



**Museum Data Collection Report and Analysis**

*May 2005*

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1800 M Street NW, 9th Floor

Washington, DC 20036

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**Prepared by:**

Carole Wharton, Practice Director

Todd DeBruin, Project Manager

McManis & Monsalve Associates

Manassas, VA



**McMANIS &  
MONSALVE**  
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## Preface

May 2005

Dear Colleague,

It is a pleasure to present our *Museum Data Collection: Report and Analysis*. This report was prepared as part of our response to legislative language that calls upon the Institute of Museum and Library Services to analyze museum (and library) trends, evaluate programs and disseminate best practices -- all of which depend upon the availability of reliable data.

The report suggests that there is good news – there are many sources of data and the Internet makes data more accessible and easier to collect. There are challenges as well, such as the lack of common data elements and definitions, and the lack of the habit of data collection in museums.

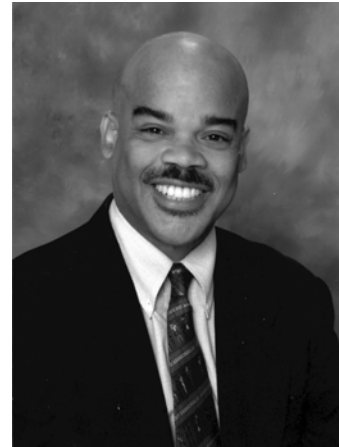
We hope this report is one step in a process that will ultimately result in an energized commitment to data collection activities and a smart, tech-savvy and coordinated approach upon which to build future efforts. The health and vitality of U.S. museums are important to the nation. Good data informs good practice and helps museums and policymakers make wise investments in the future.

Our desire is that this report sparks fruitful discussion and acts as a call to action for the museum community to take up the challenge, to discuss and debate, to plan and implement and ultimately build a solid framework for museum data collection activities in the United States.

Sincerely,



Schroeder Cherry, Ed.D.  
Deputy Director  
IMLS



Schroeder Cherry, Ed.D.

## Acknowledgments

This project could not have been completed without the dedication and resolve of many museum professionals: Martha Morris, Associate Professor of Museum Studies at The George Washington University and Alan Fern, retired Director of the National Portrait Gallery, both of whom brought their considerable insight and knowledge of the field to the project; and four graduate students from the George Washington University program: Erica Davis, Diane Goldman, Devra Wexler, and Suzy Powers. We are particularly grateful to Martha, who assumed the lead role in developing and drafting analysis of the source material, and to Diane and Devra for reviewing, editing, and undertaking additional research through multiple iterations. We are also indebted to Beth Merritt and her colleagues at the American Association of Museums Information Center, as well as members of the AAM Informal Research Group — Wendy Pollock, Christine Ruffo, Kathleen Emhart, Tony Casilio, Bill Tompkins, Megan Galaida, and Helen Wechsler— for their thoughtful comments on the state of research about museums and their follow-up identification of studies in progress. In addition, we thank the many professionals from museums and other organizations across the country who responded to the data call, our phone calls, and our emails. The willingness to share information runs deep in the museum community and bodes well for the future of data sharing. Last we are indebted to Rebecca Danvers for her guidance and comments throughout the process.

Carole Wharton, Practice Director  
Todd DeBruin, Project Manager  
McManis & Monsalve Associates  
May 2005

## **Executive Summary and Highlights**

Complete, reliable data about U.S. museums are essential for the development of good policies. These policies will inform federal support for museums, help institute good museum planning and practice, and inform the public about the place and value of museums in their lives and in their communities. With the reauthorization of the Museum and Library Services Act in September 2003, the Institute of Museum and Library Services (IMLS) was charged with increased analysis of museum and library trends and needs. As one step in developing a plan to implement this new charge, IMLS requires a regular report on the status of data collection about the nation's museums. The most recent IMLS report, "Facts About Museums," was completed in 1998.

In late summer of 2004, IMLS asked McManis & Monsalve Associates to undertake a study on the status of data collection about museums in works published from 1999 to 2004 and planned through 2006. The study would update the 1998 report and was to include a current assessment of the data regularly and systematically collected about museums in the United States; an analysis of the data's usefulness; and recommendations for options to improve the collection and sharing of data about museums.

Unlike the research process for the 1998 report, preparation of this report relied extensively on the Internet for identifying sources of information. Furthermore, McManis Associates concluded early on that in addition to systematically collected quantitative data, the report could benefit from the inclusion of qualitative data regarding museums (case studies, strategic plans, benchmarking, and best practices research). McManis Associates reviewed data from 490 sources, selecting 246 citations for inclusion in this report. A significant number of additional sources reviewed did not meet the criteria for this study. The criteria for inclusion were: regularly and systematically collected aggregate data about U.S. museums, focused on a broad range of museums, collected between 1999 or planned through 2006, collected by museum membership associations at all levels, or by foundations, state humanities and arts councils, federal or state units of government, universities, for-profit organizations, and related groups or coalitions.

The impact of web-based technologies has been felt in two ways in this report and is of such significance that special note should be made. The maturation of the Internet as a mechanism for gathering, storing, and sharing information contributed significantly to the speed with which the research team was able to conduct its searches, as well as to the number of sources the research team was able to reach and review. It also has enormous potential for enabling the museum community to collaborate in gathering and sharing data. There are problems to be overcome, however. Web surveys are often done quickly, often not vetted, and not presented in traditional forums. And while websites are readily accessible, the sites and their materials frequently disappear without warning, a problem not found with surveys in hard copy.

The second major impact in use of web-based technologies appears as a subset of programmatic interest among the topical areas reviewed for this report. As museums integrate these

technologies into educational programming, future studies will likely devote a full category and extensive discussion to this emerging field.

Data gathered for this study are organized into eight topical categories: annual reports, directories and surveys, economic impact, facilities, finance, general, programs, and staff. Annual Reports were included here because of the wealth of “demographic” data about museums typically included in these volumes.

Directories and Surveys are valuable sources of demographic data. With the arrival of the Internet, on-line directories are now being maintained by all but the smallest organizations, with content ranging from simple directories of contact information to elaborate surveys with a broad array of data. Member associations and discipline-specific organizations are committing to regularly published directories and surveys at the national, regional and state levels. Major organizations are also undertaking quantitative studies, mining the data they are collecting. While some strong models are emerging, data collection in this category still lacks consistency or coordination, with considerable overlap in information collected.

Economic Impact Studies is the category that has grown the most in scope and number of entries since the 1998 survey. Increasingly, state, regional, and national organizations are using economic impact data to catalogue the value of museums to the economy and to tourism. On an on-going basis they are using this information as a tool to “make their case” to funding agencies and decision makers. One impediment to using these data is a practice of subsuming museums under broad headings such as “the arts” or “culture,” making comparisons difficult. This area needs more focused research in order to create value for the museum community.

The Facilities category contains data on on-going benchmarking activity, but despite a virtual explosion in museum construction, little has been written on the topic. The few studies available and underway bring fresh perspectives. This is an area in which research activity is likely to grow and should be encouraged.

While the greatest number of sources cited is on studies of economic impact, a sizable number focus on Finance. Along with the American Association of Museums, membership organizations are regularly conducting financial surveys yielding a comprehensive set of aggregate data, with salary surveys comprising the majority. Similar to data in the “Directory and Surveys” category, however, lack of standardization hinders comparative analysis. At the same time, tracking of funding trends on a national level has become a valuable benchmark.

The General category covers a variety of reports, repositories, national public opinion surveys, and a limited number of topical areas that did not fit into the other categories. Some of the studies, such as long-range plans and best practices performance measurements, are qualitative rather than quantitative, but are of note.

After Economic Impact studies, Programs constitute the greatest number of entries in this report. Use of the web and related technologies in museums is a new area of study that will continue to grow as museums integrate them into on-going programming. Researchers are beginning to catalogue the impact of the web as a learning tool, as well as on electronic access to museums



and their services. Also within the Program category, there is a growing body of written materials on museum visitation, exhibition techniques, and impact of education programs, including museums' impact on communities. Just as economic impact is a critical factor, educational impact is equally important to museum decision makers and funders.

Within the Staff category, studies focus on the need to train a new generation of museum professionals, with a growing emphasis on training needs assessments.

We have noted areas of study, such as web-based technologies, where growth is likely. We see new areas where research is being conducted, such as in the growing number of graduate programs in museum studies. We also see several areas of opportunity for additional research. Among them are performance and outcomes measures, diversity, and small and rural museums. Additionally, although significant work is underway, more research is needed on museum expansion. And a national salary survey would be a boon to the museum profession.

We agree with the recommendations of the 1998 study on improvements that can be made to data collection and dissemination, including regular and systematic data collection and the standardization of data definitions, as well as more research and sharing of results among museum professionals. We concluded, however, that little had been done to address those recommendations. In our exploration of what is needed, we repeatedly heard the need for (1) a regular, systematically conducted national census to gather core data using consistent definitions, (2) a forum for research in progress, and (3) a repository or clearinghouse for completed surveys or research in progress. We would add to that (4) the development of Internet protocols for museums for collecting, mounting, and maintaining materials in easily searchable formats.

To address these issues, we recommend that IMLS work collaboratively with the museum community to attain the following outcomes:

1. Creation of a credible collaborative working group (CWG) to serve as both a guiding body and a mechanism for convening task groups to address different research issues. The CWG should have representation from the major museum membership organizations, appropriate government agencies and other museum-related organizations, with rotating memberships among smaller constituent groups or related organizations, such as universities and foundations; and work collaboratively in a model similar to that of the Library Statistics Cooperative Program.<sup>1</sup>
2. Agreed upon "rules of the game." The CWG, its task groups and collaborators should develop, maintain, and be arbiter for "rules of the game," including developing a matrix of information that is important to collect on a regular basis, a common/consistent set of definitions of data elements for conducting surveys and reporting results, a broader definition of "museum"

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<sup>1</sup> The Library Statistics Cooperative Program, administered and funded by the National Center for Education Statistics (NCES) in collaboration with the U.S. National Commission on Libraries and the Bureau of the Census and other cooperating organizations, regularly collects and disseminates statistical information on libraries from six national surveys on academic libraries, public libraries, school library media centers, and state library agencies. <http://nces.ed.gov/pubs97/97407.pdf>

than the current IMLS definition for receiving grants, a directory of museums under the new definition of “museum,” a common calendar for collection of data, and a set of protocols for non-quantitative research, such as benchmarking/best practices and case studies.

*3. Collaborations and open dialogues with other organizations that collect data on museums.*

The CWG should work with other organizations, including foundations and other granting organizations, organizations that conduct surveys about the arts and culture, and state and regional organizations to adopt common data definitions, share their data, and separate museum data in surveys about the arts and culture.

*4. Platforms for building a body of research for museums to evaluate themselves and showcase their value and to share data collection efforts.*

Among other things, the CWG should identify research topics of interest to the community as well as segments of the museum community not being served or studied in depth; foster conferences focused on research needs and tools and showcase major research; foster and sponsor research on broad and/or special topics of national importance and highlight work in progress; encourage museum studies programs to develop a consortium to publish the best student research on line; encourage membership organizations and foundations to disseminate information about work published or in progress; support IMLS in continuing to assist museums, especially small ones, in improving their data collection, their research, and their websites; foster development and support of an on-line clearinghouse and a web-based repository for work-in-progress and recently completed studies and reports, either located within IMLS or through a coordinated effort among a variety of government and non-government organizations or universities; and partner with for-profit organizations to assist in searchable on line data delivery.

With the reauthorization of the Museum and Library Services Act, IMLS has been challenged, but it has been given a unique opportunity to address an area relevant to both the museum community and those who make decisions about its future role in American life.

# **Museum Data Collection Report and Analysis**

## **Purpose of the Study**

With the reauthorization of the Museum and Library Services Act in September 2003, the Institute of Museum and Library Services (IMLS) was charged with increased analysis of museum and library trends and needs. As one step in developing a plan to implement this new charge, IMLS requires a regular report on the status of data collection about the nation's museums. The most recent IMLS report was completed in 1998.

In the summer of 2004, the IMLS asked McManis & Monsalve Associates to update this report. This new study examines the status of museum data sources produced between 1999 and 2004 and projected through 2006. It includes a comprehensive listing of the information sources that meet the selection criteria, and assesses the general strengths and weaknesses regarding the status of museum data, with a particular emphasis on the national perspective. Where appropriate, we have compared our analysis with "Facts About Museums," the 1998 report from the Institute of Museum and Library Services, to understand what has improved and what still needs to be done to provide the museum community, donors and granting organizations, and policy makers with reliable information regarding the public impact of museum services.

## **The Research Process**

The research process included the review of over 490 sources of systematically collected quantitative data and qualitative data (case studies, strategic plans, benchmarking, and best practices research) regarding museums.

Unlike the 1998 study that relied heavily on direct contacts with individuals and organizations, this study used Internet sources extensively. The continuing maturation of the Internet as a mechanism for gathering and disseminating information has dramatically altered the conduct of research processes. In the museum community, museum-related web resources have increased significantly since 1998 and the Internet has become an important mechanism for sharing information. Accordingly, this study includes an inventory and examination of web-based resources in order to identify applicable data sources. A mailed data call to 290 organizations and follow-up phone calls, meetings, and emails to selected individuals and organizations supplemented this primary effort. In addition, the American Association of Museums offered citations for vetting from its Information Center database.

This multifaceted approach, in sum, consisted of:

- The identification and review of more than 490 sources of data, including websites of museum, arts, humanities, or related organizations, among them all 230 covered in the 1998 study;
- A direct mailing of 290 data calls;
- Follow-up phone and email correspondence;

- Meetings with professionals active in museum research activities.

The increased accessibility and efficiency of web-based data collection was a significant factor in enabling the expansion of the 1998 list of researched organizations. For example, the current effort added organizations such as the following groups:

- For-profit Museum-related Organizations;
- Private Foundations;
- University Programs, particularly Museums Studies Programs.

## **Organizations Contacted**

Following contact with a variety of sources, McManis & Monsalve Associates selected 246 entries for inclusion in this report. These data sources, organized into eight categories, are included in this report and are listed in the appendix. We also updated the 1998 report, which listed 84 entries in an annotated bibliography; this report contains 246 annotated bibliographic entries, also listed in the appendix.

Listed alphabetically by type, the organizations contacted include:

AAM Standing Professional Committees & Professional Interest Councils	15
Federal Agencies and Offices	21
Foundations	31
Members of the Former Sustaining Museums Working Group	7
Museum-related Groups and Coalitions	61
Other National Museum-related Organizations	30
Other Organizations (not museum-related)	56
Regional Arts Organizations	9
Regional Museum Associations	22
State Arts Councils	59
State Humanities Councils	57
State Museum Associations	66
University Programs	56
<b>TOTAL</b>	<b>490</b>

## **Selection Criteria, Definitions, and Data Categorization**

### *Selection Criteria*

Building on the criteria used in the 1998 study, we used the following guidelines to select data sources for inclusion in this study:

- Aggregate data rather than for individual institutions;
- Comprehensive/inclusive data rather than by type of museum;
- Data focusing on U.S. institutions (as defined in IMLS guidelines);
- Time series data sets;
- Collected (or expected to be collected) between January 1999 and September 2006;
- National, regional, statewide, or discipline-based data collection;
- Published—available in either print or electronic format;
- Collected by or for and/or published by or for:
  - Professional museum associations and their affiliates at the national, regional, or state level;
  - Federal or state units of government;
  - Institutions of higher education;
  - Private foundations;
  - State humanities and arts councils;
  - Related groups and coalitions (as listed in the Official Museum Directory, or supplied by the American Association of Museums Information Center or the Institute of Museum and Library Services);
  - For-profit organizations.

The following data were not included:

- Data collection limited to individual museums, museum complexes, or limited consortia unless results were of widespread interest or impact;
- Data on museums outside the United States;
- Data published prior to January 1999 or after September 2006.

In every case, the goal was to identify data that were true, compelling, and useful and that encompass the diversity of museums today.

### *Definitions*

It is important to explain our definitions of “data” and “regularly or systematically collected data” for this report. Our initial objective was to include reports of a quantitative nature, typically based on data collected from a universe of membership organizations or from a sample representing all or a set of museums. In addition to fulfilling that objective, we also considered the value of qualitative data. We included studies based on interviews and some case studies, especially those that made comparisons among the experiences of several institutions or relied heavily on “stories” from several institutions to reach conclusions. We believe that museum professionals and policy makers can benefit from a combination of qualitative and quantitative

information. Lessons learned, though sometimes anecdotal, may add value in providing overall context for a decision.

Several studies by the Smithsonian Institution Office of Policy and Analysis are not based on quantitative data. For example, *The Making of Exhibitions: Purpose, Structure, Roles and Process*,<sup>2</sup> is based on interviews with museum professionals at over 60 museums inside and outside the Smithsonian Institution. Its findings on the impact of organizational structure, policies, and procedures on the quality of exhibitions are of considerable value to the museum community.

Our assumption was that we would include data regularly and systematically collected from the same universe, using the same data terms and definitions, and collected over regular intervals of time. For example, the American Association of Museums Financial Survey<sup>3</sup> provides this type of systematic approach. Under this definition we also include studies employing established research methodology. In addition, we have included studies that were published only once, or occasionally, but which seemed to us significant for the breadth or impact of the material covered. A case in point is a study from the Association of Science-Technology Centers Incorporated, *Preparing Tomorrow's Teachers: Pre-service Partnerships between Science Museums and Colleges*.<sup>4</sup>

### ***Data Categorization***

The sources of qualitative and quantitative data regarding museums found over the course of the research process are organized by subject matter category. Findings are grouped in the text and in the bibliography according to the following eight categories:

- Annual Reports
- Directories and Surveys
- Economic Impact Studies
- Facilities
- Finance
- General
- Programs
- Staff

We reorganized the 13 “Services, Activities, and Categories” covered in the 1998 report into eight categories in this report for ease of use in searching a larger bibliography and to reflect changes in the museum environment. New to this report is the addition of the category “Annual Reports,” which contains useful data, particularly about grant awards. A new “General” category

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<sup>2</sup> Smithsonian Institution Office of Policy and Analysis. *The Making of Exhibitions: Purpose, Structure, Roles and Process*. 2002. Washington, D.C.: Smithsonian Institution.  
<http://www.si.edu/opanda/reports.htm>.

<sup>3</sup> American Association of Museums. *Museum Financial Information, 2003*. <http://www.aam-us.org/bookstore/detail.cfm?id=495>.

<sup>4</sup> Association of Science-Technology Centers Incorporated. *Preparing Tomorrow's Teachers: Pre-service Partnerships between Science Museums and Colleges*. Researched and written by Sally Middlebrooks. March 1999. See [http://www.astc.org/pubs/browse\\_publications.htm](http://www.astc.org/pubs/browse_publications.htm).

captures repositories of reports, research, and reference materials; public opinion surveys; long range and strategic plans containing institutional data, benchmarks, and performance data; studies addressing cross-cutting topics; and surveys of significance that did not fit easily into other categories.

The chart below summarizes the number of sources identified in each of the categories used in this report, as well as the corresponding topical areas in the 1998 report.

Collection Category 2005 Report	Number of Citations	Category 1998 Report
Annual Reports	15	NA
Directories and surveys	44	Number of Museums, Attendance, Admission fees, Hours open
Economic impact	61	Economic impact; Leisure, Tourism and travel
Facilities	6	Facilities
Finance	40	Income and Expenses, Total dollars spent
General	20	Members/friends, Governing boards
Programs	48	Programs
Staff	12	Staff
TOTAL	246	

## Issues and Changes

Much has improved in data collection since the 1998 study; *i.e.*, more systematic research is being conducted by major associations as well as by universities and other organizations, but many issues remain the same. Gaps in major categories of information, lack of standard definitions for data or agreement on common data sets, and lack of sustained research activity in museums continue to impede data-sharing efforts and the ability to make useful comparisons among museums or types of museums.

On a more positive note, the greatest changes have occurred in the emergence of the Internet as a major source of information exchange; in the increase in research about museums conducted outside the traditional museum research community by universities, advocacy and other organizations; and in the increase in number of new topics reflecting the dynamic environment in which museums operate. Collectively these changes have broadened data collection and sharing opportunities and enriched the discussions about the value of museums in American life. Outstanding issues are covered in the first three items below; changes, primarily positive, in the last two items.

### ***Gaps in Available Information***

There remains a continuing need for “who’s who” directories by organization, state, and region. While directories are not studies, they are nonetheless major sources of data, often including sections that analyze membership by type, size, and other “demographic” criteria. In addition, a central source, or census, listing all museums and museum-related organizations is needed. Even the American Association of Museums *The Official Museum Directory* is neither comprehensive nor up to date.

### ***Usefulness of the Data***

Lack of common definitions, lack of comparability in survey instruments and among data sets, and museum data imbedded in broader “arts” categories make comparisons difficult between and among surveys from various organizations. Member organizations, as well as non-museum sources, develop their own vocabularies for surveying and reporting information for a variety of purposes to a variety of audiences. For example, those engaged in visitor and audience research distinguish between “visits” and “visitors,” a distinction often lost in reports of surveys intended for different audiences. No glossary exists to alleviate this problem. The definition of “data” may include qualitative and quantitative information. The former may be useful to museum professionals seeking to improve programs, while the latter may be more useful to funders and decision makers. There is lack of comparability between the survey instruments used by various organizations, in the time periods that are used for collection, and in the definition of the data elements. For example, salary surveys by organizations and salary surveys by states are not necessarily comparable. Likewise, there are no commonly accepted data sets useful for comparison across the museum community. In addition, museums frequently receive surveys from more than one organization requesting similar data, resulting in “survey fatigue.” Last, in certain broad studies of culture or the arts, museums of any type are often subsumed under “art” so that museum data cannot be separately identified. In addition, since state arts and humanities councils often limit their data collection to grant recipients, their data do not distinguish museums from other grantees or include non-grantee museums.

### ***A Culture for Data Collection***

Unlike libraries, museums have not invested in widespread data collection. Data collection about museums tends to be driven by disparate needs for specific data. Museums and museum-related organizations rarely collaborate in undertaking major surveys. While surveys abound, museum professionals do not place a high value on them and professionals who conduct these surveys say response rates are declining. They may not see that their data collection results could be useful to others beyond their own museums. The case for systematic collection of data has yet to be made, perhaps in part because there is so little consistency in definitions of data or coordination in the scope and timing of surveys. The challenge is in convincing the museum community of the value in collecting and sharing data—and in using those findings to improve programs and operations and to encourage decision-makers to recognize the value of museums.

### ***Web-based Sources***

As noted earlier, the advent of web-based collection and distribution of information has dramatically altered the landscape of museum-related research. The Internet has changed the way information is collected, stored, and disseminated. Conferences and hard-copy publications have



become less important, with webcasts and listserves augmenting or replacing them altogether. On the positive side, surveys can be conducted and results and publications distributed rapidly on websites without the cost and time of hard-copy production and distribution. Powerful search engines allow computer users to locate information by topic, author, and organization. Easy-to-use data mining software is still needed, but this will no doubt be addressed as more museum professionals take advantage of web-based information.

On the negative side, these sources are not vetted in systematic or traditional ways, connecting points are more haphazard, and information becomes ephemeral. The availability of these studies is often limited—they may be on websites for only a short period of time before they disappear into archives or even oblivion. On-line access may be to members only. Additionally, websites pop up and disappear, taking their contents with them. Happily, more organizations are maintaining searchable archives or offering links to other sources where data may be stored, including in repositories such as Princeton's Cultural Policy and the Arts: National Data Archive.<sup>5</sup>

### ***New Sources of Data and Areas of Study***

While museums and their staffs often lack the necessary funding for research, data from for-profit organizations and foundations are now available via their websites, sources that were not well utilized at the time of the 1998 study. This study includes these sources. It also reflects data that are being collected and analyzed in qualitative studies on topics such as community engagement, diversity, best practices benchmarking, and professional development. For example, over the past several years, museums have increasingly developed measures of performance, including benchmarks. The American Association of State and Local History (AASLH) study now underway applies a business-oriented format to data collection through its collaboration with the Center for Nonprofit Management.<sup>6</sup> AASLH is piloting this study with its member museums focusing primarily on visitor-related issues. The Smithsonian Office of Policy and Analysis reports offer benchmarking data in exhibitions, fundraising, and visitor evaluation, used to inform decision-making at SI museums, but also of interest to the museum field in general.

At present, some of the best museum-related research is taking place in related disciplines. Individuals and organizations outside the museum community have undertaken some of the most incisive, creative research. Such cases include the work of Sharon Oster and William Goetzmann on the management of non-profit organizations at the Yale School of Management, and that of sociologist Paul DiMaggio at the Princeton Center for Arts and Cultural Policy Studies. Sometimes that research is presented at museum conferences or in museum publications. If the research approaches museums as just one type of non-profit or cultural institution, however, it may not be presented in a museum forum and will not be familiar to the museum community.

Another source of new information is from graduate student papers. The Smithsonian Institution Center for Education and Museum Studies Training Program Web Sites Directory lists 77 graduate programs or concentrations within graduate programs in American universities in museum studies or related fields. As a result of growth in the number of these museum-related

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<sup>5</sup> Princeton University. Cultural Policy and the Arts: National Data Archive. <http://www.cpanda.org/>.

<sup>6</sup> American Association for State and Local History. AASLH Performance Measurement Program. Survey in progress and publication forthcoming. <http://www.aaslh.org/permeasurement.htm>.

programs, graduate research papers are an emerging area for consideration in future surveys. As these programs grow, faculty, as well as graduate students, may become major contributors to research. An example is "The Troublesome Matter of the Changing Role of the Curator," by Elizabeth Chambers, who undertook a survey of incumbents in a variety of museums, offering a scientific approach to the definition of the term curator.<sup>7</sup> With appropriate guidance provided by a working group of museum professionals these types of studies could be further developed in on-going university research programs. At the same time, we recommend that mechanisms be developed to increase awareness of these potentially rich sources of information. Master's theses are now listed in Dissertation Abstracts, but few have been vetted beyond their institutions. Most are unpublished; if accessible, they are often hidden in the websites of their respective programs. At the time of our analysis, so few university programs offered papers on their websites that our research in this area is by no means complete.

Areas of emerging interest that are not covered in this report include public-private collaborations and leadership trends, both of which may be included in future reviews.

## **Current Status of Data Collection by Topic**

### **Annual Reports**

Our survey revealed a number of annual reports that catalogued the activities of state arts councils, state humanities committees, state-sponsored programs and regional museums associations. The reports contain information regarding program activity, financial data, and grants activities. Together these may be of value in studying funding trends in museums. Research in another subset of this category attempts to assess the outcomes from grant awards. Both donors and granting agencies/organizations are interested in the impact of the funds they give museums, and often track this information. Studies such as the Hawai'i State Foundation on Culture and the Arts grants effectiveness study help to better define these outcomes.<sup>8</sup> Another useful source is the National Assembly of State Arts Agencies, which produces detailed standardized reports on arts funding on a national basis with access to museum data.<sup>9</sup>

### **Directories and Surveys**

#### *General survey data*

Strong efforts are being made to collect basic data about museums at the state, regional, and national level. The most comprehensive directory continues to be the American Association of Museum's *Official Museum Directory* (OMD), which is published on an annual basis and contains over 8000 entries.<sup>10</sup> Data collected for each museum include contact information, key

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<sup>7</sup> Chambers, Elizabeth A. "The Troublesome Matter of the Changing Role of the Curator." M.A. The George Washington University. 2001. [http://www2.gwu.edu/~mstd/chambers\\_paper.pdf](http://www2.gwu.edu/~mstd/chambers_paper.pdf).

<sup>8</sup> Hawai'i State Foundation on Culture and the Arts. *An Assessment of the Field Impacts of Funding Support Provided by the Hawai'i State Foundation on Culture and the Arts*. 2002. <http://www.westaf.org/pdfs/HawaiiAssesment.pdf>.

<sup>9</sup> National Assembly of State Arts Agencies. *Legislative Appropriations Annual Survey*. 2004. <http://www.nasaa-arts.org/publications/legapp.shtml>.

<sup>10</sup> American Association of Museums. *The Official Museum Directory*. AAM. [http://www.officialmuseumdir.com/omd\\_news.htm](http://www.officialmuseumdir.com/omd_news.htm).

personnel, collections and exhibition descriptions, publications, and attendance and membership among others. The OMD also includes an on-line and a print version of products and services, vendors and suppliers, affiliated organizations, and funding agencies. The American Association of State and Local History also has its *Directory of Historical Organizations in the United States and Canada*, which provides information on over 14,000 museums as well as archives, libraries, historical societies, and research centers, and an index of state history offices and university public history programs.<sup>11</sup>

A growing trend is the creation of on-line directories. MuseumsUSA provides a publicly accessible directory that lists 15,000+ museums, 56 associations, and 1,200+ vendors.<sup>12</sup> Data are less detailed than in the OMD, but there are links to websites and a keyword search engine feature. Participation in this database is especially beneficial for small museums. Several museum associations now provide on-line directories, for example the Association of Science-Technology Centers, the Association of Children's Museums, and the American Zoo and Aquarium Association.<sup>13</sup> The Mid-Atlantic Association of Museums maintains an on-line directory of museums, vendors, and consultants that is searchable by keyword and by state and linked to the websites of the museums listed.<sup>14</sup> The Center for Military History's directory of U.S. Army museums is a new entry that opens the possibility of data collection for all armed services museums, which will capture new information about small community-based organizations serving both military bases and the communities in which they are located.<sup>15</sup> This trend in cataloging data about museums on the web is a very positive step in sharing information that can be quickly updated as needed.

The 1998 report cited that the area of diversity needed more attention. Although there are a few recent studies that reflect diversity in programs and staffing in museums, this remains an area in need of further research. One study of interest is the IMLS-funded Abrams study of State and Local Tribal museums.<sup>16</sup> The study produced aggregate data on hours, visitation, programs, governance, budgets, and funding sources.

Museum associations have also published a number of directories and surveys. These range from simple directories of contact information and guides to museum resources in the state to more elaborate surveys that include data on programs, facilities, budget, and expenses. Of note is the

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<sup>11</sup> American Association for State and Local History. *Directory of Historical Organizations in the United States and Canada*. Rowman and Littlefield. 2001. <http://www.altamirapress.com/Catalog/SingleBook.shtml?command=Search&db=%5EDB/CATALOG.db&eqSKUdata=0759100020>.

<sup>12</sup> MuseumsUSA. <http://www.museumsusa.org/>.

<sup>13</sup> Association of Science-Technology Centers Incorporated. *2003 ASTC Directory*. <http://www.astc.org/about/members.htm>; also [http://www.astc.org/pubs/browse\\_publications.htm](http://www.astc.org/pubs/browse_publications.htm). Association of Children's Museums. *ACM 2002-2003 Membership Directory*. 2002-2003. <http://www.childrensmuseums.org/publications.htm>.

American Zoo and Aquarium Association. *Zoo and Aquarium Members Web Directory*. <http://www.aza.org/FindZooAquarium/>.

<sup>14</sup> Mid-Atlantic Association of Museums. *Museum Directory, 2005*. <http://www.cmiregistration.com/user/directory/index.jsp?letter=A&org=250>.

<sup>15</sup> Center for Military History. *Army Museum System Directory, 2003*. <http://www.army.mil/cmhp/Museums/AMS-Directory/index.htm>.

<sup>16</sup> American Association for State and Local History. Abrams, George H.J. *Survey of the State and Local Tribal Museums*. 2002. <http://www.aaslh.org/AASLHTribalMuseums.pdf>.

survey by the California Association of Museums, *About California's Museums*, which features data on over 1,400 museums and examines results by programs, facilities, location, budget size, facilities, accessibility, technology use, visitors served, staffing, and expense categories.<sup>17</sup> This could serve as a model for other states. Another is the Texas Association of Museums, which has created an on-line database of 600 museums featuring information on collections, exhibitions, programs, history, facilities, and staffing.<sup>18</sup> It is likely that there is considerable overlap among state, regional and national directories.

Beyond the publication of directories are more specialized reports being published by state associations and discipline-specific organizations, such as the Association of Science-Technology Centers (ASTC), the Association of Children's Museums (ACM), the American Association of Art Museum Directors (AAMD), and The American Zoo and Aquarium Association (AZA). For example, the AZA published summary statistics based on a survey that included revenue and expenses, numbers of collections, governance type, attendance, size, staff, and membership numbers.<sup>19</sup> ASTC data collection covers a number of critical areas including visitors, visit costs, facility maintenance costs, income, space, and admissions fees on a more regular basis.<sup>20</sup> The ACM conducts a biennial survey with alternate year updates, which keeps key data such as financials and attendance fresh.<sup>21</sup> AAMD offers the results of an annual survey that provides quite comprehensive data on its member museums.<sup>22</sup> The value of these reports lies in the consistent collection of data over time. Since 2002, AAMD's *State of the Nation's Art Museums* has tracked trends on expansions, attendance, exhibitions, education, collecting, staffing, marketing, and revenue sources and uses. This could serve as a model for broader survey collection efforts beyond the art museum field.

General surveys and directories are improving in numbers and in variety and accessibility of information. The downside of this general category remains a lack of consistency in formats and types of data collected from one organization to another and very likely much overlap between state, regional, and the discipline-specific surveys. Member databases are only available for a fee, and publications such as AAM's *Official Museum Directory* can be expensive.

## **Economic Impact Studies**

This category has continued to grow in scope and number of reports since the 1998 survey. Museums and cultural institutions are increasingly facing financial challenges, particularly in response to the economic recession and post-9/11 downturn in tourism. Economic impact data

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<sup>17</sup> California Association of Museums. *About California Museums*, 1999. <http://www.calmuseums.org/publications/AboutCaliforniaMuseums.pdf>.

<sup>18</sup> Texas Association of Museums. MuseSearch. Austin, Texas. <http://www.museumsusa.org/search/tx/>.

<sup>19</sup> American Zoo and Aquarium Association. *Statistics at a Glance*. 2001. <http://aza.org/Newsroom/NewsroomStatistics>.

<sup>20</sup> Association of Science-Technology Centers Incorporated. *Sourcebook of Science Center Statistics 2004, 2005*. Association of Science-Technology Centers Incorporated. [http://www.astc.org/pubs/browse\\_publications.htm](http://www.astc.org/pubs/browse_publications.htm).

<sup>21</sup> Association of Children's Museums. *ACM 2002-2003 Membership Directory*. 2002-2003. <http://www.childrensmuseums.org/publications.htm>.

<sup>22</sup> Association of Art Museum Directors. *State of the Nation's Art Museums Survey: 2004*. [http://www.aamd.org/pdfs/FINALAAMDRelease2004\\_000.pdf](http://www.aamd.org/pdfs/FINALAAMDRelease2004_000.pdf).

collected on a systematic and ongoing basis are of great value to public and private funding agencies and other decision makers. Studies cited include the work of state, regional, and national organizations and represent aggregate data that catalogue the value of museums and the arts to economic development and tourism. The most extensive studies are those of Americans for the Arts (AFA). Their national studies in 2002 and 2003 have provided aggregate data on the value of the arts to the national economy. Its website provides many resources helpful to arts organizations including an on-line “prosperity calculator” for application at the local level.<sup>23</sup> Several states, including Florida, Wisconsin, Utah, and Oregon, have made use of AFA templates in creating reports on economic impact. Other studies that should be noted are the Alliance for the Arts reports on capital investment in New York City, examining the benefits of construction of cultural facilities to industry and tourism in the city.<sup>24</sup>

Many of the studies cited are descriptive of the arts and culture sector with references to museums. However, several museum organizations have created fact sheets that provide a snapshot of the impact of the arts and museums. For example, see AAM’s “Museums Working in the Public Interest,” the Museum Association of New York’s “Building Community,” and *The Collective Impact of America’s Zoos and Aquariums*, from the AZA.<sup>25</sup> The California Association of Museums also produced a comprehensive report that could serve as a model for other states: *Impact of Museums on the California State Economy* provides an in-depth set of data regarding government investment, visitation, income and revenue, employment, and capital expenditures.<sup>26</sup> Virginians for the Arts includes 140 museums in its economic impact study, *The Economic Impact of Arts and Cultural Organizations in Virginia*.<sup>27</sup> Another helpful report is the New England Foundation for the Arts’ baseline survey on the “creative economy” where museums were noted as leaders in revenues and spending.<sup>28</sup> They have continued to conduct annual surveys over the past three years to gauge the strength of this sector. Vermont’s report, *Advancing Vermont’s Creative Economy*, provides a variety of case studies examining how cultural activity has revitalized small and rural sectors of the state.<sup>29</sup> These are especially helpful in featuring the needs of smaller communities, and they point to the value of public-private partnership. Similarly, the Western States Arts Federation (WESTAF) has produced a number of reports that summarize the impact of the arts in that region. Eight studies are listed in the

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<sup>23</sup> Americans for the Arts. *Arts & Economic Prosperity: The Economic Impact of Nonprofit Arts Organizations and their Audiences*. 2003. <http://www.artsusa.org/EconomicImpact/>.

<sup>24</sup> Alliance for the Arts. *Cultural Capital: Investing in New York’s Economic and Social Health*. 2002. [http://allianceforarts.org/cult\\_cap.pdf](http://allianceforarts.org/cult_cap.pdf).

<sup>25</sup> American Association of Museums. “Museums Working in the Public Interest.” <http://www.aam-us.org/aboutmuseums/publicinterest.cfm>.  
Museum Association of New York. “Building Community.” <http://www.manyonline.org/NYSMuseums.htm>  
American Zoo and Aquarium Association. *The Collective Impact of America’s Zoos and Aquariums*. <http://aza.org/AboutAZA/CollectiveImpact1>.

<sup>26</sup> California Association of Museums. *Impact of Museums on the California State Economy*, 1999. <http://www.calmuseums.org/publications/ImpactofMuseums.pdf>.

<sup>27</sup> Virginians for the Arts Foundation, Virginia Commission for the Arts, and Virginia Association of Museums. The Wessex Group. *The Economic Impact of Arts and Cultural Organizations in Virginia*. 2000. <http://www.vaforarts.org/tempdocs/Wessex.pdf>.

<sup>28</sup> New England Foundation for the Arts. “New England’s Creative Economy: The Non-Profit Sector: 2000.” 2003. [http://www.nefa.org/pdf/The\\_Nonprofit\\_Sector\\_2000.pdf](http://www.nefa.org/pdf/The_Nonprofit_Sector_2000.pdf).

<sup>29</sup> Vermont Council on Rural Development. *Advancing Vermont’s Creative Economy: Final Report and Recommendations from the Vermont Council on Culture and Innovation*. 2004. [http://www.kse50.com/vcci\\_report.pdf](http://www.kse50.com/vcci_report.pdf).

bibliography. One in particular, “The Economic Impact of Oregon’s Non-profit Arts Sector,” is notable for its focus on a longitudinal study, tracking progress from 1997 to 2000 on cultural organizations’ needs as well as their impacts on the state economy.<sup>30</sup> Another report of interest is the Getty’s *Assessing the Values of Cultural Heritage*, which argues for the relationship between economic benefits and preservation of heritage sites.<sup>31</sup>

In summary, there are a multitude of reports with valuable data, such as those of the Americans for the Arts, which are quite extensive and helpful to small communities that may be served by many museums. Although their reports are quite varied and detailed, for the most part they focus on the “arts” and not specifically on museums. In fact, while all the studies referenced cultural heritage tourism, and some included information about museums, only a few were exclusively about museums. This is definitely an area that needs more focused research in order to create value for the museum community.

A new area that should be mentioned here are studies that attempt to provide more rigorous economic analysis of survey data about museums. These studies look at such factors as the relationship between museum attendance and its governance structure, geographic location, and collection types to determine if these are critical factors in the success of museums.<sup>32</sup>

## Facilities

Museum buildings are major assets that continue to create complex challenges for decision makers. Facilities are costly to maintain and have a major impact on staff, collections, and the public. Basic data on the practices of museums are now being expanded in such publications as the AAM’s recent report on facilities and risk management.<sup>33</sup> A related study, the Heritage Health Index, cited in the collections survey section of the Programs category, addresses environmental conditions as well. Additions, renovations, and new facilities are gaining attention as an area of study, reflecting the expansion of existing museums and the growth of new museums. These studies will be of value to museums as they consider options for expansion and renovation. A survey by Morris highlights lessons learned in building programs over the past several years.<sup>34</sup> A survey by the Mid-Atlantic Association of Museums (MAAM) will catalog data on over 100 building projects underway across the nation.<sup>35</sup> The relation of science center

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<sup>30</sup> Western States Arts Federation. Buehler, Daniel and Erin Trapp. “The Economic Impact of Oregon’s Nonprofit Arts Sector.” Western States Arts Federation. January 2001. <http://www.oregonartscommission.org/pdf/westaf.pdf>.

<sup>31</sup> The Getty Conservation Institute. *Assessing the Values of Cultural Heritage*. 2002. [http://www.getty.edu/conservation/publications/pdf\\_publications/assessing.pdf](http://www.getty.edu/conservation/publications/pdf_publications/assessing.pdf).

<sup>32</sup> Oster, Sharon and William Goetzmann. “Does Governance Matter: The Case of Art Museums,” Yale School of Management, 2002. <http://www.nber.org/~confer/2002/profit02/oster/pdf>.

<sup>33</sup> American Association of Museums. 2004. *Facilities and Risk Management*. Elizabeth E. Merritt, ed. 2005.

<sup>34</sup> Morris, Martha. “Expansionism: Successes and Failures.” *Museum News*. July/August 2004. <http://www.aam-us.org/pubs/index.cfm>.

<sup>35</sup> Mid-Atlantic Association of Museums. *Member Survey of Building Projects*. 2005. <http://www.altrue.net/site/midatlantic/>.

expansion to future museum attendance, as examined in the Gilligan and Allan study, is a critical area that should be the subject of further research.<sup>36</sup>

## Finance

Financial information provides valuable comparative data for museums for planning, budgeting, and goal setting and for informing their boards and policy makers about the financial environment in which they operate.

### *Financial Reports, Cost Analyses, and Salary Surveys*

The strongest financial data come from the ongoing efforts of the AAM to reflect national trends over time. *Museum Financial Information* and *Data by Discipline* update earlier reports and create a comprehensive set of aggregate data on a wide variety of financial data.<sup>37</sup> The other important source of financial data is that of salary surveys. Most of the major membership organizations, as well as many state and regional associations, conduct salary surveys on a regular basis. For example, the Association of Art Museum Directors, the Southeast Museums Conference, the Northeast Museums Association, the Association of Science Museum Directors, the Midwest Museum Association, and the Virginia, California, and New York state associations all conduct such surveys. Most of these are only available for a fee, yet they provide much good information on factors such as differences by region, institutional type, budget size, and numerous positions within the museum.

A model for the field is the report, *Science Center Workforce 2001*, published by the ASTC.<sup>38</sup> This report provides not only salary and benefits data, but includes information regarding diversity, turnover, and professional development. The report includes the survey instrument and a glossary of definitions. Another interesting example is the recent survey by Lawrence Associates of the Museum Association of New York and Mid-Atlantic Association of Museum members, which gives a current overview of the compensation practices of 47 museums.<sup>39</sup> Guidestar now publishes IRS form 990s on its website, which is another source of salary data for top executives in not-for-profit museums.<sup>40</sup> These reports are useful, and it is clear that specialized surveys by discipline or region are of value. However, the museum field still lacks a standardized national salary survey.

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<sup>36</sup> Gilligan, Amy and Jan Allan, "If We Build It, Will They Come? A Study of Attendance Change after Expansion." *ASTC Dimensions*. March/April 2004, 3-4, 6. <http://www.astc.org/pubs/dimensions.htm>.

<sup>37</sup> American Association of Museums. *Data by Discipline: 2003 Museum Financial Information*. 2004. <http://www.aam-us.org/bookstore/detail.cfm?id=655>. Ibid. *Museum Financial Information*, 2003. <http://www.aam-us.org/bookstore/detail.cfm?id=495>.

<sup>38</sup> Association of Science-Technology Centers Incorporated. *Science Center Workforce 2001. An ASCT Report*. 2002. [http://www.astc.org/pubs/browse\\_publications.htm](http://www.astc.org/pubs/browse_publications.htm).

<sup>39</sup> See <http://lawrenceassociates.com/Files/MAAMRespondent.pdf>. Lawrence Associates. *Compensating Museum Management and Staff: What is fair and reasonable?* 2004. <http://www.altrue.net/site/midatlantic/>.

<sup>40</sup> Guide Star. *2003 Guidestar Nonprofit Compensation Reports and 2004 Guidestar Nonprofit Compensation Reports*. <https://www.aam-us.org/bookstore/detail.cfm?id=403>.

### ***Funding Trends***

Tracking funding trends is important for museums. The Foundation Center trends, for example, are a valuable benchmark, as is the Smithsonian report on the cost of funding exhibitions.<sup>41</sup> Museums and funding organizations can also use the data collected on Guidestar.org. Charity Navigator has listed 214 museums and provides data about each, including organizational efficiency, organizational capacity, peer analysis, and income and expense data, using a rating of 1-4 stars.<sup>42</sup>

### **General**

This category covers a variety of reports that are relevant to museum data collection including national public opinion surveys, repositories, and a limited number of topical areas that could not be categorized in the list above. Some of the studies fall outside the criteria; for example, some of the studies of note are qualitative rather than quantitative. In particular, long-range plans of organizations or groups of organizations often contain historic and trend data of value.

### ***Opinion Surveys***

The National Endowment for the Humanities (NEH), the National Endowment for the Arts (NEA), and Americans for the Arts have all conducted surveys that catalogue public opinion of museums and cultural organizations. An AAM-commissioned survey resulted in positive information about public perceptions of museums.<sup>43</sup> This should be repeated.

### ***Repositories***

The 1998 report cited the Smithsonian Museum Reference Center as a major repository. It remains so, although funding cutbacks have slowed the active acquisition of some materials.<sup>44</sup> An on-line archiving website, the Cultural Policy and the Arts National Data Archive, now exists at Princeton University, which is actively building an on line reference database.<sup>45</sup>

### ***Other Areas***

NEA's recent survey of public participation in the arts has strong implications for the field. Preston's "Industry Note" 2001 provides interesting trends in the museum field that are critical to governance issues.<sup>46</sup> Collaborations between museums and other organizations such as libraries and public broadcasting are highlighted in a report by the Urban Libraries Council that points to

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<sup>41</sup> The Foundation Center. *Arts Funding IV: An Update on Foundation Trends*. 2003. [http://fdncenter.org/research/trends\\_analysis/pdf/03arthl.pdf](http://fdncenter.org/research/trends_analysis/pdf/03arthl.pdf). See also *Foundation Funding for the Humanities: An Overview of Current and Historical Trends*. 2004. The Foundation Center, with the American Academy of Arts and Sciences. [http://www.fdncenter.org/research/trends\\_analysis/pdf/human.pdf](http://www.fdncenter.org/research/trends_analysis/pdf/human.pdf); Smithsonian Institution Office of Policy and Analysis. *Costs and Funding of Exhibitions*. 2002. Washington, D.C. <http://www.si.edu/opanda/Reports/EX.Cost.pdf>.

<sup>42</sup> Charity Navigator. <http://www.charitynavigator.org/>.

<sup>43</sup> American Association of Museums. *Americans' Perception of Museums: Key Findings of the Lake Snell Perry 2001 Survey*. <http://www.aam-us.org/getinvolved/advocate/matresources.cfm>. Summary of the survey available at <http://www.manyonline.org/AmericansTrust.htm>.

<sup>44</sup> Smithsonian Institution Museum Reference Center. <http://www.sil.si.edu/libraries/mrc-hp.htm>.

<sup>45</sup> Princeton University. Cultural Policy and the Arts: National Data Archive. <http://www.cpanda.org/>

<sup>46</sup> Preston, Jane. *Museums in the United States at the Turn of the Millennium: An Industry Note*. John F. Kennedy School of Government. 2004. <http://ksgcase.harvard.edu/case.htm?PID=1628>.



new ways of managing in the 21<sup>st</sup> century.<sup>47</sup> AASLH's Performance Measurement survey project will add new data to the field on best practices in history museums on a variety of elements, beginning with visitor studies.<sup>48</sup>

## Programs

The core activity of museums is programming for the collections, for education, and for exhibitions. In addition, a major development in the past five years is the growth of the Internet and museums' use of new media and technology for programs as well as for internal operations.

### *Collections surveys*

These reports are largely associated with surveys that support collections preservation initiatives. Heritage Preservation's report after September 11, 2001, *Catalyst and Challenge*, provided important national data on the need for emergency planning.<sup>49</sup> Its current project, Heritage Health index, will be the most ambitious such survey. It will result in a comprehensive picture of the condition and preservation needs of this country's collections. Archives, historical societies, libraries, museums, and scientific organizations of all sizes and from every state and U.S. territory participated in the survey, expected to be available in the summer of 2005.<sup>50</sup> Another survey focuses primarily on the needs of natural history collections.<sup>51</sup>

There were few other reports to note in this category other than the 2004 RARIN survey on current standards concerning reproduction fees, policies, and procedures.<sup>52</sup>

### *Visitor studies/education/exhibitions studies*

This category has a growing body of written materials. A wide variety of studies are being conducted on museum visitation, exhibition techniques, and the impact of education programs, including museums' impact on communities. Just as economic impact is a critical factor, educational impact is equally important to museum decision makers and funders. The work of the IMLS-funded Museum Learning Collaborative is one on-line resource.<sup>53</sup> Another study is

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<sup>47</sup> Urban Libraries Council. ULC Collaborations Project. <http://www.urbanlibraries.org/collaborationsdatabase.htm>.

<sup>48</sup> American Association for State and Local History. AASLH Performance Measurement Program. Survey in progress and publication forthcoming. <http://www.aaslh.org/permeasurement.htm>.

<sup>49</sup> Heritage Preservation. *Catalyst and Challenge: Impact of September 11, 2001, on our Nation's Cultural Heritage*. 2002. <http://www.heritagepreservation.org/PDFS/Cataclysm.pdf>.

<sup>50</sup> Ibid. *Heritage Health Index*. In progress. <http://www.heritagepreservation.org/PROGRAMS/HHIhome.HTM>.

<sup>51</sup> Society for the Preservation of Natural History Collections. *Priorities for Natural History Collections Conservation Research: Results of a Survey of the SPNHC Membership*. 2001. [http://www.spnhc.org/documents/CF15-1\\_2.htm](http://www.spnhc.org/documents/CF15-1_2.htm).

<sup>52</sup> AAM Rights and Reproduction Information Network (RARIN). *2003-4 RARIN Rights and Reproductions Survey*. 2004. <http://www.panix.com/~squigle/rarin/RARINSurveyannounce.html>.

<sup>53</sup> Institute of Museum and Library Services. *Museum Learning Collaborative*. 2003. <http://museumlearning.com/default.html>.

that of the Nathan Cummings Foundation, which focuses on best practices in museum learning.<sup>54</sup> In addition, the Wallace Foundation report surveyed activities in over two dozen art museums.<sup>55</sup>

Another important study is the Southern Arts Federation's Latinos and Latinas report, which catalogues demographic data and focuses on Latino arts activities.<sup>56</sup> Other studies relevant to education programs include the relationship between museums and schools. The IMLS *True Needs True Partners* report set a national standard.<sup>57</sup> A survey underway in Michigan will provide a possible model for other states to better plan for programs that serve K-12 schools.<sup>58</sup> A national survey by museum-ed.org in 2003 provides a comprehensive report on eight categories of programs that 85 art museums produce—information that could be valuable to funders.<sup>59</sup> The research staff of the Smithsonian's Office of Policy and Analysis has conducted several reports on trends in exhibitions and audiences, such as a survey of the practices of 69 museums in evaluating educational programs.<sup>60</sup>

Finally, there are publications that speak to the exhibition practices published by the National Association of Museum Exhibitions (NAME), such as Rounds' survey of the use of teams in developing exhibitions.<sup>61</sup> Some studies support the needs of small and rural museums, such as that of the National Endowment for the Humanities.<sup>62</sup> In addition, the Upstate History Alliance in New York is currently surveying the exhibition needs of small museums.<sup>63</sup> The subject of diversity in visitation trends in underrepresented communities is highlighted in the Smithsonian's study on art museum practices.<sup>64</sup>

### ***Web use and related technologies***

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<sup>54</sup> The Nathan Cummings Foundation. *A Convening: Re-envisioning Museums and their Communities: Peer Learning and Program Documentation*.

[http://www.nathancummings.org/AG\\_details\\_2003/000626.html](http://www.nathancummings.org/AG_details_2003/000626.html).

<sup>55</sup> Wallace Foundation. *Service to People: Challenges and Rewards. How Museums Can Become More Visitor Centered*. April 2001. <http://www.wallacefoundation.org/WF/KnowledgeCenter/KnowledgeTopics/Museums/ServiceToPeople.htm>.

<sup>56</sup> Southern Arts Federation. Cantu, Norma E. *Latinos and Latinas in the South*. 2004. [http://www.southarts.org/download/Latino\\_Report\\_English.pdf](http://www.southarts.org/download/Latino_Report_English.pdf).

<sup>57</sup> Institute for Museum and Library Services. *True Needs True Partners*. 2000-2001. <http://www.imls.gov/pubs/pdf/m-ssurvey.pdf>.

<sup>58</sup> Michigan Museums Association. "MMA Education Initiative Survey." Survey in process via MMA web site. <http://www.michiganmuseums.org/>.

<sup>59</sup> Museum-ed.org. *2003 Art Museum Education Programs Survey*. 2003. <http://www.museum-ed.org/research/surveys/2003mused/index.shtml>.

<sup>60</sup> Smithsonian Institution Office of Policy and Analysis. *The Evaluation of Museum Educational Programs: A National Perspective*. 2004. Washington, D.C.: Smithsonian Institution. <http://www.si.edu/opanda/Reports/EducationPrograms.pdf>.

<sup>61</sup> National Association of Museum Exhibitions. Rounds, J. and Nancy McIlvaney. "Who's Using the Team Process? How's it Going?" *Exhibitionist*. 1999. See <http://www.n-a-m-e.org/exhibitionist.html>.

<sup>62</sup> National Endowment for the Humanities. ExhibitsUSA. *Background and Summary: Final Report on a Study to Explore the Feasibility of Creating Smaller, Traveling Exhibitions*. Division of Public Programs. 2001. <http://www.neh.gov/grants/guidelines/pdf/PubExhibitReport.pdf>.

<sup>63</sup> Upstate History Alliance. *Interpretive Exhibitions in Small History Museums*. <http://www.upstatehistory.org/index.html>.

<sup>64</sup> Smithsonian Institution Office of Policy and Analysis. *Increasing Museum Visitation by Under Represented Audiences: An Exploratory Study of Art Museum Practices*. 2001. Washington, D.C.: Smithsonian Institution. <http://www.si.edu/opanda/reports.htm>.

This is a new area of study that has developed in the past five years. The IMLS survey on the use of technology in libraries and museums provides a very comprehensive overview of the use of technology and points to weak areas such as technology funding for museums.<sup>65</sup> Papers delivered at Museums and the Web conferences since 2000 have added new information to this growing sector of museum activity. Many of the reports in this category aim to survey the impact of museum websites as educational tools. Paul Marty's "Lost in Gallery Space" examined 15 characteristics on 38 art museum websites to assist web designers in improving usability.<sup>66</sup> A new survey on museum informatics is also evidence of the growing role of technology in museum programming and management.<sup>67</sup> Museums are now tracking web visits as often as physical visits, as the study by Chadwick and Boverie highlights.<sup>68</sup>

## Staff

Several studies have been completed by for-profit, not-for-profit, and university programs in support of staffing in museums. Ferrin's study on interim leadership and Sorin's survey of museum executives' views on professional training needs are interesting examples.<sup>69</sup> These reflect the growing need in the field for preparing a new generation of museum staff to deal with ever-increasing complexities of the museum environment. Other studies that highlight this trend are the Arkansas Arts Council report on professional training needed for small museums, and the John S. and James L. Knight-sponsored needs assessment of 168 small museums conducted in 2002.<sup>70</sup> A more focused approach to museum staffing is Elizabeth Chambers' study of curatorial job descriptions, which helps to define some of the changes confronting this key area of the profession.<sup>71</sup> A model for the field would probably be the several needs assessments for training that were conducted by the Mid-America Arts Alliance.<sup>72</sup>

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<sup>65</sup> Institute for Museum and Library Services. *Status of Technology and Digitization in the Nation's Museums and Libraries*. 2002. <http://www.ims.gov/reports/techreports/intro02.htm>.

<sup>66</sup> Marty, Paul F. and Michael B. Twidale. "Lost in gallery space: A conceptual framework for analyzing the usability flaws of museum Web sites." *First Monday* 9(9). September 2004. [http://firstmonday.org/issues/issue9\\_9/marty/index.html](http://firstmonday.org/issues/issue9_9/marty/index.html).

<sup>67</sup> Marty. "Assessing the Importance of Information Science and Technology in Museums." Article in *progress*. See <http://info.fsu.edu/~pmarty>

<sup>68</sup> Chadwick, John C. and Boverie, Patricia. "A Survey of Characteristics and Patterns of Behavior in Visitors to a Museum Web Site." *Museums and the Web 1999*, Conference. New Orleans. <http://www.archimuse.com/mw99/papers/chadwick/chadwick.html>.

<sup>69</sup> Ferrin, Richard. "The Time Between, A Report of Museum Interim Executive Leadership Patterns." Arts Consulting Group. Los Angeles. 2002. [http://www.artsconsulting.com/pdf\\_arts\\_insights/insights\\_feb\\_2002.pdf](http://www.artsconsulting.com/pdf_arts_insights/insights_feb_2002.pdf); Sorin, Gretchen and Martin. "Museums, Professional Training, and the Challenge of Leadership for the Future." *History News*. Autumn 2004. A publication of the American Association for State and Local History. [https://www.aaslhnet.org/aaslhssa/ecssashop.show\\_category?p\\_category\\_id=HISTORYNEWS](https://www.aaslhnet.org/aaslhssa/ecssashop.show_category?p_category_id=HISTORYNEWS).

<sup>70</sup> Arkansas Arts Council. *Research on professional development opportunities for small museums in Arkansas*. Mid-America Arts Alliance. 2004. <http://www.maaa.org/help/ar/arkansas.html>; Mid-America Arts Alliance. *Training Needs Assessment for John S. and James L. Knight Community Museums: Executive Summary*. 2002. <http://www.usregionalarts.org/docs/research/MAAA-Knight%20Mush%20Exec%20Smry.pdf>.

<sup>71</sup> Chambers, Elizabeth A. "The Troublesome Matter of the Changing Role of the Curator." M.A. The George Washington University. 2001. [http://www2.gwu.edu/~mstd/chambers\\_paper.pdf](http://www2.gwu.edu/~mstd/chambers_paper.pdf).

<sup>72</sup> Mid-America Arts Alliance. *Nebraska Museums and Libraries Needs Assessment*. 2004. [http://www.maaa.org/help/ne/neb\\_research\\_report.pdf](http://www.maaa.org/help/ne/neb_research_report.pdf).

## **Current Status Compared with the 1998 IMLS Study**

1. The 1998 report lamented the lack of coordination or systematization of data collection, clarification of the purpose(s) of such activity, and lack of standardization within the museum community. Our view is that there is some improvement, fostered in part by the Internet, and partly by large organizations such as AAM or even regional or state organizations that appear to be thinking and operating in broader terms. However, the Sustaining Museums Working Group of major membership organizations that guided the 1998 study is no longer in existence as a formal body; we believe there should be an ongoing working group of some kind.

2. The 1998 study noted the museum community should recognize that its interests are not always the same as those of the arts in general and that collaboration with the larger arts community should not be undertaken at the expense of museum-specific data. This has not changed. Studies of museum education activities in schools get lost in “arts” education. Regional studies about arts offerings often do not distinguish between crafts programs and museum programs.

3. The 1998 study recommended that the issue of who is included within the museum community be addressed head-on. It was encouraging to see more efforts to include small museums in the studies reviewed for this report. The for-profit museum is still not a category that is being tracked or surveyed. Thus it is difficult to know whether this is a growing component of the museum world and what kinds of issues might be of interest or concern to this type of museum.

4. The 1998 study recommended that data collection be regularized, either through annual member profiles or biennial surveys. We do find some improvements. The AAM surveys are increasingly attentive to this area. Organizations that are subsets of the larger museum community, such as arts museums and science and technology centers, children’s museums, zoos, and history museums, are attempting to collect data on a more regular basis. State and regional surveys, subject to vagaries of local funding and differing purposes, will no doubt continue to be conducted on a more sporadic basis.

5. The 1998 survey recommended that the Sustaining Museums Working Group review its standardized institutional profile with attention to matters of definition and scope. There is no longer a Sustaining Museums Working Group, nor does there appear to be a replacement to undertake that task. Nonetheless, progress has been made in comprehensive surveying. Surveys are conducted regularly and systematically by the American Association of Museums, as well as by organizations such as the American Association for State and Local History, the Association of Art Museum Directors, and the Association of Science-Technology Centers. While these latter organizations focus on a subset of the national museum community, their regular and comprehensive surveys are of great value within the subgroup for benchmarking and other comparative purposes. This section of the 1998 report also noted the lack of standardized terminology and the challenge this presented in ensuring that data could be compared across surveys. This issue has not changed. Finally, this section of the 1998 study stated that there was no data collection on economic impact, diversity of audiences, and community involvement. These are areas of study that are represented in the bibliography of this report.

**6.** The 1998 study recommended that implementation of a standardized institutional profile not end with the Working Group organizations, but that efforts be made to secure adoption by other organizations at the national, regional, and state levels. We do not see any change in this area.

**7.** The 1998 study recommended that the current incompatibility of databases be addressed expeditiously. We believe that current technology makes incompatibility among databases less of a problem today. The real issue, however, continues to be a lack of standard definitions of terminology.

**8.** The 1998 study recommended that consideration be given to establishing a central office or clearinghouse to coordinate data collection and analysis. Although there is interest in such an office or clearinghouse, there are currently none in existence.

## Recommendations

McManis & Monsalve Associates was asked “to recommend options to address the need for data collection about museums, particularly at the national level, while recognizing the importance of comparable collections at regional and state levels and the impact those regional and state collections may have on aggregating data at the national level.”

In our review of the 1998 report, we concurred with its recommendations and noted that little attention has been paid to implementing them. The language of the reauthorization of the Museum and Library Services Act in September 2003, charging the IMLS with increased analysis of museum and library trends, offers IMLS an opportunity to address something desperately needed by the American museum community: easily accessible and readily available data about these institutions. The outcome of such an effort would serve the IMLS as it seeks to articulate the importance of museums in American life and address their needs; it would also help museums as they develop and evaluate programs for their constituents, plan and manage effectively, and articulate their mission and importance in their communities.

The IMLS actively supports development of tools to access digital holdings of collecting museums, encourages collaboration, and shares best practices toward those ends. Similarly, it must foster the collection and sharing of results of research about museums. A point well made in the 1998 survey bears repeating here:

*Some effort must be made to collect data on as comprehensive and regular a basis as possible. As data collecting becomes regular and systematic, compiling such information becomes a habit at the institutional level. While the number of institutions responding may be low at first, the numbers will build over time, growing into a substantial and comprehensive database that will make it possible to study museums across time.*

To bring the same level of commitment and support to this new task, we recommend that IMLS work to effect the following outcomes:

- 1. Creation of a permanent collaborative working group (CWG),** adapting a collaborative model such as the **Library Statistics Cooperative Program.**<sup>73</sup> The CWG should be a reconstitution of the Working Group (WG) in existence at the time of the 1998 report, consisting of the largest membership organizations [American Association of Museums (AAM), Association of Art Museum Directors (AAMD), American Association for State and Local History (AASLH), American Zoo and Aquarium Association (AZA), Association of

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<sup>73</sup> The Library Statistics Cooperative Program, administered and funded by the National Center for Education Statistics (NCES) in collaboration with the U.S. National Commission on Libraries and the Bureau of the Census and other cooperating organizations, regularly collects and disseminates statistical information on libraries from six national surveys on academic libraries, public libraries, school library media centers, and state library agencies. <http://nces.ed.gov/pubs97/97407.pdf>

Science-Technology Centers (ASTC), and American Association of Botanical Gardens and Arboreta (AABGA)], as well as representation from the appropriate government agencies and other museum-related organizations, with rotating memberships among smaller constituent groups or related organizations, such as universities and foundations. Oversight and coordination of the work of this group could be located within IMLS (our preference), within a semiautonomous membership collaborative, or contracted out to member organizations, universities, or private entities. Most of the original WG organizations are either headquartered or have representatives in the Washington, DC, area; appointing a Steering Committee and convening research-oriented task groups should not be difficult or costly. The new CWG will serve as both an advisory body and a mechanism for convening task groups to address different issues.

2. **Agreed upon “rules of the game.”** The CWG should develop, maintain, and be the arbiter for “rules of the game,” including developing a
  - Matrix of information that is important to collect on a regular basis, including core data and sets of data. A thorough examination of what is already being collected by member organizations would be a good beginning. The AAMD and ASTC surveys in particular could serve as models. This would enable organizations and their museums to compare and share data.
  - Common/consistent set of definitions of data elements to be used in conducting surveys and reporting results; *e.g.*, audience, visit, visitor. These definitions could be widely shared within the museum community and among groups, such as university programs, foundations, advocacy groups, and think tanks that regularly study museums.
  - Broader definition of “museum” than the current IMLS definition for receiving grants. This could include for-profit museums.
  - Directory of museums under the new definition of “museum.” At present, even under a broader definition, small museums may not be in national databases. Often small museums cannot afford memberships and may not be identified in any major member organizational database. State and regional surveys are of particular value here. In collaboration with regional and state organizations, the CWG should work toward identifying the full array for a truly inclusive directory of museums and related organizations. A national census project would best be supported by IMLS. It has been noted that there is no existing national census of museums and archival collections, while libraries, through their statistics cooperative program, have been extensively studied over the years.
  - Common calendar for collection of data. Having determined what information should be collected on a regular basis, the CWG could also determine when and how often it should be collected. The barrage of annual surveys would be eliminated if the major organizations could coordinate the timing of their regular surveys.

- A set of protocols for non-quantitative research, such as benchmarking/best practices and case studies. Capturing the results of qualitative research more systematically with more consistent terminology will enable museums to share first-hand experiences.
- 3. Collaborations and open dialogues with other organizations that collect data on museums.** Among other groups,
- The CWG should work with foundations and other granting organizations to adopt common data definitions and to mine and share their data. In our survey work we found access to foundation data was limited. Federal entities, such as the endowments and the IMLS, the National Park Service, and military museums, should be able to share survey data as well.
  - The CWG should work with organizations fielding influential studies about the arts or culture. The 1998 study noted that in surveys of the arts or culture, museum specific data were frequently combined with data from galleries, excluded by type of museum, or otherwise subsumed in a larger whole. While we see this as an area of some concern, we recognize that museums cannot expect to be highlighted in every study. However, the CWG should open discussions with these organizations and ask that data on museums be collected and maintained separately in the collection database and made accessible to museum researchers for further analysis. Today data collection is managed in large databases that a skilled and diligent researcher can manipulate to isolate a subset of information for finer analysis.
  - The CWG should work with state and regional organizations that collect data about museums, recognizing that some state museums fill organizational roles for their communities. Museums vary dramatically from region to region with respect to size, salary levels, programming, funding, and role in the community. While regional surveys are of considerable value, these variations will need closer examination to allow meaningful comparisons among regions.
- 4. Platforms for building a body of research for museums to evaluate themselves and showcase their value and to share data collection efforts.** Among other activities, the CWG should:
- Identify research topics of interest to the community. In particular, we heard the need expressed for core data, research on staff and leadership development, diversity, collections stewardship, informal learning, performance metrics, and partnering and collaborations, especially for financing new initiatives.
  - Identify segments of the museums community that are not being served or studied in depth. For example, although there is evidence that small museums are being surveyed at the state level, there is little focus on this segment at the national level. Similarly, we did not find evidence of studies of for-profit museums.
  - Foster and sponsor conferences that focus on research needs and tools and showcase major research completed or in progress. Invite researchers and graduate students from museum-



related graduate programs and from disciplines other than museum studies. Encourage the large membership organizations to include sponsored program offerings as part of their annual conferences. Occasional conferences with agendas focused exclusively on research topics would demonstrate IMLS commitment, as well as bring together individuals who might often work in isolation.

- Foster and sponsor research on broad and/or special topics of national importance. Often membership organizations are so driven to serve their individual constituencies that launching initiatives on broad topics may not be high among their priorities, nor may they have sufficient resources for such undertakings. The CWG, through collaboration with these groups and other interested parties, can undertake such projects.
- Highlight work in progress from a variety of sources on the IMLS and member organization websites and/or newsletters and publish results or provide links to other websites on their websites and/or newsletters. When we spoke with state and regional organizations, they were often surprised to learn that we were interested in their work and did not realize there might be interest in their results outside their region.
- Encourage museum studies programs to develop a consortium (perhaps through AAM's Committee on Museum Professional Training) to publish the best student research on line. In addition, enlist museum studies students to collaborate with on-going research projects and case studies that are identified by the field.
- Encourage membership organizations and foundations supporting research to disseminate information about work published or in progress and encourage them to improve websites to ensure better dissemination. Ensure costs are low enough to serve the needs of small museums.
- Support IMLS in continuing to assist museums, especially small ones, in improving their data collection, their research, and their websites through small grants, workshops, and on-line tutorials. Encourage the use of on-line data collection tools. Provide means to avoid "survey fatigue" and the resulting lack of interest on the part of museums.
- Develop and support an on-line clearinghouse for work-in-progress and recently completed studies and reports, either located within IMLS or through a coordinated effort among a variety of government and non-government organizations or universities. Further, we recommend not only a clearinghouse, but also a web-based repository, such as the Princeton CPanda site, where studies can be archived and easily retrieved at little or no cost, similar to the very popular ERIC clearinghouses once supported by the U.S. Office of Education. With the advent of easy-to-use web search tools, once established, these repositories can be easily maintained. Encourage federal agencies with interest in museums to collaborate on this data collection effort.
- Partner with for-profit organizations to assist in data delivery; e.g., Google or Yahoo. While the task ahead appears daunting, our research and discussions indicate a readiness, indeed eagerness, on the part of those engaged in museum research to partner with IMLS and others

in bringing clarity, systematic approaches, common definitions, and shared responsibility to strengthening data collecting and dissemination of results. Certainly policy makers and grant-making organizations would embrace the effort. And the museum community would be the richer for it. IMLS has a unique challenge and a unique opportunity, not only to meet its mandate, but also to enhance the visibility of the museum community and to demonstrate the importance of museum services in American life.

## Appendix A: Bibliography by Category

*Note: URLs in this bibliography were accurate at the time of the completion of this report. If a URL is no longer accessible, go to the home page of the organization and look for the "Contact us" link to send an email with your request.*

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[http://www.state.hi.us/sfca/annual\\_report\\_fy20012002.pdf](http://www.state.hi.us/sfca/annual_report_fy20012002.pdf). Includes year-in-review information on grants programs, NEA grants to Hawai'i, and a financial summary for the HSFCA.

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## Economic Impact Studies

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----- *The Economic Impact of the Arts in Oregon*. 1999. <http://www.oregonartscommission.org>. The 1999 and subsequent 2001 impact studies argue the value of the non-profit arts sector even in a period of reduced public funding.

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## Facilities

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## Finance

### *Financial Reports, Cost Analyses, and Salary Surveys*

American Association of Botanical Gardens and Arboreta (AABGA). *2003 AABGA Salary Survey*. [http://www.aabga.org/public\\_html/index.htm?CFID=124100&CFTOKEN=41789737](http://www.aabga.org/public_html/index.htm?CFID=124100&CFTOKEN=41789737). Provides salary information for 23 positions in administration, horticulture, research, and education at U.S. and Canadian botanical gardens.

American Association of Museums. *Data by Discipline: 2003 Museum Financial Information*. 2004. <http://www.aam-us.org/bookstore/detail.cfm?id=655>. Utilizes data from AAM's latest national financial survey and re-analyzes the statistical information according to institution type.

-----, *Museum Financial Information, 2003*. <http://www.aam-us.org/bookstore/detail.cfm?id=495>. Provides comprehensive financial and operational data from a survey of 800 museums of all types and sizes between 2000 and 2002. Data were collected on a wide range of institutional activities, including attendance, operating and non-operating income and expenses, earned income sources, costs of collections care, and the percent of operating expenses devoted to administration and fundraising.

Americans for the Arts. *Average Source of Revenue for Nonprofit Arts Organizations*. 2004. [http://www.americansforthearts.org/pdf/advocacy/rev\\_sources.pdf](http://www.americansforthearts.org/pdf/advocacy/rev_sources.pdf). A fact sheet that estimates average sources of non-profit arts revenues from a broad range of variants.

- Americans for the Arts. Twombly, Eric. *Executive Compensation in the Nonprofit Sector: A Focus on Arts and Cultural Organizations*. 2002. <http://pubs.artsusa.org/library/ARTS093/html>. Monograph exploring executive compensation in the non-profit sector.
- Art Museum Development Association. *AMDA Salary Survey*. 2004. <http://www.culturalcommons.org/directorydetail.cfm?ID=8661>. Available to non-members for a fee.
- Association of Art Museum Directors. *2004 Salary Survey*. <http://www.aamd.org/order/>. Survey includes data from member museums.
- Association of Children's Museums. *2001, 2002 Salary Survey*. [www.childrensmuseums.org/publications.htm](http://www.childrensmuseums.org/publications.htm). Compensation data of the children's museum field. Includes salary information for children's museums in the U.S. and worldwide.
- Association of Indiana Museums. *2001 Indiana Museum Professionals Compensation Survey*. 2001. <http://www.indianamuseums.org/>. Currently being updated for 2005 and will be available at the association's web site as a members-only access feature with a searchable database.
- Association of Midwest Museums. *Midwest Museums Salary Survey and Membership Survey*. 2002. [www.midwestmuseums.org/salary\\_survey.html](http://www.midwestmuseums.org/salary_survey.html). The first comprehensive salary survey completed the association; a total of 195 museums, with 2,901 employees, reported salary data, which was then organized according to budget sizes, population sizes, and types of museums.
- Association of Science Museum Directors. *Compensation & Benefits of Science Museum Directors*. 2001. <http://www.aam-us.org/bookstore/detail.cfm?id=358>. Provides salary data for science museum directors presented by various breakdowns, including geographic location, operating budget, community population, and annual attendance.
- Association of Science-Technology Centers Incorporated. *Science Center Workforce 2001. An ASCT Report*. 2002. [http://www.astc.org/pubs/browse\\_publications.htm](http://www.astc.org/pubs/browse_publications.htm). Based on a survey of 342 member museums profiling salaries and benefits by position; gender and ethnicity of staff, board, and volunteers; and turnover and employment practices. It also makes some comparisons with studies conducted in 1993 and 1996.
- California Association of Museums. *Assessment of the Needs of the California Museum Community*. 1999. [www.calmuseums.org/publications/AssessmentofNeeds.pdf](http://www.calmuseums.org/publications/AssessmentofNeeds.pdf). Data from fiscal year 1997/98 was collected via a comprehensive survey. Includes income, revenue, payroll, capital expenditures, purchases, and operating expenses. See also: *About California Museums* and *Impact of Museums on California State Economy*.
- . *CAM 2002 Salary Survey of Museum Personnel*. <http://www.calmuseums.org/sitecontents/home.html>. Bi-annual survey of museum professional salaries for 36 positions statewide.
- Charity Navigator. <http://www.charitynavigator.org/>. An on-line independent charity evaluator that rates the financial health of America's charities, including museums. As of December 2004, it lists data from and rates over 200 museums on a scale of 1-4.
- Florida Association of Museums. Lott, Jenni. *Florida Association of Museums Salary Survey of Museum Personnel. 2001*. <http://www.aam-us.org/bookstore/detail.cfm?id=403>. Survey covers all types of museums. Salaries for 60 different positions are analyzed and broken down by annual operating budget and type of museum. A sample survey, job descriptions, and information on benefits and leave also are presented.
- Guide Star. *2003 Guidestar Nonprofit Compensation Reports and 2004 Guidestar Nonprofit Compensation Reports*. <https://www.aam-us.org/bookstore/detail.cfm?id=403>. These annual comprehensive reports are derived from the Forms 990 and 990-EZ filed with the IRS for fiscal year 2001 by more than 68,500 public charities. Salary and benefit data are provided by job category, program areas, and geographic region.

- Lawrence Associates. *Compensating Museum Management and Staff: What is fair and reasonable?* 2004. <http://www.altrue.net/site/midatlantic/>. The Mid-Atlantic Association of Museums (MAAM) and Lawrence Associates are currently working on a survey with the aim to encourage and support pro-competitive practices, wages, and salaries to attract, recruit, retain, and reward employees. The findings were presented at the Annual Meeting in October 2004 and will be e-mailed to the respondents. A summary will be provided on the MAAM web site.
- Museum Association of New York. *2002-2003 Museum Salary & Benefits Survey* and (upcoming) *2004-2005 Museum Salary & Benefits Survey*. <http://www.manyonline.org/Publications.htm> and <http://www.aam-us.org/bookstore/detail.cfm?id=472>. Published biennially. Including more than 130 institutions in New York State; data cover remuneration for more than four dozen positions in the museum field, broken down by budget size, discipline, and geographic location. Information is also provided on types of benefits offered to employees, workforce breakdown (full or part-time), and data related to recruitment and training of staff. Also contains data on part-time salaries and wages, domestic partner benefits, and telecommuting.
- Museum Partners. *Museum Spending Survey*. MUSEE. 2004. <http://www.museumpartners.com/about.asp>. [Museum.com](http://www.museum.com) is the website for online museum stores. Study currently underway asks participants to provide the top 25 to 50 vendors and the rough amount spent with each over the course of a year.
- Museum Store Association. *2002 Museum Retail Industry Report* and *2004 Museum Retail Industry Report*. <http://www.museumdistrict.com/pubs/pubs.cfm>. Survey includes statistical data from all museum stores that responded to survey. Results are broken down into five categories depending upon gross sales. Data includes a wide range of information including museum type, attendance, size of store, number of operating hours, net sales, cost of goods, staff, compensation, and benefits.
- National Park Service. Childs, S. Terry, and Karolyn Kinsey. *Costs of Curating Archaeological Collections: A Study of Repository Fees in 2002 and 1997/98*. 2003. <http://www.cr.nps.gov/aad/TOOLS/feesstud.htm>. Survey results from 112 institutions nation-wide, regarding the storage fees faced by institutions with inadequate or insufficient facilities of their own.
- New England Museum Association, *2001/2002 Salary and Benefits Survey*. 2002. <http://www.nemanet.org/publications.htm#2001/2002%20SALARY%20AND%20BENEFITS%20S>. Survey is drawn from New England museums and covers more than 41 positions in every museum department. Salaries are reported by institutional budget and discipline. Survey includes statistics about benefits, leave policies, education, gender, and volunteers. New edition to be printed in summer of 2005.
- Oregon Heritage Commission with Oregon Parks and Recreation Department. *Heritage Needs Assessment 2001*. Oregon Heritage Commission. [http://www.oregonheritage.org/pdf/needs\\_assess.pdf](http://www.oregonheritage.org/pdf/needs_assess.pdf). Responses being used to tailor advocacy efforts and increase public awareness. 273 responding institutions, including 76 museums and historical societies, calculated total project costs anticipated 2001-05 and how that compares to available support.
- Southeastern Museums Conference. *SEMC Compensation & Benefits Survey, 1999-2000*. SEMC. 2000. <http://www.aam-us.org/bookstore/detail.cfm?id=588>. This salary survey was compiled from data collected throughout the 12-state Southeastern Museums Conference. It presents general salary and benefits information for more than four dozen museum staff positions within the region; data are then broken down by type of museum and operating budget size.
- Smithsonian Institution Office of Policy and Analysis. *Costs and Funding of Exhibitions*. 2002. Washington, D.C. <http://www.si.edu/opanda/Reports/EX.Cost.pdf>. Report analyzes costs of all 1999-2000 Smithsonian museum exhibitions, with comparisons to some exhibitions at other non-Smithsonian sites.
- Virginia Association of Museums. *Survey of Museum Salaries, 2003*. <http://www.vamuseums.org/JobSalaries.htm>. Survey results identify salary ranges for specific museum positions in member institutions in Virginia and the District of Columbia. Data are organized by region as well as by institutional size and type. Summary



characteristics of the respondents include such detailed information as frequency of personnel changes and type of benefits provided.

### ***Funding Trends***

- Alliance for the Arts. *Who Pays for the Arts?: Income for the Nonprofit Cultural Industry in New York City*. 2001. [http://allianceforarts.org/Who\\_Pays\\_report/Who\\_Pays\\_report.pdf](http://allianceforarts.org/Who_Pays_report/Who_Pays_report.pdf). Data taken from Fiscal Year 2001 funding applications submitted by 575 New York City organizations, including 334 that received funding consistently over a 3- to 4-year period (enabling trend analyses).
- Americans for the Arts. ed. Cohen, Randy. *Hotel-Motel Taxes for the Arts*. 2000. <http://pubs.artsusa.org/library/ARTS054/html>. Monograph exploring the use of the hotel-motel tax as a source of funding for the arts.
- . Cohen, Randy and Margaret Wyszomirski. *National and Local Profiles of Cultural Support: Executive Summary*. 2002. <http://pubs.artsusa.org/library/ARTS092/html>. This monograph compares local government funding of the arts and culture in Philadelphia with such funding in other cities.
- . Dodson, Martha and Rachel Moore. *Amusement Taxes for the Arts*. <http://store.yahoo.com/americans4thearts/100044.html>. Pamphlet including cases studies exploring the use of the entertainment tax as an alternate source of funding for the arts.
- . *Local Arts Agencies: Crisis and Opportunities*. 2003. <http://pubs.artsusa.org/library/ARTS097/html>. Interviews with local arts agencies executives utilized both quantitative and qualitative questions to develop a snapshot of the current operating environment to develop strategies for growth and survival.
- . Webb, Duncan. *Sales Taxes for the Arts*. Americans for the Arts. 2000. <http://pubs.artsusa.org/library/ARTS055/html>. Pamphlet that explores how communities across America have used dedicated tax dollars to support the arts. Includes case studies.
- Center for Arts and Culture. *Policy Partners: Making the Case for State Investments in Culture*. 2002. <http://www.culturalpolicy.org/pdf/policypartners.pdf>. This study aims “to identify mechanisms, ideas, and practices that could advance state-level cultural policy.”
- The Foundation Center. *Arts Funding IV: An Update on Foundation Trends*. 2003. [http://fdncenter.org/research/trends\\_analysis/pdf/03arthl.pdf](http://fdncenter.org/research/trends_analysis/pdf/03arthl.pdf). Examines changes in U.S. foundation support for arts and cultural foundations through 2001.
- . *Foundation Funding for the Humanities: An Overview of Current and Historical Trends*. 2004. The Foundation Center, with the American Academy of Arts and Sciences. [http://www.fdncenter.org/research/trends\\_analysis/pdf/human.pdf](http://www.fdncenter.org/research/trends_analysis/pdf/human.pdf). A joint project to broaden the breakdown of funding data already collected annually by the Foundation Center. The period described is 1992-2002, in which humanities support increased both in number and size of grants, though only 9 organizations provided 25% of that funding. An appendix provides historical context by reviewing historical changes throughout the 20<sup>th</sup> century in support of the humanities.
- Janke, Lucinda. “The Exhibiting of ‘Corporate Art.’” Masters Research, George Washington University, Museum Studies Department. 2000. <http://www.gwu.edu/~mstd/cindy.html>. (Questionnaire at <http://www.gwu.edu/~mstd/cindy.html#top>.) The evolution of corporate patronage of the arts in the United States, noting the characteristics of corporate collections.
- Rushton, M. “Earmarked Taxes for the Arts: U.S. Experience and Policy Implications.” *International Journal of Arts Management* 6(3) (Spring 2004). <http://www.hec.ca/ijam/634.htm>. This paper looks at two cities that have successfully adopted an earmarked tax and one case in which voters rejected an earmarked tax. Analyses the questions that arts administrators need to ask regarding an earmarked tax: whether earmarking of tax revenues represents sound practice for public budgeting, the public interest served by arts funding,

the choice of tax base, the importance of the urban/suburban population distribution, the multicultural character of urban areas, and the means of distributing funds.

Utah State Legislature, Office of the Legislative Fiscal Analyst, Division of Community Development. *FY 2005 Budget Recommendations*. <http://www.le.state.ut.us/Interim/2004/pdf/00000149.pdf> and <http://www.le.state.ut.us/asp/lfa/lfareports.asp>. Twenty museums were surveyed for specific individual collection management needs.

Western States Arts Federation (WESTAF). WESTAF has conducted a series of studies on public funding of the arts. See <http://www.westaf.org/pdfs/papers.pdf> for a listing without annotation. Includes Zeiger, Dinah. *Local Public Funding of the Arts and Culture in Colorado*. Denver. 2000.

## General

American Academy of Arts and Sciences. Solow, Robert M., et al. *Making the Humanities Count: The Importance of Data*. 2002. [http://www.amacad.org/publications/monographs/Making\\_the\\_Humanities\\_Count.pdf](http://www.amacad.org/publications/monographs/Making_the_Humanities_Count.pdf). Compilation of research, including "Evaluation of Existing Datasets for Policy Research on Humanities Fields."

American Association of Museums. *Americans' Perception of Museums: Key Findings of the Lake Snell Perry 2001 Survey*. <http://www.aam-us.org/getinvolved/advocate/matresources.cfm>. Summary of the survey available at <http://www.manyonline.org/AmericansTrust.htm>. Results of a nationwide poll of 1000 adults on America's perceptions of museums, their importance as an educational resource, and their trustworthiness as sources of objective information.

American Association for State and Local History. AASLH Performance Measurement Program. Survey in progress and publication forthcoming. <http://www.aaslh.org/permeasurement.htm>. AASLH will develop three pilot survey groups that will participate in the development, pilot program, evaluation, and necessary adjustments for a survey program and its components. Results released to members 2005 – 2007.

Institute of Museum and Library Services. *Museum Learning Collaborative*. 2003. <http://museumlearning.com/default.html>. An on-line resource designed to "further theoretically driven research on learning in museums." While the project ended in December 2003, the on-line resource remains active. It includes a searchable database of annotated citations of literature relevant to the subject, including unpublished theses and dissertations. Includes syllabi from museum-related university courses.

McCarthy, Kevin F, and Kimberly Jinnett. *A New Framework for Building Participation in the Arts*. 2001. <http://www.rand.org/publications/MR/MR1323/MR1323.pdf>. Summarizes a RAND study of how individuals become involved in arts and can be encouraged to do so, including looking at four decision-making stages: general attitudes, formation of a predisposition to participate, evaluation of participatory opportunities, and participation and self-assessment.

National Association of State Arts Agencies. *Attitudinal Survey of State Legislators*. 2004. Survey of attitudes on role of arts and culture in legislators' communities.

National Council for the Traditional Arts. Kay, Jon. *A Survey and Analysis of Regional Traditional Arts Programs and Services*. 2001. <http://www.usregionalarts.org/docs/research/SAF-Survey%20RepoNAL%20VERSION.pdf>. Identified structural similarities and differences in programs and services.

National Endowment for the Arts. *2002 Survey of Public Participation in the Arts*. 2004. <http://www.nea.gov/pub/NEASurvey2004.pdf>. Survey conducted by the U.S. Census Bureau, polling a nationally representative sample of 17,135 adults. The survey measures participation in arts activities

through attendance at live events, consumption of art-related media, and personal participation in various art forms.

- National Preservation Institute. *A National Survey of the Current State and Needs of Historic Sites*. 2003. <http://www.npi.org/survey.html>. Detailed survey of historic site administration ranging from location and age of the site to institutional impacts such as staffing or financial changes. The findings identify critical issues most commonly cited by respondents.
- North Carolina Arts Council. Strategic Plan 2001 – 2005. [http://www.ncarts.org/who\\_plans.cfm](http://www.ncarts.org/who_plans.cfm). Includes participation and organization statistics, as well as budget goal information.
- North Dakota Council on the Arts. *Long Range Plan: Fiscal Years 2002-2005*. [http://www.state.nd.us/arts/about\\_agency/ndca\\_long\\_range\\_plan.pdf](http://www.state.nd.us/arts/about_agency/ndca_long_range_plan.pdf). Detailed goals for maintaining cultural diversity and arts throughout the state, including specific roles for selected museums in rural areas.
- Oregon Arts Commission. *Cultural Development Plan for Oregon, 2001*. <http://www.oregonartscommission.org/pdf/culturaldev.pdf>. Includes recommendations and action plan steps, as well as information on revenue sources and funds distribution.
- Preston, Jane. *Museums in the United States at the Turn of the Millennium: An Industry Note*. John F. Kennedy School of Government. 2004. <http://ksgcase.harvard.edu/case.htm?PID=1628>. Provides an overview of trends in the world of U.S. museums over the last quarter of the 20th century.
- Princeton University. Cultural Policy and the Arts: National Data Archive. <http://www.cpanda.org/>. On-line resource is “an interactive digital archive of data on the arts and cultural policy in the U.S., available for research and statistical analysis, with data on artists, arts and cultural organizations, audiences, and funding for arts and culture.”
- Smithsonian Institution Museum Reference Center. <http://www.sil.si.edu/libraries/mrc-hp.htm> and [www.siris.si.edu](http://www.siris.si.edu). Major repository of material about museums.
- South Carolina Federation of Museums. *Strategic Plan 2002-2007*. <http://www.southcarolinamuseums.org/scfm/plan.htm>. Identifies areas in which the Federation can assist member institutions, based on input solicited from museums statewide, such as communication, advocacy, promotion of diversity, and assistance with strategic plans and audience development.
- Thomas, Jeannette K. “Are Museum Governing Boards Using Excellence and Equity?” M.A. The George Washington University. 2002. <http://www.gwu.edu/~mstd/publicationframe.html>. Researches current practices and the resources currently available to the field. It also illustrates how governing boards at two specific institutions, the San Diego Museum of Natural History and the Strong Museum in Rochester, New York, approached diversity.
- Urban Institute. Walker, Chris. *Arts and non-Arts Partnerships*. 2004. [http://www.urban.org/UploadedPDF/311043\\_Arts\\_Nonarts.pdf](http://www.urban.org/UploadedPDF/311043_Arts_Nonarts.pdf). Study of the unique opportunities and challenges that arts organizations encounter when partnering with non-arts organizations, drawn from author experience, surveys, and interviews.
- Urban Libraries Council. ULC Collaborations Project. <http://www.urbanlibraries.org/collaborationsdatabase.htm>. Includes the publication *Partnerships for Free Choice Learning: Public Libraries, Museums and Public Broadcasters Working Together*. Chris Walker and Carlos A. Manjarrez. 2003. The site also features a searchable database of collaboration projects.

## Programs

### *Collections*

AAM Rights and Reproduction Information Network (RARIN). *2003-4 RARIN Rights and Reproductions Survey*. 2004. <http://www.panix.com/~squigle/rarin/RARINSurveyannounce.html>. (RARIN is a task force of AAM's Registrars Committee). This report updates a 1995 survey undertaken by the Isabella Stewart Gardner Museum to help determine industry standards concerning reproduction fees, policies, and procedures. The 2003-04 update reports roughly 110 responses, quantified according to category such as type of image source, type of publication, fees, terms, processing time, and decision-making responsibility.

Harth, Marjorie. "Old Traditions/New Obligations: Museums and the Management of Indigenous Collections." Fellowships in Museum Practice report. *Center for Museum Studies (CMS) Bulletin* 7(1) (January 2000). <http://museumstudies.si.edu/bull/jan00/harth.htm>. Issues and recommended practices for managing collections of objects from indigenous cultures, based on interviews with museum staff from the U.S., Australia, and New Zealand.

Heritage Preservation. *Catalyst and Challenge: Impact of September 11, 2001, on our Nation's Cultural Heritage*. 2002. <http://www.heritagepreservation.org/PDFS/Cataclysm.pdf>. Report by a task force comprising 30 federal agencies and national service organizations, looking at impacts of September 11, 2001, and what those events reveal about emergency preparedness in cultural institutions. The report also documents the variety of cultural, historical, and archival materials contained in the destroyed World Trade Center complex and damaged Pentagon.

-----, *Heritage Health Index*. 2004. A partnership between Heritage Preservation and the Institute of Museum and Library Services (IMLS). <http://www.heritagepreservation.org/PROGRAMS/HHIhome.HTM>. A survey of unprecedented scope and scale intended to give a comprehensive picture of the condition and preservation needs of this country's collections. Archives, historical societies, libraries, museums, and scientific organizations of all sizes and from every state and U.S. territory participated in the survey. The results will be available spring 2005 in both paper and on-line versions.

National Park Service. Pennsylvania Historic and Museum Commission: Plan Profile Pennsylvania: Summary for *The Pennsylvania Historic Preservation Plan: A Gift to Pennsylvania*. 2001. National Park Service, Historic Preservation Planning Program. <http://www2.cr.nps.gov/pad/stateplans/pennsylvania.htm>. Summary of a survey of conservation professionals, state museums, and public respondents to undertake a coordinated approach to heritage preservation.

Simms, Melinda. "*Found in Collections*": *A Reference Guide for Reconciling Undocumented Objects in Historical Museums*. Part of Masters Thesis, John F. Kennedy University. 2003. [www.foundincollections.com](http://www.foundincollections.com). A reference guide designed to help registrars and other collections workers resolve the issues of undocumented objects (known as Found in Collections objects). Lists Old Loan laws by state; includes directories by state of unclaimed properties programs and of Attorney General offices.

Society for the Preservation of Natural History Collections. *Priorities for Natural History Collections Conservation Research: Results of a Survey of the SPNHC Membership*. 2001. [http://www.spnhc.org/documents/CF15-1\\_2.htm](http://www.spnhc.org/documents/CF15-1_2.htm). Summarizes a survey asking individual and institutional members to identify issues needing urgent action and issues urgently calling for additional information.

United States Army Corps of Engineers. *Engineers Archaeological Collections Conditions Assessment. Draft*. 2000. <http://www.mvs.usace.army.mil/engr/curation/Reports/CCAP%20Report.PDF>. Survey of 800 institutions to locate federal archaeological objects held in non-federal institutions and to determine those institutions still able to care for and willing to store those collections.

### **Visitor Studies/Education/Exhibitions**

Association of Science-Technology Centers Incorporated. *Preparing Tomorrow's Teachers: Pre-service Partnerships between Science Museums and Colleges*. Researched and written by Sally Middlebrooks. March 1999. See [http://www.astc.org/pubs/browse\\_publications.htm](http://www.astc.org/pubs/browse_publications.htm). Study of the variations among pre-service training programs for future teachers at 14 science museums, how

partnerships with universities for their programs were formed, benefits of these programs, and the extent to which these activities can be adapted or replicated in other science museums.

- Activity in progress. "Inspiring Learning for All." <http://www.inspiringlearningforall.gov.uk>. Planning projects on "learning impact" modeled after the United Kingdom's Museums, Libraries and Archives Council's Learning Impact Research Project, seeking evidence of outcomes and impact of learning in museums, archives, and libraries.
- Colorado/Wyoming Association of Museums. *Visitor Survey*. <http://www.cwamit.org/>. Visitor survey and analysis currently underway.
- Institute for Museum and Library Services. *True Needs True Partners*. 2000-2001. <http://www.imls.gov/pubs/pdf/mssurvey.pdf>. Survey of museum-school relationships, focusing on financial, staff, and time commitments to K-12 educational programs.
- Maine Arts Commission. "Summer Attendance & IMLS-Awareness Survey 2004." Augusta. Expected date: February 2005. <http://www.mainearts.com/news/index.shtml>. Survey will investigate factors underlying changes in summer visitorship to cultural institutions and measure institutional awareness of the Institute of Museum and Library Services.
- Michigan Museums Association. "MMA Education Initiative Survey." Survey in process via MMA web site. <http://www.michiganmuseums.org/>. The on-going survey investigates museum-school interactions in Michigan, including formal educational programming, noting relevant audience fees and educational levels, plus mechanisms for interaction with schools.
- Morris, Martha. "Recent Trends in Exhibition Development." *Exhibitionist*. National Association of Museum Exhibitions. Spring, 2002. See <http://www.n-a-m-e.org/exhibitionist.html>. Based on a survey of museums conducted in 1999-2001 regarding exhibition philosophy and process.
- Museum-ed.org. *2003 Art Museum Education Programs Survey*. 2003. <http://www.museum-ed.org/research/surveys/2003mused/index.shtml>. On-line survey of 85 art museums regarding principal types of programs offered by education departments. Raw data available on-line.
- The Nathan Cummings Foundation. *A Convening: Re-envisioning Museums and their Communities: Peer Learning and Program Documentation*. [http://www.nathancummings.org/AG\\_details\\_2003/000626.html](http://www.nathancummings.org/AG_details_2003/000626.html). The Wing Luke Asian Museum is leading 9 other institutions in determining strategies and challenges for museums addressing 21st-century audiences. This project builds on conclusions drawn by the 10 museums in a series of meetings led by The Children's Museum of Boston (Re-Envisioning the Role of Museums in Community). With follow-up discussions conducted in 2003, a final report is planned.
- National Association of Museum Exhibitions. Rounds, J. and Nancy McIlvaney. "Who's Using the Team Process? How's it Going?" *Exhibitionist*. 1999. See <http://www.n-a-m-e.org/exhibitionist.html>. Authors surveyed approximately 100 museums regarding the use of teams to develop exhibitions. Looked at type and size of museum and their team composition, decision systems, and conflict issues.
- National Endowment for the Humanities. ExhibitsUSA. *Background and Summary: Final Report on a Study to Explore the Feasibility of Creating Smaller, Traveling Exhibitions*. Division of Public Programs. 2001. <http://www.neh.gov/grants/guidelines/pdf/PubExhibitReport.pdf>. Survey exploring how to broaden and deepen the reach of NEH-funded exhibitions. Based on mailed surveys, telephone interviews, and on-site visits.
- Paulus, O. "Measuring Museum Performance: A Study of Museums in France and the United States." *International Journal of Arts Management* 6(1) (Fall 2003). <http://www.hec.ca/ijam/616.htm>. Study looks at 14 museums and draws comparisons between their impact on visitors and in the efficiency of operations.

- Smithsonian Institution Office of Policy and Analysis. *Art Museums and the Public*. 2001. <http://www.si.edu/opanda/reports.htm>. Includes program cost and attendance data for various AAMD museums. **For this and all the following Smithsonian publications, some of which are no longer available on line, contact the Office of Policy and Analysis, Smithsonian Castle, 1000 Jefferson Drive, SW, Room 113, MRC 039, Washington, DC 20560; Fax: 202-633-9835.**
- . *Audience Building: Marketing Art Museums*. 2001. Washington, D.C.: Smithsonian Institution. <http://www.si.edu/opanda/reports.htm>.
- . *The Evaluation of Museum Educational Programs: A National Perspective*. 2004. Washington, D.C.: Smithsonian Institution. <http://www.si.edu/opanda/Reports/EducationPrograms.pdf>. Methods for encouraging evaluation in educational programs, identified by analyzing program evaluations at various institutions.
- . *Exhibitions and Their Audiences: Actual and Potential*. 2002. Washington, D.C.: Smithsonian Institution. <http://www.si.edu/opanda/reports.htm>. Audience-related issues for exhibitions, with information on how audience needs are being and could best be met.
- . *Exhibition Standards*. 2002. Washington, D.C.: Smithsonian Institution. <http://www.si.edu/opanda/reports.htm>. Overview of the contemporary standards for museum exhibitions. Reviews indicators of competence and excellence: process, including professional protocol behind an exhibition, and product, the audience experience.
- . *Increasing Museum Visitation by Under Represented Audiences: An Exploratory Study of Art Museum Practices*. 2001. Washington, D.C.: Smithsonian Institution. <http://www.si.edu/opanda/reports.htm>. Survey of art museum efforts to increase diversity of visitation.
- . *The Making of Exhibitions: Purpose, Structure, Roles and Process*. 2002. Washington, D.C.: Smithsonian Institution. <http://www.si.edu/opanda/reports.htm>. Based on interviews with museum professionals at over 60 museums inside and outside the Smithsonian Institution, analyzing the impact of organizational structure, policies, and procedures on the quality of exhibitions.
- . *Social Pressures on Art Museums: An Overview of Issues*. 2001. Washington, D.C.: Smithsonian Institution. <http://www.si.edu/opanda/reports.htm>. Collections- and exhibitions-related issues. This report is no longer available on the Office of Policy and Analysis web site.
- Upstate History Alliance. *Interpretive Exhibitions in Small History Museums*. <http://www.upstatehistory.org/index.html>. Survey will assess the processes of exhibition development and visitor response to exhibitions in small history museums in upstate New York. Research consists of interviews with staff and volunteers responsible for exhibition development, visitor surveys, and peer review. Expected to be completed in late 2005.
- Wallace Foundation. *Service to People: Challenges and Rewards. How Museums Can Become More Visitor Centered*. April 2001. <http://www.wallacefoundation.org/WF/KnowledgeCenter/KnowledgeTopics/Museums/ServiceToPeople.htm>. A qualitative report on efforts of over two dozen art museums to improve the visitor experience.

### **Web Use and Related Technologies**

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## Staff

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- Illinois Arts Alliance. *Succession: Arts Leadership for the 21<sup>st</sup> Century*. 2003. [http://www.artsalliance.org/1\\_research.shtml](http://www.artsalliance.org/1_research.shtml). Accounts of a major generational shift of leadership in non-profit arts organizations. Report based on a survey of hundreds of Illinois arts administrators and board members, plus an array of expert observers.
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- Training Needs Assessment for John S. and James L. Knight Community Museums: Executive Summary. 2002. <http://www.usregionalarts.org/docs/research/MAAA-Knight%20Mush%20Exec%20Smry.pdf>. Assesses the needs of small and mid-sized museums in Knight communities for professional development and institutional advancement. Priority areas identified were development/fund raising, marketing/public relations, public programming, and volunteer management.
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- Suchy, Sherene. *Leading with Passion: Change Management in the 21<sup>st</sup> Century Museum*. Alta Mira. 2004. <http://www.altamirapress.com/Catalog/SingleBook.shtml?command=Search&db=%5EDB/CATALOG.db&eqSKUdata=0759103666>. Includes a comprehensive study of views of leadership effectiveness of museum directors in the United States and other countries. Survey research was conducted in the mid-1990s, but only recently published.



## Appendix B: List of Organizations and Websites

Organization	Web address
Academy of Natural Sciences of Philadelphia	<a href="http://www.acnatsci.org/">http://www.acnatsci.org/</a>
African American Arts Alliance	<a href="http://dolphin.upenn.edu/~aaaa/">http://dolphin.upenn.edu/~aaaa/</a>
African American Museums Association	<a href="http://www.blackmuseums.org/">http://www.blackmuseums.org/</a>
Alabama Humanities Foundation	<a href="http://www.ahf.net/">http://www.ahf.net/</a>
Alabama Museums Association	<a href="http://www.alabamamuseums.org/">http://www.alabamamuseums.org/</a>
Alabama State Council on the Arts	<a href="http://www.arts.state.al.us/">http://www.arts.state.al.us/</a>
Alaska Humanities Forum	<a href="http://www.akhf.org/">http://www.akhf.org/</a>
Alaska State Council on the Arts	<a href="http://www.educ.state.ak.us/aksca/">http://www.educ.state.ak.us/aksca/</a>
Alaska State Museum	<a href="http://www.museums.state.ak.us">http://www.museums.state.ak.us</a>
American Academy of Arts and Sciences	<a href="http://www.amacad.org/">http://www.amacad.org/</a>
American Antiquarian Society	<a href="http://www.americanantiquarian.org/">http://www.americanantiquarian.org/</a>
American Arts Alliance	<a href="http://www.americanartsalliance.org/">http://www.americanartsalliance.org/</a>
American Association of Botanical Gardens and Arboreta	<a href="http://www.aabga.org/">http://www.aabga.org/</a>
American Association of Museums AAM	<a href="http://www.aam-us.org/">http://www.aam-us.org/</a>
AAM Professional Interest Committees: Audience Research and Evaluation	No website found.
AAM-Curators	<a href="http://www.curcom.org/">http://www.curcom.org/</a>
AAM – Diversity in Museums	<a href="http://www.aam-us.org/getinvolved/comm/spcs.cfm">http://www.aam-us.org/getinvolved/comm/spcs.cfm</a>
AAM- Education	<a href="http://www.edcom.org/about/welcome.shtml">http://www.edcom.org/about/welcome.shtml</a>
AAM - Exhibition	<a href="http://www.n-a-m-e.org/">http://www.n-a-m-e.org/</a>
AAM - Media and Technology	<a href="http://www.mediaandtechnology.org/">http://www.mediaandtechnology.org/</a>

AAM- Museum Management	No website found.
AAM Registrars	<a href="http://www.rcaam.org/">http://www.rcaam.org/</a>
AAM Security	No website found.
AAM Small Museum Administrators	No website found.
AAM – Visitor Services	<a href="http://www.aam-us.org/getinvolved/comm/pics.cfm">http://www.aam-us.org/getinvolved/comm/pics.cfm</a>
American Council of Learned Societies	<a href="http://www.acls.org/">http://www.acls.org/</a>
American Federation of Arts	<a href="http://www.afaweb.org/">http://www.afaweb.org/</a>
American Library Association	<a href="http://www.ala.org/">http://www.ala.org/</a>
American Samoa Arts Council on Arts, Culture and the Humanities (ASCACH)	No website found.
American Samoa Humanities Planning Group	No website found.
American Society of Association Executives	<a href="http://www.asaenet.org/asae/cda/public_home/0...00.html">http://www.asaenet.org/asae/cda/public_home/0...00.html</a>
American University, Arts Management Program, College of Arts and Sciences	<a href="http://www.american.edu/perf_arts/academics/artsmen_study.htm">http://www.american.edu/perf_arts/academics/artsmen_study.htm</a>
American Zoo and Aquarium Association	<a href="http://www.aza.org/">http://www.aza.org/</a>
Americans for the Arts	<a href="http://www.artsusa.org/">http://www.artsusa.org/</a>
Andrew W. Mellon Foundation	<a href="http://www.mellon.org/">http://www.mellon.org/</a>
Andy Warhol Foundation for the Visual Arts	<a href="http://www.warholfoundation.org/">http://www.warholfoundation.org/</a>
Annenberg Foundation	<a href="http://www.whannenberg.org/">http://www.whannenberg.org/</a>
Archaeological Survey of Missouri	<a href="http://www.missouri.edu">http://www.missouri.edu</a>
Archives of American Art, Smithsonian Institution	<a href="http://archivesofamericanart.si.edu/">http://archivesofamericanart.si.edu/</a>
Arizona Commission on the Arts	<a href="http://www.arizonaarts.org/">http://www.arizonaarts.org/</a>
Arizona Humanities Council	<a href="http://www.azhumanities.org/">http://www.azhumanities.org/</a>
Arizona State Parks Board	<a href="http://www.azstateparks.com/">http://www.azstateparks.com/</a> and <a href="http://www.pr.state.az.us/">http://www.pr.state.az.us/</a>

Arizona State University, Museum Studies Program, Department of Anthropology	<a href="http://www.asu.edu/clas/anthropology/graphic/frames.htm">http://www.asu.edu/clas/anthropology/graphic/frames.htm</a>
Arkansas Arts Council	<a href="http://www.arkansasarts.com/">http://www.arkansasarts.com/</a>
Arkansas Humanities Council	<a href="http://www.arkhums.org/">http://www.arkhums.org/</a>
Arkansas Museums Association	<a href="http://www.armusa.org/">http://www.armusa.org/</a>
Art Museum Development Association	No website found.
Art Museum Image Consortium	<a href="http://www.amico.net">www.amico.net</a>
Arts Midwest	<a href="http://www.artsmidwest.org/">http://www.artsmidwest.org/</a>
Asian American Arts Alliance	<a href="http://www.aaartsalliance.org/">http://www.aaartsalliance.org/</a>
Aspen Institute	<a href="http://www.aspeninstitute.org/index.asp">http://www.aspeninstitute.org/index.asp</a>
Association of Art Museum Directors	<a href="http://www.aamd.org/">http://www.aamd.org/</a>
Association of Children's Museums	<a href="http://www.childrensmuseums.org/">http://www.childrensmuseums.org/</a>
Association of College and University Museums and Galleries	<a href="http://www.acumg.org/">http://www.acumg.org/</a>
Association for Living Historical Farms and Agricultural Museums	<a href="http://www.alhfam.org/">http://www.alhfam.org/</a>
Association of Historical Societies in New Hampshire	No website found.
Association of Indiana Museums	<a href="http://www.indianamuseums.org/">http://www.indianamuseums.org/</a>
Association of Midwest Museums	<a href="http://www.midwestmuseums.org/">http://www.midwestmuseums.org/</a>
Association for Museum History	No website found.
Association of Railway Museums	<a href="http://www.railwaymuseums.org/">http://www.railwaymuseums.org/</a>
Association of Science Museum Directors	No website found.
Association of Science-Technology Centers	<a href="http://www.astc.org/">http://www.astc.org/</a>
Association of South Dakota Museums	<a href="http://www.sdmuseums.org/">http://www.sdmuseums.org/</a>
Atlanta History Center	<a href="http://www.atlhist.org/">http://www.atlhist.org/</a>

Austin Museum Partnership	<a href="http://www.austinmuseums.org/">http://www.austinmuseums.org/</a>
Bank Street College of Education, Museum Education Program	<a href="http://www.bankstreet.edu/gs/museum_ed">http://www.bankstreet.edu/gs/museum_ed</a>
Bay State Historical League (MA)	<a href="http://www.masshistory.org/">http://www.masshistory.org/</a>
Baylor University, Department of Museum Studies	<a href="http://www.baylor.edu/Museum_Studies/graduate.htm">www.baylor.edu/Museum_Studies/graduate.htm</a>
Brookings Institution	<a href="http://www.brookings.edu/">http://www.brookings.edu/</a>
Business Committee for the Arts	<a href="http://www.bcainc.org/">http://www.bcainc.org/</a>
California Arts Council	<a href="http://www.cac.ca.gov/">http://www.cac.ca.gov/</a>
California Association of Museums	<a href="http://www.calmuseums.org/sitecontents/main.html">http://www.calmuseums.org/sitecontents/main.html</a>
California Council for the Humanities	<a href="http://www.calhum.org/">http://www.calhum.org/</a>
Carnegie Foundation	<a href="http://www.carnegie.org/">http://www.carnegie.org/</a>
Carnegie Mellon University, Master of Arts Management Program	<a href="http://www.artsnet.org/mam">www.artsnet.org/mam</a>
Case Western Reserve University, Program in Art History and Museum Studies	<a href="http://www.cwru.edu/artsci/arth/handbook97.html">www.cwru.edu/artsci/arth/handbook97.html</a>
Center for Arts and Culture	<a href="http://www.culturalpolicy.org">http://www.culturalpolicy.org</a>
Center for Military History	<a href="http://www.army.mil/cmh-pg/">http://www.army.mil/cmh-pg/</a>
Central Arizona Museum Association	<a href="http://www.azcama.com/">http://www.azcama.com/</a>
Central Texas Museums Association	No website found.
Charity Navigator	<a href="http://www.charitynavigator.org/">http://www.charitynavigator.org/</a>
Chinati Foundation	<a href="http://www.chinati.org/english2/index.htm">http://www.chinati.org/english2/index.htm</a>
Chronicle of Philanthropy	<a href="http://philanthropy.com/">http://philanthropy.com/</a>
City College of New York, Museum Studies Program	<a href="http://www.cuny.cuny.edu/bulletin_grad2002/art_G.htm">http://www.cuny.cuny.edu/bulletin_grad2002/art_G.htm</a>
College Art Association	<a href="http://www.collegeart.org/">http://www.collegeart.org/</a>
Colorado Council on the Arts and Humanities	<a href="http://www.coloarts.state.co.us/">http://www.coloarts.state.co.us/</a>

Colorado Endowment for the Humanities	<a href="http://www.ceh.org/">http://www.ceh.org/</a>
Colorado/Wyoming Association of Museums	<a href="http://www.cwamit.org/">http://www.cwamit.org/</a>
Columbia University Teachers College, Program in Arts Administration	<a href="http://www.tc.columbia.edu/academic/arad/">http://www.tc.columbia.edu/academic/arad/</a>
Commonwealth Council for Arts and Culture (N. Mariana Islands)	<a href="http://www.geocities.com/ccacarts/ccacwebsite.html">http://www.geocities.com/ccacarts/ccacwebsite.html</a>
Commonwealth of the Northern Mariana Islands Council for the Humanities	<a href="http://net.saipan.com/cftemplates/humanities/index.cfm?pageID=33">http://net.saipan.com/cftemplates/humanities/index.cfm?pageID=33</a>
Concordia Historical Institute	<a href="http://chi.lcms.org/">http://chi.lcms.org/</a>
Connecticut Commission of the Arts	<a href="http://www.ctarts.org/">http://www.ctarts.org/</a>
Connecticut Humanities Council	<a href="http://www.ctculture.org/">http://www.ctculture.org/</a>
Connecticut League of History Organizations	<a href="http://www.clho.org/">http://www.clho.org/</a>
Connecticut Museum Association	No website found.
Consortium for Pacific Arts and Cultures	<a href="http://pixi.com/~cpac/index.html">http://pixi.com/~cpac/index.html</a> (not functioning)
Corporation for National Service	<a href="http://www.nationalservice.org/">http://www.nationalservice.org/</a>
Council of American Jewish Museums	<a href="http://www.jewishculture.org/museums/museums.html">http://www.jewishculture.org/museums/museums.html</a>
Council of American Maritime Museums	<a href="http://www.councilofamericanmaritimemuseums.org/">http://www.councilofamericanmaritimemuseums.org/</a>
Council of State Governments	<a href="http://www.csg.org/csg/default">http://www.csg.org/csg/default</a>
Creative Economy Council	<a href="http://www.creativeeconomy.org/index2.html">http://www.creativeeconomy.org/index2.html</a>
Cultural Council of Greater Jacksonville	<a href="http://www.culturalcouncil.org/">http://www.culturalcouncil.org/</a>
Cultural Policy and The Arts: National Data Archive	<a href="http://www.cpanda.org/">http://www.cpanda.org/</a>
D.C. Commission on the Arts and Humanities	<a href="http://dcarts.dc.gov/dcarts/site/default.asp">http://dcarts.dc.gov/dcarts/site/default.asp</a>
David and Lucile Packard Foundation	<a href="http://www.packard.org/">http://www.packard.org/</a>
Daughters of the American Revolution	<a href="http://www.dar.org/default.cfm">http://www.dar.org/default.cfm</a>
Delaware Museum Association	<a href="http://www.destatemuseums.org/agency.shtml">http://www.destatemuseums.org/agency.shtml</a>

Delaware Division of the Arts	<a href="http://www.artsdel.org/">http://www.artsdel.org/</a>
Delaware Humanities Forum	<a href="http://www.dhf.org">http://www.dhf.org</a>
District of Columbia Association of Museums	<a href="http://www.museumsusa.org/sma/DC/">http://www.museumsusa.org/sma/DC/</a> (non-functioning)
D.C. Community Humanities Council	<a href="http://wdchumanities.org/">http://wdchumanities.org/</a>
DC Cultural Tourism	<a href="http://www.culturaltourismdc.org">www.culturaltourismdc.org</a>
Drexel University, Graduate Arts Administration Program	<a href="http://www.drexel.edu/depts/artsadm">www.drexel.edu/depts/artsadm</a>
Economic Research Associates	<a href="http://www.econres.com/">http://www.econres.com/</a>
Federation of State Humanities Councils	<a href="http://www.statehumanities.com/">http://www.statehumanities.com/</a>
First Monday	<a href="http://firstmonday.org">http://firstmonday.org</a>
Florida Art Museum Directors Association	<a href="http://www.flamuseums.org/">http://www.flamuseums.org/</a>
Florida Arts Council	<a href="http://www.florida-arts.org/">http://www.florida-arts.org/</a>
Florida Association of Museums	<a href="http://www.flamuseums.org/fam/">http://www.flamuseums.org/fam/</a>
Florida Cultural Alliance	<a href="http://www.flca.net">http://www.flca.net</a>
Florida Cultural Tourism Marketing Coalition	<a href="http://www.culturallyflausa.com/about/">http://www.culturallyflausa.com/about/</a>
Florida Division of Cultural Affairs	<a href="http://www.florida-arts.org/index.asp">http://www.florida-arts.org/index.asp</a>
Florida Humanities Council	<a href="http://www.flahum.org">http://www.flahum.org</a>
Florida International University, Department of Art and Art History, Certificate in Museum Studies	<a href="http://www.fiu.edu/~visart/index_museum_studies.html">http://www.fiu.edu/~visart/index_museum_studies.html</a>
Florida Office of Cultural and Historical Programs	<a href="http://www.flheritage.com/">http://www.flheritage.com/</a>
Florida State University, College of Information	<a href="http://www.lis.fsu.edu/">http://www.lis.fsu.edu/</a>
Florida State University, Museum Studies Program	<a href="http://www.museumstudies.fsu.edu">www.museumstudies.fsu.edu</a>
Florida State University, School of Information Studies	<a href="http://www.lis.fsu.edu/">http://www.lis.fsu.edu/</a>
Flowerdew Hundred Foundation	<a href="http://www.flowerdew.org/Foundation.html">http://www.flowerdew.org/Foundation.html</a>



Ford Foundation	<a href="http://www.fordfound.org/">http://www.fordfound.org/</a>
The Foundation Center	<a href="http://fdncenter.org/">http://fdncenter.org/</a>
Freshwater Mollusk Conservation Society Committee on the Status & Distribution of Gastropods	<a href="http://www.cofc.edu/~dillonr/fwgnahome.htm">http://www.cofc.edu/~dillonr/fwgnahome.htm</a>
Fundacion Puertorriquena de las Humanidades	<a href="http://www.fprh.org/">www.fprh.org/</a>
Galveston Historical Foundation, Inc.	<a href="http://www.galvestonhistory.org/">http://www.galvestonhistory.org/</a>
George Washington University, Museum Education Program	<a href="http://www.gwu.edu/~mep">www.gwu.edu/~mep</a>
George Washington University, Museum Studies Program	<a href="http://www.gwu.edu/~mstd/index2.html">www.gwu.edu/~mstd/index2.html</a>
Georgia Association of Museums and Galleries	<a href="http://www.gamg.org/">http://www.gamg.org/</a>
Georgia Council for the Arts	<a href="http://www.web-dept.com/gca/home.asp">http://www.web-dept.com/gca/home.asp</a>
Georgia Historical Society	<a href="http://www.georgiahistory.com/">http://www.georgiahistory.com/</a>
Georgia Humanities Council	<a href="http://www.georgiahumanities.org/">http://www.georgiahumanities.org/</a>
Great Basin Historical Society and Museum	<a href="http://www.millardcounty.com/gbmuseum.html">http://www.millardcounty.com/gbmuseum.html</a>
Guam Council on the Arts and Humanities Agency	<a href="http://www.guam.net/gov/kaha/">http://www.guam.net/gov/kaha/</a>
Guam Humanities Council	<a href="http://www.guamhumanitiescouncil.org/">http://www.guamhumanitiescouncil.org/</a>
Guidestar.org	<a href="http://www.guidestar.org/">http://www.guidestar.org/</a>
Hartwick College, Museum Studies Program	<a href="http://www.hartwick.edu/museum.xml">http://www.hartwick.edu/museum.xml</a>
Harvard Extension School, Master of Liberal Arts in Museum Studies	<a href="http://www.extension.harvard.edu/museum/">http://www.extension.harvard.edu/museum/</a>
Hawaii Committee for the Humanities	<a href="http://www.hihumanities.org/">http://www.hihumanities.org/</a>
Hawaii Museums Association	<a href="http://www.hawaiimuseums.org/">http://www.hawaiimuseums.org/</a>
Hawaii State Foundation on Culture and the Arts	<a href="http://www.state.hi.us/sfca/homepage.html">http://www.state.hi.us/sfca/homepage.html</a>
Heritage Preservation	<a href="http://www.heritagepreservation.org/">http://www.heritagepreservation.org/</a>
Henry Luce Foundation	<a href="http://www.hluce.org/">http://www.hluce.org/</a>

Historic Charleston Foundation	<a href="http://www.historiccharleston.org/">http://www.historiccharleston.org/</a>
Historic Columbia Foundation	<a href="http://www.historiccolumbia.org/index.htm">http://www.historiccolumbia.org/index.htm</a>
Historic Columbus Foundation	<a href="http://www.historiccolumbus.com/main.cfm?SID=1">http://www.historiccolumbus.com/main.cfm?SID=1</a>
Historic Homes Foundation	<a href="http://www.historichomes.org/">http://www.historichomes.org/</a>
Historic House Museums – AAM	<a href="http://www.housemuseums.us/">http://www.housemuseums.us/</a>
Historic House Trust of New York City	<a href="http://www.historichousetrust.org/home.html">http://www.historichousetrust.org/home.html</a>
Historic Landmarks Foundation of Indiana	<a href="http://www.historiclandmarks.org/">http://www.historiclandmarks.org/</a>
Historic Nashville, Inc.	<a href="http://www.historicnashville.org/">http://www.historicnashville.org/</a>
Humanities Iowa	<a href="http://www.uiowa.edu/~humiowa/">http://www.uiowa.edu/~humiowa/</a>
Humanities Tennessee	<a href="http://www.tn-humanities.org/">http://www.tn-humanities.org/</a>
Hunt Institute for Botanical Documentation	<a href="http://huntbot.andrew.cmu.edu/">http://huntbot.andrew.cmu.edu/</a>
Idaho Association of Museums	No website found.
Idaho Commission on the Arts	<a href="http://www2.state.id.us/arts/">http://www2.state.id.us/arts/</a>
Idaho Humanities Council	<a href="http://www.idahohumanities.org/">http://www.idahohumanities.org/</a>
Illinois Arts Alliance	<a href="http://www.artsalliance.org/">http://www.artsalliance.org/</a>
Illinois Arts Council	<a href="http://www.state.il.us/agency/iac/">http://www.state.il.us/agency/iac/</a>
Illinois Association of Museums	<a href="http://www.state.il.us/hpa/iam/">http://www.state.il.us/hpa/iam/</a>
Illinois Heritage Association	<a href="http://illinoisheritage.prairienet.org/">http://illinoisheritage.prairienet.org/</a>
Illinois Humanities Council	<a href="http://www.prairie.org/">http://www.prairie.org/</a>
Independent Sector	<a href="http://www.independentsector.org/">http://www.independentsector.org/</a>
Indiana Arts Commission	<a href="http://www.in.gov/arts/">http://www.in.gov/arts/</a>
Indiana Humanities Council	<a href="http://www.ihc4u.org/">http://www.ihc4u.org/</a>

Indiana University-Purdue University Indianapolis, Museum Studies Program	<a href="http://www.iupui.edu/~museum/">www.iupui.edu/~museum/</a>
Information Access Institute	No website found.
Institute of Museum and Library Services	<a href="http://www.ims.gov/">http://www.ims.gov/</a>
Institute of Puerto Rican Culture	<a href="http://www.icp.gobierno.pr/">http://www.icp.gobierno.pr/</a>
International Association of Museum Facility Administrators	<a href="http://www.iamfa.org/">http://www.iamfa.org/</a>
International Journal of Arts Management	<a href="http://www.hec.ca/ijam/">http://www.hec.ca/ijam/</a>
International Museum Theater Alliance	<a href="http://www.imtal.org/">http://www.imtal.org/</a>
Iowa Arts Council	<a href="http://www.iowaartscouncil.org/">http://www.iowaartscouncil.org/</a>
Iowa Local Historical and Museum Association	No website found.
Iowa Museum Association	<a href="http://www.iowamuseums.org/">http://www.iowamuseums.org/</a>
J. Paul Getty Trust	<a href="http://www.getty.edu/">http://www.getty.edu/</a>
Jacinto Foundation, Inc.	<a href="http://www.museumsusa.org/data/museums/MS/158706.htm">http://www.museumsusa.org/data/museums/MS/158706.htm</a>
John F. Kennedy University, Museum Studies Program	<a href="http://www.jfku.edu/site/?pg=libarts_ma_musel">http://www.jfku.edu/site/?pg=libarts_ma_musel</a>
KCL Digital Consultancy Services	<a href="http://www.kcl.ac.uk">www.kcl.ac.uk</a>
Kansas Arts Commission	<a href="http://arts.state.ks.us/">http://arts.state.ks.us/</a>
Kansas Humanities Council	<a href="http://www.kansashumanities.org/">http://www.kansashumanities.org/</a>
Kansas Museum Association	<a href="http://www.ksmuseums.org/">http://www.ksmuseums.org/</a>
Kansas State Historical Society	<a href="http://www.kshs.org/">http://www.kshs.org/</a>
Kentucky Arts Council	<a href="http://www.kyarts.org/">http://www.kyarts.org/</a>
Kentucky Association of Museums	No website found.
Kentucky Humanities Council	<a href="http://www.kyhumanities.org/">http://www.kyhumanities.org/</a>
James L. Knight Foundation	<a href="http://www.knightfdn.org/">http://www.knightfdn.org/</a>

Kresge Foundation	<a href="http://www.kresge.org/">http://www.kresge.org/</a>
Lawrence Associates	<a href="http://www.lawrenceassociates.com">www.lawrenceassociates.com</a>
Library of Congress	<a href="http://www.loc.gov/">http://www.loc.gov/</a>
Lilly Foundation	<a href="http://www.lilly.com/index.html">http://www.lilly.com/index.html</a>
Lord Cultural Resources	<a href="http://www.lord.ca/">http://www.lord.ca/</a>
Los Angeles County Museum of Art	<a href="http://www.lacma.org/">http://www.lacma.org/</a>
Louisiana Association of Museums	<a href="http://www.louisianamuseums.org/">http://www.louisianamuseums.org/</a>
Louisiana Department of Culture, Recreation, and Tourism, Division of the Arts	<a href="http://www.crt.state.la.us/arts/">http://www.crt.state.la.us/arts/</a>
Louisiana Endowment for the Humanities	<a href="http://www.leh.org/">http://www.leh.org/</a>
Lower Hudson Conference of Historical Agencies and Museums	<a href="http://www.lowerhudsonconference.org/">http://www.lowerhudsonconference.org/</a>
Lynchburg College, Museum Studies	<a href="http://www.lynchburg.edu/museumstudies">http://www.lynchburg.edu/museumstudies</a>
Maine Archives and Museums	<a href="http://www.mainemuseums.org/">http://www.mainemuseums.org/</a>
Maine Arts Commission	<a href="http://www.mainearts.com/">http://www.mainearts.com/</a>
Maine Association of Museums	<a href="http://www.mainemuseums.org/">http://www.mainemuseums.org/</a>
Maine Humanities Council	<a href="http://www.mainehumanities.org/home.html">http://www.mainehumanities.org/home.html</a>
Maryland Association of History Museums	<a href="http://www.mahm.org/">http://www.mahm.org/</a>
Maryland Humanities Council	<a href="http://www.mdhc.org/">http://www.mdhc.org/</a>
Maryland State Arts Council	<a href="http://www.msac.org/">http://www.msac.org/</a>
Massachusetts Cultural Council	<a href="http://www.massculturalcouncil.org/">http://www.massculturalcouncil.org/</a>
Massachusetts Foundation for the Humanities	<a href="http://www.mfh.org/">http://www.mfh.org/</a>
Massachusetts Historical Commission	<a href="http://www.sec.state.ma.us/mhc/mhcidx.htm">http://www.sec.state.ma.us/mhc/mhcidx.htm</a>
Massachusetts Historical Records Advisory Board	<a href="http://www.state.ma.us/sec/arc/arcaac/">http://www.state.ma.us/sec/arc/arcaac/</a>

Michigan Council for the Arts and Cultural Affairs	<a href="http://www.michigan.gov/hal/0,1607,7-160-17445_19272---,00.html">http://www.michigan.gov/hal/0,1607,7-160-17445_19272---,00.html</a>
Michigan Economic Developers Association	<a href="http://www.medaweb.org/">http://www.medaweb.org/</a>
Michigan Humanities Council	<a href="http://mihumanities.h-net.msu.edu/">http://mihumanities.h-net.msu.edu/</a>
Michigan Museum Association Regional Links Network: Bay Area	<a href="http://www.michiganmuseums.org/programs/regional_links.html">http://www.michiganmuseums.org/programs/regional_links.html</a>
Michigan Museum Association Regional Links Network	<a href="http://www.michiganmuseums.org/programs/regional_links.html">http://www.michiganmuseums.org/programs/regional_links.html</a>
Michigan Museums Associations	<a href="http://www.michiganmuseums.org/">http://www.michiganmuseums.org/</a>
Mid-America Arts Alliance	<a href="http://www.maaa.org/">http://www.maaa.org/</a>
Mid-Atlantic Arts Foundation	<a href="http://www.midatlanticarts.org/">http://www.midatlanticarts.org/</a>
Mid-Atlantic Association of Museums	<a href="http://www.altrue.net/site/midatlantic/">http://www.altrue.net/site/midatlantic/</a>
Middle Tennessee State University, Public History Program	<a href="http://www.mtsu.edu/~history/history/public_history.html">www.mtsu.edu/~history/history/public_history.html</a>
Midwest Museum Conference (Association of Midwest Museums)	<a href="http://www.midwestmuseums.org/">http://www.midwestmuseums.org/</a>
Minnesota Association of Museums	<a href="http://www.minnesotamuseums.org/">http://www.minnesotamuseums.org/</a>
Minnesota Humanities Commission	<a href="http://www.thinkmhc.org/">http://www.thinkmhc.org/</a>
Minnesota State Arts Board	<a href="http://www.arts.state.mn.us/">http://www.arts.state.mn.us/</a>
Mississippi Arts Commission	<a href="http://www.arts.state.ms.us/">http://www.arts.state.ms.us/</a>
Mississippi Humanities Council	<a href="http://www.mshumanities.org/pages/">http://www.mshumanities.org/pages/</a>
Mississippi Museums Association	<a href="http://www.missmuseum.org">http://www.missmuseum.org</a>
Missouri Humanities Council	<a href="http://www.mohumanities.org/">http://www.mohumanities.org/</a>
Missouri Museums Association	<a href="http://www.missouri-museums.org/">www.missouri-museums.org/</a>
Missouri State Council on the Arts	<a href="http://www.missouriartscouncil.org/">http://www.missouriartscouncil.org/</a>
Mitchell Museum of the American Indian	<a href="http://www.mitchellmuseum.org/">http://www.mitchellmuseum.org/</a>

Montana Arts Council	<a href="http://www.art.state.mt.us/">http://www.art.state.mt.us/</a>
Montana Association of Museums	<a href="http://montanamuseums.org/">http://montanamuseums.org/</a>
Montana Committee for the Humanities	<a href="http://www.humanities-mt.org/">http://www.humanities-mt.org/</a>
Mountain-Plains Museum Association	<a href="http://www.mountplainsmuseums.org/">http://www.mountplainsmuseums.org/</a>
www.musee.com	<a href="http://www.musee.com">www.musee.com</a>
Museum-ed.org	<a href="http://museum-ed.org/">http://museum-ed.org/</a>
Museum Assistance Program, Maryland Historical Trust	<a href="http://www.marylandhistoricaltrust.net/mus-asst.html">http://www.marylandhistoricaltrust.net/mus-asst.html</a>
Museum Association of Arizona	<a href="http://www.azmuseums.org/">http://www.azmuseums.org/</a>
Museum Association of New York	<a href="http://www.manyonline.org/">http://www.manyonline.org/</a>
Museum Association of South Texas	No website found.
Museum Association of Waco	No website found.
Museum Computer Network	<a href="http://www.mcn.edu/">http://www.mcn.edu/</a>
Museum Education Roundtable	<a href="http://www.mer-online.org/">http://www.mer-online.org/</a>
Museum Learning Collaborative	<a href="http://museumlearning.com">http://museumlearning.com</a>
Museum Partners	<a href="http://www.museumpartners.com">www.museumpartners.com</a>
Museum of the South Dakota State Historical Society	<a href="http://www.sdhhistory.org/">http://www.sdhhistory.org/</a>
Museum Store Association	<a href="http://www.museumdistrict.com/">http://www.museumdistrict.com/</a>
Museum Trustee Association	<a href="http://www.mta-hq.org/">http://www.mta-hq.org/</a>
Museumstuff.com	<a href="http://www.museumstuff.com">www.museumstuff.com</a>
Museumsusa.org	<a href="http://www.museumsusa.org">www.museumsusa.org</a>
Museums Alaska, Inc.	<a href="http://www.museumsalaska.org/">http://www.museumsalaska.org/</a>
Museums and the Web conference info from Archives and Museum Informatics	<a href="http://www.archimuse.com/conferences/mw.html">http://www.archimuse.com/conferences/mw.html</a>

Museums in North Dakota	<a href="http://www.state.nd.us/hist/mind.htm">http://www.state.nd.us/hist/mind.htm</a>
Music Museum Alliance	<a href="http://www.musicmuseumalliance.org/">http://www.musicmuseumalliance.org/</a>
Nathan Cummings Foundation	<a href="http://www.nathancummings.org/">http://www.nathancummings.org/</a>
National Archives and Records Administration	<a href="http://www.archives.gov/">http://www.archives.gov/</a>
National Archives and Records Administration - Mid-Atlantic	<a href="http://www.archives.gov/midatlantic/">http://www.archives.gov/midatlantic/</a>
National Assembly of State Arts Agencies	<a href="http://www.nasaa-arts.org/">http://www.nasaa-arts.org/</a>
National Association for Interpretation	<a href="http://www.interpnet.org/">http://www.interpnet.org/</a>
National Association of Museum Exhibitions	<a href="http://www.n-a-m-e.org/">http://www.n-a-m-e.org/</a>
National Conference of State Museum Associations	<a href="http://www.museumstuff.com/rec/gen2236.html">http://www.museumstuff.com/rec/gen2236.html</a>
National Council for the Traditional Arts	<a href="http://www.ncta.net/">http://www.ncta.net/</a>
National Endowment for the Arts	<a href="http://www.nea.gov/">http://www.nea.gov/</a>
National Endowment for the Humanities	<a href="http://www.neh.fed.us/">http://www.neh.fed.us/</a>
National Genealogical Society	<a href="http://www.ngsgenealogy.org/">http://www.ngsgenealogy.org/</a>
National Governors Association	<a href="http://www.nga.org/">http://www.nga.org/</a>
National Initiative for a Networked Cultural Heritage	<a href="http://www.ninch.org/">http://www.ninch.org/</a>
National Park Service	<a href="http://www.nps.gov/">http://www.nps.gov/</a>
National Preservation Institute	<a href="http://www.npi.org/">http://www.npi.org/</a>
National Science Foundation	<a href="http://www.nsf.gov/">http://www.nsf.gov/</a>
National Society of the Sons of the American Revolution	<a href="http://www.sar.org/">http://www.sar.org/</a>
National Trust for Historic Preservation	<a href="http://www.nationaltrust.org/">http://www.nationaltrust.org/</a>
Natural Science Collections Alliance	<a href="http://www.nscalliance.org/index.asp">http://www.nscalliance.org/index.asp</a>
Nature Conservancy	<a href="http://nature.org/">http://nature.org/</a>

Naval Historical Center	<a href="http://www.history.navy.mil/">http://www.history.navy.mil/</a>
Nebraska Arts Council	<a href="http://www.nebraskaartscouncil.org/">http://www.nebraskaartscouncil.org/</a>
Nebraska Humanities Council	<a href="http://www.nebraskahumanities.org/">http://www.nebraskahumanities.org/</a>
Nebraska Museums Association	<a href="http://www.nebraskamuseums.org/">http://www.nebraskamuseums.org/</a>
Nebraska State Historical Society	<a href="http://www.nebraskahistory.org/">http://www.nebraskahistory.org/</a>
Nevada Humanities Council	<a href="http://www.nevadahumanities.org/">http://www.nevadahumanities.org/</a>
Nevada Museums Association	<a href="http://www.nevadamuseums.org/v1/">http://www.nevadamuseums.org/v1/</a>
Nevada State Council on the Arts	<a href="http://dmla.clan.lib.nv.us/docs/arts/">http://dmla.clan.lib.nv.us/docs/arts/</a>
New England Council	<a href="http://www.newenglandcouncil.com/">http://www.newenglandcouncil.com/</a>
New England Cultural Database	<a href="http://www.nefa.org/projinit/necultdb.html">http://www.nefa.org/projinit/necultdb.html</a>
New England Foundation for the Arts	<a href="http://www.nefa.org/">http://www.nefa.org/</a>
New England Museum Association	<a href="http://www.nemanet.org/abouthome.html">http://www.nemanet.org/abouthome.html</a>
New Hampshire Humanities Council	<a href="http://www.nhhc.org/">http://www.nhhc.org/</a>
New Hampshire State Council on the Arts	<a href="http://www.state.nh.us/nharts/">http://www.state.nh.us/nharts/</a>
New Jersey Association of Museums	<a href="http://www.museumsusa.org/sma/NJ/default.asp">http://www.museumsusa.org/sma/NJ/default.asp</a> (non-functioning)
New Jersey Council for the Humanities	<a href="http://www.njch.org/">http://www.njch.org/</a>
New Jersey State Council on the Arts	<a href="http://www.njartscouncil.org/">http://www.njartscouncil.org/</a>
New Mexico Arts Division	<a href="http://www.nmarts.org/">http://www.nmarts.org/</a>
New Mexico Association of Museums	<a href="http://www.nmmuseums.org/">http://www.nmmuseums.org/</a>
New Mexico Endowment for the Humanities	<a href="http://www.nmeh.org/">http://www.nmeh.org/</a>
New York Council for the Humanities	<a href="http://www.nyhumanities.org/">http://www.nyhumanities.org/</a>
New York State Bureau of Historic Sites	<a href="http://nysparks.state.ny.us/hist/">http://nysparks.state.ny.us/hist/</a>



New York State Council on the Arts	<a href="http://www.nysca.org/">http://www.nysca.org/</a>
New York State Education Department	<a href="http://www.nysed.gov/">http://www.nysed.gov/</a>
New York State Office of Parks New York University, Graduate School of Arts and Sciences, Museum Studies Program	<a href="http://nysparks.state.ny.us/">http://nysparks.state.ny.us/</a>  <a href="http://www.nyu.edu/fas/program/museumstudies/graduate/index.html">http://www.nyu.edu/fas/program/museumstudies/graduate/index.html</a>
North Carolina Arts Council	<a href="http://www.ncarts.org/">http://www.ncarts.org/</a>
North Carolina Humanities Council	<a href="http://www.nchumanities.org/">http://www.nchumanities.org/</a>
North Carolina Museums Council	<a href="http://www.ncmuseums.org/">http://www.ncmuseums.org/</a>
North Carolina Office of Archives and History	<a href="http://www.ah.dcr.state.nc.us/">http://www.ah.dcr.state.nc.us/</a>
North Carolina State University, Public History Program	<a href="http://www.chass.ncsu.edu/history/page.php?name=grad_programs_maph">http://www.chass.ncsu.edu/history/page.php?name=grad_programs - maph</a>
North Dakota Council on the Arts	<a href="http://www.state.nd.us/arts/">http://www.state.nd.us/arts/</a>
North Dakota Humanities Council	<a href="http://www.nd-humanities.org/">http://www.nd-humanities.org/</a>
North Mississippi Industrial Development Association	<a href="http://www.nmida.com/services.htm">http://www.nmida.com/services.htm</a>
Northeast Mississippi Museums Association	<a href="http://www2.dixie-net.com/nemma/">http://www2.dixie-net.com/nemma/</a>
Northeast Texas Museum Association	No website found.
Northern California Association of Museums	No website found.
Northern Illinois University, College of Liberal Arts and Sciences, Interdisciplinary Certificate of Graduate Study in Museum Studies	<a href="http://www.clas.niu.edu/mstudies">www.clas.niu.edu/mstudies</a>
Northern Indiana Arts Association	<a href="http://www.niaaonline.org/welcome.htm">http://www.niaaonline.org/welcome.htm</a>
Northwest Texas Museum Association	No website found.
Northwestern University, School of Continuing Studies, Museum Studies Program	<a href="http://www.scs.northwestern.edu/pdp/npdp/museum/index.cfm">http://www.scs.northwestern.edu/pdp/npdp/museum/index.cfm</a>
NYSMuseums	<a href="http://www.nysmuseums.org/">http://www.nysmuseums.org/</a>
Ohio Arts Council	<a href="http://www.oac.state.oh.us/">http://www.oac.state.oh.us/</a>

Ohio Association of Historical Societies and Museums	<a href="http://www.ohiohistory.org/resource/oahsm">www.ohiohistory.org/resource/oahsm</a> (nonfunctioning)
Ohio Historical Society	<a href="http://www.ohiohistory.org/">http://www.ohiohistory.org/</a>
Ohio Humanities Council	<a href="http://www.ohiohumanities.org/">http://www.ohiohumanities.org/</a>
Ohio Museums Association	<a href="http://www.ohiomuseums.org/">http://www.ohiomuseums.org/</a>
Oklahoma Arts Council	<a href="http://www.state.ok.us/~arts/">http://www.state.ok.us/~arts/</a>
Oklahoma Foundation for the Humanities	<a href="http://www.okhumanitiescouncil.org/">http://www.okhumanitiescouncil.org/</a>
Oklahoma Heritage Association	<a href="http://www.oklahomaheritage.com/">http://www.oklahomaheritage.com/</a>
Oklahoma Historical Society	<a href="http://www.ok-history.mus.ok.us/">http://www.ok-history.mus.ok.us/</a>
Oklahoma Museums Association	<a href="http://www.okmuseums.org/">http://www.okmuseums.org/</a>
Open Society Institute	<a href="http://www.soros.org/">http://www.soros.org/</a>
Oregon Arts Commission	<a href="http://www.oregonartscommission.org/main.php">http://www.oregonartscommission.org/main.php</a>
Oregon Council for the Humanities	<a href="http://www.oregonhum.org/">http://www.oregonhum.org/</a>
Oregon Heritage Commission	<a href="http://www.culturalcommons.org/directorydetail.cfm?ID=4281">http://www.culturalcommons.org/directorydetail.cfm?ID=4281</a>
Oregon Heritage Museum	<a href="http://egov.oregon.gov/OPRD/HCD/OHC/index.shtml">http://egov.oregon.gov/OPRD/HCD/OHC/index.shtml</a>
Oregon Museum Association	<a href="http://www.museumsusa.org/sma/OR/about.asp">http://www.museumsusa.org/sma/OR/about.asp</a> (non-functioning) and <a href="http://www.cmmm.org/OregonMuseums/Pages/">http://www.cmmm.org/OregonMuseums/Pages/</a> (non-functioning)
Palm Beach County Cultural Council (Florida)	<a href="http://www.pbccc.org">http://www.pbccc.org</a>
Pendleton Historic Foundation	<a href="http://www.state.sc.us/scdah/historgs/county1.html">http://www.state.sc.us/scdah/historgs/county1.html</a>
Pennsylvania Council on the Arts	<a href="http://www.pacouncilonthearts.org/">http://www.pacouncilonthearts.org/</a>
Pennsylvania Federation of Museums and Historical Organizations	<a href="http://www.pamuseums.org/">http://www.pamuseums.org/</a>
Pennsylvania Federation of Museums and Historical Organizations	<a href="http://www.pamuseums.org/">http://www.pamuseums.org/</a>
Pennsylvania Humanities Council	<a href="http://www.pahumanities.org/">http://www.pahumanities.org/</a>
Permian Basin Museum Association (West Texas)	<a href="http://www.danielbuckley.com/portfolio/images9.html">http://www.danielbuckley.com/portfolio/images9.html</a>

Preservation Society of Newport County	<a href="http://www.newportmansions.org/">http://www.newportmansions.org/</a>
Pew Charitable Trusts	<a href="http://www.pewtrusts.com/">http://www.pewtrusts.com/</a>
President's Committee on the Arts and the Humanities	<a href="http://www.pcah.gov/">http://www.pcah.gov/</a>
Princeton University, Center for Arts and Cultural Policy Studies	<a href="http://www.princeton.edu/~artspol">www.princeton.edu/~artspol</a>
Public Relations and Marketing	<a href="http://prandmarketing.org/">http://prandmarketing.org/</a>
Real Estate Research Consultants	<a href="http://www.ercinc.com/">www.ercinc.com/</a> (non functioning)
Robert E. and Judith O. Rubin Foundation	No website found.
Robert Sterling Clark Foundation	<a href="http://www.rsclark.org/">http://www.rsclark.org/</a>
Rockefeller Foundation	<a href="http://www.rockfound.org">http://www.rockfound.org</a>
Rhode Island Committee for the Humanities	<a href="http://www.uri.edu/rich/">http://www.uri.edu/rich/</a>
Rhode Island Museum Network	No website found.
Rhode Island State Council on the Arts	<a href="http://www.arts.ri.gov/">http://www.arts.ri.gov/</a>
San Francisco State University, Museum Studies Program, College of Humanities	<a href="http://www.sfsu.edu/~museumst">www.sfsu.edu/~museumst</a>
Sarasota County Arts Council (Florida)	<a href="http://www.sarasota-arts.org/">http://www.sarasota-arts.org/</a>
School of American Research, Indian Arts Research Center	<a href="http://www.sarweb.org/iarc/iarc.htm">http://www.sarweb.org/iarc/iarc.htm</a>
School of the Art Institute of Chicago, Arts Administration Program	<a href="http://www.artic.edu/saic/programs/degrees/graduate/maaa.html">www.artic.edu/saic/programs/degrees/graduate/maaa.html</a>
Seton Hall University, Graduate Program in Museum Professions	<a href="http://artsci.shu.edu/mp/">http://artsci.shu.edu/mp/</a>
Small Museum Association	<a href="http://www.smallmuseum.org/">http://www.smallmuseum.org/</a>
Smithsonian Office of Policy and Analysis	<a href="http://www.si.edu/opanda/">http://www.si.edu/opanda/</a>
Society for the Preservation of Natural History Collections	<a href="http://www.spnhc.org/">http://www.spnhc.org/</a>
Southeast Texas Museum Association	No website found.
South Carolina Arts Commission	<a href="http://www.state.sc.us/arts/">http://www.state.sc.us/arts/</a>

South Carolina Department of Archives and History	<a href="http://www.state.sc.us/scdah/">http://www.state.sc.us/scdah/</a>
South Carolina Department of Parks, Recreation and Tourism	<a href="http://www.discoversouthcarolina.com">www.discoversouthcarolina.com</a>
South Carolina Federation of Museums	<a href="http://www.southcarolinamuseums.org/">http://www.southcarolinamuseums.org/</a>
South Carolina Historical Society	<a href="http://www.schistory.org/">http://www.schistory.org/</a>
South Carolina Humanities Council	<a href="http://www.schumanities.org/">http://www.schumanities.org/</a>
South Carolina Institute of Archaeology and Anthropology	<a href="http://www.cla.sc.edu/SCIAA/">http://www.cla.sc.edu/SCIAA/</a>
South Dakota Arts Council	<a href="http://www.state.sd.us/deca/sdarts/">http://www.state.sd.us/deca/sdarts/</a>
South Dakota Historical Society	<a href="http://www.sdhhistory.org/">http://www.sdhhistory.org/</a>
South Dakota Humanities Council	<a href="http://web.sdstate.edu/humanities/">http://web.sdstate.edu/humanities/</a>
South Dakota State Archives	<a href="http://www.sdhhistory.org/arc/archives.htm">http://www.sdhhistory.org/arc/archives.htm</a>
Southeastern Museums Conference	<a href="http://www.semcdirect.net/">http://www.semcdirect.net/</a>
Southern Arts Federation	<a href="http://www.southarts.org/">http://www.southarts.org/</a>
Southern Illinois University, Museum Studies Program	<a href="http://www.museum.siu.edu/msp.html">http://www.museum.siu.edu/msp.html</a>
State Historical Society of North Dakota	<a href="http://www.state.nd.us/hist/">http://www.state.nd.us/hist/</a>
Supreme Court of the United States	<a href="http://www.supremecourtus.gov/">http://www.supremecourtus.gov/</a>
Surdna Foundation	<a href="http://www.surdna.org/">http://www.surdna.org/</a>
Tampa Bay Business Committee for the Arts	<a href="http://www.tbca.org/">http://www.tbca.org/</a>
Tennessee Arts Commission	<a href="http://www.arts.state.tn.us/">http://www.arts.state.tn.us/</a>
Tennessee Association of Museums	<a href="http://www.tnmuseums.org/">http://www.tnmuseums.org/</a>
Tennessee Civil War National Heritage Area Database	<a href="http://histpres.mtsu.edu/tncivwar/links/">http://histpres.mtsu.edu/tncivwar/links/</a>
Tennessee Historical Commission	<a href="http://www.tennesseehistory.com/RESOURCE/THC.htm">http://www.tennesseehistory.com/RESOURCE/THC.htm</a>
Tennessee Valley Authority, Cultural Resource Program	<a href="http://www.tva.gov/river/landandshore/culturalresources/">http://www.tva.gov/river/landandshore/culturalresources/</a>

Texas A & M, Wildlife and Fisheries Sciences	<a href="http://wfsc.tamu.edu/">http://wfsc.tamu.edu/</a>
Texas Association of Museums	<a href="http://www.io.com/~tam/">http://www.io.com/~tam/</a>
Texas Commission on the Arts	<a href="http://www.arts.state.tx.us/">http://www.arts.state.tx.us/</a>
Texas Council for the Humanities	<a href="http://humanitiestexas.org/">http://humanitiestexas.org/</a>
Texas Cultural Trust Council	<a href="http://www.txculturaltrust.org/">http://www.txculturaltrust.org/</a>
Texas Historical Commission Texas Tech University, Museum Science Program, Museum of Texas Tech University	<a href="http://www.thc.state.tx.us/">http://www.thc.state.tx.us/</a> <a href="http://www.depts.ttu.edu/museumttu/msp.html">www.depts.ttu.edu/museumttu/msp.html</a>
Thomas S. Kenan Institute for the Arts	<a href="http://www.ncarts.edu/ncsaprod/kenan/">http://www.ncarts.edu/ncsaprod/kenan/</a>
The Arts Education Partnership	<a href="http://www.aep-arts.org/">http://www.aep-arts.org/</a>
Tile Heritage Foundation	<a href="http://www.tileheritage.org/">http://www.tileheritage.org/</a>
Travel Industry Association of America	<a href="http://www.tia.org/">http://www.tia.org/</a>
Tufts University, Museum Studies Program	<a href="http://www.ase.tufts.edu/gradstudy/museum/index.htm">www.ase.tufts.edu/gradstudy/museum/index.htm</a>
Tusculum College, Museum Studies Program	<a href="http://www.tusculum.edu/faculty/home/gcollins/html/">http://www.tusculum.edu/faculty/home/gcollins/html/</a>
Unified Database of Arts Organizations	<a href="http://nccsdataweb.urban.org/UDAO/">http://nccsdataweb.urban.org/UDAO/</a>
United States Army Corps of Engineers	<a href="http://www.usace.army.mil/">http://www.usace.army.mil/</a>
US Department of Commerce	<a href="http://www.commerce.gov/">http://www.commerce.gov/</a>
US Department of Education - National Center for Education Statistics	<a href="http://nces.ed.gov/">http://nces.ed.gov/</a>
United States Urban Arts Federation	No website found.
University of Arkansas, Public History Program	<a href="http://www.ualr.edu/~history/pubhis.htm">www.ualr.edu/~history/pubhis.htm</a>
University of Central Oklahoma, Museum Studies Program	<a href="http://www.libarts.ucok.edu/history/degree/museum.html">www.libarts.ucok.edu/history/degree/museum.html</a>
University of Colorado, Graduate Program in Museum and Field Studies	<a href="http://cumuseum.colorado.edu/MFS/">http://cumuseum.colorado.edu/MFS/</a>
University of Delaware, Museum Studies Program	<a href="http://seurat.art.udel.edu/MuseStudHP.html">http://seurat.art.udel.edu/MuseStudHP.html</a>

University of Denver, Anthropology Museum Studies	<a href="http://www.du.edu/anthro/">www.du.edu/anthro/</a>
University of Florida, School of Art and Art History, Master of Arts Degree in Museum Studies	<a href="http://www.arts.ufl.edu/art/Programs/museumStudies.asp">http://www.arts.ufl.edu/art/Programs/museumStudies.asp</a>
University of Iowa, Museum Studies Program	<a href="http://www.uiowa.edu/~museum">www.uiowa.edu/~museum</a>
University of Kansas, Museum Studies Program	<a href="http://www.ku.edu/~museumst/">www.ku.edu/~museumst/</a>
University of Michigan, Museum Studies Program	<a href="http://www.umich.edu/~ummsp">www.umich.edu/~ummsp</a>
University of Missouri-St. Louis, Museum Studies Program	<a href="http://www.umsl.edu/~museums">www.umsl.edu/~museums</a>
University of New Orleans, Arts Administration Program	<a href="http://www.uno.edu/~arta">www.uno.edu/~arta</a>
University of North Carolina at Greensboro, Museum Studies Program	<a href="http://www.uncg.edu/hpms/">www.uncg.edu/hpms/</a>
University of North Carolina at Wilmington, Public History Program	<a href="http://www.uncw.edu/hst/homepage/minors/public2.htm">www.uncw.edu/hst/homepage/minors/public2.htm</a>
University of Oklahoma, Master of Liberal Studies, On-line Museum Studies Program	<a href="http://gradweb.ou.edu/docs/academicunits/libstud.htm">http://gradweb.ou.edu/docs/academicunits/libstud.htm</a>
University of Oregon, Arts and Administration Program	<a href="http://aad.uoregon.edu/">http://aad.uoregon.edu/</a>
University of South Carolina, Museum Management Certificate at McKissick Museum	<a href="http://www.cla.sc.edu/MCKS/html/museummgmt/index.html">http://www.cla.sc.edu/MCKS/html/museummgmt/index.html</a>
University of Southern California, Museum Studies Program	<a href="http://www.usc.edu/dept/LAS/Art_History/">http://www.usc.edu/dept/LAS/Art_History/</a>
University of Washington, Interdisciplinary Graduate Program in Museum Studies	<a href="http://www.grad.washington.edu/inter/museo.htm">www.grad.washington.edu/inter/museo.htm</a>
University of Wisconsin-Milwaukee, graduate Program in Museum Studies, Department of Anthropology	<a href="http://www.uwm.edu/Dept/museumstudies">www.uwm.edu/Dept/museumstudies</a>
Upstate History Alliance	<a href="http://www.upstatehistory.org/">http://www.upstatehistory.org/</a>
Urban Institute	<a href="http://www.urban.org/">http://www.urban.org/</a>
Urban Libraries Council	<a href="http://www.urbanlibraries.org/">http://www.urbanlibraries.org/</a>
US/ICOMOS (U.S. Committee, International Council on Monuments and Sites)	<a href="http://www.icomos.org/usicomos/">http://www.icomos.org/usicomos/</a>
Utah Arts Council	<a href="http://arts.utah.gov/">http://arts.utah.gov/</a>
Utah Humanities Council	<a href="http://www.utahhumanities.org/index.php">http://www.utahhumanities.org/index.php</a>

Utah Museums Association	<a href="http://www.utahmuseums.org/index.jsp">http://www.utahmuseums.org/index.jsp</a>
Utah Office of Museum Services	<a href="http://dced.utah.gov/museum/">http://dced.utah.gov/museum/</a>
Utah State Legislature	<a href="http://www.le.state.ut.us">http://www.le.state.ut.us</a>
Vermont Council on the Arts	<a href="http://www.vermontartscouncil.org/">http://www.vermontartscouncil.org/</a>
Vermont Council on the Humanities	<a href="http://www.vermonthumanities.org/">http://www.vermonthumanities.org/</a>
Vermont Council on Rural Development	<a href="http://www.sover.net/~vcrd/">http://www.sover.net/~vcrd/</a>
Vermont Heritage Network	<a href="http://www.uvm.edu/~vhnet/">http://www.uvm.edu/~vhnet/</a>
Vermont Museum and Gallery Alliance	<a href="http://www.vmga.org/">http://www.vmga.org/</a>
Victorian Society in America	<a href="http://www.victoriansociety.org/">http://www.victoriansociety.org/</a>
Virgin Islands Council on the Arts	<a href="http://www.vicouncilonarts.org/">http://www.vicouncilonarts.org/</a>
Virgin Islands Humanities Council	<a href="http://www.vihumanities.org/">http://www.vihumanities.org/</a>
Virginia Association of Museums	<a href="http://www.vamuseums.org">www.vamuseums.org</a>
Virginia Commission for the Arts Virginia Commonwealth University, Department of Art History, MA in Museum Studies	<a href="http://www.arts.state.va.us/">http://www.arts.state.va.us/</a>  <a href="http://www.vcu.edu/artweb/History/grad1.htm">http://www.vcu.edu/artweb/History/grad1.htm</a>
Virginia Department of Historic Resources	<a href="http://state.vipnet.org">http://state.vipnet.org</a>
Virginia Foundation for the Humanities and Public Policy	<a href="http://www.virginia.edu/vfh/">http://www.virginia.edu/vfh/</a>
Virginia Historical Society	<a href="http://www.vahistorical.org/">http://www.vahistorical.org/</a>
Virginians for the Arts Foundation	<a href="http://www.vaforarts.org/">http://www.vaforarts.org/</a>
Visitor Studies Association	<a href="http://www.visitorstudies.org/">http://www.visitorstudies.org/</a>
Volunteer Committees of Art Museums	<a href="http://www.vcam.org/">http://www.vcam.org/</a>
W.K. Kellogg Foundation	<a href="http://www.wkkf.org/">http://www.wkkf.org/</a>
The Wallace Foundation	<a href="http://www.wallacefoundation.org/WF/">http://www.wallacefoundation.org/WF/</a>

Washington Commission for the Humanities	<a href="http://www.humanities.org/">http://www.humanities.org/</a>
Washington Museum Association	<a href="http://www.washingtonmuseums.org/">http://www.washingtonmuseums.org/</a>
Washington Museum Association	<a href="http://www.washingtonmuseums.org/">http://www.washingtonmuseums.org/</a>
Washington State Arts Commission	<a href="http://www.arts.wa.gov/">http://www.arts.wa.gov/</a>
West Virginia Association of Museums	<a href="http://www.museumsofww.org/index.cfm">http://www.museumsofww.org/index.cfm</a>
West Virginia Commission on the Arts	<a href="http://www.wvculture.org/arts/">http://www.wvculture.org/arts/</a>
West Virginia Division of Culture and History	<a href="http://www.wvculture.org/">http://www.wvculture.org/</a>
West Virginia Humanities Council	<a href="http://www.wvhumanities.org/">http://www.wvhumanities.org/</a>
Western Museums Association	<a href="http://www.westmuse.org/">http://www.westmuse.org/</a>
Western States Arts Federation	<a href="http://www.westaf.org">www.westaf.org</a>
Wetlands Institute	<a href="http://www.wetlandsinstitute.org/">http://www.wetlandsinstitute.org/</a>
White House Conference on Travel and Tourism	No website found.
Wisconsin Arts Board	<a href="http://arts.state.wi.us/static/">http://arts.state.wi.us/static/</a>
Wisconsin Federation of Museums	<a href="http://www.wisconsinmuseums.org/">http://www.wisconsinmuseums.org/</a>
Wisconsin Historical Society	<a href="http://www.wisconsinhistory.org/">http://www.wisconsinhistory.org/</a>
Wisconsin Humanities Council	<a href="http://www.wisconsinhumanities.org/">http://www.wisconsinhumanities.org/</a>
Wyoming Arts Council	<a href="http://wyoarts.state.wy.us/">http://wyoarts.state.wy.us/</a>
Wyoming Council for the Humanities	<a href="http://www.uwyo.edu/wch/">http://www.uwyo.edu/wch/</a>





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