August 2016

Addendum to *Museums, Libraries and Comprehensive Initiatives*:

A Joint Partnership Between the Institute of Museum and Library Services and the Local Initiatives Support Corporation

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INSTITUTE *of* **Museum** and **Library** SERVICES

LISC

Introduction

In November of 2015, the Institute of Museum and Library Services (IMLS) and the Local Initiatives Support Corporation (LISC) jointly published Museums, Libraries, and Comprehensive Initiatives: A first look at emerging experience. The report explores museum and library participation in the growing practice of comprehensiveness: the pursuit of social change through collaborations that enlist parties from multiple sectors, such as housing, education, and workforce development. This approach is especially important to revitalization of low-income communities throughout urban and rural America, as witnessed by the increasing federal involvement in these efforts.

The report highlights noteworthy examples of comprehensive work in three areas – physical revitalization, community-building, and social services – pursued by entities as distinct as municipal branch libraries, children's museums, conservatories, art museums, and history museums in low-income neighborhoods in New York, Chicago, Pittsburgh, Indianapolis, and rural South Carolina. We culled examples from a broader slate of initiatives, which we explored through more than 50 interviews with community developers, social services providers, and museum and library staff.

While satisfied with the results of our research, and convinced of the usefulness of the document to museum, library, and community practitioners, we realized that the existence of a report, by itself, could not be the end of our efforts to spur further collaborations. We also were mindful that there was much more to learn about the deep challenges practitioners face in pursuing comprehensive work. Therefore, we embarked on a five-city tour, where we gathered practitioners together across sectoral lines to explore next steps, challenges, and markers of success.[1] This Addendum to our 2015 Report summarizes these conversations.

In brief, we found that people displayed considerable enthusiasm for deep and sustained collaborations among museums, libraries and communities, even as they noted the multiple challenges in front of those who would pursue local opportunities and the considerable difficulties in measuring their success. People clearly welcomed the chance to gather across sectoral lines to explore the possibilities for further collaboration. One participant suggested that the best way to incubate and nurture emerging relationships among and across communities and institutions was "to have more gatherings like this one." Another commented, "We are just down the street from each other but we never work together." Our hope is that the gatherings we supported helped set people on a more collaborative course.

Overview of the Local Gatherings

Between November 2015 and February 2016, LISC and IMLS worked with local LISC offices and the National LISC Rural program to hold five local gatherings of library, museum, arts and culture, and community development representatives to hear about the report and to discuss ways in which collaborations to advance low-income community revitalization could be incubated, nurtured, and sustained.

Local LISC offices and their partners framed each convening to match local circumstances and opportunities. Both LISC and IMLS have learned through their grant making and other forms of support that prospective partners to community collaborations vary widely in their capacities, interests, and opportunities to collaborate. Or in other words, our work reaffirmed that all community partnerships are local. We found that, indeed, each group approached collaborations in different ways and had different goals for their partnership efforts:

The South Carolina Arts Commission and Rural LISC wanted to use the convening to promote opportunities created by the new Low Country Promise Zone, one of two rural zones nationwide. The meeting was held in Walterboro, the seat of Colleton County, which is one of seven counties included in the Promise Zone.
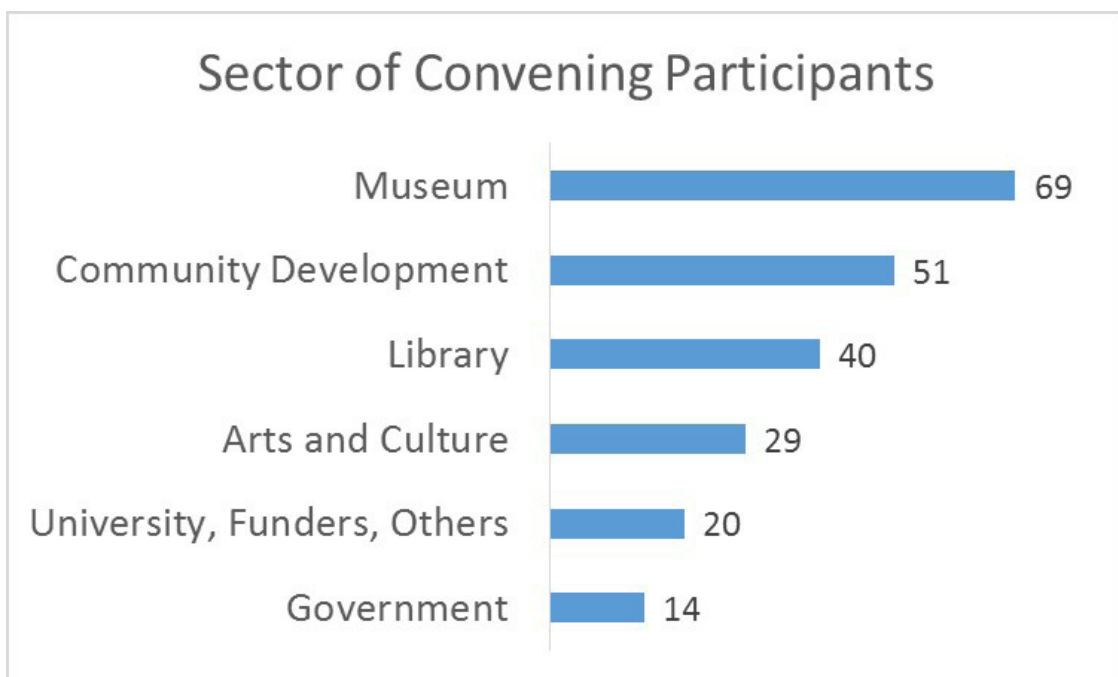
Indianapolis LISC and the Children's Museum of Indianapolis aimed to highlight the opportunities presented by the Great Places 2020 initiative, a high-profile community revitalization effort focused on five low-income neighborhoods ripe for a concentrated effort to create dense, walkable, inclusive urban communities. These communities lie within broader neighborhoods that have participated actively in LISC-sponsored comprehensive community work, and the prominence of arts and culture in community plans provides a solid point of departure for museum and library collaborations.

Bay Area LISC was primarily interested in the support museums and libraries could offer to creative placemaking and broader community economic development efforts in the Fruitvale neighborhood of Oakland, California. LISC's partner, the Unity Council, has led commercial corridor revitalization efforts there for many years, and was the developer of the Fruitvale Transit Village, a pioneering example of how rapid transit systems can act as springboards for low-income neighborhood development.

Minneapolis LISC and the Minnesota History Center in St. Paul wanted to profile, and help further, what are already some very sophisticated efforts to advance creative placemaking in low-income communities, particularly those astride the emerging "cultural corridor" along a rapid transit line. They were also interested in further dialogue around equity, inclusion, and racial disparities, topics of increasing prominence in the Twin Cities civic dialogue.

Philadelphia LISC and the Pennsylvania Humanities Council also have a strong interest in creative placemaking, with the latter interested in ensuring that the humanities have a place at the table. For its part, the Free Library of Philadelphia has embarked on an institutional transformation that places great weight on branch libraries as hubs of community programming. Philadelphia area museums have become increasingly involved in community-based initiatives, and now have a new engagement framework, represented by LISC's new creative placemaking initiative, to deepen this involvement.

We received positive responses to the invitations sent for each meeting with representation from all of the targeted sectors. The chart at right portrays the number of people attending across all five gatherings, identified by their institutional affiliations (and not including representatives of LISC and IMLS).

Sector of Convening Participants

Sector	Participants
Museum	69
Community Development	51
Library	40
Arts and Culture	29
University, Funders, Others	20
Government	14

Each of these sectors contained a diverse group of representatives. Museum participants ranged from local history museums to museums of modern art. Libraries included branch and central libraries of municipal systems to state and university libraries. Arts and cultural representatives consisted of individual artists, representatives of community-based arts-and-cultural groups, and local performance venues. Community development participants included parties such as community development organizations and neighborhood associations. And government representatives included elected officials and those from local and state government agencies (outside of the library and museum field).

These participants contributed their expertise and enthusiasm to no fewer than 31 small group discussions, which are summarized in this addendum to the main report.

Because all community partnerships are local, we believed it important to profile local examples of museum and library engagement in community revitalization at the meetings. To that end, we invited our local offices and their partners to organize panels to present such examples:

Walterboro, South Carolina

Case Study and Reflection on the Colleton County Museum, Farmers' Market and Commercial Kitchen
Gary Brightwell, Director, Colleton County Museum, and Kevin Griffin, County Administrator.

> The Colleton County Museum, Farmers' Market, and Commercial Kitchen is an example of how seemingly disparate aspects of community life can be brought together in a powerful synthesis. Also profiled in the IMLS-LISC report, the Museum and Farmers Market wonderfully blends a collection that highlights the agricultural history of the County with a tie to the area's agricultural present. The Market has become a center of community life, the Kitchen helps build skills and earnings among area residents, and the whole complex helps anchor pending revitalization of one of Walterboro's commercial districts.

San Francisco Bay Area, California

Case Study: ENGAGE - Mural Art Class
Megan Clark, Program Manager, California College of the Arts, and Chris Iglesias, Chief Executive Officer, the Unity Council.

In early 2015, students in a diversity studies course at California College of the Arts (CCA), in partnership with The Mexican Museum (TMM) and The Unity Council, designed and painted mural panels decorating the historic Masonic Temple on International Blvd in Oakland, CA. Inspired by the Museum's collections, the seven panels express themes of community resilience, cultural diversity, and affirmation of traditional culture and youthful energy. The partnership between two leading Bay Area art and educational institutions and the Fruitvale's pioneering community development corporation reinforces the artistic richness of Oakland and the significance of its Latino culture.

Case Study: The Cesar Chavez Library and the Fruitvale Transit Village
Gerry Garzon, Director, Oakland Public Library

The Fruitvale Transit Village is a pioneering example of transit-oriented development, a now-popular strategy to use rapid transit station locations as springboards for community and economic development, while at the same time concentrating regional growth in already-developed areas. In early 2014, the Oakland Public Library opened a sparkling new branch library in the Transit Village, boosting the development's economic vitality while taking advantage of its robust customer base. It houses the first Teen Zone within the OPL system, which through physical design and programming appeals to young people who have few opportunities to learn and socialize in spaces created specifically for them. The branch is a main hub for community organizations that serve teens and young adults, and has recently been nominated for the 2016 National Medal for Museum and Library Service.

Case Study: The Living Innovation Zones
Cassie Hoeprich, Living Innovation Zones Program Coordinator, City and County of San Francisco

> Living Innovation Zones (LIZ) are temporary installations sponsored by a variety of entities to activate public spaces by engaging and delighting the public. In a current LIZ, San Francisco public high school students are working with the Asian Art Museum and Main Public Library to create a LIZ on Fulton Street. The installation is shaping up to be a 18′ tall dragon with a head with 'fire' in the form of colored flags that can be activated via a lever, a 'tummy' gallery space where local artists will be able to feature work and host performances, and a 'tail' with a slope for sitting and a slide-like element on the opposite side

Twin Cities, Minnesota

Case Study: Arlington Hills Community Center
Katrina Hartz Taylor, Branch Manager, and Alaina Kozma, Teen Specialist, Arlington Hills Community Center

> The Arlington Hills Community Center in St. Paul MN is a unique co-located library and community center that acts as a hub for a network of entities –Parks and Recreation, the Police Department, and over 20 other organizations to carry out workforce, community access, and academic support partnerships.   The Center's Createch Studio is a makerspace with high-end equipment and programmed for youth from the Payne Phalen neighborhood, a very diverse but low-income neighborhood with a high youth population.

Philadelphia and Pittsburgh, Pennsylvania

Case Study: Free Library of Philadelphia 21st Century Libraries Initiative
Siobhan Reardon, President and Director, Joe Benford, Deputy Director of Customer Engagement, and Marion Parkinson, North Philadelphia Neighborhood Libraries Leader, Free Library of Philadelphia

> The Free Library of Philadelphia responded to a crisis in local funding brought on by the Great Recession to reconsider its role in the community and nearly every

aspect of its mission and operations. Rather than retreat and retrench, the library embarked on a new strategic plan that called for streamlining and reorganizing services, more clearly focusing on specific target populations, and ramping up community partnerships. These partnerships are most clearly seen in the facilities development the library has undertaken with the Children's Hospital of Philadelphia and Mt. Airy USA, a local community development corporation.

Case Study: Pittsburgh
Jane Werner, Executive Director, Children's Museum of Pittsburgh
Eric Shiner, Director, Andy Warhol Museum

Profiled in the 2015 Report, both the Children's Museum of Pittsburgh and the Andy Warhol Museum have created and sustained innovative partnerships with low-income community institutions in Pittsburgh.   The Children's Museum's Charm Bracelet project is a multi-party creative placemaking collaboration that has broadened and deepened the Museum's ties with communities and institutions in the Northside of the city.   The Museum itself not only is home to a number of youth-serving institutions, but its renovation of nearby historic spaces into a new makerspace is setting a new standard for museum-community engagement.

The Warhol Museum's fundamental commitment to taking on social issues of the day through exhibitions, curation, and community programming is the driving force behind its creation to the HOMEWOOD Artist Residency, an artist-in-residence program initiated by the Museum and based in one of the most distressed neighborhoods in Pittsburgh. Local, national, and international contemporary artists take residence there, each asked to create a project that reflects upon the overarching history and culture of Homewood. The goal is to support artists of color, bring diversity to the contemporary arts community in Pittsburgh, and to engage a community with limited access to the arts.

What Did Session Participants Have to Say?

With small variations, each of the small group discussion sessions was organized the same way. Organizers asked each table or group to answer three questions: (1) How they might proceed to broaden or deepen ties with their partners, (2) what challenges

they face in doing this, and (3) how they would know that they were successful? Participants in each discussion recorded the most salient points on flip charts, which formed the basis for report-outs to the broader gathering.

The sections to follow summarize the commentary from the 31 groups across the five meeting locations. We consulted the original flip charts and our own notes. The organization of the material within each of the broad question areas reflects our effort to tell a story from the material we worked from. Almost all of the text, save the introductory text and the italicized themes, comes directly from the charts, albeit heavily edited, with some of the text quoted verbatim.

(1) What has the morning discussion prompted you to think about, if anything, about work you might do to broaden or deepen your ties to community / museum and library partners?

Participants discussed a number of concrete opportunities to advance their missions in cooperation with others, but much of the discussion focused on process—how to find partners, how to forge truly inclusive collaborations, and what it might take in terms of changes to institutional practices to sustain collaboration over the longer term.

Perhaps due in part to the locations we picked, but we believe also because partnerships have become so much a part of the museum, library, and community development experience nationwide, participants seemed, at least to us, to be deeply versed in the language and techniques of partnering. In addition, we suspect that differences across places reflected local circumstances. South Carolina participants, for example, tended toward the practical and concrete. The Twin Cities participants seemed to be unusually perceptive about issues of identity and inclusion.

Perhaps because of the presence of community development practitioners, opportunities to develop new institutional and community spaces was a prominent theme.

A consistent theme across all conversations involved creation of spaces for arts and cultural programming, as well as spaces for community concourse. These included creation of museums and cultural centers in cooperation with grassroots organizations, museum and library programming in community spaces outside the facilities

themselves, and other ideas. Participants also expressed interest in exploring efforts tied to community and economic development broadly, including projects as varied as vacant building renovation through artists' residencies to artists and arts organizations' involvement in cooperative programming with local businesses.

Despite that general focus, there are those who, in one participant's words, asked their group to "think outside of the space issue," and consider that for a lot of program applications, you don't have to have permanent space. One participant suggested an "Art Out of the Box" program for travelling efforts, for example. A library representative spoke of an experiment with temporary locations in North Minneapolis. All of these concepts help create so-called "third spaces" where people can opt into interactions with one another, hopefully strengthening community relationships. Libraries often are thought of as one such space one participant stated. Both museum and library representatives mentioned efforts to program other spaces out in the community, including outdoor space.

Participants volunteered a number of ideas surrounding partnership opportunities and good advice on initiating and managing partnerships.

Participants volunteered a host of practical suggestions around partnerships for specific types of programs, including such efforts as arts education and nature-based education; distance learning; partnerships with business to create gallery space for artists, partnerships with local universities to enlist student participation in community work; and collaborations between a medical history museum and those interested in promoting better health.

Participants in all sites offered advice on how to begin partnering with community-based organizations, emphasizing the value of openness to unfamiliar experience. People extolled the virtues of listening. "Get out and listen, don't just show and tell," one participant said. Another advised: "Ask what is important to you and to your community." This is the best way to surface the right players, the unlikely partners, and those who are doing good work.

For those ready to initiate partnerships, but without much experience, it was suggested that they should begin small and let partnerships proceed naturally. People used such language as "backyard partnerships," "organic initiatives," and "responsible small scale

efforts." One participant pointed out that a small amount of money can be extremely important early on, particularly for smaller community organizations. This has the value of communicating that "someone's paying attention; recognizing you."

Participants called attention to the belief that networks needed to share information about what other entities are doing and why. One participant suggested that organizations share strategic plans with others and later circle back to see whether prospective collaborations had suggested themselves within those plans. Networks are considered needed to make sure staff know the players and how their work overlaps with these organizations, as some of the most successful partnerships come from going outside your patron base. One participant suggested that more convenings of the kind described in this report be carried out locally, allowing institutional and community representatives to get together at the same table. Finally, promoting your own accomplishments and impacts is a good way to seed potential collaborations.

Granted the considerable enthusiasm for partnership risk-taking, evident in the advice reported out from small group discussions, participants were clearly aware of the practical challenges of community engagement and partnerships. Several groups admonished prospective partners to be open to new things, but to be aware of one's limits, proceed somewhat cautiously, and set parameters around how far and how fast to proceed. It's important for those who provide programming to know what to say "yes" to, and setting parameters allows one to say yes or no strategically, including "knowing when to leave."

Participants in all of the sites recognized the importance of equity and inclusion as a process that extends far beyond simple outreach to any variety of communities.

Equity and inclusion means equity and inclusion for somebody. This often means a complex negotiation by which people who do not feel fully vested in the dominant culture must be engaged on their own terms. Many participants raised questions about how to engage increasingly diverse communities. One answer: "Any access initiatives we have are meaningless unless there's a real cultural understanding [among those we are trying to reach] about what museums and libraries are and can offer."

Developing this cultural understanding means, first, understanding "who are the people we want to include and what are their aspirations" Participants spoke of community

"identity" and "narrative" as elements of "belonging" and elements of people's "ownership" of their own communities. Participants identified shared understandings of these basic elements of community as the underpinning of co-created work. In the broadest sense, and across diverse cultures, this means multiple "communities shaping Community."

In particular, participants called for more conversations around immigrants and refugees. For example, one suggested a focus on the arts in the Latino community and a deeper understanding of how their language about arts and culture may be different from that used within mainstream cultural institutions, which can help "us" help "them" respond to "cultural displacement." Participants liked the concept of "cultural navigators" as practiced in Hartford, Connecticut, which means enlisting community champions to help with this kind of outreach.

Reaching people also means a series of concrete steps that build on these shared understandings. Participants mentioned the need for transparency, for programming decisions made with more community input and collaboration, or better, "embedded programming in community structures rather than 'inviting' community input."

In this same vein, participants surfaced a number of specific suggestions. Community leaders should try hard to work with individual artists, encourage more storytelling from users, and connect artists and neighborhood organizers, with the library as convener. Families in low-income areas care about art and learning, so make that cool. (It's "cool to be a nerd.") Get youth involved by working with the Department of Parks and Recreation and the Boys & Girls Clubs. Engage retirees and their skills to help figure out what adults and seniors want in programming and services. Harness current events and discussions of community issues to connect with communities, and find partnerships that also value this.

Consistent with a message prominent in the main report, participants representing larger institutions recognized that internal changes may be needed if they are to seize the opportunities that present themselves.

Participants recognized that effective engagement with community means changes to institutional practices and language used. One asked: "How do we hire and train so we sound, look, and talk like the local community?" Authentic engagement means bringing people into the institution—and for that matter, getting your own people out of the institution.

All the internal decision makers must be engaged in conversation if partnerships are to be "transformative; not transactional." One participant advised organizational leaders to: "Make sure your on-the-ground staff know 'collaboration language' so they know their work is part of a greater whole." "Listen! To volunteers, community members, and staff." Participants urged internal decision makers to educate their boards on issues of concern to communities and on who the players are. This could be done, for example, during board retreats or by asking other organizations' CEOs to present at board meetings.

(2)   What are the biggest challenges you see to any efforts you might make in this direction?

In any discussion about the prospect of publicly-funded institutions—whether community-based non-profits or public-sector agencies—issues of financial adequacy surface quickly. Our discussions were no different. But just as our participants proved to be alert to partnering opportunities, they were also acutely aware of the challenges involved in seizing them, not least the sometime absence of local civic leadership willing to back robust community-institution partnerships.

Although sensitive to the importance of other resources, participants naturally felt challenged by the lack of financial support, and in particular, by the lack of flexible funding needed for activities that do not fit easily within the scope of one or another funding silo.

Participants spoke of the need for funding in general, but also particular types of funding, including dollars from local sources, flexible funding available to support community work and not earmarked for specific uses, and longer-term funding. Siloed funding streams undermine organizations' ability to cooperate with one another. Some pointed out specific areas in which they felt the lack of funding most acutely: money to support community-engagement, arts-based community development, and evaluation. Money tends to be scarce for longer-term operations, beyond the splashy start-up

phase of capital projects or new community initiatives. "Once 'shiny new projects' are completed, partners move on to other projects. How do we keep momentum going to bring on new partners?"

People raised special concerns about program sustainability in smaller, more dispersed, isolated, and less-resourced communities and organizations, whether in rural areas or in very poor urban neighborhoods. It was asked how organizations serving such communities can even enter into the conversation with potential partners or funders. Some expressed frustration with barriers to funding access posed by grant requirements at all levels: local, state, and federal. Especially for smaller organizations, "record-keeping from some funders is so elaborate, it's not worth the grant."

To be sustainable, partnerships need to be resilient to shifts in funding and must be supported in ways that are more than just financial. Other resources specially mentioned included training in general, guidance on decision-making within collaborative structures, and the need for technical assistance and professional development that supports multi-sectoral partnerships.

Despite these challenges, we would do well to recall one participant's observation that: "Sometimes there is an illusion of scarcity. We have more resources than we sometimes think, if we're creative and determined."

For a group of people who appear to believe strongly in the value of partnerships, it is no surprise that they were acutely aware of the difficulties inherent in efforts by very dissimilar organizations to cooperate with one another, and especially those challenges posed by the mismatch between larger institutions and smaller community-based organizations.

Most participants appeared to accept that authentic engagement, from the institutional point of view, is not about "access" to institutions and their offerings, nor traditional outreach programs, although that's how it's sometimes perceived by those within the institutions. Instead, participants asserted that effort to effectively carry out community programs means that power in partnerships needs to be shared. As one person noted, this is much harder when institutions isolate the "engagement" function from core operations, and where leadership and boards have few people of color or people from the communities to be engaged.

This institutional isolation is seen to contribute to a difficulty some institutions have in getting past their problematic community reputations. "Institution leaders sometimes do not understand what their organization's track record actually has been in the community, and what its reputation is. Yet they yet build community engagement and partnership strategies anyway." Communities' reputations get in the way too. As one participant pointed out, institutions often view communities of color in a way that can be described as "deficit based" instead of recognizing that the community brings real assets to the table.

Once past issues of reputation, there are other difficulties well-known to those who have either worked in or studied partnerships in the past. These include:

- Differences in core missions or perceptions of these missions across organizations, partners, and stakeholders. Current organizational stakeholders, who may not be inclined to support cooperation exert a first claim on organizational resources and commitments. Across institutions and communities, people can be territorial about their programs, clients, and donors.

- A wide variety of partners can challenge institutions' ability to deal with all of them effectively, and this problem is magnified in light of the big capacity imbalances between larger and smaller organizations, which makes it difficult to put the parties on an equal footing.

- Chronic problems, real or perceived, of organizational rigidity pose considerable barriers to communities and to institutions' staff. Partners must navigate red tape posed by institutional bureaucracies, confront funding guidelines that limit flexibility, and labor under the additional rules that apply to public sector institutions.

- Institutions and communities move at different speeds relative to one another. Communities may not understand why larger organizations, and in particular, government entities, often move more slowly than they would like.   By the same token, community process can slow things down too, relative to institutional pace, particularly where the larger or more institutionalized partners are unfamiliar ones.

Participants recognize both the need for, and the difficulty of, creating communities where knowledge about one another is widely shared, and that knowledge is sustained. Relationships across institutions are person-to-person, not really institution-to-institution, and as one participant put it, "It's important to humanize partners instead of institutionalize partners." Institutions need to be more transparent to prospective community partners, who usually don't understand how they work. And institutional staff don't always do the work, or have the prior experience needed, to understand how neighborhoods change, either.

Finally, it was argued that broader systems have to change if true institution-community collaborations are to emerge. "Power sharing requires systems change."

Neither institutions nor the systems they are in reliably contain the leadership and vision needed to overcome complacency and risk-aversion.

Participants pointed out the need for champions who will advocate for engagement and organize the support of the leaders of institutions, communities, and elected officials. Too often, elected officials and other leaders lack vision, trapped by notions that "things are good enough" or that somehow, even after the fiscal disruption caused by the recent economic crisis, major institutional finances will return to the way things used to be. It was said that many government leaders lack understanding of how museums and libraries contribute to economic development and the quality of community life, and therefore fail to provide adequate support.

Participants recognized that a certain vision, and leadership, is needed to overcome divides across communities and cultures given the lack of trust they sometimes have in mainstream institutions. "How should we tackle 'Culture' in the broadest sense in order to create connections among diverse peoples and their institutions?" To be sure, divisions are not always cultural: sometimes views just don't align very well across institutions and communities.

Some participants articulated the challenge they faced in overcoming conservativism, inertia, and aversion to risk-taking. "Within institutions, it's too easy to lose sight of the big picture, instead becoming preoccupied by the day-to-day." One commenter described a need for a culture of adaptability, agility, irreverence, discovery, and room for failure – the kind of culture that fosters innovation.

The communities and institutions involved in comprehensive initiatives lack the success metrics they need to demonstrate the value of authentic and sustained community engagement.

Consistent with the problem participants raised concerning the lack of adequate support for partnership work, participants noted that they don't have the information they need to demonstrate the value added by community engagement. Funders expect a social return, but there are evident difficulties in calculating quantitative return-on-investment numbers from new creative efforts. For this reason, it was suggested, qualitative evidence of outcomes need to be more valued than it is.

Moreover, because those involved in community engagement aim to promote a broad range of outcomes, they need a correspondingly broad range of measures – broader than are currently available – for people both within and outside the walls of the institution. Without an ability to demonstrate worth in different ways, it is difficult to dispel the notion that museum and library engagement with community is somehow "discretionary."

(3)   How would you know that you had been successful?

Perhaps because people tend not to think about outcomes and measures in the abstract, this question seemed to pose more difficulty to those attending the sessions. That said, the conversations surfaced a number of creative, though difficult-to-measure, metrics that tap community outcomes (not just participant outcomes) and the quality of community-institution partnerships.

Session participants understood that traditional measures capture only a portion of the services institutions deliver. That, however, does not mean that traditional metrics are seen to be without merit.

Participants suggested a number of customary metrics, including counts of the number of participants in programs, the types of participants, the number and composition of new and continuing memberships, and counts of repeat participation. These are measured in the usual ways: observation, visitor and member surveys, and comments and stories provided by participants. Multiple participants stressed the value of qualitative evidence even though some funders may prefer quantitative metrics. A few focused on documenting progress indicators: were the stakeholders working together and communicating in meaningful ways, were the partners planning together and upholding their respective roles, and was the process evolving and supporting the ultimate desired outcomes and sustained engagement?

Participants also volunteered a suite of non-traditional metrics, including those intended to tap the "ripple" or "downstream" effects of museum and library work in communities. Those explicitly mentioned include the need to measure community connectedness, hope, safety, health, investment, and job creation. Further, people suggested what might be called "aspirational metrics" that are very difficult to measure, but pertain to outcomes of particular interest to some session participants: improved quality of social relationships, diffusion and adoption of new models of community engagement, and changing "narratives of place" from the negative and stereotypical to a more positive and nuanced view.

The emphasis on partnerships and collaboration throughout the conversations is reflected in suggestions for measures of partnership quality and effectiveness.

Some of the suggested measures pertained to the partnerships themselves, and reflected a general interest in forging authentic, durable, and productive relationships between institutions and community leaders. Core values of inclusion and equity appeared in these metrics, as well. Suggestions included measures of:

- New people and partners at the table; diverse partners, who are listened to
- An increase in the number of partnerships and their duration
- Partnership willingness to take on more kinds of projects
- Continuity of partnership leadership and staff, and partnership survival when staff turn over

Suggested metrics also included those that pertain to the outcomes of partnership work, including:

- Whether partners reach common goals and each of their own goals
- Whether partners are happy with the results of their work
- Evidence of shifts in the leadership of collaborations and partnerships to communities
- Evidence that practices within communities have changed

Finally, people suggested metrics that could be used as evidence that practices within institutions have changed, as well. For some, these institutional outcomes include such factors as:

- Increasing self-examination of mission and practices
- Development of human, not just financial, capacity
- Markers of institutional commitment, such as the five discussed in the 2015 report: level of institutional commitment, degree of shared decision-making, embeddedness within community networks, continuous involvement in community initiatives, and level of effort

Conclusion

We held these sessions as an end to the joint research work between IMLS and LISC, but also as a hoped-for beginning to, or acceleration of, local work and to continue informed thinking about larger scale efforts. One of the participants in the Bay Area convening volunteered that one way to promote knowledge sharing about possible collaborations was "to hold more convenings like this one."

We were impressed by the enthusiasm with which people participated in these sessions. Participants threw themselves into small group discussions in a way that was, frankly, surprising and quite gratifying to the organizers of the convenings. The large number of people who lingered to converse after the sessions concluded was a testament to the power of and potential for the community engagement issue.

Appendix

Convening Locations and Local Partners

Comprehensive Community Development: The Arts, Culture and Collaborations in Rural South Carolina, Nov. 13, 2015.
Hosted by the Colleton Museum, Farmers' Market and Commercial Kitchen. Locally sponsored by the South Carolina Arts Commission in partnership with Rural LISC, the South Carolina State Library, and the South Carolina Federation of Museums

Discussion on Museum, Library and Community Engagement, November 20, 2015.
Hosted by the Children's Museum of Indianapolis and held at the museum. Local sponsor was Indianapolis LISC.

Museums, Libraries and Community Partnerships in Creative Placemaking, January 8, 2016.
Hosted by the Minnesota History Center in Saint Paul and held at the center. Locally sponsored by the History Center and Twin Cities LISC.

Comprehensive Community Development & Arts and Culture: Creative Collaborations in the Bay Area. January 20, 2016.
Hosted by The Unity Council and held at the Fruitvale Senior Center, Oakland CA. Locally sponsored by Bay Area LISC.

Comprehensive Community Development and Culture: Creative Collaborations in Philadelphia & Pittsburgh, February 17, 2016.
Hosted by the Free Library of Philadelphia and held at the library. Locally sponsored by the Pennsylvania Humanities Council, the Free Library of Philadelphia, and the Philadelphia Association of Community Development Corporations.

Case Study Presentations

Case Study and Reflection on the Colleton County Museum, Farmers' Market and Commercial Kitchen
Gary Brightwell, Director, Kevin Griffin, County Administrator

Case Study: San Francisco, the Living Innovation Zones,
Cassie Hoeprich, Living Innovation Zones (LIZ) Program Coordinator, City and County of San Francisco

Case Study: Oakland, ENGAGE: Mural Art Class
California College of the Arts, in partnership with the Mexican Museum and the Unity Council,
Chris Iglesias, CEO, Unity Council, and Megan Clark, Program Manager, CCA

Case Study: Oakland, the Cesar Chavez Library and the Fruitvale Transit Village
Gerry Garzon, Director, Oakland Public Library

Case Study: Arlington Hills Community Center
Katrina Hartz Taylor, Branch Manager
Alaina Kozma, Teen Specialist at Arlington

Case Study: Philadelphia
Siobhan Reardon, President and Director, Free Library of Philadelphia (FLP)
Joe Benford, Deputy Director of Customer Engagement, FLP
Marion Parkinson, North Philadelphia Neighborhood Libraries Leader, FLP

Case Study: Pittsburgh
Jane Werner, Executive Director, Children's Museum of Pittsburgh
Eric Shiner, Director, Andy Warhol Museum

Local Panelists

South Carolina
J. Robert "Bob" Reeder, Program Director, Rural LISC
Rusty Sox, Senior Manager, South Carolina Arts Commission
Sandy Fowler, Promise Zone, Southern Carolina Regional Alliance

Indianapolis
Anthony Bridgeman, Director of Community Initiatives, Children's Museum of Indianapolis

Twin Cities
Andriana Abariotes, Executive Director, TCLISC
Elisabeth Callihan, Head of Multi-Generational Learning, Minneapolis Institute of Art
Erik Takeshita, Creative Communities Portfolio Director, Bush Foundation
Laura Zabel, Executive Director, Springboard for the Arts

Philadelphia
Andrew Frishkoff, Executive Director, Philadelphia LISC
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