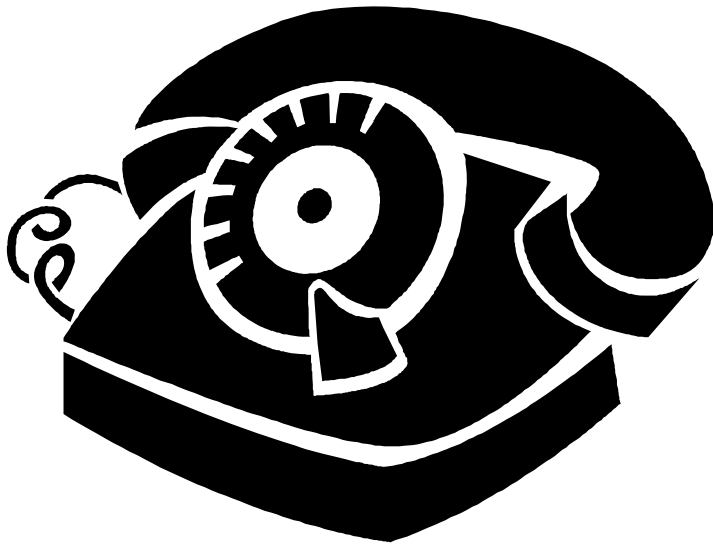


2009
DIRECTORY OF
AUDIENCE RESEARCHERS
AND EVALUATORS



AAM
COMMITTEE ON
AUDIENCE
RESEARCH &
EVALUATION



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ABOUT THIS DIRECTORY

Thank you for looking into the CARE Directory of Audience Researchers and Evaluators. CARE is the American Association of Museum's Standing Professional Committee on Audience Research and Evaluation. Since its establishment in 1977, the goal of CARE has been to provide a forum for those who believe that understanding the audience is an essential part of the planning and operation of museums and that public access to and inclusion in educational and cultural institutions is vital. Membership in CARE is voluntary and open to all AAM members, including but not limited to museum directors, researchers, evaluators, educators, curators, designers, public relations, marketing, and development specialists.

The purpose of the Directory is to serve as a resource for those who need assistance with audience research and evaluation. This issue lists the names, addresses and brief profiles of CARE members who are either consultants or in-house researchers/evaluators who are available to conduct or give advice about audience research and evaluation. The list is not exhaustive, nor is it an endorsement or recommendation of particular individuals, but rather is a service of CARE intended to introduce you to a sampling of colleagues with diverse experiences and expertise in audience research and evaluation.

The entries have been divided into two categories. Those listed as *consultants* have been professional evaluators for at least three years. Some of these individuals work alone, and some have companies with multiple employees. No matter the size of the company, only the principal has been listed by name. Please be aware that the person listed may not personally have the specialty or organizational expertise that you are looking for, but that her/his company will have someone who has the requisite qualifications.

Those listed as *in-house researchers/evaluators* are able to provide advice and serve as resources at no cost. While you are encouraged to utilize their services, please respect that their primary duty is to their institution. They are also available to be advisors on projects for a small honorarium, as long as the project does not promote a conflict of interest with the work they perform for their institution. Lastly, these individuals are not available to conduct large consulting projects.

Each person in the directory was asked to identify his or her specialties and organizational expertise. Level of experience in each specialty has been defined as either *skilled* (received training and/or completed 5-9 projects) or *expert* (received advanced training and/or completed 10+ projects). People who have conducted courses, workshops, or trainings in these specialties are identified as *teachers*.

Rather than providing a complete client list, each consultant was asked to name three sample institutions to give you an idea of the scope of their work. An optional 300-word statement of philosophy will allow you to gain another perspective of their work.

If you know someone who would find this directory useful, please pass on the link to CARE's website: <http://www.care-aam.org/>.

CONSULTANTS LISTED BY SPECIALTY

Methods and Tools

Focus Groups

Adams
E. Bailey
R. Bailey
Borun
Carr
Chung
Falk
Fischer
Giusti
Hayward
Horn
Jones
Kadoyama
Korn
Linett
Liu
Meluch
Oberg
Perry
Post
Rettig
Serrell
Shettel
Soren
Twiss Houting
Wachtel
Wallace

Web Surveys

Adams
E. Bailey
R. Bailey
Borun
Chung
Falk
Giusti
Hayward
Horn
Jones
Korn
Linett
Perry
Rettig
Twiss Houting
Wachtel

In-depth

Interviews

Adams
E. Bailey
R. Bailey
Borun
Carr
Chung
Falk
Fischer
Giusti
Hayward
Horn
Jones
Kadoyama
Korn
Linett
Liu
McNamara
Meluch
Oberg
Perry
Post
Rettig
Serrell
Soren
Twiss Houting
Wachtel

Critical Appraisal

Adams
E. Bailey
R. Bailey
Borun
Carr
Chung
Falk
Fischer
Horn
Jones
Korn
Linett
Liu
Perry
Post
Serrell
Shettel

On-Site Surveys/ Questionnaires

Adams
E. Bailey
R. Bailey
Borun
Carr
Chung
Falk
Fischer
Giusti
Hayward
Horn
Jones
Korn
Linett
Liu
McNamara
Meluch
Oberg
Perry
Post
Rettig
Serrell
Soren
Twiss Houting
Wachtel
Wallace

Advanced Statistical Analysis

Adams
E. Bailey
Borun
Chung
Falk
Hayward
Jones
Korn
Linett
Liu
McNamara
Oberg
Perry
Wachtel

Timing and Tracking

Adams
E. Bailey
R. Bailey
Borun
Falk
Fischer
Giusti
Hayward
Jones
Korn
Liu
McNamara
Meluch
Oberg
Perry
Post
Serrell
Soren
Twiss Houting
Wachtel

Other Methods and Tools

Adams
E. Bailey
Borun
Fischer
Hayward
Jones
Korn
Linett
McNamara
Meluch
Perry
Rettig
Shettel
Soren
Wachtel
Wallace

Topics

Exhibitions

Adams
E. Bailey
R. Bailey
Borun
Carr
Falk
Fischer
Giusti
Hayward
Horn
Jones
Korn
Linett
Liu
McNamara
Meluch
Oberg
Perry
Post
Serrell
Shettel
Soren
Twiss Houting
Wachtel

**Orientation and
Way-finding**

Adams
E. Bailey
Borun
Fischer
Giusti
Hayward
Jones
Korn
Linett
Liu
McNamara
Meluch
Oberg
Perry
Serrell
Shettel
Soren
Twiss Houting
Wachtel

Programs

Adams
E. Bailey
R. Bailey
Borun
Carr
Falk
Fischer
Giusti
Hayward
Horn
Jones
Kadoyama
Korn
Linett
Liu
McNamara
Meluch
Oberg
Perry
Post
Rettig
Soren
Twiss Houting
Wachtel

**Marketing/
Marketing**

Research
R. Bailey
Borun
Chung
Falk
Fischer
Hayward
Horn
Jones
Korn
Linett
Liu
Rettig
Wachtel
Wallace

**Demography/
Population
Statistics**

R. Bailey
Borun
Chung
Falk
Hayward
Jones
Korn
Linett
Liu
McNamara
Soren
Wachtel

Learning

Adams
E. Bailey
Borun
Carr
Falk
Fischer
Giusti
Hayward
Jones
Korn
Linett
Liu
McNamara
Meluch
Oberg
Perry
Rettig
Serrell
Soren
Wallace

**Websites/Other
E-Delivered
Content**

Adams
E. Bailey
R. Bailey
Borun
Falk
Giusti
Jones
Korn
Linett
Perry
Soren
Twiss Houting
Wachtel

Other Topics

E. Bailey
Borun
Carr
Fischer
Hayward
Jones
Korn
Linett
Perry
Rettig
Serrell
Wallace

CONSULTANTS LISTED BY ORGANIZATIONAL EXPERTISE

Aquarium

E. Bailey
Falk
Hayward
Jones
Linett

**Archaeology/
Anthropology
Museum**

Giusti
McNamara
Oberg

Art Museum

Adams
E. Bailey
R. Bailey
Carr
Fischer
Hayward
Horn
Jones
Korn
Linett
Liu
Rettig
Serrell
Soren
Twiss Houting
Wachtel
Wallace

Botanical Garden

Borun
Fischer
Giusti
Hayward
Perry
Wachtel

**Children's
Museum**

Adams
R. Bailey
Borun
Carr
Chung
Hayward
Liu
McNamara
Perry

**Culturally-
Specified Museum**

Carr
Chung
Hayward
Horn
Kadoyama
Liu
Oberg
Rettig
Wachtel

Decorative Arts

Twiss Houting

General Museum

Kadoyama

**History Museum/
Historical Society/
Historic House**

Adams
R. Bailey
Carr
Chung
Fischer
Hayward
Horn
Korn
Linett
Liu
Meluch
Oberg
Shettel
Soren
Twiss Houting

**Living History
Museum**

Hayward
Horn
Liu
Soren

**Natural History/
Science Museum**

Adams
Borun
Falk
Giusti
Hayward
Horn
Jones
Korn
Linett
McNamara
Meluch
Perry
Post
Serrell
Shettel
Wachtel

**On-Site Arts
Performances**

Rettig

**Park/
Nature Center**

E. Bailey
Fischer
Hayward
Perry
Post
Shettel

Science Center

E. Bailey
R. Bailey
Borun
Chung
Falk
Hayward
Jones
Korn
McNamara
Meluch
Oberg
Post
Serrell
Shettel
Soren

**Traveling
Exhibition
Service**

Horn
Liu

Zoo

Falk
Giusti
Hayward
Linett
Meluch
Post
Rettig
Serrell

Marianna Adams

President
Audience Focus Inc.
616 Canal Lane
Annapolis, MD 21409
410-757-3375
Fax: 443-458-0413
Email: Marianna@audiencefocus.com
Website: www.audiencefocus.com

Educational Background:

Ed.D., George Washington University
M.A., University of South Florida
B.A., Mercer University

Total Years of Experience: 10+

Specialties, with level of experience:

Methods and Tools

Focus groups (expert/teacher)
In-depth interviews (expert/teacher)
On-site surveys/questionnaires
(expert/teacher)
Web surveys (expert)
Timing and tracking (expert/teacher)
Advanced statistical analysis (skilled)
Critical appraisal (expert)
Observations (expert/teacher)

Topics

Exhibitions (expert/teacher)
Programs (expert/teacher)
Orientation and wayfinding
(skilled/teacher)
Learning (expert/teacher)
Websites/other e-delivered content
(skilled)

Organizational Expertise:

Art museum
Children’s museum
History museum/historical society/historic house
Natural history/science museum

Sample Clients:

University of Michigan Museum of Art
Museum of Modern Art NYC
Museum of Fine Arts, Houston, TX

Marianna Adams

Because the informal learning environment of museums has such powerful potential to significantly enhance and influence visitor learning, Audience Focus Inc. is committed to supporting free-choice learning in museums through evaluation, research, professional development, and general consulting. We use a variety of traditional and innovative methodologies and strategies to address museums' questions about their practice. Our overall focus is on assisting organizations as they shift and adapt their ways of thinking about their mission, their responsiveness to visitors, and their responsibility to their wider communities.

Elsa Bailey

Principal/Director
Elsa Bailey Consulting
1050 Noriega Street
San Francisco, CA 94122
415-759-5958
Fax: 415-329-2500
Email: ebbailey@earthlink.net

Educational Background:

Ph.D., Lesley University, Cambridge, Mass., Educational Studies
M.S., Bank Street College, New York, NY, Education
B.A., City College of New York, New York, NY, Psychology

Total Years of Experience: 12+ Evaluation; 25+ Education (informal and formal contexts)

Specialties, with level of experience:

Methods and Tools

Focus groups (expert/teacher)
In-depth interviews (expert/teacher)
On-site surveys/questionnaires
(expert/teacher)
Web surveys (skilled)
Timing and tracking (expert)
Advanced statistical analysis, in qualitative
research (expert/teacher)
Critical appraisal (skilled)
Observations (expert/teacher)

Topics

Exhibitions (expert/teacher)
Programs (expert/teacher)
Orientation and wayfinding (expert)
Learning (expert and teacher)
Websites/other e-delivered content
(skilled)
Visitor customer surveys (expert)

Organizational Expertise:

Aquarium
Art museum
Park/nature center
Science center

Sample Clients:

Chabot Science Center
Hewlett-Packard Customer Briefing Center
Massachusetts Audubon Society
San Francisco State University

Elsa Bailey
Elsa Bailey Consulting

Elsa Bailey Consulting specializes in qualitative, naturalistic evaluation, an approach that puts emphasis on examining the context and individual voices involved in any exhibition or program. This firm's evaluation work is grounded in the belief that evaluation's ultimate purpose is to provide useful information that will inform the project's successful implementation.

Elsa Bailey Consulting:

- views each project as unique and considers it in terms of its special characteristics including context, purpose, philosophical grounding, expertise, stakeholders, and budgetary constraints;
- works collaboratively with organizational staff and listens carefully to assess project needs;
- utilizes both qualitative and quantitative methods, as we believe the research methodology must align with the particular answers sought;
- strives to develop a global view of the project by observing and analyzing it from multiple perspectives;
- examines the project in depth, incorporating multiple methodologies that address context as well as the voices and experiences of those participating; and
- identifies successful practices, challenges, and potential solutions.

The scope and purpose of each evaluation project is a factor in identifying the personnel to be involved. Determination and selection of personnel is established at the outset of any project, and, if appropriate, may include collaboration with other well-respected colleagues/organizations. In some cases, for both financial and professional reasons, it is often appropriate/possible to include the training and utilization of organization-based staff in some aspects of data collection.

In addition to providing evaluation services, *Elsa Bailey Consulting* is available to offer separate technical support services for partnership projects and education program design, and to assist in guiding the organizations' programmatic thinking, planning, and coordination.

Robert Bailey

Vice-President
AMS Planning & Research
915 D Street
Petaluma, CA 94952
707-778-8445
Fax: 707-769-0329
Email: RBailey@AMS-online.com
Website: <http://AMS-online/com>

Educational Background:

M.B.A., York University
B.Sc., , University of British Columbia

Years of Experience: 10+

Specialties, with level of experience:

Methods and Tools

Focus groups (expert)
In-depth interviews (expert)
On-site surveys/questionnaires (expert)
Web surveys (expert)
Timing and tracking (expert)
Advanced statistical analysis (expert)
Critical appraisal (expert)

Topics

Exhibitions (expert)
Programs (expert)
Marketing/marketing research (expert)
Demography/population statistics (expert)
Websites/other e-delivered content (expert)

Organizational Expertise:

Art museum
Children’s museum
History museum/living history/historic house/historic site
Science center

Minda Borun

Museum Solutions
P.O. Box 38
Wynnewood, PA 19096
215-448-1003
Fax: 215-448-1188
Email: mindaborun@gmail.com

Educational Background:

A.B.D., Columbia University, New York, NY, Anthropology

Years of Experience: 10+

Specialties, with level of experience:

Methods and Tools

Focus groups (teacher)
In-depth interviews (teacher)
On-site surveys/questionnaires (teacher)
Web surveys (expert)
Timing and tracking (teacher)
Advanced statistical analysis (expert)
Critical appraisal (teacher)
Building and Testing Prototypes (teacher)

Topics

Exhibitions (teacher)
Programs (teacher)
Orientation and wayfinding (teacher)
Marketing/marketing research (skilled)
Demography/population statistics (expert)
Learning (teacher)
Websites/other e-delivered content (expert)
Outreach Programs (teacher)

Organizational Expertise:

Botanical Garden/aquarium/zoo
Children’s museum
Natural history/science museum
Science center

Sample Clients:

University of Penna. Museum of Archeology and Anthropology, “Surviving...” exhibition evaluation, Janet Monge, Curator of Physical Anthropology, jmonge@sas.upenn.edu

Yale Peabody Vector Borne Disease Curriculum Project, Laura Fawcett, Peabody Fellows Project, laura.fawcett@yale.edu

American Anthropological Association, “RACE: Are We There Yet” website evaluation, Kathy Prusinski , ksp@s2nmedia.com

Minda Borun
Museum Solutions

Museum visitors are part of a communications system in which they receive messages from the museum staff through the medium of exhibits and programs. In order to know whether or not the message has been received and understood, the museum needs to complete the communication process by listening to visitor response.

Evaluation of visitor response is most useful when it is an integral part of program development from planning, to design, to post-installation assessment. As a consultant, I work with your staff to develop skills and techniques needed to incorporate evaluation into the exhibit and program development process. I offer workshops in front-end and formative evaluation and assistance with study design, instrument development, data analysis and interpretation. I am also available to review and edit exhibit text and program scripts and to serve as an advisor on interpretive projects and strategic planning.

David Carr

102 Wild Oak Lane
Carrboro, North Carolina 27510
919-968-3383
Email: carr@ils.unc.edu

Educational Background:

Ph.D., Rutgers University (Library Service)
M.L.S., Rutgers University (Library Service)
M.A., Teachers College, Columbia University (Special Education, English Teaching)
B.A., Drew University (English, Art History)

Years of Experience: 10+

Specialties, with level of experience:

Methods and Tools

Focus groups (expert/teacher)
In-depth interviews (expert/teacher)
On-site surveys/questionnaires
(expert/teacher)
Critical appraisal (expert/teacher)

Topics

Exhibitions (expert/teacher)
Programs (expert/teacher)
Learning (expert/teacher)
Museums and Reading (teacher)

Organizational Expertise:

Art museum
Children’s museum
Culturally-specified museum
History museum/historical society/historic house

Sample Clients:

Queens Museum of Art, Queens, New York
Museum of Jewish Heritage, New York, New York
Rhode Island School of Design Museum, Providence, Rhode Island

David Carr

My perspectives on cultural institutions appear in two books, *The Promise of Cultural Institutions* (Alta Mira Press, 2003) and *A Place Not a Place* (Alta Mira Press, 2006). As a consultant I have conducted focus groups, critical observations, staff development workshops, surveys, and combinations of methods. Among various museums, I have been an advisor for the development of programs and innovations (Children's Museum of Indianapolis), reconsideration of collection displays (The Strong Museum, Rochester), and ways of interpretation within an institutional mission (The Hunter Museum of American Art, Chattanooga).

I have been a full-time educator (teacher, librarian, professor) since 1968. My consulting has been episodic, although I am now in semi-retirement from the University of North Carolina at Chapel Hill and making active plans for further work in cultural institutions. My thinking has focused primarily on adult users of museums and libraries; the connections between museums and libraries; opportunities for reading and thinking within museums; and systematic approaches to learning outside schools. As I prepare this statement, my focus is on the use of museums and libraries as community forums; places for the exploration of civic issues; knowledge for robust citizenship; and the introduction of critical thinking to everyday adult life.

My most useful practice is to conduct research, observe institutions critically, and assist in planning when cultural institutions are in the process of change. I am best prepared to conduct focus groups and in-depth interviews, often coupled with surveys of active museum and library users. I have been a teacher of qualitative research methods in university classrooms, and over time I have supervised dozens of research papers. I am able to address large groups, including boards of trustees, docents, educators, and volunteers. A full curriculum vitae is available, and the names of individual references are willingly shared.

James Chung

President
Reach Advisors
1497 New Scotland Road
Slingerlands, NY 12159
518 439 6942
Fax: 518 907 4909
Email: james@reachadvisors.com
Website: www.reachadvisors.typepad.com

Educational Background:

A.B. & M.B.A. Harvard University

Years of Experience: 10+

Specialties, with level of experience:

Methods and Tools

Focus groups (expert)
In-depth interviews (expert)
On-site surveys/questionnaires (expert)
Web surveys (expert)
Advanced statistical analysis (expert)
Critical appraisal (teacher)

Topics

Marketing/marketing research (expert)
Demography/population statistics (expert)

Organizational Expertise:

Children’s museum
Culturally-specified museum
History museum/historical society/historic house
Science center

Sample Clients:

Smithsonian Institution (National Museum of American History)
Smithsonian Institution (National Museum of African-American History and Culture)
Connecticut Humanities Council

James Chung

Reach Advisors is a marketing strategy and audience research firm serving community driven enterprises, including museums and cultural institutions.

John H. Falk

Sea Grant Professor of Free-Choice Learning
Science & Mathematics Education
237 Weniger Hall
Oregon State University
Corvallis, OR 97331
541-737-1826
Fax: 541 737-1817
Email: falkj@science.oregonstate.edu
Website: <http://smed.science.oregonstate.edu/node/44>

Educational Background:

Ph.D., M.A., B.A., University of California, Berkeley

Years of Experience: 10+

Specialties, with level of experience:

Methods and Tools

Focus groups (expert)
In-depth interviews (teacher)
On-site surveys/questionnaires (teacher)
Web surveys (expert)
Timing and tracking (teacher)
Advanced statistical analysis (teacher)
Critical appraisal (teacher)

Topics

Exhibitions (teacher)
Programs (teacher)
Marketing/marketing research (expert)
Demography/population statistics (expert)
Learning (teacher)
Websites/other e-delivered content (expert)

Organizational Expertise:

Aquarium
Natural history/science museum
Science center
Zoo

Sample Clients:

National Museum of Natural History
National Aquarium, Baltimore
California Science Center

John H. Falk
Oregon State University

My particular expertise is in understanding how informal institutions impact their visitors. I believe that the experience any participant has within an informal setting needs to be viewed within the larger context of the person's total life experience. Learning (broadly defined), whether occurring as a consequence of a family visit to a museum or browsing a website, needs to be understood within the context of an individual's entire life. Any information an individual gains from free-choice learning needs to be understood within the context of a larger informational sphere. No matter how successfully an exhibition, program or website is executed, it is important to appreciate that people construct their understanding of the world not from a single experience or source, but from a variety of sources over long periods of time. Any effort we make to understand how someone reacts within an exhibition, program or website, as well as what someone does or does not learn from that experience, needs to be framed within the broader context of an individual's total life. For instance, what were the individual's knowledge, interests, attitudes and most importantly their motivations before they came to the museum, website or natural area? Why did the individual come to the museum, website or natural area in the first place? How did these prior conditions influence the visitor's experience (and beyond) and how did the visitor experience, in turn, influence subsequent understandings, interests, attitudes, biases and expectations about a museum, website or natural area? I always strive to embed this broad learning framework within both my data collection methodologies and my data analysis. I try to understand how the visitor experience influences people's learning and how the information gained from these experiences affect their interest and attitudes, not just as they are walking out of a museum, zoo, aquarium or natural area but in the weeks, months and even years following the experience.

Daryl Fischer

Consultant
Musynergy
P.O. Box 685
Grand Haven, MI 49417
616-846-0478
Fax: 616-846-0563
Email: musynergy@charter.net
Website: www.musynergyconsulting.com

Educational Background:

M.A., University of Denver, Art History/Museum Studies

Years of Experience: 10+

Specialties, with level of experience:

Methods and Tools

Focus groups (teacher)
In-depth interviews (teacher)
On-site surveys/questionnaires (expert)
Timing and tracking (expert)
Critical appraisal (expert)
Visitor panels (teacher)

Topics

Exhibitions (expert)
Programs (expert)
Orientation and wayfinding (expert)
Marketing/marketing research (skilled)
Learning (expert)
Interpretive planning (expert)

Organizational Expertise:

Art museum
Botanical garden
History museum
Park/nature center

Sample Clients:

Hunter Museum of American Art
The Morton Arboretum
Detroit Institute of Arts

Daryl Fischer
Musynergy

Coming from a background in museum education, I help museums of all types and sizes to plan exhibits and develop interpretive and strategic plans. Whatever the size or scope of the project, I view visitor studies as an integral part of the planning process. My goal is to create synergy between staff expertise and audience feedback, discovering connections between the museum's mission and goals and the visitors' experience and interests.

There are many benefits when staff members participate in visitor studies. Helping gather the data gets them out of their offices and into the galleries to see how visitors actually respond to exhibits. Observing visitor panels lets them hear visitors speak about exhibits and programs in their own words. These experiences add a critical new dimension to staff members' thinking about how to measure success. They also provide practice in basic observation and data collection techniques that are a useful part of every museum staff member's repertoire. Once they've seen the benefits of visitor studies, staff members are more inclined to incorporate simple audience research techniques in their work.

Since I favor small studies with action-oriented results, I often recommend visitor panels, carefully planned discussions with 10-12 audience members who act as consultants—expert museum visitors—who return at different stages of the interpretive process. In the beginning, they express their interest in proposed topics, identifying themes and approaches that resonate for them; later, they offer very concrete suggestions on specific interpretive components. Staff members find this kind of feedback useful in planning, developing and fine-tuning a wide variety of interpretive devices. For more information about visitor panels, see my article, "Connecting with Visitor Panels," in the May/June 1997 issue of *Museum News*.

Ellen Giusti

Visitor Studies Consultant
1125 Park Avenue
New York, NY 10128
212-876-1425
Fax: 212-427-7142
Email: egiusti@nyc.rr.com

Educational Background:

A.B., Vassar College
M.S.ed, Bank Street College of Education

Years of Experience: 10+

Specialties, with level of experience:

Methods and Tools

Focus groups (expert/teacher)
In-depth interviews (expert/teacher)
On-site surveys/questionnaires
(expert/teacher)
Web surveys (expert)
Timing and tracking (expert/teacher)

Topics

Exhibitions (expert/teacher)
Programs (expert/teacher)
Orientation and wayfinding (expert)
Learning (expert/teacher)
Websites/other e-delivered content (expert)

Organizational Expertise:

Archeology/anthropology museum
Botanical garden
Natural history/science museum
Zoo

Sample Clients:

American Museum of Natural History
Brooklyn Botanical Garden
New York Hall of Science

Ellen Giusti

I believe that museums provide essential educational value that enhances lifelong learning. While cognitive gain is necessary with today's focus on accountability, we should not neglect the affective domain, such as the incredible thrill of seeing real dinosaur fossils, which scientists like Stephen J. Gould credit with launching their careers. Whatever the subject matter, to be successful, public programs must reach each member of the audience in a personal and meaningful way. Effective exhibits and programs are not solely the product of content experts or excellent designers—require a visitor-centered mindset.

At the outset of a project the evaluator must meet with the exhibition or program development team to define goals and objectives—of the project and of the evaluation. First steps require identifying the target audience followed by careful definition of the BIG IDEA and subsidiary learning goals. These will be used as the project develops to measure impact on the audience.

Front-end analysis of the audience's prior knowledge, preconceptions and interests is the most powerful tool in our kit. Knowing where our audience members are "coming from" will help program planners take them to a new level. Second, formative evaluation of exhibit prototypes will ensure that we are truly communicating with visitors or program participants. Prototypes to be tested can be hands-on manipulables, computer interactives, text panels or educational programs. Finally, summative evaluation measures the exhibition's or program's impact on its target audience with reference to learning goals that were defined at the initial stages.

I prefer to work closely with clients from the earliest possible stages of concept development. Projects work best when all team members are invested in the evaluation process; no one should feel threatened or "judged." This is why I am often reluctant to use the term "evaluator" because it tends to sound judgmental.

Jeff Hayward

Director
People, Places & Design Research
65 North Street
Northampton, MA 01060
413-586-9003
Fax: 413-582-0348
Email: jeffhayward@ppdresearch.com
Website: www.ppdresearch.com

Educational Background:

Ph.D., City University of New York, Environmental Psychology
B.Arch., Kent State University, Architecture

Years of Experience: 10+

Specialties, with level of experience:

Methods and Tools

Focus groups (expert)
In-depth interviews (skilled)
On-site surveys/questionnaires (expert)
Web surveys (skilled)
Timing and tracking (expert)
Advanced statistical analysis (expert)
Market area (off-site) surveys (expert)

Topics

Exhibitions (expert)
Programs (expert)
Orientation and wayfinding (expert)
Marketing/marketing research (expert)
Demography/population statistics (expert)
Learning (expert)
Audience/membership research (expert)

Organizational Expertise:

Aquarium
Art museum
Botanical garden
Children's museum
Culturally-specified museum
History museum/historical society/historical house
Living history museum
Natural history/science museum
Park/nature center
Science center
Zoo

Sample Clients:

U.S. Holocaust Memorial Museum, Washington, DC
Monterey Bay Aquarium, Monterey, CA
Louisville Science Center, Louisville, KY

Jeff Hayward
People, Places & Design Research

Audience research and evaluation for museums and other cultural-interpretive organizations has matured from being a curiosity in the 1970's and 80's to being an integral part of "best practices" today. One of the main reasons is that visitor studies, broadly defined, have been recognized as an effective resource for management, planning and design. We provide systematic and reliable information to inform a wide range of your decisions – pertaining to the institution as a whole, new exhibitions, strategic planning, visitor services, and other aspects of making engaging visitor experiences for a diverse audience. And that leads directly to the key principles of our professional practice at PPD Research:

- ✓ Our mission is to help cultural and interpretive organizations better understand your current and potential audiences.
- ✓ Three areas of our expertise are: research for audience development (audience analysis, market analysis, image studies, etc.), research for exhibit development (concept planning or "front end" research, formative and summative evaluation), and problem-solving on visitor experience issues (e.g., visitor orientation, evaluation of programs and services).
- ✓ We strive for integrated, holistic perspectives so that the research can be useful across more than one department (for example, to inform exhibition planning as well as for understanding the museum's audience, or that a membership survey can help to provide some perspective on interest in family programs and upcoming exhibitions).
- ✓ We use audience research to solve problems and address challenges that you define.
- ✓ We enjoy collaborative relationships: we bring considerable experience as a resource to your process while helping you build internal capacity in developing research strategies and collecting data.

After working with over 150 organizations, we have considerable experience with a variety of topics and issues regarding art museums, children's museums, culture-specific exhibitions and museums, history museums and sites, nature, science, and unique topics.

Adrienne Horn

President
Museum Management Consultants, Inc.
120 Green Street, Suite 200
San Francisco, CA 94111
415-982-2288 x12
Fax: 415-982-0504
Email: adrienne@museum-management.com
Website: www.museum-management.com

Educational Background:
M.A., San Francisco State University

Years of Experience: 10+

Specialties, with level of experience:

Methods and Tools

Focus groups (expert/teacher)
In-depth interviews (expert)
On-site surveys/questionnaires (expert)
Web surveys (skilled)
Critical appraisal (expert)

Topics

Exhibitions (expert)
Programs (expert)
Marketing/marketing research (expert)

Organizational Expertise:

Art museum
Culturally-specified museum
History museum/historical society/historic house
Living history museum
Natural history/science museum
Traveling exhibition service

Sample Clients:

National Park Service
Pink Palace Family of Museums
Marin History Museum

Adrienne Horn
Museum Management Consultants, Inc.

Museum Management Consultants, Inc. (MMC) is nationally known for its expertise in all aspects of planning, evaluation, audience building, program development, and executive search. Founded in 1987 and based in San Francisco, California, MMC provides consulting services to art, history, and science museums, zoos, and other nonprofit cultural institutions throughout the United States and abroad.

*The mission of MMC is to help our clients thrive
in a competitive and changing environment.*

Our philosophy is rather simple and reflects our core values. We genuinely believe in putting the client first. We strive continually to achieve superior quality in our work, and we support the highest ethical standards in our relationship with our clients and with their communities.

While MMC provides an insightful “outsider’s perspective” to any project, we also bring years of collective experience in understanding the complex dynamics of museums and other cultural institutions and funding agencies. MMC staff members have had experience, not only as consultants, but also in museums as trustees, directors, curators, and educators. This comprehensive understanding of museums “from the inside out” allows MMC to provide clients with a seasoned and knowledgeable perspective.

We believe every organization is unique in its culture, circumstance, and constituencies, and thus our process is uniquely tailored to meet each client’s needs and objectives. Each client gets the benefit of our experience with over 250 institutions of varying sizes and types.

Johanna Jones

Managing Director
Randi Korn & Associates, Inc. (West Coast Office)
703 Market Street, Suite 212
San Francisco, CA 94103
415-904-9896
Email: jones@randikorn.com
Website: www.randikorn.com

Educational Background:

M.A.T., The George Washington University
B.S. (biology), University of California, Berkeley
B.A. (art history), University of California, Berkeley

Years of Experience: 10+

Specialties, with level of experience:

Methods and Tools

Focus groups (expert)
In-depth interviews (expert/teacher)
On-site surveys/questionnaires
(expert/teacher)
Web surveys (expert)
Timing & Tracking (expert/teacher)
Advanced Statistical Analysis (expert)
Critical appraisal (expert)
Prototyping short answer & observation
(expert/teacher)

Topics

Exhibitions (expert/teacher)
Programs (expert/teacher)
Orientation & Wayfinding (expert)
Demography/Population Statistics (expert)
Learning (expert/teacher)
Website/e-delivered content (expert)
Audience development (expert/teacher)

Organizational Expertise:

Aquarium
Art Museum
Natural history/science museum
Science Center

Sample Clients:

San Francisco Museum of Modern Art
Natural History Museum of Los Angeles County
Science Museum of Minnesota

Johanna Jones
Randi Korn & Associates, Inc.

Randi Korn & Associates, Inc., understands that museum messages and experiences are co-constructed. The constructors are the museum visitor—and all that s/he brings to an experience, and the museum—and all the scholarship, expertise, and objects it presents to visitors. The messages that visitors construct are largely dependent on their attitudes and preconceived notions, their ability to “read” museums and objects, their motivations for visiting the museum, and the dynamics among the friends and family members accompanying them.

Even though visitors exercise a great deal of power in shaping their museum experiences, how practitioners conceptualize and present ideas and objects are equally powerful in shaping visitors’ experiences. We believe that it is the responsibility of the practitioner to take the necessary steps to understand visitors in the context of the project. As such, we advocate conducting evaluation at multiple stages of exhibition and program development.

We do not advocate one research paradigm over another. We choose the appropriate research methods after analyzing the situation, examining the problems, and listening to our clients’ needs. Realizing that one evaluation method rarely addresses all concerns, we typically design multiple methods for data collection and mix quantitative and qualitative approaches.

We recognize that evaluation is most often used as an assessment tool to help museums know the ways in which a project has achieved its intentions. We also value evaluation as a learning tool. Our approach to evaluation is based on our belief that museum practitioners are life-long learners who value the opportunity to learn about their work from studying the effectiveness of their projects. We believe it is our responsibility to help practitioners reflect on evaluation results so they can learn from them, take action, and continually improve their work—all in an effort to achieve greater impact for the public good.

Margaret Kadoyama

Consultant
Community Involvement, Audience Development, and Educational Planning
7 Shemran Court
Fairfax, CA 94930-1320
415-454-7344
Fax: 415-454-7344
Email: Mkadoyama@earthlink.net
Website: www.margaretkadoyama.com

Educational Background:
B.S., University of California, Davis

Years of Experience: 10+

Specialties, with level of experience:

Methods and Tools

Focus groups (skilled)
In-depth interviews (skilled/teacher)

Topics

Programs (skilled)

Organizational Expertise:

Culturally-specified museums
General museums

Sample Clients:

Oakland Museum of California
Coyote Point Museum for Environmental Education
Museum of Craft and Folk Art, San Francisco, CA

Margaret Kadoyama

Community Involvement, Audience Development, and Educational Planning

A theme throughout my work is the value of diverse perspectives. New perspectives enrich our work and ensure that collaborations reflect the needs and concerns of our community partners as well as our museums. Valuing diverse perspectives can take many forms, from teaching graduate students about how to more fully involve the community in their work as museum professionals, to assessing programs that aim to involve the diverse public more fully.

There are many internal and external challenges in this process of valuing diverse perspectives, including developing effective ways to incorporate new perspectives into our everyday work. Through my work in strategic planning, audience development, and program assessment, I pose strategic questions that address the public dimension of museums and ways in which museums can become vital members of their communities. These questions help museum staff and board members look at how they can effectively become audience-centered. They also assist museums in broadening and deepening audience participation and involvement. Using strategic thinking and incorporating assessment strategies throughout, staff and board members learn how to value what each person brings to the process. Questions such as how to create and work with advisory groups, how to identify community leaders, and how to advocate for museums being an integral part of building healthier communities are key to this community-based process.

Valuing the diverse perspectives of our colleagues and our communities, and incorporating those diverse perspectives in museum exhibitions, programs, collections and management, helps to create museums that truly are vital members of their communities.

Randi Korn

Founding Director
Randi Korn & Associates, Inc.
118 E. Del Ray Avenue
Alexandria, VA 22301
703-548-4078
Fax: 703-548-4306
Email: korn@randikorn.com
Website: www.randikorn.com

Educational Background:

M.S., University of Oklahoma, Museum Studies
B.F.A., SUNY, Purchase

Years of Experience: 10+

Specialties, with level of experience:

Methods and Tools

Focus groups (expert/teacher)
In-depth interviews (expert/teacher)
On-site surveys/questionnaires
(expert/teacher)
Web surveys (skilled)
Timing and tracking (expert/teacher)
Advanced statistical analysis (expert)
Critical appraisal (expert)
Educational research (expert)

Topics

Exhibitions (expert/teacher)
Programs (expert)
Orientation and wayfinding (expert)
Marketing/marketing research (skilled)
Demography/population statistics (expert)
Learning (expert)
Websites/other e-delivered content
(skilled)
Impact evaluation (skilled)

Organizational Expertise:

Art museum
History museum/historical society/historic house
Natural history/science museum
Science center

Sample Clients:

The Whitney Museum of American Art
California Academy of Sciences
Chicago Children’s Museum

Randi Korn
Randi Korn & Associates, Inc.

Randi Korn & Associates, Inc., understands that museum messages and experiences are co-constructed. The constructors are the museum visitor—and all that s/he brings to an experience, and the museum—and all the scholarship, expertise, and objects it presents to visitors. The messages that visitors construct are largely dependent on their attitudes and preconceived notions, their ability to “read” museums and objects, their motivations for visiting the museum, and the dynamics among the friends and family members accompanying them.

Even though visitors exercise a great deal of power in shaping their museum experiences, how practitioners conceptualize and present ideas and objects are equally powerful in shaping visitors’ experiences. We believe that it is the responsibility of the practitioner to take the necessary steps to understand visitors in the context of the project. As such, we advocate conducting evaluation at multiple stages of exhibition and program development.

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Peter Linett

Slover Linett Strategies, Inc.
4147 N. Ravenswood Avenue
Suite 302
Chicago, IL 60613
773-348-9200
Fax: 773-348-9209
Email: peter@sloverlinett.com
Web site: www.sloverlinett.com

Educational Background:

The firm’s staff of nine researchers hold Ph.D.s, MBAs, and Master’s degrees in the social sciences from institutions such as Yale, Harvard, and the University of Chicago.

Years of Experience: 10+

Specialties, with level of experience:

Methods and Tools

- Focus groups (expert)
- In-depth interviews (expert)
- On-site surveys/questionnaires (expert)
- Web surveys (expert)
- Advanced statistical analysis (expert)
- Critical appraisal (expert)
- Peer best-practice studies/interviews (expert)

Topics

- Exhibitions (expert)
- Programs (expert)
- Orientation and wayfinding (skilled)
- Marketing/marketing research (expert)
- Demography/population statistics (expert)
- Learning (skilled)
- Websites/other e-delivered content (expert)
- Database mining & geo-mapping (expert)

Organizational Expertise:

- Art museum
- History museum/historical society/historic house
- Natural history/science museum
- Zoo & Aquarium

Sample Clients:

- Smithsonian Institution
- Delaware Art Museum
- Brookfield Zoo
- John G. Shedd Aquarium

Peter Linett
Slover Linett Strategies Inc.

Slover Linett Strategies, Inc. is a research and planning firm for cultural and educational organizations. Based in Chicago, we help museums, arts organizations, universities, and other nonprofit enterprises take a fresh look at their audiences—from potential visitors to longtime donors—then envision ways of deepening engagement and increasing participation. We evaluate the whole relationship between the institution and its customers, illuminating “outside” issues like awareness, perceptions, motivations, and barriers as well as “inside” issues like engagement and learning, satisfaction, and other outcomes.

We also help organizations translate research findings into action by developing clear, compelling principles for identity and change. Often this means facilitating creative off-site sessions to help the senior team wrestle with fundamental questions about their priorities and articulate a new, simple statement of the museum’s vision, purpose, promise, intended audience, and voice. That dual approach—looking *outward* through research and *inward* through strategy development—gives museum directors, staff, and trustees new tools to become more successful in terms of vision, revenue, and brand.

The firm was founded in 1997 by husband-and-wife partners Peter Linett and Cheryl Slover-Linett, and today includes PhD and MBA experts in both quantitative and qualitative research methodologies. Together, we bring a range of academic training and corporate experience to our work with museums. The rigor and depth of our research has led to multi-year relationships with a number of leading institutions in Chicago and elsewhere. Although our experience ranges across the nonprofit world, we have a special focus on museums. Peter Linett serves as book review editor at *Curator: The Museum Journal* and leads the annual “book club” at the AAM annual meeting.

Wan-Chen Liu

Director/Associate Professor
Graduate Institute of Museum Studies
Fu Jen Catholic University
510 Chung Cheng Road
Hsinchuang Taipei, Taiwan, R.O.C. (242)
886-2-29052158
Fax: 886-2-29045717
Email: wanchenliu@yahoo.com

Educational Background:

Ph.D., University of British Columbia, Canada

Years of Experience: 10

Specialties, with level of experience:

Methods and Tools

Focus groups (expert/teacher)
In-depth interviews (skilled)
On-site surveys/questionnaires
(expert/teacher)
Timing and tracking (expert/teacher)
Advanced statistical analysis (skilled)
Critical appraisal (expert)

Topics

Exhibitions (expert)
Programs (expert/teacher)
Orientation and wayfinding (expert)
Marketing/marketing research (skilled)
Demography/population statistics
(expert/teacher)
Learning (expert/teacher)

Organizational Expertise:

Art museum
Children's museum
Culturally-specified museum
History museum/historical society/historic house
Living history museum
Traveling exhibition service

Sample Clients:

National Palace Museum, Taipei
Museum and World Religions, Taipei
National Museum of History, Taipei
National Taiwan Museum

Wan-Chen Liu

Evaluation includes visitor study and museum study. Listening to visitors' voices is the responsibility and basic work of a museum if the museum would like to make friends with the public and develop its institution successfully. It is also important to analyze the outside and inside environments of the museum.

Evaluation means reflection - reflecting the museum's organization and culture, reflecting staff members' competency, reflecting programming process and reflecting visitors' needs. Conducting audience research and evaluation needs professional specialties and support from the museum. Besides, the most important is how the museum interprets research results and how the museum applies the results in its practice.

It takes time and various cost to conduct audience research and evaluation. The most important thing we should keep in mind while conducting research and evaluation is "why." Why do we need to conduct the evaluation project this time? In what condition can we understand the situation and improve museum work?

Audience research and evaluation in museums needs support from related staff members. It is teamwork and a collaborative process.

Audience research and evaluation is not a slogan, but an action. An action that museums need to take.

Patricia A. McNamara

Independent Consultant
5429 S. Dorchester
Chicago, IL 60615-5333
773-288-6304
Email: PattyMcNamara@earthlink.net

Educational Background:

Coursework for M.S. completed at University of Wisconsin-Milwaukee, Psychology
B.S., Seattle University, Psychology

Years of Experience: 10+

Specialties, with level of experience:

Methods and Tools

In-depth interviews (expert)
On-site surveys/questionnaires
(expert/teacher)
Timing and tracking (expert/teacher)
Advanced statistical analysis (skilled)
Development of short and long-term
assessment plans (expert)

Topics

Exhibitions (expert/teacher)
Programs (expert/teacher)
Orientation and wayfinding
(expert/teacher)
Demography/population statistics (skilled)
Learning (expert/teacher)

Organizational Expertise:

Archaeology/anthropology museum
Children’s Museum
Natural history/science museum
Science center

Sample Clients:

KidZone Museum, Truckee, CA
Notebaert Nature Museum, Chicago, IL
Oregon Museum of Science and Industry, Portland, OR
Utah Museum of Natural History, Salt Lake City, UT

Patricia A. McNamara

As an in-house evaluator, I participated in the evaluation and development of exhibitions and programs for more than 20 years. At the senior management level, I contributed to the development of long-range strategic plans that incorporated evaluation strategies and findings. I bring all of that experience to my work as an independent consultant. I approach projects as an opportunity to help museum clients document the effectiveness of their exhibitions and programs for a variety of audiences and develop their own capacity to use evaluation more effectively. I am experienced in the use of both qualitative and quantitative techniques and the specific strategies that I use are typically dictated by both the client's priorities/budget and the nature of a project (e.g., its intended outcomes and the target audiences involved). Whatever strategies are employed, I am most interested in collecting data that informs the clients' development of more effective exhibitions and programs for both children and adults.

Wendy Meluch

Principal
Visitor Studies Services
115 Trish Drive
Novato, CA 94947
415-897-4051
Fax: 415-987-4051
Email: wendy@visitorstudies.com
Website: www.visitorstudies.com

Educational Background:

M.A., San Francisco State University, Museum Studies
B.A., Michigan State University, Business Administration (Travel and Tourism)
B.A., Michigan State University, Anthropology
Certificate of Latin American Studies, Michigan State University

Years of Experience: 10+

Specialties, with level of experience:

Methods and Tools

Focus groups (expert)
In-depth interviews (skilled)
On-site surveys/questionnaires
(expert/teacher)
Timing and tracking (expert/teacher)
Bilingual research (Spanish/English)
(skilled/teacher)

Topics

Exhibitions (expert/teacher)
Programs (expert/teacher)
Orientation and wayfinding (skilled)
Learning (skilled)

Organizational Expertise:

History museum/historical society/historic house
Natural history/science museum
Science center
Zoo

Sample Clients:

Anchorage Museum of History and Art
Chabot Space & Science Center, Oakland, CA
San Francisco Zoo

Wendy Meluch
Visitor Studies Services

I believe that museums can improve our world by helping people better understand themselves, each other and the world around them. My efforts help museums achieve that goal by using evaluation to make exhibits and programs as effective as possible. Not only do I value the contribution that evaluation can make, I think it's fun to do. I greatly enjoy working with staff to learn about the project and create the best evaluative research design. Throughout an evaluation project, I maintain open communication with the client and consistently meet schedule and budgetary goals. My background in museum management and development, as well as travel and tourism management, and Spanish fluency complement my experience as an evaluator.

Caren S. Oberg

Principal
Oberg Research
5300 Holms Run Parkway, #409
Alexandria, VA 22304
703-212-9092
Fax: 703-751-2414
Email: oberg@obergresearch.com
Website: www.obergresearch.com

Educational Background:

M.A.T., George Washington University, Museum Education
B.A., The American University, Anthropology and Judaic Studies

Years of Experience: 6-9

Specialties, with level of experience:

Methods and Tools

Focus groups (skilled)
In-depth interviews (expert)
On-site surveys/questionnaires (expert)
Timing and tracking (skilled)
Advanced statistical analysis (skilled)

Topics

Exhibitions (skilled)
Programs (skilled)
Orientation and wayfinding (skilled)
Learning (skilled)

Organizational Expertise:

Archeology/anthropology museum
Culturally-specified museum
History museum/historical society/historic house
Science center

Sample Clients:

Museum of the American Philosophical Society
National Air and Space Museum, Smithsonian Institution
National Museum of the American Indian, Smithsonian Institution

Caren S. Oberg
Oberg Research

Oberg Research opened in May 2005. We believe that life long learning transforms the individual and society. In this light, we feel that museums and other free-choice learning experiences must be made socially, emotionally, and intellectually available to all people. To carry out this mission, we believe in working closely with museum staff and project stakeholders, inviting clients to be both guide and participant in the audience research process.

We have experience working with large (upwards of 200 staff members) and small (2 staff members) museums. We understand and work with in the bounds of organizational structures while developing lines of communication and education for all staff interested in audience research.

Our staff is grounded in current theory and practice of audience research and evaluation. Clients can expect:

- Custom designed projects that reflect specific client needs
- Clear explanations of proposed methods
- Staff training for data collection or simple analysis, if needed
- Reliable and applicable results
- Functional presentation of final results

Deborah Perry

Director
Selinda Research Associates
801 South Plymouth Court
Suite 521
Chicago, IL 60605
312-986-1134
Fax: 312-986-1213
Email: DLPerry@SelindaResearch.com
Web site: www.selindaresearch.com

Educational Background:

Ph.D., Indiana University
M.Ed., Utah State University
B.S., University of Southern Maine

Years of Experience: 10+

Specialties, with level of experience:

Methods and Tools

Focus groups (expert)
In-depth interviews (expert/teacher)
On-site surveys/questionnaires
(expert/teacher)
Web surveys (skilled)
Timing and tracking (expert/teacher)
Advanced statistical analysis (expert)
Critical appraisal (expert/teacher)
Unobtrusive and participant observation
(expert/teacher)

Topics

Exhibitions (expert/teacher)
Programs (expert/teacher)
Orientation and wayfinding
(skilled/teacher)
Learning (expert/teacher)
Websites/other e-delivered content
(expert/teacher)
Literature reviews (expert)

Organizational Expertise:

Botanical garden
Children's museum
Natural history/science museum
Park/nature center

Sample Clients:

Yellowstone National Park
Detroit Institute of Arts
The Field Museum

Deborah Perry
Selinda Research Associates

Selinda Research Associates provides evaluation, research, and consultation services, specializing in museums and other informal learning environments. We use a collaborative consulting model where the client is an active participant in the evaluation process. Our services include:

- Exhibit and Program Evaluation
- Consultation and Planning
- Exhibit Development and Interpretation
- Educational and Visitor Research
- Training and Professional Development

Committed to designing intrinsically motivating educational experiences for audiences, we help you understand how your visitors perceive and interact with your exhibits and programs, and what they take away from these experiences. We do this using a variety of methods including structured and open-ended interviews, unobtrusive and participant observations, focus groups, written surveys, and timing and tracking studies. Our clients include natural history and science museums, science centers, history museums, children's museums, art museums, state and regional museums, zoos and aquaria, national parks and other outdoor sites, and botanic gardens and arboreta.

Committed to diversity within the museum community, our staff has expertise in various fields including instructional design, education, early childhood development, paleontology, psychology, and educational technology, resulting in studies that incorporate multiple perspectives.

Monica Post

Director
MPR Museum Consulting
105 NE 64th Street
Des Moines, IA 50327
515 265-4837
Fax: 515 265-2404
Email: monica@mprconsultants.com
Website: www.mprconsultants.com

Educational Background:

B.A. (biology), Nebraska Wesleyan University

Years of Experience: 6-9

Specialties, with level of experience:

Methods and Tools

Focus groups (skilled)
In-depth interviews (skilled)
On-site surveys/questionnaires (expert)
Timing and Tracking (expert)
Critical Appraisal (skilled)

Topics

Exhibitions (expert)
Programs (skilled)

Organizational Expertise:

Natural history/science museum
Park/nature center
Science center
Zoo

Sample Clients:

Science Center of Iowa
Oregon Zoo
Fort Casper Museum

Monica Post

Evaluation shouldn't be scary. Evaluators should not be intimidating or demeaning. It's a team processes: not a one sided judgment, but instead a collaborative discovery. A client's preconceived understanding of their audience is important and relevant, but not definitive. Being close but slightly off target, isn't close enough when large amounts of other people's money is at stake.

I understand the client's perspective, because I sat on the client side of the table for over 18 years. I know how little money a client has to work with, and how that money must be used in the most effective ways. I understand a donor's desire to see measurable results and the organization's desire to create the best possible exhibit or program.

MPR is an exhibit and program evaluation/design company that provides educational evaluation, design and redesign for exhibits and programs in zoos, science centers, museums, nature centers and other types of informal education spaces. We have had tremendous success with IMLS grant funded projects and have assisted organizations with acquiring funding from IMLS and other sources by showing credibility and accountability through evaluation.

Heidi K. Rettig

President
Heidi Rettig & Associates LLC
Bigfolk, Montana & Bend, Oregon
305-804-2194
Fax: 406-982-3179
Email: heidirettig@yahoo.com

Educational Background:

B.A., Georgetown University, Washington DC, Humanities
M.S., University of Edinburgh, Scotland, Cultural Anthropology

Years of Experience: 10+

Specialties, with level of experience:

Methods and Tools

Focus groups (expert)
In-depth interviews (expert)
On-site surveys/questionnaires (expert)
Web surveys (expert)
Qualitative program evaluation (expert)

Topics

Programs (expert)
Marketing/marketing research (expert)
Learning (expert)
Engaging new audiences (expert)

Organizational Expertise:

Art museum
Culturally-specified museum
Zoo
On-site arts performances

Sample Clients:

The PlayGround Theatre, Miami, FL
Carnival Center for the Performing Arts, Miami, FL
Florida International University, Miami, FL
National Committee for Responsive Philanthropy, Washington, DC

Heidi K. Rettig
Heidi Rettig & Associates

Heidi Rettig & Associates (HR&A) provides affordable visitor research, program design and evaluation for arts and cultural organizations throughout the country.

HR&A specializes in qualitative and ethnographic research aimed at capturing deeper understanding of patterns and trends in visitor behavior and the influence of visitors' personal motivations and social networks on decisions to attend. HR&A also offers cost-effective evaluations designed to highlight the intangible outcomes that visitors experience during leisure time activities.

The firm is led by Heidi Rettig, a former program officer for a major national foundation, and an active participant in the field of arts and culture research. Heidi Rettig and staff associates can provide expert knowledge in the areas of qualitative research and evaluation, museum best practices, audience building and engagement, arts education, performing arts programming, community partnerships and alternative venues, as well as cultural policy, nonprofit program planning and development.

Beverly Serrell

Director
Serrell & Associates
5203 S. Kenwood Avenue
Chicago, IL 60615
773-643-5922
Fax: 773-643-8460
Email: baserrell@gmail.com
Website: www.serrellassociates.org

Educational Background:

M.A., Governors State University
B.A., Antioch College

Years of Experience: 10+

Specialties, with level of experience:

Methods and Tools

Focus groups (skilled)
In-depth interviews (skilled)
On-site surveys/questionnaires (expert)
Timing and tracking (expert/teacher)
Critical appraisal (expert)

Topics

Exhibitions (expert/teacher)
Orientation/Wayfinding (expert/teacher)
Learning (expert/teacher)
Interpretive Planning (expert/teacher)

Organizational Expertise:

Art museum
Natural history/science museum
Science center
Zoo

Sample Clients:

Anchorage Museum of History and Art
Denver Museum of Nature and Science
The Huntington Library, Art Collections, and Botanical Gardens

Beverly Serrell
Serrell & Associates

Serrell & Associates provides useful visitor-based evaluation in a timely fashion for a fair price. Our expertise is not limited to its applicability to any one type of museum. Front-end and formative evaluation, specialties of Serrell & Associates, can inform good exhibit communication in any museum setting.

Visitor input is important to exhibit development and remediation, and Serrell & Associates feels that visitors are motivated, interested people who deserve the very best a museum can achieve.

Rather than making evaluation a one-shot exercise, Serrell & Associates integrates evaluation throughout the development of an exhibition by bringing three key ingredients to the process:

1. Clarification of an exhibit's communication objectives so they are appropriate for a broad range of audiences;
2. Vigilant attention to realizing these objectives throughout the project; and
3. Respect for and use of visitor feedback.

Our strengths lie in doing multiple, focused, empirical, systematic evaluations. Typically, there is a short turnaround time on the data summary report, so that information is available during the exhibit development process when it is most needed and useful. Clients who are flexible, open-minded, risk-taking, and able to make quick decisions will benefit most from this evaluation style.

Serrell & Associates' communication and evaluation philosophies and methods support the current change in exhibit paradigms from knowledge-based, artifact-laden displays to narrative-based, visitor-centered experiences.

Harris H. Shettel

Evaluation Consultant
14102 Arctic Avenue
Rockville, MD 20853
301-871-5516
Fax: 301-871-6453
Email: hshettel@hotmail.com

Educational Background:
M.A., Wayne State University

Years of Experience: 10+

Specialties:

Methods and Tools

Focus groups
Critical appraisal

Topics

Exhibit evaluation
Orientation and way-finding
Training

Organizational Expertise:

History museum/historical society/historic house
Natural history/science museum
Park/nature center
Science center

Sample Clients:

National Park Service
American Museum of Natural History
Smithsonian Institution

Harris H. Shettel

Museums have an obligation to provide exhibitions and programs that are not only enjoyable but that are meaningful and understandable to visitors. This goal can be realized by the application of the knowledge gained from the systematic and objective study of visitors to the development of these exhibitions and programs. Only in this way can museums realistically contribute to the welfare of their visitors and to the communities in which they exist.

Barbara J. Soren

Independent Consultant
52 Sylvan Valleyway
Toronto, Ontario (ON) Canada M5M 4M3
416-787-1986
Fax: 416-787-7548
Email: bjs@barbarasoren.ca
Website: www.barbarasoren.ca

Educational Background:

Ph.D., University of Toronto, Ontario Institute for Studies in Education
M.Sc., McMaster University
B.Ed., B.P.H.E., University of Toronto

Years of Experience: 10+

Specialties, with level of experience:

Methods and Tools

Focus groups (expert/teacher)
In-depth interviews (expert/teacher)
On-site surveys/questionnaires
(expert/teacher)
Timing and tracking (skilled/teacher)
Web log analysis/visitor feedback/user
testing (teacher)

Topics

Exhibitions (expert/teacher)
Programs (expert/teacher)
Orientation & wayfinding (expert/teacher)
Demography/population statistics
(expert/teacher)
Learning (expert/teacher)
Websites/e-delivered content
(skilled/teacher)

Organizational Expertise:

Art museum
History museum/Historical society/Historic house
Living history museum
Science center

Sample Clients:

[Museum of Science, Boston, Discovery Center](http://www.mos.org/discoverycenter/): Impact evaluator for “A Participatory Model for Integrating Cognitive Research into Exhibits for Children,” NSF Funded project, 2007-2009. <http://www.mos.org/discoverycenter/>
Aga Khan Foundation Canada (AKFC): Evaluator for a traveling multi-media exhibition, [Bridges That Unite](http://www.bridgesthatunite.ca/), 2007-2008. <http://www.bridgesthatunite.ca/>
Los Angeles County Museum of Art: User review to assess the strengths and weaknesses of lacma.org and [Collections Online](http://collectionsonline.lacma.org/), 2008. <http://collectionsonline.lacma.org/>
Smithsonian Center for Folklife and Cultural Heritage: Evaluator for "[Water Ways](http://www.folklife.si.edu/explore/Education/waterways/index.html)" web site, 2005. <http://www.folklife.si.edu/explore/Education/waterways/index.html>

Barbara J. Soren

I am an independent consultant who specializes in working with cultural and community organizations. As an educator, I have been working with museums and science centres, performing arts organizations, community organizations and health care facilities, and schools since the mid-1970s. My consulting work, research, and teaching have focused on:

- Lifelong learning - how individuals develop and grow throughout their lives
- Developing or building audiences across the arts
- The quality of people's experiences in museums, at performing arts events, and during activities community organizations offer and provide
- The nature of experiences as users browse websites (e.g., to better understand online experiences in arts, culture, history, health, and science).

My academic background includes a Ph.D. in Education from the University of Toronto, and a Master of Science in Teaching from McMaster University. Both graduate degrees have focused on Arts/Museum Education. In addition to my consultancy work, I teach a course called *Museums and their Publics* at University of Toronto in Museum Studies/Information Studies. I also am the Coordinator of a Collaborative Program in Knowledge Media Design. Some museum-related projects that I have worked on independently include:

- Program Chair 2007-2009, Committee on Audience Research and Evaluation (CARE) Standing Professional Committee (SPC), American Association of Museums
- Impact evaluator for “A Participatory Model for Integrating Cognitive Research into Exhibits for Children,” [Museum of Science, Boston, Discovery Center](http://www.mos.org/discoverycenter/), NSF Funded project, 2007-2009. www.mos.org/discoverycenter/
- Measuring the impact of the traveling multi-media exhibition, [Bridges That Unite](http://www.bridgesthatunite.ca/) for the Aga Khan Foundation Canada (AKFC), 2007-2008. www.bridgesthatunite.ca/
- Evaluation Services for evaluation and user testing of LACMA Collections Online, Los Angeles County Museum of Art with the Manager, Art & Education Systems, Collections Management Department, 2005-ongoing
- Research on ‘Quality’ in online experience for museum users, Canadian Heritage Information Network (CHIN) and Virtual Museum of Canada (VMC), 2002-2004
- Audience-based performance measures with Guelph Civic Museum, Wellington County Museum & Archives, Doon Heritage Crossroads, & City of Waterloo Seagram Collection, 2002-2004
- Audience research on collaboration and innovation for an Ontario Science Centre/Dupont Canada Inc. prototype, 2002
- Online & on-site evaluation for *Cloth and Clay: Communicating Culture*, an award-winning Web site created by the Textile Museum of Canada & Gardiner Museum of Ceramic Art, 2001-2002.

Beth A Twiss Houting

1880 N Pleasantview Rd
Pottstown PA 19464
484-624-8227
Email: twisshouting@comcast.net

Educational Background:

M.A. University of Delaware
B.A. Penn State University

Years of Experience: 10+

Specialties, with level of experience:

Methods and Tools

Focus groups (skilled/teacher)
In-depth interviews (skilled)
On-site surveys/questionnaires
(skilled/teacher)
Web surveys (skilled)
Timing and tracking (skilled)

Topics

Exhibitions (skilled/teacher)
Programs (skilled/teacher)
Orientation and wayfinding (skilled)
Websites/other e-delivered content
(skilled)

Organizational Expertise:

Art museum
History museum/historical society/historic house
Decorative arts

Sample Clients:

Philadelphia Museum of Art
Night Kitchen Interactives
Maryland State Archives

Beth A Twiss Houting

I believe that visitor research is the keystone of all interpretive planning, whether the end result is a tour, program, or exhibition. I especially believe in the necessity of front-end and formative research. If we know what our visitors (and non-visitors) perceive and understand about a subject, we can build the bridges necessary to create effective communication. In my research, both an in-house evaluator as well as a consultant, I have found that listening to the visitor is eye-opening and often transformational for projects. We in the museum field cannot and should not assume everyone is like us – from prior knowledge of subjects through learning style. I also have found that simple basic types of research often yield information that is useful; therefore, I think consulting evaluators have a responsibility and the ability to teach methodology to their clients. Evaluating consultants in that way can be the advocate not only for the visitor but for staff in instituting a culture of evaluation in a museum.

George A. Wachtel

President
Audience Research & Analysis
444 East 86th Street
New York, NY 10028
212-472-2154
Fax: 212-628-5228
Email: george@audienceresearch.com
Website: www.audienceresearch.com

Educational Background:

Ph.D. (abd) Cornell University
M.B.A. Columbia University
B.A. Syracuse University

Years of Experience: 10+

Specialties, with level of experience:

Methods and Tools

Focus groups (expert)
In-depth interviews (expert)
On-site surveys/questionnaires
(expert/teacher)
Web surveys (expert)
Timing and tracking (skilled)
Advanced statistical analysis (skilled)

Topics

Exhibitions (expert)
Programs (expert)
Orientation and wayfinding (skilled)
Marketing/market research (expert/teacher)
Demography/population studies
(expert/skilled)
Websites/e-delivered content (skilled)

Organizational Expertise:

Art museum
Botanical garden
Culturally-specified museum
Natural history/science museum

Sample Clients:

Museum of Modern Art (New York City, NY)
Kimbell Art Museum (Fort Worth, TX)
Newark Museum (Newark, NJ)

George A. Wachtel

Audience Research & Analysis (ARA) helps museums, zoos, botanical gardens, theatres and other cultural organizations define their current audiences and explore the potential for new audiences. Through onsite surveys and focus groups, we provide information that renders marketing initiatives more efficient and effective by targeting appropriate audiences and delivering messages that resonate with potential visitors. We use these survey tools, as well as mail questionnaires, to identify the drivers of membership and financial support. To gauge awareness and interest among non-visitors, we rely on both online and telephone surveys.

ARA produces information to be used, and the applications are many. We have participated in several museum expansions where the need was to understand the depth and breadth of interest in the overall market – not just among current visitors. A zoo wanted to learn how to attract adult-only visitors in addition families. A science museum that had added extensions to its main building over time needed to identify their way-finding challenges. A mid-west museum trying to develop outreach programs has asked us to interview teachers in rural counties. A film festival needed us to gauge the economic impact of its visitor, institutional and sponsorship spending to convince the local municipality to support its initiatives.

At ARA, we listen first. Then we draw on expertise of our quantitative and qualitative market researchers, statisticians, branding specialists, economic analysts and educators to design a research program that finds the answers and respects your budget. We present the results in a meaningful and accessible form that can be understood by stakeholders such as boards or government officials as well as the organization's staff. Finally, we are on call to answer questions or mine the data for additional insights.

Count on ARA to guide you from inception to solution.

Margot Wallace

Associate Professor, Marketing Communication
Columbia College Chicago
600 S. Michigan Avenue
Chicago, IL 60605
312-344-7758
Fax: 312-344-8065
Email: mwallace@colum.edu
Website: www.museumbranding.com

Educational Background:

M.A., DePaul University
B.A., University of Michigan
Certificat d’Etudes, Sorbonne

Years of Experience: 10+

Specialties, with level of experience:

Methods and Tools

Focus groups (teacher)
On-site surveys/questionnaires (teacher)
Observational research

Topics

Marketing/marketing research (skilled)
Learning (skilled)
Branding (skilled)

Organizational Expertise:

Art museum

Sample Clients:

St. Augustine Lighthouse and Museum, St. Augustine, FL
National Vietnam Veterans Art Museum, Chicago, IL
Utah Museum of Natural History, Salt Lake City, UT
Community Initiatives, Geneva, IL

Margot Wallace

As I continue researching visitor behavior, my observational methodology is uncovering new and actionable insights into museum audiences. I believe that visitors are too complex to be defined by demographics or by what they say on surveys. I think that museum professionals act too simplistically when they don't drill deeper into audience motivations.

As always, I believe in the primacy of branding, especially as economics and competition apply new pressures. Because branding focuses everyone on core values, and discourages wandering off-message, it brings discipline to every department, helping them muster their resources more efficiently.

IN-HOUSE RESEARCHERS/EVALUATORS LISTED BY SPECIALTY

Methods and Tools

Focus Groups

Doering
Graft
Hsin
Israel
Monaco
Sikora
Sturgeon
Tinworth
Wadman

In-depth Interviews

Doering
Graft
Hsin
Israel
Kollmann
Monaco
Sturgeon
Tinworth
Wadman

On-Site Surveys/ Questionnaires

Deuel
Doering
Graft
Hsin
Israel
Kollmann
Monaco
Sikora
Sturgeon
Tinworth
Wadman

Web Surveys

Graft
Hsin
Israel
Kollmann
Monaco
Sikora
Tinworth
Wadman

Timing and Tracking

Deuel
Doering
Graft
Israel
Kollmann
Monaco
Sikora
Sturgeon
Tinworth
Wadman

Advanced Statistical Analysis

Doering
Graft
Israel
Kollmann
Monaco
Tinworth
Wadman

Critical Appraisal

Graft
Israel
Wadman

Other Methods and Tools

Graft
Israel
Sturgeon
Wadman

Topics

Exhibitions

Deuel
Doering
Hsin
Israel
Kollmann
Monaco
Sikora
Sturgeon
Tinworth
Wadman

Programs

Doering
Graft
Hsin
Israel
Kollmann
Monaco
Sturgeon
Tinworth
Wadman

**Orientation and
Way-finding**

Doering
Graft
Hsin
Israel
Sikora
Sturgeon
Tinworth

**Marketing/Marketing
Research**

Deuel
Doering
Graft
Hsin
Israel
Monaco
Sikora
Sturgeon
Tinworth
Wadman

**Demography/
Population Statistics**

Doering
Hsin
Israel
Monaco
Sikora
Sturgeon
Wadman

Learning

Graft
Hsin
Israel
Kollmann
Monaco
Sikora
Sturgeon
Tinworth
Wadman

**Websites/Other E-
Delivered Content**

Hsin
Monaco
Tinworth
Wadman

Other Topics

Graft
Hsin
Sturgeon
Wadman

IN-HOUSE RESEARCHERS/EVALUATORS LISTED BY ORGANIZATIONAL EXPERTISE

Aquarium

Deuel

Living History Museum

Graft

Monaco

Archaeology/Anthropology Museum

Monaco

Sturgeon

Tinworth

Natural History/Science Museum

Doering

Kollmann

Monaco

Tinworth

Wadman

Art Museum

Doering

Hsin

Sikora

Park/Nature Center

Botanical Garden

Sturgeon

Science Center

Deuel

Israel

Kollmann

Tinworth

Wadman

Children's Museum

Wadman

Culturally-Specified Museum

Sturgeon

Traveling Exhibition Service

Tinworth

**History Museum/Historical Society/
Historic House**

Deuel

Doering

Graft

Hsin

Monaco

Sturgeon

Wadman

Zoo

Doering

Jon Deuel

Audience Research
Monterey Bay Aquarium
886 Cannery Row
Monterey, CA 93940-1025
831-648-4825
Fax: 831-644-7583
Email: jdeuel@mbayaq.org
Website: www.montereybayaquarium.org

Educational Background:

M.A., John F. Kennedy University, Museum Studies
B.A., University of California, Santa Cruz, Sociology

Years of Experience: 3-5

Specialties, with level of experience:

Methods and Tools

On-site surveys/questionnaires (skilled)
Timing and tracking (skilled)

Topics

Exhibitions (skilled)
Marketing/marketing research (skilled)

Organizational Expertise:

Aquarium
History museum/historical society/historic house
Science center

Zahava D. Doering

Senior Social Scientist
Smithsonian Institution
PO Box 37012 [MRC 502]
Washington, DC 20013
202-633-5588
Fax: 202-633-5604
Email: jzdoering@comcast.net
Website: www.si.edu/opanda

Years of Experience: 10+

Specialties, with level of experience:

Methods and Tools

Focus groups (expert/teacher)
In-depth interviews (expert/teacher)
On-site surveys/questionnaires
(expert/teacher)
Timing and tracking (expert/teacher)
Advanced statistical analysis (expert)

Topics

Exhibitions (expert/teacher)
Programs (expert/teacher)
Orientation and wayfinding
(expert/teacher)
Marketing/marketing research
(expert/teacher)
Demography/population statistics
(expert/teacher)

Organizational Expertise:

Art museum
History museum/historical society/historic house
Natural history/science museum
Zoo

Conny C. Graft

Manager, Educational Program Evaluation
Colonial Williamsburg Foundation
PO Box 1776
Williamsburg, VA 23187
757-220-7216
Email: cgraft@cwf.org

Educational Background:

B.A., Bowdoin College, American History and Education

Years of Experience: 10+

Specialties, with level of experience:

Methods and Tools

Focus groups (expert)
In-depth interviews (expert/teacher)
On-site surveys/questionnaires
(expert/teacher)
Web surveys (expert)
Timing and tracking (expert)
Advanced statistical analysis (skilled)
Critical appraisal (expert/teacher)
Training interpreters to do surveys
(expert/teacher)

Topics

Programs (expert/teacher)
Orientation and wayfinding (expert)
Marketing/marketing research (skilled)
Learning (expert/teacher)
Interpreter training (expert/teacher)

Organizational Expertise:

History museum/historical society/historic house
Living history museum

Joy Hsin

Assistant researcher
National Museum of History
49, Nan-hai Road
Taipei, 10066
886-2-23610270*207
Fax: 886-2-23311371
Email: joy@nmh.gov.tw
Website: www.nmh.gov.tw

Educational Background:

Ph.D. Candidate, Leicester University, UK
M.A., Yun-Ze University, Taiwan

Years of Experience: 10+

Specialties, with level of experience:

Methods and Tools

Focus groups (skilled)
In-depth interviews (skilled)
On-site surveys/questionnaires (skilled)
Web surveys (skilled)

Topics

Exhibitions (skilled)
Programs (skilled)
Orientation and wayfinding (skilled)
Marketing/marketing research (skilled)
Demography/population statistics (skilled)
Learning (skilled)
Websites/e-delivered content (skilled)

Organizational Expertise:

Art museum
History museum/historical society/historic house

Elisa Israel

Research & Evaluation Manager
St. Louis Science Center
5050 Oakland Ave.
St. Louis, MO 63110
314-286-4613
Fax: 314-286-4606
Email: elisa@slsc.org
Website: www.slsc.org

Educational Background:

M.A., Washington University, Earth & Planetary Sciences
B.A., Northwestern University, Geology

Years of Experience: 6-9

Specialties, with level of experience:

Methods and Tools

Focus groups (skilled)
In-depth interviews (skilled)
On-site surveys/questionnaires (expert)
Web surveys (skilled)
Timing and tracking (expert)
Advanced statistical analysis (skilled)
Critical appraisal (skilled)
Coding qualitative data (teacher)

Topics

Exhibitions (expert)
Programs (skilled)
Orientation and wayfinding (skilled)
Marketing/marketing research (expert)
Demography/population statistics (expert)
Learning (skilled)

Organizational Expertise:

Science center

Elizabeth Kunz Kollmann

Research Associate
Museum of Science, Boston
Science Park
Boston, MA 02114
617-589-0467
Fax: 617-589-3110
Email: ekollmann@mos.org
Website: www.mos.org

Educational Background:

A.L.M. Museum Studies, Harvard University
B.S. Biology, University of North Carolina, Chapel Hill

Years of Experience: 3-5

Specialties, with level of experience:

Methods and Tools

In-depth interviews (skilled)
On-site surveys/questionnaires (expert)
Web surveys (expert)
Timing and tracking (skilled)
Advanced statistical analysis (skilled)

Topics

Exhibitions (skilled)
Programs (expert)
Learning (skilled)

Organizational Expertise:

Natural history/science museum
Science center

Giuseppe (Pino) Monaco

Education Outcomes Manager
Smithsonian Center for Education and Museum Studies
MRC 508 PO Box 37012
Washington, DC, 20013-7012
202-633-5329
Fax: 202-633-5489
Email: monacop@si.edu
Website: www.smithsonianeducation.org

Educational Background:

M.D., Ph.D., University of Naples, Italy
M.L.S, Oklahoma State University, Museum emphasis

Years of Experience: 3-5

Specialties, with level of experience:

Methods and Tools

Focus groups (expert)
In-depth interviews (expert)
On-site surveys/questionnaires (expert)
Web surveys (expert)
Timing and tracking (expert)
Advanced statistical analysis (expert)

Topics

Exhibitions (expert)
Programs (expert)
Marketing/marketing research (expert)
Demography/population statistics (expert)
Learning (expert)
Websites/other e-delivered content (expert)

Organizational Expertise:

Archaeology/anthropology museum
History museum/historical society/historic house
Living history museum
Natural history/science museum

Matt Sikora

Director of Evaluation
Detroit Institute of Arts
5200 Woodward Avenue
Detroit, MI 48202
313-833-5947
Email: msikora@dia.org
Website: www.dia.org

Educational Background:

M.Ed. Instructional Technology, Wayne State University
B.A. English, Kalamazoo College

Years of Experience: 6-9

Specialties, with level of experience:

Methods and Tools

Focus groups (skilled)
On-site surveys/questionnaires (skilled)
Web surveys (skilled)
Timing and tracking (skilled)

Topics

Exhibitions (skilled)
Orientation and wayfinding (skilled)
Marketing/marketing research (skilled)

Organizational Expertise:

Art museum

Keni Sturgeon

Curator and Museum Director
Mission Mill Museum
1313 Mill Street, SE
Salem, OR 97301
503-585-7012
Fax: 503-588-9902
Email: kenis@missionmill.org
Website: www.missionmill.org

Educational Background:

M.A., Arizona State University, Anthropology and Museum Studies
B.A., Sonoma State University, Anthropology and History

Years of Experience: 10+

Specialties, with level of experience:

Methods and Tools

Focus groups (skilled/teacher)
In-depth interviews (expert/teacher)
On-site surveys/questionnaires
(expert/teacher)
Timing and tracking (expert/teacher)
Personal meaning mapping (skilled)

Topics

Exhibitions (skilled/teacher)
Programs (expert/teacher)
Orientation and wayfinding (skilled)
Demography/population statistics (skilled)
Learning (expert/teacher)
Community involvement (skilled)

Organizational Expertise:

Archaeology/anthropology museum
Botanical garden
Culturally-specified museum
History museum/historical society/historic house

Kathleen Tinworth

Director of Visitor Research & Program Evaluation
Denver Museum of Nature & Science
2001 Colorado Blvd.
Denver, CO 80205
303-370-6136
Email: ktinworth@dmns.org
Website: www.dmns.org

Educational Background:

M.S. Investigative Psychology, University of Liverpool (UK)
B.A. Psychology/Criminology, New York University

Years of Experience: 6-9

Specialties, with level of experience:

Methods and Tools

Focus groups (expert)
In-depth interviews (expert)
On-site surveys/questionnaires (teacher)
Web surveys (expert)
Timing and tracking (expert)
Advanced statistical analysis (teacher)
Critical appraisal (expert)

Topics

Exhibitions (teacher)
Programs (teacher)
Orientation and wayfinding (expert)
Marketing/marketing research (expert)
Demography/population statistics (teacher)
Learning (expert)
Website/e-delivered content (expert)

Organizational Expertise:

Archaeology/anthropology museum
Natural history/science museum
Science center
Traveling exhibition service

Melissa Wadman

Director, Impact Evaluation
Liberty Science Center
222 Jersey City Blvd., Liberty State Park
Jersey City, NJ 07305
201-253-1225
Fax: 201-451-6383
Email: mwadman@lsc.org
Web site: www.lsc.org

Educational Background:

M.A., George Washington University, Museum Studies
B.A., University of Connecticut, Anthropology

Years of Experience: 6-9

Specialties, with level of experience:

Methods and Tools

Focus groups (expert)
In-depth interviews (expert/teacher)
On-site surveys/questionnaires
(expert/teacher)
Web surveys (skilled)
Timing and tracking (expert/teacher)
Advanced statistical analysis (skilled)
Critical appraisal (skilled)
Personal meaning mapping
(expert/teacher)

Topics

Exhibitions (expert/teacher)
Programs (expert/teacher)
Marketing/marketing research (skilled)
Demography/population statistics (skilled)
Learning (expert)
Websites/other e-delivered content (expert)
Impact evaluation/overall impact (expert)

Organizational Expertise:

Children's museum
History museum/historical society/historic house
Natural history/science museum
Science center

About CARE

If you are not a member of CARE, the AAM Standing Professional Committee on Audience Research and Evaluation, we hope that you will consider joining our efforts. CARE works to share the latest in findings and techniques about audience research and evaluation, to bring high quality programs to the field through national and local forums, and to share and provide support and resources. We achieve these goals first and foremost through active participation in the annual AAM conference program and in the programs of the various AAM regions. The Committee's conference sessions offer professional approaches and perspectives relating to visitor research and evaluation and often are co-sponsored by other AAM committees that share an interest in enhancing visitor experiences. We actively work to create networks and networking opportunities for increasing communication across our diverse group of colleagues.

We disseminate professional information about visitor studies and research by sponsoring a poster session and endorsing program sessions at the AAM annual meeting, and by publishing information, session presentations and Visitor Studies 101 and 201 on our website. CARE also participates in judging the Annual Exhibition Competition, and our judge helps to ensure that exhibitions honored clearly communicate with visitors. We also offer two Fellowships to AAM's annual meeting each year –for 2010 that will in held in Los Angeles, California, and 2011 will be in Huston, Texas.

If you are interested in joining CARE, you may do so when you join or renew your AAM membership. For additional information on membership or services, please check our website at <http://www.care-aam.org/>, or contact one of the officers listed on the next page.

CARE Executive Board

Chair:
2009-2011

Keni S. Sturgeon
Curator/Museum Director
Mission Mill Museum
1313 Mill Street, SE
Salem, OR 97301
503-585-7012
Email: kenis@missionmill.org

Vice-Chair:
2009-2011

Christine Reich
Manager of Research and Evaluation
Museum of Science
Science Park
Boston, MA 02114-1099
617-589-0302
Email: creich@mos.org

Secretary:
2008-2010

Kerry DiGiacomo
Audience Research Manager
Philadelphia Museum of Art
PO Box 7646
26th St. & Benjamin Franklin Parkway
Philadelphia, PA 19101
215-684-7848
Email: kdigiacom@philamuseum.org

Treasurer:
2008-2010

John Morey
Morey Group
49 Calhoun Street, Suite B.
Charleston, SC 29401
800-832-4795
Email: john@moreygroup.com

Immediate Past Chair:
2009-2010

Steven S. Yalowitz
Senior Research Associate
Institute for Learning Innovation
3168 Braverton Street, Suite 280
Edgewater, MD 21037
410-956-5144
Email: Yalowitz@ilinet.org