new gifts toward the endowment
- » Prepare for next major fundraising campaign and conduct a feasibility study
- » Grow major giving program, Board engagement, and fundraising campaigns
- » Strengthen our institutional membership program
- » Increase earned revenue from the Museum Store, private events, and other avenues
- » Increase state funding streams commensurate with peer institutions
- » Pursue more federal grants to support major capacity and infrastructure initiatives

REFINE BUDGET AND IMPLEMENT STRATEGIC SPENDING

- » Track and analyze data to identify opportunities for more effective engagement and fundraising
- » Build out our sustainable funding and budget model for staffing needs and annual operating expenses
- » Implement a regular schedule of maintenance and modernization projects based on capital planning studies
- » Plan for the future use and rehabilitation of the historic Enoch Pratt House

STRENGTHEN ORGANIZATIONAL CULTURE

- » Invest in our team to increase satisfaction, productivity, and institutional effectiveness
- » Fund more competitive staff salaries and benefits
- » Advance and operationalize IDEA action plan
- » Enhance professional development and enrichment opportunities for staff
- » Encourage collaboration with community service organizations



LOOKING TOWARD THE FUTURE

Looking forward, we bring a renewed commitment to preserving Maryland's history. Our holdings represent the hopes, triumphs, and challenges of our predecessors. We are poised to bring our shared history to an ever-expanding audience by increasing access to historical materials and cultivating meaningful dialogue among the communities represented by our collections. In our shifting landscape, this strategic plan is a living document that will be continually evaluated through the same active listening and assessment that drove our process.





M MARYLAND CENTER FOR HISTORY AND CULTURE

610 Park Avenue
Baltimore, MD 21201

JOIN OR RENEW YOUR MEMBERSHIP TODAY!

VISIT [MDHISTORY.ORG/JOIN/](https://mdhistory.org/join/)

@MDHISTORY    