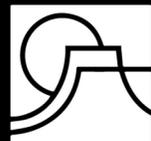


$M = eC$

Engaging Campus and Community



Strategic Plan 2016-2020
Museum of Texas Tech University



MUSEUM
OF TEXAS TECH
UNIVERSITY

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Acknowledgements

This strategic plan is the result of extensive consultation with, and input from, many Museum of Texas Tech University stakeholders and staff. The Museum's appreciation is extended to everyone who has contributed to this plan.

Executive Director's message

The Museum of Texas Tech University is a unique resource for both the University and the diverse community of Lubbock and West Texas. With collections and partnerships that span the globe, and using best practices in lifelong learning, the Museum enhances understanding and appreciation of the natural world and of human achievement and creativity. As well as serving audiences today, the Museum is training the next generations of museum professionals and leaders who will define museums and heritage management of the future.

The Museum should be an inviting, stimulating, and sometimes challenging forum for exploration of what it is that makes us human and of the processes that continue to shape our world and universe. The Museum should be a gateway for all audiences to our heritage and our future. For the University, the Museum should be the most user-friendly portal to the creativity and research that is happening on campus.

Through engaging campus and community, the Museum of Texas Tech University aspires to be the model for what a great university museum should be. This strategic plan will empower us on our journey to that end.

A handwritten signature in black ink, appearing to read 'Gary Morgan', with a long horizontal line extending to the right.

Gary Morgan PhD
Executive Director

Introduction: The role of a great university museum

The Museum of Texas Tech University has its origins as the West Texas Museum, established in 1929. Today the Museum serves both the University and the diverse community of greater Lubbock and West Texas, and has connections that span the world. To be a great museum, the Museum of Texas Tech University must embody the best in museum practice as recognized for 21st century museums and as is proper for an American Alliance of Museums accredited museum. To be a great *university* museum, the Museum must recognize its role – a unique role - in advancing on the strategic priorities of Texas Tech University and in linking the University to its diverse community. **The University ('Campus') and the Community are the key stakeholders of the Museum of Texas Tech University.**

Texas Tech University has defined its strategic ambitions in the strategic plan, *Making It Possible*, which identifies five strategic priorities:

- Increasing enrollment and promoting student success
- Strengthening academic quality and reputation
- Expanding and enhancing research and creative scholarship
- Furthering outreach and engagement
- Increasing and maximizing resources.

The Museum of Texas Tech University can contribute to advancing all of the University's five strategic priorities and has a particular role in:

- Training the best Museum Science and Heritage Management students in America;
- Enhancing and expanding the student experience for as many Texas Tech students as possible to prepare them for their life after university;
- Delivering, supporting, and cultivating expanded understanding of world class research;
- Enhancing understanding of informal and lifelong learning in self-directed settings such as museums;
- Providing the most user-friendly contact point between Campus and Community;
- Engaging with both key stakeholder groups to enrich the lives of the people of Lubbock, West Texas and the South Plains through a diverse range of exhibitions and other public programs.

Stakeholder engagement for a great university museum should be seen as a continuum between Campus and Community. The Museum must engage **with** Campus; it must engage **with** Community; and it must facilitate engagement **between** Campus and Community.

Museum (M) equals engagement (e) by Campus (C) and by Community (C).

$$M=eC^2$$

Museum of Texas Tech University

Vision Statement

To be a premier destination for exploration and discovery in the arts, humanities, and sciences and the leading university museum in the country.

Mission Statement

Through its collections and programs, the Museum of Texas Tech University **engages campus and community** to enhance understanding of self- and community identity, society, and the world; to empower people to be informed citizens of the 21st century; and to **enrich lives**.

Museum Scope

Museum of Texas Tech University components	Main Museum Lubbock Lake Landmark Natural Science Research Laboratory Moody Planetarium
Collections	The general scope of the collections for the Museum of Texas Tech University is the greater American Southwest and similar geographic regions in time and space; the Natural Science Research Lab retains its scope of collections prior to merging with the Museum as global diversity. The Museum's collections are of national and international significance.
Research	Research carried out or supported by the Museum relates to its extraordinary collections in arts, culture, heritage, humanities, and natural and earth sciences. Each research unit sets its scope of research guided by such elements as biodiversity, cultural group, evolution, geography, medium, taxonomy, time period, or similar aspects.
Learning	The Museum plans and delivers public learning experiences in any area related to its collections and to the disciplines of its research and that of its partners.

Values Statement

The Museum of Texas Tech University values are:

- Public and professional service
- Stewardship of cultural and natural heritage
- Educational and research excellence
- Innovation and experimentation
- Academic and intellectual freedom
- Diversity of collections and communities
- Sustainability and viability

Strategic Priorities

Highlights

The strategic plan, *Engaging Campus and Community M=eC²*, documents the Priorities and Objectives of the Museum of Texas Tech University for 2016 to 2020 as identified at the beginning of that period. A strategic plan is not a static document. It should be subject to continual review and, as appropriate, refinement in order to be responsive to opportunity and changing stakeholder expectations.

The following areas are identified as deserving particular attention, in order to empower the Museum to deliver on its true potential to be the **leading university museum in the country**. The 'leading university museum' should be defined not only by the quality of a museum's facilities and collections, but more importantly by the range and relevance of its programs, the active links between student and public education, research/scholarship and audience enjoyment, and the seamless connection between Campus and Community.

In the 2016-2020 period the Museum will ...

Maintain and improve on its core strengths including collection care, object-based research and the Museum Science and Heritage Management (MSHM) graduate program

Grow its lifelong learning capacities including:

- Enhanced educational programming and resources
- Better evaluation of its audiences and impacts
- Research into informal, self-directed and object-based learning
- More programs for under-served and special needs groups, and in early childhood learning

Grow its engagement with communities and campus including:

- Establishing an exhibit program that serves as a portal to Texas Tech University's research, creativity and community engagement

- More outreach into community and campus through products delivered outside of the Museum's walls
- Supporting a wider range of community events
- Making the museum more welcoming and responsive to community and campus

Grow its role as a societal and campus forum exploring topical issues of importance to contemporary society

Grow its programs for students (the 18-28 year old demographic) outside of the MSHM program by better providing things that students want to see and do

Grow its cross-disciplinary programming including:

- Multi-disciplinary STEM¹ products
- STEAM² fusion products (where art and the humanities meet science)
- Injecting an element of 'surprise' into the galleries and museum experience

Grow its capacity and professionalism in development/fundraising via professional development staff, links with TTU Institutional Advancement, and in partnership with the Museum of TTU Association

Plan for future needs via:

- A Strategic Asset Management Plan for the Museum
- Advancing Master Planning for the Museum building
- Advancing Master Planning for the Lubbock Lake Landmark facilities

More effectively communicate the value of its collections, research and public programs to all stakeholders across Campus and Community

$$***M=eC^2***$$

¹ Science, Technology, Engineering, Math

² Science, Technology, Engineering, Art, Math

Priority 1

Provide a visitor-centered environment

Priority 1/Goal 1

Strengthen the Museum as a destination

- *Objective 1.1.1:* Retain the commitment to free general admission
- *Objective 1.1.2:* Grow the Museum's impact as a user-friendly educational and entertainment destination
- *Objective 1.1.3:* Strategically connect the Museum's key areas of academics, research and community engagement
- *Objective 1.1.4:* Grow the museum as a destination of choice for TTU students
- *Objective 1.1.5:* Develop innovative and cross-disciplinary visitor experiences, including STEAM products that explore creativity across the arts, humanities and sciences
- *Objective 1.1.6:* Experiment with new approaches to visitor engagement and infuse an element of surprise in our spaces

Priority 1/Goal 2

Enhance the physical environment

- *Objective 1.2.1:* Create a cohesive design scheme
- *Objective 1.2.2:* Enhance the exterior and interior presence
- *Objective 1.2.3:* Develop welcoming and purposeful entry points

Priority 1/Goal 3

Be a gathering place where people and ideas converge

- *Objective 1.3.1:* Create comfortable gathering places throughout the Museum
- *Objective 1.3.2:* Become a preferred facility for a wider range of special events
- *Objective 1.3.3:* Increase visitation and visitor satisfaction
- *Objective 1.3.4:* Position the Museum as a forum where issues of societal importance are explored
- *Objective 1.3.5:* Grow programs for underserved and special-needs audiences

Priority 2
**Ensure the long-term viability of the
Museum of Texas Tech University**

Priority 2/Goal 1
Assess and optimize existing resources

- *Objective 2.1.1:* Secure a plan for human resources that aligns with the strategic plan and ensures consistency and growth
- *Objective 2.1.2:* Develop a Strategic Asset Management Plan
- *Objective 2.1.3:* Review all policies and procedures and update/revise as required
- *Objective 2.1.4:* Provide a fair allocation of resources throughout the Museum that reflects strategic priorities

Priority 2/Goal 2
Enhance, improve and expand the physical space

- *Objective 2.2.1:* Assess the Museum's existing space and develop plans for improvement, enhancement and/or expansion including Master Plans for the Museum building and Lubbock Lake Landmark facilities
- *Objective 2.2.2:* Secure the resources and support needed to enact plans for improvement, enhancement and/or expansion

Priority 2/Goal 3
**Be a significant partner with Texas Tech University in reaching the
Museum's strategic priorities and academic goals**

- *Objective 2.3.1:* Pursue a dynamic balance in the Museum's four key areas of focus - academics, collections, research and community engagement
- *Objective 2.3.2:* Pursue opportunities through Texas Tech University to secure resources, including working effectively with Institutional Advancement

Priority 2/Goal 4
Strengthen fiscal health

- *Objective 2.4.1:* Diversify revenue streams
- *Objective 2.4.2:* Professionalize Museum fundraising through a strategic Development Plan to cultivate and grow support and by hiring a Development Officer
- *Objective 2.4.3:* Strengthen and secure the relationship between the Museum Association and the Museum
- *Objective 2.4.4:* Encourage and support an entrepreneurial approach in Museum-related endeavors

Priority 3

Create new and enhance existing relationships

Priority 3/Goal 1

Increase effective communication and identity

- *Objective 3.1.1:* Brand the Museum as an exciting and changing place through ongoing and consistent marketing, communications, and public relations
- *Objective 3.1.2:* Create a climate of openness, communication, and collaboration, both internally and externally

Priority 3/Goal 2

Engage and promote the Museum's relationship with the Texas Tech University System

- *Objective 3.2.1:* Develop and enhance collaborations with the TTU system
- *Objective 3.2.2:* Develop new and enhance existing cross-departmental programming with the TTU system including a topical research public program
- *Objective 3.2.3:* Pursue experimental and innovative initiatives

Priority 3/Goal 3

Grow the impact of the Museum of Texas Tech University

- *Objective 3.3.1:* Develop a strategic outreach and engagement initiative to extend reach across Campus and Community
- *Objective 3.3.2:* Diversify programming to create meaningful experiences and to strengthen relationships with the Museum and all constituencies
- *Objective 3.3.3:* Raise the Museum's profile and public awareness
- *Objective 3.3.4:* Increase audience evaluation and impact measurement

Priority 4

Share the collections

Priority 4/Goal 1

Feature cultural and natural heritage of the collections through exhibitions and experiences

- *Objective 4.1.1:* Develop and implement an exhibition and related educational program that is more engaging and relevant to a diverse community
- *Objective 4.1.2:* Rotate exhibitions and reveal the permanent collection
- *Objective 4.1.3:* Create interaction between behind-the-scenes activity and the public interface

Priority 4/Goal 2

Diversify interpretation tools

- *Objective 4.2.1:* Utilize innovative technology and media in interpretation
- *Objective 4.2.2:* Develop more diverse in-gallery experiences

Priority 4/Goal 3

Present scholarly perspectives that are accurate, well-informed and current

- *Objective 4.3.1:* Ensure accuracy, relevance and sensitivity to diverse communities
- *Objective 4.3.2:* Advance effective communication to broad audiences

Priority 5
**Strengthen the commitment to
education and research**

Priority 5/Goal 1
Strategically expand research

- *Objective 5.1.1:* Enrich collaboration and connectivity with university researchers
- *Objective 5.1.2:* Expand research of local, regional and international importance
- *Objective 5.1.3:* Share research activities with the public
- *Objective 5.1.4:* Support research into informal and object-based learning

Priority 5/Goal 2
Develop distinguished museum and heritage professionals

- *Objective 5.2.1:* Increase enrollment
- *Objective 5.2.2:* Continue leadership in Museum Science and Heritage Management education
- *Objective 5.2.3:* Investigate additional academic program opportunities
- *Objective 5.2.4:* Develop additional opportunities for students outside of the graduate degree requirements

Priority 5/Goal 3
Support pre-primary, primary and secondary educational partners

- *Objective 5.3.1:* Increase opportunities for teachers to provide experiences outside of the classroom
- *Objective 5.3.2:* Connect more purposefully to Texas Essential Knowledge and Skills (TEKS)
- *Objective 5.3.3:* Increase early childhood learning program
- *Objective 5.3.4:* Provide a venue for 21st century learning