

**Museum of Natural and Cultural History**  
**Strategic Plan**  
**January 2025 - December 2030**

S= Short term January 2025 - June 2026 (18 months)  
M= Medium term July 2026 - December 2027 (18 month)  
L=Long term January 2028 - December 2030 (24 months)

6/11/2025

**GOAL #1: EXPAND NETWORKS THAT INCREASE OPPORTUNITIES FOR COMMUNITY ENGAGEMENT**

The MNCH will facilitate connections among museum stakeholders and throughout our communities, fostering a culture of action towards positive impacts on our collective challenges.

Objective 1.1 Build our momentum in Oregon's social justice/cultural history research and education.

Task	Desired Outcomes	Resources Required	Sources	Point Person/ Involved	S	M	L
1.1.1. Continue to bid on and advance research projects that illuminate untold Oregon histories and plan exhibits and programs on these topics.	At least two funded research projects result in exhibitions and programs for the term of this plan.	Current operations; continued staff communication	Existing funds and funded sponsored projects	JAIME KENNEDY and ANN CRAIG/ Chris Ruiz, Brian Lane, Marlene Jampolsky; Lauren Willis, Liz White, Emily Hartlerode	X	X	X
1.1.2. Build relationships with UO faculty in related departments and community groups with networks and know-how	At least three exhibitions and related programs are community driven for the term of this plan.	Standard operating capacity; implement Faculty Engagement Working Group and \$10K annually for faculty stipends	Existing funds; faculty grants from College of Arts and Sciences and CAIRE endowment proceeds (in hand)	ANN CRAIG/ with Lauren Willis, Liz White, Emily Hartlerode, and CE Manager	X	X	X
1.1.3. Connect communities to collections through stewardship, research and exhibits projects.	At least one exhibition and its related programs are collections-driven for the term of this plan.	Standard operation capacity; adjustments made in position descriptions during Collections reorganization.	Existing funds	DIRECTOR and ASST. DIRECTOR of ANTH COLLECTIONS; Liz White and Lauren Willis	X	X	X
1.1.4. Expand <i>Museum Adventures</i> with a new cultural history theme (Chinese American Heritage?)	At least one new <i>Museum Adventures</i> is funded and on the road.	0.20 FTE of Education Manager Mia Jackson for 1 year and/or additional contractor	Apply for LSTA grant	ANN CRAIG and MIA JACKSON		X	X

1.1.5. Support statewide convening of culture keepers	Culture keepers meet annually and produce exhibits, reports, videos, and infographics	\$25K expenses + 40 hours of OFN staff time	Cultural Trust grants (unsecured)	EMILY HARTLERODE	X	X	X
1.1.6. Amplify Traditional Artist Apprenticeship Program	Continue to produce Oregon Culture Nights and four videos per year	\$20K + 40 hours of OFN staff time	State and Federal grants (likely to fund assuming NEA persists)	EMILY HARTLERODE/ KAIT GLASSWELL	X	X	X

Objective 1.2 Expand professional relationships and engagement across Oregon and beyond.

Task	Desired Outcomes	Resources Required	Sources	Point Person/ Involved	S	M	L
1.2.1. Increase collaborations with aligned experts and institutions with similar goals. Include collaboration in project summary templates.	Research projects and publications include more external authors and participants; at least one per year.	Additional time needed for collaboration conversations and travel.	CAIRE funds (in hand) for additional efforts, externally sponsored project have no change. NEA/Wallace Foundation	JAIME KENNEDY, DIRECTOR OF COLLECTIONS, ANN CRAIG, EMILY HARTLERODE	X	X	X
1.2.2. Continue to provide service and support to archaeologists as Oregon's official state repository for archaeological collections with new online, transparent requests for curation.	Streamlined process for curation requests and approvals is live on MNCH website	Updated position descriptions for Collections staff.	Current operations; Collections reorganization	DIRECTOR and ASST. DIRECTOR of COLLECTIONS	X	X	X
1.2.3 Offer transparent process for accessing collections; make collections more visible through online media.	Visiting researchers increase by 20% in five years; visiting researchers report via survey that the process and experience of accessing collections was clear and positive.	Collections staff time (20 hours) and Communications staff time (10 hours) to develop, test, and launch forms and survey.	Update Collections PDs to include dedicated time; current operations for Mark/Comm	ASST. DIRECTOR COLLECTIONS and LEXIE BRIGGS/ Becky Raines	X	X	X
1.2.4 Increase collaboration with Oregon Heritage to support statewide heritage efforts	MNCH staff work with Oregon Heritage on at least two conferences, commissions, and/or mentoring programs.	Two staff members self-select as Oregon Heritage contacts. Est. 5 hours/mo per person.	Current operations; CAIRE funding if applicable	TODD BRAJE/TBD	X	X	X

1.2.5. Launch Big 10 Museum Consortium	Museum consortium develops collaborative programming TBD (shared internships, research efforts, etc.).	Executive support and Todd's time to develop contacts. Est. 20 hours each.	\$10,000 dedicated by Office of the Provost in 2024.	TODD BRAJE/Becky Raines	X	X	X
1.2.6. Offer professional development (Partnership Power Toolkit) to increase success in MNCH external collaborations and partnerships.	MNCH staff are prepared and successful in collaborating with external partners; collaborations increase across the museum	Staff time and training	Current all-staff training budget (\$6,000/year) plus ICC funds to pay funding-contingent staff	ROBYN ANDERSON (HR/Employee Engagement) and ANN CRAIG		X	
1.2.7. Offer professional development training and consultation for peer cultural program presenters.	OFN staff education peer agencies about roster and best practices; statewide support for cultural keepers and their communities	60 hours OFN staff time to develop curriculum; marketing and registration; onsite support	Fee for service (registration) + Travel Oregon and/or LSTA grant;	EMILY HARTLERODE/ KAIT GLASSWELL		X	X

Objective 1.3 Welcome new communities to the museum.

Task	Desired Outcomes	Resources Required	Sources	Point Person/Involved	S	M	L
1.3.1. Launch and implement a Community Engagement Working Group	New community groups are welcomed and feel they belong at the museum; increased and diversified attendance and membership (measured via POS and surveys)	CE manager staff time (current operations and PD)	Current operations	CE Manager	X	X	X
1.3.2. Create learning and feedback opportunities between communities and museum decision-makers. Identify barriers to participation and design plans to reduce them.	New community groups are welcomed and feel they belong at the museum; increased and diversified attendance and membership (measured via POS and surveys)	CE manager staff time (current operations and PD)	Current operations	CE Manager	X	X	X

1.3.3. Provide programs that serve emerging community needs	New community groups are welcomed and feel they belong at the museum; increased and diversified attendance and membership (measured via POS and surveys) -Early Childhood programs re-vamped -STEM in schools offerings -Oregon Culture Nights -Roster Artist Gathering	Programming staff collaborate to identify new topics and styles of programs; dedicated time in weekly staff Round Up meeting	Current operations	ANN CRAIG and ALL PROGRAMMING STAFF	X	X	X
1.3.4. Create and sustain positions of authority and authorship for under-represented communities.	Annual Artist and Elder in Residency Programs/ Culture Bearers Advisory Board make and shares decisions	Programming staff collaborate to set parameters.	Current operations to secure funds from SIAM, Oregon Community Foundation grants.	EMILY HARTLERODE/ KAIT GLASSWELL			

Objective 1.4 Activate new opportunities for communities to connect and take action

Task	Desired Outcomes	Resources Required	Sources	Point Person/ Involved	S	M	L
1.4.1. Revive and build on programming that centers connection among adults (e.g., Volunteerism, Ideas on Tap, Excursions, ARD, Paleo Collections, etc.).	More adults participate and surveys ask and report on sense of connection	Adult programming staff quarterly check-in	Dedicated meeting time to review and revise	CE Manager/Erin Adams, Lauren Willis and Ann Craig	X	X	X
1.4.2. Launch new citizen science/citizen action opportunities	MNCH programs include hands-on research and other action work.	Dedicated staff time and collaboration between education staff and VE and Lauren	Staff time	EDUCATION/Erin Adams (Youth Vltr Program)		X	X
1.4.3. Develop collaborations with action groups and agencies	MNCH programs are co-developed with knowledgeable and trusted networks already doing similar work	Dedicated staff time and collaboration	Current operations; programs run zero-based budget	COMM ENGAGEMENT & EDUCATION	X	X	X

GOAL #2: INCREASE SERVICES TO THE UO COMMUNITY

The MNCH will offer focused programs to increase UO student success, faculty engagement, and staff connections that enhance the collective experience for all members of our UO community.

Objective 2.1: Better understand faculty and student needs.

Task	Desired Outcomes	Resources Required	Sources	Point Person/ Involved	S	M	L
2.1.1.Launch a Faculty Engagement and Student Success Working Group to advise museum on strategies to better serve faculty and students.	Group develops goals and provides ongoing advice and input in regular meetings.	Staff time	Adjust Lauren's PD and priorities	LAUREN WILLIS/ Ann Craig	X	X	X
2.1.2.Increase and broaden which faculty use collections for research and teaching opportunities, cultivate existing relationships	More faculty from more varied departments utilize collections; at least 2 new faculty per year	Faculty communications plan and network	Faculty Engagement Working Group	LAUREN WILLIS/Director and Asst. of Collections		X	X
2.1.3.Develop a faculty exhibit program.	At least one exhibit per year co-developed with faculty and/or student group.	Adjusted exhibit process; staff time to develop	Adjust Lauren's PD and priorities	LAUREN WILLIS/ Liz White, Ann Craig; Director and Asst. Dir. Collections		X	X
2.1.4. Offer course visits to research labs/reference collections	More students are introduced to career opportunities in archaeology and related fields.	Adjust PDs for select research staff; updated webpages with offerings; staff time to develop with Lauren Willis	ICC funds	JAIME KENNEDY/ select ARD staff		X	
2.1.5 Regularize connections/communication between MNCH Student Club and museum decision-makers to advance student objectives	Students are regularly informing MNCH staff of their needs and preferences. MNCH provides more useful services to students.	Feedback sessions regularized in staff meetings; Meeting agenda time	Current operations	ANN CRAIG/ Lauren Willis, Jered Benedick		X	X

Objective 2.2: Develop academic courses that prepare students for work in museums and cultural resource management.

Task	Desired Outcomes	Resources Required	Sources	Point Person/ Involved	S	M	L
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2.2.1. Launch a CRM Program in collaboration with Dept. of Anthropology	Archaeology and anthropology students choose UO to prepare them for CRM positions upon graduation.	Anthropology collaborators and buy-in	Relationship building between department and new executive director	TODD BRAJE/ Jaime Kennedy, Chris Ruiz, and Andrew Boehm, Director/Asst. Director of Anthropology Collections			X
2.2.2. Develop new ARD-led Field School program and continue current programs	MNCH offers two-three field schools and related labs each summer	Central Admin time; funding for ARD staff; Continuing Education time and cooperation	Current operations and designated ICC funds (in hand)	ANN CRAIG/ Heather Rolle, Becky Raines, Robyn Anderson, Jaime Kennedy, Chris Ruiz, and Andrew Boehm	X	X	X
2.2.3. Continue to offer FLR <i>Careers in Public Culture</i> 408/508; Cross-listed with ANTM; one term/yr.	Ugrad and Grad students prepare resume/cover letters, produce a career fair and network with museum and allied professionals	Folklife staff time; Public Programs coordination	Current operations; FLR funds for Folklife Staff	Emily Hartlerode	X	X	X

Objective 2.3. Increase career-readiness experiences for students							
Task	Desired Outcomes	Resources Required	Sources	Point Person/ Involved	S	M	L
2.3.1.Track, review, and consolidate current student internships, employment, and volunteerism into a museum-wide internship program under one umbrella	A robust, transparent, and visible museum internship program; students in the program advance to careers in the sector	Staff time, Lauren Willis and Jered Benedick	Revise PDs for Lauren and Jered	JERED BENEDICK/ Lauren Willis		X	
2.3.2.ARD and Collections staff will continue to offer PLE opportunities for graduate and undergraduate UO students.	At least three students per year intern in ARD; and at least two in Collections	Support ARD staff for posting opportunities, hiring, and supervising student interns	Central Admin time; current operations	JAIME KENNEDY/COLLECTIONS DIRECTOR Robyn Anderson, Lauren Willis, Jered Benedick, Collections staff	x	X	X

2.3.3.Integrate UO students into research and collections division projects and volunteer opportunities	UO students to become qualified archaeologists under state and federal laws.	Support ARD and Collections staff for posting opportunities, hiring, and supervising student interns	Central Admin time; current operations	JAIME KENNEDY/COLLECTIONS DIRECTOR Robyn Anderson, Lauren Willis, Jered Benedick,	X	X	X
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<b>GOAL #3: STRENGTHEN THE MUSEUM'S COMMITMENT TO INDIGENOUS PEOPLE AND PLANETARY HEALTH</b>
The MNCH will use <i>Standards for Museums with Native American Collections</i> (SMNAC) to guide efforts to decolonize and Indigenize the museum alongside joining the Seeding Action Network to increase our knowledge and success in providing planetary health education.

Objective 3.1: Integrate study and appreciation of interconnections between nature and culture							
Task	Desired Outcomes	Resources Required	Sources	Point Person/ Involved	S	M	L
3.1.1.The Research Division will continue to bid on research projects sponsored by non-profits that provide opportunities for research efforts to act towards the goals of Indigenization and planetary health.	Research projects will include more networks and align with Tribal priorities. Project designs will include integrated approaches.	Current operations	Current operations; sponsored/contingent	JAIME KENNEDY/Chris Ruiz and Andrew Boehm	X	X	X
3.1.2.Develop long-range interpretive plan for exhibitions and programs with goal of highlighting diverse cultures and integrating planetary health.	5 year-exhibit plan; reviewed and updated annually; updates in Courtyard, EO, and OWPIP	Staff time	Current operations	ANN CRAIG/All Staff	X		
3.1.3. Launch and Maintain Native Ecosystems and Climate Action Group	Working Group meets quarterly to accomplish goals set by museum leadership -Courtyard has revamped interpretation and active work parties	Staff time	Current operations	MIA JACKSON and LIZ WHITE/Erin Adams, Ann Craig, Lauren Willis, CE Manager	X	X	X

3.1.4. Formalize and integrate Oregon Folklife programming: Oregon Culture Nights, Artist in Residency, Winter Storytelling and Apprenticeships	Meaningful, visible, ongoing programs that are Native-lead are integrated in operations	OFN FTE	Current Operations	EMILY HARTLERODE and ANN CRAIG/Lauren Willis, Liz White, Asst. Director Collections		X	X
3.1.5. Support Tribal History-Shared History curriculum	Ongoing curricula meet Tribal History-Shared History standards; track and increase use of curricula including Native Innovations	Education Staff FTE, 10 hours to launch and regular operations on-going	Summer quiet time	MIA JACKSON/Cessna Strand		X	X
3.1.6. Evaluate and adjust Native Innovations traveling program	Native Innovations is reviewed and we apply for funding for updates to get it back on the road.	Education Staff FTE 40 hours for evaluation and write up. 20 hours for grant identification and writing.	Summer quiet time	MIA JACKSON and ANN CRAIG with Cessna Strand		X	X

Objective 3.2: Launch a Native American Advisory Council (NAAC) with campus culture and climate partners.

Task	Desired Outcomes	Resources Required	Sources	Point Person/Involved	S	M	L
3.2.1. Continue and expand meetings underway with Libraries and JSMA for a combined NAAC	NAAC members active, goals and policies in development.	Collaborations and Todd staff time; possibly NAAC member stipends	Current operations ongoing; endowment funds up to \$10K annually	TODD BRAJE	X	X	
3.2.2. Draft and publish a formal statement on responsibility to Indigenous communities - expanding upon the UO's Land Acknowledgement	Statement is published on MNCH and NAAC partner websites	NAAC and MNCH Leadership Time	Same as above	TODD BRAJE and NAAC		X	
3.2.3. Expand efforts to complete NAGPRA repatriations	All repatriations are complete or designated for completion	Collections reorganization to include in revised PDs	2 years of funding provided by Office of the Provost, in hand	TODD BRAJE/DIRECTOR of COLLECTIONS	X	X	X

Objective 3.3: Develop and implement policies for tribal consultation across the museum

Task	Desired Outcomes	Resources Required	Sources	Point Person/Involved	S	M	L
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3.3.1.Responsible Research and Shared Stewardship (e.g. curation, loans, Tribal access)	Policies are in place and evaluated through researcher surveys and annual tribal interview/review	Collections and Todd Staff Time; revised collections PDs	Collections Reorganization	TODD BRAJE and DIRECTOR of COLLECTIONS		X	X
3.3.2.Program Partnerships specific to public programs and exhibitions	Programs and exhibits include Native advisors or input per policy	New workflows and additional staff time; OFN, Education and Exhibitions Staff via Working Group	Fewer programs will be possible to ensure adequate time.	ANN CRAIG and EMILY HARTLERODE with Education, Community Engagement, and Exhibit Staff		X	X
3.3.3.Conduct an evaluation and draft recommendations on how to best utilize spaces for tribal needs	Space plan includes designated areas for Tribal use	NAC participation in building development	Possible stipend for advisor(s) up to \$5k from endowments	TODD BRAJE and DIRECTOR of COLLECTIONS		X	X
3.3.4.Develop and implement a plan to recruit Native people for staff, interns, volunteer, MAC, and student positions.	Ongoing tracking and growth in positions	NAC participation	Ongoing operations	TODD BRAJE and ROBYN ANDERSON with dept. heads		X	X
3.3.5.Engage Tribal expertise and guidance to revise Collections and Acquisitions Plan	Acquisitions Plan (via Shared Stewardship Working Group?) includes Tribal participation	Collections and Todd Staff Time; revised collections PDs	Collections Reorganization	TODD BRAJE and DIRECTOR of COLLECTIONS			X

Objective 3.4. Identify a fundraising plan to create an endowment dedicated to SMNAC work.

Task	Desired Outcomes	Resources Required	Sources	Point Person/ Involved	S	M	L
3.4.1.Advocate with Office of the Provost and new Advancement administration for a Development Officer	Development Officer in place by Fall 2025	Ongoing operations	Ongoing operations	TODD BRAJE	X		
3.4.2.Create and share a menu outlining impacts of various philanthropic giving	Menu is shared with Regional DOs and creates foundational priorities for new DO	Ann and Todd staff time	Ongoing operations	TODD BRAJE and ANN CRAIG	X		

Objective: 3.5 Expand internal learning and external relationships and scholarly sources.

Task	Desired Outcomes	Resources Required	Sources	Point Person/ Involved	S	M	L
3.5.1.Increase digitization; expand access -- where Tribes request-- to Research Reference Collection that communicate Indigenous knowledge including the Tribal names of represented plants and animals.	Digitized database useful to NW Tribes	ARD Staff time and funding	\$15K dedicated annually from ICC Returns; Endowments when appropriate	JAIME KENNEDY/ Chris Ruiz and Andrew Boehm, Marlene Jampolsky, Sonya Sobel.			X
3.5.2.Continue to offer formal training and informal opportunities for staff, volunteers, students, and stakeholders to better understand MNCH's responsibility toward Native people	Museum stakeholders financially and ideologically support the museum's responsibility to Native people	Ongoing operations at annual all staff training and via all staff communication channels	Current operations	ROBYN ANDERSON/The More You Know Team	X	X	X
3.5.3.Seek out primary sources written by Native scholars, artists and other cultural knowledge keepers (seeking to recognize and reference unpublished content).	Increase use of citations in Research, Collections, and Exhibitions published and unpublished work	New workflows/priorities within current operation	Current operations	JAIME KENNEDY, EMILY HARTELRODE, ANN CRAIG and all staff	X	X	X

#### GOAL #4 INVEST IN OUR FUTURE

The MNCH will invest in our future growth and wellness as a museum community.

Objective 4.1The MNCH will fully embrace *Oregon Rising* goals and provide space, staff, and capacity to help advance initiatives.

Task	Desired Outcomes	Resources Required	Sources	Point Person/ Involved	S	M	L
Build on employee engagement efforts to define and build a flourishing community.	Employees report they feel a part of a flourishing community at MNCH and UO	Gallop survey	HR distributed; leadership review of results	TODD BRAJE/ANN CRAIG/ROBYN ANDERSON	X	X	X

Objective 4.2. Plan for evaluating, upgrading, and consolidating space							
Task	Desired Outcomes	Resources Required	Sources	Point Person/ Involved	S	M	L
4.2.1. Move faunal and historic preservation labs to Agate Hall	Offices, labs, and reference collections are fully moved and online.	Staff capacity and \$100K planned; Central campus planning retrofits	UO Housing is covering costs.	JAIME KENNEDY and TODD BRAJE with Robyn Anderson, Julia Knowles, and Ann Craig, and ARD Staff	X		
4.2.2. Develop a plan to accept sizeable paleontological collections	The donor of the collection is satisfied with a plan and able to hold the collection in the interim.	University Advancement support for Capital Campaign Development	Approval from the Office of the Provost and the VP for Advancement	TODD BRAJE and EDWARD DAVIS		X	
4.2.3. Increase visibility and advocate for state support as Oregon's official state repository for paleontological collections.	The State of Oregon passes HB to provide ongoing financial support for care of state fossil collections.	Government Relations (Jenna Adams-Kalloch and Trent Lutz)	Office of the Provost approval	TODD BRAJE and ANN CRAIG	X	X	X
4.2.4. Develop a management plan for ornithological collections	Databases are online and collection can be safely accessed for research	Staff time	IMLS Conservation Assessment Grant funds, current operations	TODD BRAJE and Director of Collections			X

Objective 4.3: Continue to invest in internal/employee learning, development, and inclusion.							
Task	Desired Outcomes	Resources Required	Sources	Point Person/ Involved	S	M	L
4.3.1. Create equitable access to professional development opportunities	All regularized staff have applied for and been granted professional development funds through a transparent, equitable process	Approximately \$20,000 annually to be awarded; review by rotating leadership team	New CAIRE endowment funds and ongoing endowments for historical/archaeological research at least 8,000 year old	TODD BRAJE and appointed Leadership Team	X	X	X
4.3.2. Continue to sponsor formal and informal staff gatherings and development	Staff Climate Gallop Poll results show positive inclination toward employee engagement	Ongoing FTE for Operations Manager and ongoing budget of \$6,000/yr	Matching support state allocation	ROBYN ANDERSON	X	X	X

4.3.3 Continue to fund ARD staff time for non-sponsored museum events and activities	ARD staff are paid for time to attend all-staff gatherings and participation at professional conferences.	\$10,000 annually and clear guidance or recording time	ICC Returns and link for reminder in staff communications	ANN CRAIG and ROBYN ANDERSON			
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Objective 4.4 Tell our story; increase awareness of MNCH activities and resources.							
Task	Desired Outcomes	Resources Required	Sources	Point Person/Involved	S	M	L
4.4.1. Develop and implement a communications plan to strengthen relationships with UO administrators and elected officials AND BEYOND - Specific Staff Groups;	UO administrators and elected officials are more aware of MNCH activities and participate during requested events	Staff time	Reprioritizing communications activities and reducing number of "late" requests	LEXIE BRIGGS/Becky Raines and ANN CRAIG	X		

Objective 4.5 Improve operational efficiencies.							
Task	Desired Outcomes	Resources Required	Sources	Point Person/Involved	S	M	L
4.5.1. Continue to work toward migrating business services to PAST	Financial transactions, reports, and budgeting for all funds is housed at PAST.	New position hired at PAST		ANN CRAIG, Becky Raines, and HEATHER ROLLE	X		
4.5.2. Develop transparent, digital communication channels for archaeological collections requests	Web-based collections requests live on MNCH website	Staff time	Collections Reorganization	TODD BRAJE and DIRECTOR of COLLECTIONS	X		
4.5.3. Revise Intergovernmental Agreement (currently funded through 2026) with the Oregon Department of Transportation (ODOT) for ease in administration and billing.	New Intergovernmental Agreement is for NTE funding and not billed per cost; funds not spent to remain at UO/MNCH	Staff time and expertise from UO OVPRI and General Counsel	ARD staff time funded by ICC Returns	JAIME KENNEDY and TODD BRAJE, with Ann Craig	X	X	

4.5.4. Develop a plan and statement for long-term collections and archives digitization that expands access	MNCH Collections Plan includes timeline and resources for digitization	Collections Staff Time; NAAC Staff Time	Collections Reorganization	TODD BRAJE and DIRECTOR of COLLECTIONS	X		
4.5.5. Expand use of Point of Sale system to track visitors, participants, and sales.	New reports provide details for all departments	Staff time and continued investment in TAM	Ongoing work	ROBYN ANDERSON and CE Manager	X		
4.5.6. Identify process and procedure improvements in each department.	New systems increase resilience and reduce staff time needed for regular activities	Dedicated staff time and work flow/procedures for making changes.	Round Up Meetings	ALL STAFF/ROBYN ANDERSON and More You Know Team	X	X	X
4.5.7. Develop Customer Relations Management plan, use and rubric to track traditional artists	Deepen relationships while making transparent, detailed knowledge about culture bearer constituents	OFN Staff time; student hours; new software	ICC for Folkie Staff FTE	KAIT GLASSWELL	X	X	X

Objective 4.6. Identify staffing growth plan; increase capacity							
Task	Desired Outcomes	Resources Required	Sources	Point Person/Involved	S	M	L
4.6.1. Fund and hire three positions: development officer, exhibits designer, and collections manager	Three positions are on staff with recurring funding by the end of this strategic plan.	Ongoing funds will support development officer; \$120K for salary and OPE for each position for a total of \$240K	Ongoing, increase state support for Collections and growth in endowment for Exhibitions	TODD BRAJE and ANN CRAIG			X
4.6.2. Reorganize Collections Divisions; Collections for the Future	Collections Plan and Collections Positions align with strategic initiatives	Staff time	Reallocate Paleontological and Anthropological Endowments; dedicated ongoing state funding	TODD BRAJE, ANN CRAIG, COLLECTIONS STAFF	X		

Objective 4.7 Diversify and increase revenue							
Task	Desired Outcomes	Resources Required	Sources	Point Person/Involved	S	M	L

4.7.1. Identify new sources of earned income across MNCH divisions	Leadership in each division better understands funding streams and increases fee for service activities. 15% increase in designated operations funds.	Training for leadership/staff time	ARD staff to be paid from ICC Returns	HEATHER ROLLE, PAST FINANCE MANAGER, ANN CRAIG		X	
4.7.2. Work with Government Affairs to gain ongoing state support for paleontological collections curation	Ongoing annual support covers the cost of a new collections manager	Staff time	Ongoing	TODD BRAJE, ANN CRAIG	X		
4.7.3. Develop curation agreements with federal agencies	Obtain annual agency funding to provide 36 CFR79 quality curatorial services and staff	Staff time	Ongoing	TODD BRAJE, Collections staff	X	X	X
4.7.4. Hire a new development officer and develop a campaign plan	New development officer and plan in place; new facilities included in plan	\$80K for 0.50 FTE Development officer	Steichen Dumond Endowment proceeds (in hand)	TODD BRAJE, ANN CRAIG	X		
4.7.5 Diversify Oregon Folklife funding by following independent financial strategic plan	Stabilize OFN and unlock full programming benefits	Staff time	OFN General Fund	Emily Hartlerode		X	X
4.7.6 Participate in advocacy efforts to increase public support for statewide arts and culture funding	Increase public investment in arts; Bring CREF funds to capital development opportunities	Folklife staff time, Cultural Advocacy Coalition of Oregon, UO Government Affairs; Oregon Arts Commission; Oregon Cultural Trust	OFN General Fund	Emily Hartlerode	X	X	X