

**MUSEUM OF NORTHERN ARIZONA
INSTITUTIONAL PLANNING
DRAFT REPORT
FROM KEY ISSUE COMMITTEES**

**For Joint MNA Board and Staff
Institutional Planning Retreat,
January 6-7, 2006**

FUNDING

Funding Committee: Board Fundraising Committee: Barbara Poley, Peter Pilles, Octaviana Trujillo, Jack Metzger, Rowena Dickerson, Allan Affeldt, Susan Golightly (advisor), Karen Enyedy (volunteer staff member), Liz Gumerman (staff liaison); Lynn Yeager; Rose Hawee; Robert Breunig

Building a Financially Stable MNA by 2010*

I. Increase MNA's Endowments:

- Increase MNA's Operating Endowment by an additional 5 million dollars (Current combined fund is \$1,865,297.51 as of December 20, 2005)
- Add one million dollars to the Danson Anthropology Endowment (Current fund is \$350,402.09 as of December 20, 2005)
- Add an additional \$850K to the Colbert Endowment Fund (Current fund is \$1,167,253.57 as of December 20, 2005)
- Increase the Science Education Endowment Fund by \$500K (Current fund is \$620,091.94 as of December 20, 2005)
- Establish an MNA Endowment Foundation

II. Increase MNA's Earned Income:

- Increase shop sales, admissions, Ventures, and facility rental income by 5% a year.
- Increase Membership from 3500 to 5500 members
- Develop food service at a Museum Café

III. Establish a Planned Giving Program

IV. Build a Development Program/Staff

Staff Positions for:

- Major Gifts, Annual Fund Appeal, Planned Giving
- Grants: Foundation, Federal, and State Grants
- Membership and Special Events

Acquire appropriate software upgrades for Raiser's Edge, a fund development software.

V. Eliminate our Debt

- Develop a plan to pay down our \$650,000 line of credit

*Stable: "able to or likely to continue or last; firmly established; enduring or permanent"

HUMAN RESOURCES

Human Resources Committee: Susan Golightly, Marlene Lloyd, Robert Breunig, Lynn Yeager

I. Completion of the Personnel Handbook

II. Pay Equity

- Restore wages
- Implement yearly merit raises
- Annual reviews for all employees

III. Benefits

- **Protection and improvement of packages**

IV. Employment Management Software (*iemployee*)

- Computerized time sheets
- Payroll checks record Employee's accrued leave hours
- Payroll checks record Employee's accrued leave dollar value

V. Background Checks of all Employees

VI. Staff Efficiency – Systems with Modern Equipment or Software

- Have office equipment that is new with modern technology
- Have enough copiers that collate, copy double sided, staple
- New Riso Copier
- Maintenance agreements on equipment; on-hand a set of color cartridges for copiers;
- Second Digital Camera

VII. Employee Recognition

- Birthdays, Anniversary, Accomplishments, Staff Picnic, Staff Christmas Party, Employee of the Month (voted by peers), Extra 10-20% off in bookstore & shop several times during the year

VIII. Training

- **Safety**
- **Professional Development**

IX. Update Position Descriptions

X. Employee Assistance Program (EAP): Service by outside group to offer staff personal services for managing their lives.

COLLECTIONS

Collections Committee: Susan Olberding, Elaine Hughes, Kari Kolhoff, Gloria Lomahaftewa, Janet Gillette

The Mission of the Collections Department is to preserve the collections of the Museum

I. Institutional Goal - Preservation of collections, facility, and site is recognized as an ongoing institutional goal requiring resource commitments of money, staff, and time

- This goal is listed as a top priority in the Museum's strategic plan.
- Grant funded collection staff positions are made permanent as grants terminate
- Mellon Foundation is contacted in 2006 for endowment support for Archive collection
- Additional matching funds are allocated to Collections Department as grants are awarded

II. Collections Policy/Procedure Goal - The preservation of collections is guided by standardized policies and procedures. Preservation goals and objectives are identified in long-range institutional and conservation plans.

- Additional collection sub-policies from AAM Accreditation and MAP II are addressed in the Collections Management Policy
- Collections Management Policy is adopted by the Board
- Policy on use of collections for decoration or display in non-public, non-educational facilities adopted.
- Collections Management Manual documents procedures such as Native American Graves Protection and Repatriation Act (NAGPRA) reporting, digital files, archive cataloging, record retention, Integrated Pest Management (IPM), condition reporting, etc.
- Collections Management Policy and Collections Management Manual reviewed on an annual basis
- NAGPRA: human remains consolidated with Associated Funerary Remains and isolated from rest of collections.
- Collection equipment and supply budget is doubled within 3 years
- Collecting Plan in place

III. Staffing Goal - The Museum has a sufficient level of well-trained staff to implement and maintain recommended guidelines for collections and facility preservation and management; to train and supervise volunteers, students, and interns; and to monitor collection access.

- Registrar and Collections positions are permanent.
- A NAGPRA/Ethnology position is permanent.
- Following staff positions are added to the Collections Department in the following order (full-time unless otherwise stated): Archivist, Biology and Anthropology Associate Collection Managers, 1/2 time Library Cataloger, Conservator, Fine Arts Associate Collections Manager, Librarian

- Annual funds available for staff to attend state, regional, or national museum conferences.

IV. Documentation Goal - Documentation of collections and activities is current and up to the standards of the museum profession. The Museum will achieve physical and intellectual control of its collections.

- Collections Management Software
 - user license increased
 - images are attached to database records
 - natural science collection catalog records input
 - site data and record images input into collections management database.
- Cataloging
 - No backlog exists
 - Documentation and identification of object/specimen records is improved
- Archives and Photoarchives
 - Archives are accessioned by 2007
 - Photoarchives are accessioned by 2009
 - Up-to-date archive cataloging system in place
 - Holdings consolidated
 - Holdings assessed-archive appraisal
 - Holdings computerized
 - No uncataloged backlog
 - Holdings digitized
- Legal Records
 - accession documentation complete
 - permits/gift agreements in accession file
 - loans up-to-date
 - deaccessions documented
 - NAGPRA summaries and inventories up-to-date
- Inventories
 - permanent collection inventories up-to-date
 - spot check system developed
 - education collections transferred to Education Dept.

V. Collection Environment Goal - The collections are in environmental conditions that ensure their preservation for generations to come. Buildings meet recommended temperature, relative humidity, and illumination guidelines to ensure the preservation of collections. The impact of pests on collections and facilities is monitored and controlled.

- Temperature and Relative Humidity
 - Policy on open windows and doors is implemented in Exhibit and other buildings that contain collections
 - Display cases are sealed to create appropriate microclimate conditions.
 - Temperature in storage is seasonally maintained between 58 and 68°F \pm 2 degrees.

- The new collection center and exhibit building have automated tracking of temperature and relative humidity
- Illumination
 - All windows and glass blocks in collection rooms are sealed over to block out light.
 - Policy on art work adjacent to windows and skylights in exhibit areas developed
 - Skylights and windows in exhibit galleries are blocked off
 - Solution for windows in BCDC hallway developed
- Pest Control and Housekeeping
 - The IPM policy within the Collections Management Policy is reaffirmed and practiced
 - IPM and housekeeping program is in place for all areas that contain collections, including exhibits.
 - Plants and food are restricted from exhibit areas.

VI. Site And Facilities Goal - The Museum site and facilities are well maintained to protect the building envelope and the collections contained within that envelope.

- Storage: A secure and optimum environment is maintained for collections objects in storage to provide protection against all risks of deterioration.
 - The new state-of-the-art building houses 1st and 2nd priority collections
 - Additional funds obtained for the expansion of this building to include 3rd priority collections
 - New building is sustainable, low energy consumption, etc.
 - Collections in new building are housed in museum quality storage cabinets
 - Collections are properly housed within the cabinets
 - Fine Arts collection is properly stored on racks or within drop mats
 - Archives and photoarchives are properly stored.
 - There is space within the building and cabinets for a 20 year growth.
 - NPS storage space and offices added to new facility
- Exhibits: A secure and optimum environment is maintained for collections objects on exhibit to provide protection against all risks of deterioration.
 - Rh, Temperature, Illumination, IPM monitoring is in place.
 - Conservation/Environmental survey of exhibit building completed.
 - Permanent exhibits renovated to address environmental, preservation, and cultural concerns
 - Create a list of objects that can be rotated into exhibits .

VII. Safety And Security Goal - Staff, visitors, collections, and facilities are protected against threats from natural and man-made disasters.

- Security: Staff, visitors, collections, and facilities are protected against security risks.
 - Security Assessment is completed

- Collections on exhibit are in secure cases and protected by alarms and camera surveillance equipment
- Collections in storage are protected from vandalism and theft by cabinetry, policies, and practice
- Emergency Preparedness, Disaster Planning, and Health and Safety – Staff, visitors, and collections are protected and loss to collections is prevented or mitigated by institutional preparedness.
 - Risk Management assessment in completed
 - Updated Emergency Response Plan is completed and mirrors City and State Plans
 - Collections are appropriately insured
 - Contracts exist with emergency response service providers
 - Backups of digital and legal records are stored at a distant sister institution
 - Emergency supply caches are well stocked and maintained
 - Fire detection and suppression systems are operational, tested, and maintained
 - Staff are trained in emergency response and regular drills are performed
 - Earthquake supports are installed and shelving racks are secured
 - Material Safety Data Sheet binders are complete and updated
- Contaminants: The impact of contaminants on staff, collections, and facilities are monitored and controlled to meet preservation guidelines.
 - Collections are analyzed.
 - Treated objects/specimens are identified and contaminates documented in database
 - Innately hazardous collections are identified (radioactive, arsenic minerals, etc)
 - Contaminated and hazardous objects/specimens are labeled and isolated
 - Appropriate health & safety handling protocols are in place

VIII. Collections Use/Access Goal – Collections are shared with the Museum’s audience through appropriate methods that safeguard the collections.

- Off-site access
 - Web
 - Navajo Textile and holotypes are listed on web site
 - Tribes access ethnographic holdings
 - Publications-Plateau
 - Permanent Collections removed from Colton Complex and Peaks.
 - Loans to other institutions increased
 - Exhibit and contract research loans covered by loan fees
- On-site access
 - Researchers/Artists/Tribes numbers have increased.
 - Behind the scenes tours for the public and members expanded.
 - New and permanent exhibits are based on collections
 - Federal Partners (NPS, FS, etc.) access increased.

IX. Building Collections Goal – The building of the Museum’s fine art, ethnology, archives, photo archives and natural science collections is systematic and in line with the Museum’s Mission.

- A Collection Plan is in place
 - The Collection Plan identifies and addresses gaps within the collections. (See “Partnerships.”)
 - The Collectors Club (a support group to raise funds for collection acquisitions) is resurrected.
 - Museum member donations are solicited through the newsletter.
 - The Collection Plan identifies and addresses objects that the Museum will not collect.
 - Non-mission objects are identified and deaccessioned; only mission-oriented objects are accessioned.
 - Researchers and scholars build collections based on collecting mission and focus and bring in funding to assist with subsequent cataloging activities.
 - Space and resources are available to adequately care for new additions to the collections.

X. Partnerships Goal – Collaborative relationships with federal, state, tribal and like museums to appropriately care for respective collections and facilitate positive working relationships. Partnerships are expanded in line with Museum resources and with respect for the preservation of collections.

- MOU Partnerships with Federal Agencies such as the Forest Service, NPS, BOR, BIA in place.
 - Developed plan for storage and care of federal collections
 - Expertise shared.
 - Access to federal equipment and supply vendor arrangements available to MNA
 - BOR and BIA internships continue
 - NAU Partnership developed
 - State health benefits available to MNA employees
 - MNA uses NAU resources to dispose of hazardous waste.
 - NAU agreement includes student workers support of collections care and activities
 - Access to state equipment and supply vendor arrangements available to MNA
 - MOUs for Tribal collaboration in place.
 - Care of their collections addressed
 - Tribal owned collections consolidated.
 - Tribal partnership to provide cross-training between museum and tribes
 - NAU museum studies program in place which includes sharing of expertise, equipment and supplies
 - MOUs in place for museum studies and other graduate interns from other universities
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RESEARCH

Research Committee: David Gillette, David Wilcox, Larry Stephens, Robert Breunig

I. Staff Development Priorities by Department

- Anthropology: Senior Curator (Danson Chair); Associate Curator (early to mid-career); Technician with GIS talents
- Geology: Senior Curator (Colbert Chair); Junior Curator; lab technician
- Biology: Senior Curator of Ecology (future Chair); Curator of Botany or Zoology as appropriate; Lab/field technician
- Fine Arts: Curator of Fine Arts

II. Subject Area Priorities by Department

- Anthropology:
 - Local Archaeology
 - History of Southwest Archaeology and MNA
 - Macro-regional Archaeology
 - Ethnology
 - Ceramics
 - Textiles
- Geology:
 - Colorado Plateau Paleozoic/Mesozoic/Cenozoic paleontology
 - Reptile Paleontology/Biodiversity
 - Ice Age Paleontology/Biodiversity
 - Grand Canyon Geology
 - Cenozoic/Mammal Paleontology/Biodiversity
- Biology (Ecology/Zoology/Botany)
 - Ecosystem inventories,
 - Colorado Plateau all taxa inventory,
 - Biogeography of mountains and canyonlands,
 - Forest ecology and management,
 - Riparian ecology,
 - Regional conservation ecology,
 - Urban ecology
 - Evolution of endemism on the Colorado Plateau
 - Pollinator ecology of the Colorado Plateau
 - Exotic species ecology and management
 - Trophic dynamics
 - Sensitive species ecology, research, and monitoring
 - All the biological "...ologies"
- Fine Arts

III. Goals:

- Develop and produce research that is unique and substantive, and that contributes to the body of knowledge about the Colorado Plateau and surrounding areas
- Foster interdisciplinary research with scholars from NAU and elsewhere
- Develop research partnerships with other institutions and scholars (e.g., NAU, Government agencies, individual researchers; other non-government organizations)
- Stimulate MNA science and art as a community of scholars, artists, and students
- Develop research programs that focus on the Colorado Plateau and surrounding areas with a broad perspective.
- Increase the size of the Research Associate program and seek out those who can help to fill gaps in our knowledge appropriate to MNA's goals and mission
- Develop an internship program based on research and others with artist-in-residence and perhaps internship for use of collections for design inspiration.
- Endow selected curatorial positions (e.g., Anthropology, Geology, Ecology, Art)
- Interpret the "Big Questions" (e.g., Dave Wilcox's overview of archaeology in Plateau and Dave Gillette's research on Biodiversity in the Cretaceous Period)
- Disseminate research and creative efforts through professional organizations and publications and art shows
- Disseminate research findings to the public through publications (e.g., Plateau, MNA Bulletin series), talks, seminars and workshops
- Host professional workshops, seminars, and conferences, and encourage the publication of results

IV. Special Concerns

- Reinvigoration of the MNA Library as a resource for research
- Continuity of research programs
- Need for continued intellectual growth
- Common project for the next decade: MNA's place and role in development of the MNA/Highway 180 North Corridor
- Develop a conservation ecology program
- Resolve conflicts between curatorial and collections functions
- Develop scientist and artist-in-residence programs to interconnect with research, exhibits, and programs

- Examine MNA facilities for possible development of art studios for artist-in-residence “fellows”
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PUBLIC PROGRAMMING— **EXHIBITS/EDUCATIONAL PROGRAMS**

Public Programming Committee: Susan Golightly, Stefan Sommer, Tracy Anderson, Dianna VanSanford, Lois Hirst (MNA docent), Alan Petersen, Lisa Lamberson

MNA's public programs welcome and engage all people in experiencing the Colorado Plateau. The Museum's mission-based programs interpret the geological, ecological, and cultural heritage of the Colorado Plateau by presenting innovative exhibits and offering an array of associated educational programs, based on current scientific research and artistic understanding. These programs use the latest understanding and best practices in museum and informal education. MNA's exhibits and programs achieve effectiveness through understanding target audiences. This connection to audiences is maintained through careful attention to the results of ongoing audience analysis studies. These programs provide experiential education, involve diverse communities, develop an integrative curriculum for the region, and promote an understanding and sense of stewardship for the Colorado Plateau.

The strategic issues for development and maintenance of programs fall within seven primary categories:

1. Develop a Colorado Plateau interpretive plan
2. Base exhibits and programs on audience analysis
3. Attract new audiences
4. Integrate exhibits with museum programs
5. Use appropriate technologies
6. Develop strategic partnerships
7. Develop a public programs marketing plan

I. Develop a Colorado Plateau Interpretive Plan

- Develop an interpretive plan (IP) that focuses on the natural and cultural heritage of the Plateau and proceeds from current understanding of science and art.
- Form a Colorado Plateau IP Advisory Committee consisting of scientists, art experts, tribal representatives, and programs staff.
- Develop a five year strategic plan for exhibits that includes “trunkline” permanent exhibits galleries, “branch” temporary galleries, outdoor educational spaces, and associated public programs for adults and children.
- Add an Exhibits Designer to design and implement forthcoming exhibits.

II. Base Exhibits and Programs on Audience Analysis

- Assess demographic make-up of MNA visitors and identify and attract key population segments.
- Use sound audience analysis studies to assess interests, understanding, and workability of exhibits and programs for MNA visitors, regional

community members, tourist community members, and targeted new audiences.

III. Attract New Audiences

- Based on audience assessment results, design exhibits and programs to attract community segments underrepresented among MNA visitors.
 - Potential underrepresented audiences include children, Native Americans, Hispanics, the education community, and low income community members.

IV. Integrate Exhibits and Museum Programs

- Exhibit galleries should represent the essence of MNA.
- MNA exhibits need to directly connect with the large array of public programs including Heritage Programs, Ventures, Discovery, Speakers' Series, and Docent Programs.
- MNA exhibits need to integrate with MNA research and collections programs, gift shop and bookstore offerings, the historic Colton complex, and Museum publications like *Plateau*.

V. Use Appropriate Technologies

- Use information technology effectively in public programs including exhibits and educational programs.
- Where appropriate, develop multimedia programs that display more of MNA's collections in the exhibit galleries.
- Where appropriate, develop educational multimedia and video programs for sale and/or public broadcast.

VI. Develop Strategic Partnership

- MNA will seek mutually beneficial partnerships that enhance programming, public relations and marketing, and mission related projects that benefit its many audiences.
- Many collaborative partnerships already exist with entities such as NAU, FUSD, FALA, and other mutually beneficial projects and these can be strengthened.
- These collaborative partnerships should include cross-linking of websites where possible.

VII. Develop a Public Programs Marketing Plan

- Develop a marketing plan for MNA public programs as part of the larger institutional marketing plan.
- Clearly brand MNA public programs as the public forum for the natural and cultural heritage of the Colorado Plateau.
- Establish a state-of-the-art website for MNA public programs including point-of-sale capabilities.

VISITOR EXPERIENCE—AMENITIES

Visitor Experience Committee: Sam Henderson, Sat Best, Shannon Sellers, Dianna VanSanford, Tracy Anderson, Stefan Sommer, Liz Gumerman (advisory)

MNA visitors should encounter a safe, beautiful, welcoming, comfortable and enriching experience that will encourage the inspiration that anchors the Museum mission statement.

Items below are not listed by priority.

I. Create a sense of arrival and a welcoming environment at the MNA Exhibits

Building

- A. Enhance highway signage
 - Evaluate the effectiveness of the “Gateway to the Colorado Plateau” sign (Gateway to the Grand Canyon Region?)
 - Evaluate all highway signage
 - Install sculptures visible from the highway
- B. Improve traffic flow into the Exhibits Building lot
 - One entrance and one exit?
 - Improve the surfaces of all parking lots
- C. Improve the landscaping around the building
 - Mission oriented, native plants with interpretation
 - Hardscape the area around the picnic tables and other appropriate areas
 - Create more outdoor seating
- D. Improve the lighting around the building
- E. Make the building entrance more obvious
 - Change the entrance to the current Branigar/Chase entrance?
- F. Provide exterior orientation near the entrance for the entire campus
 - Use the old phone booth for an interpretive map?
 - Provide a kiosk for information on current and upcoming events/programs
 - Interpret items of interest outside the building
 - Nature Trail signage
 - Sculpture
 - Native foods area
 - Geology of the Rio canyon
 - The building itself
- G. Make the entrance handicap accessible
 - Rebuild the existing entrance to eliminate the steps

II. Improve the visitor experience in the Exhibits Building

- A. Create a comprehensive safety program that involves all staff, docents and volunteers
- B. Improve visitor orientation in the building
 - Provide orientation signage, materials and displays in the lobby that orient visitors to MNA, Flagstaff and the Colorado Plateau
 - Install orientation/emergency evacuation maps in each gallery
 - Interpret the historic museum building
- C. Improve the quality of interactions between visitors and Visitor Services Staff
 - Increase staffing to allow more time for training
 - Create a Visitor Services manual and training program
 - Cross train Visitor Services and retail staff
 - Train all Exhibits Building staff in membership recruitment and retention
 - Improve integration between Visitor Services Staff and the Docent Training Program
 - Provide an admissions intake system that captures as much information as possible about visitors.
 - Provide appropriate Visitor Services uniforms and equipment (radios)
- D. Enhance the experience of children in the Museum
 - Create spaces and programs that provide children with an enjoyable, age-appropriate Museum experience, with or without their parents
 - Integrate content accessible to children into every exhibit
- E. Update and enhance all permanent galleries
 - Make the flow within galleries logical and easy to understand (where to begin)
- F. Improve the interior environment
 - Lighting, flooring, HVAC, acoustics, audio/visual
- G. Provide visitors with improved services
 - Food and beverages, including food derived from indigenous traditions of the Colorado Plateau
- H. Provide retail space that is attractive and oriented to mission and program
- I. Conduct audience analysis studies
- J. Provide organization and facilities to create successful special events (Heritage program, etc.)
 - Parking
 - Shuttles
 - Tents
 - Signage
 - Alternate admission system
 - Venue design

III. Improve the visitor experience outside the Exhibits building

- A. Landscape around the building
 - Mission oriented and interpreted

- B. Hardscape as necessary to provide ADA compliant access
 - Stabilized granite?
- C. Provide multifunctional program space at the current dance floor area
 - Purchase a tent for use throughout the summer?
- D. Enhance and develop the traditional foods area
 - Current bread oven
 - Traditional foods garden
 - Future piki house
- E. Improve the nature trail and provide safety and content interpretation

IV. Provide connectivity and an enhanced visitor experience as the visitor moves from the Exhibits Building to the Research Center.

(Committee members noted that many elements of the Research Center enhancement are work-in-progress in the master planning effort, and they did not want to duplicate that process in this committee.)

- A. Provide a consistent and clear way to direct visitors from the Exhibits Building to the resources of the Research Center
- B. Provide safe vehicle and pedestrian (including children) crossing of Highway 180
- C. Provide orientation as the visitor drives into the Research Center
 - To find staff and meeting locations
 - To interpret the cultural and natural history
- D. Provide ADA compliant access
- E. Determine the future location of FALA
- F. Enhance the use of the open space on the Research campus
 - Provide an area for camping
 - Provide trails with cultural and natural history interpretation
 - Determine the route of the FUTS trail, if any
 - Create a picnic area
 - Create a multiuse outside meeting area
 - Conduct biological research on the open space parts of the campus and interpret it to visitors

V. Make sure that the MNA is ADA (American with Disabilities Act) compliant in all places and in all ways.

PUBLICATIONS

Publications Committee: Susan Olberding, Diane Rechel, Karen Enyedy, Ernie DeVries

Note: This Committee hopes MNA is also seeking key issue response for other MNA communications that may not fall under Publications such as Advertising/Marketing and Public Relations. This committee has focused on communications that are regularly published by MNA.

I. Establish MNA as the premiere cultural and scientific resource for the Colorado Plateau:

- Focus on MNA's uniqueness in all communications—our long tenure, deep collections, ongoing research, innovative public programs, commitment to fine art and Native cultures. Show MNA as a continuing circle—public programs enhance research and research enhances public programs.

II. Upgrade Website:

- Redesign vibrancy and navigation ease of website and provide a way for visitors to support, contribute and shop online so we are perceived as a modern organization. Specifically get on-line purchase capabilities for Ventures/Discovery programs, Publications (new and old), the Museum Shop and Membership.
- Enhance website content by providing meaningful and timely descriptions of MNA programs, etc. Provide virtual tours of specific Collections such as Navajo Rugs and connect the tours with Shop sales. Include Colorado Plateau cultural profiles and scientific content. Improve the humanity conveyed through the website by including visitor testimonials, a photo gallery, artist and staff bios/photos and sponsorship commitments. Include appropriate links such as Center for Sustainable environments, Grand Canyon Trust, etc.
- Publish an annual calendar online to encourage visits from out-of-state travelers.

III. Make publishing *Plateau: The Land & People of the Colorado Plateau* twice a year financially self sufficient:

- Increase magazine sales by establishing *Plateau* as the authoritative periodical for innovative scientific and cultural regional information. Content should ideally reflect MNA exhibits, research or programs, unless the proposed topic would be relevant and appreciated by its readers.

- Continue publishing *Plateau* twice a year. (Museum membership totals 3,588 with 1,200 members at the \$75 or above level who receive *Plateau*. An additional 400 people subscribe or receive *Plateau* as a gift.) This committee asked Membership Manager Liz Gumerman about the importance of *Plateau* in her membership offerings. Liz encourages continuing a biannual *Plateau*.
- Beef up *Plateau* marketing. As of Fall/Winter 2005, MNA lost its agreement with Plateau Partners (National Parks) to sell the magazine. Reestablish sales with Plateau Partners by marketing them *Plateau*, emphasizing its long shelf life. Publicly market each *Plateau* through advertising and public relations aimed at encouraging sales through retail opportunities, conferences, universities, libraries, and scientific organizations.
- Aim to schedule editorial content of *Plateau* two years prior to each issue in an effort to help obtain financial sponsorships for each issue.
- Strongly tie Plateau to MNA exhibits with the idea of creating exhibit catalogs or their functional equivalent.
- Grow subscription sales through subscriber companies such as Swets Blackwell and EBSCO by increasing advertising presence within subscriber services catalogs.
- In order to better meet customer needs, create a database detailing past and present *Plateau* issues for easy article author and photo searching.

IV. Position MNA as a leading science and cultural authority of the Colorado Plateau.

- Increase MNA support and visitation by keeping it foremost in members' minds by publishing MNA Notes (including E-Notes monthly) three times a year. [Note: the Director would like MNA Notes issued four times per year and possibly reformatted]. Survey members to determine frequency preferences. Offer an on-line version for members who might want to "opt out" of print version. According to Membership, the average museum member newsletters sent at other institutions is four to six. Continue subsidizing information on current MNA events with members' E-notes issued monthly or when needed. Archive issues online.
- Feature the scope of MNA research, people, and programs in MNA Notes. Originally, Dr. Colton would ask all researchers to write a blurb on their current work. As a result, there'd be short articles on Glen Canyon rock art, or dinosaur fossils in Tuba City, or plants of Oak Creek Canyon, etc. Survey MNA science staff and associates before recommending any schedule.

- Continue publishing occasional bulletins and technical series. Determine a schedule for these with MNA scientists. These publications keep MNA science in the public eye. Issue press releases and pitch feature articles about current research by MNA scientists.
 - Collaborate on co-producing technical publications with universities and other science-based organizations to save money and gain exposure.
 - Evaluate re-starting the MNA Press (publications other than Plateau such as books, bulletins, etc.) and re-opening Photo Archives to increase revenue and to establish MNA as an authority and provider of historic and current Plateau information.
 - Determine how MNA volunteers effectively can assist Publications.
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MARKETING

Marketing Committee: Allan Affeldt, Michele Mountain, Liz Gumerman

This report will be sent separately.

GOVERNANCE

Governance Committee: Board Governance Committee: Steve Verkamp, Susan Golightly, Carolyn Shoemaker, Linn Montgomery; Katrina Rogers; Robert Breunig

This report will be sent separately.

FACILITIES

Facilities Committee: Sam Henderson, Robert Breunig, Sat Best

Create a campus environment that will “inspire a sense of love and responsibility for...the Colorado Plateau”
Develop MNA plans and programs to sustain and protect facilities
Insure safe visitor experiences and employee working environments
Involve friends, members, stakeholders, community at large

The following items are not in priority order.

I. Master Plan

- Complete Master Plan – Target Date _____
- Implementation of Master Plan projects
 - Design and completion of the new collections building

II. Building Inventory and Conditions Assessment

- Campus survey (map) completed as part of Master Plan/collections building process
- Complete conditions assessments of buildings, roads, trails, and infrastructure (including utilities, communications and information/data management systems)
- Prepare Historic Structures plan
 - Inventory
 - Condition assessment
 - Recommended level of treatment
 - Restoration
 - Benign neglect or removal
 - Adaptive restoration for modern uses

III. Maintenance Management

- Develop a maintenance management system to determine levels of treatment, estimate costs, and prepare schedules for all recurring and non-recurring tasks and projects
- Include vehicles and transportation
 - Purchase or lease
 - Service and upkeep
 - Amortization schedule/program
 - Liability issues
- Include Safety
 - Employee and visitor safety
 - Compliance with OSHA Standards
- Include Security
 - Patrol, physical barriers, alarm systems
 - Replace the Sensormatic tag system in the Museum Shop

- Complete collections security upgrades
- Develop a comprehensive security plan
- Develop an accessibility plan
 - ADA compliance
- Develop a communications plan
 - Develop specifications for IT and phone system
- Provide Rights-of-Way and let utility companies take over gas and water infrastructure - MNA could provide “in kind” contributions to offset costs

IV. Essential Facilities

- Determine and document those facilities essential to sustain the purpose of MNA – identified through Master Plan
- Determine those critical to fulfill MNA mission, now and in the future (Master Plan description)
- Residential facilities
 - Staff uses
 - Visiting scholars, artists, and intern uses
 - Potential for rent/lease to partners
 - Partner uses of land and facilities
 - Native American farm
 - Research by NAU, USFS, others
 - Shared partners in curatorial/research facilities (Master Plan)
 - Neighbors - meetings, socials, education, etc.

V. Identify excess property

- Are there excess buildings?
 - Unneeded/unwanted structures
 - Removal
 - Adaptive restoration
 - Potential uses by partners
- Is there excess land surplus to MNA needs now and in the future?
 - Potential for rent, lease, sale
 - If sold, insure perpetual income from any sale - funds go to endowment funds and only - interest used for MNA operations/programs
 - Use land in a way that is consistent with the MNA mission, community responsibility and land ethic
 - Conservation Development
 - Look for funding for conservation easements for the 90 acre County parcel and/or other undeveloped parcels
- Is there land development potential?
 - Sale to private developer
 - Developed by MNA or in partnership with private developer
 - MNA or developer include housing to support MNA staff
 - Opportunity to purchase a house (not the land – similar to what the City is considering with workforce housing).

VI. Natural Resources

- Prepare a Natural Resources Management plan
 - What will be preserved? (Flora and fauna)
 - How will it be used?
 - By whom?
 - Research, recreation?
- Develop a Campus Stewards group to help with the grounds
 - Patrol, invasive plant removal, landscaping
- Prepare a Landscape Plan
 - What, where, purposes, maintenance and care
 - Start around the Exhibits Building, where an irrigations system is in place
- Develop a Sustainability Plan
 - Reduce, reuse, recycle
 - Reduce energy use
 - Use less toxic products wherever possible
 - Purchase products with recycled content where possible
 - Build using sustainable products and practices

VII. Colton Complex

- Prepare a Business plan for the Colton Complex
 - Use as Residences?
 - Tours for fee – “The Coltons and the Making of a Museum”
 - Tours by partners - NPS, city, county, others?
 - Rental for private uses

VIII. Homestead

- Prepare a Business Plan for the Homestead
 - Residence
 - Hostel
 - Specialty Restaurant - MNA eatery
 - Art Studio
 - Research
 - Partner uses - GC Trust type, United Way, some other non-profit, publisher/printer, private “green” company

IX. Other Issues

- Heritage Corridor
 - Keep MNA staff involved with City, County and State
 - Preserve the entrance/transition to and from Flagstaff
 - Screening, landscaping, fencing, general development
- AAM accreditation
 - Understand and comply with AAM facilities requirements
- Trails systems
 - MNA – in house educational trails

- City FUTS needs around and/or through MNA property
 - Resolve social trails issues
 - New development
 - Master Plan proposals
 - Entrance and coordination with ADOT
 - Safe and efficient crossing of Highway 180
 - Funding
 - Develop a program to look for grants to fund Facilities needs
 - FALA
 - Make a decision about the near term and long term location of the FALA campus
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HERITAGE PROGRAM

Heritage Program Committee: Diane Rechel

Establish MNA's Heritage Program as an unparalleled place for gaining knowledge, enjoyment and premiere artwork from Colorado Plateau cultures. Continue to have shows stress art, language, worldview, and philosophy of native cultures.

I. Increase financial stability of HP: Increase festival admission from \$5 to \$7 for adults, increase artist booth fee from \$200 to \$220. Obtain sponsorships for HP art awards from businesses or individuals. Seek grants for cultural speakers and demonstrations, etc. Utilize existing grants. Increase sales and commission (20 to 25 percent) of art submitted by artists who are not represented at booths. Create a HP photo CD and info packet for potential sponsors and donors.

II. Keep and communicate market niche: Feature one culture per festival. In addition to art, dance and music, offer insight into traditions behind the art form. Provide experts on language, dress, food, farming, and education. Include cultural demonstrations, storytelling and lectures. Keep it fun, focused and family oriented. Build on MNA's 72-year-tradition of the Hopi Festival of Arts and Culture on July Fourth weekend by emphasizing MNA has the oldest Hopi art show in the world. Begin a quilting award.

III. Broaden marketing reach through website: Improve HP website presence by highlighting MNA's relationship with Native cultures through write-ups and photography on various HP participants. Include visitor testimonials. Create online HP photo gallery. Link website to Native-oriented websites worldwide. Highlight sponsors and reason they support HP.

IV. Strengthen relationships with indigenous cultures on the Colorado Plateau: Create HP newsletter mailed to artists/participants twice a year. Establish a festival poster or T-shirt contest. Offer HP artist-in-residence programs for studying Collections. Re-establish relationship with Zuni culture by working to feature tribe at small cultural events in 2006. In 2007, bring back the Zuni Festival of Arts & Culture. Continue new tradition of providing a Friday night meal for HP artists. Create a HP advisory board. Initiate discussions with other Colorado Plateau tribes on how they may want to be included.

V. Collaborate: Coordinate festivals with Ventures travel program by co-marketing custom and scheduled Ventures trips in HP public relations efforts. Offer HP lectures that reflect art for sale in MNA Shop. Station demos and experts in Shop during each festival. Work with other community organizations to balance Native events offered in July by attempting to obtain additional advertising and marketing funds from State/City or sponsors. Co-ordinate with NAU Elderhostel for tours and international tours to arrive during Heritage Programs.

VI. Utilize and Reward Volunteers: Enhance volunteer experience by offering training and written background of featured cultures and art forms. Reward volunteers with an HP keepsake.

VII. Consistently improve breadth and quality of sales items. Include unusual and extraordinary quality items.