

# Leaflet

## Multiple-mission Museums

Dear museum colleagues,  
 New models for museums are emerging in this new economy. The good news is that economic sustainability is possible, given the ability to offer and manage diverse business lines. Further good news: 21st Century museums will provide even more community services.

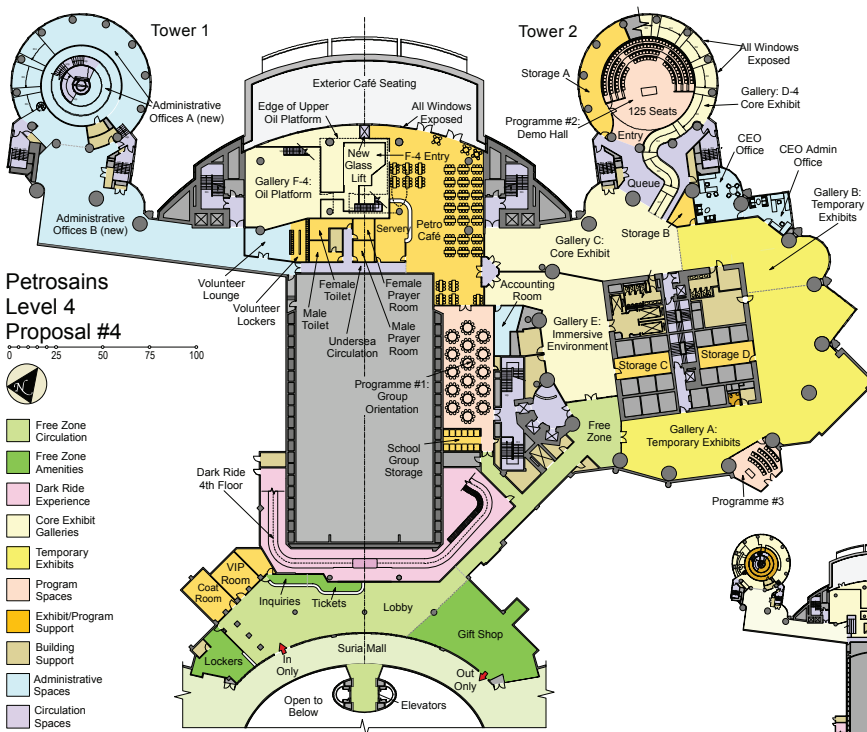
The difficult news is that we need to shed some 20th Century baggage. American nonprofit museums typically have carefully wrought, lofty mission statements that are supposed to focus the institution. In this mythology, the success of the institution lies only in its success at achieving this mission, everything else is just the means to achieve this end.

However, museums offer many more socially beneficial outcomes than just their mission outcomes: community gathering; quality leisure experiences; economic development; downtown vitality; and many more. It is time to own up to these multiple public and personal values, and become intentional about more of them, according to your priorities. Mission may remain the 21st Century museum's primary purpose, but secondary, tertiary and other missions will add to the museums' overall evaluation of its worth.

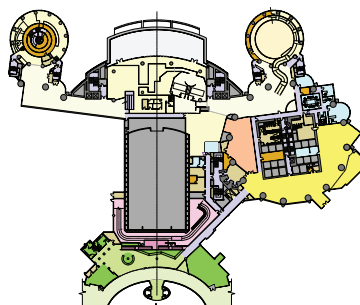
Sincerely yours,

John W. Jacobsen  
 President

## Petrosains (Malaysia) Reimagines its Visitor Experience



Petrosains' operates The Discovery Centre and a changing exhibition gallery in the spaces on the 4th and 5th floors of the Twin Towers (4th floor shown here with current (below) and recommended (left) layouts). White Oak's Space Use Analysis of Cesar Pelli's complicated spaces recommend four venues, with three ticketed options off the lobby, and a learning centre.



Petrosains' The Discovery Centre, the science center in Kuala Lumpur's Twin Towers, is in a comprehensive process to reinvent its visitor experience. Sponsored by PETRONAS, the Malaysian government-owned oil and gas corporation, Petrosains opened in 1999. Off-site, Petrosains operates three Playsmart Centres, DinoTrek2 (traveling exhibition) and PETRONAS StreetSmart. Today, Petrosains serves a million people, over half through outreach. The on-site experience, conceived in the mid-nineties, needs attention. Petrosains

selected White Oak Associates as its Museum Planner and Roto as its Visitor Experience Planner in an international competition against top contenders.

John Jacobsen and Victor Becker of White Oak, Joseph Wisne of Roto, and Mary



PETRONAS Twin Towers Kuala Lumpur, Malaysia  
 Photo: littlewormy/Shutterstock.com

Ellen Munley of MEM & Associates met with Petrosains' CEO Tengku Nasariah and over 30 other Petrosains managers for two days leading up to a five-hour Policy Guidance Workshop in Kuala Lumpur in January, 2013. Petrosains' leadership provided guidance on a number of key policies as well as PETRONAS, Malaysian and Twin Tower needs to inform White Oak's Research and Analysis Report and Roto's Visitor Experience Master Plan to

reconceptualize the current Discovery Centre space.

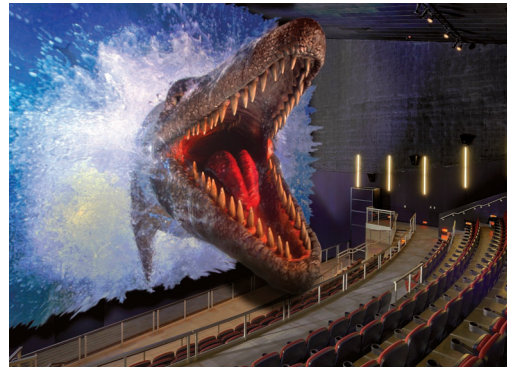
PETRONAS has provided the vast majority of Petrosains' capital and operating support, and will continue to do so if it receives value in return. Reinvention of the science centre will maximize the impact of offerings, increase revenue streams, innovate the customer experience, and champion the PETRONAS brand.

## The White Oak Institute's Impact on the Museum Field

### Proof of DIGSS 1.0 concept; DIGSS 1.1 in the Pipeline

The NSF-funded Digital Immersive Giant Screen Specifications (DIGSS) for the museum giant-screen field led to innovation and impact with the opening of the first new DIGSS-compliant digital GS Theater (3D flat, 70' x 52' screen; 4:3 aspect ratio; DIGSS 1.0) at the Peoria Riverfront Museum.

The PRM Giant Screen Theater, installed by Global Immersion, now part of



The Peoria Riverfront Museum Giant Screen Theater opens its programming schedule to include classic giant screen documentaries in full, immersive height (DIGSS 1.0), Hollywood 3D studio releases in conventional shapes (16:9, DCI), and live action coverage of events and performances. Courtesy Peoria Riverfront Museum

Electrosonic, is now the foremost state-of-the art giant screen digital theater in the world. Museum leadership felt that the community would be best served by a flexible, community-driven theater that can claim best-in-class regionally in image, resolution, aspect ratio, flexibility, brightness, audio quality, seating comfort and truly giant screen size.

Following up on its September 2011 vote to take on DIGSS stewardship, the Giant Screen Cinema Association (GSCA) has a committee working on DIGSS 1.1. **Martin Howe**

of Global Immersion heads the DIGSS committee.

DIGSS is an open-access, field based set of specifications for the unique requirements of ultra-high resolution digital giant screens that are more immersive than conventional screens. DIGSS is the outcome of an NSF-funded process led by the White Oak Institute with its team the GSCA, the Institute for Learning Innovation, the LF Examiner, the MacGillivray Freeman Films Educational Foundation and top experts in the field.

*If you would like to know more, please see White Oak Institute's Bulletin #1, "The Global Network of Museum Giant-Screen (GS) Theaters Needs Attention" available for free at WhiteOakInstitute.org*

### Benchmarks metrics work to help advance planning and performance

Evaluation indicates successful outcomes from the **ACM Benchmark Calculator**, a web-based tool launched last summer for the children's museum sector that produces on-demand reports for Key Performance Indicators (KPIs). One user reported "the financial reports have really helped us to develop cost models and budgets for reasonable, responsible growth." Another user stated, "I love it. It is a very well designed, easy to use tool." The ACM Benchmark Calculator consists of 19 reports that compare museums' performance in 33 different operations areas.

The White Oak Institute's **Jeanie Stahl** led the process to identify the performance

indicators most important to CEOs and developed the content used in the Benchmark Calculator. "Jeanie's contributions were vital to the successful implementation of this project," said Janet Rice Elman of the Association of Children's Museums. The ACM Benchmark Calculator was made possible by a grant from the Institute of Museum and Library Services.

*If you would like to know more, please see White Oak Institute's Bulletin #2, "ACM's Online Benchmark Calculator and menu of Key Performance Indicators (KPIs)" available for free at WhiteOakInstitute.org*

### Upcoming Initiatives: Need for Success

The White Oak Institute's current focus is on research that will advance knowledge about the museum sector and its indicators of museum impact, performance and value. A deeper quantitative understanding is critical to success.

### International Impact of Ideas

Some of the ideas stemming from the Institute's work are being shared through articles and conference presentations. Two of John Jacobsen's recent articles, "From Red Dinosaurs to Green Exhibitions" (*The Exhibitionist* 28:1) and "A Research Vision for Museums" (*Curator* 53:3) were translated into Chinese for the Journal of Shanghai Science & Technology Museum. Jacobsen's "Elephants in the Galleries" article (*Informal Learning Review*: 112) explored key issues affecting science museums.

*These writings and more are available at WhiteOakInstitute.org*



## Las Vegas Opens its Children's Museum

Congratulations to CEO **Linda Quinn** and her team at the all-new **DISCOVERY Children's Museum** on the grand opening of their new location in March, 2013! The new DISCOVERY Children's Museum - formerly the Lied Discovery Children's Museum - relocated to the Donald W. Reynolds Discovery Center in Las Vegas.

White Oak's **Room Book Architects** provided **Lucchesi Galati Architects** with an essential resource to understand the Museum's expectations and vision. **John Jacobsen** helped structure the capital budget.

Dedicated to igniting a love of lifelong learning for

*White Oak's Victor Becker led the team's development of the preliminary architectural program for the new 58,000 SF space. The adjacency diagrams presented the Museum's nine-themed exhibition halls and Featured Exhibition Gallery and their functional objectives and adjacencies. Photo: DISCOVERY Children's Museum*

children of the southern Nevada community, DISCOVERY Children's Museum stands to become Nevada's premier informal learning resource. We wish Linda and her team success! They've earned it!

The White Oak Institute conducts research on the museum field and its sectors. The nonprofit benefits from White Oak's 39 years of analysis and planning experience for specific museums.

## Peoria Riverfront Museum Opens

The Peoria Riverfront Museum opened to Illinois River Valley residents and tourists on October 20, 2012. Over a decade of funding and planning, founding CEO **Jim Richerson's** vision and

22 flexible, multi-disciplinary learning spaces and three areas of community service

persistence has paid off in a beautiful, new multidisciplinary (art, history, science and achievement) museum. **Mary Ellen Munley** conducted the opening evaluation and found universal excitement about the Museum, although the project and the street-scape would not be completed until months later due to construction and other external delays.

Throughout the long process, White Oak, the museum planners, brought in

top experts as needed. This periodic involvement kept costs down while each time advancing the project and its definitions. We started with the *Community Needs Analysis* (2001), followed by the *Concept Development Plan*, *Strategic Master Plan*, *Architectural Room Book*, *Exhibit Master Plan*, *Economic Models*, and then served as museum counsel in a variety of building, contracting, economic and administrative roles.

Planning for the Peoria Riverfront Museum was guided by PRM's **Jim Richerson** who has now moved on to other opportunities, and PRM's Sr. Vice President Programs, **Kate Neumiller Schureman**. White Oak's planning team included the following specialists: **Victor Becker** (White Oak's Director of Program Development and author of PRM's *Architectural Room Book*); **Jeanie Stahl** (White Oak's VP who developed PRM's *Economic Model* for future operations); **Barbara Punt**, contract

management; **Manask & Associates** (food and gift); **David Chittenden**, educational program planning; and **John Jacobsen** (White Oak's President who managed and developed the planning). Collaborating with the Planning Team during the home stretch were **Design + Communication** who designed the "Illinois River Encounter" and "The Street" (a Delta gallery); and **Roto**, who designed the "Peak Performance Center" (a seasonal Delta Gallery) and the children-oriented "Discovery Worlds."

The Giant Screen Theater (see "DIGSS" Pg. 2) runs a schedule combining classic giant screen 3D and 2D documentaries in a 4:3 aspect ratio, the latest Hollywood studio releases using RealD technologies in conventional 16:9, live action sports events and performances, and whatever else walks in the door in any standard digital format, like Power Point and DVDs.



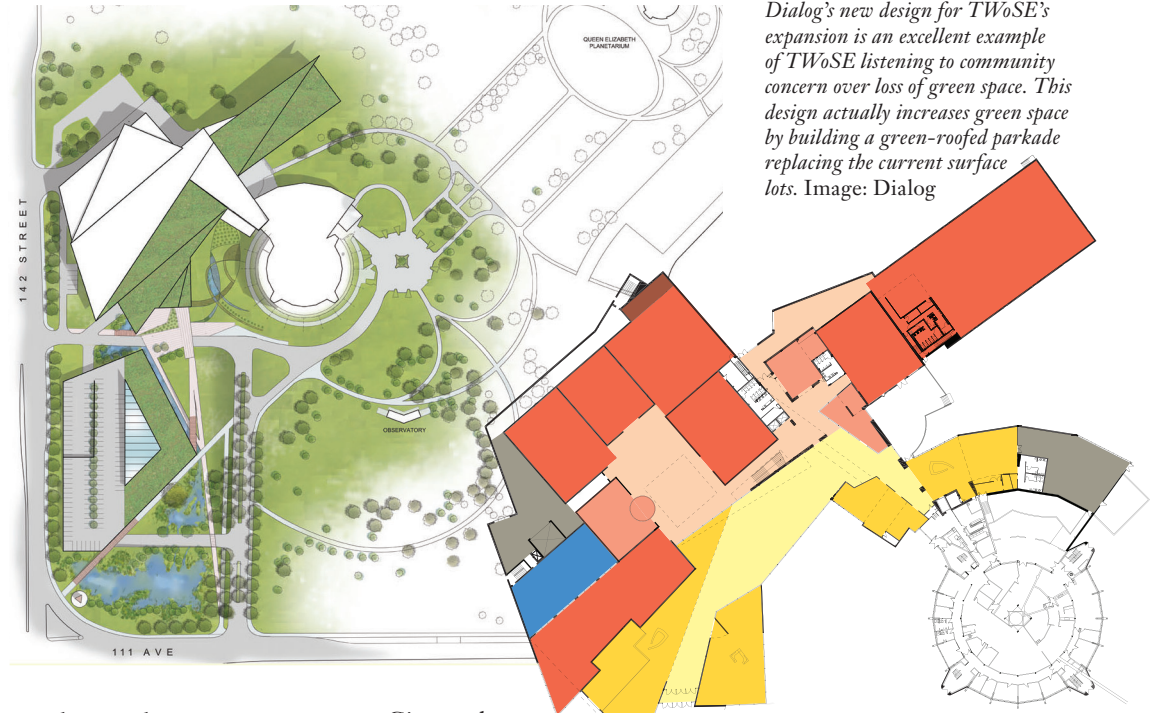
*The Peoria Riverfront Museum has 22 learning spaces (nine galleries, four theaters, eight program spaces and a library) with a wide selection of sizes and architectural characteristics that reflect the Museum's brand values and its Delta strategies for engaging multiple audiences in changing programming. This 85,000 SF multiple-mission museum will roll out a menu of community services in these spaces that aspire to educational, social and economic impacts through a diversity of business models. Photo: Courtesy Peoria Riverfront Museum*

## Edmonton Adopts Phased Plan

The TELUS World of Science-Edmonton's grand vision for an expanded facility that will serve Edmonton's rapidly growing population for years to come, will be implemented in phases in tandem with government budget cycles.

The *Master Plan*, which **White Oak** authored in 2009 in collaboration with CEO **George Smith**, COO **Steve Baker**, **Phil Aldrich** of AldrichPears Associates (exhibit designers), **Donna Clare** of Dialog (architects), and **Ian McLennan** (project manager), translates community needs and metrics into creative solutions and an architectural program that will double the capacity for Edmonton's rapidly growing population, and make operational and retail sense of the currently overcrowded collection of buildings.

Now we are parceling out components into three workable phases, the first of which is already funded and well in progress. White Oak's specific task is to create the *Business Case and Phasing Plan* and its



*Dialog's new design for TWoSE's expansion is an excellent example of TWoSE listening to community concern over loss of green space. This design actually increases green space by building a green-roofed parkade replacing the current surface lots. Image: Dialog*

attachment documentation to support TWoSE's application for City funding. **Smith**, assisted by **Jacobsen** and **Clare**, will present the case to City Council.

The City has funded its part of Phase 1, and that is going well. Phase 2, however, is the big step. Fortunately, the team has won the trust of the

City, and so it is good to be working again with George and his team.

This process has allowed us to adjust or further detail planning in response to community input: The City wanted a "renewal plan," and we were able to describe the Delta approaches used in

various galleries, and show that the cost of change was incorporated into the operating budget at manageable levels. We have also updated capital and operating budgets, adjusted schedules for phasing, and re-worked the project definitions.

## Acorns & Updates

**Rich Conti** and the **Science Museum of Virginia** have funded nearly half of the components in the flexible *Master Plan* we helped them develop. **Boost!** - the first exhibition from the *Plan* will open this summer. The next project - **Speed** is already in the design phase and will open the winter of 2014.

**Kate Bennett** reports that the **Rochester Museum & Science Center** has selected the architects - local firm **LaBella Associates** - for the Gateway Building we programmed as part of

our master planning process for RMSC.

**John Mackey** was inspired by **John Jacobsen's** "Elephants in the Galleries" article in **Mac West's Informal Learning Review** to get **Jeanie Stahl** and **Jacobsen** to facilitate a day-long planning workshop at **Discovery Place** (Charlotte) to look beyond the normal answers for science centers. The day was a great success, and laid the policy foundation for their strategic plan.

**Wit Ostrenko** has established an important innovation for museums: **MOSI's** (Tampa) site is being designated as a **STEAM Zone** by the Florida legislature, conferring tax and other benefits to STEAM-related businesses that locate on this site. White Oak is on tap to help with the *Long Range Plan* once funding is in place.

It was great to be working again with colleague **Bill Peters** collaborating on a *Community Needs Assessment* for **Science East** and CEO **David Desjardins**, in Fredericton, New Brunswick.



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White Oak Associates is dedicated to high quality planning services for museums. Services include concept plans, business plans, architectural and program development, performance assessments, community needs assessments, strategic master plans, and operations plans.

