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PROFESSIONAL EXPERIENCE

1993 - Present

Principal, Musynergy, Grand Haven, MI

Musynergy helps museums of all types and sizes to create strategic plans with input from internal and external stakeholders; incorporate audience perspectives in interpretive planning and exhibition development; and build capacities of internal audiences through facilitation, board development, staff coaching, and volunteer training.

Strategic Planning

- **Georgia O'Keefe Museum.** Helped reshape a strategic plan that had lain dormant, consolidating and aligning goals and objectives; facilitated staff and board retreat to incorporate outcomes-based performance indicators.
- **Mabee-Gerrer Museum of Art.** Led community-based strategic planning team that conducted 70 interviews for an environmental scan that led to the identification of critical issues and shaping strategic initiatives.
- **Hunter Museum of American Art.** Facilitated strategic planning process involving staff members at two sister institutions: the Tennessee Aquarium and the Creative Discovery Museum.
- **University of Michigan Museum of Natural History.** Incorporated input from stakeholders at four U-M Research Museums: Anthropology, Paleontology, Zoology, and the University Herbarium in the creation of a strategic plan.
- **Michigan Association of Community Arts Agencies.** Established a long-range plan based on needs assessment of constituents in eight regions across the state.
- **Zeeland Historical Society.** Led an active group of volunteers and community members in creating the organization's first strategic plan, which led to the first paid staff members and the creation of a new museum.

Interpretive Planning/ Audience Evaluation

- **Newark Museum.** Used audience evaluation of existing programs as the launching point for new interactive experiences linking art and science. Facilitated a planning process that strengthened collaboration among staff members from the art and science departments, as well as the education committee of the board.
- **Denver Art Museum.** Evaluated visitor experiences in a museum-wide suite of ten exhibitions and numerous interactive experiences, all based on textiles. Plumbed data from focus groups, exit interviews, and online surveys with staff teams to gain insights on the impact of creative experiences on museum visitors.
- **Denver Art Museum.** Integrated front-end and formative evaluation in the design and development of new programs geared to families with young children. Mentored staff members in new audience evaluation techniques, such as family visitor panels and video documentaries.
- **Minnesota Historical Society.** Incorporated input from community-based steering committee, visitor panels, and online surveys in the development of an interpretive plan that has increased visitation and sustainability of the Alexander Ramsey House.
- **Copper Country Trail National Byway.** Conducted front-end and formative evaluation of out-of-town visitors and local residents as part of an interpretive master plan for a 47-mile stretch of road on Michigan's Keweenaw Peninsula.
- **Detroit Institute of Arts.** Led staff in the development of visitor outcomes that guided the reinstallation of the entire permanent collection; conducted front-end and formative evaluation of a broad spectrum of interpretative models.
- **High Museum of Art.** Conducted visitor panel study for high tech interpretive devices in "The Louvre and the Masterpiece," a year-long exhibition involving a collaboration between the High, the Louvre, Georgia Tech, and Accenture.

- **Old Woman Creek National Estuarine Research Reserve.** Coordinated the efforts of staff and an exhibit design firm in a visitor panel study for a renovated visitor center.
- **Hunter Museum of American Art.** Created an institution-wide interpretive plan built on feedback from visitor panelists, which informed a new building and the reinstallation of the permanent collection.
- **Morton Arboretum.** Conducted visitor panel studies for the development of two outdoor visitor stations and the Children's Garden.
- **Chicago Symphony Orchestra.** Conducted family visitor panels to inform decisions regarding the future of ECHO, the CSO's interactive music experience for children.
- **Yale University Art Gallery.** Conducted front-end evaluation as part of an NEH planning grant for an exhibition of early American silver.

Organizational Development

- **Crocker Art Museum.** Facilitated an institution-wide capacity-building initiative, leading staff and board teams on site visits to three peer museums, debriefing with staff and board members to identify opportunities for the Crocker to better serve family audiences, and inviting staff members from peer museums to the Crocker for a best practices symposium.
- **American Museum of Magic.** Led small staff, working board, and Audience Development Task Force in integrating audience feedback to make the shift from a founder-driven institution to a national museum that is economically sustainable and visitor-focused.

Board Development

- **Ludington Area Arts Council.** Facilitated two years of board retreats to help a small local arts board and new executive director implement best practices in shared leadership.
- **Museum Trustee Association.** Co-author of *Templates for Trustees*, a four-volume series of software-based tools that help museum trustees and directors implement best practices in nonprofit governance. (See Publications.)
- Presenter at state, regional and national museum conferences on topics including: Crafting an Ethics Code for Your Museum, Building Strong Executive/Board Partnerships, Reflecting Your Community's Voices and Values on the Board.
- **Mabee-Gerrer Museum of Art.** Led Governance and Leadership Committee in creating board policies, handbook and leadership succession plan.
- **Figge Art Museum.** Facilitated board retreat and worked with Board Development Task Force and four working groups to create leadership succession plan, board slate, committee job descriptions, bylaws and other board documents.
- **The Journey Museum.** Led board retreat and worked with Board Development Committee to strengthen a board that is linked to City government.

Exhibition Development

- **Longmont Museum and Cultural Center,** *Front Range Rising.*
- **Toledo Museum of Art,** *Visiones del Puelbo: The Folk Art of Latin America*
- *The Pioneer Room,* Zeeland Historical Society
- **Public Museum of Grand Rapids,** *150 Years of Caring for the Community: Blodgett Memorial Medical Center*
- **Grand Rapids Art Museum,** *A Bridge to Grand Rapids: Artists in Our Community,*

Executive Search

- **Holland Historical Trust,** Holland, MI. Served as interim director while facilitating a six-month search process.
- **Mabee-Gerrer Museum of Art,** Shawnee, OK
- **Urban Institute for Contemporary Arts,** Grand Rapids, MI
- **Camp Henry,** Newaygo, MI

Docent Training

- **Asian Art Museum of San Francisco**
- **Denver Art Museum**
- **Frederik Meijer Gardens and Sculpture Park**
- **Grand Rapids Art Museum**

- 1991 - 1993 **Director of Education, Indianapolis Museum of Art, Indianapolis, IN**
Supervised a staff of 18 providing public programs, school programs, performing arts events, audio-visual productions and library services to new and established museum audiences. As one of six division heads, contributed to museum-wide policy and management decisions and managed an annual departmental budget of \$500,000.
- 1989 - 1991 **Curator of Education, Muskegon Museum of Art, Muskegon, MI**
Built a model museum education program with a small staff and a dedicated volunteer corps, dramatically increasing support from schools and diverse community members.
- 1980 - 1989 **Assistant Director of Education, Denver Art Museum, Denver, CO**
Developed permanent and temporary exhibitions with a team of educators, curators, designers and publications staff members; created innovative interpretive devices; developed and taught a nine-month docent training program.
- 1977 - 1980 **Principal, SLP Architects, Denver, CO**
Managed interior design and space planning department of 100-person architectural firm, designing a variety of commercial projects including offices, schools, banks, churches, government buildings and retail spaces.
- 1975 - 1977 **Classroom Teacher, El Paso County School District 11, Colorado Springs, CO**
Taught second grade and served as co-founder of the Helen Hunt Children's Theater, which received federal funding from Title IV-C.

PROFESSIONAL SERVICE and AFFILIATIONS

- 1996 - present **The Museum Group**
- Vice President 2004-2008
- 1980 - present **American Alliance of Museums**
- Excellence in Exhibition Judge, 2010-2011
 - Museum Assessment Program, MAP III Assessor, 1991-1993
 - Education Committee (EdCom), Regional Chair, 1991-1994
 - Committee on Audience Research and Evaluation (CARE), Regional Chair, 1990-1992
- 2000 - present **Visitor Studies Association**
- Vice President for Organizational Development, 2006-2009
 - Secretary, 2003-2005
 - Local Host Chair, 2006 Conference, Grand Rapids, MI
- 1991 - present **Association of Midwest Museums**
- Council Member, Standing Professional Committee Council Chair, 1991-1995
- 1994 - present **Michigan Museums Association**
- 2000 - present **BoardSource** (formerly National Center for Nonprofit Boards)
- 1995 - present **Urban Institute for Contemporary Arts**
- Vice President, 1995-1999
 - Capital Campaign Cabinet, 1997-1998

PUBLICATIONS

- *Kids & Their Grownups: New insights on developing dynamic museum experiences for the whole family*, Denver Art Museum, <http://www.denverartmuseum.org/about/research-reports>, December 2013.
- *Best Practices in Cultivating Family Audiences*, Crocker Art Museum, <http://crockerartmuseum.org/about-booklets>, May 2013.
- *Pushing Our Practice with Museum Thought Leaders*, Crocker Art Museum, <http://crockerartmuseum.org/about-booklets>, May 2013.
- Online review of "Rembrandt and the Face of Jesus" at the Detroit Institute of Arts, www.ExhibitFiles.org, published February 8, 2012.
- "Strengthening Museum Leadership through Assessment," *Hand-to-Hand*, 24/3. Fall 2010.
- "Redefining Successful Interpretation in Art Museums," *Curator*, 53/4, July 2010, 299-323. With Lisa Levinson.
- "New Roles for Evaluation at the Detroit Institute of Arts," *Curator*, 52/1, January 2009, 45-65. With Matt Sikora, Beverly Serrell, Deborah Perry, and Ken Morris.
- "The Incredible Disappearing Committee," *Board Member*, December 2004.
- *Strategic Thinking and Planning, Templates for Trustees, Vol. 4*. Washington, D.C.: Museum Trustee Association, 2004.
- *Executive Transitions, Templates for Trustees, Vol. 3*. Washington, D.C.: Museum Trustee Association, 2003.
- *The Leadership Partnership, Templates for Trustees, Vol. 2*. Washington, D.C.: Museum Trustee Association, 2002.
- *Building Museum Boards, Templates for Trustees, Vol. 1*. Washington, D.C.: Museum Trustee Association, 2001.
- "Value-Added Consulting: Teaching Clients How to Fish," *Curator*, 44/1, January 2001, 75-88.
- *Museums, Trustees, and Communities: Building Reciprocal Relationships*. Washington, D.C.: American Association of Museums, Technical Information Services, 1997.
- "Visitor Panels: In-house Evaluation of Exhibit Interpretation," *Visitor Studies: Theory, Research, and Practice*, Vol. 9 (August 1996), 51-62. Jacksonville, AL: Visitor Studies Association.
- "Connecting with Visitor Panels," *Museum News*, May/June 1997, 33-37.
- *Art Museums and the Price of Success: An International Comparison*. Book Review, *Curator*, vol. 38, no. 1 (March 1995): 63-68.
- "Turning Points: Voices from Other Fields." Guest Editor, *Journal of Museum Education*, vol. 18, no. 3 (Fall 1993): 2-4.
- *New Frontiers in Touring Techniques*. Denver: National Docent Symposium, 1992.
- "Visitor Studies on a Shoestring: Small Studies with Big Impact on Didactic Labels." *Annual Review*. Midwest Museums Conference, 1991: 97-102.
- "Asking Questions: Parents and Kids as Partners in Art Education," *Muskegon Magazine*. April/May 1990: 6-12.

EDUCATION

- 1982 **The University of Denver, M.A. Art History** (Museum Studies emphasis).
Charles Ramus Art History Scholar Award.
- 1974 **The Colorado College, B.A., Art History, B.A., Elementary Education**.
Summa cum laude.