

## MISSION, VISION & GOVERNANCE An Introduction

Kirsten Darrington | Nonprofit Consultant  
Natalie Petersen | Utah Division of Arts & Museums  
July 31, 2018 | Salt Lake City, UT

---

---

---

---

---

---

---

---

## WELCOME, INTRODUCTIONS & PROGRAM OVERVIEW

---

---

---

---

---

---

---

---




---

---

---

---

---

---

---

---

## MVG Module Instructors



**Kirsten Darrington**  
Nonprofit Consultant  
[kirdarrington@gmail.com](mailto:kirdarrington@gmail.com)



**Natalie Petersen**  
Assistant Director  
Utah Division of Arts & Museums  
[npetersen@utah.gov](mailto:npetersen@utah.gov)

---

---

---

---

---

---

---

---

## Agenda Overview

### SCHEDULE

#### Morning

- Welcome & Introductions
- MVG Module Overview
- Vision
- Mission

#### Afternoon

- Governance
- Community Relations
- Ethics Overview
- Core Documents Overview
- Wrap-Up & Assignments
- Mentor Group Break-outs

### GOALS FOR TODAY

#### Community

- Coming Together as a Group

#### Introduction to Content

- Understanding MVG Module
- Clarity on Organizational Next Steps




---

---

---

---

---

---

---

---

## GROUND RULES




---

---

---

---

---

---

---

---

## MISSION, VISION, GOVERNANCE MODULE OVERVIEW

---

---

---

---

---

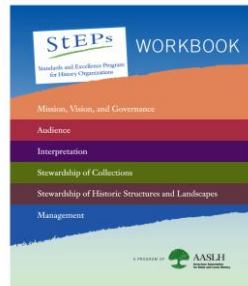
---

---

---

### Introduction to Mission, Vision, Governance (MVG)

- Module Schedule
- Mission, Vision, Governance Standards Overview
- Unacceptable Organizational Practices Within This Module




---

---

---

---

---

---

---

---

### MVG Module Schedule



#### **July 31, 2018**

Full-day Workshop | Mission, Vision, Governance: An Introduction

#### **August 27, 2018**

Half-day Watch & Talk | Board Governance

#### **September 2018 (date to be negotiated with Mentor)**

Mentor Site Visits | Work on Your Individual Projects

#### **October 29, 2018**

Full-Day Workshop | A Deeper Look at Ethics, Core Documents, and Planning

---

---

---

---

---

---

---

---

## MVG Module Overview

### This module covers:

- Mission
- Vision
- Governing documents
- Governing authority
- Governing authority's role in financial management, policy development, and strategic planning
- Ethics
- Support groups

Refer to page 37 of your StEPs Workbook

---

---

---

---

---

---

---

---



Standards	Self-assessment Questions	Performance Indicators
<b>MVG Standard 1:</b>  The institution has a clear understanding of its mission and communicates why it exists and who benefits as a result of its efforts.	<b>A. Does the institution have a <i>mission statement</i>?</b>	<b>Basic</b>  <input type="checkbox"/> The institution has a written mission statement that the governing authority, staff, and volunteers understand, remember, and can explain.  <b>Good</b>  <input type="checkbox"/> The mission statement is easily accessible (e.g., posted in the office, printed in the newsletter, and prominent in meeting materials for the governing authority), and the governing authority and staff frequently reacquaint themselves with it.  <b>Better</b>  <input type="checkbox"/> The institution reviews the mission statement every three to five years. The review may include members of the community.

---

---

---

---

---

---

---

---

## MVG Standard 1

**The Institution has a clear understanding of its mission and communicates why it exists and who benefits as a result of its efforts.**

**A. Does the institution have a mission statement?**

**B. Does the mission statement clearly express what the institution does and for whom?**

---

---

---

---

---

---

---

---

## MVG Standard 2

**All aspects of the institution's operations are integrated and focused on meeting its mission.**

- A. Does the institution make decisions based on its mission?*
- B. Does the institution outline its future plans in a written vision statement?*

---

---

---

---

---

---

---

## MVG Standard 3

**The institutions governing authority and staff think and act strategically to acquire, develop, and allocate resources to advance the mission of the institution.**

- A. Does the institution gather and maintain pertinent information to guide the planning process?*
- B. Is there a planning process that allocates financial and human resources?*
- C. Does the institution have written policies that guide the management of its resources?*

---

---

---

---

---

---

---

## MVG Standard 4

**The governance, staff, and volunteer structures and processes effectively advance the institutions mission.**

- A. Does the institution make its programs, plans, and financial records available to the public?*
- B. Does the institution evaluate performance?*
- C. Does the institution plan for future leadership within the governing authority and staff?*

---

---

---

---

---

---

---

## MVG Standard 5

**The governing authority, staff, and volunteers have a clear and shared understanding of their roles and responsibilities.**

- A. Do the governing authority, staff, and volunteers have clearly defined roles, responsibilities, and expectations that they understand, respect, and exercise?*
- B. Does the institution have written bylaws that are periodically reviewed by the governing authority?*
- C. Does the institution have written personnel policies for both paid and unpaid staff?*
- D. If the institution has paid staff, are wages and benefits at levels comparable to other related professions in the community?*
- E. Does the institution provide orientation for governing authority members?*
- F. Has the institution created a separate and distinct code of ethics that has been adopted and approved by the governing authority?*

---

---

---

---

---

---

---

---

## MVG Standard 6

**There is a clear and formal division of responsibilities between the governing authority and any group that supports the institution, whether separately incorporated or operating within the institution or its parent institution.**

- A. Does the institution have a clear and formal division of responsibilities between the governing body and any institution support groups?*

---

---

---

---

---

---

---

---

## MVG Unacceptable Practices

- **Information**  
*Lack of public trust, transparency, confidentiality*
- **Leadership**  
*Personal vs. institutional best interest, conflicts of interest*
- **Finances**  
*Conflation of personal vs. institutional funds, misuse of \$*
- **Due Diligence**  
*Inattention to duties and responsibilities*

---

---

---

---

---

---

---

---

## What THIS Workshop Covers

- Vision
- Mission
- Governance
- Community Relations
- Ethics Overview
- Core Documents Overview




---

---

---

---

---

---

---

---

## VISION

---

---

---

---

---

---

---

---

## Vision

### What is the relationship between vision and mission?

- **Vision**  
Focus on tomorrow & what organization wants to become
- **Mission**  
Focus on today & how an organization achieves it




---

---

---

---

---

---

---

---

## Mission vs. Vision | Examples

- Mission:** Spread ideas.  
**Vision:** We believe passionately in the power of ideas to change attitudes, lives and, ultimately, the world.
- Mission:** To accelerate the world's transition to sustainable energy.  
**Vision:** To create the most compelling car company of the 21st century by driving the world's transition to electric vehicles.
- Mission:** We strive to offer our customers the lowest possible prices, the best available selection, and the utmost convenience.  
**Vision:** To be Earth's most customer-centric company, where customers can find and discover anything they might want to buy online.
- Mission:** To connect the world's professionals to make them more productive and successful.  
**Vision:** To create economic opportunity for every member of the global workforce.
- Mission:** To organize the world's information and make it universally accessible and useful.  
**Vision:** To provide access to the world's information in one click.
- Mission:** Belong anywhere.  
**Vision:** Tapping into the universal human yearning to belong — the desire to feel welcomed, respected, and appreciated for who you are, no matter where you might be.



## Vision is Different from Mission

### VISION

- **Who** do we want to be?
- **Where** do we want to go?
- Focuses on future
- Communicates long-term purpose & values
- Provides larger context for museum's mission
- Describes ideal future of society / sector in which museum hopes to effect change
- Provides inspiration & motivation

### MISSION

- **Who** are we now?
- **How** do we get where we want to go?
- Focuses on present
- Puts vision into practice
- Defines critical processes
- Answers what the museum does & why
- Defines current audience & stakeholders
- Outlines desired level of performance

## HANDS-ON ACTIVITY #1

### VISIONING EXERCISE

**HANDS-ON Mission, Vision, Governance**  
**Mission, Vision & Governance: An Introduction**  
**HANDS-ON ACTIVITY #1 • 35 minutes**  
**Visioning Exercise**

**Instructions:**

- Complete Part 1 individually.
- Complete Part 2 with a partner.
- Complete Part 3 with your staff and/or governing body after the workshop.

**Part 1 (Individual exercise, 15 minutes) – 20 minutes**

- Clearly define your vision statement – your vision, mission, program(s)...
- Define the time frame – typically between 3-10 years.
- What is your museum's major accomplishment – what are you proud of?
- Build from your strengths...
- Consider your vision – translate it to the present time, as if it were already happening...
  - Imagine the time, resources, people, activities...
  - Include yourself as part of the story.
  - Direct your imagination, think big!
  - Who are you (imagined) most likely to be engaged with your museum?
  - What is making your museum unique and valuable to your community?
- Write a vision statement for the future – be specific and goal-oriented.

**Part 2 (Partner exercise, 15 minutes) – 15 minutes**

- Discuss your vision with a partner.

**Part 3 (Organizational exercise, outside of workshop – under the help of a facilitator)**

- Collect the vision statement and mission statement and agree on them.
- Show individual vision to your museum with each other.
- Check in about your progress.
- Consider your vision statement and planning strategy.
- Review, reflect & implement.

Adapted from "Step Into the Future," Ari Weinzweig, INC.

- 1) On your own, think about a vision for your museum (20 minutes). Consider:
  - ✓ Topic (whole museum, program?)
  - ✓ Timeframe? (2-10 years)
  - ✓ List of "prouds"
  - ✓ Write down a first draft.
- 2) With a partner from your museum, discuss your vision (15 minutes).
- 3) Later, do this exercise with others at your museum to create something together.



## MORNING BREAK – 15 minutes



---

---

---

---

---

---

---

---

## MISSION

---

---

---

---

---

---

---

---

### Mission

**WHY and HOW  
your Organization  
makes a difference TODAY**



Source: AASLH Webinar Roadmap of Wheel of Fortune?

---

---

---

---

---

---

---

---

## Why Mission Matters

- Drives what the museum does
- Sets strategic direction
- Impacts policies and plans
- Shapes what the museum collects



Source: American Alliance of Museums

---

---

---

---

---

---

---

---

## Mission | Required Elements

### Required Elements of a Museum Mission Statement:

- Educational in scope
- Describes museum's unique purpose / role / focus
- Is approved by the museum's governing authority



Source: American Alliance of Museums

---

---

---

---

---

---

---

---

## Mission Review & Revision Triggers

- Strategic Planning
- Shift in Focus or Vision
- Leadership / Governance Change
- Organizational Restructuring
- Building Expansion / Renovation
- Redefined Audience
- Change to Cultural / Economic Landscape



Source: American Alliance of Museums

---

---

---

---

---

---

---

---

## Mission | Effective Statements

### Effective Mission Statements Should Convey:

- **How** the organization relates to its **community**
- **Why** and **how** it **enhances** the well-being of others and improves the quality of life
- **Who benefits** as a result of its work
- **What service** it provides



Source: AASLH Webinar Roadmap of Wheel of Fortune?

---

---

---

---

---

---

---

---

## Mission Statement

### Example 1:

"Historic Huguenot Street is a center of history and culture whose mission is to collect, preserve and share with the public an inspiring story of an American community as it evolved from the 17th century to the present day."



Source: AASLH Webinar Roadmap of Wheel of Fortune?

---

---

---

---

---

---

---

---

## Mission Statement

### Example 2:

"The Stowe Center's mission is to preserve and interpret Harriet Beecher Stowe's Hartford home and the Center's historic collections, create a **forum for vibrant discussion** for her life and work, and inspire individuals to embrace and emulate her commitment to social justice by **effecting positive change.**"



Source: AASLH Webinar Roadmap of Wheel of Fortune?  
Image courtesy Stowe Center

---

---

---

---

---

---

---

---

## Mission Statement

### Example 3:

The Museum of Bad Art (MOBA)  
in Deadham, Massachussetts:

“...to bring the worst of art  
to the widest of audiences.”



Source and image: The Museum of Bad Art

---

---

---

---

---

---

---

---

## HANDS-ON ACTIVITY #2

### MISSION STATEMENT CRITIQUE

**Wally of Mission, Vision, Governance**  
Mission, Vision & Governance: An Introduction  
**HANDS-ON ACTIVITY #2 = 95 minutes**  
**Mission Statement Critique**

**Instructions:**

1. Break into four groups
2. Workshop your assigned mission statement using the criteria listed below (20 minutes)
3. Report out your new and improved mission statement to the group (15 minutes)
4. Report out your new and improved mission statement to the group (15 minutes)

**Mission Statement #1: The Red Hot Chili Peppers**  
To provide the public with the best of the Red Hot Chili Peppers, including but not limited to, their music.

**Mission Statement #2: The Red Hot Chili Peppers**  
To provide the public with the best of the Red Hot Chili Peppers, including but not limited to, their music.

**Mission Statement #3: The Red Hot Chili Peppers**  
To provide the public with the best of the Red Hot Chili Peppers, including but not limited to, their music.

**Mission Statement #4: The Red Hot Chili Peppers**  
To provide the public with the best of the Red Hot Chili Peppers, including but not limited to, their music.

**Remember: Effective Mission Statements should clearly define the organization's purpose and provide a clear direction for the future.**

- 1) Break into 4 groups
- 2) Choose a group facilitator
- 3) Workshop your assigned mission statement using the criteria listed (20 minutes)
- 4) Report out your new and improved mission statement at the end of the exercise (15 minutes = 3-5 minutes per group)

---

---

---

---

---

---

---

---

## LUNCH BREAK – 60 minutes




---

---

---

---

---

---

---

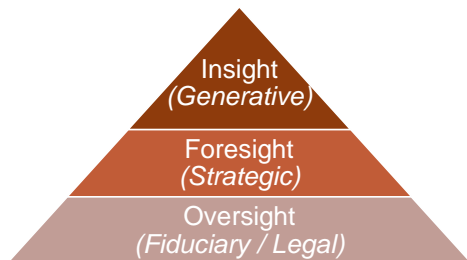
---

## GOVERNANCE

### Governing Authority

- The executive body charged with fiduciary responsibility for the institution and for approving institutional policy.
- Executive body to which the director reports if the institution has paid staff.
- Responsible for following bylaws or municipal code.
- Common names = board of directors, board of regents, board of trustees, council, commission, local government body.

### Governing Authority



**Oversight** | Watch over activity / task carried out by someone else & ensure it's performed correctly  
**Foresight** | Ability to envision a possible future, problems, or obstacles  
**Insight** | Ability to see clearly & intuitively into the nature of a complex person, situation, or subject

## Board Types

### Not all boards are the same:

Governing Board

- 1) Governing Authority
- 2) Nonprofit Structure
- 3) Legal Authority & Accountability
- 4) Fiduciary Duties
- 5) Strategic Direction
- 6) CEO / ED Oversight

### Advisory Board

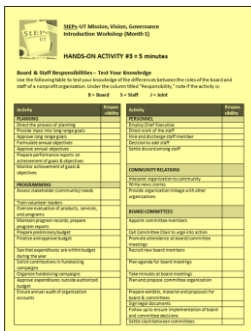
- 1) Expert support for another governing authority
- 2) Non-binding strategic advice to that authority

### Working Board

- 1) Fiduciary and strategic duties
- 2) Partner with staff to fulfill management and technical functions (or work as staff)

### HANDS-ON ACTIVITY #3


## BOARD & STAFF RESPONSIBILITIES QUIZ



- 1) Take 5 minutes to **take the quiz** to test your knowledge about board and staff responsibilities.
- 2) Discuss as a group.

## Board Governance

### Primary Legal Duties:

- **Duty of Care**  
*Prudent use of assets (facility, collection, people, good will)*
  - **Duty of Loyalty**  
*Activities & transactions advance the mission first & foremost*
  - **Duty of Obedience**  
*Obey laws & regulations, adhere to mission*
- 



## Board Governance

### Governance / Support Model for Nonprofit Boards:

- Major decisions
- Legal & fiscal oversight
- CEO / ED selection & evaluation
- Planning, efficiency & impact
- Advice & support
- Ambassador
- Volunteer



Source: The Blue Avocado, Jan Masaoka,  
<http://www.blueavocado.org/content/governancesupport-model-nonprofit-boards>

## Board Governance

### Committees:

- Internal affairs
- External affairs
- Governance



## Board Governance

### Board Management:

- Composition
- Recruitment
- Orientation
- Training
- Continued engagement



## COMMUNITY RELATIONS

---

---

---

---

---

---

---

---

### Community Relations

The various methods organizations use to establish and maintain a mutually beneficial relationship with the communities in which they operate.




---

---

---

---

---

---

---

---

### Collaborative Partnerships

#### Successful partnerships

- Can extend your reach and resources
- Can attract new patrons
- Can increase awareness and recognition




---

---

---

---

---

---

---

---



## NWBE Activity

### Needs, Wants, Beliefs, Emotions

- Can help identify perceptions – both yours and others
- Helps identify ways to achieve results
- Possible way to earn trust
- Helps frame your approach




---

---

---

---

---

---

---

---

## HANDS-ON ACTIVITY #4

### NEEDS, WANTS, BELIEFS & EMOTIONS

**SEEDS OF MUSEUM, VISION, GOVERNANCE**  
Mission, Vision & Governance: An Introduction  
**HANDS-ON ACTIVITY #4 – 25 minutes**  
Needs, Wants, Beliefs, Emotions (NWBE Chart)

**Instructions:**

- Break into groups.
- Select one partnership (real or imagined) to examine.
- Develop a NWBE for this partner (second row).
- Develop a NWBE for your museum (third row).
- Determine if there are NWBE items for the selected partner that can be filled by your museum.
- Share out and discuss.

Partnership	Needs	Wants	Beliefs	Emotions
Museum of Central Ohio	Additional funding for operations	Museum support from county government	County doesn't have the funds	Isolation / anxiety

(Based on partnership from the Seed of Change and Museum Changeover Program)

- Break into your museum groups.
- Select one partnership (real or imagined) to examine.
- Develop a NWBE for this partner (second row).
- Develop a NWBE for your museum (third row).
- Determine if there are NWBE items for the selected partner that can be filled by your museum.
- Share out and discuss.

---

---

---

---

---

---

---

---

## AFTERNOON BREAK – 15 minutes




---

---

---

---

---

---

---

---

## ETHICS OVERVIEW

*More to come in Month 4*

---

---

---

---

---

---

---

---

### Ethics Overview

- Start with Values
- Mission
- Governance
- Financial & Legal Accountability
- Fundraising
- Collections
- Communications
- Human Resources
- Information Management
- Public Policy / Advocacy
- Evaluation




---

---

---

---

---

---

---

---

### What is an Institutional Code of Ethics?

#### Statement of shared values that:

- Puts forth the public trust & stewardship responsibilities of your museum.
- Governs individual behavior of governing authority members, staff, and volunteers.
- Fulfills public trust responsibility and demonstrates accountability.
- Informs decision-making.
- **Museums embedded in larger institutions should still create one specific to museum needs.**

---

---

---

---

---

---

---

---

## CORE DOCUMENTS OVERVIEW

*More to come in Month 4*

---

---

---

---

---

---

---



### AAM Core Documents

- American Alliance for Museums (AAM) and the museum field have identified five Core Documents that are **fundamental for basic professional museum operations**.
- They embody core museum values and practices for every museum **regardless of size or type**.
- These documents codify and guide decisions and actions that **promote institutional stability and viability**.
- Developing or improving these five documents will create **stronger individual institutions** and support museum **advocacy efforts** in Utah and nationally.

Source: <https://www.aam-us.org/programs/ethics-standards-and-professional-practices/core-documents/>

---

---

---

---

---

---

---

### Five Core Documents

- 1) Mission Statement
- 2) Institutional Code of Ethics
- 3) Strategic Institutional Plan
- 4) Disaster Preparedness / Emergency Response Plan
- 5) Collections Management Policy



Source: <https://www.aam-us.org/programs/ethics-standards-and-professional-practices/core-documents/>

---

---

---

---

---

---

---

## WRAP UP

---

---

---

---

---

---

---

---

## Quick Recap

### What We Have Covered Today:

- Vision
- Mission
- Governance (Roles & Responsibilities)
- Community Relationships
- Ethics
- Core Documents




---

---

---

---

---

---

---

---

## YOUR ASSIGNMENT



- 1) Conduct a **vision exercise** with your staff and board.
- 2) Based on that exercise:
  - ☐ create a **vision statement**
  - ☐ review (and possibly revise) your **mission statement**.
- 3) Prepare to **report out on these both** in Month 4.
- 4) Based on your self-assessment, **work with your Mentor** to implement **at least one additional project** for this module.

---

---

---

---

---

---

---

---

## Possible Projects for MVG

- ✓ Vision Statement
- ✓ Mission Statement
- Institutional Code of Ethics (specific to museum)
- Conflict of Interest Policy or Code
- Board Bylaws Review
- Board Manual (including board job descriptions)
- Staff and Volunteer Job Descriptions
- Policy for Onsite and Offsite Storage and Safekeeping for Copies of Institution's Governing Documents
- Strategic Plan (or a plan to move toward developing one)

---

---

---

---

---

---

---

---

## Wrap-Up

- **StEPs-UT is a partnership** between the Utah Division of Arts & Museums, Utah Division of State History, and Utah Humanities, and is supported by funding from the Utah Department of Heritage & Arts, the State of Utah, and the NEH, and is delivered collaboratively.
- Thanks to AASLH and AAM for **valuable resources**.
- Questions? Anything else? Nametags to the basket please.
- **Mentor & Mentee Break-out Groups until 5pm.**

Jennifer Ortiz | Utah Division of Arts & Museums  
jenniferortiz@utah.gov | 801.245.7288

Megan van Frank | Utah Humanities  
vanfrank@utahhumanities.org | 801.359.9670




---

---

---

---

---

---

---

---