Mathers Museum of World Cultures

Strategic Plan 2013-2018

I

Bloomington is the flagship residential, doctoral-extensive campus of Indiana University. Its mission is to create, disseminate, preserve, and apply knowledge. It does so through its commitments to cutting-edge research, scholarship, arts, and creative activity; to challenging and inspired undergraduate, graduate, professional, and lifelong education; to culturally diverse and international educational programs and communities; to first-rate library and museum collections; to economic development in the state and region; and to meaningful experiences outside the classroom. The Bloomington campus is committed to full diversity, academic freedom, and meeting the changing educational and research needs of the state, the nation, and the world.

IU Bloomington Campus Mission

Advancing the Campus Mission

During its first half century, the Mathers Museum of World Cultures has made important contributions to fulfilling the mission of the Indiana University Bloomington campus, and the museum is positioned to make still greater contributions to our shared campus goals in the years and decades ahead. Adopted on the occasion of the appointment of its third Director and at the conclusion of its previous Strategic Plan (2007-2012), this new framework begins to chart the course that the museum will take during its second fifty years. The work of the museum articulates with the Indiana University Bloomington Mission Statement as well as the goals articulated publicly by the Provost in her spring 2013 State of the Campus Address. The five introductory sections are keyed directly to the campus mission and frame the ways that the museum serves the campus in compelling ways. Specific goals, objectives, and strategies are presented in the document's second part.

Creating, Disseminating, Preserving, and Applying Knowledge

Creating, disseminating, preserving, and applying knowledge—this is what a world-class museum of world cultures does. In the United States, all accredited museums preserve and disseminate knowledge in ways that set them apart from libraries, archives, herbaria, and other systematic and public collections. A research museum goes beyond a preservation and dissemination mandate, drawing upon its collections, partnerships, and staff expertise to advance and apply the frontiers of knowledge. A museum on a research university campus must

contribute to its research mission. The Mathers Museum of World Cultures collection represents a priceless and unique research asset. As reflected in the goals outlined here, the museum is committed to enhancing its position as a center for research. Drawing upon the expertise of the museum's new director, this strategic plan envisions specific strategies that the museum will pursue towards this end. Research is understood here as the keystone holding the museum's other activities together.

Challenging and Inspired Teaching at All Levels

A world-class, university-based museum supports the campus teaching mission in unique and impactful ways. Contributing meaningfully to graduate and undergraduate education is the fundamental characteristic of a campus-based research museum such as the Mathers Museum of World Cultures. Informative and thought-provoking exhibitions are one important way that this is done, but they are not the only one. The museum can already point to significant success in its work in support of teaching and, outside formal courses, of students seeking internships and practicum experience for museum careers and for other heritage and public humanities professions. In common with teaching units across the campus, the museum is called upon to do more, often with fewer resources. Central to the museum's efforts in support of teaching in this environment will be partnerships—with instructors, with academic departments, with campus schools, and with the other museums and systematic collections on campus, as well as with community K-12 educators and civic groups. Connecting students with the museum's deeper research commitments represents a particularly rich area for further development at both the graduate and undergraduate levels. The museum's work with students supports the

The Mathers Museum is Indiana University's museum of world cultures. Through its collections, exhibits, and programs, the Museum is dedicated to preserving and promoting knowledge of the world's cultures, past and present. In all of its activities, the Museum strives to further its audiences' understanding of both the diversity of the world's specific cultures and the underlying unity of culture as a human phenomenon.

Museum Statement of Purpose

Provost's call to ensure that every student on our campus has access to meaningful internships and real hands-on research experiences.

Cultural Diversity and International Education

Serving the cultural diversity and international education aims of our campus mission is exactly why the Mathers Museum is a museum of "world cultures." Not every AAU campus has a museum directed towards such goals. That we do is important and is a testament to the work of many and to the kind of global university that Herman B Wells, and so many others, have long nurtured. Looking ahead, the Mathers Museum of World Cultures will contribute in unique ways to the campus' important cultural diversity and international education goals. Collections-centered (including fieldwork-based) research and strong partnerships with other units and organizations (ex: OVPIA, DEMA, area studies programs, student centers, the new School of Global and International Studies) will make the difference here. The Mathers Museum is a distinctive, promising part of the portfolio of assets that the campus can leverage to good effect in its diversity and international engagements. As ethnographers, Mathers Museum researchers not only work with the museum's collections, they also study *in situ* among the world's peoples. They are not only researchers understanding and explicating cultural diversity, they are ambassadors bridging the campus and the globe. Given its collections, purposes, and research mandate, the museum will work to be at the center of campus efforts relating to cultural diversity and international education.

Development of the Region and State

Like its campus museum peers, there are numerous and obvious ways that the Mathers Museum of World Cultures serves as an important visitor gateway to our campus and, at the same time, advances our state and region's economic, educational, and cultural development. In addition, there are less obvious, less place-based ways that the museum can pursue partnerships contributing to the development of our state and region. As reflected in this plan, the museum will pursue a range of initiatives to bring the museum's assets outside the museum. In doing so, it will help enrich and strengthen communities in our state and region.

Meaningful Experiences Outside the Classroom

Museums, particularly campus-based museums, are uniquely positioned to catalyze learning beyond the classroom. Situating learning, whether arising out of formal university coursework or informal, lifelong pursuits and interests, in a museum setting represents the kind of unique, value-added experience that will set the world's great universities apart in an era of radical change in higher education. As Indiana University Bloomington joins our AAU peers in exploring the mass mediated futures of university education, intensifying our commitment to hands-on, experiential learning in museums should be a key part of our overall campus strategy. Compellingly providing students with such opportunities will help us answer the question: Why, in an era of distance education, enroll on campus in Bloomington? At the same time, meaningful museum-driven experiences outside of the classroom will not always mean experiences inside the museum. Given Indiana University's leadership in university information technologies, open access scholarly communication, and so many other relevant domains, the Mathers Museum of World Cultures will become a leader in museum and heritage informatics, digital social science, and digital humanities projects that serve not only the research community, but also diverse source communities (those from which the museum's collections come), lifelong learners, and students around the world, as well.

The Mathers Museum fosters Indiana University's role as a public educational and research institution by holding specialized collections of material culture in trust. Proper use of these collections is the core of the Museum's mission, which may be described in terms of preservation, research, and communication.

To preserve knowledge of the world's cultural heritage, the Museum acquires and conserves collections of material culture. The Museum acquires only collections that serve its stated purpose. The Museum strives to meet the highest standards of conservation in maintaining its collections, so that they may be preserved for future generations. The Museum applies the same standard of stewardship to the documentation of the objects in its collections and seeks constantly to expand and improve that documentation.

The Museum's collections are available to scholars, students, and interested members of the public for research. The Museum also emphasizes two other aspects of its research mission. First, the Museum trains students to conduct research on material culture, so that knowledge and understanding of the world's cultural heritage may be enhanced in future generations. Second, the Museum is committed to improving informal education by making its exhibits and programs available to faculty and students doing research on methods and results of informal education.

The Museum's communication mission is three-fold. First, through exhibits and educational programming the Museum provides audiences of diverse ages and backgrounds with opportunities for informal, non-classroom education about the world's cultural heritage. Second, the Museum enhances classroom teaching, both at Indiana University and in other Indiana schools at all levels. To achieve this end, when the prerequisite of conservation has been met, the Museum makes it collections available for course work, along with the expertise of its staff. Third, the Museum helps train students for careers in museums by providing classes in museum studies and other opportunities for experience in museum work.

In all activities, the Museum serves its diverse audiences by providing educational experiences that meet the highest standards of scholarship and, within the Museum's means, the highest attainable standards of presentation. In turn, the Museum serves Indiana University by making the university's research and teaching about the world's cultures accessible to the broadest possible audience.

Mathers Museum Mission Statement

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Goals, Objectives, Strategies

A range of specific goals and strategies for the advancement of the museum and campus are presented in this section. They are grouped under four broad goals:

Core Goal One
Increase Research Productivity, Excellence, and Reach

Core Goal Two
Networking the Museum

Core Goal Three
Stewarding People, Collections, Facilities, and Resources

Core Goal Four
Strengthen Public Outreach and Campus Engagement

Foundations

Developed at a time of transition in museum leadership as well as on the occasion of the museum's golden jubilee year, this plan directs attention to new work to be done. In doing so, it presumes that the museum will maintain and build upon the foundations established, and the successes achieved, during its first five decades of operation.

- As an American Alliance of Museums (formerly American Association of Museums) accredited institution, the museum remains committed to working within constantly evolving standards for professional museum operation and governance.

- As an accredited museum, the Mathers Museum of World Cultures will continue to fulfill its obligations as a university museum in the public interest. These will continue to include providing engaging educational programs, developing impactful and inspiring exhibitions, supporting formal educational programs and delivering informal ones, and pursuing research on world cultures. At the center of these activities, the museum will systematically grow and professionally steward its priceless heritage collections.

- As a museum of world cultures, the museum will remain committed to the promotion of equity, diversity and the representation of, and engagement with, varied perspectives. The museum will strive to represent the world's human diversity not only in its exhibitions, research, and programs, but also on its staff and among the communities that it serves.

Core Goal One: Increase Research Productivity, Excellence, and Reach

Building on a history of steady improvement in the areas of collections development, collections and records care, exhibition development, public programs, and educational outreach, the museum stands ready, as befits a museum on a Carnegie Research University campus, to intensify its engagements with basic research. Since the time of its most recent accreditation by the American Alliance of Museums (2009), and in accord with the recommendations of the accreditation team, the museum has already begun implementing new strategies for the promotion of research. Under this plan, these activities will be intensified with the core goal of unambiguously increasing the productivity, excellence, and reach of the museum's research programs.

Objective 1.1
Establish innovative research as the museum's hallmark.

Strategy A
Assess all museum programs vis-à-vis the museum's mission and its research emphasis.

Strategy B
Strengthen, support, and build upon the still-new Faculty Research Curator program.

Strategy C
Develop strategies to involve and support graduate students in collaborative museum-based research projects. Transition to a more laboratory-style or design studio framework for work with students.

Strategy D
Generate grant or other funds to be used for a post-doctoral fellowship focused on collections-based research.

Strategy E
Raise endowment or other funds to be used for competitive, short-term grants with which to host visiting researchers studying the museum's collections.

Strategy F
Within a framework of yearly targets, begin systematically publishing peer-reviewed collection profiles describing key museum accessions and encouraging their further study.

Strategy G
Establish a regularly updated research plan that is articulated with the museum's collecting plan, exhibitions/programs calendars, and staff annual review practices.

Objective 1.2
Enhance research productivity and reach.

Strategy A
Establish a formal, active program of research affiliation with the museum by building upon the Faculty Research Curator and Curatorial Seminar programs. (These are research-focused event series initiated during fall 2012.)

Strategy B
Hold regular meetings and seminars of the museum's research community (i.e. faculty, consulting and staff curators, research associates, graduate students); involve this group in setting and benchmarking research plans and goals.

Strategy C
Use OVPR (PDS), IU Foundation, and other campus support resources to strengthen the museum's pursuit of grant and foundation support for research activities.

Strategy D
Position the museum to participate in broader digital humanities initiatives, including grant programs targeting this area.

Strategy E
Identify, and put into place, incentives fostering research productivity and excellence within the museum's research community.

Strategy F
Identify, obtain, and put into place, technical resources (equipment, software, workflows) aimed at increasing collections-based research impact and productivity.

Strategy G
Build upon *Museum Anthropology Review* and other current museum-IU Library partnerships to maximize open access availability of museum publications, collections information, and research data.

Objective 1.3
Calibrate research exhibition activities

Strategy A
Continue moving towards the use of small exhibition modules for undergraduate research exhibitions; brand these exhibition spaces clearly.

Strategy B
Dedicate and equip specific exhibition spaces for use in graduate student research exhibitions (i.e. flexible and easy to install, larger than undergraduate spaces but smaller than the current temporary gallery).
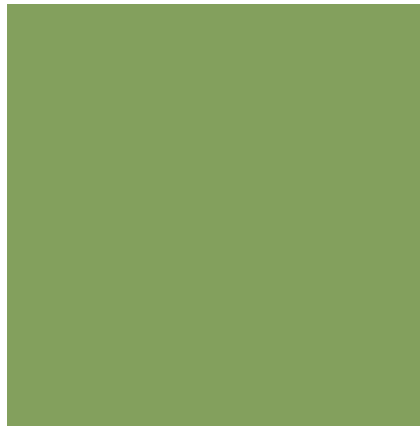
Strategy C
In the context of future renovation of the long-term galleries, plan to fund, dedicate, and equip a specific teaching gallery in which collections can be easily and safely deployed for use by campus courses at the undergraduate and graduate level.

Strategy D
Prioritize funding and hosting temporary, research-based traveling exhibitions, thereby reducing the number of exhibitions curated in-house and allowing for both a greater research focus in these projects and the possibility of circulating them beyond the museum.

Strategy E
With campus partners, implement and execute a plan to renovate the museum loading dock to permit safe delivery of traveling exhibitions, both those borrowed by, and those circulated by, the museum.

Objective 1.4
Extend current registration, curation, and conservation work in a "research readiness" framework that links professional stewardship with active support of collections research and researchers.

As with other plan objectives, strategies identified under "research readiness" aim to closely articulate the museum's overall work with its scholarly/research mission.

Strategy A
In preparation for, and to promote, enhanced research work, as well as to support the online database initiative, intensify (and set targets for) object photography. (Approximately 15% of the collection has now been digitally imaged.)

Strategy B
Pursue systematic, standards-based collections records digitization.

Strategy C
Extend current work on data integrity for print and digital collections records.

Strategy D
Extend current work on collections document correlation.

Strategy E
Extend current work on, and develop workflows for, detailed collections inventory.

Strategy F
Building on recent proof-of-concept work, pursue new work on metadata standards and metadata crosswalk development.

Strategy G
Extend and formalize current work on collections data editing.

Strategy H
Begin replacing out-of-date storage furniture, particularly wood cabinets, with baked, powder-coated steel cabinets and other modern storage systems.

Strategy I
Extend current work containerizing and/or developing storage mounts for collections objects.

Strategy J
Articulate the "research ready" collections program with the digital infrastructure program, the research plan, and other strategic initiatives.

Core Goal Two: Networking the Museum

The Mathers Museum of World Cultures has many key strengths but for a host of reasons the museum is not yet a central node in its fields or in the community of museums of its type. Moving the museum to the center of the networks of which it needs to be a part is a key goal for the period being planned for here. Networking the museum will involve an exciting range of activities and initiatives. Now is an ideal time for this work because the field of museum ethnology and the community of museums of cultural history are experiencing a period of ferment. There are unprecedented tools and novel opportunities available for the revitalization of this field and of museums such as the Mathers Museum of World Cultures. Now is also an ideal time to network the museum in a campus context and to make the museum central to a unique 21st century research university.

Objective 2.1
Organize the museum as a multidisciplinary hub for material culture and culture historical research and for ethnology museum practice.

Strategy A
Avoiding purely honorary relationships, establish an active museum research community through the appointment of engaged Consulting Curators, Research Associates, Visiting Researchers, and Graduate Student Affiliates.

Strategy B
Building on current education and programming partnerships (campus and community), actively engage with IUB schools, departments, programs, and centers in developing research and outreach programs.

Strategy C
As part of its build-out of digital infrastructure, put into place collaboratory tools to facilitate on- and off-campus research partnerships and informal scholarly communication.

Strategy D
Join and participate in existing networks and partnerships in material culture studies and museum ethnology.

Strategy E
Begin presenting museum-based research in an organized way at national and international meetings.

Strategy F
Regularize and make permanent new campus and public events presenting original museum research (Curatorial Seminars, Meet the Collections, etc.).

Strategy G
Build a new CMS-based museum website with robust communications tools and rich content about the museum and its activities; interconnect this system with new collaboratory tools, the collections database, *Museum Anthropology Review*, social media platforms, research networks, and open access collections.

Objective 2.2
Get the museum's collections online in a state of the art manner that serves the campus, source communities, the research community, educators, and the public.

Strategy A
Draw upon the experiences of institutions that have already brought collections online.
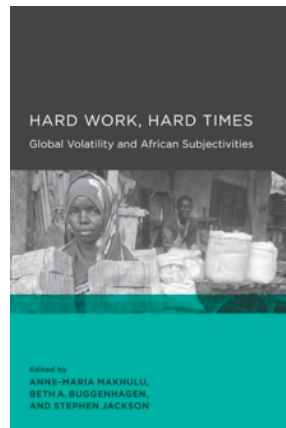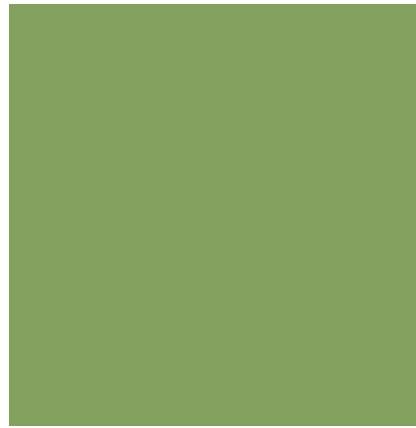
Strategy B
Ensure that all online collections work is standards-based and prioritizes technical interoperability, open standards, open source software platforms, preservation concerns, and ease of format migration.

Strategy C
Ensure that all online collections work acknowledges the ethical responsibilities special to cross-cultural ethnographic collections (including expectations of source community collaboration and respect for cultural property law and local cultural norms).

Strategy D
Work collaboratively to ensure that databases advance the museum's research mission and are demonstrably useful to students, educators, source communities, and general publics.

Strategy E
Ensure that collections databases articulate with the museum website, research collaboratory, and other digital infrastructure.

Strategy F
In keeping with current practices in the field, ensure that databases are built to gather, not only provide, collections information (ex: social tagging/folksonomy, collaboratory tools, social media, etc.).

Objective 2.3
Translate the museum's exhibitions and public programs into online formats, thereby extending them in space and time.

Strategy A
Building on new digital infrastructure and enhanced staff skills, implement workflows that make every gallery exhibition also a digital exhibition.

Strategy B
Wherever possible, make the museum's public lectures, seminars, webinars and other activities durably available online via video and other technical means.

Strategy C
Ensure that digital exhibitions, programs media, and all museum digital products and platforms are interoperable and optimized for access and preservation.

Strategy D
Adopt, and then use, appropriate technical standards and lifecycle workflow processes to guide digital exhibitions and program activities.

Objective 2.4
Make the museum a key node in the field of museum ethnology.

Strategy A
Leverage the merger of *Museum Anthropology Review* into the museum, enhancing the museum's reputation and centrality in the field.

Strategy B
Host (and publish) in-person and virtual conferences, seminars, workshops, and unconferences exploring the frontiers of research and practice in museum-based ethnology.

Strategy C
Organize webinars and other events that make museum expertise accessible on and beyond the campus.
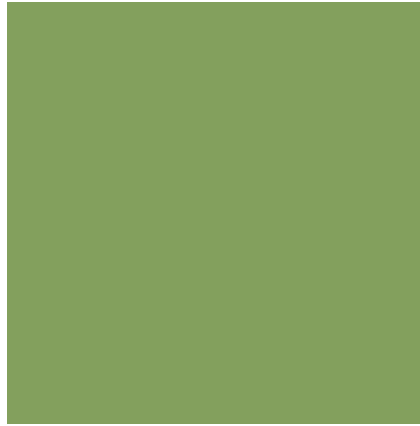
Strategy D
Form an North American ethnology museums network linking peer museums of ethnology for shared exhibitions, research, and programming.

Strategy E
With partners (Summer Institute in Museum Anthropology, Council for Museum Anthropology, IUB Departments and Schools, etc.) host research oriented training events focused on museum collections and original research (ex: summer museum "field school").

Objective 2.5
Extend the reach of the museum's research-driven exhibitions by circulating them regionally and nationally.

Strategy A
Circulate smaller exhibitions around the state in banner format.

Strategy B
Circulate selected larger exhibitions nationally as full traveling exhibitions.

Strategy C
Develop a statewide network (comparable to the Rotating Exhibition Network of Traditional Arts Indiana) for circulating banner format exhibitions.

Strategy D
Use the trading of research-based traveling exhibitions as a key incentive for participation in the ethnology museums network proposed elsewhere in this plan.

Core Goal Three: Stewarding People, Collections, Facilities, and Resources

Among their core functions, museums preserve valuable resources for the future. Like libraries and archives, they do this with a view to the longest imaginable time frames. Their work is closely governed by continuously evolving professional best practices and by local commitments to constant improvement in all areas of work, with collections stewardship being preceded in importance only by human health and safety. To preserve priceless collections, museums must also safeguard and wisely use other resources—talented staff, buildings and equipment, financial resources, and the human relationships on which a museum thrives. While already recognized through American Alliance of Museums accreditation and other means as a museum of the first rank, the Mathers Museum of World Cultures has considerable stewardship work to do in order to ensure the longtime viability of its collections and mission and, in the shorter term, but no less important, the welfare of its staff, students, and other partners.

Objective 3.1
Protect the health of visitors, students, and staff and steward the museum's collections by seriously addressing physical plant problems, particularly in the museum "annex".

Strategy A
With OVPR, develop plans to transition away from using the dirty and flood-prone basement for the museum's artifact-processing lab.

Strategy B
With campus physical plant and OVPR, address leaks, flooding, mildew, and other problems throughout the annex.

Strategy C
With campus physical plant and OVPR, further address problems with the museum's roof and machine rooms.

Strategy D
With OVPR endorsement and physical plant cooperation, implement a proper museum-grade program of integrated pest management, including robust monitoring, and consequences for non-compliance.

Objective 3.2
Enhance staff skills to address current and emergent needs.

Strategy A
Through annual planning and review processes, and careful time and project management, increase the amount of on-campus continuing education pursued by staff (particularly in IT and new media skills).

Strategy B
Through reworking of expenditures and new fund development, dedicate resources to museum-specific staff professional development activities (ex: staff visits to peer museums, workshops, conferences with training elements).

Strategy C
Utilize webinars, online training, and other low-cost means of increasing staff skillsets.

Strategy D
Develop plans to reward staff who gain and effectively deploy new skills.

Objective 3.3
Cultivate new friends of, and donors to, the museum and attentively steward relations with new and old supporters.

Strategy A
Implement an integrated communication plan that includes regular, multi-platform, and effective contact with donors, friends, and others interested in advancing the museum.
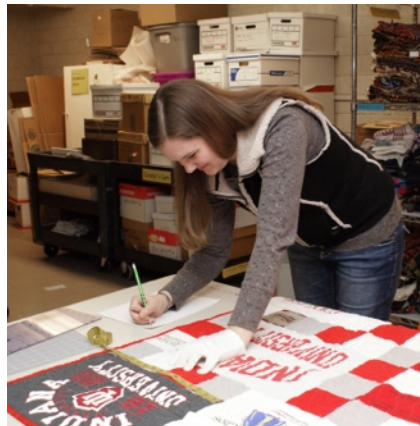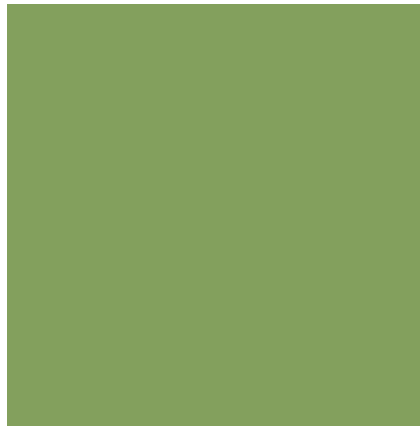
Strategy B
Develop events and programs to recognize and celebrate donors.

Strategy C
Investigate and assess the nature of formal friends programs characteristic of university museums of similar scale and scope to the Mathers Museum of World Cultures.

Strategy D
In connection with museum, campus, and IU Foundation infrastructures, ensure that the museum maintains and uses robust contact data for friends, donors, followers, and other stakeholders; where appropriate articulate these with registration (ex: object donors) and research (ex: NAGPRA consultations, source community collaborators) systems.

Strategy E
With robust tracking and workflow systems in place, engage in more intensive and sustained fundraising efforts; pursue projects in accord with the museum's mission and strategic plans.

Strategy F
Make sure that every donor (in-kind, collections, financial) receives appropriate thanks and is kept abreast of museum activities.

Objective 3.4
Steward human and financial resources through effective project management and coordinated staff activity.

Strategy A
Reestablish and utilize annual performance review and goal setting practices for staff.

Strategy B
Investigate museum-specific use of general project management software and related tools; deploy if evidence suggests that they will facilitate accomplishing projects and meeting strategic goals efficiently.

Strategy C
Further promote cross-training in museum functions and activity areas.

Strategy D
Where relevant, warranted, and achievable, cultivate mutually beneficial partnerships, collaborations, and creative approaches to sharing resources and staff with OVPR and campus units.

Objective 3.5
Steward the museum's valuable, growing and, as yet unsystematized, (non-collections) digital assets for enterprise use, preservation, and research access (ex: digital exhibitions files, press releases, policy documents, grant applications and reports).

Strategy A
Make digital preservation and the enterprise use of digital assets a key part of the broader digital infrastructure project.

Strategy B
Work with campus partners and national peers to find and implement solutions.

Strategy C
Address digital preservation and ongoing use needs inside everyday museum workflows so that they are addressed in the doing of basic work rather than as a special "cleanup" task.

Strategy D
Develop criteria used to evaluate preservation (Yes? No? How? Physical? Digital?) decisions and to ensure best practices relative to rights questions, file formats, and other technical issues.

Objective 3.6
Thoughtfully, systematically, and quickly address the museum's financial precarity, recognizing that collections and staff are among the museum's most crucial resources but that they exist to fulfill the museum's mission and that the work of the staff and the use of collections represent additional costs above and beyond mere existence.

Strategy A
Continue recent work reviewing and assessing financial practices and developing realistic financial forecasts.

Strategy B

In response to needs noted in the most recent American Alliance of Museums accreditation findings and as brought into relief by more recent financial reviews, implement plans to address current over-reliance on endowment revenue for basic staffing. Move actively towards the use of endowment income for collections development, collections care, research programs, exhibitions, public outreach, student support, and other crucial non-staff needs.

Strategy C

Work with OVPR and partner OVPR units (particularly the Glenn A. Black Laboratory) to share staff and other resources in a sustainable, non-endowment dependent way. Develop memorandum of understanding to guide such partnerships in ways that protect the interests of staff and partnering units.

Strategy D

Beginning in the second half of its 50th Anniversary year (2013), engage vigorously in fundraising at all levels and in various modes so as to grow new endowment and annual fund gifts.

Strategy E

Analyze the museum shop program, seeking to maximize its revenue-producing role and to specifically allocate shop revenues to an identifiable and publically appreciated expense category, such as graduate student support or weekend public access.

Strategy F

Use recent assessment and forecasting work to enter into discussion with OVPR regarding budget stabilization.

Core Goal Four: Strengthen Public Outreach and Campus Engagement

As a systematic heritage collection, as a humanities and social science research center, as a resource for lifelong learning and civic engagement, as a training ground for emerging scholars and professionals, the museum looks inward to a campus that it remains eager to advance and outward to various publics that it also wishes to serve. While the museum possess a five-decade history of accomplishment as an institution in the public interest, it faces practical challenges that need to be addressed and recognizes unique opportunities that can be grasped. Figuratively and literally situated at the place where the campus meets the community, the Mathers Museum of World Cultures is committed to strengthening both its public outreach and its engagement with the campus.

Objective 4.1
Implement a plan to mitigate the negative consequences of the museum's unwelcoming, brutalist exterior such that access issues are resolved, the public feels more welcome, and an image that reflects poorly on the museum, its campus, and its university is remedied.

Strategy A
Renew longstanding efforts to establish an Americans with Disabilities Act (ADA) compliant entrance to the museum for the benefit of staff and visitors.

Strategy B
Work with physical plant to remove extensive black mildew covering much of the museum's exterior; plan for regular maintenance.

Strategy C
Work with campus authorities to use outdoor banners, landscaping, and other techniques to soften and beautify the exterior, bringing it into closer alignment with the humanistic, world cultures focus of the museum and the aesthetics of the neighborhood and campus.

Strategy D
As a museum that attracts dignitaries and other visitors to campus, work with campus authorities to cultivate awareness of the museum as a key gateway location and as a central town-gown node.

Strategy E
Work with campus authorities to make improvements to the museum's landscaping, particularly as these impact public safety.

Objective 4.2
Address deficiencies in the museum's interior public areas, including energy efficiency goals and issues constraining effective space usage, as well as perception problems.
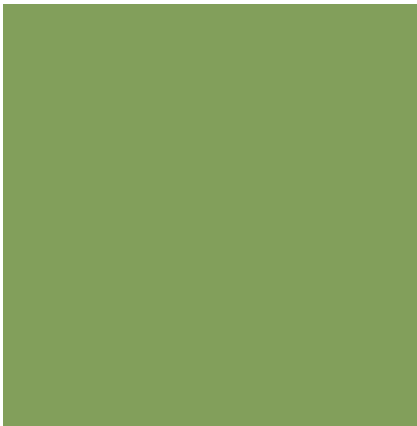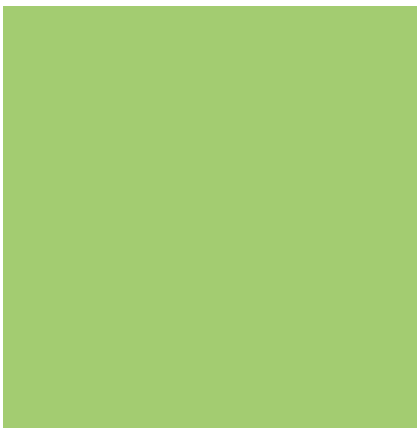
Strategy A
Redesign and refurnish the museum's welcome desk area to make it more efficient, professional, secure, and welcoming.

Strategy B
Seek to partner with the campus to replace the current out-of-date, expensive-to-maintain, and energy-inefficient gallery lighting with new and museum-appropriate LED lighting.

Strategy C
As part of broader gallery and exhibition planning work, develop plans to effectively address the serious acoustic problems hindering full and appropriate use of the museum's classroom/public events space.

Objective 4.3
Quantify, assess, and extend the museum's already extensive work with campus undergraduate students; extend and formalize current engagements with graduate education.

Strategy A
Develop database tools for tracking, reporting on, and assessing outcomes of the museum's large number of engagements with undergraduate practicum students.

Strategy B
In keeping with goals established by the Provost, and in accord with a broader museum emphasis on research, build on the museum's extensive program of museum work-focused practicum to establish parallel frameworks for formal (including credit-carrying) undergraduate participation in museum research.

Strategy C
Build upon active ties to campus units in anthropology, folklore and ethnomusicology, arts administration, and library and information science to foster new undergraduate and graduate practicum and research opportunities with other campus units.
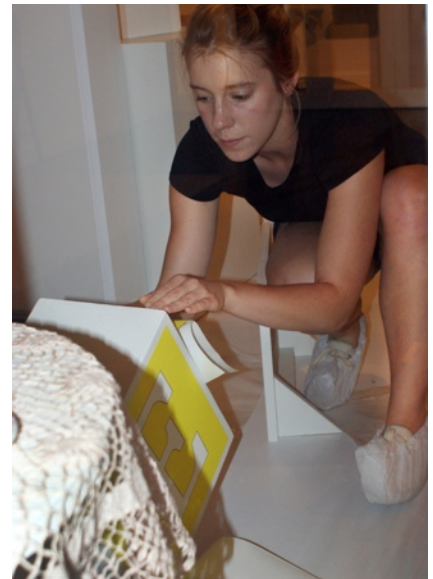
Strategy D
Work with departments and with campus units charged with supporting teaching and learning (ex: CITL) to more fully integrate the museum into courses across the campus (ex: writing courses, design courses, history courses, informatics courses).

Strategy E
Participate in and, where appropriate, help lead campus efforts to develop new opportunities for graduate education and practice in the public humanities, museum work, arts administration, cultural resource management, design studies, and related areas.

Strategy F
As museum staff cultivate new skills, and as the museum takes up new kinds of projects (ex: digital efforts, stronger

donor relations work) and intensifies its research work, build on the current practicum program to bring our students along with us. That is, add a "learning alongside" dimension to the current "learn by doing with" framework.

Strategy G
Implement a badge system for granular credentialing of workplace ready skills mastered by practicum students.

Objective 4.4
Increase recognition of the museum as a key campus resource for teaching, research, quality of life, branding, and outreach.

Strategy A
Through impactful museum activities and engagements with school and program leadership, promote the museum's dedication to university and campus strategic goals of internationalization and cross-cultural education and engagement. Building on existing partnerships with international student organizations and area studies centers, demonstrate, in particular, the museum's relevance to OVPIA and SGIS.

Strategy B
As is done for other campus amenities (ex: cinema, art museum, recreational facilities) promote the value that museum exhibitions, programs, and outreach activities provide to staff, faculty, students, and citizens of the region.

Strategy C
With campus partners (ex: OVPR Communications) extend and update the museum's marketing, visual identity, and communications strategies to ensure that the museum, and the opportunities that it provides to its audiences are clear and compelling.

Strategy D
Develop reporting systems to gather and communicate effectively data on the remarkable outreach and "in-reach" work that the museum does with varied constituencies (K-12 students, seniors, staff, faculty, undergraduate organizations, international students, etc.) through diverse programs.

Strategy E
Increase the degree to which, and narrate clearly the ways in which, research underpins all public programs, including activities aimed at K-12 audiences, families, and the general public.

Strategy F
Working with its Policy Committee and OVPR, review and update the museum's Statement of Purpose and Mission Statement.

Mathers Museum of World Cultures

Staff

Kristin Brand, Fiscal Officer
Geoffrey Conrad, Director *Emeritus*
Elaine Gaul, Curator of Exhibitions
Theresa Harley-Wilson, Registrar
Sarah Hatcher, Curator of Education
Jason Baird Jackson, Director
Judith A. Kirk, Assistant Director
Mark Price, Preparator
Ellen Sieber, Curator of Collections
Matthew Sieber, Photographer/Curator of Exhibitions
Judith Sylvester, Conservator
Kelly Wherley, Facilities Manager

Faculty Research Curators

Beth Buggenhagen (Anthropology)
Jennifer Goodlander (Theater and Drama)
Stacie King (Anthropology)

Consulting Curators

Pravina Shukla (Folklore and Ethnomusicology)
Jon Kay (Traditional Arts Indiana)

Research Associate

Janice Frisch (Mathers Museum of World Cultures)
Daniel C. Swan (Sam Noble Museum)

Graduate Assistants

Lisa Ahrendt (Arts Administration)
Teri Klassen (Folklore and Ethnomusicology)
Claire Pacey (Arts Administration)
Kiva Reinbold (Arts Administration)
Katherine Schramm (Folklore and Ethnomusicology)
Abigail St. Pierre (Arts Administration)

Policy Committee

Eric Sandweiss, Chair (History)
Heather Akou (Apparel Merchandising and Interior Design)
Michael Foster (Folklore and Ethnomusicology)
Candace Greene (Smithsonian Institution)
Michael Rushton (Arts Administration)
Susan Seizer (Communication and Culture)

Founded in 1963, the Mathers Museum of World Cultures is a unit of the Office of the Vice Provost for Research.

The Mathers Museum of World Cultures is accredited by the American Alliance of Museums.

MATHERS MUSEUM OF WORLD CULTURES

INDIANA UNIVERSITY
Bloomington