TOMORROW IN THE GOLDEN STATE

MUSEUMS AND THE FUTURE OF CALIFORNIA

A GUIDE FOR FORECASTING AND PLANNING

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Produced by the California Association of Museums and The Center for the Future of Museums, American Association of Museums

CAM CALIFORNIA ASSOCIATION OF MUSEUMS

CENTER FOR THE FUTURE OF MUSEUMS

AMERICAN ASSOCIATION OF MUSEUMS

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PREAMBLE

This resource guide builds on the results of a working session, "Forecasting the Future of California Museums," held in Los Angeles on May 25, 2010 at the annual meeting of the American Association of Museums (AAM). The session was organized to mark the 30th anniversary of the California Association of Museums (CAM). CAM invited AAM's Center for the Future of Museums (CFM) to lead participants in an exploration of the future in order to guide California museums through the next 30 years and beyond.

This working session was led by futurist Garry Golden of **Oliver Kaizen**, a next generation communications agency focused on the future of mobility and infrastructure. For more information visit www.oliverkaizen.com.

The California Association of Museums is a dynamic community of individuals and organizations that seeks to create a brighter future for museums and their communities, with the guiding mission "Leading California Museums into the Future." CAM connects the field with information and resources to foster museums that are relevant and effective organizations that make a positive impact on our state and its citizens. For more information, visit www.calmuseums.org.

The Center for the Future of Museums is an initiative of the American Association of Museums. Launched in 2008, CFM helps museums explore the cultural, political and economic challenges facing society and devise strategies to shape a better tomorrow. CFM is a think tank and research and design lab for fostering creativity and helping museums transcend traditional boundaries to serve society in new ways. For more information, visit www.futureofmuseums.org.

A MESSAGE FROM THE
CALIFORNIA ASSOCIATION OF MUSEUMS

The California Association of Museums is proud to collaborate with the American Association of Museums' Center for the Future of Museums in offering this discussion guide for the benefit of the statewide museum field and California's communities. This guide will help museums understand several of the trends shaping the state in coming decades and provide resources to help both museums and their communities thrive in the future. We view this guide as a significant step forward in continuing a statewide conversation about the future of museums—one that will introduce new and exciting resources and tools.

This year marks the 30th anniversary of CAM—three decades ago, museum directors and trustees sat in a room and discussed how they could work collaboratively for the betterment of the statewide museum field. We are excited to mark the 30-year history of CAM by partnering with CFM to encourage California museums to explore the full potential of museums to serve their communities 10, 20, or 30 years from now.

Lastly, I would like to thank Elizabeth Merritt, CFM and AAM for accepting our invitation to mark CAM's anniversary with this project. This partnership has had a lasting and positive effect on CAM's future, and by extension, the museums we serve.

Phil Kohlmetz
PRESIDENT, CAM

SECTION 1:
SETTING THE STAGE

MUSEUMS AS COMMUNITY CATALYSTS

Museums have historically been keystones of their communities—sources of credible information, safe places to explore important issues, keepers of cultural memory, mentors of life-long learning and "canopies" bringing together diverse groups. The coming decades will bring massive changes in our society: political, financial, cultural, technological and ecological. These forces will contribute to the stress communities experience and museums can play a vital role in preparing for and responding to these challenges. As trusted conveners, museums can lead their communities in exploring where current trends may take us, identifying preferred futures and helping bring them into being.

This resource guide supports museums in embracing this role as leaders in realizing preferred futures. CAM and AAM hope it will encourage museum practitioners to develop the habit of futures thinking: scanning for change, forecasting where trends and events may take us, envisioning potential futures and integrating the resulting insights into their planning.

HOW TO USE THIS GUIDE

The best way to prepare for the future is to spend some time imagining what it will be like, drawing on your creativity and that of others. This guide provides the resources you need to support such an exploration.

- **SECTION TWO** presents a quick overview of future studies and forecasting—the why and how of it

- **SECTION THREE** provides an overview of trends and events that may shape California and its museums in coming decades

- **SECTION FOUR** offers five scenarios of potential futures to stimulate your thinking and catalyze conversation

- **SECTION FIVE** suggests what to do next—how to integrate the results of these discussions into your institutional planning and how to encourage community action

- **APPENDIX 1** provides agendas, potential invite lists and notes on logistics to help plan a forecasting session

- **APPENDIX 2** lists additional resources to support deeper exploration of the future

To kick-start an exploration of the future in your organization and with community partners, use this guide to:

1. **Provoke thinking on a longer time frame**. Download and share the forecasting reports "Museums & Society 2034: Trends and Potential Futures" and "Demographic Transformation and the Future of Museums" with your staff and members of your board. (See resources, page 34.) Set aside time at a regularly scheduled meeting or host a discussion group to encourage museum staff and members of the governing authority to share their reactions to these glimpses of the future.

2. **Issue a Challenge**. Once people are looking at the future, propose a working session to answer the question: "what actions can we take now to help our organization and our community be better prepared for the future?"

3. **Set the Date**. Schedule a working session to explore potential futures and identify specific actions. Appendix 1 provides suggestions for how to organize a session, who to invite and how, and tools to guide the discussion.

4. **Follow up**. Integrate what you learn from the working session into your institutional planning process (see page 28).

5. **Share your insights** by writing to us at futureofmuseums@aam-us.org and cam@calmuseums.org. We will feature stories from these explorations of the future on the CAM and CFM websites and blogs.

This printed guide is supplemented by online resources at the CFM website including annotations, hyperlinks, downloadable PDF versions of the forms in this guide and PowerPoint presentations to support your discussions.

ORIGINS OF FUTURES STUDIES

Futures studies sprang from the roots of social studies, in the early 20th century, but it really took off after WWII as the defense department (and anyone concerned about the future of the human race) realized it was important to explore the question "what if?" Herman Kahn at the RAND Institute jump started the field by analyzing the likely consequences of nuclear war and recommending ways to improve survivability.

This focus on potential disaster morphed naturally into concern for other potential civilization-shattering events (notably, in the 1960s and 70s, fears about the potential consequences of resource constraints such as food, or oil).

In the 1990s futures studies evolved into a broader tool for strategic planning. Done well, foresight, forecasting and futures-thinking are tremendously powerful ways for leaders of organizations to build visions of preferred futures, manage expectations of what, realistically, can be done to alter the current course of events and challenge assumptions about how the world works.

SECTION 2:
FUTURISM 101

Why is foresight important? Without someone playing the important role of futurist, we risk being mired in the present. Our planning is often focused on short term challenges and immediate needs. We have a tendency, when looking at only a short time frame, to defend old assumptions and choose narrow measures of success. We tinker with the edges of what we already do well rather than risking innovation. It's all too easy, when faced with the need to change, to become paralyzed by fear, uncertainty, doubt and outright denial.

Futures-thinking breaks through this logjam by freeing peoples' imaginations. It fosters a start-up mindset where anything is possible, people are willing to question assumptions, think broadly of how to measure success, discover or create new needs and try lots of things, fast, knowing that many of them will fail.

Foresight isn't the same as prediction. Rather than placing a bet on which particular future is most likely to occur, foresight's role is to help us imagine many plausible futures and identify useful actions that can be taken in the present. Futurists accomplish this in three fundamental ways, by:

- Identifying and monitoring change, tracking the flow of trends, events and emerging issues

- Imagining different futures and testing new assumptions through forecasting and scenario building

• Communicating and responding to change

This brief introduction to foresight and futures thinking emphasizes the first two methodologies—identifying and monitoring change (otherwise known as scanning) and imagining differences (forecasting and creating scenarios). Communicating and responding to change can be accomplished by incorporating what you learn from foresight into your organization's institutional planning process.
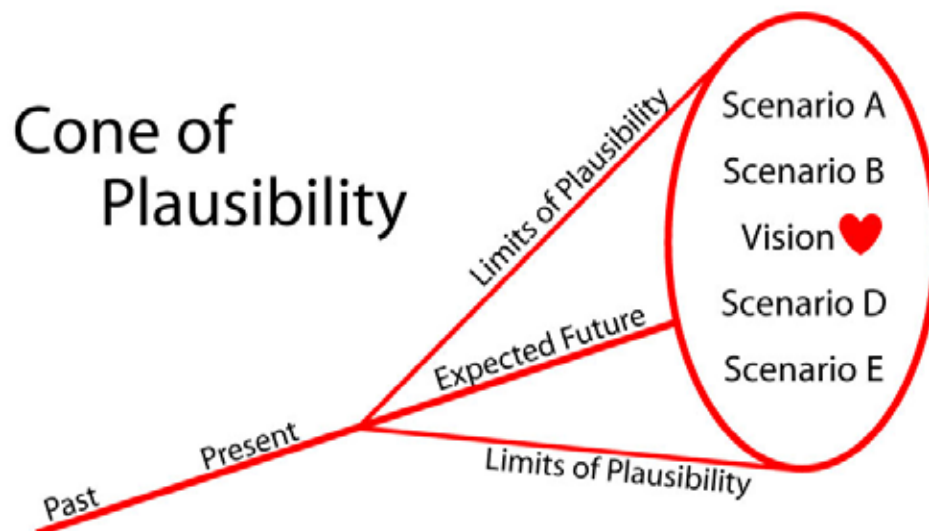
POTENTIAL FUTURES

Studying the future isn't all that different from studying history. We start with what we know (the present), and things get increasingly uncertain as we move forward or back in time. Historians study traces of the past through written records, oral tradition and physical evidence. It may seem they have more to work from than futurists, but they have no way to know for certain if they get it right, since there's no way to visit the past. Futurists, on the other hand, must use their intuition and reasoning to imagine where the forces that shape our path will take us, but have the advantage that they will, eventually, get to test their "imagined futures" against reality.

The farther we look forward from the present moment, the more things have the potential to change. Absent a sudden, cataclysmic event (for example, an earthquake or a terrorist attack) tomorrow will probably be pretty much like today. Ten, twenty, thirty years out, however, events will have diverged far more. We can imagine potential futures as a cone radiating out from the present (figure below). This "cone of plausibility" defines futures that might reasonably occur. The edges of the cone are defined by the limits of plausibility. Functional teleportation within the next fifty years is probably a non-starter, for example. However, 3-D printers that recreate objects from digital data already exist, and could become the functional equivalent of teleportation for objects in the near future. Immortality is probably not in the cards, but extension of healthy lifespan by ten or twenty years might well be.

Dead center in the cone of plausibility is the expected future. This is how the future would look if business proceeds as usual. Things may change gradually, but only in the direction we have come to expect. Contrary to what common sense would suggest, the expected future is highly unlikely. It's far more probable that some force will cause us to veer off course and land elsewhere in the cone, somewhere between the expected future and the limits of plausibility.

This is the realm of foresight: what are these possible futures? What factors would bring any given one into being and how can we spot those factors early on? Where in the cone is our preferred future, the one we consciously choose, and how do we make it our destination?

Cone of Plausibility

Limits of Plausibility

Scenario A
Scenario B
Vision ♥
Scenario D
Scenario E

Expected Future

Past
Present

Limits of Plausibility

The key to forecasting is being aware of change that is occurring or may occur. This is harder than it sounds. Change can be:

- Incremental. Sometimes change is hard to notice because it happens slowly and unobtrusively. The cost of living index, for example, or the prices of gas at the pump, tends to creep up or down (though either can jump dramatically in certain circumstances).
- Disruptive. Radical, transformative change can be hard to imagine because it may be outside our experience. How do you convince a caterpillar that it is about to become a butterfly?

These two types of change, incremental and disruptive, interact with one other to create patterns over time. Typically, any field of endeavor (medicine, for example, or transportation) is characterized by "eras" that start and end with transformative, innovative change. Old eras don't die, they just taper off and cease to be the dominant force in their field.

MEDICINE: THE ERA OF ANTIBIOTICS

Alexander Fleming opened the era of antibiotics in 1928. His discovery of penicillin ushered in a century in which drugs could effectively target bacterial infections. After a slow start the pace of discovering new drugs took off and now there are hundreds of antibiotics. Now the pace of change is leveling off as it becomes more difficult to find effective new antibiotics and bacteria become resistant to our old standbys. Watson, Crick and Franklin laid the groundwork for the next medical era, that of gene-based medicine, when they deduced the structure of DNA in 1953. We still depend on antibiotics, but we no longer pin our hopes on dramatic advances in health on these drugs—for that we look to gene therapy and even nano-technology.

Futurists keep an eye on both incremental and disruptive change— trying to foresee how change will play out, and at what pace, within an era, and (more importantly) spotting the early signs of the slow petering out of one era, and disruptive change marking the beginning of a new era.

SCANNING FOR CHANGE

How can we notice change as it creeps up or springs upon us? We can actively look for bits of information that give hints of the future. In future-speak, this is called scanning. Scanning identifies and monitors change, anticipates disruptions and helps us imagine the implications of what we observe. Our goal in scanning is to find what is not already known, to go beyond established wisdom and seek the new. We look for early signs, teases and hints of trends that are just beginning or changes in speed or direction of existing trends. For this reason, scanning should encompass both mainstream sources (newspapers, journals, magazines etc.) and fringe sources (blogs, knowledgeable individuals, social media, research centers). Mainstream sources will tend to reinforce what we think we already know, but the fringe sources may well challenge our beliefs and question our assumptions.

CFM and CAM staff used scanning to identify the trends that underlie the scenarios in this report. If you want to make scanning part of your ongoing work (and we recommend you do) see Appendix 2 for a list of scanning resources, and download a "Guide to Scanning" from the CFM website.

TRENDS

Forecasting extrapolates trends into the future to see what effects they may produce. The rising price of oil, for example, is a clear and inexorable trend, though one may come up with various estimates of what the price of gas may be in 2034, depending on what assumptions you choose for your forecast. In forecasting, we assess what will happen if a trend changes speed (could we discover a rich new source of easy-to-drill oil, slowing the increase in gas prices?) or direction (might energy companies artificially drop the cost of oil, to undermine development of alternative energy sources?). We also try to spot new trends, such as the rise of biofuels or investment in infrastructure for electric cars.

The AAM report "Museums & Society 2034: Trends and Potential Futures" presents an overview of some forces likely to influence U.S. museums in the next 25 years. We highly recommend you read that report (available free from AAM's Center for the Future of Museums at www.futureofmuseums.org) in conjunction with using this resource. In addition, Section Three supplements this report by looking at major trends that will influence California in particular, and its museums, in the coming decades.

DISRUPTIVE EVENTS

Some change results not from the incremental effect of trends, but from single disruptive events. These events may be things we know will occur, though we can't predict when (like a major earthquake in California). Or we may know when they will occur, but can't predict the effects (like the election of the president every four years). Or an event may come entirely out of the blue, like the national financial damage resulting from the collapse of Bernie Madoff's massive pyramid scheme.

Even the "out of the blue" events can be imagined. For example, consider how many people came out of the woodwork to say "we told you so" after the terrorist attacks of 2001. It turns out several groups had speculated about the potential use of commercial passenger planes as weapons. Unfortunately, no one in a position to prevent such attacks took this possibility into account in their planning and operations. Brainstorming potential disruptive events increases the chance you will factor such "what if" events into your planning. Even if it is something you can't prevent (like a magnitude 8.0 earthquake) you can be prepared to deal with the consequences.

SCENARIO BUILDING

Scenarios imagine futures based on the intersection of new and existing trends and potentially disruptive events. Think of drivers of change—trends and potential events—as cards in a deck. Each card contains a piece of information. Deal yourself a hand (for example, four trends and a disruptive event) and you have the framework for a scenario about what the world shaped by those forces might look like.

An effective scenario should:
- Be internally consistent
- Be engaging and compelling
- Explore uncertainties and differences

Scenarios should not try to eliminate uncertainty, reinforce a preferred outcome or make people comfortable with things as they are. They should be provocative, pushing people a little past their comfort level and igniting their imaginations. A really good scenario blows apart the boundaries of peoples' thinking and opens their minds to new ways of seeing the world.

Section Four presents five scenarios resulting from trends and potential events shaping the future of California and its museums. The stories they tell provide an opportunity to explore how you, your organization and your community would fare in these potential futures and, in turn, what actions you might take now to promote these futures, prevent them from occurring, or prepare to live in them.

SECTION 3:

DRIVERS OF CHANGE: TRENDS AND POTENTIAL DISRUPTIVE EVENTS

The AAM report "Museums & Society 2034: Trends and Potential Futures" provides a broad overview of the trends that will affect America and its museums overall in the next quarter century. That report can be downloaded free from www.futureofmuseums.org.

This section supplements that report with a brief snapshot of some additional trends that will be particularly important to California and its museums in the coming decades. Section Five also lists trends pertinent to specific scenarios.

ECONOMIC/POLITICAL

The past century has seen a shift in global power away from a West-West Axis (1950–1990) with the major players being the U.S. and Western Europe. This reoriented to an East-West axis (1990–present) with the rise of Japan and China as economic powers and will shift, in coming decades, to a South-South power corridor as South America, Africa, India, the Middle East, Russia and China dominate in population and resources.

"Museums & Society 2034" notes the increasing inequality in distribution of wealth in the U.S., a trend which is particularly important in the context of the rise of the new global middle class. While the American middle class has barely budged, the average income in many other countries (notably China and India) is growing enormously. How will this economic shift affect the global economy, cultural consumerism and tourism?

California shares in the US transformation in jobs, as old economy jobs (manufacturing, construction, transportation) shrink while new economy jobs (health, professional and technical services, information, nano- and bio-technology) swell.

Projected Education Levels for Californians in 2025
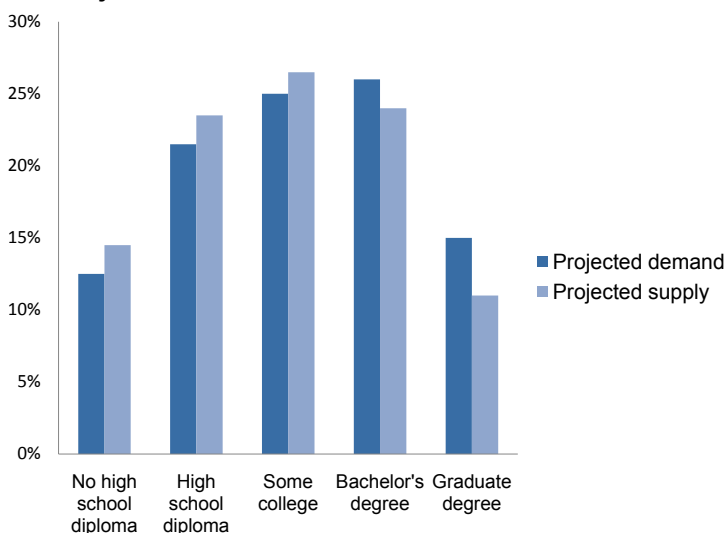
Source: Public Policy Institute of California, *Educating California: Choices for the Future* , June 2009

PEOPLE AND COMMUNITIES

Projections show that by 2025 California will not have enough highly educated workers to meet the demands of these new economy jobs.

This lack of higher education will exacerbate the income gap between rich and poor, and contributes to high unemployment rates.

California is already a "majority minority" state, meaning that no one ethnic or racial group constitutes a majority. By 2050, non-Hispanic whites will go from making up slightly less than 50% of the population to less than a third, while Hispanics go from almost a third of the population to over 50%.

Much of this population growth will be due to domestic births rather than immigration. We know very little about how this "second generation" population will behave—how they will vote, their preferences as cultural consumers, their attitudes towards museums.

At the same time, our society is undergoing a profound generational shift. How will the Millennials (also known as echo-Boomers), born between the mid-1970s and the early 2000s, behave with regard to cultural consumption, volunteerism and leisure time? How will these "digital natives" expect to access, pay for, and contribute to on-line information and resources?
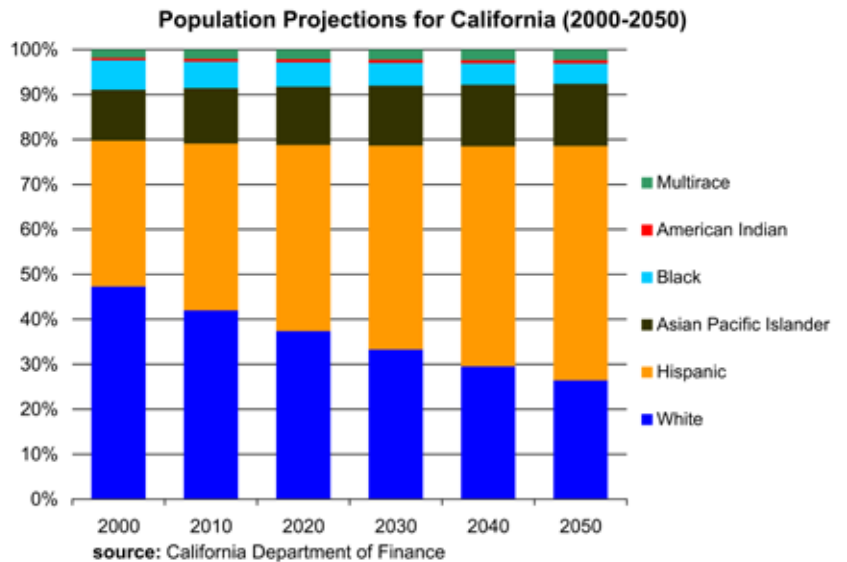
TECHNOLOGY

The spread of location-based connectivity via ubiquitous hand-held devices enables people to manage their identities, relationships and shared experiences in the physical world. Increasingly, people are choosing to share information about themselves in return for access or services.

Population Projections for California (2000-2050)

source: California Department of Finance

ENVIRONMENT, RESOURCES AND ENERGY

Water scarcity is a characteristic of California's drought-prone climate. Researchers at the University of California at Davis have estimated that by 2020 water scarcity will result in costs of $1.6 billion a year to end users of urban water in the state.

The world has already reached peak production of conventional oil. The remaining sources, while abundant, are difficult and expensive to mine, and can inflict massive damage on the environment.

YOUR TURN

What additional trends do you see shaping the state, your community and your organization? What information can you cite in support of your statement about this trend? Use the worksheet on page 31 to record your thoughts.

Here are some potential disruptive events that could shape the future of the state.

Major Earthquake

Financial failure of the public secondary school system, and/or of the state university system

Bankruptcy and default of the California state government

Major domestic terrorist attack

Elimination of state tax-exempt status

Major breakthrough in bio- or nano-technology leading to a revitalization of state industry

YOUR TURN

What additional potentially disruptive events do you think might plausibly happen in the next few decades, with a major impact on the state, your community and your organization? Use the worksheet on page 32 to record your thoughts.

FORECASTING DISRUPTIVE EVENTS

California has a 99.7% chance of having a magnitude 6.7 earthquake (same as the 1994 Northridge event, as pictured above) during the next 30 years. There is a 62% probability that at least one earthquake of magnitude 6.7 or greater will occur in the San Francisco Bay Area before 2032. For more information see http://earthquake-preparedness.net/california-risks.html

SECTION 4:
SCENARIOS OF THE FUTURE

This section presents five scenarios (stories) of the future. Each cites the trends and, if applicable, disruptive events that contribute to this future state, provides a glimpse of museums and their environment and poses a set of discussion questions to stimulate your thinking. What would these futures mean for your museum, your community and society as a whole?
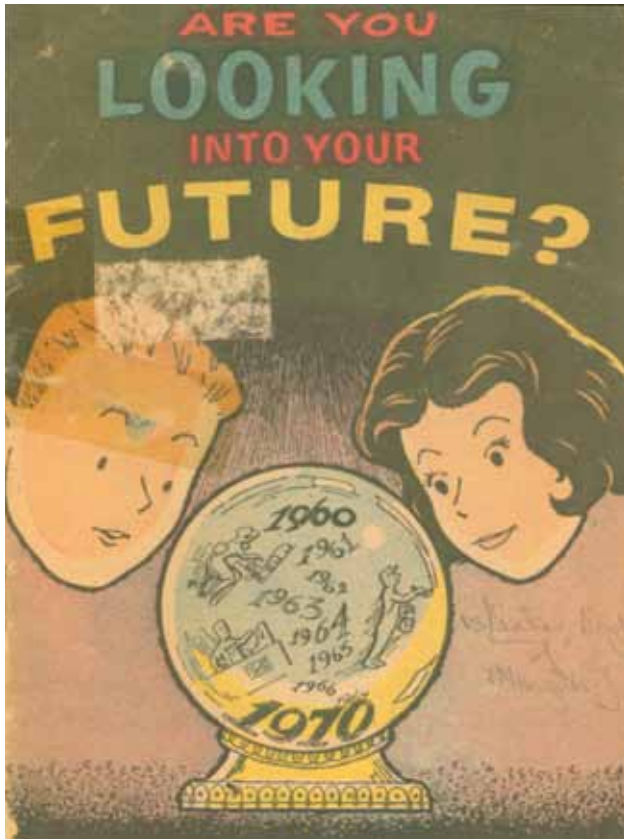
The Craft Bar at the Museum of Craft & Folk Art in San Francisco.

Underlying Trends:

- An increase in technological tools and platforms that support a "Maker" or do-it-yourself culture
- Pop-up retailing, moveable culture
- New technologies (social and creative) that support a more participatory culture and foster an expectation of shared authority
- Increased desire to create walkable communities, helping to conserve energy, lower the environmental impact of transportation and increase quality of life
- Increased tendency of municipalities to pressure museums to pay property tax, or make payments in lieu of property tax

Disruptive Event:

- A series of terrorist attacks on public venues—museums, sporting events, concerts and festivals—starting in 2015

Summer, 2024 – The politics of place have been reshaped by technology and by the realities of the real estate market. Urban and suburban environments are rapidly changing and becoming more fluid. The rising cost of transportation fuels has shifted travel behavior and re-localized many business centers. The low cost of sophisticated portable technology and the proliferation of social media and location-based data have changed how people interact with their surroundings.

Cities such as Los Angeles and San Diego have responded to demographic transitions by building more densely "livable" communities, accommodating waves of aging Baby Boomers who prefer to be closer to city centers and health services. Cities drained by intra-State migration have selectively downsized, "greening" formerly residential neighborhoods while investing heavily in mixed use and integrated residential, commercial, civic and transportation infrastructure in concentrated areas targeted for growth. Given the high cost of municipal services, tax-exempt nonprofits are increasingly pressured to contribute payments in lieu of property tax.

The ubiquity of hand-held PEDs (Personal Electronic Devices) and location-based applications have reshaped the way people access and use information. Now images, files, and information can be linked to objects and places and accessed by any average person with common technology. This revolution has exploded the ability of organizations (both profit and nonprofit) to offer resources beyond their physical walls.

In the past decade, people's attitudes towards and use of public space have been transformed by a series of violent domestic protests and terrorist attacks on public venues—museums, sporting events, concerts and festivals. In response the federal government mandated stringent (and costly!) new security restrictions for all cultural institutions receiving federal funding. Despite the added security, the American public has become markedly uneasy about congregating indoors in large numbers.

Given the skyrocketing costs of creating, maintaining and securing physical property, many museums and cultural organizations find it more practical to transition group experiences that formerly took place in fixed, built environments to new venues that are more distributed, transitory and locally-based. Thinking beyond bricks and mortar, most museums are, in large part, virtual—pushing more experiences over the web to portable electronic devices, linking information to geotags in the environment.

This "distributed" model also facilitates new roles and relationships based on the increasing desire of the public to participate in content generation. The virtual networks museums create to distribute content also enable interested members of the public to contribute and curate content. Museum curators become recruiters, reviewers and aggregators, enlisting and training amateur experts to contribute content—both information and interpretation.

Museums' physical presence is also more mobile, transitory and distributed—utilizing pop-up exhibits in temporary spaces brings the museum experience to different neighborhoods, and turning the process of spotting and reviewing the exhibits into a challenging social media game.

Neighborhoods—business and residential—become networks of overlapping interpretive content, contributed and used for education and entertainment by residents and visitors. Museums expand their traditional roles of collections, research and interpretation, becoming compilers, editors, organizers and distributers of content and mentors of these place-based content nets.

On Earth Day 2024, San Francisco became one huge exhibit as most of the local museums together with other cultural institutions, and public and private partners assembled over 200 "pop-up" exhibits, activities and performances throughout the city.

Discussion Questions

- How will museums respond to a world in which cultural and learning experiences are more distributed in "Third Places" (not work, not home)?

- What will be the impact of the rapid pace of technological innovation, specifically the flowering of ways to tie information to geographic coordinates and distribute content to hand-held devices?

- How will museums adapt to the rising costs of construction and maintenance of buildings, and the increasing costs of bearing the fixed costs of operating a building in times of fiscal stress?

- How can museums extend their reach into communities via hybrids of virtual and physical locations? What other organizations (nonprofit or for-profit) would they partner with to do this?

- How will museums respond to a growing preference (or at least tolerance) for digital and other reproductions versus the authentic object?

Underlying Trends:

- Elderly Californians (age 65+) are the fastest growing population group in the state. According to projections by the state Department of Finance, 14% of the state's residents will be 65 or older by 2020—and 18% by 2030.
- Biomedical advances continue to improve the ability of seniors to remain mobile and active. Four out of five Baby Boomers see work as playing a role in their retirement years, with only 20% anticipating retiring and not working at all (AARP).
- People increasingly want to "age in place" rather than consigning themselves to retirement homes.

Californians Age 65 or Older Are Projected to be the Fastest Growing Age Group

Projected % Change in Population by Age Group, 2000 to 2020
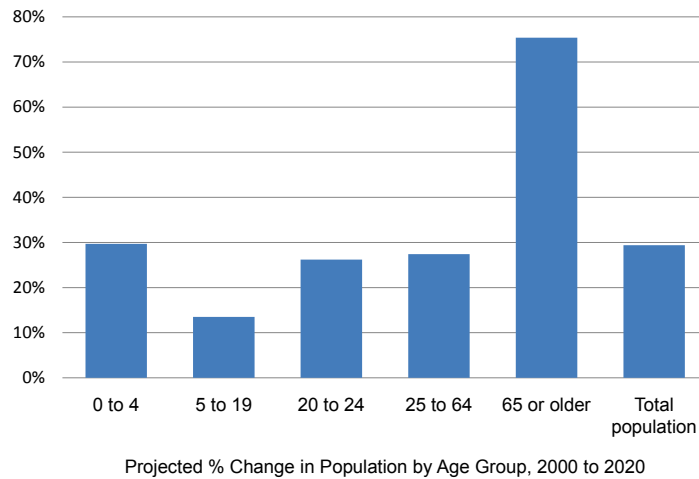
Source: California Budget Project, *Budget Backgrounder: Making Dollars Make Sense* , August 2008

Disruptive Event:

- Passage of Proposition 1096, reforming the state's real estate laws

Spring, 2026 – Not only have political and business leaders within Orange County agreed to promote the region as *Boomerville*, they are using tax credits to attract businesses able to profit from California's Silver Rush. And they are not alone! Economic development groups and communities around the state have shifted their marketing campaigns to attract Boomer-oriented businesses. Meanwhile, political leaders are placing new demands on museums, libraries and other civic-cultural institutions as they position themselves as centers of gravity for Boomer communities and creative aging services.

California has led the world in transforming the conversation around this massive global demographic transition by highlighting the positive economic aspects of aging. Once seen only as an economic liability for the government, aging populations are now considered key to California's economic development and growth strategy. In fact, a key plank in the Governor's re-election platform in 2022 was her vision for making the state the world's lifestyle destination for aging populations.

During that same year, Proposition 1096 reformed the state's real estate laws to accommodate the needs of aging populations. In a visionary move, the state purchased a large stock of housing made available by the collapse of the Great Housing Market of 2016 and created a Transitional Housing Agency to manage nominal-cost rentals to out-of-state senior tourists. ("Stay as long as you want!" trumpets the state's new tourism campaign.)

Prop 1096 also made it easier to own and operate small-business category active living facilities, and loosened restrictions on multi-generational family properties. These days, architects and the construction industry are churning out "Granny Pods"—stylish, off-grid, carbon- and waste-neutral prefab housing units for urban and suburban yards designed to house the elderly in proximity to their families.

California has rendered obsolete the 'golden acres' model for warehousing the elderly and set the gold standard for quality in-home healthcare and creative aging services. Smart Homes are wired with sensors and cameras that are monitored and supported by on-demand assistance via video connecting to remote health service workers from places as close as Kansas and as far away as Bangalore, India.

Creative Aging has mushroomed into an ecosystem of industries geared towards attracting and serving active lifestyle seniors. Of course, spending habits have shifted from retail products (you can only fit so much in a Granny Pod) to experiences. This has led the government of California to redirect dollars to civic and cultural institutions capable of building a strong foundation for creative aging experiences.

This shift has not been entirely smooth. Civic and cultural institutional leaders are still adjusting to this new mandate and the emphasis on aging demographics. Despite improvements in health care and 'healthy-active' aging, with ever-older audiences museums struggle to meet the increasingly complex demands for physical and cognitive accessibility. Some argue that focusing on a temporary bulge in the population is short-sighted, and leads museums to ignore building sustainable, long-term revenue strategies. Museums are increasingly seen as places for older folk to go—causing brand damage among post-Boomers. School group visits have declined dramatically as teachers and students perceive museums as unwelcoming to youth audiences. Are museums undercutting their appeal to the next generation with every new Granny Pod on the block?!

Discussion Questions

- How do museums fit into this new matrix of services and institutions focused on creative, active and healthy aging lifestyles?

- How would museums need to change their operations and infrastructure to better serve an aging local population and older tourists? What are the current barriers to access/use?

- Are there unmet needs in the network of community support for seniors that museums can help fill?

- How might individuals, families and communities leverage museums and other institutions to record their own personal legacy?

Underlying Trends:

- There is a dramatically increasing gap in wealth between richest and poorest. The percentage of American wealth held by the top 1% of the population fell as low as 20% in 1976, and rose to 35% by 2010.
- Political scientists have identified signs of a new segregation by political beliefs.
- Progressive cuts to local and state funding of basic services due to financial stress.

Disruptive Event:

- Severe national recession starting in 2016

Summer, 2032 – Many state legislators wish it was like 'the good old days' when California's historical geographic and political tensions existed between three major regions: Northern California, Southern California, and the Central Valley. Today, the Golden State is splintered up among thousands of communities and self-identified regions that have taken the notion of self-reliance and sustainability to a hyper local level. Now legislators need to figure out funding strategies for a state that has become increasingly polarized politically and culturally. The best hope is to leverage museums and civic-cultural institutions as bridges between communities. The challenge will be breaking the tight bonds of local communities who are now in control.

The trend towards more inwardly-focused community living started soon after the Recession of 2016, when the state began to fracture into subcultures along cultural fault lines in response to ever-more dramatic inequality of distribution of wealth, tensions between long-time residents, new immigrants and temporary workers. Trust in the state and federal governments plummeted, while reliance on community-based governance and authority rose. Nearly fifteen years of stagnant economic growth have aggravated these tensions.

The continued fragmentation of web-based media has not helped. As people are empowered to closely tailor their own sources of news, opinion and entertainment, political and cultural divisions widen. Continuing a trend first noted early in the century, people increasingly self-sort where they live, work and spend their leisure time.

The natural response to declining state funding was for local leaders to push towards self-sufficiency. Many communities have self-segregated into "gated" enclaves along lines of race, ethnicity, immigrant and socioeconomic status and political affiliation. These communities actively monitor visitors and residents, and "problem" people such as the indigent, mentally ill, homeless and jobless are aggressively deported. Other communities have become defiantly diverse catch basins for those who either don't or won't fit inside the gates. One bright spot to these inwardly-focused communities is that they are all 'off grid,' relying on locally generated clean-tech energy!

State and local support for public organizations (museums, libraries, parks) and public services (security, education, transportation), has been dramatically reduced, forcing individuals and communities to provide private alternatives. There is pride in civic institutions, but it is often narrowly framed around local needs and excludes a broader sense of shared culture.

The museum world has split in two. Most major urban museums have shifted their programming and collection strategies to focus on tourists—especially the waves of middle class Chinese and Indian tourists eager to spend their new-found wealth. These museums are seen as destinations for global citizens more than local residents. Smaller museums struggle to fulfill their missions while meeting the expectations of their communities that they reflect and reinforce highly a localized sense of identity and cultivate local pride and self-sufficiency.

Percentage of all income earned
by richest 10% of Americans
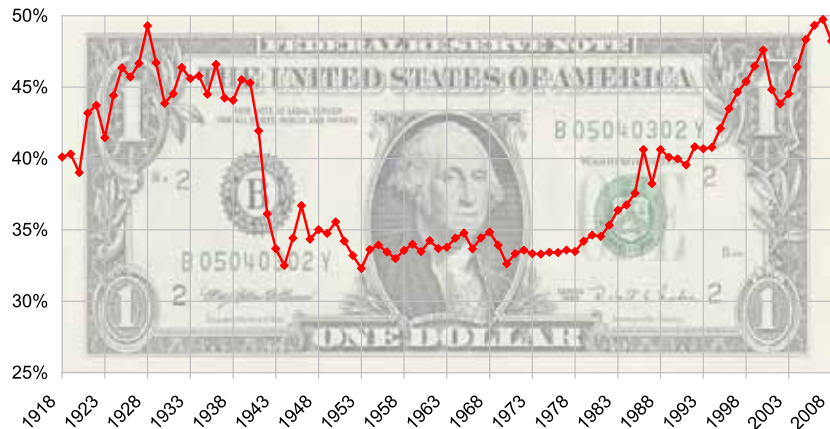
source: Emmanuel Saez (http://elsa.berkeley.edu/~saez/)

Discussion Questions

- What is museums' role in promoting inclusiveness and tolerance?

- How should a community museum reflect that community's self-image and values? What happens if that reflects negatively on the values of other communities?

- In what ways do museums that promote local identity and celebrate the history and culture of one group promote social fragmentation?
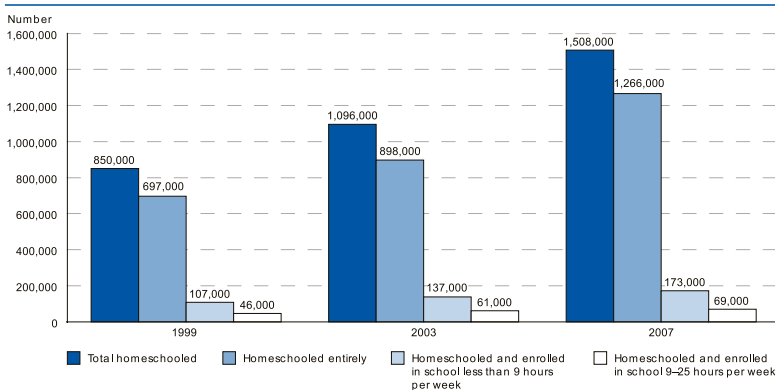
Underlying Trends:

- Growth in home-schooling and alternatives to public schools.
- Disillusionment with standardized testing, increased expectations for outcomes-based learning, reduced trust in the public school system.
- Rise of the virtual classroom, ability to deliver interactive content over the web.
- Increasing desire for specialized curricula to accommodate religious, cultural or political beliefs.
- Rising awareness of the need to provide multi-modal learning in order to provide equitable education to diverse learners.
- Continued cuts in state funding for primary and secondary education.

Disruptive Event:

- Election of a progressive governor able to rally the legislature to pass radical educational reform

Spring, 2022 – Despite skeptics within the state and country, California's Governor is committed to supporting nontraditional educational institutions with a Marketplace for Learners that stretches far beyond the classroom! To make this happen, the Governor has tapped libraries, museums and community-based organizations as vital sources of learning experiences for state residents. To become major players in this reshaped educational landscape, museums are retooling their education departments, hiring more museum educators as well as retraining traditional classroom teachers, and adding edutainment and curriculum specialists. The big question remains: can civic institutions meet the demands of learning from individuals, communities and companies who demand personalized learning experiences that often come with expectations for cultural or political bias?

Schools have barely held their ground since the severe changes brought on by the double-dip recession of 2016. That crisis resulted in budget cuts that reduced school hours by one third, doubled class sizes and eliminated "enrichment" programs such as art, music, theater and language. Of course, many people were upset! Post-recession, the Governor focused on a national educational research report supporting the proposition that the most effective learning occurs outside the traditional school environment. Rather than reinvesting in traditional schools, she directed policy and funding to expand the network of educational options. Critics sniped that she was just playing into the hands of new 'Learning 2.0' companies that now dotted the landscape of Southern and Northern California.

In 2017, the Governor established the Office of Lifelong Learning, and appointed an "Education Czar" to redistribute state resources to a consortium of public and private entities providing innovative educational

Growth of Homeschooling in the U.S., 1999-2007

Number

	Total homeschooled	Homeschooled entirely	Homeschooled and enrolled in school less than 9 hours per week	Homeschooled and enrolled in school 9–25 hours per week
1999	850,000	697,000	107,000	46,000
2003	1,096,000	898,000	137,000	61,000
2007	1,508,000	1,266,000	173,000	69,000

source: U.S. Department of Education, *Condition of Education 2009*

services that collectively form the new "Marketplace of Learning." K-12 students now work individually or within loosely affiliated learning networks that blur the boundaries of "classroom," drawing on services provided by public institutions as well as private learning media providers. The state has also established a small corporate tax fund and mandates continual workforce training to ensure Californians remain competitive in the global economy.

While Wikipedia had long since established itself as the world's core knowledge base, it wasn't until Google and Microsoft spent tens of billions to mainstream their learning management systems (LMS) that the vision of personalized, transparent and accountable learning become a reality. "Social networks" were fading, and "learning management systems" were sweeping through popular culture and work environments. By 2020 most people accepted the fact that almost all information flows and recorded experiences were inevitably filtered into our personal LMS platforms, to which most schools and employers have limited access.

Learning is decoupled from age and grade level, and instead linked to the mastery levels specific to certain topics. Almost all job promotions are based on demonstration of applying knowledge in the real world. "Graduation" becomes moot as students transition seamlessly into the professional world—demonstrated expertise and experience counting for more than grades and diplomas.

For learners there is more choice than ever before, but schools and other learning providers are confused. Teachers struggled to balance their days in schools, and at jobs within museums and private company training departments. Parents are equally conflicted about where to invest their money, faced with a variety of non-traditional options from charter schools to homeschooling. While the system is heavily subsidized and therefore more economically equitable for all, it still favors highly educated parents who can navigate the increasingly complex educational world.

Many local public school districts are crippled by lack of funding, increasing class sizes, conflicting educational mandates and dissatisfaction on the part of parents. While they struggle, new forms of charter schools and home-school cooperatives draw on art and history museums, theaters, science center, libraries, zoos and aquaria as essential educational resources.

Discussion Questions

- What are the crucial, unique educational functions the state and local school districts would continue to fill?

- How could all the educational resources in a community be identified and made available?

- How would the structure and operations of museums need to change to fill a central role in primary education?

Underlying Trends:

- Rising public expectation (reinforced by the wealth of free content on the internet) that entertainment and information be free.
- The aggressive search by consumers for free or low-cost entertainment, due to continued economic stress and the continue rise in price of traditional entertainments such as professional sports tickets and movies.
- Increased use of portable, distributed payment systems.

Disruptive Events:

- Establishment of a California certification board for cultural nonprofits
- Mandated free admission to all state museums

Spring, 2022 – Realizing that cultural nonprofits are major economic drivers, strengthen communities and improve educational outcomes, California decides to subsidize admission to all state museums, as well as to all private cultural non-profits certified by a new state board. (Rather like New York State's chartering system through the regents.) Admission is free to all California state residents, and the "Universal Pass" is available for a reasonable fee to all out-of-state visitors.

There are other drivers for this shift towards universal access. The sheer volume of ad-funded web-based entertainment, cultural and educational experiences has put most institutions in a position where they must compete against expectations for 'free'! Many see opening museums' doors and developing alternate, non-admissions revenue streams as the only path forward.

Proponents of the Universal Pass hope it will transform museum-going from an episodic culture hit to a constant facet of everyday life. Realizing this vision has proven to be difficult. Yes, students use museums as regular hangouts to do homework and meet friends, parents meet every weekday morning for play dates, staying for "naptime in the galleries." And expanded hours make museums the place to go for after-work drinks and late-night meet-ups. But critics complain that this increased usage is not about museums per se, and that exhibits are often overlooked and under-utilized.

The Universal Pass program has also put museums in an uncomfortable position with regard to privacy, trust and transparency. After all there is no such thing as a free lunch! In order to receive the Pass, users are required to opt-into to an information-sharing network, effectively joining an interactive cultural exchange that collects data on their use of cultural resources—when they go, how long they stay, what they do. This aspect of the program provides valuable information that enables organizations to better serve their visitors. By analyzing behavior the Pass can suggest related experiences, recommend nearby restaurants and trigger alerts about new exhibits, performances, workshops and other opportunities.

But many see a dark side to this mandated data sharing. Some museums, following in the steps of libraries and bookstores, object to collecting and turning over detailed information on their patrons and choose not to participate in the pass program. They feel the price of "free," in this case, is too high.

Other museums opt out of the Universal Pass because they object to the requirements for state certification. Some founders and governing authorities, for example, are reluctant to comply with requirements

iPhone app with GPS
at the Woodland Park
Zoo in Seattle.

to diversify their boards and increase community representation. Other museums that have explicit missions for social, religious or political activism feel certification might restrict their freedom to control their own content. Still others believe they can be more financially successful, and stable, on their own.

So while benefiting many organizations, the Universal Pass vastly increases the financial stress on museums not eligible for or not choosing to participate in the pass system, as it erodes the willingness of the public to pay for admission. Museums that can't (or won't) meet the criteria of the pass program struggle to create financial models that enable them to support themselves in the new economic environment.

Discussion Questions

- If museums are free, will they be "valued" (and supported) more, or less by the general public?

- What does it mean to be a "member" of a museum when membership is not tied to admission?

- What would be the overall economic impact on museums and their neighborhoods, and the California economy?

- How would free admission change how people use museums, and the role museums play in community life?

- What would happen to museums that don't receive a state subsidy for admission?

- How might museums leverage a 'freemium' model for admission to more 'premium' fee-based services?

SECTION 5:
CALL TO ACTION

"The goal of forecasting is not to predict the future, but to tell you what you need to know to take meaningful action in the present." –Paul Saffo

We encourage you to use "Tomorrow in the Golden State: Museums and the Future of California" to stimulate discussions that will improve your organization's preparedness for the future and forge new relationships with your community. These discussions will realize their full potential when the insights they yield change your organization's goals and strategies.

Assess your planning. The institutional plan for a museum typically covers one to five years and plots out incremental change. Master plans may look five or ten years out but often focus narrowly on buildings and infrastructure. These traditional short-term, small scale planning methodologies usually do not prepare a museum for radical changes in the future, or foster real innovation.

How does your plan position you to survive in the plausible futures described here? What is your preferred future and how will you build it? Look at where you are in your planning process, and consider which of the following strategies could help you build forecasting into your institution's planning processes:

If you are implementing an existing plan, assess whether you want to revisit or revise your plans in light of what you learned as a result of discussions based on this resource. Given your assessment of trends and potential futures, are there things in your current plan you may want to:

- Accelerate, or devote more resources to
- Alter in a significant way
- Stop doing

In light of this assessment, are there goals or actions missing from your current plan that seem critical to add?

If you are preparing for the next round of planning: start the planning process with a forecasting session such as that described in section five, involving a broad set of experts and community stakeholders.

- Identify the trends and potential events most likely to have a profound impact on your museum and community in the coming decades.

- Build a vision of your preferred future, discuss what would have to happen to bring this into being, and write your own scenario envisioning your museum and community in this future.

- Position the short term plan within the context of a much longer term vision (ten, twenty, thirty years).

- Structure your planning around the need to respond to the trends you have identified as most important, and around goals and action steps designed to lead the museum to its preferred future.

- Establish a regular scanning process to monitor the trends you have flagged as most important, but also to look for emergent trends that may affect your planning. Create mechanisms to review this information on a regular basis, evaluate your plan in light of what you learn, and adjust the plan as appropriate.

Build Relationships and Form Partnerships. Use a discussion based on this resource to start conversations/share information within your institution, the museum field and with a broader community of service providers, funders and policy makers. Use your discussions to identify the greatest opportunities and challenges to your community. What organizations might productively work together to tackle these challenges? How can you build ongoing relationships with community partners to plan for the future and take action in the present? This could include:

- Convening a group representing a broad range of community stakeholders that meets regularly to discuss trends, trade scanning hits, and identify potential concerns.

- Holding a joint community forecasting session once a year to refresh your view of potential futures in light of annual developments.

- Identifying specific goals that your organizations can work on jointly in order to prepare for the future—integrated planning is more powerful than individual planning.

APPENDICES

To prepare for the creation of this guide, the AAM Center for the Future of Museums (CFM) and the California Association of Museums (CAM) hosted a day-long working session in Los Angeles in conjunction with AAM's 2010 annual meeting. The 38 individuals who participated in that session represented a breadth of fields and expertise—including museums, cultural advocacy groups, libraries, government agencies, media and foundations. Professional futurist Garry Golden, of Oliver Kaizen, and Elizabeth Merritt, founding director of CFM, lead attendees through a series of group exercises, exploring scenarios of potential futures and sparking meaningful dialogue across the varied group about California museums. This event was a springboard for new thinking for CAM and many of the individuals who participated.

It may be difficult to replicate this experience exactly, devoting a whole day to forecasting and recruiting a professional futurist to lead the discussion. However, the key recommendation of the participants in that working session was that CAM and AAM provide tools to help museums create at least a scaled down version of the experience. This appendix provides tools to help do just that.

Logistics

Think strategically about who to invite. Consider including people from your organizations, community representatives, people who work in fields related to the trends discussed in section 3. (See notes on who to invite, below.)

Especially for invitees from outside the museum field, explain how this may benefit the community as a whole as well as their work. (See sample invitation, page 29.)

Provide attendees with this discussion guide ahead of time, and encourage them to read Sections 2 (Forecasting 101) and 3 (Drivers of Change: Trends and Potential Disruptive Events) before attending the forecasting session. Also, distribute "Museums & Society 2034: Trends and Potential Futures" as background reading.

Provide name tags to help everyone get to know each other. Consider whether to identify people by title, by organization, or by their area of expertise. What will be the best way to encourage conversations and help people make connections?

Provide refreshments—people work best when they are well fed and comfortable!

If you have a large group, seat people at tables of six to eight to facilitate discussion.

At the beginning of the session, ask people to turn off their portable electronic devices in order to focus on the task at hand. Give them explicit permission to check email, make calls, etc., during the break.

Recruit a moderator to guide the agenda. This could be a volunteer from the staff of your organization, or an experienced moderator from outside the organization (paid or volunteer). If you can do so, we encourage you to look for someone trained in futures studies and forecasting.

Make sure that each discussion group appoints a notetaker who is tasked with recording important observations, and reporting out.

At the end of the session, collect the notes and write up and summarize the conclusions while they are fresh in your memory. Circulate the summary to all participants.

Who to Invite

Use this list to catalyze your thinking about who to invite to your forecasting session.

Inside your organization:

- Staff from all levels, representing a variety of expertise and experience. Front line staff may have their fingers on the pulse of issues that leaders are only aware of theoretically, if at all. Decision makers will be able to integrate lessons learned from the session into the organization's planning. Remember, your staff also represent segments of your community
- Members of your governing authority
- Representatives of museum support groups

Outside your organization, representative members of:

- Academicians from various fields of study
- Artists/writers
- Chambers of commerce
- Community development organizations
- Community groups: Rotary, social clubs
- Cultural activists
- Disability rights/advocacy groups
- Education (elementary/middle/higher)
- Faith-based/religious organizations
- Fraternities, sororities and other service organizations
- Funding organization, foundations, philanthropists
- Healthcare organizations
- Law enforcement
- Libraries
- Local business and industry sectors
- Media/journalists
- Native American/tribal groups
- Neighborhood associations
- Policy makers—elected representatives and staffers
- Public policy advocates
- Regional planning organizations

- Social service organizations
- Tourism, marketing, convention & visitors bureau
- Transportation planners and providers

As you assemble your participant list, consider the overall balance of perspectives and background, as well as other factors including age, gender, race/ethnicity, experience with the museum, geographical region, etc.

Consider combining targeted invitations with an open call for interested prospective participants via your own media (newsletter, email, blog) or local media outlets. But if you take this route, be prepared to explain the criteria you use for selecting who will participate.

How to Invite

Your invitation should present a compelling statement of how this forecasting session will help the invitee and benefit the community. Explain what is expected of participants—are there advanced reading assignments? Will anyone be expected to make prepared remarks? Specify what the outcomes of the session will be.

When possible, have members of your staff and governing authority reach out personally to invited participants.

Below is a sample invitation. Where possible, substitute or supplement the facts and figures with information specific to your community:

Dear (x),

California has over 1,400 museums, located in every county of the state, serving over 21.3 million schoolchildren per year and contributing over $2 billion to the state economy. (Name of your organization) invites you to help us envision how the collective artistic, scientific, historic, cultural and educational resources of California's museums can be mobilized to help our community face the challenges of the coming decades.

On (date, time), (organization) will host a half-day working session "Forecasting the Future of (name of your community)'s Museums." (Identify moderator or facilitator) will lead a small group of invited participants to envision possible futures for the state, our community, and our museums. Taking into account the cultural, technological, environmental, economic and political trends shaping California and (name of your community/city/region) participants will identify common goals and actions that individuals and organizations in our community can take to meet the challenges of the future. This session will be the first step in a powerful series of actions that align our local museum resources with public and civic needs.

We hope that you will join us in leading (this communities') museums into the 21st century. Please email (contact information) with your reply.

Sincerely,

Sample Agenda for a half-day session

This sample includes brief summaries of what takes place during each agenda item. It can be used as the basis for preparing a printed agenda for attendees.

This is an extremely taut timeline, and the same agenda can easily be expanded to fill a full day, devoting more time, in particular, to Foresight 101, and discussion and reporting out on the scenarios.

Place and time
Directions (if appropriate)

1:00–1:15 p.m.   Welcome & introductions
If you have a small group, take the time for round-robin introductions of everyone. With large groups, have people seated together introduce themselves to others at their table.

1:15–1:30 p.m.   Warm-up exercise (page 30)

1:30–2:00 p.m.   Foresight 101
Facilitator gives a brief overview of Section 2, using the PowerPoint presentation downloadable from futureofmuseums.org.

2:00–2:30 p.m.   California's Future
Discuss trends presented in section 3, and brainstorm other trends and disruptive events that will be important to your organization(s) and your community. Record trends and events identified through discussion on the worksheets on page 31.

2:30–2:45 p.m.   Break

2:45–3:15 p.m.   Discuss Scenario 1
Discuss this scenario with the whole group, using the questions presented in the scenario worksheet (page 33.)

3:15–3:45 p.m.   Break out groups
Assign a scenario (choosing from among 2 through 5) to each groups. Have groups use the scenario worksheet to guide and record their discussions.

3:45–4:15 p.m.   Reporting out and group discussion
Have one person from each group summarize their scenario and present highlights of their discussion.

4:15–5:00 p.m.   Next steps
Identify common interests and potential action steps.

Contact information for questions

Warm Up Exercise

1. Ask participants to close their eyes and remember what it was like 25 years ago (1985). (Acknowledge some participants may be too young to remember back this far, and invite them to substitute their earliest memories.) Prompt people with a few reminders of the era such as:

- Music (Guns N' Roses; Jon Bon Jovi)
- Cultural Events (Live Aid)
- Movies & TV (Out of Africa. The A Team)
- Computers and Video Games (MacIntosh computer, PacMan, Donkey Kong, Frogger!)
- Major events (Challenger Explosion, Greek debt crisis, near-bankruptcy of Chrysler and American Motors)
- Invite them to contribute their own memories

2. Have people bring their thoughts back to the present, and consider how things have changed between 1985 and today.

3. Instruct people to open their eyes, and **stand up** if they think the next 25 years will hold more change than the last 25 years. Estimate and share what percentage of participants thinks this is so.

4. Have people raise their hands and wave them about (**jazz hands!**) if they think this change will be a good thing. Estimate and share what percent of your participants think this is so (optimists!) and invite them to name a few good ways in which they think coming change may be good. Invite people who didn't wave their hands to name a few ways in which they think coming change may be bad.

For additional resources, including a Guide to Scanning and several of these worksheets, **visit www.futureofmuseums.org.**

Trends Worksheet

Trends represent change over time in a traceable direction. Trends may speed up, slow down, or reverse.

What trends do you see shaping the world, California, your community and your organization? Looking at a given trend, do you think the indicator it measures (e.g., price of oil, use of social media) is increasing or decreasing? Is the rate of change speeding up or slowing down? Can you cite any information to document this trend?

TREND	INFORMATION	DIRECTION AND RATE

Disruptive Events Worksheet

Events, unlike trends, happen all at once—they have no directionality. Disruptive events have effects big enough to change the course of the future.

What potential disruptive events can you envision that could plausibly occur in the next 50 or so years? Estimate the probability of their occurrence (highly likely, somewhat likely, unlikely) and list a few things that are known or unknown about each event's nature and effects.

EVENT	KNOWN/UNKNOWN	PROBABILITY

Scenario Worksheet

Name of Scenario: _____

Discuss and record notes from your conversation related to:

DRIVERS OF CHANGE What other trends and possible events might support the future described in this scenario?
Are there trends or events that might refute this scenario or make it make it less plausible?

IMPLICATIONS What are the implications for California communities, local institutions, and museums in particular?

STRATEGIES What might California, its communities, local institutions and, in particular, museums do differently to thrive in this future?

SCENARIO THINKING How might this scenario be extended? Where might the story go from here? Where does this future lead beyond what you've heard?

Scanning Resources

This is a list of resources you may want to monitor to spot and follow trends and events. You can download a PDF version of this list, including embedded links to these resources, as well as a Guide to Scanning from www.futureofmuseums.org.

Mainstream sources help confirm known trends, reinforce existing opinions. They include:

Books, recent best-sellers

Magazines, popular (Atlantic, GOOD, INC, Time, Newsweek, Discovery, Harpers, Fast Company, Lucky, National Geographic, New Yorker, O Magazine, Vanity Fair, Wired)

Magazines, specialized & technical (Art Journal, Curator, Harvard Business Review, Make, Museum, Paste, the Futurist, Snowboarder, Symphony)

Research & Statistical Reports (U.S. Census, NEA Public Participation in the Arts)

Journals (Chronicle of Philadelphia, Chronicle of Philanthropy, Chronicle of Higher Education, Slake, Visitor Studies)

Newsletters, professional (The Exhibitionist)

Newspapers, national & international (Los Angeles Times, The Economist, La Republica, The Guardian, New York Times, USA Today, Wall Street Journal, Washington Post)

Newspapers, local and regional

Radio, mainstream (NPR, APR, BBC World News, local public radio affiliate)

Television (Jon Stewart, Stephen Colbert, 60 Minutes, Oprah Winfrey, CNN, CNET, MSNBC, Newshour, Nightline, local broadcast news, Today Show)

Fringe sources help you spot the leading edge of trends and disruptive events, and challenge established assumptions.

Blogs (Absolute Powers-Vogue, ChrisBrogan.com, FutureThinkTank, Barry's Blog—Western States Arts Federation, Blackbaud, Crooked Timber, Daily Kos, LA Observed, Metrodad, Museum 2.0, Museum 3.0, Museum Audience Insight, The Future of Education is Here, Tyler Cowen's Blog, Westmuse, WorldChanging)

College alumni magazines

Email correspondence with a wide variety of interesting folks!

Friends and relatives, particularly children and youth

Newsletters, organizations, special interest (The Center for Advancement of Informal Science Education, CAM e-News, Trendwatching.com)

Podcasts (Robert Reich, Things you should know, Cartalk, This American Life)

Radio, Indie and Alt (College radio stations, talk radio)

Social media (Facebook, Twitter)

Web videos (YouTube, TED Talks, Big Think, Politico playbook)

Websites (Arts and Letters Daily, BoingBoing.net, Exhibitfiles.org, Fishbowl LA, Mashable.com, Informalsciences.org, LAist.com, Mamapedia, Shipoffools.com, Slashdot.com, TheAwl.com, TheSuperficial.com, UCLA Urban Sensing, WorldChanging.org)

The weekly e-newsletter Dispatches from the Future of Museums compiles news from many of these sources, and delivers it with brief commentary. You can subscribe to Dispatches at www.futureofmuseums.org.

Additional Reading

On Trends:

Chung, James and Susie Wilkening. 2008. "Museums & Society 2034: Trends and Potential Futures." Washington, D.C.: Center for the Future of Museums. This forecasting report provides an overview of the trends most likely to have a profound affect on museums and American society in the next quarter century. Available from www.futureofmuseums.org.

Farrell, Betty and Maria Medvedeva. 2010. "Demographic Transformation and the Future of Museums." Washington, D.C.: Center for the Future of Museums. This report explores the trends and potential effects of the racial/ethnic and generational forces shaping the country. Available from www.futureofmuseums.org.

On Forecasting and Foresight:

Hines, Andy and Peter Bishop, eds. 2006. *Thinking about the Future: Guidelines for Strategic Foresight*. Washington, D.C.: Social Technologies, LLC. This compendium of essays by wide variety of futurists explores all aspects of foresight—framing, scanning, forecasting, visioning, planning and acting. Highly recommended as a foresight primer.

The Rockefeller Foundation and Global Business Network. 2010. "Scenarios for the Future of Technology and International Development." New York, N.Y.: The Rockefeller Foundation. This report presents the results of a scenario planning exercise commissioned by the Rockefeller Foundation, exploring potential futures related to technological development and the future of globalization. It is a good example of the development and use of scenarios.

On Holding Community Dialogues:

American Association of Museums. 2002. *A Museums & Community Toolkit*. Washington, D.C.: American Association of Museums. This companion publication to AAM's *Mastering Civic Engagement: A Challenge to Museums*, has a lot of practical advice on organizing and conducting broad community dialogues.

Working Session Participant List

The following people contributed their wisdom and creativity to the working session "Forecasting the Future of California Museums," held May 25, 2010 at the AAM annual meeting in Los Angeles. Our thanks to each of them for helping us shape the material presented in this resource guide.

Salvador Acevedo, *President, CONTEMPORÁNEA*

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Marcelle Hinand Cady, *Principal, Helicon Collaborative*

Alysia Caryl, *Education Director, The Tech Museum*

Mary Case, *Co-Founder, Qm2*

Randy Delehanty, *Historian, Presidio Trust*

Linda Dishman, *Director, Los Angeles Conservancy*

Ken Eklund, *Writerguy*

Brad Erickson, *Executive Director, Theatre Bay Area*

Lisa Eriksen, *Director of Education and Public Programs, California Historical Society*

Gregory Farrington, *Executive Director, California Academy of Sciences*

Lori Fogarty, *Executive Director, Oakland Museum of California*

Olga Garay, *Executive Director, Los Angeles Cultural Affairs Department*

Angie Kim, *Senior Program Officer, Getty Foundation*

Felicia Kelley, *Senior Program Officer, California Council for the Humanities*

Phil Kohlmetz, *Executive Director, Western Railway Museum*

Blaine Lamb, *Chief, Archaeology, History and Museums Division, California State Parks*

James Leventhal, *Deputy Director of Development, Contemporary Jewish Museum*

Kathleen McLean, *Principal, Independent Exhibitions*

Tim McNeil, *Director, UC Davis Design Museum*

Terry Morello, *VP, Development, Los Angeles County Museum of Art*

Darryl Mori, *Vice President of Development, Japanese American National Museum*

Jacob Nadal, *Preservation Officer, UCLA Library*

Rick Noguchi, *Senior Program Officer, The James Irvine Foundation*

Laurie Ochoa, *Journalist*

Julie Packard, *Executive Director, Monterey Bay Aquarium*

Randy Roberts, *Deputy Director, Crocker Art Museum*

Gregory Rodriguez, *Executive Director and Founder, Zócalo Public Square*

Robert Santelli, *Executive Director, Grammy Museum*

Paige Simpson, *Director, Balboa Park Learning Institute, Balboa Park Cultural Partnership*

Dalouge Smith, *President and CEO, San Diego Youth Symphony and Conservatory*

Catherine Taylor, *District Superintendent, Capital District State Museums and Historic Parks*

Howard Taylor, *Executive Director, San Angelo Museum of Fine Art*

William Turner, *Owner, William Turner Gallery*

E. Michael Whittington, *Executive Director, Monterey Museum of Art*

Gordon Yamate, *Board Member, Japanese American National Museum*