

## **KRA 3. MANAGEMENT**

**Build and empower a dynamic leadership team and management structure that will transform this Museum into a learning organization capable of fully implementing the 2012 Strategic Plan.**

*“To think beyond your experience and plan beyond your tenure is the moral obligation of boards and staff. To do this, organizations must learn how to create the future – not just predict it.”*

Allen Liff, 1996

### **Rationale:**

If we are to create the future with these Strategic Plans, as well as through future new opportunities, we must become a “learning organization.” That will require a management team which promotes openness, systemic thinking, creativity, self-efficacy, and empathy (McGill, Slocum, and Lei, 1992). As a result, changes in leadership structure and culture, as well as policy and procedure, are required.

The San Diego Natural History Museum is an educational institution delivering “Sense of Place Learning.” Organizational learning by all employees and volunteers must also become part of our culture. All employees must come to see this organization as a system, develop their own personal mastery of it, and learn how to experiment and reframe problems collaboratively.

Technology for the gathering, use, and distribution of information must become part of the fabric of the institution. That will require on-going training and learning and widespread use by all.

The Board is the guardian of organization values and must systematically drive the Museum toward the fulfillment of our Mission and Vision. It must be forward-thinking, proactive, and diverse and it must operate with one voice as it leverages new support for the institution. To do so will require a transformation of governance just as there must be a transformation in staff leadership and management.

**OBJECTIVE 3.1 (Management Structure)**

Transform the Governance of the Museum to a new paradigm by 2004 to support a new “learning organization” management structure and leverage new support for the institution and its Vision.

**STRATEGIES**

3.1.1 Research and prepare plans for a new Governance paradigm to be adopted by the Board of Trustees in 2004.

**OBJECTIVE 3.2 (Board Involvement & Leadership)**

Significantly increase Board involvement and leadership in external organizations by 2004.

**STRATEGIES**

3.2.1 Optimize the Board’s role in achieving Mission and Vision, as well as policy oversight.

**OBJECTIVE 3.3 (Learning Organization)**

By the year 2008, create the management structure, practices, and culture required to improve organization effectiveness by transforming the Museum into a “learning organization.”

**STRATEGIES**

3.3.1 Create a management team to research new organizational structures for the Museum with an emphasis on “learning organizations.”

**OBJECTIVE 3.4 (Management Infrastructure Plan)**

Create and begin implementation of a new Management Infrastructure Plan by 2004 which includes Finance, Communications, Technology, Security, and Green Institution Strategies.

## **STRATEGIES**

3.4.1 Utilize the expertise of the Technology, Finance, and Audit Committees of the Board to create the new Management Infrastructure Plan.

3.4.2 Utilize the expertise of the Executive, Finance, and Audit Committees of the Board to create the new Management Infrastructure Plan.

## **OBJECTIVE 3.5 (Personnel)**

Review and update personnel policies, procedures, and practices that will result in a motivated, dynamic, and creative workforce capable of fully implementing the 2012 Strategic Plan.

## **STRATEGIES**

3.5.1 Hire a Personnel Director to create policies and procedures with the assistance of a staff committee.

## **OBJECTIVE 3.6 (Strategic Plan)**

Adopt the 2022 Strategic Plan in July of 2012.

## **STRATEGIES**

Begin planning for the 2022 Strategic Plan in 2010.

# San Diego Natural History Museum

## ACTION PLAN

**Key Result Area #3:** Build and empower a dynamic leadership team and management structure that will transform this Museum into a learning organization capable of fully implementing the 2012 Strategic Plan.

**Planning Leader:** Michael W. Hager/Richard Benard

**Dates of Action Plan:** 2002-2012

**Objective 3.1:** Transform the Governance of the Museum to a new paradigm by 2004 to support a new “learning organization” management structure and leverage new support for the institution and its Vision.

**Strategy 3.1.1:** Research and prepare plans for a new Governance paradigm to be adopted by the Board of Trustees in 2004.

**Presented:**

**Approved:**

Action Steps (Numbered)	Who Responsible (*Lead person)	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required)
3.1.1.1. Do a literature search for new models of governance.	Ex. Dir. Board Rep	2002	2004		See “Boards That Make a Difference”, John Carver, 1990.
3.1.1.2. Visit other institutions to identify “best practices” of governance.	Ex.Mgt. Team/ Board	2002	2004		Some visits already made. Could be combined with trip for 3.3.1.3.
3.1.1.3. Obtain help to prepare new governance models for consideration by the Board.	Ex. Dir./ Board	2003	2004		Identify funding, interview consultants, select from candidates. Analyze data collected to develop model.
3.1.1.4. Recommend new governance model for Board adoption.	Ex. Comm.	2003	2004		To be reviewed/approved by Board.
3.1.1.5. Revise By-Laws and Board Committee structure to fit the recommended governance model.	By-Laws Task Force	2002	2004		Last review conducted by Audit Committee

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**Objective 3.2:** Significantly increase Board Involvement and Leadership in external organizations by 2004.

**Strategy 3.2.1:** Optimize the Board's role in achieving Mission and Vision, as well as policy oversight.

**Presented:**

**Approved:**

Action Steps (Numbered)	Who Responsible (*Lead person)	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required)
3.2.1.1. Increase Board and staff involvement in the following planning efforts:  Balboa Park Cultural Alliance  San Diego Zoo Expansion Plans  Balboa Park Master Plan Update/new plan  Arts and Culture Commission  Balboa Park Committee  Other related planning efforts	Ex. Dir./Ex. Comm	2002	Ongoing		Many of these task forces are time limited while others are ongoing.
3.2.1.2 Create a permanent Board/Staff Committee to focus on	Board/Ex.	2002	Ongoing		A new committee must be formed during the by-laws process if this is to be a

enhancing financial stability through non-traditional sources of funding, revenue generation, and/or cost savings.	Mgmt. Team				standing committee. Function of the committee to complete cost/benefit analysis of all projects considered.
3.2.1.3 Assign a Board Committee the responsibility of planning and implementing efforts to increase funding from public sources.	D.D. Dev./Major Gifts	2002	Ongoing		Must develop grant and contract capabilities to generate proposals for public funding.
3.2.1.4. Increase Board and staff involvement in international, national, regional, state, and local museum associations.	Ex. Dir./Board President	2002	Ongoing		Staff and Board members who have specific interests should be assigned to respective associations, ie. Board members for Trustee association.

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**Objective 3.3:** By the year 2008, create the management structure, practices, and culture required to improve organization effectiveness by transforming the Museum into a “learning organization.”

**Strategy 3.3.1:** Create a management team to research new organizational structures for the Museum with an emphasis on “learning organizations.”

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3.3.1.1. Do a literature search for new management models	Ex. Dir./ Board Rep	2002	2004		See Management Practices in Learning Organizations, McGill, et. al. 1992.  Building Your Company’s Vision, Collins and Porras, 1996.
3.3.1.2. Develop a list of model institutions and best practices within those institutions.	Ex. Mgt. Team/Board	2002	2004		
3.3.1.3. Visit model organizations and observe best practices.	Ex. Mgt. Team/Board	2002	2005		Some visits made by staff. Could be combined with trip for 3.1.1.3.
3.3.1.4. Obtain help to work with the Staff Committee to create a new management structure.	Ex. Dir./ Board	2002	2005		Identify funding, interview consultants, select from interviews.

3.3.1.5. Create a model management structure to be adopted and implemented by the Museum management team.	Ex. Mgt. Team/Board	2003	2005		Implement in phases.
3.3.1.6. Prioritize hiring of positions identified in the strategic plan.	Ex. Mgt. Team/Board	2003	2010		Review listing of priority positions during each annual budget cycle. Hire positions as funding becomes available.
3.3.1.7. Plan for the recruitment and hiring of key management personnel to replace those leaving or retiring from the Museum prior to 2012.	Ex. Mgt. Team/Board	2005	2008		<p>Identify staff members reaching retirement age, interview to determine retirement plans, select replacements with some overlapping duration.</p> <p>Identify key positions in the organization that need four to six months lead time for replacement and training.</p>

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**Objective 3.4:** Create and begin implementation of a new Management Infrastructure Plan by 2004 which includes Finance, Communications, Technology, Security and Green Institution strategies.

**Strategy 3.4.1:** Utilize the expertise of the Technology Committee to guide development of an enterprise information system (communications, processing, storage, and presentation) that supports the strategic plan's key result areas with a single cost-effective, integrated, flexible infrastructure.

**Presented:**

**Approved:**

Action Steps (Numbered)	Who Responsible (*Lead person)	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required)
3.4.1.1. Build database technology to share information amongst all areas of the Museum, including marketing, membership, education, admissions, finance, research, and volunteers.	Ex. Mgmt Team/Tech. Comm.	2002	2008		Software of departments must be reviewed to determine compatibility.
3.4.1.2. Add Information Technology Specialist(s), programmers and technicians, to guide upgrade of computer software, conversion and data entry. Conduct staff training.	Dep. Dir./Dept Heads	2002	2008		Funding needs to be identified for each department.

3.4.1.3. Evaluate computer system needs, assure that upgrades are planned and completed and that proper maintenance of the system is regularly scheduled and completed. Maintain internal security of databases, systems.	I.T./Dir.Tech Committee/ Ex. Mgmt	2002	Ongoing		Computer systems must be evaluated continuously to assure security and back up systems.
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**Strategy 3.4.2:** Utilize the expertise of the Executive, Finance, and Audit Committees of the Board to create the new Management Infrastructure Plan.

**Presented:**

**Approved:**

3.4.2.1. Streamline accounting procedures to allow access and review of budgets and accounting functions by every Museum department.	Controller/ COO	2002	2002		Software selected, implementation planned for FY 2002-03.
3.4.2.2. Develop voice, video and data communications systems for the Museum, including on-site, off-site and from remote field locations.	COO/IT Dir/Dept Dir./Tech Comm.	2002	Ongoing		Field systems are currently the most difficult to achieve. Integration of television, data and voice must be reviewed.
3.4.2.3. Develop Green Building policies and procedures to assure recycling, use of green products and energy conservation measures.	Build Mgr./COO/  Dep .Dirs.	2002	Ongoing		Must review other potential buildings and organizations to review best practices.
3.4.2.4. Develop internal security systems for the Museum. Include	COO/Security Dir/Build Mgr.	2002	Ongoing		Some systems already in place. A complete security review should be

electronic, video, alarm and security guard detail into an integrated security plan.					conducted and issues addressed.
3.4.2.5. Develop visitor/customer policies to assure that customer experience is desirable.	COO/Visitor Svs Mgr/DD's/Mgmt Team	2002	Ongoing		Must review other potential organizations to review best practices

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**Objective 3.5:** Review and update personnel policies, procedures, and practices that will result in a motivated, dynamic, and creative workforce capable of fully implementing the 2012 Strategic Plan.

**Strategy 3.5.1:** Hire a Personnel Director to create policies and procedures with the assistance of a staff committee.

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Action Steps (Numbered)	Who Responsible (*Lead person)	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required)
3.5.1.1. Hire Personnel director to create a competitive Compensation and Benefits Package based on a fair and equitable system of staff evaluation.	Ex. Dir.	2002	2004		Position to be evaluated in budget process for FY 02-03.
3.5.1.2. Study personnel "best practices" at other institutions and implement relevant policies.	Pers. Dir.	2002	Ongoing		Once selected, Personnel Director to review practices of other organizations.
3.5.1.3. Reflect the binational and bicultural nature of the region in overall staffing and training.	Pers. Dir.	2002	Ongoing		Responsibility for EEOC reporting must be included in recruiting for a binational work force.
3.5.1.4. Implement on-going staff training and development consistent	Pers. Dir.	2002	Ongoing		Staff training depends on budget availability for course work and

with the learning organization model.					conference attendance.
3.5.1.5. Develop an internal communication structure and policies including email, intranet, internet, and use of on-line calendars.	Pers. Dir	2002	Ongoing		This activity needs to become part of the employee start-up package at initial hire.

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**Strategy 3.6.1:** Begin planning for the 2022 Strategic Plan in 2010.

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3.6.1.1. Raise funds to pay for Strategic Planning services to begin in 2011.	Ex. Dir./ Dep Dir Development	2002	2009		These planning efforts may become a regular part of annual planning.
3.6.1.2. Hire a consultant in late 2010 to begin planning in 2011.	Ex. Dir./Board	2010	2012		
3.6.1.3. Complete the 2022 Plan for Board adoption in July 2012.	Board	2011	2012		