Strategic Directions

The Sullivan Museum and History Center is a department within the combined Library, Archives and Museum (LAM) department of Norwich University (NU). The Museum’s strategic directions align with those of the LAM’s and NU’s. In addition to being guided by NU values, LAM staff members are guided by professional values and ethics.

LAM Vision Statement:

We aspire to be a thriving community that fosters life-long learning, sharing, and creativity.

LAM Priorities:

1. Enhance Library, Archives and Museum Instruction
2. Engage Students
3. Provide Equitable Access to Information Resources and Norwich University Cultural Heritage Materials
4. Share Unique Norwich University Collections with the World
5. Invest Strategically in the Library, Archives and Museum

NU Guiding Values

1. We are men and women of Honor and Integrity. We shall not tolerate those who lie, cheat, or steal.
2. We are dedicated to learning, emphasizing teamwork, leadership, creativity, and critical thinking.
3. We respect the right to diverse points of view as a cornerstone of our democracy.
4. We encourage service to nation and others before self.
5. We stress being physically fit and drug-free.
6. To live the Norwich motto, - “I will try!” - meaning perseverance in the face of adversity.
7. We stress self-discipline, personal responsibility, and respect for law.
8. We hold in highest esteem our people and reputation.

Professional Core Values and Code of Ethics

Museum professionals are guided by the American Alliance of Museums’ Core Standards for Museums and the Code of Museum Ethics.
Museum Goals for FY 2019

Mission of the Museum

To demonstrate who we are in the present through interaction with our past, our community, our beliefs, and the vision that we hold for the future.

Goals

Museum goals are based on the LAM strategic priorities. The following objectives are the steps to be taken to achieve the goals.

Goal 1: Enhance Library, Archives and Museum Instruction

To enhance museum instruction, the museum will provide quality information services, systems, facilities, and learning environment from which the University community will gather information and conduct research.

1.1 Objective: Develop ties with non-user instructors and strengthen existing relationships with continuing users

Action 1: Reach out to professors about what the museum can do for their classes
Who: JEC, KTM/Communications
Resources: Time, funding to print brochures
Evaluation: Emails sent in Fall after school begins

Action 2: Re-draft, re-design 23 Things brochure, possibly including Archives and Special Collections
Who: JEC, KTM/Communications
Resources: Time, funding to print brochures
Evaluation: Completion of updated brochure within the coming fiscal year

Action 3: Develop feedback form for users (professors) for completion following a program
Who: JEC
Resources: Time, Workable SharePoint file
Evaluation: Following each academic class form link sent to professors and completed; feedback reviewed and adjustments made for that course and any similar courses

1.2 Objective: Reach out to Northfield and surrounding schools

Action 1: Plan program(s) for students to get them familiar with the museum
Who: JEC
Resources: Time would be the main resource
**Evaluation:** Develop a family oriented program (weekend program) as a pilot for additional programs within the fiscal year.

**Action 2:** Do teacher workshops for CEU credits (if possible)
**Who:** JEC
**Resources:** Time for planning, charge for lunch and/or workshop
**Evaluation:** Contact Vermont Department of Education and determine steps to provide CEUs, develop overall plan for presentation; host day-long workshop within fiscal year.

**Goal 2: Engage Students**

To engage students and faculty, the museum will cultivate an environment for collaborative learning and individual reflection.

**2.1 Objective: Schedule student centered programs and activities**

**Action 1:** Lunch and Learns
**Who:** JEC
**Resources:** The cost of lunch and $250 honorarium, may also have to pay travel expenses; Sodexo depending on Museum Associates
**Evaluation:** Planned programs, minimum two per semester

**Action 2:** Gallery Talks
**Who:** JEC, KTM, JTH
**Resources:** Time
**Evaluation:** Completion of minimum two per semester; following metrics for attendance
Provide in-house feedback forms for participants

**2.2 Objective: Draft Five-year Exhibit Plan**

**Action 1:** Review current ideas, examine upcoming anniversaries for possible exhibit ideas
**Who:** KTM, JTH
**Resources:** Time
**Evaluation:** Completion of five-year (draft) plan

**Action 2:** Examine SITES and other exhibit production houses for potential traveling exhibits post-Bicentennial
**Who:** KTM
**Resources:** Time, Funding if an exhibit is found to pre-book
**Evaluation:** Tally list of potential traveling exhibit ideas and timeframes; possible booking of one show for 2020
Goal 3: Provide Equitable Access to Information Resources and Norwich University Cultural Heritage Materials

To provide equitable access to information resources, the museum will build, preserve, and provide access to museum materials that support the University’s goals and programs.

3.1 Objective: Provide more programs with the PISEC\(^1\) perspective

- **Action 1:** Family/Student engagement
  - **Who:** JEC, KTM
  - **Resources:** Time, Funding dependent upon designed program
  - **Evaluation:** Attendee metrics vs. time and cost

- **Action 2:** Get people to have a conversation over the exhibit
  - **Who:** JEC, KTM, JTH
  - **Resources:** This mainly pertains to label writing, so time is the main resource
  - **Evaluation:** Thoughtful questions on exhibit labels for *Innovators* and *200 Years*

3.2 Objective: Share Collection to Familiarize Faculty and Staff with Collection

- **Action 1:** Storage area organized, objects re-housed from carts and aisles
  - **Who:** JTH, KTM, JEC, Work Study Students
  - **Resources:** Time, Funding for student worker lunch
  - **Evaluation:** Majority of carts emptied/broken down; aisles clear
  - Work areas clear and usable

- **Action 2:** White Glove Wednesday programming for faculty and staff
  - **Who:** JEC/KTM, CL, JTH
  - **Resources:** Time, Usable SharePoint Registration Form
  - **Evaluation:** Completion of one-program per month for 2018-2019 Academic Year; programming to start upon completion of Action 1 (no later than January 2019)

- **Action 3:** Evaluate Found in Collection objects (selected as of 07.19.2018), process within the framework of Vermont Statute § 1152
  - **Who:** JTH, KTM, Office of Communications
  - **Resources:** Time, Funding for newspaper publication via Times Argus
  - **Evaluation:** Completion of process for selected objects by August 2019 (lengthy process considering number of steps). Selection of objects to retain following end of process concurrently done within waiting period. Accession of selected objects for retention following completion of waiting period. Send remaining (rejected) objects to auction or disposal within FY20

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\(^1\) PISEC (Philadelphia-Camden Informal Science Education Collaborative): Multi-User, Multi-Sided, Multi-Modal, Multi-Outcome, Relevant, and Accessible
Goal 4: Share Unique Norwich University Collections with the World

To achieve goal 4, the museum, in addition to collaboration within LAM, will partner with other NU departments to market the museum to a wider audience.

4.1 Objective: Get the word out about SMHC

Action 1: Website with test-collections online (Partridge, Selected artwork)
Who: JEC, KTM, JTH, Gail Wiese
Resources: Time
Evaluation: Partridge Collection (key pieces) and Selected artwork online within fiscal year

Action 2: Online Exhibitions/Video of Collections and/or Galleries
Who: KTM, Office of Communications, Jim Black
Resources: Time, Funding for contracted individuals (possibly)
Evaluation: Minimum of one exhibit and video of collection/gallery online within fiscal year

Action 3: Postcards and posters to get the word out about exhibits and programs
Who: KTM, JEC
Resources: Cost of printing and mailing postcards
Evaluation: Postcards and posters created, sent/hung for Innovators and 200 Years

Action 4: Public Relations (Word of Mouth); Get people talking about the museum
Who: JEC, KTM, JTH
Resources: Time and publicity costs
Evaluation:

Goal 5: Invest strategically in the Library, Archives and Museum

To invest strategically in the museum, the museum will provide opportunities for professional development and training of museum staff to ensure that Museum’s services and operations are efficient and current, and will develop and monitor a budget that supports its strategic goals.

5.1 Objective: Work more closely with the Library and Archives

Action: Monthly meetings between Archives and Special Collections and Museum Staff
Who: All
Resources: Time and manpower
Evaluation: Completion of no less than 9 meetings within FY19
5.2 Objective: Work within the existing educational structure of LAM

Action: Education team meet on a regular basis to coordinate efforts (Outreach/Education Committee Formation)

Who: JEC, Claire, Melissa, Mary Margaret

Resources: Coffee

Evaluation: Completion of no less than 9 (formal or information) meetings within FY19

5.3 Objective: Align Operating (and Endowment) Budget to Meet Goals and Objectives

Action: Meeting established with Museum and Greg Sauer to examine, adjust, and evaluate needs for FY19

Who: JTH, GS, KTM, JEC

Resources: Time

Evaluation: Budget adjustments made by September 2018

5.4 Objective: Evaluate Audiovisual and Security Components in Galleries

Action 1: Continue meetings with Joe Morvan for audiovisual components

Who: KTM, JTH, GS

Resources: Time, Funding likely through NU Capital Improvement Fund

Evaluation: Contract signed, projects implemented by end of FY19 at the latest

Dependent Actions: Determine responsibility and contractor for running new wiring for A/V components and cameras

Action 2: Discuss added security measures within the galleries (cameras)

Who: JTH, GS, Perley Dexter

Resources: Time, Funding if not covered through NU Capital Improvement Fund

Evaluation: Plan set into motion for adding cameras
Review Mechanisms

Performance Indicators

Each objective includes an evaluation as a performance indicator. Objectives are the steps to be taken to achieve the museum’s goals that are aligned with the LAM’s strategic priorities. The following goal metrics will be used to monitor the museum’s progress towards meeting those long-term goals.

Goal Metrics:
1. Information services metrics: (a) number of group instruction sessions and total attendance each fiscal year; (b) number of public events/programs and total attendance each fiscal year (c) faculty feedback assessment.
2. Sullivan Museum and History Center building use metrics: (a) number of person who physically enter the museum each fiscal year; (b) virtual use of the museum websites and Facebook each fiscal year (c) Rotunda and conference room use each fiscal year.
3. Collection and collection use metrics: (a) total number of materials (number of physical objects) each fiscal year; (b) total number of objects borrowed and loaned each fiscal year.
4. Same as metrics above.
5. The total number of Sullivan Museum and History Center professional development activities each fiscal year.

Key Plan Review Dates

All museum staff will participate in the review of the library strategic plan.

- January of 2019 review status of plan objectives
- March of 2019 review LAM strategic directions
- June of 2019 final review of the plan
Appendix A – Situation Analysis

Appendix A includes an analysis of the Museum’s organization and its environment. By being aware of internal strengths and weakness and of external trends and developments, the Museum can improve its operations and plan better.

SWOT Analysis

- **Strengths**: characteristics of the museum that give it an advantage over others.
- **Weaknesses**: characteristics of the museum that place the museum at a disadvantage relative to others.
- **Opportunities**: elements in the environment that the museum could exploit to its advantage.
- **Threats**: elements in the environment that could cause trouble for the museum.

**Strengths:**

1. Dedicated staff to promote educational priorities of Norwich University
2. Staff are knowledgeable of the diverse collection of objects
3. Engaging spaces and exhibits creatively installed to present the history of Norwich University

**Weaknesses:**

1. Small staff
2. Limited financial resources: strained resources, continuously encumbered endowment

**Opportunities:**

1. Expanded outreach and educational initiatives including gallery talks and Lunch and Learns
2. Guided storage tours; opening tours for "White Glove Wednesday"
3. Traveling exhibitions or visiting curators; reinvigorated exhibition ideas

**Threats:**

1. Limited accessibility, both physical and in-gallery (audio-visual)
2. Finite storage, donations to staff ratio for processing
3. Security
SWOT into Action

Strengths:
The museum expects to maintain and build upon its strengths.

Weakness
The museum will work to reduce its weaknesses.

Opportunities
The museum will invest its resources on select opportunities

Threats
The museum will seek to mitigate its threats/risks.