

**The Museum of Northern Arizona's
INSTITUTIONAL PLAN
2006-2011**



Approved August 5, 2006

MISSION

The mission of the Museum of Northern Arizona is to inspire a sense of love and responsibility for the beauty and diversity of the Colorado Plateau through collecting, studying, interpreting, and preserving the region's natural and cultural heritage.

VISION

MNA is a warm and vibrant place of ideas, with a strong local identity, a regional focus, and an international perspective. Our vision for the Museum over its second 75 years is that:

- It is a welcoming place where people are drawn together to share their knowledge and love of learning and sense of innovation.
- It is a place that supports and gives voice to the region's diverse cultural perspectives.
- It has sustainable, state-of-the-art facilities while retaining its traditional character.
- Its educational programs and exhibits are beautifully presented, inspiring and intellectually challenging.
- Its collections are conserved with great care and respect and will provide a continuing source of inspiration and learning.
- It sets the standard for on-going regional research that is solid and significant.
- Its staff and volunteers are creative, enthusiastic, and supportive of each other, the Museum's mission, and the wider museum community.

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EXECUTIVE SUMMARY

MNA's Institutional Plan 2006-2011 is the result of a ten-month planning process involving the MNA Board, staff, volunteers, and external stakeholders. The plan lays out nine major institutional goals that emphasize MNA's commitment to its core programs in research, collections, and public education. These core programs are at the heart of the Museum's mission and vision.

Through this plan the Museum seeks to:

- attain long-term financial stability and sustainability;
- continue MNA's 78-year commitment to basic research about the biological, geological, and cultural processes that have formed the Colorado Plateau. MNA collections are the tangible expressions of this research, documenting a rich legacy of activity; therefore,
- provide a high level of care for and continue to build the Museum's collections to more completely document the natural and cultural history and arts of the Colorado Plateau; and
- communicate to the public through beautifully-crafted, innovative, intellectually challenging exhibits, and fun, engaging public programs that present perspectives on the past, which will afford us as a society the ability to make sound choices for the future.

This institutional plan also places emphasis on:

- protecting the many physical and natural assets of the Museum. It provides for maintenance of many existing facilities, replacement of facilities that are substandard, and construction of new facilities that will enhance our mission;
- addressing many critical staffing needs including the provision of better compensation and benefits for existing staff, the addition of new staff, assisting all staff with housing needs, and strategies to promote the overall well-being and enjoyment of employees;
- developing strategic partnerships with other institutions and groups, recognizing that MNA can not do everything alone and understanding the power of collaboration;
- disseminating information about the Museum's mission through MNA publications, an enhanced website, and a major re-branding initiative that will emphasize the quality and professionalism of MNA and its programs; and
- as an institution that has emerged from crisis, operating and maintaining the Museum according to the highest standards understood in the greater museum community.

MNA's comprehensive institutional plan reflects the highest aspirations of the Museum. We recognize that it is ambitious and that we may not be able to complete the plan in its entirety over the next five years. However, the Board and staff felt it was important to outline all our goals and action-steps, establish measures of success, and with foresight start down the road of implementation. To those who feel this plan is overly ambitious, it can be pointed out that in the past three years, following MNA's loss of accreditation, much has already been accomplished. We are committed to keeping track of our progress in achieving these goals. This document will be subject to annual review and revision by the Board. And, it can and probably will change according to shifting circumstances and new opportunities.

Please note that the order of presentation in MNA's Institutional Plan 2006-2011 does not reflect the order of institutional priority. MNA will implement the plan in a coherent way, working to achieve all goals and objectives. MNA's Institutional Plan 2006-2011 is designed to help the Museum of Northern Arizona reach its full potential as an institution that holds up a mirror to the incomparable richness, history and beauty, of the

Colorado Plateau. Through this plan, the Museum seeks to become an enduring institution reflecting the important responsibility we have to inspire love and care for the diverse natural and cultural heritage of this region.

MNA'S INSTITUTIONAL PLANNING PROCESS

The Museum of Northern Arizona developed its new Institutional Plan 2006-2011 over a period of ten months and will implement the Plan over a period of five years. The Plan will not be placed on a dusty shelf until the next planning phase in 2011. The Board of Trustees Governance Committee will review and revise its Institutional Plan annually, evaluating the Museum's progress in achieving its goals and updating as needed. The document is flexible and constantly evolving.

It was essential that this process was inclusive and open to remain consistent with MNA's mission, vision, and values. In addition to targeting feedback from internal and external stakeholders, MNA ensured that the entire institutional planning process was available on the MNA's web site for public viewing. And, both stakeholders and the general public were invited to send comments about the Plan using either an online or printed survey. MNA received a 12.9% rate of response from external stakeholders.

The institutional planning process included the following steps:

- 1) Form an internal Institutional Planning Committee (IPC) to lead the planning process, meeting twice a month to assess progress, organize retreats and public meetings, and consider other issues.
- 2) Identify key issues that are important to the future of MNA.
- 3) Form Key Issue Committees for each of the identified issues to lead the development of a preliminary list of goals and objectives for their Key Issue.
- 4) Compile all goals and objectives into a Pre-Retreat Draft Report and assess the report at a MNA Board and Staff Retreat.
- 5) Incorporate the results of the Retreat into an updated Post-Retreat Draft Report.
- 6) Refine 34-page report into 9 Major Institutional Goals and objectives, an outline for MNA's emerging Institutional Plan.
- 7) Present the Major Institutional Goals at Special Input Meetings for membership and staff.
- 8) Obtain MNA Board approval of Major Institutional Goals.
- 9) Seek feedback about the Goals from external stakeholders and the general public.
- 10) Expand Goals into a full draft Institutional Plan, identifying appropriate strategies, action-steps, timelines, staff assignments, and estimated costs.
- 11) Revise draft in response to input from IPC, Key Issue Committees, staff, members, external stakeholders, and the general public.
- 12) Obtain MNA Board approval of final Institutional Plan 2006-2011.

ESTIMATED TIMELINES AND COSTS

ESTIMATED TIMELINE:

To measure the incremental progress that MNA makes in achieving its major institutional goals and objectives over a 5-year period, the Plan includes a column titled **Estimated Timeline**, followed by a column titled **Progress** for each action-step. Each year when the Institutional Planning Committee (IPC) reviews and revises MNA's Institutional Plan 2006-2011, they will update and evaluate their progress.

ESTIMATED COST:

For effective planning, MNA has assessed the human and financial resources required to accomplish its major institutional goals and objectives. In some cases MNA was able to provide numerical figures, however the Museum also chose to develop general **Estimated Cost** categories in order to assess the distribution of low, moderate, and high cost strategies. Costs are interpreted as human and financial resources not presently included in the Museum's budget, such as new hires and fundraising. MNA realizes its goals and objectives do require many new staff and grants. The plan is ambitious, though realistic. On pages 47-52, the Museum has prioritized new hires and grants and will systematically acquire the human and financial resources as opportunities arise.

Estimated Cost Categories

<i>Low</i>	< \$100,000
<i>Moderate</i>	\$100,000 - \$500,000
<i>High</i>	> \$500,000

MAJOR INSTITUTIONAL GOALS FOR MNA 2006-2011

I. Build a Sustainable Financial Base

- Increase unrestricted operating endowment from 2 million to 10 million dollars
- Complete funding of other key endowment funds
- Improve earned income by 5% per year (adjusted for inflation)
- Build a MNA Grants Program
- Build a MNA Planned Giving and Major Gifts Program

II. Protect and Enhance the Collections

- Build the new Collections Center
- Implement other Collections management improvements
- Assess and improve the environment of remaining collections storage and exhibit installations
- Finalize Collections Management Policy and collections procedures
- Improve collections documentation
- Develop an MNA Collections Plan for building collections

III. Build Exciting Exhibits and Educational Programs

- Develop an Interpretative Master Plan geared to produce beautiful, inspiring, and intellectually challenging exhibits and public programs
- Honor and attract diverse audiences to the MNA
- Maintain a welcoming place where people are encouraged to share their knowledge and love of learning, and sense of innovation

IV. Foster Excellence in Research

- Fully fund existing research chair endowments for Anthropology and Geology Departments
- Begin building research chair endowments in Biology and Fine Arts
- Maintain and strengthen research emphasis in past and present regional biological and cultural diversity
- Encourage and support research publications; e.g. dissemination of research results in *Plateau* magazine and MNA Bulletins, and in professional journals
- Diffuse knowledge and appreciation of science and art to the general public through outreach and public programs
- Improve research equipment infrastructure

V. Improve the Stewardship of our Grounds, Assets and Facilities

- Implement deferred maintenance improvement plan and bring existing facilities up to museum standards
- Finalize and begin implementing the facilities Master Plan
- Develop and implement new security, safety and emergency plans
- Develop a long-term plan for historic buildings on the MNA campus, e.g. Colton House at Coyote Range and McMillan Homestead

- Maintain and create a welcoming and diverse Museum campus and surrounding neighborhood, in particular continue working on the Heritage Corridor Plan

VI. Invest in MNA Staff and Volunteers

- Secure adequate compensation for MNA Staff
- Restore needed staff positions
- Explore developing affordable housing for staff on Museum property
- Foster staff and volunteers who are creative, enthusiastic, diverse, and supportive of each other, MNA, and the wider museum community
- Build an Employee Policy Manual and Docent/Volunteer Manual

VII. Develop Strong Partnerships

- Complete strategic partnerships with Colorado Plateau Tribes and, if appropriate, Memorandums of Understandings (MOUs)
- Develop strategic partnerships with federal agencies, local governments, regional colleges and universities, and other non-profits
- Strengthen participation and active involvement by people of various cultural backgrounds through collaboration with local groups and organizations

VIII. Build the Museum's Reputation

- Develop a Re-branding Strategy and a comprehensive MNA marketing plan to be launched with the opening of the Collections Center
- Make significant improvements to the Museum's website
- Develop a marketing plan for *Plateau* magazine and other MNA publications

IX. Operate at the Highest Standards

- Understand and operate according to the "best practices" of the museum and non-profit field

GOAL I – Build a Sustainable Financial Base

OBJECTIVE 1: Increase unrestricted operating endowment from 2 million to 10 million dollars

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Form an MNA Foundation—a separate organization appointed by MNA Board that will provide additional oversight in managing and distributing earned income from MNA endowments and to place endowment funds in a separate corporation where assets will be more secure. Assigned: MNA Director, MNA Board of Trustees Est. Cost: Low 	
Done	STEP 1: Present idea to MNA Board.	n/a
Done	STEP 2: Write articles of incorporation and bylaws for the MNA Foundation.	n/a
Done	STEP 3: Recruit and appoint no less than three board members.	n/a
July-August 2006	STEP 4: File for a non-profit charter that is separate from MNA's.	Completed (date): _____
Fall 2006	STEP 5: Develop an operational agreement between MNA and the MNA Foundation.	Completed (date): _____
	<ul style="list-style-type: none"> Develop written Donor/Fundraising Policy to supplement current Donor Bill of Rights. Assigned: MNA Director, Volunteer Director of Museum Advancement, Board Fundraising Committee Est. Cost: Low 	
Spring 2007	STEP 1: Research individual donor and business support policies at similar institutions.	Completed (date): _____
Summer 2007	STEP 2: Write draft of MNA's Donor/Fundraising Policy, incorporating current Donor Bill of Rights.	Completed (date): _____
Fall 2007	STEP 3: Submit MNA's Donor/Fundraising Policy to Board for approval.	Approved (date): _____
	<ul style="list-style-type: none"> Develop and announce an Endowment Campaign strategy. Assigned: MNA Director, Volunteer Director of Museum Advancement or Endowment Campaign Manager (STEP 6), Board Fundraising Committee Est. Cost: Low 	
Summer 2006	STEP 1: Investigate possibilities for challenge gift(s).	Possibilities: 1. _____ 2. _____
Summer 2006	STEP 2: Prepare case statement for Endowment Campaign.	Completed (date): _____
Begin 2006, continue until secure	STEP 3: Secure challenge gift(s).	Gifts received: 1. BF Foundation 2. _____
Fall 2006 –	STEP 4: Recruit and appoint members of an Endowment Campaign	Members appointed (date): _____

Spring 2007	Committee.	
Fall 2006 – Spring 2007	STEP 5: Design and print publicity and recruitment materials for the Endowment Campaign (combine with Annual Appeal?).	Completed (date): _____
See Staffing Plan	STEP 6: Hire a Director of Museum Advancement to run Endowment Campaign, as well as oversee all Donor Programs.	Hired (date): _____
Fall 2006 – Spring 2007	STEP 7: Publicly announce Endowment Campaign.	Completed (date): _____
	<ul style="list-style-type: none"> Visit and apply to foundations and agencies that give to endowments Assigned: MNA Director, Volunteer Director of Museum Advancement or Endowment Campaign Manager Est. Cost: Low 	
1 November 2006, if unsuccessful submit biannually until secure	STEP 1: Submit application for NEH Endowment Challenge grant.	Submitted (date): _____
Ongoing	STEP 2: Continue researching endowment grant possibilities.	Grant possibilities: 1. _____ 2. _____
Ongoing	STEP 3: Initiate relationship with prospective donors and submit grant applications.	1. Submitted (date): _____ 2. Submitted (date): _____
Ongoing	<ul style="list-style-type: none"> Continue approaching and visiting individual philanthropists Assigned: MNA Director, Volunteer Director of Museum Advancement or Endowment Campaign Manager Est. Cost: Low 	Ongoing
	<ul style="list-style-type: none"> Follow-up on received grants and gifts. Assigned: MNA Director, Volunteer Director of Museum Advancement or Endowment Campaign Manager Est. Cost: Low 	
Ongoing	STEP 1: Send appropriate acknowledgement letters.	Ongoing
Annually	STEP 2: Create and update Endowment Donor Panel for display in Museum Exhibition Building.	Annually

OBJECTIVE 2: Complete funding of other key endowment funds

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Target specific constituents to build research chair endowments. Assigned: MNA Director, Volunteer Director of Museum Advancement, MNA Curators and Guest Curators, Board Fundraising Committee Est. Cost: Low 	
2006–2007	STEP 1: Write a case statement for each research chair at MNA to outline why each chair is essential to the Museum and to describe a research plan for each chair (coincides with Goal 3, Objectives 1 and 2).	Anthro completed (date): _____ Bio completed (date): _____ Fine Arts completed (date): _____ Geology completed (date): _____
Ongoing	STEP 2: Identify and approach prospective donors with specific interests in each of MNA’s research departments: Anthropology, Biology, Fine Arts, and Geology.	Prospective donors: 1. _____ 2. _____

Ongoing	STEP 3: Explore possible collaboration with NAU to fill some research chair positions.	Collaborations: 1. _____ 2. _____
	<ul style="list-style-type: none"> Target specific constituents to build the Coyote Range Endowment Fund. 	
Fall 2007	STEP 1: Write a case statement.	STEP 1 completed (date): _____
	STEP 2: Identify and approach prospective donors with specific interests in Coyote Range.	STEP 2: 1. _____ 2. _____
	<ul style="list-style-type: none"> Target specific constituents to build the Science Education Endowment Fund. 	
Spring 2008	STEP 1: Write a case statement.	STEP 1 completed (date): _____
	STEP 2: Identify and approach prospective donors with specific interests in science education.	STEP 2: 1. _____ 2. _____
	<ul style="list-style-type: none"> Target specific constituents to build a new Collections Acquisition Endowment. 	
Fall 2008	STEP 1: Write a case statement.	STEP 1 completed (date): _____
	STEP 2: Identify and approach prospective donors with specific interests in MNA collections.	STEP 2: 1. _____ 2. _____

OBJECTIVE 3: Improve earned income by 5% a year (adjusted for inflation)

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Build the inventory, capacity and sales effectiveness of MNA Shops. Assigned: MNA Director, Gift Shop Manager, Bookstore Manager, Marketing Manager, Systems Administrator Est. Cost: Moderate 	
2006 - 2008	STEP 1: Significantly reduce consignment inventory and secure funds to build Museum-owned inventory in the Gift Shop.	Consignment inventory (%): _____ Museum-owned inventory (%): _____
Ongoing	STEP 2: Enhance the beauty and interpretive content of the Gift Shop as important long-term exhibit.	Ongoing
Ongoing	STEP 3: Make the Bookstore a specialized, in-depth resource on the natural and cultural heritage of the Colorado Plateau.	Ongoing
2007	STEP 4: Develop Gift Shop and Bookstore marketing plans, exploring a variety of specialized media venues to increase visibility and audience.	Gift Shop completed (date): _____ Bookstore completed (date): _____
2008	STEP 5: Develop online sales capabilities in MNA Shops.	Completed (date): _____
Ongoing	STEP 6: Purchase inventory and develop MNA publications more directly tied to Museum exhibits.	Ongoing
Ongoing	STEP 7: Maintain a welcoming place with excellent customer service throughout MNA Shops.	Ongoing
	<ul style="list-style-type: none"> Develop a dynamic 5-year Exhibits Schedule and reinstall long-term exhibits to increase annual attendance. Assigned: MNA Director, Education Director, MNA Curators and 	

	Guest Curators, Other Consultants, Board Program Committee Est. Cost: High	
Begin 2006, ongoing	STEP 1: Maintain a 5-year Exhibits Schedule for mission-based intermediate, short-term, temporary (topical) exhibits.	Ongoing
2006-2007	STEP 2: Secure funds for Reinstallation of Long-Term MNA Exhibits planning.	Planning grant secured (date): _____
2007-2008	STEP 3: Secure funds for Reinstallation of Long-Term MNA Exhibits implementation.	Implementation grant secured (date): _____
2008	STEP 4: Increase marketing budget to aggressively market new long-term exhibits.	Budget Increase (date): _____
	<ul style="list-style-type: none"> Increase the Museum's membership from 3,600 to 5,500 members. Assigned: MNA Director, Membership Manager, Volunteer Director of Museum Advancement, Board Fundraising Committee, Systems Administrator Est. Cost: Low 	
Ongoing	STEP 1: Continue direct mail campaigns to acquire new members.	Ongoing
Ongoing	STEP 2: Continue membership recruitment through surveys collected in the Exhibits Building.	Ongoing
Ongoing	STEP 3: Provide cash incentive for MNA staff to recruit members, esp. Visitor Service and Retail Departments.	Ongoing
2007	STEP 4: Improve member retention by training volunteers to make personal phone calls asking lapsed members to rejoin.	Volunteers Trained (#): _____
2007-2009	STEP 5: Develop a Membership Acquisition Campaign plan, including a compelling 10-minute audiovisual presentation about MNA targeted at service clubs and community groups in the Flagstaff area. Encourage MNA staff to use this as a tool for building awareness, attendance, and membership.	Plan completed (date): _____ Presentation completed (date): _____
Ongoing	STEP 6: Improve outreach to local schools, local businesses, community organizations, and realtors (e.g. host social gatherings at the Museum Exhibition Building or Colton Home).	Ongoing

OBJECTIVE 4: Build an MNA Grants Program

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Develop Grants Program plan and implement. Assigned: MNA Director, Volunteer Director of Museum Advancement, Outside Consultants, Board Fundraising Committee Est. Cost: Moderate 	
See Staffing Plan	STEP 1: Hire a professional to run the MNA Grants Program to pull in major grants from private and federal foundations.	Hired (date): _____
Ongoing	STEP 3: Maintain and strengthen relationships with local businesses, NGOs, and corporations to secure MNA's share of annually distributed community funds.	Ongoing
Winter/Spring 2007	STEP 2: Begin systematic preparation of grant proposals, implementing Fundraising Plan (pgs. 49-52).	Submitted grants (date): 1. _____ 2. _____
	<ul style="list-style-type: none"> Generate list of grant opportunities. 	

	Assigned: MNA Director, Volunteer Director of Museum Advancement Est. Cost: Low	
Winter/Spring 2007	STEP 1: Review past grant opportunities (file cabinets and computer database).	Past grants: 1. _____ 2. _____
Winter/Spring 2007	STEP 2: Research new grant opportunities.	New grants: 1. _____ 2. _____
	<ul style="list-style-type: none"> Develop relationships with foundations and grant-makers. Assigned: MNA Director, Volunteer Director of Museum Advancement or Grants Program Director, Board Fundraising Committee Est. Cost: Low	
Ongoing	STEP 1: Schedule appointments with representatives.	Ongoing
Ongoing	STEP 2: Hold meetings with representatives.	Ongoing
Ongoing	STEP 3: Follow-up on meetings with representatives.	Ongoing

OBJECTIVE 5: Build an MNA Planned Giving and Major Gifts Program

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Develop Planned Giving and Major Gifts Program plan and implement. Assigned: MNA Director, Volunteer Director of Museum Advancement, Outside Consultants, Board Fundraising Committee Est. Cost: Moderate	
Done	STEP 1: Identify resources and study background material on planned giving documents and programs.	Identified resources: 1. BoardSource sm 2. Association of Fundraising Professionals 3. National Committee on Planned Giving
Done	STEP 2: Chose elements most suitable to MNA and develop a proposed MNA Planned Giving and Major Gifts plan [involve outside consultants if needed].	Completed (date): 2006
Spring 2007	STEP 3: Circulate proposed MNA Planned Giving and Major Gifts Program plan for review by staff and Board.	Completed (date): _____
Spring 2007	STEP 4: Amend MNA Planned Giving and Major Gifts plan based on feedback from staff and Board.	Amended (date): _____
Spring/Summer 2007	STEP 5: Submit proposed MNA Planned Giving and Major Gifts plan to MNA Board of Directors for approval.	Approved (date): _____
Summer 2007	STEP 6: Develop comprehensive MNA Planned Giving and Major Gifts Program and publish print brochure and internet web page.	Completed (date): _____ Published (date): _____
Summer 2007 (Annual Meeting)	STEP 7: Announce/Debut MNA Planned Giving and Major Gifts Program to MNA membership.	Announced (date): _____
See Staffing Plan	STEP 8: Hire a professional to run MNA Planned Giving and Major Gifts Program.	Hired (date): _____

	<ul style="list-style-type: none"> Develop list of MNA Planned Giving/Major Gift prospects. Assigned: MNA Director, Volunteer Director of Museum Advancement <i>or</i> Planned Giving and Major Gifts Program Director Est. Cost: Low 	
Fall 2006	STEP 1: Review MNA donor files (file cabinets and computer database).	Current donor prospects: 1. _____ 2. _____
Ongoing	STEP 2: Research new donors.	New donor prospects: 1. _____ 2. _____
	<ul style="list-style-type: none"> Develop relationships with prospective donors. Assigned: Volunteer Director of Museum Advancement <i>or</i> Planned Giving and Major Gifts Program Director Est. Cost: Low 	
Ongoing	STEP 1: Schedule appointments with donors.	Ongoing
Ongoing	STEP 2: Hold meetings with prospective donors.	Ongoing
Ongoing	STEP 3: Follow-up on meetings with prospective donors.	Ongoing

GOAL II – Protect and Enhance Collections

The objectives scheduled for 2006-2008 are highly dependent on the construction and furnishing of a new Collections Center, as well as grant funding. If either is delayed, 2009-2010 provides additional time for completion.

OBJECTIVE 1: Build the new Collections Center

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Finalize proposal for Collections Center site and distribute to external stakeholders for feedback and/or approval. Assigned: MNA Director, Facilities Manager Est. Cost: Low – \$0 	
In Process (2006)	STEP 1: Obtain NPS approval	Received (date): _____
In Process (2006)	STEP 2: Determine the exact footprint of Center, which other buildings will be affected.	Completed (date): _____
In Process (2006)	STEP 3: Obtain City/County approval.	Received (date): _____
	<ul style="list-style-type: none"> Prepare site for new Collections Center. Assigned: MNA Director, Contract Architect, Facilities Manager, Collections Manager, Associate Collections Manager for Natural Sciences, Registrar, Collections staff, MNA Curators Est. Cost: High – \$1,000,000 	
Fall 2006	STEP 1: Determine on-site location for temporary housing of Fine Arts and Botany Collections.	Completed (date): _____
Winter 2006-07	STEP 2: Prepare (alarms, windows boarded, keying) temporary storage for Fine Art and Botany collections.	Completed (date): _____
Spring 2007	STEP 3: Move Fine Arts and Botany collections to temporary storage.	Completed (date): _____
Summer 2007	STEP 4: Demolish or move buildings and make other site preparations.	Completed (date): _____
	<ul style="list-style-type: none"> Construct new Collections Center. Assigned: Contract Architect, Facilities Manager, Collections Manager, MNA Curators Est. Cost: High – \$3,000,000 	
Summer 2007-2008	STEP 1: Begin construction of new building.	Began (date): _____
Summer 2008	STEP 2: Move collections into new building.	Completed (date): _____
Summer 2008	STEP 3: Consolidate dispersed Archives holdings into new building.	Completed (date): _____
	<ul style="list-style-type: none"> Purchase compactors and storage furniture for new Collections 	

	Center. Assigned: Collections Manager, Volunteer Director of Museum Advancement, Library staff Est. Cost: High – \$1,500,000	
2006	STEP 1: Submit Save America Treasures (SAT) grant for Archaeology and Biology Collections cabinetry.	Submitted (date): 2006 Received (date): _____
2 October 2006	STEP 2: Submit NEH grant for Stabilizing Humanities Collections for compactors for new Center (may not be able to submit due to timing conflict with IMLS-CP grant).	Submitted (date): _____ Received (date): _____
1 October 2006	STEP 3: Submit IMLS-CP grant for Ethnology Collections cabinetry.	Submitted (date): _____ Received (date): _____
17 July 2007	STEP 5: Submit NEH Documentation grant to purchase archive storage furniture identified by Consultant Archivist for new Center.	Submitted (date): _____ Received (date): _____
14 August 2007, will reapply	STEP 6: Submit NEA grant to purchase Fine Arts storage furniture for new Center (will reapply).	Submitted (date): _____ Received (date): _____
2007-2010	STEP 7: Submit IMLS-CP collection storage grant to cover any collection not funded by other granting agencies.	Submitted (date): _____ Received (date): _____

OBJECTIVE 2: Implement other Collections management improvements

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Make existing grant funded staff positions permanent, or obtain additional funding. Assigned: MNA Director, Collections Manager, MNA Curators, Controller, Volunteer Director of Museum Advancement, Human Resources Manager Est. Cost: High – \$245,640 per year	
See Staffing Plan	STEP 1: Include Registrar position as part of approved Collections Budget (following conclusion of IMLS-MFA grant; contingent on MNA operational budget).	Hired (date): _____
See Staffing Plan	STEP 2: Include Collections Assistant position as part of approved Collections Budget (following conclusion of IMLS-MFA grant; contingent on MNA operational budget).	Hired (date): _____
2006	STEP 3: Submit NAGPRA grant to continue NAGPRA Specialist through October 2007	Submitted (date): 2006 Received (date): 2006
2006	STEP 4: Submit Save Americas Treasures grant that includes funding for Associate Collections Managers in Biology and Anthropology through December 2008.	Submitted (date): 2006 Received (date): _____
February 2007, or reapply	STEP 5: If Save Americas Treasures grant funded, hire two new Associate Collections Managers (see Objective 4, complete written collections procedures).	Grant secured (date): _____ Hired (date): _____
15 November 2006	STEP 6: Seek funding for Environmental Monitoring Coordinator. Submit IMLS-Museums for America grant to fund a full-time position for two years.	Submitted (date): _____ Received (date): _____
2007-2009	STEP 7: Seek funding for <i>staff</i> Archivist, either Mellon Foundation or NEH Documentation Grant (may be endowment fund or grant project; will hire accordingly).	Grant submitted (date): _____ Grant secured (date): _____
See Staffing Plan	STEP 8: Include Anthropology and Biology Associate Collections	Anthro. Manager hired (date): _____

	Manager positions as part of approved Collections Budget (post-SAT grant, contingent on operational budget).	Bio. Manager hired (date): _____
	<ul style="list-style-type: none"> Perform condition assessment and improve collection conditions. Assigned: Collections Manager, Library staff, Volunteer Director of Museum Advancement, Consultant Archivist Est. Cost: Moderate – \$125,000 	
2006	STEP 1: Submit NEH Preservation Assistance grant to hire <i>consultant</i> Archivist to assess archives and determine storage requirements for new building (preceding the hire of a full-time staff Archivist, see above).	Submitted (date): 2006 Received (date): _____
14 August 2006	STEP 2: Submit NEA grant to perform condition/storage assessment for Fine Arts Collection.	Submitted (date): _____ Received (date): _____
17 July 2007	STEP 3: Submit NEH Documentation grant to implement documentation improvements identified by consultant Archivist.	Submitted (date): _____ Received (date): _____
2006-2008	STEP 4: Complete physical separation of archives from library materials.	Completed (date): _____
2008-2010	STEP 5: Assess and re-house fragile collections (ongoing and depending upon grant funding).	Grant secured (date): _____ Completed (%): _____
	<ul style="list-style-type: none"> Improve collections access by adding collections, as appropriate, to the MNA website. Assigned: Collections Manager, Systems Administrator, Library staff, Associate Collections Manager for Natural Sciences, MNA Curators and Guest Curators, Consultant Archivist Est. Cost: Low – \$10,000 	
Summer 2006	STEP 1: Portions of Archives and Library holdings available to staff via MNA intranet.	Completed (%): _____
Winter 2006	STEP 2: Navajo textiles and report available on MNA web.	Completed (%): _____
2007	STEP 2: Identify and prioritize other collections that MNA would like to publish on the web site.	Completed (date): _____
2007	STEP 3: Discuss timeline and action-steps for publishing each identified collection.	Completed (date): _____
2007 – 2010	STEP 4: Begin creating web pages for each collection.	#1 Priority Published (%): _____ #2 Priority Published (%): _____ #3 Priority Published (%): _____ #4 Priority Published (%): _____ #5 Priority Published (%): _____

OBJECTIVE 3: Assess and improve the environment of remaining collections storage and exhibit installations

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Assess and improve environment and envelope in exhibits building. Assigned: Education Director, Collections Manager, MNA Curators, Volunteer Director of Museum Advancement, Facilities Manager Est. Cost: Moderate – \$200,000 	
2007	STEP 1: Purchase data loggers for expansion of monitoring.	Completed (date): _____
2007	STEP 2: Identify and secure grant to perform environmental	Grant: _____

	assessment of Museum Exhibition Building.	Submitted: (date): _____ Received (date): _____
2007-2008	STEP 3: Perform environmental assessment of Museum Exhibition Building and develop plan for improvements.	Completed (date): _____
2008	STEP 4: Identify and secure grant to implement environmental improvements in Museum Exhibition Building.	Grant: _____ Submitted: (date): _____ Received (date): _____
2008-2010	STEP 4: Implement environmental improvements.	Completed (date): _____
	<ul style="list-style-type: none"> Improve storage environment of older collections/library buildings. Assigned: MNA Director, Collections Manager, MNA Curators, Tribal Representative(s), Volunteer Director of Museum Advancement, Facilities Manager Est. Cost: High – \$2 million 	
2008	STEP 1: Identify and secure grants to implement environmental improvements in older collections/library buildings (i.e. Marcou, Sacred & Ceremonial Vault, Geology and Anthropology storage, Newlands).	Grant: _____ Submitted: (date): _____ Received (date): _____
2008	STEP 2: Move Marcou ventilation system to main room until future location of fluid preserved collections resolved.	Completed (date): _____
2008-2009	STEP 3: Implement environmental monitoring project to monitor environment in Sacred & Ceremonial Vault.	Completed (date): _____
2009-2010	STEP 4: Install HVAC, fire suppression, compactors in Geology Collection storage room.	Completed (date): _____
2009-2010	STEP 5: Install HVAC, fire suppression, compactors in Newlands and main Anthropology Collection storage rooms.	Completed (date): _____

OBJECTIVE 4: Finalize Collections Management Policy and collection procedures

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Approve new Collections Management Policy. Assigned: MNA Director, MNA Board of Trustees, Board Program Committee, Collections Manager, MNA Curators Est. Cost: Low – \$0 	
July 2006	STEP 1: Resolve collections access issue for inclusion in Policy.	Resolved (date): _____
July-August 2006	STEP 2: Complete draft Policy.	Completed (date): _____
August 2006	STEP 3: Obtain official Board approval of new Policy.	Approved (date): _____
Fall 2006	STEP 4: Determine place of MNA Library in organizational structure.	Completed (date): _____
	<ul style="list-style-type: none"> Complete written collection procedures. Assigned: MNA Director, Associate Collections Manager for Natural Sciences, MNA Curators, Consultant Archivist Est. Cost: Low – \$0 	
2006	STEP 1: Create written Communication Policy and Procedure between Collections Manager and Curators.	Completed (date): _____
February 2007-2010	STEP 2: Create written Biology Collections Management Procedures (dependent on hiring of Associate Collections Manager	Completed (date): _____

	for Biology and/or receipt of Save Americas Treasures grant, will reapply if necessary).	
February 2007-2010	STEP 3: Review and revise Anthropology Collections Management Procedures (dependent on hiring Associate Collections Manager for Anthropology and/or receipt of Save Americas Treasures grant, will reapply if necessary).	Revised (date): _____
2008-2010	STEP 4: Create written Archives Management Procedures (dependent on hiring staff Archivist and/or receipt of grant).	Completed (date): _____

OBJECTIVE 5: Improve collections documentation

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Legal documents are organized and protected. Assigned: Registrar, Consultant Archivist Est. Cost: Low – \$2000 	
2006	STEP 1: Existing legal documents (permits, curation agreements, gift agreements or letters of conveyance) are consolidated in fire proof vault.	Completed (date): _____
Ongoing	STEP 2: Search for and identification of legal documents continues.	Ongoing
2008-2010	STEP 3: Plan in place to accession archive holdings.	Completed (date): _____
	<ul style="list-style-type: none"> NAGPRA documentation is complete. Assigned: NAGRPA Specialist, Consultant Physical Anthropologist Est. Cost: Moderate – \$300,000 	
Summer 2006	STEP 1: Summaries submitted to Tribes and National NAGPRA.	Submitted (date): _____
2006	STEP 2: NAGPRA grant submitted to expand consultations with Tribes.	Submitted (date): 2006 Received (date): 2006
2007-2009	STEP 3: Submit NAGPRA grant to bring consultant Physical Anthropologist in to identify unidentified human remains.	Submitted (date): _____ Received (date): _____
2007-2010	STEP 4: Begin consolidation of human remains and associated AFOs.	Began (date): _____
	<ul style="list-style-type: none"> Inventories are complete with location of items/specimens identified in database. Assigned: Collections Manager, Associate Collections Manager for Natural Sciences, Associate Collections Manager (Biology), Associate Collections Manager (Anthropology), Collections Assistant Est. Cost: Moderate – \$150,000 	
Fall 2006	STEP 1: Fine Arts inventory complete.	Complete (%): _____
Spring 2007	STEP 2: Geology inventory complete.	Complete (%): _____
Fall 2007	STEP 3: Anthropology inventory complete.	Complete (%): _____
Fall 2007-2008	STEP 4: Biology inventory complete, if data entry complete. Depends upon receipt of Save Americas Treasures grant and hiring of Associate Collections Manager for Biology.	SAT grant secured (date): _____ Bio. Manager hired (date): _____ Complete (%): _____
	<ul style="list-style-type: none"> Cataloging backlogs are minimized or eliminated. Assigned: Work-Study Student, Collections Manager, Associate Collections Manager (Biology), Associate Collections Manager (Anthropology) Est. Cost: Low – \$0 	
Summer 2006	STEP 1: Fine Arts cataloging backlog eliminated.	Eliminated (%): _____

Fall 2006	STEP 2: Ethnology cataloging backlog eliminated.	Eliminated (%): _____
2007-2008	STEP 3: Archaeology cataloging backlog eliminated.	Eliminated (%): _____
2007-2008	STEP 4: Geology cataloging backlog reduced.	Reduced (%): _____
	<ul style="list-style-type: none"> Automate collection data. Assigned: Systems Administrator, Associate Collections Manager (Biology), Associate Collections Manager for Natural Sciences, Consultant Archivist Est. Cost: Moderate – \$200,000 	
2007	STEP 1: Geology collection data computerized.	Computerized (%): _____
2007	STEP 2: Biology collection data computerized.	Computerized (%): _____
2008-2010	STEP 3: Computerization of Archives is underway.	Computerized (%): _____

OBJECTIVE 6: Develop an MNA Collections Plan for building collections

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Obtain curatorial expertise to advise MNA. Assigned: MNA Director, MNA Curators and Guest Curators, Human Resources Manager, Collections Manager, Volunteer Director of Museum Advancement Est. Cost: Moderate – \$201,800 	
See Staffing Plan	STEP 1: Hire Anthropology Curator.	Hired (date): _____
See Staffing Plan	STEP 2: Hire Fine Arts Curator.	Hired (date): _____
2007-2010	STEP 3: Seek and secure grants to fund re-documentation of collections.	Grant: _____ Submitted: (date): _____ Received (date): _____
	<ul style="list-style-type: none"> Write Collections Plan. Assigned: MNA Director, Board Program Committee, Collections Department, MNA Curators and Guest Curators Est. Cost: Low – \$0 	
Summer 2006	STEP 1: Outline general framework for MNA Collections Plan.	Completed (date): _____
Fall 2006-2007	STEP 2: Expand Plan by adding recommendations from Navajo textile report.	Completed (date): _____
Fall 2006-2007	STEP 3: Develop recommendations for Hopi silver.	Completed (date): _____

GOAL III – Build Exciting Exhibits and Educational Programs

OBJECTIVE 1: Develop an Interpretative Master Plan geared to produce beautiful, inspiring, and intellectually challenging exhibits and public programs

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Develop a mission-based MNA Educational Philosophy (one that explores the sciences, art, Native American cultures and history of the Colorado Plateau) that enhances interactive experiences with real objects and accommodates diverse audiences. Assigned: Education Team and MNA Director Est. Cost: Low 	
Ongoing	STEP 1: Research educational philosophies from other institutions and leaders in museum education.	Ongoing
Spring 2006	STEP 2: Hold education retreat to discuss the key components of an educational philosophy, reviewing what was learned through research, what has been successfully applied and evaluated, and discussing how MNA can evolve as a dynamic educational institution.	Completed (date): April 2006
Summer 2006	STEP 3: Compile ideas from retreat and disseminate to education team for prioritization and discussion. Work as a team to draft an Educational Philosophy.	Completed (date): July 2006
August 2006	STEP 4: Present draft MNA Educational Philosophy to Director and Board for approval.	Approved (date): August 5, 2006
	<ul style="list-style-type: none"> Develop mission-based MNA Educational Content Plan that highlights MNA research and collections and incorporates current understandings of science and art in an engaging way. Assigned: MNA Director, Education Team, and advisory committee Est. Cost: Low 	
February 2007 (following opening of T-saur Exhibit)	STEP 1: Form an advisory committee consisting of Colorado Plateau scientists, art educators, tribal representatives, MNA staff and community members.	Completed (date): _____
December 2007	STEP 2: Work as a team to draft an Educational Content Plan.	Completed (date): _____
January 2008	STEP 3: Obtain approval of draft MNA Educational Content Plan from Director.	Approved (date): _____
	<ul style="list-style-type: none"> Develop plan and reinstall mission-based, engaging, relevant, and meaningful permanent exhibits that are based upon MNA's Educational Philosophy and Content Plan. Assigned: Public Programs Committee (PPC)*, the advisory committee addressed above, contracted exhibits firm Est. Cost: High 	
2006	STEP 1: Secure permanent exhibit planning grant.	Submitted (date): _____ Received (date): _____
January 2007	STEP 2: Establish permanent exhibits committee.	Completed (date): _____

January 2007	STEP 3: Contract with an exhibits firm.	Established (date): _____
Winter/Spring 2007	STEP 4: Conduct systematic gallery evaluations to determine the content and collections to be presented in each permanent gallery (archaeology, ethnology, and geology).	Completed (date): _____
2007-2008	STEP 5: Complete audience outreach initiatives and surveys to learn about audience(s), what they want to learn, and what kinds of exhibits do they want to experience.	Completed (date): _____
2007-2008	STEP 6: Develop a prioritized and systematic schedule for designing, budgeting, and installing new permanent exhibitions.	Completed (date): _____
2008	STEP 7: Develop exhibits that will: highlight MNA's collections; the diversity of the Colorado Plateau; incorporate appropriate use of technology; and excite and engage visitors of all ages and of diverse backgrounds.	Completed (date): _____
2008	STEP 8: Secure permanent exhibit implementation grant.	Submitted (date): _____ Received (date): _____
Begin 2008, until complete	STEP 9: Based upon priority and secured funding, begin installation of new exhibitions, one gallery at a time.	Galleries completed 2008 (#): _____ Galleries completed 2009 (#): _____ Galleries completed 2010 (#): _____
	<ul style="list-style-type: none"> Develop a 5-year Exhibits Schedule for mission-based intermediate, short-term, temporary (topical) exhibits. Assigned: Public Programs Committee (PPC) Est. Cost: Moderate	
Spring 2006	STEP 1: Develop an exhibit cycle (4-5 months, 6-9 months, 1-2 years) for each changing gallery (Lockett, Special Exhibits, Chase Gallery, Auditorium). Exhibitions will present a consistent balance of mission-based themes (art, science, biology/ecology, Native American culture).	Completed (date): Spring 2006
Ongoing	STEP 2: Develop exhibits that are: exciting and engaging for visitors of all ages; explore appropriate uses of technology; highlight institutional research initiatives and collections; and present relevant, meaningful, current and at times, controversial ideas (i.e. evolution).	Ongoing
Summer 2006	STEP 3: Establish policy for the internal development, outside solicitation, review and acceptance of mission-based exhibits proposals (proposals include: project prospectus, curator biography, budgets, potential funding sources, and preliminary design and object list). Explore opportunities for creating and receiving traveling exhibits.	Completed (date): Summer 2006
In Process	STEP 4: Complete long-term exhibition projects such as the Hopi Iconography Project.	Exhibition opening (date): _____
Ongoing	STEP 5: Present exhibit proposals to Director for approval.	Ongoing
Ongoing	STEP 6: Identify and secure funding for exhibitions.	Ongoing
Ongoing	STEP 7: Produce exhibit and associated public programs.	Ongoing
See Staffing Plan	STEP 8: Hire Exhibits Manager.	Hired (date): _____
	<ul style="list-style-type: none"> Continue existing public programs (Ventures, Discovery, Custom Tours, Heritage Program, Docent/Volunteer Programs, and curriculum/teacher trainings/lectures/workshops offered in conjunction with exhibitions); and, develop new programs that reflect Educational Philosophy and Content Plan, and institutional priorities. Assigned: Education Team and MNA Director	

	Est. Cost: Moderate	
Ongoing	STEP 1: Continue internal and external evaluation of current public programs.	Ongoing
Ongoing,	STEP 2: Develop public programs that meet community needs and integrate exhibitions, research, collections, and other institutional initiatives (i.e. curriculum development, see Goal IV, Objective 5).	Ongoing
Ongoing, see Goal VII	STEP 3: Continue to develop collaborative endeavors with community organizations, tribal entities, and public and charter schools.	Ongoing
Ongoing	STEP 4: Develop program proposals that are mission-based and fiscally responsible.	Ongoing
Ongoing	STEP 5: Develop public program proposals and present to Director for approval.	Ongoing
Ongoing	STEP 6: Implement and annual evaluation of public programs.	Ongoing

**The Public Programs Committee includes MNA Director, and staff from Education, Collections, Research, Exhibits, Technology, Marketing, Membership, and Facilities*

OBJECTIVE 2: Honor and attract diverse audiences to the MNA

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Enhance understanding of demographics and diversity of current and potential museum visitors Assigned: Marketing Manager, Membership Manager, Education Team Est. Cost: Low	
Ongoing	STEP 1: Conduct literary research about museum audience demographics and outreach strategies.	Ongoing
Ongoing	STEP 2: 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.	Ongoing
See Goal VII, Objective 3	STEP 3: Develop partnerships with community organizations that present cross-cultural perspectives and themes.	Partnerships established (date): 1. Nuestras Raices 2. _____ 3. _____
Summer/Fall 2008, see Goal VIII	STEP 4: Produce multimedia interpretative resources.	Completed (date): _____

OBJECTIVE 3: Maintain a welcoming place where people are encouraged to share their knowledge and love of learning, and sense of innovation

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Integrate MNA Education and Visitor Services. Assigned: Education Team, Visitor Services staff Est. Cost: Low	
Spring 2006	STEP 1: Schedule meetings with Education and Visitor Services staff to identify departmental and institutional needs.	Completed (date): Spring 2006

Summer 2006	STEP 2: Fill vacant Visitor Services staff positions, and provide appropriate training.	Completed (date): Summer 2006
Begin 2006, ongoing	STEP 3: Schedule ongoing weekly meetings with Education Director and Visitor Services Supervisor to debrief, exchange ideas, and foster open communication.	Began weekly meetings (date): 2006
In Process	STEP 4: Develop new training protocol that educates both Visitor Services and Education staff about the mission and content at MNA to enhance the staff experience and visitor experience.	Completed (date): _____
Fall 2006	STEP 5: Relocate Education Department offices to Museum Exhibition Building, increasing direct contact between Visitor Services and Education, and Education with the public.	Relocated (date): _____
Fall 2006	STEP 6: Write new position descriptions for Visitor Services staff.	Completed (date): _____
Ongoing	STEP 7: Hold interdepartmental meetings with Visitor Services and Education staff, and maintain open communication between departments.	Ongoing
Ongoing	STEP 8: Together identify and respond to changing institutional and visitor/audience needs.	Ongoing

GOAL IV – Foster Excellence in Research

OBJECTIVE 1: Fully fund existing research chair endowments for Anthropology and Geology Departments

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Complete funding at minimum base level of 2 million dollars for each existing research chair endowment. Currently, about half completed for Colbert Endowment (Geology) and about one third completed for Danson Endowment (Anthropology). <p>Assigned: MNA Director, Volunteer Director of Museum Advancement, MNA Curators, Collections Manager, Board Fundraising Committee Est. Cost: High – \$3,000,000</p>	
2007	STEP 1: Prepare case statements, overviews of Anthropology and Geology research activity and role at MNA, for presentation to donors and organizations.	Anthro. completed (date): _____ Geo. completed (date): _____
Ongoing	STEP 2: Recruit funds from individual donors and organizations with specific interests in Anthropology and Geology.	Ongoing
Ongoing	STEP 3: Recruit funding through planned giving and estate planning.	Ongoing
Ongoing	STEP 4: Involve MNA Board in planning and fundraising for each endowment.	Ongoing
	<ul style="list-style-type: none"> If exceed the minimum base level, extend endowments to include entry-level curators and technicians. <p>Assigned: MNA Director, Volunteer Director of Museum Advancement, MNA Curators, Collections Manager, Human Resources Manager Est. Cost: Moderate – \$500,000</p>	
2007-2008	STEP 1: Draft amendments to each endowment, as needed, to include support for entry-level curators, technicians, and/or contract personnel in each endowment.	Anthro. completed (date): _____ Geo. completed (date): _____
2008	STEP 2: Develop job descriptions for entry-level curator and technician positions in each department.	Curators completed (date): _____ Technicians completed (date): _____
Timeline contingent on reaching minimum base level	STEP 3: Present amendments to MNA Board and obtain approval.	Anthro. approved (date): _____ Geo. approved (date): _____
Timeline contingent on reaching minimum base level	STEP 4: Secure funding from endowments and outside sources, i.e. grants.	Funding secured (date): _____
Timeline contingent on	STEP 5: When endowments are sufficient to include entry-level curators and/or technicians, initiate hiring.	Hire Curator Anthro. (date): _____ Hire Curator Geo. (date): _____

reaching minimum
base level

Hire Technician Anthro (date): _____
Hire Technician Geo. (date): _____

OBJECTIVE 2: Begin building research chair endowments in Biology and Fine Arts

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Generate written research chair endowments for Biology and Fine Arts. Assigned: MNA Director, Volunteer Director of Museum Advancement, MNA Curators and Guest Curators, Collections Manager Est. Cost: Low 	
2009-2010	STEP 1: Draft endowments: needs, goals, and strategy.	Biology completed (date): _____ Fine Arts completed (date): _____
2009-2010	STEP 2: Review with MNA staff and obtain approval from MNA Board of Trustees.	Reviewed (date): _____ Approved (date): _____
Ongoing	STEP 3: Inform prospective donors and peer institutions.	Ongoing
	<ul style="list-style-type: none"> Fully fund each endowment at minimum base level of 2 million dollars. Assigned: MNA Director, Volunteer Director of Museum Advancement, MNA Curators and Guest Curators, Collections Manager Est. Cost: High – \$4,000,000 	
2010-2011	STEP 1: Prepare case statements, overviews of Biology and Fine Arts research activity and role at MNA, for presentation to donors and organizations.	Biology completed (date): _____ Fine Arts completed (date): _____
Ongoing	STEP 2: Recruit funds from individual donors and organizations with specific interests in Biology and Fine Art.	Ongoing
Ongoing	STEP 3: Recruit funding through planned giving and estate planning.	Ongoing
Ongoing	STEP 4: Involve MNA Board in planning and fundraising for each endowment.	Ongoing

OBJECTIVE 3: Maintain and strengthen research emphasis in past and present regional biological and cultural diversity

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Continue MNA’s tradition of excellent research. Assigned: MNA Curators and Guest Curators, Research staff, Collections Manager, Library staff Est. Cost: Low 	
2007, ongoing	STEP 1: Identify current needs and trends in research as appropriate to each discipline, and that are consistent with the MNA mission: Colorado Plateau and surrounding areas.	Ongoing
Ongoing	STEP 2: Facilitate traditional and innovative research programs in each discipline.	Ongoing

Ongoing	STEP 3: Encourage external, interdisciplinary collaboration between MNA curators and associated scholars.	Ongoing
Ongoing	STEP 4: Develop existing and new research programs through internal collaboration, through grants and sponsored research activities.	Ongoing
	<ul style="list-style-type: none"> Seek funding for departmental priority research projects. Assigned: MNA Director, Volunteer Director of Museum Advancement, MNA Curators and Guest Curators, Collections Manager, Board Fundraising Committee Est. Cost: Moderate	
2008, ongoing	STEP 1: Identify funding sources	Funding sources: 1. _____ 2. _____ 3. _____
Ongoing	STEP 2: Actively recruit donors and organizations for funding of projects, utilizing case statements on file.	Ongoing
Annually	STEP 3: Create realistic budgets based on funding availability.	2006 Budget complete (date): _____ 2007 Budget complete (date): _____ 2008 Budget complete (date): _____ 2009 Budget complete (date): _____ 2010 Budget complete (date): _____
Ongoing	STEP 4: Maintain appropriate relationships with donors: thanks, social events, and periodic communications.	Ongoing

OBJECTIVE 4: Encourage and support research publications; e.g. dissemination of research results in *Plateau* magazine and MNA Bulletins, and in professional journals

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Establish 2-year publication schedule and topics for Plateau Magazine and MNA Bulletin series. Assigned: Plateau and MNA Bulletin Editors, MNA Curators and Guest Curators, Collections Manager, Research Associates Est. Cost: Low	
2007	STEP 1: Contact curators, research associates, and others associated with MNA to assess publication needs and ideas.	Completed (date): _____
Begin 2008, annually	STEP 2: Confirm agreements for content and schedule.	Confirmed (date): _____
	<ul style="list-style-type: none"> Continue publication in professional journals and elsewhere in keeping with professional standards of research and dissemination. Assigned: MNA Curators and Guest Curators Est. Cost: Low	
Ongoing	STEP 1: Prepare manuscripts and illustrations.	Ongoing
Ongoing	STEP 2: Submit to appropriate journal or other venue.	Ongoing
	<ul style="list-style-type: none"> Establish staff (volunteer, if necessary) support for research publications. Assigned: MNA Director, MNA Curators and Guest Curators, Collections Manager, Human Resources Manager, Docent/Volunteer Programs Manager	

	Est. Cost: Moderate	
2009	STEP 1: Develop volunteer descriptions and/or job descriptions for support staff essential for successful research, esp. Librarian.	Descriptions completed (date): Librarian: _____
See Staffing Plan	STEP 2: Recruit staff, or volunteers (contingent on funding).	Librarian hired (date): _____

OBJECTIVE 5: Diffuse knowledge and appreciation of science and art to the general public through outreach and public programs

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Establish venues for dissemination of research, e.g. exhibition, CD, DVD, radio, television, and internet (e.g. podcasting). Assigned: Education Director, Public Programs Committee (PPC), MNA Curators and Guest Curators, Collections Manager, Systems Administrator Est. Cost: Low	
Ongoing	STEP 1: Identify concepts, curators and guest curators, and other production personnel.	Ongoing
Ongoing	STEP 2: Evaluation of project proposal with Public Programs Committee (PPC).	Ongoing
	<ul style="list-style-type: none"> If approved by PPC, initiate development of project. Assigned: MNA Curators and Guest Curators, Collections Manager Est. Cost: Low	
Ongoing	STEP 1: Expand project proposal to include plan for content development and marketing, especially budget.	Ongoing
Ongoing	STEP 2: Review plan with PPC and establish schedule for funding and implementation.	Ongoing
	<ul style="list-style-type: none"> Develop curriculum to accompany projects focusing on outreach that benefits teachers and children. Assigned: Education Team, MNA Curators and Guest Curators, Collections Manager Est. Cost: Low	
See Staffing Plan	STEP 1: Establish financial and human resources for curriculum development.	Hired (date): _____
Ongoing	STEP 2: Assess state and national curriculum standards for each project.	Ongoing
Ongoing	STEP 3: Draft curriculum for adoption in public school classrooms.	Ongoing
Ongoing	STEP 4: Produce curriculum materials.	Ongoing
Ongoing	STEP 5: Distribute curriculum materials.	Ongoing

OBJECTIVE 6: Improve research equipment infrastructure

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Assess equipment and facilities infrastructure in connection to MNA research Assigned: Facilities Manager, MNA Curators Est. Cost: Moderate	

2009	STEP 1: Prioritize and create a 10-year schedule for equipment upgrades in each research department (coordinate with Facilities schedule for repair and replacement of mechanical and electrical systems). For example, upgrade heating and air conditioning systems.	Completed (date): _____
Begin 2009	STEP 2: Implement.	Upgrades completed (date): 1. _____ 2. _____ 3. _____
Annually	STEP 3: Periodically review equipment and facilities infrastructure.	2006 Review (date): _____ 2007 Review (date): _____ 2008 Review (date): _____ 2009 Review (date): _____ 2010 Review (date): _____

GOAL V – Improve the Stewardship of Our Grounds, Assets and Facilities

OBJECTIVE 1: Implement a deferred maintenance improvement plan and bring existing facilities up to museum standards

EST. TIMELINE	STRATEGIES	PROGRESS
	Develop and implement a Historic Structures Master Plan. Assigned: Facilities Manager, Volunteer Director of Museum Advancement Est. Cost: Moderate	
Summer 2006	STEP 1: Survey historic MNA buildings on or eligible for the National Register of Historic Places for maintenance needs, and write a Historic Structures Master Plan.	Completed (date): July 2006
Fall 2006	STEP 2: Evaluate what improvements can be accomplished with current funding, and add a budget and timeline to the Historic Structures Master Plan.	Completed (date): _____
Ongoing	STEP 3: Work with Development to secure grant and other funding for the balance of the required maintenance.	Funding received (donor and date): 1. _____ 2. _____
	<ul style="list-style-type: none"> Develop a Natural Resources Management Plan. Assigned: Facilities Manager, Curator of Biology, Education Director, Board Buildings and Grounds Committee Est. Cost: Low 	
15 July 2006	STEP 1: Use the Colton Campus Sustainability Project (CCSP) to inventory and evaluate the natural resources of the Museum property that are of scientific, historic, and scenic importance.	Completed (date): July 2006
15 July 2006	STEP 2: Develop a plan to conserve identified resources and begin implementation.	Completed (date): July 2006
See Staffing Plan	STEP 3: Hire a part-time groundskeeper (April 1 – Oct 1).	Hired (date): _____
	<ul style="list-style-type: none"> Work on general maintenance by identifying priority projects and systematically implementing each project. Assigned: Facilities Manager Est. Cost: Moderate 	
Ongoing	STEP 1: Routine inspections.	Ongoing
2007	STEP 2: Prioritize and create a 10-year roof repair and replacement schedule.	Completed (date): _____
2008	STEP 3: Prioritize and create a 10-year painting schedule for all buildings.	Completed (date): _____
2009	STEP 4: Prioritize and create a 10-year schedule for repair and replacement of mechanical and electrical systems.	Completed (date): _____
2010	STEP 5: Prioritize and create a 10-year schedule for repair and replacement of hard-scapes (e.g. roads, sidewalks, parking areas).	Completed (date): _____

2007-2010

STEP 6: Systematically implement maintenance projects.

Projects completed (date):

1. _____
2. _____
3. _____
4. _____
5. _____

OBJECTIVE 2: Finalize and begin implementing the facilities Master Plan

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> • Reconvene the Master Planning Committee to finalize Plan. Assigned: MNA Director, Contract Architect, Master Planning Committee Est. Cost: Low 	
Summer 2006	STEP 1: Establish meeting schedule for Master Planning Committee.	Completed (date): _____
Fall 2006	STEP 2: Review Plan and make final revisions to elements within Colton Research Campus area.	Completed (date): _____
Pending completion of Interpretive Master Plan: Goal IV, Objective 1	STEP 3: Following the completion of the Interpretive Master Plan, determine need for additional exhibition, service (e.g. food service), and office space within the Museum Exhibition Building area.	Completed (date): _____
Pending STEP 3	STEP 4: Obtain consensus approval of final Master Plan from Master Planning Committee and MNA Board of Trustees.	Approved (date): _____
	<ul style="list-style-type: none"> • Begin implementing the Master Plan with construction of new Collections Center. Assigned: MNA Director, Contract Architect, Master Planning Committee, Collections Manager, Facilities Manager Est. Cost: High 	
1 August 2006	STEP 1: Complete Geographic Information Systems (GIS) survey of campus buildings and infrastructure.	Completed (date): _____
In Process (2006)	STEP 2: Get concurrence from federal partners that the reservoirs do not threaten collections buildings.	Received (date): _____
In Process (2006)	STEP 3: Determine site proposal for the new Collections building.	Completed (date): _____
In Process (2006)	STEP 4: Communicate site selection to stakeholders.	Completed (date): _____
Fall 2006	STEP 5: Develop a strategy to obtain building permit from City of Flagstaff.	Permit obtained (date): _____
Fall 2006 – 2007	STEP 6: Prepare site for new Collections building. For example, analyze the effects of removing facilities and displacing contents (e.g. collections storage) to make space for new Collections building, and develop a moving plan.	Completed (date): _____
Summer 2007-2008	STEP 7: Construct new Collections building.	Completed (date): _____

OBJECTIVE 3: Develop and implement new security, safety and emergency plans

EST. TIMELINE	STRATEGIES	PROGRESS
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	<ul style="list-style-type: none"> Initiate safety and OSHA compliance programs. Assigned: Facilities Manager, Associate Collections Manager for Natural Science Est. Cost: Low 	
15 August 2006	STEP 1: Hazardous communication.	Completed (date): _____
15 August 2006	STEP 2: Blood born pathogens.	Completed (date): _____
11 August 2006	STEP 3: Complete emergency response plan, including wildfire response.	Completed (date): _____
Ongoing	STEP 4: Routine inspections – security systems, fire systems, safety inspections.	Ongoing
Ongoing	STEP 5: Systematically initiate other necessary OSHA compliance programs.	Ongoing
	<ul style="list-style-type: none"> Develop a new comprehensive (campus-wide) security plan that incorporates new technology and procedures. Assigned: Facilities Manager, Associate Collections Manager for Natural Science Est. Cost: Low 	
2007, ongoing	STEP 1: Review museum security literature.	Ongoing
2008-2009	STEP 2: Develop draft of plan.	Completed (date): _____
2009	STEP 3: Submit to Director for approval.	Submitted (date): _____

OBJECTIVE 4: Develop a long-term plan for the Historic Colton House at Coyote Range and the McMillan Homestead

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Develop a strategic, sustainable long-term plan for the Colton House at Coyote Range. Assigned: MNA Director, Facilities Rental Manager, Facilities Manager, Volunteer Director of Museum Advancement, MNA Curators, Education Director, Outside Consultants Est. Cost: Low 	
2006-2007	STEP 1: Secure funds to conduct a situational analysis of the Colton House, evaluating its current use as a rental facility and consider other mission-based uses, such as hosting dinners for prospective donors or advanced seminars, to establish the best means to generate appropriate and sustainable revenue.	Funds secured (date): _____
2007	STEP 2: Conduct situational analysis.	Completed (date): _____
Ongoing	STEP 3: Maintain integrity (character and spirit) of the historic building and minimizing wear-and-tear.	Ongoing
	<ul style="list-style-type: none"> Develop a strategic, sustainable long-term plan for the McMillan Homestead. Assigned: MNA Director, Facility Rental Manager, Facilities Manager, Volunteer Director of Museum Advancement, Education Director, Outside Consultants Est. Cost: Low 	
2007-2008	STEP 1: Investigate the feasibility of food service and/or other public uses of the Homestead.	Completed (date): _____
Ongoing	STEP 2: Maintain integrity (character and spirit) of the historic	Ongoing

building and minimize wear-and-tear.

OBJECTIVE 5: Maintain and create a welcoming and diverse Museum campus and surrounding neighborhood, in particular continue working on the Heritage Corridor Plan

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Maintain active participation in groups working to develop along Highway 180. Assigned: MNA Director, Facilities Manager Est. Cost: Low 	
Ongoing	STEP 1: Work with Corridor Management Plan Committee.	Ongoing
Ongoing	STEP 2: Continue working with the City of Flagstaff on Historic Zoning plan.	Ongoing
Ongoing	STEP 3: Continue working with the Arizona Dept of Transportation on the Hwy 180 Trail.	Ongoing
Ongoing	<ul style="list-style-type: none"> Review MNA facilities and property to make sure it is welcoming and appropriate for people of all cultures. Assigned: MNA Director, Master Planning Committee, Board Lands Committee, Facilities Manager Est. Cost: Low 	Ongoing

GOAL VI – Invest in MNA Staff and Volunteers

OBJECTIVE 1: Secure adequate compensation for MNA Staff

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Ensure equity of compensation for Museum staff with comparable levels of responsibility and experience. Assigned: MNA Director, MNA Board of Trustees, Volunteer Director of Museum Advancement Est. Cost: Moderate 	
Spring 2007	STEP 1: Conduct formal analysis of levels of staff responsibility and compensation.	Completed (date): _____
Spring 2007	STEP 2: Establish a coherent museum-wide compensation structure.	Completed (date): _____
2007	STEP 3: Restore salary levels for those staff who took pay-cuts in 2005 (contingent on availability of funds).	Restored (%): _____
Ongoing	STEP 4: Work annual compensation increases based on cost of living and merit into the unrestricted operational budget.	Ongoing

OBJECTIVE 2: Restore needed staff positions

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Assess, prioritize, and fill staffing needs in each Department at the Museum. Assigned: Human Resources Manager, MNA staff Est. Cost: High 	
Summer 2006	STEP 1: Generate a Staffing Plan (pgs. 47-48).	Completed (date): August 2006
Summer 2006	STEP 2: Prioritize lists.	Completed (date): August 2006
2006-2011	STEP 3: Increase operating budget, seek outside funding, or find creative solutions to staffing needs (e.g. partnership arrangements with NAU).	Increased (\$): _____

OBJECTIVE 3: Explore developing affordable housing for staff on Museum property

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Partner with Community Workforce Housing Taskforce (CWHT) and the nonprofit Both Hands to respond to workforce housing needs and issues. Assigned: MNA Director, MNA staff, Outside Consultants 	

	Est. Cost: Low	
Fall 2007	STEP 1: Create ad hoc taskforce comprised of MNA Staff to provide feedback on housing issues.	Created (date): _____
Fall 2007-2008	STEP 2: Approach CWHT and Both Hands to help develop a sustainable, workforce housing plan and strategies for MNA.	Completed (date): _____
2008-2009	STEP 3: Engage sustainable community planning and architectural consultants to assess feasibility of constructing new facilities for workforce housing on Museum property.	Completed (date): _____

OBJECTIVE 4: Foster staff and volunteers who are creative, enthusiastic, diverse, and supportive of each other, MNA, and the wider museum community

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Develop strategies for staff and volunteer retention and growth, e.g. communication, appreciation, and professional development. <p>Assigned: MNA Director, Human Resources Manager, Docent/Volunteer Programs Manager, Volunteer Director of Museum Advancement, MNA staff</p> <p>Est. Cost: Moderate</p>	
2006	STEP 1: Revise Docent/Volunteer Programs Manager and Human Resources Manager position descriptions to include “relationship building” as an integral task/responsibility. Staff members need prioritized time to provide attentive and appropriate support for volunteers, docents, and colleagues.	Revised (date): _____
Ongoing	STEP 2: Provide up-to-date and manageable position descriptions for staff, docents, and volunteers.	Ongoing
Ongoing	STEP 3: Conduct background and security checks and interview each new volunteer, docent, and staff member.	Ongoing
Begin June 2007, ongoing	STEP 4: Train each MNA department to develop work plans, and conduct annual reviews for staff and docents/volunteers.	Training began (date): _____
Ongoing	STEP 5: Conduct exit interviews as necessary with each volunteer, docent, and staff member who chooses to leave MNA.	Ongoing
Ongoing	STEP 6: Continue Docent Incentive Program, e.g. Director’s pin, Annual Docent Luncheon/Graduation, and Docent Holiday Party.	Ongoing
June 2007	STEP 7: Continue Volunteer Incentive Program, e.g. Annual Volunteer Appreciation Event, and secure funding to improve Program.	Funding secured (date): _____
2008	STEP 8: Provide principal professional and administrative staff with funding for professional development, considering both traditional and innovative approaches.	Funding secured (date): _____
	<ul style="list-style-type: none"> Develop strategy to increase staff, docent, and volunteer diversity. <p>Assigned: Docent/Volunteer Programs Manager, Human Resources Manager, Marketing Manager</p> <p>Est. Cost: Moderate</p>	
Ongoing	STEP 1: Continue encouraging women and minorities to apply for open employment positions and docent/volunteer positions.	Ongoing
Winter 2006-2007	STEP 2: Develop an MNA Diversity Survey and distribute to current and potential staff, docents, and volunteers to evaluate the	Survey distributed (date): _____

	Museum's hiring and/or recruitment practices.	
Spring 2007	STEP 3: Compile and analyze results of survey to assess current status of MNA diversity.	Completed (date): _____
2008	STEP 4: Improve recruitment by placing advertisements in publications that are geared to a diverse readership, e.g. <i>Hopi Tutuveni</i> and the <i>Navajo/Hopi Observer</i> (contingent on funding).	Funding secured (date): _____
Ongoing	STEP 5: Track results of outreach by asking how people have learned about the position for which they are applying.	Ongoing
Ongoing	STEP 6: Create an atmosphere of openness and acceptance, and honor diversity by providing cultural sensitivity workshops for volunteers, docents, and staff.	Ongoing
Annually, starting 2006	STEP 7: Review and revise employee and volunteer training and policies to ensure they are welcoming and appropriate for people of all cultures.	2006 Review (date): _____ 2007 Review (date): _____ 2008 Review (date): _____ 2009 Review (date): _____ 2010 Review (date): _____

OBJECTIVE 5: Build an Employee Policy Manual and Docent/Volunteer Manual

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Explore ways to incorporate docent/volunteer policies either as a subsection of overall Employee Policy Manual, or as a separate parallel manual. <p>Assigned: Human Resources Manager, Docent/Volunteer Programs Manager, Systems Administrator, Board of Trustees, docent administrative support</p> <p>Est. Cost: Low</p>	
Fall 2006	STEP 1: Review current Employee Policy Manual, which is under revision.	Reviewed (date): _____
Spring 2007	STEP 2: Complete revisions to Employee Policy Manual.	Revised (date): _____
Fall 2006	STEP 3: Research docent/volunteer manuals at similar institutions.	Completed (date): Fall 2006
Spring 2007	STEP 4: Hold a meeting between Docent/Volunteer Programs Manager, Education Director, Human Resources Manager, and MNA Director to discuss appropriate approach to Docent/Volunteer Manual.	Completed (date): _____
Spring/Summer 2007	STEP 5: Write draft of Docent/Volunteer policies or Manual.	Completed (date): _____
Fall 2007	STEP 6: Recruit editing team comprised of docent, volunteers, and staff to review draft of Docent/Volunteers policies or Manual.	Edited (date): _____
Fall 2007	STEP 7: Request Director's edit of both drafts.	Edited (date): _____
Fall/Winter 2007	STEP 8: Obtain Board of Trustee's approval of both Manuals.	Approved (date): _____
Winter 2007	STEP 9: Place approved Manuals on MNA's intranet.	Completed (date): _____

GOAL VII – Develop Strong Partnerships

The Museum of Northern Arizona (MNA) has identified and listed 16 new strategic partnerships in Goal VII and aims to establish, at minimum, nine partnerships over the next five years. The est. timeline column is not included because MNA expects these nine partnerships to evolve at varying rates, which will greatly depend on each prospective partner’s interests and timeline. The partnerships are not prioritized for similar reasons, e.g. the unknown response of prospective partners, and MNA does not view any one partnership as being more urgent than the next.

OBJECTIVE 1: Complete strategic partnerships with Colorado Plateau Tribes and, if appropriate, Memorandums of Understandings (MOUs)

STRATEGIES	PROGRESS
<ul style="list-style-type: none"> Initiate strategic partnership with the Havasupai Tribe. Assigned: MNA Director, Board Program Committee, staff, docents, volunteers Est. Cost: Low 	
STEP 1: Conduct a discussion with the Board to agree on the advantages of this partnership.	Completed (date): _____
STEP 2: Meet with selected members of the Havasupai Tribe to discuss and agree on the feasibility and desirability of this project.	Meeting (date): _____
STEP 3: Create a written draft of agreement in conjunction with the Havasupai Tribe, if necessary.	Completed (date): _____
STEP 4: Create final draft for signatures from both parties.	Completed (date): _____
STEP 5: Conduct joint ceremony with Board and Havasupai Tribe.	Ceremony (date): _____
<ul style="list-style-type: none"> Initiate strategic partnership with the Yavapai Tribe. Assigned: MNA Director, Board Program Committee, staff, docents, volunteers Est. Cost: Low 	
STEP 1: Conduct a discussion with the Board to agree on the advantages of this partnership.	Completed (date): _____
STEP 2: Meet with selected members of the Yavapai Tribe to discuss and agree on the feasibility and desirability of this project.	Meeting (date): _____
STEP 3: Create a written draft of agreement in conjunction with the Yavapai Tribe, if necessary.	Completed (date): _____
STEP 4: Create final draft for signatures from both parties.	Completed (date): _____
STEP 5: Conduct joint ceremony with Board and Yavapai Tribe.	Ceremony (date): _____
<ul style="list-style-type: none"> Initiate strategic partnership with the Navajo Tribe. Assigned: MNA Director, Board Program Committee, staff, docents, volunteers Est. Cost: Low 	
STEP 1: Conduct a discussion with the Board to agree on the advantages of this partnership.	Completed (date): _____
STEP 2: Meet with selected members of the Navajo Tribe to discuss and agree on the feasibility and desirability of this project.	Meeting (date): _____
STEP 3: Create a written draft of partnership in conjunction with the Navajo Tribe, if necessary.	Completed (date): _____

STEP 4: Create final draft for signatures from both parties.	Completed (date): _____
STEP 5: Conduct joint ceremony with Board and Navajo Tribe.	Ceremony (date): _____
<ul style="list-style-type: none"> Initiate strategic partnership with the Zuni Tribe. Assigned: MNA Director, Board Program Committee, staff, docents, volunteers Est. Cost: Low 	
STEP 1: Conduct a discussion with the Board to agree on the advantages of this partnership.	Completed (date): _____
STEP 2: Meet with selected members of the Zuni Tribe to discuss and agree on the feasibility and desirability of this project.	Meeting (date): _____
STEP 3: Create a written draft of partnership in conjunction with the Zuni Tribe, if necessary.	Completed (date): _____
STEP 4: Create final draft for signatures from both parties.	Completed (date): _____
STEP 5: Conduct joint ceremony with Board and Zuni Tribe.	Ceremony (date): _____
<ul style="list-style-type: none"> Review and revise existing strategic partnership and MOUs with all tribes. Assigned: MNA Director, Board Program Committee, staff, docents, volunteers Est. Cost: Low 	Ongoing

OBJECTIVE 2: Develop strategic partnerships with federal agencies, local governments, regional colleges and universities, and other non-profits

STRATEGIES	PROGRESS
<ul style="list-style-type: none"> Review existing agreement with the Navajo and Hopi Relocation Commission. Assigned: MNA Director, Board Program Committee, Collections Manager Est. Cost: Low 	
STEP 1: All parties read the agreement and make suggestions for revisions.	Revised (date): _____
STEP 2: All parties meet to create final agreement.	Meeting (date): _____ Agreement completed (date): _____
STEP 3: Agreement approved by both parties.	Approved (date): _____
STEP 4: Review of agreement every two years by both parties.	Reviewed (date): _____ Reviewed (date): _____
<ul style="list-style-type: none"> Initiate a strategic partnership with the U. S. Bureau of Land Management (BLM). Assigned: MNA Director, Board Program Committee, Collections Manager, MNA Curators, staff, docents, volunteers Est. Cost: Low 	
STEP 1: Conduct an initial meeting with the BLM.	Meeting (date): _____ Decision to proceed (Yes/No): _____
STEP 2: Create draft strategic partnership agreement.	Draft completed (date): _____
STEP 3: Each party will review and revise the draft.	Draft revised (date): _____
STEP 4: A final draft will be approved by both parties.	Final draft approved (date): _____
<ul style="list-style-type: none"> Initiate a strategic partnership with the U. S. Bureau of Reclamation. Assigned: MNA Director, Board Program Committee, Collections Manager, MNA Curators, staff, docents, volunteers Est. Cost: Low 	
STEP 1: Conduct an initial meeting with U.S. Bureau of Reclamation.	Meeting (date): _____

	Decision to proceed (Yes/No): _____
STEP 2: Create draft strategic partnership agreement.	Draft completed (date): _____
STEP 3: Each party will review and revise the draft.	Draft revised (date): _____
STEP 4: A final draft will be approved by both parties.	Final draft approved (date): _____
<ul style="list-style-type: none"> Review active collaboration with National Forest Service (NFS), and determine if an official (written) strategic partnership is needed. Assigned: MNA Director, Board Program Committee, Collections Manager, MNA Curators, staff, docents, volunteers Est. Cost: Low 	
STEP 1: Conduct an initial meeting with NFS.	Meeting (date): _____ Decision to proceed (Yes/No): _____
STEP 2: Create draft strategic partnership agreement, if necessary.	Draft completed (date): _____
STEP 3: Each party will review and revise the draft.	Draft revised (date): _____
STEP 4: A final draft will be approved by both parties.	Final draft approved (date): _____
<ul style="list-style-type: none"> Review active collaboration with National Parks Service (NPS), and determine if an official (written) strategic partnership is needed. Assigned: MNA Director, Board Program Committee, Collections Manager, MNA Curators, staff, docents, volunteers Est. Cost: Low 	
STEP 1: Conduct an initial meeting with NPS.	Meeting (date): _____ Decision to proceed (Yes/No): _____
STEP 2: Create draft strategic partnership agreement, if necessary.	Draft completed (date): _____
STEP 3: Each party will review and revise the draft.	Draft revised (date): _____
STEP 4: A final draft will be approved by both parties.	Final draft approved (date): _____
<ul style="list-style-type: none"> Initiate a strategic partnership with the U.S. Geological Survey (USGS). Assigned: MNA Director, Board Program Committee, Collections Manager, MNA Curators, staff, docents, volunteers Est. Cost: Low 	
STEP 1: Conduct an initial meeting with USGS.	Meeting (date): _____ Decision to proceed (Yes/No): _____
STEP 2: Create draft strategic partnership agreement.	Draft completed (date): _____
STEP 3: Each party will review and revise the draft.	Draft revised (date): _____
STEP 4: A final draft will be approved by both parties.	Final draft approved (date): _____
<ul style="list-style-type: none"> Initiate a strategic partnership with the U.S. Core of Engineers. Assigned: MNA Director, Board Program Committee, Collections Manager, MNA Curators, staff, docents, volunteers Est. Cost: Low 	
STEP 1: Conduct an initial meeting with U.S. Core of Engineers.	Meeting (date): _____ Decision to proceed (Yes/No): _____
STEP 2: Create draft strategic partnership agreement.	Draft completed (date): _____
STEP 3: Each party will review and revise the draft.	Draft revised (date): _____
STEP 4: A final draft will be approved by both parties.	Final draft approved (date): _____
<ul style="list-style-type: none"> Initiate Strategic Partner agreements with the City of Flagstaff. Assigned: MNA Director, Board Program Committee, staff, docents, volunteers Est. Cost: Low 	
STEP 1: Review with the Board the need and advantages of such agreements.	Decision to proceed (Yes/No): _____
STEP 2: Meet with representatives from each agency to ascertain the goal, the feasibility	Meeting (date): _____

and the advantage of such an agreement.	Decision to proceed (Yes/No): _____
STEP 3: Create draft strategic partnership agreements.	Draft completed (date): _____
STEP 4: Each party will review and revise the drafts.	Draft revised (date): _____
STEP 5: A final draft will be approved by both parties.	Final draft approved (date): _____
<ul style="list-style-type: none"> Initiate Strategic Partner agreements with Coconino County. Assigned: MNA Director, Board Program Committee, staff, docents, volunteers Est. Cost: Low 	
STEP 1: Review with the Board the need and advantages of such agreements.	Decision to proceed (Yes/No): _____
STEP 2: Meet with representatives from each agency to ascertain the goal, the feasibility and the advantage of such an agreement.	Meeting (date): _____ Decision to proceed (Yes/No): _____
STEP 3: Create draft strategic partnership agreements.	Draft completed (date): _____
STEP 4: Each party will review and revise the drafts.	Draft revised (date): _____
STEP 5: A final draft will be approved by both parties.	Final draft approved (date): _____
<ul style="list-style-type: none"> Create a strategic partnership or MOU with Coconino Community College (CCC). Assigned: MNA Director, Board Program Committee, staff, docents, volunteers Est. Cost: Low 	
STEP 1: Board Program Committee meets to come up with goals in attaining this partnership.	Decision to proceed (Yes/No): _____ Goals completed (date): _____
STEP 2: Meet with selected representatives of CCC to share the goals, and make additions and/or revisions.	Meeting (date): _____ Decision to proceed (Yes/No): _____
STEP 3: Create a draft partnership agreement for both parties to review and revise.	Draft completed (date): _____ Draft revised (date): _____
STEP 4: Both parties approve final draft.	Approved (date): _____
<ul style="list-style-type: none"> Create a strategic partnership or MOU with Flagstaff Unified School District (FUSD). Assigned: MNA Director, Board Program Committee, Education Team, docents Est. Cost: Low 	
STEP 1: Committee meets to come up with goals in attaining this partnership.	Decision to proceed (Yes/No): _____ Goals completed (date): _____
STEP 2: Meet with selected representatives of FUSD to share the goals, and make additions and/or revisions.	Meeting (date): _____ Decision to proceed (Yes/No): _____
STEP 3: Create a draft partnership agreement for both parties to review and revise.	Draft completed (date): _____ Draft revised (date): _____
STEP 4: Both parties approve final draft.	Approved (date): _____
<ul style="list-style-type: none"> Review and revise MOU with Northern Arizona University. Assigned: MNA Director, Board Program Committee, staff, docents, volunteers Est. Cost: Low 	
<ul style="list-style-type: none"> Review and revise existing strategic partnerships with federal agencies, local governments and schools, as well as review the need to create partnership agreements with other entities. Assigned: MNA Director, Board Program Committee, staff, docents, volunteers Est. Cost: Low 	
<ul style="list-style-type: none"> Continue with efforts to cooperate, consult and collaborate with Lowell Observatory, the Arboretum, State Parks, and other museum and educational organizations on the Colorado Plateau and surrounding areas. Assigned: MNA Director, Board Program Committee, staff, docents, volunteers Est. Cost: Low 	

OBJECTIVE 3: Strengthen participation and active involvement by people of various cultural backgrounds through collaboration with local groups and organizations

STRATEGIES	PROGRESS
<ul style="list-style-type: none"> Determine which local cultural groups and/or organizations could help achieve MNA’s mission and to increase visitation and participation by all cultural groups; then, consider collaborations with for example, Nuestras Raices, Sunnyside Association, etc. <p>Assigned: MNA Director, Board Program Committee, staff, docents, volunteers Est. Cost: Low</p>	
<p>STEP 1: Meet with representatives from cultural groups and/or organizations to initiate a conversation about how MNA can serve their constituency.</p>	<p>Meeting (date): _____ Decision to proceed (Yes/No): ____</p>
<p>STEP 2: If both parties are interested in collaboration, begin developing group-specific strategies.</p>	<p>Strategies completed (date): _____</p>

GOAL VIII – Build the Museum’s Reputation

OBJECTIVE 1: Develop a Re-branding Strategy and a comprehensive MNA marketing plan to be launched with the opening of the Collections Center

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Complete an institutional-wide branding initiative to address the Museum’s identity and how MNA’s total experience affects its image. Assigned: MNA Director, Marketing Manager, Board of Trustees, staff, volunteers, members, non-members in community Est. Cost: Low 	
February 2007	STEP 1: Form a Re-branding Committee of MNA Director, two MNA Board members, three staff, one docent, two MNA members, and two interested community members who are not MNA members, aiming for an eleven-member, odd numbered committee.	Committee formed (date): _____
Spring 2007	STEP 2: Gather research from MNA, NAU/CVB, AOT, and Arizona Humanities Council surveys and apply findings to re-branding committee process.	Research completed (date): _____
Spring 2007	STEP 3: Evaluate current Museum and current brand image.	Completed (date): _____
Spring 2007	STEP 4: Determine if repositioning is necessary and if so, continue with STEP 5	Decision to proceed (Yes/No): _____
Fall 2007	STEP 5: Develop a Re-branding Strategy.	Completed (date): _____
	<ul style="list-style-type: none"> Develop a comprehensive Marketing Plan to implement re-branding strategy and bring the MNA brand to life. Assigned: Marketing Manager, Membership Manager, Tour & Education Outreach Coordinator, MNA Director, MNA Board Est. Cost: Low 	
Fall 2007	STEP 1: With Re-branding Strategy as framework, write Marketing Plan that builds the Museum’s reputation, awareness of MNA attendance/membership. The Marketing Plan will identify diverse, local target audiences, tourism strategies, and outreach efforts to governmental representatives. The Membership Acquisition Campaign’s 10-minute audiovisual presentation (see Goal I, Objective 3) will coincide with this Marketing Plan.	Plan completed (date): _____
December 2007	STEP 2: Present draft Marketing Plan to Director and Board for review.	Reviewed (date): _____
Dec. 2007 – Jan. 2008	STEP 3: Include changes to Marketing Plan from Director and Board of Trustees.	Revised (date): _____
February 2008	STEP 4: Present final Marketing Plan to Director for approval.	Approved (date): _____
February 2008*	STEP 5: Implement Marketing Plan immediately upon approval.	Implemented (date): _____
Spring – Summer 2008	STEP 6: Launch Collections Center by applying new Marketing Plan strategies and concepts.	Launched (date): _____

**Implementation based on Collections Center timeline:
MNA plans the grand opening for Fall 2008*

OBJECTIVE 2: Make significant improvements to the Museum’s website

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> • Create entirely new Museum web site structure utilizing new technologies with the aim of reducing general maintenance and enhancing efficiency when changing content. Assigned: Systems Administrator, Marketing Manager Est. Cost: Low 	
October 2005 – December 2006	STEP 1: Identify technologies which create satisfactory viewing experience for all online visitors regardless of software used to view MNA web site. This step is 80% complete as of June 2006.	Technologies: 1. _____ 2. _____ 3. _____
Spring 2007	STEP 2: Streamline web navigation.	Completed (date): _____
Spring/Summer 2007	STEP 3: Update content of existing sections on web site to match new structure.	Completed (date): _____
Fall 2007	STEP 4: Replace email addresses from public web site (to protect against spam mailers) with online contact forms.	Replaced (date): _____
Check Goal VI	STEP 5: Place Board approved Employee and Docent/Volunteer Manual(s) on MNA’s intranet.	Completed (date): _____
	<ul style="list-style-type: none"> • Modify content of web site to build the reputation of MNA as a superb online source for research about the Colorado Plateau. Assigned: Systems Administrator, MNA Director, Marketing Manager, Collections Manager, Curators Est. Cost: Low 	
Summer 2006	STEP 1: Portions of Archives and Library holdings available to staff via MNA intranet.	Completed (%): _____
Winter 2006	STEP 2: Navajo textiles and report available on MNA web.	Completed (%): _____
2007	STEP 2: Identify and prioritize other collections and activities that MNA would like to publish on the web site.	Completed (date): _____
2007	STEP 3: Discuss timeline and action-steps for publishing each identified collection and/or activity.	Completed (date): _____
2007 – 2010	STEP 4: Begin creating web pages for each collection and/or activity.	#1 Priority Published (%): _____ #2 Priority Published (%): _____ #3 Priority Published (%): _____ #4 Priority Published (%): _____ #5 Priority Published (%): _____
	<ul style="list-style-type: none"> • Integrate automatically updated web elements, such as “Today at MNA” or rotating picture galleries, which pique visitor interest to explore the site by keeping pages fresh and interesting. Assigned: Systems Administrator, Marketing Manager, Education Director Est. Cost: Low 	
October – December 2006	STEP 1: Identify appropriate database and programming technologies.	Technologies: 1. _____ 2. _____
2007	STEP 2: Create databases and program web site.	Completed (date): _____
	<ul style="list-style-type: none"> • Improve the process for publishing the Public Programs Calendar to the MNA website (e.g. automate, and allow web visitors to add MNA 	

	<p>events to their own computer calendars).</p> <p>Assigned: Systems Administrator, Marketing Manager, Education Director</p> <p>Est. Cost: Low</p>	
January – March 2007	STEP 1: Identify appropriate database and programming technologies.	Technologies: 1. _____ 2. _____
April – December 2007	STEP 2: Program web pages	Completed (date): _____
	<ul style="list-style-type: none"> Integrate streaming media such as video and audio (e.g. podcasting) to provide internet access to exhibits, lectures, and symposia, thereby expanding MNA's audience. <p>Assigned: Systems Administrator, MNA Director, Marketing Manager, Education Director</p> <p>Est. Cost: Low (TBD depending on projects undertaken)</p>	
December 2006 – March 2007	STEP 1: Identify appropriate media technologies, programming requirements, and costs.	Technologies: 1. _____ 2. _____
2007	STEP 2: Seek funding for implementation (e.g. equipment, service).	Funding secured (date): _____
2007 – 2008	STEP 3: Program web site once funding has been obtained.	Completed (date): _____
	<ul style="list-style-type: none"> Provide visitors with ability to purchase MNA publications and other items from the Shops, enroll in classes and workshops, schedule tours, apply for MNA membership, and donate to MNA. <p>Assigned: Systems Administrator, Marketing Manager, Gift Shop Manager, Education Director, Membership Manager, Volunteer Director of Museum Advancement, and Publications Manager (if available)</p> <p>Est. Cost: Low</p>	
October – December 2006	STEP 1: Identify appropriate technologies and programming requirements for displaying items, taking orders, and processing payments.	Technologies: 1. _____ 2. _____
January – May 2007	STEP 2: Program the web site for trial run.	Completed (date): _____
2007 – 2008	STEP 3: Improve or expand web site based upon evaluation of trial run.	Completed (date): _____

OBJECTIVE 3: Develop a marketing plan for *Plateau* magazine and other MNA publications

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Explore and develop different venues for marketing <i>Plateau</i> magazine. <p>Assigned: Heritage Program Coordinator or Publications Manager, Marketing Manager, Volunteer Director of Museum Advancement, Gift Shop Manager, Membership Manager, Systems Administrator, MNA and Guest Curators, volunteers</p> <p>Est. Cost: Low</p>	

2007, prior to publishing new membership brochure	STEP 1: Increase sales by offering <i>Plateau</i> as an optional benefit at the Student and Senior membership level (annual fee would increase by ~\$17). Discuss with Membership Manager.	
2006	STEP 2: Renewed sales distribution of <i>Plateau</i> magazine with the Western National Parks Association (WNPA). Approach marketing savvy volunteers to assist.	
2007-2010*	STEP 3: Explore ways to market <i>Plateau</i> to universities as required background reading for relevant undergraduate and graduate-level courses.	
Summer 2007 for MNA site; 2007-2010 for other online venues*	STEP 4: Explore and develop web-based marketing for <i>Plateau</i> on MNA web site and other online venues.	
Ongoing	STEP 5: Strengthen relationships with all parks, monuments, and independent outlets on the Colorado Plateau.	Ongoing
	<ul style="list-style-type: none"> Explore and develop different venues for marketing <i>MNA Bulletins</i>. Assigned: MNA and Guest Curators, Heritage Program Coordinator or Publications Manager, Marketing Manager, Gift Shop Manager, Systems Administrator Est. Cost: Low 	
Summer 2007 for MNA site; 2007-2010* for other online venues	STEP 1: Explore and develop web-based marketing for MNA Bulletins, esp. links to scholarly journal web sites.	
2007-2010*	STEP 2: Explore ways to market <i>Plateau</i> to universities as required background reading for relevant graduate-level courses.	
2007-2010*	STEP 3: Explore sales distribution of Bulletin through WNPA.	
Ongoing	STEP 4: Strengthen relationships with parks, monuments, and independent outlets on the Colorado Plateau.	Ongoing
	<ul style="list-style-type: none"> Consider merging efforts to publish and market <i>Plateau</i>, MNA Bulletins, and other possible publications (e.g. exhibit catalogues). Assigned: MNA Director, Human Resources Manager Est. Cost: Low - Moderate 	
See Staffing Plan	STEP 1: Hire Publications Manager and/or <i>Plateau</i> Managing Editor.	
Pending completion of STEP 1	STEP 2: Restore Publications Department, developing comprehensive work and marketing plans to broadly disseminate MNA research and increase earned income.	

**This step will be completed when MNA hires a Publications Manager (see Staffing Plan).*

GOAL IX – Operate at the Highest Standards

OBJECTIVE 1: Understand and operate according to the “best practices” of the museum and non-profit field

EST. TIMELINE	STRATEGIES	PROGRESS
	<ul style="list-style-type: none"> Secure accreditation and maintain good standing with the American Association of Museums (AAM). Assigned: MNA Director, Board Program Committee, staff, docents, volunteers Est. Cost: Low 	
Summer 2006	STEP 1: Complete AAM Self Study Questionnaire, esp. Institutional Plan (Attachment #4).	Completed (date): _____
5 August 2006	STEP 2: Present final Questionnaire and all new attachments (e.g. plans, policies) to Board for approval.	Approved (date): _____
September 2006	STEP 3: Submit Self Study Questionnaire to AAM (Phase 2 of Accreditation).	Submitted (date): _____
Dependent on Accreditation Commission	STEP 4: Await AAM action: 1) grant interim approval, 2) table its decision, 3) denies interim approval, or 4) defers its decision. And, respond accordingly.	Action (date): _____
Dependent on Accreditation Commission	STEP 5: If granted interim approval, prepare for AAM Visiting Committee and await the AAM’s final accreditation decision.	Decision (date): _____
Ongoing	STEP 6: MNA Director and at least one Board representative attend annual AAM meetings.	Ongoing
Ongoing	STEP 7: If questions about policy and Board practices arise, consult AAM guidelines and recommendations.	Ongoing
Ongoing	STEP 8: Foster transparency by involving MNA membership and external stakeholders in institutional and master planning.	Ongoing
	<ul style="list-style-type: none"> Ensure effective governance through Board orientation, training, recruitment, and review of current and relevant literature. Assigned: MNA Director, Board Governance Committee Est. Cost: Low 	
Ongoing	STEP 1: Recruit new board members, striving to assemble a balanced and diverse group of individuals that will help further the mission of MNA.	Ongoing
Every two months at Board Meetings	STEP 2: Conduct education and training for existing board members throughout the year. And, require Board members to review current literature regarding governance, e.g. BoardSource sm , AAM Information Center, and other nonprofit resources.	2006 Trainings (#): _____ 2007 Trainings (#): _____ 2008 Trainings (#): _____ 2009 Trainings (#): _____ 2010 Trainings (#): _____
July, Annually	STEP 3: Conduct board orientations for new board members, covering existing documents as well as current status and programs of MNA.	2006 Orientation (date): _____ 2007 Orientation (date): _____ 2008 Orientation (date): _____ 2009 Orientation (date): _____ 2010 Orientation (date): _____

Each document, every two years	STEP 4: Review and revise, as needed, existing documents (articles of incorporation, bylaws, policies and guidelines) to keep current with non-profit and museum best practices.	Documents (date): 1. _____ 2. _____
Nov/Dec, Annually	STEP 5: Board members and Director review collective performance of the Board of Trustees.	2006 Review (date): _____ 2007 Review (date): _____ 2008 Review (date): _____ 2009 Review (date): _____ 2010 Review (date): _____
	<ul style="list-style-type: none"> Ensure effective management and leadership by Director. Assigned: MNA Director, Board Governance Committee Est. Cost: Low 	
Nov/Dec, Annually	STEP 1: Board review Director's performance.	2006 Review (date): _____ 2007 Review (date): _____ 2008 Review (date): _____ 2009 Review (date): _____ 2010 Review (date): _____
January, Annually	STEP 2: Prepare and present review to the Director.	2006 Presentation (date): _____ 2007 Presentation (date): _____ 2008 Presentation (date): _____ 2009 Presentation (date): _____ 2010 Presentation (date): _____
Ongoing	STEP 3: Actively seek information, e.g. current literature, to keep current with nonprofit and best museum practices.	Ongoing
	<ul style="list-style-type: none"> Adhere to MNA's Mission. Assigned: MNA Director, MNA Board, staff, docents, volunteers Est. Cost: Low 	
Winter 2006	STEP 1: Evaluate concept of conducting external peer reviews of each Museum department to assess their adherence to MNA's mission and reputation in the wider community.	Evaluated (date): _____
Ongoing	STEP 2: Ensure that acknowledgement of the full mission statement proceeds discussion at every meeting of the Board, staff, volunteers, and members.	Ongoing
Ongoing	STEP 3: Post the full mission statement at various places in museum buildings.	Ongoing
Every five years	STEP 4: Review the mission statement.	2009 Review (date): _____

STAFFING PLAN

The Museum of Northern Arizona recognizes the need to hire 27 new staff members. Hiring new staff will depend on the growth of the Museum's unrestricted operational budget and/or donor interest. If the unrestricted operational budget is utilized, the Museum will systematically make a total of 13 additions to its staff according to the prioritized list below. Additional staff will be funded through endowments, grants, and contracts. All positions are full-time unless otherwise noted.

I. Unrestricted Operational Budget: 13 staff positions

PRIORITY (#)	DEPARTMENT	POSITION TITLE
1	Museum Advancement	Grants Program Director
2	Museum Advancement	Director of Museum Advancement
3	Collections	Registrar
4	Facilities	Groundskeeper (part-time)
5	Museum Advancement	Planned Giving and Major Gifts Program Director
6	All	Archivist (preferably with training in photography)*
7	All	Librarian
8	Collections	Collections Assistant
9	Publications	Publications Manager
10	Education	Exhibits Director
11	Collections	Associate Collections Manager of Anthropology*
12	Collections	Associate Collections Manager of Biology*
13	Education	Curriculum Developer

II. Endowments, Grants, and Contracts: 14 staff positions

TIMELINE	DEPARTMENT	POSITION TITLE	POTENTIAL SOURCE
Through October 2007	Collections	NAGPRA Specialist	NPS NAGPRA grant
2007-2009	Collections	Environmental Monitoring Coordinator	IMLS-Museums for America grant
Through December 2008*	Collections	Associate Collections Manager of Anthropology	Save Americas Treasures (SAT) grant
Through December 2008*	Collections	Associate Collections Manager of Biology	Save Americas Treasures (SAT) grant
2007-2009*	Collections	Staff Archivist	Mellon Foundation, or NEH Documentation Grant

2006-2007	Collections	Consultant Archivist	NEH Preservation Assistance grant
2007-2009	Collections	Physical Anthropologist	NAGPRA grant
2006	Research	Curator of Anthropology	Danson Endowment
2007	Research	Curator of Biology	Contract, or new Biology research chair endowment fund
2007	Research	Curator of Fine Arts	Contract, or new Fine Art research chair endowment fund
After reach minimum base level for Endowment	Research	Entry-level Curator of Geology	Colbert Endowment
After reach minimum base level for Endowment	Research	Entry-level Curator of Anthropology	Danson Endowment
After reach minimum base level for Endowment	Research	Geology Technician	Colbert Endowment
After reach minimum base level for Endowment	Research	Anthropology Technician	Danson Endowment
January 2007	Education	Contract Exhibits Firm	Planning grant and implementation grant(s) to reinstall long-term exhibits

**These positions may initially be funded by grants, and subsequently by the unrestricted operating budget.*

FUNDRAISING PLAN

The Staffing Plan reflects the Museum of Northern Arizona's top priority as developing its Museum Advancement Program and Department. In doing so, MNA is confident its fundraising success will grow tremendously. Fundraising is essential for MNA to accomplish its institutional goals. However, while the Museum Advancement Department will be central to fundraising, associated departments are expected to make substantial contributions to research, relationship building, and grant-writing. MNA approaches fundraising as an interdepartmental activity.

There are 30 different action-steps in MNA's Institutional Plan 2006-2011 that include fundraising. This preliminary list of fundraising initiatives will be developed into a more strategic fundraising plan as the Grants Program Director, Director of Museum Advancement, and Planned Giving and Major Gifts Program Director are hired.

I. ENDOWMENT FUNDS: 8 action-steps

TIMELINE	INSTITUTIONAL GOAL	ACTION-STEP
1 November 2006 _____ Day/Month/Year _____ Day/Month/Year	I	Endowment Campaign: secure grants and/or challenge gift(s) to increase Unrestricted Operating Endowment: 1. NEH Endowment Challenge Grant 2. _____ 3. _____
Ongoing*	I & IV	Recruit funds for Danson Endowment Fund, anthropology research chair and entry-level curators and technicians
Ongoing*	I & IV	Recruit funds for Colbert Endowment Fund, geology research chair and entry-level curators and technicians
Ongoing*	I & IV	Recruit funds to build new biology research chair endowment fund
Ongoing*	I & IV	Recruit funds to build new fine art research chair endowment fund
Ongoing*	I	Recruit funds for Coyote Range Endowment Fund
Ongoing*	I	Recruit funds for Science Education Endowment Fund
Ongoing*	I & II	Recruit funds to build new Collections Acquisition Endowment Fund

II. BUILDINGS & INFRASTRUCTURE: 14 action-steps

TIMELINE	INSTITUTIONAL GOAL	ACTION-STEP
Ongoing	I	Secure funds to build Museum-owned inventory in the Gift Shop

Done	I & III	Submit planning grant to reinstall long-term exhibits: 1. Nina Mason Pulliam Trust
<u> </u> Day/Month/Year	I & III	Submit implementation grants(s) to reinstall long-term exhibits: 1. _____ 2. _____
<u> </u> Day/Month/Year	II	Submit grant(s) for Archaeology and Biology Collections cabinetry: 1. Save America's Treasures (SAT) 2. _____
Done	II	Submit grant(s) for Archaeology and Biology Collections cabinetry: 1. Save America's Treasures (SAT) 2. _____
<u> </u> Day/Month/Year	II	Submit grant(s) for compactors for new Collections Center: 1. National Endowment for the Humanities (NEH): Preservation and Access Grants for Stabilizing Humanities Collections 2. _____
2 October 2006	II	Submit grant(s) for compactors for new Collections Center: 1. National Endowment for the Humanities (NEH): Preservation and Access Grants for Stabilizing Humanities Collections 2. _____
<u> </u> Day/Month/Year	II	Submit grant(s) for compactors for new Collections Center: 1. National Endowment for the Humanities (NEH): Preservation and Access Grants for Stabilizing Humanities Collections 2. _____
1 October 2006	II	Submit grant(s) for Ethnology Collections cabinetry: 1. Institute of Museum and Library Services (IMLS): Conservation Project Support 2. _____
<u> </u> Day/Month/Year	II	Submit grant(s) for Ethnology Collections cabinetry: 1. Institute of Museum and Library Services (IMLS): Conservation Project Support 2. _____
17 July 2007	II	Submit grant(s) to purchase archives storage furniture and implement documentation improvements identified by <i>consultant</i> Archivist: 1. National Endowment for the Humanities (NEH): Documentation grant 2. _____
<u> </u> Day/Month/Year	II	Submit grant(s) to purchase archives storage furniture and implement documentation improvements identified by <i>consultant</i> Archivist: 1. National Endowment for the Humanities (NEH): Documentation grant 2. _____
14 August 2007	II	Submit grant(s) to perform condition/storage assessment for Fine Arts Collection and purchase Fine Arts storage furniture: 1. National Endowment for the Arts (NEA) Grant 2. _____
<u> </u> Day/Month/Year	II	Submit grant(s) to perform condition/storage assessment for Fine Arts Collection and purchase Fine Arts storage furniture: 1. National Endowment for the Arts (NEA) Grant 2. _____
<u> </u> Day/Month/Year	II	Submit grant(s) to perform environmental assessment of Museum Exhibition Building: 1. _____ 2. _____
<u> </u> Day/Month/Year	II	Submit grant(s) to perform environmental assessment of Museum Exhibition Building: 1. _____ 2. _____

15 November 2006 <hr/> <hr/> Day/Month/Year		Seek funding for full-time Environmental Monitoring Coordinator. 1. IMLS-Museums for America grant 2. _____
<hr/> <hr/> Day/Month/Year <hr/> <hr/> Day/Month/Year	II	Submit grant to fund <i>staff</i> Archivist: 1. Mellon Foundation 2. National Endowment for the Humanities (NEH): Documentation Grant
<hr/> <hr/> Day/Month/Year <hr/> <hr/> Day/Month/Year	II	Submit grant to bring consultant Physical Anthropologist to MNA and identify unidentified human remains: 1. _____ 2. _____

IV. SPECIAL PROJECTS (e.g. Exhibits, Research, Facilities): 3 action-steps

TIMELINE	INSTITUTIONAL GOAL	ACTION-STEP
Ongoing	III & IV	Seek funding for public programs and temporary exhibitions (esp. based in original research).
Ongoing	IV	Seek funding for departmental priority research projects.
Ongoing	V	Seek funding for the balance of required facilities maintenance

We are thankful for the care and participation of museum staff, Board members, and the public in the creation of this plan, and we invite ongoing participation in shaping the future of the Museum of Northern Arizona.

Please visit www.musnaz.org/trustees/institutplan to review MNA's institutional planning process and follow our progress.

