STRATEGIC PLAN
Museum of Texas Tech University

MISSION STATEMENT

The Museum of Texas Tech University collects, preserves, interprets, researches, and disseminates information about the natural and cultural heritage of Texas, the North American Southwest, and similar geographic regions, and serves as an educational resource to engender knowledge for diverse audiences.

VISION STATEMENTS

The Museum 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 students 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 inherent value of human achievement.
GOALS, CRITICAL SUCCESS FACTORS, AND OBJECTIVES

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)

- Prominence as a collecting and research institution
- Increase collections by 1% each year
- Recognition as a primary repository of regional and related collections
- Increase endowment to support Museum activities
- Greater public service

Objectives:

Objective 1.1:

Strategies

- To increase the number of quality works of fine art that complement current collections.
- To contribute to the beautification of the campus by placing sculpture on the grounds of the Museum.
- To commission two large, out-door sculptures as signatory pieces for the building’s north and west facades.
- To acquire and process about 20,000 specimens for the Natural Science, Anthropology, and Paleontology divisions each year.
- To increase investigation and collection of early vertebrates remains related to West Texas area.
- To increase the number and range of specimens in the Natural Science Collection.
- To continue research at the Lubbock Lake Landmark to add to the information base about early inhabitants of this region.
- To increase fund raising to support and enhance museum collections.

Assessment

- Number of works of fine art
- Number of sculpture pieces
- Number of Natural Science specimens
- Amount of research
- Number of fossils collected
- Amount of funds raised
Objective 1.2: *Initiate models and techniques for collecting, data collecting, and data mining.*

Strategies:
- To complete online access to all collection databases, documentation, and publications.
- To establish institution-wide standards for collections-related databases.
- To establish relational databases institution-wide.
- To finalize intranet connectivity for the Anthropology, Ethnology, Fine Art, Natural Science, Paleontology, and Textiles collections.
- To develop policies and procedures for intellectual property availability and use.

Assessments:
- Successful online interaction with the professional museum community
- Exchange of pertinent information with scholars and researchers in other institutions via the Internet
- Policies and procedures established

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

Strategies:
- To create a technological infrastructure that provides easy collaborative interaction in the museum community.
- To complete the bar coding of collections to provide greater accuracy and access.
- To complete the computerization of all collections.
- To increase availability and use of technology in all collections areas.
- To establish policies and procedures related to the use of technology.
- To explore creative ways for using available technology.
- To seek external funding for technological application in the collections care, research, and programming.

Assessment:
- Amount of external funding
- Policies and procedures established
- Number of museum processes and techniques using technology
- Use of computing in museum activities
Objective 1.4: Integrate the use of technology in teaching and learning processes.

Strategies:
- To support the special needs of teaching and learning in technology-focused areas.
- To provide the appropriate infrastructure for technology-based learning initiatives.
- To seek additional funding for technology in teaching.
- To seek additional funds to enhance technology.
- To investigate distance-learning possibilities for Museum Science and Heritage Management courses.
- To develop policies for use of technology in the classroom.

Assessments:
- Number of courses using technology
- Amount of funding raised to support technology-based initiatives
- Number of distance-learning courses
- Amount of fund raised
- Policies developed
**Goal 2: Professional Achievement: Maintain Accredited Status by Appropriate Oversight Organizations.**

**Critical Success Factors** (measures of the degree of success over the next 5 years)
- Maintain state and national accreditation by organization appropriate for the museum community
- Enhanced recognition by the museum community as a leader in the museum profession
- Revised and updated policies and procedures
- Reviewed mission statement
- Reviewed and reviewed vision statement
- Reviewed and updated professional practices
- Reviewed, revised, and updated collections documentation methods

**Objectives**

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

**Strategies:**
- To sustain adherence to professional standards and practices for collections, public service, and education, while seeking ways to improve in all areas.
- To continue accreditation by the American Association of Museum
- To maintain accreditation by the Texas Accreditation and Review Council for Archaeological Repositories (ARC)
- To maintain membership in the Accreditation and Review Council (ARC) for archaeological repositories in the State of Texas.
- To promote active involvement in ARC accrediting surveys of Texas museums and administer the program.
- To retain accreditation by the American Mammalogy Society
- To continue active involvement in the International Council of Museums.
- To continue active involvement in the international committees of ICOM.

**Assessment:**
- Accreditation by the American Association of Museums
- 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)

- Increased public visitorship from an average of 150,000 per year to 200,000 per year by increasing advertising and marketing efforts and targeting appropriate new audiences.
- Increased number of scholarly and public publications.
- Increased involvement with regional, national, and international museums and related academic programs.
- Increased use of its facilities by adding spaces for public programming. (Accomplished by Helen DeVitt Jones addition.)
- Present the Vatican Museums frescoes exhibition, and the Blaffer Foundation and Museo Franz Mayer collections in the summer of 2002.
- Complete the Vertebrate Paleontology Gallery.

Objectives:

Objective 3.1: Create, publish, and promote academic and popular publications that disseminate information about the museum collections.

Strategies:

- To establish a new professional Technical Publications series related to collections research and professional practices.
- To conduct a solicitation for submissions to the Technical Publications series from museum professionals and students from Texas Tech University and its Museum Science Program alumni.
- To produce at least 5 issues per year in the Technical Publications series.
- To increase existing professional publications from 10 published per year to 20 per year.
- To increase by 25% submissions to the Museum’s Occasional Papers, Special Publications, and Museology series from museum professionals and students from Texas Tech University and its Museum Science Program alumni, and professional colleagues worldwide.
- To increase the number of joint publications.
- To develop publications policies.
- To seek funding for publications.
Assessment:
- Number of faculty and staff publications and citations
- Number of joint publications
- Policies developed
- Amount of funding raised

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

Strategies:
- To identify potential state, national, and international partners that could provide benefits to the Museum.
- To establish formal partnership agreements with museums and academic programs.
- To be a model for research in collection-related areas.
- To be a model for professional museum best-practices.
- To establish and host workshops on collections care in outdoor environments.
- To establish and host workshops in the use of bar coding technology for collections.
- To market partnership programs.

Assessment:
- 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: INCREASED 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)

- Ranking in the top 5 Museum Science Program in the U.S.
- Reputation for excellence in professional museum preparation.
- Promote informal education that links academia to the public;
- 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:
- To recruit recognized faculty in areas not currently covered in the Museum Science and Heritage Management curricula.
- To decrease student/teacher ratio by adding faculty.
- To add at least one Museum Science faculty FTE.
- To add at least one Heritage Management faculty FTE.
- To maintain close contact with Heritage Management Program alumni.
- To maintain close contact with Museum Science Program alumni.
- To hold two receptions and reunions at major national and state organizational meetings each year.
- To increase graduate student participation in collections related research.
- To increase funding for student employment in collections and research activities.

Assessment:
- Number of faculty added
- Number of alumni contacted
- Student/teacher ratio
Objective 4.2: Offer programs to the public by Museum and University faculty and staff.

Strategies:
- To increase public program participation.
- To increase student visitorship from an average of 30,000 per year to 35,000 per year by increasing contact and publicity of TAAS- and TEKS-oriented programs.
- To increase family and senior citizens groups’ visitation on weekends and school holidays.
- To increased participation by TTU, SPC, and LCU students by providing an evening series of lectures, films, and events targeted at 18-25 year old age groups.
- To increased audience participation in public programs from an average attendance of 25,000 per year to 27,500 per year.
- To develop and implement joint programs with academic departments.
- To increase fund raising to support public programs.

Assessment:
- Number of TAAS- and TEKS-oriented programs
- Number of new programs targeted at families and senior citizens
- Number of evening lectures, films, and events targeted at 18-25 year old age groups
- 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
- To increase the Museum Science Program enrollment to 20-25 students per year.
- To offer at least one Museum Education course each fall semester.
- To make short-courses in Museum Science available for mid-career museum professionals.
- To advertise the Heritage Management Program in national media and actively recruit interested potential students.
• To increase student enrollment in the Heritage Management Program to 18-20 graduate students per year.
• To offer 1-2 summer semester short-courses for mid-career museum professionals in Museum Science.
• To conduct annual reviews of the Museum Science Program offerings and make revisions as appropriate to maintain the program as a current and viable educational program.
• To conduct annual reviews of the program Heritage Management offerings and make revisions as appropriate to maintain a current and viable educational program.

Assessment
• Number of Museum Science Program students
• Number of Heritage Management Program students
• GRE of entering Museum Science and Heritage Management students
• Results of annual review
• Number of Museum Education courses offered
• Number of short-courses offered
• 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 10 partnerships with museums or academic units with 3 of thee being active international partnerships.
• Annually participate in 15 programs that extend the outreach of the Museum’s academic or public role.
• Increased professional relationships through loans and exchange of data.
• Enhanced involvement through exchange of professional expertise.
• Increased professional interaction with regional museums through lectures and workshops.
• Increased faculty initiative to develop teaching, research, or service partnerships.

Objectives:

Objective 5.1: Professional service by members of the Museum faculty and staff.

Strategies:
• To 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 Texas Association of Museums (TAM) board, the Texas Accreditation and Review Council (ARC) for archaeological repositories, and other similar organizations and institutions.
• To serve as peer reviewers for such accrediting organizations as AAM, Texas ARC, and IMLS.
• To serve as consultants for professional museums and museum organizations.
• To 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.
• To seek funding to support travel to professional meetings.

Assessment:
• Number of professional organizations served
• Amount of funding raised to support travel to professional meetings
• Reports of professional activities
• Number of receptions and reunions
• Number of students and alumni attending receptions and reunions
Objective 5.2: Maintain archival and library resources that will be available to the wider museum community.

Strategies:
- To maintain and assure availability of appropriate monographs and periodicals for use by staff, students, faculty, and by professionals and colleagues throughout the world.
- To add 50-100 monographs each academic year and will bind appropriate professional periodicals each summer.
- To provide reprints of the Museum’s Occasional Papers, Special Publications, and Museology upon request by professional colleagues throughout the world.
- To seek funding to underwrite publications activities.

Assessment:
- Number of monographs produced
- Number of Occasional Papers, Special Publications, and Museology produced
- Number of publication requested by professional colleagues
- The amount of funding raised

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

Strategies:
- To support state and national museum-oriented professional activities.
- To bring positive state and national attention to the Museum and its collections, research, and activities.
- To successfully host the Texas Association of Museums (TAM) annual meeting.
- To successfully host at least one of the Northwest Texas Museum Association’s (NWTMA) semiannual meetings each year.
- To successfully co-host for the national professional Society of Mammals meetings 2003.
- To successfully host the national professional Society for the Preservation of Natural History Collections annual meeting in 2003.
- To publish and distribute four MuseNews newsletter each year.
- To support faculty and staff initiatives to develop teaching, research, and service activities.
- To increase funding for professional activities.

Assessment:
- Number of state and national museum activities
- Success of meetings
- Number of newsletters published
- Amount of funding raised

**Objective 5.4 Strategic partnerships with external entities.**

Strategies:
- To actively engaged in the revision of the International Council of Museums (ICOM) Code of Ethics.
- To provide training to the professional museum community of Costa Rica.
- To provide training to the professional museum community of Egypt.
- To provide training to the professional museum community of Taiwan.
- To provide training to the professional museum community of Latvia.
- To provide training to the professional museum community of The Netherlands.
- To provide loan material to qualified scholars, researchers, and institutions.
- To collaborate with professionals in other institutions.

Assessments:
- Number of external training programs
- Number of loans
- Number of collaborative projects