



Museum Assessment Program Evaluation Report June 2017

OMB 3137 0106



*Produced for the American Alliance of Museums by
Claudia B. Ocello, Museum Partners Consulting, LLC
claudia@museumpartnersconsulting.com*



Photos on cover page (courtesy Claudia Ocello):

Top: Seal Pool, 2016, The Maritime Aquarium at Norwalk, CT

Bottom: Family at Museum of Modern Art, 2016, NY

Photographs used in this report are for illustrative purposes only. The photographs of museums included in this report did not necessarily participate in the Museum Assessment Program (MAP), nor is the use of photographs of these sites meant to convey that they are/should be part of MAP.

Table of Contents

Executive Summary	4
Background and Methodology	6
Data Analysis	8
Recommendations	28
About Museum Partners Consulting, LLC	30
Appendices	31

Executive Summary

Over 4,600 museums participated in the Museum Assessment Program (MAP) since its inception in 1981. Participating museums range in type (from Aquariums and Art Museums to Zoos) and size (annual budget under \$125,000 to over \$1 Million). Regardless of size and type, MAP offers many benefits to these museums and has played a significant role in building capacity in organizational aspects, collections stewardship, and community engagement.

In the spring of 2017, 162 previous MAP participants responded to a survey about their MAP experience and results. While most survey respondents completed only one type of MAP, 49% indicated they completed two MAPs, and 17% completed three MAPs. These percentages note that participants find MAP a valuable way to grow and shape their organization. Respondents noted that many of the recommendations set forth in their Peer Reviewer's report made their way into strategic plans, serving as guides for what needed to be done to better their organization.

While all types of MAP (Organizational, Collections Stewardship, Leadership, and Community Engagement) seemed to have an impact, data suggest that those with the most visible, tangible changes – Collections and Community Engagement - had the most impact. MAP seems most successful at helping museums identify challenges, professionalize organizations, and prepare for accreditation, and less successful at helping museums address these challenges, improve financial situations, and change the Board/governing body's understanding of both their role in the organization and the museum's role in upholding standards and best practices in the field. Addressing challenges with the Board/governing body could mean rebooting or reinvigorating the MAP Leadership (formerly called Governance) assessment which was offered 2002-2010.

Issues surrounding the Board came up again as impediments to museums being able to carry out changes from their MAP review. The issue of Boards cut across museums of various budgets, suggesting it is a genuine concern regardless of a museum's size. While there is some consistency in correlation between museum budget and time frame/ability to make changes (i.e. smaller budget = longer time to make changes) in some MAP types, it is not conclusive across all assessment programs.

The three most effective pieces of MAP are the peer reviewer site visit, the written report produced by the peer reviewer, and the self-study. However, some of the criticism of MAP circled around the two most effective pieces, citing that some reviewers were not a good match for the organization, and some provided recommendations inappropriate for an organization of their size or too generalized a report to be useful.

Generally, participants hold the program in high regard and were eager to discuss both how it helped their museum and pose suggestions for improvement. This report includes many of those suggestions in the "Recommendations" section. Several interviewees recommended MAP reach out more to state organizations to explore how to get the word out to smaller museums who may never have heard of MAP or have misconceptions about it.

AAM might also consider changes in the terminology and words used to

market MAP. Metaphors used by participants to illustrate the impact of MAP are very user-friendly and could encourage more museums to undertake MAP. Leveraging technology to market MAP – having participants create short videos to broadcast on social media – could also be a strategy in showing MAP's impact and extending its reach.

Reflecting on their experience, survey participants and interviewees were proud to share how MAP has changed their organization:

MAP is a part of our museum story – we say we participated in 2 MAPs, strengthens confidence of outsiders in our institution because we take improvement seriously.

Found MAP to be extremely empowering. It's encouraging.

MAP has been instrumental to success of this institution.

As MAP works towards its next milestone of reaching museums, some adjustments to account for its shortcomings will empower a new wave of museums across the country as organizations strengthen themselves and sustainably plan for the future.



Section of *Transit Drivers, Honeymooners, Midwives: Collecting and Telling NJ Stories* exhibition at The NJ Historical Society, 2005. Courtesy Claudia Ocello

Background and Methodology

In 2015 the American Alliance of Museums (AAM) began evaluating the field-wide impact of the Museum Assessment Program (MAP) on individual museums that participated in the program. According to the AAM website,

Since its inception in 1981, the Museum Assessment Program (MAP) has helped over 4,600 small and mid-sized museums of all types strengthen operations, plan for the future and meet standards.¹

Museums currently can choose from three types of MAPs: Organizational, Collections Stewardship, and Community Engagement.² Each MAP type is a one year process that includes a self-study, institutional activities, and a one-to-two day site visit by a peer reviewer. Museums receive a written report (by the peer reviewer) with recommendations for improvement and implementation.

MAP is supported through a cooperative agreement between the Institute of Museum and Library Services (IMLS) and AAM.

The evaluation set out to answer the following questions:

1. Did MAP participation help build a museum's institutional capacity, increase its professionalism, and strengthen its organizational performance (in the areas of overall operations, leadership, collections stewardship, community engagement)? How and why, or why not?
 - What were the fundamental capacities built, and other positive institutional changes that happened, due to MAP participation?
 - What were factors (either associated with the museum or the program structure) that most contributed to, or impeded, this capacity building and the development of a more professional organization?
2. How soon did positive contributions from MAP come to fruition?
3. Does assessment type have any relationship to or timing of the results?
4. What changes could be made to the organization and structure of MAP itself to further increase user satisfaction and to achieve the overall program goals?
5. What examples exist to illustrate the longitudinal contributions of MAP participation? Are there examples of institutional success and best practices from museums that have participated in MAP?

¹ Museum Assessment Program webpage, <http://www.aam-us.org/resources/assessment-programs/MAP>. Accessed June 21, 2017.

² A fourth type of MAP, Governance/Leadership, was offered 2002-2010 and subsequently discontinued. Data from some museums that participated is included in this report. Also note: Assessment names changed in 2013 so dual names were used in the survey.

6. Are there differences in the longitudinal contributions to participating museums depending on the type of assessment?

Previous evaluation firms hired by AAM began this process by reviewing MAP evaluation data from 5-7 years of survey results already collected by AAM. This review helped inform the creation of survey and interview questions. Office of Management and Budget (OMB) approved the online and paper survey and the Phone Interview Guide (all developed by other evaluation firms contracted with AAM) in 2017. Museum Partners Consulting, LLC (MPC) was hired by AAM to administer the online survey, conduct phone interviews, analyze results, and prepare this report.

MAP staff at AAM created a list of 757 contacts at museums who completed MAP between 2007-2015, notifying them via email on April 21, 2017 of the evaluation project and including a link to the online survey (paper copies of the survey were also made available upon request). The survey remained open for responses through May 12, 2017 (see Appendix for copy of online survey questions). The survey received 162 responses for a 95% confidence level and 7% margin of error.

One of the survey questions allowed respondents to opt-in for the phone interview. Those who opted-in were sorted by museum budget size, type, region, and responses, and 21 respondents that represented a wide swath of those categories were sent an email asking them for dates/time to be interviewed. Ten responded, and phone interviews with those 10 took place between June 19 and June 26, 2017 using the pre-approved Phone Interview script (see Appendix for copy of phone interview questions).



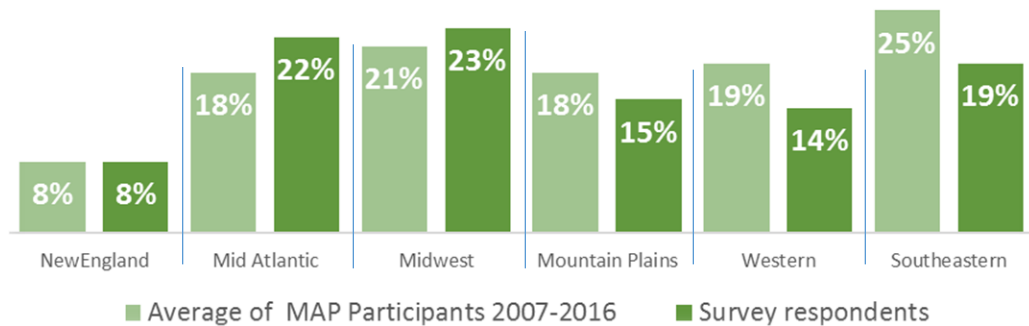
Section of *Jersey Rocks! A History of Rock & Roll in the Garden State* exhibition, The Morris Museum, NJ, 2011. Courtesy Claudia Ocello

Data/Analysis

Who answered the surveys?

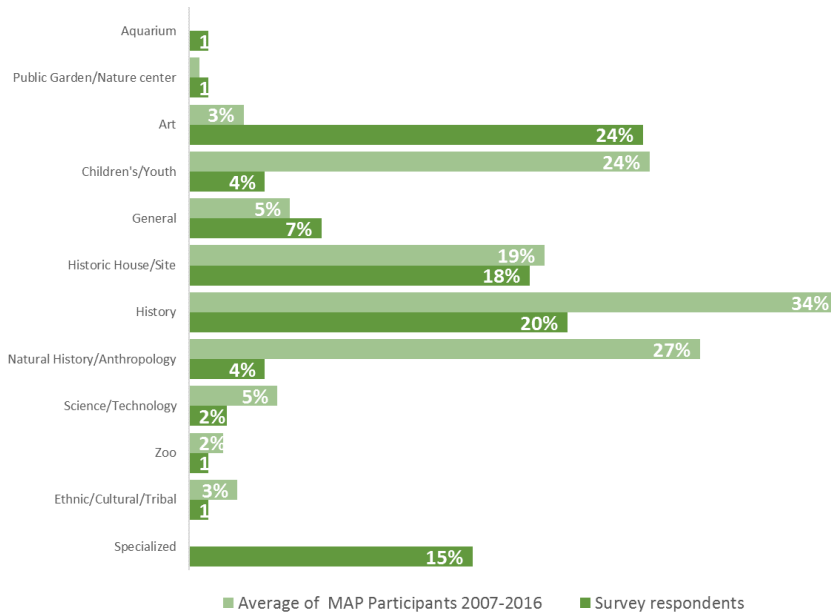
The highest percentage of respondents came from **Midwest museums (31%)**, closely followed by **Mid-Atlantic museums (30%)** and **Mountain-Plains (15%)**. This roughly correlates with AAM data on MAP participation for the years 2007-2016.

Survey respondents versus MAP participation (2007-2016), by region

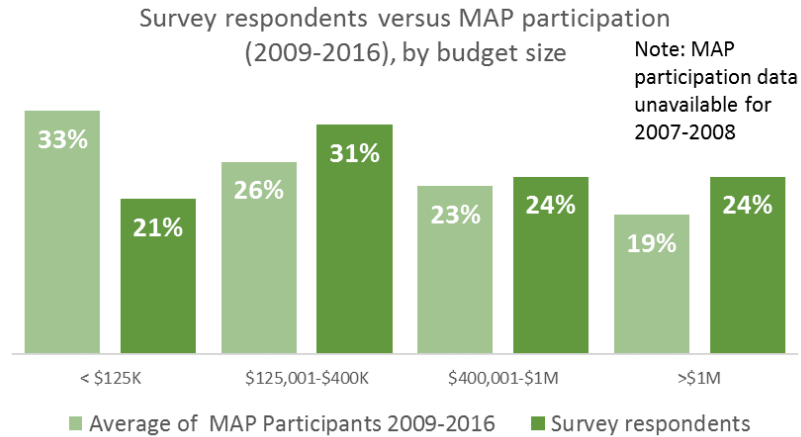


The highest percentage of respondents came from **art museums (24%)** followed by **history museums (20%)**. This roughly correlates with AAM data on MAP participation for the years 2007-2016. However, to a certain extent it is hard to compare the data because reporting from 2011-2016 combined data for general/specialized/ethnic/cultural/tribal museums and reporting also combined data for historic house/site/history over the same time period.

Survey respondents versus MAP participation (2007-2016), by museum type



The highest percentage of survey respondents had an institutional budget of between \$125,000 and \$400,000 (31%). This roughly correlates with AAM data on MAP participation for the years 2009-2016, except for fewer survey respondents from museums with budgets of less than \$125K (21% versus 33% average of MAP participants). This could be due to the fact that museums with that size budget may have fewer staff available who could respond to the survey. Note that data was not available for MAP participation for the years 2007-2008.



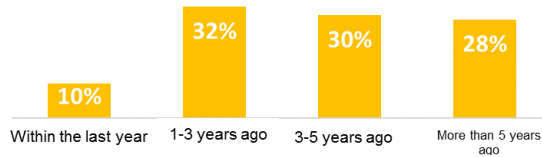
Only 4 of the survey respondents indicated they had completed all four MAP types. The highest number of respondents who did two MAP assessments completed both Organizational and Collections Stewardship (n=34). The most popular MAP completed (if an organization was only doing one) was the Organizational (n=81) followed by Collections (n=51). 27 survey respondents indicated they had completed 3 MAP types, and **80 survey respondents indicated they had completed 2 MAP types.**

MAP Participation by type of assessment ■ = completed this type

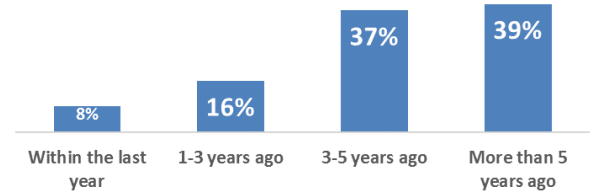
Organizational / Institutional	Leadership/ Governance	Collections Stewardship/ Management	Community Engagement/ Public Dimension	TOTAL (n=)
■	■	■	■	4
■	■			9
■	■			15
■				81
■	■	■		34
■			■	18
	■			17
	■	■		9
	■		■	5
		■		51
		■	■	17
			■	33
■		■	■	14
	■		■	4

Most of the survey respondents **completed their MAP assessment at least a year ago**, more likely at least three years ago.

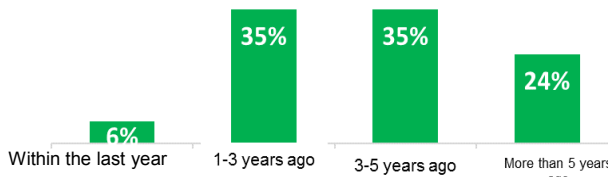
Approximately, when did your organization complete the **Organizational/Institutional Assessment?** (n=81)



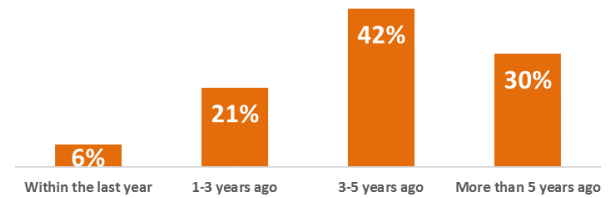
Approximately, when did your organization complete the **Collections Stewardship/Management Assessment?** (n=51)



Approximately, when did your organization complete the **Governance/Leadership Assessment?** (n=17)



Approximately, when did your organization complete the **Community Engagement / Public Dimension Assessment?** (n=33)

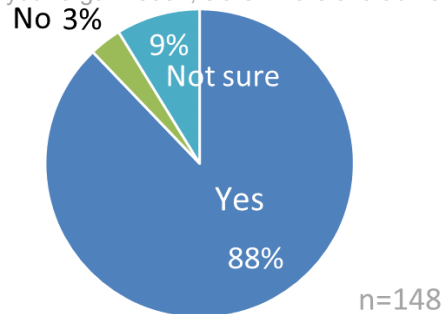


(Note: Governance MAP only offered 2002-2010)

Did MAP participation help build a museum’s institutional capacity, increase its professionalism, and strengthen its organizational performance?

A majority of survey respondents indicated that their participation in MAP had a positive influence on their organization.

Did your MAP participation have a positive influence on your organization, either in the short or long term?



Interviewees noted:

... there was a moment where we became self-aware of who we are, who our place was in community, how to move forward to be better in community... Could not have been as successful with our accomplishments without MAP.

MAP really helped to put fire under our feet... MAP pushed us. We probably would have allowed status quo to continue if map did not jump us out of our comfort zone.

The thing about MAP is that generally we//staff know what priorities are, what we need to do going forward, maintenance, marketing plans, etc. But for community and board, the clout you get from a peer review is what is so great about MAP. We can tell our board what we know to be true and they don't hear it, but an outside person writes it in report, and they get it.

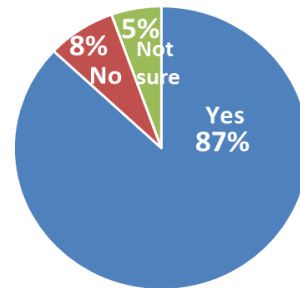
We were in peril, and the MAP program helped to create urgency to change.

We knew we needed to change. It was instrumental in providing the direction for our change.

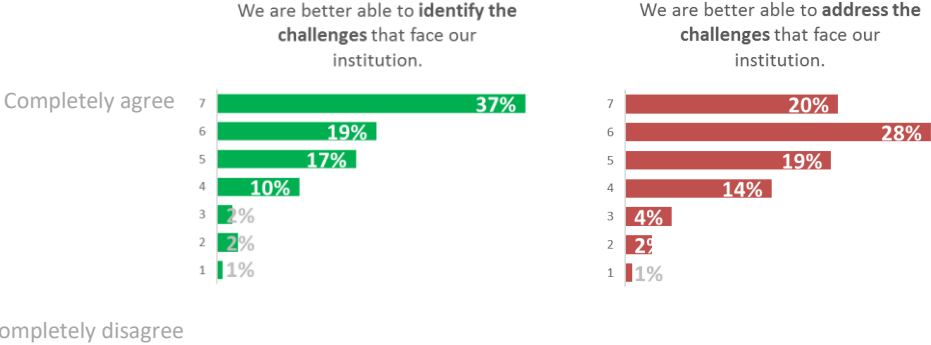
What were the fundamental capacities built, and other positive institutional changes that happened due to MAP participation?

A majority of survey respondents indicated that **their organization had implemented changes in institutional practice** since completing the MAP process.

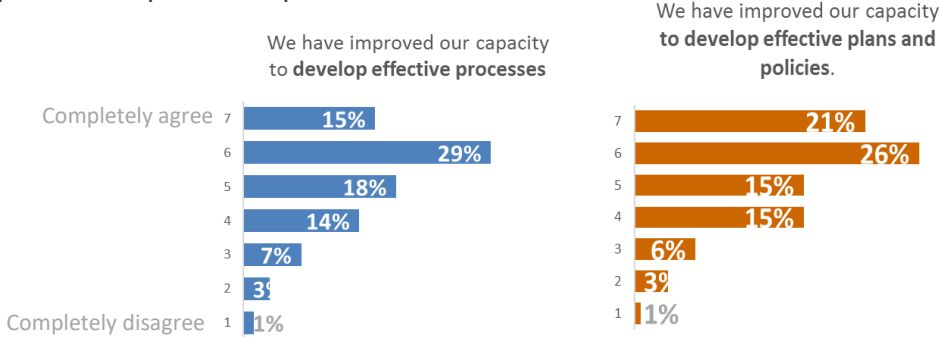
Has your organization implemented changes in institutional practice since completing the MAP process? (n=146)



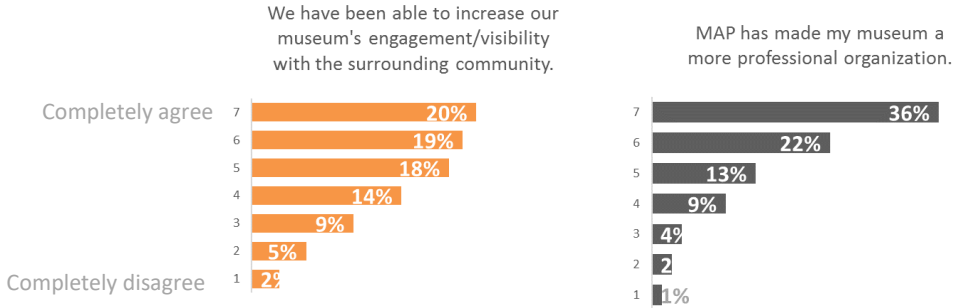
MAP participation helped museum **identify** challenges, but a little less so helped them **address** those challenges.



MAP participation improved a museum’s **capacity to develop** effective processes, plans and policies.



MAP participation also improved **community visibility and engagement** and **significantly professionalized organizations**.



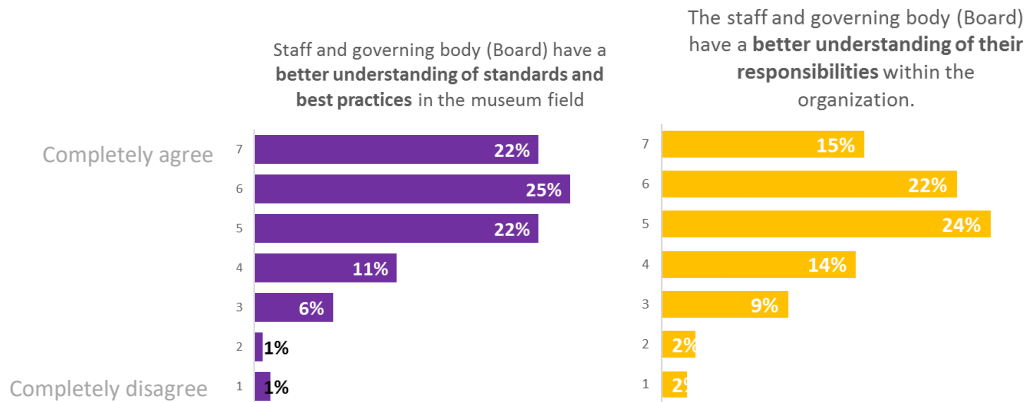
Interviewees (n=11) articulated specific tasks and positive institutional changes that resulted from MAP participation, including:

- incorporating the recommendations from the reviewer’s report into or as a basis for a strategic plan/action plan (86%);
- moving the organization towards accreditation (43%);
- moving towards institutional sustainability (financial) (43%);
- leveraging the MAP report or other monies/grants (29%);
- creating policies and procedures where none existed before (29%);
- create vision for change (14%);
- assisting with capital campaign (14%)

For example, one interviewee noted:

[MAP] Helped us identify museum standards and practices and we’re moving closer to adherence of those. Helped develop professional staff that we needed in support of those standards and practices. Helped us really collectively understand what needed to happen to ensure collections would be available to public in perpetuity. Same for financial – facets of museum operations, helped us develop operational budget in support of that.

Survey respondents (n=162) did not feel as strongly that MAP participation had as great an impact on the **Board’s understanding of standards and practices in the museum field, and their role in the organization.**



Interview comments and open-ended survey responses corroborated this data:

Getting the board members to see the long-term picture is almost impossible.

Our governing body didn't have buy in, still doesn't have buy in and continues to resist participating in visioning the future of our organization.

The MAP process was an excellent experience but the governing board has not changed the way it functions regardless of our peer reviewer's recommendations, unfortunately.

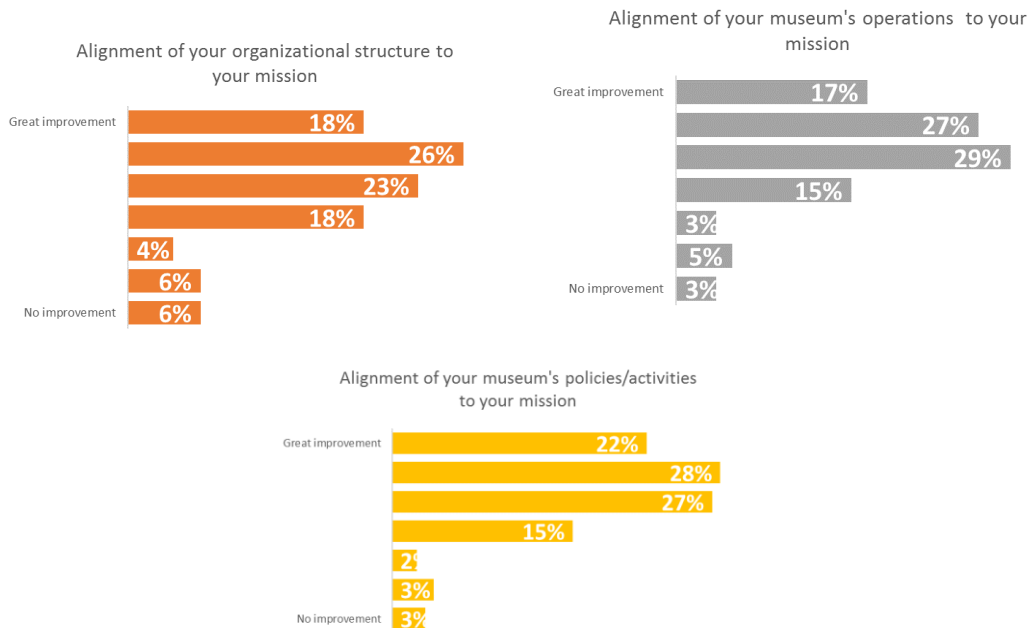
Board felt that they were not accountable for changes.

Our board culture is not open to change or giving funds for much need projects or protecting the collection.

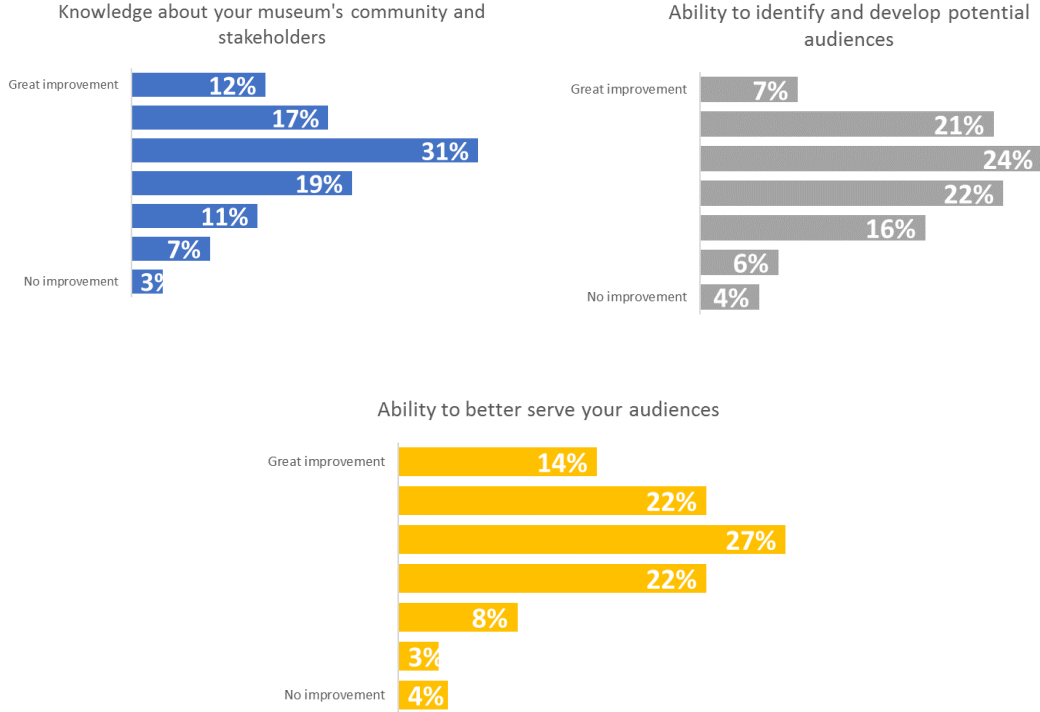
Not enough board buy in. Too focused on financial concerns to work on other things.

In answer to the survey question “To what extent has your institution’s MAP participation improved any of the following” respondents (n=144) weighed in as follows:

MAP participation somewhat improved the alignment of a site’s organizational structure, operations, and policies and procedures to its mission.



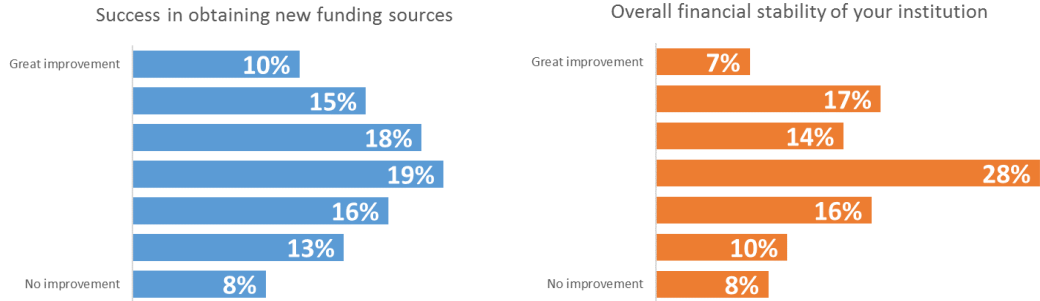
MAP participation also **somewhat helped a museum's work with audiences.**



Respondents felt strongly that MAP participation **greatly improved their readiness for accreditation or re-accreditation...**



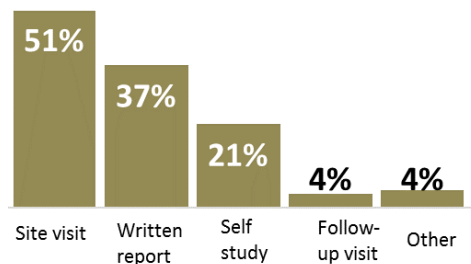
...and most felt that **MAP was somewhat to very helpful in improving their organization's financial situation.**



The data suggest that **MAP builds fundamental capacities in the areas of audience awareness, mission alignment, and preparation for accreditation, and in doing so professionalizes museums.** Based on the data, MAP helps museums identify challenges, but does not help the Board's/governing body's ability to understand their role in improving the financial situation.

What were factors (either associated with the museum or the program structure) that most contributed to, or impeded, this capacity building and the development of a more professional organization?

Which component contributed most to your organizations's changes in practice or philosophy?
(n=112)



Survey data shows the **most helpful components of the MAP process were the site visit and peer-reviewer's report**, followed by the self-study workbook (which has the activities embedded in it), with some respondents articulating more than one component (n=112).

Interviewees echoed this data. 73% of interviewees said the site visit and written report were most helpful, and 45% noted the self-assessment workbook was most helpful, while 9% noted the follow-up visit was most helpful (Note: some respondents cited multiple factors as being helpful).

Completing the self-assessment enabled us to examine all the elements of the museum.

Having a peer reviewer assess our operations was eye opening for the staff and advisory board.

Our impressive MAP assessor wrote a report that we still use to support our efforts to improve Museum operations.

I chose MAP over STePS³ because of the peer reviewer aspect (it's not present in STePS). Make sure they keep peer reviewer in the MAP process, it was such an important part of the process for us.

Interviews and open-ended survey responses articulated **some specific factors** that contributed to capacity building and the development of a more professional organization (emphasis added):

³ [STePs](#) is a self-assessment program designed for small to mid-size history museums by the American Association for State and Local History (AASLH).

We knew going into the MAP process that we wanted to reach younger and more diverse audiences, but we were a bit stuck at a plateau in that effort. **The MAP process and reviewer** pushed us over that hump into trying new strategies that have been more successful.

The first MAP convinced administration to hire staff that were interested and qualified to participate in the other assessment programs. The museum's staff became much more professional in general, and our interpretive staff grew and improved their processes.

Before MAP, we were struggling to erase a deficit, and we were afraid to spend money on programs. **The reviewer urged us to build our programming**, saying that the fundraising would follow. She was absolutely right. With every program event, we add members and find contributors we otherwise wouldn't have, and we're finally solvent!

Our reviewer well assessed our museum needs and resources and suggested capacity building educational programming the museum could develop and offer for children's and for families at the museum.

When we started MAP process we were Children's Discovery Museum of WV. We knew we wanted to do renovation, wanted to change our name, but had been thinking that we'd be in new space before do any of that. **In taking with peer reviewer she said why go through all the trouble of marketing under your old name if planning a name change?** Total shift for us in our thinking - we all got back together and said it makes sense. So we figured out how to renovate and rebrand as SPARK.

Only a few MAP participants were **less enthusiastic about their peer reviewer**:

Collections stewardship [...] – was most interesting because of peer reviewer. Was her first time to be peer reviewer and I don't think I realized that it was her first time, so rather than just focus on collections she almost did another Organizational type of MAP.

[Community engagement] We did some, not all the reviewer recommended. We picked and chose changes – some we would not have done if not brought to our attention. But the Video conference center for \$100,000 – we just can't do that. Would have liked more of a realistic approach to our facility – we were treated like a large facility, we couldn't implement many things recommended due to budget, small city.

Peer reviewer did not “click” with our organization.

Open-ended survey responses for the question ***What has prevented your organization from implementing changes? Were there specific circumstances that made implementing change difficult?*** fell into five categories:

- Board/governance issues;
- Staffing issues;
- Lack of time;
- Combination of the above;
- Other

Our board of directors. The MAP process was an excellent experience but the governing board has not changed the way it functions regardless of our peer reviewer's recommendations, unfortunately.

As a small organization, we depend almost totally on volunteers. These volunteers come and go and limit continuity in programs and the need to retrain new volunteers. Also, being a part of a small community, we constantly compete for the volunteers that are available.

Not enough time.

Funds, staff, and leadership all play a role in not getting more things completed.

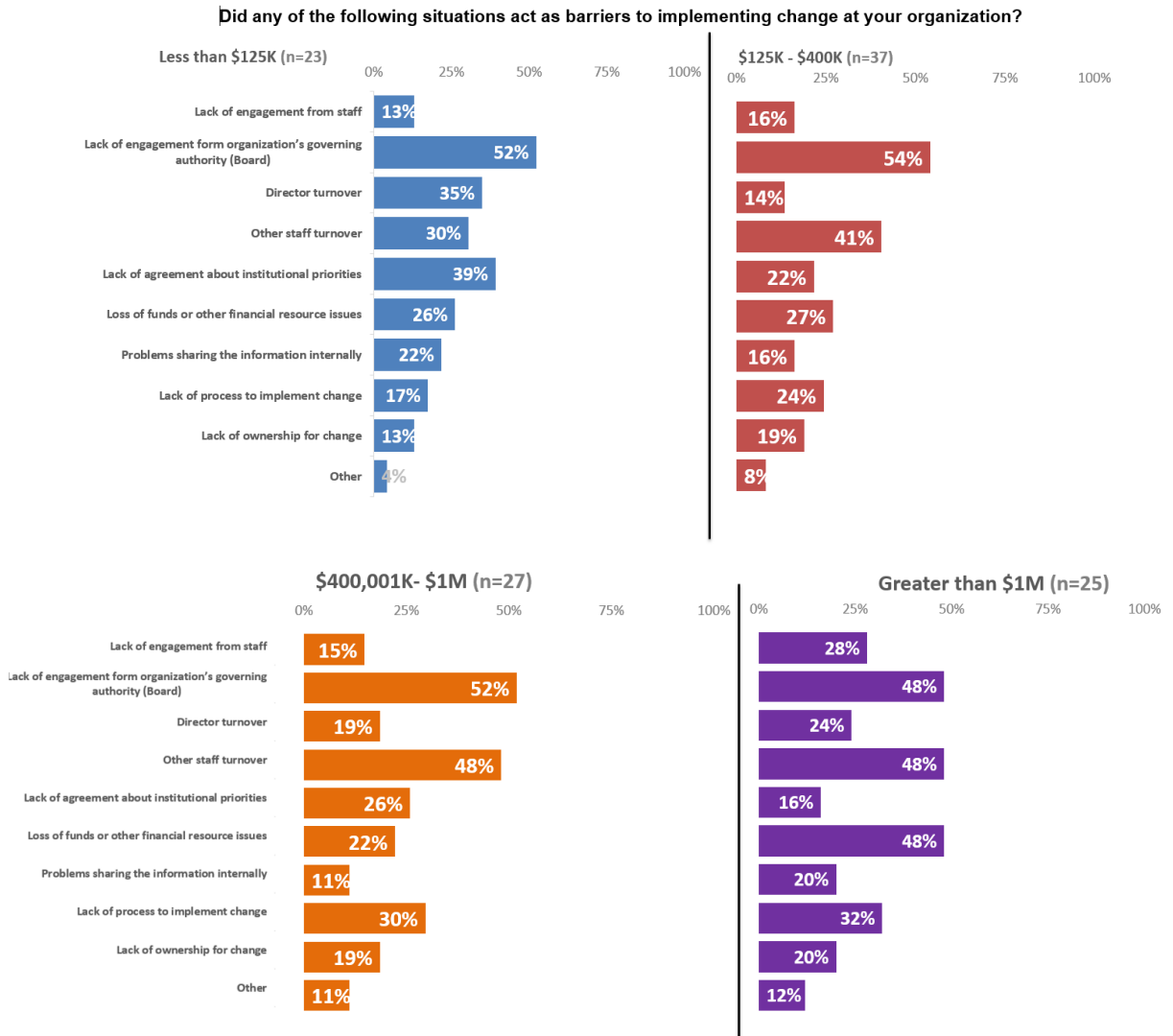
There were some really valuable recommendations in our MAP report. It was undertaken as a step to strengthen IMLS submissions. And, perhaps too much time elapsed for even that to be a factor in our next (unsuccessful) application 10 years later. It [MAP] was an expensive [in terms of time spent] investment with little or no return.

The MAP report landed with a thud. No one seemed to take it to heart, although it may have been good for our Board to hear from an outsider the sorts of best practices recommendations that I had been promoting. Perhaps it gave me the credibility to eventually push through the sorts of changes that were needed, but the MAP report itself has been almost completely forgotten as far as I can tell.



Recreated 1940s-1950s African American YWCA club room, Montclair History Center, NJ, 2014. Courtesy Claudia Ocello

To better distinguish if there is a correlation between budget size and barrier to implementing change, survey data was analyzed by budget.



This data suggests the following:

- Museums of all budget sizes have issues with lack of board engagement.
- Financial resources/loss of funds is a bigger issue with museums with budget greater than \$1M.
- Director turnover is more of an issue in museums with budgets up to \$125,000.
- Other staff turnover is more of an issue in museums with budgets less than \$125,000.
- The larger the museum budget, the more lack of process to implement change.
- Smaller museums were more affected by lack of agreement on institutional priorities.

How soon did positive contributions from MAP come to fruition? Are there differences in the longitudinal contributions to participating museums depending on the type of assessment?

The majority of respondents to the survey and interviews had completed MAP more than a year ago. Comparison by budget of time to complete outcomes showed the following:

Regarding the **Organizational MAP**:

- The smallest budget museums were best at completing changes long-term, and worst at completing changes short-term;
- Museums with budgets \$125,001 - \$400,000 were best at completing MAP changes in the short-term;
- Museums with budgets \$400,001 - \$1M had the highest percentage of changes they were still planning on completing;
- Museums with budgets over \$1M had more changes they were not planning on doing.

Organizational MAP budget <\$125,000 (n=13)	Short-Term: Completed within a year after MAP	Mid-Term: Completed between 1-3 years after MAP	Long-Term: Completed 3+ years after MAP	We have yet to do this, but are planning to	We are not planning to do this
Increase staff/board knowledge about museum standards	23%	23%	31%	15%	8%
Improve alignment of museum operations to	31%	54%	15%	0%	0%
Improve alignment of organizational structure	8%	54%	23%	0%	8%
Develop a mission statement or refine the	46%	31%	23%	0%	0%
Develop an institutional code of ethics	0%	31%	23%	38%	8%
Develop an institutional plan	15%	23%	23%	31%	0%
Develop an interpretive plan	0%	23%	0%	38%	31%
Develop an investment plan	0%	8%	8%	54%	23%
Develop a personnel plan	0%	15%	23%	38%	23%
Develop/review/revise policies and	23%	23%	23%	23%	8%
Assess facilities management needs	23%	31%	8%	15%	23%
Become financially sustainable	0%	23%	31%	23%	15%

Organizational MAP budget \$125,001-\$400,000 (n=27)	Short-Term: Completed within a year after MAP	Mid-Term: Completed between 1-3 years after MAP	Long-Term: Completed 3+ years after MAP	We have yet to do this, but are planning to	We are not planning to do this
Increase staff/board knowledge about museum standards	52%	22%	15%	11%	0%
Improve alignment of museum operations to your mission	37%	48%	7%	7%	0%
Improve alignment of organizational structure to your mission	33%	41%	11%	15%	0%
Develop a mission statement or refine the existing mission	52%	11%	15%	15%	7%
Develop an institutional code of ethics	30%	30%	7%	30%	4%
Develop an institutional plan	26%	4%	26%	33%	11%
Develop an interpretive plan	22%	7%	15%	30%	26%
Develop an investment plan	11%	7%	15%	33%	33%
Develop a personnel plan	11%	22%	7%	26%	33%
Develop/review/revise policies and procedures	26%	26%	22%	22%	4%
Assess facilities management needs	37%	22%	15%	19%	7%
Become financially sustainable	7%	22%	22%	37%	11%

Organizational MAP budget \$400,001-\$1M (n=18)	Short-Term: Completed within a year after MAP	Mid-Term: Completed between 1-3 years after MAP	Long-Term: Completed 3+ years after MAP	We have yet to do this, but are planning to	We are not planning to do this
Increase staff/board knowledge about museum standards	39%	28%	6%	28%	0%
Improve alignment of museum operations to your mission	22%	56%	6%	17%	0%
Improve alignment of organizational structure to your mission	28%	33%	17%	17%	6%
Develop a mission statement or refine the existing mission	39%	39%	0%	17%	6%
Develop an institutional code of ethics	33%	28%	6%	28%	6%
Develop an institutional plan	17%	39%	6%	22%	6%
Develop an interpretive plan	0%	33%	11%	39%	17%
Develop an investment plan	6%	17%	11%	22%	44%
Develop a personnel plan	6%	22%	11%	17%	33%
Develop/review/revise policies and procedures	22%	28%	22%	28%	0%
Assess facilities management needs	22%	28%	22%	28%	0%
Become financially sustainable	6%	22%	33%	33%	6%

Organizational MAP budget <\$1M (n=20)	Short-Term: Completed within a year after MAP	Mid-Term: Completed between 1-3 years after MAP	Long-Term: Completed 3+ years after MAP	We have yet to do this, but are planning to	We are not planning to do this
Increase staff/board knowledge about museum standards	50%	20%	15%	5%	10%
Improve alignment of museum operations to your mission	25%	40%	20%	0%	10%
Improve alignment of organizational structure to your mission	20%	30%	35%	0%	10%
Develop a mission statement or refine the existing mission	30%	25%	15%	5%	20%
Develop an institutional code of ethics	35%	25%	15%	0%	20%
Develop an institutional plan	35%	25%	15%	5%	10%
Develop an interpretive plan	5%	25%	10%	35%	20%
Develop an investment plan	20%	15%	0%	10%	45%
Develop a personnel plan	15%	25%	10%	15%	30%
Develop/review/revise policies and procedures	35%	30%	25%	5%	5%
Assess facilities management needs	45%	25%	15%	10%	0%
Become financially sustainable	5%	20%	25%	30%	15%

The data from the **Collections MAP** suggests the following:

- Museums with the smallest budget completed the fewest changes in the short-term;
- Museums with budgets over \$1M were best at completing MAP changes in the short-term;
- Museums with a budget of \$400,001 - \$1M completed the most changes in the mid-term after MAP;
- Museums with budgets \$125,001 - \$400,000 were best at completing MAP changes in the long-term;
- Museums with budgets \$400,001 - \$1M had the highest percentage of changes they were still planning on completing;
- Museums with budgets over \$1M had more changes they were not planning on doing.

Collections MAP budget <\$125,000 (n=9)	Short-Term: Completed within a year after MAP	Mid-Term: Completed between 1-3 years after MAP	Long-Term: Completed 3+ years after MAP	We have yet to do this, but are planning to	We are not planning to do this
Increase staff / board knowledge about collections standards	56%	22%	22%	0%	0%
Improve alignment of collections with your mission	33%	33%	33%	0%	0%
Improve alignment of collections with the institutional plans	33%	11%	44%	11%	0%
Write a collections plan	56%	0%	11%	33%	0%
Write a conservation plan	11%	11%	11%	44%	11%
Write a facilities management plan	0%	11%	11%	44%	22%
Write an emergency management plan	33%	0%	22%	44%	0%
Write/revise a collections management policy	33%	11%	22%	22%	0%
Write/revise collections management procedures	22%	11%	33%	11%	0%
Improve collections care (storage, environmental conditions,	22%	44%	22%	11%	0%
Prioritize long-term collections management issues	0%	22%	44%	22%	0%
Assess needs in the area of collections management staffing	0%	22%	22%	22%	22%
Increase number/capacity of staff dedicated to collections care	0%	11%	22%	33%	22%
Improve collections documentation (accessioning,	56%	22%	11%	11%	0%
Raise funds to support collections	11%	0%	11%	44%	22%

Collections MAP budget \$125,001-\$400,000 (n=17)	Short-Term: Completed within a year after MAP	Mid-Term: Completed between 1-3 years after MAP	Long-Term: Completed 3+ years after MAP	We have yet to do this, but are planning to	We are not planning to do this
Increase staff / board knowledge about collections standards	47%	35%	12%	0%	0%
Improve alignment of collections with your mission	35%	35%	18%	0%	12%
Improve alignment of collections with the institutional plans	12%	35%	35%	12%	6%
Write a collections plan	41%	24%	18%	12%	6%
Write a conservation plan	24%	18%	24%	29%	6%
Write a facilities management plan	12%	0%	47%	29%	6%
Write an emergency management plan	35%	18%	35%	12%	0%
Write/revise a collections management policy	53%	12%	24%	12%	0%
Write/revise collections management procedures	53%	12%	24%	12%	0%
Improve collections care (storage, environmental conditions,	47%	29%	24%	0%	0%
Prioritize long-term collections management issues	35%	18%	35%	12%	0%
Assess needs in the area of collections management staffing	12%	24%	47%	12%	6%
Increase number/capacity of staff dedicated to collections care	6%	18%	29%	12%	35%
Improve collections documentation (accessioning,	24%	41%	35%	0%	0%
Raise funds to support collections	6%	24%	18%	12%	29%

Collections MAP budget \$400,001-\$1M (n=10)	Short-Term: Completed within a year after MAP	Mid-Term: Completed between 1-3 years after MAP	Long-Term: Completed 3+ years after MAP	We have yet to do this, but are planning to	We are not planning to do this
Increase staff / board knowledge about collections standards	40%	40%	0%	20%	0%
Improve alignment of collections with your mission	30%	20%	20%	20%	10%
Improve alignment of collections with the institutional plans	20%	40%	20%	10%	10%
Write a collections plan	30%	40%	0%	30%	0%
Write a conservation plan	20%	30%	10%	40%	0%
Write a facilities management plan	10%	20%	10%	30%	30%
Write an emergency management plan	40%	30%	0%	30%	0%
Write/revise a collections management policy	40%	50%	0%	10%	0%
Write/revise collections management procedures	40%	30%	0%	20%	10%
Improve collections care (storage, environmental conditions,	20%	40%	10%	30%	0%
Prioritize long-term collections management issues	0%	40%	20%	40%	0%
Assess needs in the area of collections management staffing	20%	40%	0%	30%	10%
Increase number/capacity of staff dedicated to collections care	10%	40%	0%	30%	20%
Improve collections documentation (accessioning,	40%	40%	10%	10%	0%
Raise funds to support collections	20%	20%	10%	40%	10%

Collections MAP budget <\$1M (n=20)	Short-Term: Completed within a year after MAP	Mid-Term: Completed between 1-3 years after MAP	Long-Term: Completed 3+ years after MAP	We have yet to do this, but are planning to	We are not planning to do this
Increase staff / board knowledge about collections standards	69%	23%	0%	8%	0%
Improve alignment of collections with your mission	46%	23%	8%	15%	0%
Improve alignment of collections with the institutional plans	46%	15%	23%	8%	0%
Write a collections plan	46%	15%	8%	8%	15%
Write a conservation plan	8%	8%	15%	46%	15%
Write a facilities management plan	8%	31%	31%	8%	8%
Write an emergency management plan	38%	38%	23%	0%	0%
Write/revise a collections management policy	54%	31%	15%	0%	0%
Write/revise collections management procedures	38%	38%	8%	0%	8%
Improve collections care (storage, environmental conditions,	31%	38%	23%	8%	0%
Prioritize long-term collections management issues	38%	8%	38%	8%	0%
Assess needs in the area of collections management staffing	46%	15%	8%	8%	15%
Increase number/capacity of staff dedicated to collections care	15%	23%	23%	15%	23%
Improve collections documentation (accessioning,	38%	15%	31%	8%	8%
Raise funds to support collections	0%	23%	15%	31%	23%

The data from the **Community Engagement MAP** suggests the following:

- Museums with budgets of \$400,001-\$1M completed the fewest changes in the short-term;
- Museums with budgets over \$1M were best at completing MAP changes in the short-term;
- Museums with a budget of \$400,001 - \$1M completed the most changes in the mid-term after MAP;
- Museums with budgets under \$125,000 were best at completing MAP changes in the long-term;
- Museums with budgets under \$125,000 and \$125,001- \$400,000 both had the highest percentage of changes they were still planning on completing;
- Museums with budgets of \$400,001- \$1M had more changes they were not planning on doing.

Community Engagement MAP budget <\$125,000 (n=6)	Short-Term: Completed within a year of completing MAP	Mid-Term: Completed between 1-3 years of completing MAP	Long-Term: Completed after 3 years of completing MAP	We have yet to do this, but are planning to	We are not planning to do this
Increase understanding of museum's community and stakeholders	50%	17%	33%	0%	0%
Increase understanding of how the museum is perceived by its	33%	33%	33%	0%	0%
Improve alignment of mission with your audience and	33%	17%	33%	0%	17%
Better communicate with your community	33%	17%	50%	0%	0%
Identify and develop potential audiences	33%	17%	50%	0%	0%
Gain / Connect with new audiences	33%	0%	67%	0%	0%
Create collaborations to address community needs	0%	33%	50%	17%	0%
Incorporate community needs into long-range plans	17%	33%	33%	17%	0%
Conduct audience evaluation	17%	17%	50%	17%	0%
Enhance visitor services	33%	17%	33%	17%	0%
Meet audience needs through exhibitions and programming	67%	0%	33%	0%	0%
Write a marketing plan	17%	33%	0%	50%	0%
Write/review/revise policies and procedures	17%	33%	0%	33%	17%

Community Engagement MAP budget \$125,001-\$400,000 (n=10)	Short-Term: Completed within a year of completing MAP	Mid-Term: Completed between 1-3 years of completing MAP	Long-Term: Completed after 3 years of completing MAP	We have yet to do this, but are planning to	We are not planning to do this
Increase understanding of museum's community and stakeholders	60%	20%	20%	0%	0%
Increase understanding of how the museum is perceived by its	60%	40%	0%	0%	0%
Improve alignment of mission with your audience and	40%	40%	0%	20%	0%
Better communicate with your community	40%	60%	0%	0%	0%
Identify and develop potential audiences	40%	50%	10%	0%	0%
Gain / Connect with new audiences	30%	60%	10%	0%	0%
Create collaborations to address community needs	10%	50%	30%	0%	0%
Incorporate community needs into long-range plans	40%	10%	20%	30%	0%
Conduct audience evaluation	30%	40%	10%	10%	10%
Enhance visitor services	40%	30%	20%	10%	0%
Meet audience needs through exhibitions and programming	60%	10%	20%	10%	0%
Write a marketing plan	0%	0%	10%	50%	20%
Write/review/revise policies and procedures	50%	10%	10%	20%	0%

Community Engagement MAP budget \$400,001-\$1M (n=7)	Short-Term: Completed within a year of completing MAP	Mid-Term: Completed between 1-3 years of completing MAP	Long-Term: Completed after 3 years of completing MAP	We have yet to do this, but are planning to	We are not planning to do this
Increase understanding of museum's community and stakeholders	43%	57%	0%	0%	0%
Increase understanding of how the museum is perceived by its	29%	57%	0%	0%	0%
Improve alignment of mission with your audience and	0%	71%	0%	0%	14%
Better communicate with your community	29%	57%	14%	0%	0%
Identify and develop potential audiences	57%	29%	14%	0%	0%
Gain / Connect with new audiences	14%	57%	29%	0%	0%
Create collaborations to address community needs	29%	43%	29%	0%	0%
Incorporate community needs into long-range plans	14%	43%	43%	0%	0%
Conduct audience evaluation	14%	29%	0%	29%	29%
Enhance visitor services	29%	14%	14%	14%	14%
Meet audience needs through exhibitions and programming	29%	29%	43%	0%	0%
Write a marketing plan	14%	29%	14%	14%	14%
Write/review/revise policies and procedures	14%	29%	29%	0%	14%

Community Engagement MAP budget <\$1M (n=9)	Short-Term: Completed within a year of completing MAP	Mid-Term: Completed between 1-3 years of completing MAP	Long-Term: Completed after 3 years of completing MAP	We have yet to do this, but are planning to	We are not planning to do this
Increase understanding of museum's community and stakeholders	89%	11%	0%	0%	0%
Increase understanding of how the museum is perceived by its	78%	22%	0%	0%	0%
Improve alignment of mission with your audience and	33%	44%	0%	0%	22%
Better communicate with your community	33%	33%	33%	0%	0%
Identify and develop potential audiences	33%	44%	22%	0%	0%
Gain / Connect with new audiences	22%	33%	22%	11%	0%
Create collaborations to address community needs	33%	33%	33%	0%	0%
Incorporate community needs into long-range plans	11%	44%	33%	0%	11%
Conduct audience evaluation	44%	33%	11%	11%	0%
Enhance visitor services	44%	33%	11%	11%	0%
Meet audience needs through exhibitions and programming	22%	33%	33%	11%	0%
Write a marketing plan	33%	33%	11%	22%	0%
Write/review/revise policies and procedures	33%	33%	11%	22%	0%

Governance MAP data suggests the following:

- Museums with budgets of \$125,001 - \$400,000 completed the fewest changes in the short-term;
- Museums with budgets over \$1M were best at completing MAP changes in the short-term;
- Museums with a budget of \$400,001 - \$1M and budgets over \$1M completed the most changes in the mid-term after MAP;
- Museums with budgets under \$125,000 were best at completing MAP changes in the long-term;
- Museums with budgets \$400,001 - \$1M had the highest percentage of changes they were still planning on completing;
- Museums with budgets of \$125,001- \$400,000 had more changes they were not planning on doing.

Governance MAP budget < \$125,000 (n=5)	Short-Term: Completed within a year after MAP	Mid-Term: Completed between 1-3 years after MAP	Long-Term: Completed 3+ years after MAP	We have yet to do this, but are planning to	We are not planning to do this
Improved understanding of roles/responsibilities of gov authority	40%	20%	40%	0%	0%
Improvements in board recruitment	0%	20%	60%	20%	0%
Improvements in board retention	0%	20%	60%	20%	0%
Improvements in board engagement	20%	20%	20%	40%	0%
Increased ability to obtain / manage resources	20%	60%	20%	0%	0%
Improved clarity regarding the roles of auxiliary groups	0%	0%	80%	20%	0%
Improved communications among members of governing authority	40%	20%	40%	0%	0%

Governance MAP budget \$125,001-\$400,000 (n=4)	Short-Term: Completed within a year after MAP	Mid-Term: Completed between 1-3 years after MAP	Long-Term: Completed 3+ years after MAP	We have yet to do this, but are planning to	We are not planning to do this
Improved understanding of roles/responsibilities of gov authority	75%	0%	25%	0%	0%
Improvements in board recruitment	0%	25%	50%	25%	0%
Improvements in board retention	0%	50%	25%	0%	25%
Improvements in board engagement	0%	25%	50%	25%	0%
Increased ability to obtain / manage resources	0%	0%	25%	75%	0%
Improved clarity regarding the roles of auxiliary groups	0%	0%	25%	0%	50%
Improved communications among members of the gov authority	0%	50%	25%	25%	0%

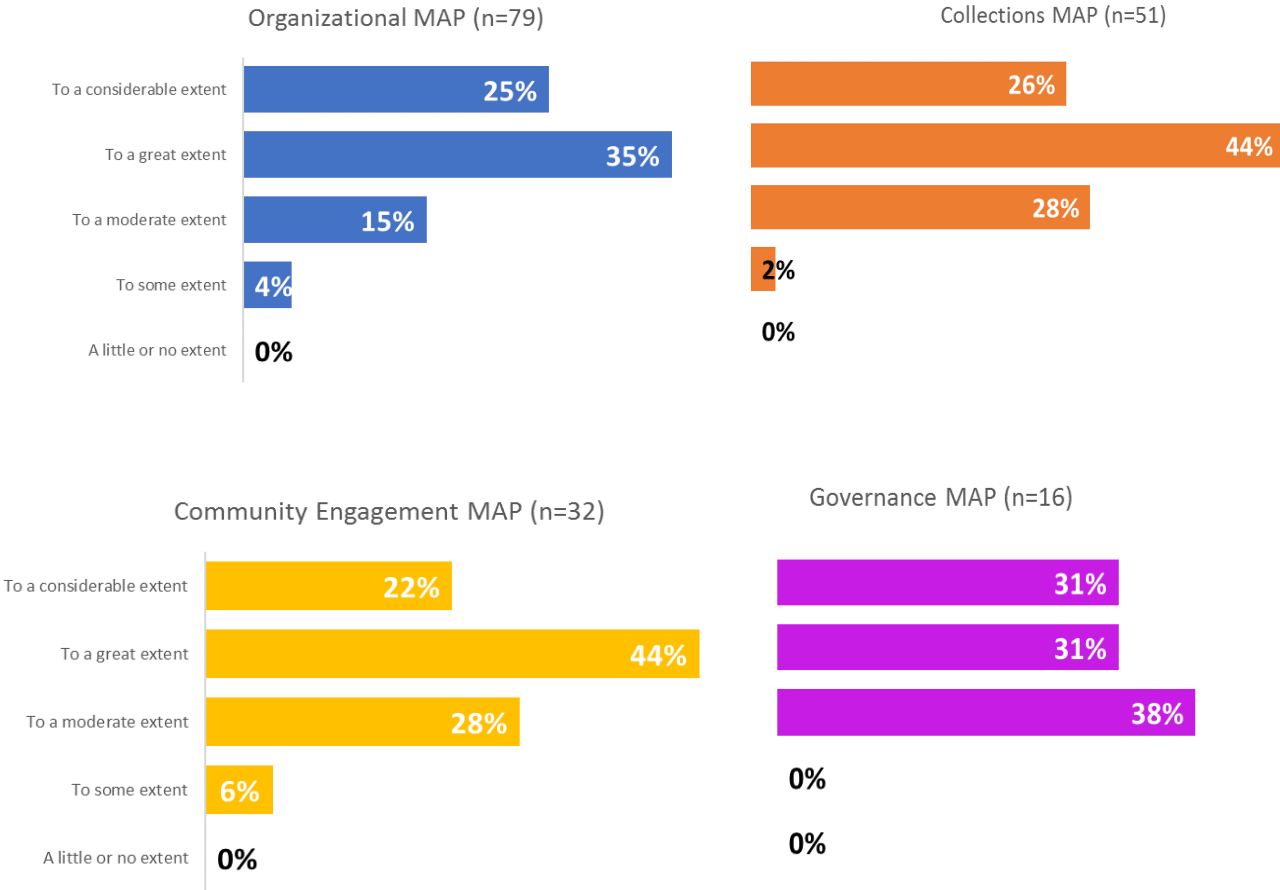
Governance MAP budget \$400,001-\$1M (n=3)	Short-Term: Completed within a year after MAP	Mid-Term: Completed between 1-3 years after MAP	Long-Term: Completed 3+ years after MAP	We have yet to do this, but are planning to	We are not planning to do this
Improved understanding of roles/responsibilities of gov authority	33%	33%	0%	33%	0%
Improvements in board recruitment	33%	0%	33%	33%	0%
Improvements in board retention	0%	33%	33%	33%	0%
Improvements in board engagement	0%	33%	33%	33%	0%
Increased ability to obtain / manage resources	0%	33%	33%	33%	0%
Improved clarity regarding the roles of auxiliary groups	33%	0%	33%	33%	0%
Improved communications among members of gov authority	33%	33%	33%	0%	0%

Governance MAP budget <\$1M (n=3)	Short-Term: Completed within a year after MAP	Mid-Term: Completed between 1-3 years after MAP	Long-Term: Completed 3+ years after MAP	We have yet to do this, but are planning to	We are not planning to do this
Improved understanding of roles/responsibilities of gov authority	33%	33%	0%	0%	33%
Improvements in board recruitment	33%	33%	33%	0%	0%
Improvements in board retention	33%	33%	0%	33%	0%
Improvements in board engagement	33%	0%	33%	33%	0%
Increased ability to obtain / manage resources	33%	0%	67%	0%	0%
Improved clarity regarding the roles of auxiliary groups	33%	33%	33%	0%	0%
Improved communications among members of gov authority	33%	33%	0%	33%	0%

While there is some consistency in correlation between museum budget and ability to make changes (i.e. smaller budget = longer time to make changes) in some MAP types, it is not conclusive across all assessment programs. The data suggests that **smaller museums have a harder time implementing short-term changes for the Organizational MAP and the Collections MAP.**

Does assessment type have any relationship to or timing of the results?

The data suggests that the **degree of impact is greatest with Collections MAP and Community Engagement MAP**. This could be because some of the effects and impact of these MAP types are more visible and concrete (i.e. improve collections documentation, conduct audience evaluation, etc.) than those of the Organizational or Governance MAP (i.e. become financially sustainable).



Interviewees had much to say about the **types of MAP assessments and their effect on the organization:**

Organizational MAP was useful to self-measure ourselves. Looked at overall operations, take our temperature. It did not contribute to institutional change – it really was like an inward look. Like a check-up, not a diagnosis kind of visit. Collections stewardship has been more instrumental in shifting our practices.

Absolutely – if hadn't done Collections MAP, it would be a disorganized mess. Finding an object and info about it was like looking for a needle in a haystack...we have more to do but it's night and day.

Yes because it put our attention on the questions about audience in a strategic way that would have taken long time to get to otherwise. [Community Engagement MAP]

Yes, there was a moment where we became self-aware of who we are, who our place was in community, how to move forward to be better in community... Could not have been as successful with our accomplishments without MAP. [Community Engagement MAP]

[Organizational] MAP helped with underpinnings of infrastructure of the organization... gave us all the info we needed to plot a course to move forward.

Did Community Engagement MAP first because organization was so insular, wanted to reach out right out of the gate, welcome and open to what doing to community, so they could see that things were going to change.

Did Organizational MAP next –within a year and half, board meetings were more efficient, committees formed with staff liaisons. Organizational MAP helped me inform board that this is what governance needed to look like.

Our Collections Stewardship MAP report confirmed our belief that in order to achieve accreditation, it was essential to restructure staff to include a full-time collections manager and obtain more space for collections storage. The report also stressed the importance of upgrading the reporting relationship between the museum director and university administration was key to making that happen.

What examples exist to illustrate the longitudinal contributions of MAP participation? Are there examples of institutional success and best practices from museums that have participated in MAP?

AAM decided to remove the creation of case studies as part of the evaluator's scope of work. However, the evaluator conducted 11 phone interviews, using a defined question set, as the basis for them. AAM can use the results to create case studies or other materials in the future. Raw notes from each interview are provided in a separate attachment.

What changes could be made to the organization and structure of MAP itself to further increase user satisfaction and to achieve the overall program goals?

Several of the changes suggested came from interviewees.

Recommendations

- **Provide more support to organizations whose Boards/Governance hinder progress with MAP changes.** Many respondents cited issues with Board/Governance as a reason for not completing more changes. This could mean a refreshing/revisioning of the Leadership/Governance MAP or the creation of a new MAP; or more support in current MAPs for Board alignment.
- **Provide more support to help museums use MAP to improve their financial situation.** More concrete examples from successful MAP participants of how a MAP review can leverage more funds could assist museums who are unsure how MAP could help them in this area.
- **Use past MAP participants as “MAP Mentors.”** Matching organizations going through MAP by type and size with a previous participant could help encourage more museums to complete the MAP process and then put peer reviewer recommendations into action.
- **Create yearly cohorts of MAP participants by MAP type that (virtually) meet periodically for support.** It could be helpful just to hear that another museum (of a different or similar size/type) is going through the same issues you are while trying to complete your MAP. Organizing periodic (video)conference calls with cohorts completing same-type MAPs creates a sense of belonging, camaraderie, and shared experiences.



Traveling trunk outreach program, Vietnam Era Education Center Memorial and Museum, NJ, 2010
Courtesy Claudia Ocello

- **Revise the self-study workbook questions.** With the changing nature of technology in our fast-paced life, the self-study workbook questions could use some revisiting to ensure they are current and relevant.
- **Explore how MAP changes could be measured without a timeline.** Smaller museums take longer to manifest most MAP changes. Explore what could replace a timeline in reporting out MAP changes and impacts, to allow for more flexibility/less pressure for museums. Suggestions included having peer reviewer recommendations be a “punchlist” or a “wishlist.”
- **More mandatory follow-up with peer reviewer after report submitted.** Some participants took it upon themselves to follow up with their peer reviewer six months or a year after they received their report. Making it mandatory could increase or spur accountability and changes related to MAP in an organization.

- **Use social media to publicize MAP success stories, suggestions, strategies.** Having current and past MAP participants/peer reviewers record short (2-3 minute) videos about their experience with MAP, suggestions/tips for current participants, words of encouragement, or other short media could encourage more participation in MAP.
- **Hold focus groups with representatives from state museum organizations and small museums to hear how MAP can better serve them.** State museum organizations can also help spread the word to their constituents about the benefits of MAP.
- **Streamline the application process for different size museums and for museums doing more their second/third MAP.** Suggestions included a tiered application process (fewer documents needed for smaller museums) and pre-populating forms for the second and third MAP review done by an organization.
- **Explore the language used when talking about MAP for marketing purposes.** Participants used metaphors such as *roadmap*, *blueprint*, *action steps/workflow*, *check-up*, *guiding beacons*, *take temperature* to describe their participation in MAP. Consider how these extremely descriptive phrases could be used to publicize MAP.

#####

About Museum Partners Consulting, LLC

Museum Partners Consulting, LLC, (MPC) offers creative solutions for museums in the areas of evaluation, exhibition research and development, education programs, and issues of accessibility.

Led by a museum professional with over 25 years' experience, MPC believes in working collaboratively in partnership with clients. MPC takes an audience-centered approach to its projects while empowering museum staff to assume ownership of the project once it is complete.

MPC's clients include art museums, history organizations and museums, historical societies, public libraries, national and city parks, and other non-profits and informal learning organizations.

Visit www.museumpartnersconsulting.com for samples of work and statements from clients.

Appendices

1. Online Survey Questions
2. Phone Interview Guide / Questions
3. Case Studies (Interview results)

Appendix #1

Online Survey Questions

Museum Assessment Program (MAP) Survey

Welcome & Consent

As a past Museum Assessment Program (MAP) program participant, you have been asked to take part in this periodic evaluation of the program. The American Alliance of Museums (AAM) and its MAP Co-operator, the Institute of Museum and Library Services (IMLS) is conducting a study to explore museums' perceptions about how the program has informed their practice and influenced their operations.

If you agree to participate in this study, you will complete the following online survey which includes questions on:

- Your views on the assessment process over aall and its components.
- How you feel participation in MAP has changed or improved your institution (e.g.,operations, plans/policies, capacity building, etc.).

Your participation is greatly valued but is voluntary.

- There are no consequences to you if you choose not to participate. We do not anticipate any risks or benefits to you by participating in this study.

The survey will take approximately 30 minutes to complete.

- You may skip any questions that you do not want to answer, and you are free to quit the survey at any time. You must complete the survey in one session. If you exit the survey partway through, your answers will not be saved or included in any data analysis; however you can restart it again later.

Your responses remain confidential and will only be used in the aggregate.

- Individual responses remain confidential and will not be shared in a way that reveals the identity of the respondent, so we welcome your candor and thoughtfulness. The records of this survey will be kept private, accessible only by the researchers and AAM staff. Your e-mail address, name, or institution will not be associated with your responses. No identifying information will be included in any reports resulting from this study.

If you have questions about this study or would like a copy of this consent page, please contact the study evaluator:

Claudia B. Ocello, President & CEO , Museum Partners Consulting, LLC, claudia@museumpartnersconsulting.com

By clicking "Next" below, I indicate that I have read the above information, had the chance to ask questions and receive answers, and I consent to take part in the research.

Museum Assessment Program (MAP) Survey

Your MAP Participation

Within the last 10 years, your organization participated in the Museum Assessment Program (MAP). As a reminder, your institution may have completed one or more of the following MAP assessment programs:

- **Organizational / Institutional**

This assessment places emphasis on strategic planning as well as ensuring operations align with a museum's mission.

- **Governance / Leadership**

The assessment places emphasis on enhancing the ability of the governing authority to advance the mission and engage in effective planning.

- **Collections Stewardship / Collections Management**

This assessment places emphasis on collections care, use, acquisitions, deaccessioning, legal, ethical, and safety issues.

- **Community Engagement / Public Dimension**

This assessment places emphasis on helping museums gain input from their constituents, develop a more nuanced view of their audience needs, form new community collaborations and strengthen existing partnerships.

Please answer the next sections with your *overall* MAP participation in mind whether you've completed one or more assessments. Later in the survey you will be asked to think about the individual assessments more specifically.

* 1. Were you working at your organization during the time of your last MAP assessment? Did you participate?

- Yes, I participated in the MAP assessment > Go to Q2
- Yes, but I did not directly participate in the MAP assessment > Go to Q2
- No, but I am aware of our museum's past MAP assessment participation >Go to Q2
- No, I am not aware of our museum's past MAP assessment participation > Go to Thank You Page

Museum Assessment Program (MAP) Survey

Your MAP Participation

2. On a scale of 1 to 7 (1=Not an influence, and 7= A big influence) indicate which of the following factors influenced your decision to participate in MAP.

	Not an influence						A big influence
	1	2	3	4	5	6	7
Peer review / consultive aspect	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Self-assessment aspect	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Desire to do an assessment of the museum's strengths and weaknesses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eventual goal of Accreditation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The time commitment involved suited our institutional timeline and available capabilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Success a peer museum has had from the program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recommendation from a colleague	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Chance to learn about standards and best practices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Desire to leverage institutional change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Desire to get our board more engaged	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Desire to create a foundation for strategic planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Desire to increase our community engagement/visibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Desire to enhance fundraising efforts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Did your MAP participation have a positive influence on your organization, in either the short or long term?

- Yes
- No
- I'm not sure

If you said "No" or "I'm not sure", explain why?

Museum Assessment Program (MAP) Survey

MAP Outcomes in General

4. Since completing the MAP process, to what extent do you agree with the following statements?

	Completely Disagree						Completely Agree
	1	2	3	4	5	6	7
Staff and Leadership have a better understanding of standards and best practices in the museum field.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The staff and governing body (board) have a better understanding of their responsibilities within the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are better able to identify the challenges that face our institution.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are better able to address the challenges that face our institution.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have improved our capacity to develop effective processes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have improved our capacity to develop effective plans and policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have been able to increase our museum's engagement/visibility with the surrounding community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MAP has made my museum a more professional organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. MAP aims to increase institutional capacity to improve knowledge, capabilities, processes and policies of your organization and staff. To what extent has your institution's MAP participation improved any of the following:

	No improvement						Great improvement	
	1	2	3	4	5	6	7	
Knowledge about your museum's community and stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Alignment of your <i>organizational structure</i> to your mission	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Alignment of your museum's <i>operations</i> to your mission	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Alignment of your museum <i>policies/activities</i> with your mission	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacity to apply for funding through grants or other sources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Success in obtaining new funding sources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall financial stability of your institution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to identify and develop potential audiences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to better serve your audiences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your readiness for accreditation or reaccreditation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 6. Has your organization implemented changes in institutional practice since completing the MAP process?

- Yes > Go to Q8
- No > Go to Q7
- I'm not sure > Go to Q7

Museum Assessment Program (MAP) Survey

MAP Outcomes in General

7. What has prevented your organization from implementing changes? Were there specific circumstances that made implementing change difficult?

[> Go to Q38 \("Challenges"\)](#)

Museum Assessment Program (MAP) Survey

MAP Outcomes in General

8. Please describe the most significant changes you've seen in your organization's institutional capacity since completing MAP. (Describe these changes in as much detail as possible)

9. Overall, to what extent can these institutional changes be attributed to your participation in MAP?

A little or no extent

To some extent

To a moderate extent

To a great extent

To a considerable extent

1

2

3

4

5

Clarify your answer above if necessary

Museum Assessment Program (MAP) Survey

MAP Components & Resources

10. Please indicate the degree to which the following MAP components contributed to your organization's ability to improve its practices and overall capacity.

	Little to no contribution							Considerable contribution	
	1	2	3	4	5	6	7	N/A	
Self Study Questionnaire	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Self Study Activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Online resources / Webinar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Peer reviewer site visit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Written report from peer reviewer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Follow-up work with / return visit from peer reviewer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

11. Of the components listed above, which one contributed most to your organization's change(s) in practice or philosophy? Please list and explain why in specific detail.

Museum Assessment Program (MAP) Survey

Organizational Assessment

* 12. Did your organization complete the Organizational / Institutional Assessment?

- Yes, my organization completed this assessment > Go to Q13
- No, my organization did NOT complete this assessment > Go to Q18
- I'm not sure > Go to Q18

Museum Assessment Program (MAP) Survey

Organizational Assessment

13. Approximately, when did your organization complete the Organizational / Institutional assessment?

- With the last year
- 1 - 3 years ago
- 3 - 5 years ago
- More than 5 years ago

14. How valuable was this assessment program to your organization?

Not at all valuable

Very valuable

1

2

3

4

5

6

7

15. If you rated this program a 1 or 2, how could this assessment have been more useful to your institution?

16. Would you recommend this assessment type to a colleague at a different organization?

- Yes
- No

17. The following is a list of possible outcomes that could result from an Organizational/Institution Assessment. Please indicate if/when your organization has undertaken, or plans to undertake, any of these changes or improvements.

	Short-Term: Completed within a year of completing MAP	Mid-Term: Completed between 1-3 years of completing MAP	Long-Term: Completed after 3 years of completing MAP	We have yet to do this, but are planning to	We are not planning to do this
Increase staff/board knowledge about museum standards and best practices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve alignment of museum operations to your mission	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve alignment of organizational structure to your mission	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop a mission statement or refine the existing mission statement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop an institutional code of ethics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop an institutional plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop an interpretive plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop an investment plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop a personnel plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop/review/revise policies and procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assess facilities management needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Become financially sustainable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

List any other outcomes that resulted from your Organizational Assessment and when they took place.

Museum Assessment Program (MAP) Survey

Governance / Leadership Assessment

* 18. Did your organization complete the Governance / Leadership Assessment?

- Yes, my organization completed this assessment > Go to Q19
- No, my organization did NOT complete this assessment > Go to Q24
- I'm not sure > Go to Q24

Museum Assessment Program (MAP) Survey

Governance / Leadership Assessment

19. Approximately, when did your organization complete the Governance / Leadership assessment?

- With the last year
- 1 - 3 years ago
- 3 - 5 years ago
- More than 5 years ago

20. How valuable was this assessment program to your organization?

Not at all valuable

Very valuable

1

2

3

4

5

6

7

21. If you rated this program a 1 or 2, how could this assessment have been more useful to your institution?

22. Would you recommend this assessment type to a colleague at a different organization?

- Yes
- No

23. The following is a list of possible outcomes that could result from a Governance/Leadership Assessment. Please indicate if/when your organization has undertaken, or plans to undertake, any of these changes or improvements.

	Short-Term: Completed within a year of completing MAP	Mid-Term: Completed between 1-3 years of completing MAP	Long-Term: Completed after 3 years of completing MAP	We have yet to do this, but are planning to	We are not planning to do this
Improved understanding of the roles and responsibilities of the governing authority	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improvements in board recruitment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improvements in board retention	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improvements in board engagement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increased ability to obtain / manage resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improved clarity regarding the roles of auxiliary groups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improved communications among members of the governing authority, staff, and auxiliary groups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

List any other outcomes that resulted from your Governance/Leadership Assessment and when they took place.

Museum Assessment Program (MAP) Survey

Collections Stewardship Assessment

* 24. Did your organization complete the Collections Stewardship / Collections Management assessment?

- Yes, my organization completed this assessment > Go to Q25
- No, my museum did NOT complete this assessment > Go to Q30
- I'm not sure > Go to Q30

Museum Assessment Program (MAP) Survey

Collections Stewardship Assessment

25. Approximately, when did your organization complete the Collections Stewardship / Collections Management assessment?

- With the last year
- 1 - 3 years ago
- 3 - 5 years ago
- More than 5 years ago

26. How valuable was this assessment program to your organization?

Not at all valuable							Very valuable
1	2	3	4	5	6	7	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

27. If you rated this program a 1 or 2, how could this assessment have been more useful to your institution?

28. Would you recommend this assessment type to a colleague at a different organization?

- Yes
- No

29. The following is a list of possible outcomes that could result from a Collections Stewardship Assessment. Please indicate if/when your organization has undertaken, or plans to undertake, any of these changes or improvements.

	Short-Term: Completed within a year of completing MAP	Mid-Term: Completed between 1-3 years of completing MAP	Long-Term: Completed after 3 years of completing MAP	We have yet to do this, but are planning to	We are not planning to do this
Increase staff / board knowledge about collections standards and best practices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Short-Term: Completed within a year of completing MAP	Mid-Term: Completed between 1-3 years of completing MAP	Long-Term: Completed after 3 years of completing MAP	We have yet to do this, but are planning to	We are not planning to do this
Improve alignment of collections with your mission	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve alignment of collections with the institutional plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Write a collections plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Write a conservation plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Write a facilities management plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Write an emergency management plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Write/revise a collections management policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Write/revise collections management procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve collections care (storage, environmental conditions, security, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prioritize long-term collections management issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assess needs in the area of collections management staffing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increase number/capacity of staff dedicated to collections care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve collections documentation (accessioning, cataloguing, database, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Raise funds to support collections	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

List any other outcomes that resulted from your Collections Stewardship Assessment and when they took place.

Museum Assessment Program (MAP) Survey

Community Engagement Assessment

30. Did your organization complete the Community Engagement / Public Dimension assessment?

- Yes, my organization completed this assessment > Go to Q31
- No, my organization did NOT complete this assessment >Go to Q36
- I'm not sure > Go to Q36

Museum Assessment Program (MAP) Survey

Community Engagement Assessment

31. Approximately, when did your organization complete the Community Engagement / Public Dimension assessment?

- With the last year
- 1 - 3 years ago
- 3 - 5 years ago
- More than 5 years ago

32. How valuable was this assessment program to your organization?

Not at all valuable

Very valuable

1

2

3

4

5

6

7

33. If you rated this program a 1 or 2, how could this assessment have been more useful to your institution?

34. Would you recommend this assessment type to a colleague at a different organization?

- Yes
- No

35. The following is a list of possible outcomes that could result from a Community Engagement Assessment. Please indicate if/when your organization has undertaken, or plans to undertake, any of these changes or improvements.

	Short-Term: Completed within a year of completing MAP	Mid-Term: Completed between 1-3 years of completing MAP	Long-Term: Completed after 3 years of completing MAP	We have yet to do this, but are planning to	We are not planning to do this
Increase understanding of museum's community and stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increase understanding of how the museum is perceived by its audiences and community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve alignment of mission with your audience and community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Better communicate with your community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Identify and develop potential audiences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gain / Connect with new audiences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Create collaborations to address community needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Incorporate community needs into long-range plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conduct audience evaluation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enhance visitor services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meet audience needs through exhibitions and programming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Write a marketing plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Write/review/revise policies and procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

List any other outcomes that resulted from your Community Engagement Assessment and when they took place.

Museum Assessment Program (MAP) Survey

Core Documents Verification, Accreditation or Reaccreditation

* 36. Is your organization planning on applying for Core Documents Verification, accreditation or reaccreditation? When?

- Yes, within 1-3 years > Go to Q37
- Yes, within 3-5 years > Go to Q37
- Yes, but not sure when > Go to Q37
- No > Go to Q38

Museum Assessment Program (MAP) Survey

Core Documents Verification, Accreditation or Reaccreditation

37. How has the MAP process helped your organization be better prepared to pursue Core Documents Verification, accreditation or reaccreditation? (Be specific)

Museum Assessment Program (MAP) Survey

Challenges to Implementing Change

38. We know that implementing institutional change and building institutional capacity is often a difficult task. Did any of the following situations act as barriers to implementing change at your organization? (You may check all that apply)

- Lack of engagement from staff
- Lack of engagement from organization's governing authority
- Director turnover
- Other staff turnover
- Lack of agreement about institutional priorities
- Loss of funds or other financial resource issues
- Problems sharing the information internally
- Lack of process to implement change
- Lack of ownership for change
- Other (please specify)

39. How, if at all, could the MAP process be more useful in supporting the development of institutional capacity and/or enabling positive change in museums?

Museum Assessment Program (MAP) Survey

Institutional Profile

40. Which of the following best describes your region? [Please select only one]

- | | |
|---|--|
| <input type="radio"/> New England (NEMA) | <input type="radio"/> Mountain-Plains (MPMA) |
| <input type="radio"/> Mid-Atlantic (MAAM) | <input type="radio"/> Southeastern (SEMC) |
| <input type="radio"/> Midwest (AMM) | <input type="radio"/> Western (WMA) |

41. Which of the following best describes your institution? [Please select only one]

- | | |
|--|--|
| <input type="radio"/> Aquarium | <input type="radio"/> History museum |
| <input type="radio"/> Arboretum / Botanic garden | <input type="radio"/> Natural history / anthropology museum |
| <input type="radio"/> Art museum / center | <input type="radio"/> Nature center |
| <input type="radio"/> Children's / Youth museum | <input type="radio"/> Planetarium |
| <input type="radio"/> Ethnically/Culturally/Tribally specific | <input type="radio"/> Science / technology museum |
| <input type="radio"/> General museum (a museum representing two or more disciplines equally) | <input type="radio"/> Zoological society |
| <input type="radio"/> Historic house / site | <input type="radio"/> Specialized museum (a museum with collections limited to one narrowly defined discipline - e.g., stamps, textiles, maritime) |

If you indicated Specialized museum, please list the specialty

42. What is your museum's total operating budget for the most recent fiscal year? [Please select only one]

- | | |
|--|---|
| <input type="radio"/> Under \$50,000 | <input type="radio"/> \$1,000,000 to \$2,999,999 |
| <input type="radio"/> \$50,000 to \$124,000 | <input type="radio"/> \$3,000,000 to \$4,999,999 |
| <input type="radio"/> \$125,000 to \$249,999 | <input type="radio"/> \$5,000,000 to \$10,000,000 |
| <input type="radio"/> \$250,000 to \$399,999 | <input type="radio"/> Over \$10,000,000 |
| <input type="radio"/> \$400,000 to \$999,999 | |

43. Approximately how many staff members/volunteers work at your organization?

Full-time paid staff:

Part-time paid staff:

Full-time unpaid staff:

Part-time unpaid staff:

44. In an effort to learn more about MAP participants and their experiences we are conducting brief telephone interviews in the coming months. This conversation will expand upon the responses you have provided here, and allow AAM to gain a better understanding of how MAP has contributed to your institution, and how the process can be improved upon.

If you would be willing to be contacted please provide your information below:

Name:

Email:

Phone Number:

Best day(s) and time(s) to call you:

Appendix #2

Participant Interview Guide

Used for phone interviews
conducted by Claudia Ocello
in June 2017



APPENDIX C
Museum Assessment Program: Participant Interview Guide

Interviewee Name and Job Title	
Institution Name:	
Date of interview (day/time):	

Thank you for taking the time to talk with me today. As you know, AAM is conducting a nationwide study to explore how MAP has informed practices and influenced operations of the institutions that undertook the assessment process. Our conversation today may expand on some of the thought you've already shared with us in the online survey. I'm interested in learning a few more details about your responses.

Our conversation should take about 45 minutes. There are no right or wrong answers. I will be typing your responses as we talk so that I can keep track of our conversation and ensure I'm accurately recording your thoughts. For the most part, your feedback will be aggregated with others from different sites so it remains confidential and anonymous. Any direct quotations used in reporting will be connected only with your institution name, and not attributed to you or your job title.

IMPORTANT: *However, we are developing case studies for AAM as a way for them to share success stories with the museum field and encourage other institutions to participate in MAP. If your institution were selected for a case study, would you be willing to be properly identified? Yes No*

Do you have any questions before we begin?

BACKGROUND:

Just to confirm, your institution completed MAP in: <insert month/year>

And you participated in: <insert assessment type>

1. Describe the role did you play in the assessment process?

INSTITUTIONAL CHANGE:

I'd like to talk more about the kinds of changes your institution experienced during or after its participation in MAP, and when they occurred or were implemented. I'm going to read a few excerpts from your online survey responses to jog your memory before we dig deeper... [Read the participant's responses to: Nature of change in their organization / How MAP strengthened their organization] Does that sound familiar?

- I'd like to learn more about these changes to your institution? Specifically,
 - What was the process for identifying what you wanted to change, and then making them happen?
- Tell me about how you planned out the timeline for these initiatives.
 - How long did it take for these changes to take place? Are you still working on them?
 - Did you work to a particular schedule? Did you have an end-date in mind?

I want to understand the factors that most contributed to these institutional changes. And I want to talk about them in two parts:

1. Those inherent in your institution, and
2. Those brought about through the MAP process.

A. ORGANIZATIONAL READINESS:

- Prior to your involvement in MAP, how aware were you/your institution that change needed to (or should) occur at your institution? What was the organizational situation?
 - Had you planned for a change?
 - To what extent was your museum prepared for change to occur?
 - Were there elements present in your museum that made change inevitable?
- Do you think these changes would have taken place without your participation in MAP?

B. MAP'S CONTRIBUTION TO ORGANIZATIONAL CHANGE:

- How instrumental was MAP to identifying the changes or need for change?
- To what extent did MAP make you feel that change was feasible/realistic?
- Were there certain components or parts of the MAP process that were particularly useful in helping you identify and implement these changes?
- Do you think the type of assessment you participated in contributed to your institutional change? Why or why not?
→ *Probe: if museum undertook more than one initiative and/or if they did more than one assessment, how did that affect their process/timeline*
- What additional resources provided by AAM/IMLS did you use, if any, to help you identify and implement these changes?

MAP CHALLENGES:

- What were the greatest challenges in completing the MAP process for your institution?
- Are there ways in which MAP could have been even more helpful/useful in enabling you to achieve your goals?
 - Probe about each MAP component
 - Probe about MAP process (e.g. AAM communication, peer communication, application process, etc.)
- What do you think may prevent other museums from participating in MAP? Ideas of how these challenges can be mitigated?
- Do you have any advice for institutions who are thinking about undertaking MAP?

FUTURE INITIATIVES:

- Do you feel that the initiatives your museum has undertaken as a result of MAP are sustainable? Why or why not?
- Looking into the future, are there initiatives your institution may be considering that could make use of your MAP experience?
- Do you have any other comments about MAP that we haven't covered?

Thank you for your time today. We really appreciate your feedback. Have a great day.

Appendix #3:

MAP Case Studies

The following ten MAP case studies were written by Museum Assessment Program staff based on phone interviews conducted in June 2017 (using the interview guide in Appendix #2) between evaluator Claudia Ocello and a representative of the museum. Data is current as of that time.

MAP Experience Case Study #1

Bramble Park Zoo, Watertown, SDCommunity Engagement Assessment 2009-2010

Organizational Background

This institution is a hybrid facility which combines a zoo, natural history museum and animal rehabilitation center. The zoo houses 800 animals over 15 acres and is accredited by the Association of Zoos and Aquariums. The Zoo Society provides support in addition to that from the City of Watertown, and in 2017 celebrated its 100th anniversary. When it participated in MAP the zoo had a budget of \$631,040, which has now almost doubled in size.

Year Founded: 1917**Budget:** \$1,060,885**Staff Size:** 24**Annual Attendance:** 64,318**Governance:** Municipal**Organizational Need for Assessment**

When the zoo began MAP in 2009, there were elements present that made change inevitable. There was a general awareness of the kinds of changes needed—mostly “dollar driven.” The staff and leadership were open to change and liked how the MAP process would bring someone from outside the organization to offer an external perspective on operations.

MAP’s Contribution to Organizational Change

The MAP experience enhanced and supported the direction in which the institution was going. The outside perspective of the peer reviewer helped the zoo view the hybrid nature of its organization as a strength and staff learned to strategically market its unusual triple identity.

This Community Engagement MAP also enabled staff to expand partnerships and collaborations. For instance, a new Native American exhibit was one result of these expanded partnerships. The interviewee also described projects with the elders of the nearby Dakota tribe. Not only did the zoo successfully initiate an original exhibition with new co-creators, but it also applied for and received grant funds for this initiative after receiving the MAP report. Additionally, the facility then created an exhibit with new metal dinosaurs by leveraging improved stakeholder support and funding.

In general, the experience with the peer reviewer was very positive. Staff implemented changes that had not previously been envisioned or considered prior to examining the peer reviewer's thoughts in the MAP report. The reviewer prioritized his ideas, which guided and helped the zoo execute the most feasible recommendations; and the zoo choose the ones to implement based on resources, such as funding. The institution acted on peer reviewer recommendations (such as print and media advertising ideas) by creating goals and deadlines, which were successfully met. The zoo also included the reviewer's recommendations in its next organizational strategic plan and continues to explore and analyze issues which were raised in the final report from 2010.

The interviewee said the process of applying for MAP was good because it "taught me to think out of the box [and it] helped me look at standards."

Lessons and Challenges to Share

For AAM and IMLS:

- The zoo felt some of the reviewer's recommendations were geared more towards a larger facility with more resources and not realistic at this time. They felt it was important to match the reviewer's experience to the size of the facility so that appropriate recommendations are made. "We were treated like a large facility; we couldn't implement many things recommended due to budget and being in a small city."
- To encourage more museums to participate in MAP, work with the state museum associations more. Start by meeting with these groups to find out what they are doing and to get input about MAP.

For Other Museums:

- The museum representative felt MAP was a great program and shared that "It really makes you think and look at what direction you're going into."
- "Take a lot of time to answer questions [in the application and self-study] as best you can."
- "Really get shareholders involved" the assessment process.

Challenges:

- The zoo was successful at getting additional funding for its Native American exhibit, although it did not receive a state grant.

Post-MAP Progress & Sustainability

Results of MAP for the Bramble Park Zoo include:

- Fresh marketing approaches
- New exhibits
- Creative and diverse community partnerships
- New funding and successful grants
- Crafting a new identity that embraces being a hybrid organization
- Actualizing change as well as overall organizational strategic planning through goal setting, timelines and prioritization

MAP also helped the Zoo to:

- View the institution and its roles in the community through a more diverse and comprehensive lens
- “Think outside the box”
- Consider standards and best practices
- Choose realistic, sustainable projects such as exhibits and partnerships

The director felt the two new exhibits (dinosaurs and Native Americans) are examples of sustainable initiatives from MAP. The institution successfully applied for grants and funding from stakeholders for projects initiated as a result of the MAP experience. Seven years later, the zoo is still implementing recommendations and ideas gained from its 2010 MAP.

MAP Experience Case Study #2

Charles H. Wright Museum of African American History, Detroit, MI

Organizational Assessment 2014

Collections Stewardship Assessment 2015-2016

Organizational Background

The Charles H. Wright Museum of African American History has multiple galleries, a Children’s Discovery Center, a Library/Archives department, and a 317-seat theater, all housed in a 120,00 square foot building located in an urban setting. The museum hosts approximately 300 public programs annually, often as collaborations with universities and cultural institutions.

Year Founded: 1965

Budget: \$6,250,000

Staff Size: 36

Annual Attendance: 270,000

Governance: Nonprofit

Organizational Need for Assessment

The museum came into MAP already very aware that it needed change, including greater structure. The museum had also already identified goals it wanted to achieve—mainly to produce solid policies and procedures—before deciding whether or not to apply to the program. “Even before we applied we set out a game plan of how we wanted to use MAP, engage with MAP, [and] what we wanted to come from it. That guided all of our participation in MAP.” Future AAM accreditation was also an institutional goal.

Two self-described key internal strengths of the museum going into MAP were the very collaborative and collegial leadership team committed to organizational improvement; and the fact that it is a very flexible and nimble organization.

MAP’s Contribution to Organizational Change

However, MAP “put the fire under our feet” and “we probably would have allowed our status quo to continue if MAP did not jump us out of our comfort zone.” At the same time, “MAP was not intimidating, it was like a friend walking alongside...MAP allowed us to go somewhat at our own pace, and was very user-friendly from beginning to end.”

The museum benefited greatly from the framework of the program, particularly the peer reviewer's site visit and report. "We looked at organizational change studies, and tried retreats, but we really felt we needed something a bit more concrete and structured."

The two different assessments, about one year apart, were both beneficial to the organization, but in unique ways. Even though the framework was the same, the museum had different goals and focus for each, and its engagement with the process was different.

For example, the Organizational MAP (2014) had stronger Board involvement and was used to "take our temperature" and get constructive feedback from an outside perspective, rather than drive a specific institutional change. The overall experience was reflective, with indirect changes over time. However, constructing an emergency preparedness plan and broadening the donor base and funding were two specific outcomes of this MAP assessment.

Goals for the Collections Stewardship MAP (2015-2016) emphasized daily practices for collections operations. These intentions formed a foundation for slowly transforming the organizational culture. Progress in putting more policies and procedures into place, getting the collection inventoried, and small but important actions such as removing potted plants from certain areas of the building, are examples of direct impact from this MAP. However, the Board was less engaged in this MAP.

The museum described the peer reviewer for each MAP as an easy-to-work-with professional who seemed to understand the museum's current situation as well as its goals. Both the reviewers and the final reports were very instrumental assets in creating change. The Wright Museum especially appreciated that the final documents were not "cookie cutter" assessments and felt the recommendations were very specific to their organization. Having steps delineated as immediate, mid-range and long range also helped the museum to "craft a road map to prepare for where we are and where we want to go."

Lessons and Challenges to Share

For AAM and IMLS:

- Staff felt easier access to very concrete examples of best practices, such as a clear list of model documents or samples for the areas in which the museum needed improvement, would help the museum. Taking the time to find them on the AAM website is not something they have been able to do yet, and they feel they need to follow a model that has been effective for other museums.
- The MAP Bookshelf has been frequently used by the museum as a resource and guide.
- More museums would enroll in MAP if they fully knew how accessible, beneficial and easy it is for museums of all sizes. "The AAM office is doing just what I think will help the situation – giving seminars, at national and regional conferences with museums that have gone through MAP speaking on the benefits of MAP." In addition, a short video clip to post on social media and show at conference

sessions might overcome any misconceptions smaller museums have regarding MAP; and focusing on the state and regional conferences could improve awareness about MAP.

For Other Museums:

- Don't feel intimidated by MAP or the word "assessment," and understand that assessment is not the same as accreditation.
- Take full advantage of everything the program offers and actually implement the reviewer's recommendations.
- MAP is a very accessible and user-friendly process from beginning to end that is "doable for any size institution."

Challenges:

- Currently, Board involvement is one of the museum's greatest challenges. The Board was much less engaged with their second MAP, with no physical presence: they didn't meet the peer reviewer and haven't read the entire report.
- The museum continues to implement recommendations, but having new staff who weren't there during the first MAP has slowed this progress somewhat.

Post MAP Progress & Sustainability

Results of MAP for The Charles H. Wright Museum of African American History included:

- grew funding and broadening donor base
- implemented a collections inventory
- created an emergency preparedness plan
- crafted new plans, policies and procedures
- took a long range view and managed institutional expectations
- embedded self-assessment into the organizational culture

The staff feel their institution has definitely progressed and developed as a result of its MAP experiences, and these advancements are sustainable because they have been realistic and can be implemented at their own pace. MAP resulted in a "heightened awareness" across the organization and an appreciation of its many achievements, even those which are not directly measurable.

"MAP is part of our museum story...we take improvement seriously. We are hoping to expand our collections and exhibits and the insights we gained from MAP will be very useful, will help our institution become better with each passing year. And MAP is key and #1 priority for Accreditation."

MAP Experience Case Study #3

University Galleries, William Paterson University, Wayne, NJ

Collections Stewardship Assessment 2012-2013

Organizational Assessment 2015-2016

Organizational Background

William Patterson University—a 370 acre campus approximately 20 miles from New York City—is home to a student body of 11,000 undergraduate and graduate students. The University Galleries presents ten New Jersey-based art shows each year, in addition to annual faculty and student exhibits, in three galleries with a combined 5,000 square feet of exhibit space.

There are three permanent staff positions and eight part-time student positions for work-study, interns, and a graduate assistant. All three staff positions have been filled with new hires in recent years. Plans for environmental controls improvements and an HVAC renovation were postponed indefinitely by the University.

Year Founded: 1979

Budget: \$236,380

Staff Size: 11

Annual Attendance: 4,000

Governance: University (State)

Organizational Need for Assessment

When the current Director began her tenure at the University Galleries it was her intention to bring the organization up to best practices in the field. There were no exhibit archives, little paperwork documenting objects (no object files or no deeds of gift, for instance) and no consistent procedures in place. A lack of experience in registration methodology limited the staff's ability to address these issues. Hiring all new staff and inheriting a facility with few practices in place meant that "change was inevitable," but personnel lacked knowledge and resources to move forward. Attitudes were positive and "staff was very prepared to do something different because we were all new and open to change."

MAP's Contribution to Organizational Change

The University Galleries chose to participate in MAP because the staff felt the program was the best way to become familiar with museum best practices and then actively apply standards to day-to-day work. The Collections Stewardship MAP (2012-2013) introduced staff to Past Perfect software, and

showed them how to rectify missing titles, deal appropriately with abandoned property, create object files, and begin digitalizing the collection. The collection was renumbered with traditional accession numbers. There are now 3400 objects in PastPerfect and objects without ownership have been reduced from 250 to 98. “We wouldn’t have had the skills or knowledge to do this without the peer reviewer.”

Tackling tasks by placing the reviewer’s short-term and long-term suggestions in an Excel spreadsheet and then creating categories and workflows proved to be a very successful way to systematically accomplish changes.

The peer reviewer also alerted the museum staff to several grants that might help fund these initiatives. The museum then applied for and received NEH grants. “So MAP was kind of like a stepping stone – did MAP, then got a Preservation Grant to do conservation assessment, then got another NEH Preservation Assistance grant to do collections storage analysis. We would not have had those if we hadn’t started with MAP.”

The Organizational assessment (2015-2016) constructed the foundation necessary to create the five Core Documents* and the museum is now in the midst of AAM’s Core Documents Verification process for public recognition that all five meet standards and best practices. An unexpected, but valuable outcome was how MAP expanded the museum’s understanding of community engagement. It is now working with local organizations it hadn’t previously thought of partnering with, such as the Chamber of Commerce and Girl Scout troops.

Both MAP experiences increased the Galleries’ collaboration with the advisory board and stakeholders, as well as its perceived worth within the larger University. “The value of having an external person come and advocate to our parent organization is huge.” The museum also recognized the need for continued staff professional development and has utilized online classes and workshops.

The enhanced skills and abilities are now “grounded in best practices because of MAP” and, “although we have more to do, it’s like night and day” to compare the Galleries in 2017 with where the facility was in 2011.

Lessons and Challenges to Share

For AAM and IMLS:

- It was a positive experience and support was always available. Both peer reviewers had backgrounds in academic museums and the MAP staff was patient and helpful.
- It would be helpful if portions of the original MAP application had already been in place in the second MAP application to avoid having to “start from scratch.”
- The AAM’s online sample documents (such as Collections Management and Disaster Plan), the Information Center, as well as the Museum Junction online forum and professional network listservs were all useful resources.

For Other Museums:

- Consider doing MAP when the organization is stable and not in the midst of a big project such as a renovation, to ensure you have time to devote to the process and to adequately reflect.
- “There is no reason to not do MAP...because you will grow, your organization will grow, you will get a greater network of connections through your peer reviewer and they will help you advocate to leaders in your organization.”
- MAP is extremely affordable for any museum.

Challenges:

- Making the time for MAP was the biggest challenge.
- One of the major obstacles to implementing change was a lack of resources; staff members knew they had to focus on implementing changes without upfront costs.

Post MAP Progress & Sustainability

Results of MAP for the University Galleries included:

- Implemented numerous internal collections procedures
- Began using PastPerfect
- Renumbered the collection using accession numbers
- Reduced abandoned property
- Staff professional development
- Created the five Core Documents
- Awarded two NEH grants
- Partnered with new local organizations
- Embedded standards into daily tasks

Not only is the institution continuing to implement the recommendations contained in both final reports, but it hopes to apply for the Community Engagement MAP in the near future. AAM accreditation is a longer term institutional goal.

The museum representative interviewed reported that the changes were sustainable because “MAP is about trying to understand and implement best practices. Without the MAP we did, we would not be so grounded in what those practices are.”

*Mission, Institutional Code of Ethics, Strategic Plan, Collections Management Policy, Emergency Preparedness & Disaster Response Plan. These documents have been designated by AAM as Core Documents because they are fundamental for professional museum operations and embody core museum values and practices.

MAP Experience Case Study #4

Molly Brown House Museum, Denver, CO

Community Engagement Assessment 2013

Organizational Background:

The Victorian home of Molly Brown, Titanic survivor, was rescued from planned demolition in 1970 and carefully restored through a grass roots effort of Denver citizens. Located in the mainly residential neighborhood of Capitol Hill, this historic home is open to visitors through guided tours, programs and events.

The historic neighborhood is attractive and vibrant but access is a major issue for the museum as it has no parking lot. The institution experienced the loss of significant funding due to a change in the municipal tax district structure several years before undergoing this MAP. On top of this, the 2008 recession led to budget-tightening and reduction in staff. The current director was hired in 2009.

Year Founded: 1970

Budget: \$1,056,887

Staff Size: 20

Annual Attendance: 55,806

Governance: Nonprofit

Earlier MAPs: 1991, 1993

Organizational Need for Assessment

The institution felt the collections were in good shape because they had done a Collections Stewardship MAP in 1993 and a CAP (conservation assessment). External factors such as the 2008 recession and changes in the city's municipal tax structure, coupled with the realization that the museum visitor base was primarily tourists, were all strong motivators for the museum to undertake the MAP Community Engagement assessment. The museum also used MAP as a primary tool to demonstrate how it was serving the community, which was a requirement to get funding from the city of Denver.

There was also an increasing awareness that many museum programs weren't cost effective and volunteers weren't being used as effectively as they might. The museum acknowledged it was "at a tipping point" and needed help in order to thrive as an organization.

The staff and board were more than ready for change. MAP appeared to be the way forward and offered a structure for examining multiple aspects of the museum through the lens of community engagement.

MAP's Contribution to Organizational Change

“Many of the things as we went through the process were eye opening for staff. The biggest thing for us was to talk to community. The museum had been closed off for most of our history to the community.”

The Community Engagement MAP also led to comprehensive changes. The museum expanded programming for new audiences such as young professionals and early childhood visitors and their caregivers. Opening a two-way dialogue with the surrounding community created shifts in policies in many aspects of the Molly Brown House, from allowing photography to encouraging participatory tours and events. The community is now engaged and “integrated into how we function daily in our museum.”

There has also been a change in organizational culture resulting in greater confidence on the part of the director and staff, a growing willingness to try new things, and a feeling that the institution is stronger now and less vulnerable. “We aren’t afraid to experiment anymore.”

The museum’s MAP participation also resulted in several concrete outputs: installing a lift system for accessibility without compromising the historic structure of the building; offering new programming; kicking off a capital campaign; creating an endowment fund; and initiating restorations.

The next phase of a communications strategy is about to begin and the museum intends to use the MAP report and information gathered about core supporters as the foundation for this project. ” The staff is still working on how to support a continued dialogue with the community and how to identify emerging needs.

Internal organizational changes led the museum representative interviewed to say “We are very much an evaluation based organization now” and to express great satisfaction in their increased confidence in implementing change and “inviting questions from the community.”

Lessons and Challenges to Share

For AAM and IMLS:

- The museum felt that the entire MAP process was decidedly beneficial; the reviewer “was amazing” and the MAP staff was helpful.
- The museum proactively stayed in touch with the peer reviewer and recommends making a purposeful follow up check-in 6 months and one year later a mandatory part of the process

- The self-study workbook, activities and community focus groups were helpful processes that led the museum to “include evaluation into everything that we do.”
- Explore ways to tier the workbook and activities so that smaller organizations would have to gather less information. Time could be an especially big barrier for small museums trying to do the self-study workbook.

For Other Museums:

- Had to be aggressive with pulling together self-assessment information and materials and doing the focus groups with staff and volunteers; and afterwards keeping ourselves on track to get site visit underway. It was manageable, but it was a new process and outside our daily scope of work.
- “I see the struggle of smaller organizations. I recommend that it’s a great way for them to get their organization on the right track, make sure they are doing core competencies, see how they are functioning as organization, and also how they are engaging community.”
- MAP gives the museum a “blueprint” and “roadmap” for change.

Internal Challenges:

- Finding the time to do MAP and not letting it get tabled for other things, especially when there was some staff transition.

Post MAP Progress & Sustainability:

Results of MAP for the Molly Brown House Museum included:

- Renovations and restorations
- Improved public access, physically and programmatically
- Expanded programming & audience development, including more advance cost-benefit analysis of events as part of budgeting
- Better understanding of the community / audiences (very helpful for the capital campaign)
- Capital campaign, endowment fund, and greater financial stability
- Evaluation embedded into organizational culture
- Increased staff and board confidence to experiment

The Molly Brown House Museum shifted from surviving to thriving.

Improvements made as a result of the MAP experiences are proving to be sustainable and have given the staff and board confidence. As each thing leads to the next thing, the organization is stronger and less vulnerable. It appears that a culture of excellence has taken root and is flourishing.

MAP Experience Case Study #5

Mountain Heritage Center – Western Carolina University, Cullowhee, NC

Collections Stewardship Assessment 2011-2012

Organizational Background

This regional museum highlights South Appalachian culture and history and is located on the campus of Western Carolina University (a branch of the University of North Carolina system) just outside of Asheville, NC. The campus enrollment is 10,000 undergraduate and graduate students. The curator was hired at the end of 2010 and a month later the other two collections staff positions were eliminated.

In 2014 the museum was forced to move out of its purpose-built facility into its present space on the second floor of the University library, as part of a larger university renovation initiative. The director resigned due to health problems prior to the move. The curator filled that position in addition to continuing as curator.

Year Founded: 1979

Budget: \$165,420

Staff Size: 3

Annual Attendance: 18,535

Governance: College/University

Earlier MAPs: 1981, 1985, 1997

Organizational Need for Assessment

The museum had a “wish list” of desired changes it wanted the Collections Stewardship MAP to help shape. Changes were in the process of being made when the required move into another building (only a couple of years after MAP) necessitated quick adaptation and reorganization. The staff knew change was going to happen and they felt quite prepared but it wouldn’t have happened as successfully without the prior MAP experience and results. The museum representative interviewed—who is also a long-time peer reviewer for the program—felt MAP is “a gem” for the museum field and could help her museum anticipate and formulate plans.

MAP’s Contribution to Organizational Change

MAP’s contribution to positive change at the museum manifested itself in several meaningful ways. For instance, the museum’s MAP peer reviewer wrote in her report that the storage space was crowded and noted the overall “disengagement” of the University Higher Education

Governing Board. The peer reviewer worked with museum staff to improve relationships, and clarified their thinking about how to move forward and become embedded in the University Strategic Plan.

The MAP process allowed the museum staff to be more prepared for change and gave them a road map to follow. Even after the MAP process ended, the museum and the peer reviewer continued to have a valuable relationship that included a follow-up visit to keep up the momentum.

Implementation of the report recommendations is on-going but the leadership is very pleased that so much has already been accomplished. The museum staff has stabilized and staff hours have increased. The collections are now located separately from exhibits, there is now three times more storage and workspace, and the museum offices have moved across campus. The museum also subsequently participated in the first AAM Small Museums Accreditation Academy.

The museum is now partnering with other organizations for long term loans and positioning themselves for future donations, especially in areas where the collection is not very robust. For example, it developed partnerships with the African American community in far Western North Carolina and is now touring a related exhibit in that region.

It is significant that the director is a peer reviewer, knows about AAM website resources, is very cognizant of professional best practices, yet still felt the MAP program could offer the institution fresh insights and strategies, and that the MAP experience did indeed meet the staff's hopes and expectations. Overall, MAP was a very positive and empowering experience for the Mountain Heritage Center.

Lessons and Challenges to Share

For AAM and IMLS:

- The MAP process is a “well-oiled machine” and it was a completely positive experience.
- Suggestions for further enhancing it include:
 - Having more flexibility with the timing of MAP could be an improvement, or perhaps using a punch list type of approach instead of time-line plans.
 - Have a MAP mentor to assist and encourage museums through the self-study process.
 - Put together a group of small museum representatives to discuss MAP timing, the application process, and self-study workbook to explore how it might be adjusted for the smaller museums.

- Highly recommend MAP to other museums but feel that the time commitment required could be difficult for small museums which depend on volunteers.

For Other Museums:

- “Changes won’t happen all at once. For the Mountain Heritage Center small changes took place immediately...and we took the roadmap from MAP and built the rest into our strategic planning.”
- “Do it!”

Internal Challenges:

- Because of our small staff size, carving out the necessary time to do the MAP process was difficult and required discipline.

Post MAP Progress & Sustainability:

Results of MAP for the Mountain Heritage Center included:

- Museum offices relocated
- Collections storage and workspaces increased three-fold
- Staffing increased
- Relationship with university parent improved
- Leveraged strategic planning

MAP also helped the museum to:

- Develop new community partnerships
- Pursue new loan collaborations

“MAP helped underline concerns we had all along, and at same time to look at things with fresh eyes.”

The museum leadership definitely feels the initiatives it undertook as a result of MAP are sustainable. Our next steps and goals include “going for institutional sustainability, making sure collections stewardship basics are in place, and using collections in ways we haven’t done before. We are finally getting to the point of doing collections planning and where we go for the future.”

MAP Experience Case Study #6

National Museum of Toys and Miniatures, Kansas City, MO

Organizational Assessment 2008-2009

Organizational Background

This museum is located on the campus of the University of Missouri, Kansas City, in a 1911 Italianate mansion bequeathed to the University in the 1960's. The collection is described as the world's largest fine-scale miniature collection and one of the nation's largest antique toy collections on public display. In 2005, when one of the institution's founders passed away, there was very little infrastructure—policies and procedures, including succession planning—in place. The founding families were very supportive and involved in day-to-day operations alongside museum staff, but needed a greater understanding of museum standards and professional practices. A new director was hired the same year. The museum held its first capital campaign in 2012, closed for an extensive renovation in 2014, and reopened in 2015.

Year Founded: 1982

Budget: \$1,159,109

Staff Size: 12

Annual Attendance: 27,406

Governance: Nonprofit

Organizational Need for Assessment

In 2005 the staff understood change was necessary, and was even “ramped up for change,” but didn't realize the scope of the needed transformations. The museum needed guidance in helping to figure out what to do and in what order.

The new director's goal was organizational sustainability for the long-term. The museum decided to undertake an Organizational MAP assessment and participate in the Collections Assessment Program (CAP) simultaneously to validate what the staff felt were necessary adjustments and to facilitate a major overhaul of museum functions. Adding to the urgency and motivation was concern about the museum's future existence when the remaining members of the aging founding family passed away. “We knew we needed to change. MAP was instrumental in providing the direction for our change.”

MAP's Contribution to Organizational Change

The staff knew this process would be long and difficult and MAP helped “create the vision of what it could look like when we were too overwhelmed to do this on our own.” It provided direction and helped the board and staff to break down the process into manageable pieces.

The museum found the self-study workbook and exercises very valuable in that they helped unify the entire organization around the process and better inform the board regarding the current status of the museum. Likewise, having two well-known museum professionals with outside expertise “weigh in” and validate much of staff concerns as part of the site visit and report was very advantageous. “The report became a guiding document for us. We still refer to it to this day.”

The museum staff reviewed the final reports from MAP and CAP with the Board and then created timelines around the recommendations. Collections issues became the first priority and stabilizing the organization second. Policies and procedures were implemented; collections reviewed and objects deaccessioned; collections catalogued; and fluctuating humidity problems addressed. This led to the discovery that structural damage was more invasive than previously thought and the modest project to deal with environmental controls became a major renovation and remodeling job. This actually allowed the museum to address visitor experience issues too.

The emphasis on stabilizing the institution involved rebranding, drafting a realistic budget, building an endowment fund, and exploring an appropriate business model while expanding community support and engagement. The museum reopened in August 2015 and crafted a new strategic plan at the end of 2016.

MAP helped with the underpinnings of the infrastructure of the organization and CAP helped with the collection care component. The holistic aspect of the Organizational MAP also took collections stewardship issues into account, from a strategic perspective. “Doing MAP in conjunction with CAP was critical to getting the institution where it is today.”

Since MAP and CAP were completed, the budget has grown from \$350,000 to \$1,100,000; staffing has increased from 1 full-time employee to 9 full-time and 2-part time employees; and visitor attendance has “dramatically increased.”

“MAP helped us identify museum standards and practices and we’re moving closer to adherence of those. It helped develop professional staff that we needed in support of those standards and practices. And it helped us really collectively understand what needed to happen to ensure the collections would be available to the public in perpetuity. The same goes for the financial facets of museum operations—MAP helped us develop an operational budget in support of that.”

The three core goals in the new strategic plan are direct offshoots of the foundational MAP work: engage the community and new audiences, achieve a sustainable business model, and begin benchmarking the museum's performance. Overall, MAP "helped unify the organization; it helped the board who participated in the process have a better grasp on the organization as a whole."

Lessons and Challenges to Share:

For AAM & IMLS:

- It would have been nice to have a peer group of current or former MAP museum participants available to engage and talk with about issues we were having, to benefit from peer advice and counsel.

For Other Museums:

- "Do it! But treat it very seriously. You get out of it what you put into it. If you are going to do it as a strategic difference-maker, you have to treat it as such."
- There are two main challenges to any museum considering MAP: capacity and resources.
- Leadership is crucial for a successful MAP process.

Internal Challenges:

- Keeping everyone engaged was the museum's biggest MAP challenge.

Post MAP Progress & Sustainability

Results of MAP for the National Museum of Toys and Miniatures included:

- A more engaged board
- Facility improvements to support the collections (including environmental controls)
- Significantly improved collections stewardship
- A successful capital campaign and beginning of endowment
- Increased staffing
- Increased attendance
- Daily practices based on standards

Even though twelve years have passed since the MAP and CAP assessments, the museum is still motivated and energized to keep moving forward. Change for us was a real process. While sometimes we'd get stuck, having CAP and MAP as guiding beacons was helpful."

The building renovation is done and the museum finished a new strategic plan at the end of 2016 which "really takes us to next steps in our evolution." It's still working on the business model, as well as building community and fundraising. The annual budget continues to grow, with an eye on hopefully supporting a move to a more national platform.

Leadership stated MAP changes are sustainable because they occurred in four key areas: Identifying and adhering to museum standards and practices, developing the staff needed to support those standards, developing an operational budget, and understanding how to ensure the collections will be available to the public in perpetuity.

"MAP laid all the groundwork. It created a stable foundation to build upon, but work is still to be done. The museum will continue to use MAP data to guide us to look to grow and professionalize even more."

MAP Experience Case Study #7

Renton History Museum

Collections Stewardship Assessment 2005-2007

Community Engagement Assessment 2014

Organizational Background

The museum occupies an Art Deco Fire Station and is situated in a historic downtown area. The collection contains approximately 10,000 objects and 17,000 photographs. The staff began a Collections Stewardship MAP assessment in 2005 then experienced a leadership transition; the new director and the newly hired collections manager picked up the process and completed in an abbreviated time frame. In 2010 the museum worked with a museum consulting firm to create a Museum Master Plan and then completed the Community Engagement MAP assessment in 2014.

Year Founded: 1966

Budget: \$142,000

Staff Size: 4

Annual Attendance: 3000

Governance: Dual—
Municipal & Nonprofit

Organizational Need for Assessment

Declining memberships and visitor numbers for a number of years prior to the arrival of the current director was a driver of the Community Engagement assessment. The museum knew it wasn't serving the audience that it should and that it needed to figure out how to do that. The situation made change imperative as it was hard to ignore the "writing on the wall." The director felt the implemented adjustments would have happened eventually, but they would have been more disorganized and had less strategic focus without the MAP assessments. The process of doing the self-study and hosting the site visit kept all the stakeholders accountable and organized around a common goal.

MAP's Contribution to Organizational Change

Because the Collections Stewardship assessment was in-progress when the new director arrived, she and the relatively new collections manager learned a lot about the collections in a short amount of time. They agreed they wanted to be more strategic about their work but hadn't really had the time to determine what needed to be done. The peer review aspect of the process was very instrumental, giving them a path forward, suggesting opportunities, and offering strategies. "It was invaluable to have someone do that in 1.5 days—that would have taken us years to get that done."

The Community Engagement assessment process was done more intentionally and deliberately after the core work with the collections had been completed. The review was extremely helpful in leading the museum through the process of considering what options would get them to where they wanted to go. “MAP definitely made us feel that change was realistic in terms of giving us that path forward and prioritizing what needed to be done and suggesting strategies. It made staff and everyone we work with understand that change was feasible.”

The self-study workbook was very enlightening: the activities in it revealed new and important information about the museum’s community. For instance, the museum discovered that a large number of children visiting the museum were English Language Learners. The report helped staff to move out of “feeling stuck” and look at situations with a fresh perspective. Their goals didn’t change but it gave them strategies and priorities to help achieve them.

The institution was also fortunate to have a follow-up visit from their Community Engagement peer reviewer. This was described as really helpful to demonstrate progress to the board, help staff to think about next steps, and to be motivated to keep working on it.

While the current leadership and staff didn’t make the choice to do the Collections Stewardship assessment first, doing it before the Community Engagement assessment turned out to be ideal. “There’s no way we would have gotten as much done as we did, and in a quick timeframe, without the Collections Stewardship assessment.” The collections manager was able to operationalize the peer reviewer’s report and, having all that core work done in collections, allowed for change in her job description to focus more on curation, exhibits, and interpretation; it also freed up some of everyone’s attention to think about Community Engagement and how the institution was doing in that area.

The Renton History Museum is still working on implementing changes in both collections and community engagement and finding continuing value in the MAP results. The “reports were key to helping us crystallize what we were able to do and what would be most helpful to accomplish in terms of institutional goals.” They leveraged their MAP results for development purposes and the museum received several grants that supported core collection tasks such as conducting a complete inventory and digitizing parts of the collection. The museum has also been presenting more traveling exhibits to connect with difference audiences, which was an idea from MAP. Most recently they hosted “What About Race?” in March of 2017. The staff have also maintained relationships with the MAP reviewers over the years. The collections manager even makes presentations for peers on “How MAP Can Advance Collections Goals.”

Lessons and Challenges to Share:

For AAM & IMLS:

- AAM could consider a higher order discussion on how to help museums manage change and how to get people on the Board to do the things that need to be done.

- Smaller museums are often not connected to the profession at a national level and are unaware of MAP.

For Other Museums:

- Let go of the fear factor and don't be intimidated.
- "I would just encourage museums to commit to it and not be intimidated by it. I've found it to be a nurturing process and not designed to make museum staff feel uncomfortable about what they haven't done yet, hope to take fear factor out of it."
- Stay in touch and maintain a relationship with your peer reviewer long after the report is submitted; take advantage of this peer-to-peer resource.
- "It is a fair amount of work but it's time limited, so if you can really put a good team together and keep Board involved and informed, has a great potential to be a stimulus for positive change at any institution."
- MAP requires a leader who is determined and knows how to manage change.

Internal Challenges:

- Putting together the team and keeping them, particularly the Board, together, focused and engaged was the biggest challenge with both MAP assessments.

Post MAP Progress & Sustainability

Results of MAP for the Renton History Museum included:

- Hosting new/more traveling exhibits
- Expanded audiences
- Successful grant applications
- Completed collections inventory
- Digitized part of the collection

New leadership and staff used an unexpected Collections Stewardship MAP opportunity to help quickly learn about the collections and implement core policies and procedures. These activities ultimately streamlined daily practices so well that there was then the opportunity to focus on curation and exhibits, which also incorporated new knowledge and strategies gained from the Community Engagement MAP.

"I wouldn't say in either case that it completely reorganized or changed our institutional goals, but helped us crystallize what we wanted to accomplish and helped us think about what we needed to get those things done and how to get them done." The museum's initiatives continue to be sustainable because "the process itself leads to very realistic goals that take into account skills, resources, time and energy." "We take advantage of both MAPs all the time!"

MAP Experience Case Study #8

Seward House Museum, Auburn, NY

Community Engagement Assessment 2011-2012

Organizational Assessment 2012

Collections Stewardship Assessment 2012-2013

Organizational Background

The Seward House Museum is a National Historic Landmark building surrounded by two acres of gardens. The surrounding community is rich in history and cultural heritage sites, such as the Harriet Tubman Home and a strong Underground Railroad presence, the Tiffany decorated Willard Memorial Chapel, and Seneca Falls—offering a huge opportunity for tourism and economic development. It was originally founded as a research institution, not a museum. The current director arrived at an organization that was going through change. Lack of being a chartered museum in New York was a wake-up call to the museum, ushering in a new Board, staff, and leadership that turned the museum into the version it is today.

Year Founded: 1951

Budget: \$540,000

Staff Size: 14

Annual Attendance:
16,000

Governance: Nonprofit

Organizational Need for Assessment

“Everyone knew that changed needed to occur.” When the current director arrived there were no staff manuals, no policies, no procedures, no planning documents and the strategic plan only covered one year of goals and action plans. In addition, the local foundation that had provided the majority of funding for the institution was considering a reduction in its level of support. Prior to participating in MAP, the organization was a research institution—it was open to the public but very insular. Additionally, the museum needed to become chartered by the New York Department of Education—required to be considered a museum in the NY State. The museum needed to start from scratch so the director brought the idea of participating in MAP to the staff and Board to help inform strategic plans and prioritize needs.

MAP’s Contribution to Organizational Change

In the span of three years, the museum did all three MAP assessments in a row plus a CAP (conservation) assessment—an admittedly challenging task. The museum began with the

Community Engagement assessment because it was so insular—it wanted to reach out to the community right out of the gate and so they could see that things were going to change. The assessment helped it prioritize issues and the final report recommendations became the outline for a one-year strategic plan. The following year it created a master plan and leveraged the Community Engagement assessment recommendations to get grants for a cultural land report and to bring in funds for prioritized goals.

On the heels of this, the museum undertook an Organizational MAP assessment, which really helped inform the Board on governance best practices. Board meetings became more efficient and Board Committees with staff liaisons formed.

The museum then moved on to a Collections Stewardship assessment. The peer reviewer for this MAP did not address some of the collections issues in the level of detail the museum had hoped for, but the leadership was comfortable working with her and had good meetings during the site visit.

Participating in MAP made staff feel optimistic and that change was feasible. The richest aspect was the team building that occurred among the internal MAP committee of staff, Board, and volunteers while completing the self-study workbook question and activities. The museum also found it very helpful having an outside person articulate and validate the staff views.

The staff leveraged its MAP experience and results by using the local media so that “stakeholders see that their dollars are going into master planning and the community, which builds trust in the organization. That trust is instrumental in marketing, customer service, and almost everything else.”

Future plans are directly informed by MAP reports to determine needs and priorities. The institution is now working on its second strategic plan since its first MAP in 2011, which includes a large construction project. The museum received a grant for this project and will use MAP data to direct how this project is planned and implemented.

Lessons and Challenges to Share:

For AAM & IMLS:

- A streamlined, shorter approach instead of one year “puts your feet to the fire to get the work done.”
- Some of the self-study workbook questions are redundant from assessment to assessment. Find a way to eliminate this for museums doing multiple assessments. The questions in general could be revisited and “refreshed” because technology and so many other things have changed.

- The director hears repeatedly that both smaller and mid-sized museums tell him they don't have time to do MAP.
- The AAM and IMLS imprint on MAP makes it and its results influential.

For Other Museums:

- “MAP has been around a long time, it's worked out well in the places where I've worked. MAP has been instrumental to success of this institution.”
- Reach out and talk to your peers who have done MAP before—it makes a difference.
- Involvement in MAP not only puts an organization in a much better position for success but demonstrates its trustworthiness to communities, patrons, donors and visitors.
- “The workbook and getting groups together was most valuable. It's the work part, but wow, that's the part that was the best!”
- “The clout you get from a peer review is also what is so great about MAP.”

Internal Challenges:

- Finding time. MAP consumes staff and Board time but is an investment in the institution.
- Avoiding burn-out of Board members, who are committing a lot of time to the museum.

Post MAP Progress & Sustainability

Results of MAP for the Seward House Museum included:

- Pivot from an inward looking research organization to an outward community focused museum
- Became chartered by NY State Department of Education
- Leveraged MAP for grants and funding, including support for a large construction project
- Strengthened teambuilding and stakeholder involvement
- Created new Strategic Plan and completed goals ahead of schedule
- Using MAP results again to inform the next plan
- Improved Board function and awareness of best practices

Internal and external factors drove the Seward House Museum to change, and MAP led to internal and externally focused changes. With this solid foundation in place, the museum is now leveraging resources and opportunities to go to the next level with a large construction project and a new strategic plan. The museum also continues to frequently use AAM resources, particularly those online.

MAP Experience Case Study #9

SPARK! Imagination and Science Center, Morgantown, WV

Community Engagement Assessment 2014-2015

Organizational Background

The roots of this institution began in a young children’s organization founded by teachers and parents in 1998. Three years later the group evolved into a preschool play space called the Fun Factory. In 2011 the Fun Factory became the Children’s Discovery Museum of West Virginia, which was the name and identity when the organization began its Community Engagement MAP assessment. The museum offers art and science exploration for children aged 6 months to 10 years and their grown-ups.

Year Founded: 2011

Budget: \$50,000

Staff Size: 2

Annual Attendance:
11,058

Governance: Nonprofit

Organizational Need for Assessment

“People would come in to our space before and not have the WOW factor; once kids play they would have fun but it didn’t look special.” The museum never wanted to put much money into the space because of the risk that it would have to move on a moment’s notice—a tradeoff for a very low rent. The museum knew changes needed to happen—both a new facility and gaining new donors.

MAP’s Contribution to Organizational Change

The museum decided to undertake a MAP assessment thinking it would help with revamping programming and collaborations *after* moving into a newly renovated space. The peer reviewer helped the museum’s leadership realize it was “doing things backwards.” A huge shift in thinking occurred and staff followed the reviewer’s suggestion to begin renaming and rebranding *before* moving into its new location.

The self-study workbook and activities were valuable experiences before the peer reviewer came to the museum for the site visit, as they created opportunities for important conversations and self-examination. The staff discovered, for instance, that the museum was not as welcoming to older children and adults as it was to children under the age of six. This realization was unexpected and led the museum to eventually decide it no longer wanted to

exclusively be a children's museum. Becoming an imagination and science center created options to expand audiences, programs and events.

MAP also opened up the organizational thinking to new possibilities and gave staff much needed tools. The Board held a retreat after the site visit and the museum finished its rebranding and renovations in just nine months. The institution took a risk and it paid off, including attracting more donors.

MAP helped the entire team recognize the need for change, and gave the museum's leadership a great deal of confidence to move forward with the changes. The institution would have likely proceeded with these and other changes without MAP, but doing so would not have been as well thought out or as well done, and it would have taken much longer.

Lessons and Challenges to Share:

For AAM & IMLS:

- A lot of small museums don't think they can do MAP, or that they aren't ready for it. So redouble efforts to share MAP information at smaller, regional conferences (e.g., Small Museums Association, West Virginia Museum Association) and with various consortium groups who can then pass on information to their members.
- Make sure to keep the peer review aspect of the MAP process. "It was key and why we chose MAP over [AASLH's program] StEPs, which doesn't include this element."
- The museum staff presented a session at the Small Museums Association (SMA) annual conference to share "how it completely transformed" the institution and to encourage other small museums to participate.
- The MAP staff "couldn't have done anything any better."

For Other Museums:

- "MAP is something that every museum – when it's ready to listen, and ready to put itself out there, warts and all—should do. It's such a valuable tool. I'm so grateful that it's out there."
- If you're a small institution, don't think you need to be need to be "perfect" and at a certain financial or staffing level in order to apply for MAP.

Internal Challenges:

- Finding the time for the Board and staff to fully participate in MAP was a constant challenge; but it was "absolutely worth all the time."

Post MAP Progress & Sustainability

Results of MAP for SPARK! Imagination and Science Center included:

- Helped transformed identity and brand from children’s museum to an imagination and science center
- Increased confidence to make big changes
- Realigned new facility needs with rebranding and audience development goals
- Brought in new donors
- Gained new audiences – older children and even adults—and expanded programming to serve them

“MAP totally changed us.” Both the staff and Board were open to the paradigm shift offered by the peer reviewer, which resulted an organizational transformation. The institution has steadily maximized its MAP experience to move the museum forward on multiple fronts. For example, the new three-year strategic plan it just wrote was directly based on the museum’s MAP reports and the board retreat that happened right after the site visit.

“MAP was extremely instrumental in identifying the needed changes and it gave us confidence to move forward with change. We can’t possibly do everything all at once but we have tools now to do things well, as we are ready for them, with the information the peer reviewer provided.”

MAP Experience Case Study #10

University of Wyoming Art Museum, Laramie, WY

Collections Stewardship Assessment 2002

Organizational Assessment 2009-2010

Community Engagement Assessment 2014-2015

Organizational Background

The University of Wyoming Art Museum presents and collects world-class art and objects by regional, national and international artists, and art from the American West. The museum moved into its current facility in 1992, and opened in 1993. The facility offers nine galleries, an expansive outdoor sculpture terrace, an education studio, a museum store, and seven storage vaults for the care and preservation of the Art Museum's permanent collection. The museum has been continuously accredited since 1979 and has completed three different MAP assessments since 2002, using them in part to prepare for, and respond to, its reaccreditations. The museum also completed the Conservation Assessment Program (CAP) in the mid-1990s. The current director arrived in the early 2000s and initiated all the MAP assessments and oversaw the most recent reaccreditation review.

Year Founded: 1972

Budget: \$ 1,300,000

Staff Size: 6

Annual Attendance: 18,417

Governance: University
(State)

Organizational Need for Assessment

Internal and external drivers led the museum to repeatedly, strategically use the Museum Assessment Program over the course of over a dozen years. It was the institution's upcoming reaccreditation that motivated it to do its first MAP—a Collections Stewardship assessment in 2002. The leadership and staff saw facility problems, particularly related to collections, which were going to pose a challenge for earning reaccreditation. A few years after addressing the issues and securing reaccreditation, the museum faced the impacts of the economic downturn, including university-wide staffing cuts and subsequent reorganizations. The museum lost its development officer and this activity was centralized, which shifted the museum's financial burden and structure. The director wanted guidance on how the changes would impact the museum and how to negotiate that shift, so applied for a MAP

Organizational assessment. Within a few years, the staff began seeing changes in the community that they didn't know how to adjust the museum's programming to match up with. "We didn't quite feel that we were engaged with our community." This led to the decision to undertake the Community Engagement assessment.

MAP's Contribution to Organizational Change

The museum elected to do a Collections Stewardship assessment to get outside guidance on how to best address collections storage issues, including environmental risk issues caused by leaks. The final MAP report written by the peer reviewer enabled the museum to persuade the University to do a multi-million dollar assessment and replacement of the fire suppression system and completely redo the collections storage areas to fix the leaks. The security system was also upgraded and expanded (cameras added), and the roof replaced on a portion of the building. "I don't believe we would have done what we did with the building without the MAP assessment."

Once those critical areas had been addressed, the staff felt able to turn its attention to other issues by participating in an Organizational MAP in 2009-2010. Economic downturns resulted in decreased staff and decreased resources from the University and the museum needed help navigating and negotiating through reorganization. "We lost two positions a year ago with the current economic climate. Every one of the MAPs has talked about needs for new personnel."

The Community Engagement assessment in 2014-2015 came at a time when a new education curator had just come on board and the marketing person's time increased. The staff and leadership were trying to deal with changes in social media and to figure out how to connect with all the museum's constituencies—the campus, local, and statewide. The Community Engagement assessment helped the museum find new ways to think about initiating and implementing public programming to serve these different communities.

Faculty was identified as a new community and integration of art into class curriculums on campus became a new initiative. Realignment of public exhibits and reducing the number presented each year has allowed staff to design more programming to support exhibits and engage the public at a deeper level. The museum also realized it could play a role in addressing the division between the arts and sciences at the University, so STEM initiatives are now an area of focus. It is also re-engaging with the Biodiversity Institute and seeing encouraging results in getting the arts in general back into the conversation at the broader university level.

"All three final MAP reports have been extremely helpful in terms of recommendations and in providing leverage for support and funding. Having the museum's strengths and successes documented in the reports has been an extremely helpful tool. A MAP report is the best way to get the attention of the University administration."

Lessons and Challenges to Share:

For AAM and IMLS:

- The Art Museum used the AAM National Salary Survey to convey and address personnel needs.
- Smaller museums are likely to feel overwhelmed by the time commitment for MAP, especially completing the self-study workbook but “word of mouth amongst users is a powerful way to mitigate these challenges.”

For Other Museums:

- Start early on the Self-Study Workbook—don’t wait until the last week to complete it—it’s detailed and takes time to put everything together.
- The MAP report is the best way to get the attention of University administration.

Internal Challenges:

- The two biggest barriers to completing the MAPs were lack of time and difficulty in shifting attitudes and perspectives regarding community engagement.
- “The Community Engagement assessment was most challenging because we didn’t quite know how to go about it. Ultimately, the outcome was a good one for us; we were hesitant at first because recommendations seemed really simple.”

Post MAP Progress & Sustainability

Results of MAP for the University of Wyoming Art Museum included:

- Maintaining its accredited status
- Resolving major threats to collections security and care
- Building renovation and upgrades
- Leveraging resources and support from the University
- Adding new staff positions
- Successfully managing change necessitated by internal and external forces
- Identifying new audiences and creating new programming for them
- Forging new partnerships and connections across the University

“The Museum has evolved over time, taking one part at-a-time, making the museum whole—the parts changing based either on urgency or time deadlines.” The institution stabilized difficult situations and resolved major challenges in large part by implementing recommendations from its first two MAP assessments. The museum then elected to do a Community Engagement assessment, which pushed the staff outside their comfort zone. The museum has put almost all of this assessment’s results into motion but found they take longer to fully launch due to pre-existing exhibition and programming schedules. But the education team continues to use the Community Engagement MAP report. “We are thinking about how we do education programs and their connections to exhibitions, and rotation of exhibitions. We are testing, piloting, and seeing how it all works.”

“The MAP initiatives have been sustainable and the museum has evolved and remained reaccredited despite significant challenges.” Recognizing and employing the power of MAP has become a part of this museum’s toolkit and it fully intends to keep utilizing it. “Looking ahead we do need expansion on building, and the strongest ticket on getting the attention of the University to this fact is another Organizational MAP.”