

# PPHM

PANHANDLE-PLAINS HISTORICAL MUSEUM

## INSTITUTIONAL PLAN

### *Goals*

- 1. Develop and maintain a first-class museum facility**
- 2. Provide high quality museum-based educational opportunities**
- 3. Strengthen relationship between West Texas A&M University and Panhandle-Plains Historical Museum**
- 4. Recruit and retain the highest quality of leadership and staff available**
- 5. Protect, enhance and broaden access to the collection**
- 6. Strengthen the financial position of the museum**

### *Goal 1. Develop and maintain a first-class museum facility*

#### **Objectives:**

##### **1. Develop a space allocation plan**

Strategy 1: Consult with museum departments, university staff and use the Institutional Plan to ensure space utilization reflects stated long-term goals and objectives of PPHM

- a. Responsibility: Operations Coordinator
- b. Cost and Resources
  - i. Minimum cost to develop plan
  - ii. Impact will be on staff time
- c. Time line: Complete by March 2008
- d. Success indicator: Completion of plan on time
- e. Action reported 3/4/08:
  - Waiting for report from AAM before proceeding
- f. Action reported 3/2/09
  - Space utilization plan will be complete by Summer 2009

##### **2. Renovate the Research Center area as per the plan of BGR Architects**

Strategy 1: Use the BGR Plan to develop fund raising materials

- a. Responsibility: Director
- b. Cost and Resources
  - i. Minimum cost to develop materials
  - ii. Printing costs of materials: \$2,500
- c. Timeline: Complete by July 1, 2007
- d. Success indicator: Completion of materials
- e. Action reported 3/4/08:

- Completed
- f. Action reported 3/2/09
  - Pending

Strategy 2: Initiate capital campaign and complete renovation

- a. Responsibility: Director and Board of Trustees
- b. Cost and Resources
  - i. Minimum cost on operations: less than \$5,000
  - ii. Indirect costs: significant (time, allocating time to projects)
- c. Timeline: Begin in August 2007 and complete by July
- d. Success indicator: Completion of fund raising and renovation of Research Center without debt
- e. Action reported 3/4/08:
  - Waiting for Colt funding appeals to end; proposal sent to WT to be considered as special item request for next year's legislative session
- f. Action reported 3/2/09

### 3. Enhance visitor services

Strategy 1: Improve accessibility for physically challenged visitors

- a. Responsibility: Operations Coordinator with university officials
- b. Cost and Resources: Unknown
- c. Timeline: Continuing through 2012
- d. Success indicator: Improvements to the building
- e. Action reported 3/4/08:
  - Working with WT to improve conditions
- f. Action reported 3/2/09
  - Buster Ratliff talking with WT

Strategy 2: Investigate feasibility of more parking designated for museum visitor use

- a. Responsibility: Operations Coordinator with university officials
- b. Cost and Resources: Staff time
- c. Timeline: Ongoing
- d. Success indicator: Doubling of designated spaces
- e. Action reported 3/4/08:
  - Request made to WT; WT doing new parking plan for university. University is concerned about parking for all university visitors.
- f. Action reported 3/2/09
  - Buster Ratliff made request to WT

Strategy 3: Create a café/restaurant at the museum

- a. Responsibility: Operations Coordinator
- b. Cost and Resources: Unknown
- c. Timeline: Following completion of space allocation plan; complete by 2012
- d. Success indicator: Installation of café/restaurant
- e. Action reported 3/4/08:
  - Depending on space allocation; initial research being done

- f. Action reported 3/2/09
  - o Awaiting space utilization plan

Strategy 4: Improve catering facilities for special events and rentals

- a. Responsibility: Operations Coordinator working with Programs Coordinator
- b. Cost and Resources: \$35,000
- c. Timeline: Following completion of space allocation plan; complete by 2012
- d. Success indicator: New catering facilities at museum
- e. Action reported 3/4/08:
  - o Depending on space allocation plan
- f. Action reported 3/2/09
  - o Awaiting space utilization plan

Strategy 5: Renovate administrative offices and make them easily accessible to all visitors

- a. Responsibility: Director
- b. Cost and Resources: Significant as it will require installation of central heating and air, asbestos abatement and furnishings
- c. Timeline: Following space allocation plan; complete by December 2010
- d. Success indicator: New office work spaces
- e. Action reported 3/4/08:
  - o Depending on space allocation plan
- f. Action reported 3/2/09
  - o Awaiting space utilization plan

Strategy 6: Provide appropriate classroom space for delivery of museum-based learning experiences

- a. Responsibility: Operations Coordinator with Programs Coordinator
- b. Cost and Resources: Unknown
- c. Timeline: Following completion of space allocation plan; complete by December 2010
- d. Success indicator: New classroom space
- e. Action reported 3/4/08:
  - o Depending on space allocation plan
- f. Action reported 3/2/09
  - o Awaiting space utilization plan

**4. Develop up-to-date Information Technology infrastructure for museum needs and growth**

Strategy 1: Evaluate PCs, servers, and support systems annually and upgrade as needs are identified.

- a. Responsibility: Administrative Secretary
- b. Cost and Resources: \$5,000 annually
- c. Timeline: Annually to 2012
- d. Success indicator: Completion of upgrades
- e. Action reported 3/4/08:

- Met with James Webb of WT's IT Department to discuss equipment upgrades being done by WT; WT can provide new services and equipment
- f. Action reported 3/2/09
  - Continuing to update computers and provide service and equipment as needed.

## ***Goal 2: Provide high quality museum-based educational opportunities***

### **Objectives:**

#### **1. Interact with every child in Region 16 Education Service Center area at least once a year.**

Strategy 1: Use onsite tours, in-class presentations, pod-casts, and video technology to deliver museum-based educational experiences.

- a. Responsibility: Education Coordinator and Operations Coordinator
- b. Cost and Resources: Significant time allocation
- c. Timeline: Beginning with fall 2007 and going through spring 2012
- d. Success indicator: Number of Region 16 Education Service Center students served
- e. Action reported 3/4/08:
  - Developed PPHM Education Advisory Committee to assist in developing programs and in-service days for teachers
  - Offering tour booklet called My Museum Journal
  - Updated and added new traveling trunks to be offered in class with or without a museum representative
  - Receiving more calls for in-classroom programs
- f. Action reported 3/2/09
  - Traveling trunk program in great demand
  - Developing Education Marketing Program
  - Developing educational areas on PPHM website
  - New tours available for school groups

Strategy 2: Promote museum resources to educators through in-service workshops, mailings, and presentations

- a. Responsibility: Education Coordinator
- b. Cost and Resources: \$2,500 annually
- c. Timeline: Beginning with fall 2007 and going through spring 2012
- d. Success indicator: Number of in-service workshops presented, number of teacher contacts made through presentations
- e. Action reported 3/4/08:
  - Region 16 educators are planning a teacher in-service day at museum in June
  - Participating in CISD and AISD professional development seminars
  - Developing an ENewsletter to be sent to all Region 16 educators
  - Continuing to attend orientations, workshops, and tradeshow
- f. Action reported 3/2/09
  - Developing new marketing materials
  - Developing new web-site based materials
  - Developed educators' e-newsletter

Strategy 3: Develop on-line resource of grade-level specific lesson plans using museum collections

- a. Responsibility: Education Coordinator and curatorial departments
- b. Cost and Resources: Contract educators to develop plans: \$25,000
- c. Timeline: Beginning fall 2009 end Spring 2010
- d. Success indicator: 1) number of educators using online resources for in-class instruction, museum tours, and web-based instruction; 2) tracking of student tours cited in Strategy 1
- e. Action reported 3/2/09
  - o TEKS available online
  - o Working with WT Education Department on math and history education classes

## **2. Coordinate with Region 16 Education Service Center to deliver educational programming in support of the core curriculum**

Strategy 1: Develop online and printed guide demonstrating museum tours and programs that fulfill core curriculum requirements

- a. Responsibility: Education Coordinator
- b. Cost and Resources: Contract educators to develop guides: \$15,000
- c. Timeline: By fall 2009
- d. Success indicator: Completion of printed and online guides that meet educators' instructional needs
- e. Action reported 3/4/08:
  - o Developed ENewsletter sent to educators about exhibits and programs
  - o Working to incorporate TEKS information in all guides for educators and exhibits
- f. Action reported 3/2/09
  - o Created printed Teacher Resource Guide that's on PPHM website

## **3. Engage adult audiences at the museum through life-long learning experiences**

Strategy 1: Use existing personnel to develop programming for adults

- a. Responsibility: Programs Coordinator
- b. Cost and resources: \$2,500 annually
- c. Timeline: Ongoing through 2012
- d. Success indicator: Increase adult participation annually in museum programs.
- e. Action:
  - o Continuing with symposiums and lectures
  - o Summer Institute for statewide and regional audiences
- f. Action reported 3/2/09
  - o Continuing with symposiums and lectures

Strategy 2: Create position to develop programming for post high school audiences

- a. Responsibility: Board of Trustees Finance Committee and Board of Directors
- b. Cost and Resources: \$30,000 annually
- c. Timeline: 2010/2011 budget year
- d. Success indicator: Filling of position
- e. Action reported 3/2/09
  - o Position filled Fall 2008

#### **4. Utilize available technology to provide access to museum educational resources**

Strategy 1: Video conferencing tours, Podcasts, online lesson plans, and internet access to collections including artifacts and the Research Center

- a. Responsibility: Programs Coordinator and Operations Coordinator
- b. Cost and Resources: Reflected in components of Institutional Plan
- c. Timeline: Reflected in components of Institutional Plan
- d. Success indicator: Reflected in components of Institutional Plan
- e. Action reported 3/4/08:
  - Developing distance learning programs through Region 16 for current exhibits
- f. Action reported 3/2/09
  - Launched 1<sup>st</sup> online catalogue
  - Presented successful Distance Learning program
  - Podcasts & videocasts being produced for each exhibit

### ***Goal 3. Strengthen relationship between West Texas A&M University and Panhandle-Plains Historical Museum***

#### **Objectives:**

#### **1. Enrich the students' experience at the university through tours and programs that involve a variety of academic disciplines**

Strategy 1: Become an active component of student life at the university

- a. Responsibility: Communications Coordinator
- b. Cost and Resources: Minimal
- c. Timeline: Beginning with fall 2007 and ongoing
- d. Success indicator: Measured annual improvement of student attendance at the museum
- e. Action reported 3/13/08:
  - Passes given to all prospective parents and students on campus tours
  - Presentations to deans and departments at start of semester
  - Gen Y programs like Battle of the Bands and SLAMarillo
- f. Action reported 3/2/09
  - Continuing programs in concert format with different music genres
  - Met with CORE Center about events that could be held at or near museum, or as an active participant. Two events: Spring Fling and Buffarama.
  - Spring Fling, held in April, will have activities for the college students. Possibly on north lawn.
  - Buffarama, held in September, is for the community in general. Activities are for elementary kids.
  - Lectures are given by the Archeology Department to Amarillo College and WT

#### **2. Promote the utilization of museum offerings and resources in curriculum offerings.**

Strategy 1: Develop relationships with university department heads and faculty to facilitate communication regarding museum offerings that complement instructional needs

- a. Responsibility: Education Coordinator

- b. Cost and Resources: Significant time commitment
- c. Timeline: Beginning with fall 2007 and ongoing
- d. Success indicator: Annual increase in numbers of university faculty and staff using museum resources for instruction
- e. Action reported 3/13/08:
  - Working with history and education departments
  - Camp Tatonka
  - Museum being used for classroom space by several instructors
- f. Action reported 3/2/09
  - Working with History Department to create public history program
  - History and art curators speaking to classes
  - Classes being held at museum
  - Archeology staff teaching classes and doing in-class presentations
  - Development of Museum Studies program through continuing education
  - Director is instructor with history department

### **3. Foster scholarly ties between museum staff and university faculty**

Strategy 1: Encourage research and scholarly publications and presentations utilizing the collection of the museum through the Panhandle-Plains Historical Review, colloquia, symposiums, scholarly and popular journals

- a. Responsibility: New educator's position, listed in Goal 2, Obj. 3, Strategy 2
- b. Cost and Resources: \$5,000
- c. Timeline: 2010/2011 budget year
- d. Success indicator: Publications and programs
- e. Action reported 4/9/09
  - Researchers use Archeology and Paleontology collections
  - Student and faculty researchers using the collections of Research Library

Strategy 2: Encourage joint appointments between museum and WT faculty

- a. Responsibility: Director and university officials
- b. Cost and Resources: Unknown; depending on university initiatives
- c. Timeline: By 2012
- d. Success indicator: Creation of and appointments to new positions
- e. Action reported 3/13/08:
  - Discussing the creation of a center for southwest studies
- f. Action reported 4/9/09
  - Curator of History approached regarding plans for a Public History Program at

WT

Strategy 3: Appoint faculty representatives to museum committees

- a. Responsibility: Director
- b. Cost and Resources: Minimal
- c. Timeline: Fall 2007
- d. Success indicator: Faculty representatives on committees
- e. Action reported 3/13/08:
  - Appointed Alex Hunt to Programs Committee

- Harold Lynfesty will be appointed to FOSA
- Jerry Schultz is currently serving on the Collections Committee

**4. Provide potential university students with a positive and engaging learning experience while on the campus**

Strategy 1: K-12 Students visiting the museum

- a. Responsibility: Education Coordinator
- b. Cost and Resources: Minimal
- c. Timeline: Beginning fall 2007
- d. Success indicator: Number of tours booked that also schedule campus tours; long-term enrollment increase at university
- e. Action reported 3/2/09
  - Attempts made with little success

Strategy 2: On-campus visitors considering WTAMU enrollment

- a. Responsibility: Retail operations
- b. Cost and Resources: Minimal
- c. Timeline: Fall 2007
- d. Success indicator: Intangible
- e. Action reported 3/13/08:
  - Passes distributed through Admissions Office to perspective students and parents
- f. Action reported 4/9/09
  - Same as 2008

**5. Create internship programs for WT students**

Strategy 1: Work with university department heads to identify potential intern positions and candidates

- a. Responsibility: Programs Coordinator
- b. Cost and Resources: \$10,000 annually
- c. Timeline: Beginning fall 2009 through 2012
- d. Success indicator: Placement of interns in museum departments
- e. Action reported 3/13/08:
  - Informally being offered to students when asked
  - History Department creating museum internship credit class
- f. Action reported 3/2/09
  - Internships being offered and built into budget
  - History Department placing interns with museum departments

***Goal 4. Recruit and retain the highest quality of leadership and staff available***

**Objectives:**

**1. Recruit board members who reflect the diversity of the region and demonstrate their commitment to the museum through leadership and financial contributions**

Strategy 1: Identify potential board members from outside the Amarillo/Canyon area.

- a. Responsibility: Nominating Committee
- b. Cost and Resources: None
- c. Timeline: Beginning 2007 and ongoing

- d. Success indicator: Nomination of board members from outside area
- e. Action reported 3/2/09
  - Added board member Marc Bateman from Dallas

Strategy 2: Use committee memberships to engage and develop potential new board members

- a. Responsibility: President of Board of Trustees
- b. Cost and Resources: None
- c. Timeline: Fall 2007
- d. Success indicator: Placement of new members on committees with subsequent nomination to Board of Trustees

## **2. Provide staff with compensation packages that reflect their expertise and commitment**

Strategy 1: Create endowed staff positions

- a. Responsibility: Board of Trustees
- b. Cost and Resources: Minimal
- c. Timeline: By fall 2007
- d. Success indicator: Creation of endowed chairs

Strategy 2: Maintain salary levels consistent with museums of similar size

- a. Responsibility: Board of Trustees
- b. Cost and Resources: Significant
- c. Timeline: Ongoing
- d. Success indicator: Increased salaries
- e. Action reported 3/13/08:
  - Raises given since 2004 on a merit basis
  - Market adjustments made by university

## **3. Increase staffing levels to ensure the delivery of exceptional programming, exhibits, and collection management**

Strategy 1: Hire new personnel to fill vacancies and expand operations in departments

- a. Responsibility: Board of Trustees and Director
- b. Cost and Resources: Significant and ongoing
- c. Timeline: Beginning fall 2007
- d. Success indicator: Addition of personnel
- e. Action reported 3/13/08:
  - Filled long-time vacancy in exhibits
  - Hired certified archivist to fill vacancy open since 1997
- f. Action reported 3/2/09
  - Exhibits Department now fully staffed
  - New staff position created in Education Department

Strategy 2: Hire assistants for key departments to ensure continuity in workforce

- a. Responsibility: Director
- b. Cost and Resources: Significant
- c. Timeline: Beginning 2007/2008 budget year
- d. Success indicator: Hiring of new personnel

- e. Action reported 3/13/08:
  - Education Department has new assistant position
- f. Action reported 3/2/09
  - Two new assistant positions filled

Strategy 3: Encourage staff professional development in area of expertise.

- a. Responsibility: Director
- b. Cost and Resources: \$5,000 annually
- c. Timeline: Ongoing
- d. Success indicator: Recognized professional achievement
- e. Action reported 3/13/08:
  - Staff participated in conferences at Texas Association of Museums, West Texas Historical Association, Collections Digitalization, Texas State Historical Association, and Society of Southwest Archivists
- f. Action reported 4/7/09
  - Staff participated in conferences at Texas Association of Museums, American Association of Museums, Texas Archeological Society (TAS), TAS Field School, SW Federation of Archeological Societies, American Association of Physical Anthropologists, Texas Library Association Conference, West Texas Historical Association, Texas State Historical Association, and Society of Southwest Archivists, Southwestern Federation of Archeological Societies Annual Symposium

#### **4. Adhere to the Texas A&M System's commitment to diversity in the workplace**

Strategy 1: Follow Texas A&M University guidelines

- a. Responsibility: Director
- b. Cost and Resources: Minimal
- c. Timeline: Ongoing
- d. Success indicator: Compliance

### ***Goal 5. Protect, enhance and broaden access to the collection***

#### **Objectives:**

#### **1. Ensure that collection care, conservation, storage and management follows the highest standards of the American Association of Museums**

Strategy 1: Conduct a collection storage assessment

- a. Responsibility: Registrar-Collections and Registrar-Data Entry
- b. Cost and resources: Time with limited financial impact
- c. Timeline: Complete by April 2008
- d. Success indicator: Completion of assessment
- e. Action reported 3/13/08:
  - More shelving added with better boxes
  - Rifle racks added
  - Overall assessment waiting on letter from AAM
- f. Action reported 4/9/09
  - Storage Assessment completed by Registrars

Strategy 2: Conduct feasibility study of building off-site storage area for the collection

- a. Responsibility: Registrar-Collections and Operations Coordinator
- b. Cost and resources: \$20,000
- c. Timeline: Complete by December 2009
- d. Success indicator: Completion of study
- e. Action reported 3/13/08:
  - Awaiting AAM recommendation
- f. Action reported 4/9/09
  - Continuing to work on plan and waiting for space utilization plan

Strategy 3: Create Deaccession Plan

- a. Responsibility: Registrar-Collections and Associate Director Curatorial Affairs
- b. Cost and resources: Minimal
- c. Timeline: Complete by October 2008
- d. Success indicator: Approval of plan by Board Collections Committee and Board of Trustees
- e. Action reported 3/13/08:
  - Being written by Mary Moore
- f. Action reported 4/9/09
  - Continuing to work on plan

Strategy 4: Strengthen records management operations through the clean-up, standardization and completion of all records

- a. Responsibility: Registrar-Collections and Registrar-Data Entry
- b. Cost and resources: \$25,000 for additional staff
- c. Timeline: Hire staff for 2007/2008 budget year and continue through 2012
- d. Success indicator: Number of records completed
- e. Action reported 3/13/08:
  - Clean up and standardization is being done as records are accessed
- f. Action reported 4/9/09:
  - Archeology added Re-discovery collection management data base
  - Archeology accepting applications for student data entry position

Strategy 5: Create digital photograph record of all objects and make collection available to curators, researchers, and the public through collection management program (Vernon)

- a. Responsibility: Registrar-Collections and Registrar-Data Entry
- b. Cost and resources: \$25,000 for additional staff
- c. Timeline: Hire staff for 2008/2009 budget year and continue through 2012
- d. Success indicator: Initiation of project
- e. Action reported 3/13/08:
  - Photographs being made when possible
  - Staff attending digitalization workshop
- f. Action reported 4/9/09
  - Archeology is photographing collection material in digital format for database
  - When possible digital photos taken of new accessions for documentary purposes

## **2. Add significant collections relating to the mission of the museum**

Strategy 1: Collect items of popular and material culture relating to the 20<sup>th</sup> century

- a. Responsibility: Curator of History
- b. Cost and resources: Minimal
- c. Timeline: Begin effort in September 2007 and continue through 2012
- d. Success indicator: Accession of items relating to popular and material culture that reflect mission statement of PPHM.
- e. Action reported 3/13/08:
  - Items being added to firearms, sports and WWII collections
  - Committee created to discuss best tactic for securing items
- f. Action reported 4/9/09
  - History Dept. collecting 20<sup>th</sup> century material, sports, firearms, textiles, etc.

Strategy 2: Strengthen collection in all departments through deaccession, purchase and cultivation of collection

- a. Responsibility: Associate Director of Curatorial Affairs
- b. Cost and Resources: \$100,000 over five years
- c. Timeline: Begin in September 2007 and continue through 2012
- d. Success indicator: Improvement of collection through addition of significant items.
- e. Action reported 3/13/08:
  - Art purchases completed
  - Swapping firearms
- f. Action reported 4/9/09
  - Some Clothing/Textiles deaccessioned

## ***Goal 6. Strengthen the financial position of the museum***

### **Objectives:**

#### **1. Pursue an entrepreneurial approach that focuses on earned income from admissions, gift shop sales, facility rentals, and contract work.**

Strategy 1: Achieve annual attendance benchmarks with continued growth

- a. Responsibility: Communications Coordinator
- b. Cost and Resources: Increase marketing budget
- c. Timeline: January 1, 2008 to December 31, 2012
- d. Success indicator: Progressively increasing revenue from admissions
- e. Action reported 3/13/08:
  - Changed strategy to use paid advertising for programs and events
  - Building advertising relationships with TEXAS, Gander Mountain, Street Toyota
  - Overall attendance trend is upward
- f. Action reported 3/2/09
  - e. Aggressively seeking out packaging with area hotels.
    - a. Secured commitments from 10 hotels.
  - f. Approaching Southwest Honda about sharing advertisement space.

- g. Archeology prepared Bison exhibit for Doss Heritage Center.
- h. Archeology has contracts for Memphis TX excavation, National Park Service, Tx Parks and Wildlife, CRM studies, and pipelines.

Strategy 2: Promote facility rentals and use

- a. Responsibility: Communications Coordinator and Operations Coordinator
- b. Cost and Resources: \$5,000 annually
- c. Timeline: Begin with 2007/2008 budget; ongoing
- d. Success indicator: Significant annual growth in facility rental income
- e. Action reported 3/13/08:
  - o Press releases and brochures given out
  - o Amarillo Globe News article this Sunday
  - o Advertisements and trade shows
- f. Action reported 3/2/09
  - o Ads for rentals will be in both Accent West and Amarillo Style February-April.
  - o Approached doctors, lawyers, banks, and larger companies about facility rentals.
  - o Increase in facility rentals.

Strategy 3: Ensure attractive and high quality merchandise that offers unique shopping opportunities reflecting museum's mission

- a. Responsibility: Retail Operations Coordinator
- b. Cost and Resources: Impact of workload on Retail Operations Coordinator as well as expenses for displays and merchandise
- c. Timeline: Ongoing
- d. Success indicator: Growth in profit from the museum store that is measured and increased each year
- e. Action reported 3/13/08:
  - o Ecommerce museum store up and running
  - o Exhibit related items added
  - o Mix of low-end and high-end prices
- f. Action reported 4/9/09
  - o Exhibit related items added

Strategy 4: Pursue exhibits and curatorial contract work for the for-profit and non-profit sector

- a. Responsibility: Director
- b. Cost and Resources: Time and impact on departments that do contract work
- c. Timeline: Ongoing
- d. Success indicator: Annual contracts that add to museum's operating profit
- e. Action:

**2. Ensure a strong market presence for the museum through marketing and communication efforts**

Strategy 1: Conduct visitor surveys to ensure effectiveness of existing marketing efforts

- a. Responsibility: Communications Coordinator

- b. Cost and Resources: Time with minimal financial impact
- c. Timeline: Ongoing
- d. Success indicator: Compilation and use of survey results
- e. Action reported 3/13/08:
  - Surveys are ongoing
- f. Action reported 3/2/09
  - Surveys are ongoing
  - Conducted Christmas Open House survey for first time.
  - Completed Colt survey.
  - Surveyed Battle of the Bands 2 for more event ideas and info.

Strategy 2: Allocate increasing financial resources to Communications Department

- a. Responsibility: Finance Committee of the Board of Trustees and Director
- b. Cost and Resources: Annual budget impact
- c. Timeline: Beginning with 2007/2008 budget year and continuing
- d. Success indicator: Increase in financial resources for marketing and increased visitation and membership
- e. Action reported 3/2/09
  - Budget increased in 2008

Strategy 3: Communicate effectively with existing audiences and potential audiences

- a. Responsibility: Communications Coordinator
- b. Cost and Resources: Potentially significant with software, printing, and audio visual equipment
- c. Timeline: Ongoing
- d. Success indicator: Growth in attendance and membership
- e. Action reported 3/13/08:
  - Addition of E-newsletter
  - Education newsletter is going to educators
  - DVD created for tour groups
  - Continuing events and special promotions
- f. Action reported 3/2/09
  - Now using signs in hotels
  - Semi-permanent sign in lobby for membership
  - All new creative materials

Strategy 4: Work with Amarillo and Canyon Chambers of Commerce to promote the museum

- a. Responsibility: Communications Coordinator
- b. Cost and Resources: Minimal
- c. Timeline: Ongoing
- d. Success indicator: Successful partnership and positive working relationship
- e. Action reported 3/13/08:
  - On Communications Committee at Amarillo Chamber and Women in Business at Canyon Chamber
  - Participated in Washington DC Days and Legislative Days in Austin
  - Accompanied chamber to promotions at Six Flags and Trader's Village

- f. Action reported 3/2/09
  - o Communications Coordinator on Communications Committee and Women in Business.
  - o Director on Convention & Visitor Council and Amarillo Chamber of Commerce Board of Directors

Strategy 5: Recruit motor coach visitation

- a. Responsibility: Communications Coordinator
- b. Cost and Resources: Reflected in increased marketing budget
- c. Timeline: Ongoing
- d. Success Indicator: Annual increase in motor coach tours
- e. Action reported 3/13/08:
  - o Attended ABA and NTA
  - o Sent DVDs to trip planners
- f. Action reported 3/2/09
  - o Attended ABA
  - o Produced CO-OP piece and packaging for bus groups with AQHA.
  - o Joined Southwestern Group Motorcoach Association and attending annual meeting.

Strategy 6: Continue aggressive use of media releases for extensive regional and national coverage in print, television, radio, and web-based media

- a. Responsibility: Communications Coordinator
- b. Cost and resources: Minimal
- c. Timeline: Ongoing
- d. Success indicator: Increase in regional and national coverage of the museum in all media formats
- e. Action reported 3/13/08:
  - o Adclub partnership
  - o Chamber media relationship
  - o Added access to high resolution photos
- f. Action reported 3/2/09
  - o Updated press release list and distributed all electronically.
  - o Eric Miller, from the Amarillo CVC, is an ambassador for the museum because of Colt.
  - o Hosted Midwest Travel Writers Association for luncheon.

**3. Increase endowment funds through significant gifts and planned giving program**

Strategy 1: Secure additional gifts designated to the endowment

- a. Responsibility: Development Committee of Board of Trustees and Director
- b. Cost and resources: Staff and board time
- c. Timeline: Following fund raising campaign for the research center
- d. Success indicator: Growth in endowment funds through designated and planned gifts

Strategy 2: Continue Pioneer Spirit Award for growth of endowment

- a. Responsibility: Finance Committee of Board of Trustees
- b. Cost and Resources: Staff and board time; minimal annual expense

- c. Timeline: Ongoing
- d. Success indicator: Success of annual event in raising revenue for the endowment

#### **4. Maintain state funding levels**

Strategy 1: Work with university officials and elected representatives to ensure continuation of current funding level using 2007/2008 budget year as base

- a. Responsibility: Shared among Director, board president and university officials
- b. Cost and Resources: Minimal financial impact
- c. Timeline: Ongoing
- d. Success indicator: State funding does not decline

#### **5. Increase membership base and income values**

Strategy 1: Increase membership values and numbers by 10 percent annually

- a. Responsibility: Programs Coordinator and Board of Trustees
- b. Cost and Resources: Printed materials, web-based initiatives, minimal financial impact
- c. Timeline: Ongoing
- d. Success indicator: Growth in membership numbers and dollar value
- e. Action reported 3/13/08:
  - o Membership drive in May 2008
  - o Membership up over 10%
  - o Dollar value is increasing more than the actual number
- f. Action reported 4/9/09
  - o Membership holding steady

Strategy 2: Reduce attrition rate to less than 10 percent

- a. Responsibility: Programs Coordinator
- b. Cost and Resources: Minimal
- c. Timeline: Ongoing
- d. Success indicator: Drop in attrition rate from 15 percent to less than 10 percent
- e. Action reported 3/13/08:
  - o Using surveys
  - o Added third membership renewal reminder letter
- f. Action reported 4/9/09
  - o Thank you calls by board members being implemented

#### **6. Cultivate donors and potential donors from the panhandle and other parts of the state**

Strategy 1: Hold familiarity meetings in various towns and cities

- a. Responsibility: Director
- b. Cost and Resources: Coordination time and travel expenses
- c. Timeline: Ongoing
- d. Success indicator: Growth of financial support in areas outside of the Panhandle
- e. Action reported 3/13/08:
  - o Support base in Dallas
  - o Membership base has grown

- f. Action reported 4/9/09
  - o Director attended events in Dallas
  - o Curator of Art gave presentations statewide.

Strategy 2: Use existing supporters to introduce new supporters to the museum

- a. Responsibility: Board of Trustees and Director
- b. Cost and resources: Minimal
- c. Timeline: Ongoing
- d. Success indicator: Increase in new individuals and corporations supporting the museum through memberships, sponsorships, and annual giving
- e. Action reported 4/9/09
  - o Plan in place to involve board members

## **7. Create and maintain a fund for collection and artifact acquisitions**

Strategy 1: Make artifact acquisition a line item in annual budgets

- a. Responsibility: Finance Committee of the Board of Trustees and Director
- b. Cost and Resources: Noted in Goal 5, Obj. 2, Strategy 2
- c. Timeline: Beginning with 2007/2008 budget year
- d. Success indicator: Creation of line item and purchase of significant additions for the collection
- e. Action reported 3/13/08:
  - o It is in the annual budget

Strategy 2: Build fund for acquisition through gifts and budget allocation each year

- a. Responsibility: Finance Committee of the Board of Trustees and Director
- b. Cost and Resources: Time for donor recruitment
- c. Timeline: Following campaign for renovation of the research center
- d. Success indicator: Creation and growth of fund
- e. Action reported 3/13/08:
  - o Working to maintain funds for collections and including it in the budget