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History and Context

The Glenn A. Black Laboratory of Archaeology (GBL) was founded in 1965 to explore, preserve, and celebrate evidence of the past people who once inhabited the Indiana region. The GBL’s foundations extend to the era of extensive archaeology projects completed under the Works Progress Administration (WPA) in the 1930s and 1940s at Angel Mounds on the Ohio River, now a National Historic Landmark and Indiana State Historic Site. Eli Lilly underwrote purchase of the property in 1938 by the Indiana Historical Society (IHS), to be used for purposes of study, preservation, and education. Glenn A. Black directed the work at Angel during the WPA era, and taught archaeological field schools for Indiana University (IU) there until his death in 1965. At that time, representatives of Indiana University, the IHS, and the State of Indiana entered into an agreement that transferred to the University the rights to the archaeological deposits, artifacts, documents, and findings from previous excavations. The Angel Mounds Agreement, in conferring both collections and stewardship of the archaeological resources to IU, created an extraordinary asset for the University along with a serious responsibility. Eli Lilly supported the university with building funds and Ida Black, Glenn’s widow, bequeathed her estate for operating funding.

Located on IU’s flagship campus in Bloomington, the GBL is poised to meet goals of Indiana University’s mission “to provide broad access” to education and “create dynamic partnerships with the state and local communities.” The GBL has the potential to foster creative research, educational innovation, and meaningful experiences for the IU community and broader region. The facility has over 12,000 accessions that contain millions of objects representing the material culture of over 12,000 years of human history in the Midwest. The James H. Kellar Library contains thousands of books and documents relating to North American archaeology and Native American history. The GBL is a unique resource for understanding and appreciating Indiana’s past, while demonstrating the far-reaching importance of this region in the Midwest and across North America.

In the future, the GBL will strive to bring recognized tribal nations into direct collaboration on research and education, because the collections we hold constitute the history and heritage of these nations.
This overview serves as a foundation for a five-year strategic plan covering FY 2019 – FY 2023.

The plan details objectives and priorities based on what has been accomplished to date on the previous strategic plan and newly identified priorities. Overarching principles driving the plan are enhanced accessibility, preservation, and usage of GBL resources in the research and teaching missions of Indiana University. Equally important are enhanced visibility, solid partnering with the Indiana State Museum, federal and state agencies, and the recognized tribes that lived here aboriginally. The long-term goals include development as a museum center with accreditation by the American Alliance of Museums. Resources include the James H. Kellar Library with its Erminie Wheeler-Voegelin Archives and the Archaeological Repository, which contains archaeological collections and their associated documents, comprising over five million artifacts.

The next five years depends on mitigating infrastructure limitations, noted in the GBL’s recent 5-year review. Specifically, reviewers identified understaffing as a problem, and in 2018 GBL created two FTE positions to handle data management and physical control of archival and archaeological collections to effectively manage work in the future, to know what we have, where it is, and what kinds of research and teaching they will support. Outdated mechanicals and poor climate control are facility needs that cannot wait.

Focus of collections work and research is on Angel Mounds State Historic Site, its archaeological management, and its collections.
Goal 1. Infrastructure Enhancement

Goal 1. Improve and update space-limitations.

Climate control, security, outdated mechanical and overcrowding are the salient issues. Without adequate climate control our collections and staff are at risk from mold proliferation.

Objective 1.1. Address space limitations

Space (over 10,000 cu. ft) in IUB’s new curation facility, ALF3, will relieve limitations in space at the GBL location and allow for secure research space and appropriate storage. This storage consists of compactable shelving in a new, clean, secure space. Moving archaeological collections should take 2-5 years.

Objective 1.2. Renovation of public spaces

Our auditorium is on the University R&R list and is badly in need of renovation to solve accessibility compliance problems and correct safety, acoustical, and lighting problems. Galleries are outdated and poorly lit, and have inflexible display furnishings. Funding to address these issues will be sought.

Objective 1.3. Reducing risk in handling chemicals

A new fume hood was installed in FY18. This additional equipment enables mold mitigation and work with VOCs to proceed.

Objective 1.4. New HVAC system

GBL’s HVAC system is non-functional. The chiller needs to be replaced because it is not only not working, it uses a banned refrigerant. Cooling is drawn from the MMWC HVAC system. Request for replacement has been made, and stop-gap measures involving portable dehumidifiers and air scrubbers are implemented and helping. Effects of the mitigating equipment will be studied.
Goal 2. Collections Stewardship

The GBL collections contribute to history, ethnohistory, and archaeology, allowing scholars to take a broad and integrated look at Indiana’s past. We have the largest collection of Indiana archaeological materials anywhere. Our Kellar Library has an outstanding source for resources relating to the history of the Great Lakes and Ohio Valley regions. The GBL must gain intellectual control over all materials to tailor comparative and research collections for access and use. Organization and accessibility to collections is paramount.

Objective 2.1. Prioritizing collections

Archaeological collections from Angel Mounds National Historic Landmark will be the highest priority for at least three years. Responsibilities to federal depositors also require timely response to requests from federal agencies.

Objective 2.2. Rehabbing the Angel collections

Rehabbing the entire Angel collection for ALF3 will take 3 years, and is supported by a Save America’s Treasures Grant matching grant from the National Park Service, managed by the Institute of Museum and Library Services (IMLS) for over $300,000. Costs for labor and packaging materials are covered under the award. The project will rehouse Angel materials, comprising over 2000 boxes currently at GBL.

Objective 2.3. Move collections to ALF3

ALF3, the new IU facility for long-term security and preservation of valuable object collections will become available in FY20. Angel Mounds bulk collections will be moved over the next two years. Work to move additional GBL bulk collections to ALF3 will continue once Angel has been completed. In all over 5,000 boxes currently at GBL will be rehoused and transferred to ALF3.
Objective 2.4. Solidify curation agreements with agencies.

Curation agreements are necessary in order to recapture costs associated with collections curation and care. Hoosier National Forest is one of our most important federal research collections, but we also work with the Army Corps of Engineers, U.S. DOI Fish and Wildlife, and Crane. New storage space at ALF3 will improve curation of federal collections. Because many federal collections are already in good condition, they can be moved to ALF3 relatively quickly, allowing more space at GBL for rehousing.

Objective 2.5. Preserve legacy data

Preserve and recover data from obsolete digital/legacy formats.

Objective 2.6. Continue improving library collections

Continue Kellar Library cataloging and archives processing, develop acquisition and deaccession policies, and a digitization plan. Identify and feature library resources related to Angel Mounds.
Goal 3. Solidify the GBL as a Research Center

Objective 3.1. More collections research and development

Over the next five years, Dr. Melody Pope, curator, will shift towards collections research and project development to showcase these collections, especially those from Angel Mounds.

*Strategy 3.1a.* Develop a data management system to integrate catalog systems, allowing cross referencing and finding aids.

*Strategy 3.1b.* Design research space to be gained from moving collections to ALF3. New layouts, seating, and shelving will augment active work with collections. Currently there is no space for laying out collections for either research or conservation purposes.

*Strategy 3.1c.* Recraft comparative research collections. Gain intellectual control of all collections (know what we have and where it is). Select intentionally the materials to be kept for active research and exhibition at the GBL proper. We will seek appropriate funding to meet the needs for stewardship of the collections that will best support research and that will remain at the center.

*Strategy 3.1d.* Continue building GBL Materials Science Lab. Seek grants for new equipment.

*Strategy 3.1e.* Continue Kellar Library cataloging and archives processing, develop acquisition and deaccession policies, and a digitization plan. Identify and feature library resources for research.

*Strategy 3.1f.* Create and publish collections catalogs with descriptions to increase visibility and accessibility to researchers; Angel Mounds collections are highest priority. Gain online catalog presence for archaeological and library collections. Continue using IU’s provided online systems for archival and image collections: Image Collections Online, Media Collections Online, and Archives Online at Indiana University.

*Strategy 3.1g.* Develop and implement plan for the archiving and preservation of born-digital data.

*Strategy 3.1h.* Complete the creation of accessions files under direction of the Registrar.
Objective 3.2. Fieldwork

**Strategy 3.2a.** Angel Mounds presents exciting possibilities for research. The site must be approached with a coherent archaeological management plan developed in partnership with all land-owners and federally recognized tribes for whom Angel Mounds constitutes a traditional cultural property. Angel Mounds should be the centerpiece for Midwestern archaeology in the Middle Ohio Valley. Organize, aggregate and interpret data from spatial analyses over the decades (to be completed under the Special Projects for Angel Mounds/Angel Mounds Initiative of the Office of the Vice President for Research).

**Strategy 3.2b.** Design fieldwork priorities to preference remote sensing, Ohio River Valley sites, and collaborative work with tribes on removal-era archaeology.

**Strategy 3.2c.** Gradually build a visible campus archaeology program. Campus archaeology showcases the historic fabric of IU, and provides opportunities for students and the public to engage in research while stewarding campus cultural resources.

**Strategy 3.2d.** Add capacity through visiting or graduate student researchers for archaeological survey and site recording.
Goal 4. Increase Visibility

Meets goals for enhanced education, accessibility and outreach.

Objective 4.1. Plan and implement exhibits and maintain exhibit spaces.

   Strategy 4.1a. Recruit support staff specifically for programming, exhibits, and outreach.

   Strategy 4.1b. Refurbish museum with digital and physical displays. Seek funding to build a digital wall display for showing Angel Mounds spatial and photographic information.

   Strategy 4.1c. Acquire secure storage and display furniture in gallery spaces. Two new types of furnishings, a display cabinet with drawers, and a vertical trifold panel were purchased in 2018 to use as tests for increasing exhibit flexibility and display.

Objective 4.2. Increase social media presence

   Strategy 4.2a. Recruit staff specifically for social media planning and implementation.

   Strategy 4.2b. Have permanent staff contribute to social media platforms on a planned and scheduled basis.

Objective 4.3. Publication

New publications will bring Angel Mounds and GBL work into the foreground for Midwestern archaeology.
Goal 5. Repatriation

We hope to realize an Angel Mounds repatriation in three years. GBL works closely with the IU NAGPRA Office and its director, Jayne-Leigh Thomas. Angel Mounds ancestral remains have been removed to the NAGPRA Osteology Lab. Associated funerary objects from Angel Mounds, and cultural affiliation work are being done at the GBL with staff provided by IU NAGPRA. Additional repatriations will follow. Use of GBL space as a lab for the IU NAGPRA Office is unsustainable and can no longer be accommodated under changing priorities to rehouse and move collections to ALF3.

Goal 6. Scholarly Integration

Objective 6.1. Increase campus integration

Strategy 6.1a. Incorporate GBL faculty and collections into extant and new IU curriculum.

Strategy 6.1b. Make resources available to faculty and researchers.

Objective 6.2 Increase external collaboration

Strategy 6.2a. Explore additional opportunities in the Humanities Platform, Center for Rural Engagement, Indiana State Museum, Department of Natural Resources, State Parks, Indiana Historical Society.


Strategy 6.2c. Develop outreach activities that can be used repeatedly.
Goal 7. Administration

Objective 7.1. Solidify funding.

*Strategy 7.1a.* Projected income from the Glenn and Ida Black Endowment account will barely cover personnel needs after the next two years, and we will need to carefully monitor spending.

*Strategy 7.1b.* Seek grants that can allow salary recapture and fees for services.

*Strategy 7.1c.* Cultivate donors who can augment income for special projects. Develop a box-savers program for rehousing boxes, using a crowd-sourcing approach.

Objective 7.2. Integrate administrative functions

*Strategy 7.2a.* Clarify the function of GBL’s advisory board, and seek assistance from them in connecting with other organizations, development, and educational opportunities both in the university and beyond.

*Strategy 7.2b.* Solidify collections management plan, business continuity plan, and other policies.

*Strategy 7.2c.* Recreate historical knowledge of GBL collections and administrative processes. Institutional records provide a rich source of information about the rise of archaeology at Indiana University for the state.

Objective 7.3 Develop staff professionally

Provide training and opportunities for professional development to staff to keep up levels of expertise, broaden skill sets, and provide for a collegial and rewarding work climate.

Goal 8. Museum Accreditation

The presence of gallery and public programs qualifies the GBL to function as a museum as well as a laboratory. Work toward gaining museum accreditation by the American Alliance of Museums in five years. Accreditation affords credibility, improves funding outlooks, and enhances visibility. IU currently has two accredited museums, the Eskenazi Art Museum and Mathers Museum of World Cultures. We aim to be the third.
Building staff has been high priority. We hired two new staff members to meet needs identified in the 2017 external 5-year review. The job responsibilities are complementary, and hold different responsibilities in terms of types of collections managed and information skills required. Collections care requires both physical and intellectual control, and archival/library and archaeological collections come with prescribed data management needs as well as physical care. We created one position to manage archival/library data, library and archival physical collections, and research use. The second position handles archaeological data systems, physical control of artifact collections, and facilitates research use. We now have an information science team. The two new employees have the creative capacity and drive to create new scholarship in their fields of expertise. GBL can support these positions with modest but reasonable staff salaries, from income from the Glenn and Ida Black Endowment, but we foresee needing additional funding to support registrar duties in the future. Regular duties such as website maintenance, travel arranging and purchasing have been adopted as ancillary responsibilities for the positions.

Support staff: We need to maintain one 20hr/week student employee in the Kellar library/EMV archives to continue cataloging and organizational projects with guidance by the Library and Information Specialist. Two 20hr/week assistants are needed to work in the archaeological collections to handle the more labor-intensive facets of cataloging, writing collections histories, pulling and rehousing objects, and processing new collections. Active recruitment of student interns, museum practica, Cox Scholars, work-study and volunteers can swell the support staff. An additional 20 hr/week assistant is needed overall, to maintain control of image collections and digital image management. Student workforce to handle the rehousing responsibilities associated with the Save America’s Treasures/IMLS project — Curating Angel Mounds, will be hired.

IU Administration is aware of needs for HVAC and renovation of our nearly 50-year-old structure. Addition of IU’s Executive Director of University Collections provides expertise and oversight as well as advice.
FY 2019 (cont.)

Summer 2018 –
- Workflows to handle data management, data integration, planning for rehousing, planning for moving collections.
- Planning for Angel collections rehabilitation.
- Continue EMV archives organization.
- Bicentennial Wylie House project: Exploring IU’s Earliest Cultural Landscapes, Phase 1.
- Offices/desk spaces created for two new hires.
- Purchase GPS equipment
- Install Themester (Animal-Human) exhibit

Fall 2018 –
- Finish installation of Themester (Animal-Human) exhibit
- Defer Bicentennial-related projects for Exploring IU’s Earliest Cultural Landscapes, Phase 2. Focus on Seminary Square
- Initiate Curating Angel Mounds project
- Plan and initiate mold mitigation

Spring 2019 –
- Develop workflows, run process tests, build out database, mitigate mold
- Develop workflows and create data infrastructure for Curating Angel
- Hire and train collections assistants, begin rehousing Angel collection
- Assist with AFO documentation and data management as needed
- Obtain estimates for enhance security and surveillance
Annual progress outlook
FY 2020

Highest priority is rehousing for Angel Mounds collections under our Save America’s Treasures Grant/IMLS grant.

Summer 2019 –
- Hiring, finish training materials, recruit for Fall 2019
- Organize space
- Rehouse Angel artifacts
- Finalize database software update to allow better access to the Filemaker databases for all users
- Plan and install small exhibit about Curating Angel for GBL lobby
- Write progress report about Curating Angel, boxes rehoused

Fall 2019 –
- Orient Curating Angel staff, rehouse Angel collections
- Transfer rehoused materials to ALF3
- Implement digital image management system
- Campus archaeology symposium funding by IU Bicentennial
- Refresh *Animal-Spirit-Human* exhibit

Spring 2020 –
- Continue digitization and finding aids for EMV archives.
- Initiate funding drives: Collections Savers program could crowdsource funding for individual box rehabilitation
- Apply for funding for and acquire compact shelving for Library Annex. Est. ($25,000).
- Apply for funding for compact shelving in GBL research space. (~ $100,000)
- Continue to work on Angel Mounds publications
- Explore and settle on online artifact catalog options to use, and begin implementation.
Annual progress outlook
FY 2021

Focus is on the GBL Archaeological Laboratory research collections once bulk collections have been moved to ALF3, and on rebuilding Angel Mounds publication profile.

- Exhibit planning and proposal preparation for future
- Acquire and install new shelving in GBL repository to house research collections, including artifacts, associated documents, and maps
- Ideally, new HVAC system installation and other renovations (auditorium) are underway
- Summer field programs, if feasible
- Finish Angel bulk collection move and research collection rehousing.
- Repatriation of Angel Mounds ancestral remains and associated funerary objects.
- Work on publications about collections rehabilitation, repatriation, spatial reconstruction, and new research

FY 2022

Turn attention to non-Angel legacy collections, exhibition, publication, and online presentation.

- Repurpose archives room for researchers, including fellows. It will be important to create adequate research space outside of the repository spaces. Moving artifact catalogs and other documents into the repository space will free valuable space that can be used for summer and annual fellows and visiting researchers.
- Focus on Angel Mounds, development of Midwestern Archaeology, spatial and landscape presentation of sites. Field research focusing on Angel Mounds, the Ohio Valley, and removal era sites is collaborative with Indiana’s removed tribes.
- Continue planning exhibit furnishing including digital display wall, artifact drawer storage, enhanced Indiana history including current federally recognized tribes.
- Acquire funding to rehab non-Angel bulk collections for move to ALF 3.
- Begin rehab of non-Angel research and comparative collections and move to new shelving.
Annual progress outlook
FY 2023

Continue to plan for future enhancements to GBL and further integration with IU collections initiative and partnerships with stakeholders.

- Renovation of GBL structure is well underway completed with focus on gallery, auditorium, laboratory spaces, materials housing, accessibility, HVAC (climate control), security and surveillance.
- Adequate staffing to meet the mission is established and stable.
- Archaeological collections and field work accommodates desires and needs of stakeholders, particularly removed tribal nations.
- Two catalogs have been published: Angel Mounds collections and Indiana legacy collections.
- Online presentation of collections (especially Angel Mounds) allows researchers to access finding aids and catalog information.
**Director:** April K. Sievert, Department of Anthropology, IUB

**Curator of Collections:** Melody Pope

**Research Archaeologist:** Elizabeth Watts Malouchos

**Archaeological Collections Manager:** Jennifer St. Germain

**Library Manager:** Kelsey Grimm

**Registrar:** Terry Harley-Wilson

**Facilities Manager:** Kelly Wherley

**Governing Authority**
- Fred Cate, Vice President for Research
- Richard Van Kooten, Vice Provost for Research

**Advisory Committee**
- David Polly, Chair, Department of Geological Sciences, IUB
- K. Anne Pyburn, Department of Anthropology, IUB
- Cheryl Munson, Midwest Archaeological Laboratory
- Frederika Kaestle, Department of Anthropology, IUB
- Brian Gilley, Department of Anthropology
- Dina Kellams, University Archives, IUB
- Ellen Sieber, Chief Curator, Mathers Museum of World Cultures
- Brian Forist, Department of Recreation, Park, and Tourism
- Jeremy Wilson, Department of Anthropology, IUPUI