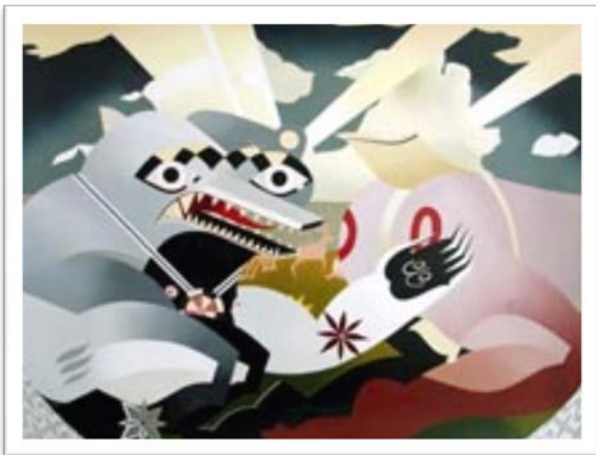




**A Two-Year Study of the
Visitor Experience at the
George Gustav Heye Center
2009 - 2010**



Smithsonian
National Museum of the American Indian
George Gustav Heye Center

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Acknowledgments

For nearly two years the Visitors Services team at the George Gustav Heye Center worked with the Office of Policy and Analysis to conduct a major longitudinal study of the visitor experience at the National Museum of the American Indian in New York. This research, significant in both its timing and scope, could not have been accomplished without the enormous work of several colleagues at OP&A, Ikuko Uetani who processed the surveys, organized the data sets, and ran countless cross tabulations and Zahava D. Doering who trained the NMAI staff to execute the survey. We would also like to recognize the support of GGHC staff members Lucia DeRespinis, Director of Development for leadership and support, Kathleen Ash-Milby, Farhana Rahman, Margaret Chen, Justin Mugits, Melissa Vasquez, as well as interns Ana Marijanovic, Alan Iliev, Galia Abramson, and volunteer staff Carol Fisher, Jeanne Cotler, Lynn Cartwright-Punnet, Loretta Shapiro, Alex Drossos, Emily McInnes, and Beth Kleiman for their support in working nearly 300 hours to intercept over 3,000 visitors of the museum.

Samir Bitar, Manager, Visitor Services
National Museum of the American Indian – New York

Andrew Pekarik, Program Analyst
Office of Policy and Analysis
Smithsonian Institution

Executive Summary

Since its opening in 1994 there has been little empirical research of the visitor experience at the George Gustav Heye Center (GGHC) in New York. This is the first study since 1996 devoted exclusively to researching and understanding the GGHC visitor experience. With the creation of the museum's new visitor services department in 2008 the museum set out to address this historic knowledge gap. This report highlights the significant findings of this two-year study, several of which have practical implications for managers.¹ The number of visitors who rated their experience at the GGHC as *Superior* (6%) was significantly lower than the Smithsonian's average *Superior* rating (19%), and lower than the Cooper-Hewitt (17%), the other Smithsonian museum located in New York City. This study found several practical possibilities which might raise the museum's rating without incurring substantial financial costs:

1. The availability of gallery spaces to the visiting public impacted the experience rating of the museum, but, even more significantly, the lack of gallery space negatively impacted the ability of visitors to learn and understand more about the lives, histories and stories of Native Americans. Of course galleries must close for standard de-installations, installations, etc., though perhaps directors could manage gallery closures such that the largest number of visitors, who come to the museum during the spring and summer, would have access to more galleries.
2. The personal stories of American Indians mattered to visitors. Those who felt that there were not enough personal stories gave an overall experience rating that was 29% below that of visitors who felt that the availability of personal stories was just right or too much (24% higher Poor/Fair/Good ratings and 5% lower Superior ratings).
3. The youngest people (12 -29 years old) visiting the museum, which amounts to approximately 125,000² annual visitors, know less, gain less understanding, and rate their overall experience lower than older visitors. There also happens to be more visitors in this age category than any other, which makes the experiences of this sub-group significant to the museum's overall success. One of the most avid users of interactive technologies in museums generally is these younger visitors and this study has shown that these youngest visitors who used a computer screen during their visit were more likely to report a better understanding of Indian history (54% vs. 42% for those who didn't use one). Therefore, by more strongly promoting

¹ The findings presented here, however, are limited to a museum which exists within a building (environment) which it does not fully control. The applicability of these findings to other museums remains a topic for further empirical investigation.

² This figure represents the total number of 12 - 19 y/o (6% of overall visitation reported in this study, or 18,000), 20- 29 y/o visiting the museum (27% of overall population, or 80,000) and 27,000 annual school children reported by Johanna Gorelick, Education Manager for GGHC.

its interactive media components the museum might be able to increase satisfaction and learning among its younger (and future) patrons.

4. Visitors do not know that Native Americans develop the museum's exhibitions, a mission-related fact that seemed to positively affect the visitor experience. Traditionally museum audiences have attended for four primary motivations 1) cultural need, 2) symbolic need, 3) social relationship, and 4) emotional need (Jinnett, 2001). But today, the next generation of cultural audiences visits primarily to learn, connect and sense (Art Council of Indianapolis , 2006); the most successful museums are the ones that edify young patrons. This study found that visitors who knew that Native Americans develop the museum's exhibitions rated their overall experience higher than visitors who learned this during their visit, and they, in turn, rated higher than visitors who left without learning this. By articulating and increasing the broadcast of this particular message throughout the museum the NMAI might improve the experience of all its visitors. It should be made apparent to all visitors during their visit that NMAI is a museum directed, curated, and cared for by American Indians.
5. This study (like many other studies at the Smithsonian) has shown that the higher the overall experience rating, the greater the average number of personal experiences. In other words, richer museum experiences are rated more highly. It is likely that the museum could substantially raise its *Superior* ratings by increasing the average number of experiences that visitors report as especially satisfying.
6. Advertising is a significant means through which New York residents discover and visit the museum. In an urban environment saturated with calls to culture seekers, the NMAI successfully used advertising to increase museum visitation during the launching of *A Song for a Horse Nation*³, with the added benefit of increased engagement (time spent and learning) for these visitors. Females over the age of 54 seem to be a primary target for advertising, as this subgroup seems to be the one that is happiest with the museum in its current form.

³ On April 12, 2010 (week 16) the museum launched a comprehensive advertising campaign across New York City that included five weeks of coverage through 1,000 subway cars throughout the MTA Subway lines, as well as web banners on the New York Times and Time Out New York online portals. The week-over-week visitor count from week 16 to week 17 increased 17% (from 5,332 to 6,659 visitors), resulting in the busiest week 17 in five years. The year-over-year visitation for the five week period ending May 9, 2010 increased 77% - the busiest for the museum since 2002.

Introduction

The George Gustav Heye Center – the Smithsonian’s National Museum of the American Indian in New York – operates within a competitive, leisure-time market (NYC) whose internal and external constituents increasingly expect a ‘post-museum’ (Hooper-Greenhill, 2000) model: one that understands and differentiates its visitor constituents, and strives to ‘become much closer to [its] audience and become conscious of those to whom they are speaking’. As such the museum aims to provide an authentic visitor experience, one that understands who its visiting public is, what their museum experiences are, and how these visitors learn and pick up new understandings while at the museum.

Beginning in January 2009 the Visitor Services department (VS) GHHC in collaboration with the Smithsonian Institution’s Office of Policy and Analysis (OP&A) conducted the first of seven seasonal surveys of visitors exiting the museum. The goals of this series of surveys were to assess the experiences of these visitors, to capture their opinions on a range of visitor amenities, to describe the visitors themselves, and to provide evidence-based outcomes to inform decision making within the museum.

The first survey was conducted in January/February 2009 (WIN ‘09). To date six additional survey sessions have been conducted: April/May 2009 (SPR ‘09), July/August 2009 (SUM ‘09), October/November 2009 (AUT ‘09), January/February 2010 (WIN ‘10), April/May 2010 (SPR ‘10), July/August 2010 (SUM ‘10) for a total of seven sessions.

The focus of this report is the findings of these survey sessions, individually and collectively as a whole as they represent the museum’s visiting population.

Methods⁴

Data for this study were obtained from visitors at the National Museum of the American Indian location in New York City, which is located on two floors of the Alexander Hamilton U.S. Custom House, a federal building which the Smithsonian Institution does not own or wholly operate. The museum has two floors onto which visitors may enter the museum, a ground floor which serves as the primary entry for disabled visitors, families with strollers, school groups, and staff of the museum, and a second floor through which approximately 45% of the museum's visitors enter. Throughout these two floors the museum maintains four galleries and a pavilion for arts and culture which houses a fifth exhibition space. In total the museum maintains approximately 15,000 square feet of gallery space. (see Appendix A)

The building is situated in Lower Manhattan across from Battery Park, near the departure point for nearly 6,000,000 annual visitors of the Statue of Liberty, and roughly ten blocks from the new 9/11 Memorial Museum Preview Site, which, since its opening in August 2009 has welcomed 1,000,000 annual visitors. In 2010 the museum welcomed 298,221⁵ visitors. The museum's eight year, post-9/11 average of annual visitation is 280,000.

Each season, from January 2009 through August 2010, through a multi-week session⁶ the VS staff intercepted exiting visitors with a 1-page, 14-question survey. Beginning in spring of 2010 the museum added an entrance survey to its collection data. This one-page, 14-question survey aligned with the scope and topics of the exit survey (see Appendix B). On average each session collected 312 eligible surveys. Whereas the exit survey measured exiting visitors' actual experience the entrance survey measured entering visitors' expected experience as well as their prior knowledge and orientation to the museum upon arrival.

In general, cooperation rates for these surveys are good. In the most recent survey (SUM '10), 929 visitors are intercepted, and 688 of these visitors completed a survey, for a cooperation rate of 74%. Overall this study has intercepted 3,788 visitors 2,877 of whom completed a survey, for a cooperation rate of 76%.

⁴ The findings in this report that present differences between sub-groups of visitors are based on cross-tabulations that are statistically significant. Only differences whose chi-square statistics have a p value of <0.01 are reported in this study, i.e., there is a less than a one in one hundred chance that such differences are an accident of the sample. The study reports a 95% confidence interval with a maximum +/- variation of 2%, i.e., there is a 95% probability that the statistic found in the sample is within two percentage points of the parameter in the entire population during the period of the studies.

⁵ Fiscal year: Oct. 1, 2009 – Sept. 30, 2010; a 5% increase in 2009 attendance

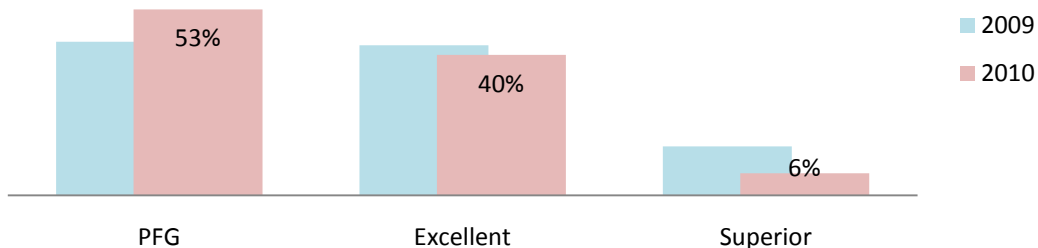
⁶ 2009 dates include January 25 – February 22; 16 May – 6 June; 30 July – 31 July; 28 November – 11 December. 2010 dates include January 30 – February 17; April 24 – May 29; 30 July 28 – August 5.

Results

Visitor satisfaction

Upon exiting visitors are asked to rate their, “overall experience in this museum.” The scale used is the standard 5-point rating scale used across the Smithsonian: “*Poor*,” “*Fair*,” “*Good*,” “*Excellent*,” and “*Superior*.” In the first survey session (WIN '09) four out of ten survey respondents (42%) chose *Excellent*, a rating that indicates that a visitor is very satisfied and has little or no criticisms. Over one third of visitors (38%) chose *Good*, which suggests that a visitor is satisfied but thought the museum could improve in one way or another. One percent of the population rated their visit *Poor* while six percent rated their visit *Fair* for a combined *Poor/Fair/Good (PFG)* rating of 45%. The *Superior* rating is selected by those who feel that the visit is so special, that *Excellent* is not adequate as a rating. *Superior* was marked by 13% of exiting visitors. One year later (WIN '10) GGHC visitors were rating their museum experience considerably lower: combined *PFG* rating of 53% (an eight percent increase), *Excellent* 40%, and *Superior* 6% (a seven percent decrease). These levels of satisfaction were fairly constant from season to season within each year (see graph 1).

exiting GGHC visitors ranked the museum lower in 2010 than 2009



Graph 1 reflects seasonal changes in visitor experience ratings across two

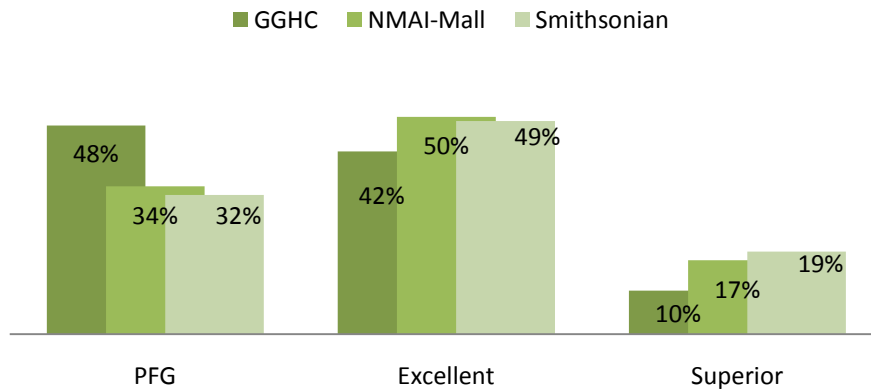
The GGHC’s two-year overall experience rating (see graph 2) is lower than the Smithsonian’s average rating⁷, as reported across over 50 Smithsonian exhibition studies and over 20 Smithsonian museum⁸ surveys conducted over the last seven years by OP&A. The museum’s experience rating is significantly lower than NMAI on the national mall (GGHC 48-42-10 vs. NMAI: 34-50-17). It is, however, also true that NMAI ratings are in turn slightly lower than the average rating for all Smithsonian museums⁹.

⁷ PFG 26%, *Excellent* 53% and *Superior* 21%

⁸ All Smithsonian museums were surveyed in the summer of 2004. The overall exit rating for that study: PFG 32%; *Excellent* 49%; *Superior* 19%. Entrance and exit data were also collected at six museums within the last three years: NPM, NASM, NMNH, NMAH, NMAI, and GGHC

⁹ NPM, NASM, NMNH, and NMAH: 25-55-20

Comparison of visitor satisfaction ratings across Smithsonian



Graph 2 compares the two-year average visitor rating of the GGHC to that of other Smithsonian averages

Pre visit

Prior knowledge

In general GGHC visitors were not well informed about the museum prior to their arrival. The majority of visitors (62%) arrived at the museum not knowing that admission to the museum is free. Nearly three out of four visitors (74%) did not know that the building within which the GGHC resides is a National Landmark. This general lack of awareness is not surprising when one considers that fully half of all first-time visitors to the museum live outside the United States, and only 20% of all new visitors live in New York City.

More significantly, most visitors (77%) did not arrive with prior knowledge that the museum’s exhibitions are developed by Native Americans, and less than half of them learned this during their visit. In addition, 65% did not know that the museum is a Smithsonian museum, and 44% of them learned this during their visit. These last two facts are important to note because this study found a significant link between pre-visit knowledge of these two facts and higher overall rating of the museum. In fact, visitors who learned during their visit that Native Americans develop the museum’s exhibitions rated their overall experience 8 percentage points higher than those who did not.¹⁰

The Smithsonian brand positively impacts the visitor experience

This study found that the Smithsonian name (brand) has measurable value for US visitors (but not for foreign visitors). US visitors who learned during their visit that the museum is part of the Smithsonian rated their experience 19 points higher than US visitors who found out only after rating the museum that it is a Smithsonian museum. The difference is primarily a shift from the relatively negative category (*PGF*) to the relatively neutral category (*Excellent* - 14% increase). In other words knowing that the museum is part of the Smithsonian appears to reduce the tendency to be critical about the visit more than it

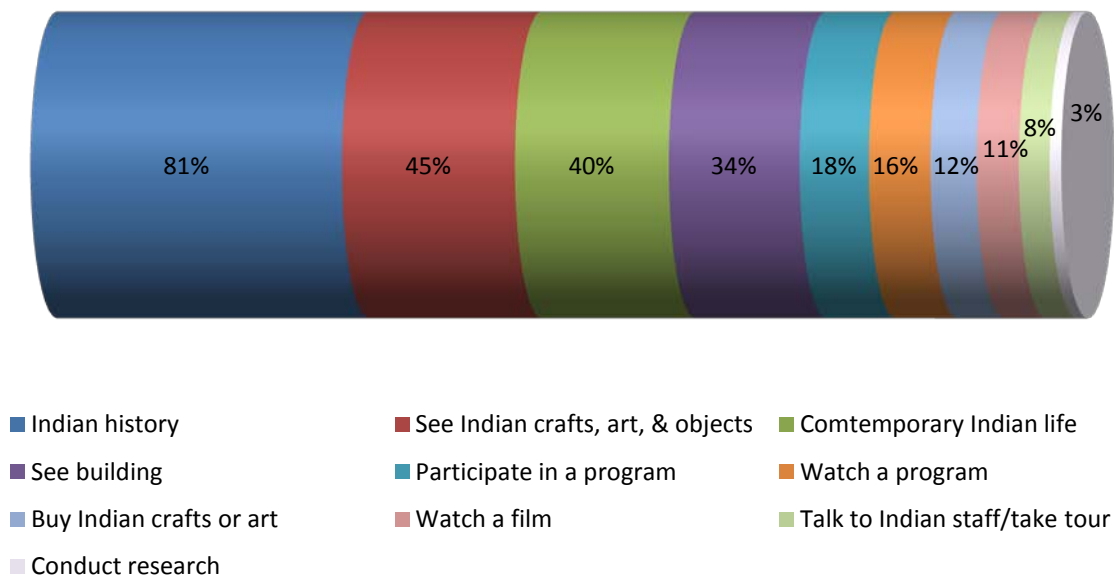
¹⁰ 5 percent less negative (i.e., *PGF*), 3 percent more positive (i.e., *Superior*).

increases the tendency to be excited (*Superior* scores were 5% higher for those who learned about the SI connection during the visit.)

Arrival

The majority of the museum’s visitors (60%) arrived planning to spend between one and two hours in the museum in which time they were planning to participate in 2.5 out of ten listed activities. The only real exception to the time paradigm comes from those visitors who had arrived at the museum because they had seen an advertisement of the museum; these visitors’ average planned time is two to four hours. As expected, upon entry most visitors to the museum (81%) planned to see exhibitions on Indian history during their visit, though of note is the remaining one in five visitors who did not. However, compared to the general population, the museum’s Native visitors were less likely to visit the museum to learn about Indian histories (68% vs. 81%), more likely to visit the museum to conduct research, and nearly twice as likely to buy something from the store (23% vs. 12%). New York City residents were more likely to want to participate in a public program (13% vs. 2%). Visitors over age 40 were less likely to be visiting to learn about contemporary Indian life (35% vs. 46%), and more likely to be interested in watching a film (14% vs. 8%). Of those who planned to see US Custom House building (34%), 27% were repeat visitors. It would appear that the building itself does drive some visitation at the GGHC.

Visitors arrived planning to experience more than two activities during their visit

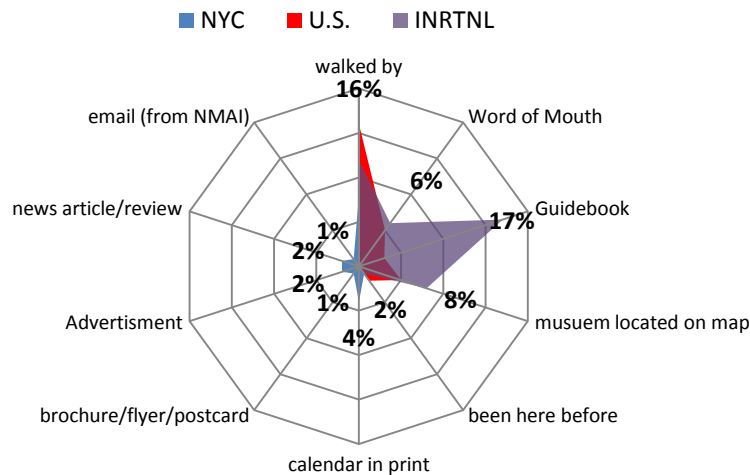


Graph 3 a spread of planned activities from entering visitors

How visitors discover the museum

For both national (16%) and international (12%) visitors of the museum, having simply walked by the building prompted a visit to the museum. Based on this percentage we can calculate that “walking by” accounts for nearly 83,000 visitors annually. The only other popular way for international visitors to have discovered the museum was through a guide book (17%). For New Yorkers the most oft-cited means through which they ‘discover’ the museum are, again, having walked by (8%), from a friend (6%), and the museum’s printed quarterly calendar(4%). Based on these numbers, we can estimate that every year 24,000 New York residents enter the museum because they walked by; 18,000 because someone told them about it; and 12,000 because they saw the quarterly calendar. One in four of the museum’s general audience reported seeing an advertisement of the museum in the past 12 months; however among New Yorkers this frequency was 48%, and this subset of New Yorkers is 8% more likely than other visitors to both spend two to four hours in the museum and to buy something in the store. Among New York City residents who saw an ad for the museum within the last 12 months, 13% said that they had found out about the museum because of an ad.

visitors stumble upon the museum

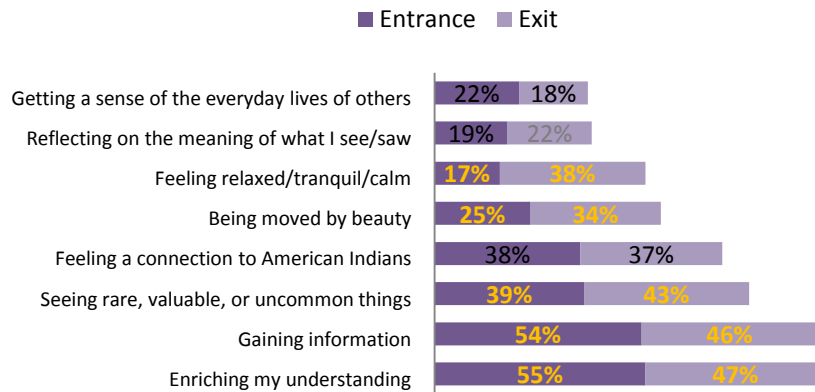


Graph 4 a comparative relation of the means through which three visitor groups ‘find out about’ the museum. Percentage points indicate the highest response in a that category

Personal Experiences

Anticipated and Satisfying Experiences

Aside from specific activities or subject matter, people often visit a museum looking for specific types of experience. All visitors in the survey were shown a list of personal experiences to be had within the museum (see complete list of these experiences in the graph to the right)¹¹. Entering visitors were asked to mark which experience(s) they were especially looking forward to; exiting visitors were asked to indicate which ones they had found especially satisfying. The items on the list have been developed over time at the Smithsonian by the Office of Policy & Analysis.



Graph 5 a comparison of responses of predicted experiences one would have during their visit upon entry to actual experiences had upon exit. Those figures in orange indicate a statistical significance in the differences.

Over half of all entering visitors at the GGHC reported looking forward to ‘enriching my understanding’ during their visit (55%) and nearly as many reported looking forward to ‘gaining information’ (54%), yet in both cases 8% fewer exiting visitors reported these experiences as especially satisfying. This presumed *idea* experience deficit may have negatively impacted visitors’ overall museum rating. In fact, we found there to be an independent relationship between the museum’s rating and four¹² of the six personal experiences. Compared to all other visitors, those who reported enriched understanding on exit gave their overall experience a higher rating (20% lower *PFG* and 5% higher *Superior* scores), as did those who reported reflecting on meaning (13% lower *PFG* and 6% high *Superior* ratings). Similarly, visitors who left the museum having been moved by beauty rated their overall experience higher than other visitors (21% lower *PFG* and 9% higher *Superior* rating). It will be interesting to see if the overall experience rating increases once the museum opens *Infinity of Nations*, an exhibition replete with beautiful objects.

Perhaps the most compelling findings in the area of visitor experiences are in the dimension which we are referring to as *people-oriented*, i.e. visitors who are interested in empathetic and/or emotional connections. Visitors who reported on exit that they had experienced a satisfying sense of connection to American Indians rated their visit higher

¹¹ Some changes were made to this list in the course of the study. “Imagining other times or places” was only asked in winter, spring, and summer of 2009. “Finding out what it’s like to live in a different time or place” was asked only in Fall 09. “Getting a sense of the everyday lives of others” and “Feeling relaxed/tranquil/calm” were asked throughout 2010. The other six items were asked during all administrations of the study, both on entrance and exit.

¹² ‘Being moved by Beauty,’ ‘Enriching my understanding,’ ‘Reflecting on the meaning of what I saw,’ and ‘Connecting to the lives of American Indians’

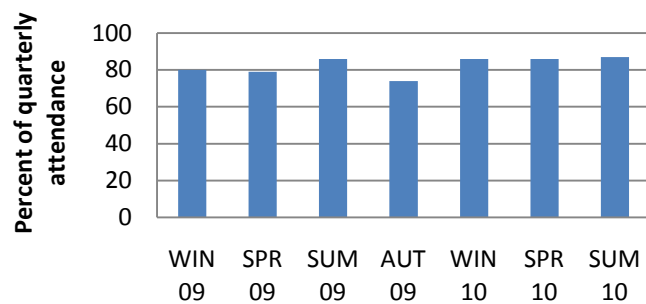
than other visitors (9% lower *PFG* and 7% higher *Superior* ratings). In fact we found that during the two year span of this study the museum consistently underserved the needs of its *people-oriented* visitors. When visitors rated the availability of personal stories from American Indians during their visit, one quarter of them said that there were not enough. Moreover, this one-quarter reported a considerably lower rating than other visitors (24% higher *PFG* and 5% lower *Superior* scores).

Visitors who did not report any of the four statistically significant experiences on exit were much more likely than other visitors to rate the museum *PFG*. Overall the rating of the museum was directly related to the number of experiences that visitors reported as satisfying.

Frequency of visit

At the start of the study the majority (80%) of visitors are visiting the George Gustav Heye Center for the first time. Over the subsequent seven seasons this characteristic of the museum’s visitation has maintained (see graph4).

the majority of visitors visit the museum one time



GRAPH 6 Distribution of overall visitation made up by new visitors

Compared to repeat visitors new visitors expected less from the museum upon entrance. Repeat visitors expected more, giving a higher expected rating (15% lower *PFG*, 9% higher *Superior*). In fact the exit ratings of repeat visitors to GGHC (36-47-17) are close to the Smithsonian average (32-49-19). Given that half of the museum’s population is under age 40 the researchers thought to look at entrance expectations through the lens of age, as perhaps youth influences expectations of the GGHC. However, we found no linear relationship between age and rating on entrance. However, on exit, rating increases as age increases, specifically for those visitors 55 years and older, which suggests that the museum works better for elders, the minority of the population (a complete discussion on age and the visitor experience can be found later in the Demographic section of the study). The challenge of the museum seems to be its new visitors and how to elevate their extraordinarily low expectations (entrance rating 53-42-8). New visitors on exit report fewer satisfying learning experiences in the museum than they had expected upon entry. While 54% of new visitors were looking to gain information when they entered, only 45% of these first timers reported having had that experience on exit. Similarly, over half of new visitors (54%) were looking forward to enriching their understanding, but only 44% reported having found that experience during their visit. Repeat visitors, on the other hand, reported the same percentages of these experiences on exit that repeat visitors had anticipated on entrance. Perhaps it is not surprising, then that new visitors were also less likely than repeat visitors to report that they gained new understandings of the histories or lives of American Indians during their visit.

On the other hand new visitors do not expect to experience the kind of beauty and rarity that defines the collection of the NMAI. This was illustrated in the study by new visitors consistently reporting to have had more satisfying experiences of beauty, and rare objects on exit than new visitors anticipated on entrance (Beauty: 22% entrance vs. 31% exit; Rare objects: 37% entrance vs. 43% exit).

For the most part the museum's repeat visitors found the experiences that repeat visitors were looking for except for one: "Getting a sense of the everyday lives of others." On entrance 29% of repeat visitors anticipated this experience, but only 18% of repeat visitors found it. In fact, when satisfaction of repeat visitors is looked at across the spectrum of experiences at the museum we found that the museum is currently disappointing its repeat visitors in several respects. Specifically repeat visitors (compared to new visitors) are more likely to say that there is not enough information of objects on display (15% vs. 10%), and not enough interactive/hands-on opportunities (27% vs. 17% for new visitors).

Compared to all other visitors, the museum's most loyal audience – those who have visited five or more times previously - were more than twice as likely to be visiting the museum alone (55% vs. 23% of other visitors), more than twice as likely to rate the museum *Superior* (24% vs. 10%), less than half as likely to rate *PFG* (19% vs. 41%) and were older (mean age 51)

Way finding

Proviso of specific stipulations: The General Services Administration (a federal agency) is the landlord of the Alexander Hamilton U.S. Custom House, within which the GGHC resides on two floors. The U.S. Custom House is a national, historic landmark, which brings along with it considerable restrictions in the placement of signage throughout the interior, public spaces within the museum and the building's façade. It is within this operating environment that visitors experience the museum. Thus influences the following analysis on visitor way finding and orientation.

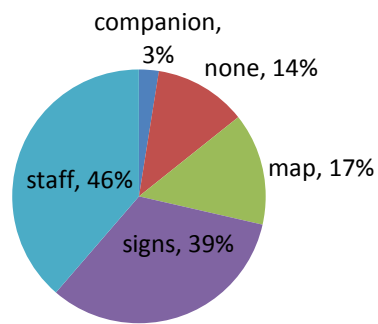
The majority of museum visitors (78%) reported having had no difficulty finding their way around the museum, though the great majority (83%) of visitors who did find difficulty rated their museum experience *Poor, Fair or Good*. The way-finding and orientation experiences of these roughly 55,000 annual visitors might be ameliorated by friendly informed staff, in addition to clearer and more frequent signs at the entrance of the museum and at the visitor information desk.

Visit Aids

Visitors seemed to be satisfied with the levels of navigation aids available to them during their visit. Asking staff was the most popular means by which visitors oriented themselves in the museum (46%). And thankfully so, because among visitors without children (a group which is 60% of the museum's population) those who were helped by museum staff to find their way reported a higher overall experience rating (14% lower *PFG*, 6% higher *Superior* ratings). This increase in satisfaction is not found with any of the other visit aids.

Visitors who rely on signs were more likely watch a film during their visit (42% vs. 32%). In fact, the number of visitors who watched a film jumped by a third among those who used a sign to plan or navigate their visit. A further discussion on the positive implications of films on the visitors experience can be found in the following Activities section.

Under half of visitors interact with museum staff



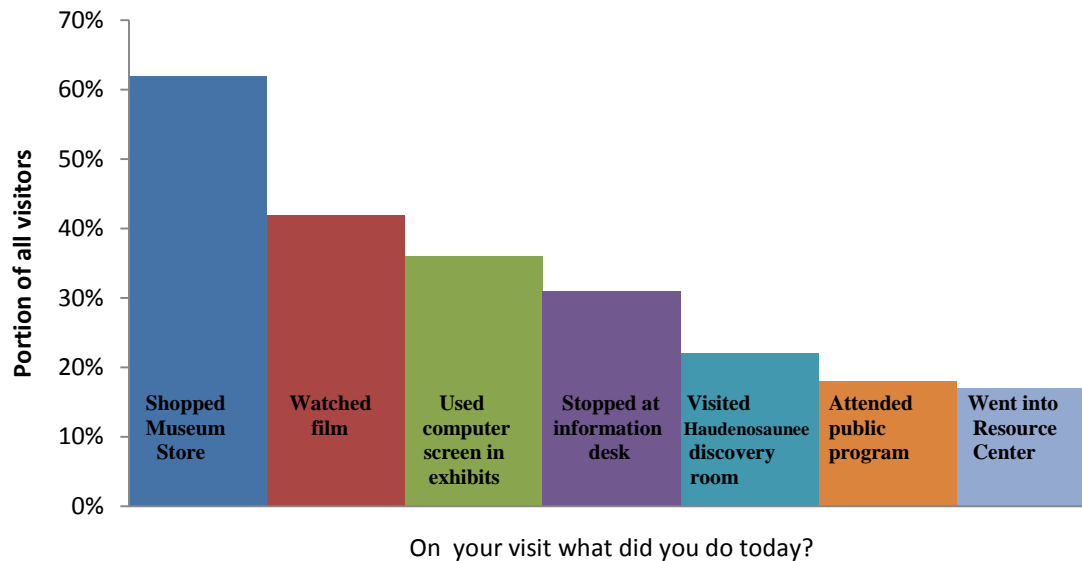
GRAPH 7 Means through which visitors found their way when they needed to find out how to get somewhere in the museum; the most frequent score of each method is shown

Activities

During the survey period the museum offered several museum experiences, including occasional public programming, a resource center/reference library, a (Haudenosaunee) discover room, daily films, and eight different exhibitions. What follows is an analysis of how these activities impacted the visitor experience.

We found no significant differences between the ways that repeat and frequent visitors interact with the museum. However, repeat visitors were 9% more likely to go into the museum store and 19% more likely to attend public program than new visitors. In fact, over one third of repeat visitors planned to attend a program (33% vs. 14% of new visitors).

almost half of all museum visitors report watching a film



GRAPH 8 distribution of planned activities of 926 exiting visitors

PUBLIC PROGRAMMING

The survey period of this study included 59 days of exit intercepts, 16 of which were days when the museum sponsored a public program that took place during the survey period such that the experience of a visitor could have been affected by the public program. On these days, upon entrance, 18% of the visitors reported arriving to attend programming, and, surprisingly, 18% of the visitors exiting reported having attended a program, which suggests that the museum is not attracting visitors to its programs who did not arrive planning to experience a public program. Visitors who attended a public program were twice as likely as other visitors to rate their overall experience as *Superior* (18% vs. 9%). Public programs seem to have mattered more for repeat visitors than for new visitors: one-third of all repeat visitors on program days attended a program (approx. 5,400 visitors), compared to 14% of new visitors. This fact may have significant implications for increasing the museum's annual attendance by drawing more repeat visitors.

RESOURCE CENTER

Less than one in five museum visitors (17%) reported going into the museum's resource center/reference library. These visitors rated the museum higher than other visitors (10% lower *PGF* and 2% higher *Superior* ratings). More specifically, the higher rating among visitors to the resource center was only true for adults visiting without children.

HAUDENOSAUNEE DISCOVERY ROOM

Nearly one in four museum visitors (22%) found their way into the discovery room. This relatively low rate of attendance can be explained by the reduced hours during which the room was open to the public during the two-year survey period, and also by the difficulty of finding the room, which is off the beaten path at the southernmost end of the east corridor on the second floor. Visiting the Discovery Room was significantly associated with feeling a connection to American Indians (44% vs. 36% for other visitors) and feeling

relaxed/tranquil/calm (49% vs. 35% - presumably because so few people were there).

Adult visitors without children who visited the Discovery Room rated their overall experience higher than those who visited with children (12% lower *PFG* and 3% higher *Superior* ratings).

DAILY FILMS

Films at the museum seemed to play an important role for visitors. Those who saw films were more likely to report a sense of connection to American Indians (42% vs. 38% for others), reflecting on meaning (25% vs. 19%), and enriching understanding (51% vs. 45%), three important experience areas. While only 11% of visitors anticipated watching a film upon entry, nearly four times as many (42%) exiting visitors reported watching film during their visit, which is actually down from the first session of this study (WIN '09) when 62% of visitors reported watching a film. This twenty percent drop may be due to the nature of the screenings at the museum in JAN'09, when the Diker Pavilion, a public space more accessible to visitors than the museum's so-called [film] screening room, was also programmed with daily films. Visitors who watched films during their visit reported having a better understanding of contemporary lives of American Indians (48% vs. 41%). Film-going visitors who had way-finding difficulties were more likely than other visitors with such difficulties to have read signs to find their way (46% vs. 35%). As it happens, these visitors also used computer screens more than others (45% vs. 30%). Perhaps as a result of some or all of these factors, those who watched films give higher overall experience ratings than other visitors (11% lower *PFG*, 3% higher *Superior*). It would be interesting to see if an increase in communication about upcoming films perhaps in preview slides before the shows and improved signage displaying times and titles of upcoming daily films would raise the percentage of film-goers and perhaps increase the learning and satisfaction of visitors.

EXHIBITIONS

The GGHC curates five public gallery spaces, named internally as the South, East, West and Photo galleries, and the Diker Pavilion. While the Pavilion was open to the public during all of the 59 days of the study other galleries of the museum were not (see graph 10 on the next page). On average the museum had 3.6 galleries open during survey periods in 09 vs. 2.7 in 2010.

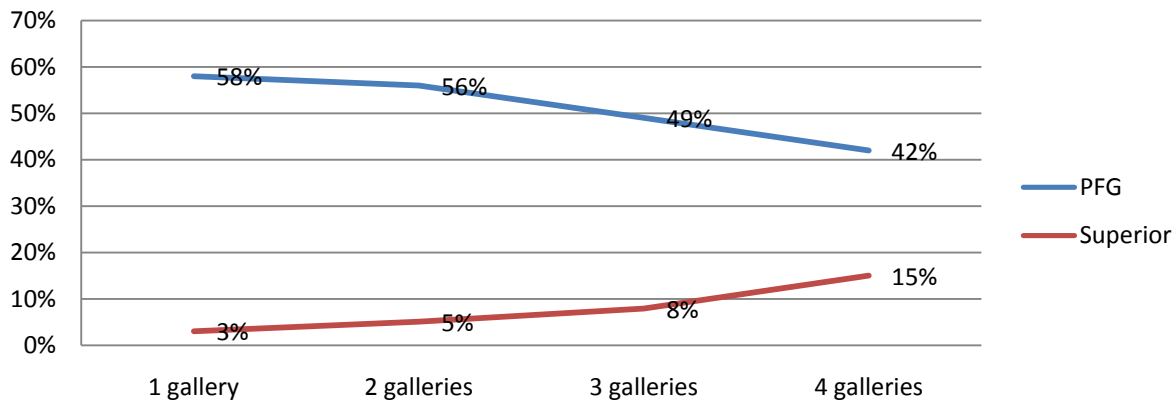
Not surprising, the more galleries that were open, the higher the overall experience ratings were. During the periods when all four galleries were open the museum's overall experience rating was much closer to that of NMAI on the Mall (43-42-15). The gallery issue seems not to be a significant factor of satisfaction for foreigners, who rate the museum the same on exit, no matter the availability of gallery space. However, visitors from the U.S. seem to have been sensitive to gallery closures, with a particular sensitivity apparent among women. When two or three galleries were open men gave the same ratings as women, but when four galleries were open women gave higher ratings than men (8% lower *PFG* and 8% higher *Superior* ratings).

exhibition history at GGHC 2009 - 2010

	2009												2010								
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT
East Gallery	lbD	lbD	lbD	lbD	lbD	lbD	lbD	lbD	lbD	lbD	lbD	lbD	Horses	Horses	Horses	Horses	Horses	Horses	Horses	Horses	Horses
South Gallery	lbD	lbD	lbD	lbD	lbD	lbD	lbD	lbD	lbD	lbD	lbD	lbD	lbD	lbD	lbD	lbD	lbD	lbD	lbD	lbD	lbD
West Gallery	Scholder	Scholder	Scholder	Scholder	Scholder	Scholder	Scholder	Scholder	Scholder	Scholder	Scholder	Scholder	Carlso	Carlso	Carlso	Carlso	Carlso	Carlso	Carlso	Carlso	Carlso
Photo Gallery	CDC	CDC	CDC	CDC	CDC	CDC	CDC	CDC	CDC	CDC	CDC	CDC	Ramp	Ramp	Ramp	Ramp	Ramp	Ramp	Ramp	Ramp	Ramp

GRAPH 10 twenty one-month exhibition schedule at the GGHC; darkened textured areas denote closure of the gallery space

the museum's superior rating increases with the number of galleries open



GRAPH 11 Trend of the visitor experience rating as correlates to the number of galleries open to visitors

CONTEMPORARY ART IMPACTS THE GGHC VISITOR POSITIVELY

During the first survey season we asked a significant number of exiting visitors whether the museum should show contemporary American Indian art, a statement to which 85% of the visitors either agreed or strongly agreed. Throughout the study we asked visitors what they thought of the availability of contemporary art during their visit. For the purposes of understanding the impact of the GGHC’s contemporary galleries on the visitor experience the visitor population of the museum can be characterized within three discrete groups: those who reported that the museum’s offerings of contemporary art were not enough (12%), those who thought its availability was just right (67%), and those who thought there was too much (10%).¹³

As one might expect, overall experience ratings for those who said “just right” were higher than for those who said either “not enough” or “too much” (18% lower PFG and 7% higher Superior ratings). Females were more likely to report that the amount of contemporary art on display was “just right” (56% vs. 46% of males), while males were more likely to say “not enough” (56% vs. 44%). Those who felt that the amount of contemporary art was “just right” were also more likely than others to say that they left with a better understanding of contemporary American Indians (48% vs. 38% for those who said “not enough” and 35% for those who said “too much.”)

¹³ In addition 12% marked “Does not Apply.”

STAFF INTERACTION

Early in the study 75% of the visitors reported that the museum's staff should interact with visitors, and overall 68% reported an interaction with staff. But most of these interactions were with security staff (62% with security staff, 33% with non-security staff, and 27% with both). Those with more staff interactions reported higher Superior scores (6% for those with no staff interactions, 10% for those with either security or non-security interaction, and 14% for those who interacted with both security and non-security staff). This suggests that human interaction in the museum might be an important component in a superior experience for some visitors, and it reflects an opportunity for the museum's Ambassadors (docents) to improve the visitor experience by roaming the galleries and engaging visitors.

While overall visitors who interacted with security and/or non-security staff rated their overall experience higher, visitors without children who reported interacting with non-security staff rated the museum higher (15% lower *PPG* and 5% higher *Superior* for those without children who interacted with non-security staff, vs. those who did not interact with non-security staff).

COMPUTER SCREENS IN THE EXHIBITIONS

Those who used exhibition computer screens were more likely to report that they had increased their understanding of both the contemporary lives and histories of American Indians (8% for contemporary lives and 10% for history) compared to those who did not use a computer screen. However, the screens seem to have been more successful with teaching histories than contemporary lives (58% vs. 49% report "yes").

Onsite learning

Most of the museum's visitors (92%) reported either a definite (52%) or partial (40%) increase in understanding of American Indian histories, while slightly less (90%) reported better understanding of contemporary American Indians. Visitors older than the median age of 39 years reported better understanding of both contemporary lives and history than other visitors (12% and 10% respectively). Not surprisingly visitors' understanding of Indian history and contemporary Indian culture was lower if they experienced difficulty finding their way around the museum.

As might be expected, those who reported that they had enriched their understanding were more likely to report a better understanding of contemporary American Indians (47% vs. 40%), as did those who reported that they had felt a connection to American Indians (51% vs. 39%). Similarly those who reported enriched understanding were also more likely to say that they had a better understanding of Indian history (58% vs. 45%), as were those who marked that they had gained information (54% vs. 49%), reflected on meaning (57% vs. 49%), and felt a connection to Indians (59% vs. 46%).

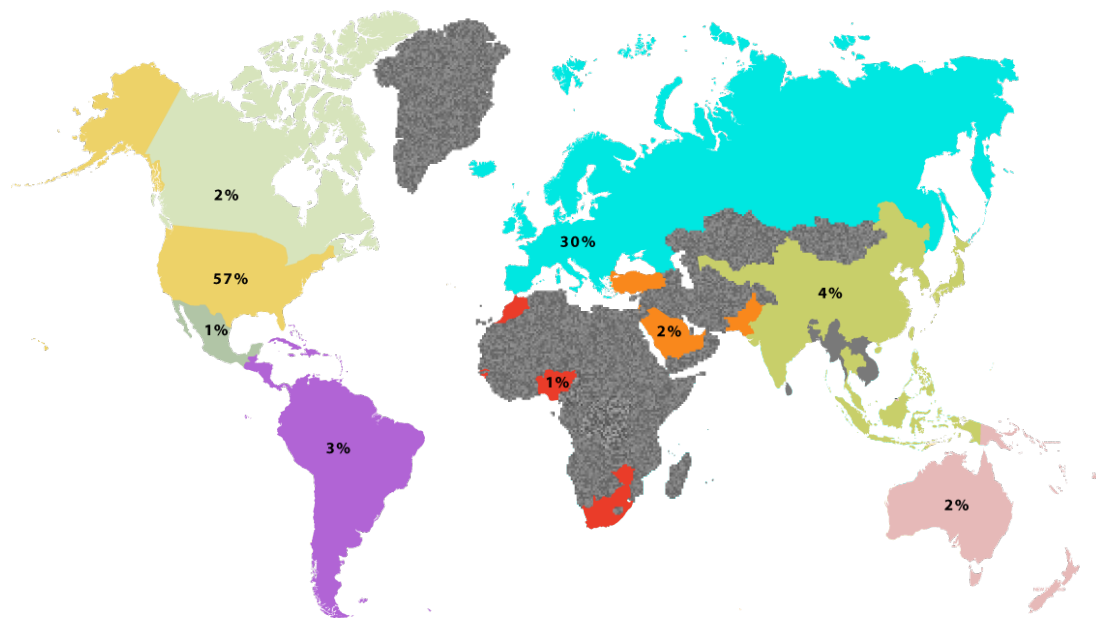
Also as might be expected, visitors who reported either that personal stories were not enough or information on objects was not enough were less likely to report that they had a

better understanding of either contemporary lives or history of American Indians (in all cases approximately 20% fewer marked “yes” to better understanding compared to those who said “just right”).

Demographics

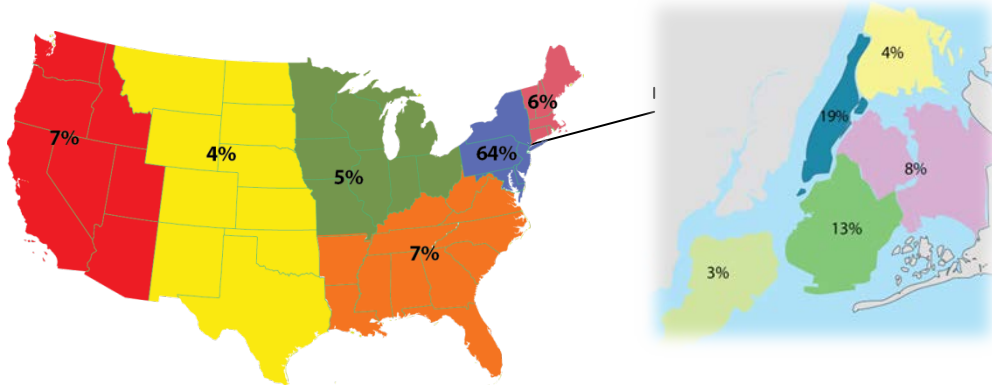
Only half of the museum’s visitors live in the United States

GGHC visitors come from all over the country and world, and range in age from infants to senior citizens. They explore the GGHC alone, with family and friends, and in organized groups. During their visit they may experience all the museum has to offer, or come in during a lunch break to walk through one of the tranquil galleries. Map 1 below illustrates the worldwide geographic distribution of visitors to the GGHC. A little more than half of the museum’s visitors (57%) reside within the United States, the balance of visitors came from 78 countries around the world, which makes the George Gustav Heye Center the Smithsonian museum most visited by international visitors. This number is up from the 33% last reported in 2004¹⁴. A large majority (70%) of the museum’s international visitors live in Europe. This is an important factor to consider when evaluating the museum’s experience ratings discussed earlier, as we found that Europeans were more critical than Americans. They were less likely to rate their museum experience *Superior* (4% vs. 14% US) and more likely to rate it PFG (60% vs. 41% US). While these visitors rated the museum more critically we cannot solely blame the GGHC’s rating on discerning Europeans, because even when we look only at the rating of US residents we still see relatively low ratings of the museum (41-45-14 vs. 32-49-19 SI). A necessary context for Europeans’ rating trend is found in their entrance ratings, which is to say they were less likely than US visitors to arrive expecting a *Superior* experience and more times than not left without a *Superior* experience (Entrance: US 45-47-9; Non-US 63-34-3. Exit: US 41-45-14; Non-US 58-37-5).



MAP 1 worldwide geographic distributions of GGHC visitors over two years; totals may not total 100% due to rounding

¹⁴ Results of the 2004 Smithsonian-wide Survey of Museum Visitors. 2004. OP&A



MAP 2 domestic geographic distributions of GGHC visitors over two years; totals may not total 100% due to rounding

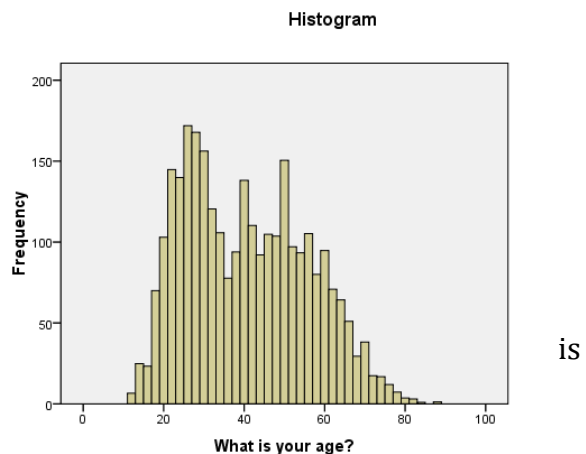
US visitors were more likely to be female (57% vs. 47%), to be visiting alone (23% vs. 18%), to be visiting with children (21% vs. 14%) and less likely to be visiting with other adults (67% vs. 79%). US visitors were also more likely to be over the average age of 39 (53% vs. 45%). International visitors were more likely to plan on seeing history exhibitions (86% vs. 77%) and less likely to plan on watching a program (5% vs. 11%).

Age

The GGHC welcomes more 20 – 29 year olds each year (27%) than any other ten-year age span. In fact over half of the museum’s visitors (51%) are under the age of 40. (The average age of the GGHC visitor is 40 years old, while the median is 39.) These younger people rated their museum experience lower than older visitors (13% higher PFG and 4% lower Superior ratings). Personal experiences might help to explain this – visitors under age 40 reported fewer personal experiences (2.1 vs. 2.4). In addition, visitors under 40 years old were less likely to have known the museum a Smithsonian museum before arriving. The younger in this cohort (≤ 29 y/o) were more likely to report that the museum does not have enough information about objects on display (13% vs. 9%).

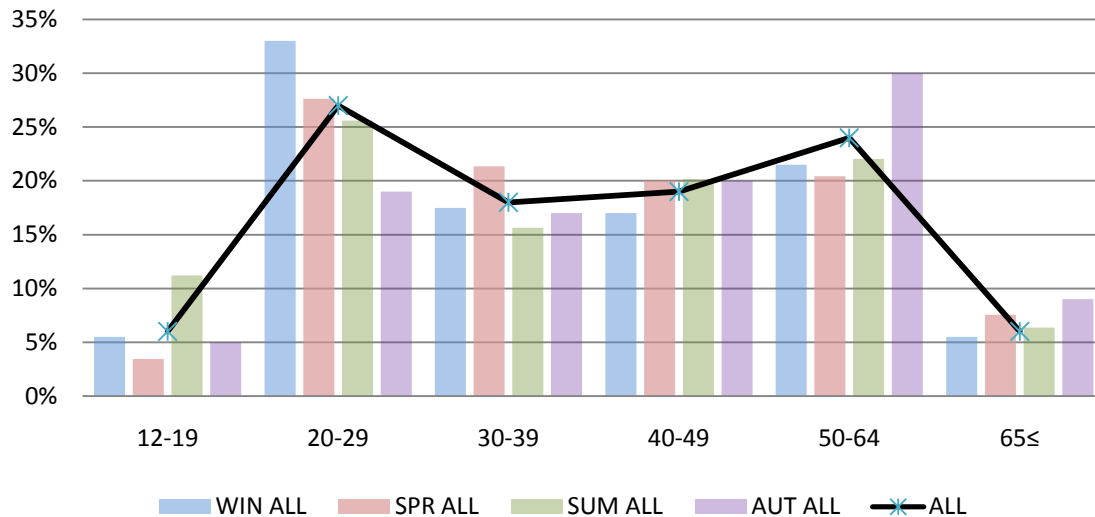
Younger visitors did not seem to have much knowledge about museum before they arrived. The museum did not work as well for visitors under 40, particularly for visitors in their mid-twenties, and tended to work best for visitors around age 60.

Visitors over 55 rated their GGHC experience close to the Smithsonian average (36-50-15). Visitors within this age group was twice as likely to be on a repeat visit (31% vs. 14%).



is

twenty somethings visit in the winter and empty nesters visit in the autumn



In general, the younger the visitor the lower their overall experience rating at GGHC. The youngest visitors (ages 12-29) were less likely to know much about the museum, (i.e. a SI museum, located in a landmark, and Native Americans develop the exhibitions) than their older museum mates, less likely to report a better understanding of American Indian history (47% vs. 54%), and less likely to report enriched understanding (42% vs. 53%).

Gender

On average more females (55%) than males (45%) visited the museum, though this ratio was upset once in the seven season study during winter '10 when males (53%) visited more than females (47%). Males experienced the museum differently than females. The museum seemed to work better for women than for men. At entrance there was no difference in experience expectations between males and females, yet at exit females rated their experience 11% higher¹⁵ than women did on entrance while men's ratings at exit were essentially the same as men's ratings at the entrance. Males were also less likely than females to know much about the museum¹⁶ prior to their arrival.

Hispanic/Latino and Native Ancestry

Of the museum's 298,000 annual visitors 12% identify as Native American (36,000) and 18% identify as being of Latin or Hispanic ancestry (54,000), a proportion one percentage point higher than the 17% reported in 2005¹⁷. Of the museum's annual visitors 5%

¹⁵ Difference in *PFGE-S* rating for ♀ from entering to exiting: 50-44-6 to 45-44-12 ($p=0.007$), an 11 point increase in rating

¹⁶ negative correlation between male and prior knowledge that the, "museum are free," an SI museum, or that American Indians develop the museum's exhibitions

¹⁷ **Smithsonian Institution OP&A**. 2006. Survey of NMAI Visitors March 2005.

(15,000) identify as having both Native and Hispanic ancestry, and *HispanicIndian*, which makes up 29% of the museum's Hispanic visitorship and one third of the museum's Native American visitorship. The museum's Hispanic visitors were twice as likely to plan to spend over two hours in the museum (16% vs. 8%).

Discussion

Anyone who wants to improve the work of a museum needs to pay attention to the experience of its visitors. Unfortunately this is not a simple task. Staff has many responsibilities and little time, while visitors are diverse in their backgrounds, interests, and responses. A museum's visitor services department can serve as the bridge that provides a consolidated, actionable summary of visitor perspectives to museum management. Methods of researching visitor perspectives and understanding the underlying patterns of visitor behavior are constantly changing and developing. Keeping in touch with these developments through ongoing audience research not only informs practice, it also engages staff in a culture of continuous learning. This study was a real collaboration between the museum and the Smithsonian's Office of Policy and Analysis. Because it was unusually deep and long-running, it was possible to adapt the study to new ideas and interpretations as they arose. The result provides insights that are direction actionable. In particular,

1. Gallery closures adversely affect the visitor experience. They should be minimized.
2. Personal stories of American Indians matter to our visitors, many of whom feel that there are not enough of them in the current presentation.
3. Public programs and daily film showings enhance the visitor experience and should be expanded.
4. The Smithsonian name and the fact that the museum's exhibitions are authored by Indians, is important to visitors but is often missed. These points need to be communicated – by multiple means – to every visitor.
5. Interaction with museum staff increases learning and leads to a significantly better experience for visitors. Managers can enhance visitors' experiences by increasing their interactions with full-time, volunteer, or security staff in a meaningful, inviting, and authentic way.

This audit of visitor experience at the George Gustav Heye Center can thus be practically linked to strategic planning and can provide guidelines for managers who seek to make this Smithsonian museum more effective and valuable for those who seek to benefit from it.

Authors

Samir M. Bitar Jr.
Manager, Visitor Experience
Smithsonian Institution
National Museum of the American Indian
George Gustav Heye Center

Andrew Pekarik
Program Analyst
Smithsonian Institution
Office of Policy & Analysis

Contributor

Ikuko Uetani
Research Scholar
Smithsonian Institution
Office of Policy & Analysis

Works Cited

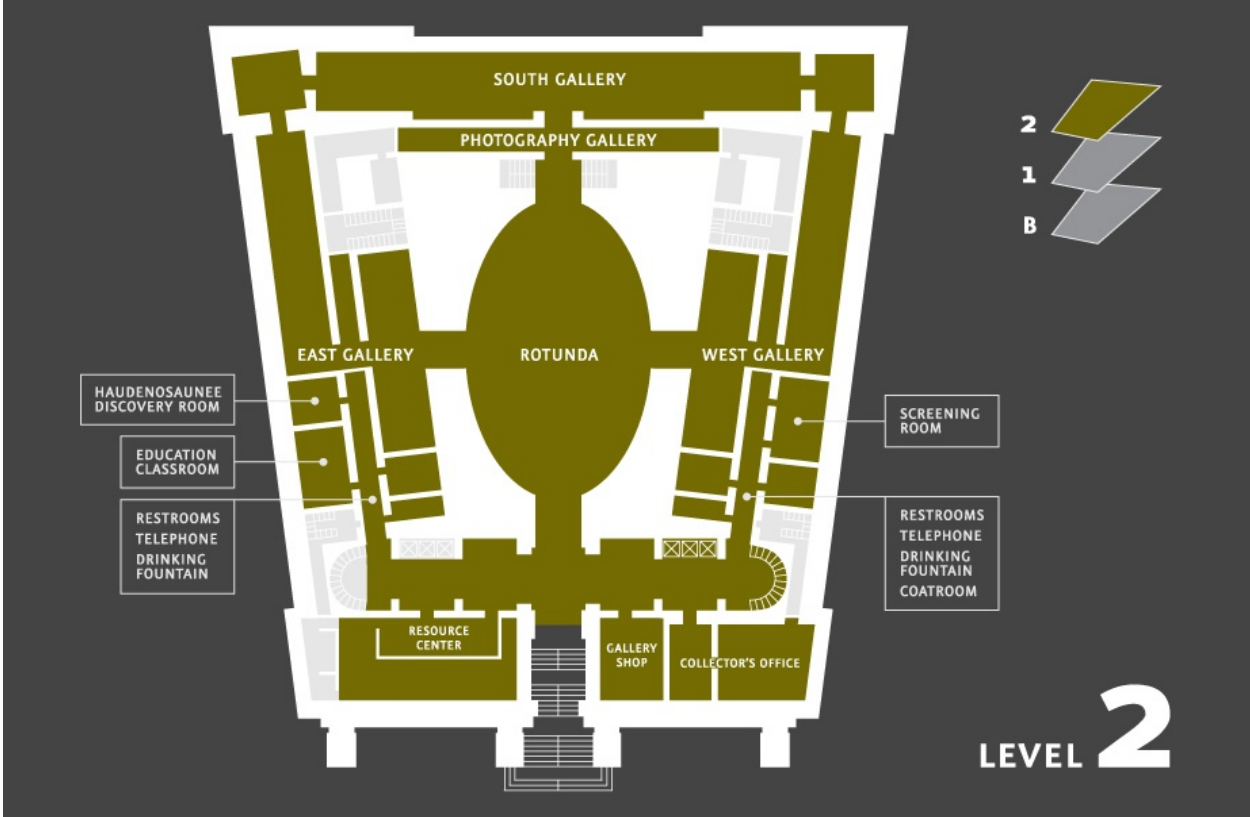
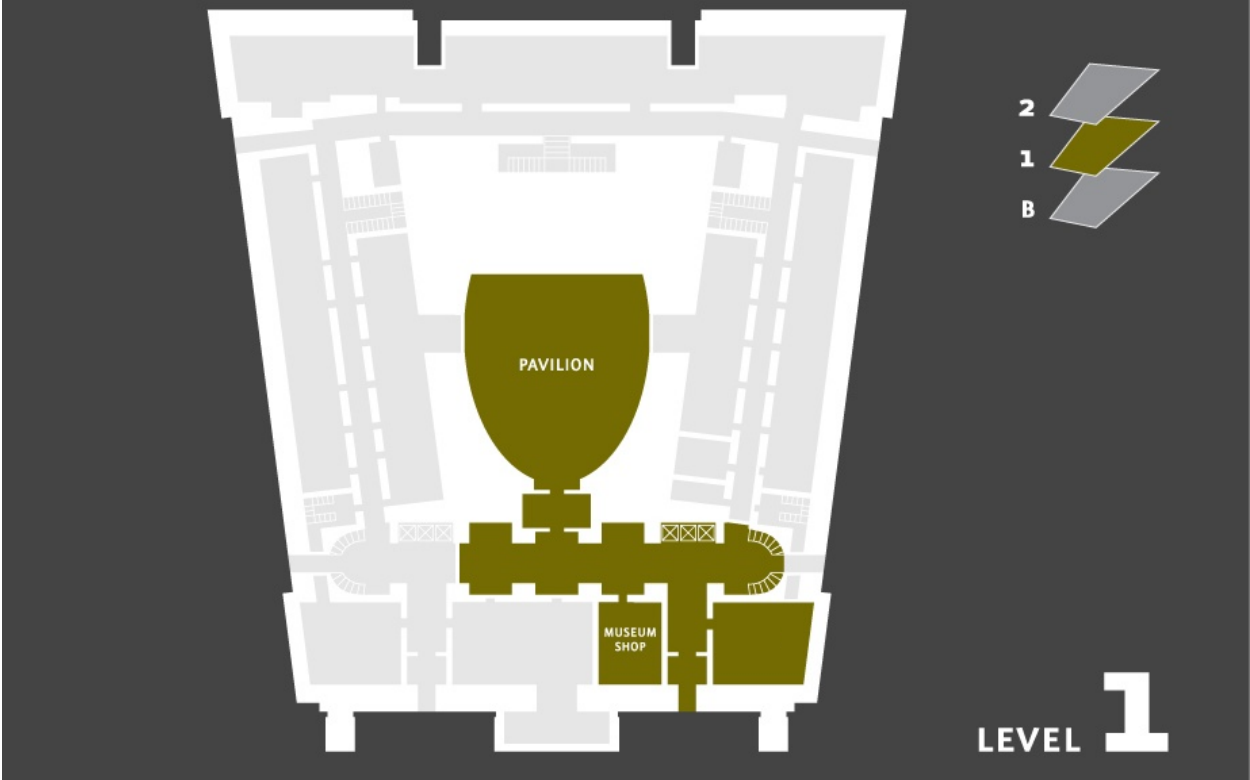
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APPENDIX A

GGHC floor plan



APPENDIX B SURVEYS

Initial Survey: Winter 2009

American Indian

Heye Center Survey of Exiting Visitors

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1. Is this your first visit to this museum? Yes No, I have visited times before today

2. Based on your visit today, please rate your overall experience at this museum. Poor Fair Good Excellent Superior

3. Which of these experiences were especially satisfying to you in this museum today? (Mark one or more)

- Being moved by beauty
- Enriching my understanding
- Gaining information
- Seeing rare, valuable, or uncommon things
- Reflecting on the meaning of what I saw
- Imagining other times or places
- Feeling a connection to American Indians

4. Before today, did you know that entrance to this museum was free? Yes No

5. When did you learn that...	Before I came	When I got here	When I read this question
this museum is a Smithsonian museum	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
this museum is located in a National Landmark	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
American Indians develop the museum's exhibitions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Below are statements that people have made about this museum. Please indicate your opinion.	Strongly Disagree	Disagree	Agree	Strongly Agree
The museum should show contemporary American Indian art.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The museum's staff should interact with visitors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The museum should tell the story of this historic building.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. On your visit today, which of these did you do? (Mark one or more)

- Spoke to a member of the staff
- Used computer screens in the exhibits
- Watched a film
- Stopped at the Visitor Information Desk
- Went into the Haudenosaunee Discovery Room
- Went into the Resource Center (library)
- Went into the museum store
- Attended a program (dance, lecture, etc.)

8. On your visit today, did you:

- have any difficulty finding what you were looking for? No Yes Does not apply
- find sufficient seating throughout the museum? No Yes Does not apply
- find the bathrooms well-maintained? No Yes Does not apply

9. Please indicate your opinion of the availability of these museum offerings during your visit today:	Not enough	Just right	Too much	Does not apply
Personal stories from American Indians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information about objects on display	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contemporary art	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Guided tours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information about the U.S. Custom House	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interactive/Hands-on opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. After your visit today, do you feel that you have a better understanding of:

- contemporary American Indians? No Somewhat Yes
- the history of American Indians? No Somewhat Yes

11. Where do you live? United States Zip Code Other Country _____

12. What is your gender? Male Female

13. What is your age?

14. Whom are you here with? I am alone
 Adults 18 and over
 Youth under 18. Number of youth other than you _____

Thank you for your help

Int	Sex	Seg	Stat
<input style="width: 20px;" type="text"/>	<input style="width: 20px;" type="text"/>	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3	<input type="radio"/> C <input type="radio"/> R <input type="radio"/> L <input type="radio"/> I

Edited Survey #2: Spring & Summer 2009

4191309100

National Museum of the American Indian
 Heye Center Survey of Exiting Visitors

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1. Is this your first visit to this museum? Yes No, I have visited times before today

2. Based on your visit today, please rate your overall experience at this museum. Poor Fair Good Excellent Superior

3. Which of these experiences were especially satisfying to you in this museum today? (Mark one or more)

- Being moved by beauty
- Enriching my understanding
- Gaining information
- Seeing rare, valuable, or uncommon things
- Reflecting on the meaning of what I saw
- Imagining other times or places
- Feeling a connection to American Indians

4. Before today, did you know that this museum was free? Yes No

5. When did you learn that:

	Before I came	When I got here	When I read this
This museum is a Smithsonian museum	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This museum is located in a National Landmark	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
American Indians develop the museum's exhibitions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Which of these was the primary reason for your visit today?

- To visit the Museum of the American Indian
- To visit the landmark U.S. Custom House
- Both equally

7. On your visit today, which of these did you do? (Mark one or more)

- Interacted with security staff
- Interacted with non-security staff
- Used computer screens in the exhibits
- Watched a film
- Stopped at the Visitor Information Desk
- Went into the Haudenosaunee Discovery Room
- Went into the Resource Center (library)
- Went into the museum store
- Attended a program (dance, lecture, etc.)

8. On your visit today, did you:

Have any difficulty finding what you were looking for? No Yes Does not apply

Find sufficient seating throughout the museum? No Yes Does not apply

Find the bathrooms well-maintained? No Yes Does not apply

9. Please indicate your opinion of the availability of these museum offerings during your visit today:

	Not enough	Just right	Too much	Does not apply
Personal stories from American Indians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information about objects on display	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
contemporary art	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Guided tours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information about the U.S. Custom House	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interactive/Hands-on opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. After your visit today, do you feel that you have a better understanding of:

Contemporary American Indians? No Somewhat Yes

The history of American Indians? No Somewhat Yes

11. Where do you live? United States, Zip Code: Other Country: _____

12. What is your gender? Male Female

13. What is your age?

14. Who is visiting the museum with you today? (Mark one or more)

- I am alone
- I am with adults age 18 and over
- I am with youth age 17 and under

Edited Survey #3: Autumn 2009 merican Indian
 Heye Center Survey of Exiting Visitors

--	--	--	--	--	--

1. Is this your first visit to this museum? Yes No, I have visited times before today

2. Based on your visit today, please rate your overall experience at this museum. Poor Fair Good Excellent Superior

3. Which of these experiences were especially satisfying to you in this museum today? (Mark one or more)

- Being moved by beauty
- Enriching my understanding
- Gaining information
- Seeing rare, valuable, or uncommon things
- Reflecting on the meaning of what I saw
- Finding out what it's like to live in a different time or place
- Feeling a connection to American Indians

4. Before today, did you know that this museum was free? Yes No

5. When did you learn that:	Before I came	During my visit today	When I read this
This museum is a Smithsonian museum	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This museum is located in a National Landmark	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
American Indians develop the museum's exhibitions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Which of these was the primary reason for your visit today?

- To visit the Museum of the American Indian
- To visit the landmark U.S. Custom House
- Both equally

7. On your visit today, which of these did you do? (Mark one or more)

- Interacted with security staff
- Interacted with non-security staff
- Used computer screens in the exhibits
- Watched a film
- Stopped at the Visitor Information Desk
- Went into the Haudenosaunee Discovery Room
- Went into the Resource Center (library)
- Went into the museum store
- Attended a program (dance social, workshop, etc.)

8. Did you have any difficulties finding your way around the museum today? No Sometimes Yes

When you needed to find out how to get somewhere in the museum which of these did you do? (Mark one or more)

- Asked museum staff
- Used a map
- Asked a companion
- Read the signs
- None of the above

9. Please indicate your opinion of the availability of these museum offerings during your visit today:

	Not enough	Just right	Too much	Does not apply
Personal stories from American Indians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information about objects on display	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
contemporary art	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Guided tours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information about the U.S. Custom House	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interactive/Hands-on opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. After your visit today, do you feel that you have a better understanding of:

- Contemporary American Indians? No Somewhat Yes
- The history of American Indians? No Somewhat Yes

11. Where do you live? United States, Zip code:
 Other country: _____

12. What is your gender? Male Female

13. What is your age?

14. Who is visiting the museum with you today? (Mark one or more)

- I am alone
- I am with adults age 18 and over
- I am with youth age 17 and under

Initial Entrance Survey: Winter 2010

5849262457

National Museum of the American Indian
Heye Center Survey of Entering Visitors 2010

--	--	--	--	--

1. Is this your first visit to this museum? Yes No, I have visited times before today

2. How do you think you will rate your overall experience at this museum when you leave? Poor Fair Good Excellent Superior

3. Which of these experiences are you especially looking forward to during your visit here today? (Mark one or more)

- Being moved by beauty
- Enriching my understanding
- Feeling relaxed/tranquil/calm
- Gaining information
- Seeing rare, valuable, or uncommon things
- Reflecting on the meaning of what I see
- Getting a sense of the everyday lives of others
- Feeling a connection to American Indians

4. Do you recall seeing any advertisement for this museum in New York City within the past year? Yes No

5. How did you find out about this museum? (Mark one or more)

- Calendar listing in newspaper or magazine
- Museum was located on a map
- Listing in a guidebook
- Suggested by my hotel
- Brochure/flyer/postcard
- Friend/relative/word of mouth
- News article/review
- Ad in newspaper or magazine
- Commercial on radio
- Email (from this museum)
- Facebook or other social media
- Mail received at home
- Wandered by
- I have been here before

6. How much time do you plan to spend in this museum today? Less than one hour
 1 - 2 hours
 2 - 4 hours
 More than 4 hours

7. On your visit today, which of these do you plan to do? (Mark one or more)

- See exhibitions about Indian history
- See exhibitions about contemporary Indian life
- See the building
- See Indian crafts, art, and objects (e.g., masks, clothing)
- Buy Indian crafts or art
- Talk to Indian staff/take a guided tour
- Participate in a program
- Watch a program
- Watch a film
- Conduct research

8. Overall, do you expect this museum to have a message? Yes No

9. Do you consider yourself a Native American? Yes No

10. Do you consider yourself of a Hispanic or Latino family background? Yes No

11. Where do you live? United States, Zip Code:
 Other Country: _____

12. What is your sex? Male Female

13. What is your age?

14. Who is visiting the museum with you today? (Mark one or more)

- I am alone
- I am with adults age 18 and over
- I am with youth age 17 and under

Thank you for your help!

Ses	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
	Seg	1	2	3	Stat	C	R	L	I		

Edited Exit Survey: Winter 2010

0572507220

National Museum of the American Indian Heye Center Survey of Exiting Visitors 2010

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1. Is this your first visit to this museum? Yes No, I have visited times before today

2. Based on your visit today, please rate your overall experience at this museum. Poor Fair Good Excellent Superior

3. Which of these experiences were especially satisfying to you in this museum today? (Mark one or more)

- Being moved by beauty
- Enriching my understanding
- Feeling relaxed/tranquil/calm
- Gaining information
- Seeing rare, valuable, or uncommon things
- Reflecting on the meaning of what I saw
- Getting a sense of the everyday lives of others
- Feeling a connection to American Indians

4. Before today, did you know that this museum was free? Yes No

5. When did you learn that:

	Before I came	During my visit today	When I read this
This museum is a Smithsonian museum	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This museum is located in a National Landmark	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
American Indians develop the museum's exhibitions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Which of these was the primary reason for your visit today?

- To visit the Museum of the American Indian
- To visit the landmark U.S. Custom House
- Both equally

7. On your visit today, which of these did you do? (Mark one or more)

- Interacted with security staff
- Interacted with non-security staff
- Used computer screens in the exhibits
- Watched a film
- Stopped at the Visitor Information Desk
- Went into the Haudenosaunee Discovery Room
- Went into the Resource Center (library)
- Went into the museum store
- Attended a program (dance social, workshop, etc.)

8. Did you have any difficulties finding your way around the museum today? No Sometimes Yes

When you needed to find out how to get somewhere in the museum which of these did you do? (Mark one or more)

- Asked museum staff
- Asked a companion
- Used a map
- Read the signs
- None of the above

9. Please indicate your opinion of the availability of these museum offerings during your visit today:

	Not enough	Just right	Too much	Does not apply
Personal stories from American Indians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information about objects on display	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contemporary art	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Guided tours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information about the U.S. Custom House	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interactive/Hands-on opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. After your visit today, do you feel that you have a better understanding of:

- Contemporary American Indians? No Somewhat Yes
- The history of American Indians? No Somewhat Yes

11. Where do you live? United States, Zip Code: Other country: _____

12. What is your sex? Male Female

13. What is your age?

14. Who is visiting the museum with you today? (Mark one or more)

- I am alone
- I am with adults age 18 and over
- I am with youth age 17 and under

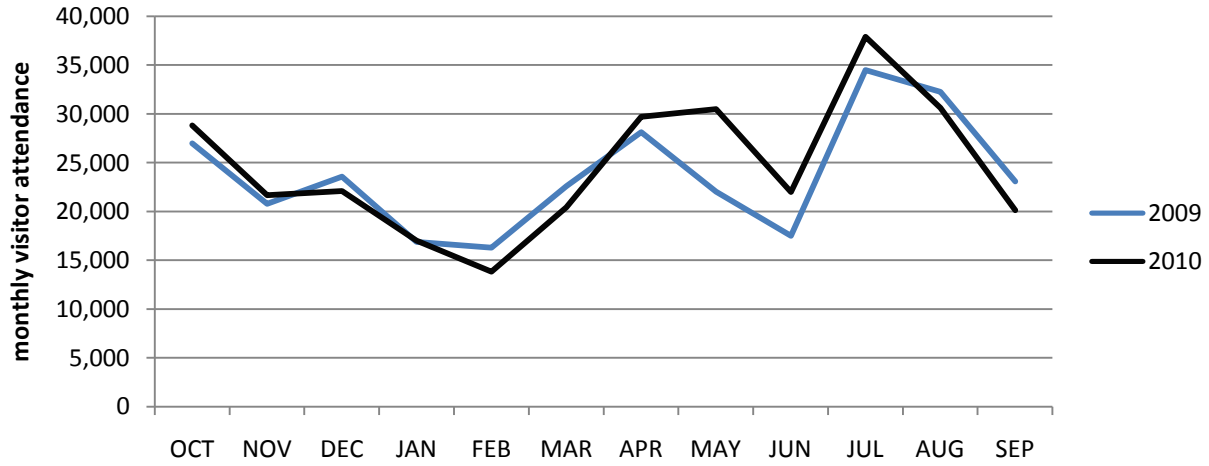
Thank you for your help!

Seq	<input type="text"/>	<input type="text"/>	Seg	1	2	3	Stat	C	R	L	I
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APPENDIX C Annual Visitation

The museum's visitation peaks during the summer months although the museum welcomes 14% more New York City visitors during its spring season.

the museum closed FY'10 with 5% growth in attendance



APPENDIX D 2009 – 2010 George Gustav Heye Center Frequency Distribution

Frequencies of responses – Winter 2009 through Summer 2010

Winter (Jan 25-Feb 22), Spring (May 16-Jun 6), Summer (Jul 31-31), Fall (Nov 28-Dec 11), 2009

Winter (Jan 30-Feb 17), Spring (Exit: Apr 24-May 13 Entrance: May 15-29), Summer (July 28 - Auguts 5), 2010

Notes:

Totals may not add to 100% due to rounding.

*Inactive questions/responses as of Sep 2010 at the bottom (Pages 12 and 13).

** Public program frequencies reflect responses of the question from the entire 59-day survey period, and not only those 19 days the museum hosted a public program (i.e. the frequency is higher when isolated as such).

	1st Year (Exit Only)					2nd Year (Entrance & Exit)									
	Win 09	Spr 09	Sum 09	Fall 09	1st Yr All	Win 10 Exit	Spr 10 Ent	Spr 10 Exit	Spr 10 All	Sum 10 Ent	Sum 10 Exit	Sum 10 All	All Exit	All Ent	All
1. Is this your first visit to this museum?															
	N=351	N=316	N=57	N=298	N=1023	N=347	N=402	N=401	N=803	N=353	N=362	N=715	N=2134	N=755	N=2888
Yes	80%	79%	86%	74%	78%	86%	81%	86%	83%	87%	83%	85%	82%	84%	82%
No	20%	21%	14%	26%	22%	14%	19%	14%	17%	13%	17%	15%	18%	17%	18%
Number of previous visits (excluding over 10 and "many")															
	N=57	N=39	N=5	N=55	N=155	N=37	N=52	N=44	N=96	N=30	N=48	N=78	N=284	N=83	N=366
Mean	3.9	3.4	1.6	3.3	3.5	3.5	3.5	3.0	3.3	2.7	2.5	2.5	3.2	3.2	3.2
Median	3.0	2.0	1.1	2.0	2.0	2.0	2.0	2.0	2.0	1.0	2.0	2.0	2.0	2.0	2.0
	N=345	N=316	N=57	N=298	N=1017	N=347	N=402	N=401	N=803	N=353	N=362	N=714	N=2126	N=755	N=2881
First Visit	82%	79%	86%	74%	79%	86%	81%	86%	83%	87%	83%	85%	82%	84%	82%
Second, Third of Fourth	9%	16%	14%	18%	14%	8%	14%	12%	13%	11%	13%	12%	13%	13%	13%
Fifth or more	9%	5%	0%	9%	7%	6%	6%	2%	4%	2%	4%	3%	6%	4%	5%
2. [Entrance] How do you think you will rate your overall experience at this museum when you leave? [Exit] Based on your visit today, please rate your overall experience at this museum.															
	N=349	N=315	N=57	N=299	N=1020	N=348	N=378	N=399		N=316	N=359		N=2127	N=693	
Poor	1%	4%	3%	0%	2%	3%	0%	4%		0%	1%		2%	0%	
Fair	6%	5%	9%	5%	6%	13%	3%	10%		2%	8%		8%	2%	
Good	38%	36%	35%	33%	36%	37%	46%	42%		53%	42%		38%	49%	
Excellent	42%	43%	32%	46%	43%	40%	46%	38%		39%	43%		42%	43%	
Superior	13%	12%	21%	15%	14%	7%	6%	6%		7%	6%		10%	6%	
Poor + Fair + Good	45%	45%	47%	38%	44%	53%	49%	56%		55%	51%		49%	51%	
Excellent	42%	43%	32%	46%	43%	40%	46%	38%		39%	43%		42%	43%	
Superior	13%	12%	21%	15%	14%	7%	6%	6%		7%	6%		10%	6%	
3. [Entrance] Which of these experiences are you especially looking forward to during your visit here today? (Mark one or more) [Exit] Which of these experiences were especially satisfying to you in this museum today? (Mark one or more)															

APPENDIX D 2009 – 2010 George Gustav Heye Center Frequency Distribution

	1st Year (Exit Only)					2nd Year (Entrance & Exit)							All Exit	All Ent	All
	Win 09	Spr 09	Sum 09	Fall 09	1st Yr All	Win 10 Exit	Spr 10 Ent	Spr 10 Exit	Spr 10 All	Sum 10 Ent	Sum 10 Exit	Sum 10 All			
	N=311	N=268	N=49	N=272	N=900	N=320	N=379	N=375		N=327	N=347		N=1941 /1041	N=705	
Average number of experiences	2.5	2.5	3.0	2.6	2.6	2.9	2.8	2.8		2.6	2.8		2.7	2.7	
Enriching my understanding	48%	43%	47%	47%	46%	44%	56%	49%		55%	47%		47%	55%	
Gaining information	41%	39%	59%	41%	42%	47%	56%	51%		51%	48%		46%	54%	
Seeing rare, valuable, or uncommon things	43%	40%	59%	44%	43%	41%	40%	44%		37%	40%		43%	39%	
Feeling a connection to American Indians	34%	37%	39%	42%	38%	39%	40%	33%		36%	35%		37%	38%	
Being moved by beauty	37%	41%	40%	39%	39%	33%	25%	25%		25%	31%		34%	25%	
Feeling relaxed/tranquil/calm	n/a	n/a	n/a	n/a	n/a	40%	17%	35%		18%	40%		38%	17%	
Reflecting on the meaning of what I see/saw	21%	20%	16%	24%	21%	23%	21%	21%		17%	21%		22%	19%	
Getting a sense of the everyday lives of others	n/a	n/a	n/a	n/a	n/a	24%	25%	18%		18%	14%		18%	22%	
Imagining other times or places	29%	29%	35%	n/a	29%	n/a	n/a	n/a		n/a	n/a		n/a	n/a	
Finding out what it's like to live in a different time or place	n/a	n/a	n/a	22%	n/a	n/a	n/a	n/a		n/a	n/a		n/a	n/a	
4. Before today, did you know that entrance to this museum was free?															
	N=351	N=310	N=57	N=300	N=1019	N=346		N=400				N=360		N=2125	
Yes	44%	43%	44%	42%	43%	34%		35%				33%		39%	
No	56%	57%	56%	58%	57%	66%		65%				67%		62%	
5. When did you learn that...															
* Wording changed to "During my visit today" in Fall 09 study.															
this museum is a Smithsonian museum															
	N=346	N=307	N=55	N=291	N=999	N=343		N=387				N=347		N=2076	
Before I came	36%	37%	29%	40%	37%	34%		32%				33%		35%	
When I got here /During my visit today*	46%	49%	62%	40%	46%	40%		45%				43%		44%	
When I read this question	18%	14%	9%	20%	17%	26%		23%				24%		21%	
this museum is located in a National Landmark															
	N=314	N=282	N=52	N=277	N=926	N=324		N=355				N=319		N=1923	
Before I came	32%	27%	38%	36%	32%	23%		25%				27%		28%	
When I got here /During my visit today*	42%	43%	30%	30%	38%	43%		43%				34%		39%	
When I read this question	24%	30%	32%	34%	30%	34%		32%				39%		33%	

APPENDIX D 2009 – 2010 George Gustav Heye Center Frequency Distribution

	1st Year (Exit Only)					2nd Year (Entrance & Exit)							All Exit	All Ent	All
	Win 09	Spr 09	Sum 09	Fall 09	1st Yr All	Win 10 Exit	Spr 10 Ent	Spr 10 Exit	Spr 10 All	Sum 10 Ent	Sum 10 Exit	Sum 10 All			
American Indians develop the museum's exhibitions															
	N=312	N=275	N=53	N=276	N=917	N=322		N=358			N=329		N=1926		
Before I came	24%	25%	27%	27%	25%	17%		21%			23%		23%		
When I got here /During my visit today*	43%	39%	31%	37%	39%	35%		41%			36%		38%		
When I read this question	33%	36%	43%	36%	35%	49%		38%			41%		39%		
6. Which of these was the primary reason for your visit today? [Added in Spring 09]															
		N=306	N=56	N=292	N=655	N=336		N=382			N=352		N=2146		
To visit the Museum of the American Indian	n/a	63%	61%	75%	68%	66%		72%			65%		68%		
To visit the landmark U.S. Custom House	n/a	10%	4%	4%	7%	4%		6%			7%		6%		
Both equally	n/a	27%	35%	21%	25%	30%		22%			29%		26%		
7. On your visit today, which of these did you do? (Mark one or more)															
	N=337	N=300	N=52	N=287	N=639	N=335		N=386			N=341		N=2039		
Went into the museum store	62%	59%	58%	66%	62%	59%		66%			59%		62%		
Used computer screens in the exhibits	31%	22%	16%	41%	30%	41%		42%			39%		36%		
Watched a film	64%	42%	41%	42%	49%	44%		29%			31%		42%		
Stopped at the Visitor Information Desk	33%	27%	37%	27%	30%	33%		32%			31%		31%		
Went into the Haudenosaunee Discovery Room	22%	25%	10%	17%	21%	26%		22%			20%		22%		
Went into the Resource Center (library)	21%	14%	7%	21%	18%	17%		17%			13%		17%		
Attended a program (dance, lecture, etc.)**	8%	15%	29%	12%	12%	3%		4%			11%		9%		
Interacted with security staff	n/a	65%	66%	66%	65%	63%		61%			56%		62%		
Interacted with non-security staff	n/a	33%	35%	38%	35%	35%		27%			34%		33%		
Spoke to a member of the staff	57%	n/a	n/a	n/a	n/a	n/a		n/a			n/a		n/a		
8. Did you have any difficulties finding your way around the museum today? [Added in Fall 09]															
				N=296		N=348		N=401			N=360		N=1405		
No	n/a	n/a	n/a	82%		75%		78%			80%		79%		
Sometimes	n/a	n/a	n/a	15%		21%		18%			17%		18%		
Yes	n/a	n/a	n/a	3%		5%		5%			3%		4%		

APPENDIX D 2009 – 2010 George Gustav Heye Center Frequency Distribution

	1st Year (Exit Only)					2nd Year (Entrance & Exit)							All Exit	All Ent	All
	Win 09	Spr 09	Sum 09	Fall 09	1st Yr All	Win 10 Exit	Spr 10 Ent	Spr 10 Exit	Spr 10 All	Sum 10 Ent	Sum 10 Exit	Sum 10 All			
When you needed to find out how to get somewhere in the museum which of these did you do? (Mark one or more)															
				N=287		N=330		N=375			N=350		N=1342		
Asked museum staff	n/a	n/a	n/a	51%		48%		48%			40%		46%		
Read the signs	n/a	n/a	n/a	33%		42%		45%			37%		39%		
Used a map	n/a	n/a	n/a	18%		14%		17%			19%		17%		
Asked a companion	n/a	n/a	n/a	2%		4%		3%			1%		3%		
None of the above	n/a	n/a	n/a	15%		15%		9%			18%		14%		
9. Please indicate your opinion of the availability of these museum offerings															
Personal stories from American Indians															
	N=336	N=299	N=55	N=281	N=972	N=334		N=378			N=344		N=2028		
Not enough	24%	17%	20%	19%	20%	29%		28%			28%		25%		
Just right	68%	72%	67%	75%	71%	65%		66%			64%		68%		
Too much	3%	3%	4%	1%	3%	3%		3%			2%		3%		
Does not apply	5%	9%	9%	5%	6%	3%		3%			6%		5%		
excluding "Does not apply"	N=320	N=274	N=50	N=266	N=910	N=326		N=368			N=324		N=1926		
Not enough	26%	18%	22%	20%	22%	30%		29%			30%		26%		
Just right	71%	79%	74%	79%	76%	67%		67%			68%		71%		
Too much	3%	3%	4%	1%	3%	3%		3%			3%		3%		
Information about objects on display															
	N=327	N=289	N=54	N=273	N=944	N=322		N=382			N=337		N=1984		
Not enough	11%	7%	6%	9%	9%	15%		12%			10%		11%		
Just right	83%	87%	91%	84%	85%	81%		84%			84%		84%		
Too much	3%	2%	2%	4%	3%	2%		4%			5%		3%		
Does not apply	3%	4%	2%	3%	3%	2%		1%			2%		2%		
excluding "Does not apply"	N=317	N=277	N=53	N=265	N=912	N=316		N=378			N=331		N=1937		
Not enough	12%	7%	6%	9%	9%	15%		12%			10%		11%		
Just right	86%	91%	92%	87%	88%	83%		85%			85%		86%		
Too much	3%	2%	2%	4%	3%	2%		4%			5%		3%		
Contemporary art															
	N=317	N=279	N=52	N=249	N=897	N=288		N=357			N=305		N=1847		
Not enough	13%	11%	10%	8%	11%	15%		11%			11%		12%		
Just right	68%	63%	67%	72%	67%	67%		65%			68%		67%		
Too much	11%	5%	14%	10%	9%	5%		15%			9%		10%		
Does not apply	8%	21%	10%	10%	13%	13%		10%			12%		12%		
excluding "Does not apply"	N=290	N=220	N=47	N=223	N=780	N=252		N=323			N=270		N=1625		

APPENDIX D 2009 – 2010 George Gustav Heye Center Frequency Distribution

	1st Year (Exit Only)					2nd Year (Entrance & Exit)							All Exit	All Ent	All
	Win 09	Spr 09	Sum 09	Fall 09	1st Yr All	Win 10 Exit	Spr 10 Ent	Spr 10 Exit	Spr 10 All	Sum 10 Ent	Sum 10 Exit	Sum 10 All			
Not enough	14%	14%	11%	9%	12%	17%		12%			13%		13%		
Just right	74%	79%	74%	80%	77%	77%		72%			77%		76%		
Too much	12%	7%	15%	11%	11%	6%		16%			10%		11%		
Guided tours															
	N=305	N=266	N=53	N=228	N=852	N=263		N=328			N=289		N=1732		
Not enough	23%	16%	9%	18%	18%	19%		18%			18%		18%		
Just right	27%	23%	29%	30%	26%	36%		34%			33%		30%		
Too much	2%	0%	0%	0%	1%	2%		3%			4%		2%		
Does not apply	49%	61%	62%	52%	54%	42%		45%			45%		49%		
excluding "Does not apply"	N=155	N=104	N=20	N=109	N=388	N=152		N=180			N=159		N=879		
Not enough	44%	41%	24%	38%	41%	34%		33%			33%		36%		
Just right	52%	59%	76%	62%	58%	63%		63%			60%		60%		
Too much	3%	1%	0%	1%	2%	4%		5%			8%		4%		
Information about the U.S. Custom House															
	N=319	N=274	N=52	N=233	N=879	N=282		N=335			N=298		N=1794		
Not enough	26%	24%	25%	30%	26%	27%		21%			25%		25%		
Just right	48%	41%	32%	39%	42%	48%		53%			51%		47%		
Too much	4%	1%	0%	3%	3%	2%		3%			4%		3%		
Does not apply	23%	34%	43%	28%	29%	23%		23%			21%		25%		
excluding "Does not apply"	N=247	N=182	N=30	N=169	N=627	N=218		N=257			N=237		N=1339		
Not enough	33%	36%	44%	42%	37%	35%		27%			31%		34%		
Just right	62%	62%	56%	54%	59%	62%		70%			64%		63%		
Too much	5%	2%	0%	5%	4%	3%		3%			5%		4%		
Interactive/Hands-on opportunities															
	N=315	N=273	N=53	N=232	N=873	N=281		N=335			N=293		N=1781		
Not enough	14%	11%	7%	11%	12%	17%		16%			22%		15%		
Just right	67%	65%	73%	67%	67%	61%		59%			57%		63%		
Too much	1%	2%	2%	2%	2%	4%		2%			3%		2%		
Does not apply	18%	22%	18%	20%	20%	18%		22%			19%		20%		
excluding "Does not apply"	N=259	N=212	N=44	N=186	N=702	N=229		N=260			N=238		N=1428		
Not enough	17%	14%	9%	14%	15%	20%		21%			27%		19%		
Just right	82%	84%	89%	84%	83%	74%		76%			70%		78%		
Too much	1%	2%	3%	3%	2%	5%		3%			3%		3%		

APPENDIX D 2009 – 2010 George Gustav Heye Center Frequency Distribution

	1st Year (Exit Only)					2nd Year (Entrance & Exit)							All Exit	All Ent	All	
	Win 09	Spr 09	Sum 09	Fall 09	1st Yr All	Win 10 Exit	Spr 10 Ent	Spr 10 Exit	Spr 10 All	Sum 10 Ent	Sum 10 Exit	Sum 10 All				
10. After your visit today, do you feel that you have a better understanding of:																
contemporary American Indians?																
	N=342	N=306	N=57	N=287	N=993	N=342		N=388			N=350		N=2073			
No	10%	9%	7%	6%	9%	7%		14%			14%		10%			
Somewhat	50%	46%	42%	42%	46%	47%		47%			43%		46%			
Yes	39%	45%	51%	52%	45%	46%		39%			44%		44%			
the history of American Indians?																
	N=332	N=299	N=55	N=290	N=976	N=332		N=386			N=338		N=2032			
No	9%	10%	7%	5%	8%	9%		9%			6%		8%			
Somewhat	46%	44%	42%	34%	41%	41%		39%			39%		40%			
Yes	45%	46%	51%	62%	51%	51%		53%			55%		52%			
11. Where do you live?																
	N=351	N=314	N=57	N=304	N=1028	N=347	N=405	N=392	N=797	N=355	N=364	N=719	N=2131	N=760	N=2891	
United States	66%	54%	72%	60%	61%	59%	68%	49%	59%	47%	51%	49%	57%	58%	57%	
Other Country	34%	47%	28%	40%	39%	41%	32%	51%	41%	53%	49%	51%	43%	42%	43%	
Within 20 miles	34%	25%	29%	31%	30%	32%	40%	21%	31%	23%	28%	25%	29%	32%	29%	
NYC (five boroughs)	32%	23%	29%	29%	28%	29%	38%	20%	29%	21%	25%	23%	26%	30%	27%	
12. What is your gender?																
	N=350	N=311	N=57	N=303	N=1021	N=345	N=397	N=405	N=802	N=354	N=361	N=715	N=2132	N=751	N=2884	
Male	44%	42%	40%	45%	43%	53%	44%	45%	45%	49%	52%	50%	47%	46%	47%	
Female	56%	58%	60%	55%	57%	47%	56%	55%	55%	51%	48%	50%	53%	54%	53%	
13. What is your age?																
	N=350	N=315	N=55	N=302	N=1023	N=346	N=402	N=404	N=805	N=355	N=362	N=717	N=2135	N=757	N=2891	
Mean	39	40	36	43	40	38	40	43	42	39	39	39	40	40	40	
Median	36	39	31	43	40	35	39	44	40	39	39	39	39	39	39	
12 to 19	4%	4%	20%	5%	5%	7%	3%	4%	4%	6%	10%	8%	6%	5%	6%	
20 to 29	32%	31%	30%	19%	28%	34%	25%	22%	24%	24%	25%	25%	27%	25%	27%	
30 to 39	17%	18%	13%	17%	17%	18%	24%	17%	21%	20%	16%	18%	17%	22%	18%	
40 to 49	18%	20%	14%	20%	19%	16%	20%	15%	17%	25%	21%	23%	18%	22%	19%	
50 to 64	23%	21%	15%	30%	24%	20%	20%	36%	28%	21%	23%	22%	26%	21%	24%	
65 and over	6%	7%	9%	9%	7%	5%	8%	6%	7%	3%	6%	5%	7%	5%	6%	
12 to 34	49%	45%	55%	36%	44%	50%	41%	37%	39%	41%	43%	42%	43%	41%	43%	
35 to 49	23%	27%	21%	25%	25%	25%	32%	21%	26%	34%	28%	31%	25%	33%	27%	

APPENDIX D 2009 – 2010 George Gustav Heye Center Frequency Distribution

	1st Year (Exit Only)					2nd Year (Entrance & Exit)							All Exit	All Ent	All
	Win 09	Spr 09	Sum 09	Fall 09	1st Yr All	Win 10 Exit	Spr 10 Ent	Spr 10 Exit	Spr 10 All	Sum 10 Ent	Sum 10 Exit	Sum 10 All			
50 and over	29%	28%	24%	40%	32%	25%	28%	42%	35%	24%	29%	27%	32%	26%	31%
GI (Born before 1925)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Silent (Born 1925-1945)	7%	8%	9%	10%	8%	5%	8%	6%	7%	3%	6%	5%	7%	5%	6%
Leading Boom (Born 1946-1955)	14%	12%	9%	20%	15%	12%	13%	24%	19%	9%	13%	11%	16%	12%	15%
Trailing Boom (Born 1956-1964)	17%	18%	13%	18%	17%	13%	14%	17%	16%	22%	18%	20%	17%	18%	17%
Generation X (Born 1965-1981)	32%	35%	27%	33%	33%	31%	40%	29%	34%	37%	30%	34%	31%	39%	33%
Generation Y (Born 1982-1995)	40%	26%	35%	19%	25%	37%	25%	23%	24%	27%	30%	28%	28%	26%	27%
Generation Z (Digital Natives) (Born after 1995)	1%	1%	8%	1%	1%	2%	0%	0%	0%	1%	4%	3%	2%	1%	1%
14. Whom are you here with?															
Group composition	N=348	N=316	N=57	N=304	N=1026	N=348	N=405	N=405	N=809	N=355	N=364	N=719	N=2143	N=760	N=2902
Youth Alone	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Youth only group	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	1%	1%	0%	0%	0%
Group with someone under18	16%	19%	36%	11%	17%	13%	23%	6%	15%	25%	29%	27%	16%	24%	18%
Adult alone	24%	19%	26%	23%	22%	15%	22%	21%	21%	23%	19%	21%	20%	22%	21%
Adult only group	61%	60%	34%	65%	60%	70%	53%	73%	63%	51%	50%	51%	62%	52%	60%
Unknown	0%	1%	4%	1%	1%	1%	1%	1%	1%	0%	0%	0%	1%	1%	1%
Group size		N=314	N=57	N=303	N=675	N=347	N=400	N=401	N=801	N=355	N=364	N=719	N=1788	N=755	N=2543
Alone	n/a	20%	26%	23%	22%	16%	22%	21%	21%	23%	19%	21%	20%	22%	21%
Two	n/a	45%	35%	48%	45%	58%	52%	59%	55%	38%	41%	40%	50%	45%	49%
Three to five	n/a	27%	26%	21%	24%	25%	24%	16%	20%	31%	29%	30%	23%	27%	25%
Six or more	n/a	9%	13%	8%	9%	1%	3%	5%	4%	8%	11%	10%	7%	5%	6%
	N=348														
I am alone	23%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a			
Adults 18 and over	62%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a			
Youth under 18	8%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a			
Adults 18 and over & Youth under 18 (added value)	7%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a			
4. Do you recall seeing any advertisement for this museum in New York City within the past year?															
							N=398			N=340				N=738	
Yes							31%			19%				25%	
No							69%			82%				75%	
5. How did you find out about this museum? (Mark one or more)															
							N=386			N=343				N=729	

APPENDIX D 2009 – 2010 George Gustav Heye Center Frequency Distribution

	1st Year (Exit Only)					2nd Year (Entrance & Exit)							All Exit	All Ent	All
	Win 09	Spr 09	Sum 09	Fall 09	1st Yr All	Win 10 Exit	Spr 10 Ent	Spr 10 Exit	Spr 10 All	Sum 10 Ent	Sum 10 Exit	Sum 10 All			
Wandered by							34%			38%				36%	
Friend/relative/word of mouth							19%			14%				17%	
Listing in a guidebook							18%			27%				22%	
Museum was located on a map							16%			17%				16%	
I have been here before							13%			9%				11%	
Calendar listing in newspaper or magazine							7%			4%				5%	
Brochure/flyer/postcard							6%			1%				4%	
Ad in newspaper or magazine							3%			2%				3%	
News article/review							3%			4%				3%	
Facebook or other social media							3%			2%				2%	
Email (from this museum)							2%			0%				1%	
Mail received at home							1%			0%				1%	
Commercial on radio							1%			0%				0%	
Suggested by my hotel							0%			2%				1%	
6. How much time do you plan to spend in this museum today?															
							N=401			N=345				N=746	
Less than one hour							29%			36%				32%	
1 – 2 hours							60%			57%				59%	
2 – 4 hours							11%			5%				8%	
More than 4 hours							1%			1%				1%	
7. On your visit today, which of these do you plan to do? (Mark one or more)															
							N=396			N=342				N=739	
Average number of plans							2.6			2.3				2.5	
See exhibitions about Indian history							82%			81%				81%	
See exhibitions about contemporary Indian life							41%			40%				40%	
See the building							32%			34%				33%	
See Indian crafts, art, and objects (e.g., masks, clothing)							48%			41%				45%	
Buy Indian crafts or art							16%			10%				13%	
Talk to Indian staff/take a guided tour							8%			9%				8%	
Participate in a program							9%			2%				6%	
Watch a program							11%			5%				8%	
Watch a film							12%			10%				11%	
Conduct research							2%			2%				2%	

APPENDIX D 2009 – 2010 George Gustav Heye Center Frequency Distribution

	1st Year (Exit Only)					2nd Year (Entrance & Exit)							All Exit	All Ent	All
	Win 09	Spr 09	Sum 09	Fall 09	1st Yr All	Win 10 Exit	Spr 10 Ent	Spr 10 Exit	Spr 10 All	Sum 10 Ent	Sum 10 Exit	Sum 10 All			
8. Overall, do you expect this museum to have a message?															
							N=400			N=342				N=742	
Yes							85%			88%				87%	
No							15%			12%				13%	
9. Do you consider yourself a Native American?															
							N=397			N=346				N=743	
Yes							16%			10%				13%	
No							84%			90%				87%	
10. Do you consider yourself of a Hispanic or Latino family background?															
							N=393			N=346				N=738	
Yes							17%			18%				18%	
No							83%			82%				82%	
8. On your visit today, did you: [Removed in Fall 09]															
have any difficulty finding what you were looking for?															
	N=341	N=311	N=55		N=707										
No	75%	76%	80%	n/a	76%										
Yes	9%	11%	8%	n/a	10%										
Does not apply	16%	13%	12%	n/a	14%										
excluding "Does not apply"															
	N=285	N=271	N=49		N=605										
No	72%	87%	91%	n/a	88%										
Yes	9%	13%	9%	n/a	12%										
find sufficient seating throughout the museum?															
	N=333	N=302	N=54		N=689										
No	15%	15%	14%	n/a	15%										
Yes	73%	72%	74%	n/a	72%										
Does not apply	13%	13%	12%	n/a	13%										
excluding "Does not apply"															
	N=290	N=262	N=48		N=599										
No	17%	17%	16%	n/a	17%										
Yes	83%	83%	84%	n/a	83%										
find the bathrooms well-maintained?															
	N=329	N=301	N=54		N=685										
No	9%	11%	4%	n/a	10%										
Yes	58%	57%	57%	n/a	57%										

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	1st Year (Exit Only)					2nd Year (Entrance & Exit)							All Exit	All Ent	All	
	Win 09	Spr 09	Sum 09	Fall 09	1st Yr All	Win 10 Exit	Spr 10 Ent	Spr 10 Exit	Spr 10 All	Sum 10 Ent	Sum 10 Exit	Sum 10 All				
Does not apply	33%	32%	39%	n/a	33%											
excluding "Does not apply"	N=220	N=205	N=33		N=457											
No	14%	17%	7%	n/a	14%											
Yes	86%	83%	93%	n/a	86%											
6. Below are statements that people have made about this museum. Please indicate your opinion. [Removed in Spring 09]																
The museum should show contemporary American Indian art.																
	N=335															
Strongly Disagree	3%	n/a	n/a	n/a	n/a											
Disagree	12%	n/a	n/a	n/a	n/a											
Agree	66%	n/a	n/a	n/a	n/a											
Strongly Agree	19%	n/a	n/a	n/a	n/a											
The museum's staff should interact with visitors.																
	N=326															
Strongly Disagree	3%	n/a	n/a	n/a	n/a											
Disagree	22%	n/a	n/a	n/a	n/a											
Agree	58%	n/a	n/a	n/a	n/a											
Strongly Agree	17%	n/a	n/a	n/a	n/a											
The museum should tell the story of this historic building.																
	N=330															
Strongly Disagree	1%	n/a	n/a	n/a	n/a											
Disagree	11%	n/a	n/a	n/a	n/a											
Agree	63%	n/a	n/a	n/a	n/a											
Strongly Agree	25%	n/a	n/a	n/a	n/a											

APPENDIX E 2009 – 2010 George Gustav Heye Center Results of Data collection

Wave	Year	Season	Type	#	Field Dates	Total eligible intercepts	Completes	Refusals	Language Refusals	Cooperation Rate
WIN 09	2009	Winter	Exit	1	Jan 25 - Feb 22, 2009	425	353	56	16	83%
SPR 09	2009	Spring	Exit	2	May 16 - June 6, 2009	423	323	65	35	76%
SUM 09	2009	Summer	Exit	3	July 30 and 31, 2009	88	56	25	7	64%
AUT 09	2009	Fall	Exit	4	Nov 28 - Dec 11, 2009	422	308	83	31	73%
WIN 10	2010	Winter	Exit	12	Jan 30 - Feb 17, 2010	429	343	74	12	80%
SPR 10	2010	Spring	Exit	14	Apr 24 - May 13, 2010	569	405	117	47	71%
SPR 10	2010	Spring	Entrance	13	May 15 - 29, 2010	503	401	88	14	80%
SUM 10	2010	Summer	Entrance	15	July 28 - August 5, 2010	440	342	49	49	78%
SUM 10	2010	Summer	Exit	16		489	346	87	56	71%
total						3788	2877	644	267	76%

ENTRANCE		943	743	137	63	79%
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EXIT	Winter	854	696	130	28	81%
	Spring	992	728	182	82	73%
	Summer	577	402	112	63	70%
	Fall	422	308	83	31	73%
	totals	2845	2134	507	204	75%