

2020 STRATEGIC FRAMEWORK



MAXWELL MUSEUM OF ANTHROPOLOGY, UNM

This 2020 Strategic Framework was developed by the Director and Staff of the Maxwell Museum of Anthropology, UNM, and approved by the Director and Staff of the Museum, May 18, 2020 with final approval by the Dean, College of Arts and Sciences, UNM, June 11, 2020 and updates to the Strategic Initiatives approved by Dean of College of Arts and Sciences on August 27, 2020

LETTER FROM THE DIRECTOR

The University of New Mexico's Maxwell Museum of Anthropology will be celebrating its 90th birthday in 2022 acknowledging the Museum's and UNM's distinguished legacy of anthropological collecting, scholarship, teaching, and public engagement. As we celebrate, we will simultaneously acknowledge the difficult histories of the Museum, grounded in the colonial roots of our discipline and its often-problematic history of engagement with indigenous communities. *The Strategic Framework* builds on our strengths and addresses this history through a redefined mission and a commitment to contribute to what we have termed "the 3Rs": Reconciling injustices, Restoring voices, and Realizing community.

Developed over ten months of planning with the entire Museum staff, and guidance from diverse stakeholders within and beyond the University, we explored big questions facing contemporary museums: what does it mean to be a university anthropology museum today, broadly, and in the diverse cultural landscapes of UNM, New Mexico, and the greater Southwest? Who do we currently serve and how can we expand and better serve our audiences in the future? What must we do to get there? We affirmed our commitment to strengthen our ways of operating in partnership and collaboration with source and descendant communities. We also addressed practical and logistical issues: budget, staffing, and the physical and organizational infrastructures necessary to achieve our goals. The resultant plan is both ambitious and achievable, setting specific priorities within an aspirational intellectual framework.

As we neared completion of this plan, the coronavirus pandemic was rapidly expanding across the planet. On March 14, we closed our galleries to the public, and the collections and archive to the many classes, students, volunteers, researchers, and community members who regularly visit. As I type this, I and our staff are working from home, continuing our efforts virtually without knowing when we will be able to reopen physically. Our timetables, programs, and resources will no doubt change over the next few years (and indeed, throughout our process we prioritized the need to be responsive and agile). Nonetheless, I firmly believe that the commitments, priorities, and vision established through our collective planning process will provide the framework and tools we need to move forward. I am excited to begin the next stage of our work. The Maxwell staff and I eagerly invite the University community and our diverse publics to join us on this journey.



Carla M. Sinopoli, Director, Maxwell Museum of Anthropology
April 21, 2020

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EXECUTIVE SUMMARY

The Maxwell Museum of Anthropology, University of New Mexico (UNM), has been working over the past eight months to define a transformation that will enhance its role as a key resource for learning and human understandings at the University and with the public locally, in the greater Southwest, and beyond. Since its founding in 1932, as the first public museum in Albuquerque, the Maxwell has served as a site for “research, teaching and public communication on the archaeology and contemporary cultural diversity of the U.S. Southwest and in relation to the global human story.”¹ The recent appointment of Director, Carla Sinopoli, Ph.D., in the fall of 2018, marked the beginning of the next chapter for the Museum. She identified developing a strategic plan as a top priority.

The planning process began in August 2019 and concluded in May 2020. As this planning process was concluding, the reality of the coronavirus pandemic was rippling across the globe. The Museum, the University of New Mexico, the State of New Mexico, the nation, and the world have been exercising extreme care with shelter-in-place mandates with all non-essential entities closed in many locations triggering strain on the global economy, educational institutions, communities, and healthcare services. The impact is anticipated to be far-reaching and not completely understood for some time. The consequences of the pandemic will cause museums to rethink their role and services to the public while determining their financial capacity. What worked just a few months ago will shift in the months and years ahead. Because the Maxwell undertook this planning process to assess and reinvent itself, it is well poised to look ahead since many fundamental questions have been asked during this process.

Several elements characterized this process. First, the entire staff participated from the outset until completion, thus providing for the opportunity to discuss, debate, and create the vision for the Museum moving forward. Second, Sinopoli ensured that key UNM leaders and faculty were able to provide critical input and feedback during the process. Third, the resulting document is a framework, distinct from a traditional plan, as it creates a conceptual approach to the work of the Museum. This Strategic Framework defines an inspirational path forward that comes from a core belief that the Museum has a role to play in changing how stories and cultural heritage are understood, presented, and celebrated. This remains essential moving forward in these times. As a result of this conviction, the mission, values, and vision are clearly laid out below and capture the spirit of change that staff aspires to achieve.

¹ “Mission & History,” Maxwell Museum of Anthropology, University of New Mexico, <https://maxwellmuseum.unm.edu/about/mission-history>

Mission of the Maxwell Museum of Anthropology

Working toward greater understandings of the fullness of human experiences in the Southwest and the world.

Values

The Staff at the Maxwell Museum of Anthropology at UNM embrace these values in all they do:

- Uphold **integrity** through honesty and transparency
- Act with **courage** and take informed risks
- Lead with **humility** and own our mistakes
- Embrace **inclusivity** with openness and sincerity
- Embody **dynamism** and manifest meaningful change
- Excite **curiosity** and the passion for learning

Vision

The Maxwell Museum of Anthropology at UNM contributes to:

- Reconciling injustices
- Restoring voices
- Realizing community

Together, these three elements frame the aspirations of the Staff and the great potential of the Maxwell. To achieve this vision, four initiatives form the pillars of work that will be undertaken to guide the Museum toward a revitalized role with greater impact. This work remains essential in light of the pandemic, and will be pursued with a new lens of identifying what is essential, determining how the Maxwell can contribute to the greater well-being of the University and communities, and improve understandings between and among peoples of all backgrounds at this critical time and into the future.

- Initiative 1: Grow Public Engagement
- Initiative 2: Expand Knowledge, Content, and Accessibility
- Initiative 3: Integrate Organizational Structure
- Initiative 4: Build Financial Sustainability

The first year of work will focus on assessing and gathering important information to build the foundation moving forward taking into account the realities of the coronavirus pandemic and its implications for what and how the work of the Maxwell will need to shift and change. All four initiatives are intertwined, informing one another and moving the

institution to a more holistic and integrated museum in service to the University and public. The Director and Staff know that what lies ahead requires humility, diligence, and attentiveness to the changing external environment, coupled with the willingness of all to learn, adjust, and work together for the best outcome. The aspirations in this Strategic Framework are timely, and the Maxwell is poised to make them happen. Tenacity and risk-taking will be essential requirements for this work but the Staff has stated that they are up to the challenge. We believe that with commitment of staff to this Strategic Framework, the Maxwell will achieve successes in the years ahead: for ourselves and for those we serve. Now in this time of global crisis, it is institutions like the Maxwell that can make a difference.

HIGHLIGHTS OF INSTITUTIONAL ASSESSMENT

Introduction

This planning process was initiated under the leadership of Carla Sinopoli, Ph.D., Director of the Museum since the fall of 2018. Her goal was to look at the institution holistically, assess strengths and areas for improvement, and set forth a path to the future that would heighten the impact and relevancy of the Museum in the 21st century. As a university anthropology museum, the role of the Maxwell is dual. First, it has a core responsibility to serve the academic, student, and administrative communities of the University. Second, it has a role to serve the greater public. Because of its location in the Southwest and the extent of its collection holdings, and the diverse Native and non-Native communities across the region, residents of Albuquerque, and the State, and tourists to the area, the position of the Maxwell is unique and important. Third, the Museum has a national and international reputation among scholars, researchers, and other university anthropology museums due in large part to its extensive collection and research efforts over the years.

This process began with some core questions:

- What does it mean to be an anthropology museum in 2020?
- Who has the authority or expertise to speak about other cultures and traditions?
- What is relevant?
- How do we honor the traditions of Native peoples and diverse communities?
- How do we strengthen and continue to advance museum practices?
- What do we need to change? How will we change?
- Who needs to be involved to guide that change?

Institutional Assessment

The institutional assessment was comprised of confidential interviews and a review of institutional documents. Interviews included the Provost, Dean and Associate Dean of the College of Arts and Sciences, and other representatives of University leadership, University faculty from the Anthropology Department, Native faculty, other faculty with knowledge of the Museum, graduate students, all staff, a group of volunteers and docents, select community representatives and cultural leaders, K-12 teachers, two prior Museum directors, and others.

The protocol included some questions asked of all interviewees with more specific questions tailored to the expertise and background of each interviewee. Understandably, the interviews with the University faculty and administrators, staff, and volunteers were the most in-depth. The findings from the interviews are highlighted below.

Strengths of the Maxwell identified by respondents were:

- The exemplary collections relating to the Native peoples of the Southwest
- The fact that the Museum is free and open to the public
- The dedicated staff
- The quality and focus of temporary exhibitions
- Student engagement throughout the Museum
- The great potential of the Museum

Top areas that emerged as key to address during the planning process included:

A Clear Path to the Future Needed

- *A need to clarify the institution's mission and vision is viewed as essential* in order to create a path forward that is relevant and responsive to the demands of the contemporary world. Some cited that without the shared vision, coordinating the staff efforts will continue to be challenging. Further, the lack of a clear identity contributes to confusion about the role of the Museum within the University as well as in the greater community. Through this planning process and by clarifying the Museum's vision and mission, many hope it will be possible to align all aspects of the Museum's operations in order to head in the same direction.

Visibility and Public Engagement Need to be Enhanced

- *Visibility is low on Campus and in the greater community, yet high among other anthropology museums.* This points to the fact that among those who know about the Museum, including visitors, researchers, and other museum professionals, there is high regard due in large part to the significant and noteworthy archaeology collections from the region. However, that positive impression does not help increase the awareness of the Museum among professors, students, and University administrators. Some interviewees said that some attend the University yet don't know or have never set foot in the Museum. Locals stated that if the public knows about the Museum, many perceive it as an institution in service to the University and not a place for them. Regardless, whether a member of the University or general community, the Museum wants people to feel welcomed, to know about the Museum, participate in its activities, and use its resources. Unfortunately, adding to the challenge of reaching more audiences, the Maxwell has very few resources for marketing, promotion, and other efforts to raise its profile among diverse publics.
- *The range of audiences is prime to develop and expand.* There are consistent users of the Maxwell from faculty members who on a regular basis incorporate collections into their lectures and research, and University student interns who can be found in just about every area of Museum operations. The Museum Studies Program regularly calls on Maxwell staff for lectures and to teach courses to undergraduate and graduate students. In contrast, the general Museum visitor numbers are low, and most interviewees expressed a desire that the Maxwell broaden and expand community engagement, including attracting the many tourists who visit New Mexico. Some suggested that the Maxwell should be the first stop after a tourist arrives in Albuquerque and before they begin to explore the City and the rich offerings of the State. Local schools remain a top priority for the Maxwell, and while some schools and teachers visit the Museum each year, the staff hopes to have a much broader reach to schools in Bernalillo County.
- *Feedback on the visitor and public experience of the Museum varied but most cited the need to update the interior of the Museum, in particular, the permanent exhibits.* The permanent exhibits were cited by most to be in need of updating content, visual appeal, and design to achieve a vibrant 21st century style experience for visitors. In comparison, many applauded the solid and engaging nature of temporary exhibitions. While the Museum is located on the border of the campus on University Boulevard it is still a bit tucked away from view. Once inside the

building, the visitor orientation is limited but augmented by individuals manning the front desk and docents giving tours. The store received a thumbs up, although many hope that it will expand.

- *Educational programs received positive responses.* Teachers are big fans of the trunks and educational programs yet staff would like to reach many more schools in the region. Events and lectures have been popular and were mentioned by numerous interviewees. Quite a few mentioned the importance of the programs that featured campus groups as both very engaging and a positive example of collaboration. Yet, family programs and other educational offerings have been pared back in recent years in part due to budget constraints and in part due to lack of interest. Reviewing and assessing the suite of offerings to determine the right mix, right timing, and ways to reach broader audiences was mentioned as key.

Native American Relations Cited as High Priority

- *Building lasting relations with Native American among different tribes and tribal representatives is viewed as essential for the future of the Museum.* Many see that the health of these relationships will be at the heart of supporting tribal cultures and traditions, while caring for the legacy of collections that the Museum holds. Not only does the staff aim to uphold the Native American Graves Protection and Repatriation Act (NAGPRA), but the ongoing use, interpretation, and cultural responsibilities tied to caring for Native collections needs to convey respect and honor cultural traditions. Many cited Native relations as a priority to reconcile difficult pasts and the need to make significant improvements in museum/Native relations in general. Further, some noted that given that New Mexico is a state with rich diversity of tribes, pueblos, and reservations, it is incumbent on the Maxwell to create and sustain relationships that support Native peoples' need to address past exploitations and misrepresentations. This was acknowledged as a long-term need that requires ongoing commitment.

Untapped Opportunities with the Maxwell and UNM

- *The relationship with the University is ripe to strengthen for the benefit of all.* University faculty, students, or administrators frequently mentioned that many in the University are unaware of the Maxwell and its offerings. On the other hand, quite a few view the Museum as a "jewel in the University," and several mentioned that there is an opportunity to connect the Museum with a wide range of departments and counter the perception that the

Museum serves only the Department of Anthropology. Those who do know about the Museum appreciate it, use it, and see the resources as valuable for their teachings and work.

- *The Museum Studies Program and the Maxwell have a strong and positive working relationship.* Many students benefit from classes taught by Maxwell Museum staff, while the Museum benefits in turn from their participation in the Museum as cited above. That said, because of the support of the Director of the Museum Studies Program and enthusiasm from students, it appears that greater opportunities are there to be tapped as time and resources are available.
- *Significant leadership changes throughout the University provide a moment to strengthen relationships for the future.* A confluence of changing leadership has been occurring throughout the University, including the UNM President, select Deans, the Chair of the Anthropology Department, the Provost, and the recent hire of the Maxwell Director. All of this change in key positions requires adjustment and added coordination as all adapt and begin building new relationships. During interviews with various University representatives, many voiced support and a desire to see the Maxwell flourish. Further, with so much change there is an unprecedented opportunity to coordinate and build relationships that support the Maxwell and the University that help both thrive.
- *The Maxwell functions within a complex University system which is both a plus and sometimes a challenge.* First, a museum within an institution of higher education lends itself to a dynamic relationship. Museums by their nature can augment the goals and teaching of UNM, which the Maxwell has done for years. Yet the unique demands of a museum are not always understood by university leaders. Sinopoli has been working at coordinating more closely with the other museums on campus, the academic and administrative Deans, and faculty to strengthen these ties. Second, the Maxwell operates its physical plant and operations within the University, a huge complex operation. In addition to a distinct budget, many aspects of the Museum are supported indirectly by University facility upgrades, maintenance, security, IT, and marketing, where services must be coordinated with a University juggling many demands. Efforts are underway to keep the positive communication ongoing to heighten, effective coordination between the Maxwell and the service departments within the University.

Organizational Structure and Facilities Present Ongoing Challenges

- *The existence of separate facilities housing different Museum functions hinders an integrated operation and a full understanding of how all the components interrelate and support the greater whole.* Staff in particular mentioned that the separate facilities isolate them from one another and limit regular interactions and a collaborative spirit. Museum staff offices and collections are in two nearby buildings: the Maxwell Museum and Hibben Center. Exhibits and public spaces are mainly in the Museum building, though a large totem pole and temporary exhibits are in the adjacent Hibben Center. Other University functions (anthropology classrooms) and entities (the National Park Service Chaco Center) are also in the Hibben Center, potentially fostering collaborations but also creating some confusion with identity. The Laboratory of Osteology is in the Anthropology Building and the Office of Contract Archeology (OCA) is literally several blocks away from the Museum, physically removing all that happens at OCA from the ongoing awareness and activities of the rest of the Museum. Finally, some interviewees hoped that there would be a master plan developed to create a more integrated facility or cluster of facilities identifiable as the Maxwell.
- *The current organizational structure is not ideal, negatively impacting efficiencies and greater coordination both within the Museum and with the University.* The organizational structure was mentioned numerous times as a key area to address. Tied directly to this is a general feeling that staff work in silos, with various departments operating independently of the whole. For example, the OCA, a distinct entity yet a part of the Maxwell, isn't truly integrated into operations. This one case reveals lost opportunities for more effective ways to work together and to champion the work of other parts of the Maxwell. Similarly, the role of the Alfonso Ortiz Center for Intercultural Studies (a collaboration between the Museum and Department of Anthropology) requires clarification among the partnering units. Additionally, the Museum has limited staff in exhibitions and marketing and no staff dedicated solely to fundraising. Many interviewees also mentioned the need to achieve greater diversity in the staff as essential for the future. Further, the organizational structure itself requires a rethink to better integrate and tap the diverse talents and expertise on the staff.

Staff and Organizational Culture Need to Improve

- *Staff morale and organizational culture were cited as unhealthy by many staff who were interviewed.* After reviewing the aforementioned issues, this finding is not surprising – many issues compound to have a negative impact on the staff morale. Setting the tone for a healthy work environment starts with leadership, and many expressed hopes that the new Director and the opportunity to plan together, creating a more integrated Museum and ways of working together would help make the culture stronger. Communication was cited as an essential area to improve. Good communication starts with clear expectations and requires that all staff participate and assume their responsibilities to carry out their work while working effectively with the rest of the staff and public.
- *Many heralded the volunteers and numerous student interns as a big plus.* Student interns and volunteers describe their experience as very positive and were enthusiastic about the Museum. The Maxwell receives accolades from the University around the high numbers of student interns. Volunteers have been primarily focused in collections and as docents, with far fewer in other areas of museum operations. Due to the shifting nature of volunteer and student intern availability and hours, planning can sometimes be challenging. Continuing to improve the ways that volunteers and interns can contribute to the Museum remains an area to develop.

Financial Resources Critical to Future of Maxwell

- *Financial challenges for the Maxwell are significant and must be addressed in order for the Museum to actualize the vision in this Strategic Framework.* In short, the Museum is under-resourced. The resources allocated to the Museum along with funds from external sources must increase in order to sustain the Museum moving forward and achieve its vision for the future. When compared to other university anthropology museums, the difference is dramatic. The University of British Columbia Museum of Anthropology is one of the jewels at the University with a \$6.2 million dollar operating budget, while the Peabody Museum of Archaeology and Ethnology at Harvard University also has a significantly larger budget. While these are more affluent universities, this nonetheless points to an opportunity to invest in the Maxwell. It must be noted that the Maxwell Museum staff achieves a lot with limited and modest budgets. Sinopoli has been meeting with University leaders to bring them up to speed with the costs of operating a museum, along with the needs for some capital improvements that are now long overdue.

- *New revenue sources along with University support will be needed for the future.* The Maxwell has a solid record of securing grants. The OCA in particular is virtually entirely self-funded through grants and contracts, receiving little monetary support from the University. While the OCA is highly effective and successful in this model, the need for all work to be billed to specific contracts and projects hampers the ability of OCA staff to engage in other scholarly research and participate fully in the breadth of Museum activities. Funding opportunities linked to the Ortiz Center bear review and clarification so efforts can be integrated and maximized in sync with Museum priorities. Identifying additional sources of funding is important for better integration with the rest of the Museum. A diverse, coordinated, fundraising strategy remains under-developed. Fundraising, often touted as key, is further complicated by the fact that major fundraising efforts must be coordinated with the UNM Foundation, which has limited staff to support and assist the Maxwell due to all the other departments they must also support. Cultivating individual donors will be a key strategy, as it is more time efficient than grants and can lead to long-term relationships with dedicated supporters. Adding to the mix is the need to revisit earned income strategies which are yielding very low revenue.
- *Determining the full cost of operating the Maxwell is critical for securing donors, external support, and generating new revenue to complement the University's support.* As a university museum, the Maxwell is fortunate to receive direct support in the form of staff salaries and benefits plus a modest operating budget, and indirect support in the way of maintenance, building upkeep, utilities, technical support, and marketing. While this University support is essential for the Maxwell to operate, it is currently difficult to quantify the full costs of operating the Museum. In order to build a case for internal and external support, it will be important to be able to determine the complete budget, including all that it takes to operate the Museum.

When interviewees were asked to describe their hopes for the future of the Maxwell the responses were quite straightforward.

Some responses were aspirational:

- Clarify the future direction of the Maxwell to align efforts internally and with the University
- Become more integrated as a Museum and a part of campus life

- Stand behind the vision and be a leader as a university anthropology museum
- Make anthropology relevant in contemporary times

Some responses were very specific including:

- Address parking
- Upgrade collection storage areas, in general, and fulfill fire code requirements
- Stay the course and continue to advance NAGPRA work
- Continue with efforts to catalogue collections and conduct a thorough inventory

The vision for each of the four initiatives that emerged from this assessment and subsequent planning process is built upon 90+ years of successes and achievements. The dedicated professional staff is steadfast in their commitment: to uphold the highest museum standards, to be a leader in redefining the meaning of an anthropology museum in contemporary times, and to be responsive to the changing world around them. This is made more dynamic by the setting of the Museum on the UNM campus and the rich cultural diversity unique to the State. The staff take great pride in their work and bring a spirit of humility and a desire to always improve, be more inclusive, and be more responsive for greatest impact. This Strategic Framework has at its core a commitment to an integrated, holistic operation. To that end, all of the priorities in the initiatives interrelate, influence, and impact one another. All staff contribute to the visitor experience, the financial sustainability, and the ongoing leadership of the Museum.

STRATEGIC FRAMEWORK

MISSION, VALUES, VISION, + 3RS FOUNDATION

Mission of the Maxwell Museum of Anthropology

Working toward greater understandings of the fullness of human experiences in the Southwest and the world.

Values

The Staff at the Maxwell Museum of Anthropology at UNM embrace these values in all they do

Uphold **integrity** through honesty and transparency

Act with **courage** and take informed risks

Lead with **humility** and own our mistakes

Embrace **inclusivity** with openness and sincerity

Embody **dynamism** and manifest meaningful change

Excite **curiosity** and the passion for learning

Vision 2030

The Maxwell Museum of Anthropology at UNM contributes to

Reconciling injustices

Restoring voices

Realizing community

Note: In this Framework, these will be referred to as the 3Rs.

3Rs Foundation

The Maxwell Museum of Anthropology at UNM is committed to addressing wrongs that have occurred over centuries of colonialism, exploitation, and exclusion of people of color, native tribes, and diverse communities resulting in incomplete histories, and partial understandings of the complexities of the people who inhabit the world and whose voices and stories must be heard and included. This vision is built around these three principles. Each of these three principles will influence all we do in order to uphold our mission of “working toward greater understandings of the fullness of human experiences in the Southwest and the world.”

To achieve this vision we are committed to:

Reconciling injustices by:

- Listening respectfully and learning from those whose stories, voices, and perspectives have not been heard;
- Expanding how we include these voices and perspectives in our public offerings, collections, research, exhibitions, and programs; and,
- Upholding our responsibilities to repatriate cultural and sacred objects and ancestral remains to their rightful owners as outlined by NAGPRA and by applying best professional and ethical standards.

Restoring voices by:

- Redefining how we approach and present any topic or idea by acknowledging sidelined and marginalized groups at the outset;
- Creating a welcoming space for formerly silenced groups and individuals to speak, be heard, be represented, and to self-represent; and,
- Facilitating opportunities to tell broader stories that expand understandings of diverse peoples here in the Southwest and in the world.

Realizing community by:

- Building a new paradigm for relationships among museums and diverse communities;
- Engaging in mutually agreed upon ways of being together, celebrating one another, and demonstrating inclusion in all we do for the betterment of the world beyond our walls; and,
- Creating something bigger than an institution by realizing community that nurtures and brings us together.

TENETS OF ORGANIZATIONAL CULTURE

These three key areas of commitment capture the new ways of working together to support our ability to realize all we aspire to achieve. As individuals and a full staff we are all responsible for upholding these tenets.

Commitment	Evidence in practice
Inclusivity	<ul style="list-style-type: none">• Exercise ongoing communication and transparency• Respect the ideas of others and support an environment to disagree respectfully• Prioritize the inclusion of diverse cultures, races, ethnicities, and worldviews• Integrate equitable and inclusive practices in day-to-day action• Think and act for the betterment of the whole
Unity	<ul style="list-style-type: none">• Operate with solidarity in advancing the unified future direction for the Maxwell• Understand the changes required to succeed on an individual and institutional basis• Lead with humility, trust, kindness, respect and empathy for coworkers, visitors, and the public• Take actions that support a healthy community and the well-being of others• Recognize that all staff are responsible for the Maxwell and its impact on the world
Accountability	<ul style="list-style-type: none">• Ensure clear roles, responsibilities, and integrated organizational operation and structure• Clarify expectations for accountability, responsibilities, and measures of success• Evaluate and amend processes to increase effectiveness and greater outcomes• Practice self-awareness, reflectiveness, and a willingness to learn and change• Build in ways for staff to grow and enhance their own leadership roles

OUTCOME MEASUREMENTS

These outcome measurements are targets that are assessed at least once a year to gauge progress made on the Strategic Framework overall. It is recommended that this occur at the annual staff retreat. Given that 2020-2021 will be the first full year of using the outcome measurements, it will be important to establish and confirm the information gathering strategies identified below at the outset. Further, some of the outcome measurements will require establishing a baseline of data during the first year. As these outcome measurements are reviewed, they may require adjustment and, in some cases, new outcome measurements will be developed. These outcome measurements are meant to evolve as the Maxwell evolves.

Grow Public Engagement

Outcome Measurement 1: Our vision for public engagement has shifted the way we work and how the University and public responds to what we do.

(Measured by the revised mix of public offerings, positive University and public response to the work of the Maxwell, and the expanded relationships that reflect community connections.)

Outcome Measurement 2: We have defined and continue to refine methods to collect data about visitors, audiences, and users to inform our work.

(Measured by range of tools used to gather information about audiences, studies, etc. and the incorporation of those findings into our decision-making.)

Outcome Measurement 3: Our success advancing the mission, values, and vision is evident in practice and external engagement.

(Measured by evidence and feedback from diverse communities in advancing the 3 Rs, visitor and user satisfaction from feedback, a shift in staff morale and satisfaction tied to implementing the Tenets of Organizational Culture as measured through individual reviews and collective staff feedback.)

Outcome Measurement 4: Accessibility to the Maxwell has increased in all ways each year.

(Measured by user and visitor surveys, collections visibility online, increase in number of university classes, number of researchers and visitors viewing collections and exhibitions on site and online, etc.)

Expand Knowledge, Content, and Accessibility

Outcome Measurement 5: Progress has been made integrating the 3Rs into institutional practice.

(Measurement to be determined after the infrastructure and framework for implementing the 3Rs has been defined.)

Outcome Measurement 6: Progress has been made implementing a revised collection and archival framework with 10% of collections and archives records entered each year.

(Measured by number of records entered and documented each year, etc.)

Outcome Measurement 7: Revision of collection policies and implementation has been achieved.

(Measured by updated policies, evidence of NAGPRA implementation from records, etc.)

Outcome Measurement 8: Growth in scholarship on and access to the collections by diverse stakeholders and communities has increased.

(Measured by academic publications, greater researcher/visitor numbers, new research projects, and increased use of collections in teaching, research and public programs.)

Integrate Organizational Structure

Outcome Measurement 9: Staff has made progress on creating an integrated operation and a sense of belonging.

(Measured by individual staff performance reviews, survey for individual staff to assess their role upholding inclusivity, unity, and accountability, overall staff satisfaction, etc.)

Outcome Measurement 10: A space use and allocation plan is in place with incremental progress on improvements.

(Measured by a completed space use assessment study, marked improvements and upgrades to the facility, improved collection storage areas, and substantial significant capital improvements.)

Outcome Measurement 11: Success with cross-functional teams enhances operations.

(Measured by frequency of staff engagement in project teams, use of defined project management guidelines, and improved project process and outcomes yielding a more integrated result, etc.)

Outcome Measurement 12: The staff believes and embrace the tenets of organizational culture of inclusivity, unity, and accountability.

(Measured by a staff survey, discussion at annual retreat, and overall greater staff satisfaction.)

Outcome Measurement 13: A staff retreat is held each year to assess progress on the Strategic Framework in order to acknowledge progress and make adjustments to priorities and outcome measurements made to support the Museum and staff moving forward.

(Measured by holding a retreat and the results, etc.)

Build Financial Sustainability

Outcome Measurement 14: The amount of contributed income to the operating budget, special projects, and endowment has increased annually.

(Measured by financial reports, comparisons of contributed income from one year to another, etc.)

Outcome Measurement 15: Maxwell contributions to University curriculum is reflected in increases to annual support from the University and/or academic departments.

(Measured by increased levels of financial support to the Museum, # of classes taught per year, etc.)

Outcome Measurement 16: Earned income programs are more cost effective.

(Measured by financial assessments and reports of select and entrepreneurial programs including restructured membership, facility rentals, and program fees appropriate to the new mission and vision.)

Outcome Measurement 17: Staff understands financial reports and their own roles in the budget process and monitoring.

(Measured by staff's informed participation in financial planning discussions and the preparation of budgets and other financial reports, etc.)

Outcome Measurement 18: Clear accounting systems inform practice and support of financial growth for Maxwell.

(Measured by a revised and complete budget reflecting the total costs of operating the Maxwell including all sources of income for the Maxwell and areas of direct and operational University support, and appropriate detail to manage expenses.)

INITIATIVES

INTRODUCTION TO INITIATIVES

The Strategic Initiatives laid out in the following pages are the result of an all-staff effort to define the work and strategies necessary to fulfill the new mission and achieve the vision for the Maxwell Museum of Anthropology at UNM. The work is laid out by year featuring each initiative's priorities for that year. In this way, it is easy to view the work occurring across the Museum. The four initiatives are:

Initiative 1: Grow Public Engagement

Initiative 2: Expand Knowledge, Content, and Accessibility

Initiative 3: Integrate Organizational Structure

Initiative 4: Build Financial Sustainability

Given that the Museum will be undertaking this systematic effort to reassess its work and build institutional capacity, the three years each have an overall emphasis.

- **Year 1: 2020-2021** concentrates on conducting assessments, gathering information, and analyzing these efforts to guide the work forward and inform the work in Year 2;
- **Year 2: 2021-2022** centers on building the frameworks, systems, and processes needed to define and structure the work of the Museum and clarify the roles of all staff, student interns, and volunteers; and,
- **Year 3: 2022-2023** focuses on the implementation of the new frameworks, institutional structures, operations, and efforts advancing greater public involvement both within the University with Native communities, and with the greater public.

These initiatives represent a significant commitment to holistic planning in support of an integrated institution overall. New habits and revised ways of operating require ongoing communication and agility. This is a living management document. It should be referenced at department meetings, all staff meetings, and used for budget preparation, staff hiring and onboarding, performance evaluation, etc. Thus, it should be interwoven into the operations of the Museum. This is the new playbook for the staff.

Initiative 1: Grow Public Engagement

This initiative is focused on clarifying audiences, capacity, and the balance of offerings for the University and public alike. While temporary exhibits, schooltrunks, collection tours, and lecture series, for example, received high marks, the staff is particularly eager to reach more faculty, students, and members of the general public with their efforts across the various areas of museum. It is not just about numbers. To support the vision, the staff will aim to include individuals and representatives from diverse cultural groups more often in planning, and address language and approaches to ensure cultural respect and inclusion of diverse voices. Internally, there is a goal to define clearly what the 3Rs will look like in practice, process, and participation. Through program assessment, it is anticipated that the mix of public offerings will shift in support of the 3Rs, and in light of the global pandemic.

Definitions specific to Initiative 1:

Public Engagement is the full range of engaging and participating with members of the University community and general public. Participation is two-way and can be on-site, off-site and on-line. The public is defined in the broadest sense and engagement is defined as anytime anyone encounters, experiences, or believes that they are engaging with the Maxwell. By advancing the mission, the Maxwell engages the public in an interactive and evolving way that welcomes participation, inquiry, fulfillment, and greater understandings of one another.

Relevance is evident in our mission to “work toward greater understandings of the fullness of human experiences in the Southwest and the world.” We strive to connect with audiences in ways that are meaningful to them, respect their viewpoints, and highlight contemporary issues on local, national and global levels.

Impact builds community and relationships that tie to our vision of “reconciling injustices, restoring voices, and realizing community.” Impact is personal and is greater than the Maxwell – it extends into the University community and the diverse communities of New Mexico and beyond influencing the changing paradigm of museums.

Initiative 2: Expand Knowledge, Content, and Accessibility

As the Museum addresses and defines how the vision (the 3Rs) ripples through and beyond its walls, the staff anticipate many systemic changes across the institution. It is understood that this shift will take time, a holistic approach, and ongoing education throughout the staff regarding the redefinitions of approaches and measurements of success. This initiative addresses: changing approaches to, accessibility of, research on, and the Museum’s commitment to the collaborative and interpretive potential of its collections and archives. The

foundational work undertaken here will focus on collecting priorities and initiatives, collection and archival records and inventories, research activities and approaches, and an integrated data system. This work will in turn influence knowledge, content, and accessibility of public offerings and public areas of the Museum and will contribute to increased integration with University teaching and other educational activities. Museum collections and archives by nature have a rigor of ongoing care that is defined by accepted museum and archival standards, so the redefinition will be balanced with ongoing demands on and care of the collections and archive.

Definitions specific to Initiative 2:

Knowledge is dynamic and constantly evolving – ours, yours, our visitors, faculty, students, and the public in the broadest sense. Knowledges can arise from observation, inquiry, scientific or humanities research, indigenous traditions, cultural or worldviews, and many other sources. For the Maxwell, knowledge is manifest in scholarship, interpretation, programs and exhibitions, collections, the inclusion of diverse voices, visitor contributions and feedback, and broad interactions about a subject with multiple participants. The 3R's guide our understanding and framing of content. We are mindful of our ethical responsibilities. We facilitate a balance with multiple voices to help inform current understandings.

Content can emerge from the work happening in the Maxwell, University research, community stories, or contemporary issues that relate to our mission. Our approach to developing content honors multiple authorities and authenticities, and is respectful and inclusive of diverse voices, cultures, and heritage. Content is the balance of audience contributions, collections, resources, topics, delivery methods, and varied expertise. The Museum serves as a catalyst and facilitator where diverse participants and resources interact to generate multi-faceted and multi-functional content.

Accessibility is a commitment to ensure that all can receive, respond to, and engage with the Maxwell minimizing impediments to participation. This commitment means exercising respect for indigenous, cultural and federal regulations that honor restrictions and sensitivity around collections and topics that must be protected and not shared publicly. Further, adhering to ADA regulations allows any individual regardless of their limitations (physical, mental, or otherwise) to have reasonable access to aspects of what the Maxwell does in accordance with the law.* At the heart of this commitment, the Maxwell is open and welcoming to members of our University community and the public.

**The ADA (Americans with Disabilities Act) is a civil rights law that prohibits discrimination against individuals with disabilities in all areas of public life, including jobs, schools, transportation, and all public and private places that are open to the general public. (As stated in the legislation of July 1990.)*

Initiative 3: Integrate Organizational Structure

As revealed during the interviews, the organizational structure and staff internal culture require attention in order to support the vision and aspirations set forth in this Strategic Framework. The organizational structure of the Maxwell includes an amalgam of separate entities that currently aren't integrated. The current system fuels isolated operations from the OCA and the Alfonso Ortiz Center for Intercultural Studies (which is affiliated with both the Maxwell and Department of Anthropology). These are all integral to the Museum, yet they need to be integrated in operation and have their identity clear both internally and externally. The organizational reporting structure needs to be realigned, titles adjusted, and job responsibilities clarified. With regard to University human resource requirements, the Museum aims to strengthen its structure. Through this planning process, the staff organizational culture has been defined with great care by the staff but how it is implemented and upheld will require cooperation, humility, and leadership now and into the future. This initiative is central to the success of the other initiatives.

Definitions specific to Initiative 3:

Integrate means to bring all parts and components of the Museum together to make the whole cohesive.

Boundaries are removed and isolation no longer exists. Communication throughout the organization is healthy and ongoing. There is an increased awareness of what everyone does and how they contribute to the whole. There are clear directions and priorities, shared responsibilities, and a commitment of all to work toward the greater achievements of the organization. There is a shared commitment to enact the right structures and practices to work together and benefit from the talent across the organization.

Organizational refers to interactions, behaviors, and a broad understanding of roles, responsibilities and accountability. The organization is aligned to fit and enable the Museum to achieve its aspirations. The vitality of the way the Museum operates is supported as outlined in the Tenets of Organizational Culture.

Structure defines the relationship of the parts to the whole both within Maxwell and within the University. The structure is clearly laid out, identifies the parts, and clarifies the relationships of each part to the rest of the

structure. The structure aligns with the aspirations of the organization ensuring that the talent needed is in place. Each part of the structure has a role to fulfill in support of the mission while interacting and working with other components of the structure. Systems and processes are in place to support the ongoing work of the Maxwell.

Initiative 4: Build Financial Sustainability

This initiative has several prongs of effort. First, the creation of a complete, informed financial budget needs to be developed through some fiscal forensics and conversations with the University accounting offices. This is a primary tool for operation, which in turn provides information essential for fundraising, revenue generation and planning. With the impact of the pandemic not fully realized, the Museum will engage in conversations about any upcoming adjustments as it in turn plans to define the scope of financial capacity and ability to serve the University and public. Shaping a revenue-generating plan requires tight coordination with the UNM Foundation, clear goals and strategies to achieve targets, and scrutiny of all earned revenue efforts to ensure the time invested and approach yield the desired results. This is important given how small the staff is at this time.

Definitions specific to Initiative 4:

Financial Sustainability is having the resources to support the aspirations and operations of the Maxwell, enabling the organization and the individuals within it to thrive and achieve their mission and vision for the greatest impact. This requires access to clear financial information to understand the true costs of operating the Maxwell, and the ability to identify and acquire the additional financial resources required to fulfill its role within the University and for the greater public for the future.

Reference for Charts Below

The following pages of initiatives list achievable outcomes to be planned and implemented within the specific year. The accountability column refers to the key individuals responsible for seeing that the priorities are completed. These individuals are responsible for engaging all relevant staff in the activities. Shifts in light of the global pandemic are anticipated; some of the priorities will be altered deliberately to accommodate new strategies. Thus, changes are to be expected in the timeline. Care and attention will be needed to ensure all changes continue to align in the efforts to achieve an integrated institution relevant to its diverse audiences.

Year 1 / 2020 - 2021

YEAR 1. INITIATIVE 1: GROW PUBLIC ENGAGEMENT		
PRIORITIES	ACCOUNTABILITY	FUNDING REQUIREMENTS
<p><i>Integrated Strategy for Public Engagement</i></p> <p>1.1 Define an expansive, integrated view of public engagement/broader participation supported by processes</p>	Director + Staff	Staff time
1.2 Complete assessment of audiences and current programs to determine what to keep, modify, place on hold, or eliminate	Curator of Education + Staff	Staff time
1.3 Define structure for framing audiences (Falk motivational framework, etc.)	Curator of Education + Staff	Staff time (will identify if external assessor or consultant is needed and internal or external sources of funding).
1.3.1 Hold two-way community conversations to exchange information/understandings with audiences	Curator of Exhibits, Curators, + Director	Participant honoraria and expenses will be provided from annual award from Ortiz Center for Intercultural Studies and Maxwell Museum gift and endowment funds; if independent assessor is identified as a priority, the Museum will seek grant funding or reallocate internal resources.
1.3.2 Build in evaluation as a matter of course	Public Programs Manager	Staff time
<p>1.4 Hold monthly meetings with integrated institutional committee to determine/coordinate public engagement strategies (exhibitions, programs, all ways of engaging the public) with:</p> <ul style="list-style-type: none"> • Clear parameters, goals, and planning for year ahead 	Exhibition Team, Collections, Curators, Director, + other Staff as needed	Staff time
1.4.1 Develop criteria and decision-making processes (measure against MVV, audience, cost, desired impact, balance, appropriate vehicle(s), etc.)	"	Staff time

1.4.2 Aim for planning 1-2 years out/Clarify timeline of development, budget requirements, staff involvement, etc.	"	Staff time
<p><i>Communications Plan</i></p> <p>1.5 Refine communications plan supported by clear systems, strategies, consistent brand, relevance and appropriate vehicle(s) and address:</p> <ul style="list-style-type: none"> • Methods of promotion versus true marketing research • Ways to collect basic information and feedback 	Public Programs Manager	Staff time to develop plan; plan will identify if additional resources necessary for execution of plan and potential sources of funding.
<p>1.5.1 Build strategies for flow of information both internally and externally/incoming and outgoing and address:</p> <ul style="list-style-type: none"> • Checks and balances to ensure information is appropriate/approved • Coordination with the University Marketing Department 	Public Programs Manager	Staff time
1.6 Create a long-term calendar tied to goals, projects, and activities	Admin Assistant	Staff time
<p><i>Ongoing</i></p> <p>1.7 Continue to offer exhibitions, programs, and special events in line with new thinking</p>	Head of Interpretation + Curators	Temporary exhibitions and current program levels can be accomplished with existing funding; Museum has received support from Hibben Trust to create virtual tours, and will continue to seek external funding through donors and grants for exhibitions, education and public programs. Planning grants will be sought for planning reinstallation of permanent exhibitions.

YEAR 1. INITIATIVE 2: EXPAND KNOWLEDGE, CONTENT, AND ACCESSIBILITY		
PRIORITIES	ACCOUNTABILITY	FUNDING REQUIREMENTS
<p><i>Capacity Ramp- up</i></p> <p>1.8 Continue plan for ramp-up and building internal capacity for collections management and research access</p>	Sr. Coll. Manager, Reg. + Curators	Staff time; database software will require ongoing funds for storage, support and maintenance (currently paid from Holzapfel gift); external grants will be sought to support primary migration, gift and endowment funds should be sufficient for annual maintenance.
<p><i>Collections Framework for Research and Digitization</i></p> <p>1.9 Define framework for standardization and digitization across institution taking in unique qualities and address:</p> <ul style="list-style-type: none"> • Interrelationships among collections including archives, ethnology, archaeology, and osteology, etc. for a holistic response for knowledge production and other purposes • Space needs and ability to serve users, storage improvement, and beyond (See Initiative 3) 	Sr. Coll. Managers, Archivists, + Curators	Staff time
1.10 Complete cross-institutional inventory and capitalize on links/Streamline systems	Sr. Coll. Managers, OCA, Archivist, + Curator of Education	Staff time and external grants (IMLS – current, and from Federal Agencies for repository collections)
<p><i>Ongoing</i></p> <p>1.11 Continue expanding strategy in support of fulfilling NAGPRA and working with Native communities</p>	Director + NAGPRA Coordinator	Staff time; NAGPRA grant (current for Pottery Mound site; as future priorities are identified will apply for additional grants)
1.12 Continue work with tribal representatives	Director + Curators	Consultant fees to Tribal consultants will be provided from annual award from Ortiz Center for Intercultural Studies and Maxwell Museum gift and endowment funds

1.12.1 Create protocols to honor privacy and confidentiality regarding tribes and holdings that belong to or are central to tribes	Director, Curators, + Archivist	Consultant fees to Tribal consultants will be provided from annual award from Ortiz Center for Intercultural Studies, Maxwell Museum gift and endowment funds
1.13 Continue to assess current policies to determine what to update or develop • Incorporate framework and terms from institutional approach to 3 Rs	Director, Collections Staff, Curators, Director of OCA	Staff time
1.13.1 Update where needed collections manual and policy	Sr. Collections Managers	Staff time
1.13.2 Review and update riskmanagement	Sr. Collections Managers	Staff time, in consultation with staff from Safety and Risk Management
1.13.3 Amend NAGPRA procedures in sync with 3Rs	NAGPRA Coordinator	Staff time, consultant fees to Tribal consultants will be provided from annual award from Ortiz Center for Intercultural Studies, Maxwell Museum gift and endowment funds

YEAR 1. INITIATIVE 3: INTEGRATE ORGANIZATIONAL STRUCTURE		
PRIORITIES	ACCOUNTABILITY	FUNDING REQUIREMENTS
<i>Integrated Operations</i> 1.14 Initiate the process of defining and operating as an integrated organization with activities that build cohesion	Director	Staff time
1.14.1 Identify redundancies across the institution	Archivist, OCA Project Director, + Registrar	Staff time
1.14.2 Establish regular times for staff discussions, training, and reminders of new ways of operating using: <ul style="list-style-type: none">• Training for diversity, equity, accessibility and inclusion• Regular topic/issue-based conversations that support priorities	Director	Staff time
1.14.3 Create an institutional-wide digital and file system	Admin Assist. + Archivist	Staff time; continue to work with UNM A&S IT to seek financial and infrastructural support
<i>Organizational Structure</i> 1.15 Begin process of defining a staff structure that supports the goals of the Maxwell	Director + Staff	Staff time
1.15.1 Provide clear, updated job responsibilities and appropriate titles	Director	Staff time
1.15.2 Support work with new ways of operating using: <ul style="list-style-type: none">• Decision-making processes to support institutional goals• Cross-functional teams• Redefined/invigorated organizational culture• Monthly project coordination meetings	Director + Staff	Staff time
1.16 Establish clear brand identity within the Maxwell and in relation to UNM and its component parts	Public Programs Mgr.	Staff time in consultation with appropriate UNM offices
1.16.1 Update and follow a style guide specific to the Maxwell	Public Programs Mgr.	Staff time
1.16.1 Clarify the names and use of sub-entities within the Maxwell	Director	Staff time in consultation with appropriate UNM office
<i>Space Use and Allocation</i> 1.17 Review and develop plan for infrastructure changes that support integrated operations	Director, OCA	Staff time (in consultation with Facilities Department, College of Arts and Sciences)

<p>1.17.1 Assess space, accessibility areas, and office areas to better meet operational needs across institution factoring in:</p> <ul style="list-style-type: none"> • Location, proximity to other key areas, security, HVAC requirements, etc. • Upgrades to HVAC, security, accessibility, etc. • University functions and coordination 	Director, OCA	Assessment will be conducted by staff in collaboration with UNM Facilities Department, Safety and Risk Management, and Deans office. Core improvements (HVAC, lighting, alarms) provided by UNM. As further priorities are established Museum will work with these offices and Dean of Arts and Sciences to pursue funds from State and University capital improvement funds. As appropriate, the Museum will seek external grants, pursue donor, and use gift and endowment earnings (e.g., Holzapfel, Shalette) for upgrades.
1.18 Review and if necessary update of emergency plan and disaster preparedness	Registrar	Staff time in consultation with UNM Safety and Risk Management
<i>Staff Engagement</i> 1.19 Engage full staff in idea generation and foster an environment that encourages cross-departmental ideas	Director + Director of OCA	Staff time
1.19.1 Identify a place/time for ideas that are generated and documented for future evaluation and implementation on an ongoing basis	Director	Staff time
1.19.2 Resurrect the Brown Bag Brainstorming sessions	Director	Staff time

YEAR 1. INITIATIVE 4: BUILD FINANCIAL SUSTAINABILITY		
PRIORITIES	ACCOUNTABILITY	FUNDING REQUIREMENTS
<i>Financial Systems</i> 1.20 Clarify financial systems to support future of Maxwell	Accountant	Staff time in consultation with UNM and College budget staff
1.20.1 Define real costs (direct and indirect) to assess, manage and run the Museum working for clarity on budget details from University	Accountant	Staff time in consultation with UNM and College budget staff
1.20.2 Outline financial needs to run top notch institution	Director + Staff	Staff time in consultation with UNM and College budget staff
1.21 Define strategies to integrate OCA operations/finances into full Maxwell financial picture 1.21.1 Secure support for OCA to be able to participate	Director + Director of OCA	Staff time in consultation with UNM and College budget staff
<i>Internal Financial Planning Processes</i> 1.22 Create internal processes to align priorities with internal financial systems using decision tools, etc.	Accountant, Director + Staff	Staff time
1.22.1 Outline methods and strategies to measure success	Accountant, Director + Staff	Staff time in consultation with UNM and College budget staff
<i>Hiring Practices</i> 1.23 Clarify hiring practices and expectations of staff/In sync with UNM	Unit Administrator, Director + other Staff as appropriate	Staff time
1.24 Identify staffing needs for organizational structures and timing hires	Director	Staff time
<i>Financial Training on Financial Management</i> 1.25 Provide staff training around financial management	Accountant + Director	Staff time
<i>Ongoing</i> 1.26 Continue raising financial resources in sync with institutional priorities	Director	Staff time (working with UNM Foundation, UNM Office of Sponsored Research, donors and funding agencies)

Year 2 / 2021 - 2022

YEAR 2. INITIATIVE 1: GROW PUBLIC ENGAGEMENT

PRIORITIES	ACCOUNTABILITY	FUNDING REQUIREMENTS
<p><i>Interpretive Plan</i></p> <p>2.1 Define and develop an interpretive plan for the institution and address:</p> <ul style="list-style-type: none"> • Framework for balance of content, approach, audiences, interpretation, etc. • External influences such as demands of University, contemporary issues, and 3Rs • Post analysis of exhibitions, programs, and events to test concepts of interpretation • Concepts such as world heritage, citizen science, contemporary topics to define approach • Implications for all function areas • Inclusion of outside voices 	Director + Staff	Staff time; consultant fees for external advisors (from Ortiz Award and gift and endowment funds)
<p><i>University Engagement</i></p> <p>2.2 Engage range of stakeholders within the University to strengthen use of Maxwell with classes, students, staff, and facility</p> <p>2.2.1 Broaden and redefine ways that the University can use the Maxwell to enhance University life</p>	Director + Staff	Staff time
<p><i>Advisory Committees</i></p> <p>2.3 Define roles and expectations and build advisory committees</p>	Director	Staff times
<p><i>Communications Plan</i></p> <p>2.4 Complete a communications plan that includes strategies, consistent brand, relevance, and appropriate vehicle(s)</p> <p>2.4.1 Figure out system to keep basic flow of information to track and collect feedback</p>	Public Programs Mgr.	Staff time
<p><i>Ongoing</i></p> <p>2.5 Continue to offer exhibitions, programs, and special events in line with new thinking</p>	Staff	Internal funds will continue to be used; major gifts and external grants will be sought for reinstallation of permanent exhibitions; development efforts will seek to build endowments to ensure stability of funding in this area.

YEAR 2. INITIATIVE 2: EXPAND KNOWLEDGE, CONTENT, AND ACCESSIBILITY		
PRIORITIES	ACCOUNTABILITY	FUNDING REQUIREMENTS
<p><i>Institutional Approach to Inclusion and 3Rs</i></p> <p>2.6 Begin defining institutional approach for inclusion and 3Rs and address:</p> <ul style="list-style-type: none"> • Strategies that are present through knowledge gathering and accessibility • Approaches that will change and expand Maxwell presence and inclusion • Provenance research methods and plan to support • Integrated framework about collections 	Director + Staff	Staff time
<p><i>Collection Use in Teaching and Research</i></p> <p>2.7 Outline ways to use collections for teaching and research internally and beyond</p>	Curators, Archivists, + Sr. Coll. Managers	Staff time
2.7.1 Outline process to support faculty using the Maxwell tied to needs for classes, professors, researchers	Curators, Archivists, + Sr. Coll. Managers	Staff time
2.7.2 Identify dedicated space for a classroom (See Initiative 3 for space planning)	Director	Staff, Dean's office, facilities department; identify and pursue necessary funding for renovation of space
2.7.3 Create policies and procedures for collection use, working with advisory committees	Sr. Coll. Managers + Curators	Staff time
2.7.4 Clarify guidelines and implementation strategies tied to use of collections relative to public and scholarly access: <ul style="list-style-type: none"> • Curation • Interpretation • Presentation/programs • Exhibitions • Archives 	Staff	Staff time
2.7.5 Train staff around inclusive approach for the Maxwell	Director + Director of OCA	Staff time, in partnership with appropriate UNM offices and programs.

<i>Ongoing</i>			
2.8 Continue to build plan for ramp up and building internal capacity	Sr. Coll. Managers, Registrar + Curators	Staff time; database software will require ongoing funds for storage, support and maintenance (currently paid from Holzapfel gift); external grants will be sought to support primary migration, gift and endowment funds should be sufficient for annual maintenance.	
2.8.1 Define framework for standardization across institution taking in unique qualities	"	Staff time	
2.8.2 Identify cross-institutional inventory and capitalizing on links/Streamline systems	"	Staff time	
2.8.3 Clarify degrees of access including researchers to the general public	"	Staff time, in consultation with advisory committees; consultant fees	
2.8.4 Continue to keep in mind space and ability to serve users, storage improvement and beyond (See Initiative 3)	Director + Director of OCA	Staff time, in partnership with UNM SRS, Facilities, IT	
2.9 Continue expanding strategy in support implementing the 3R's in fulfilling NAGPRA requirements and other collaborations and partnerships with Native American and Indigenous communities and individuals.	Director, NAGPRA Coordinator, Staff	Staff time, Consultant fees to Tribal consultants will be provided from annual award from Ortiz Center for Intercultural Studies, Maxwell Museum; apply for grant from National NAGPRA for top priority projects.	

YEAR 2. INITIATIVE 3: INTEGRATE ORGANIZATIONAL STRUCTURE		
PRIORITIES	ACCOUNTABILITY	FUNDING REQUIREMENTS
<p><i>Organizational Structure</i></p> <p>2.10 Prepare for implementation of new organizational structure</p>	Director	Staff time
2.11 Review logo and alignment with new Maxwell practices and 3Rs	Director + Public Programs Manager.	Staff time, consultant fees (from Ortiz Center and gift and endowment earnings); if logo must be changed, estimates of costs will be created and potential funding sources identified and pursued.
<p><i>Ongoing</i></p> <p>2.12 Support work with new ways of operating using:</p> <ul style="list-style-type: none"> • Decision-making processes to support institutional goals • Cross-functional teams • Redefined/invigorated organizational culture • Monthly project coordination meetings 	Director + Staff	Staff time
2.13 Dedicate regular time for staff discussions, training, and reminders of new ways of operating	Director + Staff	Staff time
2.13.1 Fold in training around diversity, equity, accessibility and inclusion	Director	Staff time
2.13.2 Build in regular topic/issue-based conversations that support priorities	Director	Staff time

YEAR 2. INITIATIVE 4: BUILD FINANCIAL SUSTAINABILITY		
PRIORITIES	ACCOUNTABILITY	FUNDING REQUIREMENTS
<p><i>Fundraising Coordination</i></p> <p>2.14 Increase efficiencies and coordination of fundraising efforts incorporating:</p> <ul style="list-style-type: none"> • Fundraising coordination with UNM Foundation • Museum Council leadership for stronger support of Foundation • Ways for broad support for UNM Museums fundraising efforts with the Foundation 	Director	Staff time, in collaboration with UNM Foundation and Museums Council
<p>2.14.1 Define a review process for determining which efforts to pursue such as:</p> <ul style="list-style-type: none"> • Partnerships and collaborations that yield positive financial results • Grants with broad potential for the Maxwell 	Director + Director of OCA	Staff time
2.14.2 Explore best strategies for grants and cooperative agreements	Director + Director of OCA	Staff time
<p><i>Development Plan</i></p> <p>2.15 Create and implement a development plan to guide efforts moving forward including:</p> <ul style="list-style-type: none"> • Specific targets in each aspect of contributed income such as: individual donors; grants; endowment gifts; and corporate and business support • Greater level of support through the Foundation for higher results • Strategies for engaging participation across the staff, and with donors 	Director	Staff time in collaboration with UNM Foundation; will identify if additional resources are required (including dedicated staff position), and pursue through UNM and external channels
2.16 Develop support systems for a development strategy	Staff as appropriate	Staff time
<p><i>Earned Income</i></p> <p>2.17 Review and strengthen earned income strategies with plan to revise and upgrade</p>	Staff + Director	Staff time
2.18 Assess membership program and strategies to attract more members including benefit review, renewal processes, etc.	Administrator + Public Programs Manager	Staff time
2.19 Review program fees and charges for various public programs	Curator of Exhibits, Store Manager, Curator of Education, + Public Programs Manager	Staff time

2.20 Review store merchandise, pricing, and promotional strategies	Administrator, Store Manager, + Curator of Exhibits	Staff time
2.21 Assess ways to increase facility rentals with an eye toward competitive pricing	Administrator	Staff time
<i>Ongoing</i> 2.22 Provide professional development for fundraising and financial management training	Director	Staff time, will explore UNM resources and external; costs to be provided from general museum funds and gift and endowment accounts as possible
2.23 Explore possibility for staff remuneration when teaching for the University	Director	Director

Year 3 / 2022 - 2023

PRIORITIES	ACCOUNTABILITY	FUNDING REQUIREMENTS
YEAR 3. INITIATIVE 1: GROW PUBLIC ENGAGEMENT		
<i>Ongoing</i> 3.1 Modify communications plan that includes strategies, consistent brand, relevance, and appropriate vehicle(s)	Public Programs Manager	Staff time
3.1.1 Engage UNM Marketing staff	Public Programs Manager	Staff time
3.2 Continue to offer exhibitions, programs, and special events in line with new thinking	Staff	Internal funds will continue to be used; major gifts and external grants will be sought for reinstallation of permanent exhibitions; development efforts will seek to develop endowments to ensure stability of funding in this area.
YEAR 3. INITIATIVE 2: EXPAND KNOWLEDGE, CONTENT, AND ACCESSIBILITY		
3.3 Plan future direction of collecting efforts keeping in mind: <ul style="list-style-type: none"> Space limitations for accepting additional collections Priorities for collecting in current areas and new areas such as contemporary objects 	Director, Curator of Arch. Curator of Ethnology, Collection Staff, + Archivist	Staff time
3.4 Plan a strategy for deaccessioning/Assess with eye to keeping collection current and relevant	Director, Curator of Arch. + Curator of Ethnology, Collection Staff, Archivist	Staff time
<i>Ongoing</i> 3.5 Continue with efforts begun in Year 1 and Year 2 specifically: <ul style="list-style-type: none"> Institutional approach to inclusion and 3Rs Plan for ramp up and building internal capacity Strategy in support of fulfilling NAGPRA and supporting the 3Rs 	Staff	Staff time, consultant fees to Tribal consultants will be provided from annual award from Ortiz Center for Intercultural Studies, Maxwell Museum; apply for grant from National NAGPRA for top priority projects.

YEAR 3. INITIATIVE 3: INTEGRATE ORGANIZATIONAL STRUCTURE		
PRIORITIES	ACCOUNTABILITY	FUNDING REQUIREMENTS
<p><i>Organizational Structure</i></p> <p>3.6 Monitor and make adjustments to staff structure as needed</p>	Director + Staff	Staff time
3.7 Continue work on space planning and operational systems	Director, OCA	Staff time in collaboration with College of Arts and Sciences, Facilities Department, and Safety and Risk Services
<p><i>Ongoing</i></p> <p>3.8 Support work with new ways of operating using:</p> <ul style="list-style-type: none"> • Decision-making processes to support institutional goals • Cross-functional teams • Redefined/invigorated organizational culture • Monthly project coordination meetings 	Director + Staff	Staff time
3.9 Dedicate regular time for staff discussions, training, and reminders of new ways of operating	Director + Staff	Staff time
3.9.1 Fold in training around diversity, equity, accessibility and inclusion	Director + Staff	Staff time
3.9.2 Build in regular topic/issue-based conversations that support priorities	Director + Staff	Staff time
YEAR 3. INITIATIVE 4: BUILD FINANCIAL SUSTAINABILITY		
<p><i>Ongoing</i></p> <p>3.10 Continue to implement development plan needed to guide efforts moving forward</p>	Director	Staff time
3.10.1 Adjust specific targets as results are assessed	Director	Staff time
3.11 Provide professional development for fundraising and financial management training	Director	Staff time
3.12 Determine staff remuneration for University teaching	Director	Staff time

APPENDICES

APPENDIX A: STRATEGIC PLANNING PROCESS

The following highlights the key steps undertaken during the strategic planning process at the Maxwell Museum of Anthropology, UNM. The process was facilitated by Gail Anderson & Associates (GA&A) with consistent, ongoing staff involvement.

Process Begins (August 2019)

- Held first meeting with Director to lay out planning process
- Reviewed institutional documents
- Prepared protocol for confidential interviews

Institutional Assessment (Late September – early October 2019)

- Held confidential interviews with current Museum staff, two former directors, UNM faculty, administrators, and students, and community members
- Prepared institutional profile (Maxwell staff researched and developed)
- Researched the operations of peer and aspirational museums at 11 regional, national, and international institutions

Strategic Planning Retreat (End of October 2019)

- Reviewed and discussed findings from interviews and review of institutional documents
- Presented issues facing museums in 21st century and industry trends
- Reviewed information on local and state demographics, cultural industry, and UNM statistics
- Assessed Maxwell's strengths and areas for growth
- Outlined initial thinking on mission, values, vision, and organizational culture with staff
- Identified four initiative areas

Staff Work Sessions (December 2019 – March 2020)

- Facilitated working groups around 4 priority areas
- Facilitated sessions with all staff to define mission, vision, values and internal organizational culture
- Met with UNM Deans to gather feedback and input prior to the conclusion of the creation of the Plan
- Facilitated a session with select UNM faculty to provide update and gather feedback on the new direction

Final Review of Plan (May 2020)

- Reviewed final Plan with Staff
- Discussed implications of the pandemic and alterations to approach
- Discussed implementation strategies for ongoing use and adjustments over times

APPENDIX B:GUIDELINES FOR USING THE STRATEGIC FRAMEWORK

With the adoption of this Strategic Framework, the Maxwell Museum of Anthropology staff has committed to new ways of working in order to transform and increase relevancy for the Museum, for the University, and for the greater public. Everything in this Framework was co-created with the staff and represents a deep conviction to achieve the vision of the Maxwell Museum of "Reconciling injustices. Restoring voices. Realizing community."

As with any Framework, be sure to pause and celebrate victories large and small as the steps are achieved and progress is made. Remain agile-yet-dogged in advancing the initiatives in this Framework, and, committing to new ways of working. Unexpected opportunities will arise throughout each year, demanding scrutiny and careful review to determine if they are possible to undertake given the budget and annual priorities that have already been adopted. In many cases, another priority may need to be set aside to make room for an alternate activity. This requires a blend of assessing gains, costs, and potential with each decision, and use of the tools and priorities developed during this process.

It is recommended that there be an annual staff retreat to assess how the staff did advancing the Framework. Appraise the outcome measurement results in advance of the retreat to provide concrete evidence for review. Reflect on the learning moments during the past year, and as appropriate, affirm or adjust the priorities for the coming year including making any revisions to the outcome measurements. The Framework is a living management tool that will provide guidance for fundraising, financial management, decision-making, staff recruitment, and institutional growth, and will be modified and adjusted over time.

These guidelines are designed to help the staff uphold their roles in support of the Framework, support the mission, values, and vision for the future, and embrace the new ways of working as an integrated institution and operation.

Director

The Director is responsible for assuring that the Framework guides the work of the staff and is used for reference as appropriate with UNM leadership. By setting a clear road map for the Maxwell Museum, this Strategic Framework clarifies the leadership role and responsibilities of the Director.

The Director:

- Uses the Framework to guide the work of the staff upholding the mission, values, and vision, and embracing the priorities, Tenets of Organizational Culture, and the tools developed during the Framework process;
- Ensures clarity within the staff for the successful implementation of the Framework including:
 - All departments are clear about their role, responsibilities, and goals advancing the Framework;
 - All staff job descriptions and responsibilities reflect the specific goals and priorities laid out in the Framework;
- Supports Department Heads, who in turn ensure that annual goals and objectives for each staff member are based on the priorities in the Framework, and are referred to during annual performance reviews;
- Builds annual budgets working with Department Heads tied to priorities in the Framework;
- References this Framework on an ongoing basis for guiding the work of the staff including during all staff meetings, departmental meetings, one-on-one meetings with staff members, cross-departmental projects, and so on;
- Ensures an annual staff retreat is scheduled using the outcome measurements during this annual review of the Framework, and adjusts the strategies and priorities for the coming year based on changes in the external environment and the assessment of progress made;
- Works with appropriate University administrators and departments by making sure the proper supporting policies and procedures are in place and are updated as needed to support the Framework;
- Uses the Framework for key aspects of operations such as:
 - Recruiting and hiring new staff;
 - Fundraising purposes;
 - Communications including sharing the values, mission, vision, and initiatives set forth in the Framework with the University, the community, and the public;
- Bases decisions on the priorities of the Framework and makes adjustments when appropriate. When new opportunities arise, considers the impact to priorities, and gain input from University leaders and staff, as appropriate, in order to make a balanced and informed decision. Some decisions require University approval, while most can be managed at the staff level. In some cases taking on a new priority may require postponing some tasks in order to devote adequate time and resources to the new priority. If a new opportunity or shift in priorities occurs, the Framework should be modified accordingly and involved parties notified; and,
- Prepares to create the next Strategic Framework about a year before the conclusion of the current Framework.

Staff

Staff is responsible for using the Framework to guide and prioritize their work. The Framework is a valuable tool for conveying the overall priorities of the Maxwell Museum to staff and providing context for their specific role(s) in advancing the Framework.

Staff:

- Are proactive in understanding their role and responsibilities as laid out in the Framework;
- Uphold their responsibility for supporting the mission and values, working toward the vision, and embracing the Tenets of Organizational Culture, and other tools created to guide the work of the staff;
- Work with the Director and/or other department heads to clarify job responsibilities, annual priorities, and similarly, assure that those who report to them receive the same level of support;
- Refer to priorities, individual work plans, and the Framework during annual performance reviews;
- Use the Framework for individual planning and management purposes, departmental meetings, project meetings, or other ongoing aspects of operations;
- Base decisions on the priorities of the Framework and prepares to make adjustments when appropriate. When new opportunities arise consider the impact to the Framework, and bring the opportunity to the attention of the Director. Some decisions require University approval, while most can be managed at the Director and staff level. In some cases taking on a new priority may require postponing some tasks in order to devote adequate time and resources to the new priority. If a new opportunity or shift in priorities occurs, the Framework should be modified accordingly and departments and individuals involved notified immediately;
- Support the Director during the budget planning process, ensuring that priorities outlined in the Framework are accounted for in the annual operating budget, and are monitored and adjusted as needed throughout the year;
- Receive and transmit timely communication about any adjustments in priorities, new areas of work or shifts in existing work including training as needed, to assist one another in their work as appropriate; and,
- Inform and keep volunteers and student interns up-to-date on changes, so they are a part of the institutional change and can contribute to the vision and changes outlined in the Strategic Framework.

APPENDIX C: INTERVIEWEES + PLANNING PARTICIPANTS

Staff + Volunteers

Carla Sinopoli, Director
Robin Cordero, Project Director, OCA
Robert Dello Russo, Director, OCA
Alex Denning, Sr. Collection Manager, Osteology
Lauren Fuka, Sr. Collection Manager, Ethnology and Registrar
Amy Grochowski, Curator of Education
Mary Beth Herman, Public Programs Manager
Lisa Marie Johnson, Accountant
Sandy Lujan, Administrator
Lea McChesney, Curator of Ethnology and Ortiz Center Director
Karen Price, Sr. Collection Manager, Archaeology
Mike Rendina, Exhibit Preparator
Devorah Romanek, Curator of Exhibits
Diane Tyink, Archivist
Chip Wills, Interim Curator of Archaeology

Former Staff

Garth Bawden, former Director
Heather Edgar, former Curator
Bruce Huckell, former Curator

Volunteers

Karen Armstrong
Diana Shea
Tim Brown
Audrey Murray
Linda Stiles
Ginger Foerster

UNM Faculty, Staff, + Students

Kevin Brown, Program Specialist, Indigenous Nations Library Program
Ronda Brulotte, Chair, Latin American Studies Center
Clarence Cruz, Assistant Professor, Art & Art History
Melissa Emery Thompson, Associate Professor, Anthropology
Julia Fulghum, Associate Dean for Faculty Development
Michael Graves, Professor, Anthropology
Frances Hayashida, Professor, Anthropology
James Holloway, Provost/Exec VP for AA
Keith Hunley, Chair of Anthropology Department
Emily Jones, Associate Professor, Anthropology
Arif Khan, Director, UNM Art Museum
Joanne Krestner, Administrator, Museum of Southwest Biology
Lloyd Lee, Associate Professor, Native American Studies
Mark Peceny, Dean, College of Arts and Sciences
David Stuart, Former Professor and Associate Provost
Eliseo "Cheo" Torres, VP, Student Affairs
Loa Traxler, Director, Museum Studies Programs
Thomas Turner, Associate Dean for Research, Arts and Sciences
Christopher Witt, Museum of Southwest Biology

Graduate Students

Joe Birkmann
Hope Casereno
Roma Castellanos
Adam Fuchs
Zonnie Gorman

Graduate Students cont.

Christina Lorenzatto

Thatcher Rogers

William Riding In

Bret Salter

Josh Vallejos

Community Members

Cathy Bailey, Teacher, Bosque School

Rachel Moore, Curator, Indian Pueblo Cultural Center

Elizabeth Stone, Director, Gutierrez Hubbel House

Allison Theoret, Teacher, Navajo Elementary School

Bruce Turner, retired Teacher, McKinley Middle School