NYSCA Museum Program
Professional Development Opportunity 2021

Understanding the myriad challenges facing museums, particularly after the past year, the NYSCA Museum Program Professional Development Opportunity for 2021 will introduce pilot programs for in-depth professional development. Overall, we anticipate that up to 20 New York State museums will be able to participate.

Our first opportunity will begin in July 2021. Eight museums will be selected for this pilot. Applications are available now at https://forms.gle/Zo1UtcifwPcNfHJn8 .

Deadline to apply: June 4, 2021 at 11:59 pm.

The Resilience Playbook – New York State Cohort Pilot
The Resilience Playbook offers a 7-month series of synchronous and asynchronous learning sessions for a cohort of 8 New York State museums. Live sessions will be held monthly for seven months. Each museum will commit 2 staff/board members to work with the Resilience Team: Anne W. Ackerson, Gail Anderson, and Dina A. Bailey to explore strategies and guiding principles of five primary goals relating to diversity, equity and inclusion; community value and impactful role; retooling financial strategies and building agile leadership. Using *The Playbook's* rubric, participants will engage in organizational self-assessment, readings, discussion, and group problem solving, culminating in a plan of action specific to each museum.

Learn more about this program through the free introductory webinar here: https://www.youtube.com/watch?v=ccENCWyWgaw

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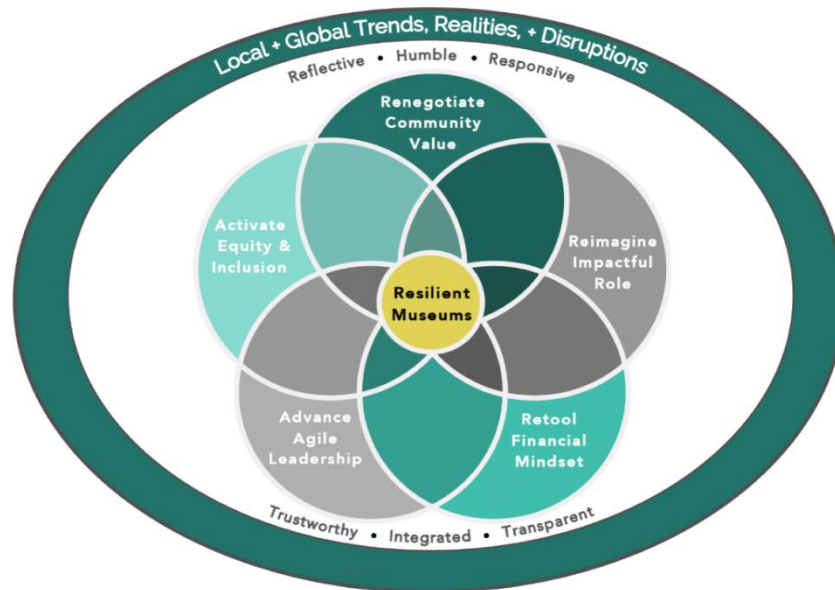
The Resilience Playbook Team:

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Anne W. Ackerson Anne W. Ackerson is an independent consultant to cultural and educational nonprofits, specializing in leadership, management, and governance issues, board and organizational development, and planning. She teaches online courses in museum leadership for the American Association for State and Local History (AASLH), Johns Hopkins University, and Museum Study. A former history museum director, director of the Museum Association of New York, and director of the National Council of State Archivists, Anne developed curriculum materials and a webinar on strategic planning for AASLH's STEPS program, a national standards program for history museums, and most recently assisted in the update of the program's sections dealing with organizational transparency and accountability. She served on a national team that developed a model for understanding high-demand leadership training skills and competencies in museums, libraries, and archives. Anne is the co-author of Leadership Matters: Leading Museums in an Age of Discord, a book examining history museum leadership for the 21st century; and Women in the Museum: Lessons from the Workplace. She is a co-founder of the Gender Equity in Museums Movement (GEMM), which is focusing its recent efforts on education, advocacy, and policy development around pay equity, salary transparency, and sexual harassment in the museum workplace. Reach Anne at: anne@awackerson.com and leadingbydesign.blogspot.com.	
Gail Anderson Gail Anderson helps cultural and socially responsible organizations achieve greater relevance and success in today's complex world. Working closely with trustees, directors, and staff, Gail facilitates organizational transformation and planning, governance and leadership development, community and public engagement, institutional capacity building, and provides professional development and education services. Projects include work with over 70 different museums and cultural institutions spanning North America – Alaska to Vermont, California to Canada with most returning as repeat clients. Before beginning her own consulting business, she was Deputy Director of the Mexican Museum (San	

Francisco), Vice President of Museum Management Consultants, Chair of the graduate department of Museum Studies at JFK University, Assistant Director of the Southwest Museum, and Museum Educator at the Museum of Northern Arizona. Gail has authored and edited numerous publications including her most recent books Mission Matters: Relevance and Museums in the 21st Century (2019) and Reinventing the Museum: The Evolving Conversation on the Paradigm Shift (2012, second edition). The development of the third edition of Reinventing the Museum is now underway. Gail continues her commitment to advancing the field through frequent speaking engagements, writing, and teaching. Reach Gail at: gail@gailanderson-assoc.com and gailanderson-assoc.com.

Dina A. Bailey
Dina Bailey is the CEO of Mountain Top Vision, a consulting firm that generates systemic change within organizations so that they can more positively impact their communities and, so, impact the world. Using a unique approach that combines research in empathy, bias, diversity, equity, and inclusion with strategies and techniques from the fields of education, anthropology, and transitional justice, Mountain Top Vision specializes in supporting organizations as they transform themselves into places that consistently center inclusion in decision-making and action. Dina has over fifteen years of experience in formal and informal education. Ten years of that time was focused on building deep, authentic community relationships through various dialogic formats at both the National Underground Railroad Freedom Center as well as the National Center for Civil and Human Rights. Those organizations' missions tied, the past, present, and future together through the topics of enslavement and civil rights respectively. The remaining five years have been spent in consulting with domestic and international organizations, both as an independent consultant as well as during her time as the Director of Methodology and Practice at the International Coalition of Sites of Conscience. Dina may be reached at: dina@mountaintopvisionllc.com and www.moutaintopvisionllc.com.
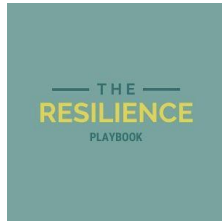
Course Objectives:
- Introduce class participants to the concept of organizational resilience and transformational change through the study of five overarching resilience tenets;
- Offer class participants approaches and tools for self-assessment, action planning, and change management around the five overarching resilience tenets;
- Encourage class participants to articulate and share their organizations' strengths and weaknesses regarding change and resilience, and their strategies for moving their organizations forward; and
- Take advantage of a collaborative learning model in which individual class participants advance together, sharing diverse insights and expertise, and supporting one another through the process.

Course Format: Seven, 90-minute virtual meet-ups over the course of seven months; class participant work between meet-ups

Prior to first session, the following materials will be sent to class participants:
- Initial organizational survey
- The Resilience Model + Glossary
- The Resilience Rubric and assessment tool
- The template for action plan
- Curriculum outline (this document)

To be completed by the first meet-up:
- Initial organizational survey completed and returned to Resilience Team
- Review the course curriculum, Resilience Model, the Resilience Rubric, and the Glossary

First Meet-up
Topic: Kick off for the Cohort Class + Introduction to The Resilience Rubric

Session layout:
- Brief presentation by Resilience Team about the Resilience Model and Resilience Rubric
- Review of key documents + handouts + curriculum
- Overview of key threads throughout the Resilience Model and Rubric
- Discussion with participants about their institution + goals for class + questions
- Review of building an action plan

- Review assignments for next session:
  - Additional reading and study glossary terms/Articles emailed after session
  - Preparation for Goal 1, rubric assessment; begin action plan preparation
  - Prepare a verbal analysis for your self-assessment for the second Meet-up, highlighting successes, stumbling blocks, and needs for moving forward; questions
- *Consider putting together a leadership team or internal cohort team to self-assess against the*

rubric throughout the class series of sessions

Second Meet-up
Topic: Goal 1: Activate Equity and Inclusion

Session layout:
- Brief presentation about tenets of Activate Equity and Inclusion
- Reference to reading
- Discussion of rubric self-assessment by institutions, progress on action plan
- Review assignments for next session/Goal 2:
  - Additional reading/Articles emailed after session
  - Preparation for Goal 2, rubric assessment; continue work on action plan
- Prepare a verbal analysis for your self-assessment of Goal 2 for next session

Third Meet-up
Topic: Goal 2: Renegotiate Community Value

Session layout:
- Brief presentation about tenets of Renegotiate Community Value
- Reference to reading(s)
- Discussion of rubric self-assessment by institutions, progress on action plan
- Review assignments for next session/Goal 3:
  - Additional reading/Articles emailed after session
  - Preparation for Goal 3, rubric assessment; continue work on action plan
  - Prepare a verbal analysis for your self-assessment of Goal 3 for next session
  - Identify at least 15-20 assumptions about your current institution/Prepare to share
  - Review your organization's strategic or long-range plan, noting its strengths and weaknesses

Fourth Meet-up
Topic: Goal 3: Reimagine Impactful Role

Session layout:
- Brief presentation about tenets of Reimagine Impactful Role
- Reference to article(s)

- Discussion of rubric self-assessment by institutions and assumptions vis-à-vis your current
strategic or long-range plan; progress on action plan
- Review assignments for next session/Goal 4:
    o Additional reading/Articles emailed after session
    o Preparation for Goal 4, rubric assessment; continue work on action plan
    o Prepare a verbal analysis for your self-assessment of Goal 3 for next session
    o Bring budget and outline current financial and programmatic assumptions tied to your
budget

Fifth Meet-up
Topic: Goal 4: Retool Financial Mindset

Session layout:
- Brief presentation about tenets of Retool Financial Mindset
- Reference to article(s)
- Discussion of rubric self-assessment by institutions, current financial/programmatic assumptions
tied to your budget; progress on action plan
- Review assignments for next session/Goal 5:
    o Additional reading/Articles emailed after session
    o Preparation for Goal 5, rubric assessment; continue work on action plan
    o Prepare a verbal analysis for your self-assessment of Goal 5 for next session
    o Bring organization chart (if you do not have one, take a stab at making one), and be prepared to discuss current structure and organizational culture

Sixth Meet-up
Topic: Goal 5: Advance Agile Leadership

Session layout:
- Brief presentation about tenets of Advance Agile Leadership
- Reference to article(s)

- Discussion of rubric self-assessment by institutions, current organizational structure and culture;
progress on action plan
- Review assignment for next session:
    o Finalize your action plan and be prepared to share it via screen sharing
    o Prepare a verbal analysis of your action plan for October 13th, highlighting goals,
planned milestones, potential stumbling blocks, and strategies for moving forward;

o Bring questions to help wrap up your takeaways of The Resilience Playbook

Final Session
Topic: Recap and wrap up

Session layout:
- Review progress on action plans
- Determine next best steps for each institution
- Strategize how to address timing issues; overcome stumbling blocks;
- Open discussion and feedback for RP Team
- Discuss how we will stay in touch to hear about your progress
- Celebrate!

To apply to join the *The Resilience Playbook – New York State Cohort Pilot* please fill out this Google Form application: https://forms.gle/Zo1UtcifwPcNfHJn8 . NYSCA Staff and the Resilience Playbook Team will select the cohort based on the applicant's demonstrated readiness to engage fully and openly in the process as demonstrated by the application responses. Please note – both participants from your museum will need to individually answer some questions: