Connecting the Wallace Foundation Methodology with Museum Research Literature

American Alliance of Museums

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Spoke 1
Recognize When Change Is Needed.
Respond to audience challenges and opportunities that matter to your organization's future.

Borrellia, N. and Davis, P. (2013). "Developing capacity building: reflections on Chicago's Field Museum, USA." Museum Management and Curatorship. Vol. 28, No. 5, 455–466, http://dx.doi.org/10.1080/09647775.2013.850826

> This case study from the Field Museum in Chicago shares their experience growing capacity, including practical issues like dealing with time and money. The study also explores the ways that capacity building can be implemented despite funding challenges. While this is a case study, the lessons on fostering creativity and connecting staff can be useful for all organizations.

> **Keywords:** Organization Development   Change

Moore, C. (2015). "Embracing Change: Museum Educators in the Digital Age." Journal of Museum Education, 40:2, 141-146. https://www.tandfonline.com/doi/full/10.1179/1059865015Z.00000000090

> This article explores the ways that museum education practice might need to adapt in order to keep up with social and technological changes. The article argues that educators need new skills in order to meet ever-changing interpretive needs of audiences. This brief article underscores the importance of risk-taking behavior and ways to embrace change.

> **Keywords:** Organization Development   Change

Peacock, D. (2008). "Making Ways for Change: Museums, Disruptive Technologies and Organisational Change." Museum Management and Curatorship, 23:4, 333-351, https://doi.org/10.1080/09647770802517324

> This succinct article shares the author's experience leading large-scale change at The Glenbow Museum, Art Gallery, Library and Archives in Calgary, Alberta where the working team created strategies to frame their organizational change. The author explores the reasons change can be challenging in a cultural organization and ways that organizations can be successful. The strategies and practices offer a useful top-level look at organizational change.

> **Keywords:** Organization Development   Change

Spoke 2
Identify the Target Audience that Fits.
(Focus on a group receptive to your artform and organization, and that leaders agree to make sense to pursue.)

Black, G. (2016). "Remember the 70%: sustaining 'core.'

museum audiences." Museum Management and Curatorship, 31:4, 386-401. http://dx.doi.org/10.10 80/09647775.2016.1165625

> This thought-piece invites practitioners to think critically about the needs of their core audience. Attendance and participation numbers from the United Kingdom show the declines in audiences. The authors then frame the problems and possible solutions to grow the core audiences.
>
> **Keywords:** Organizational Development   Change

Lisney, E. , Bowen, J. P., Hearn, K. & Zedda, M. (2013). "Museums and Technology: Being Inclusive Helps Accessibility for All." Curator, 56: 353-361. https://doi.org/10.1111/cura.12034

> This article shares the ways that universal design can meet the needs of diverse audiences, including disabled individuals. The authors share the ways that access can be implemented systematically, efficiently, and effectively. Special note is taken to address digital accessibility.
>
> **Keywords:** Accessibility   Audience Development

Aho, M. (2017). "Preserving and Presenting Shipbuilders' Heritage: Museum as Facilitator of a Heritage Process." The International Journal of the Inclusive Museum, 10 (4): 17-35.

> The scholar shares the process of the co-development of an installation between craftsman and museum staff. The successful process placed the shipbuilders as co-creators with a high level of involvement in every level of development. The article offers a process that can help broadly inform collaborative programming and installations, between community members and museums staff.
>
> **Keyword:** Community Engagement   Visitor Engagement

Lee, H. & Smith, S. (2015). "A Visitor Experience Scale: Historic Sites and Museums." Journal of China Tourism Research, 11:3, 255-277. DOI: 10.1080/19388160.2015.1083499

> These scholars present and test an experience scale that museums can employ to understand appreciation at their sites. The scale focuses on five dimensions: entertainment, culture identity-seeking, education, relationship development, and escapism. The scale seems easily adapted for most museums and engagement sites.
>
> **Keywords:** Audience Engagement   Experience

Spoke 3
Determine What Kind of Barriers Need to be Removed.
(Are the obstacles between you and the target group practical matters like ticket pricing, people's perceptions or the audience experience itself?)

Stafne, M. (2010). "Integrating Service and Experience." Journal of Museum

Education, 35:3, 257-265. https://doi.org/10.1080/10598650.2010.11510673

> This article shares Rubin Museum of Art's experiences transforming their organizational structure, blending the education and visitor experience. The change required large-scale internal changes and resulted in positive financial outcomes. The article also offers the final integral model that underscored this transformation.
>
> **Keywords:** Organizational Development   Change

Katz, J. (2017). "Why I Hate Diversity." Art Journal, 76: 3-4, 88-91. https://doi.org/10.1080/00043249.2017.1418493

> This short article advocates that practitioners employ language that does not mask colonial and cultural challenges in the field. Direct interrogation of the issues in the field, including race, gender, and power, is essential to improve the understandings of collections.
>
> **Keywords:** Curation   Diversity

Spoke 4
Take Out the Guesswork.
(Use audience research to understand target group's views of your organization and artform.)

Lawton, L. & Daniels, M. (2009) "Resident Non-Visitation to a

National Museum Site: The Steven F. Udvar-Hazy Center." Visitor Studies, 12:1, 16-29, https://doi.org/10.1080/10645570902769092

> This large study explored the characteristics and motivations of non-museum visitors. The study indicated that access was only one issue with non-visitations. Time and awareness were also key factors in preventing people from visiting museums.
>
> **Keywords:** Audience Engagement

Nelson, A. & Schreiber, R. (2009). "Participatory Evaluation: A Case Study of Involving Stakeholders in the Evaluation Process," Visitor Studies, 12:2, 199-213. https://doi.org/10.1080/10645570903203521

> This article shares the example of participatory evaluation with youth staff at the Science Museum of Minnesota. The article highlights the key factors to successful participant evaluation. The article includes ways that organizations can use this evaluation methodology with various audiences.
>
> **Keyword:** Audience Engagement   Evaluation

Berland, M. (2017) "Constructivist Analytics: Using Data to Enable Deeper Museum Experiences for More Visitors—Lessons from the Learning Sciences." Visitor Studies, 20:1, 3-9. http://doi: 10.1080/10645578.2017.1297116

> This article succinctly explores how constructivist learning, loosely, building knowledge through action, can be supported in museums. The author suggests that data analysis can offer museum professionals evidence to improve the learning opportunities for their patrons. Additionally, the article points out the importance of professional development for staff, in learning strategies, constructivist learning, and data analysis.
>
> **Keywords:** Experience   Audience Engagement

Pattison, S. & Shagott, T. (2015). "Participant Reactivity in Museum Research: The Effect of Cueing Visitors at an Interactive Exhibit." Visitor Studies, 18(2),214–232.

https://doi.org/10.1080/10645578.2015.1079103

> Researchers tested the effect that methods of recruitment had on the behavior of evaluation participants. The study showed that active recruitment could make participants more eager to "perform." They offer a few possible ways to decrease this effect.
>
> **Keywords:** Evaluation Methods

Spoke 5:
Think Through the Relationship.
(Develop a vision for how the target audience will interact with your organization.)

Barron, P. & Leask, A. (2017) "Visitor engagement at museums: Generation Y and 'Lates' events at the National Museum of Scotland," Museum Management and Curatorship, 32:5, 473-490. https://doi.org/10.1080/10645578.2017.1297116

> Researchers explored the effect of late night events at the National Museum of Scotland on audience engagement. This study, which combined observation and interviews, found that these events brought in new audiences particularly Generation Y patrons. In conclusion, the researchers suggest that patrons appreciated technology, interaction, and co-creation as part of those late nights.
>
> **Keywords:** Audience Engagement   Programming

Conner, L., Larson, A. & Diebel, C. (2014) "What Matters to Stakeholders? Measuring Values at a University Museum," Visitor Studies, 17:1, 45-65. https://doi.org/10.1080/10645578.2014.885358

> This article explores how an individual's affiliation can impact their investment in an organization and its programs. Overall, the authors found that while there was variation across groups, all stakeholders placed a particular value on human interaction. The article offers a useful replicable method for stakeholder evaluation.
>
> **Keywords:** Visitor experience   Evaluation   Impact

Gurian, E. H. (2014). "Intentional Civility." Curator, 57: 473-484. https://doi.org/10.1111/cura.12086

> This article explores how attitudinal shifts can transform the visitor experience. The author posits that increased civility would result in a transformation of museum experience, both for the staff and the visitors. The author also touches on ways that the normative behaviors in museums would need to be changed in order to increase civility.
>
> **Keywords:** Visitor Experience   Inclusion/Access

Spoke 6
Provide Multiple Ways In.
(Offer a variety of engaging experiences to introduce the target audience to your organization and art form.)

Lopez Sintas, J., García Álvarez, E. & Pérez Rubiales, E. (2014) "Art museum visitors: interaction strategies for sharing experiences," Museum Management and Curatorship, 29:3, 241-259. https://doi.org/10.1080/09647775.2014.919175

> This article strives to create a nuanced framework to classify types of museum interactions, beyond mediated and unmediated ones. The authors hope that this framework can help practitioners employ strategies to engage visitors best.
>
> **Keyword:** Visitor Engagement

Packer, J. & Ballantyne, R. (2016). "Conceptualizing the Visitor Experience: A Review of Literature and Development of a Multifaceted Model." Visitor Studies. 19:2, 128-143.

https://doi.org/10.1080/10645578.2016.1144023

> This article offers a useful description of the multiple facets of visitor experience focusing on ten facets: physical, sensory, cognitive, emotional, hedonic, restorative, introspective, transformative, spiritual, and relational. Along with this well-articulated visitor experience framework, the authors include a thorough literature review. This article lays a useful foundation when considering how to improve visitor experience.
>
> **Keyword:** Visitor Engagement

Endo, T. (2016). "Teens Use Tech to Talk Art: Amplifying Teen Voice and Art Interpretation."VRA Bulletin, 43:2, 3. https://mw2016.museumsandtheweb.com/paper/teens-use-tech-to-talk-art-amplifying-teen-voice-and-art-interpretation/

> The author shared programs at the Seattle Art Museum that used mobile devices to engage teens. Teen-developed interpretation, such as taking pictures to post to social media, allows a different level of engagement than reading museum-produced interpretation. While the article focuses on teen audiences, the author suggests that the engagement strategies can be employed for other audiences.

> **Keyword:** Teens   Community Engagement   Visitor Engagement

Grek, S. (2009) "In and against the Museum": The Contested Spaces of Museum Education for Adults." Discourse: Studies in the Cultural Politics of Education, 30:2, 195-211.

https://doi.org/10.1080/01596300902809237

> The researcher explores the gallery education programs for adults at Dundee, Scotland in the adult learner's educational ecosystem. She found that social and conversational experiences were particularly prized by participants. These programs expanded audiences for the museums and helped patrons find necessary intellectual-engagement opportunities.

> **Keyword:** Visitor Engagement

Spoke 7
Align the Organization Around the Strategy.
(Make sure organization leaders and staff understand and embrace the strategy and their roles in it.)

Miller, B. (2011). Culture Connects All: Rethinking Audiences in Times of Demographic Change. Retrieved April 18, 2018, http://livable.org/livability-resources/reports-a- publications/520-culture-connects-all

> In this in-depth report, Culture Connects All by Partners for Livable Communities funded by the MetLife Foundation offers a broad range of recommendations for arts organizations seeking to build new audiences. The report spans several spokes including spokes 1, recognize when change is needed, spoke 2, identify the target audience and spoke 7, align the organization w/ the strategy.The report is organized around 10 recommendations and corresponding examples of arts and cultural organizations that have found success in engaging new audiences. While the report focuses on the aging population and immigrants communities as two of the fastest growing demographics in our society, the report can be read as a roadmap for any potential audience development.

> **Keywords:** Changing Demographics   Barriers   Comprehensive Approach

Lee, S & Gean, K. (2017). "The Engagement Revolution: A Study of strategic organizational trans-formation in 10 California arts nonprofits." Irvine Foundation. https://irvine-dot-org.s3.amazonaws.com/documents/261/attachments/NCAF-Report-2017Oct24pm.pdf?1508862754

> This report focuses on broadening audience engagement in arts nonprofits through a series of changes in programming, structure and organizational model. The report lays out key steps that organizations must take in order to change and meet the needs of newer audiences. These include rethinking engagement, developing community partnerships, involving the board and commitment to change from the leadership.
>
> **Keywords:** Core Engagement   Board and Staff Participation

Spoke 8
Build in Learning.
(Experiment.Evaluate. Adjust. Repeat.)

Millett, R. (2015). "Evaluation and Social Equity Functioning in Museums."

Visitor Studies, 18:1, 3-16, https://doi.org/10.1080/10645578.2015.1016331

> This article, originally a keynote address, is divided into two sections. This first section describes how an institution can develop a culture of evaluation. For example, the adoption of a logic mod-el is shown as an iterative process of continual improvement. Secondly, it is this culture of evalu-ation that allows a museum to align itself with its mission statement of social betterment better.
>
> **Keywords:** Evaluation   Logic Models and Social Equity

Nelson, A. & Schreiber, R. (2009). "Participatory Evaluation: A Case Study of Involv-ing Stakeholders in the Evaluation Process." Visitor Studies, 12:2, 199-213. https://doi.org/10.1080/10645570903203521

> This article shares the example of participatory evaluation with youth staff at the Science Mu-seum of Minnesota. The article highlights the key factors to successful participant evaluation. The article includes ways that organizations can use this evaluation methodology with various audiences.
>
> **Keyword:** Audience Engagement   Evaluation

Spoke 9
Prepare for Success.
(Plan for a heavier workload and new staff skills that serving new audiences requires.)

Davies, M. & Wilkinson, H. (2010). "Culture Change, Dynamism, and Diversity." Museum Association. https://www.museumsassociation.org/download?id=298384

> This guide offers museums a practical way to implement change in order to create a more diverse workplace. While the goal here is to increase workplace diversity the guide lays out low-cost steps that any museum can implement that's seeking a cultural shift in how it conducts its mission. In particular, making use of existing staff, making the most of volunteers, and promoting access to employment for the community. It also stresses the importance of communication across departments and involving staff in lateral decision making. The steps when taken result in a stronger organization that is better equipped to handle change.

> **Keywords:** Diversity   Organizational Change   Communication and Lateral Decision Making

Kraybill, A. & Din, H. (2015) Building Capacity and Sustaining Endeavors, Journal of Museum Education, 40:2, 171-179, https://doi.org/10.1179/1059865015Z.00000000093

> In this journal article the authors describe the importance of strategic partnerships in allowing organizations to extend their reach and develop sustainable programs. The Crystal Bridges Museum elicited the participation of local teachers in its online learning module in order to reach new audiences regardless of geographic proximity.

> **Keywords:** Partnerships   Sustainability