



INTERACTIVITY  
2012

Portland, Oregon

Visit Blackbaud's booth and chat with the Kansas Children's Discovery Center about how they are using Altru to increase revenue, function more efficiently and do things cleaner, faster, and with better results!





# Engaging Stakeholders in Strategic Decisions:

## From Institutional Planning to Exhibit and Program Development

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# Stakeholders

- Audiences
- Partners
- Board Members
- Staff
- Volunteers
- Donors
- Sponsors
- Civic and Community Leaders



# Increasing the “Stake” in Stakeholder

- Market Research
- Front-End, Formative, and Summative Evaluation
- Articulating Value and Relevance to the Community
- Increasing Stakeholder Awareness and Ownership
- Participation in Strategic Planning
- Participation in Program and Exhibit Development
- Brand Building With Stakeholders in Mind
- Continuous Improvement of Visitor Experiences, Operations, and Impact

# Science + You

## Creating a Great Partnership



# History

- Kohl Children's Museum of Greater Chicago opened in Glenview 2005.



# History

- Designed to serve children ages 0-8, their families, caregivers and educators.



# History

- Features 17 interactive exhibits plus 2 acres of outdoor exhibit space.



# History

- Award winning for universal design and silver LEED certification.



Abbott, a global healthcare company, through the Abbott Fund, sponsored the *Cooperation Station* exhibit.



# The decision to create an exhibit together:

KCM conducted research on the needs of children's museums with regard to traveling exhibits through a grant from IMLS.

## Key areas of concern

- Flexibility of size
- Age appropriateness
- STEM content



# The Museum's strategic plan contained a goal to create a new exhibit based upon our research.

## Abbott was the logical partner

- They are a local company
- Have national and global presence
- Corporate representation and community involvement
- Are a company steeped in science
- Have contributed greatly to science learning through their science education programs designed for young children

## It looked like a perfect match!



# A Partnership Evolved

**Step 1: Met with the Abbott Fund to discuss a proposal and shared exhibit goals.**

## EXHIBIT GOALS

- To increase global appreciation for the value science brings to improving health.
- To immerse visitors in an interactive environment that encourages investigation, problem solving, analytical thinking and role play focused on the science of health.
- To increase awareness and understanding of the role science and scientists play in the health and wellness of children and adults throughout the world.
- To provide opportunities for visitors to interact with Abbott scientists through related programming.



# The Evolution

**Step 2: Developed the ideas.**

**We did NOT want to dumb down the science. We wanted it to feel real.**

**Held several charettes:**

**Abbott scientists**

**Teachers**

**Child development experts**

**Members**

**Hired Kramer Design  
& Xhibits**



# The Evolution

Step 3: Abbott Fund enabled the KCM team to visit Abbott scientists in their labs, which introduced the Museum to their passion for science.



# The Evolution

Step 4: A learning matrix was created. This matrix drove the content of the exhibit.

Exhibit Component	SCIENCE PROCESS SKILLS							
	Observing	Measuring	Inferring	Classifying	Experimenting	Predicting	Analyzing	Communicating
<b>Entryway:</b>								
Handwashing								
Floor Mat								
Sterilizer/air puff								
Lab Coats/rack								
<b>Exhibit Elements:</b>								
Test Kitchen								
Play Soup								
Antibodies/Germs								
Glove Box								
<b>Stir Station:</b>								
Magnet Stirrer								
V-Tube								
Mixing Bowl								
<b>Separation Station</b>								
Centrifuge								
Sort By Hand								
Sieve								
Microscope/Slides								
Balanced Lifestyle								
Peg Board								
Poster Design Demo								



# The Evolution

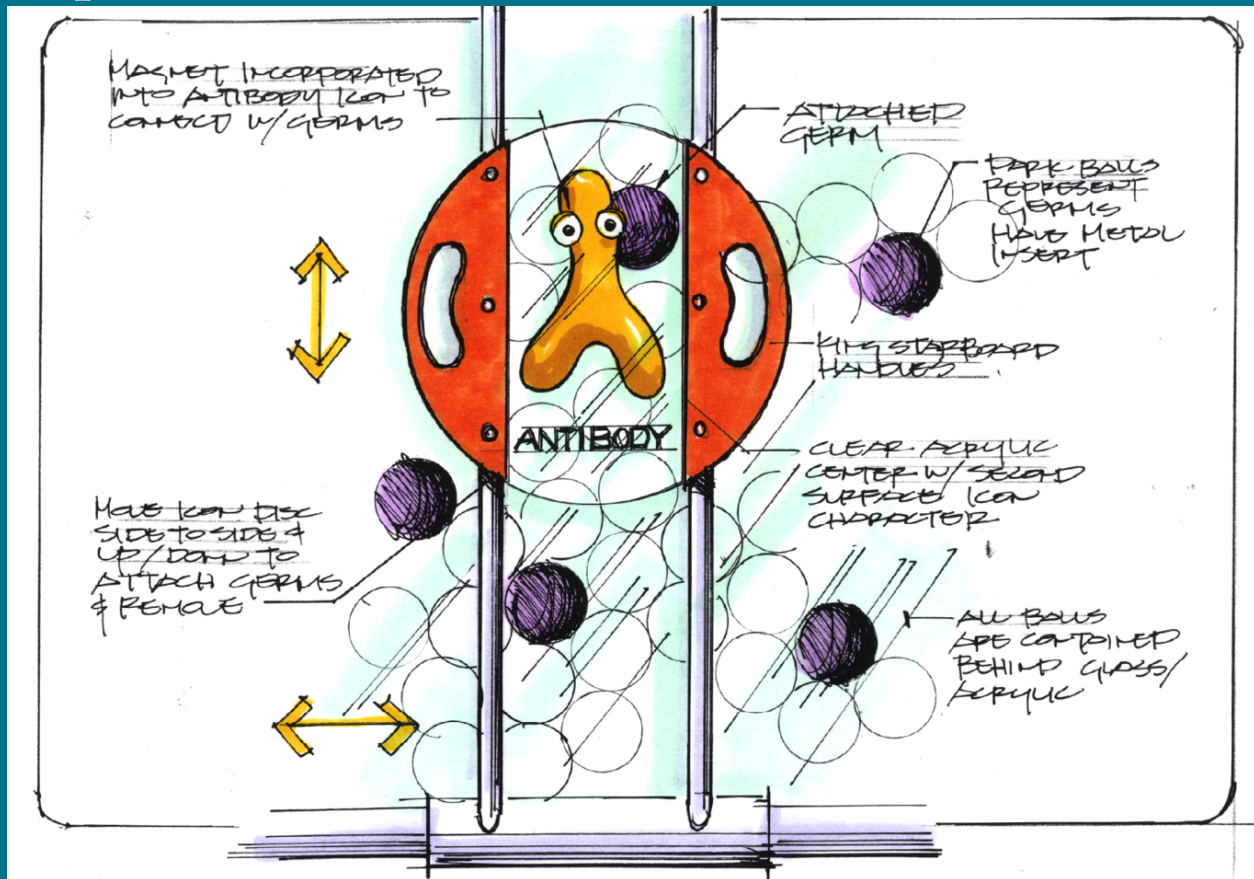
Step 5: Exhibit concepts and story line developed.

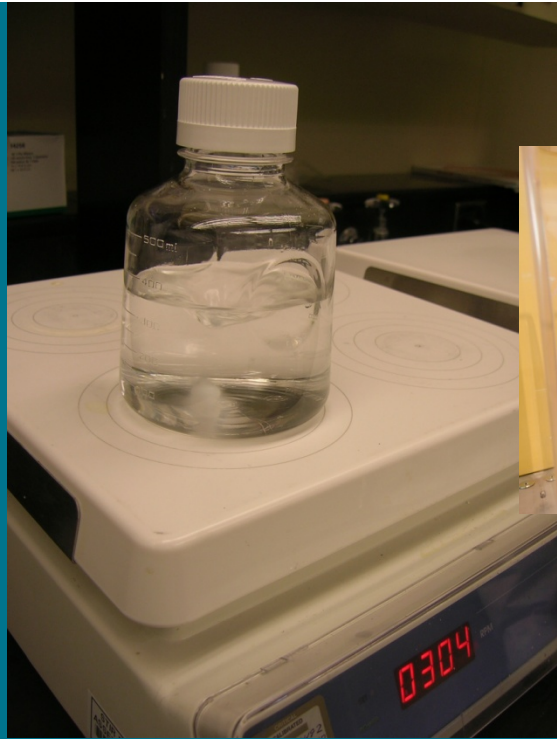
Abbott scientists helped connect components to their tools and work.



# The Evolution

Step 6: Abbott scientists gave ideas to demystify some concepts and expand upon others.





Magnet mixer



Magnet Mixer in exhibit



Real Glove Box



Glove box in exhibit



Floor mats



Floor mat in exhibit



## It wasn't all fun and games...there were challenges:

- Schedules and timelines
- Terminology: translating technical terms into language children would understand
- Finding common ground
- Language
- Scientists separate from physician advisors
- Scientist understanding the developmental level of young children
- Changes to exhibit traveling schedule

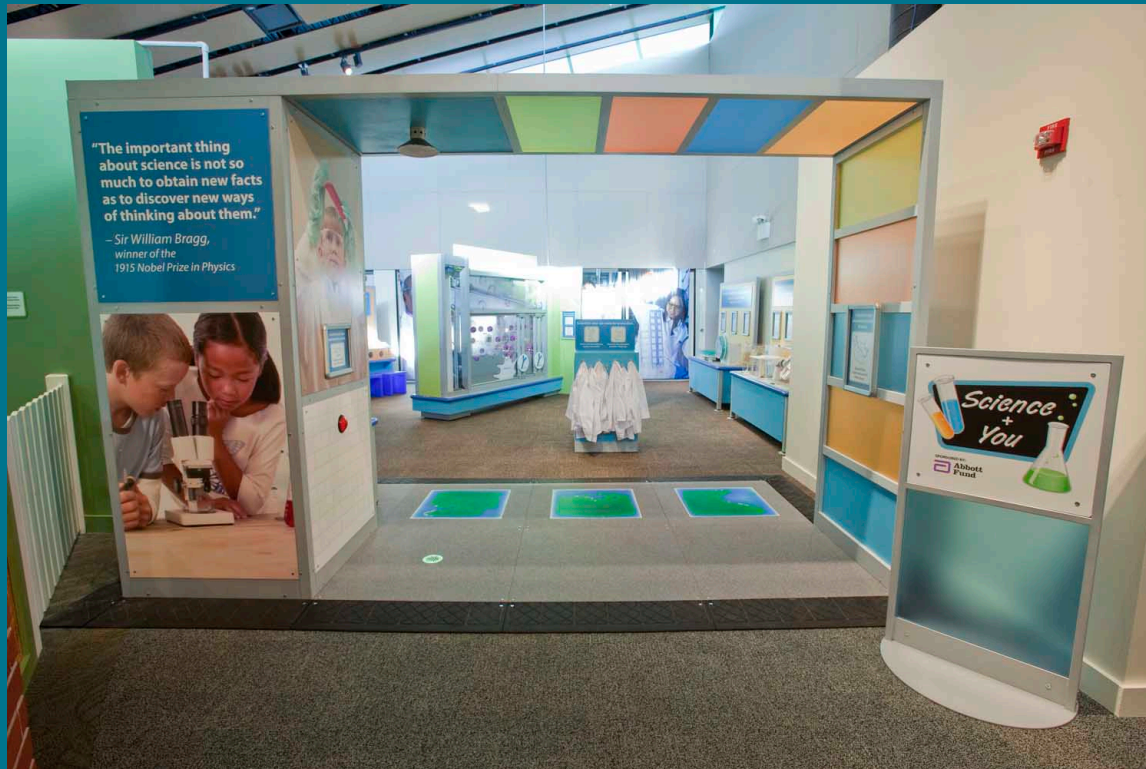


Pill Machine



With constant input and discussion, *Science + You* emerged.

An exhibit where children are immersed in the role of being a scientist and learning about healthy lifestyles.



# Taking the exhibit to another dimension

The exhibit is supported by educational activities for teachers and parents.

At each location, Abbott scientists will come to engage the children in real life experiments.



# Preliminary feedback:

## In general visitors:

- Understood the overarching concepts.
- Found information and activities interactive and enjoyable.
- Children expressed greater interest and understanding of what scientists do.
- Scientists impressed with how their work was presented to children.

## Lessons learned:

- Confirm and agree to very early on critical decision points.
- Be prepared for a greater time commitment on the part of the Museum.



# Traveling Schedule

San Francisco-  
Bay Area Discovery Museum

Washington D.C.-  
Living Classrooms

Germany-  
Frankfurt Techno Museum

Brazil-  
Sao Paulo

For more information: [www.scienceplusyou.com](http://www.scienceplusyou.com)

InterActivity 2012

Engaging Stakeholders in Strategic Decisions





BUSINESS  
FOR CULTURE  
& THE ARTS

# **Engaging Stakeholders in Strategic Decisions: From Institutional Planning to Exhibit and Program Development**

**Deborah Edward**

**May 10, 2012**

# Context

- Invited by David to talk about experiences working with stakeholders on programs
- Experience as founding director of Austin Children's Museum – organizing programs with community partners
- Additional experiences working in communities and with communities – e.g. Sacramento “Artober” month-long celebration of creativity

# Collaborative Programming

Why do it?

- Extend your reach
- Extend your resources
- Extend your skills and knowledge
- Extend your visibility
- Extend your impact

# Collaborative Programming

## Challenges:

- Divergent visions
- Different work styles
- Divergent reasons for collaborations
- Power imbalances
- Imbalances in expectations, expertise

# Collaboration Basics

Model – continuum from “Do for” to “Do with”

Communication – over communicate

Trust – mutual respect critical

Roles – be clear who makes decisions, timeline

Expectations – need to be explicit

Assumptions – challenge them regularly

# Rewind to Austin Texas



# Home of Austin Children's Museum



# International Children's Festival

Established in 1995 to fulfill Austin Children's Museum mission of helping families learn more about how people live in varying cultures

Managed by a group of volunteers from the Museum Board and the Junior League

Presented for 8 years – initially in the parking lot of a new shopping center, later in a public park, finally in a municipal public events center

# I-Fest Goals

- Invite families to participate in the rich heritages and cultural traditions from around the world
- Provide a community outreach program that showcases the cultures represented within the Austin community
- Increase appreciation of cultural similarities and differences
- Expense neutral to organization

# I-Fest Activities

- School day event
- Preview Party
- Opening parade of nations
- World Stage – int'l
- Global Stage – local
- Playworks – interactive art and culture experiences
- Scout badge work



# I-Fest Sample Activities

## Performances

- Chinese acrobats
- Russian singers
- Japanese Tea ceremony
- Aztlan Folklorico dance
- Puerto Rican dance
- Kletzmer band
- Urban 15 Caribbean dance
- Japanese singing friends

## Interactive Elements

- Philippine Parole-lanterns
- Chinese Calligraphy
- Bolivian Braid holders
- Russian Plate painting
- Indian Henna painting
- Mexican Papel picado
- Celtic Knots
- International food vendors

# I-Fest Partners

- Venue host (initially private, later public)
- Cultural groups
- Volunteer groups
- Vendors
- Funders



# I-Fest Challenges

- Provide high quality experiences for all
- Attract a significant audience to make the effort worthwhile
- Generate enough income to cover expenses
- Create strategic relationships with leaders of cultural groups

# Involving stakeholders in decisions?

- Donors – no
- Cultural groups – barely
- Venue hosts – slightly
- Community volunteers – actively
- Museum staff - primarily



# I-Fest Results



- Limited visibility
- Limited ownership
- Limited reach
- Limited “stickiness” in relationships
- Declining attendance and volunteer involvement
- Life of event ended after 8-10 years

# I-Fest Lessons

- Missed opportunities
- Focus more on quality than on partnerships
- More a “do for” than a “do with”
- Lack of communication
- Did not take the time to build relationships
- Good programming, because of good hearts

# Moving west to Sacramento



# Implementing a regional Cultural Action Plan



# Building visibility for the arts

Sacramento region of  
rivers and trails, of art  
walks and galleries,  
museums, theatres,  
dancers, creative  
industries

Sacramento known for  
ceramics, UC Davis,  
gateway to Napa,  
Tahoe, the Bay Area



# Artober Stories

“Artober” established in 2011 as a monthlong celebration of creativity for the Sacramento

Built on the 2010 “Arts Open October” campaign for Nat’l Arts & Humanities Month

Coordinated by the Mayor’s Office

Intended as a test-run of a month long festival like Reno’s OurTown or Free Fall Baltimore

Enter “Arttober”



# Arttober Partners

Mayor's office – Lead partner

Arts Commission – shared prior year marketing

Visitors Center – paid for ads, lent event website lead to effort

Weekly newspaper – created supplement

City-owned performing arts center – hosted arts open house

Local business associations – created street festivals downtown

Local arts partners – hosted, created , promoted events

Volunteers – fundraising, marketing, staffing activities, strategy

# Involving Stakeholders in Decisions?

Volunteers – heavily  
Arts partners – slightly  
Local business associations – heavily  
Visitor Center – slightly  
Arts Commission – barely  
Newspaper – heavily  
Mayor’s Office staff – primary decisionmakers  
Donors - barely



# Artober Planning and Coordination

## Planning and Coordination

- Mayor's Office plus intern and one part-time contractor coordinated
- Weekly 8 am meetings for volunteers – made decisions
- Timeline for pr and marketing clear
- Funding of \$10,000 total

# Artober Programming

## Planning and Coordination

- Mayor's Office plus intern and one part-time contractor coordinated
- Weekly 8 am meetings for volunteers – made decisions
- Weekly email to volunteers
- Use of “drop box” for editing and calendar
- Print deadlines
- Funding of \$10,000 total



# Arttober Marketing

- Street banners
- Table tents for restaurants
- Posters
- Newspaper ads and coverage
- Radio/tv talk shows and demonstrations
- Magnets handed out at community events
- Yelp social media
- McDonalds tray liners throughout the region
- Cross promotion with arts partners

# Artober Programming

- 56 events – on a calendar managed by Sacramento365.com and Arttober
- Donor Preview Party
- International Dance Festival opening weekend
- Arts Open House at Performing Arts Center
- SAMMY awards for young musicians street fair
- Downtown Visual Arts Festival
- End of month event featuring performance artist/  
auction of artwork

# Arttober Programming (cont)

- Artist Hot Spots – informal trunk shows, flash mobs, house concerts
- Arts Indulge – business/art pairing featuring a signature sales item (drink, dessert) that would yield a % of proceeds back to selected arts group
- Second Saturday gallery shows
- “Creative Conversation” at youth media fest
- Free Night of Theatre

# Arttober Results

- Visibility of the variety and sheer number of arts events and presenters in the region
- New audiences explored new arts endeavors
- Strong brand developed
- Relationships across arts groups
- Marketing staff met across arts groups
- Marketing and business association relationships developed

# What made it work?

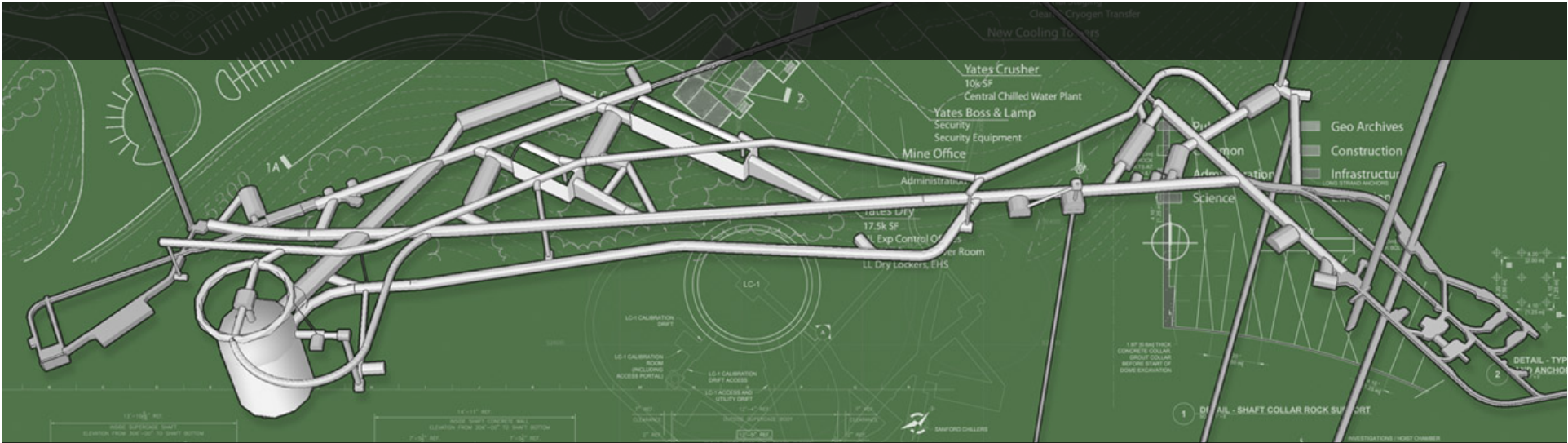
- No money = no major power struggles
- Spirit of generosity throughout
- Each person's idea was respected
- Meetings were fun and supportive
- Limited scope and expectations
- The stakes were reasonably low
- Good timeline and time management

# Artober Challenges

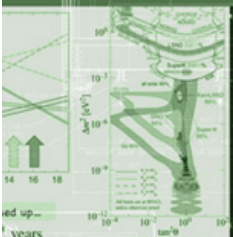
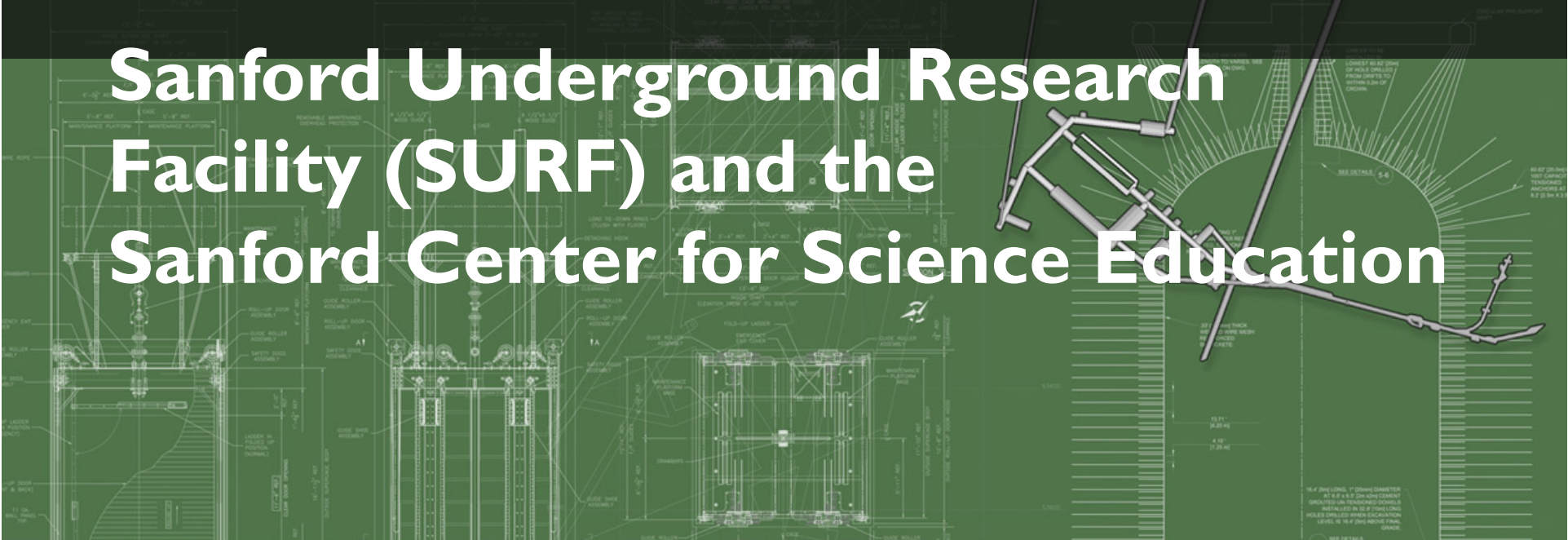
- Different work styles
- Different expectations of time
- Different expectations of quality
- Managing expectations of business associations used to strong sponsor benefits
- Small businesses could not afford to give back to the arts groups in Arts Indulge
- No models to build off of

# Lessons Learned

- Set expectations low
- Take time to create a shared vision – and to ensure that all key players are comfortable with the expectations
- Communicate
- Say “I don’t know”
- Provide time for people to step up
- Acknowledge and value contributions



# Sanford Underground Research Facility (SURF) and the Sanford Center for Science Education



**DUSEL**  
 Deep Underground  
 Science and  
 Engineering Laboratory

InterActivity 2012

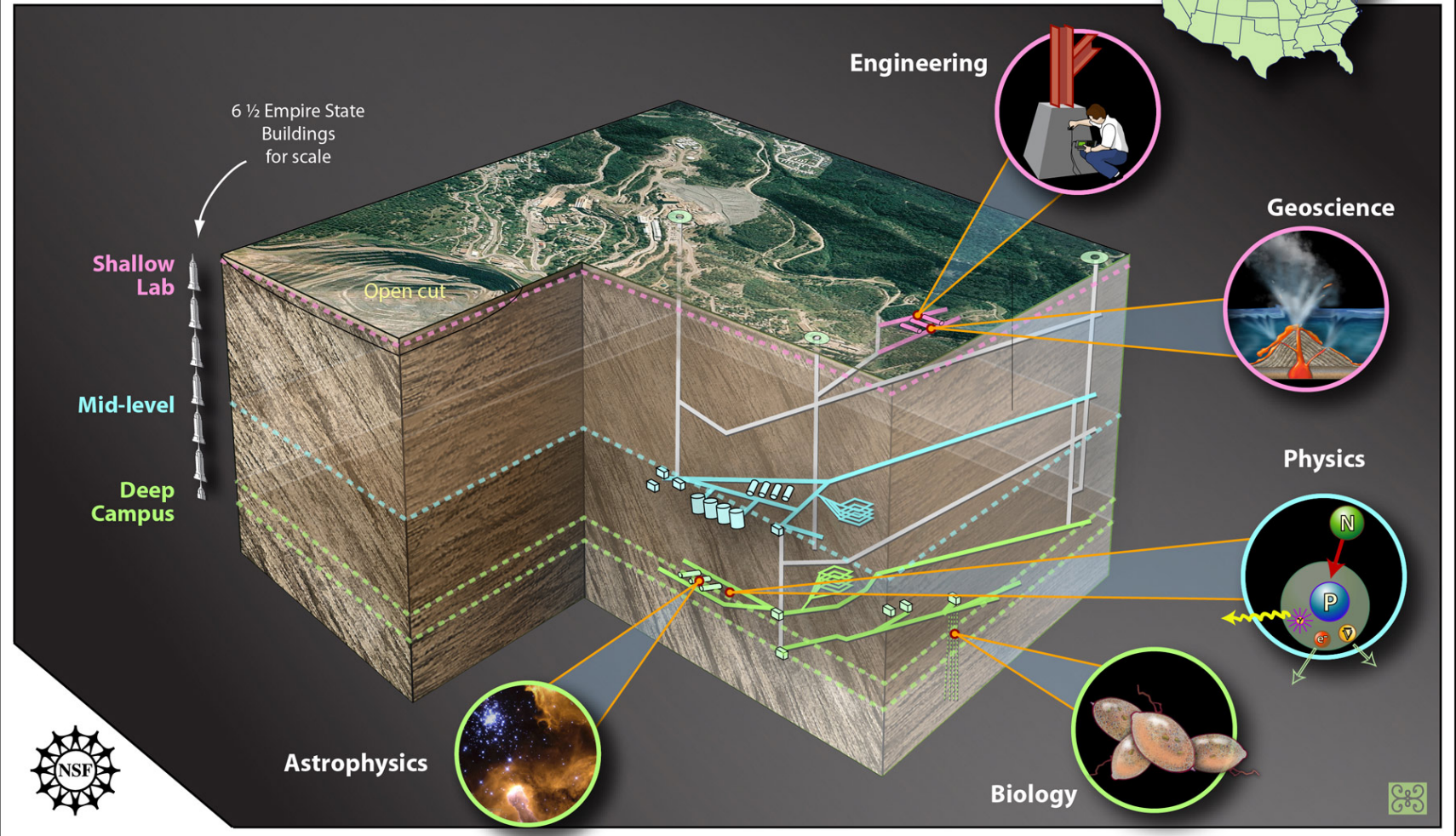
Engaging Stakeholders in Strategic Decisions

# “The Great Homestake Gold Mine”

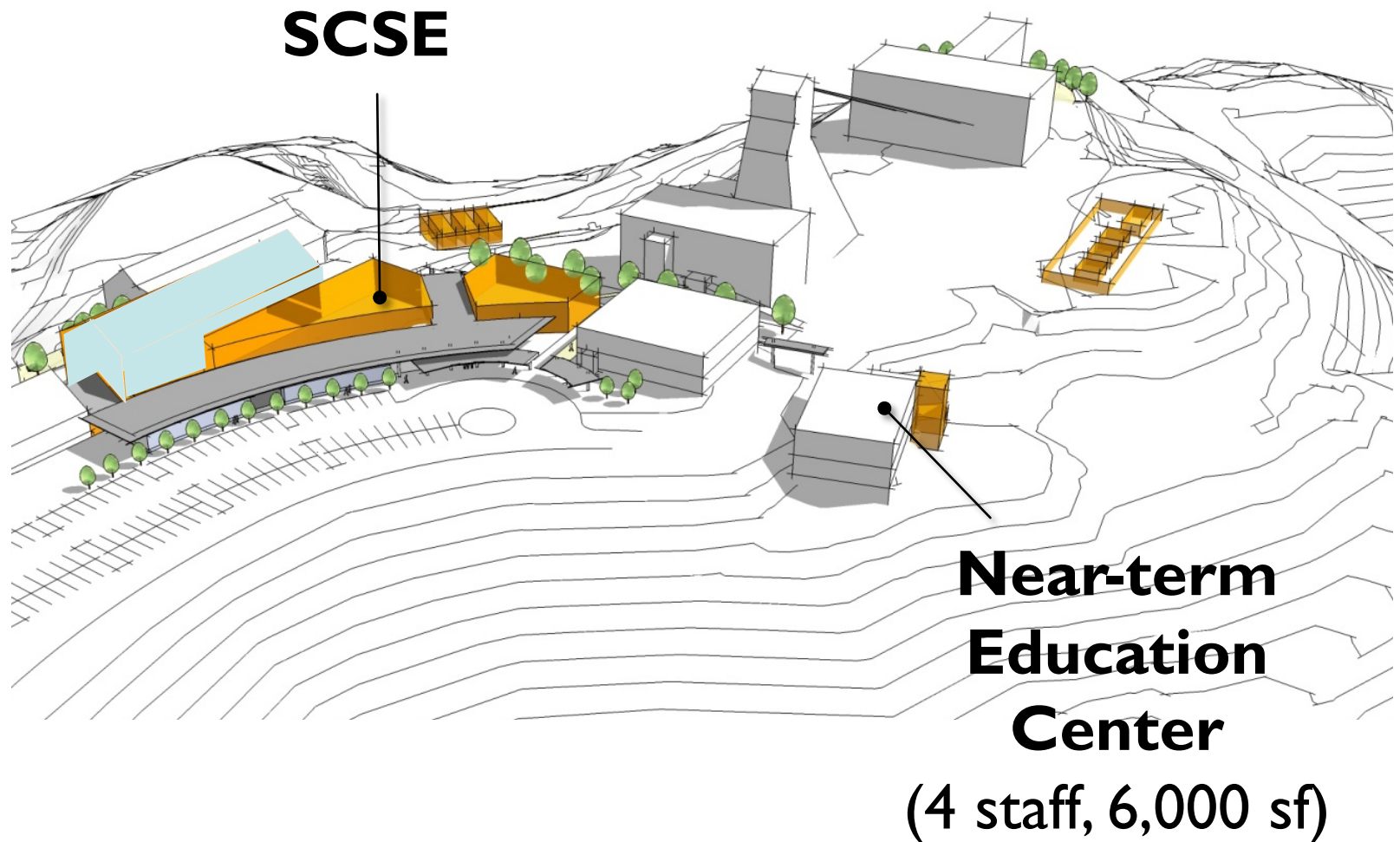


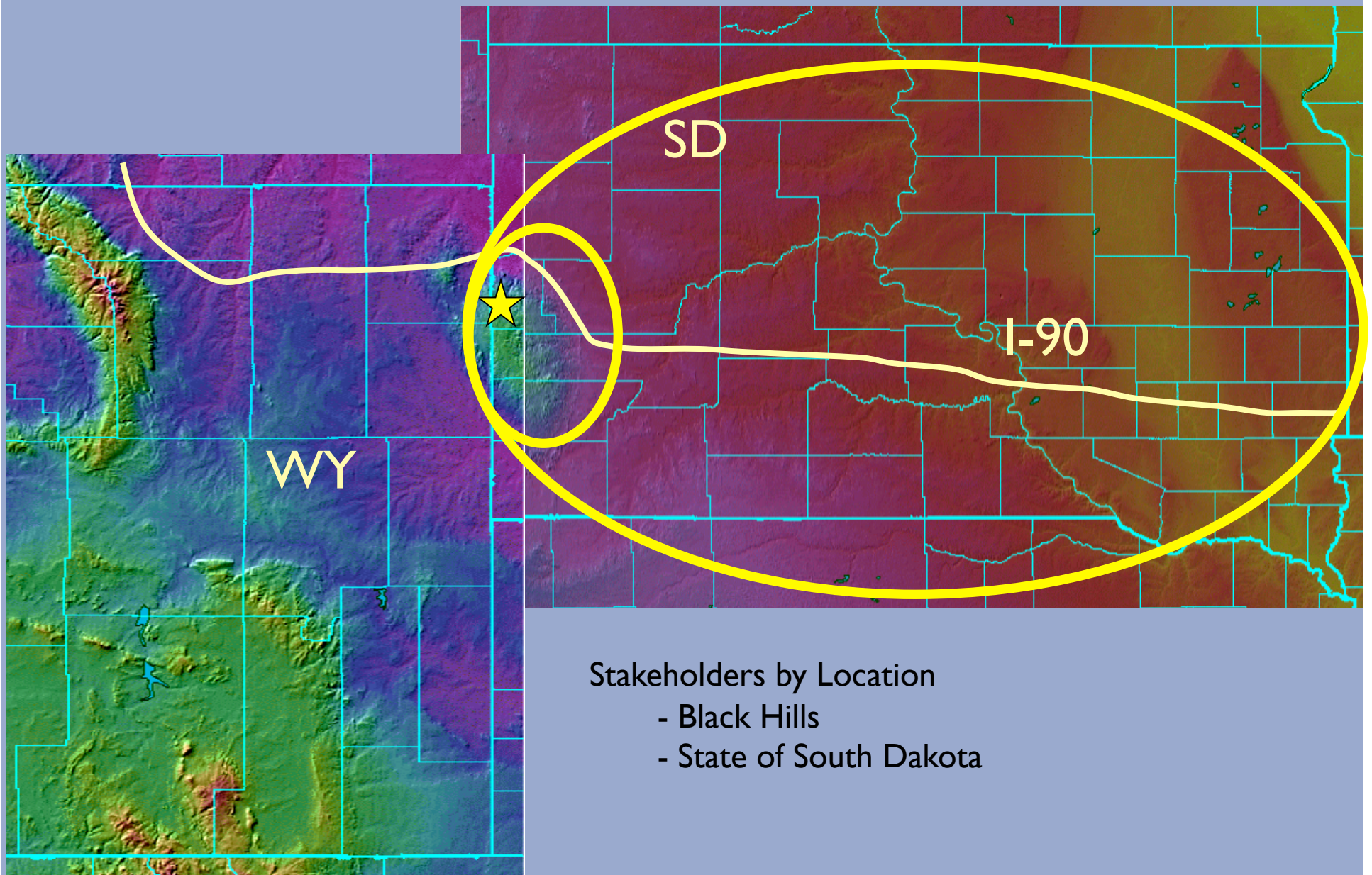
# Sanford Underground Research Facility

**DUSEL** Deep Underground Science and Engineering Laboratory at Homestake, SD



# Sanford Center for Science Education





### Stakeholders by Location

- Black Hills
- State of South Dakota



# Audiences / Stakeholders

- K-12 students & teachers
- College and university faculty and students
- General public – local, regional, tourist
- American Indian Tribes
- Scientists and engineers across disciplines, across the country, and around the globe

Special attention to engaging and serving historically underrepresented within STEM disciplines through on-site, off-site, and online programs



# Stakeholder Engagement & Input

- Target market / audience research – surveys, interviews, focus groups, community forums
  - Tourists
  - Residents
  - K-12 Educators
  - K-12 Students
  - College Faculty
  - College Students
  - American Indian Leaders, Educators, Residents
- Prototyping of education programs – designing, implementing, evaluating, refining
- Research and development of future programs, products, and services – strategic engagement of community members, regional and national experts

# General Public/Tourist Findings (n = 1,210)

## Interest in the following activities at the Sanford Center for Science Education

	Not at all interested	A little interested	Neutral	Interested	Very interested
Interactive science exhibits (like those found at a science center)	3%	10%	11%	50%	25%
Video-cams showing scientists at work underground	6%	10%	13%	50%	20%
Guided tours of facilities where scientists work	4%	7%	9%	51%	29%
Chance to meet/talk with a scientist or engineer	8%	10%	19%	39%	26%
Following underground laboratory research online	15%	10%	26%	30%	20%

# K-12 Educator Survey

## Interest in Science/Engineering Themes (Top 12)

	Percentage of Respondents Reporting Interested or Very Interested
Cutting edge technology	76%
Life in extreme environments	71%
Science and engineering relevant to humans	70%
Gold mining at Homestake Mine	70%
Black Hills geology	68%
Science and engineering careers	68%
Nature of science and scientific processes	66%
Black Hills natural history and ecology	65%
Black Hills geography	64%
The culture of a working scientific community	64%
American Indian history and culture in the Black Hills	63%
Origins of the universe, matter and energy	58%

# Prototyping / Building capacity

*Neutrino Day – an annual open house the second Saturday in July*



*Classroom visits –  
tours and onsite  
activities*



# Path Forward

- Continue implementing and refining programs – in service to and in collaboration with key stakeholders
- Continue testing ideas & gathering input through surveys, interviews, focus groups, community forums
- Community and expert engagement in future planning





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Full Presentation Posted At:

[www.davidheil.com](http://www.davidheil.com)