

# What Does **Success** Look Like?

AAM 2013-Baltimore  
May 21, 2013

John W. Jacobsen, White Oak Institute

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# Success Criteria = Evaluation Framework

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**Success =**  
**Performance**  
**= Effectiveness +**  
**Efficiency**

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**There are no agreed upon  
standards for **success****

- ◆ **Attendance/Positive Cash Flow**
- ◆ **Diversity of Standards**

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# Relation of Mission to **Success**

- ◆ **Not so Simple**
- ◆ **Multiple Revenues**
- ◆ **Multiple Missions**
- ◆ **Diversity of Purposes**



# Measuring success is hard for museums

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# ***Success Criteria***

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**Corporations**

**Customers**

**Profits**

**Government Agencies**

**Services**

**Philanthropy**

**Impact**

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**Museums**

**All of These**

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# *MODS – Six Purposes*

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- 1. Partnering with formal education**
- 2. Serving as places of memory Creating public value for the community**
- 3. Creating economic value**
- 4. Contributing to heritage preservation**
- 5. Serving as a center for lifelong learning**
- 6. Serving as places of memory**
- 7. Make a profit; Promote the owner**





# *Museum Indicators of Impact & Performance*

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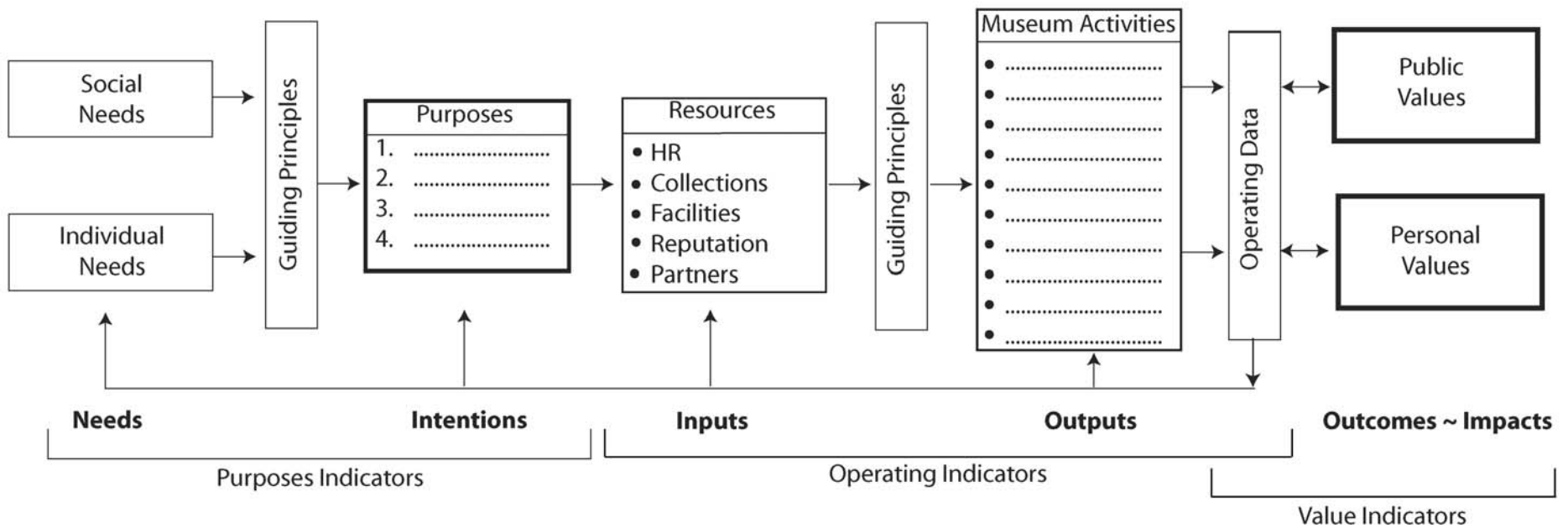
- ◆ **Purposes**
- ◆ **Guiding Principles**
- ◆ **Resources**
- ◆ **Activities**
- ◆ **Outputs**
- ◆ **Key Performance Indicators (KPI)**
- ◆ **Outcomes**
- ◆ **Impacts**

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# Logic Model



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# **Success Stakeholders**

- ◆ **Visitors and Customers**
- ◆ **Public Supporters**
- ◆ **Private Supporters**
- ◆ **Authorizing Environment**

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**Must be **successful**  
providing value  
to funders,  
or no life**

**No Money; No Mission**

**No Mission; No Money**

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**Must be **successful** with  
the authorizing  
environment or no  
legitimacy**

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# Revenue Sectors = Stakeholders

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# Transactional Value =

- ◆ Personal Outcomes (**Earned \$**)
- ◆ Public Impact (**Support \$**)

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**Changes in revenue are  
indicators of changes  
in value =  
+/- success**

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