


THE AFFILIATIONS PROGRAM:
RESULTS OF A SURVEY OF AFFILIATES CONDUCTED
MAY/JUNE 2001

 Smithsonian Institution

OFFICE OF POLICY & ANALYSIS
JULY 2001

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BACKGROUND

The Smithsonian Affiliations Program seeks to bring the Smithsonian closer to all of America by sharing the Institution's collections and resources with museums throughout the country. Since its inception in 1997, 74 American cultural institutions in 26 states, the District of Columbia and Puerto Rico have become Smithsonian Affiliates. To serve the affiliates better, learn from their experiences, and help shape the agenda for the National Conference of the Smithsonian Affiliations Program held in June 2001, the Affiliations Program asked the Office of Policy & Analysis (OP&A) to conduct a survey of all affiliates.

OP&A shared selected preliminary results of the survey at the Conference. This report presents more detailed and inclusive results. Even though the Affiliations Program is young, and the bulk of the affiliates became members only in the last two years, the responses to the survey offer useful insights that can help to improve the usefulness of the program to affiliates. They also provide a set of baseline data against which to identify trends and make adjustments.

THE SURVEY

The questions in the survey instrument (see Appendix A) sought the affiliates' opinions about these areas of the Affiliations Program's operations:

- Benefits of participation
- Use of the program's offerings and perceptions on quality and ease of use
- Areas that need strengthening
- Staff interactions with affiliates
- Interest of affiliates in other benefits, services and programs
- The National Conference.

A final question asked the affiliates to provide comments on matters not covered by the survey as well as to expand on the areas that were covered.

Typically, the questions in the survey instrument took one of three forms: provide information using a check-off list or narrative; indicate level of use of program features and reasons for using and not using them; and rate program features for factors such as importance to the affiliate, quality, and ease of use.

The survey instrument was sent to all 74 affiliates. Forty-two responded (see Appendix B for a list of the affiliates that returned the survey), for an overall response rate of 57%. The respondents are representative of the larger universe of affiliates. Based on the rate of response and representativeness of the respondents, the survey responses can be considered a reliable source of information. Where the rate of response to specific questions was too low to be considered useful, OP&A has not included the data in this analysis.

In analyzing the responses, OP&A tabulated totals for all the questions that had adequate response rates. It also sorted and analyzed the responses by a number of variables to see if they produced different patterns of responses. Of those data runs, only two variables produced significant results on a recurring basis:

- Size, as measured by annual budgets
 - *Larger*: budget of \$1 million and above (32 affiliates)
 - *Smaller*: budget below \$1 million (10 affiliates)

- Year of affiliation
 - *Older*: joined in 1998-1999 (10 affiliates)
 - *Newer*: joined in 2000-2001 (32 affiliates)

Size of affiliates		Year of affiliation	
Larger: annual budget \$1 million and above	Smaller: annual budget < \$1 million	Older: affiliated in 1998-1999	Newer: affiliated in 2000-2001
32	10	10	32

After completing the data analysis, OP&A drew conclusions and generated recommendations.

The survey’s comprehensiveness meant that it took considerable time for affiliates to complete. OP&A appreciates the work of those affiliates that returned the instrument and enjoyed working with the program staff, who were most helpful in responding to questions concerning the program.

ORGANIZATION OF THE REPORT

The next section of the report presents conclusions and recommendations. It is followed by the results of the survey. When we refer in the report to “affiliates,” we are referring to those 42 affiliates that returned the survey

instrument or that responded to a particular question, and not to the entire group of 74 affiliates.

Appendix A contains a copy of the survey instrument, while Appendix B lists the names of the affiliates that responded to the survey. Appendix C presents tables that organize the data from Questions 10-12 on affiliates' collections strengths, collections needs, and interest in ethnic/cultural and subject matter alliances.

CONCLUSIONS

Before presenting the conclusions drawn from the analysis of the survey responses, three caveats must be noted:

- The Affiliates Program is relatively new, having started only four years ago, and it is now undergoing rapid expansion. Most members joined only in the last two years. It is too soon to make definitive judgments about the program.
- Some of the program benefits to which the affiliates were asked to respond became available only in the last year or are not widely available, such as the fellows program. Necessarily, the level of participation is low.
- As a number of respondents acknowledged, to some degree the low level of participation in benefits and the problems affiliates have experienced stem from the affiliates themselves. A number are new organizations or are undergoing major changes in their operations, and they are therefore not at a point where they have the capacity and resources to take full advantage of what the Affiliations Program offers. Many in this category indicate their intent to do more with the program in the future.

OVERALL, THERE IS SATISFACTION WITH THE AFFILIATIONS PROGRAM.

In general and across all respondents, there is considerable satisfaction with the Affiliations Program. Ratings of benefits, services, and the like tend to be on the positive or mid-point of the scales, with few responses falling on the negative side. At the same time, the responses tend to fall more in the good or agree ranges rather than the very good or fully agree ranges. That is, the program is seen as good but not great.

An important pattern that emerges in a number of areas is that the level of satisfaction tends to decline the longer the affiliate has been involved with the program. For example, the level at which older affiliates perceive the value of certain benefits is lower than that of newer affiliates. This pattern raises several questions that are worth exploring. Do affiliates enter the program with unrealistic expectations? Does the promotion of the Affiliations Program create unreal expectations, particularly at this point in its development? Given that some benefits depend not on the program itself, but on other Smithsonian units, has the Affiliations Program put enough effort into ensuring that other units are full partners with the program? Is the Affiliations Program able to deliver what it promises?

The variations in responses based on year of affiliation and size of affiliate suggest a need to pay greater attention to understanding the reasons for those differences and to finding ways to accommodate for them in program offerings and processes. Standardized approaches to services and activities may not work, given the diversity of the affiliates in terms of budget, focus of collections, geographic focus, staff size, audience, and stage in their own development. Full participation, for example, by young museums and by new affiliates, may require new types of support and facilitation by the Affiliations Program.

KEY AREAS OF THE PROGRAM NEED STRENGTHENING.

Responses to questions about satisfaction with specific aspects of the Affiliations Program reveal some important areas that need strengthening.

AFFILIATE COSTS. Costs of program participation emerged as a problem area for many affiliates across the board. In part, the program has already addressed this issue by moving to an annual fee that is to cover the staff costs that museums were charging affiliates to process loans.

It is questionable whether this solution will adequately address affiliate concerns related to borrowing and whether it is fully workable from the perspective of Smithsonian museums. First, it does not address the variability in the rates charged by different Smithsonian museums and the uncertainty over what borrowing will cost, two key issues raised by affiliates. Second, in the course of other studies OP&A has been conducting, it has heard SI museum staff express significant concern about the amount of their time that is required to handle loan requests of affiliates. They are unclear to what extent they will participate in the annual fee and whether, even if they were to receive the entire fee, it would cover their staff costs. It is important that these issues be explored further, given that a lack of responsiveness, which a number of affiliates have commented on, could undermine this program.

BORROWING OBJECTS FROM THE SMITHSONIAN. Among the highest rated benefits of the Affiliations Program are those related to borrowing objects from the Smithsonian. At the same time, problems relating to borrowing are among the most frequently mentioned difficulties. In addition to the cost issue raised above, difficulties that affiliates mention include unclear procedures, excessive time and paperwork, delays in effecting loans, inadequate information on what objects are available for loans, unavailability of desirable objects such as icons for loan, and inadequate responsiveness by museum staff. For their part, the museums are concerned about the impact of responding to affiliates' requests on their ability to carry out their basic internal operations, such as conservation of their collections.

Addressing this important aspect of the Affiliations Program will require creative approaches that take into account the resources, internal programs, and other operational constraints of Smithsonian museums, which at present compete with the demands of the Affiliations Program. This is particularly true of staff time, funding for collections management, and demand for the most important objects in Smithsonian museum collections. The lack of information on collections will be hard to resolve: a significant weakness in the operations of many Smithsonian museums is the inadequacy of their collections information management systems.

LOW USE OF SOME MEMBERSHIP BENEFITS. The survey results show that the level of use of many program benefits is quite or very low. To some degree the reason is that the benefits are still new. However, there is some indication that affiliates are not getting adequate information. In addition, according to a number of respondents the low use of some benefits/services also stems from their own resource constraints, early stage of development, and recent membership in the program.

It must also be asked, however, whether the level of use is low in part because some benefits/services are not all that important to affiliates. The responses indicate a potential disconnect between, on the one hand, actual and planned benefits and services and the emphasis the Affiliations Program places on different program features and, on the other hand, what affiliates appear to be most interested in and are able to use. There is, for example, high expressed interest in borrowing, but the results suggest that affiliates' expectations are not being met. Similarly, there appears to be unmet interest in more collaboration with other affiliates and the Smithsonian and for educational programming. At the same time, affiliates express only moderate interest in the proposed services/benefits of the Expanded Discount Line and Members-only Newsletter, which is paralleled by their relatively low level of use of some existing services, such as the Merchandise Line and LISTSERV. It would be worthwhile at this stage in the Affiliations Program to explore whether affiliates are more interested in programmatic benefits and services than in merchandise and multiple channels of communications.

OPINIONS ARE MIXED ABOUT THE EASE OF USE OF THE PROGRAM. Affiliations Program staff received high marks for their helpfulness and courtesy. However, responding affiliates express some problems with administrative processes of the program, such as the memorandum of understanding, feasibility assessment/Affiliations agreement, and proposal processes. To some degree the problems may stem from the evolving nature and rapid expansion of the program, and to the recent growth in staff, who are still familiarizing themselves with the program. Some respondent comments suggest that the Affiliations Program may need to do a better job in informing affiliates about how to access benefits and services and to look into finding

ways to assist them in doing so, particularly in the case of those museums that are starting up themselves. Because the survey did not attempt to get detailed information on the reasons for difficulties, further exploration into this matter would be useful.

CONFLICTING RESPONSES AROUND COLLABORATION. In a number of places in the survey, affiliates expressed an interest in more collaboration among themselves and with the Smithsonian. However, the rate of response to questions asking for specifics about collaboration is often low. If the program is to develop this area of activities, it will need to find out more about what affiliates want. During the discussions following presentation of the results of the survey, several participants provided excellent suggestions aimed at furthering collaboration that could provide a starting point.

The discussions also made clear that the affiliates have ideas and experience from which the Smithsonian can benefit. The Affiliations Program can provide a useful service by bringing what affiliates have done and are doing to the attention of the larger Institution. Put another way, collaboration should be viewed as a two-way process.

RECOMMENDATIONS

- The survey raises two questions that merit further study and the development of action plans:
 - The Affiliations Program is seen as good but not great. What is an appropriate standard of excellence, and what steps can the program take to achieve it?
 - Why does the level of satisfaction of affiliates decline the longer they are involved with the program, and what can be done to reverse this trend?
- To better serve affiliates, the Affiliations Program needs to develop a greater understanding of the differences among affiliates and how those affect their ability to participate in the program, and then it needs to identify ways to facilitate and increase the level of participation.
- The Affiliations Program, in conjunction with senior Smithsonian management, needs to study the annual fee system in terms of both its ability to address the cost concerns of affiliates and its impact on core operations and functions of Smithsonian museums. As appropriate, they need to develop solutions to ongoing problems.
- The Affiliations Program will have to forge a stronger partnership with the museums to bring about greater responsiveness to affiliates. Key issues related to borrowing that warrant attention are streamlining the lending process, providing information on what objects are available for loan, and exploring ways to address the competing demands of museums and affiliates for icons and other key objects that are in high demand. For example, one museum staff suggested that the museums put together “loan collections.”
- The Affiliations Program needs to take a new look at what benefits, services, and programs are of most interest to affiliates and how they match current program offerings and the stage of the Affiliations Program’s evolution.
- The Affiliations Program needs to assess whether affiliates are getting the information they need, and develop ways to ensure they get it. One suggestion is to develop and make available an Affiliate Handbook (binder style to allow pages to be added and deleted), to contain a section on each benefit, process, initiative, opportunity, and resource, with clear definitions of terms, explanations of rules, limits, requirements, and

access, and identification of a contact person. The Affiliations Program would need to update the material in timely fashion.

- To enhance collaboration, the Affiliations Program needs to document and share, with the affiliates and the larger Smithsonian, both the experiences of affiliates with the program, and their innovative approaches to, developing exhibits, raising funds, conducting educational programs, increasing community participation, and a host of other activities.

THE SURVEY RESULTS

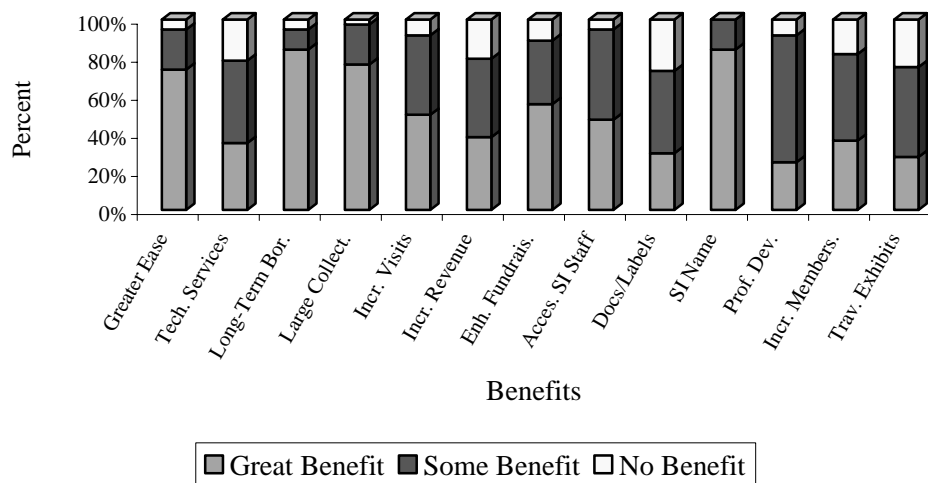
AFFILIATIONS PROGRAM BENEFITS

Affiliates were asked in Question 1 to rate a range of possible benefits of the Affiliations Program, using a scale of 1 (great benefit), 2 (some benefit) and 3 (no benefit). Figure 1 shows the responses to the 13 benefits listed in the question.

- **Affiliates that responded see use of the Smithsonian name as offering the most benefit.**

Overall, use of the Smithsonian name received the highest rating at the levels of great benefit (84%) and great and some benefit combined (100%). The rating varies little by year of affiliation and size of affiliate.

Figure 1
Ratings for Affiliations Program Benefits

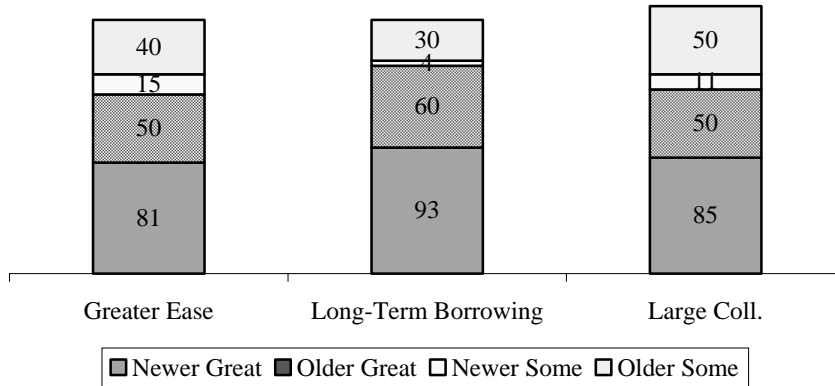


- **Borrowing from the Smithsonian follows closely after use of the Smithsonian name.**

Several of the listed benefits relate to different aspects of borrowing from the Smithsonian. Across all affiliates that responded, large collections from which to select items to borrow, greater ease of borrowing objects from the Smithsonian, and long-term borrowing emerged as key benefits at the levels of great and some benefit combined—at 97%, 95%, and 95% of respondents, respectively. When the responses are viewed by year of affiliation, newer affiliates rate each benefit higher at the great benefit

level than do older affiliates (Figure 2). There is virtually no difference in the ratings by size of affiliate.

Figure 2
Highest Rated Benefits Related to Borrowing
by Year of Affiliation
(percent)



- **Increased visitorship is seen as a significant benefit.**

Overall, 50% of responding affiliates rate increased visitorship as a great benefit and 42% as some benefit (Figure 1). Newer affiliates are twice as likely as older ones, and smaller affiliates one and a half times as likely as larger ones, to see it as a great benefit (Figures 3A and 3B). That pattern is reversed at the level of some benefit.

Figure 3A
Increased Visitorship by Year of Affiliation

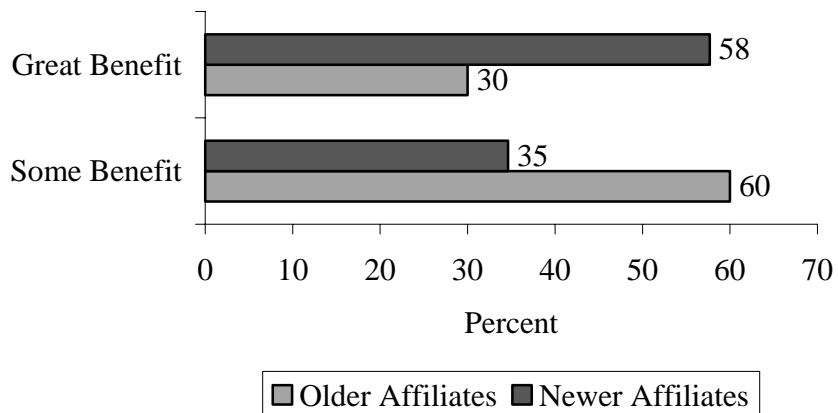
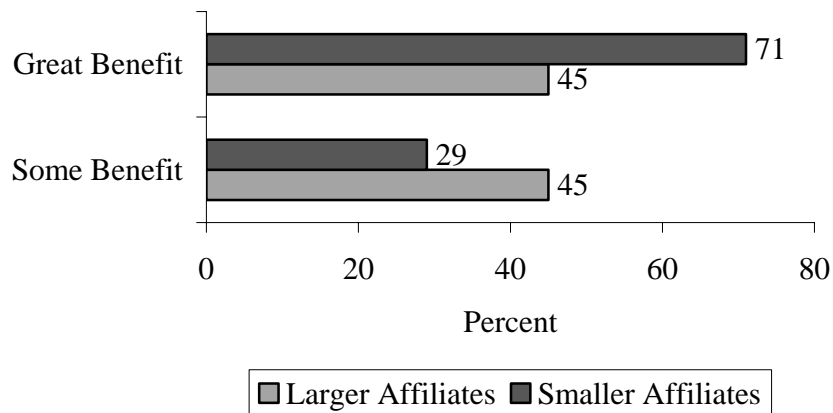


Figure 3B
Increased Visitorship by Size of Affiliate



- **Affiliates’ ratings of membership- and revenue-related benefits are high but varied.**

Overall, at the great and some benefit levels combined, respondents rate enhanced fundraising at 89% of the time, increased revenue generation at 82% and increased membership at 79% (Figure 1).

Smaller and newer affiliates are more likely than larger and older ones to view increased membership as a great benefit—by about two and five times, respectively (Figures 4A and 4B). Newer and older affiliates rate increased membership about the same when great benefits and some benefits are combined.

Figure 4A
Increased Membership by Year of Affiliation

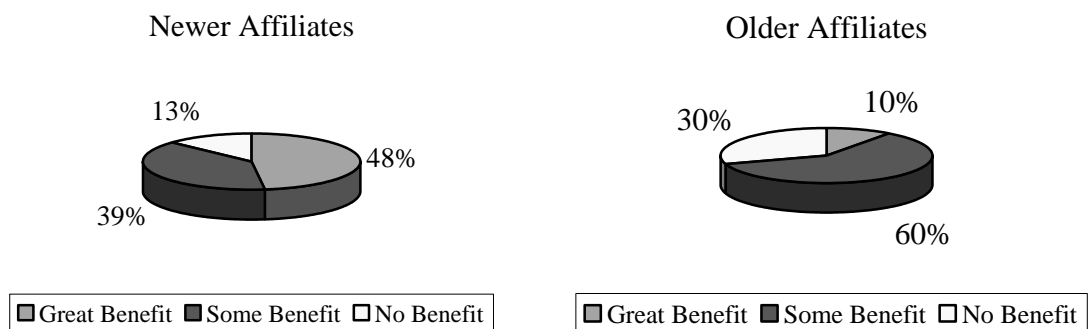
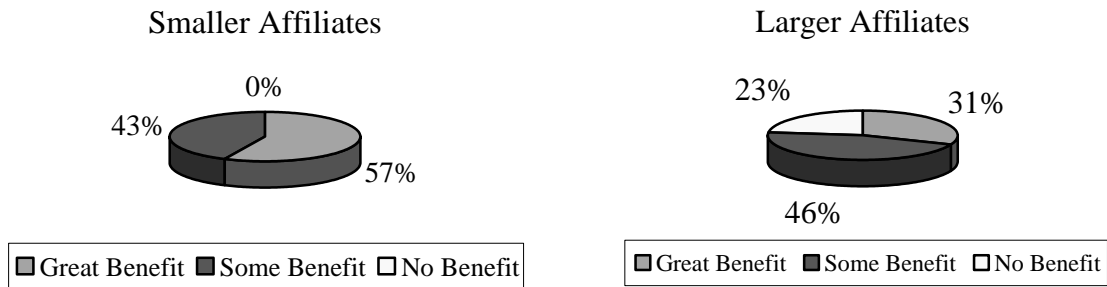


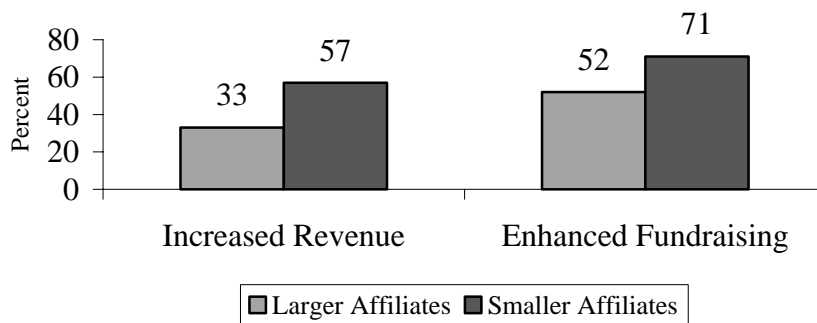
Figure 4B
Increased Membership by Size of Affiliate



Smaller affiliates are more likely than larger ones to rate increased revenue generation as a great benefit (Figure 5).

Smaller affiliates are more likely than larger ones to see enhanced fundraising as a great benefit (Figure 5), but the ratings even out at the level of great and some benefit combined.

Figure 5
Increased Revenue and Enhanced Fundraising--
Percent Rating Them Great



- **Services related to borrowing have mixed ratings.**

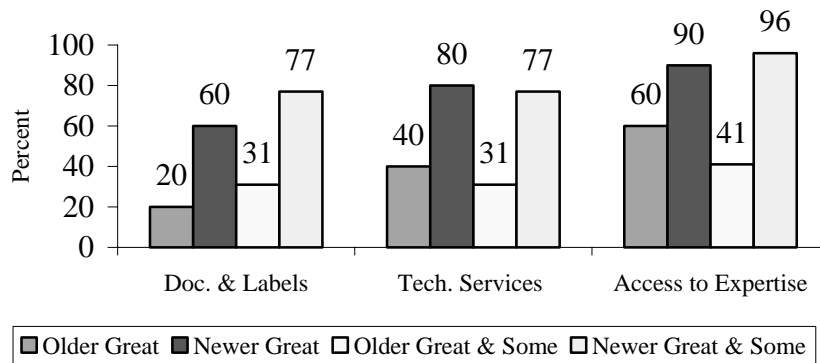
Access to the expertise of SI staff has a 47% rating at the great benefit level, and 94% at the great and some benefit levels combined (Figure 1).

Two other services relating to lending—documentation and labels sent by the Smithsonian for borrowed objects and technical services related to the display of objects—have among the lowest ratings. At the great and some

benefit levels combined, documentation and labels ranks last, at 73%, and technical services related to the display of objects emerges at 78%.

One interesting pattern emerges from the tabulation by year of affiliation. When rating the list of benefits, older affiliates typically give lower ratings than do newer affiliates. However, in the case of technical services related to the display of objects and access to the expertise of SI staff, the opposite is true (Figure 6).

Figure 6
Services Related to Borrowing by
Year of Affiliation



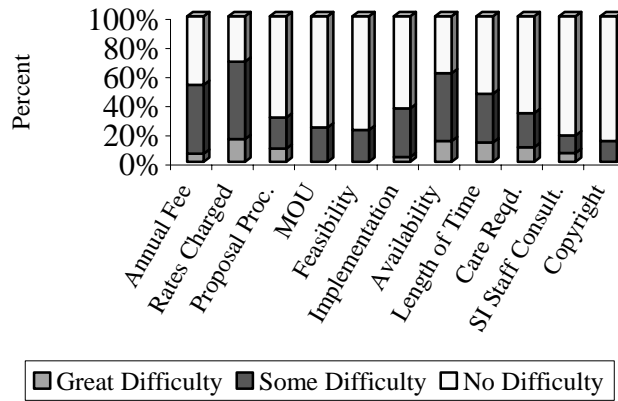
- **Greater access to Smithsonian traveling exhibits has the second lowest benefit rating.**

Overall, 28% of respondents list greater access to Smithsonian traveling exhibits as a great benefit and an additional 47% as some benefit (Figure 1). Smaller respondents are more likely to give this benefit a higher rating at all levels than are larger ones.

DIFFICULTIES WITH THE AFFILIATIONS PROGRAM

In Question 4, affiliates were asked to rate the level of difficulty they have with certain aspects of the Affiliations Program, using a scale of 1 (great difficulty), 2 (some difficulty) and 3 (no difficulty) (Figure 7). They were also asked to comment on the reasons for rating something “great difficulty” or “some difficulty.”

Figure 7
Ratings of Difficulty with Aspects of the Affiliations Program



- **Costs relating to the Affiliations Program cause substantial difficulty.**

The rates charged for Smithsonian services pose great or some difficulty combined for 69% of respondents (Figure 7). Newer affiliates marked great difficulty more often than older ones, but older affiliates marked some difficulty almost twice as often as newer ones (Figure 8). More than half of responding affiliates express some difficulty with the annual participation fee (Figure 7), with newer and smaller affiliates having more difficulty than older and larger ones (Figure 9).

Figure 8
Rates Charged for SI Services by Year of Affiliation

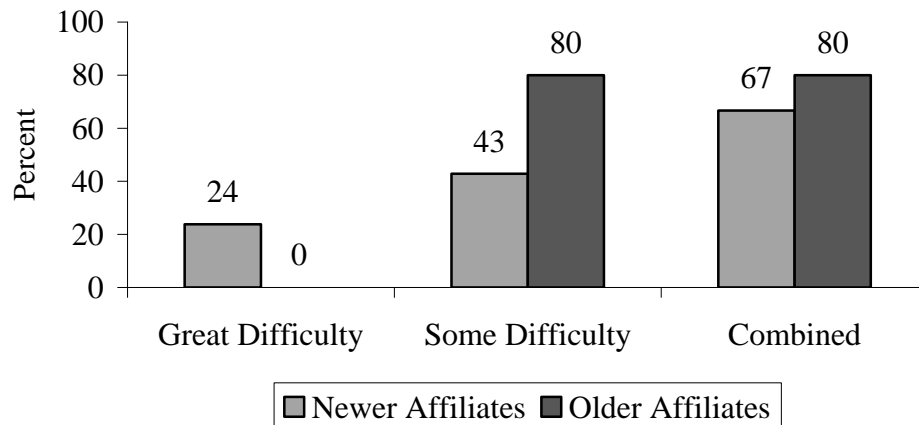
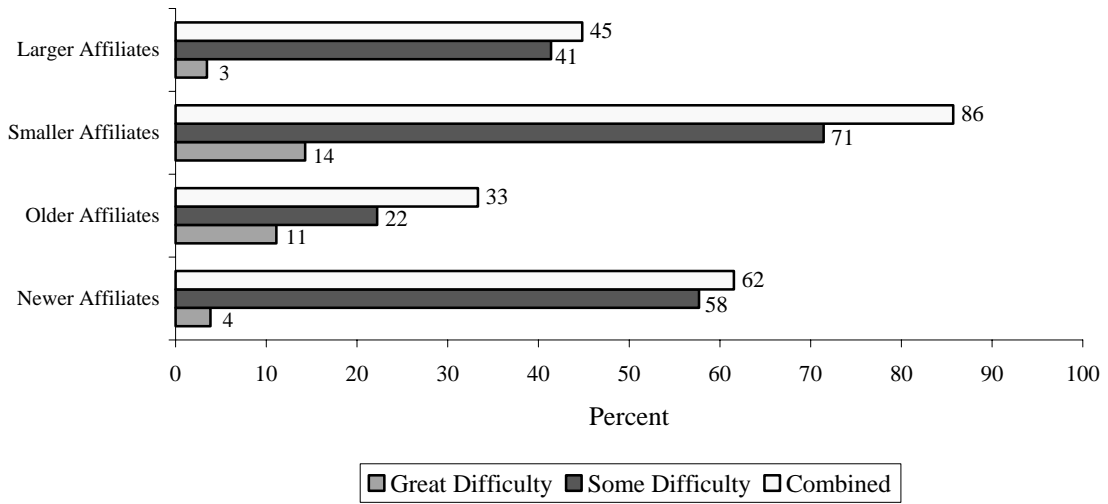


Figure 9
Difficulties with the Annual Fee



- **Some aspects of borrowing objects also cause substantial difficulty.**

Overall, 61% of responding affiliates say they have some or great difficulty with the availability of desired objects for long-term lending, and 47% say that for the length of time to effect a loan (Figure 7). The care required for objects causes some or great difficulty for 33% of respondents. There are significant variations in the responses to these difficulties when viewed by affiliate size and year of affiliation (Figures 10-12).

Figure 10
Availability of Desired Objects for Loans

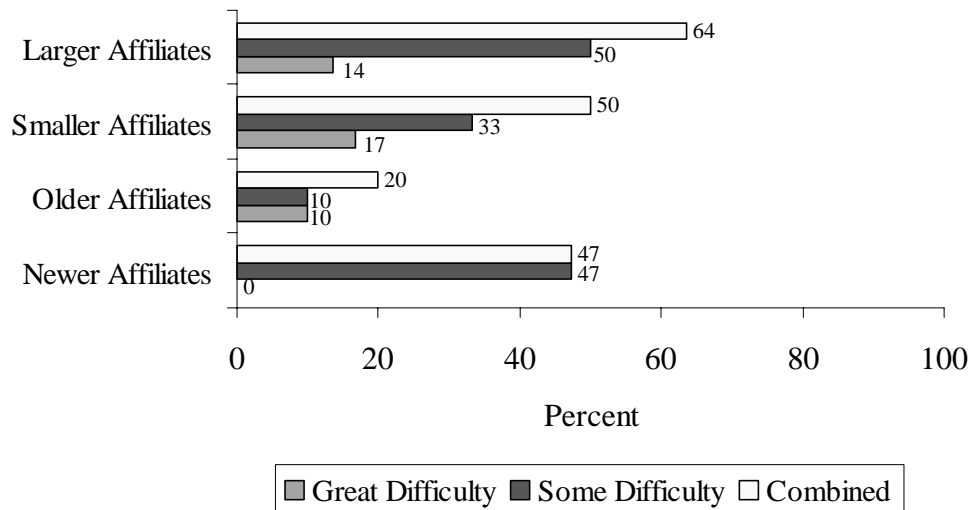


Figure 11
Length of Time to Effect a Loan

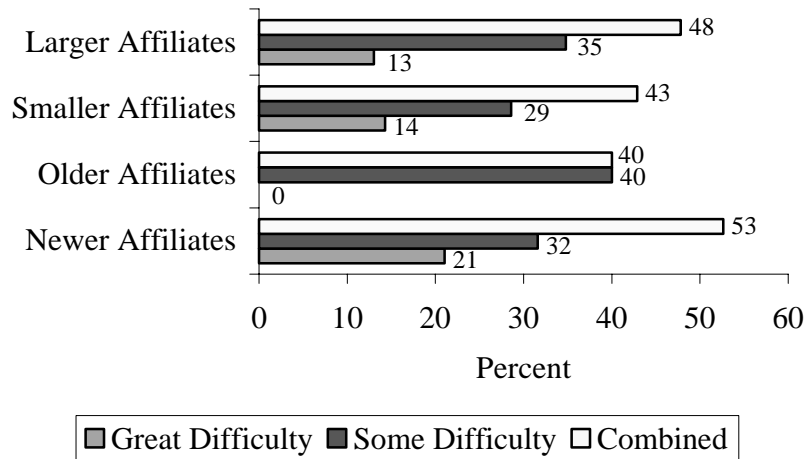
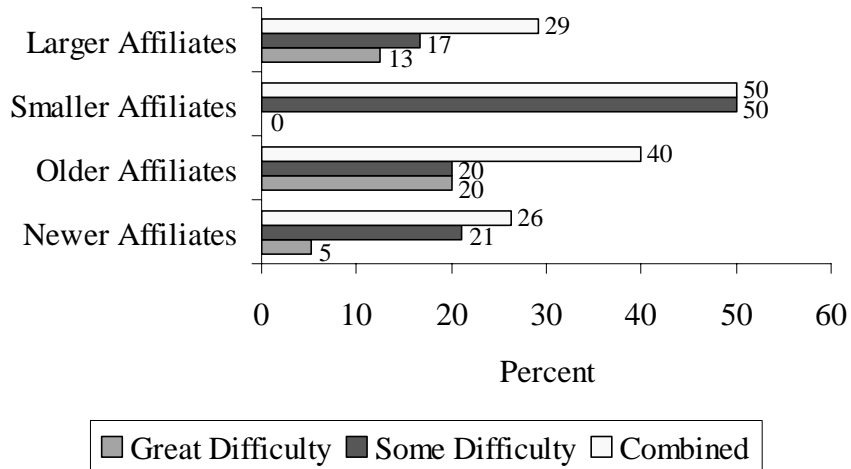


Figure 12
Care Required for Objects



Reasons given for difficulties related to lending include: the amount of paperwork/red tape; confusion about processes; inability to get certain objects; problems finding out what is available for loans; and delays in processing loans.

- **Administrative aspects of the Affiliations program are somewhat problematic.**

A fair number of respondents—37% overall—had some difficulty with implementation, while 30% had some difficulty with the proposal process (Figure 7). In the case of the memorandum of understanding (MOU) and the feasibility assessment/Affiliations agreement processes, 24% and 22% of respondents had some difficulty, but none had great difficulty.

- **Copyright restrictions and consultation with SI staff cause the least difficulty.**

This response pertains overall and by size of affiliate and year of affiliation.

AFFILIATIONS PROGRAMMING

USE OF PROGRAM RESOURCES. Affiliates were asked about their use of other Affiliations and Smithsonian programmatic resources.

- **Affiliates have not had much involvement with the Exhibit Program Initiative (Question 2).**

One affiliate had participated in the Exhibit Program Initiative. Of the non-participants, 22% give as reasons that they are new affiliates and 5% that they have not heard of the initiative and/or need more information.

- **Seventeen affiliates have made use of other SI programming resources (Question 3).**

The 17 respondents who say they have used other programming resources mention the Smithsonian Institution Traveling Exhibition Service (SITES) eight times and The Smithsonian Associates (TSA) and Smithsonian Center for Education and Museum Studies (SCEMS) four times each. Respondents also mention SAAM, NMAH, and NMNH or types of resources they have used (Hubble Vision, a class, education materials, and collaborations).

- **Participation in the Affiliations internship and fellowship programs has been limited (Question 8).**

Three respondents had participated in the internship program, a new initiative begun in 2001. Reasons given by 27 non-participants include that it is too soon to do so/they are new members (52%) and that they do not have enough information (11%).

One respondent had participated in the fellowship program, also a new initiative begun in 2001. Reasons given by 24 respondents for not participating include that they are too new (50%) and that they need more information (21%). Budgetary constraints and inapplicability of the offerings are also mentioned a number of times.

USE OF THE AFFILIATES WEBSITE. Question 15 asked about the level of use and quality of the Affiliations Program websites and LISTSERV and the reasons affiliates have not used them.

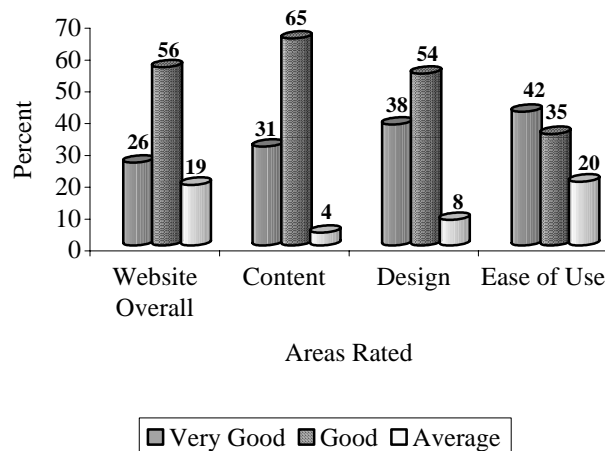
- **Users tend to use the general Affiliations Website and rate it as good.**

Almost three-fourths of respondents (73%) have used the general Affiliations Website. Among users, 56% rated the general Website overall as good and 26% as very good (Figure 13). Other ratings are as follows:

- Content: good—65%, and very good—31%
- Design: good—54%, and very good—38%
- Ease of use: very good—42%, good—35%, and average—almost 20%.

There is considerable variation in the responses by size of affiliate and year of affiliation.

Figure 13
Affiliations Program Website Ratings



In general terms the positive comments of users refer to ease of use and usefulness of the information (61%), while negative comments refer to the difficulty of use and need for more useful information (39%).

Most non-users give as reasons that they are new affiliates and/or do not yet have a need for it.

- **Somewhat fewer respondents have used the members-only Website as compared with the general Website.**

Of responding affiliates, 61% say they have used the members-only Website. Non-users say that they are new and/or have not had a need to use it.

- **The LISTSERV is not used widely.**

Seventy percent of respondents have not used the LISTSERV. The reasons for not using it are that the affiliates are new and/or have not found a need.

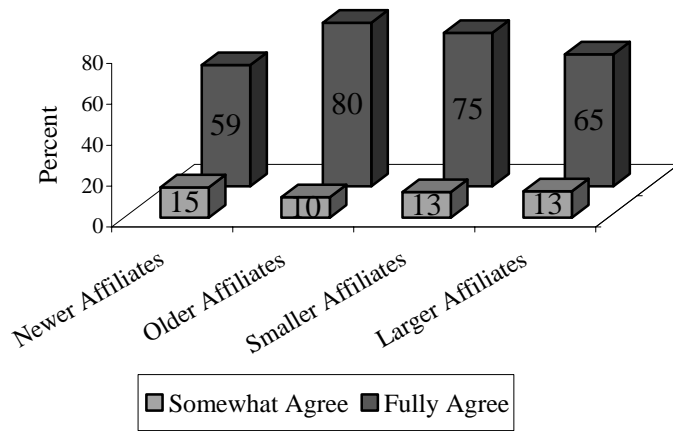
INTERACTION WITH THE AFFILIATIONS PROGRAM

In Question 7, affiliates were asked to rate the extent to which they agreed or disagreed with a series of statements about their interaction with the Affiliations Program, using a scale ranging from 1 (fully agree) to 5 (fully disagree).

- **Overall, responding affiliates rate their interactions with the Affiliations Program as high.**

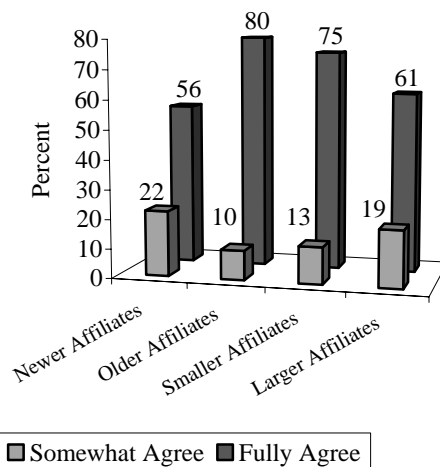
Two-thirds of responding affiliates fully agree that they receive prompt responses to inquiries, and an additional 13% somewhat agree (Figure 14). Older and smaller respondents are slightly more in agreement than newer and larger ones. Unreturned phone calls and mail and phone delays are the usual reasons given by those that disagree. A number of respondents note that program staff respond more promptly than museum staff.

Figure 14
"I Receive Prompt Responses"



Overall, 64% fully agree, and another 18% somewhat agree, with the statement "I get accurate and clear information from the Affiliations Program" (Figure 15). Newer affiliates express somewhat less agreement than do older ones. Respondents indicate concern over the timeliness of the information provided and the clarity of the language and terms.

Figure 15
"I Get Clear and Accurate Information"



The level of satisfaction with the courtesy and helpfulness of the Affiliations Program staff is high, with 90% agreeing fully and none expressing any disagreement. Figure 16 breaks this down by size of affiliate and year of affiliation.

Figure 16
Affiliations Staff Are Courteous and Helpful

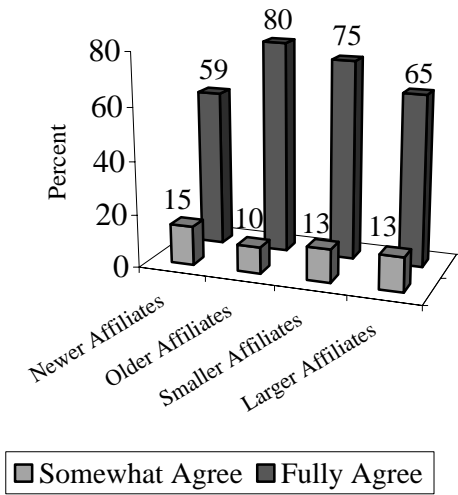
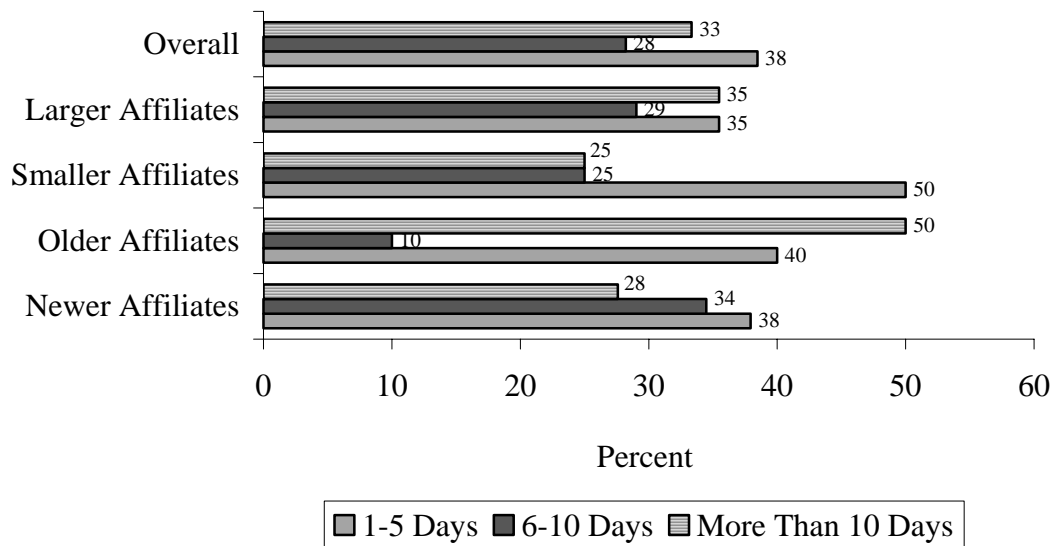


Figure 17 shows the amount of contact responding affiliates say they had with the Affiliations Program in the last year, overall and by size of affiliate and year of affiliation.

Figure 17
Days of Interaction with the Affiliations Program in FY2000



AFFILIATE COLLABORATIONS

Affiliates were asked several questions (numbers 9-14 and 24) about their extent of collaboration with one another and the Smithsonian, and their interest in collaboration.

- **The level of collaboration among affiliates has been low, but interest is high (Question 9).**

Affiliates were asked to indicate in which of seven listed areas they had collaborated or might wish to collaborate with other affiliates. Across all seven areas, the average number of affiliates saying they had collaborated with other affiliates is 2.1, ranging from a high of 5 for shared object/collection to a low of zero for shared conservation/preservation. This response is in marked contrast to the responses indicating a desire to collaborate with other affiliates: the average number of affiliates wanting to collaborate was 29.7, ranging from a high of 37 for sharing an exhibition to a low of 14 for sharing collections storage.

- **Affiliates offer many areas of collections strengths and weaknesses as well as potential ethnic/cultural alignments (Questions 10-12).**

Affiliates were asked to provide their collections strengths and areas where their collections could be strengthened. Their responses, organized into lists by subject, can be found in Appendix C. These lists should help affiliates identify museums with complementary collections and encourage collaboration around collections.

Affiliates were also asked to list areas where they might form natural ethnic/cultural alignments (Appendix C). The Affiliations Program hopes to use this information as a catalyst in building national ethnic/cultural “affiliate alliances.”

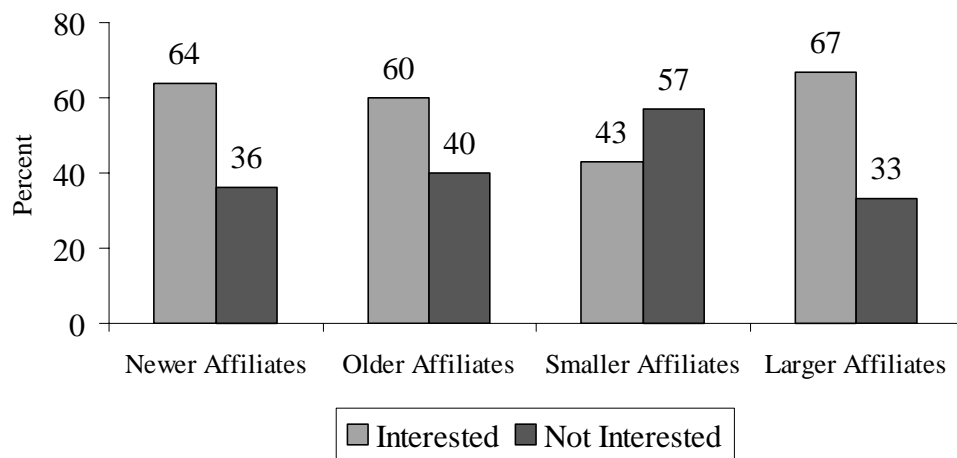
- **Affiliate forums have strong appeal (Question 13).**

Affiliates were asked if they would be interested in participating in forums that would provide an opportunity for more interaction, and, if so, what they would like to get from the forums. Overall, 86% of respondents say they are interested in forums. Desired outcomes include networking (29%) and museum functions (21%); discussions emerged as the least desired outcome (4%).

- **Regional affiliate conferences generate moderate interest (Question 24).**

Of responding affiliates, 62% indicated an interest in having the Smithsonian develop regional affiliates conferences in addition to the National Conference. The level of interest is lowest for smaller affiliates—at 43%. Figure 18 shows the breakdown by year of affiliation and size of affiliate.

Figure 18
Interest in Regional Affiliates Conferences



- **Many respondents would like more collaboration with the Smithsonian (Question 14).**

In response to a question whether affiliates see opportunities to collaborate with the SI on addressing the needs of their community, 92% of respondents say yes. As to areas of collaboration, 27% list working on local education, followed closely by lending and economic development (20% each).

USE OF MEMBERSHIP BENEFITS

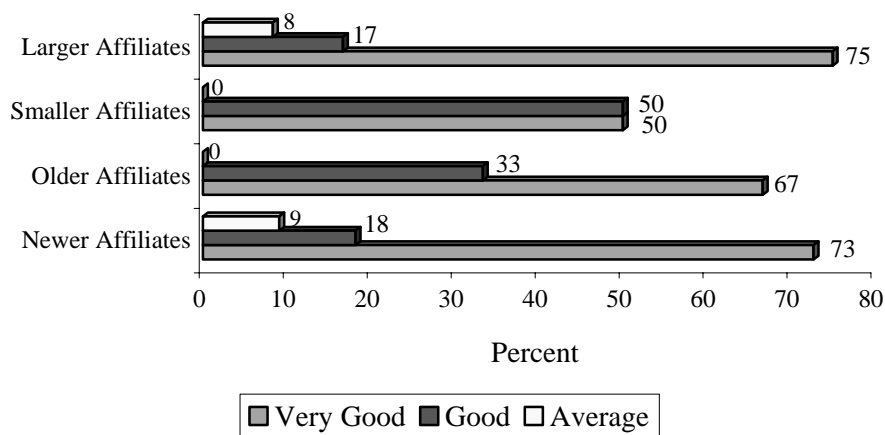
In Question 17, affiliates were asked about their use of the Smithsonian magazine, the Merchandise Line, and the Discount Program (Question 16), and about two proposed new benefits, a Members-only Newsletter and an Expanded Discount Program (Question 17).

- **Use of the Smithsonian magazine is mixed by type of respondent, but users rate it high.**

Of respondents, 42% use the magazine benefit, with newer and larger members at 46%, and older and smaller ones at 30% and 25%, respectively.

Of users, 71% rated the magazine as very good, another 21% as good. Comments include beautiful, good value for members, and useful tool to upgrade low-level members. Larger members rate it as very good more often than do smaller members (75% versus 50%) (Figure 19). Newer members are slightly more likely than the older members to rate it very good (73% versus 67%).

Figure 19
Ratings for the Smithsonian Magazine



Overall, the most common reasons for not using the magazine benefit are that: it is too soon (31%), it is not beneficial (25%), information on how to use it is lacking (19%), and it is difficult to use (13%). Smaller affiliates list only too soon and inadequate information as reasons.

- **The Merchandise Line has not been used much.**

Of responding affiliates, 76% have not used the Merchandise Line. Of those that have used it, more than half (57%) rate it as good and 29% as very good. Older and larger affiliates are more likely to rate it as good. Reasons for non-use include inadequate information about its use and too soon to use it.

- **The Discount Program is used little.**

Two of 33 respondents say they have used the Discount Program. Older affiliates that have not used it say that it is too soon (60%) and that they have inadequate information on its use (40%). Of newer affiliates that are non-users, 58% say that they have inadequate information and 17% that it is too soon or not beneficial.

- **Reaction to the proposed Members-only Newsletter and Expanded Discount Program is mixed (Question 17).**

Forty-five percent of respondents state that a Members-only Newsletter would be very useful, while 28% say they would have no use for it. In the case of an Expanded Discount Program, overall 52% think it would be very useful and 17% that it would not be useful.

AFFILIATIONS PROGRAM NATIONAL CONFERENCE

Affiliates were asked several questions (numbers 20-23) about participation at prior National Conferences and preferences for the forthcoming conference in June 2001.

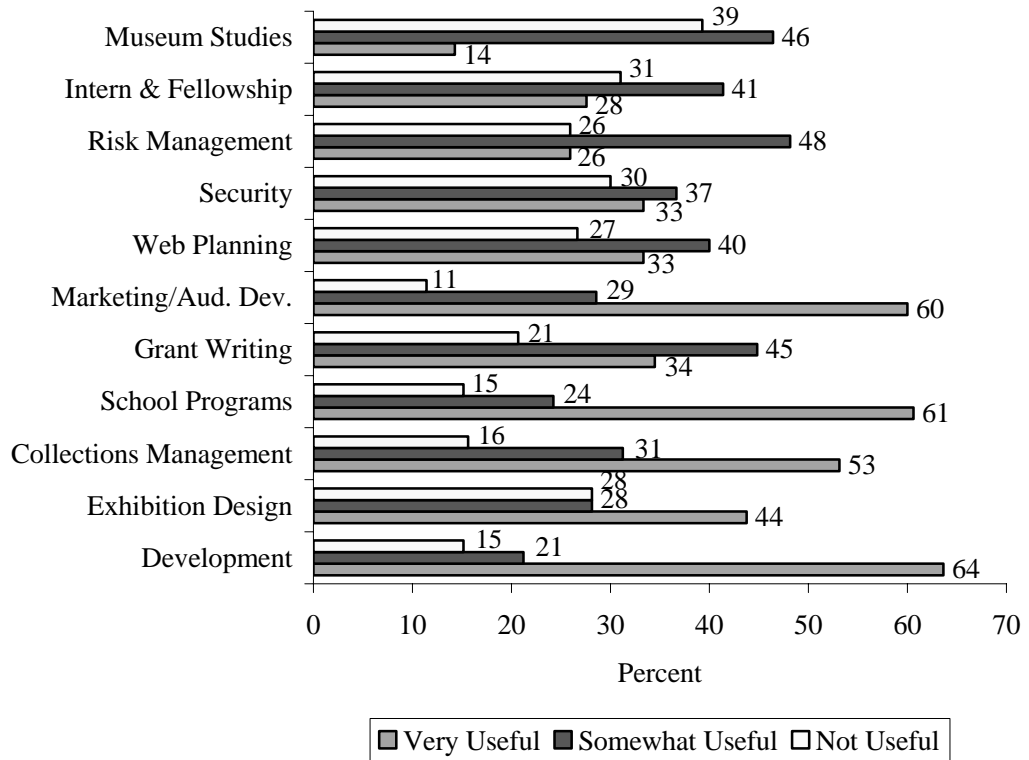
- **Participation by respondents at an Affiliations Program National Conference is fairly high, as are their ratings of the experience (Question 20).**

A large number of respondents (62%) had attended a national conference. Of those, 35% rate the conference as very good and another 46% as good. Reasons include useful information and program updates, roundtable discussions, and opportunity to make great contacts. The most common reason given by 75% of non-participating respondents is that they are new affiliates.

- **The responses to possible professional development sessions are varied (Question 21).**

Of possible professional development sessions at the June 2001 conference, 60% or more of respondents rate Development, School Programs, and Marketing/Audience Development as very useful, and Risk Management and Museum Studies as least useful (25% and 14%, respectively). At the level of very useful and useful combined, Marketing/Audience Development is marked by 88% of respondents, School Programs and Development by 85% each, and Collections Management by 84% (Figure 20). There is little variation by year of affiliation or size of affiliate.

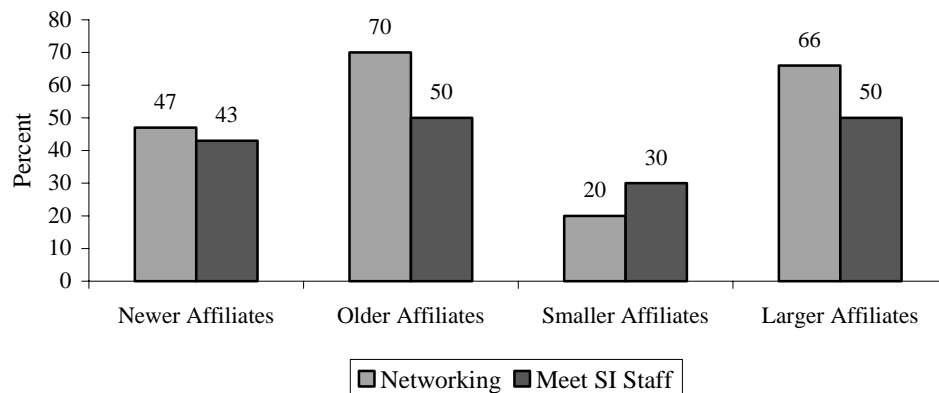
Figure 20
Utility of Possible Professional Development Sessions



- **For the forthcoming National Conference, networking is the most desired outcome (Question 22).**

When asked what they most want from the forthcoming National Conference, 53% of responding affiliates stated networking (Figure 21). It is the main interest of 70% of older affiliates, versus 47% of newer ones, and the first choice of 66% of larger affiliates and 20% of smaller ones.

Figure 21
Desired Results of the 2001 National Conference



Following networking, overall 45% of respondents expressed a desire to meet with Smithsonian staff, with the rates 50% for older and 43% for newer affiliates, and 50% for larger affiliates and 30% for smaller affiliates. A third of respondents want to get information at the Conference, with no differences when viewed by size of affiliate or year of affiliation.

- **June is the preferred month.**

Nearly half the responding affiliates (47%) selected June as the best time for the conference.

MAKING THE AFFILIATIONS PROGRAM MORE RESPONSIVE TO AFFILIATES

The final question of the survey (number 25) asked affiliates to list, in priority order, what would make the Affiliations Program more responsive to them. Thirty affiliates provided comments. To these comments OP&A staff added points made under earlier questions that were not fully responsive to those questions. Selected comments are listed below because a sufficient number of respondents made them or because they parallel responses to earlier questions.

- **The lending program needs improvement.**

Respondents want a faster, simpler, more standardized loan process and more information on what is available to them from the Smithsonian collections. One respondent suggested listing available objects in a catalog and distributing it to affiliates. Several respondents mention the unavailability of icons and other highly desirable objects for lending and the inadequate responsiveness of museum staff.

- **Collaboration and educational programming are areas of substantial interest.**

Two other points that emerge with some frequency are: provide more opportunities for collaboration; and do more around educational programming.

APPENDIX A. THE SURVEY INSTRUMENT

SMITHSONIAN AFFILIATES QUESTIONNAIRE

As you fill out the questionnaire, please be careful to respond to all queries; if not applicable, respond with NA.

Name of your organization: _____

I. PROGRAMS

1. Indicate the degree to which the following Affiliations Program features are of benefit to your organization, where:

1 = great benefit; 2 = some benefit; and 3 = no benefit.

- a. Greater ease of borrowing objects from the Smithsonian
 - b. Technical services related to the display of objects
 - c. Long-term borrowing
 - d. Large collections from which to select objects to borrow
 - e. Increased visitorship at your organization
 - f. Increased revenue generation by your organization
 - g. Enhanced fundraising by your organization
 - h. Access to expertise of Smithsonian professional staff
 - i. Documentation/labels available for borrowed objects
 - j. Use of Smithsonian name
 - k. Opportunities for professional development of your organization's staff
 - l. Increased membership in your organization
 - m. Greater access to Smithsonian traveling exhibitions
 - n. Other (please specify and rate up to three other features)
 - 1.
 - 2.
 - 3.
2. Have you participated in the Exhibit Program initiative (opportunity to showcase your exhibitions, developed in conjunction with the Smithsonian, at the Smithsonian Institution in Washington D.C.)?
 Yes No
If no, why not? Response:

If yes, provide rating for the Exhibit Program initiative where:

1= very good; 2 = good; 3 = average; 4 = poor; 5 = very poor.

Rating: []

Briefly state the reasons for your rating. Response:

3. Have you used other Smithsonian programmatic resources (e.g. Smithsonian Center for Education and Museum Studies, SITES, The Smithsonian Associates)?
[] Yes [] No

If yes, list the Smithsonian organization(s) and programmatic resources provided.
Response:

II. PROCESSES

4. Indicate the degree to which the following Affiliations Program processes and other aspects cause your organization any difficulty where:

1 = great difficulty; 2 = some difficulty; and 3 = no difficulty.

- a. [] Annual Affiliations participation fee
- b. [] Rates charged for Smithsonian services
- c. [] Proposal process
- d. [] Affiliations process – Memorandum of Understanding (MOU)
- e. [] Affiliations process – Feasibility assessment/Affiliations agreement
- f. [] Affiliations process – Implementation
- g. [] Availability of desired objects for long-term lending
- h. [] Length of time to effect loans
- i. [] Requirements for the care of objects at your institution
- j. [] Consultation from Smithsonian staff
- k. [] Copyright restrictions
- l. [] Other (please specify up to three other processes or aspects of the Program)
 - [] 1.
 - [] 2.
 - [] 3.

5. If your response to any of the processes and other aspects of the Affiliations Program in question 4 above is “great difficulty” [1] or “some difficulty” [2], please indicate below the nature of the difficulty and any suggestions on how it might be resolved. Please precede your responses with the letter of the process or aspect (such as b, d, or j):

Response:

6. How much interaction have you had with Affiliations Program staff in the last year?

1 to 5 days 6 to 10 days more than 10 days

7. After each of the following statements about your interaction with the Affiliations Program, indicate your level of agreement by entering a number from the rating scale below in the brackets following “Rating.” Where you “somewhat disagree” [4] or “fully disagree” [5], briefly state why.

1 = fully agree, 2 = somewhat agree, 3 = no opinion, 4 = somewhat disagree, and
5 = fully disagree.

- 7.a. I receive a prompt response to inquiries.

Rating: []

Reason:

- 7.b. I get accurate and clear information from the Affiliations Program.

Rating: []

Reason:

- 7.c. Affiliations Program staff are courteous and helpful.

Rating: []

Reason:

III. EDUCATION

8. For each Affiliations-sponsored education initiative listed below, indicate if you have participated in it; if not, why not; and if you have participated, how you rate the initiative, where:

1 = very good; 2 = good; 3 = average; 4 = poor; 5 = very poor.

- 8.a. Internship program (all affiliates)

Participated? Yes No

If no, why not? Response:

If yes, rate your experience with the initiative: []

Briefly state the reasons for your rating. Response:

8.b. Fellowship award (all implemented affiliates)

Participated? [] Yes [] No

If no, why not? Response:

If yes, rate your experience with the initiative: []

Briefly state the reasons for your rating. Response:

IV. AFFILIATE ALLIANCES

9. Indicate in which of the following areas your organization has collaborated or might wish to collaborate with other affiliates. Mark any that apply “[x]”.

Has collaborated	Might wish to collaborate	
[]	[]	Shared exhibition
[]	[]	Shared research
[]	[]	Shared object/collection
[]	[]	Shared education program
[]	[]	Shared documentation/database
[]	[]	Shared conservation/preservation
[]	[]	Shared collections storage
[]	[]	Other:
[]	[]	Other:

10. With respect to potential collaboration with other affiliates, what are the strongest content areas of your organization’s collections?

Response:

11. What content areas of your organization’s collections would you most like to strengthen?

Response:

12. Indicate the ethnic/cultural and/or subject matter area(s) in which your organization might form a national “affiliate alliance” with other affiliates. For each area, list the affiliate(s) that you might naturally align with.

12.a. Ethnic/cultural alignment (e.g., Latino, African American, Native American, Asian American)

Response:

12.b. Subject matter alignment (i.e., railroads, Pre-Columbian artifacts)

Response:

12.c Other alignment (e.g., regional educational programming)

Response:

13. Would you be interested in participating in some type of forum that provides for more interaction among affiliate alliances?

Yes No

If yes, how would such a forum be most productive for you? Response:

14. Do you see any opportunities for your organization and the Smithsonian to collaborate on addressing needs of your community?

Yes No

If yes, describe:

V. WEB RESOURCES

15. The Affiliations Program offers three electronic communication resources: the Affiliations Program Website; the Affiliates-Only Website (a password-protected Website for affiliate museums); and Email LISTSERV. For each electronic resource, indicate if you have used it; if not, why not; and if you have used it, how you rate the electronic resource. To rate the electronic resource, insert a number from the scale below in the brackets after the word “Rating,” and describe briefly the reasons for your rating:

1 = very good; 2 = good; 3 = average; 4 = poor; 5 = very poor.

15.a. Affiliations Program Website
Used? [] Yes [] No
If no, why not? Response:

If yes, rating: []
Briefly state the reasons for your rating. Response:

15.a.1. Please use the above scale to rate the following features of the Affiliations Website:

- [] Content
- [] Design
- [] Ease of use
- [] Other:
- [] Other:

15.a.2. How would you improve the Website? What features would you add?

Response:

15.b. Affiliates-Only Website
Used? [] Yes [] No
If no, why not? Response:

If yes, rating: []
Briefly state the reasons for your rating. Response:

15.c. Email LISTSERV
Used? [] Yes [] No
If no, why not? Response:

If yes, rating: []
Briefly state the reasons for your rating. Response:

VI. MEMBERSHIP PROGRAM

16. The Affiliations Membership Program offers three categories of benefits: *Smithsonian* Magazine, the Merchandise Line, and the Discount Program. For each category of benefits, indicate if you have used it; if not, why not; and if you have used it, how you rate the membership benefit. To rate the membership benefit, insert a number from the scale below in the brackets after the word "Rating," and describe briefly the reasons for your rating:

1 = very good; 2 = good; 3 = average; 4 = poor; 5 = very poor.

16.a. *Smithsonian* Magazine
Used? [] Yes [] No
If no, why not? Response:

If yes, rating: []
Briefly state the reasons for your rating. Response:

16.b. Merchandise Line
Used? [] Yes [] No
If no, why not? Response:

If yes, rating: []
Briefly state the reasons for your rating. Response:

16.b.1 If you use the merchandise line, how do you use the products (e.g., for special events; in your shop)?
Response:

16.b.2 What additional products would you like to see offered in the merchandise line? Response:

16.c Discount Program
Used? [] Yes [] No
If no, why not? Response:

If yes, rating: []
Briefly state the reasons for your rating. Response:

17. Indicate your interest in the following two membership benefits that are currently being launched. I would find them:

1 = very useful, 2 = somewhat useful, or 3 = not useful.

- [] Members-Only Newsletter site for your patrons linked to Affiliations Website.
[] Expanded Discount Program

18. What other benefits would you like to see as part of the Membership Program? Response:

VII. AFFILIATE STATISTICS

19. Please provide the following information on your organization with reference to calendar year (CY) 2000. If you wish to use fiscal year (FY) 2000 instead, please indicate the month your fiscal year starts: [].

19.a. Year your organization became a Smithsonian affiliate: []

19.b. Year your organization opened/plans to open: []

19.c. Focus of your organization, e.g., history, science, social/cultural, art (please be specific about the area within those broad categories, e.g., local history since 1776, astronomy, or American art). Response:

- 19.d. Size of your organization (CY/FY 2000):
[\$] Budget
[] Number of full-time equivalent paid staff
[] Square feet available for public programs
[] Number of objects in your permanent collections

19.e. Visitorship:

Target audience(s):

Number of visitors in CY/FY 2000:

Ethnic composition of visitors in CY/FY 2000 (in %):

Age composition of visitors in CY/FY 2000 (in %):

VIII. NATIONAL CONFERENCE

20. Have you participated in an Affiliations Program National Conference?
[] Yes [] No
If no, why not? Response

If yes, please rate the National Conference using the scale below. Insert the rating number in the brackets after the word "Rating," and briefly state the reasons for your rating.

1 = very good; 2 = good; 3 = average; 4 = poor; 5 = very poor.

Rating: []

Reasons for your rating. Response:

APPENDIX B. LIST OF AFFILIATES THAT RESPONDED TO THE SURVEY

Organization Name	Age	Size
American Jazz Museum	Newer	Larger
Arizona Historical Society/So. Arizona Division	Newer	Larger
Arizona State Museum, Univ. of Arizona	Newer	Larger
B&O Railroad Museum	Older	Larger
Birthplace of Country Music Alliance	Older	Smaller
Bisbee Mining and Historical Museum	Older	Smaller
Chabot Space & Science Center	Older	Larger
Cold War Museum	Newer	Smaller
Dallas Museum of Natural History	Older	Larger
Florida International Museum	Newer	Larger
Heritage Harbor Museum	Older	Larger
Historical Society of Western Penn. (aka Heinz History Center)	Newer	Larger
James Madison's Montpelier	Newer	Larger
Japanese American National Museum	Newer	Larger
Kansas Cosmosphere and Space Center	Older	Larger
Kona Historical Society	Newer	Smaller
Lakeview Museum of Arts and Sciences	Newer	Larger
Las Vegas Art Museum	Newer	Smaller
McAllen International Museum	Older	Larger
Miami Museum of Science	Older	Larger
Mount Vernon Estate and Gardens	Newer	Larger
Museum of American Financial History	Newer	Smaller
The Museum of Arts and Sciences	Newer	Larger
Museum of Latin American Art	Newer	Larger
National Underground Railroad Freedom Center	Newer	Larger
NMIH	Newer	Larger
Old Capitol Museum of Mississippi History	Newer	Larger

Organization Name	Age	Size
San Diego Natural History Museum	Newer	Larger
State Museum of History Oklahoma Historical Society	Newer	Smaller
Strong Museum	Newer	Larger
The African American Museum in Philadelphia	Older	Larger
The Blackhawk Museum	Newer	Larger
The Hubbard Museum of the American West	Newer	Larger
The Mary Brogan Museum of Art and Science	Newer	Larger
The McCall Museum of Art	Newer	Smaller
The Science Museum of Minnesota	Newer	Larger
The Women's Museum: An Institute for the Future	Newer	Larger
Tucson Museum of Art and Historic Block	Newer	Larger
U.S. Mint	Newer	Larger
Western Heritage Center	Newer	Smaller
Western Reserve Historical Society	Newer	Larger
Wing Luke Asian Museum	Newer	Smaller

APPENDIX C. COLLECTIONS-RELATED DATA FROM THE SURVEY

1. Responding Affiliates' Strongest Collection Content Areas and Subject Matter Alignments (Questions 10 and 12b)

Content Area	Museum	Location
<i>Art</i>		
Art, Aerospace	The McCall Museum of Art	Peoria, AZ
Art, African	The Museum of Arts and Sciences	Daytona Beach, FL
Art, Chinese	The Museum of Arts and Sciences	Daytona Beach, FL
Art, Latin American/Hispanic	McAllen International Museum	McAllen, TX
Art, self taught	The Mary Brogan Museum of Art and Science	Tallahassee, FL
Ceramics, Pre-Columbian	The Museum of Arts and Sciences	Daytona Beach, FL
Contemporary and fine art, Latin American	Museum of Latin American Art	Long Beach, CA
Fine art	The African American Museum	Philadelphia
Fine art	Las Vegas Art Museum	Las Vegas, NV
Folk art, Cuban	The Museum of Arts and Sciences	Daytona Beach, FL
Folk art, Latin American	McAllen International Museum	McAllen, TX
Folk art, Pre-Columbian, Spanish Colonial, Contemporary and Latin American	Tucson Museum of Art and Historic Block	Tucson, AZ
Folk art, Midwestern	Lakeview Museum of Arts and Sciences	Lakeview, IL
Folk arts and crafts	Old Capitol Museum of Mississippi History	Jackson, MS
Gold, African, includes 120 Asante objects	The Museum of Arts and Sciences	Daytona Beach, FL
Paintings, American 17 th , 18 th & 19 th Century	The Museum of Arts and Sciences	Daytona Beach, FL
Paintings, Cuban before 1959	The Museum of Arts and Sciences	Daytona Beach, FL
Paintings, regional landscape	Lakeview Museum of Arts and Sciences	Lakeview, IL
Paintings, Sub-continent of India miniature paintings	The Museum of Arts and Sciences	Daytona Beach, FL
Prints, 20 th Century	Lakeview Museum of Arts and Sciences	Lakeview, IL

Content Area	Museum	Location
<i>Art – Decorative</i>		
American decorative arts	Heritage Harbor Museum	Providence, RI
American 17 th , 18 th & 19 th Century furniture and decorative arts	The Museum of Arts and Sciences	Daytona Beach, FL
Decorative arts	Lakeview Museum of Arts and Sciences	Lakeview, IL
Decorative arts	Strong Museum	Rochester, NY
Furniture – Marion duPont Scott, 1780s to 1830s	James Madison’s Montpelier	Montpelier Station, VA
Jewelry, costume	Heritage Harbor Museum	Providence, RI
Jewelry, industry machines	Heritage Harbor Museum	Providence, RI
Textile, costume	Western Reserve Historical Society	Cleveland, OH
Textiles/costumes	Historical Society of Western Pennsylvania (Heinz History Center)	Pittsburgh, PA
Textiles, Illinois jacquard coverlets	Lakeview Museum of Arts and Sciences	Lakeview, IL
Textiles and quilts	State Museum of History, Oklahoma Historical Society	Oklahoma City, OK
Textiles, quilts (19 th and early 20 th C) and 19 th Century clothing	Old Capitol Museum of Mississippi History	Jackson, MS
<i>Art – Performing</i>		
Film, Jazz	American Jazz Museum	Kansas City, MO
Music, Latino and Afro-Caribbean	Miami Museum of Science	Miami, FL
Music, Jazz and Popular	American Jazz Museum	Kansas City, MO
Musical Instruments	Birthplace of Country Music Alliance	Bristol, TN
Photographs	Birthplace of Country Music Alliance	Bristol, TN
Posters, international performing arts	Lakeview Museum of Arts and Sciences	Lakeview, IL
Recordings	Birthplace of Country Music Alliance	Bristol, TN
<i>History - Cultural Heritage</i>		
African American materials	Heritage Harbor Museum	Providence, RI
African American history (archival)	Western Reserve Historical Society	Cleveland, OH
African American, 19 th Century archival materials	National Underground Railroad Freedom Center	Cincinnati, OH
Asian American oral histories from Pacific Northwest	Wing Luke Asian Museum	Seattle, WA

Content Area	Museum	Location
Asian Pacific American history, culture and art	Wing Luke Asian Museum	Seattle, WA
European, ethnic materials	Heritage Harbor Museum	Providence, RI
Ethnic	Western Reserve Historical Society	Cleveland, OH
Japanese American experience	Japanese American National Museum	Los Angeles, CA
Native American collections	State Museum of History, Oklahoma Historical Society	Oklahoma City, OK
Native American cultural/anthropological objects	The Hubbard Museum of the American West	Ruidoso, NM
Native American, Plains Indian culture	Western Heritage Center	Billings, MT
<i>History - Miscellaneous</i>		
Advertising ephemera	Strong Museum	Rochester, NY
Agriculture	Western Heritage Center	Billings, MT
Americana/American material culture	The Museum of Arts and Sciences	Daytona Beach, FL
Bill of Rights	James Madison's Montpelier	Montpelier Station, VA
Carriages	The Hubbard Museum of the American West	Ruidoso, NM
Civil Defense	The Cold War Museum	Manassas, VA
Civil Defense	Florida International Museum	St. Petersburg, FL
Civil War (archival)	Western Reserve Historical Society	Cleveland, OH
Civil War, armaments (edged and firearms), confederate artifacts	Old Capitol Museum of Mississippi History	Jackson, MS
Coinage, US history	U.S. Mint	Washington, DC
Cold War related items	The Cold War Museum	Manassas, VA
Community Organizations: United Way, public welfare, education, environmental, chambers of commerce	Heritage Harbor Museum	Providence, RI
Decoys, Illinois River	Lakeview Museum of Arts and Sciences	Lakeview, OH
DuPont Family	James Madison's Montpelier	Montpelier Station, VA
Eastern Bloc (former) Countries	The Cold War Museum	Manassas, VA
East Germany	The Cold War Museum	Manassas, VA
18 th Century American History	Mount Vernon Estate & Gardens	Mt. Vernon, VA
Financial, documents and artifacts	Museum of American Financial History	New York, NY

Content Area	Museum	Location
Financial history	U.S. Mint	Washington, DC
French Colonial	Old Capitol Museum of Mississippi History	Jackson, MS
Genealogy	Western Reserve Historical Society	Cleveland, OH
Horses	The Hubbard Museum of the American West	Ruidoso, NM
Immigration	Western Reserve Historical Society	Cleveland, OH
Industrial History	Historical Society of Western Pennsylvania (Heinz History Center)	Pittsburgh, PA
Industry, 20 th C: manufacturing, patent models, prototypes	Heritage Harbor Museum	Providence, RI
Kennedy, John F.	Florida International Museum	St. Petersburg, FL
Madison, James and Dolley	James Madison's Montpelier	Montpelier Station, VA
Mining (Arizona, copper, Bisbee community)	Bisbee Mining & Historical Museum	Bisbee, AZ
Mining in America	U.S. Mint	Washington, DC
Mount Vernon	Mount Vernon Estate & Gardens	Mt. Vernon, VA
New Republic	James Madison's Montpelier	Montpelier Station, VA
1960s, history and pop culture	Florida International Museum	St. Petersburg, FL
Posters, international performing arts	Lakeview Museum of Arts and Sciences	Lakeview, IL
Posters, steamship	Heritage Harbor Museum	Providence, RI
Presidency	James Madison's Montpelier	Montpelier Station, VA
Presidency	Florida International Museum	St. Petersburg, FL
Railroads	B&O Railroad Museum	Baltimore, MD
Railroads	Birthplace of Country Music Alliance	Bristol, TN
Railroads	U.S. Mint	Washington, DC
Ranching	Arizona Historical Society, So. Arizona Division	Tucson, AZ
Slavery	National Underground Railroad Freedom Center	Cincinnati, OH
Technology	Miami Museum of Science	Miami, FL
Toys and Dolls	Strong Museum	Rochester, NY
Transportation, Air and Auto	Western Reserve Historical Society	Cleveland, OH
Transportation (automotive) and transportation history	The Blackhawk Museum	Danville, CA
Transportation: railroads, steamships, canals, turnpike, autos, bicycles	Heritage Harbor Museum	Providence, RI

Content Area	Museum	Location
20 th Century artifacts	Heritage Harbor Museum	Providence, RI
20 th Century freedom movement	National Underground Railroad Freedom Center	Cincinnati, OH
20 th Century social history	Western Heritage Center	Billings, MT
20 th Century urban history	Western Reserve Historical Society	Cleveland, OH
U-2 Incident	The Cold War Museum	Manassas, VA
Underground Railroad	National Underground Railroad Freedom Center	Cincinnati, OH
US Constitution	James Madison's Montpelier	Montpelier Station, VA
US Postal Service	U.S. Mint	Washington, DC
USS Liberty	The Cold War Museum	Manassas, VA
War of 1812	James Madison's Montpelier	Montpelier Station, VA
Washington, George and Martha	Mount Vernon Estate & Gardens	Mt. Vernon, VA
Women's history artifacts	The Women's Museum	Dallas, TX
World War II	Japanese American National Museum	Los Angeles, CA
<i>History - Regional</i>		
Arizona, Territorial Period, early Spanish contact	Arizona Historical Society, So. Arizona Division	Tucson, AZ
Kona, HI	Kona Historical Society	Kona, HI
New England	Heritage Harbor Museum	Providence, RI
Oklahoma, photographic archives	State Museum of History, Oklahoma Historical Society	Oklahoma City, OK
Pennsylvania, Western Pennsylvania	Historical Society of Western Pennsylvania (Heinz History Center)	Pittsburgh, PA
Philadelphia, images 1950-2000, material culture	The African American Museum	Philadelphia
Piedmont, VA	James Madison's Montpelier	Montpelier Station, VA
South, 19 th and early 20 th Century	Old Capitol Museum of Mississippi History	Jackson, MS
Southwest and military culture	Arizona Historical Society, So. Arizona Division	Tucson, AZ
Southwest, material culture	Arizona State Museum, Univ. of Arizona	Tucson, AZ
Western Folklife	The Hubbard Museum of the American West	Ruidoso, NM
West, American (railroads, carriages, horses, trails, roads, waterways)	The Hubbard Museum of the American West	Ruidoso, NM
West, Yellowstone River region, photographs & textiles	Western Heritage Center	Billings, MT

Content Area	Museum	Location
Western history	Bisbee Mining & Historical Museum	Bisbee, AZ
<i>Science – Natural History</i>		
Anthropology (Native American, Mexican- Chiapas Mayan, Hmong)	The Science Museum of Minnesota	St. Paul, MN
Anthropology, Pre-Columbian	Miami Museum of Science	Miami, FL
Anthropology and archeology, U.S Southwest	Arizona State Museum, Univ. of Arizona	Tucson, AZ
Biology (mammals, freshwater mussels)	The Science Museum of Minnesota	St. Paul, MN
Biology, Marine; tropical biology and biodiversity	Miami Museum of Science	Miami, FL
Botany, Southern CA/Baja, CA	San Diego Natural History Museum	San Diego, CA
Entomology	Dallas Museum of Natural History	Dallas, TX
Geology and Prehistory, Southwestern	The Hubbard Museum of the American West	Ruidoso, NM
Mammalogy	Dallas Museum of Natural History	Dallas, TX
Natural History	The Blackhawk Museum	Danville, CA
Ornithology	Dallas Museum of Natural History	Dallas, TX
Ornithology	San Diego Natural History Museum	San Diego, CA
Ornithology, live birds of prey	Miami Museum of Science	Miami, FL
Paleontology	San Diego Natural History Museum	San Diego, CA
Paleontology, Vertebrate (dinosaurs, fish, crocodiles)	The Science Museum of Minnesota	St. Paul, MN
Paleontology, Vertebrate & Invertebrate	Dallas Museum of Natural History	Dallas, TX
<i>Science – Aviation & Aerospace</i>		
Aerospace	The McCall Museum of Art	Peoria, AZ
Aerospace: space science, space exploration, flown space artifacts	Kansas Cosmosphere and Space Center	Hutchinson, KS
Astronomy, planetarium	Lakeview Museum of Arts and Sciences	Lakeview, IL
Astronomy/Astronomical artifacts	Chabot Space and Science Center	Oakland, CA

Content Area	Museum	Location
Meteorology	Lakeview Museum of Arts and Sciences	Lakeview, IL

2. Collection Content Areas That Museums Want to Strengthen
(Question 11)

Content Area	Museum	Location
<i>Art</i>		
Art, Aerospace	The McCall Museum of Art	Peoria, AZ
Art, Astronomy and Space	Chabot Space & Science Center	
Art, American after 1900	The Museum of Arts and Sciences	Daytona Beach, FL
Art, American West historic art	The Hubbard Museum of the American West	Ruidoso, NM
Art, American Western	Tucson Museum of Art and Historic Block	Tucson, AZ
Art, Cuban after 1959	The Museum of Arts and Sciences	Daytona Beach, FL
Art, Spanish Colonial	Tucson Museum of Art and Historic Block	Tucson, AZ
Art, 20 th Century	Florida International Museum	St. Petersburg, FL
Contemporary art	Tucson Museum of Art and Historic Block	Tucson, AZ
Contemporary art, Latin American	McAllen International Museum	McAllen, TX
Folk art, Illinois	Lakeview Museum of Arts and Sciences	Lakeview, IL
Folk art, Latin American	McAllen International Museum	McAllen, TX
Painting, [Illinois] regional landscape	Lakeview Museum of Arts and Sciences	Lakeview, IL
Sculpture, Latin American	McAllen International Museum	McAllen, TX
<i>Art - Decorative</i>		
Decorative arts, working and middle classes	Western Reserve Historical Society	Cleveland, OH
Furniture, Federal and Republic	James Madison's Montpelier	Montpelier Station, VA
<i>Art - Performing</i>		
Jazz collections (photographs, three-dimensional items and instruments)	American Jazz Museum	Kansas City, MO
Jazz	Historical Society of Western Pennsylvania (Heinz History Center)	Pittsburgh, PA
Recordings	Birthplace of Country Music Alliance	Bristol, TN

Content Area	Museum	Location
<i>History – Cultural Heritage</i>		
African American, 19 th Century archival materials	National Underground Railroad Freedom Center	Cincinnati, OH
African American, Slavery to 20 th Century artifacts	Old Capitol Museum of Mississippi History	Jackson, MS
Asian American artifacts for exhibitions	Wing Luke Asian Museum	Los Angeles, CA
Diverse populations, collections related to	State Museum of History Oklahoma Historical Society	Oklahoma City, OK
Native American	Western Heritage Center	Billings, MT
Native American, prehistory, 19 th Century and removal	Old Capitol Museum of Mississippi History	Jackson, MS
Native American, Southwest	The Hubbard Museum of the American West	Ruidoso, NM
Native American, artifacts that illustrate interaction with colonists and way of life	Old Capitol Museum of Mississippi History	Jackson, MS
<i>History – Miscellaneous</i>		
American iconic objects, i.e. Declaration of Independence	Japanese American National Museum	Los Angeles, CA
Broadcast media related collections	State Museum of History Oklahoma Historical Society	Oklahoma City, OK
Business history	Museum of American Financial History	New York, NY
Civil War and Underground Railroad	Historical Society of Western Pennsylvania (Heinz History Center)	Pittsburgh, PA
Cold War, including Bay of Pigs and Cuban Missile Crisis	Cold War Museum	Manassas, VA
Entrepreneurs, items relating to individuals	Museum of American Financial History	New York, NY
Immigrant artifacts, African American, Latino, non-European	Strong Museum	Rochester, NY
Industrial History	National Museum of Industrial History	Bethlehem, PA
Madison, James	James Madison's Montpelier	Montpelier Station, VA
Masks, life and death	Historical Society of Western Pennsylvania (Heinz History Center)	Pittsburgh, PA
Material Culture, Contemporary	Arizona State Museum, Univ. of Arizona	Tucson, AZ
Popular Culture, 1950s and 1970s	Florida International Museum	St. Petersburg, FL
Popular Culture, 20 th Century	Heritage Harbor Museum	Providence, RI

Content Area	Museum	Location
Transportation, autos from 1950s to 1980s	Western Reserve Historical Society	Cleveland, OH
Transportation, in the West, 1541 – 1900	The Hubbard Museum of the American West	Ruidoso, NM
Transportation and transportation history	The Blackhawk Museum	Danville, CA
Washington, George & Martha – articles owned and used by	Mount Vernon Estate and Gardens	Mt. Vernon, VA
World War I, uniforms	Old Capitol Museum of Mississippi History	Jackson, MS
World War II materials	Japanese American National Museum	Los Angeles, CA
World War II, weaponry	Old Capitol Museum of Mississippi History	Jackson, MS
World War II, Post	Arizona Historical Society/So. Arizona Division	Tucson, AZ
<i>History – Regional</i>		
Florida, history before 1900	The Museum of Arts and Sciences	Daytona Beach, FL
Mississippi, Territorial Period (1798-1817) and early statehood	Old Capitol Museum of Mississippi History	Jackson, MS
Ohio River riverboats	Historical Society of Western Pennsylvania (Heinz History Center)	Pittsburgh, PA
Southwestern Hispanic, 1541-1900	The Hubbard Museum of the American West	Ruidoso, NM
West (American), Firearms, 1800-1900	The Hubbard Museum of the American West	Ruidoso, NM
<i>Science – Aviation and Aerospace</i>		
Air and space	Miami Museum of Science	Miami, FL
Air and space	The Science Museum of Minnesota	St. Paul, MN
Aviation, 1930s to 1940s, air racing and commercial aviation	Western Reserve Historical Society	Cleveland, OH
Space artifacts	Western Reserve Historical Society	Cleveland, OH
Space program artifacts	Chabot Space & Science Center	Oakland, CA

Content Area	Museum	Location
Science - Miscellaneous		
Interactive science exhibits	McAllen International Museum	McAllen, TX
<i>Science – Natural History</i>		
Anthropology (Native American, Chiapas Mayan folk art and Hmong)	The Science Museum of Minnesota	St. Paul, MN
Anthropology, Pre-Columbian	Miami Museum of Science	Miami, FL
Biodiversity, Texas (all but 15%-25% complete)	Dallas Museum of Natural History	Dallas, TX
Biology (botany, freshwater vertebrates and invertebrates)	The Science Museum of Minnesota	St. Paul, MN
Entomology (curatorial)	San Diego Natural History Museum	San Diego, CA
Geology/Prehistory, West and Southwest	The Hubbard Museum of the American West	Ruidoso, NM
Mammal (curatorial)	San Diego Natural History Museum	San Diego, CA
Marine Invertebrate (curatorial)	San Diego Natural History Museum	San Diego, CA
Mineralogy	Bisbee Mining and Historical Museum	Bisbee, AZ
Natural History	The Blackhawk Museum	Danville, CA
Natural History	Florida International Museum	St. Petersburg, FL
Natural History, Florida	The Museum of Arts and Sciences	Daytona Beach, FL
Paleontology	Miami Museum of Science	Miami, FL
Paleontology, vertebrate and invertebrate	The Science Museum of Minnesota	St. Paul, MN

3. National Affiliate Alliances – Ethnic/Cultural Alignments
(Question 12a)

Ethnic/cultural Alignments	Focus area	Museum	Location
African		National Underground Railroad Freedom Center	Cincinnati, OH
	Cold War related genocide	The Cold War Museum	Manassas, VA
<i>Cape Verdian</i>		Heritage Harbor Museum	Providence, RI
African American		The Museum of Arts and Sciences	Daytona Beach, FL
		B&O Railroad Museum	Baltimore, MD
		Heritage Harbor Museum	Providence, RI
		Strong Museum	Rochester, NY
		The African American Museum in Philadelphia	Philadelphia, PA
		Western Reserve Historical Society	Cleveland, OH
		State Museum of History, Oklahoma Historical Society	Oklahoma City, OK
		Las Vegas Art Museum	Las Vegas, NV
		National Underground Railroad Freedom Center	Cincinnati, OH
		Birthplace of Country Music Alliance	Bristol, TN
		Old Capitol Museum of Mississippi History	Jackson, MS
		American Jazz Museum	Kansas City, MO
		Historical Society of Western PA (Heinz History Center)	Pittsburgh, PA
	Interpreting slavery	Mount Vernon Estate and Gardens	Mount Vernon, VA
	Slave heritage	James Madison's Montpelier	Montpelier Station, VA
	JFK and Civil Rights	Florida International Museum	St. Petersburg, FL

Ethnic/Cultural Alignments	Focus area	Museum	Location
All, Any		U.S. Mint	Washington, DC
		National Museum of Industrial History	Bethlehem, PA
		Museum of American Financial History	New York, NY
	Women	The Women's Museum: An Institute for the Future	Dallas, TX
Armenian		Heritage Harbor Museum	Providence, RI
Asian		Arizona State Museum, Univ. of Arizona	Tucson, AZ
		Las Vegas Art Museum	Las Vegas, NV
<i>Asian American</i>		Wing Luke Asian Museum	Seattle, WA
		Strong Museum	Rochester, NY
		The African American Museum in Philadelphia	Philadelphia, PA
		Kona Historical Society	Kona, HI
	Chinese, Vietnamese	Old Capitol Museum of Mississippi History	Jackson, MS
	Issues of democracy	Japanese American National Museum	Los Angeles, CA
<i>Chinese</i>		The Museum of Arts and Sciences	Daytona Beach, FL
<i>Chinese American</i>		Heritage Harbor Museum	Providence, RI
<i>India-American</i>		Heritage Harbor Museum	Providence, RI
<i>Japanese American</i>		Kona Historical Society	Kona, HI
<i>Pacific Islander</i>		Kona Historical Society	Kona, HI
Eastern European		Western Reserve Historical Society	Cleveland, OH
	Cold War related genocide	The Cold War Museum	Manassas, VA
European ethnic groups		Historical Society of Western PA (Heinz History Center)	Pittsburgh, PA

Ethnic/Cultural Alignments	Focus area	Museum	Location
<i>French-Canadian</i>		Heritage Harbor Museum	Providence, RI
<i>German-American</i>		B&O Railroad Museum	Baltimore, MD
		Heritage Harbor Museum	Providence, RI
<i>Greek</i>		Heritage Harbor Museum	Providence, RI
<i>Hispanic</i>	Southwest	The Hubbard Museum of the American West	Ruidoso, NM
<i>Irish</i>		Heritage Harbor Museum	Providence, RI
<i>Irish-American</i>		B&O Railroad Museum	Baltimore, MD
<i>Italian</i>		Heritage Harbor Museum	Providence, RI
<i>Jewish</i>		Heritage Harbor Museum	Providence, RI
<i>Latino</i>		Heritage Harbor Museum	Providence, RI
		McAllen International Museum	McAllen, TX
		Arizona State Museum, Univ. of Arizona	Tucson, AZ
		Tucson Museum of Art & Historic Block	Tucson, AZ
		Strong Museum	Rochester, NY
		Las Vegas Art Museum	Las Vegas, NV
		Western Heritage Center	Billings, MT
		Miami Museum of Science	Miami, FL
		Museum of Latin American Art	Long Beach, CA
		Arizona Historical Society, So. Arizona Division	Tucson, AZ
<i>South/Central America</i>	Cold War related genocide	The Cold War Museum	Manassas, VA
<i>Latino-Cuban</i>		The Museum of Arts and Sciences	Daytona Beach, FL
<i>Lebanese</i>		Old Capitol Museum of Mississippi History	Jackson, MS

Ethnic/Cultural Alignments	Focus area	Museum	Location
<i>Mexican</i>		San Diego Natural History Museum	San Diego, CA
	Chiapas Mayan, Hmong	The Science Museum of Minnesota	St. Paul, MN
<i>Portuguese</i>		Heritage Harbor Museum	Providence, RI
Muslim		Heritage Harbor Museum	Providence, RI
Native American		Heritage Harbor Museum	Providence, RI
		Arizona State Museum, Univ. of Arizona	Tucson, AZ
		Tucson Museum of Art & Historic Block	Tucson, AZ
		Strong Museum	Rochester, NY
		State Museum of History, Oklahoma Historical Society	Oklahoma City, OK
		Las Vegas Art Museum	Las Vegas, NV
		National Underground Railroad Freedom Center	Cincinnati, OH
		Birthplace of Country Music Alliance	Bristol, TN
		Western Heritage Center	Billings, MT
		Arizona Historical Society, So. Arizona Division	Tucson, AZ
		Kona Historical Society	Kona, HI
		Historical Society of Western PA (Heinz History Center)	Pittsburgh, PA
	Southwest	The Hubbard Museum of the American West	Ruidoso, NM
	Southeastern – Choctaw, Chickasaw, Tunica-Biloxi, Natchez	Old Capitol Museum of Mississippi History	Jackson, MS
Native Hawaiian		Kona Historical Society	Kona, HI