

**MUSEUM  
ASSESSMENT  
PROGRAM  
Flexible  
Participation  
Guidelines & Application**

Postmark Deadline:  
OPEN

Contact MAP  
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"Our institution participated in the MAP program in 1987 and the experience put us on the road from a small historical society to the regional history museum we are today. At that time we were an institution of 3 full time staff, and a very small budget-less than \$200,000. Today-23 years later-the institution has a staff of 35, and is a major regional museum in Florida with a budget of over \$3M.

MAP is the best thing AAM ever came up with, and I applaud and salute its anniversary, with hopes to continue the program for many more years."

*Sara Van Arsdel, Executive Director, Orange County Regional History Center  
MAP Participant and Peer Reviewer*

## About The Museum Assessment Program (MAP)

The Museum Assessment Program is an assessment tool that can help your museum attain excellence in operations and planning through a confidential process of self-study and peer review. MAP is one component of the Department of Museum Standards & Excellence at the American Association of Museums. The department also includes the Accreditation Program, and Museums and Community Collaborations Abroad (MCCA).

*Confidentiality Statement:* MAP is a confidential process—the resulting information is shared only with your institution, the MAP staff, and your Peer Reviewer(s). A museum’s current executive director or head of the governing authority can request copies of documents related to current or past assessments by contacting MAP staff.

The American Association of Museums’ Museum Assessment Program is supported through a cooperative agreement with the Institute of Museum and Library Services.



## About the American Association of Museums

The American Association of Museums has been bringing museums together since 1906, helping to develop standards and best practices, gathering and sharing knowledge, and providing advocacy on issues of concern to the entire museum community. With more than 15,000 individual, 3,000 institutional, and 300 corporate members, AAM is dedicated to ensuring that museums remain a vital part of the American landscape, connecting people with the greatest achievements of the human experience, past, present, and future. For more information, visit [www.aam-us.org](http://www.aam-us.org)



## About the Institute of Museum and Library Services

The Institute of Museum and Library Services is the primary source of federal support for the nation’s 122,000 libraries and 17,500 museums. The Institute's mission is to create strong libraries and museums that connect people to information and ideas. The Institute works at the national level and in coordination with state and local organizations to sustain heritage, culture, and knowledge; enhance learning and innovation; and support professional development. To learn more about the Institute, please visit: <http://www.ims.gov>.

Dear Colleague:

In the pages that follow, you will find the Museum Assessment Program (MAP) Flexible Participation Application. MAP partners with small and mid-sized museums of all types to help them reach their full potential. MAP can help your museum attain excellence in operations and planning through a confidential process of self-study and peer review. MAP offers four types of assessments to choose from depending on your needs (see page i for a detailed description of each assessment type).

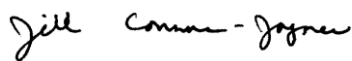
Museums consistently report that they benefit tremendously from the MAP process of self-study and peer review. Everyone gains a fresh perspective, communication lines open up, and at the end of the process you are able to demonstrate to potential funders and donors that you have done your homework.

MAP staff is eager to assist your organization as you embark on a MAP assessment through the flexible participation option. Please feel free to contact us at any time throughout your application process should you have questions or concerns.

Within a few weeks of receiving your application, we will contact you to let you know of your status. Once you have been accepted, you will begin your assessment immediately. You will be able to complete the program in less than a year. You will have 4 months to complete the self-study and then a few months to complete the site visit.

If you have any questions pertaining to eligibility or readiness, please contact a MAP staff member by calling (202) 289-9118 or e-mailing [map@aam-us.org](mailto:map@aam-us.org). We look forward to working with you as you strive for excellence in your operations!

Sincerely,

A handwritten signature in cursive script that reads "Jill Connors-Joyner".

Jill Connors-Joyner  
Assistant Director, MAP

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# Flexible Participation Guidelines

# Museum Assessment Program Overview

Use this overview to brief your staff and governing authority about how MAP can be of assistance to your museum, and about your goals for a MAP assessment. Make sure all stakeholders (i.e. governing authority, paid and unpaid staff, community members) understand and engage in the program in order to derive the greatest benefit from your assessment.

## **BENEFITS OF MAP**

MAP can help your museum reach its full potential. What you experience along the way can lead to:

- an increased level of professionalism among museum staff;
- improved communications between staff, board, and other constituencies;
- a clearer focus on the museum's mission;
- greater credibility with potential funders and donors;
- national recognition of the museum's desire to achieve excellence through self-improvement.

## **PURPOSE AND PROCESS**

MAP is a confidential, consultative process that helps museums attain excellence in operations and planning. Four types of assessments are offered. Each MAP assessment is a tool to be used in your organization's ongoing cycle of strategic planning and performance evaluation. The MAP process consists of three phases: self-study, peer review, and implementation. The self-study and peer review will occur in less than one year. Implementation begins after the first two phases are complete and lasts for several years as your museum uses what you have learned to make improvements to your operations.

## **ASSESSMENT TYPES**

- Organizational Assessment, formerly known as the Institutional Assessment, reviews all areas of a museum's operations. Upon completion of this assessment, a museum is better prepared to operate as a 21<sup>st</sup> century museum with a strong understanding of core museum standards and good practices that support sustainability. This assessment places significant emphasis on strategic planning as well as ensuring operations and resources align with the museum's mission.
- Collections Stewardship Assessment, formerly known as the Collections Management Assessment, focuses on collections policies, planning, access and documentation within the context of the museum's total operations. The scope of the assessment includes collections care and use, acquisitions and deaccessioning, legal, ethical, and safety issues, documentation, inventory, and emergency planning.
- Community Engagement Assessment, formerly the Public Dimension Assessment, assesses the museum's understanding of and relationship with its various communities and conversely examines their perception of and experience with the museum. It helps museums gather better input from their constituents, develop a more nuanced view about the community's demographics and needs, respond to the changing nature of its audiences and incorporate these findings into planning and operational decisions. It helps museums form new collaborations and strengthen old ones.
- Leadership Assessment, formerly known as the Governance Assessment, guides a museum's governing authority and senior leadership in examining their roles and responsibilities. It focuses on basic non-profit governance practices and legal and ethical issues specific to museums. It enhances the ability of the museum's leadership to advance the museum's mission, plan more strategically, and meet the standards for public trust and accountability.

Please note that although it is possible to apply to participate in more than one assessment at the same time, we strongly recommend that museums undertake one assessment at a time. AAM reserves the right to only allow participation in one assessment at a time. If you need guidance in choosing the right assessment, please contact MAP staff.

**PHASE ONE**  
**APPLICATION AND**  
**GOAL-SETTING**

By applying to MAP, you can help your institution attain excellence in operations and planning through guided self-study and peer review. The MAP process aims to assess your institution's situation and provide guidance on strategies which can enhance the ability of your staff, governing authority and volunteers to improve and strengthen operations. It is important that when you apply to MAP, you set appropriate goals for your institution that you think are realistic within the scope of the program.

Below is a list of common outcomes of the MAP process based on assessment type. This information will help you fill out question 12 on page 6 about objectives. Please use this list to help identify, shape or clarify the three objectives you would like to accomplish through your participation in MAP. Remember that while MAP provides guidance and resources, the actual work of reaching your objectives will be accomplished by your staff, governing authority and volunteers. With this in mind, we recommend you choose ambitious, but achievable goals.

It is also important to note that you should be working with your peer reviewer throughout the MAP process to hone and adjust goals as necessary.

**COMMON OBJECTIVES:**  
**ORGANIZATIONAL**  
*(Institutional)*

- Increase staff and/or governing authority's knowledge about
  - The respective roles and responsibilities of governing authority and staff
  - museum standards and best practices
  - resources available to help the museum
- Improve alignment of
  - operations to mission
  - resources to mission
  - organizational structure to mission
- Improve the museum's ability to
  - develop a mission statement or refine the existing mission statement
  - develop an institutional plan
  - develop/review/revise policies and procedures
  - assess facilities management needs
  - manage risk
  - manage renovation, expansion or the construction of a new facility
  - improve financial sustainability
  - care for collections
  - engage the community
  - use technology to meet the museum's needs
- Prepare for accreditation or reaccreditation

- COMMON OBJECTIVES:  
**COLLECTIONS**  
**STEWARDSHIP**  
*(Collections Management)*
- Increase staff and/or governing authority's knowledge about
    - collections standards and best practices
  - Improve alignment of
    - collections with mission
    - collections with the institutional plan
  - Improve the museum's ability to:
    - write a collections plan
    - raise funds to support the collections
    - improve collections stewardship
    - prioritize long-term collections management issues
    - develop/review/revise collections policies and procedures
    - manage risk
  - Assess needs in the areas of
    - collections management staffing
    - facilities management
  - Prepare for accreditation or reaccreditation

- COMMON OBJECTIVES:  
**COMMUNITY**  
**ENGAGEMENT**  
*(Public Dimension)*
- Improve the alignment of
    - mission with audience and community
    - resource allocation with audience and community needs
  - Increase understanding of the
    - museum's community and stakeholders
    - how the museum is perceived by its audiences and community
  - Improve the museum's ability to
    - communicate with the community
    - serve its audiences
    - identify and develop potential audiences
    - create collaborations to address community needs
    - incorporate community needs into long-range plans
    - conduct an audience evaluation
    - improve visitor services
    - Meet audience needs through exhibitions and programming
    - raise funds to support community needs
    - write/review/revise policies and procedures
    - write a long-range interpretive plan
    - write an emergency management plan
  - Prepare for accreditation or reaccreditation

- COMMON OBJECTIVES:  
**LEADERSHIP**  
*(Governance)*
- Increase governing authority's awareness of
    - museum standards and best practices
    - leadership roles and responsibilities
    - legal and ethical issues specific to museums
  - Improve the governing authority's ability to
    - advance the museum's mission
    - engage in effective planning
    - manage resources appropriately
    - serve the museum's community
    - recruit and orient new governing body members
    - ensure effective organizational planning
  - Assess
    - governing authority's structure and function
    - the museum's overall organizational structure
    - the relationship between governing body and staff
  - Prepare for accreditation or reaccreditation



**PHASE TWO**  
**SELF STUDY**

AAM provides you with a MAP *Self-Study Workbook* containing instructions, questions, and activities that will guide you through the self-study phase, which will take up to 4 months to complete. Self-Study is a method that:

- stimulates a review of your institution's policies, procedures, and records;
- enhances institutional dialogue and openness;
- informs the peer review phase;
- encourages new ways of operating;
- serves as a baseline against which to measure your progress.

The *Self-Study Workbook* is designed to help your institution see itself systemically and prepare the peer reviewer for their visit. It is important to remember to answer the questions with total candor and in the manner most useful and relevant to your museum. You should not try to impress anyone inside or outside the walls of your museum.

The largest amount of time that you spend on the assessment will go towards completing the questions and activities in the *Self-Study Workbook*.

**PHASE THREE**  
**PEER REVIEW**

As you complete the self-study phase, preparation for peer review begins. MAP Peer Reviewers are museum professionals who donate their time for the betterment of the field, and receive a small honorarium. Based on the information you provide in your application, MAP staff provide a list of potential Peer Reviewers to review your institution during a 1–3 day Site Visit. You will eliminate any potential Peer Reviewers from consideration that may have a conflict of interest and rate the remaining number according to your preference. Staff will contact the Peer Reviewers in order of your preference to determine their availability. The Peer Reviewer reviews your completed *Self-Study Workbook* and other documents, conducts a Site Visit, and writes an Assessment Report, which summarizes the visit and makes recommendations for change. Peer review is a method that provides:

- the opportunity to critically review your operations with the benefit of a fresh perspective;
- validation and input from an experienced museum professional;
- consultative advice to help you improve.

Before the Visit, you supply the Peer Reviewer with any requested documents, discuss and arrange the agenda for his or her visit, and confirm Peer Reviewer-arranged travel and lodging. The majority of the work in this phase is done by the Peer Reviewer(s), who average over 60 hours preparing for the Visit and writing the Assessment Report.

It is important to keep in mind the role of your Peer Reviewer(s). S/he is there to serve as a guide. By analyzing your self-study materials and conducting the Site Visit, s/he will provide you with helpful information and suggested resources. As in the self-study phase, you should not try to impress your Peer Reviewer(s). S/he needs to see what is going well *and* what could be improved in order to give you appropriate recommendations.

**PHASE FOUR  
IMPLEMENTATION**

The third phase consists of incorporating information from the self-study phase, the Site Visit, and the Assessment Report into your institution's planning process. Using what you learn from the assessment, you formulate goals and strategies for the improvement of your museum. The overall implementation process can carry your institution through several years of development beyond the end of your assessment period.

**FORMING AN  
ASSESSMENT TEAM**

To achieve the greatest success, MAP Assessments must be an institutional priority. Ideally, key paid and unpaid staff, members of your governing authority, and other important constituencies should be involved in the process. As part of the MAP process you will form an Assessment Team that is responsible for conducting the assessment and integrating it into the museum's planning and implementation process. Who from your organization should be on this team? People with the:

- knowledge about how things really work or don't work at your organization, about what resources are available, about how to get things done;
- authority to make decisions about policies or procedures;
- responsibility for implementing decisions arising from the assessment and subsequent planning.

Staff who work directly with the public have valuable information to contribute, and may be the ones actually implementing changes you make in your operations. Consider who should be the team leader—it may be a member of your governing authority, the director, or another staff member with appropriate skills to lead a team. Please note: Generally we do not recommend having the development director or grant writer lead the team.

**INVOLVING THE  
GOVERNING  
AUTHORITY**

In the course of applying, you will brief your governing authority on the assessment process and your goals for the assessment, and the head of your governing authority will sign the application. If you are applying for a Leadership Assessment, your governing authority will vote on a resolution supporting this application.

## Eligibility and Readiness

Eligible institutions include aquariums, arboreta, art museums, botanical gardens, children/youth museums, **general museums**<sup>1</sup> (having two or more significant disciplines), historic houses/sites, history museums, natural history/anthropology museums, nature centers, planetariums, science/technology museums, **specialized museums** (museums with collections limited to one narrowly defined discipline—e.g., textiles, stamps, maritime, ethnic group), and zoos.

An applicant must be a museum that:

- is organized on a permanent basis for essentially educational or aesthetic purposes;
- cares for and owns or uses **tangible objects**, whether animate or inanimate, and exhibits these objects on a regular basis through facilities it owns or operates;
- is a unit of federal, state or local government or a private nonprofit organization [501(c)3];
- has at least one professional staff member or the full-time equivalent, whether paid or unpaid, whose responsibilities relate solely to the museum's services and operations; and
- is open and providing museum services to the general public on a regular basis (a museum that exhibits objects to the general public for at least 90 days a year fulfills this requirement). If a museum is not scheduled to be open to the public 90 days a year, it is still eligible to participate in MAP if it can demonstrate that it was open at least 90 days in the preceding year through a combination of scheduled days open and days open by appointment.

A museum operated within a multipurpose public or private nonprofit organization such as a municipality, university, historical society, foundation, or cultural center may apply on its own behalf if:

- the museum is able to independently fulfill all the requirements for eligibility listed above;
- functions as a discrete unit within the **parent organization**;
- has its own fully segregated and itemized operating budget;
- has the authority to apply on its own.

When any of the last three conditions cannot be met, a museum may apply through its parent organization, and the parent organization may submit an application(s) for one or more of its museums.

## Conducting Another MAP Assessment

If you have participated in a MAP assessment previously, please answer the brief questions on page 11 of the application explaining any accomplishments since the last assessment and why you want another assessment. This is useful to help MAP staff understand how you've used MAP in the past and why you are applying for another assessment.

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<sup>1</sup> Words in bold appear in the glossary.

# Funding and Cost Information

Museums participating in MAP on a flexible participation basis are responsible for covering all costs associated with the assessment. The estimated costs range from **\$4,000-\$6,000** depending on the number of peer reviewers and costs for travel. This covers the participation fee, peer reviewer travel costs, and peer reviewer honorarium.

**PARTICIPATION FEE** **\$3,000** for AAM Institutional Members  
**\$3,500** for non-members

**PEER REVIEWER EXPENSES** You are responsible for all peer reviewer travel expenses. Your Peer Reviewer(s) will work with you to make their travel arrangements once the Site Visit date has been negotiated. Peer Reviewers are conducting a professional business trip when they visit your museum.

- Travel--Travel can be by plane, train, personal car, or rental car, and can include any fees associated with airport parking, etc. We encourage museums and Peer Reviewers to make travel arrangements in advance in order to reduce expenses.
- Food--Meals and snacks during the Visit and during travel to and from the museum.
- Lodging--Generally one to three nights, depending on the Site Visit Agenda and the complexity of the assessment. Often times museums work with local hotels to receive complimentary/reduced rate rooms for their Peer Reviewer(s). This is an excellent opportunity to build and reinforce local relationships.

**OUT OF POCKET COSTS** Other potential costs:

- costs for a second Peer Reviewer for travel
- costs associated with food or beverage for meetings/events when the Peer Reviewer(s) is on-site.
- staff time
- postage and long-distance telephone charges

**NUMBER OF PEER REVIEWERS FOR YOUR ASSESSMENT** Each participant receives one Peer Reviewer to conduct their Site Visit and write their Assessment Report. If your museum would like to have more than one Peer Reviewer, AAM will arrange for a second Peer Reviewer. You will be obligated to pay the travel expenses and honorarium for each peer reviewer.

Complex museums or museums with multiple sites may want to think about having an additional Peer Reviewer. Benefits of having more than one Peer Reviewer include:

- Multiple perspectives on complex situations
- Ability to meet with more staff and governing authority members face-to-face because Peer Reviewers can split up the duties
- Peer Reviewers with different areas of expertise can concentrate their focus on those areas, matching their expertise to the needs of the participating museum
- Museums preparing for Accreditation or subsequent Accreditation may benefit from multiple perspectives

If you would like to have two Peer Reviewers instead of one, all you will have to do is check the box on the application indicating you would like to have two peer reviewers. Your invoice will include the participation fee as well as the honoraria for the second reviewer. When the time approaches for your Site Visit, your Peer Reviewers will work together to conduct the site visit.

# Program Evaluation

**EVALUTION OF MAP** Over 6,000 MAP assessments over the past thirty years have shaped the way the program works today. Your comments on the assessment process will help us to improve it for future users. Your feedback is also required as a part of MAP's obligation to the Institute of Museum and Library Services. You will be asked to complete and return evaluations at all stages of the MAP process: application, Self-Study, and during implementation one year after completing the program. We welcome your comments and observations at any point during the assessment.

**OUTCOME-BASED EVALUATION** The Museum Assessment Program is committed to the process of outcome-based evaluation. Outcome-based evaluation is a systematic way to assess the extent to which a program has achieved its intended results. MAP staff will work with each participating museum to determine whether MAP is having its intended results in the field. This effort includes the following:

- **Baseline Questions**  
The application includes a few questions that will further identify the museum's current state of affairs and its goals and objectives for the program in order for us to create a baseline to judge future change.
- **Implementation Goals Form**  
After you have completed the self-study and peer review phases of the program, we will ask you to review your original goals for participating in the program. You will then list your goals and answer a few brief questions.
- **One-Year Progress Update**  
After a year has passed from the completion of your assessment, we will return the Implementation Goals Form to you along with an Implementation Goals Accomplished Form. This form provides us with an idea of how successful you have been at implementing your goals as well as the impact of the program.

# AAM's Accreditation Program

Many museums that undertake MAP are preparing for Accreditation or subsequent Accreditation. AAM Accreditation is a widely recognized seal of approval that brings national recognition to a museum for its commitment to excellence, accountability, high professional standards, and continued institutional improvement.

The Museum Assessment and Accreditation Programs are tools that museums can use to:

- assess their operations in light of their mission and resources
- compare themselves to other similar institutions on a national level
- evaluate themselves against standards and best practices in the museum field

Both use a process of self-assessment and peer review to achieve these ends. However, there are significant differences in the purposes and outcomes of the two programs. For all those participating in the MAP or Accreditation programs, the program differences are available below.

MAP	Accreditation
<b>The purpose of the program is to:</b>	
Provide collegial, consultative feedback that the museum can use to set priorities and identify needs for change.	Recognize museums for excellence and high professional standards, public service, leadership and educational role; promote quality and public accountability; certify that a museum operates according to the current <b>best practices</b> .
<b>The purpose of self-assessment is to:</b>	
Help museum staff and members of the governing authority share information, test assumptions and try new ways of operating, as well as providing the MAP Peer Reviewer with information.	Provide a framework for an overall evaluation, catalyze strategic planning, and engage staff and board to focus on mission/goals; provide the Visiting Committee and Accreditation Commission in-depth information about the museum's operations.
<b>The purpose of peer review is to:</b>	
Provide the museum with information on how their operations measure up to standards and best practices in the field, suggest ideas on how they might address their current challenges, and identify resources that might be of help to them.	Verify for the Accreditation Commission that the museum operates as reported in its self-study and meets the program requirements; and, for the museum, provide an outside perspective on strengths and weaknesses. Visiting Committee members' role is not to provide specific recommendations to the museum on how to improve operations or rectify problems.
<b>The outcome of the program is that:</b>	
Museums completing MAP have two new resources: their completed <i>Self-Study Workbook</i> and the Assessment Report from their Peer Reviewer(s). These documents help them engage in planning and identify opportunities for improvement.	Museums that apply for Accreditation are: (1) granted accreditation, (2) tabled for the purpose of clarifying information or correcting deficiencies, or (3) denied accreditation.

**FAQs ABOUT ACCREDITATION**

**Q: Do museums have to engage in MAP before applying for accreditation or subsequent accreditation?**

A: No, there is no requirement that museums complete any of the MAP assessments before applying for accreditation. However, many museums do use MAP as a means of preparing for accreditation, and find it a useful tool for identifying and correcting deficiencies prior to applying for accreditation.

**Q: We want to use MAP as a means of preparing for accreditation. How can we best make use of MAP for this purpose?**

A: Tell the MAP staff in your application and in your self-study that you want to use MAP as preparation for applying for accreditation. Staff will match you with a Peer Reviewer who is familiar with accreditation requirements. Also, request and read the Criteria and Characteristics of an Accreditable Museum and Accreditation Commission Expectations before completing your MAP *Self-Study Workbook*, and incorporate this information into your own assessment of your operations.

**Q: Our museum received a glowing Assessment Report from our MAP Peer Reviewer. Does this mean we will definitely be accredited?**

A: No, being commended by your MAP Peer Reviewer does not guarantee that your museum is accreditable. However, it is highly likely that a MAP Peer Reviewer will notice and comment upon a museum practice that could become an issue during the accreditation process.

**Q: Once our museum has completed its MAP, does it automatically move on to Accreditation?**

A: No, MAP and Accreditation are two separate programs. You will need to apply for Accreditation when you are ready.

**Q: Our museum has submitted an application for accreditation, and now we want to do MAP at the same time. Is this permitted?**

A: Yes, museums may engage in MAP and Accreditation separately or at the same time as it best serves their needs. However, since a considerable amount of staff time is needed to complete the self-study portion of either program, take this into account when scheduling your participation. It may help to evaluate your goals in pursuing one or the other, and assess whether completing both at once serves your needs.

For more information on AAM's Accreditation Program, visit [www.aam-us.org/accred](http://www.aam-us.org/accred).

# About the Application

MAP Flexible Participation Applications will be accepted within a few weeks of applying. The application may take an average of 5-7 hours to complete.

## **ACCESSING THE APPLICATION**

The application form is available on the AAM Web site as a Word document for download. With the Word document, simply download the form and save it onto your hard drive. You can then close your Web browser, open your word processing program, and open the document. You will be able to fill out the questions at your leisure, saving the completed document to your computer hard drive, network, or compact disc.

## **APPLICATION FORMATS**

In the Word-fill-in format, you have the convenience of box-checking, which may expedite your completion of the application. However, Word fill-in has limited functions, lacking freedom to format the document as you please, as well as excluding your ability to spell-check.

If you do not want to use a Word fill-in form, please contact the MAP staff at [map@aam-us.org](mailto:map@aam-us.org) to get a version in Word that does not have the convenience of box checking but has more formatting capabilities.

*Make sure to choose the application format that will work best for you.*

# Next Steps

## **APPLICATION REVIEW**

Museum Assessment Program staff will notify you when your application has been received and may need to contact you with questions about your application. Delayed responses to staff inquiries may jeopardize your eligibility for the program.

## **PROGRAM ACCEPTANCE NOTIFICATION**

Within several weeks of receiving your completed application, Museum Assessment Program staff will process your application and notify you of your acceptance status in the program. If accepted, Museum Assessment Program staff will mail a letter of accepted participation, which you will be required to sign and return back by the stated deadline. Participation fees and honoraria expenses will also be included at the time of acceptance and payment will be required within 30 days of the invoice.

## **DROP POLICY**

Sometimes it is necessary for museums to withdraw from the Museum Assessment Program because the museum decides it is necessary or preferable, or because AAM determines that the museum is not successfully moving forward in the program. Information is available on the AAM Web site, [www.aam-us.org/map](http://www.aam-us.org/map), about this policy and process.

## **TIPS FOR COVERING COSTS**

There are a number of creative ways to fund your museum assessment, many that help you build stronger relationships in your community. Information is available on the AAM website at [www.aam-us.org/museumresources/map/resources.cfm](http://www.aam-us.org/museumresources/map/resources.cfm) about "Alternative Ways to Pay MAP Cost Share." Although your museum will be looking for ways to cover the costs of the entire program rather than the cost share portion, the tips remain the same. A template letter for attracting funders to underwrite the costs of applying for MAP through Flexible Participation is also available on the AAM website through the above link.



# Application

# Flexible Participation Application Details

The application may take an average of 5-7 hours to complete.

**DUNS** Organizations should verify that they have a Dun and Bradstreet (D&B) Data Universal Numbering System (DUNS) number or take steps needed to obtain one. Organizations can receive a DUNS number at no cost by calling the toll-free request line at 1-866-705-5711 or by visiting [http://www.dnb.com/us/duns\\_update](http://www.dnb.com/us/duns_update).

**TIN or EIN** A TIN or EIN, is a nine-digit number that the IRS assigns to business entities. The IRS uses this number to identify taxpayers who are required to file various business tax returns.

**PROOF OF NON-PROFIT STATUS** If your organization is incorporated as a non-profit, you must submit a copy of the Federal IRS letter indicating your organization's eligibility for nonprofit status under the applicable provisions of the Internal Revenue Code of 1954, as amended. A letter of state sales tax exemption is not accepted as proof of nonprofit status.

**PARENT LETTER** If your organization operates as part of a unit of state or local government or other tax-exempt multipurpose organization such as a university, you must submit an official document identifying the museum as such. The certification must be on the parent organization's letterhead, and must refer to the relationship between the parent organization and the applicant, and it must be signed by an official of the parent organization.

**ELIGIBILITY SAMPLE ANSWERS** To show your eligibility for MAP, you must provide information for your museum's hours of operation and staffing on page 10-11. Describe your museum's open hours and the number of hours for your staff, as in the following examples below:

## MUSEUM SCHEDULE

Date to Date	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
January 15 to March 15				1- 5pm	1- 5pm	1- 5pm	12 - 5pm
March 16 to September 15	1 - 5pm	1 - 5pm	1 - 5pm	1 - 5pm	1 - 5pm	1 - 5pm	12 - 5pm
September 16 to January 14				1 - 5pm	1 - 5pm	1 - 5pm	12 - 5pm

## STAFFING

<b>Name:</b> _____ Martin Free _____		<b>Title:</b> _____ Site Manager _____		<input checked="" type="checkbox"/> volunteer		<input type="checkbox"/> paid		
<b>Hours per week:</b>	<b>Mon</b>	<b>Tue</b>	<b>Wed</b>	<b>Thur</b>	<b>Fri</b>	<b>Sat</b>	<b>Sun</b>	<b>Total</b>
(fill in work hours for each day and total for week)	0	4	6	6	8	8	4	36
<b>Responsibilities:</b> Responsible for daily oversight of the museum, collections management, educational programming, and fund raising								

# Application Checklist

## **ASSEMBLING THE PACKAGE**

**Before mailing your application, be certain all information is complete:**

- Copy of this checklist followed by:
- Application with **original signatures**
- One (1) additional copy of the MAP Application. Please provide two (2) additional copies of the MAP application if you would like to have two Peer Reviewers.
- Proof of Nonprofit Status (see page 1 for instructions)
- Signed Parent Letter—if applicable (see page 1 for instructions)
- Job descriptions for staff (see page 1 for instructions)
- Promotional piece—could include a brochure or rack card

## **READINESS**

**For Collections Stewardship, Community Engagement, and Leadership Assessment applications, be sure to complete the Readiness section, on page 11.**

**For Leadership Assessment applications, please include:**

- Resolution of your governing authority in support of this application (see model resolution on page 14 of application)

**For MAP applications for museums that have previously conducted a MAP:**

- Answer questions in the Readiness section on page 11 describing what changes have occurred since participating in the Museum Assessment Program in the past (see instructions on page iv of application). Please contact MAP staff if you need further clarification.

## **APPLICATION FORMATS**

In the Word-fill-in format, you have the convenience of box-checking, which may expedite your completion of the application. However, Word fill-in has limited functions, lacking freedom to format the document as you please, as well as excluding your ability to spell-check.

If you do not want to use a Word fill-in form, contact MAP staff at [map@aam-us.org](mailto:map@aam-us.org) to get another version.

*Make sure to choose the application format that will work best for you.*

## **SUBMITTING YOUR APPLICATION**

Send the complete application package to:

**Museum Assessment Program  
American Association of Museums  
1575 Eye Street N.W., Suite 400  
Washington, DC 20005-1105**

Hand-delivered applications will be accepted between 9:00 a.m. and 4:30 p.m. (Eastern) daily, except Saturdays, Sundays, and federal holidays.

For questions about the application process or about readiness issues, contact the Museum Assessment Program staff at (202) 289-9118, or by e-mail at [map@aam-us.org](mailto:map@aam-us.org).

**You are now accessing the Word Fill-in Format.**

# Museum Assessment Program Application

**ASSESSMENT TYPE** (see page i for descriptions) (Check only one)

- |  |   |
|--|---|
| <input type="checkbox"/> Organizational Assessment       | <input type="checkbox"/> Collections Stewardship Assessment |
| <input type="checkbox"/> Community Engagement Assessment | <input type="checkbox"/> Leadership Assessment              |

**NUMBER OF PEER REVIEWERS** (see page v for more details):

- One  Two (Invoiced for additional honoraria)

**INSTITUTIONAL FACE SHEET**

Institution Name:

Alternate Name (if any):

Previous Name (if any):

Name of parent organization or friends group applying for this organization, if applicable:

Mailing Address:

City: State: Zip:

Physical Address (if different):

City: State: Zip:

Telephone: Fax: Web Address:

DUNS Number: TIN (EIN) Number:  
 (see page 1 for descriptions)

Congressional district:  
 (If you do not know your district, go to [www.house.gov](http://www.house.gov) and enter your zip code)

**OPERATING EXPENSES**

Fiscal Year	Operating Income	Operating Expenses	Operating Deficit (if applicable)	Operating Surplus (if applicable)
Most recently completed FY 20	\$	\$	\$	\$
Second most recently completed	\$	\$	\$	\$

FY 20				
-------	--	--	--	--

## ASSESSMENT TEAM

List the name, title, and contact information for your director and all members of your anticipated Assessment Team (see page iii). Please indicate which person is your primary point of contact regarding your MAP assessment by placing a “1” in the brackets and indicate which person is your secondary contact by placing a “2” in the brackets. (Attach separate sheet, if needed, to list additional Team members.)

	Name	Title	e-mail	Phone
[ ]				
[ ]				
[ ]				
[ ]				
[ ]				
[ ]				
[ ]				
[ ]				

## INSTITUTIONAL INFORMATION

*Note: These questions do not relate to eligibility. Answers to these questions help us learn more about your organization and match your organization with an appropriate Peer Reviewer.*

1. Please check which of the following *best* describes your institution. If your museum is a general museum representing more than one discipline, please check all the categories that best describe your museum:

- Aquarium
- Art museum/center
- Children’s/youth museum
- General museum (a museum representing two or more disciplines equally).
- Historic house/site
- History museum
- Natural history/anthropology museum
- Nature center
- Planetarium
- Public garden (arboretum/botanic garden)
- Science/technology museum
- Specialized museum (a museum with collections limited to one narrowly defined discipline—e.g., textiles, stamps, maritime, ethnic group)  
Please list the specialty:
- Zoological society

2. Does your institution have a **parent organization**?  Yes  No

If yes, which *one* of the following *best* describes your institution’s parent organization?

- a. College/university
- b. Museum or **museum system** (e.g., state, local, private nonprofit, etc.)

c. Other:  
3. Which *one* of the following *best* describes your institution's **governing authority**? (please select only *one*): Note: if your institution has a parent organization, please indicate the nature of your *parent's* governing authority.)

- a. Municipal
- b. County
- c. State
- d. Federal
- e. Tribal
- f. Private nonprofit
- g. For-profit
- h. **Dual Governance** (please indicate governing entities: letter    and letter    )
- i. Other:

4. Year the museum was first open and exhibiting to the general public \_\_\_\_\_ (year)

5. Museum's attendance for the 12-month period prior to application:

Onsite \_\_\_\_\_

Offsite \_\_\_\_\_

Virtual/Web \_\_\_\_\_

6. Briefly describe your major programs.

7. Briefly describe your facilities (including buildings and grounds).

8. What is your museum's mission? (Attach on a separate sheet if you prefer.)

9. Does your institution currently utilize any web-based resources? If yes, check all that apply and include corresponding addresses where available:

- Website:
- Blog:
- Facebook:
- Twitter:
- YouTube:
- Other:

10. Has your museum participated in:

a) Conservation Assessment Program?     Yes     No  
If yes, what year(s):

b) AASLH's StEPs Program?     Yes     No  
If yes, what year did you begin?  
Which sections have you worked on?

Have you completed any sections?  Yes  No  
If yes, which certificates have you earned?  
How has StEPs helped you prepare for MAP?

c) Have you participated in other programs that helped prepared you for MAP?  Yes  No  
If yes, what programs:

11. Within the past three years, has your organization experienced (check all that apply):

- Change of executive director
- Layoff of 10% or more of staff
- Turnover of 30% or more of staff
- Hiring of first professional staff
- Opening a new building or new museum
- Major construction
- Disaster (flood/fire/earthquake)
- Theft of collections objects
- Cancellation of capital improvements or expansion plans
- Budget deficits
- Increase in budget of over 25%
- Loss of significant funding that adversely affected the organization's ability to fulfill its mission
- Public pressure to cancel or alter exhibit content
- Merger with another institution
- Organizational restructuring
- Significant change of mission/purpose
- Other:

If you checked any of the above, describe the circumstances related to the situation(s):

12. List the three objectives you would most like *this* MAP assessment process to accomplish, and explain. Please review the common objectives on page ii to iii to help shape your goals.

a)

b)

c)

13. Museums are complex organizations and yours may be facing many challenges and priorities that may be outside the scope of this assessment. To help us better understand your institution, please identify below the top three concerns regarding the operations of your museum (Check three):

**COLLECTIONS  
STEWARDSHIP**

**Collections Management** (Acquisitions; Accessioning; Appraisals; Cataloging; Deaccessioning; Inventories; Loans; Packing, Moving & Shipping; Writing a Collections Management Policy)

**Collections Planning**

**Conservation & Historic Preservation** (Collections Care, Condition Reporting, Conservation Treatment, Historic Preservation, Planning, Preventive Care, Storage & Handling)

**Ethical & Legal Collections Issues** (Access to Collections Records, Rights & Reproductions, Tax Issues)

**HUMAN  
RESOURCES**

**Contracted Services** (Choosing/Finding a Consultant, Contracts, Request for Proposal)

**Directors** (Contracts, Transitions)

**Employment Law**

**Interns**

**Personnel Policy Issues** (Benefits, Compensation, Diversity, Grievance, Harassment, Performance Management, Personnel Records & Privacy, Separation)

**Position Description Development**

**Professional Development & Training** (Leadership, Management Skills, Mentoring)

**Recruitment, Selection & Orientation** (Background Checks, Interviews, Job Offers, Orientation, Recruitment, Resumes)

**Staff Structure** (Organization Chart Development)

**Volunteers** (Docents; Orientation & Training; Performance Management; Position Descriptions; Recruitment; Screening, Interviewing & Placement; Policy Development, Program Management)

**GOVERNANCE &  
SUPPORT  
ORGANIZATIONS**

**Accountability & Ethics** (Codes of Ethics, Conflict of Interest, Disclosure, Record Retention)

**Governing Documents** (Articles of Incorporation, Bylaws, Delegation of Authority, Management Agreements, Resolution of Permanence)

**Parent Organizations**

**Promoting Effectiveness** (Meetings, Retreats, Self-Assessment)

**Recruitment & Orientation** (Board Development, Diversity, Orientation)

**Relationship with Staff** (Board-Director Relationship)

**Responsibilities**

**Structure** (Advisory Groups, Board Position Descriptions, Committees, Size, Term Limits)

**Support Organizations**

**FINANCIAL STABILITY**

**Development** (Case Statement, Donor Relations, Evaluation, Fundraising, In-Kind Goods & Services, Tax Issues)

**Earned Income** (Admissions Income, Corporate Sponsorship, Facility Use, Food Service, Licensing, Membership, Museum Stores, Travel Programs)

**Financial Management** (Accounting, Asset Management, Audit, Budget, Financial Reports, Internal Controls, Policy Development, Retrenchment)



**INTERPRETATION & EDUCATION**

- Accessibility**
- Evaluation & Visitor Studies**
- Interpretive Planning, Policies & Research**
- Learning in Museums**
- Methods of Delivery** (Demonstrations & Discovery Rooms, Exhibits, Interpretive Markers, Museum Theatre, Non-Print Media, Online Interpretation & Education, Publications, Programs, Tours)

**MISSION & INSTITUTIONAL PLANNING**

- Business Plan Development**
- Change Management** (Closing Permanently, Governance Transition, Life Cycles, Mergers)
- Engaging the Community** (Collaborations, Museum Partnerships, Community Revitalization)
- Information Technology** (Communications Equipment, Hardware, Internet Access, Museum Websites, Networks, Software, Technology Plan Development)
- Institutional Performance Measures & Indicators**
- Institutional Planning**
- Mission & Vision**
- Project Management**

**FACILITIES & RISK MANAGEMENT**

- Construction** (Feasibility Studies, New Construction, Expansion, Renovation)
- Facilities & Site Management** (Accessibility, Leases, Office Procedures, Space Allocation, Relocation)
- Risk Management** (Emergency/Disaster Planning, Preparedness & Recovery; Insurance; Safety; Security/Theft/Vandalism)

**MARKETING & PUBLIC RELATIONS**

- Legal Issues** (CAN-SPAM Act, Do Not Call, Do Not Fax, Truth in Advertising)
- Market Research** (Attendance, Market Segments)
- Marketing Plan Development**
- Positioning & Branding**
- Promotion** (Advertising, Internet Promotion, Printed Materials, Signage, Telemarketing, Tourism)
- Public Relations** (Community Relations, Crisis Communication, Media Relations, Visitor Services)

# Eligibility

The following questions are designed to determine your museum’s eligibility to participate in the Museum Assessment Program. If you are uncertain or have questions, please contact MAP staff to discuss. *Note: If your organization is governed by a parent institution, all answers should refer to your museum only.*

14. Is the museum organized as a public or private nonprofit institution that exists on a permanent basis for essentially educational or aesthetic purposes?  Yes  No
15. Does the museum own, use, or care for tangible objects, whether animate or inanimate?  Yes  No

Briefly describe your museum’s collections (living and/or nonliving). Include type and approximate number. If your museum does not own, use, or care for collections, describe the types of objects used in exhibits.

16. Are these objects exhibited to the public on a regular basis through facilities the museum owns or operates?  Yes  No

If you are physically located within a larger facility (for example a university art gallery within a classroom building), indicate how you exercise control over your exhibition or program space:

17. Briefly describe your major exhibits:

18. Is the museum open and exhibiting to the public at least 90 days a year?  Yes  No

Total number of days the museum was open to the public for the 12-month period prior to application. *If you are not regularly open 90 days a year, please list additional dates that the museum was open outside the normal operating schedule and the reason the museum was open. (Example: April 1—Girl Scout troop visit)* \_\_\_\_\_ days

List below the museum’s schedule each day of the week. Include only those hours that the museum is open to the public (e.g., 9:00 a.m. – 5:00 p.m.). If the schedule is seasonal, fill in the months that apply (add additional lines if needed). See page TK for sample.

Date to Date	Sun	Mon	Tue	Wed	Thurs	Fri	Sat

19. Does the museum have at least one full-time<sup>2</sup> paid or unpaid staff member or the equivalent<sup>3</sup>, whose primary duty includes the governance, administration, programming, and collections

<sup>2</sup> Full-time is defined as 35 hours per week.

management of the museum?

- \_\_\_\_\_ Total number of full-time paid staff
- \_\_\_\_\_ Total number of part-time<sup>4</sup> paid staff
- \_\_\_\_\_ Total number of full-time unpaid staff
- \_\_\_\_\_ Total number of part-time unpaid staff

20. Does your organization have a director?  Yes  No

21. If yes, is the director of the museum full-time?  Yes  No

<b>Director's Name</b>						<input type="checkbox"/> volunteer	<input type="checkbox"/> paid
<i>Hours per week (fill in work hours and total for week)</i>							
<b>Mon</b>	<b>Tues</b>	<b>Wed</b>	<b>Thurs</b>	<b>Fri</b>	<b>Sat</b>	<b>Sun</b>	<b>Total</b>

22. List up to five positions, other than any director listed above, responsible for the professional activities of your museum (according to job description) and the number of hours per week they each work. (Your answer should establish how you achieve the full-time equivalency necessary to be eligible.)

<b>Name:</b>		<b>Title:</b>			<input type="checkbox"/> volunteer	<input type="checkbox"/> paid	
<b>Responsibilities:</b>							
<i>Hours per week (fill in work hours and total for week)</i>							
<b>Mon</b>	<b>Tues</b>	<b>Wed</b>	<b>Thurs</b>	<b>Fri</b>	<b>Sat</b>	<b>Sun</b>	<b>Total</b>

<b>Name:</b>		<b>Title:</b>			<input type="checkbox"/> volunteer	<input type="checkbox"/> paid	
<b>Responsibilities:</b>							
<i>Hours per week (fill in work hours and total for week)</i>							
<b>Mon</b>	<b>Tues</b>	<b>Wed</b>	<b>Thurs</b>	<b>Fri</b>	<b>Sat</b>	<b>Sun</b>	<b>Total</b>

<b>Name:</b>		<b>Title:</b>			<input type="checkbox"/> volunteer	<input type="checkbox"/> paid	
<b>Responsibilities:</b>							
<i>Hours per week (fill in work hours and total for week)</i>							
<b>Mon</b>	<b>Tues</b>	<b>Wed</b>	<b>Thurs</b>	<b>Fri</b>	<b>Sat</b>	<b>Sun</b>	<b>Total</b>

<b>Name:</b>		<b>Title:</b>			<input type="checkbox"/> volunteer	<input type="checkbox"/> paid	
<b>Responsibilities:</b>							
<i>Hours per week (fill in work hours and total for week)</i>							

<sup>3</sup> An equivalent full-time staff member consists of 2-3 part-time paid or unpaid staff members with responsibilities that relate solely to the museum's services or operations.

<sup>4</sup> Part-time is defined as less than 35 hours per week.

Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Total

<b>Name:</b>		<b>Title:</b>		<input type="checkbox"/> volunteer		<input type="checkbox"/> paid	
<b>Responsibilities:</b>							
<i>Hours per week (fill in work hours and total for week)</i>							
Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Total

Please include copies of job descriptions for all positions listed above as part of your application. Only one copy of each job description is necessary.

## Readiness

The following questions are designed to help you and MAP staff determine your readiness to participate in the Museum Assessment Program. If you have questions regarding these readiness issues, please contact MAP staff.

### PRIOR PARTICIPATION MAP APPLICATIONS ONLY

*Answer questions only if you have conducted a previous MAP*

If you have conducted a MAP in the past, please explain

23. **Prior Participation:** Has the museum participated in a:

	Yes	Year (if yes)	No	Don't Know
<b>Collections Stewardship Assessment</b> (Collections Management Assessment)	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
<b>Leadership Assessment</b> (Governance Assessment)	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
<b>Organizational Assessment</b> (Institutional Assessment)	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
<b>Community Engagement Assessment</b> (Public Dimension Assessment)	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>

Describe what accomplishments your museum has achieved since your previous MAP assessment.

Describe your museum's need for a new assessment (attach additional pages if needed).

### COLLECTIONS STEWARDSHIP ASSESSMENT APPLICATIONS ONLY

*Answer question 22 only if you are applying for the Collections Stewardship Assessment.*

If you are applying for the Collections Stewardship Assessment, MAP staff strongly recommends that you have a collections policy in place, or that a draft of a policy will be ready before your site visit. This is based on feedback from MAP Peer Reviewers, who find that they can be of greatest help to the museum if there is a policy or draft policy on which they can comment.

24. Do you currently have a collections management policy?
- No, and none in preparation
  - No, but we can guarantee a draft will be in place before the MAP Peer Reviewer's visit
  - Yes, in preparation
  - Yes, approved by our governing authority

Explain the status of your draft if the policy is not yet approved by your governing authority.

---

## COMMUNITY ENGAGEMENT ASSESSMENT APPLICATIONS ONLY

Answer questions 25-26 only if you are applying for the Community Engagement Assessment.

If you are applying for the Community Engagement Assessment, MAP staff strongly recommends that you have a formal mission statement approved by your governing authority, have participated in some form of organizational self-study, and have some process in place for institutional/strategic planning. We base these recommendations on staff and Peer Reviewer experience with Community Engagement Assessment participants.

- An approved mission statement indicates a clear institutional self-image that can be tested against the community's perception of the museum.
- Previous experience with self-study helps you to manage the logistics of this assessment, which are complicated by the need to involve members of your community and audiences.
- An established process for institutional/strategic planning ensures that you have a way of using the large amount of information that will result from your self-study and Assessment Report.

Is your mission statement formalized in a document adopted by your governing body?  Yes  No

If yes, what is the date it was originally adopted?

When was it last reviewed?

25. Have you participated in any form of self-study?  Yes  No  
(If yes, check all that apply)

- Accreditation
- MAP Collections Stewardship (Collections Management) Assessment
- MAP Leadership (Governance) Assessment
- MAP Organizational (Institutional) Assessment
- MAP Community Engagement (Public Dimension) Assessment
- Conservation Assessment Program (through Heritage Preservation)
- StEPS (through American Association of State and Local History)
- IMLS Grant Application (specify):
- In-house work with a consultant
- Other (specify):

26. Do you have some type of institutional planning process in place?  Yes  No

If yes, is it  formal or  informal

If informal, please describe:

If formal, is it formalized into a written plan?  Yes  No

Is the plan:

Current?  Yes  No

Written to cover more than one year?  Yes  No

Approved by your governing authority?  Yes  No

Systematically monitored and reviewed?  Yes  No

---

## LEADERSHIP ASSESSMENT APPLICATIONS ONLY

Answer questions 27-34 only if you are applying for the Leadership Assessment.

The success of the Leadership Assessment will depend on the quality of involvement of the museum's governing authority. For this reason, we strongly recommend that you brief your full governing authority on the Museum Assessment Program and their role in the assessment process. (Pages i to iii of this Application can be used as briefing material.) It would be productive for your answer to question 12 on page 6 (your objectives for the Leadership Assessment) to be based on a discussion of this issue by the governing authority as a whole prior to passing the resolution as described below.

27. How long has the director of the museum held this position?
28. When and how often does the governing authority meet?
29. If you have a Board of Trustees or comparable group of people who constitute the governing authority, how many members does it have?
30. Is the executive director of the museum hired by, and does he or she report to, this governing group?  Yes  No

If no (for example, a university museum where the director reports to a departmental chairperson or a municipal museum where the director reports to the city manager), please explain the reporting structure that encompasses the museum director, his or her supervisor, and the governing authority. Specify who holds the power to hire and evaluate the director, make policy, and approve the museum budget.

31. Do you have one or more non-governing boards (e.g., advisory or auxiliary boards, governing boards of associated friends organizations)?  Yes  No

If yes, please list:

32. Which of the following are true of your organization and governing authority? Check all that apply:
- The founder of the museum currently serves on the governing authority.
  - The governing authority contains two or more members of the original, founding board of the institution (specify number of such members: \_\_\_\_\_).
  - Members of the governing authority play a day-to-day role in the administration or operations of the museum (e.g., serving as unpaid staff in key positions).
  - The museum's by-laws establish term limits for members of the governing authority.
33. Can your governing authority commit sufficient time to participating in the Leadership Assessment self-study and peer review visit? For example, for a board of trustees this might include devoting time to the self-study at several board meetings; work by committees or subgroups as needed; and a board meeting scheduled to coincide with the Peer Reviewer's  Yes  No

site visit. At a university, this might include similar meetings with representatives from the central administration and, if applicable, with members of key advisory, non-governing boards.

Because the involvement of the governing authority is crucial to the success of your Leadership Assessment, we require that the governing authority pass a resolution in support of this application.

34. Has your governing authority approved a resolution supporting participation in a MAP Leadership Assessment?  Yes  No

For your convenience, model language for such a resolution is provided below. This might be presented for a vote of the governing authority at a regularly scheduled meeting or circulated via mail or e-mail for approval.

Please append the resolution that you do use to this application, and indicate the date it was passed.

**Sample Resolution of the Governing Authority Supporting Participation in a MAP Leadership Assessment:**

“The governing authority of the (insert organization’s name) has been briefed on the Museum Assessment Program (MAP) Leadership Assessment, and on what will be expected of our organization if our application is accepted. The governing authority fully supports participation of (insert organization’s name) in the Leadership Assessment and each member pledges his or her support to completing the program in a timely and thoughtful manner. We endorse the “three primary objectives” of the (insert organization’s name) in undertaking the Leadership Assessment as stated in this application.”

Approved by vote of the governing authority on: \_\_\_\_\_

Signature, head of governing authority: \_\_\_\_\_ date: \_\_\_\_\_



# Application Evaluation

## OUTCOME BASED EVALUATION

The following questions are meant to assist us in setting the foundation for outcome based evaluation. Please answer them honestly. Outcome based evaluation will help us determine whether or not the Museum Assessment Program is having its intended results.

Which of the following plans do you have in writing? Check all that apply.

- Collections plan
- Facilities maintenance plan
- Housekeeping plan
- Conservation plan
- Furnishing plan (historic sites)
- Interpretive plan
- Accident, emergency, and/or disaster plan
- Institutional plan (strategic or long-range)
- Marketing plan
- Landscaping/grounds maintenance plan
- Other (please specify):

Which of the following written policies or procedures do you have? Check all that apply.

- Collections management
- Institutional code of ethics
- Personnel
- Accounting & internal control
- Individual donor support
- Business support
- Facility use
- Investment (e.g. endowment investment)
- Other (please specify):

Rate the frequency of communication between paid staff, non-paid staff, and governing authority members at your museum. Check the most accurate number.

- |                            |   |                            |
|----------------------------|---|----------------------------|
| Infrequent                 | Somewhat frequent                                     | Routine                    |
| <input type="checkbox"/> 1 | <input type="checkbox"/> 2 <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |

Which option best reflects the level of knowledge of your *staff* (paid and non-paid) about standards and best practices in each of the following areas? For museums with a large staff where individuals have specialized knowledge, rate the level of knowledge of the appropriate staff members.

- |                              | No Knowledge               | ---Knowledgeable           | ---Highly Knowledgeable                               |
|------------------------------|----------------------------|----------------------------|---|
| Collections Stewardship      | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 <input type="checkbox"/> 4 |
| Facilities & Risk Management | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 <input type="checkbox"/> 4 |
| Financial Management         | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 <input type="checkbox"/> 4 |
| Governance                   | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 <input type="checkbox"/> 4 |
| Human Resources              | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 <input type="checkbox"/> 4 |
| Institutional Planning       | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 <input type="checkbox"/> 4 |
| Interpretation & Education   | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 <input type="checkbox"/> 4 |

Marketing & Public Relations      1                      2                      3                      4

Which option best reflects the level of knowledge of your *governing authority* about standards and best practices in each of the following areas:

	No Knowledge	---	Knowledgeable	---	Highly Knowledgeable
Collections Stewardship	<input type="checkbox"/> 1		<input type="checkbox"/> 2		<input type="checkbox"/> 3 <input type="checkbox"/> 4
Facilities & Risk Management	<input type="checkbox"/> 1		<input type="checkbox"/> 2		<input type="checkbox"/> 3 <input type="checkbox"/> 4
Financial Management	<input type="checkbox"/> 1		<input type="checkbox"/> 2		<input type="checkbox"/> 3 <input type="checkbox"/> 4
Governance	<input type="checkbox"/> 1		<input type="checkbox"/> 2		<input type="checkbox"/> 3 <input type="checkbox"/> 4
Human Resources	<input type="checkbox"/> 1		<input type="checkbox"/> 2		<input type="checkbox"/> 3 <input type="checkbox"/> 4
Institutional Planning	<input type="checkbox"/> 1		<input type="checkbox"/> 2		<input type="checkbox"/> 3 <input type="checkbox"/> 4
Interpretation & Education	<input type="checkbox"/> 1		<input type="checkbox"/> 2		<input type="checkbox"/> 3 <input type="checkbox"/> 4
Marketing & Public Relations	<input type="checkbox"/> 1		<input type="checkbox"/> 2		<input type="checkbox"/> 3 <input type="checkbox"/> 4

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## APPLICATION FEEDBACK

### Help Us Improve MAP

Please answer the questions below to let us know how you heard of us and provide feedback about the application. Your feedback will help us improve the application for future participants.

Where did you get the information that prompted your interest in this application? Check all that apply:

- AAM website
- MAP brochure
- From a colleague
- Session at a national, regional or state museum association (please specify):
- Listserv posting (please specify):
- Discussion with MAP staff
- Discussion with IMLS staff
- IMLS website/publication (please specify):
- Aviso
- Newsletter announcement (please specify):
- Other:

Please rate each of the following aspects of the MAP Application:

- |                                       |                                    |                               |                               |                               |
|---------------------------------------|------------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Organization and format               | <input type="checkbox"/> Excellent | <input type="checkbox"/> Good | <input type="checkbox"/> Fair | <input type="checkbox"/> Poor |
| Clarity of guidelines and application | <input type="checkbox"/> Excellent | <input type="checkbox"/> Good | <input type="checkbox"/> Fair | <input type="checkbox"/> Poor |
| Ease of completion                    | <input type="checkbox"/> Excellent | <input type="checkbox"/> Good | <input type="checkbox"/> Fair | <input type="checkbox"/> Poor |

Approximately how many hours did it take you to complete this application? \_\_\_\_\_ hours

How many staff/board members participated in gathering and reviewing the information?

Did you need to contact MAP staff while completing the application?  Yes  No

If yes, was the MAP staff:

- Very helpful       Helpful       Somewhat helpful       Not helpful

Rate the level of importance that you place on each of the following aspects of the Museum Assessment Program (use a scale of 1=very important to 4=not important):

- |                           |                            |                            |                            |                            |
|---------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Self-Study                | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| Site Visit                | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| Written Assessment Report | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |

If you are interested in learning more about AAM's Accreditation Program, check here to receive a packet of information.

Comments on the application process:

# Signatures

We (the undersigned) have examined this MAP Application and agree upon the principle objectives of the Assessment we chose. We have discussed the MAP process with the governing authority and staff (paid and unpaid) and will engage them as appropriate in the steps of the process. We are ready to work together to identify our current stage of development and institutional needs and to facilitate change. We will review all recommendations that come out of the assessment and incorporate them into our planning. We will pay any associated costs to participate (if applicable) and devote the time needed to complete our MAP Assessment within the designated time period.

We have examined this application, and to the best of our knowledge, we hereby certify that the information provided is true and correct and all requirements for a complete 2011 Museum Assessment Program application have been fulfilled.

**Two original signatures are required below:**

**Museum Director/CEO's signature:\***

\_\_\_\_\_ Date: \_\_\_\_\_

Name:                      Title:                      Phone:                      E-mail:

**Head of Governing Authority's (see glossary) signature:**

\_\_\_\_\_ Date: \_\_\_\_\_

Name:                      Title:                      Phone:                      E-mail:

**Additional Governing Authority Member's signature: (only for museums without a Director/CEO)**

\_\_\_\_\_ Date: \_\_\_\_\_

Name:                      Title:                      Phone:                      E-mail:

If there is no museum director, please have the head of the governing authority sign as well as a second person from the Governing Authority.

# Glossary

**Best Practices:** Commendable actions and philosophies that successfully solve problems, can be replicated, and demonstrate an awareness of standards.

**Dual governance:** a governance structure in which two separate legal entities share governance of the museum. This involves dividing or sharing basic governance responsibilities such as determining mission and purpose; hiring, supporting, and evaluating the director; strategic planning; obtaining and managing resources; and monitoring the organization's programs and services. For example: a museum jointly governed by a city government, which owns the collections and the building and hires the staff, and a private nonprofit, which determines museum policy and operates the museum. Does not automatically include museums that have separately incorporated friends organizations, unless the friends organization has significant responsibility for governance of the museum.

**General museum:** a museum that addresses two or more disciplines to a significant extent; for example, a museum that interprets both art and history, or both history and science.

**Governing Authority:** the body with legal and fiduciary responsibility for the museum and for approving museum policy (e.g., Board of Commissioners, Board of Directors, Board of Managers, Board of Regents, Board of Trustees, City Council, Commission).

**Governing Authority:** The executive body to which the director reports/is responsible. It is charged with the fiduciary responsibility for the museum and for approving museum policy.

**Names of Governing Authority include:** Advisory Council, Board of Commissioners, Board of Directors, Board of Managers, Board of Regents, Board of Trustees, City Council, Commission.

**Head of Governing Authority:** The elected or appointed head of the executive body (governing authority) to which the director reports. For institutions that are part of a larger nonmuseum parent organization, the head of governing authority is considered to be the individual within the institution's larger parent organization to whom the director reports/is responsible (e.g., dean or provost of a university, director of parks and recreation for a city government, military post commander, etc.)

**Museum system:** two or more museums or museum facilities that share a common parent organization. The component parts of a museum system may be museums operating independently or quasi-independently with distinct budgets and governing authorities, or may simply be separate, distinguishable sites all managed by the same organization.

**Operating income and expenses:** income generated by or expenditures supporting the museum's general operations in a given fiscal year, including exhibitions, education, conservation, collections management, collections acquisitions, research, training, development, and administration. Includes any portion of income from the endowment that is applied to operating expenses in a given year. Does not include **capital expenditures**.

**Parent organization:** a larger organization within which a museum operates. Examples of parent organizations: colleges or universities; tribal, municipal, state, or federal government; state historical societies supervising multiple sites; corporate foundation, etc.

**Specialized museum:** a museum that does not fall into or combine any of the other discipline areas listed in question 6 of the application—for example, quilt museums, clock museums, and stamp museums.

**Standard:** Generally accepted level of attainment for use as a basis of comparison in measuring or judging performance.

**Tangible objects:** any three-dimensional objects that are used in any way at the museum. Collections managed by virtual museums are not considered to be tangible objects.