Executive Summary

The Museum of Anthropology (MOA) developed a strategic plan for the years 2005-2010 that preceded and did not correlate well with plans drawn up by the Department, College, and University. The MOA staff has developed this new strategic plan for the 2011-2013 academic years (July 2011-June 2014) in consultation with the Chair of the Department of Anthropology and the Executive Committee of the MOA Advisory Board. The Museum of Anthropology Strategic Plan 2011-2014 includes strategic priorities, goals, and plans to accomplish goals that dovetail well with the latest Department, College, and University strategic priorities.

Vision and Mission Statements

Vision Statement

Wake Forest University has an international reputation for excellence in many programs and schools. The Museum of Anthropology has interesting collections, engaging educational programs, exciting exhibits, and a small but dedicated staff. The MOA aspires to serve the entire University and its surrounding communities by being the place to experience global cultures. It is poised to evolve to a higher level among academic museums and to expand its reputation to national and international levels.

Mission Statement

The Museum of Anthropology at Wake Forest University creates awareness of global cultures by collecting, protecting, managing, and exhibiting archaeological artifacts, ethnographic objects, and visual arts of past and present peoples, and providing opportunities for intercultural learning.

Approved by the Museum of Anthropology Advisory Board April 21, 2006.
Approved by the Wake Forest University Board of Trustees October 13, 2006.
Situation Analysis and Critical Assessment

Strengths, Weaknesses, Threats and Opportunities ( Ranked)

Strengths in teaching
- Courses and internships provide students with high-quality hands-on opportunities that enhance anthropological learning and provide marketable skills that relate to museum careers.
- Staff has expertise in anthropology and museums that it shares with students and faculty by teaching courses and supervising interns.
- Staff collaborates with faculty to enhance teaching in Anthropology, Romance Languages, History, Education, and English.
- Staff representation on committees and attendance at meetings interweaves MOA with academic departments.
- Maya exhibit has strong scholarly content utilized in teaching by faculty in Anthropology, Romance Languages, Religion, and History.

Strengths in research
- Online Artifact and Archives Databases are resources for research into North Carolina archaeology and material culture from traditional peoples around the world.
- Ongoing archaeological project in Mexico attracts foundation grants and results in scholarly publications and presentations.

Strengths in service
- Curriculum-based education programs for K-12 students draw diverse groups of students and chaperones to campus to teach them about other cultures.
- Educational programs increase cultural awareness and provide intercultural learning opportunities to on- and off-campus communities.
- Technological support from WFU permits worldwide access to Online Artifact and Archives Databases and allows staff to transmit Skype and WebEx classes to K-12 schools in Forsyth and surrounding counties.
- Bilingual catalog and exhibits make anthropological knowledge available to non-English speakers.

Weaknesses in teaching
- The single factor most limiting the MOA’s ability to improve its support for the College’s academic mission is the lack of a Curator with a PhD in anthropology limit time to prepare for teaching; only Director can be instructor of record for classes and interns.
- Current North Carolina archaeology exhibit does not support teaching because of outdated content and focus on methods, rather than on themes related to anthropology, environment, and sustainability.
- Space and equipment available for hands-on teaching and scholarly lectures are inadequate for providing quality student experiences.
Weaknesses in research
- Small staff and lack of Curator with PhD in anthropology significantly limit amount of time devoted to collections-based research and grant-writing.
- Insufficient budget requires staff to spend time and energy earning and raising funds to support ongoing expenses related to Online Artifact and Archives Databases.

Weaknesses in service
- Insufficient budget limits ability to promote education programs and events and requires staff to spend time and energy earning and raising funds for that purpose.
- Lack of space for multicultural events restricts number and size of events MOA can host for campus and local community.

Threats
- Loss of revenue from K-12 educational programs due to prevailing economic conditions and curriculum changes is reducing a critical source of support for operations.
- The condition of the museum building, including missing roof tiles, inadequate climate control, and lack of a fire-suppression system, are dangers to objects on exhibit in the facility.
- Low staff pay compared to peer museums in area (including Reynolda House) is causing job dissatisfaction and possibility of losing excellent employees.

Opportunities
- Hiring a Curator with a PhD in anthropology would increase teaching, research, grants.
- Skype and WebEx classes are opportunities to expand educational outreach to new audiences and increase revenue.
- Renovation of existing spaces would improve the MOA’s academic connections and visitor experiences.
University, College, and Department Strategic Priorities

Wake Forest University Strategic Priorities
- Build Academic Programs of Nationally Recognized Excellence.
- Enhance Faculty Distinction.
- Attract Talented, Diverse Student Body and Build Exceptional Leaders of Character & Service.
- Create a Richer Sense of Community.
- Strengthen Connections to Communities Beyond Campus.

Wake Forest College Strategic Priorities
- Renew Emphasis on the Primary Academic Mission of Wake Forest College.
- Redefine Teacher-Scholar Ideal and Revitalize the Commitment to this Ideal.
- Redefine and Strengthen the Wake Forest Community.
- Increase Commitment to Diversity.
- Further Realize the University Motto “Pro Humanitate.”

Department of Anthropology Strategic Priorities
- Establish Anthropology as central to the multicultural awareness and education that is an essential component of Wake Forest’s liberal arts experience.
- Maintain commitment to excellence as Teacher-Scholars.
- Enhance Department’s national reputation as an innovative academic leader providing students with extraordinary intercultural and interdisciplinary research experiences.
- Lead efforts to re-define community at Wake Forest.
- Enhance quality of life of Department Faculty and Staff.

Museum of Anthropology Strategic Priorities
- Integrate more fully into the academic missions of the College and University.
- Exemplify museum profession best practices.
- Provide students with transformative hands-on learning experiences.
- Establish the museum as a multicultural center for the campus community.
- Be a gateway to campus for surrounding communities.
## Relationship between MOA and University Strategic Priorities

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- √ indicates a strong alignment with the university priority.
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Museum of Anthropology Strategic Goals

Priority: Academics

Goal 1: Integrate MOA into campus academic community
Plan: Serve on Latin American and Latino Studies Steering Committee and Art Collections Advisory Committee
Responsibility: Director
Time: Continuing
Plan: Offer six annual public lectures involving interesting and relevant anthropological topics
Responsibility: Director
Time: Continuing

Goal 2: Increase usage of MOA in teaching by faculty in academic departments and programs
Plan: Speak at Campus Connections meeting to increase visibility to faculty and staff
Responsibility: Director or PR
Time: Fall 2011
Plan: Promote Day of Dead, Peace Corps, Japanese photography, Salgo exhibits to appropriate faculty
Responsibility: Director and PR
Time: September 2011-March 2012
Plan: Offer PDC workshop on MOA collections, database, and object-based teaching
Responsibility: Registrar and Director
Time: 2012

Goal 3: Replace current NC archaeology exhibit with one that better supports curriculum in anthropology, environment, and sustainability
Plan: Apply for funds to implement plans developed by archaeological workshops during 2010-2011
Responsibility: Director
Time: Fall 2011-Fall 2012
Plan: Install new NC archaeology exhibit
Responsibility: Director
Time: Spring 2014

Goal 4: Collaborate with the Anthropology Department to maximize mutual benefits
Plan: Have visiting Anthropology faculty present three public lectures
Responsibility: Director
Time: Fall 2011
Plan: Encourage faculty teaching introductory courses to bring students to the MOA at least once each semester
Responsibility: Director
Time: Continuing
Plan: Participate in departmental review
Responsibility: Staff
Time: Fall 2011-Spring 2012
Plan: Participate in hiring of cultural anthropologist and archaeologist
Responsibility: Director
Time: Fall 2011-Spring 2012
Plan: Present one lecture each year on a cutting-edge anthropological topic by a big-name speaker
Responsibility: Director and Chair
Time: Spring 2012-

Priority: Professionalism
Goal 1: Explore changing reporting structure to fit standard model for academic museums, conform to best practices, and promote MOA and its collections as resources for the entire University
Plan: Propose that Director report to Provost instead of Chair of Anthropology as part of departmental self-study and review
Responsibility: Director
Time: Fall 2011

Goal 2: Make staff titles, compensation, and composition comparable to peer institutions.
Plan: Submit capital and strategic funding request for full-time curator position
Responsibility: Director and Chair
Time: Fall 2011
Plan: Request to reclassify PR, Marketing, and Membership Coordinator from non-exempt to exempt position
Responsibility: Director
Time: Fall 2011
Plan: Explore title change for Museum Educator
Responsibility: Director
Time: Spring 2012

Goal 3: Promote staff excellence in national professional visibility, research funding, and publications
Plan: Serve as Regional Representative for the Southeast on the American Association of Museums’ EdCom.
Responsibility: Educator
Time: Continuing
Plan: Propose joint paper for presentation at Society for American Archaeology annual meeting
Responsibility: Director
Time: Summer 2011
Plan: Chair task group to submit recommendations on the Boy Scout Archaeology merit badge to the Public Education Committee of the Society for American Archaeology
Responsibility: Director
Time: Summer 2011-Spring 2012
Plan: Propose panel that includes WFU faculty member for 2012 “Visual Learning: Transforming the Liberal Arts” conference at Carleton College
Responsibility: Director
Time: Fall 2011
Plan: Submit “global” report and revised proposal for Teozacoalco Archaeological Project to the INAH
Responsibility: Director
Time: Fall 2011

Plan: Attend annual board meeting and conference of Association of Academic Museums and Galleries as Southeastern Regional Representative
Responsibility: Director
Time: Spring 2012

Plan: Attend Annual Meeting of the American Association of Museums
Responsibility: Director
Time: Spring 2012

Plan: Revise and submit research paper on stable isotope analysis of skeletons from Iximche to peer-reviewed journal
Responsibility: Director
Time: Summer 2012

Priority: Students
Goal I: Integrate WFU students into MOA’s activities in meaningful ways
Plan: Work with student employees and interns to complete move of collections into off-site storage
Responsibility: Registrar
Time: Summer 2011

Plan: Work with student employees and interns to receive, process, and catalog Salgo saddle rugs
Responsibility: Registrar
Time: Summer 2011-

Plan: Teach interns to teach K-12 curriculum-based class, create curriculum-based lesson plans, update outreach kits
Responsibility: Educator
Time: Fall 2011-

Plan: Offer these opportunities to students of Education faculty
Responsibility: Educator
Time: Spring 2012-

Plan: Work with intern identified by archaeology faculty to redo NC archaeology outreach kit
Responsibility: Director
Time: Spring 2012

Plan: Offer summer internships for students in Business and Enterprise Management
Responsibility: Director, PR, or Educator
Time: Summer 2012

Plan: Work with student employees and interns to pack Maya objects on loan from St. Bonaventure
Responsibility: Registrar
Time: Summer 2012

Plan: Work with student employees and interns to receive and store African objects on loan to St. Bonaventure
Responsibility: Registrar
Time: Summer-Fall 2012
Plan: Work with intern to develop permanent and traveling Salgo saddle rug exhibits
Responsibility: Director
Time: Spring 2013

Goal 2: Support Anthropology by increasing the number of WFU students earning credit for MOA internships and participating in professional development
Plan: Work with one intern per semester
Responsibility: Director, Registrar, and Educator
Time: Continuing
Plan: Facilitate intern presentations at state and regional museum conferences
Responsibility: Staff
Time: Continuing

Goal 3: Cultivate current and past students as educational and financial resources
Plan: Invite alumni to present public lectures and loan objects for exhibits
Responsibility: Director and Chair
Time: Fall 2012-
Plan: Hold annual reception for graduating seniors
Responsibility: Staff and Department
Time: Continuing

Priority: On-campus community
Goal 1: Improve visitor experiences in MOA spaces
Plan: Move temporary exhibits into gallery formerly occupied by New Guinea exhibit
Responsibility: Director
Time: Fall 2011
Plan: Submit capital and strategic funding request to create new permanent exhibit gallery and renovate offices and new temporary exhibit gallery
Responsibility: Director and Chair
Time: Fall 2011
Plan: Remove Maya exhibit and return objects to loaners
Responsibility: Director and Registrar
Time: Summer 2012
Plan: Move African exhibit to former Maya gallery
Responsibility: Director and Registrar
Time: Fall 2012
Plan: Install new NC archaeology exhibit in new permanent exhibit gallery
Responsibility: Director
Time: Spring 2014

Goal 2: Highlight donations of collections to the MOA
Plan: Work with *Wake Forest* magazine to feature donation of Salgo Collection of saddle rugs
Responsibility: Director, Registrar, and PR
Time: Summer 2011-
Plan: Show images and descriptions of donations on redesigned website
Responsibility: PR, Registrar
Time: Summer 2012-
Plan: Install permanent exhibit based on Salgo Collection of saddle rugs in old temporary exhibit gallery
Responsibility: Director and Registrar
Time: Summer 2013
Plan: Create and market traveling exhibit based on Salgo Collection that can visit other university museums and galleries
Responsibility: Director and Registrar
Time: Fall 2013
Plan: Complete paper on Rilling African reliquaries for publication in journal
Responsibility: Director
Time: Spring 2014

Priority: Off-campus connections
Goal 1: Enhance visibility in local communities and institutions as primary resource for multicultural awareness and education
Plan: Bring in speakers reflecting global cultures, the collection and what anthropologists do today
Responsibility: Director
Time: Continuing
Plan: Participate in Bethabara Apple Festival, educating visitors about Yadkin River Valley Native American archaeology
Responsibility: Staff and Board
Time: September annually
Plan: Offer three week-long Summer Camps each year
Responsibility: Educator and PR
Time: Summer annually

Goal 2: Increase involvement by diverse local communities in MOA
Plan: Engage MOA Advisory Board in promoting and supporting exhibits and events
Responsibility: Director and PR
Time: Continuing
Plan: Promote Day of Dead, Peace Corps, Japanese photography, Salgo exhibits through community groups and media
Responsibility: PR
Time: August 2011-
Plan: Hold special receptions attractive to diverse local communities
Responsibility: PR and Board
Time: Continuing (twice annually)
Plan: Offer two Family Days each year attractive to diverse local communities
Responsibility: Educator, PR, and Board
Time: Continuing
Plan: Involve local community people in giving cultural demonstrations at Summer Camps and Family Days
Responsibility: Educator and Board
Time: Continuing

Goal 3: Expand educational offerings to K-12 schools in counties outside of Forsyth County
Plan: Apply to foundations to fund reprinting *Education programs guide*
Responsibility: Director
Time: Summer-Fall 2011
Plan: Meet with district representatives for Stokes and Surry counties and Lexington City schools
Responsibility: Educator
Time: Fall 2011
Plan: Offer outreach classes via Skype and WebEx
Responsibility: Educator
Time: Fall 2011-
Plan: Revise and reprint *Education programs guide* for wider distribution if funds are available
Responsibility: Educator and PR
Time: Spring 2012

Goal 4: Increase attractiveness of Online Artifact and Archives Databases to teachers, students, and researchers
Plan: Introduce databases to WSFCS media coordinators
Responsibility: Educator
Time: August 2011
Plan: Introduce databases to K-12 teachers and college faculty attending Foreign Language Association of North Carolina annual conference through a half-day workshop in MOA
Responsibility: Educator
Time: October 2011
Plan: Improve metadata to increase search engine hits
Responsibility: ITG
Time: Fall 2011
Plan: Introduce databases to WSFCS curriculum coordinators
Responsibility: Educator
Time: Fall 2011
Plan: Introduce databases to WSFCS foreign language coordinators
Responsibility: Educator
Time: Fall 2011-Spring 2012
Plan: Explore integrating maps and other search aids to make databases more user-friendly
Responsibility: Educator, Registrar, ITG
Time: Spring 2012
Plan: Work with interns and student employees to photograph African objects on loan to St. Bonaventure after they return
Responsibility: Registrar
Time: Fall 2012
Plan: Locate experts who can help staff increase information content of records
Responsibility: Registrar, Director
Time: Fall 2013
Plan: Submit capital and strategic funding request and outside funding requests for associated research costs
Responsibility: Director
Time: Fall 2013

Goal 5: Continue annual conservation of an object from the collections
Plan: Identify most deserving object
Responsibility: Registrar
Time: Fall annually
Plan: Engage MOA Advisory Board in targeting new potential supporters
Responsibility: Director and PR
Time: Fall annually
Plan: Send annual giving letter to expanded list of potential supporters
Responsibility: PR and Board
Time: Fall annually

Goal 6: Celebrate 50th anniversary of MOA in 2013
Plan: Hold semi-formal donor event
Responsibility: Director, PR, and Board
Time: Spring 2013
Plan: Hold family-oriented celebrations
Responsibility: Educator, PR, and Board
Time: Fall 2013