

HERRETT CENTER FOR ARTS AND SCIENCE INSTITUTIONAL PLAN 2018-2023



Introduction

The "2018-2023 Herrett Center for Arts and Science Institutional Plan" was developed within the framework of the CSI Institutional Strategic Plan, and outlines the Herrett Center's overall direction and key priorities.

The Herrett Center's Institutional Plan will serve as a roadmap for the Herrett Center over the next few years. The plan will have to be revisited periodically to ensure that it continues to meet the needs of the Herrett Center and the College.

Through the adoption of this plan, Herrett staff members reaffirm their commitment to providing innovative, efficient and effective educational services to the elementary and secondary school students, CSI students, and the adult community of south-central Idaho.

Magic Valley

The name "Magic Valley" is a reference to the construction of Milner and Minidoka Dams and a series of irrigation canal systems (such as the Gooding Milner canal) on the Snake River during the first decade of the 20th century. In a short time these projects "magically" transformed what had been considered a nearly uninhabitable area into some of the most productive farmland in the northwestern U.S. Many cities and towns in the region were founded between 1900 and 1910 as a direct result of these projects.

The Magic Valley is a region in south-central Idaho consisting of Blaine, Camas, Cassia, Gooding, Jerome, Lincoln, Minidoka and Twin Falls Counties. It is particularly associated with the agricultural region in the Snake River Plain located in the area. According to the 2010 Census the counties of the Magic Valley region had a combined population of 185,790, or nearly 12% of Idaho. Twin Falls is the region's largest city. The College of Southern Idaho (CSI) in Twin Falls is the Magic Valley's only college and is considered the cultural center of Magic Valley. The Herrett Center for Arts and Science is a prominent player in providing cultural events and opportunities for the peopld of Magic Valley.

Twin Falls

The Twin Falls area is steadily growing. In the past 10 years, the population has increased 17 percent. Twin Falls is a regional retail hub for South Central Idaho and Northern Nevada. Abundant natural resources and numerous recreational opportunities make Twin Falls a great place to live and work.

As of the census of 2010, there were 44,125 people, 16,744 households, and 11,011 families residing in the city. The population density was 2,437.8 inhabitants per square mile. There were 18,033 housing units at an average density of 996.3 per square mile. The racial makeup of the city was 88.5% White, Hispanic or Latino 13.1% 0.7% African American, 0.8% Native American, 1.8% Asian, 0.1% Pacific Islander, 5.7% from other races, and 2.6% from two or more races.

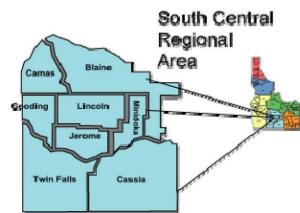
There were 16,744 households of which 35.1% had children under the age of 18 living with them, 48.3% were married couples living together, 12.2% had a female householder with no husband present, 5.2% had a male householder with no wife present, and 34.2% were non-families. The average household size was 2.58 and the average family size was 3.13.

The median age in the city was 31.9 years. 27% of residents were under the age of 18; 11.7% were between the ages of 18 and 24; 26.5% were from 25 to 44; 21.4% were from 45 to 64; and 13.4% were 65 years of age or older. The gender makeup of the city was 48.7% male and 51.3% female.

College of Southern Idaho (CSI)



The College of Southern Idaho (CSI) is a comprehensive community college. Established in 1964, the college is located on a 287 acre campus and serves a large,



predominantly rural area (CSI is the only higher education institution within a 120-mile radius). Its primary service area includes eight counties: Twin Falls, Blaine, Camas, Cassia, Gooding, Jerome, Lincoln, and Minidoka.

Note. From "South Central Labor Market Information" by the Idaho Department Labor.

CSI's mission statement: "The College of Southern Idaho, a comprehensive community college, provides educational, social, cultural economic, and workforce development opportunities that meet the diverse needs of the community it serves. CSI prepares our students to lead enriched, productive and responsible lives in a global society."

The college meets the following educational needs: 1) preparing students to transfer to four-year universities; 2) offering programs that students can complete at CSI and move directly into the work force; 3) training students to upgrade their job skills; 4) providing non-credit courses for personal enrichment; and 5) providing courses to improve students' basic academic skills (CSI Catalog).

The college offers both academic and professional/technical programs, and grants the following degrees and certificates: associate of arts, associate of science, as well as technical certificates. It also provides a wide range of community education and professional development opportunities.

The college serves not only students who come directly to CSI after graduating from high school, but also non-traditional students who are older and working part-time or full-time. Almost half of the student population is married, divorced, or widowed. Over 24% of the student population has dependents (either single parent or couple with dependents). Many students (48.7%) work outside the home either part-time or full-time.

The Herrett Center Strategic Plan was developed with the framework of the CSI Institutional Strategic Plan. http://planning.csi.edu/planning/strategicPlan/index.asp)

Herrett Center for Arts and Science



The Herrett Center for Arts and Science is located on the northeast corner of the CSI campus loop. The Herrett Center features:

- A collection of over 25,000 artifacts and specimens. The anthropological artifacts represent a wide spectrum of Native Peoples of the Americas, Europe, and Africa.
 The natural history specimens emphasize the geology of North and Central America.
- The College of Southern Idaho art collection, comprising approximately 500 paintings, sculptures, and ceramic works.
- The Jean B. King Gallery of Contemporary Art which, in cooperation with the CSI
 Fine Art Department and the Associated Students of CSI, offers exhibitions and
 other programs concerning contemporary art and art issues.
- The Faulkner Planetarium, a multi-media domed theater offering programs emphasizing space science.
- The Centennial Observatory, a fully wheelchair-accessible public astronomical observatory offering opportunities for viewing a variety of celestial objects.
- The Rick Allen Room, available to rent for meetings, seminars, private functions, etc.

Mission

The Herrett Center is a non-profit support service of the College of Southern Idaho. Its purpose is primarily educational, offering programs to elementary and secondary school students, CSI

students, and the adult community of south-central Idaho.

- The Center collects, preserves, interprets, and exhibits artifacts and natural history specimens with an emphasis on the prehistoric American continent.
- The Center supports the Jean B. King Gallery of Contemporary Art which, in cooperation with the CSI Fine Art Department and the Associated Students of CSI, offers exhibitions and other programs concerning contemporary art and art issues.
- The Center supports the Faulkner Planetarium which provides multi-media presentations emphasizing space sciences.
- The Center participates with other college departments in fulfilling the role and mission of the College of Southern Idaho.

Vision

To share knowledge and encourage lifelong learning as we foster a curiosity for the world, both culturally and physically.

Values

- Accuracy & Authoritative
- Creativity & Innovation
- Integrity & Accountability
- Accessibility & Inclusiveness
- Cooperation & Communication

CSI Herrett Center - SWOT Analysis - 2018 Snapshot

Strengths

- Large collection of artifacts to build exhibits and programs around.
- Numerous galleries for the display of artifacts from the collections.
- Recently upgraded planetarium housing the latest full dome technology under one of the largest domes in the Pacific Northwest.
- Observatory with a large and accessible research grade telescope.
- Large public meeting space for events, lectures, activities; or to rent for business meetings, receptions, etc.

- An appropriately themed gift shop.
- Unique abilities amongst staff members to create and present diverse public programs.
- A growing art collection featuring regional artists.
- Support of the CSI Foundation and generous endowments allocated for ongoing needs of the Herrett Center.
- Free Admission The ability to offer free general admission to museum galleries.
- Our Simon Clovis Cache
- Our historical significance to Magic Valley

Weaknesses

- Small staff relative to size of facility and scope of operations.
- Marketing efforts are largely limited to free media, PSA's, etc. due to limited funding for those efforts.
- Large artifact collection with unresolved issues and need for complete digitization of catalog
- Lack of institutional funding for collections care and management.
- Lack of space to exhibit art year-round, to grow and store incoming collections, to dedicate to traveling exhibitions, and no classroom or similar dedicated space for educational programs.
- Little direct involvement/outreach to cooperate with local k-12 schools on events, exhibits, and educational planning.
- No active advisory committees for museum functions (excluding Herrett Forum Committee)
- Inability to solicit large donations directly.
- Physical barriers to future facility expansion including irrigation canals, city water lines, city streets, and campus roads.
- No ethnic/racial diversity among staff.
- Little dedication to staff development and training in regards to museum-&-sciencecenter-specific skills and needs.
- Deferred maintenance outcomes as systems within the center age, we increase the

likelihood damage from things like electrical fire, basement flooding from unresolved grounds issues, water damage from leaking roofs, water damage from aging pipes, lapses in alarm system protections, etc.

Opportunities

- Tourism partnerships. Right now our presence and cooperation with other tourism promotion and development agencies is minimal. New visitor's center on the canyon rim offers a chance to market the center to tourists visiting Twin Falls.
- A more proactive approach could be taken toward marketing school field trip offerings.
- Untapped potential to grow visitation/attendance through CSI student body.
- Untapped potential to grow the volunteer program through cooperation with other CSI
 departments via internships, including the potential to let education students present school
 programs, physics students work in the observatory, anthropology students perform a variety of
 museum duties, art students work in the art gallery, etc.
- Corporate partnerships. Several large corporations have recently built or are planning to build facilities in the area. Those entities are a potential resource for partnering to fund exhibits, build facilities, develop marketing programs, and add needed equipment or resources to the center.
- Land. There is a lot of it nearby by for developing outdoor exhibits, picnic areas, native plant areas, event hosting, and a variety of other center-related outdoor uses.

Threats

- State funding cuts to K-12 budgets, especially impacting travel expenses.
- Changing educational standards for K-12 students and the resulting change in resources set aside to meet those changes.
- State funding fluctuations to CSI as a result of enrollment growth of nearby community colleges, and the direct link between the center budget and that enrollment dynamic.
- Ongoing departmental staff reductions/consolidations campus-wide.
- Potential legal challenges to collections ownership (NAGPRA, UNESCO, etc.)

Herrett Center for Arts and Science Goals and Action Areas

I. Provide educational opportunities to our patrons

a. Develop a user-centered culture by focusing on the educational needs of elementary and

secondary school students, CSI students, and the adult community of south-central Idaho.

- b. Consistently provide excellent service
- c. Create an enhanced exploratory experience for students and community members visiting the museum.
- d. Educate youth and families in ways that encourage and enrich their own appreciation of anthropological knowledge and information.
- e. Help students become independent learners

II. Showcase high quality exhibitions and related educational programming

- a. Optimize collections used in exhibits to maximize educational potential of current in-house resources and programs such as planetarium shows, gallery programs, and lectures.
- b. Identify opportunities to develop exhibits reflecting educational standards relevant to K-12 students.
- c. Focus exhibit development on areas of the collection that are strongest and most comprehensive/representative.

III. Maximize effectiveness and efficiency of operations

- a. Maximize use of Herrett Center resources and services
- b. Optimize staffing and continually improve performance
- c. Implement new technologies and processes that help improve the effectiveness and efficiency of operations
- d. Ensure that the budget is spent wisely and directed towards achieving the Herrett Center's goals and objectives as outlined in its Strategic Plan
- e. Promote and recognize cost-effectiveness
- f. Develop, recommend, adopt, communicate and maintain policies and procedures that focus on the needs of the target audience, improve access, and maximize the benefits to students and community members.

IV. Pursue funding and revenue sources

a. Continue to be active participant in museum advocacy activities – help stakeholders (students, teachers, and administration, board of trustees, as well as members of the legislation, etc.)

- recognize the significance and relevance of the Herrett Center to the College's overall mission and success
- b. Work closely with the CSI Foundation in order to raise funds/donations for the benefit of the Herrett Center
- c. Write and submit successful grant applications; effectively manage grants awarded to the Herrett Center
- d. Identify and pursue possible revenue sources

V. Attract, develop and retain a high quality diverse staff

- a. Recruit and retain highly qualified and diverse employees
- b. Provide appropriate continuing education opportunities (e.g. credit and non-credit courses, workshops, seminars, webinars, professional journal subscriptions, books, online resources, etc.) to ensure staff growth and development
- c. Create an atmosphere that promotes the building of interpersonal relationships within the staff and improves unity.
- d. Empower Herrett Staff and provide opportunities for innovation and involvement (in their profession, across campus, and in the community)
- e. Recognize outstanding performance

VI. Develop and maintain close communication, collaboration and partnerships with internal and external entities

- a. Develop and maintain close relationships with elementary and secondary students and teachers,
 CSI students and faculty, CSI staff and CSI administration in order to be able to meet their changing needs
- b. Seek input and feedback from stakeholders
- c. Effectively market the Herrett Center and its services
- d. Increase the role of the museum within the region by fostering relationships with a variety of public and private institutions, businesses and agencies

VII. Develop a culture of assessment

- a. Develop a robust outcomes assessment system
- b. Involve all stakeholders (Herrett Center staff, students and teachers, CSI faculty, staff and administration) in the assessment process
- c. Continually assess resources and services in order to ensure continual improvement

d. Communicate the results

	Action Areas	Responsibility	Specific Actions			
	Goal I. Provide Educational Opportunities to Stakeholders					
I.a.	Develop a user-centered culture by focusing on the educational needs of elementary and secondary school students, CSI students, and the adult community of south-central Idaho.	 Herrett Center Director Herrett Center Staff 	 Create museum programs and obtain planetarium shows that synchronize with Idaho Common Core and State Standards as defined by the Idaho State Department of Education. Develop and create exhibitions which enhance the Herrett Center's reputation and service to the community. Procure at least four full dome planetarium shows per year. The Herrett Center will be able to continually improve services based on the changing needs of our users. With evidence gathered through: number of school field trips, physical and virtual suggestions boxes, and informal discussions with students, teachers, and community members, analysis of visitor data. 			
I.b.	Consistently provide excellent service	 Herrett Center Director Herrett Center Staff 	 Staff should remain positive in their interactions with patrons. Staff will strive to create positive experiences for patrons of the Center. Staff will work to maintain and increase their knowledge base for their area through professional development activities and individual research. 			
I.c.	Create an enhanced exploratory experience for students and community	Herrett Center Director	 Provide interactive learning opportunities for students. Through verbal antidotes,			

	members visiting the museum.	• Herrett Center Staff	visitor statistics, and school teacher remarks and suggestions we should be able to gage the effectiveness of our programs.
I.d.	Educate youth and families in ways that encourage and enrich their own appreciation of anthropological knowledge and information.	 Herrett Center Director Herrett Center Staff Faculty 	 Brainstorm new ideas for events and exhibits. Assign varied activities through the year to different staff members (playing to their strengths.) Gather evidence through participation in our various programs, i.e. summer afternoon adventures, primitive skills workshops, Thanksgiving holiday workshops, etc.
I.e.	Help students become independent learners	 Herrett Center Director Herrett Center Staff 	• Gather evidence through visual observation of self-guided tours, student exploration of the galleries, and the use of the various hands-on activities available and then respond to evidence collected to improve and change exhibits, programs, or activities.
(Goal II. Showcase High Quality Ex	hibitions and Relate	d Educational Programming
	Optimize collections used in exhibits to maximize educational potential of current in-house resources and programs such as planetarium shows, gallery programs, and lectures.	 Herrett Center Director Herrett Center Staff Faculty 	 Continue to commit resources toward exhibit development Add additional exhibit staff in the form of an exhibit assistant whose primary responsibilities would lie in the development and ongoing installation of exhibits.
	Identify opportunities to develop exhibits reflecting educational standards relevant to K-12 students.	 Herrett Center Director Herrett Center Staff 	• Review Idaho curriculum standards regularly. Solicit feedback from educators to aid in identifying the most important standards they would like to see addressed in museum programs and exhibits. Work in-house to identify new opportunities for relevant exhibit development.
II.c	Focus exhibit development on	 Herrett Center 	• Identify areas of the collection

st	reas of the collection that are trongest and most omprehensive/representative.	Exhibits/ Collection Manager	with the strongest display and educational potential. Focus educational exhibit development in those areas. • Identify areas of the collection that could be strengthened and prioritize collection acquisitions accordingly. • Review new acquisitions regularly to identify new opportunities for exhibit development. • Develop and adopt a new longrang interpretive plan and exhibit policy. • Develop short-term exhibit plans for small spaces within the Herrett Center
TTT b	Goal III. Maximize Effo		• •
		• Herrett Center	• Increase public program
	Center resources and services	Staff	 Continue to enter digital photographs, dimensions, and descriptions of each item of the permanent collection into PastPerfect. Continue to plan for building maintenance and system replacements. Carpets, lighting systems, fire alarm systems, old plumbing, and roofing issues should be addressed.
III.c Ir	Optimize staffing and ontinually improve erformance mplement new technologies	 Herrett Center Director Herrett Center Coordinator Herrett Center Planetarium Manager Herrett Center 	 Continuous training and cross-training Professional development Coaching and mentoring Job sharing Yearly performance evaluations Individual Development Plans Incorporate the use of tablets
ir	nd processes that help mprove the effectiveness and fficiency of operations	Staff	into exhibits to enhance exhibits.Complete security camera surveillance system installation.

III.d	Ensure that the budget is spent wisely and directed towards achieving the Herrett Center's goals and objectives as outlined in its Institutional Plan	Herrett Center Director	 Continually research, evaluate, test, implement and maintain new technologies that meet the needs of the patrons of the Herrett Center. Continually assess services and question whether they are still meeting the changing needs of our users Discontinue services that no longer meet users' needs Implement new services that
	Promote and recognize cost- effectiveness	Herrett Center Director	meet users' needs • Encourage Herrett Staff to explore, recommend and implement ways that costeffectiveness of operations can be further improved.
III.f	Develop, recommend, adopt, communicate and maintain policies and procedures that focus on the needs of the target audience, improve access, and maximize the benefits to students and community members	• Herrett Center Staff	 The Herrett will be able to provide quality services needed by users at minimum cost to the Herrett/College Better understanding of Herrett policies and procedures by all constituents.
		e Funding and Rev	venue Sources
IV. a	Continue to be active participant in museum advocacy activities – help stakeholders (students, teachers, and administration, board of trustees, as well as members of the legislation, etc.) recognize the significance and relevance of the Herrett Center to the College's overall mission and success	Herrett Center Staff	 Participate in outreach activities, i.e. visiting area schools, participation in service organization, arrange to speak at community service organizations. Provide details of events at weekly CSI Facility meetings with CSI Administration. Arrange for campus events to be held in Rick Allen Room where visitors will include CSI Board members, CSI Administration, Legislators, and Community leaders. Arrange for campus events to be held in museum for CSI staff, faculty, and students.

	Work closely with the CSI Foundation in order to raise funds/donations for the benefit of the Herrett Center	 Herrett Center Director & Staff CSI Foundation Executive Director 		Provide museum-focused auction items for Black/Gold Ball, i.e. Evening under the Stars, planetarium show tickets, Exploring Ethno Botany, etc. Provide museum details by offering to speak at Foundation Board meetings when appropriate.
IV.c	Write and submit successful grant applications; effectively manage grants awarded to the Herrett Center	Herrett Center DirectorCSI Grant Writer	•	Work with CSI Grant Office in the conception of grant applications.
IV.d	Identify and pursue possible revenue sources	Herrett Center DirectorCSI Grant Writer	•	Work with CSI Grant office on applicable grant applications.
	Goal V. Attract, Develop		0	uality Diverse Staff
V.a	Recruit and retain highly qualified and diverse employees	Herrett Center DirectorCSI Human Resource Dept.	•	Maintain high standards when hiring new employees. Evidenced by positive performance evaluations.
V.b	Provide appropriate continuing education opportunities (e.g. credit and non-credit courses, workshops, seminars, webinars, professional journal subscriptions, books, online resources, etc.) to ensure staff growth and development	Herrett Center Staff.	•	Herrett staff should be open to attend workshops, and conferences. Evidence provided by number of professional journal subscriptions.
	Create an atmosphere that promotes the building of interpersonal relationships within the staff and improves unity.	Herrett Center Staff	•	Provide opportunities to share feedback, information, knowledge between departments. Ensure details of changes/decisions are shared and communicated to necessary staff members.
V.d.	Empower Herrett Staff and provide opportunities for innovation and involvement (in their profession, across campus, and in the community)	Herrett Center Staff	•	Ensure technology needs of staff are met by updating/replacing staff computers on a rotating basis. Campus committee participation Community event

		1 ,
		participation
		Professional Development
77 5		opportunities
V.e. Recognize outstanding	• CSI	CSI Employee of the Year
performance	• Herrett Center	awards.
	Director.	 Positive Performance
		Evaluations.
Goal VI. Develop and Maintain Close Co	mmunication, Coll	laboration and Partnerships with
	nd External Entiti	es
VI. a Develop and maintain close	Herrett Center	 Foster a good working
relationships with elementary	Staff.	relationship between Herrett
and secondary students and		Events Coordinator, Herrett
teachers, CSI students and		Educator, and area schools.
faculty, CSI staff and CSI		Attend CSI Board of Trustees
administration in order to be		meetings to maintain
able to meet their changing		awareness of campus
needs		changes.
		Work with CSI Faculty to
		provide opportunities for
		college classes to attend
		programs/functions at the
		Herrett Center.
VI.b Seek input and feedback from	Herrett Center	Provide opportunities for
stakeholders	Staff.	feedback through physical
		and virtual suggestion boxes.
		• Encourage staff to share
		anecdotal information from
		patrons with the entire staff.
VI.c Effectively market the Herrett	Herrett Center	Work with CSI Marketing
Center and its services.	Staff.	team to advertise events,
Contor and its services.	• CSI Marketing	programs, workshops, camps,
	Team.	and the Herrett Center in
	Team.	general.
		Use social media to promote the Herrett Center activities
		Use mass email lists to
		promote the Herrett Center
		Continue to research new
XX 1		marketing methods.
VI.d Increase the role of the	Herrett Center	Be open to and promote
museum within the region by	Staff.	speaking at service
fostering relationships with a		organizations, i.e. Kiwanis,
variety of public and private		Rotary, Optimist, etc.
institutions, businesses and		 Provide opportunities for
agencies		campus activities to be held at

			the Herrett Center.
		•	Respect and honor the
			cultural achievements of
			Native American peoples.
		•	Provide a venue for local
			artists to display their work.
		•	Purchase enclosed cargo
		•	trailer and resurface with
			large, colorful, static-cling
			vinyl Herrett Center graphics. Trailer would be used for
			transportation of telescopes,
			animals, artwork, and
			educational items. Would
			serve as a visually-
			identifiable branding tool at
			events such as offsite star
			parties, festivals, outreach
C IVII D			programs and parades.
	elop a Culture of A		
VII.a Develop a robust outcomes	• Herrett Center	•	Create online surveys to send
assessment system	Staff		to teachers after each field
			trip to the Herrett Center
		•	Encourage use of physical
			suggestion box located in
			lobby.
		•	Create online access point to
			allow comments from the
			public via a virtual suggestion
			box.
VII.b Involve all stakeholders	• Herrett Center	•	Create Advisory Committee
(Herrett Center staff, students	Staff		which includes CSI staff,
and teachers, CSI faculty, staff	• CSI Faculty,		faculty, students, and
and administration) in the	• CSI Faculty, Staff, and		
	• CSI Faculty, Staff, and Administration		faculty, students, and
and administration) in the assessment process	CSI Faculty, Staff, and AdministrationCSI Students		faculty, students, and members of the community
and administration) in the assessment process VII.c Continually assess resources	 CSI Faculty, Staff, and Administration CSI Students Herrett Center 	•	faculty, students, and members of the community Complete Annual Unit
and administration) in the assessment process VII.c Continually assess resources and services	 CSI Faculty, Staff, and Administration CSI Students Herrett Center Staff 		faculty, students, and members of the community Complete Annual Unit Development Plan
and administration) in the assessment process VII.c Continually assess resources	 CSI Faculty, Staff, and Administration CSI Students Herrett Center 	•	faculty, students, and members of the community Complete Annual Unit