

2024–2026
STRATEGIC
FRAMEWORK



MAXWELL MUSEUM OF ANTHROPOLOGY, UNM

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Approved by Maxwell staff 10/19/23; by Dean Jennifer Malat (College of Arts and Sciences) 1/9/2024

EXECUTIVE SUMMARY

The Maxwell Museum of Anthropology, University of New Mexico (UNM), created a three-year strategic framework in 2019-20. This 2020-23 framework was the culmination of eight months of effort, conducted in collaboration with consultant Gail Anderson (Gail Anderson Associates). During the planning process, Museum staff formulated a new mission, codified their values, and conceptualized its new '3R' vision, centered on the Museum's commitment to contributing to "Reconciling injustices, Restoring voices, and Realizing community." The 2020-2023 plan went into effect in July 2020, while the Museum and University of New Mexico were still closed to the public in response to the COVID 19 pandemic. While staff returned to their offices in Fall 2020 and Spring 2021, the public portions of the Museum did not reopen until August 2021.

In many respects, the completion of the 2020-2023 framework during the early months of the pandemic placed the Maxwell Museum in a strong position. Staff had thoughtfully refined the Museum's priorities and directions and developed a shared understanding of how to move forward. However, pandemic disruptions and closure coupled with turnover of more than 50% of Museum staff in the ensuing three years inevitably had significant negative impact on the Museum's ability to make progress in meeting many of the articulated 2020-23 goals and initiatives.

As the three years of the 2020-23 plan drew to an end, Maxwell Museum Director Carla M. Sinopoli invited consultant Gail Anderson to return to the Maxwell to assist in guiding the Museum in revising and updating the framework for the next three years. Work began with a candid evaluation of progress and a survey of current staff (some 50% of which had not been involved in developing the 2020-23 framework). With this information, the staff held a half-day retreat led by Anderson to begin to chart an updated plan. All agreed that the mission, vision, and values remained vital and that the four main initiatives continued to provide an effective framework. Following the receipt of Anderson's report and recommendations, Sinopoli constituted a leadership team of four staff representing different areas of the museum (Julián Carrillo, Interpretation; Sandy Lujan, Administration; Lea McChesney, Collections; and Diane Tyink Archives). Each took responsibility for the review and updating of one of the plan's four initiatives and was charged with constituting a team to work together on developing drafts for presentation and review by the entire staff. Teams worked over the spring and summer of 2023. Their drafts were discussed in multiple full staff meetings and subsequently revised in response to group input. Staff reviewed the UNM 2040 framework in order to ensure this plan aligned with the University's larger vision (see Appendix 3). This document is the result of this work and provides a framework for calendar years 2024 to 2026 that is both aspirational and achievable.

Like the earlier document from which it derives, this document is a framework, distinct from a traditional plan as it creates a conceptual approach to the work of the Museum as well as detailed list of goals and priorities and the steps identified to meet them. 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. 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.

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 continue to guide the Museum toward a revitalized role with greater impact. This work will be pursued with the lens of identifying what is essential, determining how the Maxwell can contribute to the greater well-being of the University and the diverse communities it serve 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

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 transformation, it is institutions like the Maxwell that can make a difference.

INSTITUTIONAL ASSESSMENT (2019-2020)

Introduction

A critical stage of Museum planning in the development of the initial 2020-2023 plan was an institutional assessment, conducted with the goal taking a holistic, birds-eye view of the institution, to 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. The assessment was undertaken with the recognition that as a university anthropology museum, the Maxwell Museum has multiple roles. 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 and knowledge 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?

Highlights of 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.

Many of the conclusions of the 2019 assessment remain valid in 2023. All are summarized below (for a full discussion, see the appended 2020-23 strategic framework).

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.*

Visibility and Public Engagement Need to be Enhanced

- *Visibility is low on Campus and in the greater community, yet high among other anthropology museums.*
- *The range of audiences is prime to develop and expand.*
- *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.*
- *Educational programs received positive responses.*

Native American Relations Cited as High Priority

- *Building lasting relations with Native Americans among different tribes and tribal representatives is viewed as essential for the future of the Museum.*

Untapped Opportunities with the Maxwell and UNM

- *The relationship with the University is ripe to strengthen for the benefit of all.*
- *The Museum Studies Program and the Maxwell have a strong and positive working relationship.*
- *Significant leadership changes throughout the University provide a moment to strengthen relationships for the future.*
- *The Maxwell functions within a complex University system which is both a plus and sometimes a challenge.*

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*
- *The current organizational structure is not ideal, negatively impacting efficiencies and greater coordination both within the Museum and with the University.*

Staff and Organizational Culture Need to Improve

- *Staff morale and organizational culture were cited as unhealthy by many staff who were interviewed.*
- *Many heralded the volunteers and numerous student interns as a big plus.*

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.*
- *New revenue sources along with University support will be needed for the future.*
- *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.*

The vision for each of the four initiatives that emerged from this assessment and the 2019-20 and 2023 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

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. As these outcome measurements are reviewed, they may require adjustment and, in some cases, new outcome measurements will be developed. The 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 respond 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 3Rs, 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 inventories and entered into a digital records system 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, 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 tools and 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

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 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, school trunks, 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.

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 systemic changes across the institution. It is understood that this shift will take time, a holistic approach, and ongoing education throughout the staff regarding 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, as well as the knowledge and content created and shared and accessibility ensured through exhibitions, public and educational programs, in all areas of the museum. The foundational work undertaken here includes 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

The organizational structure and staff internal culture require ongoing 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 well 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 Museum will benefit from greater clarity of structures and processes and from deeper understandings of the roles and responsibilities in all areas of museum work coupled with strengthened appreciation of the myriad ways that all staff contribute to meeting the Museum's mission and vision. The staff commits to continued efforts to break down silos and work collaboratively and cooperatively across the Institution. 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. First, the creation of a complete, informed financial budget needs to be undertaken, so that budget information can be regularly planned, integrated, tracked, and communicated with staff. To do this, the limitations of UNM budget and financial reporting

frameworks will need to be remediated through the development of strong internal accounting systems and budget planning processes. The availability of accurate and timely financial information is a primary tool for operation, which in turn provides information essential for fundraising, revenue generation and planning. Transparency will be important to enabling Museum staff to 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.

Evaluation of Progress

This framework is a living document. As work progresses and internal and external conditions inevitably affect the Museum, 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 continues to align in the efforts to achieve an integrated institution relevant to its diverse audiences that meets the aspirational mission, vision and values articulated in this document. Staff will regularly evaluate their progress in meeting goals and initiatives. All staff are responsible for ensuring that this plan succeeds. The Director, supported by a leadership team representing all areas of the Museum, is responsible to support staff in this work, ensuring ongoing and realistic progress in meeting the goals and priorities expressed here.

To do this, the Museum will regularly review and evaluate its progress, through:

- Instituting regular bi-monthly meetings of the strategic plan leadership team to report on and review progress. The membership of this four-member committee will be appointed annual by the director, and will represent all areas of the Museum (e.g., collections, admin, interpretation)
- Development of an annual checklist that lists initiatives, specific goals, and staff involved in meeting each goal. This checklist will be regularly consulted by all staff and discussed at staff meetings.
- An annual retreat will be held in January of each year to assess and evaluate progress and modify the framework as appropriate. An assessment survey will be prepared and circulated by the Director in early December, with results reported to staff in advance of a annual retreat to be held in January. The retreat will normally be held prior to the start of the spring semester on the second or third Monday of January (whichever does not conflict with MLK day).
- A mid-year assessment of progress will take place in a dedicated staff or project meeting in July, at the start of each fiscal year.

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

INITIATIVES, YEAR 1

INITIATIVE 1: INCREASE PUBLIC ENGAGEMENT (YEAR 1, 2024)		
GOALS	ACCOUNTABILITY	FUNDING REQUIREMENTS
<i>Integrated Strategy for Public Engagement</i>	Director and Staff	Staff time
1.1 Define an expansive and integrated approach and view of public engagement with broad participations supported by processes		
1.1.1 Constitute a public engagement committee with the responsibility to develop policies and best practices for public and educational programs, including overseeing proposal review and program evaluations (using assessment tool and measured against MVV, 3Rs, audience, desired impact, cost, staff demands, appropriate vehicle, etc.).	Director, Curator of Public Programs, Curator of Education	Staff time
1.1.2 Create and adhere to a long-term calendar of public engagement activities	Public Engagement Committee	Staff time
1.1.3 Design and conduct an assessment of current audiences and programs to determine what to keep, modify, place on hold, or eliminate	Curator of Education, Curator of Public Program, Public Engagement Committee	Staff time
1.1.3.a. as appropriate, identify new or expanded audiences museum would like to reach, and resources, strategies, and ability to do so	Curator of Education, Curator of Public Program, Public Engagement Committee	Staff time
1.1.3.b Build in evaluation of all programs as matter of course	Curator of Education, Curator of Public Program, Public Engagement Committee	Staff time, cost of external assessor as needed.
<i>Temporary Exhibitions</i>	Director, Curator of Exhibits, Preparator	Staff time
1.2 Develop and implement formal policies and procedures for temporary exhibitions, including proposal review, scheduling, budgeting, implementation, promotion, and evaluation		
1.2.1 Create exhibit committee to review and evaluate exhibition proposals (measure against MVV, 3Rs, audience, desired impact, cost, etc.).	Director	Staff time
1.2.1.a Develop three-year exhibition schedule for major temporary exhibitions; develop calendar for all aspects of exhibition development, installation, promotion, and evaluation	Curator of Exhibits, Exhibit committee	Staff time
1.2.2 Implement and schedule regular meetings of all relevant staff to review status and ensure cross-museum coordination of upcoming exhibitions	Director, Curator of Exhibits, All staff	Staff time
1.2.3 Develop and implement program for evaluation of exhibitions	Curator of Exhibits, Exhibit committee	Staff time
<i>Permanent Exhibitions</i>	Director, Curator of Exhibits, Curator of Ethnology, Curator of Archaeology	Staff time, grants and honoraria for participants
1.3 Undertake integrated planning for the redevelopment of the Museum’s two permanent exhibitions		

INITIATIVE 1: INCREASE PUBLIC ENGAGEMENT (YEAR 1, 2024)

GOALS	ACCOUNTABILITY	FUNDING REQUIREMENTS
1.3.1 Complete design and content development for <i>Becoming Us</i> (human evolution exhibition), see also Initiative 4	Director, <i>Becoming Us</i> Advisory team	Staff time, honoraria
1.3.2 With Native Advisory Committee, develop major themes and priorities for new Southwest exhibition; develop funding plans and apply for funding to support further work	Curator of Archaeology, Curator of Ethnology, Director	Staff time, honoraria, travel, costs (internal and external grants)
<i>Communications Plan</i>		
1.4 Create a formal plan for external and internal communication, including strategies, consistent brand, relevance, schedule, and appropriate vehicles	Public Engagement (PE) Committee	Staff time
1.4.1. Create a plan for social media communication, including staffing and resources required <ul style="list-style-type: none"> • Develop checks and balances to ensure information is appropriate approved 	Curator of Public Programs, Director, Admin Assistant	Staff time
1.4.2 Identify tools and appropriate systems for basic flow of information both internally and externally and address <ul style="list-style-type: none"> • Coordination with the University Marketing and Communication (UMAC) • Develop checks and balances to ensure information is appropriate/approved 	Public Engagement Committee	Staff time
1.4.2 Begin process of drafting an integrated style guide (“branding”) for Museum for temporary exhibitions, social media, press releases, promotions, etc.	Curator of Exhibits, All staff	Staff time
<i>Advisory Committees</i>		
1.5 Define roles and expectations and build advisory committees to support all areas of museum work	Director, All staff	Staff time
1.5.1 Define roles and objectives for creation of Student Advisory Committee	Director, Curator of Public Programs	Staff time
1.5.2 Initiate Native Advisory Committee(s) through work on new permanent exhibition	Director, Curator of Ethnology, Curator of Archaeology	Staff time, honoraria
1.5.3. Work with <i>Becoming Us</i> Advisory team for develop of content for new human evolution exhibition	Director, Curator of Education	Staff time, honoraria
<i>University Engagement</i>		
1.6 Engage range of stakeholders within the University to continue to strengthen the use of the Maxwell by classes, students, staff, and faculty	Director, Curator of Public Programs, All staff	Staff time
1.6.1 As staffing and resources allow, continue to implement and develop uses of museum spaces for innovative programs and activities in keeping with Mission, Vision, and Values (MVV), to broaden ways that University can use Maxwell to enhance University life	Curator of Public Programs, Public Engagement Committee	Staff time
1.6.2 Develop educational content for University classes to use temporary and permanent exhibitions for pedagogy	Exhibition Curators, Curator of Exhibitions, Curator of Education	Staff time

INITIATIVE 1: INCREASE PUBLIC ENGAGEMENT (YEAR 1, 2024)

GOALS	ACCOUNTABILITY	FUNDING REQUIREMENTS
<p><i>External Engagement</i></p> <p>1.7 Explore outlets and effective (within staffing and resource constraints) mechanisms, media, and strategies to further expand Maxwell Museum exhibitions and programs beyond the campus, including to UNM Branch campuses, and rural and tribal communities.</p>	<p>Director, Curator of Public Programs, Hibben Fellow, All staff.</p>	<p>Staff time, variable costs – from internal and external funds</p>
<p>1.7.1 Begin preliminary outreach to UNM branch campuses to identify needs, interests, and possible venues for future efforts</p>	<p>Director, Hibben Fellow</p>	<p>Staff time</p>

INITIATIVE 2: EXPAND KNOWLEDGE, CONTENT, AND ACCESSIBILITY (YEAR 1, 2024)

GOALS	ACCOUNTABILITY	FUNDING REQUIREMENTS
<i>Evaluation for Potential Initiative Expansion</i>		
1.8 Work to expand recognition and processes for documenting contributions to knowledge, content, and accessibility across the museum		Staff time
1.8.1 develop surveys to solicit information in order to ascertain what areas are under-represented in this initiative.	Curator of Ethnology, Preparator	Staff time
1.8.2 As appropriate, expand Initiative 2 to include goals and metrics that explicitly incorporates under-represented areas of Public Programs, Education, and OCA	Curator of Ethnology, Preparator, Interpretation staff, OCA	Staff time
<i>Collections/Archives: Improve collection documentation, digitization, curation, and NAGPRA compliance</i>		
1.9 Database/Digital infrastructure: Continue development of collections database and work to expand public accessibility to collections information	Registrar, Collections Managers, Archivist, NAGPRA Coordinator, Curators	Staff time
1.9.1 Continue clean up of existing data, review and update records, add images, and attachments, as appropriate	Sr. Collection Managers, Archivist	Staff time
1.9.2 Continue addition of collection information from archaeology, archives, and new collections in all divisions; add new accessions/events, etc.	Sr. Collection Managers, Archivist	Staff time
1.9.3 Create drafts of guidelines and protocols for objects/accessions that will be restricted from public access (consult with Native Advisors)	Curators, Archivist, Sr. Collection Managers, NAGPRA Coordinator,	Staff time, honoraria
1.9.4 Design format for NAGPRA reporting, and other needs, as appropriate, with support from Whirl-i-Gig	Registrar, NAGPRA Coordinator	Staff time, internal funds
1.9.5 Identify goals and seek funding for external interface for database	Registrar, Director, Collection and Interpretation Staff	Staff time
1.10 Curation: Continue to work to address ongoing collections/archives needs to support ethical and appropriate care, protection and access to collections and archives, with reference to the 3Rs	Curators, Collection Managers, Archivist	
1.10.1 Assess current storage and capacity; address small-scale concerns as feasible	Curators, Collection Managers, Archivist	Staff time, internal funds
1.10.2 Implement NEH funded collection rehousing project	Sr. Collection Managers Archaeology and Ethnology, Curators, Archaeology and Ethnology	Staff time, grant funding
1.10.3 Identify priorities for additional grant-funded improvements to address major concerns; identify potential funding sources (with Initiative 4), as appropriate continue to apply for collection grants	Director, Collections Committee	Staff time
1.10.4 Continue to seek guidance from Indigenous knowledge holders concerning appropriate	Director, Curators, Sr. Collection	Staff time,

INITIATIVE 2: EXPAND KNOWLEDGE, CONTENT, AND ACCESSIBILITY (YEAR 1, 2024)

GOALS	ACCOUNTABILITY	FUNDING REQUIREMENTS
curation and access to collections with the goal of developing written policies and protocols concerning access, privacy, and confidentiality	Managers	honoraria
1.10.5 Continue to work to clarify collection ownership vs repository collections	Curators, Collection managers	Staff time
1.11 Collection Policies and Procedures	Collection Committee	Staff time
1.11.1 Review and, as necessary, update collection policies and procedures	Collection Committee	Staff time
1.11.2 With Provost Office, University Counsel, Museum Council, clarify approvals and process for deaccessioning.	Director, Registrar, Collections staff	Staff time
1.12 NAGPRA fulfillment. Continue to work on NAGPRA efforts; develop policies in response to pending updating Federal guidelines.	NAGPRA Coordinator, Director, Collection Staff	Staff time, grants
<i>Exhibitions and Public/Educational Programs:</i> 1.13 Undertake planning and development of guidelines and procedures to support the production and preservation of knowledge, the dissemination and curation of content, and accessibility across all areas of the Museum (see also Initiative 1)	Curator of Exhibits, Curator of Education, Curator of Public Programs, Archivist, Director.	Staff time
1.13.1 Codify process for reviewing, implementing and evaluating educational goals and effectiveness of all exhibitions and programs (see Initiative 1)	Curator of Education, Curator of Exhibits, Curator of Public Programs	Staff time
1.13.2 Formalize procedure and timetable for documentation of work products of exhibitions, educational program, and public programs (research records, drafts, brochures, panels, etc.), and permanent storage in archives or server.	Archivist, Curator of Exhibits, Curator of Education, Curator of Public Programs, Preparator	Staff time
1.13.3 Research museum best practices for physical and virtual accessibility, as basis for development and implementation of Maxwell accessibility guidelines	Hibben fellow, preparator?	Staff time, \$ for participation in training/workshops (endowment earnings)
<i>Dissemination</i> 1.14 Develop process, schedule and identify budgetary and staffing needs for the integrated dissemination of contributions to knowledge in all areas of the Museum across multiple media, through such venues as Maxwell Technical Papers, OCA reports, press releases, social media, conference papers, and scholarly publications (See Initiative 1, integrated with Maxwell Communication Plan)	Curator of Public Programs, Director, All staff	Staff time
1.14.1 Work to track all scholarly and popular publications and press references based on or presenting Maxwell Museum collections, exhibitions, and programs	Curators of Collections, Public Program Manager, Collection Managers, Archivist	Staff time

INITIATIVE 3: INTEGRATE ORGANIZATIONAL STRUCTURE (YEAR 1, 2023-2024)

GOALS	ACCOUNTABILITY	FUNDING REQUIREMENTS
<p><i>Integrated Operations</i></p> <p>1.15 Implement process of defining and operating as an integrated operation with activities that build cohesion and increase organizational effectiveness</p>	Director	
<p>1.15.1 Maxwell Museum of Anthropology Employee Manual: Create employee manual to help with onboarding new employees and provide current employees a resource to answer basic questions.</p> <ul style="list-style-type: none"> • Research contents of employee manuals and create an outline of entire manual 	Archivist; Unit Admin, Admin Assistant	Staff time
<p>1.15.2 Trainings and Workshops: implement museum-wide training for staff professional development</p>	Director, Unit Admin	Staff time, \$\$
<p>1.15.2.a. Basic first aid/CPR training</p>	Director; Unit Admin; Other staff	\$\$
<p>1.15.2.b. Conflict resolution. Workshop/webinar through HR or other platform</p>	Director; Unit Admin; Other staff	Staff time
<p>1.15.2.c. Implement staff continuing education/training – webinars, workshops (two per year)</p>	Director; Unit Admin; Other staff	Staff time, \$\$
<p>1.15.2.d. Software trainings. Decide software needs for museum work and train as needed</p>	Unit Admin; Finance Group	\$\$??
<p>1.15.2.e Disaster plan (trainings and scenarios). Review annually. Revise as needed.</p>	Registrar; All Staff	Staff time
<p>1.15.3 Better Integrate OCA with Museum</p>	Director, Unit Admin	Staff time
<p>1.15.3.a. Improve communication: Add all OCA staff to the Maxwell listserv.</p>	OCA Admin	Staff time
<p>1.15.3.b As appropriate, integrate OCA with planning and participation in Exhibits, Public Programs and Education</p>	Director; Curators of Exhibits, Public Programs & Education; other staff	Staff time
<p>1.15.3.c. Coordinate forms/record keeping – Maxwell staff will work with OCA to create/tailor/share Maxwell forms for OCA needs..</p>	Registrar; Collection Manager(s); Archivist; OCA staff	Staff time
<p>1.15.3.d. Evaluate and, as appropriate, relocate archival and archaeological materials and electronic records from OCA to Maxwell.</p>	Archivist; Collection Manager(s); OCA Staff	Staff time
<p><i>Staffing Needs</i></p> <p>1.16 Assess staffing needs. Identify and prioritize positions/roles needed for improved operations to serve mission and vision</p>	Director, Unit Admin, All staff	Staff time

INITIATIVE 3: INTEGRATE ORGANIZATIONAL STRUCTURE (YEAR 1, 2023-2024)

GOALS	ACCOUNTABILITY	FUNDING REQUIREMENTS
Space Use and Allocation		
1.17 Review and develop plan for infrastructure changes that support integrated operations		
1.17.1 Survey staff to clarify space and storage needs. Evaluate findings, prioritize needs, identify potential funding sources	Director, All staff	Staff time
1.17.2 Staff office space: ongoing space assessment and work with College to address office space needs, beyond 1 st year temporary solution	Director	Staff time relocation costs
1.17.3 OCA space: evaluate emeritus offices and collections and records that can be transferred to Maxwell collections and archives	Archivist; OCA Director, Collection Managers(s)	Staff time
1.17.4 Identify potential spaces for permanent staff lounge/lunch room	Director	Staff time
Staff Engagement/Community Building		
1.18 Engage full staff in idea generation and foster an environment that encourages cross-departmental ideas and collaboration		
1.18.1 Hold Annual Retreat to review progress on meeting goals of strategic framework and discuss future projects	Director, Unit Admin	Staff time, rental/food costs
1.18.2 Staff meetings: implement committee structure (for exhibitions, collections, public engagement, projects) with membership that crosscuts museum divisions; coordinate meetings and implement practices to share outcomes	Director, All Staff	
1.18.3 Morale Building Activities		
5.a. Conduct two staff outings per year (during work day).	Revolving Staff responsibility	Travel costs; Staff time
5.b. Hold monthly staff meetings in different locales (OCA; Ethnology area, etc.) – create rotating schedule, schedule 6 months out	Director; Unit Admin; Admin Assistant	Staff time
5.c. Continue monthly birthday celebrations	Revolving Staff responsibility	Staff time
5.d. Annual holiday potluck, annual volunteer luncheon	Unit Admin, Public Program Manager	Staff time

INITIATIVE 4: BUILDING FINANCIAL SUSTAINABILITY (YEAR 1, 2024)

GOALS	ACCOUNTABILITY	FUNDING REQUIREMENTS
<i>Internal Financial Management and Planning</i>	Director, Unit Admin, Accountant	Staff time
1.19 Create internal process to align priorities, track resources, and enable future planning		
1.19.1 Research, test, and implement Project Management Software to track Exhibit and Public Programs timelines, staff needs, and costs.	Accountant, Unit Admin, Admin Assistant, Preparator	Software costs (ongoing operating expense)
1.19.2 Develop new tools to better track expenditures for exhibits, projects, and programs, and integrate with Project Management Software	Unit Admin, Accountant, Admin Assistant,	Staff time
1.19.2.a Develop and test new spreadsheet for tracking expenses by division and index	Unit Admin, Accountant, Admin Assistant,	Staff time
1.19.2.b Implement new process	Unit Admin, Accountant, All staff	Staff time
1.19.3 Using tools, ensure transparency in access to financial information and that staff have familiarity with Museum budget, decision-making processes, and available resources	Director, Accountant, All staff	Staff time
<i>University Support</i>		
1.20 With other UNM museums, work to enhance University support for museum operations	Director, Museum Council	Staff time
1.20.1 Institute regular evaluation of College support for Maxwell operating funds, work-study students, exhibitions, computers, infrastructure, etc. vs. actual expenditures; prepare budget requests for increased support based on gathered data	Director, Unit Admin, Accountant	Staff time
1.20.2 Continue to pursue FY23 requests to Provost and VPR for database support and space evaluation for all UNM museums; identify additional potential joint requests as appropriate	Director, Museum Council	Staff time
<i>Develop Earned Income Strategy</i>	Director, All staff	Staff time
1.21 Develop an integrated strategy for earned income to better serve needs of the Museum and Mission, Vision and Values (MVV)		
1.21.1 Gather information, assess, and adjust as appropriate program fees for tours, education trunks, room rentals, field trips etc.	Unit Admin, Curator of Education, Curator of Public Programs, Accountant	Staff time
1.21.2 Develop guidelines and process for determining annual expenditures of flexible earned income resources, to include process for surveying to identify anticipated needs and process for review and equitable allocations	Director, Unit Admin, and ad hoc committee with rotating membership	Staff time
<i>Fundraising</i>		
1.22 Continue fundraising initiatives for permanent exhibitions (<i>Becoming Us</i>) and People of the Southwest	Director, Curator of Ethnology, Curator of Archaeology	Staff time
1.23 Continue fundraising for exhibitions, public programs, educational outreach, collections care, etc. through internal and external grants, donors, and university partners	All staff	Staff time

INITIATIVE 4: BUILDING FINANCIAL SUSTAINABILITY (YEAR 1, 2024)

<i>GOALS</i>	<i>ACCOUNTABILITY</i>	<i>FUNDING REQUIREMENTS</i>
1.23.1 Identify needs and potential sources of funding, and application process, keeping staff capacity in mind	All staff	Staff time
1.23.2 As appropriate and with approval of Director, work with UNM Foundation, Office of Sponsored Projects, and other UNM divisions on projects	Director, all staff	Staff time
<i>Professional Development</i> 1.24 Identify and provide professional training for fundraising and budget management for staff as needed (see Initiative 3)	Unit Admin, Accountant	Staff time, costs for training courses

INITIATIVES, YEAR 2

INITIATIVE 1: INCREASE PUBLIC ENGAGEMENT (YEAR 2, 2025)		
GOALS	ACCOUNTABILITY	FUNDING REQUIREMENTS
<i>Integrated Strategy for Public Engagement</i> 2.1 Continue an expansive and integrated approach and view of public engagement with broad participations supported by processes	Director and Staff	Staff time
2.1.1 Following public engagement committee guidelines established in year 1, create, disseminate and adhere to long-term calendar of public engagement activities	Director, Public Engagement Committee	Staff time
2.1.2 Continue to work to evaluate, expand and support desired audiences	Curator of Education, Curator of Public Program, Public Engagement Committee	Staff time
2.1.3 Continue evaluation of all programs as matter of course	Curator of Education, Curator of Public Program, Public Engagement Committee	Staff time, cost of external assessor as needed.
<i>Interpretive Plan</i> 2.2 Define and develop an interpretive plan for the institution and address: <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 outsidevoices 	Director, Curator of Exhibits and staff	Staff time
<i>Temporary Exhibitions</i> 2.3 Implement and as necessary revise formal policies and procedures for temporary exhibitions, including proposal review, scheduling, budgeting, implementation, promotion, and evaluation	Director, Curator of Exhibits, Preparator, Exhibits Committee	Staff time
<i>Permanent Exhibitions</i> 2.4 Continue planning and implementation of the redevelopment of the Museum’s two permanent exhibitions	Director, Curator of Exhibits, Curator of Ethnology, Curator of Archaeology	Staff time, grants and honoraria for participants
2.4.1 Complete installation of <i>Becoming Us</i> (human evolution exhibition), see also Initiative 4	Director, <i>Becoming Us</i> Advisory team, Curator of Exhibits, Preparator	Staff time, honoraria

INITIATIVE 1: INCREASE PUBLIC ENGAGEMENT (YEAR 2, 2025)

GOALS	ACCOUNTABILITY	FUNDING REQUIREMENTS
2.4.2 With Native Advisory Committee, continue to refine content for Southwest exhibition; seek major funding for implementation	Curator of Archaeology, Curator of Ethnology, Director	Staff time, honoraria, travel, costs (internal and external grants)
<i>Communications Plan</i> 2.5 Implement and as necessary revise communication plan that includes strategies, consistent brand, relevance and appropriate vehicles	Public Engagement (PE) Committee, Director	Staff time
2.5.1 Finalize integrated style guide, implement regular evaluation and oversight process	Curator of Exhibitions, Public Engagement Committee	
2.5.2 Design, evaluate, and approve new Museum logo	All staff, Native Advisory Committee	Staff time, honoraria
2.5.3 Evaluate Museum web site and determine if a redesign is desirable/necessary	Director, Curator of Exhibits, All staff	
<i>Advisory Committees</i> 2.6 Define roles and expectations and build advisory committees to support all areas of museum work	Director, All staff	Staff time
2.6.1 Evaluate and as necessary refine expectations and roles of Student Advisory Committee	Director, Curator of Public Programs	Staff time
2.6.2 Native Advisory Committee(s) continues work on new permanent exhibition; codify a permanent Native Advisory committee from members of exhibit advisory group	Director, All staff	Staff time, honoraria
<i>University Engagement</i> 2.7 Continue to engage range of stakeholders within the University to continue to strengthen the use of the Maxwell by classes, students, staff, and faculty	Director, Curator of Public Programs, All staff	Staff time
2.7.1 As staffing and resources allow, continue to implement and develop uses of museum spaces for innovative programs and activities in keeping with MVV to broaden ways that University can use Maxwell to enhance University life	Curator of Public Programs, Public Engagement Committee	Staff time, \$\$?
<i>External Engagement</i> 2.8 Formalize plan and strategies for external engagement for sharing Maxwell Museum exhibitions and programs beyond the campus, including to UNM Branch campuses, and rural and tribal communities.	Director, Curator of Public Programs, Hibben Fellow, All staff.	Staff time, ??
2.8.1 identify existing content that could travel to other venues; develop budget for costs and identify possible funding strategies	Hibben Fellow, Preparator	Staff time, ??
2.8.2 Host initial external programs or exhibitions, with evaluation	Curator of Exhibits, Curator of Public Programs, Hibben Fellow	Staff time, \$\$?

INITIATIVE 2: EXPAND KNOWLEDGE, CONTENT, AND ACCESSIBILITY (YEAR 2, 2025)

GOALS	ACCOUNTABILITY	FUNDING REQUIREMENTS
<i>Potential Initiative Expansion</i>		
2.9 Based on results of year 1 review, add and implement new goals and metrics for Initiative 2		Staff time
<i>Collections/Archives:</i> Continue to improve collection documentation, digitization, curation, and NAGPRA compliance	Registrar, Collections Managers, Archivist, NAGPRA Coordinator, Curators	Staff time
2.10 Database/Digital infrastructure: Continue development and additions of records and images to collections database; work to expand public accessibility of collections information		
2.10.1 If funding secured, design and test public interface of collection database; as appropriate, reapply for funding	Registrar, Director, Collection and Interpretation Staff	Staff time
2.11. Curation: Continue to work to address ongoing collections/archives needs to support ethical and appropriate care, protection, and access to collections and archives, with reference to the 3Rs	Curators, Collection Managers, Archivist	
2.11.1 Continue to address small-scale concerns as feasible	Curators, Collection Managers, Archivist	Staff time, internal funds
2.11.3. As appropriate, continue to apply for collection grants, and continue implementation of NEH rehousing grant	Sr. Collection Managers, Archivists	Staff time
2.11.4 Continue to seek guidance from Indigenous knowledge holders concerning appropriate curation and access to collections; draft and implement written policies and protocols concerning access, privacy, and confidentiality	Director, Curators, Sr. Collection Managers	Staff time, honoraria
2.12 Collection Policies and Procedures	Collection Committee	Staff time
2.12.1 Review and, as necessary, update collection policies and procedures	Collection Committee	Staff time
2.13 NAGPRA fulfillment. Continue to work on NAGPRA efforts; develop policies in response to pending updating Federal guidelines.	NAGPRA Coordinator, Director, Collection Staff	Staff time, grants
<i>Exhibitions and Public/Educational Programs:</i>		
2.14 Implement guidelines and procedures for the preservation of knowledge, the dissemination and curation of content, and accessibility across all areas of the Museum (see also Initiative 1)	Curator of Exhibits, Curator of Education, Curator of Public Programs, Archivist, Director.	Staff time
2.14.1 Based on review of best practices, develop and implement guidelines to ensure accessibility across the museum	Curator of Exhibits, Preparator	Staff time, \$?
<i>Dissemination</i>		
2.15 Continue to implement processes for the integrated dissemination of contributions to knowledge in all areas of the Museum, and to track publications based on or referencing Maxwell Museum collections, exhibitions, programs (see Initiative 1 Communication Plan)	Curator of Public Programs, Director, All staff	Staff time

INITIATIVE 3: INTEGRATE ORGANIZATIONAL STRUCTURE (YEAR 2,2025)

GOALS	ACCOUNTABILITY	FUNDING REQUIREMENTS
<p><i>Integrated Operations</i> 2.16 Implement process of defining and operating as an integrated operation with activities that build cohesion and increase organizational effectiveness</p>	Director	
2.16.1 Maxwell Museum of Anthropology Employee Manual: complete 50%	Archivist; Unit Admin, Admin Assistant	Staff time
2.16.2 Trainings and Workshops: continue museum-wide training for staff professional development	Director, Unit Admin, other staff	Staff time, \$\$
2.16.3 Continue to Better Integrate OCA with Museum	Director, Unit Admin	Staff time
2.16.3.a Create guidelines and document retention schedule for transfer of physical collections, archival records and digital archives to Maxwell.	Archivist; Collection Manager(s); OCA Staff	Staff time
<p><i>Staffing Needs</i> 2.17 Work with Dean’s office, UNMF, and other UNM Museums for approval and hiring of positions of top priority new staff positions</p>	Director, Unit Admin, All staff	Staff time
<p><i>Space Use and Allocation</i> 2.18 Develop plan for infrastructure changes that support integrated operations</p>		
2.18.1 Using survey findings and working with College Facilities, Planning, and Dean’s Office, develop prioritized plan for space rearrangement, expansion, renovations. Identify funding sources	Director, All staff	Staff time
2.18.2 Staff office space: Reassess and work with A&S Dean’s office to address long-term solutions, including need for growth for new staff	Director	Staff time relocation costs
2.18.3 Space needs. Complete cleanup of OCA offices to make more effective use of OCA space	Archivist; OCA Director, Collection Managers(s)	Staff time
2.18.4 Work with College to secure space for permanent staff lounge/lunch room	Director	Staff time
<p><i>Staff Engagement/Community Building</i> 2.19 Continue to engage full staff in idea generation and foster an environment that encourages cross-departmental ideas and collaboration, including annual retreat, staff meetings, morale building activities</p>	Director, All staff	Staff time, costs for retreat, outings.
2.19.1 Evaluate and if necessary modify committee structure (for exhibitions, collections, public engagement, etc.) ensuring that committee membership cross-cuts museum divisions; coordinate meetings and practices to share outcomes	Director, All Staff	Staff time

INITIATIVE 4: BUILDING FINANCIAL SUSTAINABILITY (YEAR 2, 2025)

GOALS	ACCOUNTABILITY	FUNDING REQUIREMENTS
<p><i>Internal Financial Management and Planning</i> 2.20 Review and modify as needed internal process to align priorities, track resources, and enable future planning</p>	Director, Unit Admin, Accountant	
<p>2.20.1 Evaluate and if necessary modify project management software and tools for tracking expenditures</p>	Unit Admin, Accountant, All staff	Staff time, software costs
<p><i>Earned Income Strategy</i> 2.21 Continue to refine earned income strategy and expenditures</p>		
<p>2.21.1 Conduct review of membership fees, benefits, and effectiveness of Museum services; adjust as appropriate</p>	Director, Unit Admin, Curator of Public Programs	
<p>2.21.2 Maxwell Store merchandising effort: review sales, pricing, promotion, inventory needs, continue to solicit new artists</p>	Unit Admin, Admin Asst/Store Manager, ad hoc committee	
<p><i>Development Plan</i> 2.22 Create and implement a development plan to guide efforts moving forward including</p> <ul style="list-style-type: none"> • Specific targets in each area of contributed income, such as individual donors, grants, endowment gifts, and corporate and business support • Increase level of support through UNM Foundation for higher results • Develop strategies and support systems for engaging participation across the staff and with donors 	Director, staff as appropriate	Staff time in collaboration with the UNMF
<p><i>Ongoing</i> 2.23 Identify and provide professional training for fundraising and budget management for staff as appropriate.</p>	Unit Admin, Accountant	Staff time, costs for training courses
<p>2.24 Continue coordinated fundraising initiatives for permanent exhibitions, temporary exhibitions, public programs, educational programs, etc. through internal and external grants, donors, and university partners</p>	Director, All staff	Staff time
<p>2.25 With other UNM museums continue work to enhance University support for museum operations</p>	Director, Museum Council	Staff time

INITIATIVES, YEAR 3

INITIATIVE 1: INCREASE PUBLIC ENGAGEMENT (YEAR 3, 2026)		
GOALS	ACCOUNTABILITY	FUNDING REQUIREMENTS
<p><i>Integrated Strategy for Public Engagement</i></p> <p>3.1 Continue expansive and integrated approach and view of public engagement with broad participations supported by processes</p>	Director, Public Engagement Committee	Staff time
<p><i>Interpretive Plan</i></p> <p>3.2 Review and modify as necessary interpretive plan</p>	Director, staff	Staff time
<p><i>Permanent Exhibitions</i></p> <p>3.3 Continue planning and implementation of the redevelopment of the Museum’s two permanent exhibitions</p>	Director, Curator of Exhibits, Curator of Ethnology, Curator of Archaeology	Staff time, grants and honoraria for participants
<p>3.3.1 Evaluation and remediation of <i>Becoming Us</i> (human evolution exhibition)</p>	Director, Curator of Exhibits, Curator of Education	Staff time, honoraria
<p>3.3.2 With Native Advisory Committee, complete content development for Southwest exhibition; continue fundraising for implementation</p>	Curator of Archaeology, Curator of Ethnology, Curator of Exhibitions, Director	Staff time, honoraria, travel, costs (internal and external grants)
<p><i>Communications Plan</i></p> <p>3.4 Continue to implement communication plan that includes strategies, consistent brand, relevance and appropriate vehicles</p>	Director,	Staff time
<p>3.4.1 Implement new web site, as determined appropriate.</p>	Director, Curator of Exhibits, All staff	
<p><i>Advisory Committees</i></p> <p>3.5 Continue to work with advisory committees (student, Native); determine if additional advisory committees (e.g., faculty, K-12 educator, etc.) are necessary and useful for museum functioning</p>	Director, All staff	Staff time
<p><i>University Engagement</i></p> <p>3.6 Continue to engage range of stakeholders within the University to strengthen the use of the Maxwell by classes, students, staff, and faculty</p>	Director, Curator of Public Programs, All staff	Staff time
<p><i>External Engagement</i></p> <p>3.7 Continue to implement program for sharing museum content beyond the UNM campus</p>	Director, All staff	Staff time

INITIATIVE 2: EXPAND KNOWLEDGE, CONTENT, AND ACCESSIBILITY (YEAR 3, 2026)

GOALS	ACCOUNTABILITY	FUNDING REQUIREMENTS
<i>Collections/Archives:</i> Continue to improve collection documentation, digitization, curation, and NAGPRA compliance	Registrar, Collections Managers, Archivist, NAGPRA Coordinator, Curators	Staff time
3.8 Database/Digital infrastructure: Continue development of collections database; launch public interface of collection information	Registrar, Director, Collection and Interpretation Staff	Staff time
3.9 Curation: Continue to work to address ongoing collections/archives needs to support ethical and appropriate care, protection and access to collections and archives, with reference to the 3Rs	Curators, Collection Managers, Archivist	
3.9.1 As appropriate, continue to apply for collection grants, and complete implementation of NEH rehousing grant	Sr. Collection Managers, Archivists	Staff time
3.9.2 Continue to seek guidance from Indigenous knowledge holders concerning appropriate curation and access to collections; with the goal of developing written policies and protocols concerning access, privacy, and confidentiality	Director, Curators, Sr. Collection Managers	Staff time, honoraria
3.10 Collection Policies and Procedures	Collection Committee	Staff time
3.10.1 Review and, as necessary, update collection policies and procedures	Collection Committee	Staff time
3.11 NAGPRA fulfillment. Continue work on NAGPRA efforts; as appropriate apply for NAGPRA Consultation and Inventory Grant	NAGPRA Coordinator, Director, Collection Staff	Staff time, grants
<i>Exhibitions and Public/Educational Programs:</i>		
3.12 Continue implementation of procedures for the preservation of knowledge, the dissemination and curation of content, and accessibility across all areas of the Museum (see also Initiative 1)	Curator of Exhibits, Curator of Education, Curator of Public Programs, Archivist, Director.	Staff time
<i>Dissemination</i>		
3.13 Continue to implement processes for the integrated dissemination and tracking of contributions to knowledge in all areas of the Museum	Curator of Public Programs, Director, All staff	Staff time

INITIATIVE 3: INTEGRATE ORGANIZATIONAL STRUCTURE (YEAR 3, 2025-2026)

GOALS	ACCOUNTABILITY	FUNDING REQUIREMENTS
<p><i>Integrated Operations</i> 3.14 Evaluate and as necessary modify processes and training to ensure effectiveness of new ways of operating as an integrated organizational structure</p>	Director	
<p>3.14.1 Employee Manual: Complete employee manual and establish schedule of regular review</p>	Archivist; Unit Admin, Admin Assistant	Staff time
<p>3.14.2 Trainings and workshops: continue museum-wide training for staff professional development</p>	Director, Unit Admin	Staff time, \$\$
<p><i>Staffing Needs</i> 3.15 Work with Dean’s office, UNMF, and other UNM Museums for approval and hiring of positions of top priority new staff positions</p>	Director, Unit Admin, All staff	Staff time
<p><i>Space Use and Allocation</i> 3.16 Continue to refine and implement plan for infrastructure changes that support integrated operations</p>	Director	Staff time
<p>3.16.1 Staff office space. Continue to work to resolve current needs; formalize long term space plans, including for future positions</p>	Director, All staff	Staff time
<p><i>Ongoing: Staff Engagement/Community Building</i> 3.17 Continue to engage full staff in idea generation and foster an environment that encourages cross-departmental ideas and collaboration, including annual retreat, staff and committee meetings, morale building activities</p>	Director, Unit Admin, All staff	Staff time, rental/food costs

INITIATIVE 4: BUILDING FINANCIAL SUSTAINABILITY (YEAR 3, 2026)

GOALS	ACCOUNTABILITY	FUNDING REQUIREMENTS
<i>Development Plan</i>		
3.18 Continue to implement develop plan needed to guide efforts moving forward	Director	Staff time
3.18.1 Adjust specific targets as results are assessed	Staff as appropriate	Staff time
<i>Ongoing</i>		
3.19 Identify and provide professional training for fundraising and budget management for staff as needed.	Unit Admin, Accountant	Staff time, costs for training courses
3.20 Continue to evaluate and update earned income strategy	Director, Unit Admin, Accountant, Curator of Public Programs, Curator of Education	
3.21 Continue to review and modify as needed internal process of budget management and tracking.	Director, Unit Admin, Accountant	
3.22 Continue coordinated fundraising initiatives for permanent exhibitions, temporary exhibitions, public programs, educational programs, etc. through internal and external grants, donors, and university partners	Director, All staff	Staff time
3.23 With other UNM museums continue work to enhance University support for museum operations	Director, Museum Council	Staff time

APPENDICES

APPENDIX 1: STRATEGIC PLANNING PROCESS

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

Process Begins (September - November 2023)

- Anderson and Director meet to lay out planning process
- Process developed for assessment of outcome measurement

Assessment (December – January 2023)

- Assessment of outcome measurements completed
- Final documented circulated to staff

Staff survey (February 2023-April 2023)

- Staff survey draft
- Survey circulated April 2023
- Summary data provided to Director, in preparation for circulation to staff in advance of retreat

Strategic Planning Retreat (April - May 2023)

- Director and Anderson develop schedule and goals for May 8 retreat
- Anderson circulates Outcome Assessment, Staff Survey Results, and Mission, Vision, Values documents in advance of retreat
- Half day retreat held, May 8, 2023
 - Reviewed and assessed current plan and survey findings
 - Discussion of changes and shifts to plan moving forward
 - Work sessions on organizational culture
- Anderson report and recommendations received and circulated to staff, May 31, 2023

Leadership team and Working Groups Session (July-September 2023)

- Director appoints leadership team (Carrillo – Initiative 1, McChesney – Initiative 2, Tyink – Initiative 3, Lujan – Initiative 4) with charge to construct diverse committees (with membership representing all areas of the Museum) to review and revise 2020-23 initiatives in keeping with recommendations from strategic plan retreat
- Entire staff meets July 25, to discuss goals and begin work
- Committees prepare initial drafts of revised initiatives over multiple meetings (July-September)

Whole staff discussions

- Individual initiatives are discussed at August, September staff and project meetings
- Director compiles and organizes all initiatives; prepares draft of front matter, circulated to staff for October Project meeting
 - Each initiative reviewed and discussed at October Project meeting;
 - Director integrates changes, circulates draft prior to October staff meeting

Final review of plan

- Plan approved by Maxwell Museum staff, October 19, 2023, with discussion of initial steps for implementation

Approval by College

- Following addition of Appendix 3: Alignment of Maxwell Museum Strategic Framework with UNM 2040 Strategic Framework, plan was approved by College of Arts & Sciences Dean Jennifer Malat on January 9, 2024 (Appendix 4)

APPENDIX 2: 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 supervisory staff/division 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 with staff/divisions 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.

The 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 supervisors 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.

(modified from 2020-2023 Framework, Appendix B)

APPENDIX 3: ALIGNMENT OF MAXWELL MUSEUM STRATEGIC FRAMEWORK WITH UNM 2040 STRATEGIC FRAMEWORK

As a unit in the College of Arts and Sciences in the University of New Mexico, it is essential that Maxwell Museum’s Strategic Framework align with the larger vision of the University, as expressed in the **UNM 2040 Opportunity Defined Strategic Planning Framework** (<https://opportunity.unm.edu/>). The table below summarizes the alignment of the Maxwell Strategic Framework with the initiatives and objectives of UNM 2040.

UNM 2040 Goal 1: Advance New Mexico

The Maxwell Museum of Anthropology’s (MMA) strategic framework aligns with UNM 2040 Goal 1 by furthering and promoting scholarship on and understandings of New Mexico’s distinct cultures, peoples, and communities. The MMA addresses critical issues facing humanity and in so doing contributes to quality of life, educational and personal growth, and advancement of New Mexico and of human societies across the globe.

Maxwell objective (Year 1)	UNM 2040 objective	Description
Mission Initiative 1: 1.3, 1.6, 1.7 Initiative 2: 1.8, 1.9, 1.14	Objective 1	Research, exhibitions and programs at the MMA expand knowledge and address critical issues on such topics as human-induced climate change, science literacy, and a broad range of contemporary social and cultural issues.
Initiative 1: 1.6 Initiative 3: 1.15	Objective 2	The MMA embraces a leadership role in economic development, through investments in research, education, and diverse approaches to experiential learning. The Museum contributes to preparing UNM students for careers in museums, anthropology, and cultural resource management in private, tribal, state and federal positions.
Initiative 1: 1.1, 1.5, 1.6, 1.7 Initiative 2: 1.10, 1.12,	Objective 4	MMA engages a diversity of stakeholders, including tribal nations, local communities, city, state and federal agencies in areas of community collaboration, repatriation, curation of cultural heritage, and public communication of NM’s rich diverse heritage
Mission, Vision, Values Initiative 1: 1.6, 1.7	Objective 5	Through its exhibits, programs, and K-12 educational outreach, the MMA contributes to the life, cultures, and vibrancy of our state.

UNM 2040 Goal 2: Student Experience and Educational Innovation

The Maxwell Museum of Anthropology’s strategic framework aligns with UNM 2040 Goal 2 by creating diverse learning environments both inside and outside of the classroom in service to undergraduate and graduate student success. Through its collections, exhibitions, and programs, MMA provides unique hands-on, culturally-enriching, intellectually-challenging, diverse educational opportunities not accessible in traditional classroom settings.

Maxwell goal (Year 1)	UNM 2040 objective	Description
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Mission Initiative 1: 1.6 Initiative 3: 1.15 Initiative 4: 1.20	Objective 2	MMA creates educational pathways for students across diverse majors and programs by providing unique educational opportunities that enhance their classroom education and prepare them for a range of career opportunities and advanced studies in varied fields (such as museum studies, anthropology, cultural studies, cultural resource management --specifically at OCA--, etc., in private, tribal, state and federal positions.
Initiative 1: 1.6 Initiative 3: 1.15 Initiative 4: 1.20	Objective 3	MMA advances the workforce in NM by providing diverse practicum experiences and internships in all areas of museum work in agencies, institutions, and organizations throughout the state.
Initiative 1: 1.6 Initiative 3: 1.15 Initiative 4: 1.20	Objective 4	MMA provides rich experiential research and training opportunities to hundreds of UNM students per year in community engagement, internships, research and curation projects.
Initiative 1: 1.6, 1.7	Objective 5	Through exhibitions, public programs, and volunteer opportunities the MMA supports learners of all ages.

Goal 3 Inclusive Excellence

The Maxwell Museum of Anthropology’s strategic framework aligns with UNM 2040 Goal 3 most explicitly through our vision of “restoring voices, reconciling injustices and realizing community.” In operationalizing this vision, the MMA plan strives to expand opportunity, cultivate the potential of all of our stakeholders, create new knowledge and provide service to all New Mexicans.

Maxwell goal (Year 1)	UNM 2040 objective	Description
Initiative 1: 1.7 Initiative 2: 1.9,1.10, 1.13,1.14	Objective 1	The MMA consciously and conscientiously strives to expand physical and intellectual accessibility in order to serve our diverse communities.
Initiative 3: 1.15	Objective 3	The MMA supports and devotes resources and time to the professional development of staff.
Mission, Vision, Values Initiative 1: 1.1, 1.2, 1.3, 1.4, 1.5, 1.6; Initiative 2: 1.9, 1.10, 1.12, 1.13; Initiative 3: 1.15, 1.18	Objective 4	MMA is committed to creating an inclusive climate and expanding literacy in both our public-facing and internal work, and in practicing cultural humility in our work with diverse Indigenous and other communities.
Initiative 1: 1.1,1.6	Objective 5	Students in gateway courses in anthropology and museum studies regularly encounter and engage with the museum in ways that their educational experience. Advanced courses deepen this engagement with structured, diverse experiences and topics

UNM 2040 Goal 4: Sustainability

The Maxwell Museum of Anthropology’s Strategic Framework aligns with UNM 2040 Goal 4 through its commitment to create long-term sustainability and ensuring necessary resources to support all people of the state and the world

Maxwell goal (Year 1)	UNM 2040 objective	Description
Initiative 2: 1.9,1.10,1.16 Initiative 4: 1.20, 1.21,1.23	Objective 3	Through our unique expertise in research, curation, and heritage preservation, the MMA and Office of Contract Archeology work to diversify and expand sources of revenue to serve our mission and diverse publics.
Initiative 4: 1.21, 1.22, 1.23	Objective 4	The MMA fosters a culture of philanthropy by engaging diverse stakeholders and fostering multiple ways to support the museum and the communities it serves as volunteers and donors.
Initiative 1: 1.1, 1.2, Initiative 4:1.19	Objective 5	The MMA is committed to improving budget processes and planning with multi-year targeted horizons.
Initiative 1: all (1.1-1.7)	Objective 6	The MMA enhances the vibrancy of our community by activating our physical and virtual spaces through educational programs, concerts, lectures, and other cultural events.

UNM 2040 Goal 5: One University

The Maxwell Museum strategic framework aligns with UNM 2040 Goal 5 by serving as a bridge across the larger campus, including diverse colleges, departments and programs, thus strengthening the University and its impact.

Maxwell Goal (Year 1)	UNM 2040 objective	Description
Initiative 1: 1.5,	Objective 1	MMA regularly collaborates across the UNM system in research, programming, education, and community engagement.
All initiatives	Objective 3	The process and results of the MMA strategic framework identified gaps and areas for improving internal processes and administrative systems in order to provide better service in all areas of the Museum.
Initiative 1: 1.4	Objective 5	The MMA strives to communicate and celebrate our achievements through newsletters, annual report, email, social media, and media engagement.
Strategic Framework, all.	Objective 6	The MMA strategic framework is designed to be responsive and promote self-conscious reflection to ensure a nimble and responsive institution.

APPENDIX 3: A&S APPROVAL



TO: Carla Sinopoli, Director of the Maxwell Museum of Anthropology FROM: Jennifer Malat, Dean
DATE: January 8, 2024
RE: Maxwell Museum of Anthropology Strategic Plan

This memo documents my approval of the strategic plan for the Maxwell Museum of Anthropology. After careful review, I am convinced that this plan reflects the principles of inclusivity and community engagement and also demonstrates a forward-looking perspective on the issues that confront humanity. In addition, the strategic plan is aligned with "UNM 2040: Opportunity Defined," the University of New Mexico's strategic framework.

I am confident that the strategic plan for the Maxwell Museum of Anthropology will significantly contribute to the Maxwell Museum's advancement as well as our university's goals and to the broader community. I commend your team for developing this plan, and I eagerly anticipate its implementation.

APPENDIX 4: PLANNING PARTICIPANTS

Staff

Carla Sinopoli, Director

Chris Albert, Exhibit Preparator

Ethan Aronson, Administrative Assistant 3/Store Manager

Arman Barsamian, Accountant

Julián Antonio Carrillo, Curator of Public Programs

Erica Davis, Curator of Education

Alex Denning, Sr. Collection Manager, Osteology

Lauren Fuka, Sr. Collection Manager, Ethnology and Registrar

Russell Greaves, Director, Office of Contract Archeology

Evan Kay, GIS Specialist, Office of Contract Archeology

Sandy Lujan, Administrator

Lea McChesney, Curator of Ethnology and Ortiz Center Director

Dakota Pavell, Lab Manager, Office of Contract Archeology

Karen Price, Sr. Collection Manager, Archaeology

Kari Schleher, Curator of Archaeology, Assistant Professor of Anthropology

Diane Tyink, Archivist