

Marsha L. Semmel

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Visionary, entrepreneurial, and accomplished leader with a background in museums, libraries, national cultural policy and program development, philanthropy and the development and implementation of strategic public/private partnerships. Thought leader and bridge-builder with strong cross-sector network at local, state, national, and international levels. Skilled in identifying new directions and opportunities in cultural programming, museum and library practice, effective grant-making, fundraising, demonstrating public value, research-based practice, and the transformation of learning through new technologies.

Core Competencies

- Leadership development
- Effective and entrepreneurial strategic collaborations
- Informal learning trends & promising practice
- Program and initiative development
- Aligning policy and practice
- Philanthropic trends
- Community engagement

Professional Experience

Marsha Semmel Consulting, Inc. 2013 – present. Works with clients on cultural leadership programs, promoting and fostering museum-community collaborations, effective learning and community engagement practice, trends in museum/library innovation, collective impact, strategic planning, and other efforts in museum and library practice and cultural policy.

Senior Advisor, Noyce Leadership Institute (NLI), 2013 – 2015. Core member of NLI executive leadership, faculty member for current fellows, provided consultation and support to NLI alumni and sponsors, and served as internal expert for short-term projects and issues, including work with the Noyce Foundation and other organizations. The NLI supported executive-level leadership in science centers and other science organizations worldwide, with a focus for leadership development for the public good.

Senior Advisor, SENCER-ISE, National Center for Science and Civic Engagement, September 2014-present. Provide guidance on practice, impact, and outcomes for the NSF- and Noyce Foundation-funded SENCER-ISE project, supporting ten civic engagement partnerships between high education and informal science education institutions.

Institute of Museum and Library Services, 2003-2013. Director for Strategic Partnerships. [Also, concurrently, Deputy for Museum Services, 2006-11; Acting Director, 2010-11]. Member, Senior Executive Service.

Key Achievements: Partnerships and Collaborations (Originator, Coordinator, and/or Key Agency Liaison)

- IMLS/President's Committee on the Arts and the Humanities/Alliance for Young Artists and Writers, National Student Poets Program (2011-present).

- IMLS/Campaign for Grade-Level Reading, *Libraries and Museums Addressing Early Learning Challenges* (2011-present).
- IMLS/Salzburg Global Seminar. *Connecting to the World's Collections: Making the Case for the Conservation and Preservation of Our Cultural Heritage* (2009); *Libraries and Museums in an Era of Participatory Culture* (2011).
- *Museums, Libraries and 21st Century Skills* (2009-present). [Development of report, leadership of national task force, *Making the Learning Connection* national tour, on-line resources, and continuing presentations.]
- IMLS/MacArthur Foundation, *Learning Labs in Libraries and Museums*, part of Obama Administration *Educate to Innovate* initiative (2010-present).
- IMLS/Noyce Foundation/Association of Science and Technology Centers, *Noyce Leadership Institute*. (2007-present).
- *Surrounded by Science: Learning Science in Informal Environments*. National Research Council of the National Academies. Marilyn Fenichel and Heidi A. Schweingruber. (2010)
- *Connecting to Collections: A Call to Action*, IMLS initiative in response to Heritage Health Index. (2007-2011).
- IMLS/National Oceanic & Atmospheric Administration, *Coastal America Student Summit*. (2009, 2011)
- IMLS/Corporation for Public Broadcasting, *Partnership for a Nation of Learners* (2004-6). [*Partnership for a Nation of Learners: Museums, Libraries, and Public Broadcasters Joining Forces, Creating Value*, IMLS/CPB, June 2009]
- IMLS/President's Committee on the Arts and the Humanities/National Endowment for the Arts/National Endowment for the Humanities, *National Arts and Humanities Youth Program Awards* (formerly Coming Up Taller), (2003-present).
- IMLS/President's Committee on the Arts and the Humanities/National Park Service/National Endowment for the Arts/National Endowment for the Humanities, *Save America's Treasures* (2003-present).

Key Achievements: Acting Director (2010-11):

- Oversaw successful agency reauthorization (December 2010), National Medals ceremony at White House (December 2010), meetings of the National Museum and Library Services Board, including swearing in of six new members (June 2010, October 2010).
- Organized team-building activities for agency's Executive Leadership Team. Created first intra-agency staff development task force, accessibility working group, and international team. Facilitated revision and dissemination of several intra-agency policies and directives, including telework, emergency evacuation, anti-discrimination, and anti-harassment policies.
- Oversaw all funding decisions and interagency funding allocations (more than \$230 million) for FY2010, with the exception of \$150K American Heritage Preservation Grants.

Key Achievements: International:

- Member of official U.S. government delegations to 2003 UNESCO general session and first World Summit on the Information Society (2004).
- Presenter, “The Creative Economy and 21st Century Skills,” Organization of American States Fourth Inter-American Meeting of Ministers of Culture and Highest Appropriate Authorities. Barbados (2008).
- Planner and Presenter, IMLS/Salzburg Global Seminars, *Connecting to the World’s Collections: Making the Case for the Conservation and Preservation of Our Cultural Heritage* (2009) and *Libraries and Museums in an Era of Participatory Culture* (2011).

President & CEO, Women of the West Museum, Denver, CO, April 1999 – April 2002 (Director, January 1998 – April 1999)

Overview and Key Achievements: First Director and Chief Executive Officer for a new multi-disciplinary museum, with a mission to discover, explore and communicate the continuing role of women in shaping the American West. Responsible for working with Board of Trustees to define museum, with a mission to discover, explore and communicate the continuing role of women in shaping the American West. Responsible for working with Board of Trustees to define museum vision and mission, develop strategic plan, and raise funds. Hired and trained museum staff; developed membership program, graphic identity, and marketing plan; oversaw revision of museum bylaws and launched museum’s online presence (www.womenofthewest.org) as well as other innovative exhibits, original art projects and community-based programs. Forged collaborations with a variety of educational and cultural organizations. Raised more than \$3.7 million. In 2002, led trustees through merger with Autry Museum of Western Heritage in Los Angeles in order to ensure sustainability, growth, and a national presence for the museum’s mission. [See article, “How the West Was One”, in *Museum News*.]

President & CEO, Conner Prairie, Fishers, IN, Vice President, Earlham College, Richmond, IN February 1996 – December 1997.

Overview and Key Achievements: Chief Executive Officer of major history museum that interprets the lives, attitudes, and values of the early settlers in the Old Northwest Territory. Managed annual operating budget exceeding \$6 million; staff consisting of approximately 100 full time and 130 part-time employees; with 350,000 annual visitors. Led Board of Trustees, staff and volunteers through strategic planning process that involved significant community participation and shaped vision and long-range plan for museum. Enhanced, revised and grew membership program in response to needs and interests of regional audiences. Developed new programs serving families, pre-schoolers, and an increasingly diverse greater Indianapolis community.

Director, Division of Public Programs, National Endowment for the Humanities, Washington DC, May 1994 - January 1996. [Assistant Director, Humanities Projects in Museums and Historical Organizations, November 1987 – April 1993; Acting Assistant Director: June – October 1987; Program Officer (Humanities Administrator), Humanities Projects in Museums and Historical Organizations, July 1984– June 1987.] Member, Senior Executive Service, U.S. Government.

Overview and Key Achievements: Led Division of Public Programs, one of agency’s four divisions, at the federal cultural agency charged with promoting and supporting research, education, preservation, and public programs in the humanities. Managed a staff of approximately forty professionals and support

personnel. Oversaw distribution of more than \$25 million annually in grants through programs for museums, historical organizations, libraries, archives, other humanities institutions, and radio and television. Developed first conservation and documentation grant categories, member of agency's strategic planning team, led Division in response to NEH national initiatives, including *A National Conversation on American Pluralism and Identity*.

Assistant Director, The B'nai B'rith Klutznick National Jewish Museum, Washington DC, September 1983 – June 1984.

Associate Program Coordinator, Resident Associate Program, Smithsonian Institution, Washington DC, August 1981 – August 1983.

Coordinator, Exhibitions and Public Relations, The Taft Museum, Cincinnati, OH, September 1975 – August 1981.

Consultant/Interviewer, Michael Washburn & Associates, New York, NY. January-May 1980

Fellow, Museum Program, National Endowment for the Arts, Washington, DC. September-December 1979.

Lecturer, Evening College and College of Design, Art, and Architecture. University of Cincinnati, Department of Art History. July –December 1974

Education

M.A. The University of Cincinnati, Cincinnati, OH. June 1973. Area: Art History. Thesis: "Jean Auguste Dominique Ingres and the Mannerist Aesthetic."

A.B. (With high distinction and Phi Beta Kappa), The University of Michigan, Ann Arbor, MI. May 1971. Major areas: History of Art, English

Addition Professional Development

Harwood Public Innovators Lab, The Harwood Institute. Alexandria, VA. December 2013.

Harwood Public Innovators Summit, The Harwood Institute, 2013, 2011, 2009

Selected Recent Publications

"Museum Leadership in a Hyper-Connected World: Six Skills for Leaders at All Levels." American Alliance of Museums, *Museum News*, May/June 2015.

"Five Ways that Libraries and Museums are Addressing Families' Digital Learning Needs." FINE Newsletter, Harvard Family Research Project. March 2014.

Foreword, *Leadership Matters*. Anne W. Ackerson and Joan H. Baldwin. Lanham, MD. Altamira Press, 2014.

Preface. *The Language of Conservation: Poetry in Library and Zoo Collaborations*. New York: Poets House, Jane Preston, Editor. 2013.

“Museums and Libraries in the 21st Century: New Contexts and Skills Definitions,” (from *Museums, Libraries, and 21st Century Skills*) included in second edition of *Reinventing the Museum: The Evolving Conversation on the Paradigm Shift*, 2012. AltaMira Press of Rowman & Littlefield.

“An Opportune Moment: Museums in the National Conversation on Early Learning.” *Journal of Museum Education* , Volume 37. Number 1. Spring 2012.

“Reflections on Museums and Change: 2012”. Essay in *Museums and the Paradox of Change*. Robert R. Janes. Third Edition. Routledge, 2013.

“The Value of 21st Century Skills”, *A Life in Museums: Managing Your Museum Career*. Edited by Greg Stevens and Wendy Luke. AAM Press of the American Association of Museums. 2012.

“Museums and Public Value: A U.S. Cultural Agency Example.” Chapter in *Museums and Public Value: Creating Sustainable Futures*. Carol Ann Scott, editor. U.K. 2013.

Foreword, *The Museum Experience Revisited*. John H. Falk and Lynn D. Dierking. Left Coast Press. 2012.

“Helping to Conserve Cultural Heritage,” *Saving Haiti’s Heritage: Cultural Recovery After the Earthquake*. Richard Kurin, editor. Smithsonian Institution Press. Washington, DC. 2011.

“Learning Science in Informal Environments: Examining the National Academies Report and Its Implications for Children’s Museums” *Hand to Hand*, Association of Children’s Museums. Volume 25, Number 1, Spring 2011.

“Demonstrating Museum Value: The Role of the Institute of Museum and Library Services.” with Mamie Bittner. *Museum Management and Curatorship* , Vol. 24, No.3, September 2009, pp. 271-288.

“The LSIE Report and IMLS: Supporting Learning in the Informal Environments of Museums and Libraries.” *Curator: The Museum Journal*. Vol. 53, Number 2, April 2010.

“Leaders Learn: Reflections on Jim Collins Keynote.” *Hand to Hand*, Association of Children’s Museums. Volume 22, Number 2, Summer 2008.

IMLS Editor, Forum Moderator. “More Than a Field Trip.” *Threshold: Exploring the Future of Education*. Issue co-sponsored by Cable in the Classroom and the Institute of Museum and Library Services. Winter 2008.

“Museums for America: Update.” With Mamie Bittner. *Museum News*. May/June 2007.

Charting the Landscape/Mapping New Paths: Museums, Libraries & K-12 Learning. Institute of Museum and Library Services, Washington, DC. April 2005. [Produced workshop and edited publication.]

“Comment on Carr.” *Curator*, Vol. 46, #2. April 2003.

“Building Value Through Off-Site Community Programs: The Women of the West Museum,” *Journal of Museum Education*. 2003.

“Experiments in Sustainable Community Development: Capturing Lessons from the Arts, Humanities, and Cultural Organizations Sector”. *Proceedings*. International Association of Business and Society Annual Meeting, 2001.

Selected Recent Speeches/Presentations

Thought Leader/Presenter. “Impact of the Quantified Self.” New Media Consortium International Retreat, “Finding the Black Swans: Highly Improbable, High-Impact Ideas.” Austin, TX. January 2015.

“Commons Creating: Collaboration, Connection, and the Power of Cultural Institutions.” Keynote Presentation. 2015 Smith Leadership Symposium. Balboa Park Cultural Partnership Learning Institute. San Diego, CA. April 2015.

“21st Century Skills and Museum Leadership.” Core Faculty and Presenter. “Perspectives on Museum Leadership at All Levels.” Three-part series at the 2015 AAM Annual Meeting. American Alliance of Museums and The Getty Foundation. Atlanta, GA. April 27-29, 2015.

“21st Century Skills and Museum Leadership.” Core Faculty and Presenter. Perspectives on Museum Leadership at All Levels. Three-part webinar series in collaboration with the Leadership and Management Network, a professional network of the American Alliance of Museums and the Getty Foundation. May 6, 13, and 20, 2015.

“Leading the Future of Museum Education: Rethinking Leadership.” Presentation at *Leading the Future of Museum Education*. Bank Street College Leadership in Museum Education in collaboration with the Education Professional Network (EdCom) of the American Alliance of Museums, the Clyfford Still Museum, History Colorado, The Denver Museum of Nature and Science and the Denver Art Museum. Denver, CO. May 2015.

“Museums on the Innovative Edge.” Presenter. Association for Managers of Innovation Spring Conference. Colorado Springs, CO. April 2015.

“Rethinking Museum Leadership for Today’s World.” Keynote presentation. George Washington University/Smithsonian Affiliations 21st Century Museum Leadership Seminar. June 2015.

“Rethinking Learning for a Connected World.” Association for Managers of Innovation (AMI) Fall 2014 Meeting. Presentation. Kansas City, MO. October. 2014.

Session Chair, “Experiments in Storytelling: Capturing Impact and Leadership Lessons.” Association of Science and Technology Centers Annual Meeting. Raleigh, NC. October 2014.

Keynote. “The Leadership Challenge.” GWU-Smithsonian Affiliations Leadership Seminar. Washington DC: June 2014.

Session Chair, “The Changing Cultural and Social Landscape.” Council of American Jewish Museums annual retreat. Marriottsville, MD. March 2014.

Session Chair, “Not Just for CEO’s: The Case for Developing Mid-Level Leadership.” Association of Children’s Museums annual meeting. Phoenix, AZ. May 2014.

“‘Stuff’ and the Future of Museums: Whither Collections in Our Virtual Age.” Stephen Weil Memorial Lecture. Mid-Atlantic Association of Museums Annual Meeting. October 2013. Washington, DC.

“Mapping New Territories: Perspectives on Museums and Our Publics.” Lecture. University of Scranton. October 2013.

“The Changing Role of Experts in Historic Preservation.” Presenter. National Trust for Historic Preservation Annual Meeting. November 2013. Indianapolis, IN.

Keynote, “Museums and the New Culture of Learning: Opportunities, and Obligations, for Transforming Practice.” INTERCOM Conference 2012. Sydney, Australia. November 2012.

Thought leader/Presenter. *The Innovation Conference: Fostering Creativity and Invention in Academic Libraries*. Florida State University. Panama City, FL. August 2012.

Leader-in-Residence, Noyce Leadership Institute. Opening Retreat. Cohort 4 (June 2011), Cohort 5 (June 2012), La Jolla, CA.

Thought leader/presenter. “The Future of Education.” New Media Consortium Horizon Project 10th anniversary retreat. Austin, TX. January 2012. [<http://www.youtube.com/watch?v=ePtoqOt7M1w>]

Presenter, “Reflections,” *Libraries and Museums in an Era of Participatory Culture*, Salzburg Global Seminar, Salzburg, Austria, October 2011.

Keynote, “Libraries and 21st Century Skills,” Skokie Public Library All-Staff Development Day. Skokie, IL. December 2011.

Keynote, “Is Your Museum Ready for the Learning Revolution?” Oklahoma Museums Association annual meeting. Claremore, OK, September 2011.

Keynote, “Making the Learning Connection,” The George Washington University Museum Studies Program Marie Malaro Symposium. Washington, DC, April 2011.

Keynote, “Making a Difference, Making the Case: Museums and Public Value.” Museums Association of New York annual meeting. Buffalo, NY, April 2011.

Keynote, “21st Century Skills and Art Museum Education.” National Art Education Association Museum Division Awards Luncheon, National Arts Education Association annual meeting. Seattle, WA , March 2011.

Presenter, Arts and Culture, “Vision 2020: An American Conversation about Women and Leadership,” Drexel University, October 2010

Keynote, “The 21st Century Leadership Challenge,” Association of Midwest Museums annual meeting. Cleveland, OH. October 2010.

Presenter, “Museums-libraries-schools, a Learning Community?” CLASE, The Action in Education Leaders’ Summit 2010. Mexico City, Mexico. October 2010.

Presenter, “Changing the Role of Museums: Approaching Controversy—neutral spaces or political places?” INTERCOM 2010, 22nd ICOM General Conference, Shanghai, China, November 2010.

“Libraries and 21st Century Skills,” Spring Event for Librarians in Italy, U.S. Embassy in Rome, April 2010.

Keynote, “Museums and the Public Trust,” Korea Museums Association annual meeting. Seoul. May 2009. Presentation, “The Power of Community,” Korean civic and museum officials, May 2009.

Selected Recent Professional Service

Member, National Advisory Committee, STEM Learning in Libraries: A National Conference on Needs, Opportunities, and Future Directions. Denver, CO., August 2015. [Also, keynote speaker and author of background paper, “Collective Impact and STEM Learning: Trends in Making a Difference in Communities.”]

Member, Planning Committee, and speaker. INTERCOM 2015: Leadership for a Sustainable Museum. International conference. Washington DC. October 2015.

Member, faculty and keynote speaker. George Washington University/Smithsonian Affiliations. 21st Century Museum Leadership Seminar. 2014, 2015.

Member, Arlington Arts Commission. Appointed. November 2013- June 2015. Vice-Chair, July 2015 - present.

Member, Board of Directors, Museum of Language Arts. Washington, DC. June 2015-present.

Member, Panel of Experts, *New Media Consortium Horizon Report: Museum Edition*, 2010-2015.

Member, Board of Directors, Council on American Jewish Museums. March 2014- present. Co-chair, “Open Source: Jewish Museums and Collaborative Culture,” CAJM Annual Meeting, March 2015.

Member, The Museum Group, May 2014- present.

Member, Board of Directors, Smithsonian Early Enrichment Center. September 2014 – present.

Member, Advisory Committee. Experiential Education and Jewish Cultural Arts. Graduate program at George Washington University. 2014.

Peer Reviewer, National Science Foundation, Directorate for Education and Human Resources. Research on Learning in Formal and Informal Settings. March 2014, February 2015.

Committee of Visitors, National Science Foundation, Directorate for Education and Human Resources, March 2015.

Elected At-large National Member, Board of Directors, Art Table, July 2006-2010.

Member, Planning Committee, Grantmakers for Education *Special Briefing : Creativity, Innovation, and Learning*, Grantmakers for Education, Pittsburgh, PA, April 2012.

Invited participant. *Design, Make, Play: Growing the Next Generation of Science Innovators*. New York Hall of Science. January 2012.

Member, Advisory Committee. Smithsonian Institution Early Learning Symposium. Washington, DC. January 2012.

Member, Visiting Committee, American Association of Museums Museum Advancement and Excellence Accreditation Program, July 1998, January 2000, September 2000, March 2001, February 2002, June 2002.

Member, Board of Directors, Collaborative Digitization Program, University of Denver, 2002-3.

Board Member-at-large, American Association of Museums, 1998-2001.

Member, Museum Assessment Program Survey Teams, MAP III: The Public Dimension, July 1997, June 2000.

Member, Board of Advisers, Department of Public History and Preservation. University of Colorado at Denver, 1999-2002.

Member, National Advisory Board, Ready to Learn, Corporation for Public Broadcasting, 2004-8.

Panelist Reviewer, National Endowment for the Humanities, Consultation Grants (September 2000), Challenge Grants (July 2001).

Member, Visiting Committee, National Endowment for the Humanities. Wyoming Humanities Council (2002, 2012), Colorado Humanities Council (2003), Connecticut Humanities Council (2007).

Daniels Fund College Coach. Daniels Fund. Denver, CO. 2001-2.

Member, Leadership Denver Alumni Association Denver Metropolitan Chamber of Commerce. Denver, CO. 2001-8.

Leadership Denver. Denver Metropolitan Chamber of Commerce. Denver, CO. 2000-1.

Leadership Indianapolis. Indianapolis Chamber of Commerce, Indianapolis, IN. 1996-7.

Member, Search Committee for President, Earlham College, 1996-7.

Selected Exhibition Catalogues and Museum Publications

Revealing Our Routes: Women of Boulder County. Family Activity Book. March 2002.

Walk A Mile In Her Shoes: A Field Guide for Creating Women's History Trails. Women of the West Museum. January 2001.

Women of the West Power Book: Fun Information and Activities About Women Who Contributed to Colorado's History. Women of the West Museum. October 2000.

Expanded Visions: Four Women Artists Print the American West. Women of the West Museum, Denver, CO. 2000.

Essay, "Artistic Women of the West: Enriching the Circle," *Elbows and Tea Leaves: Front Range Women in the Visual Arts*, Margo Espenlaub, ed., Boulder Museum of Contemporary Art, Boulder, CO, 2000.

Women of the West. Newspapers in Education Curriculum. Boulder Daily Camera. Women of the West Museum. October 1999.

Watercolors and Oils by John Marin, The Taft Museum, Cincinnati, Ohio, 1975.

Look Again: American Trompe L'Oeil Art, 1808-1975, The Taft Museum, Cincinnati, Ohio, 1976.

Sounds of Sculpture, The Taft Museum, Cincinnati, Ohio, 1976.

Rene Magritte: Selected Works, The Taft Museum, Cincinnati, Ohio, 1977.

Jesse Allen, The Taft Museum, Cincinnati, Ohio, 1977.

Whimsy, The Taft Museum, Cincinnati, Ohio, 1978.

Galaxies, The Taft Museum, Cincinnati, Ohio, 1978.

What Is A Painting? The Taft Museum, Cincinnati, Ohio, 1980.

A Taft Menagerie, The Taft Museum, Cincinnati, Ohio, 1980.

Small Paintings from Famous Collections, The Taft Museum, Cincinnati, Ohio, 1981.

Memberships

American Alliance of Museums (formerly, American Association of Museums)

Association for Managers of Innovation

Association for State and Local History

American Library Association

Council of American Jewish Museums

International Council of Museums

Museums and the Web

The Museum Group

The Transition Network

Visitors Studies Association

Museum Computer Network

Compressed Resume, June 2015