

# Idaho Museum of Natural History

## Strategic Plan Revision

### FY2016-2020

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Dear Fellow Idahoan:

I present to you a five-year vision — a strategic plan — for the Idaho Museum of Natural History (IMNH). The plan outlines how we will build on the museum’s accomplishments in researching, preserving and sharing the story of Idaho’s natural and cultural history. It also takes us toward a new frontier: development of a “virtual” museum that uses the Internet to mitigate the challenges of Idaho’s geography and extend the benefits of the museum to all.

The plan puts substantial focus on important issues that impede our ability to fulfill the museum’s legislated mandate. Among those issues are funding, and the inadequacy of our current building. The overriding goal for the next five years, however, is increasing access to the research and educational benefits we offer not only to the people of Idaho, but to people around the world.

Various Internet-driven technologies make it possible now to deliver IMNH research and educational programs to students, educators, families, scientists and others wherever they live, learn and work. A “virtual visit” is no substitute for a personal visit to our exhibitions and collections. Yet we are acutely aware that personal visits to our facilities in Pocatello aren’t possible for many of the people we are obligated to serve. The Internet empowers us to bring the museum to them.

This is an ambitious plan, and the challenges we face in achieving its goals are formidable. Yet we are inspired by the determination of a few professors and community leaders to establish this museum during the depths of the Great Depression. They looked beyond the difficulties of their time, and saw what a museum could do for the generations to come. They saw opportunities when it was reasonable to see only obstacles. We are committed to doing no less.

The Idaho Museum of Natural History has been at the forefront of science education in Idaho for more than 75 years. This strategic plan reflects opportunities to build on that legacy. It is a pathway with obstacles to overcome, but the destination is worthy. Please join me on the journey ahead.

Sincerely,

Leif Tapanila, Ph.D.  
Acting Director, Idaho Museum of Natural History

**Idaho Museum of Natural History  
Draft Strategic Plan Revision  
2016-2020**

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# Idaho Museum of Natural History

## Introduction

The Idaho Museum of Natural History (IMNH) is the state's premier institution of its kind for discovering, interpreting, preserving and disseminating knowledge in the core disciplines of Natural History. These include:

### **Earth Sciences and Ancient Environments**

- paleontology
- rocks and minerals
- earth history

### **Life Sciences and Ecosystems**

- botany
- mammals, birds, fish and reptiles
- ecosystems and adaptations

### **Peoples, Cultures, and Ancient Lifeways**

- anthropology
- archaeology
- human ecology

Accredited by the American Association of Museums, IMNH operates under the auspices of the State Board of Education from the campus of Idaho State University, a doctoral-level and Carnegie-designated "research high" university in Pocatello. The university provides substantial support, advocacy and supervision. This is a mutually beneficial and supportive relationship that facilitates museum engagement with students, faculty, K-12 educators and other important constituents locally, statewide and around the world.

Our four divisions -- anthropology, earth sciences, life sciences and education -- operate in facilities that include classrooms, research laboratories, artifact and fossil preparation laboratories, storage for permanent collections, and an exhibition fabrication shop. The museum houses an exhibition gallery, the Idaho Virtualization Laboratory, curator offices, and research areas for students and visiting scientists. There also are administrative offices, the Education Resource Center, Children's Discovery Room and the Museum Store.

Through a range of opportunities for learning and enrichment, we reach out continually to diverse constituencies, from K-12 and graduate students to higher-education faculties and field researchers.

## **Our roots**

The museum is rooted in Idaho's higher-education system. A group of forward-looking professors and community leaders founded it in 1934 as the Historical Museum at the Southern Branch of the University of Idaho — today's Idaho State University. In 1977, Gov. John Evans signed a proclamation designating IMNH as Idaho's museum of natural history; in 1986 the Legislature made the proclamation law.

## **Our mission**

We are caretakers of Idaho's natural and cultural history. Our legislative mandate is the collection, interpretation and exhibition of artifacts, fossils, plants and animals in educational ways. Our goal each day is to enrich the lives of the people of Idaho through understanding of our natural heritage.

We use science to tell the story of Idaho. Through scholarship, stewardship and outreach, we add new knowledge to past discoveries and make what we learn accessible to all for benefits we may not foresee. We answer questions about our world and raise new ones, always nurturing humankind's yearning to know more.

## **Our vision**

The Idaho Museum of Natural History strives to make science and cultural history accessible, relevant and meaningful. We aspire to democratize science, that is, to make our research and knowledge portfolios more broadly accessible through measures that will mitigate the limitations of brick-and-mortar facilities.

We see existing and emerging information technologies as tools that will enable us to overcome logistical, geographic and financial barriers to learning. There is no substitute for a leisurely afternoon spent among our exhibits. Yet there is a new frontier: bringing Idaho's museum to the people wherever they live, work and learn.

In this spirit, our staff is eager to augment our physical facilities in Pocatello with Internet-driven tools that will help us deliver the scientific, educational, cultural and economic benefits of this institution to its stakeholders wherever they are.

We work each day at IMNH to expand our contribution to Idaho as a productive research and education resource for the State and region. We are committed to being efficient and innovative in work that fulfills our mandate. So over the next five years IMNH will focus on making the benefits of our work known and available to all.

We will accomplish this through the following means:

- scholarship, exhibitions and educational programs

- partnerships and fundraising
- outreach, lectures and symposiums
- information technologies

## **IMNH today**

The Idaho Museum of Natural History has never been just a storehouse of artifacts and exhibits. While it is indeed a steward of important artifact collections, it also is a research and education institution.

For the first time since the early 1990s, the museum is led by a permanent director who is a scientist with a history of success not only in research and teaching, but also in obtaining funding. Appointed in March 2011, Herbert Maschner, Ph.D., is a tenured professor of anthropology who has done pioneering work among Native Alaskans and in arctic archaeology. He was named Idaho State University Distinguished Researcher in 2006, and Idaho Academy of Sciences Distinguished Scientist in 2011. Yet the high caliber of the staff goes deeper.

IMNH educational resources coordinator Rebecca A. Thorne-Ferrel, Ed.D., who plays a key role in reaching out to our publics, is a recipient of the Idaho Academy of Sciences Distinguished Science Communicator award.

Education Coordinator Rebecca Thorne-Ferrel, D.Ed., is in the final year of implementing a three-year (2009-2011) \$143,000 grant from the Institute of Museum and Library Services. The funds support the Idaho Geology Outreach Project, which provides resources to teachers in rural school districts for geology and science education, and teacher workshops.

Curator Rick Williams, Ph.D., is one of the leaders in the development of The Consortium of Intermountain Region Herbaria (CIRH), which is seeking to “virtualize” herbaria of the Intermountain West by putting 3 million plant specimens online. That will provide access to researchers globally.

Curator Leif Tapanila, Ph.D., recently received more than \$200,000 from the National Science Foundation for the Alamo Impact Project, a study of a Devonian Period meteor impact event in southern Nevada. This project will study the effects of that event on geology and on invertebrate life. The IMNH will work on developing and designing the website for the project, and will do public outreach through teacher workshops and other activities.

The following are further examples of research projects in which IMNH is involved:

- New discoveries of ice-age fossil tracks and trackways at American Falls Reservoir will provide critical details about life on the Snake River Plain more than 20,000 years ago.

- A study of stable isotopes of small mammals as indicators of climate change on the Snake River Plain is using new technologies to analyze bones from archaeological sites as a measure of environmental changes so that we might better understand the global changes occurring today.
- Ecological and genetic studies of Rocky Mountain plant reproduction and ongoing additions of plant specimens from throughout the Rocky Mountain West to track plant biodiversity in the region.
- We are using archaeometric techniques to identify the sources of obsidian artifacts from southeastern Idaho's Wasden Site, and other sites across the region. Elemental composition of obsidian artifacts and the source flows from where the raw obsidian was collected, are helping us learn about Native American trade, migration and land use.
- Further investigation of Helicoprion sharks, found in the fossil beds of the modern mines in southern Idaho, is transforming understanding of the evolution of sharks. This rare species of shark is completely unknown in the modern oceans and is critical to our understanding of life in the Permian Period.
- Digitization of the Life Sciences Project, which is creating a new database structure; development of a digital-image library; and development of online visual keys to plants of the region. This will include online specimen records and images with capabilities to map distributions, produce dynamic species lists, and multi-entry keys to plants of the Intermountain West -- critical to all studies of landscape change and the effects of both people and climate on ecosystems.
- Equine Navicular Syndrome, an incurable lameness in modern horses traditionally thought to be caused by humans, has now been found ago in the fossil horses of Idaho dating to over 3.5 million years ago. This discovery is changing our views of this pathology in modern horses.
- Studies of the ancient invertebrates of Grand Staircase-Escalante National Monument are leading to new interpretations of environmental changes through comparisons between ancient ecosystems and the modern world.

IMNH-related research and education projects are being conducted by educators and scientists from around the world. These projects range from the Idaho Master Naturalist Program and studies of ice-age mammals of North America, to research on the global extinction of dinosaurs.

This caliber of scientific work by IMNH scientists, and the professional credentials of IMNH staff, attract and nurture professional networks and knowledge. This helps open doors, raise funding and enhance the stature of Idaho State University and the museum. We are currently enhancing the museum's professional and scientific stature by expanding the museum's collections and research activity in three key areas:

The **John A. White Paleontological Repository** houses the largest paleontological collections in Idaho. We are expanding these collections through extensive field research, and using these collections to assist the State of Idaho in meeting new US Government regulations concerning the discovery of paleontological resources on State and Federal lands.

The **Swanson Archaeological Repository** at the IMNH currently houses and preserves archaeological collections from southern and eastern Idaho that belong to state and federal agencies. This includes hundreds of boxes containing over 300,000 archaeological specimens. These collections are growing through active field research and contractual arrangement with a number of agencies. We are further expanding the existing Swanson Archaeological Repository to store collections for federal and state agencies outside of Idaho as well.

The **Ray J. Davis Herbarium**, with a collection of nearly 80,000 plants, is expanding through a consortium of regional herbaria through grants and cooperative agreements. Students and staff are actively collecting and processing plant specimens expanding our holdings, and making possible new studies of biodiversity and range management.

Collection efforts are substantial in all other areas of the museum as well. Active expansion in ethnography, mammalogy, herpetology, and geology are making the museum a stronger research and education institution, and enhancing our National and International reputation.

### **Guiding IMNH's future**

Stakeholder groups will be central to our success over the next five years. The new **Executive Committee**, comprised of IMNH curators, is tasked with long-range planning, seeking consensus in key areas of management, and building a team approach to solving important management priorities, including budgets. **Friends of the Museum** is a community auxiliary to the museum with broad subscription membership from southern Idaho. The Friends will provide an organizing network, sponsor lectures, field trips and community events. The 16-member **Museum Advisory Committee** includes state legislators, bankers, philanthropists, mayors, and business and community leaders; it is our organizational and advisory leadership unit, providing opportunities to reach out across Idaho and the Nation.



# Goals and objectives

FY 2016 - 2020

## Goal 1

### A “virtual” museum

In this era of “virtual” participation in so many aspects of life, visiting a museum to benefit from its collections, exhibits and research no longer has to mean traveling to a brick-and-mortar facility many miles away. Today’s Web-based multi-media communication channels — interactive websites, Web cams, blogs, HD video, YouTube, Facebook and such — make it possible to take classes or view exhibitions, collections and artifacts “virtually” from any Internet-connected device in the world. We intend to be part of this revolution by developing a “virtual museum.”

Over the years, an amalgam of circumstances — museum closures due to renovations and remodeling, the challenge of preparing exhibitions that are relevant to K-12 curricula, strained school budgets, security concerns, testing mandated by federal “No Child Left Behind” legislation, the economy, rising fuel prices — has been chipping away at school districts’ ability to accommodate student visits to the museum. In addition, high gasoline prices and Idaho’s far-flung geography have impacted other IMNH constituents as well as students.

The virtual museum concept will help us mitigate these challenges. This strategy promises to make the benefits we offer more accessible than ever before.

A milestone in achieving this goal came in September 2010. The Idaho Museum of Natural History, Idaho State University Informatics Institute and the Canadian Museum of Civilization jointly received a \$1 million grant from the National Science Foundation. This grant will bolster efforts to further develop an online, interactive “virtual museum” of northern animal bones. The title of the grant is “Virtual Zooarchaeology of the Arctic Project (VZAP): Phase II.” Combined with an additional Technology Incentive Grant from the State Board of Education for \$135,000, the NSF award will enable us to develop a virtual Idaho natural-history program — the foundation in developing a plan to provide online access to all of our collections for all of our audiences.

### **Objective 1.1: Design, deploy and manage a “Virtual Museum”**

We will accelerate development of a virtual museum that will use digital technology to make our collections, exhibitions and other resources available to learners, educators and researchers online and on demand.

Our virtual museum will be a key tool for overcoming the growing challenges involved in making physical visits to our gallery and activities. It will help spread awareness of and access to the benefits of our work, including research and educational programs.

We will strive to have the entire museum collection online and accessible from anywhere in the world, in the next five years. This will require considerable funding from outside resources. We will immediately begin writing grant proposals to U.S. government agencies and philanthropic foundations in order to begin implementation of the Virtual Museum.

## **Goal 2**

### **Adequate staffing**

The museum currently serves the entire State of Idaho — and to a degree the Intermountain West — with fewer than eight (8) full-time-equivalent (FTE) positions. We rely as well on five (5) part-time employees. In academic year 2010-2011, we had 19 student employees.

Until academic year 2008-2009, IMNH’s functions and outreach were limited by inadequate staffing across divisions and in central administration. Efficient reorganization has provided positions necessary for expanded research and collections oversight.

Additional staff is required, however, because the needs and expectations of our expanding constituent base are evolving and expanding just as state funding is declining.

### **Objective 2.1: Additional museum professionals**

To perform our expanding professional functions effectively, we will seek funding for additional staff according to the following priorities:

- **Development officer** to help secure major financial gifts. This is the key missing link in the advancement of the IMNH.

- An **information-technology specialist** to manage and maintain a database for the virtual museum; and to establish and maintain an interactive, multimedia IMNH Web presence.
- An **exhibit design technician** to support our public-outreach mission and assist in delivering high-quality educational programs and exhibitions that reflect current best practices.
- A **professional conservator** to ensure adequate care of collections.
- **Professors** to work as curators and division leaders in each of the four IMNH divisions. Especially a Curator of Anthropology.

To achieve our immediate goals, we will propose to the State of Idaho an IMNH funding increase to hire a development officer. But we also fully recognize that we cannot “hire” our way to fulfillment of the museum’s complete mission. So we will rely to a significant degree on an energized museum membership drive to gain access to essential human and financial resources. We also recognize that managing volunteer staff will require time and energy from full-time staff.

## Goal 3

### Upgrade collections functions

IMNH houses more than 500,000 natural and cultural objects. These irreplaceable items are central to our research, exhibitions and educational work. They must be properly prepared, inventoried, preserved and stored following current best practices.

As we become increasingly active in research, educational programs and exhibitions at locations beyond the museum building, we must deploy a secure internal system to track and manage our collections.

#### Objective 3.1:

We will purchase and deploy new storage systems that will help us make more efficient use of collections storage space. We will seek capital improvement funds to meet our storage and curation needs by implementing a \$500,000 campaign for storage systems.

**Objective 3.2:**

The museum will update collection-management policies and procedure manuals. To do so, we have begun the process of hiring a new museum Registrar, who will be an experienced leader in museum regulations and best practices.

**Objective 3.3:**

We will complete development of a digital collections database for each division. To accomplish this, collections managers have begun training initiatives, and have been creating new database systems to enhance management of their collections. Implementation is in collaboration with the Informatics Research Institute at Idaho State University.

**Objective 3.4:**

We shall begin writing proposals to complete a conservation assessment of the museum, which will be done by a team of experts from other institutions. This will specifically define the conservation needs of our collections and make it possible to secure further grants to match those needs. Based on this assessment, we will create a conservation plan for each division.

## Goal 4

### Increase funding

Working through our regional Museum Advisory Committee, Friends of the Museum and other partners, we will be even more proactive in developing research grants, philanthropic and membership-based funding streams independent of State appropriations.

**Objective 4.1: An endowment**

Key to fulfilling and sustaining the museum's mission for the long term will be establishment of an endowment founded on one or more major philanthropic gifts. To accomplish this goal in an era of declining public funding for higher education will require the continuing services of a professional development officer.

We will employ a number of tactics: events, outreach, marketing and communication initiatives, and opportunities to name facilities after philanthropists who support our mission with major gifts.

**Objective 4.2: Research and stewardship grants**

Competitive research grants from entities such as the National Science Foundation are a major source of funding for every higher-education institution. Such funding helps fund not only scholarship, research and stewardship of collections, but it also helps fund staff positions, faculty, even equipment and operating costs. The Idaho

Museum of Natural History must be competitive, energetic and entrepreneurial in identifying and pursuing appropriate opportunities. And we shall be.

**Objective 4.3: A gift-funded travel and research fund**

We will seek philanthropic support to establish and sustain a fund to support approved research projects that advance the museum's core functions.

## **Goal 5**

### **Develop and support programs for K-12, higher-education and the general public**

IMNH collections have been used for paleontological research leading to master's and doctoral degrees, and in scholarly research related to Doctor of Arts degrees.

Much of what we do, however, is for the benefit of K-12 education. Since 1990, more than 36,150 K-12 students have come through our doors. We also have long provided a number of popular, informal science-education programs that enrich learners of all ages and backgrounds — school and community groups, individuals and families alike — through direct experience with science.

Among these programs are:

**Pint-Sized Science Academy**, an early childhood science-learning opportunity

**Science Trek**, an overnight adventure at the museum for children in the third through fifth grades

**Forays into the Field**, a unique week-long science experience for young women in junior and senior high school; and

**Science Saturdays**, a special series of hands-on classes for elementary-age students.

We offer tools to educators through the Education Resources Center. We've also received significant extramural funding for innovative projects designed to get science resources to K-12 and university educators. Among these are online educational resources such as: "Digital Atlas," "Idaho Virtualization Lab," "Fossil Plot" and "Bridging the Natural Gap." The museum's local partnerships, as well as its associations with Idaho State University faculty and students, enable each group to be mutually supportive.

To sustain and build on these successes in a cost-effective manner, the museum must build infrastructure that enables planning for efficient and effective expansion of educational programs.

We hope that by more effectively aligning our exhibits and educational programs with Idaho's K-12 curriculum, we will improve the relevance of our work to the K-12 system. We see our "virtual museum" initiative doing a great deal to mitigate the access issues schools face today as well.

Personal visits will remain a cornerstone of the IMNH experience, so we are developing a long-term exhibit plan to ensure thematic continuity and regular rotations. An exhibition gallery that emphasizes research and education is a critical museum centerpiece.

Efforts are underway to bring parents and other adults back to the museum experience. An important obstacle to filling classes for adults is communicating the availability of adult classes for the public. Overcoming this will require a strong communications person and communications plan, based on efficient contemporary tactics and tools, to "get the word out." Through granting and fund-raising we will work towards the following objectives.

**Objective 5.1:**

Maintain on-site visitation by students at an average of 8,000 per year by including exhibits that are relevant to K-12 curricula; providing appropriate outdoor accommodations for classes and families; making classrooms more accessible to adult learners; equipping classrooms with computers, Smartboards, digital projectors, DVD players, conferencing capabilities and other learning tools.

**Objective 5.2:**

Establish a Career Path Internship Program for 10 students each summer

**Objective 5.3:**

Create graduate-student assistantships to aid in program development and delivery.

**Objective 5.4:**

Build an interactive, multimedia website to connect self-learners with a rich array of science-education resources and experiences.

**Objective 5.5:**

Develop a Museum Store business plan to ensure success of store activities, including coordination of educational programming, a successful museum E-Store, and effective sales of IMNH and other relevant publications.

## Goal 6

### Improve communications and marketing

The Idaho Museum of Natural History is mandated to serve all of Idaho, yet for a variety of reasons it can seem most closely associated with only one of Idaho's four-year higher education institutions — Idaho State University — and only one geographic region, southeastern Idaho. Geography explains much of that. Employing contemporary marketing and communications tools and tactics will help us strengthen our image and role as a statewide resource.

To raise the stature of our staff, our work and Idaho's museum — which will strengthen our case for research funding and philanthropic support — we will tell our story more effectively. That will require staff skilled in crafting and projecting communications that alert, inform and persuade targeted audiences. Key to meeting these objectives is the hiring of a development specialist; but in the meantime, we will begin many of these activities using a dedicated part-time staff of student employees.

#### **Objective 6.1:**

We will develop a media-relations strategy to generate positive publicity.

#### **Objective 6.2:**

The museum will improve two-way communications with K-12 educators to increase their awareness of the opportunities we offer, and our awareness of ways to make exhibitions and programs relevant to their needs.

#### **Objective 6.3:**

Implementation of a communications plan will be undertaken to raise general-public awareness of museum educational programs, leading to increased enrollment.

#### **Objective 6.4:**

We will offer online virtual tours of the museum and its exhibitions. Digital video technologies will be used to deliver lectures and workshops online.

#### **Objective 6.5:**

Partnerships will help us develop an interactive site where students can ask questions and receive authoritative answers.

#### **Objective 6.6:**

We will place IMNH news and feature stories on the IMNH website, in *ISU Magazine* and other channels, and we will publish a “viewbook” (print and digital) illustrating IMNH's work.

**Objective 6.7:**

A redesign of the IMNH website will include interactive and multimedia communication tools.

**Objective 6.8:**

An active social-media presence will be established to engage targeted audiences. Included will be YouTube videos featuring IMNH subject-matter experts and exhibits.

**Objective 6.9:**

IMNH staff will place exhibits at University Place in Idaho Falls, the Capitol building in Boise and other high-profile venues to raise awareness of and interest in the museum.

**Objective 6.10:**

We will evaluate resuming the IMNH publication series (Tebawa, Miscellaneous and Occasional Papers) in peer-reviewed online formats.

**Objective 6.11:**

Our outreach will spotlight IMNH research news using internal and external multimedia channels.

**Objective 6.12:**

We will strive to raise the public profile of our staff by encouraging them to serve as conference presenters, guest speakers and lecturers, editors of publications, and officers of relevant associations.

## **Goal 7**

### **A new museum building**

In December 2010, we proudly reopened our renovated and revitalized exhibit area. It features a more welcoming and comfortable foyer, new and familiar displays, easier-to-read interpretive panels, improved lighting and a more open look and feel. . We debuted many exhibits, including ice-age animal mounts and an exhibit on how climate change on the Snake River Plain has affected its plant and animal life. The event attracted 500 visitors; since then the museum has received thousands of visits from K-12 students and the public.

We have maximized what can be done with the former library building we occupy on the Idaho State University campus. We cannot grow and expand our services to Idaho for the long term and remain in our current building.

Our operations are confined to 35,786 square feet as follows:

**Basement:** 15,337 sq. ft.

**Main floor:** 15,693 sq. ft.

**Warehouse:** 3,606 sq. ft.

**Garden:** 1,150 sq. ft.



Participation in one of our most popular and effective programs for children, the Science Trek sleepover program, provides an example of the impact our building is having on service to our constituents. Necessary remodeling has imposed space limitations that, in turn, hold participation to 120 children. Science Trek previously accommodated up to 150 children.

Meeting spaces also have been reduced so that classroom and auditorium capacity no longer permits comfortable seating for lectures and programs with more than approximately 25 people.

We have been resourceful and adaptable in making the best of our building, yet it has never been adequate for the work of a research- and exhibit-oriented public museum that must meet the expectations of constituents and stakeholders in the 21st century.

Obstacles the current building presents include the following:

- little or no room for expansion
- overcrowded collections areas
- security, environmental, pest-management and parking issues posed by sharing facilities with other campus operations
- lack of adequate storage for exhibits and educational materials

If the museum is to maximize its benefits to Idaho and focus increasingly on well-funded research, education and public engagement, a new building — constructed specifically for museum uses — is a necessary investment.

#### **Objective 7.1 : Plan a capital campaign for a new building**

In partnership with our advisory and stakeholder groups, we will plan the launch of a multi-year capital campaign. The campaign would raise major financial gifts for construction, maintenance and operation of a museum-centered U.S. Green Building Council LEED-certified building to be located on the ISU campus.

## **Benchmarks and Performance Measures**

In the following areas of museum operations, we shall target 10 percent increases per year in each year of this plan:

- philanthropic financial gifts
- research grants and other grants
- scientific publication
- public visitation
- enrollment in public programs

| <b>Cases Managed and/or Key Services Provided</b>                   | <b>FY 2012</b> | <b>FY 2013*</b> | <b>FY 2014*</b> | <b>FY 2015</b> |
|---|----------------|-----------------|-----------------|----------------|
| Number of General Public Visitors                                   | 7,469          | 6,030           | 9,147           | 6,448          |
| Number of Educational Programs for Public Audiences                 | 45             | 64              | 45              | 47             |
| Number of K12 Students on Class Tours                               | 2,836          | 581*            | 770*            | 1,765          |
| Number of Outreach Visits to Idaho Schools                          | **             | 86              | 11*             | 69             |
| Number of K12 Students Visited for Outreach Visits to Idaho Schools | 3,060          | 3,523           | 606*            | 2,336          |
| Number of K12 and Adult Tours                                       | 97             | 19              | 35*             | 65             |
| Number of Community Events  | **             | **              | **              | 6              |
| Number of General Public Visitors at Community Events               | **             | **              | **              | 12,323         |
| <b>Cases Managed and/or Key Services Provided</b>                   | <b>FY 2012</b> | <b>FY 2013*</b> | <b>FY 2014*</b> | <b>FY 2015</b> |
| Digital Outreach Audience (Social Media and Web Resources)          | **             | **              | **              | 179,058        |
| Exhibitions Mounted   | 9              | 16              | 3               | 3              |
| Loans from Collections  | 28             | 32              | 16              | 18             |
| Visiting Scientists   | 34             | 16              | 38              | 24             |
| Volunteer Hours   | 2045.75        | 1926            | 1737.75         | 906.5          |

\*Some Performance Measures were impacted by the long-term emergency medical leave of the museum education coordinator.

\*\* No data to record.

## Performance Measures and Benchmarks FY 2016-2020

| <b>Goals/Objectives</b>           | <b>Performance Measures</b> | <b>Benchmark</b> |
|-----------------------------------|-----------------------------|------------------|
| <b>Goal 1:</b> A “virtual” museum |                             |                  |

| Goals/Objectives                                 | Performance Measures  | Benchmark  |
|--|---|--|
| 1.1 Design, deploy and manage a “Virtual Museum” | <p>Success in the active solicitation of the funds and the implementation of the Virtual Museum concept.</p> <p>2012: write proposals</p> <p>2014: database construction, model construction</p> <p>2016: beta implementation</p> | <p>We will accelerate development of a virtual museum that will use digital technology to make our collections, exhibitions and other resources available to learners, educators and researchers online and on demand.</p> |

| Goals/Objectives                    | Performance Measures  | Benchmark   |
|-------------------------------------|---|---|
| <b>Goal 2:</b> Adequate staffing    |   |   |
| 2.1 Additional museum professionals | Identify financial resources for each position beginning in FY 2016 | <ul style="list-style-type: none"> <li>• <b>Development officer</b> to help secure major financial gifts. This is the key missing link in the advancement of the IMNH.</li> <li>• An <b>information-technology specialist</b> to manage and maintain a database for the virtual museum; and to establish and maintain an interactive, multimedia IMNH Web presence.</li> <li>• An <b>exhibit design technician</b> to support our public-outreach mission and assist in delivering high-quality educational programs and exhibitions that reflect current best practices.</li> <li>• A <b>professional conservator</b> to ensure adequate care of collections.</li> <li>• <b>Professors</b> to work as curators and division leaders in each of the four IMNH divisions. Especially a Curator of Anthropology.</li> </ul> |

| Goals/Objectives   | Performance Measures   | Benchmark   |
|--|--|---|
| <p><b>Goal 3:</b> Upgrade collections functions</p>  |  |   |
| <p>3.1 We will purchase and deploy new storage systems that will help us make more efficient use of collections storage space. We will seek capital improvement funds to meet our storage and curation needs by implementing a \$500,000 campaign for storage systems.</p>   | <p>Develop strategy to combine spaces and build new areas strategically beginning in FY 2016</p> | <p>Seek Capital investment in adequate curation facilities, and in the storage of collections. State of Idaho, grants, foundations.</p> |
| <p>3.2 The museum will update collection-management policies and procedure manuals.</p>  | <p>Museum has hired a Registrar<br/>2016: draft of new CMP</p>                                   | <p>Completed CMP document</p>   |
| <p>3.3 We will complete development of a digital collections database for each division. To accomplish this, collections managers have begun training initiatives, and have been creating new database systems to enhance management of their collections. Implementation is in collaboration with the Informatics Research Institute at Idaho State University.</p> | <p>2015: Purchase database software, K-Emu<br/><br/>2013-2016: Scan collections</p>              | <p>Web published virtual collections</p>  |

| Goals/Objectives  | Performance Measures  | Benchmark   |
|---|---|---|
| <p>3.4 We shall begin writing proposals to complete a conservation assessment of the museum, which will be done by a team of experts from other institutions. This will specifically define the conservation needs of our collections and make it possible to secure further grants to match those needs. Based on this assessment, we will create a conservation plan for each division.</p> | <p>2016: solicit external reviewers<br/> 2017: complete review<br/> 2018: seek funding to meet conservation needs</p> | <p>100% collections assessment for conservation needs</p>   |
| <p><b>Goal 4: Increase Funding</b></p>  |   |   |
| <p>4.1 An endowment</p>   | <p>Beginning in FY 2016 reestablish previous donors to the museum</p>   | <p>Key to fulfilling and sustaining the museum's mission for the long term will be establishment of an endowment founded on one or more major philanthropic gifts. Increase 10% per year.</p> |
| <p>4.2 Research and stewardship grants</p>  | <p>Beginning in FY 2016 expand research mission of IVL to include medical, engineering applications</p>               | <p>Increase 10% per year.</p>   |
| <p>4.3 A gift-funded travel and research fund</p>   | <p>Beginning in FY 2016 reestablish previous donors to the museum</p>   | <p>Increase 10% per year.</p>   |

| Goals/Objectives   | Performance Measures  | Benchmark   |
|--|---|---|
| <p><b>Goal 5:</b> Develop and support programs for K-12, higher-education and the general public</p>   |   |   |
| <p>5.1 Maintain on-site visitation by students at an average of 8,000 per year by including exhibits that are relevant to K-12 curricula; providing appropriate outdoor accommodations for classes and families; making classrooms more accessible to adult learners; equipping classrooms with computers, Smartboards, digital projectors, DVD players, conferencing capabilities and other learning tools.</p> | <p>Beginning in FY 2016 develop relationships with regional schools</p> <p>Invite ISU student leaders to museum</p> <p>Create programs geared to ISU students</p> | <p>On-site visitation by students at an average of 8,000 per year</p> |
| <p>5.2 Establish a Career Path Internship Program for 10 students each summer</p>  | <p>Beginning in FY 2016 ,advertise CPI positions to ISU students</p>  | <p>Ten CPI students each summer</p>                                   |
| <p>5.3 Create graduate-student assistantships to aid in program development and delivery.</p>  | <p>Beginning in FY 2016 identify research projects for 2 students</p>   | <p>Addition of two GRAs</p>   |
| <p>5.4 Build an interactive, multimedia website to connect self-learners with a rich array of science-education resources and experiences.</p>   | <p>2017: Education specialist develops online learning modules</p>  | <p>Website developed</p>  |

| Goals/Objectives  | Performance Measures  | Benchmark   |
|---|---|---|
| <p>5.5 Develop a Museum Store business plan to ensure success of store activities, including coordination of educational programming, a successful museum E-Store, and effective sales of IMNH and other relevant publications.</p> | <p>2015: add co-manager role to store</p> <p>Increase products and market store</p>     | <p>Increase store revenue 5-10% per year</p>                    |
| <p><b>Goal 6:</b> Improve communications and marketing</p>  |   |   |
| <p>6.1 We will develop a media-relations strategy to generate positive publicity.</p>   | <p>Beginning in FY 2016 assemble marketing subcommittee<br/>Work with ISU Marketing</p> | <p>Increase audience participation of events and admissions</p> |
| <p>6.2 The museum will improve two-way communications with K-12 educators to increase their awareness of the opportunities we offer, and our awareness of ways to make exhibitions and programs relevant to their needs.</p>        | <p>Beginning in FY 2016 charge education specialist with contacting K-12 educators</p>  | <p>Increase K-12 participation</p>                              |



| Goals/Objectives   | Performance Measures  | Benchmark   |
|--|---|---|
| <p>6.3 Implementation of a communications plan will be undertaken to raise general-public awareness of museum educational programs, leading to increased enrollment.</p> | <p>Beginning in FY 2016 assemble marketing subcommittee</p> <p>Work with ISU Marketing</p>                          | <p>Increase audience participation of events and admissions</p>   |
| <p>6.4 We will offer online virtual tours of the museum and its exhibitions. Digital video technologies will be use to deliver lectures and workshops online.</p>        | <p>Beginning in FY 2016 track website usage statistics</p>  | <p>Increased web presence and visitation</p>  |
| <p>6.5 Partnerships will help us develop an interactive site where students can ask questions and receive authoritative answers.</p>                                     | <p>Beginning in FY 2016, begin to develop partnerships with private and public entities to enhance the website.</p> | <p>Increased partnerships to enhance the website and make it more interactive where students can ask questions and receive authoritative answers.</p> |

| Goals/Objectives   | Performance Measures   | Benchmark   |
|--|--|---|
| <p>6.6 We will place IMNH news and feature stories on the IMNH website, in ISU Magazine and other channels, and we will publish a “viewbook” (print and digital) illustrating IMNH’s work.</p> | <p>Beginning in FY 2016 work with ISU Marketing</p> <p>2017: develop print milestone publication on the museum</p> | <p>Increased web presence and visitation</p> <p>Distribute museum publication</p>   |
| <p>6.7 A redesign of the IMNH website will include interactive and multimedia communication tools.</p>   | <p>Beginning in FY 2016, redesign of the IMNH website</p>  | <p>Redesign of the IMNH website to include interactive and multimedia communication tools. Coordinate this with ISU Marketing as they “go-live” with a new content management system for ISU’s website.</p> |
| <p>6.8 An active social-media presence will be established to engage targeted audiences. Included will be YouTube videos featuring IMNH subject-matter experts and exhibits.</p>               | <p>Beginning in FY 2016 assemble marketing subcommittee</p> <p>Work with ISU Marketing</p>                         | <p>Increased web presence and visitation</p>  |

| Goals/Objectives   | Performance Measures  | Benchmark   |
|--|---|---|
| <p>6.9 IMNH staff will place exhibits at University Place in Idaho Falls, the Capitol building in Boise and other high-profile venues to raise awareness of and interest in the museum.</p>                              | <p>2016: identify schedule to locate traveling exhibit</p>  | <p>Remote exhibits in IF and Boise</p>  |
| <p>6.10 We will evaluate resuming the IMNH publication series (Tebiwa, Miscellaneous and Occasional Papers) in peer-reviewed online formats.</p>   | <p>2016: Communicate with stakeholders to evaluate resuming the IMNH publication series.</p>  | <p>Conduct an evaluation with stakeholders to evaluate resuming the IMNH publication series.</p>                              |
| <p>6.11 Our outreach will spotlight IMNH research news using internal and external multimedia channels.</p>  | <p>2016: Begin work with ISU Marketing to develop a media strategy to improve spotlighting IMNH research news.</p>  | <p>In conjunction with ISU Marketing, develop a media strategy that will improve spotlighting IMNH research news.</p>         |
| <p>6.12 We will strive to raise the public profile of our staff by encouraging them to serve as conference presenters, guest speakers and lecturers, editors of publications, and officers of relevant associations.</p> | <p>2016: Track the number of conference presentations, guest speakers, lectures, by staff editors of publications, and officers of relevant associations using ISU's Activity Insight, a web hosted service that gathers faculty activity data.</p> | <p>Begin using ISU's Activity Insight, a web hosted service that gathers faculty activity data to measure this objective.</p> |

| Goals/Objectives                               | Performance Measures                                     | Benchmark   |
|--|--|---|
| <b>Goal 7:</b> A new museum building           |  |   |
| 7.1 Plan a capital campaign for a new building | 2018: identify stakeholders and develop fundraising plan | In partnership with our advisory and stakeholder groups, we will plan the launch of a multi-year capital campaign. The campaign would raise major financial gifts for construction, maintenance and operation of a museum-centered U.S. Green Building Council LEED-certified building to be located on the ISU campus. |

## External Factors

All external factors are based in the success or failure of finding initiatives.

## Moving forward

New leadership. New tools. A new vision of how we can give the people of Idaho an even greater return on their investment in science (STEM) education. These are stepping stones in our pathway through the final quarter of the museum’s first century. The professors and community leaders who joined together during the Great Depression to establish this museum looked beyond the challenges of their day to the promise of tomorrow. Today, we commit to doing the same.