Mission / Purpose
The Black Belt Museum is dedicated educating students and the community about the natural and cultural history of the Black Belt of Alabama and Mississippi with collections, preservation, exhibits, and programs that will promote a positive self-image for the region.

I. Goals and Student Learning Outcomes/Objectives, with Related Measures, Targets, Findings, and Action Plans

A. Goal: Address the major cultural issues of the region
Address the major educational, social, cultural, and economic issues of the region and in doing so promote a positive self-image of the institution and the area.

1. Outcome: Increase stakeholder awareness of museum
Increase awareness of the Black Belt Museum and its programs among students, the local community, and the wider Black Belt region by (a) creating and maintaining a Facebook page for the museum, and (b) issuing a quarterly email newsletter.

a. Measure: Distribute facebook page and newsletter electronically
The Facebook page for the museum will attain 300 fans within three months of its creation. To connect with target audiences, it will be linked to Facebook fan pages of related organizations in the state and its link will be provided on the websites of the Center for the Study of the Black Belt, the Black Belt Heritage Area, the Alabama Museums Association, the Alabama Archaeological Society, and other relevant sites. Facebook creates activity volume summaries broken down by gender, age, and other statistics useful for measuring success. The museum staff will know how many people are reached with the newsletter by using the UWA mailing list for faculty, staff, students, and friends and by keeping track of responses and inquiries.

1. Achievement Target:
The Facebook page for the museum will attain 300 fans within three months of its creation.

2. Findings (2011-2012) - Target: Partially Met
Black Belt Museum’s public reach through the Facebook page has grown steadily, though we have only 115 "likes." Between June 13 and 19, 2012, we reached 551 people as a result of people following a link to a blog about the archaeological field school. This blog link also led to the quick addition of 11 new "likes."

3. Action Plan:
Create a Facebook page for the Black Belt Museum
The Division of Educational Outreach, which is the administrative entity for the Black Belt Museum, hired a Public Relations Specialist in mid-August 2011. This person will work with Museum staff to create a Facebook page and to come up with creative ways to make the museum seem more active than it is.

Established in Cycle: 2011-2012
Implementation Status: In Progress
Priority: Low
Implementation Description: 1) Meet with new Public Relations Specialist 2) Create Facebook page
Projected Completion Date: 09/29/2011
Responsible Person/Group: Ashley Dumas

2. Outcome: Create program series
A lecture or field trip series will be created, named, and two programs will be offered.

a. Measure: Attendance at programs
Attendance at the two programs will be counted.

1. Achievement Target:
If the program is a field trip, it will be attended by at least 10 people. If the program is a lecture, it will be attended by at least 20 people.

2. Findings (2011-2012) - Target: Met
At the Moundville Native American Festival alone, John Hall presented living history programs to about 4,000 people and Rosa Hall presented to about 800. The following month, at Fort Toulouse Frontier Days, John Hall presented programs to about 5,000 people. Since September of 2011, John Hall has given presentations to an estimated 715 people. In the months of January through June alone, Brian Mast presented programs or lectures to 1,795 people. Ashley Dumas has lectured to an estimated 150 people at four different venues. James Lamb has presented programs for 328 people.

3. Outcome: Install window exhibit
Install a mini-exhibit in the front display window of the McMillan Building to preview for students and the community the focus and expertise of the Black Belt region and to demonstrate the museum's commitment to being an active entity as soon as possible. The window display will change at least once every year.

a. Measure: Exhibit installation and evaluation
An exhibit will be visible for students and the public as evidenced by its installation by June 1, 2011. Its success will be measured by the distribution of a minimum 30 Likert scale evaluations to students and the public.

1. Achievement Target:
At least 75% of people asked to complete the evaluation will find the exhibit to be "very informative" on the Likert scale.
2. Findings (2011-2012) - Target: Not Met
This target, again, was not met because the museum is reserving all monies for renovations of the McMillan building.

3. Action Plan:
   Front window exhibit
   A design for an exhibit in the front window of the Black Belt Museum's McMillan Building in downtown Livingston has been ready for two years. It will involve some minor carpentry, painting, and electrical work.
   Established in Cycle: 2010-2011
   Implementation Status: On-Hold
   Priority: Low
   Implementation Description: Implementation of exhibit installation and all monies must remain on hold until repairs to the back wall of the building are completed.
   Responsible Person/Group: John Hall is responsible for completing this project.

II. Goals and Other Outcomes/Objectives, with Any Associations and Related Measures, Targets, Findings, and Action Plans

A. Goal: Address the major cultural issues of the region
   Address the major educational, social, cultural, and economic issues of the region and in doing so promote a positive self-image of the institution and the area.

1. Objective: Seek funds from public and private sources
   Seek funding for exhibit planning and construction, programs, and collections by: (a) creating a list of specific exhibits needing sponsorship, to be sent to the UWA Director of Development, and (b) applying for grants from appropriate government organizations and private foundations.
   a. Measure: Receive funding
      Success in seeking funds will be evidenced by (a) receiving funds for specific exhibits in the museum from private individuals, families, or foundations, and/or (b) full or partial funding of grants for exhibit development and construction.

1. Achievement Target:
   (a) 25% of asks for exhibit sponsorship will be partially or fully funded, and/or (b) 50% of the grants applied for will be partially or fully funded.

2. Findings (2011-2012) - Target: Met
   (a) The Dr. R.C. & Emily M. Hill Fund for museum programs has grown to $16,000. (b) The museum was awarded $110,000 as part of a PBI grant to renovate the programs side of the McMillan building, which corresponds to Phase I of the McMillan renovation plans. With help from the Center for Business and Economic Services, the museum also was awarded $137,800 of USDA Rural Development funding for a grant to the Delta Regional Authority States' Economic Development Assistance Program (SEDAP). The grant asked for help to establish the Black Belt Interpretive Center at
the museum, and the funds are specifically for repairs to the back wall of the McMillan building. Additionally, the Friends of the Black Belt Museum was awarded a grant to develop a website through UWA's Community and Economic Impact Grants Program (amount unknown).

3. Action Plan:
   a. Seek funding for traveling exhibit
      A traveling exhibit on the Black Belt would increase our presence among stakeholders without having to have renovations and exhibits completed in the Museum building itself.
      **Established in Cycle:** 2010-2011
      **Implementation Status:** In-Progress
      **Priority:** Low
      **Implementation Description:** Staff must meet to discuss the timing of applying for a grant from the Alabama Humanities Foundation and to develop a project narrative and budget.
      **Projected Completion Date:** 08/31/2012
      **Responsible Person/Group:** Ashley Dumas and Brian Mast

   b. Continue fund-raising
      The perpetual funding needs of a museum for its programs, exhibits, and maintenance of collections requires the aid of a person to raise annual and long-term funds, develop relationships with donors, and create fund-raising goals and policies. For these reasons, it is important to hire a Development Officer early in this cycle.
      **Established in Cycle:** 2011-2012
      **Implementation Status:** In-Progress
      **Priority:** High
      **Implementation Description:** Advertise for position, conduct interviews, and hire development officer
      **Projected Completion Date:** 11/29/2011
      **Responsible Person/Group:** Museum staff
      **Additional Resources Requested:** 54,000 (40,000 salary for Development Officer + 35% benefits) + 1500 (computer, monitor, printer, telephone) + 1500 (travel for job candidates)
      **Budget Amount Requested:** $57,000.00 (recurring)

2. Objective: Curation of collections
   The curation of existing and new collections into appropriate containers, facilities, and with appropriate labels is a continual museum process.

   a. Measure: Storage and labeling of collections
      The most basic steps in the curation of collections include putting them into acid free containers, as necessary, organizing them in a logical order in the museum collections room, and labeling boxes.

      1. Achievement Target:
         At least 80% of existing and new collections will be curated.
2. Findings (2011-2012) - Target: Partially Met
   As of July 2012, there are new collections resulting from the Fort Tombecbe archaeological field school excavation held in May and June. Curation of the collections has been underway since late June, but this process will not be completed by the end of the 2011-2012 cycle.

3. Action Plan:
   Curate 2012 Fort Tombecbe collections
   Completion of the processing and curation of the new collections resulting from the May-June archaeological field school excavations will likely require the entire 2012-2013 cycle.
   Established in Cycle: 2011-2012
   Implementation Status: In-Progress
   Priority: High
   Implementation Description: 1) Wash all bags and buckets of artifacts. 2) Sort artifacts 3) Label artifact 4) Place artifacts into appropriate archival containers
   Projected Completion Date: 09/30/2013
   Responsible Person/Group: Ashley Dumas, Lauren VanZandt, laboratory student assistant

3. Objective: Hire VISTA volunteer
   The museum would like to continue funding a VISTA volunteer to process collections, coordinate volunteers and museum programs, and other tasks associated with keeping the museum active as necessary. Museum studies or public history experience is preferred.

   a. Measure: Funding for VISTA
      Continue existing funding for VISTA volunteer to work with the Black Belt Museum.

      1. Achievement Target:
         100% of $10,000 funding for 1 VISTA volunteer, FY 2011-2012

      2. Findings (2011-2012) - Target: Met
         Funding for a VISTA volunteer to serve as the museum's Collections Assistant was obtained.

      3. Action Plan:
         Continue VISTA volunteer program
         Need VISTA volunteer to continue at Black Belt Museum in collections curation, organization of public programs, and other duties, as necessary, to keep the museum active on a daily basis.
         Established in Cycle: 2011-2012
         Implementation Status: Planned
         Priority: High
         Implementation Description: Seek $10,000 to fund 1 VISTA volunteer
         Responsible Person/Group: Ashley Dumas
         Additional Resources Requested: All office equipment already in place.
         Budget Amount Requested: $10,000.00 (recurring)
III. Other Plans for Improvement

A. Create a collections policy
A collections policy needs to be in place so that all museum staff, curators, and donors understand (a) why objects are, or are not, accepted into the collections; (b) how to properly curate those objects; (c) how to secure objects; (d) under what circumstances and how objects may be deaccessioned; and (e) how collections are to be treated in the case of damage or environmental threats.

Established in Cycle: 2010-2011
Implementation Status: In-Progress
Priority: Medium
Implementation Description: The verbally agreed upon collections policy will be put into writing as a draft and distributed to faculty curators for their input. Suggestions will be considered and any necessary modifications made. A second draft will be sent to faculty curators for approval. The final policy will be printed and distributed to all curators, museum staff, and kept on file in the Division of Educational Outreach.

Projected Completion Date: 12/15/2011
Responsible Person/Group: John Hall is responsible for putting the collections policy on paper, distributing it to faculty curators, and negotiating their suggested changes. Ashley Dumas will facilitate any necessary meetings.

B. Reconstruct back wall of museum
The back wall of the McMillan building requires significant rebuilding and stabilization. ALL subsequent work on the Museum is on hold until this project is completed. We have architectural plans in hand and all necessary and appropriate UWA staff involved.

Established in Cycle: 2010-2011
Implementation Status: In-Progress
Priority: High
Implementation Description: (a) At the beginning of the 2011-2012 fiscal year, a meeting to reassess the museum budget will be held. (b) Lawson Edmonds, Robert Holycross, and other necessary personnel will be contacted to determine if a call for bids can be made. (c) A contract for the project will be made. (d) Construction will proceed.

Projected Completion Date: 05/30/2012
Responsible Person/Group: (a) John Hall, Ashley Dumas, Tina Jones (b) John Hall and Tina Jones (c) John Hall, Lawson Edmonds and Robert Holycross (d) John Hall, Robert Holycross, and Bobby Truelove

C. Begin exhibit construction
Regardless of a museum's many functions, the one that is most visible to the public, and therefore critical to complete as soon as possible, is installation of permanent exhibits. Construction of exhibits will begin as soon as the exhibits side of the McMillan building is completed (see 2010-2011 cycle). In addition to raising the funds necessary for exhibit construction, the museum will need to hire an exhibits specialist to carry out most of the work. This person will be the hands-on manager of exhibit design, construction, and maintenance for the permanent as well as the traveling and other temporary exhibits.
Established in Cycle: 2011-2012
Implementation Status: In-Progress
Priority: High
Implementation Description: (a) Advertise for position, conduct interviews, and hire exhibits specialist; (b) obtain funding through private and public sources, bid for specialized electrical and plumbing work; (c) construct exhibits in-house
Projected Completion Date: 08/30/2012
Responsible Person/Group: Museum staff
Additional Resources Requested: (a) 54,000 (40,000 for Exhibits Specialist + 35% benefits) + 3000 (computer, large monitor, large-format printer, scanner, external hard drive + 1500 (travel for job candidates) + (b) 100,000 (exhibit construction materials)
Budget Amount Requested: $158,500.00 (recurring)

D. Establish museum as a separate entity in the Division of Educational Outreach
Small regional museums need clear identity; specialist staff; flexibility to change programs in response to local educational needs; ability to raise funds. The Black Belt Museum can best fulfill these roles as a sister organization to the Center for the Study of the Black Belt within the Division of Educational Outreach. First, their missions are logically separated--the Center focused on preservation of historic, natural, and cultural resources and the Museum focused on preservation, research, and exhibition of collections. As sister institutions, student learning can be diversified with the addition of research programs, laboratories, field-oriented courses, and internships tailored to the complementary units. Second, the move will better define roles of the Museum and the Center for the public, granting organizations, donors, and colleagues to facilitate promotion and seeking funding. Funding success be increased because the Museum and Center can serve as each other's partner organization, a role often requested by grant organizations. Third, while the Museum and the Center share the general goal of educational outreach, the Museum achieves this goal through means that are often large-scale and complex, requiring specialized staff and working space. The museum world today is its own profession, represented by degrees in Museum Studies, specialist sub-disciplines, literature, and professional organizations. A dedicated physical operations space is required for accreditation. Fourth, a museum is the traditional umbrella for research projects involving paleontology, archaeology, and the natural sciences because it houses collections and requires curators for each type. Fifth, by operating under separate budgets, the Museum and Center would be spreading opportunity and the risk involved in maintaining physical properties, budgets, and personnel. Sixth, decision-making, planning, and managing budgets would be streamlined. Seventh, as a public trust, the Museum will eventually need its own board of directors to act as a moral and ethical check to its operations. Combined with proposals for the 2010-2011 cycle, the implementation description here will facilitate the creation of a separate entity.
Established in Cycle: 2011-2012
Implementation Status: Finished
Priority: High
Implementation Description: Prepare to establish museum as a unit in the Division of Educational Outreach: (a) Request own Departmental Operating Expenses; (b) Separate membership in the Alabama Museums Association and American Association of Museums; (c) create museum website
Projected Completion Date: 08/20/2012
Responsible Person/Group: Ashley Dumas
Additional Resources Requested: (a) 1000 (office supplies), 2300 (instructional supplies), 500 (postage, telephone, and internet), 1200 (printing and binding), 10,000 (travel), 3500 (general operating expenses, not including salaries) + (c) 3000 web design consultant
Budget Amount Requested: $21,500.00 (recurring)

E. Recruit volunteers
As space is renovated and programs are increased, the number of volunteers that can be used will increase.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: Medium
Implementation Description: Advertise for volunteers among the UWA and local community and keep a record of their hours worked to use as in-kind contributions and demonstrated support for grants.
Projected Completion Date: 08/30/2011
Responsible Person/Group: Museum staff

IV. Analysis Questions and Analysis Answers

A. What specific strengths did your assessments show? (Strengths)
The Black Belt Museum has been particularly successful during the 2011-2012 cycle of working with other entities within UWA to raise funds. BBM has also been able to build on existing programs, such as living history and archaeology, which strengthens the museum's presence in the community, region, and state. Part of the success of these programs stems from the Division of Educational Outreach's Public Relations Specialist, Gena Robbins, who is able to create publicity documents, digital publicity, and distribute these materials to the press and general public. Another reason for our continued strength in the area of program development is the addition of Brian Mast as Assistant Educational Program Coordinator. Brian began as a VISTA volunteer and soon proved himself to be such an asset to achieving the museum's mission that it was requested that he be hired to fill the full-time educator's position. His VISTA replacement, Lauren VanZandt, is filling our need for constant collections maintenance and curation, especially when our programs result in new collections. In short, the museum has capitalized on new staff resources and existing skills to continue building its fund-raising and programming.

B. What specific weaknesses or challenges did your assessments show? (Weaknesses)
There are two major challenges, or threats, to the museum's ability to fulfill its mission. The first is the continued lack of progress in beginning renovations to the McMillan building, the future home of the museum. While museum staff are currently able to conduct programs, engage in limited research, and work with collections, there is still no place for the public to see the results of those activities. Lack of a physical space where the public can visit exhibits also excludes the museum from qualifying for a number of grants that support our activities. The second challenge facing the museum is that only one of the five staff members has
a full-time appointment. Programming and research will suffer when the Director, Assistant Director, and Collections Manager—all part-time—find it necessary to coordinate renovations and exhibit construction. Once the museum is open, programming will increase, but research and fund-raising will suffer. Eventually, a full-time Director or other administrative position will be necessary.

C. What plans were implemented?
The plans implemented during the 2011-2012 cycle include: obtaining funding for renovation the back wall of the McMillan building and associated brick-and-mortar projects, increasing program attendance, and hiring a new VISTA volunteer to meet a specific museum need.

D. What plans were not implemented?
The plan that was not met at all during the 2011-2012 cycle was the installation of a window exhibit at the McMillan building. Plans that were only partially met include increasing our Facebook presence to 300 followers, or "fans," and having 80% of our collections curated. The former is occurring more slowly than anticipated, but statistics on the Facebook page indicate that every upload of new photographs or other announcements earns the museum a few more followers. The latter is not really a failure because a new collection was added to those needing curation at the end of the cycle, leaving little time to complete it this year.

E. How will assessment results be used for continuous improvement?
Study of the statistics for the museum's Facebook page indicate that continually adding content is strongly correlated with increasing the number of supporters. For that reason, we will work to keep the page more active. The VISTA program has been beneficial to the museum. A qualified volunteer not only carries out tasks for which regular staff do not have time, but he or she is able to help us develop a better understanding about current and future full-time staff needs. Continually not meeting goals related to exhibits and construction has led to a re-examination of priorities and helped staff focus on those tasks which can be completed, especially with regard to increasing our programming and research. Certainly, for the near future, no further objectives or action plans will be created that require a completed or partially completed museum building.

V. Annual Report Section Responses

A. Key Achievements
The successful archaeological research project and first annual Community Day at Fort Tombeebe required the help of every member of the Black Belt Museum staff. During the 2011-2012 cycle, Black Belt Museum staff gave programs or lectures to an estimated combined total of 12,788 people.

B. Staff Achievements
Brian J. Mast
Presentations at Professional Meetings:
• National Association for Interpretation Regional Interpretive Workshop (Region 3) “Starting a Living History Program From Scratch” 30 people
Educational & Interpretive Presentations and/or Other Significant Professional Activities

- UWA Campus School Scavenger Hunt-3 programs, 48 people
- Fort Conde (French Marine Living History) 8 schools, 936 people
- Sucarnochee Folk Life Festival (French Marine Living History) 3 programs, 36 people
- Gaineswood National Historic Site (French Marine Living History) 12 programs, 335 people
- Lyman Ward Military Academy (Continental Soldier Living History) 12 programs, 390 people
- Assisted Dr. Dumas with Fort Tombecbe Field School, May 20-June 15
- Fort Tombecbe Community Day (French Marine Living History) 5 programs for 50 people

Professional Consultant:
- Cobb County (Georgia) Public School 4th Grade History Mrs. Kristin Poncheri’s class

Grant Activity:
- Applied for Daniel’s Foundation in Birmingham ( $6,000 for starting a professional living history department for the Black Belt Museum)
- Applied for Alabama Humanities Foundation (Black Belt Traveling Exhibit Design, Construction and Use in the state) Asked to reapply in fall cycle.

James Lamb

Scholarly Research/Published Articles:
- Lamb, J., Vegetation and Climate Reconstruction of Dinosaur-Bearing Late Santonian, Early Campanian units in Alabama and Mississippi. accepted for publication June 2012, Journal Vertebrate Paleontology.
- “The Origins of Birds” – newsletter of AL Ornithological Society, April 2012

Presentations/Workshops:
- Oct., 2011 – UWA/Geol. Survey AL Teacher Workshop held at UWA – co-leader
- Nov., 2011 – Guest lecture in Black Belt Course – tour of Black Belt Museum paleontology lab
• March, April, June, 2012 – Led fossil collecting field trip for BPS and public guests; NW AL, St Stephens, Pickens County
• June, 2012 – BPS - “Bird Anatomy for Bird Watchers”

Awards/Honors
• Feb., 2012 – Inducted into Beta Beta Beta National Biological Honor Society

Professional Affiliations:
• Research Associate – Mississippi Museum Natural Science
# ANNUAL PLAN

<table>
<thead>
<tr>
<th>Item</th>
<th>Approved</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goals</strong></td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>Goals are broad statements describing what the unit wants to accomplish. Goals relate to both the unit's mission and the University's mission. The goal(s) is stated as the University goal(s) a unit is attempting to meet.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Outcomes/Objectives</strong></td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>Outcomes and objectives are statements that describe in some detail what the unit plans to accomplish. Outcomes/objectives are associated with all applicable goals, strategic plans, standards, and institutional priorities.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objectives are active-verb descriptions of specific points or tasks the unit will accomplish or reach. Outcomes are active-verb descriptions of a desired end result related to student learning and the unit's mission.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Measures</strong></td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>Measures are statements to judge success in achieving the stated outcome or objective. Measures contain information on the type of evidence and assessment tool that a unit will use to verify if stated outcome/objective has been met.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Achievement Targets</strong></td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>Achievement targets are the thresholds that the measures must meet for the unit to determine that it has been successful in meeting its specified outcomes/objectives. Achievement targets are measurable statements.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Findings
Findings are indications whether an outcome/objective was met or not. Findings are put into the system under each achievement target. Findings include an interpretation of results, possible uses of results, reflection on problems encountered, indicated improvements/changes and strengths or weaknesses.

<table>
<thead>
<tr>
<th></th>
<th>Approved</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Action Plans
Action plans are detailed plans created by the unit to meet an outcome/objective that was only partially met or not met or to make improvement to those outcomes/objectives that were met but still need some strengthening. The plan includes a projected completion date, implementation description, responsible person(s)/group, resources required, and budget amount (if applicable).

<table>
<thead>
<tr>
<th></th>
<th>Approved</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Annual Report
The Annual Report section contains information on key achievements, faculty and/or staff achievements, and community/public.

<table>
<thead>
<tr>
<th></th>
<th>Approved</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Analysis Report
The unit has reflected on and created narratives for each of the following areas: specific strengths and progress made on outcomes/objectives, specific weaknesses or challenges, plans that were and were not implemented, and how assessment results will be used for continuous improvement.

<table>
<thead>
<tr>
<th></th>
<th>Approved</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Approved by: [Signature of Dean or Vice President]  
Date: 7-27-2012

Received by OIE: [Signature of Coordinator of Planning and Assessment]  
Date: 8-8-12