

This plan supports the strategic plan of the Fashion Institute of Technology, the accreditation process of the American Association of Museums, and the STAMATS Museum Market Research Study.

## **Mission Statement**

Founded in 1967 by the Fashion Institute of Technology, The Museum at FIT is dedicated to advancing knowledge of fashion through exhibitions, programs and publications.

The Museum at FIT collects, conserves, documents, exhibits, and interprets fashion.

The collecting policy of The Museum focuses on aesthetically and historically significant “directional” clothing, accessories, textiles and visual materials, with emphasis on contemporary avant-garde fashion.

The Museum is committed to achieving a world-class standard of excellence in the exhibition of fashion.

The Museum organizes an extensive program of specialized classes, tours, lectures, and symposia for diverse local, national, and international audiences.

As a “think-tank” for fashion studies, The Museum is dedicated to an ambitious program of scholarly publication, new initiatives, and research opportunities for students, scholars and designers.

## **Vision Statement**

The Museum at FIT will be a world-class fashion museum.

## **Strategic Goals**

1. Aggressively develop, preserve, and document an outstanding fashion collection that meets the mission and vision of the Museum and supports the College’s mission and strategic plan, including positioning the Museum as a destination for a broad public, strengthening FIT as a creative hub, and strengthening the College’s academic core.
2. Educate and inspire our audiences through innovative exhibitions that, together with related publications, programs, and websites, fulfill the Museum’s mission, position FIT as a creative hub and strengthen the College’s academic core through helping teaching and learning.
3. Strengthen administrative professional standards and best practices for collections, public service, education, and other core functions, including administrative enabling.
4. Improve the physical and technological infrastructure of the Museum, thereby supporting the College’s strategic recruitment.
5. Strengthen the Museum’s finances and visibility, thereby supporting the College’s strategic plan and strategic recruitment.

**Strategic Goal 1: Aggressively develop, preserve, and document an outstanding fashion collection that meets the mission and vision of the Museum.**

**Strategic Initiative 1A:** Refine and focus the permanent and study collections through inventory, condition assessment and judicious de-accessioning.

<b>Task</b>	<b>Timeframe</b>	<b>Performance Indicator</b>	<b>Responsible Party</b>
Identify weaknesses and gaps in the permanent collection.	December 2010	Wish list	Director, Deputy Director, Associate Curator, Assistant Curator of Accessories, Assistant Curator of Costume, Exhibitions Manager
Create a deaccessioning plan.	May 2011	Deaccessioning plan	Director, Deputy Director, Registrar, Associate Curator, Conservator
Identify redundant objects, inferior objects and objects not relevant to the Museum's mission and vision, especially those in the Textile permanent collection and Costume flat storage. Identified pieces will be reclassified to study collection or, pending approval of Collections Committee, deaccessioned through sale at public auction.	August 2011	Number of objects reclassified or deaccessioned	Registrar, Conservator, Associate Curator, Assistant Collections Manager, Curator of Textiles, Director, Deputy Director
Complete inventory of Costume Collection hanging storage.	December 2011	Costume Collection hanging storage inventory tracked in Argus	Registrar
Conduct inventory of Textile Study Collection to identify areas requiring improvement.	Ongoing	Percent of Textile Study Collection inventoried in Argus	Registrar, Conservator, Associate Curator, Assistant Collections Manager, Curator of Textiles, Director, Deputy Director

**Strategic Initiative 1B:** Acquire significant historic and contemporary fashions to reduce identified gaps in the collection.

<b>Task</b>	<b>Timeframe</b>	<b>Performance Indicator</b>	<b>Responsible Party</b>
Create a collections plan.	Fall 2009	Collections Plan	Registrar, Director, Deputy Director, Associate Curator, Asst. Curator of Accessories
Monitor auctions, visit dealers, approach potential donors.	On-going	Number of significant acquisitions each year.	Associate Curator, Assistant Curator of Accessories

**Strategic Initiative 1C:** Strengthen relationships with select donors.

<b>Task</b>	<b>Timeframe</b>	<b>Performance Indicator</b>	<b>Responsible Party</b>
Inform select donors when their past gifts are placed on exhibition or lent to other museums.	Initiate Fall 2009	Letters sent	Registrar, Exhibitions Manager

**Strategic Initiative 1D:** Build the Museum Acquisitions Fund.

<b>Task</b>	<b>Timeframe</b>	<b>Performance Indicator</b>	<b>Responsible Party</b>
Establish fund-raising goals, apply for grants and conduct fund-raising.	December 2011	Financial Plan and amount of funds raised.	Directory, Deputy Director, VP for Development
Continue to obtain monies from tours and the sale of deaccessioned objects.	On-going	Amount of funds raised	Directory, Deputy Director, Registrar

**Strategic Initiative 1E:** Strategically increase membership of Collections Committee.

<b>Task</b>	<b>Timeframe</b>	<b>Performance Indicator</b>	<b>Responsible Party</b>
Reach out to fashion experts and Couture Council Members.	On-going	Numbers of members increases	Directory, Deputy Director

**Strategic Initiative 1F:** Research and allocate resources for preservation of collections.

<b>Task</b>	<b>Timeframe</b>	<b>Performance Indicator</b>	<b>Responsible Party</b>
Allocate budgetary resources.	On-going	Monies Allocated	Directory, Deputy Director

**Strategic Initiative 1G:** Enhance collections security.

<b>Task</b>	<b>Timeframe</b>	<b>Performance Indicator</b>	<b>Responsible Party</b>
Identify most valuable objects.	Spring 2010	Object List	Registrar, Associate Curator, Conservator
Write and implement Disaster Preparedness Plan.	September 2010	Disaster Preparedness Plan	Registrar, Conservator, VP for Finance and Administration
Continue regular bi-weekly meetings with FIT Security to strategize best practices.	On-going	Meetings held and implementation of best practices	Director, Deputy Director, Director of Security, Conservator, Registrar

**Strategic Initiative 1H:** Actively encourage scholarship and publication.

<b>Task</b>	<b>Timeframe</b>	<b>Performance Indicator</b>	<b>Responsible Party</b>
Research and develop book on Masterpieces from the permanent collection	Fall 2011	Object List	Director, Deputy Director, Associate Curator, Asst Curator of Costume, Asst Curator of Accessories, Assistant Curator of Research, Publications Coordinator, Curator of Education and Public Programs, Photographer
Publish book on Masterpieces from the permanent collection	January 2012	Book published	Director, Deputy Director, Associate Curator, Asst Curator of Costume, Asst Curator of Accessories, Assistant Curator of Research, Publications Coordinator, Curator of Education and Public Programs, Photographer
Encourage scholarship and specialized research at the Museum.	On-going	List of visiting scholars	Director, Deputy Director, Curator of Education and Public Programs
Continue to enhance the content of the Online Collections with new scholarship from exhibitions and publications.	On-going	Information on the collection is shared with the public via Online Collections	Media Manager
Compile and archive scholarship and photographs from exhibitions and publications.	On-going	Archive files	Photographer, Publications Coordinator

**Strategic Goal 2: Educate and inspire our audiences through innovative exhibitions, publications, programs, and websites that fulfill the Museum’s mission and position FIT as a Creative Hub.**

**Strategic Initiative 2A:** Conceptualize and develop original and engaging exhibitions that serve the FIT community and a diverse general public.

<b>Task</b>	<b>Timeframe</b>	<b>Performance Indicator</b>	<b>Responsible Party</b>
Develop creative opportunities to form meaningful and collaborative partnerships with at least one outside organization (museum, non-profit, embassy).	On-going	List of partnerships established	Director, Deputy Director, Curator of Education and Public Programs
Develop a one-year exhibition calendar end of every summer.	On-going	Exhibition Calendar	Director, Deputy Director, Exhibition Manager, Campus Exhibitions Coordinator, Associate Curator, Asst Curator of Costume, Asst Curator of Accessories, Asst Curator of Research
Develop four major exhibitions per year.	On-going	Attendance figures, visitor feedback, increased traffic to FIT webpage, and increased press and activity on social media sites.	Director, Deputy Director, Exhibition Manager, Exhibitions Committee, Executive Director of Media and Public Relations
Mount selected student exhibitions and one faculty exhibition per year, working with the Deans of Art and Design and the Graduate School.	On-going	Attendance figures, visitor feedback, increased traffic to FIT webpage, and increased press and activity on social media sites.	Director, Deputy Director, Exhibition Manager, Campus Exhibitions Coordinator, Dean of Art and Design, Dean of Graduate Studies, Executive Director of Media and Public Relations

**Strategic Initiative 2B:** Enhance and publicize exhibitions and programs to better serve the FIT community (students, faculty, alumni), the neighborhood, and a diverse general public.

<b>Task</b>	<b>Timeframe</b>	<b>Performance Indicator</b>	<b>Responsible Party</b>
Create an annual marketing plan for exhibitions and programs (including distribution of press releases, web presence, paid advertising, and print collateral).	Sept 2010	Marketing Plan for programs (beginning with Fall 2011)	Director, Deputy Director, Curator of Education and Public Programs, Media Manager, VP for Communications/External Relations, Executive Director of Media Relations, Asst VP for Communications
Improve FIT student awareness of the Museum by encouraging FIT instructors to make an exhibition visit a graded component of a class.	Establish Fall 2011	Compile class figures/Instructors' feedback	Curatorial staff, Administrative Secretary for Costume, Curator of Education and Public Programs
Establish bi-annual meetings with the Programming Committee (selected deans and professors) to improve outreach to the college community.	On-going	Established April 2010	Director, Curator of Education and Public Programs
Continue to improve online presence on external sites (Update websites that offer free-of-charge marketing opportunities, encourage creation of MFIT Wikipedia page, search engine optimization, etc).	On-going	External websites are up-to-date with MFIT information	Media Manager, Curator of Education and Public Programs, AVP of Communications, Web Communications Manager
Continue regular meetings with the Dean of Art and Design.	On-going	Meetings held	Director, Deputy Director, Dean of Art and Design, Coordinator of Campus Projects, Asst Dean of Art and Design, Exhibition Manager
Continue regular meetings with the Dean of Graduate Studies.	On-going	Meetings held	Director, Deputy Director, Dean of Graduate Studies, Curator of Education and Public Programs, Asst Curator of Accessories, Asst Curator of Research
In collaboration with Communications and External Relations, the Museum will use FIT communication channels to promote the Museum to the FIT community.	On-going	At least 2 media features a year.	Curator of Education and Public Programs, Executive Director of Media Relations, Asst VP for Communications
Launch a pilot project with Presidential Scholars as Museum facilitators, greeting visitors.	September 2009	Implement Program and gather feedback	Curator of Education and Public Programs, Coordinator of Presidential Scholars Program

**Strategic Initiative 2C:** Develop innovative and educational programs (lectures, tours, classes, symposia) that advance knowledge of fashion and serve the FIT community and a diverse general public.

<b>Task</b>	<b>Timeframe</b>	<b>Performance Indicator</b>	<b>Responsible Party</b>
Host a special program for FIT community.	December 2010	Produce Program	Curator of Education and Public Programs, Director of Government and Community Relations, Executive Director of Media Relations
Present at least one cutting edge public program a year aimed at positioning MFIT as a fashion creative hub.	On-going	Implement Program and gather audience response	Curator of Education and Public Programs
Develop at least one initiative a year with collaboration from members of the Programming Committee.	On-going	Implement Program	Curator of Education and Public Programs
Collaborate once a year with a foreign organization on a public program aimed at positioning the Museum as a NYC creative hub to an international audience.	On-going	Produce Program, how do we measure success internationally?	Curator of Education and Public Programs
Produce a public program each semester that is linked to the content of an exhibition on view	On-going	Published calendar of events	Curator of Education and Public Programs
Host an annual symposium in tandem with a special exhibition.	On-going	Published calendar of events	Curator of Education and Public Programs, Director, Deputy Director
Host programs for alumni	On-going	Produce Program, increasing number of participants	Curator of Education and Public Programs, Manager of Alumni and Faculty Relations
Continue educational collaborations with multiple FIT departments through special collections tours and classes.	On-going	Number of FIT classes and tours	Curatorial Staff, Curator of Education and Public Programs
Collaborate with the school of Graduate Studies to host an annual alumni event and/or a program for high school students in relation to the Museum Practice exhibition.	On-going	Initiated April 2010 Date and name of event	Curator of Education and Public Programs, Dean of Graduate Studies
Develop one collaborative workshop with FIT students and students abroad to interpret a museum exhibition. The results to be published online.	October 2009	Online documentation of project	Curator of Education and Public Programs, Media Manager

**Strategic Initiative 2D:** Improve resource sharing with instructors and researchers and establish MFIT as a significant authority on fashion history.

<b>Task</b>	<b>Timeframe</b>	<b>Performance Indicator</b>	<b>Responsible Party</b>
Better promote the Museum's Online Collections as a resource to fashion instructors.	Fall 2011	Create and implement plan to promote Online Collections	Media Manager
Add images to ArtStor, a digital library of with a set of tools to view, present, and manage images for research and pedagogical purposes.	Fall 2011	Number of images to ArtStor	Media Manager, Director of the Library, Dean of Graduate Studies
Develop lesson plans for the MFIT website that can be downloaded by Fashion instructors anywhere in the world.	December 2014	Lesson plans	Curator of Education and Public Programs, Media Manager

**Strategic Initiative 2E:** Assess success of exhibitions and programs.

<b>Task</b>	<b>Timeframe</b>	<b>Performance Indicator</b>	<b>Responsible Party</b>
Incorporate a final evaluation step into all exhibition projects to assess project success. (Internal and/or external)	Spring 2011	Evaluation reports	Director, Deputy Director, Curatorial Staff, Exhibition Manager, Curator of Education and Public Programs
Incorporate a final evaluation step to assess FIT and non-FIT classes and tours.	Spring 2011	Evaluative survey reports	Curator of Education and Public Programs, Administrative Secretary for Costumes
Incorporate a final evaluation step to assess project success into all educational projects.	Fall 2009	Evaluative survey reports	Curator of Education and Public Programs
Review and, if necessary, redesign MFIT programming based on evaluations of previous programs.	Spring 2010	Written assessment	Curator of Education and Public Programs

**Strategic Initiative 2F:** Share with multiple audiences the content and knowledge revealed in exhibitions through superior publications.

<b>Task</b>	<b>Timeframe</b>	<b>Performance Indicator</b>	<b>Responsible Party</b>
Curators write brochures for every exhibition.	On-going	Printed Brochures	Curatorial Staff, Publications Coordinator, Communications and External Relations
Produce accompanying publication for most Special Exhibitions.	On-going	Publication reviews and sales	Director, Deputy Director, Publications Coordinator

**Strategic Initiative 2G:** Utilize the internet and other technologies to develop engaging and informative programs that foster public awareness of exhibitions and engagement with the Museum.

<b>Task</b>	<b>Timeframe</b>	<b>Performance Indicator</b>	<b>Responsible Party</b>
Investigate new technologies for original web-based initiatives. (Synthescape, fashion wiki, oral histories, mapping etc).	December 2014	At least one original digital project	Media Manager, Director, Deputy Director, Information Management Specialist, Web Communications Manager
Create exhibition websites.	On-going	Websites / Web hits	Media Manager
Maintain presence on social networking sites such as Facebook.	On-going	Fans / Web hits	Media Manager
Continue to enhance the content of the Online Collections with new scholarship from exhibitions and publications.	On-going	Information on the collection is shared with the public via Online Collections	Media Manager, Curatorial Staff
Create exhibition-based videos.	On-going	At least 1 video created a year	Media Manager, Web Communications Manager

**Strategic Goal 3: Strengthen administrative professional standards and best practices for collections, public service, education, and other core functions.**

**Strategic Initiative 3A: Develop written policies and procedures**

<b>Task</b>	<b>Timeframe</b>	<b>Performance Indicator</b>	<b>Responsible Party</b>
Write Housekeeping Plan	December 2010	Housekeeping Plan	Conservator
Write Marketing Plan	December 2010	Marketing Plan	Director, Deputy Director, Curator of Education and Public Programs, VP of Communications and External Relations, Media Manager, Asst VP for Communications, Executive Director of Media Relations
Write Collections Plan	December 2010	Collections Plan	Director, Deputy Director, Associate Curator
Write Deaccessioning Plan	May 2011	Deaccessioning Plan	Director, Deputy Director, Associate Curator, Registrar
Write Conservation Plan	December 2011	Conservation Plan	Conservator
Write Cataloguing Policy and Procedure	December 2011	Cataloguing Policy and Procedure	Director, Deputy Director, Associate Curator, Assistant Curator of Research
Write Financial Policies	December 2011	Financial Policies	Director, Deputy Director, Internal Auditor, VP for Finance and Administration
Conduct Inventory of all collections (Costume, Textile, Accessories, Study, Photo)	December 2014	Inventory	Registrar, Curators
Write a Code of Ethics	2009-2010	Code of Ethics	Director, Deputy Director, General Counsel, Internal Auditor
Write Disaster Preparedness Plan	September 2010	Disaster Preparedness Plan	Registrar, Conservator, Media Manager, VP for Finance and Administration

**Strategic Initiative 3B: Improve Staffing.**

<b>Task</b>	<b>Timeframe</b>	<b>Performance Indicator</b>	<b>Responsible Party</b>
Create a staffing plan that meets institutional goals and achieves workplace reforms. Continue to review current division of responsibilities. Identify on-going needs and new opportunities.	December 2010	Staffing Plan	Director, Deputy Director, VP for Human Resources
Provide Museum staff with on-going opportunities for professional development by encouraging relevant staff to attend conferences, give papers, and receive specialized training.	On-going	Number of conferences attended, papers given and/or published	Director, Deputy Director

**Strategic Initiative 3C: Maintain high standard of museological practice and internal communication.**

<b>Task</b>	<b>Timeframe</b>	<b>Performance Indicator</b>	<b>Responsible Party</b>
Establish weekly email communication about current museum activities (i.e exhibition date changes, press interviews or photo shoots, conference attendance, new programs, conservation/facility news, etc.).	Spring 2011	Weekly emails	Media Manager
Apply for accreditation through AAM.	August 2009	Application submitted	Director, Deputy Director, Media Manager
Establish annual review of strategic plan.	June 2010	Annual Performance Report	Director, Deputy Director, Media Manager, Registrar, Curator of Education and Public Programs, Exhibitions Manager, Associate Curator, President's Office

**Strategic Goal 4: Improve the physical and technological infrastructure of the Museum.**

**Strategic Initiative 4A: Improve physical experience, safety, and visibility.**

<b>Task</b>	<b>Timeframe</b>	<b>Performance Indicator</b>	<b>Responsible Party</b>
Improve bathroom appearance with “Keep it clean” signs and more bathroom attendant visits coordinated with Buildings & Grounds.	Fall 2011	Signs posted, bathroom maintained	Director, Media Manager, Deputy Director of Facilities
Work with Communications and External Relations to improve internal and external signage as part of the collegewide signage and wayfinding effort. Review needs, determine signage specs, and review proposals and cost estimates.	December 2011	New signs installed inside and outside Museum	Director, Deputy Director, VP for Communications and External Relations
Explore the possibility of moving the Eye of Fashion sculpture to improve visibility of the Museum facade. Consider factors and determine cost estimates.	December 2011	Eye of Fashion is relocated	Director, Deputy Director, VP for Communications and External Relations, VP for Finance and Administration
Explore fund-raising opportunities to remodel the Museum lobby as recommended by Market Research and conceptualized by exhibition consultant, as part of the collegewide signage and wayfinding effort.	December 2011	Funders identified and requests initiated	Director, Deputy Director, VP for Development, VP for Finance and Administration
Explore providing lockers at bottom of stairs for umbrellas and bags to improve safety of objects on view and for the convenience of visitors.	December 2011	Costs and vendors identified	Deputy Director, Media Manager
Continue to work with Buildings & Grounds and Security to maintain facilities. Identify operational needs to accomplish the Museum’s mission and vision.	On-going	Meetings held, Housekeeping Plan, best practices maintained.	Director, Deputy Director, Deputy Director of Facilities, Director of Security, Registrar, Conservator, Exhibition Manager
Launch a pilot project with Presidential Scholars as Museum facilitators, greeting visitors.	September 2009	Program Implemented	Curator of Education and Public Programs

**Strategic Initiative 4B: Improve 3rd-floor storage facilities.**

<b>Task</b>	<b>Timeframe</b>	<b>Performance Indicator</b>	<b>Responsible Party</b>
Develop plans for renovation of 3rd-floor storage. Develop revised floor plan, HVAC plan and storage system.	Fall 2011	Plans submitted	Director, Deputy Director, Registrar, and Conservator
Create project budget and grant proposal.	Fall 2011	Budget and Proposal submitted	Director, Deputy Director, Registrar, and Conservator

**Strategic Initiative 4C: Make technological improvements in infrastructure, software, and digital projects.**

<b>Task</b>	<b>Timeframe</b>	<b>Performance Indicator</b>	<b>Responsible Party</b>
Transition from ARGUS to another collections management system.	December 2010	New collections management system installed	Director, Deputy Director, Registrar, Media Manager, Associate Curator, Information Management Specialist, VP for Technology,
Determine long-term IT needs (i.e. long-term digital storage solutions, streaming server space for videos).	Spring 2011	IT needs survey, Digital Media Plan	Media Manager, Information Management Specialist
Determine long-term media equipment needs for exhibitions.	Spring 2011	List created and delivered to IT	Deputy Director, Media Manager, Exhibition Manager, Campus Exhibitions Coordinator, Information Management Specialist
Strategize web development, content and technology.	Summer 2011	Meetings, IT Plan	Director, Media Manager
Explore allowing all museum visitors access to wifi in the galleries to facilitate iPhone technologies for exhibitions.	Summer 2011	Feasibility Plan	Media Manager, Information Management Specialist
Analyze HVAC for Fashion & Textile History Gallery.	December 2014	Identify cost and vendors	Director, Deputy Director, Exhibition Manager, Conservator, Deputy Director of Facilities
Improve the Museum's visibility as a department with FIT's IT department with bi-annual meetings.	Fall 2009	Meetings Held	Director, Media Manager, VP for Technology, Asst. VP for Software Services

**Strategic Goal 5: Strengthen the Museum's finances and visibility.**

**Strategic Initiative 5A: Build long-term sustainability.**

<b>Task</b>	<b>Timeframe</b>	<b>Performance Indicator</b>	<b>Responsible Party</b>
Develop a financial plan.	December 2010	Financial Plan	Director, Deputy Director, Internal Auditor, VP for Finance and Administration
Grow endowment fund.	On-going	Increased Funds	Director, Deputy Director, Internal Auditor, VP for Finance and Administration, VP for Development

**Strategic Initiative 5B: Identify needs and seek support for exhibitions and other projects from foundations and corporations.**

<b>Task</b>	<b>Timeframe</b>	<b>Performance Indicator</b>	<b>Responsible Party</b>
Research exhibition and program needs as well as potential granting organizations, strategize, and apply for funding.	On-going	Number of grant applications, letters of inquiry	Director, Deputy Director, VP for Development

**Strategic Initiative 5C: Expand the membership and activities of the Couture Council.**

<b>Task</b>	<b>Timeframe</b>	<b>Performance Indicator</b>	<b>Responsible Party</b>
Develop an enhanced structure for the Couture Council executive.	February 2010	Enhanced structure implemented	Director, Couture Council Chair, President's Office
Meet with the Couture Council Advisory Committee to identify and contact new potential award recipients.	On-going	Prestige Awardees	Director, Deputy Director
Meet with the Couture Council Executive Committee to identify and contact new potential members.	On-going	Number of Couture Council members	Director, Deputy Director, Couture Council Chair
Continue to work with consultant to refine the Couture Council Awards Ceremony and related events, materials and coverage.	On-going	Number of attendees at Benefit Luncheon. Event generates significant press and revenue.	Director, Deputy Director, Couture Council Chair, Consultant

**Strategic Initiative 5D: Improve Museum visibility locally, nationally and globally.**

<b>Task</b>	<b>Timeframe</b>	<b>Performance Indicator</b>	<b>Responsible Party</b>
Develop a marketing plan that fully promotes the uniqueness of the Museum and increases public awareness of its exhibitions and programs.	September 2010	Marketing Plan	Director, Deputy Director, Curator of Education and Public Programs, Media Manager, Executive Director of Media Relations, VP for Advancement and External Relations
Maximize NYC&Co membership.	December 2010	Visibility in NYC & Co system	Curator of Education and Public Programs, Asst VP for Communications
Investigate the creation of an "about the museum" video for use around campus and online.	December 2011	Cost and vendors identified	Media Manager, Asst VP for Communications
Create outreach initiatives to targeted audiences as identified in market research findings.	December 2011	Initiative List	Curator of Education and Public Programs, VP for Communications and External Relations, Asst VP for Communications, Executive Director of Media Relations