**Museum’s Mission**

The mission is not formally communicated to staff or volunteers on a regular or semi-regular basis. It is included in the docent training book, the legal framework of the institution and the corporation’s website, but in no other ways.

Mission:

**The Indiana Medical History Museum interprets and preserves the Old Pathology Building. Through its exhibits, publications, and programs, the museum educates the community concerning health care, health careers, and life sciences in Indiana during the nineteenth and first half of the twentieth centuries.**

**Overview of current and future exhibitions and programs**

The table listed on the next page illustrates

Wizards Academy:

* Teaches principles within medical field and about scientific principles
* Hands on activities and demonstrations done through stations
* Children are separated from their parents
* Parents are given a lecture about the importance of science education and how parents can apply scientific concepts educationally at home.
* Begins with a zoo visit of animals of interest to “wizards”
* In 2009 they began branding this program through starting a graphic identity

Medicinal Garden:

* Revamped program. Initially was just the garden, but now is a tour of plants.
* Educational goals are to connect contemporary medicine manufacturing with past use of plants and understanding their compounds.
* Have seen increased traffic because of in depth garden tour.
* Marketing is through grassroots efforts connecting with horticulture groups (including the IMA)
* June event: garden tea party

**What is the experience like visiting the museum?**

**Is there a tone or consistency of voice created through onsite communication materials?**

**Overview of Budget**

The Medical History Museum does not see large donations compared to other museums its size. Their total operating budget for 2009 was $61,461 (fig. 1.1). From our conversation with the director of the museum we have determined allocated funds for marketing is at zero dollars. However, they do not prescribe to a strict budget. What dollars are budgeted for marketing are most likely considered part of other fund definitions (most likely programming, office supplies, and promotional activities).

**SWOC analysis**

Strengths:

* Educational opportunities and connections- IMHM has a wealth of materials available that can serve a myriad of disciplines and age levels.
* Well-developed mission statement with a clear focus on medical history
* Beautiful building with unending opportunity
* Large amount of land (5 acres)

Weaknesses:

* No media outreach
* No outward communication of brand
* Internal communication of brand is convoluted at best
* No marketing budget

Opportunities:

* Programming opportunities are endless
* Strong community of medical students with IU School of Nursing and Medicine so close by
* IUPUI Museum Studies students always looking for good internships
  + Need a well-developed internship program
* Work Studies program at IUPUI

Concerns:

* Finding time and resources to accomplish necessary functions, let alone goals
* IMHM is not located in a good neighborhood
* The confusing brand and non-existent identity inhibits the growth of the museum
* Little to no public perception, either positive or negative

**Overview of current branding efforts**

**The IMHM’s brand is difficult to ascertain as their message varies from communication source to communication source. The primary reason for this communication barrier appears to come from the museum’s name, “Indianapolis Medical History Museum.” The name implies a learning opportunity applied to the broader historical significance of medical history curated in the Indianapolis area. This brand opposing the two tours I received which were more focused on the importance of Central State Hospital and the pathology department. Within these two tours one focused on the historical importance of the leadership within the hospital in creating the successes experienced today. The other tour sent a message on the objects and their use within Pathology.**

**Considerations by staff have been given to the scope of the brand. Namely, how quirky does the museum represent itself to the community despite its purposeful and serious tone. This debate is surely one that will continue if new marketing efforts are not successful. Yet, in the present it appears modifying the IMHM’s brand toward a “quirky” ends would separate itself from the mission aimed at educating about medical concerns of the 19th and 20th centuries.**

**GRAPHIC IDENTITY**

The graphic identity of the IMHM is varied and without focus. From outward communication, outdoor presence, and internal text panels it is difficult to determine what, if any, graphic identity exists.

Text panels differ in tone and style. Figure 1.2 is a text panel taken from the room labeled “Museum” which serves as a beginning and ending to tours. Text is taken directly from autopsy reports and printed on labels. Figure 1.7 demonstrates a significant improvement in graphic identity for the museum. Every room contains one large label defining the importance of that specific room. All panels contain text of similar color, the museum’s logo and use similar fonts. This dissonance exists within the website and other public publications (newsletter) as well.

The true graphic identity of the IMHM revolves around the pathology building. The museum’s logo (Fig. 1.4) centers the historic building signifying the importance of the building’s architecture and pathology for the Central State Hospital. This will be the focus of a suggested graphic identity for the museum.

**Fonts**

One of the great graphic resources the museum has is the text listed above doorways identifying the room’s purpose (fig. 1.6). The graphic identity of the museum should utilize this font (Tahoma) in its labels for headers and signs signifying where the learning begins. A suggested sub-font used for text is “Constantia” which gives credence to the formality of the museum through its slight use of serif. Seen in figure 1.7 is a suggested object label design for the “Museum” room. Colors will remain largely the same. A brick red color (tied to the building’s color) should be used for logos, letterheads, and other formal communications of the brand.

**Overview of current marketing efforts**

Current marketing efforts are composed of in house publications and business partnerships. Brochures are their largest in-house publication and arguably the most difficult to update, replace and revamp due to budgetary constraints. Partnerships are used for cheap to free publicity in travel books and magazines. Additionally, the museum is partners with the Indianapolis Convention and Visitor’s Association (ICVA) and have their brand presented in several print publications (Entertainment coupon books, Indiana curiosities: Insane Museum, Travel books, partnership with the Indianapolis Philharmonic). They would like to grow partnerships like the one made with the Philharmonic art and science series.

Outside of these efforts, their marketing is done through grassroots efforts. Typically, posters are emailed to volunteers and contacts within IUPUI and IU-Bloomington who print, post, and communicate events within their institutions. Members are not readily used as grassroots advocates for the museum.

**Overview of current audiences**

The museum does not maintain detailed demographics of their audience. They have moved toward collecting some data about basic traffic coming through the institution. This information includes information about school groups (how many, affiliation, level of education) and data related to purchased ticket (date, how many, adult admission, student, child, AAA member, etc.). Many school groups attend the museum. This is due, in large part, to the museum’s focus on relationships with educational institutions of all sizes. Due to the lack of knowledge of the museum’s current audience this group has suggested utilizing a survey to determine further demographics of visitors. This suggestion can be found in our two-year communication’s plan along with a sample survey.

**5 – 10 year outlook**

They do not have a set outlook for the next several years. However, they feel they are best suited to build on their successes of their educational programs related to specific school groups of all ages. Additionally, they want to focus their efforts onto finding unique and cheap-to-free ways of advertising.

**COMMUNICATIONS STRATEGY:**

**JANUARY 2011 – DECEMBER 2012**

**Executive Summary**

**Organization Background**

**SWOC analysis (see above section)**

**Position Statement**

**Priorities**

* + Develop comprehensive internship program with IUPUI Liberal Arts program
    1. Advertise internships on website by April 2011
    2. Develop an ongoing relationship with IUPUI Liberal Arts program by August 2011
    3. Have positions filled by September 2011
  + Allocate funds for marketing purposes by 2012
    1. Analyze marketing investments in 2011 and determine their outcomes based on visitor and membership outcomes
    2. Devote $1,000 to marketing by December 2011
    3. Develop marketing budget by January 2012
  + Increase programming opportunities year round
    1. See media/tools section for an in depth discussion and proposal of programs.
  + Develop and implement brand into all communication devices, staff members, and volunteers
    1. Develop new graphic identity through intern program by December 2011
    2. Implement new GI by April 2012
  + Increase membership
    1. Increase membership by 20% in 2011
  + Increase visitor counts
    1. Increase general visitor count by 15% in 2011
    2. Increase educational program groups by 10% in 2011

**Goals**

See subsections listed above

**Audience**

In looking at the function and relevance of the Indiana Medical History Museum, a crucial step in understanding who uses the museum and why is to begin collecting and analyzing visitor data. In understanding who comes to the museum, the staff can begin to cater to those patrons, and make sure that they keep coming back for programming and events, instead of just visiting once. It is crucial that the museum build a solid foundation of patrons, because those patrons will become donors and members. Also, in understanding how the museum is being used by those who come into it, the museum can begin to develop programs that are focused on what patrons are interested in, and eliminate those that the patrons are not utilizing. Beyond that, it is crucial to understand how the museum’s work is being interpreted by visitors. Do they understand the museum as it was meant to be understood, or are they unable to interpret it properly due to a factor staff did not see?

Another crucial piece of visitor analysis is finding out who is not coming to the museum, and focusing any marketing on those areas. The people who are coming into the museum are the ones we can reach through programming and communication. Those that are not coming to the museum are who the museum should focus on in terms of off-site marketing. With such a limited budget, this marketing would probably be composed mainly of flyers handed out and posted on college campuses, hotel lobbies, and at other public events.

Because staff is stretched as thin as it is, we propose that an internship program be developed and utilized in accomplishing these goals. Indiana University-Purdue University Indianapolis has one of the best Museum Studies graduate programs in the nation, and those students are constantly searching for internship opportunities. In working closely with the university and the Museum Studies program, the Indiana Medical History Museum could have highly qualified individuals bringing in innovative and creative solutions to these problems in droves. Most museums in the area do not offer paid internships, and they will consequently not be expected. Please see the proposed internship descriptions for more information.

In terms of what, specifically, the visitor analysis will be comprised of, we suggested two different surveys. One will be a paper survey, and the second an online survey, both of which are attached. The point of these surveys is to gather information about the type of guest coming to the museum as well as the quality of the museums programming as seen by the visitors.

**[ Insert survey here ]**

**Analyzing the Data**

The Education and Public Relations interns should have experience analyzing and compiling data. Using Google Docs, the data collected can be compiled and sorted, as well as accessed by multiple persons. Once the data is compiled, a more accurate understanding of who comes to the museum and why can be completed. Using this data, IMHM can begin to develop programs for that group of people, as well as begin to think about how to reach out to those people who are not coming to the museum.

In order to figure out who is not coming to the museum, I propose looking at the zip codes provided in the surveys. If we find, as I suspect we will, that a majority of our visitors are coming from zip codes outside the immediate neighborhood of IMHM, then we can begin our marketing campaign by simply passing flyers out around the neighborhood. It is entirely likely, with the limited signage and the building being located so far off the road that most residents don’t even know IMHM exists. Going further, it will be easy to see where we can send more flyers (to teachers, school districts, and community centers) based on which areas of the city are not coming to the museum.

Getting the demographic information for our visitors will be crucial to understanding the needs of our patrons. I suspect that we will find the majority of our visitors are low income students, and the programs we provide them will need to be both educationally valuable and financially reasonable.

**Key messages**

Comparing the IMHM’s mission to the brand analysis performed we can determine a focused brand the museum should follow. Future efforts should be placed on the importance of three themes and their relation to pathology: architecture of the Central State Hospital, historical significance of pathology for the greater Indianapolis community, and the difference between contemporary medical practices and those performed and taught in the time of the Pathology Lab.

Considering these three themes the IMHM’s brand is, “Pathology: Architecture, Community, and Medicine.” Communications from the museum should focus on these themes as related to pathology. Architecture provides, perhaps, the most important visual for the museum. The pathology building is the first object viewed by an audience when approaching the museum. This vital resource should be viewed in all communication through the museum logo. Community through pathology brands itself towards the vital importance the original pathology building played for the greater community of central Indiana, IU-Bloomington students, and doctors. Medicine through pathology serves a direct route to discuss the historical importance of the discoveries made and instigated at the museum grounds.

Current application of this suggested brand in a museum visit would mean broad changes toward content and visitor experience. These changes would require significant time and effort upon the staff of the museum and, ultimately, would not be finished anytime soon.

**Media/tools**

For the purposes of this assignment we have chosen three distinct tools and sources of media for the IMHM to use and evolve. We believe these tools, when applied, will provide the greatest impact to the museum in its current state. First, we begin with a comprehensive internship program to help alleviate the lack of human resources available to focus on the museum’s marketing and educational needs. This list of possible internships provides a list of positions which can focus their time effectively toward the mission of the institution. Secondly, we suggest a new membership program giving value to individuals and families. To help alleviate budgetary costs we allow donors to give purposeful gifts to an itemized “wish” list of needs. Finally, we propose several educationally motivated programs aimed at community integration for the museum. We believe these programs will provide solid brand development of a fun and interesting place to learn about an important part of Indiana’s medical history.

**INTERNSHIP PROGRAM/HUMAN RESOURCES**

**Marketing & Public Relations Intern:**  
This position will require putting together a plan for how to market the museum on a budget of $0, as well as implementing that plan. This position will work closely with the new media intern, as Facebook and Twitter will be crucial in marketing with no money.   
  
Requirements: Graduate student with experience in marketing  
  
**New Media Intern:**  
In order to keep up in today’s world, the museum must have a constant and active online presence. The New Media Intern will develop and maintain the museum’s voice online, and keep an active conversation with all online messaging.   
  
Requirements: Graduate student with social media fluency and museum branding  
  
**Education Intern (2)**  
This position will focus on gathering and analyzing data on visitors. Using this data, the education interns will work closely with the Public Programs intern to develop and improve new and current programming to better cater to the visitors. Also, these interns will be asked to look at who is not coming to the museum, and work with the Marketing and Public Relations Intern to discuss ways to get the message out to the public that isn’t coming in.  
  
Requirements: Graduate or undergraduate with experience in statistics analysis and customer service  
  
**Public Programs Intern:**  
This position would work closely with the Education and Living History interns, but focus on how to tailor current programs to meet the needs of visitors. This person would also work to create future programs for the museum, keeping in mind visitor statistics and budget.  
  
Requirements: Graduate student with focus in education and programming.   
  
**Living History Intern (3):**  
This program will develop a public program that invites guests to walk into the history of the museum. Three actors playing doctor, nurse and patient will give the patrons the opportunity to interact with the museum’s history.   
  
Requirements: Graduate or undergraduate students with acting experience

**MEMBERSHIP**

* + Should be offered and inquired about to all visitors entering the building by receiving docents.
    1. Conversations should begin with “Are you a member?” and lead to a conversation of “Would you like to be a member?”
  + New Membership incentives
    1. Family memberships
       1. “Family pass” where you and up to four persons may enter the museum for free
    2. Free admission to the Museum
    3. Subscription to newsletter or eNewsletter
    4. Members-only events
       1. Off-site dinners with the museum director
       2. Lecture’s aimed at member’s interests
       3. Member/donor appreciation events
  + Donor incentives
    1. Membership benefits plus …
    2. Free event held at the museum
    3. Private tour of museum by the director
    4. Private tour of medicinal garden by master gardener
  + Develop an itemized museum wish-list of nominally priced projects and objects the museum needs for the next calendar year. See bottom of page <http://www.salisburyhouse.org/membership_donations.html> for an example.

**FUTURE SUGGESTED PROGRAMS**

**Program: Mystery social / dinner function**

Target Audience: Members should be the focus, as this could be their special event. They could bring friends! Non-members wishing to take part could be charged a small fee. It would also be wonderful if the staff, volunteers, interns and board were present and participating!

Description: This is intended to be a social function that can further educate participants on the history of medicine related to Indiana, specifically Central State Hospital. It will play out very much like a live clue game. The main idea could include finding the “Ghoul” among the guests. The dinner/meeting was called and those present were invited because the previous night the grounds keeper discovered a body cage that was missing the body (this can obviously be changed to fit the particular program i.e.: the body cage could be broken into; an empty grave could have been found; a body was left in the autopsy room but removed before the autopsy began, etc.) Upon hearing this, the director of the hospital developed a list of possible suspects and invited them all under the pretences of a gathering (dinner, meeting, social function, etc.). Now it is the job of all the suspects to clear themselves of these allegations while finding out who really is the “Ghoul”. The participants can have various jobs at the hospital, or could even be patients. This will allow for the participants to learn more about the museum, while having a fun time. This could lead to potential “members” and also to word of mouth advertising. Those that attend will tell their friends and family about their experience.

When guests arrive (this could be staggered or have all arrive at one time) they could be given a tour of the building/grounds available. If it is a nice night out, I think it would be a good idea to have outside gatherings/games (i.e. croquet). This will give the participants a chance to bond if they do not already know each other. The tour should also allow them to get a grasp on what their characters were expected to do. For example if you were in the Chemistry lab, the guide would ask “who is a chemist tonight?” to give them an idea of where they would work maybe even more detail “day in the life of a chemist” kind of experience.

Anticipated Cost: Potential cost of around $20.00, this could be more or less. This event does not need to cost a lot of money. All that is going to be needed are scripts for the participants. These can be created by volunteers/staff members or an Intern (Education or Public Programs) and sent out along with a description of what the character looks like. People can have quite a bit of fun with this by creating their costumes and getting involved in their characters during the event. As stated earlier, non-members could be charged a small fee to participate, but this should be a special member event. As it stands the event does not need to have food however, if you do it can be pitch-in style. It may also be possible to have some staff/volunteers get together before the event and have a cooking party with store bought food. The lawn games could be found for under $20.00 online, if they cannot be found in someone’s garage or shed and borrowed for an evening.

Relation: The characters portrayed should be museum specific. If you don’t want to have characters be actual doctors that used to work at the hospital, you can simply have a doctor. Doctors, nurses, lab techs (chemistry lab), researchers, psychiatrists, etc. can all be included. Included with the character and the script can be information about that doctor, but it is not imperative. When the participants arrive they can be given more information about the museum and the time period. It is important that the year be mentioned because of the life of the hospital. Specific cases can be discussed.

Advertising: Advertising this type of program could be email or postcard invitations and RSVP’s to members. Non-members can be reached with free newspaper ads, and volunteer/staff distribution to friends, classmates, and other social places. It may also be beneficial to email University departments such as Museum Studies, history, and medical programs.

Background Information: Information on bodysnatching and body selling should be explored to share with participants. Why this was happening, and what was done with the bodies. Famous cases of this (Indiana specific and otherwise) could be brought up.

**Program/ Potential Special Exhibit: Sick Daze (Days)**

Target Audience: School groups and museum visitors

Relation: This program would directly relate to medicine and the medical field. The diseases explored during this event should be related to the 19th and the first part of the 20th centuries. Mental illness can also be explored as to how it was identified and the treatments they had used.

Description: Each room of the museum would house a different disease/ailment. There would be information provided as to how that was diagnosed and treated while the pathology lab was in operation. The tour guides could also be informed as to how to incorporate this disease information into their basic tours. This could occur for a weekend or could be extended, but should last more than one day.

Anticipated Cost: $0.00.

Background Information: 19th and 20th century disease information as well as treatment information should be explored. The medicines used to treat these diseases and ailments then versus now specifically at Central State and in Indiana.

Special Advertising: Grassroots efforts coordinated with local schools. This is a wonderful educational opportunity and schools would be very willing to participate given the proper information about the program. Emails, flyers and Facebook update as well.

**Program: Visit with Dr. X**

Target Audience: Museum visitors

Relation: This program would give a living history experience of the medical history of Indiana. The year portrayed can vary, but should stay within the operation of the Central State Hospital.

Description: This program would involve 2 – 3 actors for the parts required. These volunteers would be provided with all the necessary background information. The idea of the program is to create an immersive environment with the ability for guests to interact with the “expert”. Ideally, this environment would be the doctor’s office available at the museum. The 3 actors would play the parts of a doctor, a nurse and a patient in the 19th century. The doctor would be diagnosing or otherwise examining the patient for any variety of issues. The nurse would be helping the doctor in any way necessary. When the patrons enter the office, they will be included in the exhibit and are more than welcome to interact with the actors in the space. They can ask questions ranging from the tools being used to the life of a doctor in the 19th century. The actors should be well versed in the medical history of Central State Hospital in addition to the happenings of the year being portrayed.

Anticipated Cost: $0.00 This program would need background research and volunteers or interns to be properly executed. Any costumes could be donated or acquired at a low cost by the volunteer or intern actors. If interns are used, then the research can also be done either by them, or by the education or public programs intern.

Background Information: More information would be needed on the types of ailments that each doctor would have encountered during a certain year while working at Central State Hospital. In-depth information on a specific disease that will be portrayed in the space on any given day will also need to be researched and provided for the actors. It may also important to know information about other issues that patients at Central State experienced.

Special Advertising: Emails, Facebook update, free newspaper ads and flyer distribution by volunteers. The flyers can be distributed to the local area, including schools, churches and other local gatherings.

**Program: Doctor for a Day**

Target Audience: School groups, families and medically interested public.

Relation: The mission states “**Through its exhibits, publications, and programs, the museum educates the community concerning health care, health careers, and life sciences in Indiana during the nineteenth and first half of the twentieth centuries.” This program would include extensive information about health and life science careers including the nineteenth century to the present.**

Description: This program would begin as a lecture. There would be descriptions of various medically related careers including information about how technology has changed them over the years. Once through with some description and discussion, groups would be toured around the pathology building and introduced to the spaces. Each room would offer a chance to learn more about the people that would have worked in those areas and what they would have been discovering or seeking to treat and learn about.

Anticipate Cost: $0.00 This would be a more career specific tour given by volunteers or current museum staff.

Background Information: Medical careers starting in the nineteenth century to current time and how they have changed due to technology would be needed for this program. The program would satisfy many Indiana academic standards, so those should be research to provide adequate learning opportunities for the students involved.

Special Advertising: In addition to the emails and posted flyers, I would suggest sending an email to the local Universities, as they may have an interest. As always, a Facebook update could be helpful!

**Timeline**

**Budget**

**Measurement and evaluation**

**TABLES AND FIGURES**

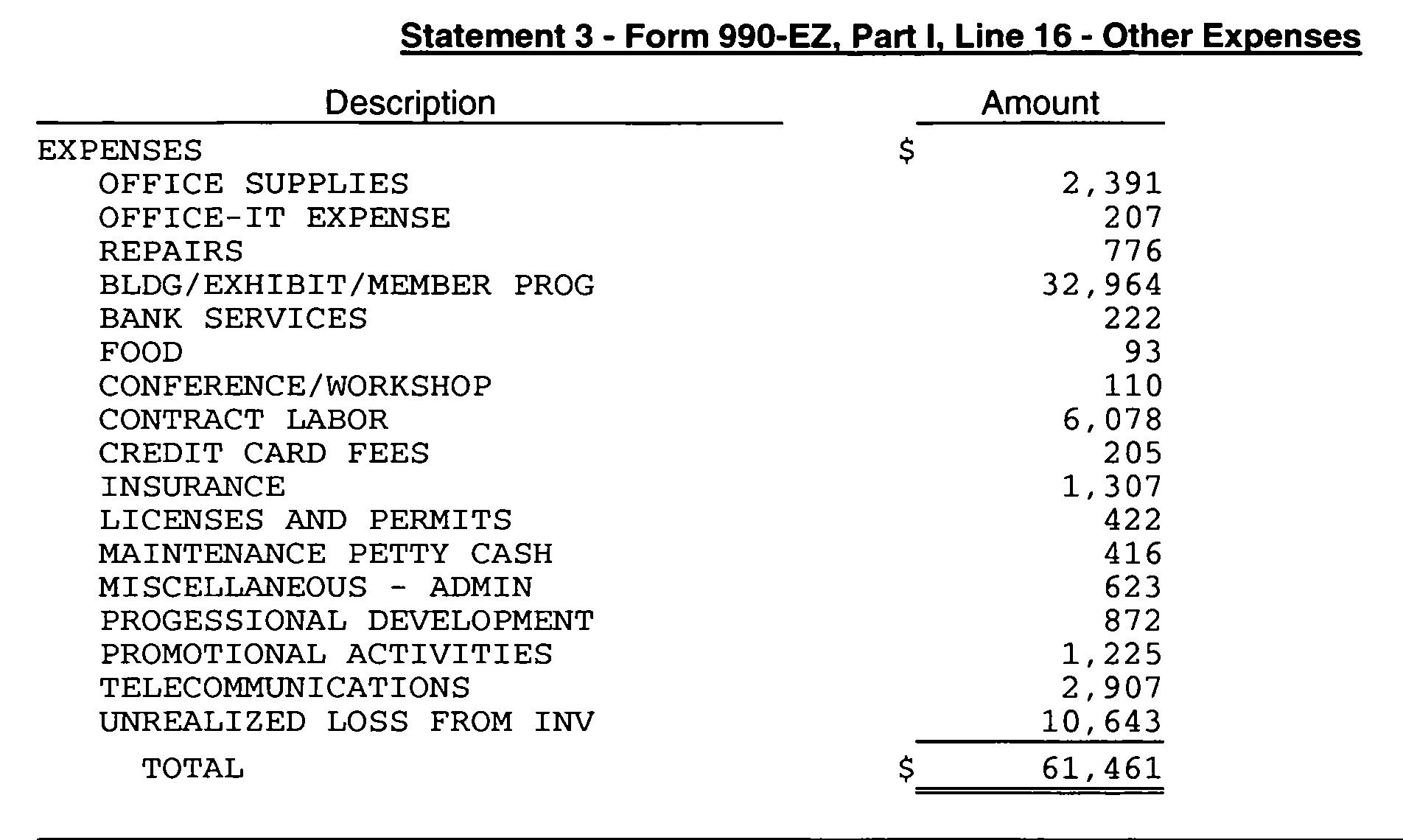
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Figure 1.1 – 2009 IMHM 990 Expenses

|  |  |
| --- | --- |
| **C:\Users\J.Ellis\Desktop\Random Images\2010-11-27 Medical History Museum 2\Medical History Museum 2 013.JPG** | C:\Users\J.Ellis\Desktop\Random Images\2010-11-27 Medical History Museum 2\Medical History Museum 2 009 - Copy (2).JPG |
| Fig. 1.2 – Original IMHM label | Fig. 1.3 – Original IMHM label with logo |
| **C:\Users\J.Ellis\Desktop\Random Images\2010-11-27 Medical History Museum 2\Medical History Museum 2 009 - Copy.JPG** | C:\Users\J.Ellis\Desktop\Random Images\2010-11-27 Medical History Museum 2\Medical History Museum 2 001.JPG |
| Fig. 1.4 – IMHM logo | Fig. 1.5 – IMHM exterior |
| **C:\Users\J.Ellis\Desktop\Random Images\2010-11-27 Medical History Museum 2\Medical History Museum 2 003 - Copy.JPG** | C:\Users\J.Ellis\Desktop\Museum Career\IUPUI\Fall Semester 2010\Museum Communication\Final marketing project\Label example.jpg |
| Fig. 1.6 – Above doorway font | Fig. 1.7 – Proposed label configuration |



Table 1.1 – Current programs and exhibitions offered at the IMHM as listed on website