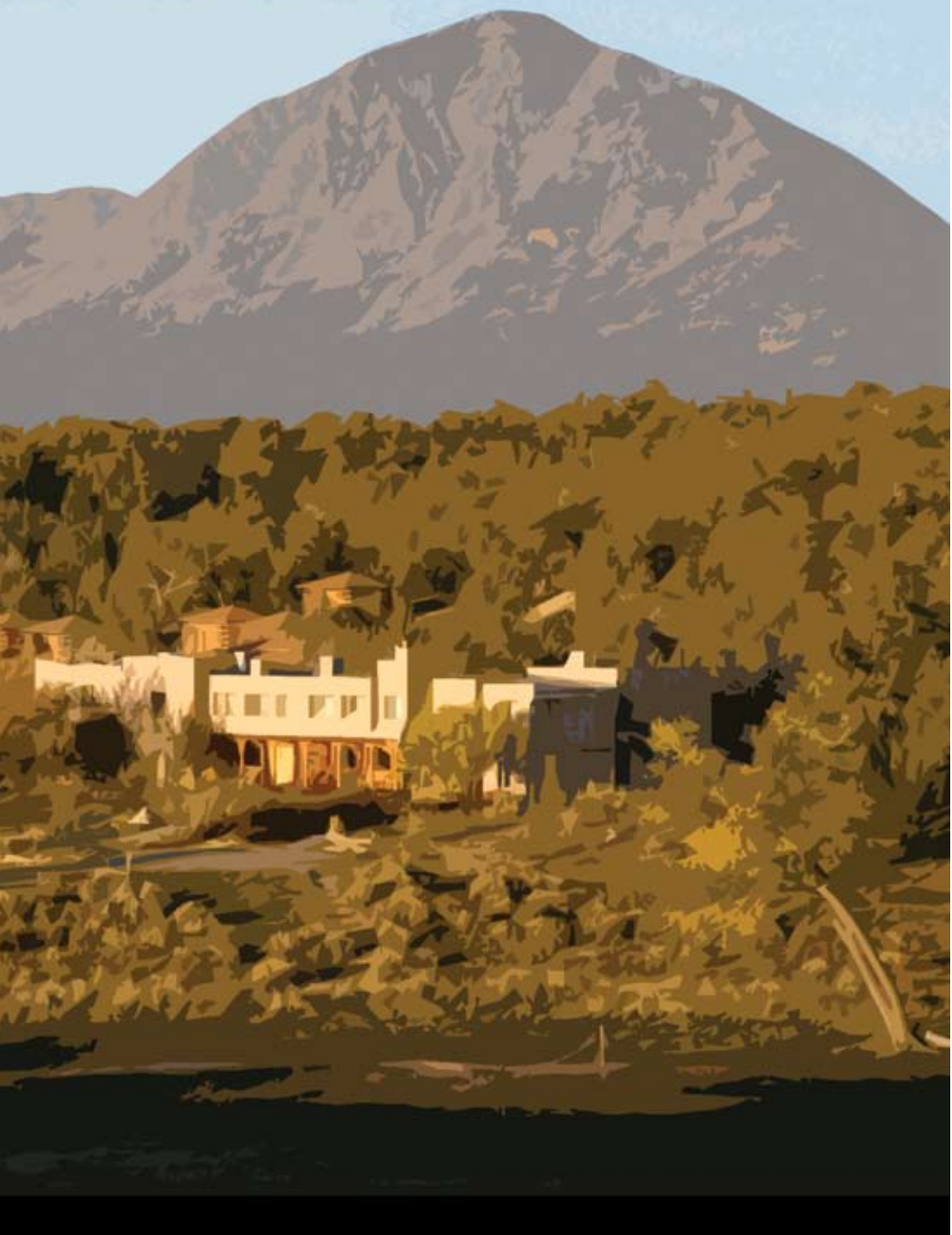


A VISION FOR THE FUTURE
OF THE
CROW CANYON ARCHAEOLOGICAL CENTER



Cover artwork adapted from photograph by Geoffrey Wheeler



OUR MISSION

... is to advance knowledge of the human experience through archaeological research, education programs, and collaboration with American Indians.

OUR VISION

... is to expand the sphere in which we operate, both geographically and intellectually, and show how the knowledge gained through archaeology can help build a healthier society.

THE FOUNDER'S PIONEERING VISION

The Crow Canyon Archaeological Center

was established as a not-for-profit archaeological research and education institution in southwestern Colorado in 1983. The Center's founder, Stuart Struever, believed that significantly advancing knowledge and understanding of the human past required long-term research, which could best be sustained by a private center independently funded through tuition, charitable contributions, and endowments.

Developing these three revenue streams into a stable source of funding was essential, and Struever proposed a novel solution: create a public base of financial support by engaging both students and adults in the research process. The institution would benefit from the revenues generated; the public would benefit by learning firsthand about archaeology—how archaeologists study the past, what they learn from their research, and why it is important to protect archaeological sites. Over time, this type of public involvement would help build a constituency of people who would become advocates for archaeological research and historic preservation.

BUILDING ON OUR SUCCESS

Crow Canyon has become an internationally renowned and respected archaeological research and education institution, contributing significantly to our collective knowledge of the human past. Through its programs and publications, the Center excels in sharing new knowledge of the indigenous cultures of the Four Corners region with other archaeologists and with the public. And, for more than a decade, Crow Canyon has taken advantage of new communication technologies to share even more information with a global audience.

In the years to come, we have an opportunity to further integrate the three areas of our mission—research, education, and collaboration with American Indians—and make significant advances in our understanding, not just of the past, but of the broader human experience as well. Our vision for the future is to expand the sphere in which we operate, both geographically and intellectually, and show how the knowledge gained through archaeology can help build a healthier society.

A VISION FOR THE FUTURE:

GREATER REACH, GREATER RELEVANCE



We invite you to take a tour of our world-class archaeological research and education center to see for yourself how we are making a difference in the way people view history, culture, and the environment, with far-reaching public benefits.

RESEARCH IN 2020:
LEADERSHIP ON THE GLOBAL STAGE

Expanded Research Team

Crow Canyon has assembled a research team that includes some of the most widely known and innovative thinkers in archaeology today. The research department has a full complement of archaeologists with doctoral, master's, and bachelor's degrees. Many of the research staff members got their first taste of archaeology while participating in a Crow Canyon teen camp or college intern program. Several of the research staff completed their graduate degrees while working at the Center, their studies made possible through partial institutional financial support. The Center has three endowed fellowships that support visiting scholars who work collaboratively with the staff and conduct graduate seminar classes on the Crow Canyon campus and on the Center's Web site.

Expanded Scope of Research and Network of Collaboration

The Center conducts excavations at targeted sites throughout the American Southwest. Its collaborations with major research universities, museums, federal agencies, and other organizations have led to the most ambitious coordinated research program ever conducted in terms of geographic scale, number of interdisciplinary researchers, and number of participating institutions. Through these collaborations, Crow Canyon has significantly advanced the world's understanding of cultural change, migration, and conflict in the American Southwest. From these advances in knowledge we have developed new social theories that explain how societies change, how they adapt to changing environments, and how they sustain themselves—all topics that are relevant in our world today.

An Intellectual Powerhouse

Crow Canyon is an internationally recognized intellectual leader in archaeology—renowned for its important field-based research throughout the American Southwest and for its contributions to

archaeological theory. The reputation of Crow Canyon's widely published archaeologists has put them in high demand as lecturers, speakers, and visiting scholars for such prestigious institutions as the Santa Fe Institute and the School for Advanced Research on the Human Experience. Our scholars provide anthropological perspectives on what it means to be human, drawing upon our extensive research in ancestral and contemporary Pueblo Indian cultures. They provide compelling insights on how human cognition, the environment, and historical circumstance shape social behavior and cultural change—insights that shed light on some of the most pressing issues of our time.

Regional Research Agenda

Ten years ago, Crow Canyon launched its Advanced Seminar Series, which defined a regional research agenda for the entire Colorado Plateau and the Rio Grande region of New Mexico. That inaugural conference summarized the state of knowledge of thirteenth-century Pueblo migrations and launched a decade of collaborative research that dramatically increased our understanding of the connections between the ancestral Pueblo villages of the Four Corners region and today's Pueblo villages in Arizona and New Mexico. Since then, conferences in the seminar series have been held biennially, and each has led to an important publication on the current state of knowledge of a regional research topic, with proposed strategies for future research.

Largest Archaeological Database

Our research database is the largest and most comprehensive in the Southwest, incorporating information on all known sites on the Colorado Plateau and in the Rio Grande region of New Mexico. The Center has accumulated subsurface images on hundreds of sites across the region and compiled environmental and cultural resource data in a Geographic Information Systems format. The result has

been the creation of an ideal laboratory for archaeological research, one that serves as a primary resource for archaeologists studying small-scale societies the world over.

Mobile Field Lab, Expanded Curation Facility

Crow Canyon has an efficient mobile field laboratory that allows staff researchers to transmit data wirelessly to the Center's main computer system as they conduct fieldwork throughout the Colorado Plateau and the Rio Grande region. In response to the critical shortage of off-site curation space in government and museum facilities, Crow Canyon has expanded its curation space and now takes responsibility for housing artifacts from its own excavations, as well as collections from other sites relevant to its research efforts.

Teaching Archaeological Field and Laboratory Methods

The Center has dramatically expanded its role as a training center in field and laboratory methods for budding professional archaeologists. Many of our research staff members serve as adjunct faculty at renowned universities. The Center's graduate seminars are taken for credit by top graduate students from across the country, and its internship programs are highly competitive.

EDUCATION IN 2020:

INNOVATION, DIVERSITY, AND OUTREACH

Experiential and Multimedia Education Team

Crow Canyon's education staff includes one team of campus-based program educators and another of multimedia, distance-learning, and outreach specialists. Education staff members are trained in education and archaeology; most have degrees in both. The campus-based program team specializes in curriculum development and assessment. The multimedia team develops educational content for the Web site as well as multimedia teaching materials to support campus programs and outreach programs.

Relevant, Experiential Education Programs

One aspect of Crow Canyon's educational philosophy that has not changed in 37 years is the emphasis on learners being able to see

and touch direct evidence of the human past. The Center's teaching methods remain inquiry based, but they now integrate hands-on learning with a variety of interactive multimedia activities. Schoolchildren and lifelong learners are engaged in discovery and analysis that challenge their critical-thinking skills and encourage them to form interpretations of the human past based on their own experiences.

A Diverse Student Audience

Our on-campus education programs attract a diverse audience, including many underserved students from urban and rural communities around the country, including the Four Corners region. Enrollments have steadily increased from the 2,500 participants served a decade ago, and the percentage of students who are of American Indian heritage has increased as well. The Center's fully accessible campus welcomes visitors and program participants with special needs.

American Indian Student Curricula

Crow Canyon offers customized curricula for Pueblo, Navajo, and Ute students. Information about, and concepts from, the three cultural groups are incorporated into archaeology programs designed specifically for American Indian children. Because our educators are informed about the various cultures—and because the staff includes American Indian instructors—Crow Canyon is well equipped to help American Indian students integrate science-based knowledge of the past with their own cultural heritage.

Mobile Classroom

In the off-season, Crow Canyon's Mobile Field Lab becomes the Mobile Learning Center (MLC). The MLC, a gleaming bus outfitted as an archaeological laboratory and classroom-on-wheels, makes

its annual rounds to schools in small towns and American Indian communities in the Four Corners region to engage students in learning about the science of archaeology and the history of the Southwest. Teachers, children, parents, and grandparents in these communities all look forward to the MLC's arrival. In American Indian communities, students can learn words in their native languages and interact with their elders to integrate the oral history of their own communities with the archaeological research findings in the region.

Expanded Outreach Education

Our educational outreach initiatives that began with inner-city public schools in Milwaukee in the 1990s—and were expanded in 2002 to include public schools in Chicago—have provided a strong foundation for developing outreach programs in cities across the country. The curricula for these programs have been enhanced with educational videos, links to the Center's Web site, and videoconferencing from our laboratory and field sites in the Four Corners. A full line of educational products and services is now available to schools, museums, and other educational organizations across the country.

Expanded Educational Content on the Web Site

All students who participate in Crow Canyon programs—and millions more who may never attend a campus program—have access to information and educational content through the Center's state-of-the-art Web site. Users download videos, podcasts, photographs, text, and real archaeological data for sites excavated by Crow Canyon. Each day, thousands of children visit Crow Canyon's Pueblo World, an interactive, virtual-play environment that simulates life in the Four Corners region in the thirteenth century A.D. There they plant crops, build pueblo houses, cook meals, and trade goods with other children on the Internet, learning to survive and flourish

in an economic and social environment that does not depend on cash, credit cards, cars, or trendy fashions.

Real-World Science and Humanities Education for Teachers

We remain a recognized leader in education for teachers, providing them with skills to teach students science and humanities in a real-world, rather than classroom, setting. Our teacher workshops and institutes cover a broad range of topics in education, archaeology, anthropology, history, science, and technology.

A Constellation of Enriching Programs for Adult Learners

Each year, more than 1,000 adults participate in Cultural Explorations trips and workshops, excavation and lab programs, teacher-training programs, study groups, and special seminars. Our research and education staffs are joined by top scholars from major institutions and universities who lead or facilitate programs that satisfy adult learners' desire for dialogue-based, personalized, and intellectually rich experiences. The innovative travel and seminar program, "The Thirteenth Century Here and There," continues to have a waiting list since its introduction 10 years ago. It features a five-year itinerary designed to explore and compare evolutionary societies in the American Southwest with those in Mesoamerica, South America, and Southeast Asia.

Living Sustainably and Protecting the Environment

Another popular program series at Crow Canyon focuses on lessons from the past that teach us to live sustainably by carefully managing our natural resources, relying as much as possible on local resources, and converting our buildings and vehicles to depend on renewable energy sources. Crow Canyon's green campus is a model for students and adults to learn about sustainable living using lessons from the past as well as expertise in modern renewable energy technology.

AMERICAN INDIAN INVOLVEMENT IN 2020:

INTEGRATION AND COLLABORATION

Expanded Role for American Indians

The 20-member Crow Canyon American Indian Advisory Council is celebrating its twenty-fifth anniversary. The council meets regularly and assists the Center in many ways, including in the recruitment of tribal school groups and individual students for the summer teen camps. American Indian staff members are integral to many departments. They and visiting American Indian elders regularly teach classes at Crow Canyon, and program participants of all ages value the opportunity to interact with American Indians who live in the Southwest today. The Center's staff is sensitive to the concerns of American Indians, includes their perspectives in curricula and publications, and keeps American Indian communities well informed about research findings.

Engaging Future Generations

Crow Canyon's director of American Indian activities continues to provide leadership in developing programs that teach American Indian students about the culture and history of the region, pique their interest in science, encourage preservation of their native language and culture, and develop their awareness of career opportunities in archaeology and other sciences. Summer teen camps offer training for careers in archaeological research and interpretation, cultural resource management, curation, and collecting and archiving oral histories from tribal elders.

Providing a Unique Resource

Crow Canyon continues to serve as an important resource for contemporary American Indians, offering its campus and staff for conferences, field trips, youth programs, teacher training, and language and cultural preservation programs. Many of these special events are of mutual benefit, focusing on issues of particular relevance to American Indian communities, but also coinciding with Crow Canyon's interests in research, education, and American Indian heritage.

A MODEL WORKPLACE IN 2020:

FACILITIES, TECHNOLOGY, AND ENVIRONMENTAL SUSTAINABILITY

Excellent Leadership and Management

Crow Canyon is a model workplace, well managed and well respected. The 2008–2010 Strategic Directions focused our attention on four priority goals that served as the springboard for the accomplishments that have brought Crow Canyon to the realization of the Vision for the Future. The Center’s business model—with its focus on strong leadership, effective strategic planning, process and knowledge management, benchmarking, and results—has endured. This model has strengthened Crow Canyon’s capacity to sustain quality, excellence, and innovation.

Valued Staff

We have attracted and retained a top-quality team of talented and dedicated staff who receive excellent compensation and thrive in an environment that

fosters creativity and collegiality. We invest in the education and training of staff and are rewarded by their excellence, productivity, and loyalty. Employees in all departments believe that the Center's work is meaningful and that they are making a valuable contribution to society. They are proud of their association with Crow Canyon.

State-of-the-Art Technology

Our researchers and educators are able to use the most current techniques in their fields because of the Center's investment in state-of-the-art computer systems, analytic tools, and multimedia production capability. Using multiple forms of high-resolution remote-sensing and new three-dimensional-imaging technology, the Crow Canyon research team maps and produces visual models of what lies below the surface of many sites without having to excavate them. On sites selected for excavation, remote sensing dramatically increases efficiency and productivity. Our education staff continues to create award-winning documentary videos to enhance our education programs on campus and in schools and museums around the country that participate in our outreach programs.

Environmentally Friendly Campus

We proudly point out to all visitors that our campus and facilities have been developed in accordance with the Campus Master Plan that was created in 2008 with an emphasis on sustainable design and green construction principles. We have succeeded in building a beautiful, environmentally friendly, and integrated campus that serves the needs of our staff, program participants, and collections. The classrooms, research laboratories, offices, dormitories, and dining halls are comfortable, attractive, functional, and accessible. We produce a majority of our energy needs on campus using solar, wind, and geothermal systems, and our fleet consists of vehicles that are powered by electricity, hybrid engines, and biodiesel. Our staff has a fully integrated recycling program, and we use products made from recycled materials whenever possible.

PUBLIC POLICY LEADERS IN 2020:

THE CULTIVATION OF A PRESERVATION ETHIC

Crow Canyon is a leader in promoting historic preservation and stewardship of irreplaceable cultural resources in the Southwest, and it contributes to public policy to reduce the threat to these national treasures. Over the past decade, Crow Canyon's staff has used every available communication tool and resource to heighten public consciousness about the necessity of preserving the archaeological record. The impact we have had in helping Americans understand the value of preservation has been nationally recognized.

In the past decade, the Center's promotion of cultural preservation has attracted a 10-fold increase in the number of donors who support the Center. Our communications to a worldwide audience through our Web site, newsletters, publications, education and travel programs, video and audio programs, lectures, and seminars have inspired people to care more deeply about preserving cultural resources for future generations.

MAKING THE VISION A REALITY:

WHERE WE GO FROM HERE

The Vision for the Future provides a view of where we have the potential to go as an institution, but it does not explain the steps we need to take to get there. We have a dedicated staff with a solid history of success in rising to new challenges and ambitious goals. We have a generous and energetic Board of Trustees that believes in our mission. Together the staff and board have created a Strategic Plan for 2008 to 2010 which outlines some of the strategic steps for the next few years. We need to provide our staff with the facilities, technology, training, and compensation they need to succeed in accomplishing the mission. We need to empower our intellectual leadership, fuel our innovations in communicating knowledge, enhance our facilities, and sustain our excellence.

Making the vision a reality will take a concerted and sustained effort, not only from staff, but from an extended family of supporters who believe in the mission and goals of the Center. The vision provides a clear direction and the source of inspiration, but it takes people to do the work of building an institution. Antoine de Saint-Exupéry once said, “A rock pile ceases to be a rock pile the moment a single man contemplates it, bearing within him the image of a cathedral.” But, if that single man does not share that vision of a cathedral with others and inspire them to take up the work, then that rock pile settles back into being a rock pile.

If all of us who believe in the Crow Canyon Archaeological Center’s potential embrace this vision and share it with others, we can shape and build a world-class archaeological research and education institution. Together we will contribute to a greater cultural understanding and environmental awareness that will lead to the long-term well-being of humanity. I hope you will join me in this worthy endeavor.

A handwritten signature in black ink, reading "Ricky Lightfoot". The signature is written in a cursive, flowing style.

Ricky R. Lightfoot, Ph.D.
President and CEO

January 2008

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