Mission / Purpose
The Black Belt Museum is dedicated to 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 Any 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: 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 maintaining the Museum's Facebook page and increasing the number of posts.

a. Measure: Increase number of Facebook fans
The 300 Facebook fans hoped for in the first three months of the page's creation was not met. However, fan numbers increased with each new post. By increasing the number of posts, staff hopes to add a more modest but feasible 100 new fans during this cycle.

1. Achievement Target:
100 new Facebook fans will be added during the 2012-2013 cycle and there will be a 20% increase in the number of posts by the page administrators.

2. Findings (2012-2013) - Target: Met
Museum began the 2012-2013 cycle with 124 Facebook "likes" (the new term for "fans," in Facebook jargon). As of today, Museum page has 213 "likes." Though short by 11, staff feels that 95% should be considered close enough to having met the target. Museum staff has succeeded in increasing posts by 20% over last cycle. The last five posts have generated an average of 208 views.

2. Objective: Complete Lophorhothon cast
One of the keystone exhibits for the future Black Belt Museum will be a 16-foot long cast skeleton of a Lophorhothon dinosaur. James Lamb has finished making molds of the original fossils and has begun to make casts. When the casts are completed, they must be painted and then assembled into an articulated skeleton. The casts and painting can be done in various places, and work is underway in Lamb's basement garage. Some of the assembly, including its completion, will require a larger space than is available on campus. Providing that a suitable space is found, a major 2012-2013 objective for the museum is to assemble the completed Lophorhothon skeleton for limited display.

a. Measure: Assemble Lophorhothon
The entire Lophorhothon skeleton cast will be complete and on temporary display either in part or whole, somewhere on campus.
1. Achievement Target:
   100% of the casts will be completed and painted.

2. Findings (2012-2013) - Target: Partially Met
   This goal was partially met. About 50% of the Lophorhothon has been cast and is ready for painting and assembly. James Lamb, Black Belt Museum paleontologist and Collections Manager, easily could have completed this objective, but he was hindered by three situations. First, he became the primary Museum contact for the McMillan Building construction project (see Objective 1), which has taken up at least one full day per week since the construction project began almost a year ago. Second, he was assigned more students for his zoology class and lab sections than he had previously had, with resulting responsibilities taking up two full days per week of the fall and spring semesters of the 2012-2013 academic year. Third, during the fall of 2012, much of his remaining work week was engaged in preparing the paleontology and archaeology laboratories for use. Much of the work on the Lophorhothon cast has been completed during the summer of 2013. Fortunately, he has been granted a leave from teaching duties for the 2013-2014 year and the first phase of the McMillan project will end around September 30, 2013.

3. Action Plan:
   Complete Lophorothon cast
   The remaining 50% of the Lophorothon dinosaur cast will be completed and painted within the 2013-2014 cycle.
   Established in Cycle: 2012-2013
   Implementation Status: In-Progress
   Priority: High
   Implementation Description: James Lamb will continue to cast fossils and then paint them for local display.
   Projected Completion Date: 09/29/2014
   Responsible Person/Group: James Lamb

II. Goals and Other Outcomes/Objectives, with Any 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) continuing to meet with staff in the Development office and the Office of Sponsored Programs, 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) 10% of asks for exhibit sponsorship will be partially or fully funded, and/or (b) 25% of the grants applied for will be partially or fully funded.
2. Findings (2012-2013) - Target: Met
(a) The Dr. R.C. & Emily M. Hill Fund for museum programs has grown to $21,554, representing a $5,554 increase over the previous cycle. (b) An additional $74,000 was awarded to the Black Belt Museum's McMillan Building project from the US Department of Education's Predominantly Black Institution grant program. This will continue to fund the renovations to the program and exhibit side of the future Black Belt Museum. The Museum's Regions account received $44,000 in donations and gifts, which is largely held on reserve for Museum construction and future exhibits. Museum staff has been particularly successful at obtaining grants during this cycle. Extramural grants total $46,742, including an Operations Grant from the Alabama Historical Commission for Fort Tombecbe ($40,000), a Daniel Foundation of Alabama grant for Living History Programs ($6,000), and an Alabama Humanities Foundation mini-grant for partial support of the Black Belt Museum Living History Project ($742). An intramural Teaching Excellence grant for $954 was awarded by UWA to support the purchase of flint-knapping kits for use in the classroom and Museum programs. The total amount of funds raised through grants and gifts for the 2012-2013 cycle is $171,250.

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 (2012-2013) - Target: Met
   All of the Fort Tombecbe 1980 and 2010 collections have been curated and about 80% of the 2012 collections have been processed. An updated digital catalog of the 1980 collection was created. The new Smith Collection of rocks and minerals, donated to the Museum in July 2013, has been catalogued and curated. These projects were completed through the work of Museum’s 2012-2013 VISTA volunteer, Assistant Collections Manager Lauren VanZandt.

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 2012-2013.

   2. Findings (2012-2013) - Target: Met
      100% of the $10,000 funding for a Black Belt Museum VISTA volunteer was obtained and an appropriate candidate, Lauren VanZandt, was hired as an Assistant Collections Manager.

4. Objective: Stabilize/rebuild back wall of McMillan Building
The Black Belt Museum director will continue to coordinate with the architect, Physical Plant staff, Office of Sponsored Programs staff, and Financial Affairs staff to see that the McMillan Building back wall project has a call for bids, accepted bid, and that construction gets underway as soon as possible.

a. Measure: Complete stabilization
   When stabilization of the back wall is complete, work on the exhibit side of the building can begin.

1. Achievement Target:
   Construction will begin within the 2012-2013 cycle and the project will have 100% funding.

2. Findings (2012-2013) - Target: Met
   Construction began in the current cycle and will be completed by September 30, 2013. The work has been fully (100%) funded through a USDA Delta Regional Authority (DRA) grant ($137,800), two Department of Education Primarily Black Institution (PBI) grants (FY 2011-2012 and FY 2012-2013 totaling $170,852), and Black Belt Museum funds, about 80% of which we designate for construction costs each year. The DRA grant funded the demolition and rebuilding of the McMillan Building's rear wall. The PBI grant funded the installation of a new electrical service and HVAC system for the first floor of the building. Remaining PBI funds will be used to complete interior renovations to the programs room in the first floor. As planned, half of the first floor can now be transformed into a museum workshop for construction of exhibits.

5. Objective: Complete website for Black Belt Museum
   A website for the Black Belt Museum and Friends of the Black Belt Museum is needed to provide quick, convenient information about the museum, its staff, and programs. The webpage is also a way to provide PDFs of short to medium-length publications about Museum research that would otherwise be too expensive to produce as hard copies.

a. Measure: Live launch of website
   The framework of the website with basic information about the museum's mission, goals, staff, and programs will be online and available to the public.

1. Achievement Target:
   100% of the framework of the Website with basic information will be publically accessible by the end of the 2012-2013 cycle.

2. Findings (2012-2013) - Target: Met
   The website for the Black Belt Museum (www.blackbeltmuseum.org) was 100% completed in this cycle and contains basic information on the mission, staff, and programs. The content is informative but kept general enough to lessen the need for constant updates. As programs develop, staff hopes to promote the webpage more actively and to work with the Division of Educational Outreach's public relations director to update the website according to a schedule.

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: Finished
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: 12/13/2011
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.
Implementation Notes:
9/19/2013 John Hall has a general Museum collections policy on file. Curators of specific collections, such as geology, paleontology, and archaeology, maintain separate policies appropriate for those collections.

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. Staff has architectural plans in hand and all necessary and appropriate UWA staff involved.
Established in Cycle: 2010-2011
Implementation Status: Finished
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: 05/28/2012
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
Implementation Notes:
9/16/2013 After many delays and set-backs, this project is on schedule to be completed by September 20, 2013.
5/29/2013 5/29/13 Project should be completed by August 2013.

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: Planned
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: 08/29/2012
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)
Implementation Notes:
9/16/2013 With the completion of the McMillan Building Phase I (stabilization of the back wall) this month, staff will be able to temporarily relocate the Museum shop in the McMillan building and can begin construction of some exhibits. The priority and need to hire an exhibit specialist has not changed, as James Lamb cannot construct exhibits and teach, curate collections, excavate fossils, cast fossils, lead programs, and engage in occasional research projects.

D. Complete curation of 2012 Fort Tombeche 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: 09/29/2013
Responsible Person/Group: Ashley Dumas, Lauren VanZandt, laboratory student assistant
Implementation Notes:
9/19/2013 There are remaining collections to be processed from the 2012 excavations.

E. 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: 11/28/2011
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)
Implementation Notes:
9/19/2013 Additional PBI funds may be available during the 2013-2014 cycle, which Ashley Dumas will follow-up on through other university offices. Grants to fund construction and repurposing of historic buildings are sought each week through grant list-serves and the Office of Sponsored Programs. Museum staff already has two grant applications in progress for funding of programs for the 2013-2014 cycle.

F. 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)
Implementation Notes:
9/19/2013 Emily Boersma was hired as the Black Belt Museum VISTA for the 2013-2014 cycle. She is helping to accession collections, write grants, and implement programs.

G. Implement Phase 2 of McMillan building renovation
The second phase of the renovation to the McMillan building will involve renovating the programs side.
Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High
Implementation Description: Raise funds for the renovation through "asks" to private donors and writing grants.
Projected Completion Date: 08/28/2012
Responsible Person/Group: Museum staff
Additional Resources Requested: Construction materials, contractor fees, and key equipment, as estimated from architectural plans.
Budget Amount Requested: $50,000.00 (recurring)
Implementation Notes:
9/19/2013 Planning for this phase will be reworked based on what was completed during Phase I, which will be completed by 9/30/13. A new architect and contractor must be obtained and funding sources sought.

H. 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: 08/29/2011
Responsible Person/Group: Museum staff
Implementation Notes:
9/19/2013 Volunteers for Museum programs will be sought for activities’ relating to paleontological and archaeological digs and, possibly, minor exhibit construction projects. The Fort Tombecbe volunteer list continues to grow.

I. Acquire equipment for Collections and Programs
Need two laptops, a portable screen, and a projector for Collections Management and off-site educational programs. Currently, some museum staff have to borrow laptops from colleagues in the Division of Educational Outreach, which is not always an option and leads to software and hardware compatibility problems. The need for the museum to have its own laptop, projector, and screen is increasing as staff gives more programs to the community, and this need will grow exponentially with the hire of an Assistant Educational Programs Coordinator. Additionally, a computer dedicated to Collections Management and analysis is necessary to ensure streamlined data entry and to prevent having to load large software files on multiple desktops. A laptop is preferred for this purpose because the museum's collections are spread over three different buildings on campus. Staff can take the Collections computer to the collections rather than taking the collections, which can entail dozens of boxes, to the
computer.

Established in Cycle: 2012-2013  
Implementation Status: Finised  
Priority: High  
Implementation Description: Purchase equipment, load software, and meet with museum staff to establish policies for their use.  
Responsible Person/Group: Ashley Dumas  
Additional Resources Requested: Dell Mobile Precision M4600 = $3368  
Dell Mobile Projector m210X = $729  
Portable screen = $250  
Total need = $4267  
Budget Amount Requested: $4,267.00 (one time)  
Implementation Notes:  
1/17/2013 This was funded and the equipment purchased.

J. Increase salary of Asst. Educational Programs Coordinator  
Increase the salary of the Assistant Educational Programs Coordinator to $35,000 so that it will be comparable to similar professional jobs.  
Established in Cycle: 2012-2013  
Implementation Status: Finised  
Priority: High  
Responsible Person/Group: Ashley Dumas  
Additional Resources Requested: Need $18,452 for increase in salary and benefits.  
Budget Amount Requested: $18,452.00 (recurring)

IV. Analysis Questions and Analysis Answers

A. What specific strengths did your assessments show? (Strengths)  
This year has been particularly successful for fund-raising, which is essential to the continued development of the nascent museum. Staff met all of objectives this cycle except for the Lophohthon cast, which was partially met. This is certainly a result of the continued hard work of the staff, but it also represents having had several years of experience with learning how to set reasonable, achievable goals that are in line with Museum’s resources. Staff members are generally quite amicable and work well together to solve problems and multi-task.

B. What specific weaknesses or challenges did your assessments show? (Weaknesses)  
The primary challenge continues to be the lack of full-time leadership or other positions for the Museum. As the only full-time Museum staff member, public historian Brian Mast, continues to help Museum develop programs and public outreach and to secure grant-funding. He is largely responsible for the increased visibility and extramural grant funds enjoyed by the Museum this year.

As long as Museum staff continue to spend only a portion of their workdays focused on the Museum, it will continue to lack more stream-lined development, and the opening of the Museum building itself, complete with exhibits and in-house programming, will be indefinitely delayed and negatively affect budgetary efficiency.

C. What plans were implemented?  
Attempts to increase stakeholder awareness of the Museum through social media and programs have been successful. Even though the goals were modest, they must be so necessarily so that staff and budget resources are not overwhelmed. Implementing the completion of the McMillan Building's back wall required extraordinary team work with several university divisions through difficult circumstances. In the meantime, Museum staff has been able to maintain small but steady progress in building and maintaining collections.

D. What plans were not implemented?
Museum staff did not complete the Lophorhothon dinosaur cast, which is to be a major exhibit in the new museum.

E. How will assessment results be used for continuous improvement?
Given the tenuous financial resources and limited staff time, it is imperative that staff continue to communicate needs, project goals, and to work together. After a few years of Museum assessments, staff has been forced to realize that the goals should reflect resources and current strengths and should never depend on the capabilities of contractors and architects.

V. Annual Report Section Responses

A. Key Achievements
Phase I (stabilizing and rebuilding the back wall) of the McMillan Building is complete. Raised $171,250 in grants and gifts. Completed the renovations of the paleontology and archaeology laboratories and obtained basic tools for the museum shop. Maintained existing programs and developed new ones.

B. Faculty Achievements
Please see Faculty Achievement report for Ashley Dumas in Connected Documents.

C. Staff Achievements
Please see Staff Achievement Reports for James Lamb, Brian Mast, and Monica Moore in Connected Documents.

D. Public/Community Service
The Museum participated in the Sucarnoochee Folklife Festival and had its first associated Living History Camp. Staff instituted a Science Cafe series with three initial programs. The Community Day at Fort Tombecbe was successful despite there not being an accompanying field school. Through numerous programs in Alabama and other states, museum staff reached a total of 43,273 people.
## Planning and Assessment Approval

Department or Division: Black Belt Museum  
Chair or Director: Dr. John Hall  
Dean or Vice President: Dr. Tina Jones

### ANNUAL PLAN

<table>
<thead>
<tr>
<th>Item</th>
<th>Approved</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goals</strong></td>
<td></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>YES ✓</td>
<td></td>
</tr>
<tr>
<td><strong>Outcomes/Objectives</strong></td>
<td></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>YES ✓</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>YES ✓</td>
<td></td>
</tr>
<tr>
<td><strong>Measures</strong></td>
<td></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>YES ✓</td>
<td></td>
</tr>
<tr>
<td><strong>Achievement Targets</strong></td>
<td></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>YES ✓</td>
<td></td>
</tr>
<tr>
<td>Item</td>
<td>Approved</td>
<td>Remarks</td>
</tr>
<tr>
<td>----------------------</td>
<td>----------</td>
<td>---------</td>
</tr>
<tr>
<td><strong>Findings</strong></td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>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 weakness.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Action Plans</strong></td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>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).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action plans created in previous cycles have been updated with implementation notes.</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td><strong>Annual Report</strong></td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>The Annual Report section contains information on key achievements, faculty and/or staff achievements, and community/public.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Analysis Report</strong></td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>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.</td>
<td></td>
<td>I want Ashley to conduct a workshop for our unit on writing planning &amp; assessment documents. The links are most clean.</td>
</tr>
</tbody>
</table>

Approved by: [Signature of Dean or Vice President]
Date: 10/9/13

Received by OIE: [Signature of Coordinator of Planning and Assessment]
Date: 10/21/13