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EXECUTIVE SUMMARY

The following Institutional Plan has been developed by the employees and administration of the University of Alaska Museum of the North (UAMN) in an effort to create a vision and set of guiding principles for the next ten years of operation. Within this plan we describe the planning process including the sources of input, our vision for the future, and the strategic themes or operating principles, goals and action items that we will use to achieve this plan.

The six strategic themes and operating principles that are core to our planning process include:

1. Academic and Research Excellence
2. Collections Care and Preservation Excellence
3. Public Programs and Outreach Excellence
4. Best Practices and Leadership in Museum Standards
5. Vital Component of the Community
6. Business Plan and Financial Stability

The specific goals and action items that support these themes include:

- Staff positions: additions and replacements
- Policies and planning actions
- Collections goals
- Financial goals
- Outreach-related goals
- Facility-related goals

A timeline and planning matrix have been developed to aid museum administration and staff in achieving the specific goals and action items over the next ten years. This plan is a hands-on, working document and will be used to acquire, develop, and allocate resources (human, financial, and physical) on a yearly basis. Because the needs of our communities may change, this plan will be reviewed and updated as needed. It serves to help guide us over the next decade of operation.

SHORT-RANGE PRIORITIES

A number of specific goals stand out as priorities for the next five years.

1. Hire staff to improve revenue-earning activities.
 - Hire Space Manager.
 - Hire Marketing Coordinator.
2. Hire staff to improve collections care.
 - Hire collections managers for critical departments.

I. INTRODUCTION

This Institutional Plan has been developed by the employees and administration of the University of Alaska Museum of the North (UAMN) in an effort to create a vision and set of guiding principles for the next ten years of operation. In 2007, we completed a \$42 million renovation and expansion of the museum facility, which has put our staff and collections into state-of-the-art collections space and scientific laboratories, more than doubled our exhibition spaces, expanded the areas for public programs and educational activities, and created a piece of “destination architecture” for visitors and the Fairbanks community. This long-term construction project has impacted every aspect of our operations and planning. As a result, in 2006 the administration and employees critically examined our 1995 Long Range Plan and concluded that it was in need of updating to create a vision for this re-invigorated institution.

PROCESS

Reviewing the 1995 long-range goals made it clear that, though we had achieved many of the objectives described, a number had fallen by the wayside as we focused on updating the facility.

At the same time, our past accreditation reports were also reviewed to determine what the American Association of Museums (AAM) accreditation commission saw as our top challenges. In 1997, the visiting committee’s report cited that three challenges had been continued from the 1985 site report. These included: 1) Stable funding, 2) Expanded space, and 3) Increased staff. In 2007, while most of the concerns about the size and functionality of the facility have been alleviated with the recently completed construction, creating a solid and independent financial base and increased staffing levels continue to be priorities, and even more given our doubling in physical size.

Museum employees met to identify the continuing goals we hoped to achieve, as well as new areas in which we desire to show excellence. In addition to including the ideas of administration, curators, department heads, and support staff, the following constituent groups were also surveyed both formally and informally, to help us identify what our long-range institutional goals should be.

- UAMN supporters (donors, members, Friends of the Museum, Museum Advisory Committee)
- UAF constituents (Faculty, staff, students, administration, alumni)
- Fairbanks & Alaska residents (private citizens, Chamber of Commerce, Fairbanks Convention & Visitors Bureau)
- Rural Alaska residents
- Scientific community (other museums, researchers and agencies)

In the planning process, we used a large number of resources including the 1995 Long-Range Goals, AAM Accreditation reports from 1971, 1985, and 1997, visitor surveys, compact plan documents, several IMLS MAP reviews, and a number of AAM-produced technical bulletins and publications.

A planning matrix was developed to track and organize goals, actions, categories and themes and this matrix has evolved into those found in this document. (See Section V)

UAMN employees, the Museum Advisory Council, and the Business Plan team have reviewed drafts of this document. Museum Director Aldona Jonaitis has given final approval of the document, as have the UAF Provost (Paul Reichardt), and the UAF Chancellor (Steve Jones).

ALIGNMENT WITH STRATEGIC PLAN UAF 2010

During the 2005-2006 school years, the University of Alaska Fairbanks updated their Strategic Plan. UAF 2010 is the result of a year’s worth of planning that included extensive collaboration and input from diverse stakeholders. In this plan, UAF identified six strategic pathways to guide the university towards its

vision: (1) teaching and learning for student success; (2) research and scholarship; (3) enrollment and retention; (4) community engagement and economic development; (5) advancement and philanthropy; and (6) faculty and staff development. Each pathway is augmented by specific goals.

As the Museum for the University system, UAMN is committed to serving all three main administrative units of the University of Alaska. Our physical location on the UAF campus grants us the opportunity to have a special connection to the flagship university. The strategic pathways identified for UAF have been considered when determining our own long-range goals for the next ten years. Throughout this document, we indicate how the goals of UAMN fit into the strategic vision for UAF.

The following symbol will be used as the alignment indicator: 

STATEMENT REGARDING FINANCIAL RESPONSIBILITY

This Institutional Plan outlines a number of specific goals that will require financial support, in particular, new staff positions and the financial goals. The UAMN Business Plan (see Appendix 1) describes our approach to generating the necessary resources to achieve many of these goals. In the case of new staff, many times new staff positions will be funded for the initial period through grants, with the salary being “picked up” by the museum following the completion of the grant project. This provides the museum time to secure the needed funds to pay that permanent salary. Other staff positions are defined as “self-supporting,” in that the position they fill creates a revenue-earning opportunity for the museum and those funds pay, in part, the salary of that individual.

II. INSTITUTIONAL INFORMATION

MISSION STATEMENT

The University of Alaska Museum of the North, located on the Fairbanks campus, is the only museum in the state with a tripartite mission of research, teaching, and collecting. The museum's botanical, geological, zoological, and cultural collections, primarily from Alaska and the Circumpolar North, form the basis for understanding the local as well as the global past, present, and future. Through collection-based research, teaching, and public programs, the Museum shares its knowledge and collections with local, national, and international audiences of all ages and backgrounds. (Approved February 28, 2007)

VISION STATEMENT

Of all the regions in the United States, Alaska is arguably the most distinctive; this “great land” is huge, complex, highly diverse and sometimes overwhelming. With great desert plains and massive mountains, lush forests, turbulent coastlines, vast spaces, a climate of extremes, it is a land that both isolates and connects its people.

Before even entering the University of Alaska Museum of the North, the visitor sees an architectural artwork that embodies the spirit of this Great Land and creates a wholly new, contemporary image for the Museum of the North and community. Inspired by the extraordinary landscape, environment and culture, the new addition's sloping roofs, cantilevered elements and angular transitions, express, with form, the place of Alaska. Light-filled public spaces welcome visitors to the University of Alaska Museum of the North with expansive windows that highlight the spectacular views of the Alaska Range, Mount McKinley, and the Tanana River valley.

Within these walls are the treasures of Alaska – thousands of biological, geological and cultural collections that tell our state's long history and help us maintain its health and well-being for the future. Scientists and scholars conduct research on our collections, while university students study and learn through them. Schoolchildren – the future of our state and nation – are filled with wonder as they come to understand, through hands-on experience, the magnificent legacy of Alaska.

Visitors have interactive experiences with real things not replicated elsewhere. They learn about the natural and cultural history of the state in the Gallery of Alaska. They explore the innovative, exciting new exhibition space, The Rose Berry Alaska Art Gallery, where art is interpreted as an expression of the Alaska experience. These creations are ancient as well as a living tradition, alive and changing like the environment from which it springs. They mirror the social, cultural, seasonal, and environmental changes that make up the pulse and fabric of people's lives here, and represent a dynamic response to them. They wonder at the sounds of Alaska generated by real-time natural phenomena in The Place Where You Go to Listen.

The University of Alaska Museum of the North reveals to its visitors this Great Land's unique sense of place, through architecture, exhibitions, programs, research and education.

ORGANIZATIONAL HISTORY

The University of Alaska Museum has been around since the earliest days of the University of Alaska. In 1917, the Alaska Territorial Legislature included a museum in the charter for the University. In

1926, at University President Charles Bunnell's request, local naturalist Otto Geist traveled throughout Alaska collecting ethnographic and archeological artifacts. In 1929, Bunnell assigned space in the University's Main Building for Geist to organize and display his field acquisitions along with the University's small painting collection; this is considered the museum's first exhibit. Over the years, the museum collections grew through field acquisitions and the transfer of collections from other institutions and units, including the Institute of Northern Forestry, the Alaska Cooperative Federal Wildlife Research Unit, the Naval Arctic Research Laboratory, and the university's Sea Grant program.

The museum outgrew various facilities on campus, and by the mid-1970s the staff and collections were spread across campus. In 1976, the Friends of the UA Museum organized to lobby the legislature to fund a new building for the museum. A \$6.4 million appropriation (reduced from a \$10M request) funded the construction of the first building on the UAF campus designed specifically to house the museum collections and exhibits.

This building opened in 1980. The new facility included climate-controlled collections storage space, exhibit galleries, research labs, offices, a university classroom and a conference room that also served as a classroom for formal K-6 school programs, launched in 1981. Because the legislative appropriation was reduced from the original \$10 million request, this building was always considered to be the first phase of a larger structure.

In 1992, momentum began to build for expanding the museum. During the university's first-ever capital campaign, three major gifts totaling \$3 million were directed to the future expansion of the museum. The university hired Aldona Jonaitis as the museum director in 1993, with a directive to expand the museum. The next several years were spent assessing the needs, developing the architectural program and fundraising for the expansion. The university selected an architectural team in 1998, and the fundraising campaign began its public campaign in 1999.

Ground-breaking for the expanded facility took place in June 2002, and the new wing opened in September 2005. Renovations to the museum's original building and the installation of the centerpiece art gallery continued into 2006. The \$42 million expansion/renovation project was funded by a combination of state appropriations (\$17.5 million), federal agency grants (\$5.6 million), private foundation grants, and donations from corporations and individuals. The expansion doubled the size of the facility and includes four new gallery spaces, dedicated K-12 and university classrooms, expanded collections space, labs for each of the collection disciplines, several shared-use labs, an expanded museum store and a multimedia auditorium, and offices for curators, collections managers and administrative/public programs staff.

Today, the museum is the premier repository for artifacts and specimens collected in Alaska and a leader in northern natural and cultural history research. The collections have grown to include 1.4 million artifacts and specimens, which span multiple disciplines and represent millions of years of geologic history and biological diversity and thousands of years of cultural traditions in the north.

The Museum's strength has always been the development and use of collections in research and teaching, strongly supporting the academic programs of the University. In addition, the Museum plays a key role in the public outreach of the University because it draws scientists, tourists and other visitors to Fairbanks. It is also the only museum in Interior Alaska that uses trained education docents; those docents present school tour programs to over 3,000 K-12 students annually on structured tours using the museum's hands-on collections and exhibits to complement in-class lessons in a variety of subjects.

III. LONG-RANGE STRATEGIC GOALS

As a result of the major renovation and expansion of the museum, our facility has the opportunity to become a world-class institution, poised to promote and expand the knowledge base of the natural and cultural heritage of Alaska. To effectively do so, we have identified the following strategic themes under which our specific goals and actions fall. These themes have equal importance and can in no way be prioritized.

THEME ONE:

Academic and Research Excellence

As part of the University of Alaska and as the only research-based museum in Alaska, excellence in original academic research is of the utmost importance. Our curators hold joint appointments in the UAF academic department that most closely coincides with the museum collection they curate. They engage in original research, compete for research funding at all levels, and publish in peer-reviewed journals as part of their workload as faculty curators.

Due to our physical location on the campus of the University of Alaska Fairbanks, we are perfectly situated to provide support to the academic programs of the University. Classes regularly visit the collections during the course of the semester, summer programs based at UAF supplement their classroom experiences with museum visits, undergraduate and graduate students use collections as the basis for research projects, and two Museum classrooms provide for on-site academic opportunities.

UAMN employs and trains student assistants in nearly every department. This allows students to receive real-world on-the-job training while being employed in a museum setting as part of their education. The museum takes the role of training future museum professionals very seriously, and student assistants are expected to abide by all standards of professionalism, follow the Institutional Code of Ethics, and in many cases, be trained alongside the full-time museum staff. There is an unmet need in rural Alaska for professionally trained museum staff, and students trained at UAMN have the potential of filling those jobs.

THEME TWO:

Collections Care and Preservation Excellence

One of the primary tasks in our mission is to preserve the objects and specimens that we collect. Indeed, if we were unable to preserve the collections that we acquire, there would be nothing to investigate, exhibit or interpret. Therefore, demonstrating excellence in the care and preservation of our holdings takes a top priority at UAMN. Over the years we have improved the overall professionalism of the collections staff by hiring trained curators and collections managers, by providing professional development opportunities through funding travel to conferences and workshops, and by promoting academic enrichment through University coursework.

The improved facilities with state-of-the-art HVAC systems provide the best possible control of the environment for preservation of most collections. New water-detection and smoke and fire detection and suppression systems protect the collections from fire- and water-related risks. Expanded storage areas and the installation of new storage equipment protect existing and future collections.

Funding obtained through grants and private endowments have enabled the conservation treatments of artifacts and objects from the collections that have been neglected in the past or ill-treated by their original owners. Improved professionalism and the use of industry-approved storage materials and techniques help to stabilize collections and prevent future damage.

THEME THREE:

Public Programs and Outreach Excellence

From its inception the Museum has proven that it is committed to public programs as a central aspect of connecting to the University's tripartite mission of teaching, research, and public service. The staff works in collaboration with curators, University, and other recognized resources to incorporate current research findings and multiple perspectives in our educational offerings and products. We recognize that people learn in different ways, and we develop a variety of appropriate programs (hands-on collection, school tours, exhibitions, publications, lectures, workshops, and online experiences) for targeted audiences. Our proven record of being awarded competitive education grants from state and federal organizations recognizes this museum as a model for creativity and innovation as we provide and extend our educational resources to Alaska's rural and urban schools, communities, and the world of life-long learners. Our professional staff inspires and assists partners to contribute, participate, and develop sustainable informal learning to access museum collections and associated resources.

The Museum provides leadership in developing public programs by working with our communities and using the best practices and standards of excellence in museum education, exhibitions, marketing, and volunteering, each adopted by their respective standing professional committees of the American Association of Museums or professional organizations. In addition, we follow professional practices in associated disciplines such as design, technology, communications, and media. We encourage and train staff and volunteers to advance their mentoring, teaching, and leadership skills and to participate and publish through their respective professional organizations,

We consult, plan, and work collaboratively with diverse peoples, scholars, cultural leaders, and tradition bearers as well as through evaluations and assessments of the public programs we develop and present to meet audience needs.

Our new facilities serve the Museum's diverse and growing audiences. The Education Center, University classrooms, and the Arnold Espe Auditorium are designed for teaching with collections and digital technology.

The newly completed exhibition galleries and special exhibits provide for aesthetic and safe environments for visitors to see, learn, and experience the museum's collections. Various interpretive modes are available within the museum and online that extend access to the museum experience within the home or classroom environment.

THEME FOUR:

Best Practices in Museum Standards

As the museum with the most extensive collections in the state, the University of Alaska Museum of the North strives to be a model of excellence in standards and practice. The museum has undergone AAM accreditation review four times and has been publicly recognized as an institution displaying excellence in all aspects of its operation.

The Museum staff exhibit knowledge of and demonstrate accepted best practices in both the museum world as well as in their individual academic disciplines. Through professional development and collaborative work, the employees have worked to establish policies and procedures that incorporate realistic goals and strategies for working in Alaska. The newly renovated and expanded museum has been created with these best practices in mind. As the staff and collections begin to effectively use this new space, their knowledge and experience will continue to grow, and their value to the University of Alaska and the rest of the state will also increase.

The staff at UAMN is regularly called upon to provide professional advice and training to other museums around the state, and to our immediate community. For example, community curation projects with the Inupiat Heritage Center and the Simon Paneak Memorial Museum have helped to improve the administrative operations, collections management, and exhibition programs at those organizations in their rural Alaska locations. UAMN staff network with other statewide museum professionals via the Museums Alaska annual meetings and through regular consultations. Other staff have held leadership positions with Museums Alaska, Western Museums Association, Alaska Anthropological Association, American Association of Museums, National Science Collections Alliance, AAM-ICOM, Alaska State Museum's Statewide Museum Collections Advisory Committee, Native American Art Studies Association, American Ornithologists' Union Collections Committee, and the Society for Visual Anthropology.

THEME FIVE:

Vital Component of the Community

The University of Alaska Museum of the North has been an integral part of the Fairbanks community for more than seventy years. From being a must-see location for visitors and residents to hosting international conferences, the Museum plays many roles for the people of Fairbanks and serves as a source of community pride. The completion of our expanded facilities is enabling us to more broadly diversify the local, state, and international audiences that we serve.

Over the past twenty-five years, the Museum's Education department has hosted thousands of school groups and provided docent opportunities for over 350 volunteers. Hundreds of University of Alaska Fairbanks classes have met in the galleries, collection laboratories, and our two teaching classrooms. The Education department sponsors lectures and family programs for the Fairbanks community. The newly expanded University smart-lab classroom is improving access to the museum's collections for faculty and students and providing an exciting new location for University courses.

To make the museum more accessible to lower-income visitors, the museum offers a variety of free programs during the year, including public lectures, a military appreciation family day, and an annual open house. During our FY06 fiscal year, attendance at these free events accounted for approximately 8% of total visitation.

In addition to the existing Outreach programs, the newly expanded building is quickly becoming one of the most popular locations for special events in Fairbanks. The public spaces of the museum, including the main lobby, the auditorium, the Living Room, and the Museum Café are often rented for conference receptions and formal dinners. These private functions give attendees exclusive access to the museum galleries and an unforgettable venue for their Fairbanks event.

While we invite the community into the museum, the Museum's employees give back to the people of Fairbanks in a number of ways. In their professional capacities, staff have been active members of the Fairbanks Convention & Visitors Bureau, the Fairbanks Chamber of Commerce, local Rotary clubs, the Alaska Bird Observatory, and other civic organizations, serving in leadership positions and working on committees. The museum participates in the Fairbanks Clean-Up Day, Outdoor Days, Tanana Valley State Fair, Girl Scout activities, and staff serve as judges for *Ice Alaska* and the Fairbanks North Star Borough School District Science and History Fairs. Employees serve as Road Commissioners in their rural service districts, and volunteer in service organizations such as Big Brothers, Big Sisters, the United Way, Fairbanks Concert Association, Community Band, KUAC fundraising, and other non-profit organizations, serving as de facto ambassadors for the museum. Others serve the University community through participation in Staff Council and Faculty Senate as well as the Master Planning Committee and other special committees.

THEME SIX:

Business Plan and Financial Stability

As a state institution, UAMN receives part its operating budget from the Alaska State Legislature. Currently, state allocations pay for approximately 26% of the annual budget; the remaining funding comes from private and federal gifts, grants and contracts as well as the income generated from admissions, rentals, and the museum store. Although state funding has increased with inflation in recent years, it represents an increasingly small percentage of the museum's total operating budget.

Through the years, both AAM accreditation teams and the UAMN administration have determined that the museum needs to create a more solid and independent financial base that is less dependent on state allocations for the successful operation of the building and its activities. A Business Plan was developed in 2000 to identify ways to make this goal a reality; this plan was updated in 2006. Now that the museum expansion is completed and all areas of the building are operational, staff and community advisors are in the process of revising the business plan to better reflect our current operating environment.

Within the collections departments, curators continue to secure federal grants and contracts for specific projects; several departments secure repository fees for collections held as part of curation agreements. The education department generates income through innovative grant projects. The exhibition department receives donations and grants for traveling exhibitions as well as exhibitions generated in-house by original research. In visitor services, the new auditorium, expanded museum store and main lobby serve to generate revenue through sales and rentals. The Development and Membership department has worked to dramatically increase income through donations, membership dues and corporate sponsorship.

GOALS AND ACTION ITEMS

UAMN staff have developed a number of individual goals and action items that fall under one of the above six themes. These goals and actions are categorized under the following headings:

Additional Staff Positions:

Since the last accreditation in 1997, we have added a considerable number of new, full-time, permanent staff positions: two full-time assistants to the visitor services manager, two full-time development staff, one communications manager, collections managers in ethnology, fine arts, and in the frozen tissue collection, a computer programmer, curators in ichthyology and entomology, two full-time staff positions in education, and a full-time operations manager.

With increased growth in the size of the facility, collections and public programs, the need for additional staff also increases. Currently there are at least two collections departments that do not have curators or collections managers. Curator positions exist for each of these departments, and we anticipate filling these positions by 2009. Thus, two important goals and action items include completing the hiring of curators to head each collections department and collections managers to care for the holdings so that each collecting department is represented by a curatorial and collections management professional. Additional staffing is needed in Visitor Services with new Space Coordinator. In addition to the communications position and the development director, who both improved the visibility of the museum, a marketing coordinator is needed to enhance the museum's presence, particularly in the travel and tourism industry, as well as addressing financial resource development. Support staff is needed in the exhibition & design department, whose workload has more than doubled as a result of the expansion. Student assistants are needed in nearly all departments. Increased usage of computer technology and digital media necessitates the investigation of whether hiring a Museum computer technician would be cost-effective. Ever-growing backlogs of damaged objects in archaeology, ethnology, history, and fine arts as well as the professional policies and procedures in exhibitions provides the impetus to investigate the feasibility of hiring an on-staff conservator

Policy and Planning Actions:

To maintain accreditation and the highest level of best practices and collections care, UAMN staff will be creating new policies and plans, including shared-use lab protocols, collections plans, an education strategic plan, and agreements with federal agencies and other non-governmental organizations. These documents will increase access to UAMN programming and collections, and also increase opportunities for inter-institutional collaboration.

Collections Goals:

A major task of each collection's curator is to develop their collections. Part of the long-range strategic plan is to have curators determine the level and focus of anticipated collections growth each year. Curators have expressed a desire to revive the task of having the State Legislature designate UAMN as the State Museum of Natural History and Archaeological Repository. All collections departments also see a need to improve and enhance information and specimen management through increasing networking opportunities and improving the networking capabilities of computerized databases. Questions regarding the ownership of collections require clarification as well as actions to take full title to objects found-in-collection.

Financial Goals:

The UAMN administration has determined that a top priority for the next ten years is to strengthen the financial base of the museum and to minimize dependence on the state for operating expenses. This goal will be achieved through actions outlined in the business plan. In addition, curators and department heads will continue to seek grant funding and development of departmental endowments. The Development department has identified a number of special fund-raising goals including a fund to support traveling exhibitions, permanent exhibit maintenance, as well as collections support.

Outreach-Related Goals:

The Museum Education department continues to develop learning initiatives to enhance educational outreach to rural and urban communities, especially K-12 teachers and students, Alaska Native Elders, and other learners. All departments look to continue to strengthen undergraduate and graduate training and research opportunities. Staff seek to improve and increase the Museum's visibility and integration with UAF resources by working with the UAF Master Planning committee and other campus working groups. The Museum website is being redesigned for better functionality and for conveying more information.

Facility-Related Goals:

As we begin to fully use the newly renovated and expanded museum facility, long-range planning includes a number of facility-related goals. Improvements to our institutional identity and tools for wayfinding are on-going with additional signage both in the interior and on the exterior of the building. We continue to work with UAF to improve visitor access to the building through paving of the parking lot, improved sidewalk access, and changing the access points to the parking lot.

Data collected by Museum staff indicate a higher-than-approved level of light entering the *Rose Berry Alaskan Art Gallery* from the window wall in the lobby. A structural solution is required to mitigate the damaging effects of this natural light. The *Gallery of Alaska* is now beginning to show its age when compared to the contemporary furnishings and designs of the new space. A major goal for the next ten years is to completely re-design and re-install this gallery space, incorporating new exhibitions with an emphasis on natural history collections, as well as archaeology, ethnology, and history.

Despite the increased collections space, collections continue to grow and will exceed our current facility within twenty years. In addition, the storage needs of certain collections departments were not adequately met with the renovation. Re-allocations of space will occur to help distribute storage facilities more equitably. In addition, staff will continue to investigate the feasibility of renting, purchasing, or constructing a long-planned off-site collections facility for less-heavily used collections (see one option

described in Appendix 2). With this work we will be prepared to take advantage of any increase in the funding climate such as might occur with the construction of a natural gas pipeline.

IV. IMPLEMENTATION PLAN AND TIMELINE

The responsibility for the successful completion of the Institutional Plan lies with every single member of the UAMN staff. Specific timelines and tasks are outlined here. These goals and action items should be considered part of a working document and will be updated as priorities and opportunities change.

A. STAFF POSITIONS

Goal 1: Hire a Space Coordinator.

Numerous new public spaces were added to the expanded museum, all of which require a single individual to coordinate the usage. A Space Coordinator will be responsible for scheduling and coordinating the use of the entire museum for multiple audiences, including conference and event planners, museum and university staff, community members, educators, musicians among others. In addition, this person will be tasked with maintaining calendars to track events, communicating with Museum users, billing, and keeping usage records documenting revenue and event participation. The Space Coordinator will also oversee food service for events in the building as well as the new Museum Café. This position will coordinate a significant stream of revenue, resulting in a self-sustaining, and profit-making position. Presently, these space coordination duties have been split between the existing Visitor Services employees, the Tour Coordinator, Store Manager, and Visitor Services Manager. These people have struggled to meet the new demands while maintaining other responsibilities.

Timeline:	2007
Action item:	1. Conduct search to identify and hire the most qualified individual.
Responsible party:	Visitor Services staff Search committee (chosen by Director)
Resources needed:	Time Space coordinator salary (to be self-supporting by space rental fees) - \$71,571 ¹ annually Office space
Results & Evaluation:	1. Improved management of events and people using the new spaces in the Museum. 2. Increased revenue stream due to coordination of events. 3. Monitor number of events scheduled and new users of public spaces. 4. Monitor revenue generated.



IV. Community Engagement & Economic Development; VI. Faculty & Staff Development

Goal 2: Hire a professionally trained collections manager for each collections-based department.

Based on the last two accreditations (1997, 1985), recommendations have been made to have a curator and collections manager for every collections-based department. Departments in need of a professionally trained collections manager include Entomology, Earth Sciences, Ichthyology, and Cryptogams and a second collections manager is needed for Archaeology, the largest collection in the museum. An important consideration in filling these positions is where we aim for levels of “professionally trained.” Increasing complexities in science, permitting, computation, collection preservation, and preventive conservation methods and uses, and obtaining funding has rapidly expanded the areas of competence required of collections managers.

¹ All salary figures include salary and benefits (estimated at 2007 levels).

- Timeline:** 2008 / 2009 / 2010 / 2012 / 21013
- Action item:** 1. Conduct national searches that will produce qualified candidates and identify the best individuals for the job.
- Responsible party:** Director
Curators
Search committee (chosen by Director)
- Resources needed:** Time
Collections managers' salaries - \$70,346 annually each + 2% COLA increase on base each year
Office space
- Results & Evaluation:** 1. A collections manager will be hired for each collections-based department.
2. Improved management of collections on day-to-day basis.
3. Increased usage of collections.
4. Improved direct care of collections.
5. Increased funding for collections care resulting from grant proposals.
6. Improved opportunities for students interested in working in the museum collections.
7. Monitor grant funding, preventive conservation improvements, use of collections.



VI. Faculty & Staff Development

Goal 3: Research feasibility of hiring a computer technician.

With the increased dependence on computer and digital technologies, the need for a dedicated computer technician is under consideration. The Museum will continue to contract out for five year, while staff determine the feasibility of hiring a full-time computer technician. Currently, the museum relies on the University's Office of Information Technology for hardware/software needs, with our requests going into the queue with other departments. This often results in a number of days going by before technology issues are resolved.

- Timeline:** 2007-2011
- Action Item:** 1. Investigate cost-benefit analysis of hiring a dedicated computer technician to handle above duties.
2. Investigate what other resources are available at UAF and within Fairbanks for this type of work on a contract basis.
3. Conduct a competitive search to identify the best individual candidate for the job.
- Responsible party:** Director
Curators
Department Heads
Collection Managers
Museum Education Director
- Resources needed:** Time
Annual budget for contracting computer work.
- Results & Evaluation:** 1. Improved response time for computing problems at the Museum.
2. Decrease in loss-of-work time resulting from computer problems.
3. Improved response time for keeping Museum website accurate and timely.
4. In-house resource for staff.
5. Increased funding for technology-based grant proposals.
6. Monitor staff usage of computer technician for technical support.
7. Monitor technology-based grant funding.



IV. Community Engagement & Economic Development

Goal 4: Hire additional student assistants.

Student assistants are valuable employees at the University of Alaska, providing needed entry-level labor with a major salary savings. The museum utilizes student assistants in nearly every department. All departments have a need for regular student assistant positions to aid in the increased workload as well as

providing a training opportunity for students interested in museum work. Undergraduate and graduate curatorial assistant positions in the collections departments are presently supported on grants and contracts. Because of the importance of training future museum professionals and our role as a University museum, we need to put student curatorial assistant positions in each collection to assure that this critical aspect of our mission is accomplished.

- Timeline:** 2007-2010
- Action item:**
1. Determine on the number of student assistants for which each department has a need.
 2. Conduct a search to identify and hire the most qualified individuals.
 3. Gradually add student assistant positions each year until the target number of students are hired.
- Responsible party:** Curators
Department heads
- Resources needed:** Time
Salary – Undergraduates starting at \$9.50-\$10/hr; Graduate students \$18/hr (MA) & \$20/hr (PhD); +8.7% benefits rate during summer.
Work space
- Results & Evaluation:**
1. Increased productivity in departments.
 2. Improved educational opportunities for UAF students.
 3. Monitor number of student assistants working in departments and effect on productivity.



I. Teaching and Learning for Student Success; II. Research & Scholarship; III. Enrollment & Retention.

Goal 5: Continue to supplement expertise in departments with Museum and Research Associate programs and the Adjunct Curator program.

One of the advantages of being part of the University system is that experts in a wide variety of topics are available for consultation and to supplement the knowledge base of our employees. UAMN has a Museum and Research Associate program and also offers the title of Adjunct Curator to members of the scientific and research communities who help further our intellectual resources. We hope to standardize this program through a set of forms and processes for all departments to follow.

- Timeline:** 2008
- Action item:**
1. Evaluate various departments' criteria for assigning the designation of Museum or Research Associate and Adjunct Curator.
 2. Establish a set of standardized forms and processes for becoming a Museum or Research Associate or Adjunct Curator.
 3. Create a sponsorship/nomination form and set of checklist items to complete and standardize the process.
 4. Identify positions that could be filled by Associates or Adjunct Curators (e.g. Scientific Illustrator).
 5. Establish a way to advertise the appointment as a way of informing museum staff.
 6. Create a formalized appointment form or letter.
- Responsible party:** Director
Curators
Department heads
- Resources needed:** Time
- Results & Evaluation:**
1. Streamlined application process lessening the administration of the applications and leading to more Associates and Adjunct Curators.
 2. Increased involvement of collections departments in UAF research projects.
 3. Improved opportunities for funding of collaborative grant proposals.
 4. Improved documentation of collections.
 5. Monitor Museum involvement in UAF research projects and grants.
 6. Monitor numbers of new and continuing Associates and Adjunct Curators.



II. Research & Scholarship; VI. Faculty & Staff Development

Goal 6: Hire a marketing coordinator.

In order to accomplish many of the goals identified in the UAMN Business Plan and in this section, the Museum will require a marketing coordinator to make professional connections, and identify and reach new audiences through marketing activities. Aspects of the marketing programs at the Museum will include planning, supervising, and coordinating with other staff and outside consultants. This position will participate in goal setting and strategic planning for exhibitions, facility rentals, special events and festivals, tourism and attendance promotion, conference and convention outreach, and development and sponsorship growth projections. The person hired will be the primary liaison with national and foreign major and small organized tour companies, organizations, and associations planning meetings in Fairbanks. Currently, these tasks are handled by various staff in the Visitor Services, Communications, and Development departments, on top of their other full-time duties.

- Timeline:** 2014
- Action item:**
1. Research similar positions at other museums to determine job description.
 2. Determine how the position will interact with Communications, Development, and Visitor Services departments.
 3. Conduct a search to identify and hire the most qualified individual.
- Responsible party:** Director
Communications Coordinator
Development Director
Visitor Services Manager
Search committee (chosen by Director)
- Resources needed:** Time
Marketing coordinator salary - \$59,914 annually
Office space
- Results & Evaluation:**
1. Improved admission/visitation resulting from greater visibility.
 2. Conduct surveys to determine effect of marketing on visitation.



IV. Community Engagement & Economic Development; V. Advancement & Philanthropy

Goal 7: Hire an additional Education staff member.

As a result of the expanded facilities, the UAMN Education department will be creating many additional year-round youth, family, and adult programs. The staff will continue developing web-based learning tools, such as *LearnAlaska* for Alaska's rural and urban schools and community learners. Creating, coordinating and managing all of these programs will require a dedicated staff person. The newly hired Museum Education Director (summer 2007) will determine the future direction of the department and staffing needs. Currently, the Education Program Leader handles all public program events.

- Timeline:** 2010
- Action item:**
1. Identify new duties the additional staff person will take on in the Museum Education department.
 2. Conduct a search to identify and hire the most qualified individual.
- Responsible party:** Director
Museum Education Director
Search committee (chosen by Director)
- Resources needed:** Time
Community programs coordinator salary - \$83,967 annually
Office space
- Results & Evaluation:**
1. Dedicated staff for community outreach programs.
 2. Improved management of Education events.
 3. Less dependence on other Education staff for coordinating programs.

4. Improved work-load distribution among Education staff.
5. Monitor work-load changes in Education department.



IV. Community Engagement & Economic Development; VI. Faculty & Staff Development

Goal 8: Contract hire an exhibits specialist.

The role and responsibilities of exhibition and design department have increased dramatically since the museum building has expanded. The exhibition space increased to over 17,000 sq feet for four permanent exhibit galleries, one gallery for temporary exhibitions, and several multi-use spaces. This department needs to handle the program development, design, and maintenance of these additional spaces along with the associated systems (lighting, media, and other technology). In order to keep these galleries up to the professional standards expected as well as to take on the renovation project for the *Gallery of Alaska*, a full-time exhibits staff member is needed. Presently, the department hires part-time temporary workers to assist on designated projects.

- Timeline:** 2007-2010
- Action item:**
1. Hire on contract a museum production assistant.
 2. Proceed to permanent hire staff position.
- Responsible party:** Exhibition and Design Director
Chief Preparator
- Resources needed:** Time
Exhibits Specialist salary - \$76,435 annually
- Results & Evaluation:**
1. Improved exhibit maintenance and operations.
 2. Reliable quality workmanship resulting from full-time employee.
 3. Improved responsiveness to safety and security of collections.
 4. Improved supervision of students, contract consultants, and others.
 5. Improved development of multi-department and exhibition initiatives.
 6. Monitor work-load distribution and workmanship in Exhibition & Design department.



IV. Community Engagement & Economic Development; VI. Faculty & Staff Development

Goal 9: Hire an academic curator to head each collections-based department.

To maintain best practices and achieve academic and research excellence, each collections-based department must have a professionally trained curator. The departments of Marine Invertebrates and Fine Arts are in need of academic curators.

- Timeline:** 2011 / 2013
- Action item:** Conduct international searches that produce qualified candidates and that identify the best individuals for the job.
- Responsible party:** Director
Search committee (chosen by Director)
- Resources needed:** Time
Curator's salary - \$71,989 annually
Startup funds - \$50,000 each
Office space
- Results & Evaluation:**
1. All academic collecting departments will be headed by a curator.
 2. Improved departmental general operations, research activities, professionalism, and notoriety by colleagues.
 3. Increased grant funding due to proposals written by curators.
 4. Increased collections growth with more direction.
 5. Increased collections usage.
 6. Monitor grant funding, collections growth, collections use.



*I. Teaching & Learning for Student Success; II. Research & Scholarship; III. Enrollment & Retention;
VI. Faculty & Staff Development*

Goal 10: Research feasibility of hiring a conservator.

Despite the long-standing history of excellent collections care, UAMN has never had a full-time professionally trained conservator on staff. As a result of the diverse collections and materials present, research is needed to determine the suitability of such an appointment. To date, the museum has worked with private conservators on short-term contracts to fill this need, as funding and projects allow. The Museum will continue with this approach until a financial benefit can be proven. Serious treatment backlogs continue to exist in archaeology, ethnology and history, and fine arts.

- Timeline:** 2007-2013
- Action item:**
1. Research the cost-benefit of having a conservator on staff vs. hiring out for contract-based projects, while continuing to hire contract conservators for treatments.
 2. If deemed appropriate, in 2013 conduct a national search that will produce qualified candidates and identify the best individual for the job.
- Responsible party:** Director
Curators
Collections Managers
Search committee (chosen by Director)
- Resources needed:** Time
Budget for contract conservation work - \$100/hr for treatment time
Conservator's salary (TBA)
Conservation lab and supplies (TBA)
- Results & Evaluation:**
1. A cost-benefit analysis will determine feasibility of having a full-time conservator.
 2. If proven a true benefit, a conservator will be hired.
 3. Improvement to collections care.
 4. Increased grant funding for collections care.
 5. Damage to collections items will be repaired more quickly and more professionally.
 6. Improved policies and procedures regarding collections care and preventive conservation.
 7. Greater opportunity for original research in the conservation and preservation field.
 8. More diverse and complete educational opportunities for students interested in careers in Museum Studies.
 9. Monitor expenditures for conservation treatments.



II. Research & Scholarship

B. POLICIES AND PLANNING ACTIONS

Goal 1: Develop Scientific Lab Protocols for the shared use laboratories.

A number of new state-of-the-art laboratories are part of the new research wing of the museum. In the lower level of the museum, the molecular and ancient DNA labs are used by a number of departments, while shared object and specimen preparation labs are located on the first level of the museum. It is important to develop protocols for using these spaces. These protocols shall adhere to professional and safety standards established by OSHA, Alaska DEC, Golden Heart Utilities, and the UAF Office of Environmental Health and Safety. In addition, these protocols shall comply with museum security policies and the UAF Chemical Hygiene Plan. These spaces will be managed by the staff of the collections departments at UAMN, while the Operations Manager will be responsible for assuring that departments observe all relevant safety and security requirements as well as assisting departments in developing procedures and protocols and provide training. These policies and sets of procedures are important both to

the proper functioning of the laboratory spaces and the research being conducted, as well as to protect the university, the museum, museum collections, and individuals working in the labs.

- Timeline:** 2007-08
- Action Item:**
1. Work with EH&S and other university offices to ensure compliance with safety regulations.
 2. Maintain strict access policies to prevent potential contamination of the Ancient DNA Lab.
 3. Develop and implement protocols for access to and use of the shared use laboratories by museum and non-museum researchers.
- Responsible party:** Curators
Collections managers
Operations Manager
- Resources needed:** Time
Lab safety equipment (personal protective equipment)
- Results & Evaluation:**
1. Improved management of shared use laboratories.
 2. Decrease in number of accidents and improper uses of spaces.
 3. Increase in use of spaces due to improved communications.
 4. Improved reliability of data produced in laboratories.
 5. Monitor number of accidents & improper uses of spaces.
 6. Track usage of shared lab spaces.



II. Research & Scholarship

Goal 2: Develop and maintain collections plans for each department.

To responsibly manage relevant collections and to efficiently use available collections storage space, each collecting department will develop a collections plan and update it on a regular basis. This document will aid curators and collections managers in identifying needed resources, collections care and access goals, specific areas for research emphases, and ways to fine-tune their collection via acquisitions and deaccessions.

- Timeline:** 2007-08
- Action item:**
1. Research format of other collections plans for similar collections.
 2. Write document for each department.
 3. Publish documents in Departmental Handbooks and on the Museum website.
- Responsible party:** Curators
Collections managers
- Resources needed:** Time
- Results & Evaluation:**
1. Improved management of collections due to strategic growth and planned shaping of collections.
 2. Improved possibilities of securing funding for collections growth due to proof of thoughtful collections planning and prioritization.
 3. Improved care of collections resulting from planned deaccessions.
 4. Better identification and allocation of departmental resources for collections priorities.
 5. Monitor acquisitions resulting from collections plan priorities.



II. Research & Scholarship

Goal 3: Develop and maintain an Outreach Education Strategic Plan.

The UA Museum must continue to assess and evaluate the needs and goals of the Museum's Outreach programs. To this end, it is necessary to keep the Outreach Education Strategic Plan current. The Museum's expanded facilities and programmatic offerings necessitate concise and scheduled planning to identify and integrate the learning resources and interpretive needs of all Museum departments into the strategic plan.

- Timeline:** 2007-09
- Action item:**
1. Research other Outreach Education Strategic Plans at similar institutions.

- 2. Undergo collaborative planning and solicit input from users.
- 3. Coordinate with Museum Institutional Plan and UAF Strategic Plan.
- 4. Write document and make available via Departmental Handbook and website.

Responsible party: Museum Education Director
Education support staff
Director

Resources needed: Time

- Results & Evaluation:**
- 1. Articulated plan that specifies outreach activity goals, outcomes, and timeline.
 - 2. Increased funding of outreach projects resulting from demonstrated goal-setting and resource allocations.
 - 3. Monitor funding for educational outreach goals identified in plan.



I. Teaching & Learning for Student Success; IV. Community Engagement & Economic Development

Goal 4: Maintain accreditation by AAM and other Professional Societies.

As a professional and well-respected institution, it is essential to our long-term relevance to maintain accreditation by AAM as well as other professional societies represented by departmental specialties.

Timeline: 2007; 2016

- Action item:**
- 1. Undertake AAM reaccreditation process including self-study and site visit.
 - 2. Identify other professional societies from whom we should seek accreditation, if any.

Responsible party: Director
Reaccreditation coordinator
All staff

Resources needed: Time
Reaccreditation coordinator salary (9 month, half-time)
Funding for travel and lodging for visiting committee members (AAM and department-specific accreditation programs).

- Results & Evaluation:**
- 1. Continued credibility and proven level of excellence within the Museum community.
 - 2. Continued funding from sources restricted to accredited institutions.
 - 3. Improved operations resulting from changes implemented during self-study periods.
 - 4. Increased collections resulting from accredited status.
 - 5. Receive accreditation.



II. Research & Scholarship; IV. Community Engagement & Economic Development

Goal 5: Develop, maintain, and strengthen relations with agencies and non- governmental organizations.

UAMN acts as a repository for various federal, state, and non-governmental agencies and operates under curation and repository agreements. In several cases, formalized memoranda of agreement spell out the obligations and expectations of each party, provide a basis for a unified approach to managing resources that may be curated by the museum but owned by a particular federal agency, and provide a vehicle for financial support for the collections from the agencies in question. At the same time, the museum possesses unique capabilities for developing information necessary for managing resources on lands under the jurisdiction of federal agencies. MOA also provide a mechanism by which agencies can tap that expertise and curators can fund collecting and research activities. The Museum needs to develop similar relationships with all of the agencies that have a stake in various Museum collections (e.g., USGS, USFWS, USFS, BLM, NPS).

Timeline: 2008

- Action item:**
- 1. Develop and/or maintain memoranda of agreement with agencies and other organizations as necessary that clearly acknowledge the Museum's ownership of artifacts and specimens in its care

(except where existing state or federal regulations stipulate otherwise) and the Museum's ultimate authority in their care, use, and management.

Responsible party:

- 2. Negotiate, when possible, for continued repository fees for curation of federally-owned collections.
- Curators (those with agency connections)
- Collections managers (same departments)
- Director

Resources needed:

- Time
- Staff salaries that can be used as a match in cost-share agreements

Results & Evaluation:

- 1. Increased funding from agencies & organizations as stipulated in repository and curation agreements.
- 2. Greater numbers of collections being deposited at UAMN under MOA.
- 3. Increased use of agency-owned collections for research and interpretation.
- 4. *Others?*
- 5. Monitor funding, collection growth, and use resulting from agency & organization agreements.



II. Research & Scholarship; IV. Community Engagement & Economic Development

Goal 6: Review and update institutional documents.

A number of institutional documents have been created as the result of the AAM Reaccreditation self-study during 2006-2007. In order to remain relevant, each document requires periodic review and updates. The Conservation Plan will be reviewed every six years, the Collections Management Policy will be reviewed every eight years, and the Code of Ethics will be reviewed every ten years.

Timeline:

2012/2014/2016

Action item:

- 1. Select staff to conduct periodic reviews of each institutional document.
- 2. Make changes where necessary.
- 3. Receive approval by General Counsel, Risk Management, where necessary.
- 4. Receive approval by Museum Director and effective governing authority, where necessary.

Responsible party:

- Museum Director
- All Museum staff

Resources needed:

Time

Results & Evaluation:

- 1. Policies and plans that remain relevant and useful.
- 2. Thoughtful discussion of changing needs of the Museum.
- 3. Effective planning for the professionalism of the Museum.
- 4. Monitor changing professional standards of museum field.



II. Research & Scholarship; IV. Community Engagement & Economic Development

Goal 7: Develop and maintain the Science Vision Statement.

The UAMN exists because it houses the state collections in natural and cultural history. Growth, care, and maintenance of these collections and their use in exhibits, teaching, and research comprise the core of the Museum's scientific enterprise. The tripartite mission of the Museum in curation, teaching, and research only occurs in its entirety in collections departments headed by faculty curators. As a museum at a research university, we are particularly cognizant of our need to be very active in education and research. Growing our strength and reputation in science clearly is best focused at this nexus where the three key mission activities occur.

In 2007, faculty curators drafted a Science Vision Statement for the UA Museum of the North that will help identify and focus actions and resources that support this important role of the Museum. A number of goals have been generated for action, as well as several areas that require further discussion and development. All goals have the potential for institution-wide impact that will advance the science of the Museum.

- Timeline:** 2007-2016
- Action item:**
1. Finalize an approved Science Vision Statement.
 2. Identify resources (human, financial, and space) for accomplishing goals indicated in the statement.
 3. Prioritize goals and implement a timeline.
 4. Integrate Science Vision goals with other institutional goals.
 5. Continue discussion and development of points of contention, as outlined in Science Vision Statement.
- Responsible Party:** Museum Director
Curators
- Resources needed:**
1. Time
 2. Funding for goals involving new hires, budget allocations, contract expansions, and facility development.
 3. Office space for goals involving new hires.
- Results & Evaluation:**
1. A science program at the Museum that is focused and thoughtfully developed in collaboration with the advances of each discipline.
 2. Responsibly managed collections and research activities.
 3. A team-management approach to collections activities.
 4. Monitor the cost-benefit of additional staffing of collections departments.



II. Research and Scholarship

C. COLLECTIONS GOALS

Goal 1: Increase collections each year by departmentally-determined amounts.

Appropriate collections growth is determined by individual departmental curators based on discipline. Collections growth should be discussed in departmental collection plans. Collecting activities may include active and passive collecting.

- Timeline:** Annual goal
- Action item:** Each curator must determine, in consultation with Director and departmental collections manager, the appropriate goals for collection growth on an annual basis.
- Responsible party:** Curators
Collections managers
Director
- Resources needed:** Depending on collection, possibly acquisitions funds or matching funds for grant-funded projects.
Field supplies
Collection-preparation supplies (varies by department)
Collections storage space
Time (collection and preparation, personnel management)
Salary for student assistants
- Results & Evaluation:**
1. Responsible collections growth in relation to resources available each year.
 2. Allocation of resources based on collections plans.
 3. Increased funding for collections preservation projects.
 4. Compare actual collections growth to anticipated growth.



II. Research & Scholarship

Goal 2: Designate UAMN as the State Museum of Natural History and Archaeological Repository

Official designation and recognition by the State of Alaska as the State Museum of Natural History and Archaeological Repository will provide UAMN with additional credibility in the museum field. Of the five museums in Alaska accredited by AAM, the University of Alaska Museum of the North is the oldest and most established. Its location on, and relationship with, the University of Alaska Fairbanks campus, which

is the only Ph.D.-granting campus in the UA system as well as the only major research institution in the state, reflects its academic standing. Although most (if not all) organizations and agencies in the state recognize the Museum's function as the de facto state repository for natural and cultural history specimens and artifacts, official designation would cement the Museum's vital role as an archival and research institution and would facilitate its ability to leverage funding at all levels. This official designation will benefit the state through the long-term, stable relationship with the University and faculty curators and other professionals who will help guarantee a top-level of care of collections in perpetuity.

- Timeline:** 2007-2010
- Action item:** Curators of affected departments will determine what actions are needed to sponsor such a legislative action and obtain support for the passage of the designation.
- Responsible party:** Curators of Archaeology, Earth Sciences, Insects, Plants, Fishes, Mammals, and Birds.
Director
- Resources needed:** Time
- Results & Evaluation:**
1. Improved credibility and recognition.
 2. Increase in collections deposited under repository or curation MOA.
 3. Improved positioning for funding from various sources, including the state.
 4. Legislation passed and signed by the governor for official designation.



II. Research & Scholarship; IV. Community Engagement & Economic Development

Goal 3: Enhance information and specimen management through improved networking and computerized databases.

Online databases are critical to professional use of collections, and they are an increasingly important public portal to museum holdings. Every collection currently manages at least some collection information in electronic databases, though several systems are in place. Most data for biological collections (especially Mammals and the Herbarium) are managed in an online system that is accessible to Web users and linked to other Internet resources, such as a map server, NIH's GenBank, the MorphBank image repository, and the Global Biodiversity Information Facility (GBIF). The system further supports in-house management tasks such as object-tracking with barcodes, and incorporates functions such as loan and accession administration into "projects" which can publicly demonstrate collection usage and significance. The system has been developed in collaboration with two other university museums, and it is possible that it can be extended to include cultural collections.

- Timeline:** 2007-2017 (Continued and on-going)
- Action item:**
1. Adoption of discipline-specific standards as they evolve.
 2. Inclusion of database development needs in proposals for funding collection development.
 3. Formation of a data committee to develop policies and set priorities.
 4. Implementation of a data management plan.
- Responsible party:** Director
Curators
- Resources needed:** Time
Budget for contracting with computer professional
Annual budget for maintaining and administering databases, etc.
- Results & Evaluation:**
1. Improved data management for collections.
 2. Increased funding through grant proposals to enhance data components of projects.
 3. Easier and more reliable access to collections data.
 4. Monitor grant funding for data management.



I. Teaching & Learning for Student Success; II. Research & Scholarship

Goal 4: Clarify any outstanding issues concerning ownership of collections.

Ownership of collections is straightforward for some departments where artifacts can be legally owned. However, for archaeological, geological, and biological collections, the law is clear concerning some collections from federal lands, but ambiguous and inconsistently interpreted from agency to agency for others. The clarification of ownership and issues of title is an important activity of prudent collections management for all Museum collections departments.

- Timeline:** 2007-2012
- Action item:**
 1. Survey collections on a departmental basis to determine legal status.
 2. Identify any potential conflicts with agency expectations concerning ownership.
 3. Research legal issues involved (with Office of General Counsel).
 4. Resolve outstanding issues with agencies and other entities, including following the legal procedures for gaining title to objects found-in-collection and unclaimed loans.
- Responsible party:** Director
Curators
Collections managers
Office of General Counsel
- Resources needed:** Time
- Results & Evaluation:**
 1. Obtaining clear title or statement of ownership regarding all collections.
 2. Authority and responsibility for decision-making with respect to collections, their disposition, use, and care are clearly delineated.
 3. Responsibility for curation funding clarified.
 4. Monitor number of ownership questions answered.



II. Research & Scholarship

D. FINANCIAL GOALS

Goal 1: Increase and maintain research support.

The museum aims to have at least three federal grants funded during each fiscal year, with full overhead recovery.

- Timeline:** Annual goal
- Action item:** Each department should be actively working on proposals to secure funding for museum projects.
- Responsible party:** Curators
Department heads
Collections managers
Support staff
- Resources needed:** Time (writing)
Cash matches for budgets
Time (in-kind matches for budgets)
Work space
- Results & Evaluation:**
 1. Increased recovery of overhead allows for more flexibility in funds for departmental operating expenses.
 2. Increased credibility with federal funding agencies.
 3. Increased matching funds for non-federal proposals.
 4. Monitor overhead recovery and matching fund availability.



I. Teaching & Learning for Student Success; II. Research & Scholarship; III. Enrollment & Retention; VI. Faculty & Staff Development

Goal 2: Allocate yearly funds for exhibits maintenance.

As the square footage for exhibition has doubled, the amount of money needed to maintain these areas will also increase. Maintenance includes cleaning objects and cases, rotating objects, upgrading mounts, replacing lights, monitoring for conservation-related issues, and other annual activities. Designated funds are required in order to keep these displays up to professional standards in all areas of exhibition.

- Timeline:** Annual goal
- Action item:**
1. Development and membership department has a specific fundraising goal to generate funds for exhibit maintenance. Advertising and promotion of this need will be required in perpetuity.
 2. Collections managers and curators work with Exhibition & Design department to coordinate annual activities and monitoring.
- Responsible party:** Development Director
Exhibition & Design Director
Museum Director
Exhibition & Design staff
Collections managers
- Resources needed:** Annual funds for maintenance activities – (\$40,000 annually)
Time
Monitoring and cleaning supplies
- Results & Evaluation:**
1. Improved preventive conservation for objects on exhibit.
 2. Less funding spent on conservation treatments of objects on exhibit.
 3. Monitor time and funds spent on exhibits maintenance.



II. Research & Scholarship; IV. Community Engagement & Economic Development; V. Advancement & Philanthropy

Goal 3: Identify and allocate funds for bringing quality traveling exhibitions to UAMN.

With a new special exhibits gallery and a desire to draw new audiences, UAMN is poised to bring new and exciting exhibitions to Fairbanks. This is important to maintain our relevance to the local Fairbanks and University community. Rental fees for these shows can be very high and designated funds are required in order to have a dynamic traveling exhibition schedule.

- Timeline:** Annual goal
- Action item:** The development department will conduct an annual appeal for donations to support this goal.
- Responsible party:** Museum Director
Exhibition & Design Director
Development Director
- Resources needed:** \$40,000
- Results & Evaluation:**
1. More diverse audience.
 2. Increased opportunities for educational outreach programs.
 3. Increase in repeat visitation to museum by local community.
 4. Monitor number of repeat visitors resulting from temporary exhibitions.
 5. Monitor number of new programs and participants resulting from exhibits.



II. Research & Scholarship; IV. Community Engagement & Economic Development; V. Advancement & Philanthropy

Goal 4: Identify and allocate funds necessary to run each curatorial department.

Funding for the activities in each curatorial department has been very uneven, and the activity level (and associated costs) is increasing with the museum's expansion. Designated funds are needed to help meet the costs of performing basic departmental functions.

- Timeline:** Annual goal

- Action item:** 1. Develop initiative to entice planned giving for collections care activities.
2. Target donors who are interested in collections activities.
3. Gradually increase budgets for collections departments until budgetary goal is reached.
- Responsible party:** Museum Director
Development Director
Curators
- Resources needed:** \$10,000 per curatorial department (end goal)
- Results & Evaluation:** 1. Improved collections care and management.
2. More time for curators to write research-based grant proposals.
3. Funding currently used to pay for basic preservation supplies can be reallocated to paying students or for other expenses.
4. Monitor expenditures of departmental funds.



II. Research & Scholarship; IV. Community Engagement & Economic Development; V. Advancement & Philanthropy

E. OUTREACH-RELATED GOALS

Goal 1: Redesign Museum website with Content Management System.

Museum websites are becoming an essential way of communicating with the public. Visitors who are planning their trips, school children from around the world, and international researchers are just a few user groups whose needs should be considered when determining functionality and content. The Museum will gain an important outlet for improving revenue-generating activities.

- Timeline:** 2007
- Action item:** 1. Research other museum websites to determine positive models for design and functionality.
2. Assemble museum team to collaborate on design, functionality, and basic content needs.
3. Hire web designer to create a template for individual page layouts.
4. Train Museum staff to input content into departmental pages as well as adding specific functions and information.
5. Contract additional design for revenue generation.
5. Advertise launch of new website.
- Responsible party:** Museum Director
Communications Coordinator (Project Manager)
Director of Exhibition & Design
Museum staff
- Resources needed:** Time
Funding to pay web designer for initial template. (\$12,000 initial; \$5,000 annually)
Funding to hire contractors for revenue generation services. (\$15,000 initial; \$15,000 annually)
- Results & Evaluation:** 1. Improved functionality of website.
2. Increased and easier usage of website.
3. Website will be more easily kept up-to-date by departments, who will have individual responsibility for their pages and content.
4. Improved clarity and unified design of all pages on website.
5. Increased Museum Store sales over the web.
6. Monitor usage of website via UAF tracking system.
7. Survey visitors' sense of website value in the enjoyment of their visit to the museum.
8. Monitor store sales; membership revenue.



II. Research & Scholarship; IV. Community Engagement & Economic Development

Goal 2: Enhance educational outreach to rural and urban communities.

The University of Alaska and the UA Museum of the North take seriously our educational obligations to the people of Alaska, whether they are located in the urban or rural parts of the state. UAMN seeks to create new learning initiatives and enhance existing learning tools for delivering information about the Museum’s collections and research findings that are related to the state’s natural and cultural history. In addition, UAMN staff are available to consult and partner with other museums and their staff from around the state. The Museum brings knowledge and practice of museum operations and discipline standards, experience with project management skills, and a demonstrated ability to work with Alaska cultural and community groups. The new Education Director (summer 2007) will evaluate and identify outreach goals for the Museum.

- Timeline:** 2008
- Action item:**
1. Determine in what ways UAMN can act as a site for professional development activities and outreach to smaller institutions (working in collaboration with the Alaska State Museum, who is mandated to act in this capacity).
 2. Continue UAMN’s dedication to the people of Alaska by offering workshops or small-group work sessions for professional development with topics such as: caring for collections, applying for grants, managing your organization, etc.
 3. Continue to cooperate with RAHI and Upward Bound programs that utilize UAF facilities to encourage Alaskan involvement in museums.
 4. Continue to offer online educational opportunities through the Museum Education department (e.g. *LearnAlaska*)
 5. Continue cooperative efforts to lend assistance with museums like: Inupiat Heritage Center (Barrow) and the Simon Paneak Memorial Museum (Anaktuvuk Pass).
 6. Develop opportunities with the Interior-Aleutian campus.
 7. Develop exhibitions that can travel to rural Alaska museums and cultural centers.
- Responsible party:** Museum Director
Museum Education Director
Curators
Collections managers
- Resources needed:** Time
Travel funds (TBA)
Funds for collaborative project support (TBA)
- Results & Evaluation:**
1. Improved networking between UAMN and other Alaskan institutions.
 2. Increased grant funding possibilities for collaborative and multidisciplinary projects.
 3. Monitor collaborative activities and other Outreach performed by staff.



II. Research & Scholarship; IV. Community Engagement & Economic Development

Goal 3: Strengthen graduate and undergraduate training and research.

The education and training of graduate and undergraduate students through hands-on practical collections-based experiences (research and curation) are unique opportunities that can enhance both academia and the museum community.

- Timeline:** Annual goal
- Action item:**
1. Continue to offer hands-on collections-based work for UAF students in undergraduate and graduate programs.
 2. Increase the number of student assistant positions available via museum support, grants and contracts, and other means.
 3. Establish museum-funded Curatorial Assistant positions in each collections department.
 4. Use some of the proposed \$10,000/year collections support for paying the Museum portion of work-study student positions.
 5. Increase the number of student research projects using museum collections.

6. Develop and maintain a summer intern program that invites 8-10 students in various departments to work for school credit and paid stipends.

Responsible party:

Curators
Museum Director
Collections managers

Resources needed:

Time (supervision and training of students)
Salaries for student assistants (grants, contracts, museum support) –see *Goal A.4 for student assistant salary rates.*
Funding for intern stipends (endowment fund)

Results & Evaluation:

1. Improved productivity in departments.
2. Improved educational opportunities for students.
3. Calculate funds expended annually on student training and research.
4. Monitor number of students using Museum collections for research and training.



I. Teaching & Learning for Student Success; II. Research & Scholarship; III. Enrollment & Retention

Goal 4: Increase visibility through cooperative efforts with other UAF units.

With its collections and the expertise of its staff, the museum can make significant contributions to the campus environment through activities that support the goals outlined in UAF's Campus Master Plan. These activities will increase the Museum's visibility within the student body as well as with one-time visitors.

Timeline:

2012

Action item:

1. Research ways that UAMN can supplement or enhance work being done by the Master Planning Committee.
2. Design interpretive panels along the West Ridge trail system describing natural history (botany, mammals, ornithology) and cultural history (archaeology, ethnology, fine art).
3. Design cooperative programs with Georgeson Botanical Garden (GBG) and the Herbarium.
4. Expand exhibits on Museum grounds including: gold mining equipment; Russian America displays.
5. Establish cooperative butterfly garden program at the GBG with entomology.
6. Install panels around campus with information from natural and cultural history information.
7. Continue to improve art and other departmental exhibitions around campus with standardized labeling and iconography.

Responsible party:

Museum Director
Curators
Exhibition & Design Director and staff
Collections managers
Museum Education Coordinator and staff
Communications Coordinator

Resources needed:

Time (Research, implementation, and long-term maintenance)
Funding for panels and maintenance (TBA)

Results & Evaluation:

1. Increased visibility on UAF campus.
2. Increased use of Museum collections as a result of increased visibility.
3. Monitor number of UAF students, staff, & faculty, and community members using collections for research as a result of campus-based project.



II. Research & Scholarship; IV. Community Engagement & Economic Development; V. Advancement & Philanthropy

F. FACILITY-RELATED GOALS

Goal 1: Remodel Rose Berry Alaska Art Gallery to mitigate effects of light

Since completion of the *Rose Berry Alaska Art Gallery* in 2006, staff have been monitoring the effects of natural light entering the space on the exhibited materials. Due to the large south-facing lobby windows

directly opposite the entrance to the gallery, light levels during the majority of the year have consistently exceeded suggested levels of light exposure for some collections in the gallery. The Exhibition & Design department has devised several possible structural solutions to reduce the light levels from the windows. At present, mesh shades on the lobby windows are used to partially filter light, however the light intensity is still above suggested levels for objects exhibited near the entrance of the gallery.

- Timeline:** 2007-2010
- Action item:**
1. Design construction documents for implementing a structural solution that will prevent natural sunlight from penetrating into RBAAG.
 2. Develop project budget and secure funding.
 3. Determine whether construction will be conducted by Museum staff or contracted out.
 4. Implement renovation project.
 5. Continue monitoring of light levels and develop guidelines for collections.
 6. Investigate solutions for further mitigation of light damage to exhibited materials.
 7. Work with Museum Lighting Consultant to identify solutions.
- Responsible party:** Museum Director
Exhibition & Design Director
Exhibits Preparator
Curators (Fine Arts, Ethnology & History, Archaeology)
Collections managers (Fine Arts, Ethnology & History, Archaeology)
Museum Lighting Consultant
- Resources needed:** Time
Funding for design and construction (\$50,000 allocated)
Funding to hire Museum Lighting Consultant
- Results & Evaluation:**
1. Improved preventive conservation for collections on exhibit.
 2. Decrease in labor required to rotate objects on exhibit.
 3. Monitor light levels in gallery.



II. Research & Scholarship; IV. Community Engagement & Economic Development

Goal 2: Improve storage conditions of collections.

The collections storage conditions at the Museum differ dramatically between collections, for reasons including varying levels of professionalism of staff as well as uneven sources of funding for collections stabilization projects. With the newly renovated building and expanded collections storage room, the care provided to our holdings has become more visible and deficiencies made much more obvious. New compact mobile storage systems are needed for the south side of the collections range and the existing compact mobile storage system is in need of renovation.

In particular, the Fine Arts collection has been neglected over the years, especially as a direct result of construction activities. This very visible and highly valuable collection has been moved, in its entirety, at least four times between 2003 and 2007. Paintings once stored on dedicated art storage racks have been stacked on the floor, one against the other, for four years. Others are stored on shelving with little sense of organization. Current storage rooms are packed full with no room for expansion or re-organization. These sub-standard conditions do not protect against seismic events, nor do they properly protect the collections from many of the agents of deterioration. They also pose a hazard for staff working in these spaces.

- Timeline:** 2007-2016
- Action item:**
1. Prioritize collections in need of storage facility improvements.
 2. Design proper storage facilities for collections in need of improvements, including cost estimates and any structural renovations required.
 3. Identify public and private sources of funds for purchasing new equipment, including matching funds.

- 4. Submit funding proposals for the purchase of upgraded storage equipment.
 - 4. Purchase appropriate storage equipment and install.
- Responsible party:** Museum Director
Curator(s)
Collections Manager(s)
Operations Manager
- Resources needed:** Time
Matching funds for grant proposals
- Results & Evaluation:**
- 1. Improved preventive conservation for all collections.
 - 2. Consistent level of care for all collections at Museum.
 - 3. Decrease in damage inflicted on collections due to improper storage.
 - 4. Decrease in funds spent on conservation treatments resulting from damage from improper storage.
 - 5. Monitor grant funding for collections.
 - 6. Monitor funds spent on conservation treatments to mitigate damage due to improper storage.



II. Research & Scholarship; V. Advancement & Philanthropy

Goal 3: Renovate the Gallery of Alaska.

To continue the history of excellent interpretation of collections and bring a unifying design to the exhibition spaces at UAMN, the *Gallery of Alaska*, which opened in 1980, must be renovated.

- Timeline:** 2008-2012
- Action item:**
- 1. Mount a fund-raising campaign for renovations, including applying for grants and private funding.
 - 2. Select a design team to head renovation.
 - 3. Hire a temporary Exhibit Gallery Developer for renovation project (2009-2012).
 - 4. Hire an Education Consultant for renovation project (2009-2012).
 - 5. Develop an interpretive and aesthetic vision for gallery.
 - 6. Work with curators for interpretive themes.
 - 7. Collaborate with community Elders to represent Alaska Native science and technology viewpoints.
 - 8. Implement plan and install gallery.
- Responsible party:** Museum Director
Exhibition & Design Director
Museum Education Director
Development Director
Curators
Collections managers
Communications Coordinator
Operations manager
UAF DDC/FS
- Resources needed:** Time
Funding for design and implementation
- Results & Evaluation:**
- 1. Improved visitor response to interpretation of collections.
 - 2. Improved preventive conservation for objects on exhibit.
 - 3. Increased revenue resulting from publicity of new exhibits.
 - 4. Increased grant funding resulting from exhibits-based proposals.
 - 5. Monitor admission income.
 - 6. Monitor grant funding.



I. Teaching & Learning for Student Success; II. Research & Scholarship; IV. Community Engagement & Economic Development; V. Advancement & Philanthropy

Goal 4: Expand space for collections by identifying an off-site storage facility.

The museum expanded its collections range by approximately 50% during the recent renovation project. However, some departments' storage needs were not incorporated into this expansion and all collections

are growing at such a rate that they will outgrow the current range by 2027. Plans for the construction or purchase/rental of an off-site, on-campus, environmentally-controlled secure facility must begin and must be in place to take advantage of anticipated improvements in state finances when a natural gas pipeline is constructed. (*For one option, see Appendix 2 for details on the proposed UAMN Collections Support Center.*)

- Timeline:** 2007-2027
- Action item:**
1. Curators develop an estimate of the rate of collections growth to project a date when the UAMN Collections Support Center will be necessary.
 2. Determine what collections are currently stored off-site as well as the kinds of permanent collections that could be stored off-site but still on campus.
 3. Investigate the current costs of construction on campus as well as investigating possible existing, vacant buildings.
 4. Develop a plan for fund-raising (through grants and private funding) to build or purchase space as necessary.
 5. Identify collections owned by federal agencies and begin working with those agencies to help fund such a facility.
- Responsible party:** Museum Director
Curators
Collections managers
Development Director
Operations Manager
UAF DDC/FS
- Resources needed:** Time
Funding for design and construction/purchase
- Results & Evaluation:**
1. Improved preventive conservation for collections.
 2. Increased grant funding resulting from re-housing proposals.
 3. Improved access to collections.
 4. Increased acquisitions resulting from additional space (repository agreements, donations, purchases, field collections, etc.)
 5. Monitor grant funding and collections donations.



II. Research & Scholarship

V. PLANNING MATRIX FOR INSTITUTIONAL GOALS

GOAL	DEPARTMENT(S)	+JUSTIFICATION / CRITERIA/STRATEGY FOR SUCCESS *ACTION ITEMS TO INVESTIGATE	CATEGORY / STRATEGIC GOAL
STAFFING GOALS			
Hire a Space Coordinator	➤ Visitor Services / Education	+A Space Manager is required to coordinate and manage the use of all new spaces available to the public for use and rental. Coordinates events & spaces and manages income from the use of spaces.	Public Programs / Outreach Excellence ➤ business & financial stability ➤ vital component of community
Hire a professionally-trained collections manager for every collections-based department.	➤ Entomology ➤ Earth Sciences ➤ Ichthyology ➤ Cryptogams ➤ Archaeology (2 nd manager)	*Based on last 2 accreditations (1997, 1985), recommendations have been made to have a curator and collections manager for every collection-based department. +Conduct national searches that produce qualified candidates and that identify the best individual for the job.	Collections Care & Preservation Excellence ➤ research support
Research feasibility of hiring an on-staff computer technician.	➤ All departments.	*Investigate cost-benefit analysis of hiring a dedicated computer technician to handle the computing needs of the Museum *Investigate what other resources are available at UAF and within Fairbanks for this type of work, for contracting-out.	Public Programs / Outreach ➤ research support
Hire additional student assistants.	➤ All departments	+As the responsibilities expand at the museum, there is a need for additional staff. Student assistants working 20 hours a week would help meet the demands of the departments as well as providing a training opportunity to UAF students who would be interested in the museum profession.	Academic & Research Excellence ➤ best practices & museum leadership
Continue to supplement expertise in departments with Museum and Research Associate programs and the Adjunct Curator program	➤ All departments	*Establish a set of standardized forms and processes for becoming a Museum or Research Associate or the Adjunct Curator. Create an application form and set of checklist items to complete and standardize the process. Also, a way of advertising the award so that other museum employees are aware of the people involved. A formalized appointment form is also needed.	Research & Academic Excellence ➤ public programs & outreach ➤ collections care & preservation excellence ➤ best practices & museum leadership
Hire a Marketing Coordinator	➤ Administration	+As a result of expanded facilities, UAMN requires a	Public Programs & Outreach Excellence

		dedicated person to take on the task of marketing the museum to various new audiences. A goal of the museum is to expand visitation and the marketing coordinator would play a key role in achieving this goal.	➤ business & financial stability
Hire an additional staff person in Museum Education	➤ Education	+As a result of expanded facilities, Museum Education will create many new offerings to the public and will require additional staff.	Public Programs / Outreach Excellence ➤ vital component of community
Hire a contract Exhibits Specialist.	➤ Exhibition & Design	+With the increase in permanent exhibit galleries, the temporary gallery space, and several multi-use spaces, the exhibition & design department requires an additional full-time exhibits staff member.	Public Programs & Outreach Excellence ➤ collections care & preservation excellence
Have an academic curator hired for each collections-based departments.	<ul style="list-style-type: none"> • Marine Invertebrates • Fine Art 	+Conduct national searches that produce qualified candidates and that identify the best individual for the job.	Academic & Research Excellence
Research feasibility of hiring a professionally trained conservator.	➤ All departments	*Research cost-benefit of having a conservator on staff vs. hiring out for contracted project.	Collections Care & Preservation Excellence
POLICY & PLANNING GOALS			
Develop Scientific Lab Protocols for the shared use laboratories.	➤ All collections-based departments	+With the construction of new multi-use scientific laboratories in the museum building, it will be important to develop protocols for using the spaces. These protocols should adhere to professional and safety standards as well as following established museum security policies and the UAF Chemical Hygiene Plan & Job Hazard Assessments. These spaces will be managed by the collections departments at UAMN and due to the large number of potential communities using the spaces, these protocols will help protect the museum, the individuals working in the labs, as well as the University.	Research & Academic Excellence ➤ best practices & museum leadership ➤ collections care & preservation excellence
Develop and maintain collections plans for each department.	➤ All collections-based departments	+To responsibly manage relevant collections and to efficiently utilize available collections storage space, each collecting department will develop a collections plan and keep it current.	Best Practices & Museum Leadership ➤ collections care & preservation excellence
Develop and maintain an Educational Outreach Strategic Plan.	➤ Education	+To adequately assess and evaluate the needs and goals of the Education & Public Programs department, it is necessary to develop and keep current, an Educational Strategic Plan. The expanded facilities and programmatic offerings	Public Programs & Outreach Excellence ➤ best practices & museum leadership ➤ vital component of community

		necessitate concise planning to responsibly utilize and identify departmental resources and needs.	
Maintain accreditation by AAM and other Professional Societies.	➤ All departments	+As a professional and well-respected institution, it is essential to our long-term relevance to maintain accreditation by AAM as well as other professional societies represented by departmental specialties.	Best Practices & Museum Leadership ➤ academic & research excellence ➤ collections care & preservation excellence
Maintain and strengthen relations with Federal agencies and non-governmental organizations.	➤ Aquatics ➤ Archaeology ➤ Earth Sciences ➤ Entomology ➤ Herbarium ➤ Mammalogy ➤ Ornithology ➤ Ichthyology?	*Curators of affected departments need to define what it means to “strengthen” relations with the agencies and organizations and what strategies are required to be successful.	Academic & Research Excellence ➤ best practices & museum leadership ➤ vital component of community
Review and update institutional policies	➤ All departments	+In order to continue to have relevant polices that are useful to museum staff, they must be reviewed and updated on a regular basis. This will help ensure the current professional standards are being promoted and executed.	Best Practices & Museum Leadership ➤ collections care & preservation
Develop & maintain a Science Vision Statement	➤ All collecting departments	+ The tripartite mission of the Museum in curation, teaching, and research only occurs in its entirety in collections departments headed by faculty curators. A recently drafted Scientific Vision Statement will guide curatorial departments in the development of these resources.	Academic & Research Excellence ➤ best practices & museum leadership
COLLECTIONS GOALS			
Increase collections each year by departmentally-determined numbers.	➤ All departments.	*Each curator needs to determine an appropriate number of specimens by which to increase the collections each year. This can be described in terms of the long-range goals within the Collections Plan for each department.	Academic & Research Excellence ➤ collections care & preservation ➤ vital to community
Designate UAMN as the State Museum of Natural History and Archaeological Repository.	➤ Archaeology ➤ Earth Sciences ➤ Entomology ➤ Herbarium ➤ Ichthyology ➤ Mammalogy ➤ Marine Invertebrates ➤ Ornithology	*Curators of affected departments need to work out what kind of process needs to happen in order to get this designation passed by the State Legislature.	Academic & Research Excellence ➤ collections care & preservation ➤ vital to community
Enhance information and specimen management through improved networking and computerized databases.	➤ All departments.	*Determine what specific goals we want to have in terms of the data management; storage issues, administration of databases, accessing via web; etc.	Academic & Research Excellence ➤ collections care & preservation ➤ best practices & museum leadership

Clarify outstanding issues concerning ownership of collections.	➤ All collections-based departments.	+It is an important activity of responsible collections management to clarify and questions of ownership. *Determine what collections may be affected and what tasks are required.	Best Practices & Museum Leadership ➤ collections care & preservation
FUNDING-BASED GOALS			
Increase & maintain research support.	➤ All departments	+The Museum aims to have at least 2-3 major federal grants funded during each fiscal year, with full overhead recovery.	Academic & Research Excellence ➤ business & financial stability
Allocate yearly funds for exhibits maintenance.	➤ Exhibition & Design	+As a result of more than doubling the square footage of exhibits spaces, more time must be spent on the maintenance of these cases and spaces (including cleaning, rotating objects, upgrading mounts, etc.).	Collections Care & Preservation Excellence ➤ best practices & museum leadership
Allocate/identify funds for bringing quality traveling shows to UAMN.	➤ Exhibition & Design ➤ Education & Public Programs	+With a new special exhibits gallery and a desire to draw new audiences, UAMN is poised to bring new and exciting exhibitions to Fairbanks. This will require additional funding to pay for exhibition fees and associated costs.	Public Programs & Outreach Excellence ➤ vital component of community
Identify and allocate funds necessary to run each curatorial department.	➤ Collections departments	+Funding for the activities in each curatorial department has been very uneven, and the activity level (and associated costs) is increasing with the museum's expansion. Designated funds are needed to help meet the costs of performing basic departmental functions.	Collections Care & Preservation Excellence ➤ best practices & museum leadership
OUTREACH-RELATED GOALS			
Redesign Museum website.	➤ All departments.	+As websites become more important ways to communicate with the public, the UAMN website must be updated for easier editing by the departmental staff who will be responsible for the content.	Public Programs & Outreach Excellence ➤ vital component of community
Enhance educational outreach to rural and urban communities.	➤ All departments.	*Determine in what ways UAMN can act as a site for professional development activities and outreach to smaller institutions. Workshops for cultural centers or Native communities in caring for collections, applying for grants, etc. +Continue UAMN's dedication to the people of Alaska by offering workshops or small-group work sessions for professional development. +Continue to cooperate with RAHI and Upward Bound programs that utilize UAF	Public Programs & Outreach Excellence ➤ academic & research excellence ➤ vital component of community

		<p>facilities to encourage Alaskan involvement in museums.</p> <p>+Continue to offer online educational opportunities through Museum Education department, e.g. <i>Learn Alaska</i>.</p> <p>+Continue cooperative efforts to lend assistance with museums like: Inupiat Heritage Center (Barrow) & Simon Paneak Museum (AKP); other.</p>	
Strengthen graduate and undergraduate training and research.	➤ All departments.	<p>+Continue to offer hands-on collections based work for UAF students in undergraduate and graduate programs.</p> <p>+Develop and maintain a summer intern program that invites 8-10 interns in various departments to work for school credit (and possibly small stipends).</p>	<p>Academic & Research Excellence</p> <ul style="list-style-type: none"> ➤ public programs & outreach excellence ➤ vital component of community
Increase visibility and integration with other UAF units.	➤ All departments.	<p>*Research ways UAMN can supplement or enhance work being done by Master Planning Committee.</p> <ul style="list-style-type: none"> ➤ Botany: interpretive panels along trail system on West Ridge; cooperative projects with Georgeson Botanical Garden ➤ Expanding exhibits on Museum Lawn: gold mining equipment; Russian America displays ➤ Butterfly garden at GBG-interpretation with Entomology ➤ Panels around campus with Mammals & Bird info ➤ Panels around campus with geological info (cut-banks, mountain range, etc.) ➤ Art and other exhibition cases around campus with standardized labeling for all 	<p>Public Programs & Outreach Excellence</p> <ul style="list-style-type: none"> ➤ academic & research excellence ➤ vital component of community
BUILDING-RELATED GOALS			
Remodel <i>Rose Berry Alaska Art Gallery</i> to mitigate effects of light	<ul style="list-style-type: none"> ➤ Fine Arts ➤ Ethnology & History ➤ Archaeology 	+Construct a structural solution to block natural light entering gallery and damaging works exhibited there.	<p>Collections Care & Preservation Excellence</p> <ul style="list-style-type: none"> • best practices & museum leadership
Improve storage conditions of collections	➤ All departments	+Uneven past care of collections has left some departments with sub-par storage facilities that are actively causing damage to collections. Improvements are needed to bring Fine Art storage up to professional levels; renovation of existing mobile storage; additional mobile storage for biological collections.	<p>Collections Care & Preservation Excellence</p> <ul style="list-style-type: none"> • best practices & museum leadership
Expand and renovate the <i>Gallery of Alaska</i> .	➤ All departments.	+Continue the history of excellent interpretation of	Public Programs & Outreach Excellence

		<p>collections by renovating the 27-year-old <i>Gallery of Alaska</i> to present more comprehensive and complete displays, with an aesthetic tie to the rest of the Museum.</p>	<ul style="list-style-type: none"> ➤ academic & research excellence ➤ vital component of community
<p>Expand storage space for collections.</p>	<ul style="list-style-type: none"> ➤ All departments. 	<p>*Investigate possibility of construction or purchase/rental of environmentally-controlled off-site storage for less-heavily used collections (e.g. UAMN Collections Support Center).</p>	<p>Collections Care & Preservation Excellence</p> <ul style="list-style-type: none"> ➤ best practices & museum leadership

VI. TIMELINE

	FY08 (2007-08)	FY09 (2008-09)	FY10 (2009-10)	FY11 (2010-11)	FY12 (2011-12)	FY13 (2012-13)	FY14 (2013-14)	FY15 (2014-15)	FY16 (2015-16)	FY17 (2016-17)
A. STAFFING GOALS										
A.1 Hire Space Coordinator										
A.2 Hire Collections Managers		Entomology	Earth Science	Ichthyology		Cryptogams	Archaeology			
A.3. Contract Computer Techs & research hire					assess cost-benefit					
A.4. Hire additional student assistants			target number achieved							
A.5. Standardize Research Assoc. & Adjunct Curator program										
A.6 Hire Marketing Coordinator										
A.7. Hire Museum Education staff (1)										
A.8. Contract hire exhibits specialist				Hire permanent						
A.9 Hire Curators	Ichthyology				Marine Invertebrates					
A.10 Contract Conservator & research hire							assess cost-benefit			
B. POLICIES & PLANNING										
B.1. Lab Protocols										
B.2. Collections plans										
B.3. Educational Outreach Strategic Plan	2007 draft done									
B.4. Accreditation										
B.5. Relationships w/agencies										
B.6. Review & update institution policies						Conservation Plan		CMP		Code of Ethics
B.7 Develop & maintain a Science Vision Statement	2007 draft done	Continue discussion of goals								review goals
C. COLLECTIONS GOALS										
C.1. Collections growth										
C.2. State designation as nat. hist/arch. Repository				designation achieved						
C.3. Database improvements										
C.4. Clarify ownership										
D. FINANCIAL GOALS										
D.1. Increase & maintain research support										
D.2. Yearly exhibit maintenance										
D.3. Exhibit funds (rental fees)										
D.4. Curation funds (operational funds)				financial goal reached						
E. OUTREACH GOALS										
E.1. Redesign Museum website										
E.2. Ed outreach to communities										
E.3. Student training/research										
E.4. Incr. visibility at UAF										
F. FACILITY GOALS										
F.1. RBAAG light mitigation										
F.2. Improve storage of collections	Fine Arts improvements		Archaeology & Ethnology renovations					Biological collections compact storage		
F.2. Renovate Gallery of Ak			Hire Temp Staff (2)		reinstall					
F.3. Expand collections space (off-site)										

	progress started
	goal achieved
	replacement hires (from retirement) of staff already funded

VII. APPENDICES

APPENDIX 1

University of Alaska Museum of the North Business Plan

APPENDIX 2

University of Alaska Museum of the North Collections Support Center