

# **MUSEUM OF TEXAS TECH UNIVERSITY STRATEGIC PLAN**

## **MISSION STATEMENT**

The Museum of Texas Tech University, as an education resource for a diverse audience, collects, researches, and disseminates information about the natural and cultural heritage of local and related regions.

## **VISION STATEMENT**

The Museum of Texas Tech University will be a leader in developing the legal, ethical, and practical standards for generating, preserving, and using museum collections.

### **Museum of Texas Tech University will**

- be recognized as one of the top university museums in the United States;
- provide leadership in professional museum practices;
- be a research-intensive institution where faculty, staff, and student investigation enhances learning and provides a foundation for intellectual growth and achievement;
- promote the values of social and intellectual exchange and understanding; and
- engage in the highest standards of museological practice.

### **Museum of Texas Tech University is committed to the values of**

- mutual respect;
- public service;
- pursuit of excellence;
- cooperation and communication;
- creativity and innovation;
- academic and intellectual freedom;
- professional leadership;
- public accountability; and
- recognition of the value of human achievement.

## **GOALS, CRITICAL SUCCESS FACTORS, and OBJECTIVES (including Strategies and Assessments)**

### **Goal 1: Institutional Advancement: Acquire and maintain quality collections that meet the mission and vision of the institution.**

#### **Critical Success Factors** (*measures of the degree of success over the next 5 years*)

- Increase and enhance research and interpretive collections
- Initiate models and techniques for collecting, data collecting, and data mining.
- Explore and exploit emergent technologies related to collections and collection data management.
- Integrate the use of technology in teaching and learning processes.

#### **Objectives:**

##### ***Objective 1.1: Increase and enhance research and interpretation collections.***

#### Strategies:

- Enhance the art, ethnology and textiles, and history collections with objects that complement current collections.
- Increase investigation and collection of early vertebrates remains related to West Texas area.
- Increase the range of specimens in the Natural Science Collection.
- Continue research at the Lubbock Lake Landmark and the region to add to the information base about early inhabitants of the Southern Plains.
- Increase fundraising to support and enhance museum collections.

#### Assessments:

- Number of objects added to the collections.
- Number of natural science specimens.
- Amount of research projects, publications, and website visits
- Number of tissue requests.
- Number of fossils collected.
- Amount of funds raised.

***Objective 1.2: Initiate models and techniques for collecting, data collecting, and data mining.***

Strategies:

- Complete online access to collection databases, documentation, and publications.
- Establish institution-wide standards for collections-related databases.
- Establish relational databases institution-wide.
- Establish full intranet connectivity for the Anthropology, Ethnology and Textiles, Art, Natural Science, Paleontology, and History collections.
- Develop policies and procedures for intellectual property availability and use.

Assessments:

- Successful online interaction with the professional museum community.
- Successful online intranet activity among museum collections areas.
- Amount of exchange of pertinent information with scholars and researchers in other institutions via the Internet.
- Policies and procedures established.

***Objective 1.3: Utilize emergent technologies related to collections and collection data management.***

Strategies:

- Create a technological infrastructure that provides easy collaborative interaction in the museum community.
- Complete the bar coding of collections to provide greater accuracy and access.
- Complete the computerization of all collections.
- Develop a technology-based conceptual interface between natural history collections and the needs of society.
- Develop a database to increase the value of genetic resources to address societal needs in understanding such issues as biodiversity, diseases, eco-toxicity.
- Develop a database to preserve accurate data on tissue and voucher specimens and enhance the values of the data.
- Increase availability and use of technology in all collections areas.
- Install institution-wide electronic environmental monitoring and recording devices.
- Establish policies and procedures related to the use of technology.
- Explore creative ways for using available technology.
- Seek external funding for technological application in the collections care, research, and programming.

Assessments:

- Amount of external funding.
- Policies and procedures established.
- Number of databases established.
- Number of tissue requests.
- Number of museum processes and techniques using technology.
- Number of website visits.
- Use of computing in museum activities.

***Objective 1.4: Integrate the use of technology in teaching and learning processes.***

Strategies:

- Support the special needs of teaching and learning in technology-focused areas.
- Provide the appropriate infrastructure for technology-based learning initiatives.
- Seek additional funding for technology in teaching.
- Seek additional funds to enhance technology.
- Investigate online distance-learning and short-course possibilities for Museum Science and Heritage Management courses.
- Develop policies for use of technology in the classroom.

Assessments:

- Number of courses using technology.
- Amount of funding to support technology-based initiatives.
- Number of distance-learning courses.
- Amount of funds raised.
- Policies developed.

## **Goal 2: Professional Achievement: Maintain accredited status by oversight organizations.**

**Critical Success Factors** (measures of the degree of success over the next 5 years)

- Continue high standard of museological practice.
- Enhanced recognition by the museum community as a leader in the museum profession
- Revised and updated policies and procedures
- Reviewed mission statement
- Reviewed vision statement
- Reviewed and updated professional practices

### **Objectives:**

**Objective 2.1:** *Continue high standard of museological practice.*

Strategies:

- Sustain adherence to professional standards and practices for collections, public service, and education, while seeking ways to improve in all areas.
- Continue accreditation by the American Association of Museum
- Retain accreditation by the American Mammalogy Society
- Attain certification in the Curatorial Facility Certification Program of the Texas Historical Commission
- Continue active involvement in the International Council of Museums (ICOM).
- Continue active involvement in the international committees of ICOM.
- Continue faculty and staff service as accreditation peer-reviewers

Assessments:

- Accreditation by the American Association of Museums.
- Accreditation by the American Mammalogy Society.
- Certification by the Texas Historical Commission.
- Museum practices assessed against peer institutions.
- Number of participants in accreditation surveys and reviews.
- ICOM activities.

### **Goal 3: Public and Professional Initiatives: Build partnerships with Opportunities for Museum and University faculty and staff.**

**Critical Success Factors** (measures of the degree of success over the next 5 years)

- Enhance public visitation.
- Create, publish, and promote academic and popular publications that disseminate information about the Museum's collections.
- Increased involvement with regional, national, and international museums and related academic programs.
- Enhance the Museum's role as a professional resource for other museums.
- Increased use of its facilities by adding spaces for public programming.
- Host visiting major exhibitions.
- Complete the Ethnohistory Gallery

#### **Objectives:**

**Objective 3.1:** *Create, publish, and promote academic and popular publications that disseminate information about the Museum's collections.*

#### Strategies:

- Pursue a new professional *Technical Publications* series related to collections research and professional practices.
- Increase existing professional publications.
- Increase submissions to the Museum's professional publications.
- Review and revise publications policies.
- Seek funding for publications.

#### Assessments:

- Number of faculty and staff publications and citations.
- Number of *Occasional Papers*
- Number of *Special Publications*
- Number of *Museology* publications
- Policies reviewed and revised.
- Amount of funding raised.

***Objective 3.2: Enhance the Museum's role as a professional resource for other museums.***

Strategies:

- Identify potential state, national, and international partners that could provide benefits to the Museum.
- Establish formal partnership agreements with museums and academic programs.
- Be a model for research in collection-related areas.
- Be a model for professional museum best practices.
- Establish and host workshops on collections care.
- Establish and host workshops in the use of bar coding technology for collections.
- Market partnership programs.

Assessments:

- Number of partnerships related to museum initiatives.
- Number of partnerships related to instruction.
- Number of partnerships related to research.
- Partnership marketing scheme.

## **Goal 4: Programmatic Advancement: Increase public and academic educational programming by creating new programs and enhancing existing programs.**

**Critical Success Factors** (measures of the degree of success over the next 5 years)

- Be a global leader in educating museum professionals.
- Be a global leader in developing standards for preparing museum professionals.
- Reputation for excellence in professional museum preparation.
- Offer programs to the public by Museum and University faculty and staff.
- Disseminate information to a non-exclusive, multicultural, multigenerational audience for life-long learning.
- Increased funding for scholarships.
- Increased research opportunities for Museum Science and Heritage Management graduate students.
- Improved performance on multiple measures of teaching effectiveness.

### **Objectives:**

**Objective 4.1:** *Be a global leader in developing standards for preparing museum professionals.*

Strategies:

- Recruit recognized faculty in areas not currently covered in the Museum Science and Heritage Management curricula.
- Increase Museum Science faculty FTE.
- Increase Heritage Management faculty FTE.
- Maintain close contact with Heritage Management Program alumni.
- Maintain close contact with Museum Science Program alumni.
- Host alumni at major national and state organizational meetings.
- Increase graduate student participation in collections-related research.
- Increase funding for student employment in collections and research activities.

Assessments:

- Number of faculty added.
- Number of alumni contacted.
- Student/teacher ratio.
- Number of receptions and reunions held.

- Amount of funds raised.

***Objective 4.2: Offer programs to the public by Museum and University faculty and staff.***

Strategies:

- Increase public program participation.
- Increase student (K-12) visitation.
- Increase family and senior citizens groups' visitation on weekends and school holidays.
- Increase participation by TTU, SPC, and LCU students by providing an evening series of lectures, films, and events.
- Increase audience participation in public programs.
- Develop and implement joint programs with academic departments.
- Increase fund raising to support public programs.
- Increase public access to collections by installing computers in the galleries

Assessment:

- Number of students served.
- Number of new programs targeted at families and senior citizens.
- Number of evening lectures, films, and events.
- Number of participants in public programs.
- Number of joint programs initiated.
- Amount of funds raised.

***Objective 4.3: Be a global leader in educating museum professionals.***

Strategies:

- Increase the Museum Science Program enrollment.
- Make distance-learning courses in Museum Science available for mid-career museum professionals.
- Offer a museum collections research course.
- Offer a certificate program in Museum Science
- Offer an undergraduate museum introductory course.
- Advertise the Heritage Management Program in national media and actively recruit students.
- Increase the Heritage Management Program enrollment.
- Offer short-courses for mid-career museum professionals in Museum Science.
- Conduct annual reviews of the Museum Science Program.
- Conduct annual reviews of the Heritage Management Program.

- Enhance review procedures for student evaluations.

Assessments:

- Number of Museum Science Program students.
- Number of Heritage Management Program students.
- Results of annual review.
- Museum collections research courses offered.
- Undergraduate museum introductory course offered.
- Certificate program in Museum Science offered.
- Short-courses offered.
- Distance-learning courses offered.
- Positive student evaluations.
- Number of students employed following graduation.

## **Goal 5: Museological Achievement: Cultivate professional relationships through increased staff participation in area, regional, national, and international museum organizations.**

### **Critical Success Factors** (measures of the degree of success over the next 5 years)

- Annually renew or establish partnerships with museums or academic units.
- Annually renew or establish international partnerships.
- Annually renew or establish Research Associate conferments.
- Annually participate in programs that extend the outreach of the Museum's academic or public role.
- Provide professional service by members of the Museum faculty and staff.
- Maintain archival and library resources and make available to the wider museum community.
- Cultivate professional contacts with other museum and field-related professionals through collaborations, publications, and consultations.
- Build strategic partnerships with external entities.
- Increased professional relationships through loans and exchange of data.
- Enhanced involvement through exchange of professional expertise

### **Objectives:**

***Objective 5.1: Provide professional services by members of the Museum faculty and staff.***

### **Strategies:**

- Serve on the Institution of Museum and Library Services (IMLS) review panel, the American Association of Museums (AAM) board of directors, the AAM Registrars Committee, the Mountain-Plains Museum Association (MPMA) board, the Texas Association of Museums (TAM) board, Society for the Preservation of Natural History Collections (SPHNC) board, International Council of Museums (ICOM) board, International Council on Monuments and Sites (ICOMOS) board, and other similar organizations and institutions.
- Serve as peer reviewers for such organizations as AAM and IMLS.
- Serve as consultants for professional museums and museum organizations.
- Enhance contact with Museum Science and Heritage Management programs alumni through the *MuseNews* newsletter, receptions and reunions at major national and state organizational meetings, and by correspondence.

- Seek funding to support travel to professional meetings.

Assessments:

- Number of professional organizations served.
- Increased funding for travel to professional meetings.
- Reports of professional activities.
- Number of alumni events hosted.

***Objective 5.2: Maintain archival and library resources and make available to the wider museum community.***

Strategies:

- Maintain and assure availability of monographs and periodicals for use by staff, students, faculty, and by professionals and colleagues throughout the world.
- Add monographs each academic year.
- Bind professional periodicals each summer.
- Provide reprints of the Museum's *Occasional Papers*, *Special Publications*, and *Museology* upon request by professional colleagues throughout the world.
- Provide selected Museum publications online.
- Increase funding to for publications activities.

Assessment:

- Number of monographs acquired.
- Number of *Occasional Papers*, *Special Publications*, and *Museology* produced.
- Number of publications requested.
- Number of selected online Museum publications
- Amount of funds raised.

***Objective 5.3: Cultivate professional contacts with other museum and field-related professionals through collaborations, publications, and consultations.***

Strategies:

- Support state and national museum-oriented professional activities.
- Bring positive state and national attention to the Museum and its collections, research, and activities.
- Publish and distribute *MuseNews* newsletter.
- Support faculty and staff initiatives to develop teaching, research, and service activities.
- Increase funding for professional activities.

Assessments:

- Number of state and national museum activities.
- Number of Research Associates
- Success of meetings hosted.
- Number of newsletters published.
- Amount of funds raised.

***Objective 5.4: Establish and maintain strategic partnerships with external entities.***

Strategies:

- Actively engaged in the revision of the International Council of Museums (ICOM) Code of Ethics.
- Provide training to the professional museum community worldwide.
- Provide loan material to qualified institutions.
- Provide collections access to qualified researchers.
- Collaborate with professionals in other institutions.

Assessments:

- Number of external training programs.
- Number of loans.
- Number of visiting researchers.
- Number of collaborative projects.