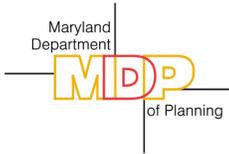


PreserveMaryland: The Role of Museums and the Museum Assistance Program





Martin O'Malley, Governor
Anthony G. Brown, Lt. Governor

Maryland Department of Planning
Planning.Maryland.gov

Richard Eberhart Hall, AICP, Secretary
Amanda Stakem Conn, Esq., Deputy Secretary

Office: 410.767.4500 Toll Free: 1.877.767.6272
TTY users: Maryland Relay



Maryland Historical Trust

100 Community Place, 3rd Floor
Crownsville, MD 21032

Office: 410.514.7600
Fax: 410.987.4071
Toll free: 1.800.756.0119
mht.maryland.gov

September

Publication number: 2014-005

Cover photos:

Upper right, Visitor to Annapolis Maritime Museum

Center Left, "Creating the Visitor Centered Museum" workshop, Historic London Town and Gardens

Center Right, Visitors to Calvert Marine Museum

Lower center, "Museum Visit", Composite Adobe Illustrator/Photoshop image

Since 1990, the Maryland Historical Trust (MHT) Museum Assistance Program has served the state's nearly 200 historical and cultural museums by providing grants, technical assistance and networking opportunities.

These institutions engage visitors through all kinds of programs and activities – like visiting the homes of four signers of the Declaration of Independence, riding in an open-air trolley car, or browsing newspaper ads seeking runaway slaves. Through museums, heritage tourists and local residents experience authentic connections to the state's rich and complex heritage.

In the course of developing *PreserveMaryland*, the state's five-year preservation plan, MHT recognized the need to re-evaluate the Program's offerings, based on the museum community's current needs and the cessation of grant funding in 2011. In September 2013, MHT launched a formal needs assessment to answer the following questions:

- What is the constituency of the Museum Assistance Program?
- What are the needs of that constituency?
- What programs will best serve that constituency?
- How should the Museum Assistance Program relate to other programs offered?

This paper is the culmination of the needs assessment process, which opened with a statewide survey. Focus groups brought together museum representatives to review the survey's findings and to offer perspectives on future programming. Partner interviews helped to ensure that future Program offerings would complement those provided by other state agencies and state-wide organizations.

Recommendations for the future Museum Assistance Program, which are described more fully in the report, include:

- Solidify partnerships with state agencies and state-wide organizations to serve museum needs.
- Create "Best Practices" training opportunities through a variety of formats and venues.
- Become a hub for technical assistance by providing information, advice and guidance.
- Maintain current statistics on Maryland's historical and cultural museums through an "annual census."
- Identify partners to initiate a biennial museum "summit" on museum challenges.

For the purposes of this needs assessment, MHT focused on building a Program that can be implemented with available staff and resources. However, it is important to note that there remains a clear and unmet need for additional museum funding – particularly for areas such as collections care that are not covered by existing grant opportunities.

Maryland's Historical and Cultural Museums and Museum Programs

Historical and cultural museums operate in every Maryland county. They range from museums with broad national missions to small, community organizations committed to protecting historical materials—buildings, three-dimensional collections, photographs, documents and landscapes-- for Maryland's citizens and visitors. They encompass historical societies, historic sites and historic house museums. They are primarily operated as non-profit entities governed by boards of directors, some enjoying county or municipal financial support. Despite national trends reported by the National Endowment for the Arts showing declining attendance at museums, as well as closure and consolidation, most Maryland museum attendance is stable.¹

The Maryland Historical Trust's Museum Assistance Program serves private institutions throughout the state, with a focus on museum operations and tangible heritage – particularly collections of objects, as well as cultural sites and historic buildings. The Program is not alone in its support for the museum community: the Maryland Humanities Council, a state-wide non-profit, promotes public appreciation of the humanities and provides grants to museums, libraries and other cultural organizations. Maryland Traditions, a program of the Maryland Arts Council, supports efforts related to social and intangible heritage, such as collecting the oral histories of traditional industries or promoting events showcasing Maryland's folklife. While distinct in focus, these three programs frequently cooperate on initiatives to serve Maryland's historical and cultural constituencies.

In 1996, MHT led the state-wide initiative to create the Maryland Heritage Areas Authority, bringing together the state-wide interests of tourism, economic development, historic preservation and neighborhood revitalization. Today, thirteen regional heritage areas provide funding, networking and promotional opportunities to projects and organizations within their boundaries. All but twelve of Maryland's historic and cultural museums operate within heritage areas, and the Maryland Heritage Areas program is a prominent financial supporter of museum activities.

Founded in 1999, the Maryland Association of History Museums (MAHM) is the statewide non-profit dedicated to promoting and supporting Maryland's historical and cultural museums. Dozens of institutions belong to MAHM, which provides advocacy, workshops and other professional development activities across the state. In some parts of the state, county-wide museum consortia operate and provide support and assistance to museums.

¹National Endowment for the Arts Public Participation in the Arts, Fall 2012

Museum Assistance Program, 1990-Present

Recognizing the importance of the state's historical and cultural museums in protecting, stewarding and interpreting our shared heritage, the Maryland Historical Trust and the Maryland Humanities Council studied the museum resources in 1989 and issued *Maryland's Best Kept Secrets*, a report recommending state investment to ensure continued quality programming and institutional sustainability. In response, the state legislature created the Museum Assistance Program in 1990 to provide funding and technical assistance to museums for the following activities:

- research related to collections, exhibits, or other educational activities;
- care, conservation, interpretation, and documentation of collections;
- planning, design, and construction of exhibits; educational programs and projects;
- development of master plans for museums, including activities required to achieve accreditation by the American Association of Museums or another appropriate entity;
- minor structural modifications to existing museum facilities; development of plans and specifications and the provision of architectural, engineering, or other special services directly related to the construction or rehabilitation of museum facilities; and
- operational support (added to the Program's mandate in 2001).

While administered by MHT staff, the grant process was guided by an appointed Peer Review Panel of nine to twelve museum professionals and volunteers; members also represented the President of the Senate, Speaker of the House and the State Archivist. The Panel worked with MHT staff and the museum community to set annual priorities. The Peer Review Panel has not been convened since the cessation of grant funding in 2011.

Between 1991 and 2011 the Program supported 125 museums with grants. Financial support ranged from small project grants where the Program provided "seed money" to large scale projects (topical exhibits, re-design of museum exhibit halls, curriculum-based projects for museum-school partnerships) with requisite budgets. From 2001 to 2004 the Program provided "general operating support" for 35 museums, allowing them to address important administrative costs without requiring a "project" focus.

With the cessation of grant funding, staff has expanded efforts to provide technical assistance. In 2013, the Program offered technical assistance to 35 museums. Assistance can be as simple as a phone call with follow-up materials; in some instances, it has resulted in months-long efforts engaging museum board members. The Program also facilitates workshops on a wide variety of subjects, often in partnership with other organizations.

Over the years, partners in networking and service delivery have included the Small Museum Association, Maryland Association of History Museums, Maryland's regional museum consortia, Maryland Historical Society, Historic London Town and Gardens, American Association of Museums, National Park Service, Maryland State Arts Council, Greater Baltimore Cultural Alliance, Maryland Archaeological Conservation Lab, Smithsonian Institution, and the American Association for State and Local History.

Needs Assessment Process

PreserveMaryland, the statewide preservation plan for 2014-2018, outlines five goals for Maryland’s preservation community, including historical and cultural museums. The Plan acknowledges the importance of museums in protecting the state’s cultural legacy, including historic materials, buildings, objects and cultural sites. Feedback from plan participants encouraged an assessment of the needs of the museum community and a re-evaluation of the Program. This effort is an element of the Plan’s goal, “Improve the framework for preservation.”

MHT embarked on the needs assessment in September 2013, which included a statewide survey, focus groups, and interviews with key partners. The focus groups brought together museum representatives to review the survey’s findings and to offer their perspectives on future programming. The partner interviews helped to ensure that future Program offerings would complement those provided by other state agencies and state-wide organizations. Such coordination was especially encouraged by participants involved in creating the statewide preservation plan.

Following a review of the email survey results, staff invited small groups of museum staff (and volunteers) to attend focus groups to assist with the analysis of the survey findings. Based on the survey respondent’s profiles, three groups were invited: large museums (more than 5 staff members and annual budgets in excess of \$100,000); small museums (small staffs with modest budgets) and the smallest museums (those without paid staff or a single paid employee and very small budgets). A fourth group brought together “young professionals” to identify their particular needs.

“This focus group conversation illustrates that it’s so important for us to get together and talk.” - Focus Group Member

Event	Date	Attendance
Museum “forum”*	9/25/2013	25
Survey emailed	11/9/2013, 1/6/2014	174 emailed, 91 replied
Focus Groups		
Young Professionals	3/27/14	7
Small Museums	4/30/14	6
Large Museums	5/5/2014	8
All Volunteers	5/29/2014	8
Interviews		
Maryland Humanities Council	4/17/2014	2
Maryland State Arts Council Maryland Traditions Program	5/28/2014	3
Maryland Commission on African American Museums	6/19/2014	2

*Opening event seeking guidance from historical and cultural museum staff

Results from the Survey and Focus Groups

From the 91 survey respondents and participants in the focus groups, we can paint a picture of the state's historical and cultural museums and their needs. A report on selected survey data is appended to this document. (Appendix B) Key observations about the museum community, which informed our analysis and recommendations, are highlighted below.

Administration and Staffing

- Nearly half the respondents have three or fewer full-time staff. Only ten institutions report more than 10 staff members. (Note: these numbers do not include part-time staff, who may be more typical museum workers.)
- Staff professional affiliations include the American Alliance of Museums and the American Association for State and Local History. On the local and regional level, respondents belong to local museum consortia (39), the Maryland Association of History Museums (44) and the Small Museum Association (42).
- Focus group participants suggested a “generation gap” between older, more experienced (but often not formally trained) staff and those newer to the field with more academic training.

Volunteers and Volunteer Management

- More than half the respondents work with fewer than 100 volunteers.
- Several focus groups raised the current challenge of recruiting volunteers. Discussants talked of the tradition of volunteers coming to a museum one day a week and tackling any tasks with enthusiasm. Today, it seems that volunteers are looking for projects to do for the museum rather than providing a simple “weekly” service to the institution. Special Project volunteers are much more common today.
- Recruitment and training for volunteers were identified as “concerns,” especially for those museums with small staff. In the Large Museum focus group, discussants reported that they used staff as “volunteer coordinators” to ensure that volunteers are available and well trained to represent the museum.

Collections and Site Care

- The majority of survey respondents care for fewer than 50,000 objects. “Historical objects” predominate, followed by photographs. Fifty-eight museums reported archeological collections.
- Almost thirty percent of survey respondents control “current or potential archaeological sites” and “gardens or historic landscapes”, respectively.
- “Caring for collections,” including historic structures, ranked fourth in museum concerns.

Audience and Visitation

- Thirty-seven responding museums serve fewer than 5,000 visitors each year. Ten percent of respondents serve fewer than 1,000 annual visitors. Seventeen museums report visitation above 20,000.
- Most survey respondents and focus group participants had difficulty identifying their target audiences; only one institution indicated that it had conducted a formal analysis. Responses suggest that museum staff do not readily classify visitors; in fact, terms such as “general public,” “local focus,” and “kids and families” prevail.

- At the same time, “Increasing Attendance” was noted as one of the top concerns across all categories of museums.
- Each focus group discussed frustration with maintaining attendance and referenced special efforts to attract new audiences through programming and partnerships.
- Some museums expressed an interest in partnering together or regionally to promote their institutions and reach new audiences. Some are working with local Convention and Visitors Bureaus. Many identified networking and partnerships as important means to raise attendance.

Communications

- A majority of respondents (73) use websites, followed by Facebook (60 respondents).
- Most museums publish newsletters. While nearly half use paper newsletters, 39 respondents report using an electronic newsletter. Focus group discussions reveal that newsletters are used both as vehicles for communication and as “benefits” of membership dues.
- Some large museums have dedicated staff for social media, some are experimenting with mixed success, and some do not use it. Facebook “likes” cluster around 500 to 1000, with only a couple of museums reporting more than 10,000. Twitter followers are modest, with most reporting fewer than 100 followers.
- With the exception of event promotion, the “return on investment” in social media remains unclear. Social media followers do not necessarily translate into members, supporters or event patrons. That said, there is a high level of interest in social media and in finding ways to participate in the platform, while acknowledging limited staff and volunteer capacity.

“If I don’t have community relevance, I have nothing.”

- Focus Group Member

Concerns for the Future

- In a question about top concerns, smaller museums ranked “reliable funding”, “increasing attendance” and “increasing volunteers” in the top three. Larger museum concerns include both funding and attendance, with less concern for recruiting volunteers.
- “Caring for collections” appears as important, but does not top the list of any respondents. In focus groups, museums indicated that the loss of Program funding meant that no opportunity currently exists to fund collections care and maintenance, which is a serious issue – one that will become more serious as time goes on.

Other Key Observations

The survey results suggest that most Maryland historical and cultural museums are organizations that protect community historic resources, including objects, structures and landscapes, and rely on those communities for support. Most provide engaging programs for adults (residents and tourists) and students within the environs of the museum. They depend on local volunteers to supplement staff, and their income is most often garnered from memberships, annual giving, individual donations, and grants – most often drawn from the nearby residents and businesses. Because of these relationships, many museums place a high priority on creating programs and opportunities that are relevant, engaging and valued by their community.

There are a half-dozen large historical and cultural museums that complement the community institutions. With few exceptions, they cluster in Baltimore City. Their scope is broader; their attendance more dependent on tourism and the marketing it demands. They also are more involved with programming for school-age visitors.

In recent years, school reform has emphasized student testing and limited funding for activities out of school; these trends have undermined traditional field trips to museums.² Survey responses to school attendance were mixed; some have managed the change well and others have experienced a major drop in attendance. Several participants cited bus expenses as the single largest obstacle to renewed field trips. Focus group discussions centered on strategies for attracting students when history, social studies and the humanities have been de-emphasized in school curricula. The Maryland Humanities Council's National History Day, with its emphasis on student projects, emerged as an important opportunity for museums to engage students. Focus groups mentioned a potential new audience of home-schooled students (and their parents).

Because all museums require basic administrative functions (payroll, legal services, insurance), some institutions would like to find ways to combine, share or otherwise support administration functions that do not require additional full-time staff.



Students at Baltimore Museum of Industry

Program Offerings

Although it was clear from the survey responses that many institutions value the Museum Assistance Program, we received mixed feedback from the survey and the focus groups about the most valued type of technical assistance, as well as the topics. We have outlined below the clearest feedback that we received, which informed our recommendations.

- Large and small, museums request training in “best practices.” Survey respondents highlighted workshops as the preferred way to share this information; in focus groups, it became clear that the method of training may not matter, so long as it works and is user-friendly. The Program should test different training options across all platforms (e.g., in-person workshops, roundtables, webinars, technical “toolkits” available online).

²REACH Advisors posting, September 30, 2013

- Museums, especially those with small staff, require professional, one-on-one guidance on a variety of topics. Although there is recognition that MHT staff resources are limited, it is important to continue to provide flexible technical assistance as much as possible.
- It is important for the museums to understand the context in which they operate. This needs assessment process has produced useful information; it would be helpful for the Program to regularly survey museums and share that information with the community.
- Maryland museums can benefit from a rich mix of state agency and cultural non-profit services, but they do not always know how best to access them. As much as possible, the Program should coordinate its activities with the Humanities Council, Arts Council, Maryland Association of Non-profit Organizations, State Department of Education, and the Office of Tourism Development to provide information and training opportunities beyond what the Program can provide.
- In the survey and at each focus group, participants commented on how useful it is for colleagues to gather together and share stories. Regional Roundtables and networking opportunities can facilitate partnerships and resource-sharing that could address some of the other stated needs of the community. Some of this exchange can happen through existing networks, such as Heritage Areas and museum consortia, and the Museum Assistance Program can help promote museums' participation, in addition to offering its own opportunities.
- Maryland benefits from a wide variety of university museum studies programs in the neighborhood with students seeking projects and museums interested in volunteers. The Program should consider reaching out to Museum Studies programs to coordinate linkages; create funded internships.

“Museum problems are a question of scale, we’re all in the same boat, regardless of size .” - Focus Group Member

Although the focus groups were guided to discuss the ways that the Program could support museum work through technical assistance (rather than funding), funding remains a clear need, unmet by available sources. Future Museum Assistance Program offerings will attempt to address organizational capacity for fundraising and membership development, but without a reliable source of operational support, many of these important institutions remain very fragile. Project funding is easier to attain, particularly if the project is tied to heritage tourism. But for those projects that primarily serve the local community instead of tourists, steady support is difficult. Projects to care for an object in the museum’s collection in need of conservation or funds to upgrade a faulty air conditioner are not covered by existing programs. If funding for the Museum Assistance Program is not restored, many participants expressed hope that the state will find a way to support those key areas not eligible through other programs: general operations; collections care, including basic building maintenance; caring for historical documents (business records, photographs, and personal papers); and marketing.

Museum Assistance Program—the Future

Going forward, the constituents of the Museum Assistance Program will be essentially the same – primarily non-profit, smaller community institutions – and the Program will retain its focus of organizational capacity-building, with a new and greater emphasis on sharing best practices. In addition to its traditional constituency, the Program will also reach out to state-wide and federal museums to explore opportunities for partnerships, mentoring and professional development.

Although the core constituency will remain smaller institutions, the Program will develop educational programs, materials and assistance with all of the museum categories in mind, and test different networking structures to best facilitate peer-to-peer sharing and mentoring. Additional materials will be researched or developed and made available on the Museum Assistance Program web page on MHT’s website.

Given the great feedback in support of the Program’s individual technical assistance, Program staff will formalize and enhance in-person consultations. Rather than attempt to create a new networking structure, the Program will promote the existing structures – primarily heritage areas, local consortia and professional associations – and encourage museum participation in affiliated networks and programs, such as those offered by non-profits dedicated to preservation or history.

The Program will increase its electronic communication to constituents via an email distribution list, which participants will have the ability to opt out of, as desired. The list will be updated each year as part of the annual survey.

Although these future recommendations are not contingent on the return of funding, the Maryland Association of History Museums, among others, is working with state political leaders to recognize and support museums as unique stewards of the state’s rich historical materials (objects, archaeological artifacts, structures, and documents). The Program will continue to provide support for representatives of Maryland’s historical and cultural museums as they pursue the restoration of state funding.

Structure and Partnerships

The Museum Assistance Program emerged from a partnership with the Humanities Council and works with other agencies and institutions to deliver program offerings. In developing and implementing programs, staff engaged museum professionals and other colleagues for advice, guidance and support. With the exception of the Peer Review Panel, which was tied to the grant-making process, these practices will continue. We have highlighted key partnerships below.

“Programs work best when we have a regional partner who has built trust and relationships in a particular area . ” - Focus Group Member

Maryland Association of History Museums.

MAHM is the professional network serving the Museum Assistance Program’s constituent group and will continue to be a central partner for the Program. MAHM’s list serve provides an important outreach tool for best practices and information-sharing. The current board is focused on training, both informal

and formal, which offers opportunities for collaboration.

Maryland Humanities Council and Maryland Arts Council (Maryland Traditions).

The Museum Assistance Program will explore formal partnership opportunities with the Maryland Humanities Council and the Maryland Arts Council, including the production of a biennial Maryland History Summit.

Maryland Heritage Areas Authority (MHAA).

Until renewed funding is made available for museums, the Program will work with MHAA to develop strategies for financing collections care as an element of heritage tourism. MHAA is a valuable potential partner in surveying museums; research on Maryland museums can also assist in MHAA programs and grant evaluation. Individual Heritage Area management entities are potential partners in networking the museum community together and disseminating best practices.

Maryland Commission on African American History and Culture.

In the interest of improving outreach to museums devoted to African American history and culture, the Museum Assistance Program is exploring a formal partnership with the Maryland Commission on African American History and Culture. Potential opportunities include regular training programs on African American heritage concerns, joint distribution of relevant materials and increased technical assistance.

Small Museum Association (SMA).

SMA's annual winter conference, which draws around 200 participants from the Mid-Atlantic region, provides an opportunity for the Museum Assistance Program to offer education and training. Further, SMA brings museum representatives from outside of Maryland, facilitating professional exchange and networking. The program will coordinate Summit planning with SMA.

Future Program Offerings

With or without the restoration of grant funding, we recommend that the Museum Assistance Program pursue the following efforts to serve museums. These recommendations reflect the assessment's conclusions about museum needs and existing resources available at the Maryland Historical Trust.

Current Commitments

In Spring 2015, the Program will conclude a workshop series "Creating the Visitor-Centered Museum," funded by the Institute for Museums and Library Services (IMLS) and co-hosted with Historic London Town and Gardens in partnership with the Maryland Association of History Museums. These workshops were designed to serve the needs of those museum staff and volunteers who work directly with visitors.

The Museum Assistance Program has joined with the Maryland Archaeological Conservation Lab at Jefferson Patterson Park and Museum to develop exhibits and programs showcasing Maryland's rich archeological collections around the state. Funding is being sought from IMLS for support to continue these efforts; if successful, this project will be implemented in the fall of 2015.

In 2013, the Museum Assistance Program and MHT's Office of Preservation Services and Office of Research, Survey and Registration developed a series of workshops focusing on preservation practices for museum collections and historic structures. Following on the success of this first series, four up-



Planning Retreat, Frederick County Historic Sites Consortium

coming workshops will focus on two topics, easements and preservation funding.

New and Refined Program Offerings

Maryland Museum Census.

Each winter, beginning in December 2015, the Museum Assistance Program will develop and promote an annual state-wide census of museum facilities, programs and services. Distributed and collected electronically, the census will focus on information that is simple to submit – thereby minimizing the burden on institutions -- and will create a useful profile of Maryland’s museums. Information from the annual census will be used to develop the Program’s educational materials and training.

Technical Assistance Hub.

Building on its successful track record, the Museum Assistance Program will develop an integrated system of online and in-person technical assistance through which museums can access professional materials, training opportunities, and one-to-one advice. Program staff will develop four online “toolkits” in key subject areas; where guidance already exists, staff will research and provide links to external materials. Toolkit topics will be prioritized based on feedback from the museums, including via the annual census. Program staff will maintain connections with relevant state-wide, regional, and national organizations to ensure timely distribution of current information on museum practices.

Beginning in 2015, Program staff will arrange to visit one institution each week for one-on-one consultation, and information from these visits will be added into the annual museum census. Museums encountering a time-sensitive challenge will be able to apply to receive priority in scheduling. In addition to the intensive technical assistance opportunities, staff will continue to be available for ad hoc assistance by phone and email.

Museum Organizational Support.

In the absence of dedicated funding, the Program will serve as a clearinghouse for museum funding information, which will be made available online. The Program will also research and promote training opportunities for museums that highlight organizational capacity and effectiveness, including fundraising and membership development strategies.

Training and Educational Programs.

Each year, guided by the census of museums, the Program will produce or co-sponsor a minimum of three public programs. Based on this assessment, Program staff will begin planning for training programs on increasing attendance (identifying audiences and marketing to those audiences) and volunteers (recruitment, management, retention) for 2016.

In addition to initiating training, Program staff will engage MHAA, the Humanities Council, state and federal institutions to highlight and promote innovative and effective museum practices, showcasing Maryland “exemplars.” Staff will also participate in MHT programs to deliver preservation best

practices to audiences that include museums.

Maryland History Summit. In partnership with relevant statewide agencies and organizations, the Program will help develop a biennial gathering for Maryland museums and affiliates, highlighting critical issues relating to historical and cultural museums and their roles as interpreters of history and the humanities. The summit topic and approaches will be selected by the project sponsors, with feedback from constituents. The target date for the first Maryland History Summit will be the spring of 2016.

Evaluation

The Museum Assistance Program will be evaluated each year based on its success in developing and implementing each of the programs described above. Training programs will be evaluated individually. Evaluation questions about the Program overall will be included in the annual museum census, and offerings will be adjusted accordingly.

Appendix

- A. Survey Form**
- B. Selected Survey Results**
- C. Survey Respondents**
- D. Advisors**

Your Museum Profile

The Maryland Historical Trust is asking for your help to better understand the needs of Maryland's nearly 200 historical and cultural museums. Your responses will help us identify and design future programs and services.

We estimate that it will take you about 20 minutes to complete the survey. Please be candid in your feedback. Information from this survey may be shared in aggregate to illustrate museum trends, challenges and opportunities. Information about individual museums will be confidential and only used by the Maryland Historical Trust staff in evaluating programs.

Note: throughout this survey we use the term museum to include history museum, historical or heritage society, historic site or historic house. These museums own, care for, and interpret historical and cultural objects to benefit Maryland's citizens and visitors.

Thank you for your time and attention to this important process.

* 1. What is your role at your museum?

Director

Administrator

Educator

Curator

Other (please specify)

2. What is your museum's name?

* 3. How many full time paid staff work at your museum? If you are unsure, write "Don't know."

4. How many people volunteer at your museum annually? Feel free to make your best estimate or if you are unsure, write "Don't know."

*** 5. Please select your museum's top three concerns for the next 3-5 years.**

- Board/staff training
- Working with students (school and homeschool)
- Increasing attendance
- Reliable funding
- Caring for an historic site
- Marketing
- Caring for collections
- Increasing volunteers
- Staff/volunteer professional training
- Improving programming
- Other (please specify)

6. I am a member of the following organizations:

- Maryland Association of History Museum (MAHM)
- Small Museum Association (SMA)
- Local museum consortium
- Preservation Maryland (PM)
- Archaeological Society of Maryland (ASM)
- American Alliance of Museums (AAM)
- American Association for State and Local History (AASLH)
- Association of Living History Farms and Museums (ALHFAM)

Other (please specify)

Visitation and Communications

7. How would you describe your target audience(s)?

***8. How many people visit your museum each year? Feel free to make your best estimate or if you are unsure, write "Don't know."**

9. In the last ten years, what was the highest annual visitation of kids on school visits? Feel free to make your best estimate or if you are unsure, write "Don't know."

10. What was last year's annual total of kids on school visits? Feel free to make your best estimate or if you are unsure, write "Don't know."

11. Which of the following media outlets do you use? [check all that apply]

None

Website

Twitter

Facebook

Newsletter

E-Newsletter

12. For each media outlet, please indicate how many users you reach. Feel free to make your best estimate.

Annual Website "hits"

Facebook "likes"

Twitter "followers"

Newsletter subscribers

E-Newsletter subscribers

Your Experience with the Museum Assistance Program

The mission of the Maryland Historical Trust's Museum Assistance Program (MAP) is to support and encourage the highest professional practices in Maryland's historical and cultural museums.

17. Please check all of the MAP offerings that you or others from your museum have used.

- Website information
- Publications
- Workshops
- Institutional Technical Assistance
- Funding

Other (please specify)

18. What does MAP do well to meet its mission?

19. What would you recommend to improve MAP?

20. Would you participate in the following activities, if offered?

	Yes, absolutely!		Maybe		No, thank you!	
Peer-to-peer information sharing via social media	<input type="radio"/>					
Be a mentor	<input type="radio"/>					
Individualized technical assistance	<input type="radio"/>					
Best practices workshops	<input type="radio"/>					
Best practices webinars	<input type="radio"/>					
Be mentored	<input type="radio"/>					
Regional roundtable	<input type="radio"/>					

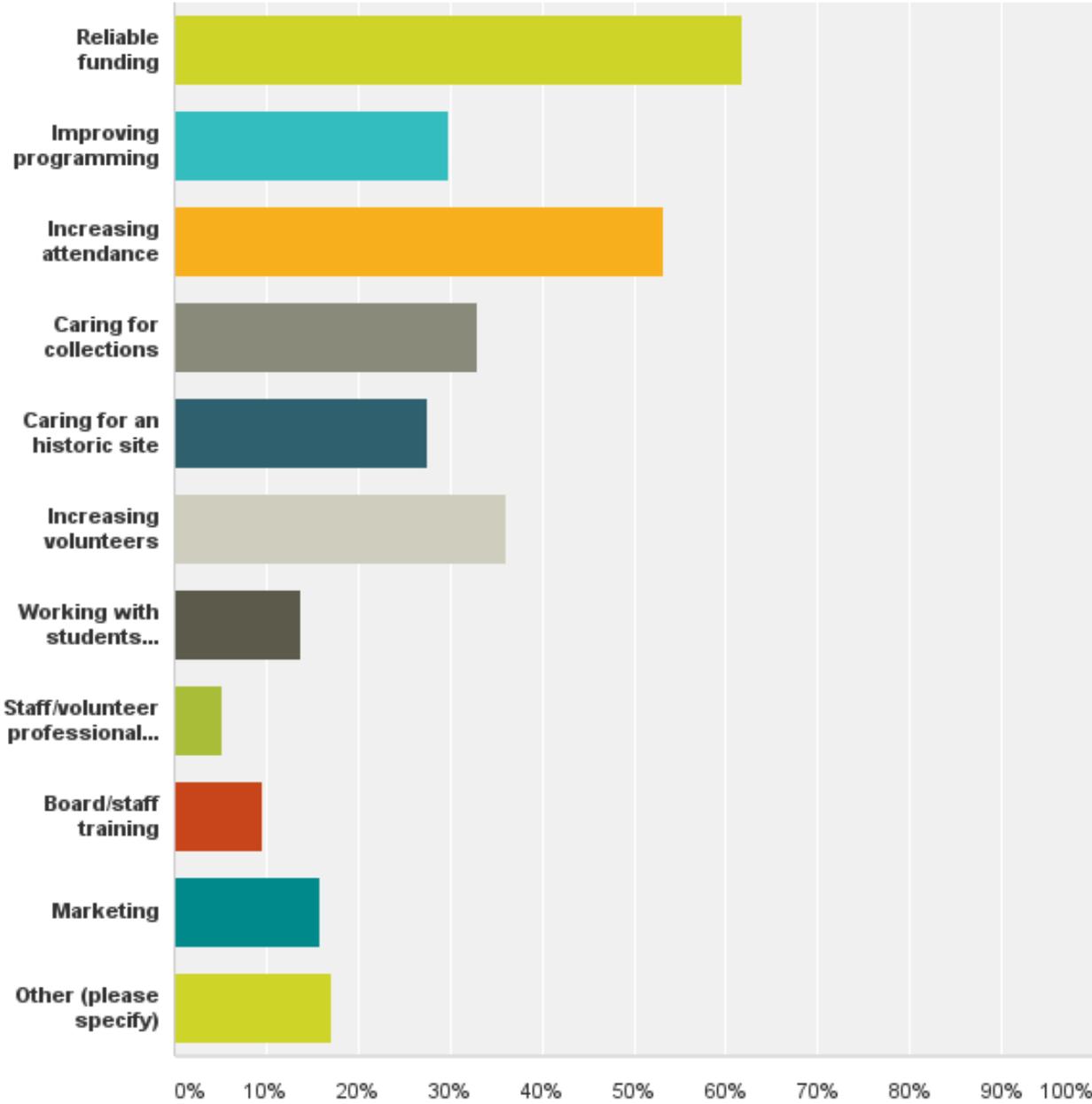
Anything Else?

21. Is there anything else you would like to comment on? Use the space below.

Thank you so much for completing this survey. Your comments will assist the Maryland Historical Trust to better serve the needs of Maryland's historical and cultural museums.

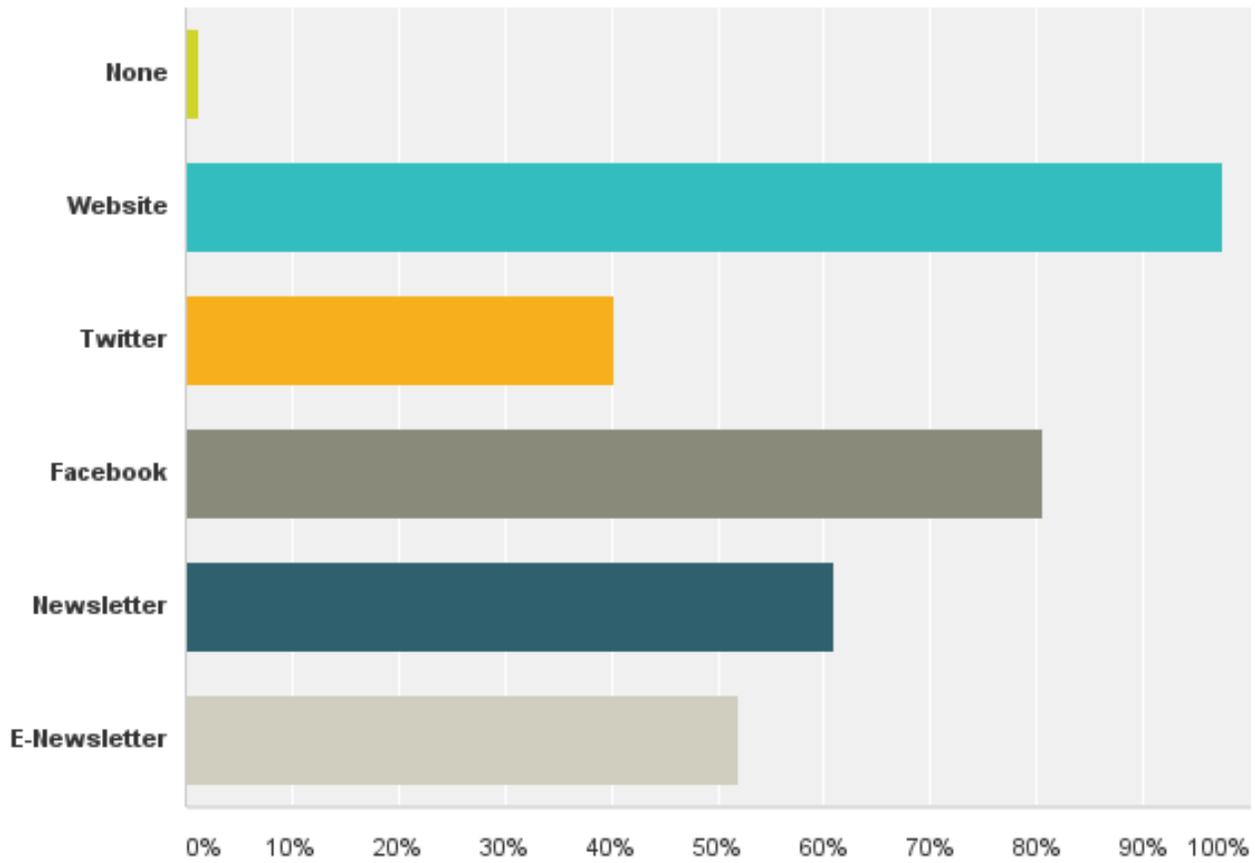
Q5 Please select your museum's top three concerns for the next 3-5 years.

Answered: 94 Skipped: 0



Q11 Which of the following media outlets do you use? [check all that apply]

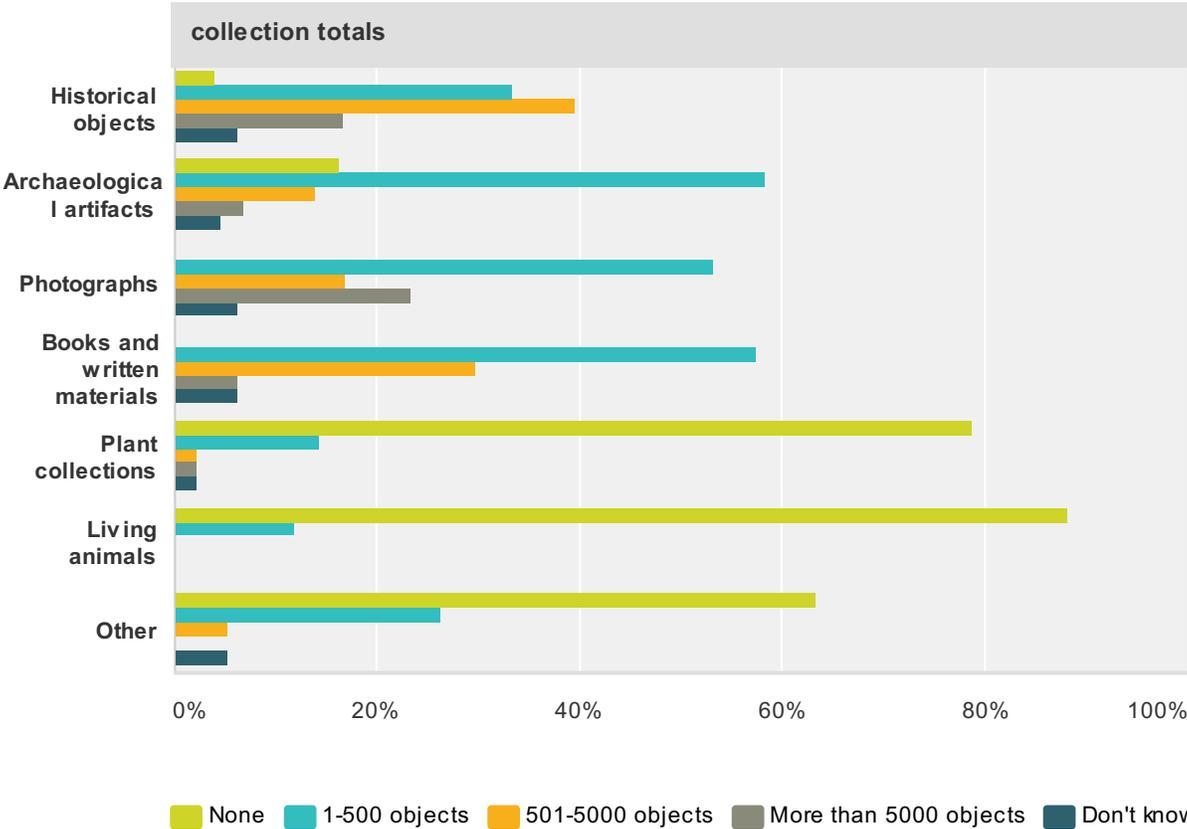
Answered: 77 Skipped: 17



Survey of Maryland's History Museums

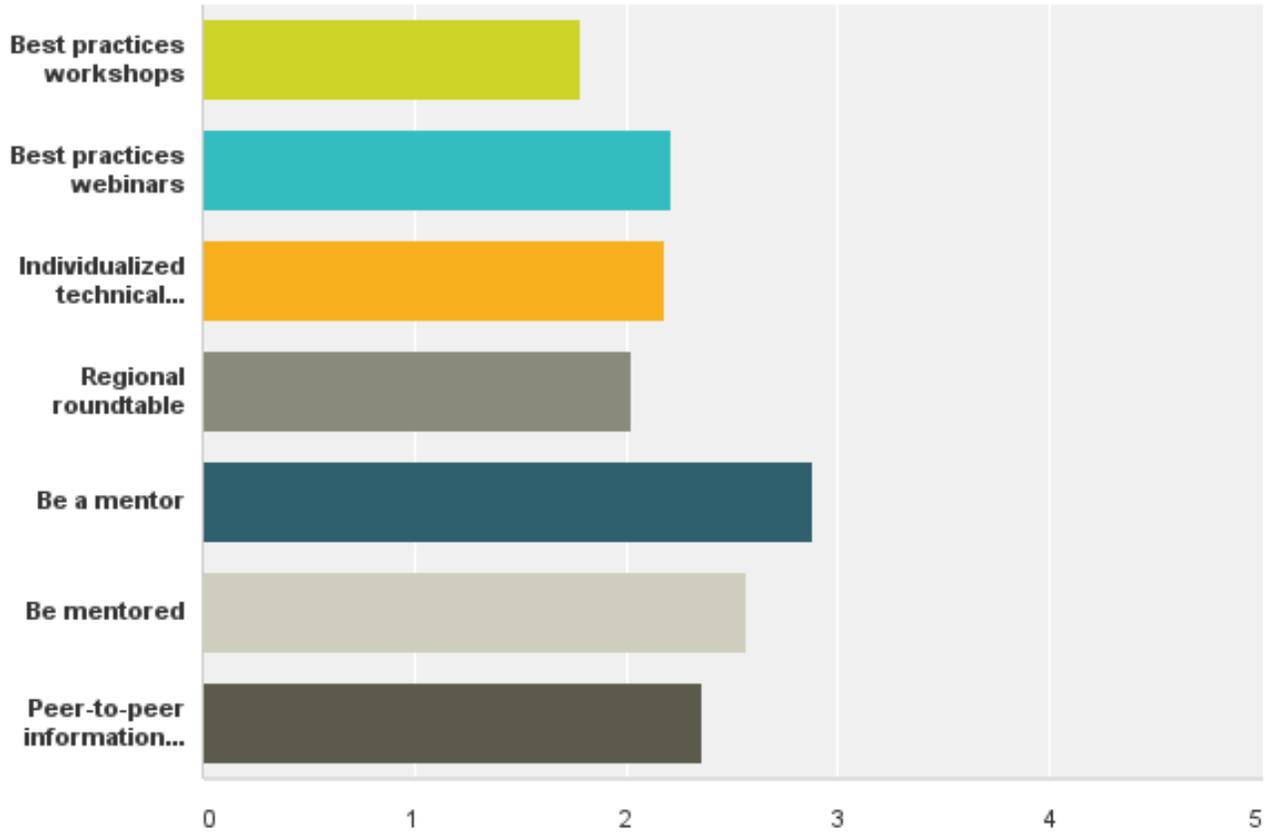
Q14 Please indicate how many objects your museum has in each category. Feel free to make your best estimate

Answered: 48 Skipped: 25



Q20 Would you participate in the following activities, if offered?

Answered: 70 Skipped: 24



Survey Respondents

Aberdeen Room Archives & Museum
Accokeek Foundation - National Colonial Farm
Annapolis Maritime Museum
B&O Railroad Museum
Babe Ruth Birthplace Museum and Sports Legends Museum
Banneker-Douglass Museum
Benjamin Banneker Historical Park and Museum
Boonsborough Museum of History
Brunswick Heritage Museum
Calvert Marine Museum
Calvin B. Taylor House Museum
Carroll County Farm Museum
Chesapeake Bay Maritime Museum
Chesapeake Beach Railway Museum
Chevy Chase Historical Society
City of Bowie Museums
Clara Barton National Historic Site
College Park Aviation Museum
Concord Point Lighthouse and Keeper's House Museum
Darnall's Chance House Museum
Dorchester County Historical Society
Edgar Allan Poe House and National Historic Landmark (Poe Baltimore)
Fire Museum of Maryland
Frederick Historic Sites Consortium
Friends of Jerusalem Mill
Frostburg Museum
Furnace Town Living Heritage Museum
Geddes-Piper House
Glenn L. Martin Maryland Aviation Museum
Gordon-Roberts House
Greenbelt Museum
Hagerstown Aviation Museum
Hammond-Harwood House
Harriet Tubman Organization
Havre de Grace Maritime Museum
Hays-Heighe House at Harford Community College
Historic Annapolis
Historic Jerusalem Mill Village
Historic London Town and Gardens
Historic Ships in Baltimore
Historic St. Mary's City
Historical Society of Cecil County
Historical Society of Frederick County
Hosanna School Museum
Howard County Historical Society
Jefferson Patterson Park and Museum

Survey Respondents

Jewish Museum of Maryland
Julia A. Purnell Museum
Lacrosse Museum & National Hall of Fame
Laurel Historical Society
Maryland Historical Society
Middletown Valley Historical Society
Miller House Museum and Beaver Creek School Museum
Monocacy National Battlefield
Montgomery County Historical Society
Montpelier Mansion/Historic Site
Mount Clare Museum House
Mount Harmon Plantation
National Capital Radio & Television Museum
National Capital Trolley Museum
National Electronics Museum
National Museum of Civil War Medicine
National Museum of Dentistry
Ocean City Life-Saving Station Museum
Oregon Ridge Nature Center
Pemberton Hall Foundation, Inc.
Poplar Hill on His Lordship's Kindness
Prince George's African American Museum & Cultural Center at North Brentwood
Reginald F. Lewis Museum of MD. African American History and Culture
Richardson Maritime Museum
Rose Hill Manor Park & Museums
Sandy Spring Museum
Sandy Spring Slave Museum & African Art Gallery, Inc.
Sotterley Plantation
St. Mary's County Museum Division
St. Mary's Historic Site on Paca St.
Star-Spangled Banner Flag House
Surratt House Museum
Teackle Mansion
The Federalsburg Area Historical Museum
The Historical Society of Harford County, Inc.
The National Great Blacks In Wax Museum, Inc.
The Oxford Museum, Inc.
Thurmont Historical Society
Tilghman Watermen's Museum
Tudor Hall
Upper Bay Museum, Ltd.

Advisors Special thanks for advice and project guidance

Lindsey Baker, Laurel Historical Society
 Joy Beasley, National Park Service
 Iris Barnes, Hosanna School/Hays Heighe House
 Rob Cofield, Historic London Town & Gardens
 Kate Livie, Chesapeake Bay Maritime Museum
 Ken Rucker, National Capital Trolley Museum
 Liz Shatto, Heart of the Civil War Heritage Area
 Allison Weiss, Sandy Spring Museum
 Courtney Wilson, B & O Railroad Museum

Focus Group participants

1. Annapolis Maritime Museum
2. B & O Railroad Museum
3. Banneker Historic Site & Museum
4. Calvert Marine Museum
5. Captain Avery Museum
6. Carroll County Farm Museum
7. Chesapeake Bay Maritime Museum
8. City of Bowie Museums
9. Fire Museum of Maryland
10. Hammond-Harwood House
11. Historic London Town and Gardens
12. Historic Sotterley
13. Historic St. Mary's City
14. Historical Society of Frederick County
15. Howard County Historical Society
16. Laurel Historical Society
17. Lillie Carroll Jackson House
18. Maryland Historical Society
19. Maryland National Capital Parks and Planning
20. Montgomery County Historical Society
21. National Capital Trolley Museum
22. National Park Service
23. Poe House
24. Sandy Spring Museum

Interviews

Maryland Humanities Council
 Maryland State Arts Council
 Maryland Commission on African American Culture
 Prince George's African American Museum & Cultural Center

