

# **SAN DIEGO NATURAL HISTORY MUSEUM**

## **STRATEGIC PLAN 2002 - 2012**

**KRA 1. Public Programs**

**KRA 2. Research**

**KRA 3. Management**

**KRA 4. Marketing and Identity**

**KRA 5. Relationship with Mexico**

**KRA 6. Enhance Financial Stability**

## **KRA 1. PUBLIC PROGRAMS**

Become the region's leading center for lifelong education about the natural world by delivering high quality exhibits and programs onsite, offsite, and online.

### **Rationale:**

The Museum's previous 10-year plan concentrated on infrastructure: a new building, expanded staff, focused research program, and fundraising strategies. But these efforts alone don't accomplish the Museum's mission. In the next 10 years, we must build upon this foundation to enhance and expand our exhibits and educational programming.

Even these programs must be viewed as tools, a means to an end. The best designed displays and the most enjoyable classes will be considered successful only if, through evaluation, we can tell that they advance the Museum's mission: to raise awareness, promote understanding, and inspire stewardship of our region's biodiversity.

Although these public programs appear very diverse, they are unified by their intent to foster a "sense of place." When people grasp the significance and relevance of nature in their immediate surroundings, they will begin to care for nature and protect it...then gradually expand that sense of stewardship from their neighborhood, to the community, to our binational region, and ultimately, to Earth itself.

*Note: the following objectives are to be achieved by June 30, 2012.*

## **OBJECTIVE 1.1 (Onsite Exhibitions)**

Fill 28,000 sq. ft. of gallery space and the museum grounds with engaging, relevant, dynamic, and memorable exhibit experiences that are based on living and scientific collections, and which inspire visitors to action.

### **STRATEGIES**

#### 1.1.1 Permanent Exhibitions

Create three major permanent bilingual exhibitions and several auxiliary permanent exhibits which reinforce and complement each other, address regional natural history within a global context, and provide a deeper understanding of nature and the Museum.

#### 1.1.2 Temporary Exhibitions

Establish and maintain a systematic process of finding, reviewing, planning, and installing an ongoing schedule (at least three years out) of temporary exhibitions, with recommendations for an annual exhibit season to be reviewed by committee.

#### 1.1.3 Website Components for Onsite Exhibitions

Supplement the exhibit experience with online content to provide depth, expand the audience, and extend the life of the exhibition after closing.

#### 1.1.4 Evaluation of Onsite Exhibitions

Increase understanding of our audience (current and potential) through integration of research and evaluation in all aspects of the onsite exhibitions program.

## **OBJECTIVE 1.2 (Offsite Exhibitions)**

Create at least one traveling exhibition and four offsite exhibits to reach broader audiences and advance the Museum's mission.

### **STRATEGIES**

#### 1.2.1 Traveling Exhibitions

Develop and produce bilingual traveling exhibitions to tour nationally and internationally.

#### 1.2.2 Offsite Exhibits

Create small to midsize exhibits for long-term and permanent installation at other appropriate institutions in our region.

#### 1.2.3 Exhibits Contract Work

Pursue and obtain contracts with other institutions to consult on design, development, and production of interpretive natural history/science exhibits.

#### 1.2.4 Website Components for Offsite Exhibitions

Support SDNHM-produced traveling exhibitions and offsite installations with website components that enhance content, drive traffic, and serve as an evaluation tool.

#### 1.2.5 Evaluation of Offsite Exhibitions

Increase understanding of our audience (current and potential) through integration of research and evaluation in all aspects of the offsite exhibitions program.

### **OBJECTIVE 1.3 (Education)**

Within eight years, ensure that a San Diego Natural History Museum program is part of the academic experience of every K-12 student within the San Diego County public school system.

#### **STRATEGIES**

##### 1.3.1 Public School Programs

Establish a grade-level, county-wide mandate for a SDNHM-based natural history program.

##### 1.3.2 Website Components

Support the museum-related academic experience of San Diego County school children with online learning.

##### 1.3.3 Distance Learning Programs

Collaborate with San Diego County Office of Education distance-learning staff to deliver our science content and field experiences through their distribution system.

### **OBJECTIVE 1.4 (Education)**

Increase participation in education programs onsite, offsite, and online by 10% or more per year.

#### **STRATEGIES**

##### 1.4.1 School Programs

Develop innovative school programs to serve a broader academic audience including home schools, independent schools, charter schools, and a potential museum school, with increased participation by middle school, high school, and college students.

##### 1.4.2 Public Programs

Identify new audiences to increase participation in education programs onsite, offsite, and online.

##### 1.4.3 Youth Programs

Identify current and potential audience program needs and preferences through constant improvement and evaluation of programs and audiences that serve the youth and family of the community.

##### 1.4.4 Community Outreach

Consolidate, enhance, and expand Del Museo al Barrio (DMAB) and After-school Science Adventures (ASA).

#### 1.4.5 Binational Programs

Create infrastructure and partnerships throughout the Baja California peninsula and on states bordering the Sea of Cortés to deliver workshops, train facilitators, and introduce new environmental education materials that produce measurable results in awareness and community action.

#### 1.4.6 Website Components

Facilitate participation in programs by improving website interface and interactivity.

#### 1.4.7 Theater Programs

Increase visibility and educational effectiveness of the Charmaine and Maurice Kaplan Theater.

### **OBJECTIVE 1.5 (Volunteer Programs)**

Increase the baseline of volunteer hours by 10% or more per year to enhance museum programming.

#### **STRATEGIES**

##### 1.5.1 Exhibition Volunteers

Enhance volunteer support of exhibitions with volunteers of diverse age, skill level, and language.

##### 1.5.2 Education Volunteers

Enhance volunteer support of education programs onsite, offsite, and online with volunteers of diverse age, skill level, and language.

##### 1.5.3 Volunteer Recruitment

Develop new recruitment strategies to include diversification in culture, language, age and skills, using new marketing campaigns and volunteer incentives.

##### 1.5.4 Volunteer Retention

Develop plan for both transitioning experienced volunteers and retaining newly recruited volunteers/interns to ensure continuity.

# San Diego Natural History Museum

## ACTION PLAN: Permanent Exhibitions

**Key Result Area 1:** Become the region's leading center for lifelong education about the natural world by delivering high quality exhibits and programs onsite, offsite, and online.

**Planning Leader:** Nancy Owens Renner

**Objective 1.1:** Fill 28,000 sq. ft. of gallery space and the museum grounds with engaging, relevant, dynamic, and memorable exhibit experiences that are based on living and scientific collections, and which inspire visitors to action.

**Dates of Action Plan:** 2002–2012

**Strategy 1.1.1:** Create three major permanent bilingual exhibitions and several auxiliary permanent exhibits that reinforce and complement each other, address regional natural history within a global context, and provide a deeper understanding of nature and the Museum.

**Presented:**

**Approved:**

Action Steps	Who Responsible (*Lead)	Starting Date	Scheduled Completion Date	Actual Completion Date	Remarks
MAJOR PERMANENT EXHIBITIONS: Fossil Mysteries (FM) Habitat Journey (HJ) Discovery Room (DR)					All scheduled dates are contingent on funding and access to space.
1.1.1.1 <b>Schematic Design</b> — Develop a conceptual master plan for all major areas. • Content: Articulate themes, messages. • 3-D design: Allocate space, plan traffic flow.	*DDPP  ExDev ExDes	April 2000	April 2001	April 2001	
1.1.1.2 Conduct <b>front-end evaluation</b> of exhibit plan to ascertain visitor interest, prior knowledge, preconceptions, and	*ExDev, Institute for Learning	July 2001	August 2001	August 2001	

misconceptions.	Innovation (ILI)				
<b>FOSSIL MYSTERIES</b>					
1.1.1.3 Submit implementation grant to NSF	DDPP		November 2001	November 2001	
<b>1.1.1.4 Submit NSF planning grant final report</b>	*DDPP, ExDev		June 1, 2002		
	*ExDev, CP, CD *ExDes, AS  *CD, FP  TBD  A/P DEx  DEx DM	September 2001	November 2002		Coordinate with marketing.

<p>1.1.1.6 Conduct staff training and <b>formative evaluation</b> of messages, draft text, and prototypes.</p>	<p>*ExDev, ILI</p>	<p>September 2002</p>	<p>December 2002</p>		<p>Exploit opportunity for staff development with ILI on “thinking evaluatively.” See 1.5.1, use volunteers for data collection.</p>
<p><b>1.1.1.7 Final Design</b> — Refine and confirm exhibit plan.</p> <ul style="list-style-type: none"> <li>• Content: Write final text for labels, a.v., computer interactives, edit, Spanish text.</li> <li>• 3-D design: Finalize design in measured CAD drawings, finish schedule, mount design, offsite installations.</li> <li>• Object procurement: Identify specimens, database, and begin preparation.</li> <li>• 2-D design: Finalize graphic design, measured drawings, database management.</li> <li>• Original art: Assemble team of artists, finalize all artwork.</li> <li>• Project mgmt: Record expenditures; document for NSF; track workflow; establish and direct maintenance schedule, personnel, and budget.</li> <li>• Prepare gallery space: Phase II, lighting, electrical, HVAC</li> <li>• Related programs: Coordinate with webteam, educators, volunteers, and marketing to assure continuity with related programs.</li> </ul>	<p>*ExDev, CP, CD *ExDes, AS</p> <p>*CD, FP</p> <p>TBD</p> <p>*ExDes, DEx A/P DEx</p> <p>DEx</p> <p>*ExDev, CD</p>	<p>December 2002</p>	<p>November 2003</p>		<p>Include design and content development for offsite installations.</p> <p>Coordinate with education for other offsite delivery methods such as a van or truck.</p> <p>See 1.5.1 Possibly use volunteer corps for maintenance.</p> <p>See 1.1.3 website, 1.3.1.6 &amp; 7school programs w/SDCOE, 1.3.3.10 distance learning, 1.4.1.7 school programs, 1.4.2 public programs, 1.5.1 exhibition volunteers,</p>

					marketing.
<b>1.1.1.8 Fabricate and install exhibition.</b> • Manage schedule, budget, and workflow.	AS DEx	December 2003	April 2004		
1.1.1.9 Open Fossil Mysteries to the public.	All staff		May 2004		
1.1.1.10 Conduct <b>summative evaluation</b> to assess functionality of exhibits; sensory, affective, and cognitive learning.	*ExDev, ILI	June 2004	August 2004		Use ILI for staff training, professional development in applications of summative evaluation. See 1.5.1, use volunteers for data collection.
<b>1.1.1.11 Remediate</b> — Fix problems based on summative evaluation.	*DEx, ExDev, ExDes	August 2004	November 2004		
<b>1.1.1.12 Disseminate</b> — Write articles, present at professional meetings, complete offsite installations, promote exhibition, educational programs, and website.	*DDPP, team	May 2004	December 2004 (articles) promote forever		
<b>HABITAT JOURNEY</b> 1.1.1.13 Submit grant proposals to NSF.	*DDPP, ExDev	May 2003	October 2003		
1.1.1.14 Follow established protocol for development, evaluation, fabrication,	*DDPP, exhibit team	Develop schedule based			Identify live plants and animals, vivarium needs. Coordinate with webteam,

and installation.		on funding.			educators, and volunteers to assure continuity with related programs. Coordinate with public agencies for specimen acquisition. Dovetail with loan library. Begin collecting photos as early as possible to document seasonal and annual change. Explore what scientific collections are available for display, and requirements.
<b>DISCOVERY ROOM</b>  1.1.1.15 Identify potential funding sources with Development. Prepare grant proposals.	*DDID, DDPP				
1.1.1.16 Follow established protocol for development, evaluation, fabrication, and installation.	*Dex, exhibit team	Develop schedule based on funding.			Explore viability of opening Discovery Room two years after receipt of funds. Identify live plants and animals, vivarium needs. Work with Education to develop discovery room manager position and recruit.
AUXILLIARY EXHIBITS: Atrium Regional map  3 <sup>rd</sup> & 4 <sup>th</sup> floor mezzanines Science demonstration lab Systematics displays  Office doors (Behind the Scenes) ESEC Volunteer Lounge		April 2000	May 2008!		Exhibit implementation contingent on funding.  Integrate atrium planning, design, and installation with Fossil Mysteries, Habitat Journey, and Discovery Room.  Coordinate with science staff.

<p>Bathrooms</p> <p>Native plants (inside &amp; outside) Exterior signage Exterior sculpture</p> <p>Sculptural columns at north entrance</p>					<p>Coordinate with Balboa Park administration &amp; grounds.</p>
1.1.1.17 Identify stakeholders.	DDPP				
<p><b>1.1.1.18 Schematic Design —</b> Create a master plan for all exhibit areas with input from stakeholders.</p> <p>Collections: Assess range of light and humidity levels. Content: Explore and develop themes, connections.</p> <ul style="list-style-type: none"> <li>• 3-D design: Develop preliminary space allocation, look and feel.</li> <li>• Project management: Develop preliminary budget, priority list, and schedule.</li> </ul>	*DDPP exhibit team				<p>Obtain conservation assessment data from Curator of Collections.</p> <p>Priority list and schedule may be influenced by front-end evaluation and availability of funding.</p>
1.1.1.19 Identify potential funding sources and submit proposals.	*DDPP, DDID				<p>Provide development with fundraising materials, written proposals, etc.</p>
1.1.1.20 Follow established protocol for development, evaluation, fabrication, and installation.	DEx, exhibit team				<p>Exhibit development will follow protocol as outlined in major permanent exhibitions, see FOSSIL MYSTERIES above.</p> <p>Examine staffing needs.</p>

<b>1.1.1.21 Commence master planning for future onsite permanent exhibitions.</b>	DDPP, DEx, ExDev, ExDes, DEd, DRC				
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POSITION KEY:

- DDPP = Deputy Director of Public Programs
- DEx = Director of Exhibits
- ExDev = Exhibit Developer
- ExDes = Exhibit Designer
- CP = Curator of Paleontology
- CD = Content Developer
- FP = Fossil Preparator
- A/P = Artist/Preparator
- AS = Academy Studios
- DDID = Deputy Director of Institutional Development
- DEd = Director of Education
- DRC = Director of Research & Collections

# San Diego Natural History Museum

## ACTION PLAN: Temporary Exhibits

**Key Result Area 1:** Become the region's leading center for lifelong education about the natural world by delivering high quality exhibits and programs onsite, offsite, and online.

**Objective 1.1:** Fill 28,000 sq. ft. of gallery space and the museum grounds with engaging, relevant, dynamic, and memorable exhibit experiences that are based on living and scientific collections, and which inspire visitors to action.

**Planning Leader:** Tim Murray

**Dates of Action Plan:** 2002 - 2012

**Strategy 1.1.2 Temporary Exhibits\*** Establish and maintain a systematic process of finding, reviewing, planning, and installing an ongoing schedule of temporary exhibitions, with recommendations for an annual exhibit season to be reviewed by committee.

**Presented:**

**Approved:**

\* Defined as exhibitions we rent from other organizations.

Action Steps (Numbered)	Who Responsible (*Lead person)	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required)
1.1.2.1 Research and evaluate temporary exhibits offerings for each annual exhibit season.	Dir. Ex.	May, 2002	Ongoing		Need to determine season as either calendar or fiscal year.
1.1.2.2 Compile seasonal recommendation.	Dir. Ex*, DDPP	May 2002	ongoing		
1.1.2.3 Convene committee to review temporary exhibit recommendations.	DDPP	June 2002	ongoing		Committee members:RB, AL, RS, TM, AH, PB, EC, DP, EB, SH, MB, DW
1.1.2.4 Design and produce temporary exhibitions and associated education programs and website as per established protocol.	DDPP*, Dir. Ex, T. Ex.Des.	July 2002	ongoing		See Volunteer plan/Objective 1.5

1.1.2.5 Establish market research and evaluation procedures to gather data on visitor satisfaction w/ temp. exhibits.	Ex. Dev/Dir. Market.	July 2002	ongoing		To help inform attendance estimates. See Objective 1.1
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# San Diego Natural History Museum

## ACTION PLAN: Website Components for Onsite Exhibitions

**Key Result Area 1:** To become the region's leading center for lifelong education about the natural world by delivering high quality exhibits and programs onsite, offsite, and online.

**Objective 1.1:** Fill 28,000 sq. ft. of gallery space and the museum grounds with engaging, relevant, dynamic, and memorable exhibit experiences that are based on living and scientific collections, and which inspire visitors to action.

**Strategy 1.1.3:** Supplement the exhibit experience with online content to provide depth, expand the audience, and extend the life of the exhibition after closing.

**Planning Leader:** Debbie Walden and Dale Clark

**Dates of Action Plan:** 2002-2012

**Presented** \_\_\_\_\_ **Approved** \_\_\_\_\_

Action Steps	Who Responsible (*Lead)	Starting Date	Scheduled Completion Date	Actual Completion Date	Remarks
1.1.3.1 Develop evaluation protocol for permanent exhibit components.	WM	2002			
1.1.3.2 Develop evaluation protocol for temporary exhibit components.	WM	2002			
1.1.3.3 Conduct front-end evaluation to assess need and interest in website components.	WM	2002			
1.1.3.4 Develop and re-evaluate master plan for website.	WM	Summer 2002			
1.1.3.5 Research and develop methods to market website.	WM, DM	2002			Collaborate with marketing
1.1.3.6 Evaluate website design and content regularly.	WM	Annually			

1.1.3.7 Expand natural history content.	WM	In progress	2012		Field Guide, Kids' Habitat, etc. Dependent on content development by BRCC and funding.
1.1.3.8 Develop engaging and interactive components to complement permanent exhibits.	WM	Fall 2002 if NSF funded	2012		In collaboration with exhibits department and dependent on funding. Would require additional _ resource with specialized skills.
1.1.3.9 Develop components to provide behind-the-scenes exposure to the research division.	WM	Dependent on BRCC and demo lab	Ongoing		In collaboration with BRCC staff. Examples: demo lab, careers in sciences, systematics.
1.1.3.10 Provide online training resources for volunteer presenters and docents.	WM	Fall 2002	Ongoing		In collaboration with director of volunteers. Dependent upon scope, could require additional short-term resource with specialized skills.
1.1.3.11 Identify and develop components to facilitate carrying the exhibit experience beyond the walls of the museum.	WM	Spring 2004	Ongoing		In collaboration with exhibits department.
1.1.3.12 Develop orientation kiosk component.	WM	2002	?		Dependent on presence of physical kiosk, and collaboration with visitor services, marketing, and exhibits departments. Evaluate.

POSITION KEY:

WM Website Manager  
DM Director of Marketing

# San Diego Natural History Museum

## ACTION PLAN: Evaluation of Onsite Exhibitions

**Key Result Area 1:** To become the region's leading center for lifelong education about the natural world by delivering high quality exhibits and programs onsite, offsite, and online.

**Planning Leader:** Nancy Owens Renner

**Objective 1.1:** Fill 28,000 sq. ft. of gallery space and the museum grounds with engaging, relevant, dynamic, and memorable exhibit experiences that are based on living and scientific collections, and which inspire visitors to action.

**Dates of Action Plan:** 2002 – 2012

**Strategy 1.1.4:** Increase understanding of our audience (current and potential) through integration of research and evaluation in all aspects of the onsite exhibitions program.

**Presented:**

**Approved:**

Action Steps	Who Responsible (*Lead)	Starting Date	Scheduled Completion Date	Actual Completion Date	Remarks
<p>PERMANENT EXHIBITIONS</p> <p>Evaluate every exhibit throughout project development in phases as listed below.</p>	<p>*ExDev, other staff TBD, Institute for Learning Innovation, other contractors TBD</p>	<p>Dates to follow exhibition schedule</p>			<p>Explore feasibility of adding an evaluator to museum staff to work with evaluation consultants on large projects; coordinate volunteer efforts for evaluation; conduct market research; exhibit, website, and education program evaluation; and visitor research literature review of issues relevant to museum staff.</p> <p>Employ participatory evaluation, i.e. end user of results is involved and invested in designing the study, collecting and interpreting data.</p>

					<p>Explore feasibility of providing contract evaluation services for other local institutions with the addition of a staff evaluator.</p> <p>Assure scientific accuracy through integrated scientific review by curatorial team, in-house staff, and scientific peer review.</p>
1.1.4.1 Front-end: Ascertain visitor interest, prior knowledge, preconceptions, and misconceptions.					<p>See 1.5.1, use volunteers whenever possible for data collection.</p> <p>See 1.1.3.6, use our website as an evaluation tool, e.g. peer review, visitor comments.</p>
1.1.4.2 Formative: Test messages, draft text, and prototypes.					
1.1.4.3 Summative: Assess functionality of exhibits; sensory, affective, and cognitive learning; and potential for inspiring action.					
<p>TEMPORARY EXHIBITIONS</p> <p>1.1.4.4 Market research/Front-end evaluation: Evaluate degree of audience interest in subject matter and exhibition format. Professionally evaluate quality of content and presentation.</p>	*DEd, DM, Dex, Consultant TBD				<p>Work with experienced consultant to establish protocol.</p> <p>Coordinate effort and apply front-end results in various departments:</p> <p>Education — identify gaps in the exhibit presentation and measure interest and baseline knowledge to inform ed program offerings (lectures, classes, family days,</p>

					interpreter training, etc.). Marketing — research interest, “hooks”, prior knowledge to inform marketing strategies. Admin/Exhibits — measure interest to inform exhibit selection.
1.1.4.5 Formative: Evaluate floorplan with director of visitor services to accommodate visitor needs/traffic flow and exhibit developer to address content issues.	*DTE, DVS, ExDev				
1.1.4.6 Summative: Assess functionality of exhibit space design. Explore options for remediation within two weeks of opening.	*DV, Interpreters, DTE				
1.1.4.7 Summative: Assess visitor satisfaction with services, educational and entertainment value.	*DEx, DM				Share summative results on visitor satisfaction with all relevant staff. Admin/Exhibits — to inform future exhibition selection; Visitor Services — to assess quality of visitor service; Marketing — to evaluate effectiveness of marketing campaign.

**POSITION KEY:**

ExDev = Exhibit Developer

DEd = Director of Education

DM = Director of Marketing

DEx = Director of Exhibits

DTE = Designer of Temporary Exhibits

DVS = Director of Visitor Services

DV = Director of Volunteers

# San Diego Natural History Museum

## ACTION PLAN: Traveling Exhibitions

**Key Result Area 1:** Become the region's leading center for lifelong education about the natural world by delivering high quality exhibits and programs onsite, offsite, and online.

**Objective 1.2:** Create at least one traveling exhibition and four offsite exhibits to reach broader audiences and advance the Museum's mission.

**Planning Leader:** T. Murray

**Dates of Action Plan:** 2002 - 2012

**Strategy 1.2.1:** Develop and produce traveling exhibitions\* to tour nationally and internationally.

**Presented:**

**Approved:**

\* Defined as temporary exhibitions produced in-house, installed first on site, and then sent/offered to other venues.

Action Steps (Numbered)	Who Responsible (*Lead person)	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required)
1.2.1.1 Design, produce, install, and travel exhibition of Valentien paintings with the Irvine Museum.	Dir. of Ex.*, DDPP, Librarian	May 2002	Summer 2003		Show to tour starting summer 2004
1.2.1.2 Poll other institutions to establish cost effectiveness of tour.	Dir. of Ex.	June 2003	Sept 2003		
1.2.1.3 Establish criteria for selecting future traveling topics.	Dir. of Ex.*, DDPP	Oct 2003			Will require a committee.
1.2.1.4 Market research of exhibit topics with other possible venues.	Dir. of Ex.	November 2003	March 2004		Poll other institutions to get feedback on topic.
1.2.1.5 Produce schematic design of exhibits.	Temp Ex. Designer	June 2004	June 2005		To support the design, fabrication, and funding process.

1.2.1.6 Conduct fact finding study to determine potential physical constraints at host venues	Dir. of Ex.	June 2004	June 2005		Loading dock, door sizes, gallery sizes, etc.  May require "standard facility report".
1.2.1.7 Produce project budget and business plan.	Dir. of Ex.*, Temp Ex. Designer	June 2004	June 2005		Including development, design, fabrication, promotion, marketing, and education programs.
1.2.1.8 Procure funding	Dir. of Develop.	June 2004	June 2005		From NSF, corporations, foundations ? Staff needed
1.2.1.9 Design, produce, install, and travel each exhibition as per established protocol.	Dir. of Ex.*, Temp Ex. Designer	January 2006	December 2016		
1.2.1.10 Produce related education programs, teachers guide, etc.	Dir of ED`	January 2005	January 2006		
1.2.1.11 Produce a separate website to market, enhance & support exhibition	Website Manager	January 2005	January 2006		
1.2.1.12 Establish 6 year tour schedule	Dir. of Ex.	January 2006	December 2012		Include at least one "refurbish" time slot.
1.2.1.13 Determine "life after tour" of exhibit components	DDPP*, Dir. of Ex.	January 2014	December 2012		Reuse, sell, donate

# San Diego Natural History Museum

## ACTION PLAN: Offsite Exhibits

**Key Result Area 1:** Become the region's leading center for lifelong education about the natural world by delivering high quality exhibits and programs onsite, offsite, and online.

**Objective 1.2:** Create at least one traveling exhibition and four offsite exhibits to reach broader audiences and advance the Museum's mission.

**Planning Leader:** Tim Murray

**Dates of Action Plan:** 2002 - 2012

**Strategy 1.2.2:** Create small to midsize exhibits for long-term and permanent installation at other appropriate institutions in our region.

**Presented:**

**Approved:**

Action Steps (Numbered)	Who Responsible (*Lead person)	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required)
1.2.2.1 Determine the extent of distribution of exhibit copies.	DDPP*, Dir of Ex, Ex Develop.	December 2003	June 2004		Number of components, size, schedule and what institutions will receive.
1.2.2.2 Produce and install selected components of our Fossil Mysteries exhibition at selected institutions.	Dir of Ex *, Temp Ex Design	June 2004	June 2005		As stated in our NSF grant proposal.
1.2.2.3 Research and evaluate venues opportunities	Dir. Of EX	June 2003	Dec. 2003		Ref.1.1.4
1.2.2.4 Establish market research/evaluation procedures to gather data on visitor satisfaction with exhibit components	Ex. Develop.*, Dir. Of Marketing	June 2004	June 2005		See Strategy 1.2.5
1.2.2.4 Design, produce, install, and evaluate each exhibition as per	Temp Ex Design *, Dir	June 2005	June 2006		Site visits will be required.

established protocol.	of Ex				
1.2.2.5 Provide Marketing and Website with information of project .	Dir of Ex	June 2004	June 2004		

# San Diego Natural History Museum

## ACTION PLAN: Exhibits Contract Work

**Key Result Area 1:** Become the region's leading center for lifelong education about the natural world by delivering high quality exhibits and programs onsite, offsite, and online.

**Objective 1.2:** Create at least one traveling exhibition and four offsite exhibits to reach broader audiences and advance the Museum's mission.

**Strategy 1.2.3:** Pursue and obtain contracts with other institutions to consult on design, development, and production of interpretive natural history/science exhibits.

**Planning Leader:** Tim Murray

**Dates of Action Plan:** 2002 - 2012

**Presented:**

**Approved:**

Action Steps (Numbered)	Who Responsible (*Lead person)	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required)
1.2.3.1 Research other museum contract operations.	Dir. of EX	July 2003	June 2004		Should contract work be considered only when requested, or pursued?
1.2.3.2 Conduct market research of area institutions to determine availability of potential contract work.	Dir. of EX	July 2003	June 2004		
1.2.3.3 Clarify administration's expectations of contract work income.	Dir. of EX *, DDPP	June 2004	July 2004		
1.2.3.4 Produce a promotional package.	Dir. of EX *, PAB	June 2004	December 2004		To show capabilities and services available.
1.2.3.5 Pursue clients as determined in # 1.2.3.3.	Dir. of EX *, DDPP	Jan 2005	Ongoing		
1.2.3.4 For each contract, establish "Contract Team".	Dir. of EX *, PB	As needed	Ongoing		Including staff and subcontractors.
1.2.3.5 Design, produce, and install as per established protocol.	PB*, Dir. of EX	As needed	ongoing		

# San Diego Natural History Museum

## ACTION PLAN: Website Components for Offsite Exhibitions

**Key Result Area 1** Become the region's leading center for lifelong education about the natural world by delivering high quality exhibits and programs onsite, offsite, and online.

**Objective 1.2:** Create traveling exhibitions and offsite exhibits to reach broader audiences and advance the Museum's educational mission.

**Strategy 1.2.4:** Support SDNHM-produced traveling exhibitions and offsite installations with website components that enhance content, drive traffic, and serve as an evaluation tool.

**Planning Leader:** Debbie Walden and Dale Clark

**Dates of Action Plan:** 2002-2012

**Presented** \_\_\_\_\_ **Approved** \_\_\_\_\_

Action Steps	Who Responsible (*Lead)	Starting Date	Scheduled Completion Date	Actual Completion Date	Remarks
1.2.4.1 Develop pages to market traveling exhibits.	WM, DMPR	When applicable	?		In collaboration with exhibits and marketing departments.
1.2.4.2 Develop website to accompany and enhance SDNHM-produced exhibits.	WM	When applicable	?		In collaboration with exhibits, content developers, and evaluators.
1.2.4.3 Create web interface for Valentien database kiosk.	WM	When applicable	?		Collaborate with library. Would require additional short-term resource with specialized skills.
1.2.4.4 Create component to evaluate traveling exhibits at offsite location.	WM	When exhibits developed	?		In collaboration with exhibits department.

**POSITION KEY:**

WM Website Manager

DMPR Director of Marketing/PR

# San Diego Natural History Museum

## ACTION PLAN: Evaluation of Offsite Exhibitions

**Key Result Area 1:** Become the region’s leading center for lifelong education about the natural world by delivering high quality exhibits and programs onsite, offsite, and online.

**Planning Leader:** Nancy Owens Renner

**Objective 1.2:** Create traveling exhibitions and offsite exhibits to reach broader audiences and advance the Museum’s educational mission.

**Dates of Action Plan:** 2002 – 2012

**Strategy 1.2.5:** Increase understanding of our audience (current and potential) through integration of research and evaluation in all aspects of the offsite exhibitions program.

**Presented:** Approved:

Action Steps	Who Responsible (*Lead)	Starting Date	Scheduled Completion Date	Actual Completion Date	Remarks
<p>OFFSITE INSTALLATIONS</p> <p>Evaluate every exhibit throughout project development in phases as listed below.</p>	<p>*ExDev, other staff TBD, Institute for Learning Innovation, other contractors TBD</p>	<p>Dates to follow offsite exhibition schedule</p>			<p>Explore feasibility of adding an evaluator to museum staff to work with evaluation consultants on large projects, coordinate volunteer efforts for evaluation, conduct market research, exhibit and education program evaluation, and visitor research literature review of issues relevant to museum staff.</p> <p>Explore feasibility of providing contract evaluation services for other local institutions with the addition of a staff evaluator.</p>

1.2.5.1 Front-end: Ascertain visitor interest, prior knowledge, preconceptions/misconceptions.					See 1.5.1, use volunteers whenever possible for data collection.
1.2.5.2 Formative: Test messages, draft text, and prototypes.					Evaluate all projects for science content.
1.2.5.3 Summative: Assess functionality of exhibits; sensory, affective, and cognitive learning; and potential for inspiring action.					
SDNHM –Produced TRAVELING EXHIBITIONS  Evaluate every exhibit throughout project development in phases as listed below.	*DEx, DTE, evaluator TBD				See 1.2.15, evaluate physical facilities of potential host venues.
1.2.5.4 Front-end: Conduct feasibility studies to determine if there is sufficient interest by potential visitors, host venues, and sponsors.  Ascertain visitor interest, prior knowledge, preconceptions, and misconceptions.  Explore various presentations of subject matter (content and media) with potential visitors to maximize interest.					

1.2.5.5 Formative: Test messages, draft text, and prototypes.					
1.2.5.6 Summative: Assess functionality of exhibits; sensory, affective, and cognitive learning; and potential for inspiring action.					

POSITION KEY:

ExDev = Exhibit Developer, DEx= Director of Exhibits, DTE = Designer of Temporary Exhibits

# San Diego Natural History Museum

## ACTION PLAN: School Programs with SDCOE

**Key Result Area 1:** Become the region's leading center for lifelong education about the natural world by delivering high quality exhibits and programs onsite, offsite, and online.

**Planning Leader:** Carol Radford

**Objective: 1.3.** Within eight years, ensure that a San Diego Natural History Museum program is part of the academic experience of every K-12 student within the San Diego County public school system.

**Dates of Action Plan:** 2002–2012

**Strategy: 1.3.1.** Establish a grade-level, county-wide mandate for a SDNHM-based natural history program.

**Presented:**

**Approved:**

Action Steps	Who Responsible (*Lead)	Starting Date	Scheduled Completion Date	Actual Completion Date	Remarks
1.3.1.1. Review standards and meet with representative from COE	*SPM DDPP	April 1, 2002	April 8, 2002	April 8, 2002	This step is complete.
1.3.1.2. Prepare rationale for program.	Outdoor Ed. Director, COE	May 1, 2002	August 2002		Support from the COE is critical for the success of this program. Girard Foundation grant opportunity in Sept.
1.3.1.3. Outline a comprehensive program.	SPM	May, 2002	August 2002		Include parts relevant to NSF proposal for Habitat Journey. See 1.1.1.13.
1.3.1.4. Work with Canyoneers to promote school-site program	*SPM, Canyoneers	June, 2002	October 2002		Work with Director of Volunteer Services and Canyoneers.
1.3.1.5. Research potential field experience sites.	*SPM, ES	May 2002	Ongoing		Rancho Jamul is a possible site.

1.3.1.6. Develop complementary museum visit tour/s.	*SPM, Docents	July 2002	2006		Work with Director of Volunteer Services, Docents and webteam. See 1.3.2.3
1.3.1.7 Explore potential for a mobile exhibit van and follow through as needed.	DE	January 2004	TBD		
1.3.1.8 Develop and implement teacher workshop/staff development programs to complement the curriculum.	*SPM , WM	2003	Ongoing		Collaborate with Science Coordinator at County Office of Education. Work with webteam and distance learning manager. See 1.3.2.5.
1.3.1.9. Develop complementary check-out kit for program.	*ECM, SPM	Summer 2003	Fall 2003		
1.3.1.10. Develop additional curriculum materials and delivery systems as needed.	*SPM, WM	September 2003	Ongoing		Work with webteam and distance learning manager. See 1.3.2.1,1.3.2.2, 1.3.2.3, 1.3.2.4.
1.3.1.11. Market program.	*EMM, SPM. COE	September 2003	Ongoing		Work with Education Marketing Manager and COE
1.3.1.12. Implement and evaluate developed programs.	Educ. Staff	September 2003	Ongoing		Additional staff may be needed.

POSITION KEY:

COE County Office of Education  
DDPP Deputy Director of Public Programs  
DE Director of Education  
ECM Education Collections Manager  
EMM Education Marketing Manager  
ES Education Specialist  
SPM School Programs Manager  
WM Web Manager

# San Diego Natural History Museum

## ACTION PLAN: Website Components for SDCOE Programs

**Key Result Area 1:** Become the region's leading center for lifelong education about the natural world by delivering high quality exhibits and programs onsite, offsite, and online.

**Objective 1.3:** Within eight years, ensure that a San Diego Natural History Museum program is part of the academic experience of every K-12 student within the San Diego County public school system.

**Strategy 1.3.2:** Support the museum-related academic experience of San Diego County school children with online learning.

**Planning Leader:** Debbie Walden and Dale Clark

**Dates of Action Plan:** 2002-2012

**Presented** \_\_\_\_\_ **Approved** \_\_\_\_\_

Action Steps	Who Responsible (*Lead)	Starting Date	Scheduled Completion Date	Actual Completion Date	Remarks  <i>*Note: The combination of all below items requires the addition of one FULL resource.</i>
1.3.2.1 Provide online curriculum, pre- and post-activities.	WM	?	?		In collaboration with education department and content developers.*
1.3.2.2 Provide content to support and complement curriculum and activities.	WM	?	?		In collaboration with education department and content developers.*
1.3.2.3 Develop interactive components to enhance communication between students and with the Museum.	WM	?	?		In collaboration with education department.*
1.3.2.4 Provide online newsletter for teachers, students, and families.	WM	?	?		In collaboration with education department.*
1.3.2.5 Provide support for staff development.	WM	?	?		In collaboration with education department and content developers.*

**Position Key:**

WM Website Manager

# San Diego Natural History Museum

## ACTION PLAN: Distance Learning Programs with SDCOE

**Key Result Area 1:** Become the region's leading center for lifelong education about the natural world by delivering high quality exhibits and programs onsite, offsite, and online.

**Planning Leader:** Ruth Shelly

**Objective 1.3:** Within eight years, ensure that a San Diego Natural History program is part of the academic experience of every K-12 student within the San Diego County public school system.

**Dates of Action Plan:** 2002-2012

**Strategy 1.3.3:** Collaborate with San Diego County Office of Education (SDCOE) distance-learning staff to deliver our science content and field experiences through their distribution system.

**Presented:**

**Approved:**

Action Steps	Who Responsible (*Lead)	Starting Date	Scheduled Completion Date	Actual Completion Date	Remarks
1.3.3.1. Attend Innovative Video in Education Film Festival at SDCOE; recruit promising student filmmakers to tape our lectures.	DDPP		May 15, 2002		See 1.4.2.16. Explore use of student filmmakers to provide footage for Habitat Journey and website.
1.3.3.2. Hire Director of Education with commitment to, if not experience in, distance learning.	DDPP	In process	July 1, 2002		
1.3.3.3. Convene meeting of key SDCOE and SDNHM staff to identify content and media for collaborative distance learning projects.	*DE, DDPP	Recruit in July 2002	Meet in August 2002		Attendees from SDCOE: Harry Bloom, Bruce Braciszewski, Chris Brauner, Nancy Giverson, Bill Simpson, Nancy Taylor, Rich Thome. Consultant Norman Russell should attend.
1.3.3.4. With SDCOE, develop	*DE, SPM,	August 2002	October 2002		

prioritized project list of which content areas to develop, with accompanying dissemination plan.	DDPP				
1.3.3.5. Specify distance learning equipment needs for classrooms and studios.	*DE, DDPP, MFM	August 2002	October 2002		Need funds to retain consultant Norman Russell.
1.3.3.6. Research distance learning programs in other museums.	*DE, DDPP	May 2002	December 2002		Ruth will begin on upcoming strategic planning/permanent exhibits trip.
1.3.3.7. Use project and equipment lists to pursue funding, submitting joint proposals with SCCOE as appropriate.	*DDPP, DE, Development	October 2002	Ongoing		Coordinate SDCOE joint proposals with Bruce Braciszewski.
1.3.3.8. Begin taping SDNHM lectures as identified by SDCOE for rebroadcast on instructional television (ITV).	*PPM, DE, MFM	Fall 2002	Ongoing		Coordinate with Bill Simpson at SDCOE.
1.3.3.9. Coordinate taping of teacher workshop segments for long-term use in online staff development.	*DE, SPM	Fall 2003	Ongoing		Long-term vision at SDCOE is that teachers could go to the science standards, click on the one they need to address, and get instant online support with teaching techniques and/or multimedia to use in the classroom.
1.3.3.10. Integrate distance learning into other aspects of museum operations as appropriate.	*DE	When equipped	Ongoing		Examples include volunteer training, online courses and certification programs, communication with scientists in the field.

POSITION KEY:

DDPP Deputy Director of Public Programs  
DE Director of Education  
MFM Manager of Film and Multimedia  
PPM Public Programs Manager  
SPM School Programs Manager

# San Diego Natural History Museum

## ACTION PLAN School Programs in Addition to SDCOE

**Key Result Area 1:** Become the region's leading center for lifelong education about the natural world by delivering high quality exhibits and programs onsite, offsite, and online.

**Planning Leader:** Carol Radford

**Objective 1.4:** Increase participation in education programs onsite, offsite, and online by 10% or more per year.

**Dates of Action Plan:** 2002 – 2012

**Strategy 1.4.1:** Develop innovative school programs to serve a broader academic audience including home schools, independent schools, charter schools, and a potential museum school, with increased participation by middle school, high school, and college students.

**Presented:**

**Approved:**

Action Steps	Who Responsible (*Lead)	Starting Date	Scheduled Completion Date	Actual Completion Date	Remarks
1.4.1.1. Collect data on current program participation.	*RC, SPM	June 2002	July 2002		Review statistics kept by the registration coordinator.
1.4.1.2. Determine program needs and preferred method of delivery for out of county, home schoolers, charter schools, contracts with public and private schools, after school enrichment.	*DE, RC, SPM	July 2002	December 2002		Involve webteam and distance learning for any electronic programs that may be developed. See 1.4.6.5, 1.3.3.4.
1.4.1.3. Research what other institutions and business do.	SPM	July 2002	December 2002		
1.4.1.4. Set program participation goals and evaluate annually.	SPM	January 2003	Ongoing		

1.4.1.5. Evaluate current programs and modify or create new programs to meet needs.	*SPM, ES	January 2003	ongoing		Involve webteam. See 1.3.2.1.
1.4.1.6. Increase distribution of Teacher Resource Guide and other forms of marketing.	*SPM, EMM	October 2003	Ongoing		Work with marketing department.
1.4.1.7. Implement newly designed programs.	SPM	October 2003	Ongoing		
1.4.1.8. Evaluate and modify programs as needed.	SPM	October 2003	Ongoing		
1.4.1.9. Investigate and implement, if feasible, online registration for school programs.	*EM, RC	October 2002	September 2005		Work with webteam. See 1.4.6.1.
1.4.1.10. Develop curriculum materials as needed to accompany traveling, temporary, and permanent exhibits.	SPM	June 2002	Ongoing		Work with exhibits department and webteam, which may include mobile van. See 1.1.1.4, 1.1.1.7, 1.2.1.8, 1.3.2.1.
1.4.1.11. Establish a teacher training program.	*SPM, DE	September 2003	Ongoing		Work with webteam, and County Office of Education. See 1.3.2.2, 1.3.3.9.

POSITION KEY:

DE Director of Education  
EM Education Manager  
EMM Education Marketing Manager  
ES Education Specialist  
RC Registration Coordinator  
SPM School Programs Manager

# San Diego Natural History Museum

## ACTION PLAN: Public Programs

**Key Result Area 1:** Become the region's leading center for lifelong education about the natural world by delivering high quality exhibits and programs on-site, off-site, and on-line.

**Planning Leader:** Dee Parks

**Dates of Action Plan:** 2002–2012

**Objective 1.4:** Increase participation in education programs on-site, off-site, and on-line by 10% or more per year.

**Strategy 1.4.2:** Identify new audiences to increase participation in education programs onsite, offsite, and online.

**Presented:**

**Approved:**

Action Steps	Who Responsible (*Lead)	Starting Date	Scheduled Completion Date	Actual Completion Date	Remarks
1.4.2.1 Determine a baseline of present participation	*EOM, PPM	2002	2003		
1.4.2.2 Market survey of under represented areas to determine what this audience wants in programs.	PPM, DM	2002	On going		This needs to be done at least every 5-8 years as the demographics of San Diego change.
1.4.2.3 Develop an e-mail list of potential participants to highlight special programs to special interest groups.	*DM, PPM, DOM, DW	2002	On going		Use of website.
1.4.2.4 Form generation X & Y steering committee to determine potential programs.	*PPM, DM	2003	2004		
1.4.2.5 Determine what programming will encourage the affluent	*PPM, DM, DOM	2004	2005		See 1.2.9.6.

Babyboomers to become part of the SDNHM experience.					
1.4.2.6 Close caption or infrared hearing headsets for large format movies to encourage the Deaf communities participation in the theater.	*MFM, DDID	2003	2005		See 1.2.9.7.
1.4.2.7 Funding for interpreters for lectures both Spanish interpreters and the deaf community.	*DDID, DM	2004	2005		See 1.4.5.12, 1.2.9.8
1.4.2.8 Develop Naturalist Certificate program on-site and on the website.	*DE, DBRCC, DW, DV	2005	On going		See 1.4.6.6 and 1.2.9.9. Start with one program (maybe paleontology) and then expand to botany, entomology, birds & mammals. Website and volunteer involvement.
1.4.2.9 Seek funding for under-represented audiences to participate in SDNHM programs.	*DDID, DE	2004	On going		See 1.2.9.10. Funding for high school and college students to attend lectures and workshops.
1.4.2.10 Create environmental education workshops for outside agencies	*PPM, DM, DBRCC	2004	On going		See 1.2.9.11. Focus on training for environmental surveys.
1.4.2.11 Identify nature oriented clubs to bring their meetings to SDNHM.	DM, DSE, DE	2002	2003		See 1.2.9.12.
1.4.2.12 Hire support staff to facilitate increased programming	*DE, PPM	2005	2010		
1.4.2.13 Increase number of SDNHM vans to at least 2 vans for Museum use.	*DDID, DE	2006	2007		See 1.2.9.13.
1.4.2.14 Funding to bring "Big" named speakers that have audience appeal.	*DDID	2002	On going		See 1.2.9.14.
1.4.2.15 Identify partners in off-site facilities especially in the North and	PPM	2004	On Going		

East County, to host joint programs.					
1.4.2.16 Funding for the taping of lectures and workshops for broadcast to colleges, high schools, and the public. Spanish translations for taped lectures to air in Baja California.	*DDID, MFM, PPM, SDNHMTC	2002	On going		See 1.3.3.1, 1.4.6.2, 1.2.9.15, and 1.3.3.8. San Diego State University, Time Warner, Cox Cable, TJ television stations, SDCOE.
1.4.2.17 Satellite classroom programs off-site.	*DE, SDNHMTC, PPM	2003	On going		See 1.3.3.3 and 1.4.6.2. Coordinated effort with teachers, off-site location, website, and Education Manager.
1.4.2.18 Explore joint programs with National Forest, CA Fish & Game, City of San Diego Parks and Recreation Department to offer quality programs in the backcountry.	*DE, PPM	2002	On going		Nature Centers, coordination efforts, more staff needed.
1.4.2.19 Adopt a museum wide electronic calendar for scheduling.	*DE, EOM	2002	2003		
1.4.2.20 Adopting family programs off-site.	PPM, DDID	2004	On going		See 1.4.4. 12 (?)
1.4.2.21 Programming for "Free Tuesday" in the park to encourage long term membership in Museum.	*DM, PPM, DV	2003	On going		
1.4.2.22 Integrate Education Department's database registration programs to Raisers Edge for Museum wide access.	*DOM, EOM	2003	2004		

POSITION KEY:

DE Director of Education  
DDID Deputy Director of Institutional Development  
PPM Public Programs Manager  
MFM Manager of Film and Multimedia  
DM Director of Marketing/Public Relations  
DSE Director of Special Events

EOM Education Office Manager  
DOM Director of Membership  
DW Director of Web Development  
DBRCC Director of BRCC  
DV Director of Volunteer Services  
SDNHMTC San Diego Natural History Museum Technology Committee

# San Diego Natural History Museum

## ACTION PLAN: Youth Programs

**Key Result Area 1:** Become the region's leading center for lifelong education about the natural world by delivering high quality exhibits and programs on-site, off-site, and on-line.

**Planning Leader:** Melissa Scott

**Dates of Action Plan:** To be achieved by June 30, 2012

**Objective 1.4:** Increase participation in education programs on-site, off-site, and on-line by 10% or more per year.

**Strategy 1.4.3.** Identify current and potential audience program needs and preferences through constant improvement and evaluation of programs and audiences that serve the youth and family of the community.

**Presented:**

**Approved:**

Action Steps	Who Responsible (Lead*)	Starting Date	Scheduled Completion Date	Actual Completion Date	Remarks
1.4.3.1 Explore what method would be most useful to determine the current program audience, what they want/need, and the best way to reach them.	YPM* ED PPM EMM	1/1/03	1/1/05		
1.4.3.2 Evaluate ways our current data can yield relevant data regarding programs and audiences.	YPM* PPM ED EOM	1/1/03	1/1/05		
1.4.3.3 Evaluate the current and	YPM*	1/1/03	1/1/05		

potential use of the website as a means to reach youth and family audiences	WM ED EMM				
1.4.3.4 Determine the program preferences and needs of underrepresented youth and family public program audiences (including low-income, military, rural, North and East County, and home school communities) through evaluations, questionnaires, and focus groups where appropriate.	YPM	10/1/02	10/1/03		
1.4.3.5 Review summer camp structure and procedures to optimize program offerings and program organization.	YPM* VM	9/1/02	6/30/12		
1.4.3.6 Review past summer, winter, and spring break programs to determine how spring, winter, and year-round school break programs can be made as successful as summer break programs.	YPM	9/1/02	6/30/12		
1.4.3.7 Expand and evaluate YMCA programs to maximize program offerings both on and off-site.	YPM	9/1/02	6/30/12		
1.4.3.8 Create and implement summer and other break camps within a thematic age progression.	YPM	9/1/02	6/30/12		
1.4.3.9 Actively evaluate, rotate, and create program topics so class offerings remain fresh and appealing to audiences.	YPM	9/1/02	6/30/12		
1.4.3.10 Explore programming	YPM	10/1/02	6/30/12		

relationships with other institutions, government agencies, and non-profits in Balboa Park and across the county.					
1.4.3.11 Plan “continuing education” opportunities for adults who work with children to help them instruct about and share information about natural history topics.	YPM	9/1/02	6/30/12		
1.4.3.12 Investigate creative ways to increase group participation and sign-ups in programs.	YPM* OM PPM	9/1/02	6/30/12		
1.4.3.13 Investigate and implement opportunities for programs “in the field”.	YPM* PPM	1/1/03	6/30/12		
1.4.3.14 Increase visibility of NHM programs through camp “give-aways” such as bandannas and t-shirts with the museum logo.	YPM	9/1/02	4/1/04		
1.4.3.15 Investigate adaptations of existing programs to target home school market.	SPM YPM	9/1/03	9/1/03		
1.4.3.16 Assess and plan materials and budgets for monthly family days programs to add value to the museum experience.	YPM	9/1/02	6/30/12		
1.4.3.17 Add instructors and other staff as necessary to support quality program growth and expansion.	YPM* EDD	7/1/03	6/30/12		
1.4.3.18 Continue evaluation of scout programs to determine audience needs and preferences.	YPM* VM	9/1/02	6/30/12		

1.4.3.19 Offer scout programs for a variety of age and price ranges.	YPM	9/1/02	6/30/12		
1.4.3.20 Offer overnight and other scout programs off site.	YPM	9/1/02	6/30/12		
1.4.3.21 Expand Ms. Frizzle program to include off-site programs and assemblies.	YPM	5/1/02	9/1/02		
1.4.3.22 Survey school and community groups and plan for expansion of science-based assemblies for upper grades.	YPM* EM	1/1/03	7/1/03		
1.4.3.23 Investigate creative marketing opportunities to expand audiences.	YPM EMM*	9/1/02	6/30/12		
1.4.3.24 Investigate how to best fund and offer inclusiveness aids (deaf interpreters, etc.) for youth and family programs.	YPM* PPM DV	9/1/02	6/30/12		
1.4.3.25 Investigate ways to adapt existing programs for off-site opportunities to reach underserved audiences.	YPM* PPM EDD	1/1/03	6/30/12		

**POSITION KEY:**

YPM Youth Programs Manager

ED = Exhibits Designer

EDD = Education Department Director

PPM = Public Programs Manager

EMM = Education Marketing Manager

DV = Director of Volunteers  
EOM = Education Office Manager  
WM = Website Manager  
EM = Education Manager  
SPM = School programs Manager

# San Diego Natural History Museum

## ACTION PLAN: Community Outreach

**Key Result Area 1:** Become the region's leading center for lifelong education about the natural world by delivering high quality exhibits and programs onsite, offsite, and online.

**Planning Leader:** Judy Ramírez  
Community Outreach Manager

**OBJECTIVE 1.4:** Increase participation in education programs onsite, offsite, and online by 10% or more per year.

**Dates of Action Plan:** 2002-20012

**1.4.4 Community Outreach:** Consolidate, enhance, and expand Del Museo al Barrio (DMAB) and After-school Science Adventures (ASA).

**Presented:** **Approved:**

Action Steps	Who Responsible (*Lead)	Starting Date	Scheduled Completion Date	Actual Completion Date	Remarks
1.4.4.1 (DMAB) Continue coordination of current activities: eight existing groups that meet regularly in Sherman Heights Community Center.	COM	In process	Ongoing		Continue collaborations with Aquatic Adventures, San Diego City Public Library, Sherman Elementary School, and the Sierra Club.
1.4.4.2 (DMAB) Coordinate program development to provide sufficient activities for each group for one school year. Consider adding ASA program elements to DMAB classes.	COM	In process	June 30, 2005		
1.4.4.3 (DMAB) Coordinate program development to provide intersession Ocean Oasis classes and field trips.	COM	July 1, 2002	June 30, 2004		Collaborate with Aquatic Adventures
1.4.4.4 (DMAB) Recruit youth to maximum enrollment for all groups.	DMAB	Sept 1, 2002	Nov. 1, 2004		Meet recruitment challenges for middle and high school science groups.

1.4.4.5 (DMAB) Train teachers and docentes as needed. Improve curriculum and instruction delivery in science clubs and computer lab.	COM	In process	Ongoing		Meet teacher recruitment challenge for science clubs. Train computer lab instructors.
1.4.4.6 Participate in Sherman Heights Community Center's (SHCC) strategic planning process	COM	June, 2002	October, 2002		As requested by SHCC Executive Director.
1.4.4.7 Plan for replication of DMAB model to additional community center or other appropriate setting with another site manager.	COM	July 1, 2005	June 30, 2006		Consult with appropriate community leaders to form collaboration and adapt program.
1.4.4.8 (ASA) Transfer management role to Wendy Dennis, Site Coordinator/Instructor.	COM SC/I	July 1, 2002	September 1, 2002		
1.4.4.9 (ASA) Transition the interaction of ASA with the Irvine Foundation to the new Director of Education.	COM DE	July 1, 2002	July 15, 2002		
1.4.4.10 (ASA) Continue program at Rosa Parks and Central Elementary Schools. Expand to third-fourth grades at Central.	SC/I, I	In process	October, 2002		
1.4.4.11 (ASA) Plan to complete curriculum documentation. Consider hiring curriculum writer or using the services of current Museum staff.	DE, COM, SC/I, I	Aug. 1, 2002	July 30, 2004		
1.4.4.12 (ASA) Plan to continue program beyond Irvine funding.	DE, COM, SC/I, I	Aug. 1, 2003	June 30, 2005		
1.4.4.13 (ASA) Work with Director of Volunteers to identify volunteers for ASA.	SC/I	July 1, 2002	Ongoing		1.5.1.1, 1.5.1.2, 1.5.1.7, 1.5.2.3, 1.5.3.8, 1.5.4.8
1.4.4.14 Work with Public Programs Manager and Youth Programs	COM, PPM, YPC	July 1, 2004	Ongoing		

Coordinator to adapt programs offered on-site in the community.					
1.4.4.15 Work with Development Department to develop long-term funding plan for Community Outreach.	COM, DD	August 1, 2002	September 1, 2002		

POSITION KEY:

COM        Community Outreach Manager  
DD         Director of Development  
DE         Director of Education  
DMABD    Del Museo al Barrio Docentes  
I            Instructor  
PPM        Public Programs Manager  
SC/I        Site Coordinator/Instructor  
YPC        Youth Programs Coordinator

# San Diego Natural History Museum

## ACTION PLAN: Binational Education

**Key Result Area 1:** Become the region's leading center for lifelong education about the natural world by delivering high quality exhibits and programs onsite, offsite, and online.

**Planning Leader:** Doretta Winkelman  
Director of Binational Education

**OBJECTIVE 1.4:** Increase participation in education programs onsite, offsite, and online by 10% or more per year.

**Dates of Action Plan:** 2002-20012

**1.4.5 Binational Programs:** Create infrastructure and partnerships throughout the Baja California peninsula and on states bordering the Sea of Cortés to deliver workshops, train facilitators, and introduce new environmental education materials that produce measurable results in awareness and community action.

**Presented:** **Approved:**

Action Steps	Who Responsible (*Lead)	Starting Date	Scheduled Completion Date	Actual Completion Date	Remarks
1.4.5.1 Develop a strong organizational infrastructure to support program expansion and continuous funding.	*DBE, MPD, S	July 1, 2002	July 1, 2003		Includes staff, office, equipment, nonprofit status, bank account, sustainability plan (Development Dept.), website, funding strategy.
1.4.5.2 Design and implement trainings for 200+ facilitators to conduct PROBEA and Ocean Oasis workshops.	*MAC, USAC, LI	July 1, 2002	July 1, 2005		
1.4.5.3 Plan and conduct existing PROBEA Levels I, II, and III trainings in current areas and expand to new areas in the Baja peninsula.	*DBE, MAC, USAC, LI	July 1, 2002	Ongoing		Current areas include Tijuana, Tecate, Mexicali, Ensenada, La Paz, Loreto and Mulejé. Anticipate expanding to Rosarito, Bahía de los Angeles, Guerrero Negro, Cabo San Lucas.
1.4.5.4 Update existing units and correlate to Mexican Department of	*MAC, LI	July 1, 2002	July 1, 2003		Watershed, domestic water use, composting, recycling, reforestation,

<b>Action Steps</b>	<b>Who Responsible (*Lead)</b>	<b>Starting Date</b>	<b>Scheduled Completion Date</b>	<b>Actual Completion Date</b>	<b>Remarks</b>
Education science standards.					ecology and teaching/learning techniques.
1.4.5.5 Produce, correlate, and train new education materials and tools. Integrate new Spanish materials onto website.	*MAC, LI.	July 1, 2002	July 1, 2007		Includes: 1) Tijuana River CD ROM teachers guide and student activity book, 2) Del Museo al Barrio style units, bilingual website.
1.4.5.6 Build partnerships with environmental centers or museums in the Baja peninsula.	*DBE, MPC	July 1, 2002	Ongoing		Includes Tecate Nature Center, Ecoparque, La Paz, Mexicali University Museum, Bahía de Los Angeles.
1.4.5.7 Conduct Ocean Oasis teacher trainings for all schools in the Baja peninsula.	*MAC, LI	July 1, 2002	June 30, 2012		Years 1-3: 500 schools Years 4-6: 500 schools Years 7-9: 500 schools Year 10: 100+ schools
1.4.5.8 Produce support materials and related community action projects for Ocean Oasis curriculum.	*MAC, LI.	July 1, 2002	July 1, 2004		Includes student activity workbook, activity kit, evaluation data keeping instrument, environmental education community projects, and website.
1.4.5.9 Expand and create Ocean Oasis partnerships in the Baja peninsula, Sonora, Sinaloa, and Nayarit.	*DBE, MPD.	July 1, 2002	Ongoing		Includes CECUT, PRONATURA, Bahía de los Angeles, members of the Five-State Environmental Strategy Group.
1.4.5.10 Create a system for school visits to the Museum from Tijuana and Tecate.	BEAA	July 1, 2002	September 1, 2002		Access funds support visits for public schools; coordinate with volunteer director for Spanish docents and with school registration department.
1.4.5.11 Translate Ocean Oasis website, design and maintain engaging tools and materials for the Museum website with yearly updates.	MAC.	July 2, 2003	Ongoing		Includes Tijuana River watershed CD ROM, new curricula developed, and program highlights.

Action Steps	Who Responsible (*Lead)	Starting Date	Scheduled Completion Date	Actual Completion Date	Remarks
1.4.5.12 Demonstrate binational nature of Museum through bilingual signage, website, classes and field trips, full-time translator, and Spanish classes.	*DBE, Patricia Beller	July 1, 2002	Ongoing		Involve the following departments: volunteer, marketing, development and exhibits.  See 1.4.2.7

**POSITION KEY:**

BEAA Binational Education Administrative Assistant  
 DBE Director of Binational Education  
 LI Lead Instructor  
 MAC Mexico Academic Coordinator, Lead Instructor  
 MPD Mexico Program Director  
 S Staff  
 USAC US Academic Coordinators

# San Diego Natural History Museum

## ACTION PLAN: Education Website Components

**Key Result Area 1:** Become the region's leading center for lifelong education about the natural world by delivering high quality exhibits and programs onsite, offsite, and online.

**Objective 1.4:** Increase participation in education programs onsite, offsite, and online by 10% or more per year.

**Strategy 1.4.6** Facilitate participation in programs by improving website interface and interactivity.

**Planning Leader:** Debbie Walden and Dale Clark

**Dates of Action Plan:** 2002-2012

**Presented** \_\_\_\_\_ **Approved** \_\_\_\_\_

Action Steps	Who Responsible (*Lead)	Starting Date	Scheduled Completion Date	Actual Completion Date	Remarks
1.4.6.1 Research and implement and customize shopping cart program to facilitate ease in registrations and purchases.	WM	Summer/Fall 2002	Ongoing		Coordinate store, education, and membership departments. Examples: program registration, school reservations, membership. museum store, etc. Would require short-term specialized resource to create and/or specialized training for existing resource to create and maintain.
1.4.6.2 Provide multimedia access to museum programs.	WM	2003	Ongoing		Examples: lectures, interviews, film clips, promotional clips. Would require additional _ resource with specialized skills. Would require additional software and hardware.
1.4.6.3 Provide online interface to teachers' resource loan library.	EM, WM	Summer 2002	Ongoing		Collaborate with content developer for loan library. Examples: online catalog, photos, curricula, links to Field Guide. Reservation form. <b>Need details for full scope of project.</b> Would require additional one resource with specialized skills.
1.4.6.4 Develop internal volunteer pages, including newsletter and onsite	WM	Summer 2002	Ongoing		Coordinate with director of volunteers. Pages to support volunteer groups (scheduling, training, resources). Online timesheet.

calendar.					
1.4.6.5 Develop virtual tours.	WM	When exhibits installed.	Ongoing		Coordinate with exhibits staff.
1.4.6.6 Install online component for certification programs	WM, DE	When program created.	2012		Dependent on program developers and university accreditation requirements. Examples: naturalist, parobotanist. Dependent upon scope, would require additional _-1 specialized resource.

POSITION KEY:

WM Website Manager  
EM Education Manager  
DE Director of Education

# San Diego Natural History Museum

## ACTION PLAN: Theater Programs

**Key Result Area 1:** Become the region's leading center for lifelong education about the natural world by delivering high quality exhibits and programs on-site, off-site, and on-line.

**Planning Leader:** Dee Parks

**Dates of Action Plan:** 2002–2012

**Objective 1.4:** Increase participation in education programs on-site, off-site, and on-line by 10% or more per year.

**Strategy 1.4.7:** Increase visibility and educational effectiveness of the Charmaine and Maurice Kaplan Theater.

**Presented:**

**Approved:**

Action Steps	Who Responsible (*Lead)	Starting Date	Scheduled Completion Date	Actual Completion Date	Remarks
1.4.7.1 Obtain funding to provide exclusive screenings of new large format movies.	*DDID, ED, MFM	2004	2005		See 1.2.9.1. The Fleet Science Center helps to fund movies, that is how they get many of the first run movies.
1.4.7.2 Produce new signature movie for SDNHM	*DDID, ED	2005	2008		See 1.2.9.2 . Ocean Oasis will be five years old and will need to be updated.
1.4.7.3 Develop strategy to run "A" movies in theater. Formalize agreement with Fleet Science Center.	*DDID, ED, MFM	2003	On going		See 1.2.9.3.
1.4.7.4 Development of Film Festivals.	*PPM, MFM, YPM	2003	On going		See 1.2.9.4 . Family, Banff, Mt., Environmental, etc.
1.4.7.5 Development of one time large format film shows to attract generation X/Y.	*PPM, MFM	2004	On going		See 1.4.2.4 and 1.2.9.5. Extreme sports?

POSITION KEY:

DE	Director of Education
DDID	Deputy Director of Institutional Development
PPM	Public Programs Manager
MFM	Manager of Film and Multimedia
DM	Director of Marketing/Public Relations
DSE	Director of Special Events
EOM	Education Office Manager
DOM	Director of Membership
DW	Director of Web Development
DV	Director of Volunteer Services
ED	Executive Director
YPM	Youth Program Manager

# San Diego Natural History Museum

## ACTION PLAN: Exhibition Volunteers

**Key Result Area 1:** Become the region's leading center for lifelong education about the natural world by delivering high quality exhibits and programs onsite, offsite, and online.

**Planning Leader:** MaryLynn Mack

**Objective 1.5:** Increase the baseline of volunteer hours by 10% or more per year to enhance museum programming.

**Dates of Action Plan:** 2002 – 2012

**Strategy 1.5.1:** Enhance volunteer support of exhibitions with volunteers of diverse age, skill level, and language.

**Presented:**                      **Approved:**

Action Steps	Who Responsible (*Lead)	Starting Date	Scheduled Completion Date	Actual Completion Date	Remarks
1.5.1.1 Provide volunteer support in Fossil Mysteries by enhancing and expanding sr. and jr. exhibit interpreter programs.	DV	As determined	By	Exhibits Department	Coordinate training with Exhibits Developer
1.5.1.2 Establish new jr. naturalist program in Discovery Center, using existing canyoneers as mentors/trainers	DV	" "	" "	" "	Coordinate training with Exhibits Developer. Recruit from jr. naturalists for Youth Advisory Board.
1.5.1.3 Provide volunteer support for live animal/plant care in exhibits and exterior/interior building Components by developing a biology intern program.	DV	" "	" "	" "	Coordinate training with vivarium manager

1.5.1.4 Provide new science volunteers(departmental and internships) for support in Demonstration lab.	DV	As determined project schedule	by Exhibits and Science	Department departments	Coordinate training with appropriate curators and exhibit developer
1.5.1.5 Reinstigate Dustbusters volunteer group to help maintain various collections and provide an area for transitioning volunteers.	DV	As determined	By Exhibits	Department	Coordinate training with appropriate science staff
1.5.1.6 Provide volunteer/intern support at new Information Desk, utilizing government pre-employment traineeship programs.	DV	As determined	By	Exhibits Department	Use this opportunity to accomplish "transitioning" volunteers objective
1.5.1.7 Increase number of jr. and sr. exhibit interpreters for ongoing temporary exhibits in Legler Benbough by 10%, incorporating private and public community service programs.	DV	" "	" "	" "	Coordinate training with curator, exhibits developer and education manager See 1.1.2.4
1.5.1.8 Cultivate new relationships with senior groups and organizations to provide volunteers/interns to work as evaluators	DV	" "	" "	" "	Coordinate training with exhibits developer. Accomplish "transitioning" volunteers objectives See 1.1.1.2 See 1.1.4.7

**POSITION KEY:**

DV Director of Volunteers

# San Diego Natural History Museum

## ACTION PLAN: Education Volunteers

**Key Result Area 1:** Become the region’s leading center for lifelong education about the natural world by delivering high quality exhibits and programs onsite, offsite, and online.

**Planning Leader:** MaryLynn Mack

**Objective 1.5:** Increase the baseline of volunteer hours by 10% or more per year to enhance museum programming.

**Dates of Action Plan:** 2002-2012

**Strategy 1.5.2:** Enhance volunteer support of education programs onsite, offsite, and online with volunteers of diverse age, skill level, and language.

**Presented:**

**Approved:**

Action Steps	Who Responsible (*Lead)	Starting Date	Scheduled Completion Date	Actual Completion Date	Remarks
1.5.2.1. Increase docent and canyoneer groups by 10% to accommodate additional classes and programs.	DV	As determined	By	Education Department	See 1.3.1.4
1.5.2.2. Develop new jr. naturalist program for support in Discovery Room classroom programs	DV	“ “	“ “	“ “	Recruit from jr. naturalists for Youth Advisory Board.
1.5.2.3 Continue to develop jr. and sr. exhibit interpreter programs for support in on-site education programs; develop a docent training and mentoring component to work with the group	DV	“ “	“ “	“ “	See 1.3.1.6
1.5.2.4 Develop new intern opportunities within on and off-site venues, particularly to assist in summer camps, spring and winter camps, scout overnights, bi-national	DV	As determined	By Education	Department	See 1.4.3.5, 1.4.3.6, 1.4.3.20, 1.4.5.10, And 1.4.5.12

educations, loan library and after-school programs; develop class credit opportunities within UCSD, USD, SDSU to accommodate these needs.					
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# San Diego Natural History Museum

## ACTION PLAN: Volunteer Recruitment

**Key Result Area 1:** Become the region's leading center for lifelong education about the natural world by delivering high quality exhibits and programs onsite, offsite, and online.

**Planning Leader:** MaryLynn Mack

**Objective 1.5:** Increase the baseline pf volunteer hours by 10% or more per year to enhance museum programming.

**Dates of Action Plan:** 2002-2012

**Strategy 1.5.3:** Develop new recruitment strategies to include diversification in culture, language, age and skills, using new marketing campaigns and volunteer incentives.

**Presented:**

**Approved:**

Action Steps	Who Responsible (*Lead)	Starting Date	Scheduled Completion Date	Actual Completion Date	Remarks
1.5.3.1 Hire a P/T youth coordinator to assist the director of volunteers in the supervision, structuring, and scheduling of volunteers ages 12-17.	DV	Summer 2002	Fall 2002		Utilize California Fish and Game grant proposal monies See 1.4.3.5 and 1.4.3.6
1.5.3.2 Work directly with Marketing department and website on comprehensive recruitment ad campaign, targeting seniors, college interns, families and other groups identified through market research	DV DM	Winter 2003	Fall 2003		
1.5.3.3 Cultivate new and existing relationships with community organizations, businesses and schools in order to diversify in ethnicity, language, age and skills	DV	Ongoing	Ongoing		Work directly with speakers' bureau See 1.4.2.6 and 1.4.2.9

1.5.3.4 Develop a paid intern program in order to be competitive with other institutions, particularly in the science and education fields	DV	Winter 2004	Fall 2004		See 1.4.4.5, 1.4.3.11 and 1.4.3.17
1.5.3.5 Work with science and education staff to develop naturalist and para-botanist credentialed program	BRCC	As determined Departments	By Science and	Education	See 1.4.2.8
1.5.3.6 Plan and develop "Mommy & Me" volunteer component in order to recruit stay-at-home mothers for education programs support	DV	Spring 2003	Fall 2003		Work with Youth Program Manager and Youth Coordinator See 1.4.3.15
1.5.3.7 Place group volunteer training programs on line to broaden availability of trainings offered and expand recruitment efforts	DV	2005	2006		Work with web team and council presidents (Canyoneer, Docents, C4U, etc.) See 1.1.3.8, 1.1.3.10 and 1.4.6.4
1.5.3.8 Increase the number and diversity of volunteers in speakers bureau by 20% in order to provide career education for schools and increase recruitment efforts.	DV	Ongoing	Ongoing		Work with marketing department
1.5.3.8 Create transition program to provide intern opportunities for middle/high school students	DV COM	Summer 2002	Fall 2004		Work with Elementary Institute of Science See 1.4.4.4

POSITION KEY:

DV Director of Volunteers  
DM Director of Marketing  
COM Community Outreach Manager

# San Diego Natural History Museum

## ACTION PLAN: Volunteer Retention

**Key Result Area 1:** Become the region’s leading center for lifelong education about the natural world by delivering high quality exhibits and programs onsite, offsite, and online.

**Planning Leader:** MaryLynn Mack

**Objective 1.5:** Increase the baseline of volunteer hours by 10% or more per year to enhance museum programming.

**Dates of Action Plan:** 2002-2012

**Strategy 1.5.4:** Develop plan for both transitioning experienced volunteers and retaining newly recruited volunteers/interns to ensure continuity.

**Presented:**

**Approved:**

Action Steps	Who Responsible (*Lead)	Starting Date	Scheduled Completion Date	Actual Completion Date	Remarks
1.5.4.1 Identify new projects and individual projects in order to accommodate transitioning volunteers from docent, canyoneer, C4U and science groups	DV	Fall 2002	Ongoing		Work with all departments in museum
1.5.4.2 Design a “drop in” board for volunteers who can work on “one time only” and ongoing projects that require no prior scheduling	DV	Ongoing	Ongoing		Work with all departments in museum
1.5.4.3 Implement new duties for information desk volunteer that would provide clerical assistance for various departments, as well as provide continued training for interns	DV	As determined by	completion of	area	Work with all departments in museum
1.5.4.4 Develop structured job descriptions that define volunteer/intern responsibilities in order to provide cost/benefit analysis information for budget purposes	DV	Ongoing	Ongoing		Work with all departments in museum

1.5.4.5 Revise recognition plan to acknowledge projects of short, intense duration; provide service awards based on hours vs. years	DV	2003	2003		
1.5.4.6 Select new database software compatible with education and membership databases to ensure consistency and continuity of information; convert database to hours vs. year compilation	DV DMBR RC				
1.5.4.7 Develop risk management policies and procedures for volunteers/interns in order to prevent potential liability to the museum or individual	DV				Work with administration for compliance purposes
1.5.4.8 Establish a structured "career path" for new and existing volunteers/interns, particularly ages 12-17	DV				Work within outline of California Fish and Game grant proposal
1.5.4.9 Implement staff development training for volunteer supervision and evaluation purposes	DV	Fall 2004	Ongoing		Work with all departments

POSITION KEY:

DV Director of Volunteers  
DMBR Director of Membership  
RC Registration Coordinator