

2018

MAM CARES SURVEY



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MAM CARES:
CATALYZING ACCESS, RESEARCH, AND EDUCATION
SOLUTIONS

SURVEY RESULTS
NOVEMBER 2017

PREPARED FOR MISSOULA ART MUSEUM (MAM)
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EXECUTIVE SUMMARY

The Missoula Art Museum (MAM) is currently engaged in *40 Forward*, an innovative 5 year, 6 million dollar capital campaign which highlights the power of art and collaboration at the center of their mission, with strong recognition of cultural organizations as economic engines and magnets for community well-being for the next 40 years and beyond.

While the 40 Forward campaign focuses primarily on building and maintaining MAM's rich cluster of contemporary art programming, it includes the MAM CARES project. MAM CARES acknowledges the extent to which the Missoula Art Museum is embedded in the greater communities across Montana, and explores the ways in which resources can be shared, to improve access and preservation resources for more heritage collections in the local community and statewide.

The MAM CARES process began with a survey which gathers information from potential participants about current resources and preservation, storage and conservation needs, and impressions regarding benefits and barriers to participation. Survey responses will be utilized to guide further discussion and planning for a new facility and future collaborative programming to share resources and collections.

Primary goals include:

- Strengthening community across Montana by creating opportunities for collaboration, education and exhibit, and a shared vision for the future
- Identifying aspects of educational, governmental and cultural organizational infrastructure that would improve with shared resources
- Creating access to hidden cultural collections which will, in turn, increase awareness of Montana's rich diversity.
- Providing guidance and resources for improved stewardship of collections

Analysis of the survey results indicates that respondents from libraries, archives, art museums, galleries, educational, tribal and government agencies are interested in exploring opportunities for collaboration, but are concerned that lack of time, money, staff and workspace limit potential participation.

Categories of most interest in collaboration appear to include continuing education, digitization, exhibit development and conservation/preservation assessment. Categories of least interest include artist-in-residence, curator-in-residence, art library and temporary storage, however these programs may be of great interest to subsets of participating organizations.

Design charrettes and workshops scheduled for March 2018 and beyond will explore these themes in depth and will initiate the collaborative process for this innovative project.

INTRODUCTION

The Missoula Art Museum (MAM) has received a \$25,000 grant from the Institute of Museum and Library Services (IMLS) to launch CARES: Catalyzing Access, Research, and Education Solutions, to engage museums, libraries, civic agencies and other partners from Missoula and across Montana in a collection needs assessment, with the goal of improving access to cultural collections and increasing resources for preservation and conservation. CARES will determine the potential for collaborations in collections-driven research, education, storage, preservation and conservation efforts, and will inform the conceptual design of a MAM collections facility in Missoula.

This survey is the first step in assessing needs that might be addressed through collaborative activities at the new center.

KEY STAKEHOLDERS

Missoula Art Museum takes the lead on the MAM CARES project.

Key MAM staff includes:

- Laura Millin, Executive Director, Missoula Art Museum, ensures alignment with the 40 Forward Campaign.
- Jennifer Reifsneider, Registrar, Missoula Art Museum, manages critical aspects of the project.
- Brandon Reintjes, Senior Curator, Missoula Art Museum, serves as the Project Director.

In addition to MAM staff, a variety of cultural organizations have been asked to participate in exploratory conversations and to commit to a series of design charrettes. Confirmed participants include:

- Montana Art Gallery Directors Association
- Montana Library Association
- Museums Association of Montana
- University of Montana: School of Art, Native American Studies department, Archives and Special Collections at Mansfield Library
- Salish Kootenai College of the Flathead Reservation
- City and County of Missoula
- Missoula Redevelopment Agency
- ARTS Missoula
- Missoula Public Library
- Regional K-12 schools
- Montana Arts Council

Consultants to the MAM CARES Project include:

- Beth Heller, Owner, Conservator, Beth Heller Conservation LLC, Denver, Colorado. Ms. Heller designed the survey and will present the results at the March design charrette, in addition to presenting a preservation workshop for attendees.
- Warren Hampton, Architect Emeritus. Mr. Hampton will lead multiple community charrettes and develop conceptual drawings for the new Collection Center.
- Donna McCrea, Professor and Head of Archives and Special Collections, University of Montana Mansfield Library. Ms. McCrea will facilitate an archives workshop.
- Sue Near, External Evaluator, is a retired museum professional with 36 years' experience in collections management and preservation, public relations, museum planning and construction, and project management with the Montana Historical Society.
- Cinda Holt, Business Development Specialist for the Montana Arts Council, will facilitate three design charrettes. Holt has 30 years of experience in nonprofit management and corporate development consulting including with the Sundance Institute and Maurice Sendak's national children's theatre in New York City.

SURVEY METHOD

Beth Heller designed the survey within the MAM's paid Survey Monkey account, in collaboration with MAM staff, led by Jennifer Reifsneider, who is also the primary owner of the Survey Monkey account. Brandon Reintjes also received editing and management access. MAM staff access to individual respondent data or analyses was closed. Respondent anonymity was ensured by limiting privacy and access settings. The survey was based on a list of considerations developed by MAM staff in preparation for the charrettes and through informal conversations with potential participants.

Potential respondents were sent an email invitation with a link to the survey, along with the business address of Beth Heller Conservation so that entries could be mailed and entered manually if desired. A few respondents were solicited by direct email after their original emails were returned as invalid.

Reifsneider and Reintjes managed the email list and respondent solicitation. The survey was launched on 10/24/2017, two email reminders were sent, and the survey was closed on November 24th. Heller analyzed the results and prepared the report.

RESULTS

NUMBER OF RESPONSES

Of a total of 244 invitations sent, 111 (45.5%) were opened, 122 were unopened (50%) and 6 bounced (2.5%). Of those opened, 68 (27.9%) respondents clicked through to the survey and 5 opted out. Two entries were submitted manually.

There were 52 total respondents, with a completion of 45 (86.5%) surveys and 7 (13.5%) partial surveys, for a response rate of about 18%, which is slightly above average for surveys delivered to audiences outside the originating institution. This response rate does not approach strong statistical confidence, as it is below 80% confidence level within +/- 5% [https://www.surveymonkey.com/mp/sample-size-calculator/?ut_source=help_center]. While statistical validity and reliability are less than desired, the survey yielded useful information for the purposes of the MAM CARES project.

The number of respondents (52) is especially relevant when noted that MAM identified approximately 58 total targeted partners for CARES: 30 museums, 2 libraries, 3 higher education institutions, 15 K-12 schools, 4 Local and State agencies, 4 non-profit organizations. Seen in this light, the survey responses provide some insight to the views of each group.

QUESTION BY QUESTION RESULTS

Questions, responses and charts are listed here, with analysis repeated in a following section for clarity of summary.

Organization Type

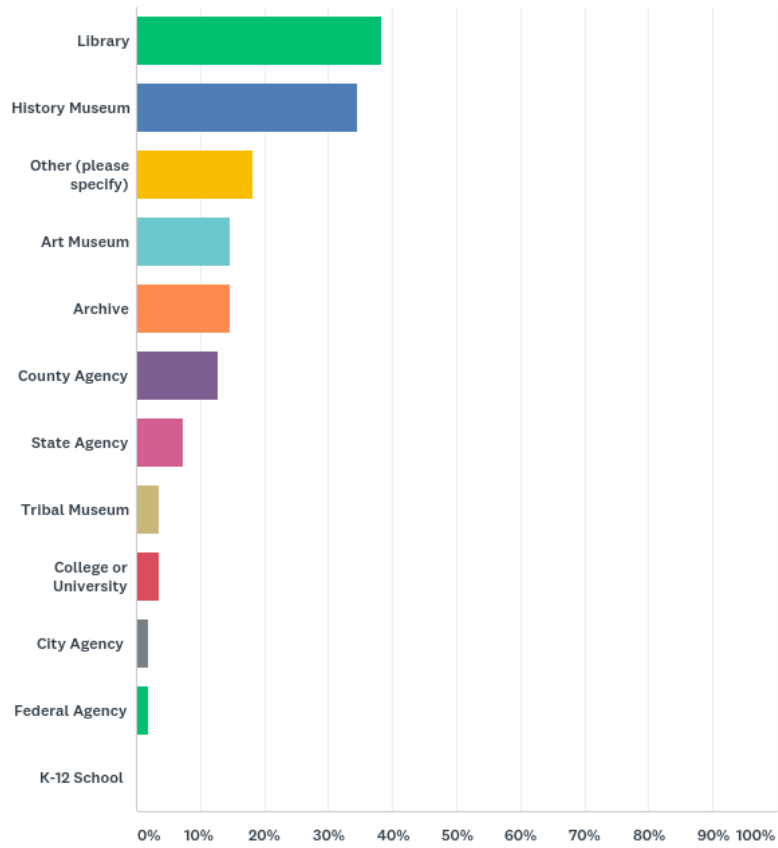
Most responses came from Library staff, at 38%, and History Museums at 35%. Art museums and Archives each sent 15% of responses. The least number of responses were received from K-12 institutions, with ZERO responses. Tribal museums and City, County and Federal Agencies had very low response rates, although this may reflect their presence in the community at-large.

As mentioned above, 30 museums, 2 libraries, 3 higher education institutions, 15 K-12 schools, 4 Local and State agencies, 4 non-profit organizations were targeted for participation for a total of 58 entities. Responses indicated 22 Libraries, 33 museums, 9 archives, 13 agencies, 2 higher education facilities and 2 tribal organizations were represented for a total of 83 entities.

The “Other” category received 10 responses (18%), which remedied a survey flaw in which “Gallery” or non-specified types of museums and libraries, such as natural history collections or non-profit cultural facilities, could be selected.

Response analysis indicates that some of the 55 respondents provided multiple answers to this question and represented multiple organizations. In addition, the lack of K-12 respondents should be explored to determine if a communication gap or lack of interest is responsible.

Q1 Please select your organization's type from the list below. Check all that apply.



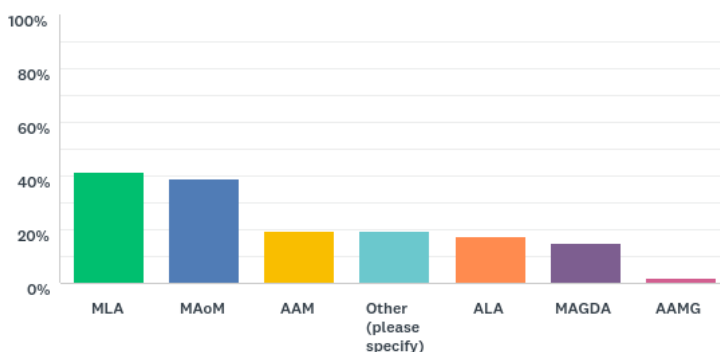
Organization Membership

Recruitment of respondents from the Montana Library Association and the Museums Association of Montana appears to have been particularly effective, with 18 responses each. While it is difficult to determine whether the fewer number of responses from the Montana Art Gallery Directors Association indicates comparatively fewer members than the first two organizations or simply less engagement, it is clear the respondents tend towards membership in local professional organizations which support their endeavors. Responses in the “other” category include the Association of Records Managers and Administrators (ARMA), American Association of State and Local History Organizations (AASLH), Mountain Plains Museum Assoc. (MPMA), North Dakota Art Gallery Association (NDAGA), Montana State Parks (FWP), Kumamoto Montana Natural Science Museum Association, AHLAS, and MHS.

This demonstrates that participants find value in belonging to professional organizations. A key question for the design charrettes may explore collaborative projects which include the professional organizations themselves, as opposed to projects which include specific members of those organizations. It may also be useful to explore aspects of professional organizations that are already meeting member’s needs, aspects which have attempted to meet those needs but have not been successful, and perceived future collaborations that may have been planned or discussed.

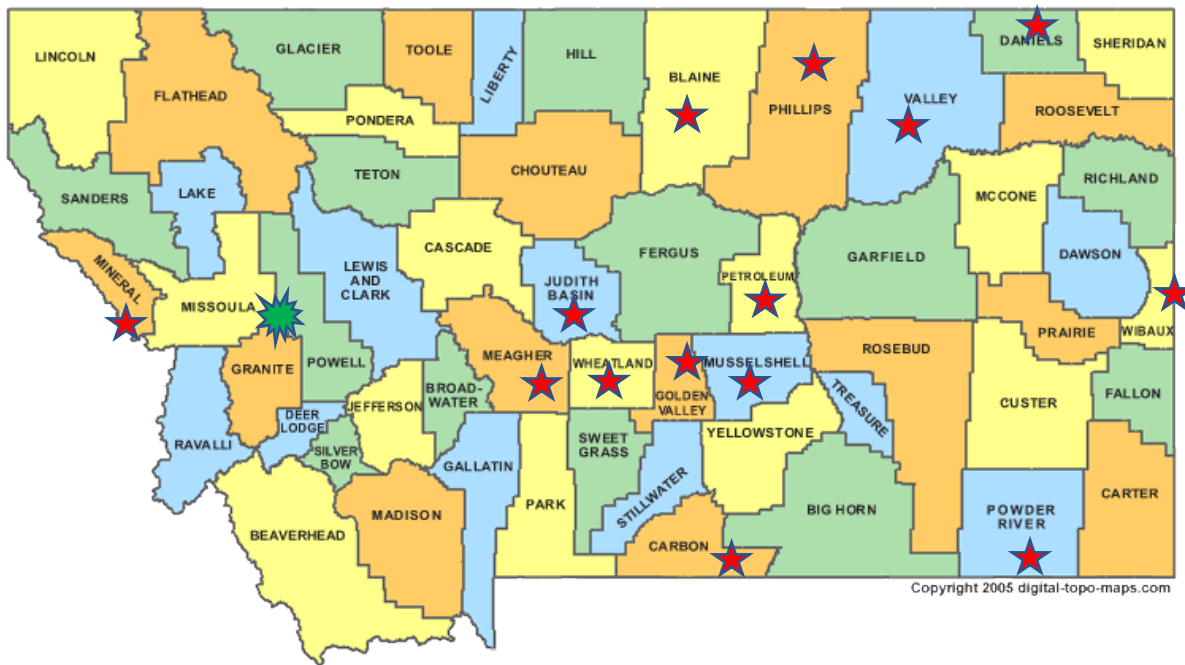
Organizations include Montana Library Association (MLA), Museums Association of Montana (MAOM), American Alliance of Museums (AAM), American Library Association (ALA), Montana Art Gallery Directors Association (MAGDA), Association of Academic Museums and Galleries (AAMG), and Other - as described above.

Q2 Is your organization a member of one of the following?



Montana County Primary Service Area

All counties were represented by at least 1 respondent, with the exception of: Musselshell, Daniels, Petroleum, Phillips, Meagher, Powder River, Mineral, Carbon, Blaine, Judith Basin, Valley, Wheatland, Wibaux and Golden Valley. The most responses (13) were from Missoula. One respondent noted that Fergus County was not included in the survey list. [map accessed via <https://www.digital-topo-maps.com/county-map/montana.shtml>, December 2017]



Broader Geographic Service Area

A word cloud (larger font size indicates more responses) provides textual analysis for open-ended responses to a question about service area, indicating that responders were divided between considering a geographic area (Yellowstone, all of Montana, Dillon County) versus a type of outreach (school, support to communities via library access, visitor service, historic structure) or particular demographic (“85% white, conservative”, rural, or k-12 students). Comments indicate that many organizations feel that they serve visitors from outside their primary county due, in part, to the sparseness of rural access to cultural heritage organizations, tourism from across the state and from out-of-state, or as part of the mission of the organization.

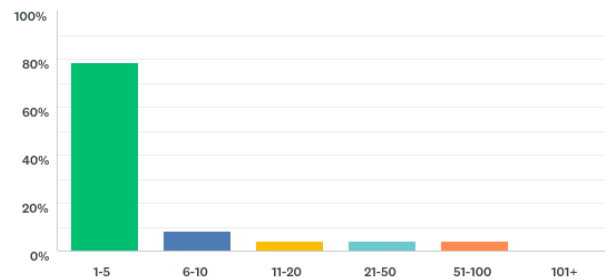
Q4 How would you describe your broader geographic service area?

Yellowstone National Park Reservation Visitors Dillon
 County School Montana Historical Service
 Total Deer Lodge Rural

Number of Full-time Staff

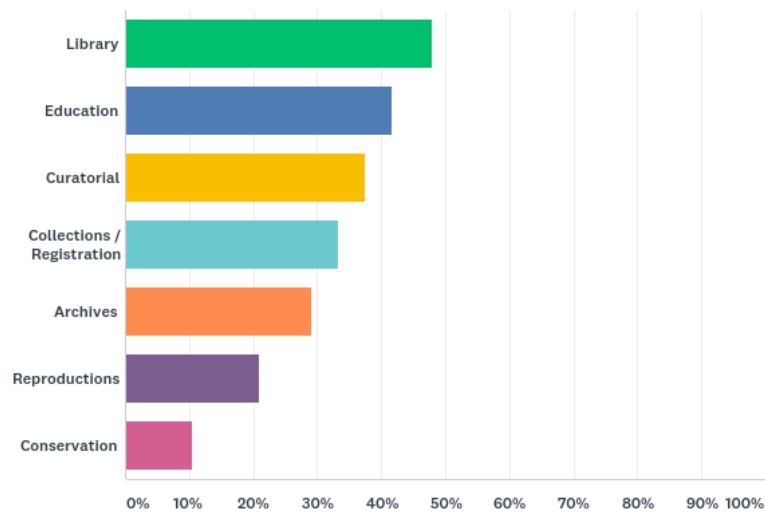
As charts 5, 6 and 7 illustrate, most organizations indicate that there are 1-5 full time staff members and 1-5 volunteers, with paid staff distributed across all categories. Answers to these questions indicate that most organizations are operating with minimal staff performing multiple duties. FTE= full time employee.

Q5 How many FTE staff work in your organization?



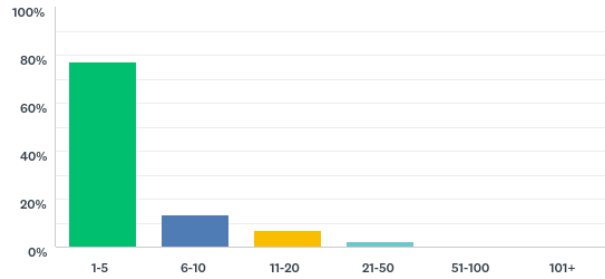
Categories of Paid Staff

Q6 In which of the following categories does your organization have paid staff?



Number of Volunteers in Collection Activities

Q7 How many volunteers work with collection activities?



Organization Annual Visitation/Use

The average number of visits per year reported was 59,979, with most respondents selecting the 10,001-50,000 category, indicating a significant visitation. The median was 9500.

Five (5) respondents indicated that they were in the highest category of visitation (50,001-1,000,000). More information about these respondents, and others, can be seen in Appendix A. While this large number of visitors may appear to be unusual outliers, it may indicate a difference in the way different organizations count visitors.

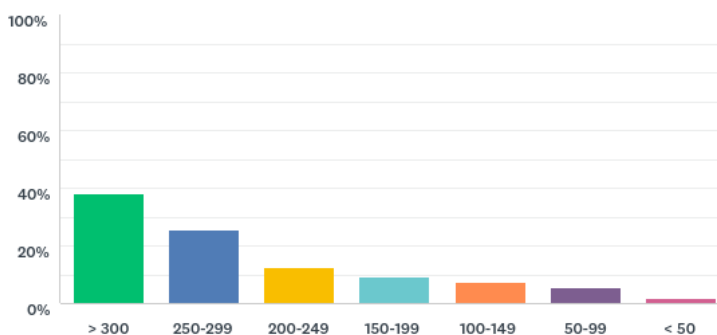
Taken together with answers about staffing shows that the minimum number of staff are attending to users in the highest visitation categories, perhaps leading to an experience of understaffing and inability to attend to every aspect of operations. See Appendix A for a full list of open-ended responses.

Annual Visits	No. of Organizations
0-500	4
501-1000	2
1001-5000	9
5001-10,000	9
10,001-50,000	18
50,001-1,000,000	5

Days per Year Open to the Public

Most organizations are open year-round, although a substantial number of organizations are seasonal. Further exploration of the differences between seasonal and year-round operations are called for, especially related to fees, access and programming.

Q9 How many days per year is the organization open to the public?



Respondent Job Title

The majority of respondents were full-time employees in the role of Director, but every other job category was represented. In further conversations, it may be useful to query all staff of participating organizations to invite buy-in from those who will be utilizing potential collaborative services.

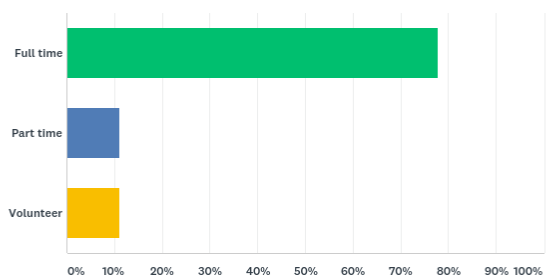
Director	27
Manager	6
Board Member	3
Curator	3
Volunteer	3
Chief Deputy Clerk	2
Chief Librarian	2
Dean	1
Historian	1
Librarian	1
Registrar	1

Respondent Role (see chart below)

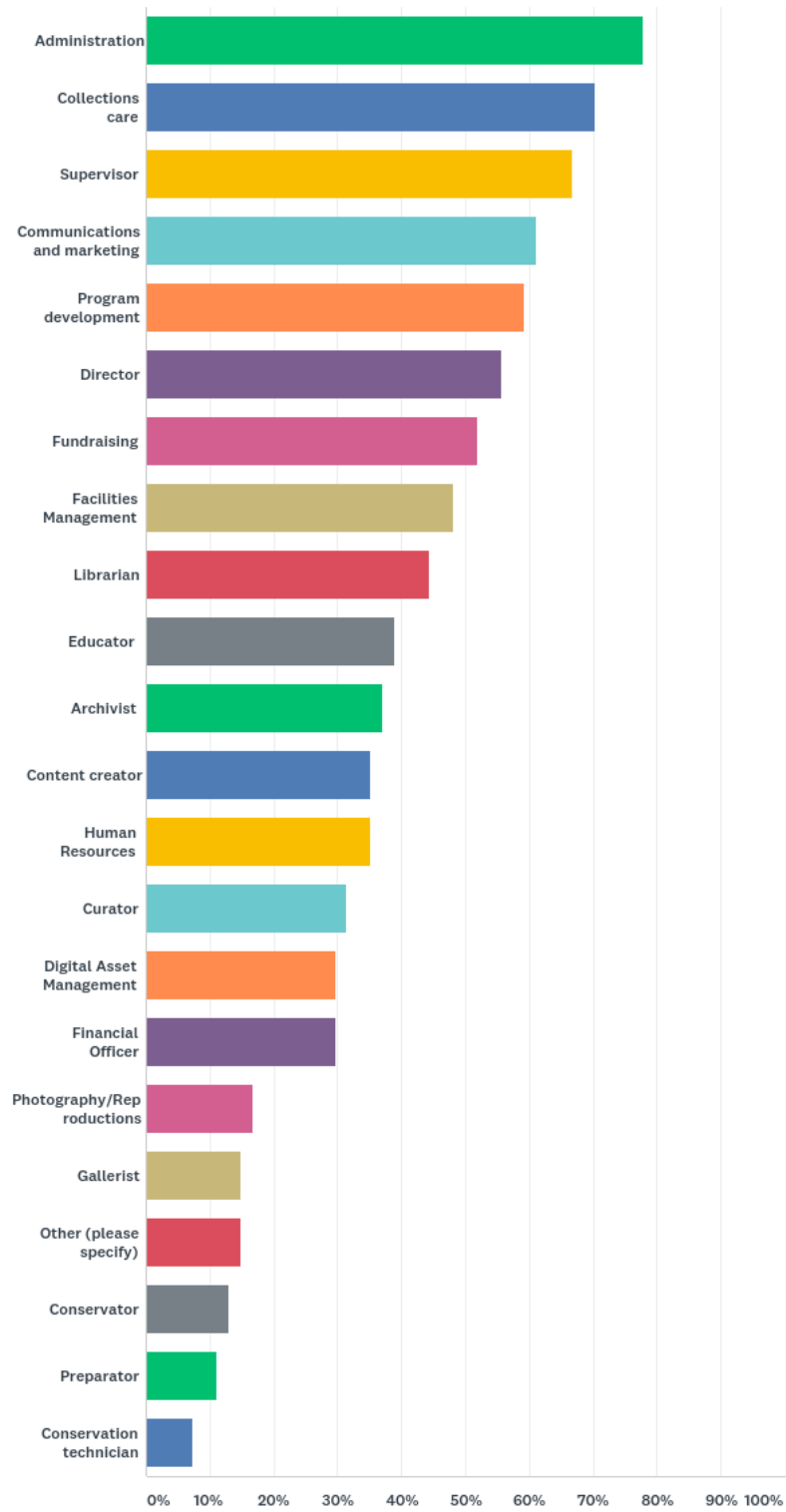
Responses generally reflected the idea that the respondents performed any duties necessary to the function of the organization, including tours, preparing meals, writing grants, and interpreting exhibits, thus emphasizing the tendency towards small numbers of staff and volunteers attempting to meet every need of daily and annual operations.

Respondent %FTE

Q12 Are you full time, part time, or a volunteer?



Q11 What roles do you currently fill?



Interest in Types of Shared Use or Collaborative Programs

Basic statistical analysis shows the mean answer for each category listed in Q13 and Q14 is as follows, in order of increasing interest, on a scale of 1-5.

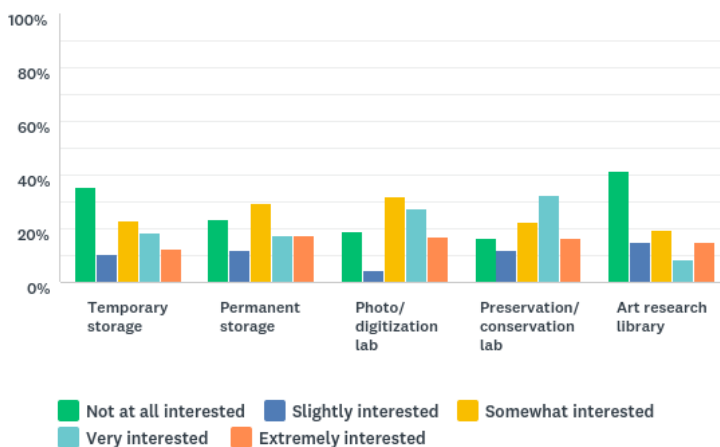
The top 4 categories of most interest include Continuing Education for staff, Digitization, Exhibit development and Conservation Assessment.

The bottom 4 categories of least interest include artist in residence, art library, temporary storage, and curator in residence programs. It should be noted that there is still interest in those programs, especially among art-focused potential participants.

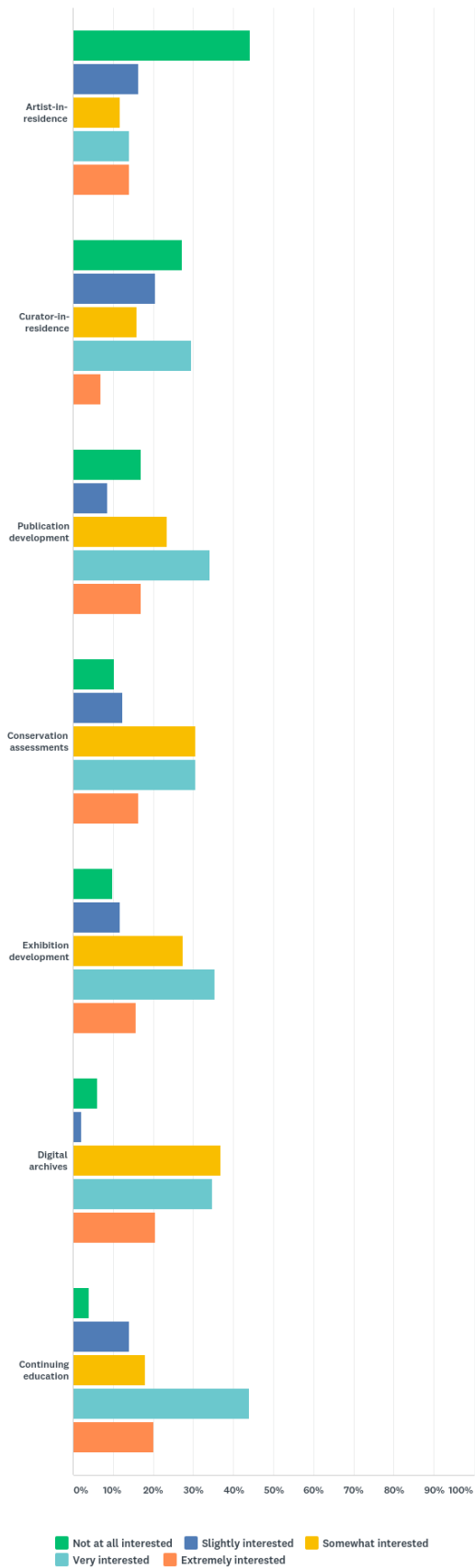
It may be useful to explore programs and projects that center around clusters of participant type versus “umbrella” programs that may be of interest to all participants.

Continuing Education for Staff	3.62
Digitized Archives	3.61
Exhibit Development	3.36
Conservation Assessment	3.31
Publication Development	3.26
Preservation/Conservation lab	3.20
Photo/digitization lab	3.19
Permanent Storage	2.94
Curator-in-Residence	2.68
Temporary Storage	2.63
Art Library	2.41
Artist-in-Residence	2.37

Q13 To what degree would you be interested in the following types of shared use facilities?



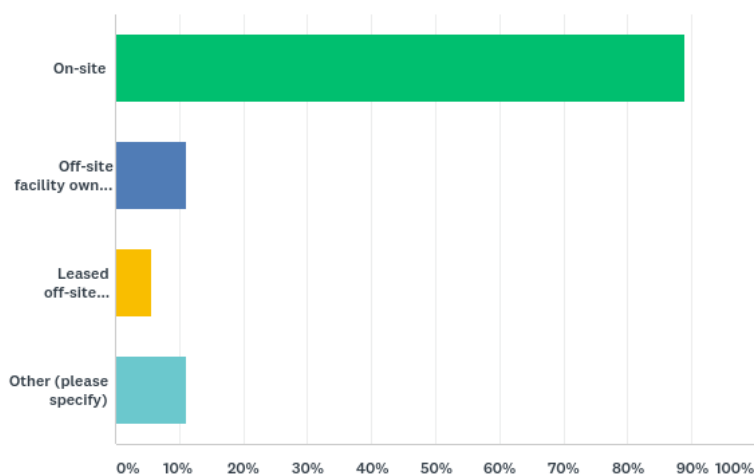
Q14 To what degree would your organization be interested in the following types of collaborative programs?



Collection Storage Location

While most responses show that collections are stored on-site, the “other” category indicated that both on-site and off-site storage facilities are used by their organization. In addition, some added that items are sometimes located in long-term exhibits, both on- and off-site.

Q15 Is your collection stored on-site or at an offsite facility?

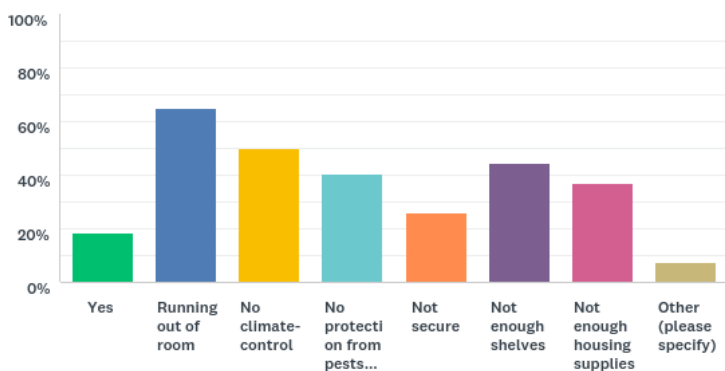


Current Satisfaction with Collections Storage

The primary storage concern appears to be running out of space, followed by insufficient climate control, shelving and pest management. Lack of security appears to be the least of the concerns. Notably, fewer than 20% of the responding institutions have adequate storage facilities.

Other concerns include decreased access due to off-site storage, and risks to materials as they are moved from one location to another.

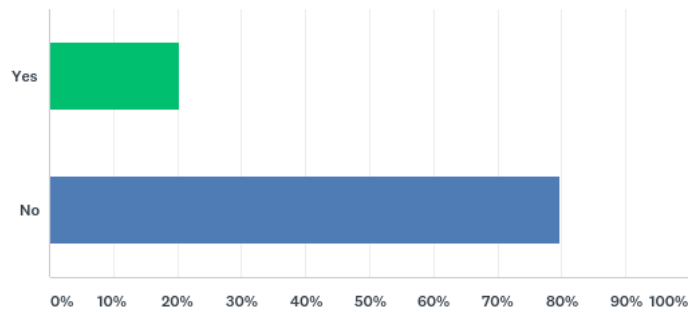
Q16 Does your current collections storage meet your current and future needs? Select all that apply.



Secure Quarantine and Acclimatization

Fewer than 20% of respondents have space for quarantine of in-coming collection materials or for acclimatization when moving collections from cold storage to room temperature. This is particularly significant in that most collections appear to be actively acquiring materials that may harbor pests or have collections that include materials that require cold storage, such as film-based materials.

Q17 Does your facility include a secure area for collections acclimatization and quarantine ?

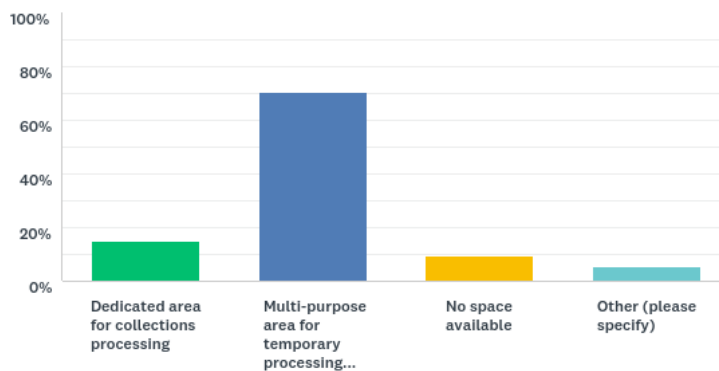


Collection Processing Area

Multi-purpose rooms are most often utilized by respondents for collection processing. This practice severely limits efficient daily operations and may put collections materials at risk for damage, loss, or theft.

Other responses mentioned that there was either no need for a processing area as they were not adding to collections, or that collaboration with another organization was in place so that new materials were sent elsewhere for processing.

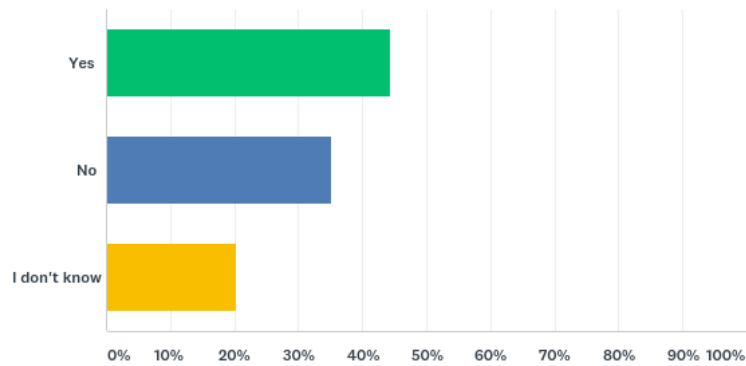
Q18 How would you describe your facility's collection processing area?



ADA Compliance

The fact that 20% of respondents did not know if their collection areas are ADA compliant may reflect lack of sufficient information about ADA requirements, or it may simply indicate that the respondent did not have responsibilities in that area of operations. In either case, future education and implementation should include ADA compliance.

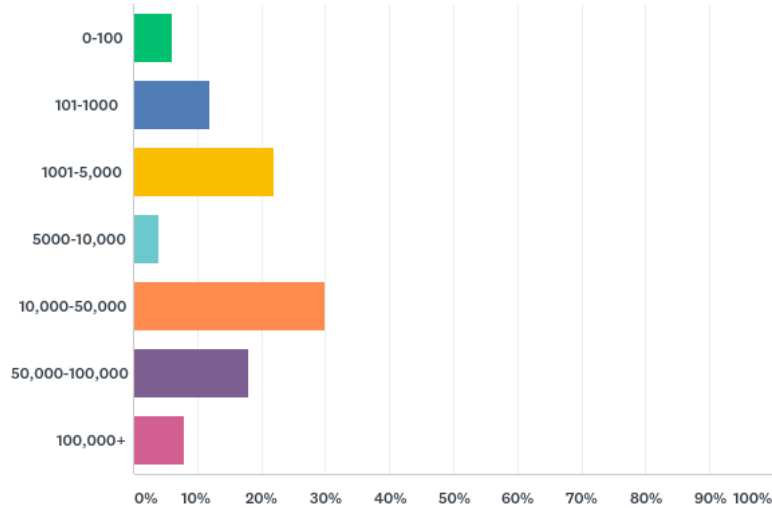
Q19 Are your collection areas ADA compliant?



Number of Items in Collection

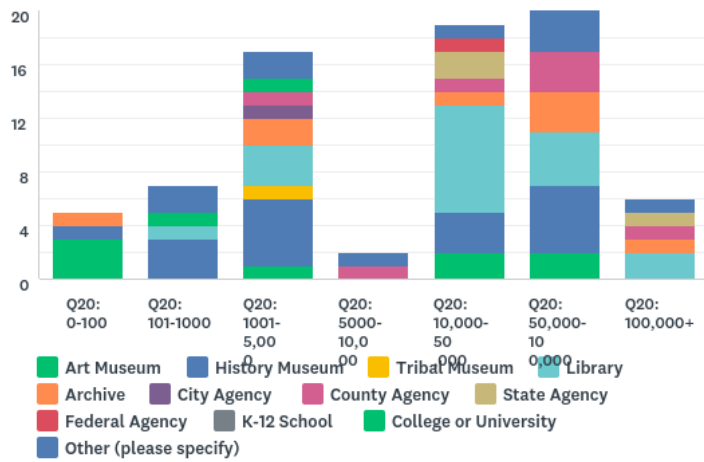
It appears that collection size spans the full range of possible categories from very small to very large numbers of items. The Type and Item Number Chart correlates type of organization with number of items.

Q20 How many items comprise your collections?



Note that there are 2 dark blue segments in the chart below. The dark blue segment closest to the axis line represents History Museums, while the topmost blue segment represents the open-ended “other” response. “Other” responses include: 101-1000 contains 1 “Arts and Cultural Center” and 1 “Arthropod/Zoo Museum”; 1001-5000 contains 1 “University Gallery” and 1 “Cultural Center, Gift Shop, Collections”; 5001-10,000 contains 1 “Historic Home”; 10,001-50,000 contains 1 “Tribal Library”, 50,001-100,000 contains 1 “Community College Library”, 1 Non-profit with approximately 10 cultural organizations under a single umbrella, and 1 “Science Museum”, 100,000 contains 1 “Mineral Museum”.

Q1 Please select your organization's type from the list below. Check all that apply.

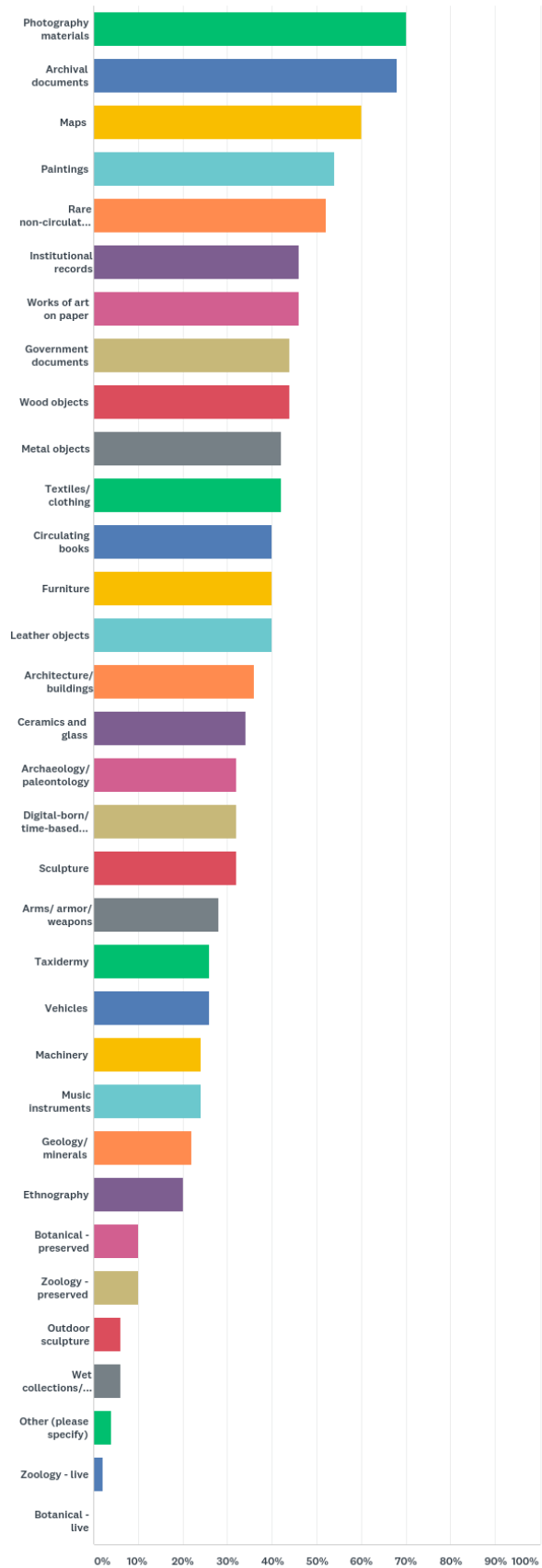


Type of Collections

Most types of materials appear to be represented in Montana's collections, with the exception of live botanical specimens. Other material types mentioned in the comments include non-rare, non-circulating books.

The most represented items include Archival, Library and Fine Art materials. Historic Objects make up the median group. The least represented categories include Live, Wet and Preserved Natural History collections and large items such as Outdoor sculptures and machinery. (See Chart on next page).

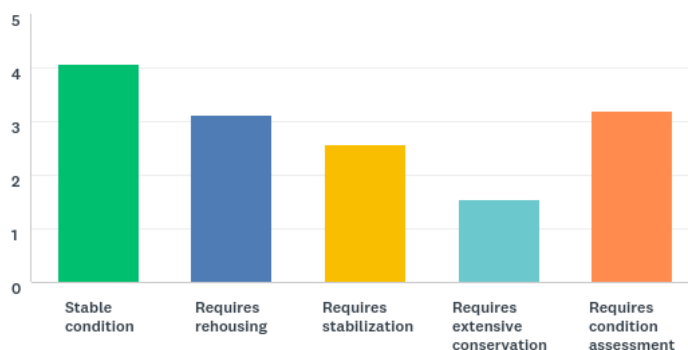
Q21 What type of items comprise the collections, archives, and records at your organization?



Condition of Collections

Correlating with Question 14 which indicated that Collection Assessment was a desired MAM CARES program, Question 21 clearly indicates that while a substantial portion of most collections appear to be in stable condition, the second and third categories together form a large group of materials in unknown condition which may require more appropriate storage.

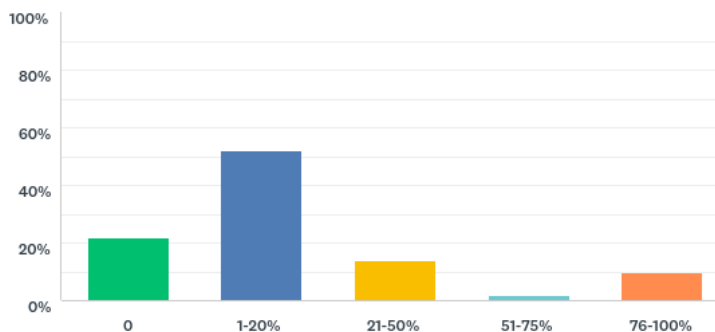
Q22 Please rank the following list from 1 to 5, with 1 representing the state of most objects in the collection, and 5 representing the state of the fewest objects in the collection.



Percentage of Restricted Collections

A significant portion of potential participants would require some sort of policy or procedure to protect restricted items from unlimited public access, or would require methods of guarding, segregating or selecting access during certain activities such as digitization, so that NAGPRA guidelines are maintained.

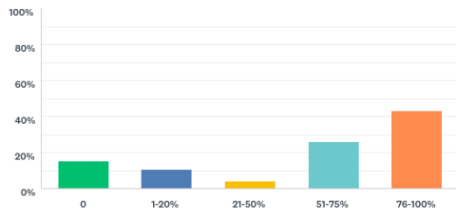
Q23 What percentage of the collection is restricted from public access or requires specific limits on access (e.g., Tribal items or government documents)?



Percentage of Accessioned Collections

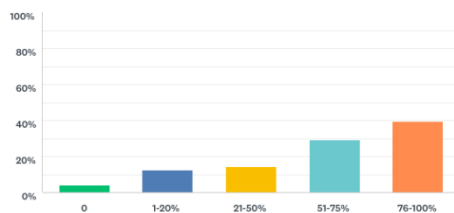
According to Questions 23, 24, 25 and 26, a majority of collections have been accessioned and catalogued, while a minority have been photographed or digitized. These numbers correlate with Questions 13 and 14, which indicate that Digitization is a desired potential MAM CARES program.

Q24 What percentage of the collection has been accessioned?



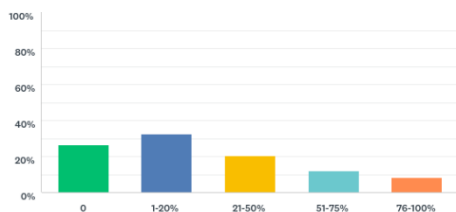
Percentage of Catalogued Collections

Q25 What percentage of the collection has been cataloged?



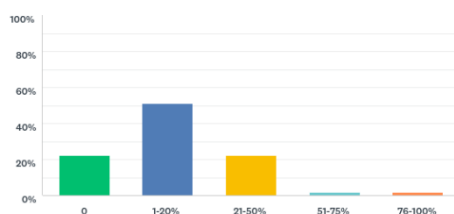
Percentage of Photographed Collections

Q26 What percentage of the collections have been photographed?



Percentage of Digitized Collections

Q27 What percentage of the collections have been digitized?



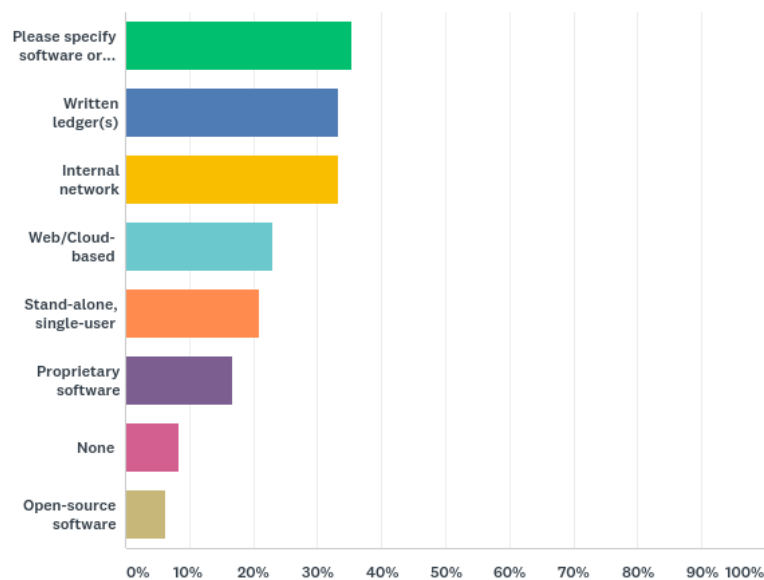
Catalog or Intellectual Access Method

Notably, an equal number of participants (about 30%) use either hand-written ledgers or internal network software for their collections record-keeping.

Of 17 descriptive responses, 11 specified Past Perfect and 2 specified SirisDynix ILS. Other software mentioned includes: OnBase ECM, MSC, Alma/Primo, Microsoft Excel and Word, Box, and Adobe PDF.

The variety of record-keeping and access methods presents a number of challenges if MAM CARES programs require integrated information access. Methods and policies regarding data submission may need to be developed to ease inter-organizational use.

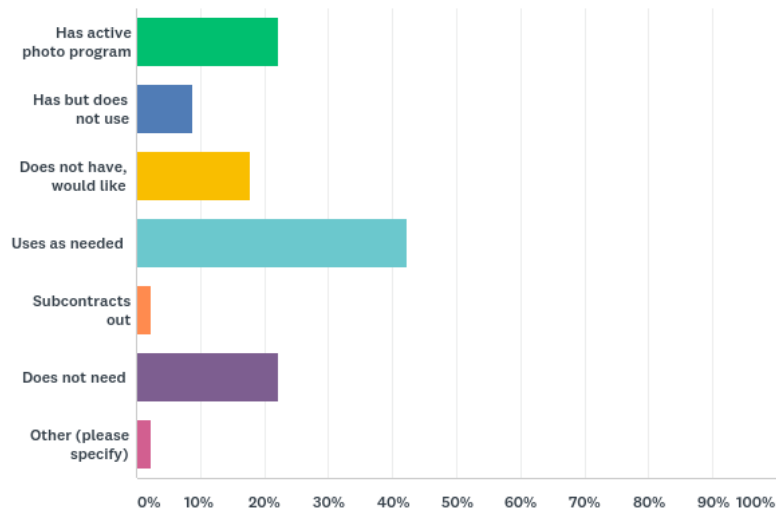
Q28 Which catalog or intellectual access method is used to keep track of collection items?



Method of Photo-documentation

The majority of participants photograph objects as needed. An equal number of participants have and use their own photography set-up, to those who do not require any photography (about 25% each, including the open-ended response). A small number of participants identify photography as an unmet need.

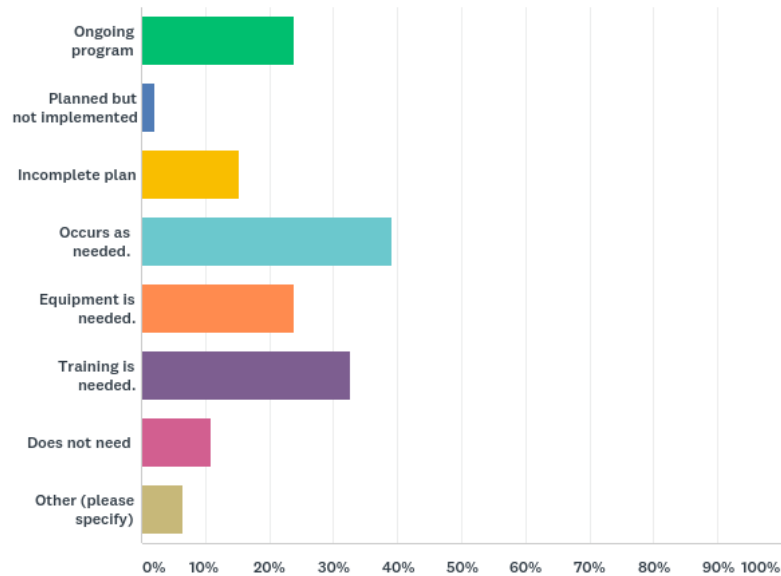
Q29 Please describe how your organization addresses photographic documentation.



Method of Digitization

Similar to Question 28 about photography, digitization primarily occurs on an as-needed basis, although fewer organizations have an established ongoing program. The majority of respondents indicated less digitization occurring than was desired, for a variety of reasons. The open-ended comments indicate that training, time, equipment and staff are the primary barriers for successful digitization programming

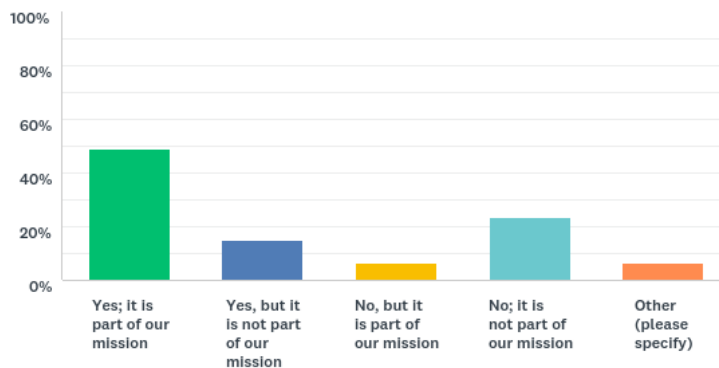
Q30 Please describe how your organization addresses digitization of collections.



Use of Collections for Exhibition or Education

The majority of organizations use collections as part of their mission. While a substantial percentage do not use collections as part of their mission, an equal amount described a mis-match between mission and use. Three open-ended comments indicated desire for exhibits or education programming if there were space, time and staff.

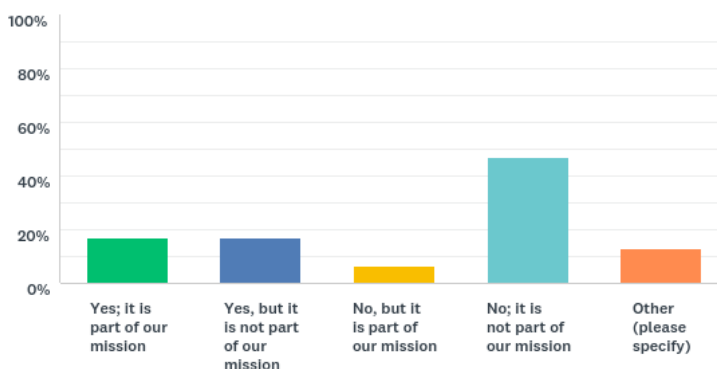
Q31 Does your organization use the collections in exhibitions or interpretive programming?



Provision of Internships, Residencies or Educational Exchanges

The majority of organizations noted that provision of higher education opportunities is not part of their mission, although an approximately equal number indicated that they did provide those opportunities, whether or not the mission statement supported that activity. Open-ended comment indicated that a key issue for inability to provide internships is lack of funding.

Q32 Does your organization provide internships, residencies, or educational exchanges?



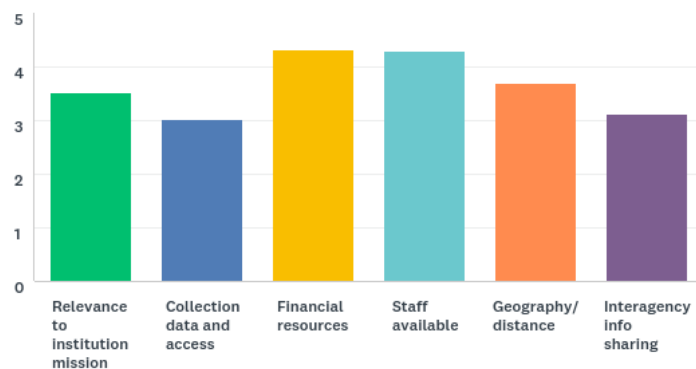
Barriers to Participation in Collaborative Resources and Activities

Lack of time, money, staff and dedicated exhibit or work space to host such programming are key barriers, with staffing and finances the primary barriers.

Barriers are listed here, as wording is incomplete in the chart:

- Relevance to institutional mission
- Relevance to programs and goals
- Documentation of Collections
- Financial resources
- Staff availability
- Geography/distance
- Inter-agency communications

Q33 How significant are the following barriers when deciding to participate in collaborative resources and activities?



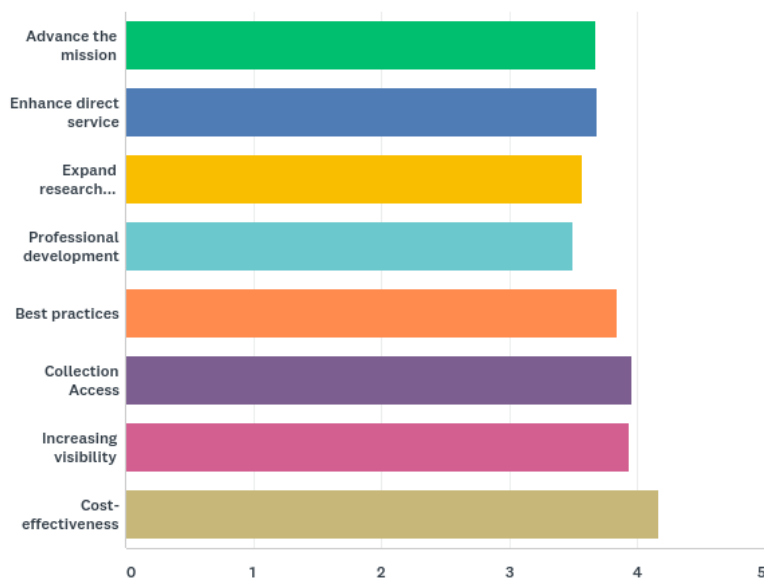
Benefits of Participation in Collaborative Resources and Activities

Quite clearly, all potential benefits of MAM CARES are seen as equally valuable and desirable, while the barriers to participation (Question 32) are reported at a similar level of significance. Future discussion and planning must center on how best to minimize barriers in order to deliver effective programs.

Benefits are listed here, as the wording is incomplete in the chart:

- Advancing the organizational mission
- Enhance direct service area
- Strengthen statewide partnerships
- Expand resources for staff research
- Create access to professional development programs
- Increase application of best practices
- Enhance collection care
- Increase access to collections
- Increase organization visibility
- Increase cost-effective programs and procedures
- Encourage cross-pollination of ideas

Q34 How significant are the following benefits when deciding to participate in collaborative resources and activities?



Other Concerns Not Addressed in Survey

Eleven respondents answered this open-ended question, with 7 responses simply stating “no other concerns”. Three (3) responses stressed lack of resources as limiters for current daily operations, leaving respondents feeling unable to address additional work that might be involved in collaborative efforts. One respondent suggested that emergency response would be a useful addition. One respondent did not feel that general, circulating library concerns were adequately included in the survey.

Consent for Continued Participation in MAM CARES

Four individuals requested to be removed from the email list for future conversations. They have been removed by the MAM SurveyMonkey administrator. Three individuals were noted to be unavailable for further contact from survey designer, and two were noted to request that their individual responses not be shared with the MAM team.

No respondents have been contacted for further clarification.

ANALYSIS

The survey was designed to guide and support discussion around typical areas which impact operations across all types of potential participating organizations, which include K-12 and higher education, for-profit galleries, non-profit museums of all kinds, libraries, archives, and government agencies.

The following areas of interest were explored in the survey:

- Respondent and Organization Information
- Secure, climate-controlled storage
- Collections Information
- Access Strategies
- Participation Barriers and Benefits
- Continued Participation

Additionally, the following possible collaborative programs were queried:

- Temporary or Permanent Storage
- Photography or Digitization
- Preservation or Conservation Services
- Condition Assessment
- Artist and Curator Residencies, Internships, or other Higher Education opportunities
- Art research library or Digital archives
- Exhibition or Publication development
- Interdisciplinary Educational and Interpretive programming
- Continuing Education for staff

Responses from the survey can aid in defining the needs and possibilities across cultural heritage organizations for the purpose of designing new facilities and programs via the MAM CARES project.

Informal conversation between MAM staff and staff of other cultural organizations preceding the survey release indicated that potential participants were most interested in access to conservation, digitization and collaborative internet exhibits and data storage.

Respondent and Organization Information

While most types of organizations were represented by survey respondents, the primary groups included libraries, archives and history and art museums. K-12 was not represented, which may reflect a communication gap or lack of interest.

Survey response demonstrates that participants find value in belonging to professional organizations. A key question for the design charrettes may explore collaborative projects which include the professional organizations themselves, as opposed to projects which include individual and institutional members of those organizations. It may also be useful to explore aspects of professional organizations that are already meeting member's needs, programs which have attempted to meet those needs but have not been

successful, and perceived future collaborations that may have been planned or discussed.

All but 14 Montana counties were represented, with the majority from Missoula. Comments indicate that many organizations feel that they serve visitors from outside their primary county, due, in part, to the sparseness of rural access to cultural heritage organizations, tourism from across the state and from out-of-state, or as part of the mission of the organization.

As seen in charts 5, 6 and 7, most organizations indicate that there are 1-5 full time staff members and 1-5 volunteers, with paid staff distributed across all categories. Answers to these questions indicate that most organizations are operating with minimal staff performing multiple duties.

The average number of visits per year reported was 59,979, with a median of 9500, and most respondents selecting the 10,001-50,000 category, indicating a significant visitation count. Taken together with answers about staffing, these responses show that the minimum number of staff are attending to users in the highest visitation categories, perhaps leading to an experience of understaffing and inability to attend to every aspect of operations.

The majority of respondents were full-time employees in the role of Director, but every other job category was represented. In further conversations, it may be useful to query all staff of participating organizations to invite buy-in from those who will be utilizing potential collaborative services.

Responses generally reflected the reality that respondents performed most duties necessary to the function of the organization, including tours, preparing meals, writing grants, and interpreting exhibits, thus emphasizing the tendency towards small numbers of staff and volunteers attempting to meet every need of daily and annual operations.

In an assessment of interest in potential MAM CARES programs or resources, the top 4 categories of most interest include Continuing Education for staff, Digitization, Exhibit development and Conservation Assessment. The bottom 4 categories of least interest include Artist in residence, Art library, Temporary storage, and Curator in residence programs. It should be noted that there is still interest in those programs, especially among art-focused potential participants. It may be useful to explore programs and projects that center around clusters of participant type in addition to “umbrella” programs that may be of interest to all participants.

Collection Conditions

While most responses show that collections are stored on-site, the open-ended “other” category indicated that on- and off-site storage facilities are simultaneously used by their organization. In addition, some respondents added that items are sometimes located in long-term exhibits, both on- and off-site.

The primary storage concern appears to be running out of space, followed by insufficient climate control, shelving and pest management. Lack of security appears to be the least of the concerns. Notably, fewer than 20% of the responding institutions have adequate storage facilities.

Other concerns include decreased access due to off-site storage, and risks to materials as they are moved from one location to another.

Fewer than 20% of respondents have space for quarantine of in-coming collection materials or for acclimatization when moving collections from cold storage to room temperature. This is particularly significant in that most collections appear to be actively acquiring materials that may harbor pests or have collections that include materials that require cold storage, such as film-based materials.

Multi-purpose rooms are most often utilized by respondents for collection processing. This practice may severely limit efficient daily operations and may put collections materials at risk for damage, loss, or theft.

The fact that 20% of respondents did not know if their collections areas are ADA compliant may reflect lack of sufficient information about ADA requirements, or it may simply indicate that the respondent did not have responsibilities in that area of operations. In either case, future education and implementation of MAM CARES projects should include ADA compliance.

Collections Information

It appears that collection size spans the full range of possible categories from very small to very large numbers of items. Most types of materials appear to be represented in Montana's collections, with the exception of live botanical specimens. Other material types mentioned in the comments include non-rare, non-circulating books. The most represented item types include Archival, Library and Fine Art materials. Historic Objects make up the median group. The least represented types include Live, Wet and Preserved Natural History collections and large items such as Outdoor sculptures and machinery.

Correlating with Question 14 which indicated that Collection Assessment was a desired MAM CARES program, Question 21 clearly indicates that while a substantial portion of most collections appear to be in stable condition, the second and third categories together form a large group of unknown condition requiring more appropriate storage conditions.

A significant portion of potential participants have collections with restrictions, which will require some sort of policy or procedure to protect restricted items from unlimited public access, or would require methods of guarding, segregating or selecting access during certain activities such as digitization, so that NAGPRA guidelines are maintained.

Access Strategies

According to Questions 23, 24, 25 and 26, a majority of collections have been accessioned and catalogued, while a minority have been photographed or digitized. These numbers correlate with Questions 13 and 14, which indicate that Digitization is a desired potential MAM CARES program.

The variety of record-keeping and access methods presents a number of challenges if MAM CARES programs require integrated information access. Methods and policies regarding data submission may need to be developed in order to ease inter-organizational use.

The majority of participants photograph objects as needed. A number of participants have and use their own photography set-up, and this number appears equal to those who do not require any photography (about 25% each, including the open-ended response). A small number of participants identify photography as an unmet need.

Similar to Question 28 about photography, digitization primarily occurs on an as-needed basis, while fewer organizations have an established ongoing program. The majority of respondents indicate that there is less digitization occurring than is desired, for a variety of reasons. The open-ended comments indicate that training, time, equipment and staff are the primary barriers for successful digitization programming

The majority of organizations use collections as part of their mission. While a substantial percentage do not use collections as part of their mission, an equal amount described a mis-match between mission and use. Three open-ended comments indicated desire for exhibits or education programming if there were space, time and staff.

Further, the majority of organizations noted that provision of higher education opportunities is not part of their mission, although an approximately equal number indicated that they did provide those opportunities, whether or not the mission statement supported that activity. Open-ended comment indicated that a key issue for inability to provide internships is lack of funding.

Barriers and Benefits

Lack of time, money, staff and dedicated exhibit or work space to host such programming were shown to be the key barriers to participation in possible MAM CARES programs, with staffing and finances the primary barriers.

Barriers are listed here, as wording is incomplete in the chart:

- Relevance to institutional mission
- Relevance to programs and goals
- Documentation of Collections
- Financial resources
- Staff availability
- Geography/distance
- Inter-agency communications

Quite clearly, all potential benefits of MAM CARES are seen by survey respondents as equally valuable and desirable, while the barriers to participation (Question 32) are reported at a similar level of significance. Future discussion and planning must center on how best to minimize barriers in order to deliver effective programs.

Benefits are listed here, as wording is incomplete in the chart:

- Advancing the organizational mission
- Enhance direct service area
- Strengthen statewide partnerships
- Expand resources for staff research

- Create access to professional development programs
- Increase application of best practices
- Enhance collection care
- Increase access to collections
- Increase organization visibility
- Increase cost-effective programs and procedures
- Encourage cross-pollination of ideas

FOLLOWUP

The survey will be offered to registered participants of the March 23rd design charrette. An effort will be made to invite a broader range of people filling more job titles than were originally represented, including curators, registrars, librarians, archivists, gallerists and educators. These additional results will be added to the report.

It may be especially fruitful to contact members of the following groups, as respondents self-identified membership in these organizations in open-ended questions:

- Association of Records Managers and Administrators (ARMA)
- American Association of State and Local History Organizations (AASLH)
- Mountain Plains Museum Assoc. (MPMA)
- North Dakota Art Gallery Association (NDAGA)
- Montana State Parks (FWP)
- Kumamoto Montana Natural Science Museum Association
- AHLAS
- MHS

In order to deepen understanding of the pragmatics of shared collection management, access and collaboration, the following questions are suggested for use at the design charrettes:

- 1) What programming is currently in place at your institution, and how could it be improved by collaboration?
- 2) What programming is currently in place within professional organizations, and how can those programs be leveraged for collaboration, or supplemented by MAM CARES?
- 3) How could items be transported safely, efficiently and with cost-effectiveness between facilities?
- 4) Would it be useful to create policies and procedures to be applied across all participating organizations for emergency response, digitization methods and digital media storage formats, loans and exhibits, care and handling?
- 5) What kinds of contracts would be required for loans, transport, rental of facilities, use of digital surrogates, or other situations?
- 6) Could supplies be collaboratively ordered, received and shipped to a centralized location to minimize costs?
- 7) Under what terms and circumstances would participants allow collection materials to be used by other organizations?
- 8) How will culturally sensitive materials or access restrictions be respected during certain types of collaborative activities, such as storage, digitization or conservation in a shared facility?

- 9) How will participation agreements scale for future growth?
- 10) Would a conservation lab be staffed with full-time conservators, or will it be rented by participants for contract conservators to use on a project basis?
- 11) How will participation of year-round vs seasonal organizations differ?
- 12) Given that staffing and financial resources are primary barriers to participation, how can these barriers be overcome, and how can fee structures be devised to meet the needs of different types of institutions, in different use scenarios?

APPENDICES

A: List of responses to open-ended question about visitation Q8

0	
20	
200	
300	59979.28 Average
500	9500 Median
750	
	Open-ended
1000	"other" answers:
1000	circulation 38000 items
1400	more online
1500	thousands?
1500	unknown
1800	unknown
2000	
4000	
4500	
4600	
5000	
5500	
6000	
7000	
7500	
8487	
9000	
9500	
10000	
10000	
12000	
12000	
13000	
13210	
13740	
16432	
20000	
20000	
22587	
34000	
35000	
35000	
38000	

46000
50000
54000
60000
61000
240000
920000
1000000