

Research Report for the DePaul Art Museum



PRAD 585

Research Methods / DePaul University

The DePaul Research Excellence Team

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Executive Summary

The DePaul Art Museum is an institution at DePaul that provides cultural and local art exhibits for the enjoyment of the Chicago community. The museum features 5 new exhibitions a year and has a very extensive group of owned pieces that have been accrued over the years. The museum is located within the Lincoln Park Campus and is adjacent to the Fullerton Train Stop.

While the museum has free admission and affiliation with DePaul, last year the museum only had about 11,000 visitors throughout the year. The museum is aware of its need to increase awareness and is open to ideas and suggestions on how to engage student and faculty more for increased impact at the museum. Although the museum is a nonprofit organization and has been awarded grants for some funding, it needs additional donor support and fundraising to produce more experiences.

To increase museum attendance and donor contributions, we undertook secondary research to take a closer look at individual donor sources, and options for major fundraising. We gained insight into the types of museums people like to visit and average attendance overall. We learned that most visitors will visit museums for special exhibitions or showings, and that if a visitor has a positive experience they are likely to visit again.

We conducted three interviews that covered an undergrad student, a graduate student and an alumni of DePaul. We found overall confusion of what the museum offers, location and no real interest for a repeat visit. We also conducted a survey to further understand the attitudes of stakeholders of the museum. We observed that there was an overall appreciation for museums, a particular interest in main feature exhibitions, and an overall interest in donations.

Based on our insights, we have three suggestions for the DePaul Art Museum. The museum should add two fundraising events for each exhibition throughout the year, a private tour with artist and artist lecture. It should highlight and create awareness for the suggested donation of five dollars. Lastly, the museum should advertise the meeting room space available to increase additional revenue.

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I. Situation Analysis

Background

Established in 1985, the DePaul Art Museum (DPAM) commenced operations with a focus on providing the academic community at DePaul University, its surrounding neighborhoods, and the public with special resources for learning. The museum holds several displays and exhibitions yearly. It utilizes its collection of over 3,000 objects from diverse cultures and geographic regions and other assets to provide faculty with resources to expand their teaching, and students and the public with a better understanding and experience of art history and culture. Its exhibitions range from thematic and historical art collections to those that are produced by contemporary artists (DePaul Art Museum, 2016).

In 2011, the museum opened at its new location at 935 W. Fullerton Avenue, a 15,000 square foot, 3-story building with a beautiful interior and close proximity to the CTA elevated line. This move brought the museum out from its relative seclusion in DePaul's Richardson Library and made it more accessible to the public (Weinberg, 2011). Like most academic museums, DPAM is a non-profit organization whose mission is to provide its stakeholders with education and exposure to knowledge through art. It has a small staff capacity and receives funding through grants from DePaul (Widholm, 2016). The museum has a free admission policy in order to encourage a variety of audiences to come through its doors. The museum, however, does not have a membership program. It exhibits only curated artworks from professional artists; and it neither encourages unsolicited materials from artists, nor exhibits artwork produced by students. This position is in keeping with the view of the museum serving as a teaching tool and showcasing only professional art and artists from the Chicago community and around the globe (Widholm, 2016).

Despite these efforts to improve openness and accessibility, DPAM is still grappling with the challenge of engaging its key audiences which include DePaul students and faculty, the general public and the donor community. According to statistics made available by the museum, visits, attendance at exhibitions and donations are still below desirable or optimal levels. In 2015, a total number of about 11,155 people visited the museum (Widholm, 2016). While attendance figures for college art museums in the Chicago area are hard to come by, the fact that in 2015, the Art Institute of Chicago had 1.55 million visitors, the Museum of Contemporary Art had 230,000 visitors, the National Museum of Mexican Art hosted 159,000 visitors and the National Museum of Puerto Rican Arts recorded 16,000 visitors (Johnson, 2016) suggests great potential for raising attendance at the DePaul Art Museum.

The main challenges facing the museum, therefore, center on how to create more awareness, improve outreach to faculty and students, increase attendance, and improve on funding through better engagement with the donor community (Widholm, 2016). In other words, the museum is faced with the challenge of balancing its "non financial metrics" which is its mission to provide efficient services to the faculty, students and the community, and its "financial

metrics” of raising enough funds to maintain and improve on its engagement with its target communities (Epstein & McFarlan, 2011).

The DePaul Art Museum is not alone when it comes to such challenges. In a study on attracting faculty to campus art museums conducted for the Kress Foundation, Glesne (2012) highlighted the integral role of such museums and the challenges they face as active partners and resources in the academic environment. The report suggested that this category of stakeholders could be engaged through new faculty outreach and workshops, publications, emails, letters targeting specific courses, use of student docents or liaisons, committee membership and personal outreach. Students, the report also stated, could be engaged through social events such as lectures, artist demonstrations, closed receptions, music performances, art auctions and banquets.

In a related study on the impact of the economic recession on nonprofits, Geller, Salamon and Mengel (2010) reported that nonprofits, including museums, are being impacted by declining revenues, increased costs, declining endowments, increased competition for financial resources and increasing demand for services. The survey also showed that museums are successfully tackling the challenges by adopting a range of “fundraising, belt-tightening and entrepreneurial strategies” (Geller et al., 2010). Such measures include the adoption of creative fundraising approaches by reaching out for more individual, corporate, foundation and federal support; improving marketing efforts, and expanding fee-for-service activities such as is being done by the DePaul Art Museum through using its facilities to host special events such as wedding receptions.

So what does the DePaul Art Museum have to do in order to overcome its challenges? This study will focus on finding out the students’ and faculty’s perceptions about the museum. It will examine the motivational factors and strategies required to generate awareness and increase community engagement; and most importantly, it will seek answers to how to help improve its philanthropic fundraising efforts.

II. SWOT Analysis

<p>STRENGTHS</p> <p>Location and accessibility</p> <p>Americans like museums</p> <p>Unique and diverse collection</p> <p>New/professional staff</p> <p>Free entry</p> <p>Reputable college affiliation</p> <p>New, attractive and functional facility</p>	<p>WEAKNESSES</p> <p>Low community awareness</p> <p>Limited brand recognition in the art community</p> <p>Low attendance figures</p> <p>Limited donations and funding</p> <p>Small staff size</p> <p>Students cannot exhibit</p> <p>No standing Board</p> <p>No membership program</p> <p>Low media engagement</p> <p>Poor advertising</p>
<p>OPPORTUNITIES</p> <p>To engage with faculty and students</p> <p>To engage with Lincoln Park community</p> <p>To use status as a nonprofit to raise funds</p> <p>To hold networking events, for example:</p> <p style="padding-left: 40px;">Fundraising Galas</p> <p style="padding-left: 40px;">Silent Auctions</p>	<p>THREATS</p> <p>Other university museums</p> <p>Other local museums</p> <p>Other social venues</p> <p>Other not-for profit organizations</p> <p>School has a quarter system</p>

In reviewing the SWOT analysis, we examined the four parts in-depth to get a better understanding of the museum. From our research, we arrived at the following conclusions about the DePaul Art Museum's strengths, weaknesses, opportunities and threats.

Strengths

The DePaul Art Museum is located in the heart of Lincoln Park near the Fullerton train stop. The location is both visible as well as accessible by the local community and by DePaul student and faculty. The free admission policy is an advantage over many other city museums, and one which delivers new directions for growth. The exhibitions are very diversified, incorporating history, culture and unique artworks. The staff at the museum are all fairly new and offer strong leadership and management potential. Most students turn to museums and other educational venues for extended learning and entertainment. (America's Museums Reflect Slow Economic Recovery in 2012, 2013). The Lincoln Park community is affluent and there are many wonderful entertainment venues in the area that the museum competes with. Some examples of things to do in Lincoln Park are: Lincoln Park Zoo, Second City, Steppenwolf Theatre, to name just a few things.

Weaknesses:

While the museum is free and has many exciting and diversified exhibitions, the attendance rate is low compared to other university museums. The DePaul University's Mission states, "Together we provide the leadership that enables the university to achieve excellence in its educational mission, serve its diverse student body, and maximize its strategic capacities." (DePaul Art Museum, 2016). In looking at the mission statement of the DePaul Art Museum, the university mission is similar, but not exactly aligned. The DePaul Art Museum states that "Diversity and social concerns through educational exhibitions, collections, and programming that provide fresh perspectives on art and culture". (DePaul Art Museum, 2016).

Both mission statements talk about diverse student body and education. The university brings in strategic capacities and the museum does not. The university wants to engage students in exploration of culture and arts, and the museum has limited or no engagement with students for educational programs. The DePaul Art Museum is designed to "fit" into the community, showcasing architecture similar to that of buildings surrounding it. While the building blends into the community with its red brick exterior, it has little to no visual markings that call attention to what the building is and because of this it seems lost in the community in which it resides. The museum does not have a board of directors that would help support and encourage funding opportunities as well as seeking philanthropists to provide additional funds for endowments. Fundraising methods need to be revised and evaluated. Although the museum holds events regularly, donations and sponsorships are not showing commensurate growth. There is a need for for-profit financial skills on the nonprofit board, but the individuals have to be sensitive to the different nuances in financial reporting and to the role of finance in the non-profit (Epstein, 2011).

Opportunities:

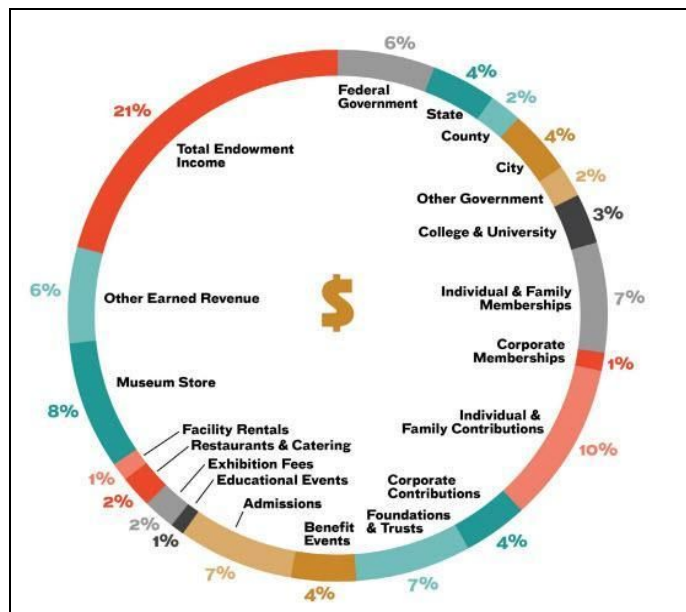
The museum’s location is prime for community and student and faculty awareness and it has the opportunity to tap into external messaging to help draw awareness and attendance. In addition, the museum has talented students in the arts that it could enlist for these kinds of campaigns to help draw down the cost in design and production. Based on demographic segmentation we know from our survey that Lincoln park houses a majority of its community on this campus. To draw awareness, campaign tactics such as brochures, banners, flyers and postcards would be a great way to involve students and faculty while saving the museum money on design work.

The new director is working on more networking, and her knowledge and experience will help lead the mission for the museum. As stated in a personal interview with Julie Rodrigues Widholm, she is reaching out to industry professionals to increase awareness for partnerships with the museum. This will help achieve visibility for private donor relationships as well as increased membership for the museum.

Event space is an opportunity to bring the community on site and create awareness. Events get people to the museum where they can experience the art and want to return for exhibits or other events. Chicago is a cosmopolitan city with many media outlets that can be used to draw up “buzz”. DePaul Art Museum’s media kit should be put together to enhance opportunities and provide press releases within the Lincoln Park community as well as throughout the Chicagoland area. The museum’s press releases need to be picked up by local media and monitored for outreach and success. The graph shown below (Figure 2.1) illustrate average sources of revenue and support for a museum and breaks down possible opportunities for the DePaul Art Museum (Art Museums by the Numbers 2014, 2014).

Figure 2.1

Average Sources of Revenue & Support



Source: 220 AAMD museums across the U.S., Canada and Mexico

Both infographics shown below (Figure 3.1 and 4.1) illustrate communication trends for new donors, community awareness, general brand awareness and how to retain current donors at the DePaul Art Museum (Leroux, 2014). For the museum to increase its donor revenues and awareness it's important to understand overall communication goals to reach a greater audience. These trends demonstrate successful ways to increase donor dollars which have worked for other non-profit organizations.

Figure 3.1

Nonprofit Communication Trends

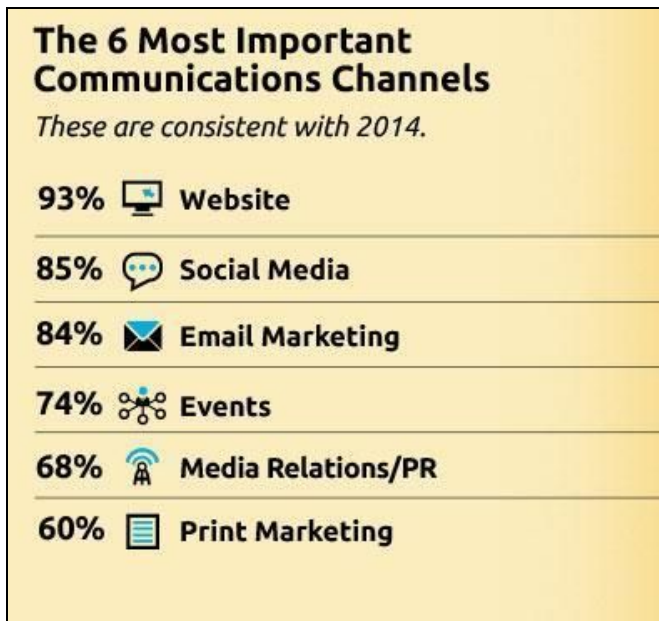


Source: 2014 Nonprofit Communications Trends Report [Infographic] Posted By [Kivi Leroux Miller](#) on Jan 8, 2014. Retrieved from

<http://www.nonprofitmarketingguide.com/blog/2014/01/08/2014-nonprofit-communications-trends-report-infographic/#sthash.I5B8QTjN.dpuf>

Figure: 4.1

2015 Nonprofit Communication Trends Report



Source: Design Stone Soup Creative, NonprofitMarketingGuide.com/2015

Threats:

Clearly the DePaul Art Museum is threatened by other Chicagoland university museums, as well as any museum in Chicago who depends on funding, especially since many of them charge admission. Some are not far from Lincoln Park, draw larger attendance at their exhibits and have many fundraising events. Another threat is the fact that in most University museums, the staff and students are drawn into the museum for education or entertainment. DePaul needs to increase its focus on this area. Positioning the museum as a more educational resource will increase awareness and support from the DePaul community and can potentially generate more donor dollars. The DePaul student body and faculty have not been provided with a clear understanding of what the museum can and should be. Other nonprofits in the Chicagoland area are potential threats as well. A few of Chicago's top nonprofits are: Alliance for the Great Lakes (greatlakes.org), Alzheimer's Association (alz.org), and Gilda's Club Chicago (gildasclubchicago.org.) The museum needs to expand on its opportunities to partner with the community to encourage fundraising. Encouraging relationships with other nonprofits will strengthen and could improve donor participation.

The DePaul Art Museum has its share of strengths and weaknesses. However it could definitely improve on its opportunities to minimize threats. A major focus should be to direct our primary research toward community awareness and overall attendance experiences. The audience primarily should be the Lincoln Park residents, DePaul students and faculty, city

philanthropists, and neighboring Chicago communities. Interviewing other boards affiliated with university museums or otherwise could also reveal some interesting perspectives.

The chart below (Figure 5.1) shows the top U.S. museum attendance in 2010 (Harper, 2011). This chart puts the attendance rate of DePaul Art Museum into perspective. The 1.6 million who attend the Art Institute of Chicago are the target audience DePaul Art Museum is attempting to reach. This number represents the number of people in the Chicago area as well as tourists who are interested in going to art exhibits.

Figure 5.1

Top U.S. Museums

Attendance in 2010 at the Getty Center was among the top 10 in the U.S.

Museum	City	Attendance (In millions)
Metropolitan Museum of Art	New York	5.2
National Gallery of Art	D.C.	4.8
Museum of Modern Art	New York	3.1
De Young Museum*	San Francisco	2.0
The Art Institute	Chicago	1.6
Getty Center**	Los Angeles	1.2
National Portrait Gallery	D.C.	1.1
Museum of Fine Arts	Houston	1.1
Guggenheim	New York	1.1
Smithsonian American Art Museum	D.C.	1.1

*Does not include Legion of Honor, 420,841; **Does not include Getty Villa, 405,710
 Source: The Art Newspaper
 MARK HAPER Los Angeles Times
 (Los Angeles Times / March 28, 2011)

Source: Mark Haper, Los Angeles Times, March 28, 2011

The chart below (Figure 6.1) shows Chicago museums and park attendance in 2010 (Kahaner, 2011). This chart illustrates the threat of attendance to the DePaul Art Museum not only from other museums, but from other social attractions like the aquarium and planetarium. The highest in overall attendance we can see from figure 6.1 from 2010 is the John G. Shedd Aquarium with 2 million visitors. However when we look at museums, the Art Institute of Chicago had 1.6 million visitors. These numbers are important to remember and understand because while the aquarium might not be the target audience, the Art Institute is a target audience of the DePaul Art Museum and it would be beneficial to review how this museum is operating to increase donor contributions and overall awareness.

Figure 6.1

Chicago Museums in the Park

Chicago Museums in the Park Attendance Detail	2010 data			On-Site Attendance 2009	2010 vs 2009
	On-site Attendance	Total School/Youth Groups	Total Free Day		
Adler Planetarium	443,778	58,594	72,103	437,351	1%
Art Institute of Chicago	1,612,780	106,183	377,472	1,846,889	-13%
Chicago History Museum	215,931	50,209	34,791	259,669	-17%
DuSable Museum	134,343	21,618	9,058	157,800	-15%
Field Mueum	1,221,354	195,312	116,155	1,325,007	-8%
National Museum of Mexican Art	161,273	39,764	n/a	165,085	-2%
Mueum of Contemporay Art	261,850	15,446	97,831	300,241	-13%
Museum of Science and Industry	1,481,352	322,863	167,741	1,605,020	-8%
Notebaert Natural Museum	257,562	47,580	31,531	244,123	6%
John G. Shedd Aquarium	2,063,694	293,127	262,574	1,964,791	5%
Total	7,853,917	1,150,696	1,169,256	8,305,976	-5%

Source: Museums in the Park and Kahaner Research.

III. Information Needs

Before developing a well-informed research plan, more primary research needs to be conducted. Interviews with faculty, students, community members, as well as students/faculty of other universities such as Loyola, University of Chicago, Northwestern, and Marquette will all be useful in gathering the most information to gain insight on the questions that need to be answered. Primary research will help us understand what the community knows and its expectations. Some questions to consider include: What types of events do other universities do for fundraising to increase the budget for a university museum? Currently, what are some successful fundraising events that DePaul University does to bring in money? What types of events could be hosted at the museum?

In addition to the interviews, surveys will also be sent out electronically to the target audience about its views on the DePaul Art Museum. Some of the goals to achieve are: understanding the demographics of the DePaul community, a general understanding of this community's interest for the museum, overall awareness and donor contributions. Some questions will include: Do you know where the the DePaul Art museum is located? How often do you visit the museum? Have you ever used the museum as a class resource? Would you be interested in donating to the museum? Have you attended any fundraising events at the museum? What were they? Would you purchase anything at a museum store with items such as totes, pens, notebooks, art supplies, or books? Figuring out what students, faculty, and the community are drawn to will help to make a strong analysis about what direction DPAM should

take. Perhaps a promotional program or small trivia contests will encourage more attendance and create engagement. Presenting these ideas in interviews and in surveys will provide more perspective which will result in a smarter strategic plan.

There also needs to be some additional donor recognition on a plaque or written material. Contact with current donors will provide insight on why they chose to donate. Other questions would be: what types of campaigns have been done to encourage contributions? How successful were these campaigns; are the contributions mainly from a few large donors or a collection of smaller donors; and how often does the museum keep in contact with its donors? All of this information needs to be obtained directly from the DePaul Art Museum and a strategic plan initiated with a committee to execute it.

Another important part of the primary research should include the competition, especially rival schools such as Loyola, Marquette, Northwestern, and the University of Chicago. These schools all compete for the same type of students and by figuring out what tactics and strategies they implement that are successful in their art museums, DePaul Art Museum can gain valuable insight. Since most people are receptive and willing to provide information to help university students when conducting research, it puts the research at hand at an advantage.

Conclusion

Faced with a number of challenges such as attendance, engagement, and budget issues, primary research will help the DePaul Art Museum figure out the best decision for improving some of these problems. Once the primary research is conducted, and more information received about the donors and their contributions, as well as from competing university museums, an informed decision can be made. So far, it appears that other museums handle their financials and fundraising a little bit differently. A pool of various ideas will help DePaul Art Museum determine if they are able to incorporate some of these tactics which have been successful for others, while avoiding some which have failed. Finding out exactly what drives students, faculty, and the public to visit a museum is key to deciding the next steps in this process.

IV. Interviews

The goal of our interviews was to find out what the DePaul community thinks of the DePaul Art museum compared to other museums. Specifically, we wanted to know how to engage this audience so that we could be able to capture their attention and draw in donations and revenues through fundraising events.

We used the convenience sampling method to find current or past students of DePaul. We chose people we knew or could reach so that our research would be cost effective and time efficient. Our respondents were people who were representative of our target audience. We then used the prepared list of interview questions to engage them in conversation, producing

qualitative one-on-one interviews. While we interviewed a current or past student of DePaul, each person was from a different area of study or campus. This was done to help understand their awareness, their choices and experience of museums, and their attitudes to fundraising.

Method Selection

Qualitative Interviews:

To get a better understanding of DePaul university student's awareness of the DePaul Art Museum and donation or fundraising habits, we chose qualitative interviews to obtain information on specific habits and insight related to these topics. The goal of the interview was to gather information about students and their attitudes to museums, museum fund raising events and donations. These interviews targeted our goal of fundraising awareness and actions, and helped us gather situational data related to past experiences.

Interviewee Sampling

Since fundraising and donations is such a broad category, and the DePaul student population represents such a vast pairing of people, we chose students from different fields and campuses who might know of the museum or have interest in other museums. This sampling was done to provide us with knowledge of experience within the DePaul student community for museums in general as well as the DePaul Art Museum. In order to address fundraising and donations we needed to understand museum experiences and awareness of current students. We chose an undergrad student living in the Lincoln Park campus and commuting to the Loop campus for classes to provide insight on community awareness and interaction. We also chose a graduate student who is very familiar with the DePaul community to gain perspective on culture and possible alumni interaction. A third interviewee was a DePaul alumni who lived on the Lincoln Park campus and recently graduated in 2014.

Findings

Interview 1:

Respondent is a 24-year old female, graduate student who likes to visit museums

- **Choice**
 - More likely to visit the aquarium and planetarium instead of art museum
 - Time and resources are considered in making choices
 - Likes museums with interactive displays

- **Experience**

- o Sees museum visits as opportunity for social interaction
- o Likes quiet, colorful environment, coat check
- o Likes to experience museums through interaction

- **Fundraising**

- o Not a member of any museum
- o More interested in exhibits, not donors/donations
- o Has concerns about cash donations/donation boxes and would like to know how donations are being utilized
 - ❖ “I will feel uncomfortable without knowing exactly where my money will be going”
- o Might spend \$10 - \$40 on useful souvenirs
 - ❖ “I normally do not buy souvenirs, but if I must buy it must be something useful to me or something really nice that I can give someone as a gift”
- o Has limited awareness of how museums raise funds except for grants

- **Communication/Awareness**

- o Museum maps/brochures are first information about special exhibits
- o Great architecture makes museums stand out
- o Billboards and transit media advertising for museums catch attention

Interview 2:

Respondent is a 19-year old male, undergrad student who likes to visit museums

- **Choice**

- o More likely to visit a museum that has interaction
- o Exhibitions considered in making choices
- o Likes museums with interaction

- **Experience**

- o Sees museum visits as opportunity for social interaction
- o Enjoys experiencing new things
- o Likes to experience museums through interaction

- **Fundraising**

- Is a member of MSI
- Interested in fundraising events
- Willing to donate when visiting a museum

- ❖ “I think 5-10 dollars is fair”

- **Communication/Awareness**

- Museum maps/brochures are informational piece
- Great architecture makes museums stand out, Historical aspect
- Billboards and transit media advertising for museums catch attention

Interview 3:

Respondent is a 25-year old DePaul Alumni who graduated Nov. 2014.

- **Experience**

- Likes museums that involve social interaction
- Enjoys French culture and art
- Likes to experience museums with friends

- **Fundraising**

- Not a member of DPAM
- Not interested in fundraising events
- Willing to donate on occasion to a museum
- “If I have a dollar or two in my pocket that day”

- **Communication/Awareness**

- Museum maps/brochures not useful unless received in the mail, not on street
- Architecture makes museums stand out, location, admission fee
- More advertising through social media

Interview Guidelines: (See appendix)

V. Interview Analysis

After reviewing the answers given by the respondents, there are some key areas where there seem to be some consensus or agreement. The three interviewees stated that they like to attend museums that have some interaction. Interactive displays and social interaction while at the museum seem to be desired and highly valued by these respondents. This could be an area for the DePaul Museum to look into so as to engage visitors and improve their overall experience and perception of the museum.

Another important aspect mentioned by the respondents is that great architecture makes museums stand out. They also expressed awareness that billboards and transit advertising by museums catch their attention. This is important to note as the DePaul Museum considers signage that will make it stand out. Currently, the museum blends too smoothly into the environment. There could also be a good opportunity to explore transit advertising with the CTA whose busy station is located right next to the museum.

In terms of fundraising, there seems to be some divergence of opinion by the respondents. One of the respondents did not indicate much interest in donations and is wary of donation boxes or cash donations because of concerns about where the money would go and how it would be spent. The same respondent however, was willing to spend as much as \$40 on useful souvenirs and gifts. On the other hand, another respondent expressed more interest in fundraising and was ready to donate up to \$10 to a museum. The respondent was also interested in museum membership and had already signed up as a member of the MSI. Though not definitive at this point, these opinions are important because they indicate that our target audience might not be averse to donations, membership or the existence of a gift shop at the DePaul Museum. It was also interesting to know the amount of money the respondents would be willing to donate or spend on a souvenir at a museum. These points could be further investigated in our upcoming survey.

Future Direction

Overall, the responses from our interviewees have given us new insights and revealed a few themes for follow up. These are in the areas of the importance of interactivity at a museum, the impact of awareness, visibility and signages; how to improve on membership and donations and the potential profitability of a museum store for souvenirs.

VI. Survey Report

Method

We used the online survey method at this point because we wanted to complement our preliminary research. Our intention was to gain deeper insights after reviewing the results of our secondary research and the qualitative interviews with some of our target population. The convenience sampling method was used to select the participants in our survey. We obtained a convenience sample of students and faculty as well as those who have interacted with the

museum based on its mailing list and sent the survey to them by email. These are people that are easy to reach so as to save time and resources. We neither used random sampling nor covered the whole population with our sample, so we are aware that the results cannot be too confidently generalized to the entire population. An introductory email was sent to the recipients a few days before to notify them of the upcoming survey, while the actual survey was sent out to all recipients in our sample on Monday, February 29, 2016. Another iteration of the survey or reminder was also sent a few days later. A total of 284 responses were collected between February 29 and March 8, 2016.

Variables

Based on our information needs, some of the significant variables measured in the survey are the willingness to donate, the dollar value of potential donations and the support for a museum gift store.

a) The willingness to donate:

I. Conceptual definition: This is the disposition or likelihood to give money to the museum to support its activities.

II. Operational definition: The willingness to donate is reflected in the positive or negative responses to survey questions that measure the likelihood of the respondent to donate, the likelihood to give an annual gift to the museum, and the dollar amount of donations the respondent is likely to give when visiting the museum. (See survey questions # 20, #21 and #22).

b) Support for a museum store:

I. Conceptual definition: This is the disposition to support DPAM by buying a souvenir or gift item from the museum store.

II. Operational definition: The support for a museum store is reflected in positive or negative responses to survey questions that measure the likelihood of respondents to buy a souvenir at the museum, how much they are likely to spend on gift items at the museum, and what types of gifts they are likely to buy from the store. (See survey questions #31, #32 and #33).

Analysis

For our analysis, we shall first discuss two univariate relationships - which are the likelihood to donate to the museum and the likelihood of buying a gift item at the museum. For our bivariate analysis, we shall delve deeper to investigate the inter-relationships between attitudes and respondent demographics so as to get clearer insights into their likelihood of donating or buying a souvenir at the museum.

Univariate analysis:

The results in Figure 1 shows that many of the respondents (31.91%) are very likely to donate to the museum while those who are very unlikely to donate are 10.28%. If we consider the respondents who are somewhat likely to donate (29.08%), the likelihood of donation goes up to 60.99%. However, when we consider those who are somewhat unlikely to donate (12.41%) the unlikelihood to donate will still be at 22.69%. Our conclusion is that most of the respondents are positively disposed to donating to the museum. This is certainly good news for DPAM as it shows that there is a lot of potential to raise funds to support its activities.

The second set of results (Figure 2) indicates that 12.59% of our respondents are very likely to buy a souvenir or gift item at the museum while 14.75% are very unlikely to buy. When we take into account the percentage of those who are somewhat likely to buy (31.65%) and those somewhat unlikely to buy (15.47%), the likelihood of buying a gift goes up to 44.24% while the unlikelihood to buy rises to 30.22%. With 25.54% of the respondents being neutral and neither likely or unlikely to buy, our conclusion from the data is that unlike donations, our respondents did not show as much support for the museum store. Most, however, still said they would buy a gift from the store.

In Figure 3 we get an insight into the type of gifts that respondents are likely to buy at the museum. Here, we see that books are the most preferred gift item that 55.76% of respondents say they would buy from the store. Others are cards and posters (50.72%), mugs and water bottles (31.29%), t-shirts (23.74%) and tote bags (20.14%).

Bivariate analysis:

The bivariate analysis in Figure 3 shows how the different demographic groups responded when asked about their likelihood to make a donation to DPAM if the recommended donation is \$5. As pointed out earlier, the results confirmed that most respondents (60.99% of the total) are likely to donate to the museum. Interestingly, respondents not affiliated to the university showed the highest likelihood of donating to the museum with 71.91% of them saying they would donate. They were followed closely by faculty members who are likely to donate (66.67%), and the staff and alumni (58.82%). Students, on the other hand, showed an almost equal likelihood to donate (44.00%) and not to donate (37.33%). This could mean that students feel they already contribute to the museum. It could also indicate that they have a lesser sense of ownership or fewer resources and would need to be persuaded before they could make significant donations to the museum. It seems that DPAM would do well if it targets non affiliates, faculty, staff and alumni more closely when it begins its fundraising activities.

The second set of bivariate results (Figure 4) shows the likelihood that each of the defined demographic groups would buy a souvenir at the museum. Overall, respondents who indicated that they were likely to buy souvenirs were 44.24% of total respondents while those who were unlikely to buy were 30.22%. The group most likely to buy are staff and alumni with 57.58% of them saying they would buy a souvenir. 47.37% of students and 45.74% of faculty members also indicated they are likely to buy. In comparison, respondents not affiliated to the

university said they were unlikely to buy gift items (39.33%) while only 33.71% of them indicated that they were likely to buy. These results are quite interesting because it shows that unlike donations, the likelihood to buy gift items is not as strong within the university community. It also indicates that there might not be very strong support outside the university community if DPAM sets up a museum store. There could, therefore, be a need to have strong communication support designed to shift attitudes while paying particular attention to the type of gift items that would appeal to these demographics should DPAM decide to set up a museum store.

Motivations:

One of the psychographic variables being measured that related to our needs was motivations. Attitude toward the DePaul Art Museum can be conceptually defined as “a predisposition to respond in a favorable manner to a particular exhibition”. Questions asked for operational definition were: **questions:** The first time you visited DPAM, what prompted your visit? **Question:** How likely are you to go back to DPAM?

Lifestyle:

The second psychographic variables being measured that related to our needs was lifestyle. Attitude toward the DePaul Art Museum can be conceptually defined as “favorable attitudes toward events”. Questions asked for operational definition were: **Question:** DPAM offers various special events. If they offered the following events how interested would you be in attending? **Question:** When visiting a museum, how important are each of these to you?

Figure 1:
Likelihood to donate \$5 during a visit to the museum

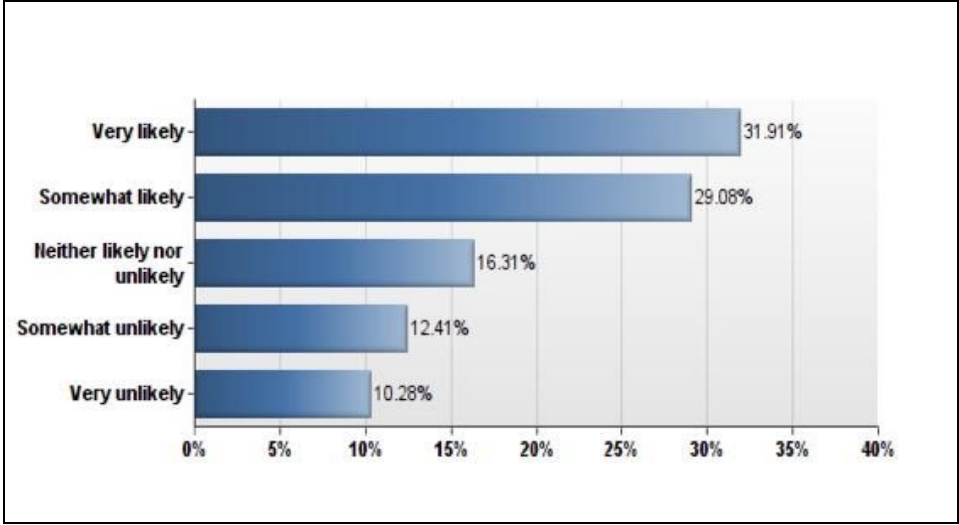


Figure 2:

Likelihood of buying a souvenir or gift item from the museum

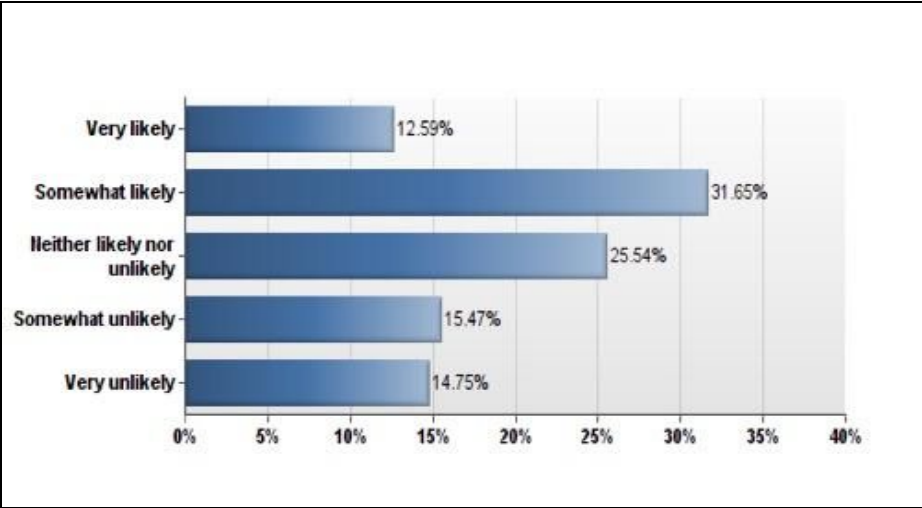


Figure 3

Likelihood of buying a particular gift item

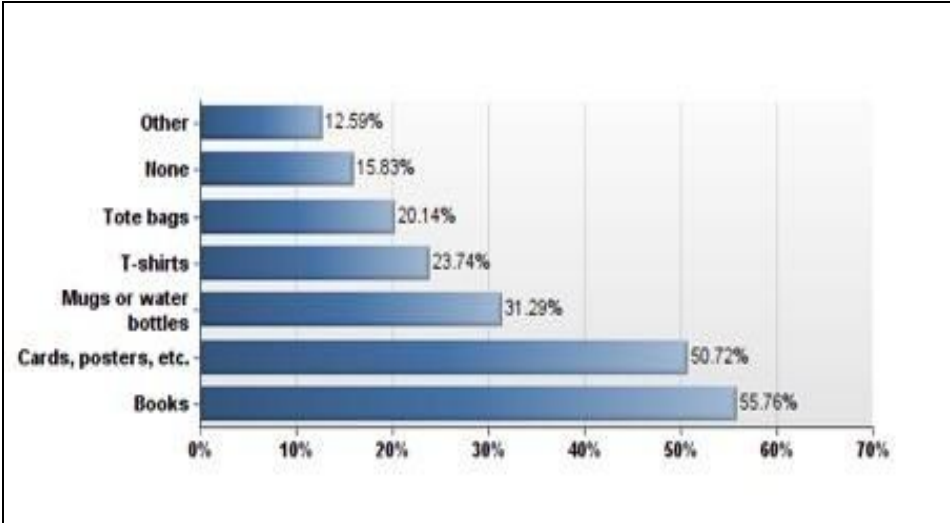


Figure 4:

What prompted a visitor's first visit?

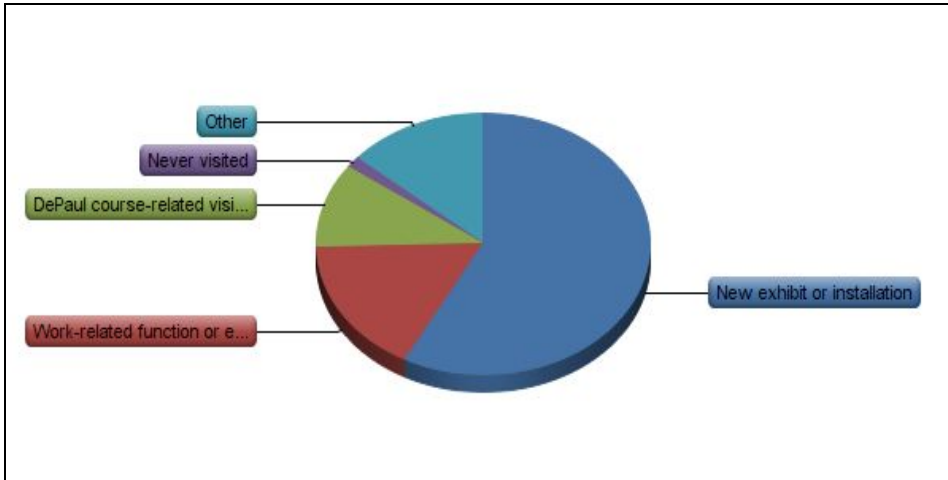


Figure 5:

How likely are you to go back to DPAM?

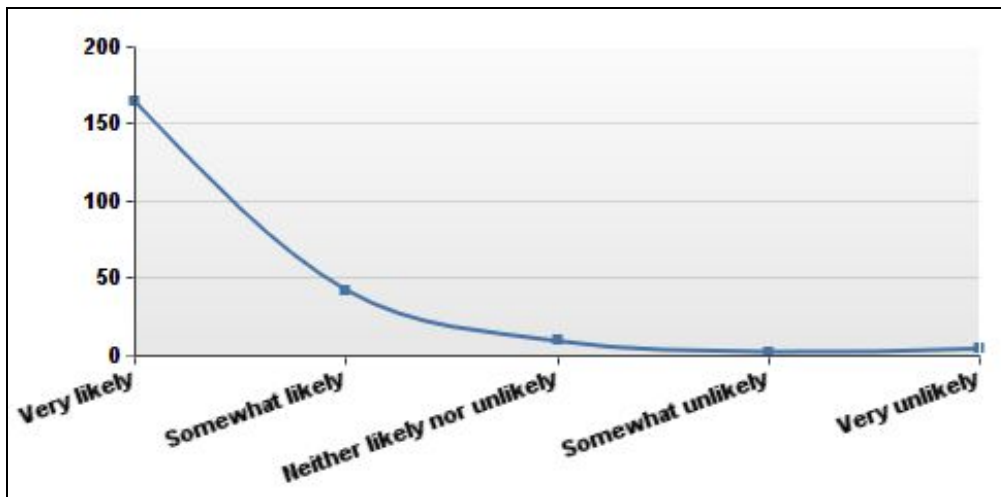


Figure 6:

Crosstab: DePaul affiliation vs. Likelihood to donate

		There is no admission charge to visit DPAM, but there is a donation box for visitors in the entra...			Total
		Very likely, Somewhat likely	Neither likely nor unlikely	Somewhat unlikely, Very unlikely	
How are you affiliated with DePaul University? (Click all that apply)	Undergraduate student, Graduate student	33 44.00%	14 18.67%	28 37.33%	75 100.00%
	Part-time faculty, Full-time faculty	66 66.67%	13 13.13%	20 20.20%	99 100.00%
	Staff, Alumni	20 58.82%	9 26.47%	5 14.71%	34 100.00%
	Not affiliated	64 71.91%	11 12.36%	14 15.73%	89 100.00%
Total		172 60.99%	46 16.31%	64 22.70%	282 100.00%

Figure 7:

Crosstab: DePaul affiliation vs. Likelihood to buy a souvenir or gift item

		How likely are you to buy a souvenir or gift item at a museum?			Total
		Very likely, Somewhat likely	Neither likely nor unlikely	Somewhat unlikely, Very unlikely	
How are you affiliated with DePaul University? (Click all that apply)	Undergraduate student, Graduate student	36 47.37%	21 27.63%	19 25.00%	76 100.00%
	Part-time faculty, Full-time faculty	43 45.74%	23 24.47%	28 29.79%	94 100.00%
	Staff, Alumni	19 57.58%	9 27.27%	5 15.15%	33 100.00%
	Not affiliated	30 33.71%	24 26.97%	35 39.33%	89 100.00%
Total		123 44.24%	71 25.54%	84 30.22%	278 100.00%

Figure 8:

Crosstab: DePaul affiliation vs. Likelihood of buying a particular gift item

		If DePaul Art Museum were to offer gift items, which, if any, of the following might you be inter...							Total
		Books	Mugs or water bottles	Tote bags	Cards, posters, etc.	T-shirts	Other	None	
How are you affiliated with DePaul University? (Click all that apply)	Undergraduate student, Graduate student	25 32.05%	51 65.38%	24 30.77%	37 47.44%	31 39.74%	10 12.82%	9 11.54%	78 100.00%
	Part-time faculty, Full-time faculty	52 55.32%	20 21.28%	15 15.96%	51 54.26%	18 19.15%	13 13.83%	20 21.28%	94 100.00%
	Staff, Alumni	23 67.65%	16 47.06%	12 35.29%	24 70.59%	10 29.41%	5 14.71%	5 14.71%	34 100.00%
	Not affiliated	63 72.41%	5 5.75%	7 8.05%	38 43.68%	12 13.79%	10 11.49%	13 14.94%	87 100.00%
Total		155 55.76%	87 31.29%	56 20.14%	141 50.72%	66 23.74%	35 12.59%	44 15.83%	278 100.00%

Figure 9:

Crosstab: DePaul events vs how likely are you to attend again

		The first time you visited DPAM, what prompted your visit?				Total
		New exhibit or installation	Work-related function or event, DePaul course-related visit (i.e. museum tour with class, self-guided tour as course requirement, etc.), Other	Never visited		
DPAM offers various special events. If they offered the following events how interested would you... - Exhibition tour with the Artist	Very interested	59 62.11% 53.64%	34 35.71% 40.98%	2 2.11% 66.67%	95 100.00% 46.47%	
	Moderately interested, Slightly interested	46 52.87% 41.82%	40 45.98% 48.19%	1 1.15% 33.33%	87 100.00% 44.39%	
	Not interested at all	5 5.71% 4.55%	9 9.42% 10.84%	0 0.00% 0.00%	14 100.00% 7.14%	
	Total	110 58.12% 100.00%	83 42.35% 100.00%	3 1.53% 100.00%	196 100.00% 100.00%	
DPAM offers various special events. If they offered the following events how interested would you... - Artist Talk or Lecture	Very interested	68 86.02% 59.13%	34 33.01% 40.48%	1 0.97% 33.33%	103 100.00% 50.99%	
	Moderately interested, Slightly interested	46 51.11% 40.00%	42 48.87% 50.99%	2 2.22% 66.67%	90 100.00% 44.55%	
	Not interested at all	1 11.11% 0.87%	8 88.89% 9.52%	0 0.00% 0.00%	9 100.00% 4.48%	
	Total	115 58.89% 100.00%	84 41.58% 100.00%	3 1.49% 100.00%	202 100.00% 100.00%	

Figure 10: Crosstab: DePaul how likely are you to go back to DPAM vs how did you first attend?

		The first time you visited DPAM, what prompted your visit?				
		New exhibit or installation	Work-related function or event	DePaul course-related visit (ie. museum tour with class, self-guided tour as course-requirement, ect...)	Never visited	Other
How likely are you to go back to DPAM?	Very likely, Somewhat likely	126 59.43% 96.92%	33 15.57% 86.84%	19 8.96% 82.61%	3 1.42% 100.00%	31 14.62% 91.18%
	Neither likely nor unlikely	4 44.44% 3.08%	3 33.33% 7.89%	1 11.11% 4.35%	0 0.00% 0.00%	1 11.11% 2.94%
	Somewhat unlikely, Very unlikely	0 0.00% 0.00%	2 28.57% 5.26%	3 42.86% 13.04%	0 0.00% 0.00%	2 28.57% 5.88%
Total		130 57.02% 100.00%	38 16.67% 100.00%	23 10.09% 100.00%	3 1.32% 100.00%	34 14.91% 100.00%

VII. Recommendations

Our research has given us some interesting insights into how DPAM could proceed as it moves ahead to achieve its objective of better engagement with faculty, students, staff, alumni and the Chicago community. The survey gave us some knowledge about the attitudes of stakeholders to the museum and how DPAM could engage and encourage them to contribute to fundraising efforts. Our findings revealed that there are a many opportunities for DPAM to further brand itself and create awareness among its target audiences.

Our survey revealed that there is a huge potential to improve fundraising as most of DPAM’s stakeholders including faculty, staff, alumni, non affiliates and students indicated a huge propensity or inclination to donate and support the museum. Since many of our respondents indicated that they would be comfortable donating \$5 the museum, we recommend that a donation box should be put in place and awareness created among visitors and other stakeholders so they know that they could donate to the museum. An email campaign could be initiated to raise funds, keeping the donation limits within these acceptable limits.

It is important to mention also that 73.40% of respondents unfortunately indicated that they are not likely to give an annual gift to the museum. This is a challenge that must be confronted by DPAM. This could be done through special mail outreach to stakeholders and through special fundraising events to attract the donor community. This will help to target corporate donors who might eventually bring in bigger donations to DPAM.

Since our findings also show some level of support for buying gift items at the museum store, we recommend that DPAM should consider the possibility of making available a museum store as this could be a source of constant revenue. We make this recommendation with the realization that beyond revenue, a museum store could be a source of attraction for some stakeholders, possibly making them into repeat visitors. Preferred gift items that could be

considered for the store are books, which are most preferred, cards and posters, mugs and water bottles, t-shirts and tote bags in order of relevance. It should be noted that many of the respondents also mentioned miniature art pieces, decorations and jewelry as items they could buy from the museum.

We also recommend that the museum should focus on finding ways to generate more interest by making its displays more interactive as desired by most of the people that responded to our survey. The museum should also organize more special exhibits and events to attract and retain its stakeholders. Events that the museum could consider in order of preference are exhibition tours with artists, artist talk or lecture, open mic, film shows and musical performances. These would definitely capture the attention of students and attract other stakeholders to the museum.

VIII. Annotated Bibliography

American Alliance of Museums: Annual Condition of Museums and the Economy (April 2013),

1-11. Retrieved from

<http://www.aam-us.org/docs/research/acme-2013-final.pdf?sfvrsn=2>

This article details some of the issues that have caused the decrease in museum attendance since 2009. Museums are a great source of entertainment and education. This article is useful because it stresses the importance of exhibitions that interest major audiences.

Art Museums by the Numbers 2014. (2014). Association of Art Museum Directors. Retrieved from [https://aamd.org/sites/default/files/document/Art Museums By The Numbers 2014_0.pdf](https://aamd.org/sites/default/files/document/Art%20Museums%20By%20The%20Numbers%202014_0.pdf).

The infographic by this article clearly labels where Museums can draw in money. This graph is easy to read and is useful for the DePaul Art Museum to consider when it comes to donations and other forms of income.

DePaul Art Museum. (2016). About. Retrieved from <http://museums.depaul.edu/about/>

The official website of the DePaul Art Museum gives historical and other relevant information about the museum's mission and activities. It details DePaul University's commitment to the city, how it curates artwork for its exhibitions and how visitors can access its various resources.

Epstein, M.J., & McFarlan, F.W. (2011, March). Nonprofit vs. for-profit boards: Critical

differences. *Strategic Finance*. pp. 30-35. Retrieved from

http://www.imanet.org/docs/default-source/sf/03_2011_epstein-pdf.pdf?sfvrsn=0

This article is condensed from the book, "Joining a nonprofit board: What you need to know," by the same authors. It highlights the differences between for-profits and nonprofits in terms of their mission, financing and executive governance. It discusses the concept of financial and non-financial metrics and its importance in monitoring and assessing the success of nonprofit organizations.

Geller, S.L., Salamon, L.M., & Mengel, K.L. (2010). Museums and other nonprofits in the recession: A story of resilience, innovation and survival. *The Journal of Museum Education*, Vol. 35, No. 2, pp. 129-140. Retrieved from

<http://www.jstor.org/stable/25801342>

This article is based on findings of a nationwide survey in 2009 that examined the impact of the economic recession on nonprofits and museums. It revealed that though museums were under financial pressure and recording losses in funding and revenue at the period, they also showed great resilience. It concluded that they were able to survive by adopting creative fundraising, belt tightening and entrepreneurship strategies.

Glesne, C. (2012). The campus art museum: A qualitative study, II. art across curriculum.

Retrieved from http://www.kressfoundation.org/research/campus_art_museum/

Based on a study conducted for the Samuel H. Kress Foundation, this survey investigates the contributions of campus art museums to their founding institutions and host cities. This second part of the report focuses on how campus art museums can contribute to teaching and curriculum and how faculty and students could be drawn to make more beneficial use of museum resources.

Harper, M. (2011, March 28). Top U.S. Museums. *Los Angeles Times*.

This article provides a useful table of top museums in the US. It shows where the Art Institute of Chicago falls nationally. This would be DePaul's total target audience...people who are interested in museums.

Johnson, S. (2016, January 27). Chicago area museums report 2015 as an up year in attendance. *Chicago Tribune*. Retrieved from

<http://www.chicagotribune.com/entertainment/museums/ct-museums-attendance-ent-0128-20160127-column.html>

This article is a report on Chicago museum attendance for 2015 according to figures released by the Museums in the Park consortium and individual institutions. It gives 2015

attendance figures for museums in the city generally, though the results are not specific to art museums or college art museums. It is not a comparative analysis of college art museum attendance.

Kahaner, T. (2011, September 19). Chicago's World Class Museums drawing the crowds.

Retrieved from <http://www.bloolooop.com/blog/2011/02/chicagos-world-class-museums-drawing-the-crowds/>

This blog post includes a table that clearly shows the attendance of Chicago area museums. This represents the current competition for DePaul Art Museum. It also includes total youth groups, which is important because it is DPAM's major target audience.

Kupec, M. (2015, December 19). Matt Kupec Vice President of Development and Marketing,

HelpMeSee. Retrieved from <http://mattkupec.com/articles/>

This infographic shows how nonprofits can raise money from individual donors. It is useful to see information displayed in a visual manner. The information is current and pertinent to the topic of discussion.

Leroux Miller, K. (2014). Wild Apricot Blog. Retrieved from

<http://www.wildapricot.com/blogs/newsblog/2014/01/13/2014-nonprofit-Communications-trends-report>

This blog site has infographics that clearly represent the same goals that the DePaul Art Museum hopes to achieve. It shows the where the biggest communication challenges are in a way that is easy for the viewer to read and comprehend.

Weinberg, L. (2011). DePaul University opens a new art museum. Timeout Chicago.

Retrieved from <http://www.timeout.com/chicago/things-to-do/depaul-university-opens-a-New-art-museum>

This report is about the reopening of the DePaul Art Museum. It echoes with excitement about its history, its movement to a new building and its plans to engage the community during its new exhibition, "Re: Chicago" which opened on September 17, 2011.

Widholm, J. R. (2016, January 12). Personal interview.

These are from notes taken during the graduate research class' interview with museum director, Julie Rodrigues Widholm at the DePaul Art Museum on January 12, 2016.

IX. Appendix

Appendix 1: Interview Guide

Interview Guidelines:

I want to thank you for your time and for agreeing to meet with me today.

My name is _____ and I would like to speak to you about your experiences with the DePaul Art Museum. Specifically, we are assessing the museum's engagement with its audiences to learn how it can improve its services and attract better stakeholder and financial support in the future.

This interview should take about 30 minutes. I will be taping the session and also taking notes because it is important that I do not miss any of your comments. Because we are on tape, kindly speak up so we do not miss any of your invaluable comments.

All your responses will be kept confidential. This means that your interview responses will only be shared with the research team members and we will ensure that any information included in our report will not identify you as the respondent.

Please remember that you don't have to talk about anything you don't want to and you may end the interview at any time.

Do you have any questions about what I just explained?

Are you willing to participate in this interview?

Interviewee

Witness

Date

Legal guardian (if under 18)

Questions:

Choice

1. (Name Game)
 - a. I'd throw out some words / first thing you think of.... (museums)
 - i. Art Institute Museum
 - ii. DPAM
 - iii. MOMA Museum
 - iv. Science and Industry
 - v. Field Museum
 - vi. Adler Planetarium
 - b. Name an artist
 - i. Contemporary
 - ii. Conservative
 - iii. Modern
 - iv. Architect
 - v. Painter
 - vi. Sculptor

2. What types of museums do you typically like to visit?
3. How often do you visit the museum?
4. When visiting a museum, what do you like to see?
 - a. Is there a special exhibit you sign up for or general admission?
5. Do you like art museums or galleries?
6. Can you describe your last visit to an art museum/gallery?
7. What was your favorite part of your visit?
8. What made that experience your favorite?
9. Would you go back to the museum?
10. What is your overall reason to go to a museum?
 - a. entertainment
 - b. knowledge
 - c. experience
 - d. quiet time/reflection

Experience

1. When you visit a museum, what types of things do you like to do?
2. Would you think a flyer or map would be helpful during your visit?

3. Do you appreciate the quiet time to reflect and admire the exhibit?
 4. How would you describe your overall feeling when you are visiting a museum?
 5. Is there a particular way you like to experience a museum?
 - a. visual
 - b. sound
 - c. interaction
 6. What kinds of things do you expect when visiting a museum?
 - a. coat check
 - b. place to sit and reflect
 - c. quite / noisy
 - d. lots of color, stark
 7. When visiting a museum do you like to go alone or with company?
 8. Is visiting a museum a social interaction for you?
 9. Have you ever used social media to interact with a museum?
 10. (Visual)
 - a. I'd show some contemporary art to the interviewee
- i. Tell me what you think about these pieces
- ii. Do you know who they are
- iii. Are you interested in this type of art
1. expand on this

Fundraising

1. Currently are you a member to a museum?
 - a. which one?
 - b. what are the costs involved?
 - c. what did you receive or what do you receive for being a member?
2. Have you ever attended a fundraising event for a museum?
 - a. what type of event?
 - b. what was the cost associated with event?
 - c. what was your overall experience at this event?
 - d. would you attend another fundraising event?
3. Are you typically interested in donors that support the museum?
 - a. how would you like to see donors acknowledged?
4. Other than fundraising, what other ways do you think the museum could raise money?
5. Could you tell me about other ways you have had museums reach out to you with regards to memberships or donations?
6. Imagine you were walking into a museum and you saw a clear box with donations for the museum in it, would you be inclined to donate?
 - a. about how much would you give to the museum as a donation?
 - b. how would this dollar amount be determined?
 - c. do you think you would walk past the box and not donate?

i.and why do you think that would be?

7. What are your thoughts on a small kiosk in museums that you are able to purchase items from?
8. What types of things would you expect to see in this type of kiosk?
9. About how much would you spend or expect to spend for a souvenir?
10. So let's say you wanted to purchase something from the museum, what would it be and why?

Communication & Awareness

1. How do you hear about exhibits or exhibitions at museums?
2. When you walk by a museum, what makes it stand out to you?
3. What do you think is an effective tool to communicate new exhibitions at museums?
 - a. can you give me an example of one that caught your attention?
4. When visiting a museum, do you look to social media for insights or suggestions?
5. Would you be interested in being on a mailing list for upcoming events and fundraising opportunities?
6. (Visual)
 - a. I'd show a couple of postcards to the interviewee
 - i.what works with these post cards
 - ii.what doesn't work / why
 - iii.what do you like best
 - iv.what do you think would of been a better approach

Closing

Thank you so much for your time, your thoughts and insights were very helpful and I think we have some good stuff here to work with. Is there anything more you would like to add?

Thank you very much for your time.

Appendix 2: Copy of class survey

DPAM Survey 2016

Q1 Introduction: Thank you for agreeing to take part in our survey. We are conducting research on your opinions and interests related to the DePaul Art Museum (DPAM) located on DePaul University's Lincoln Park Campus. We greatly appreciate you sharing your thoughts and opinions with us. There are no right or wrong answers, we just want your honest opinions. Please note that all responses will remain confidential. The questions are quick and easy to answer, and the survey should take no more than ten minutes of your time.

Q2 How are you affiliated with DePaul University? (Click all that apply)

- q Undergraduate student (1)
- q Graduate student (2)
- q Part-time faculty (3)
- q Full-time faculty (4)
- q Staff (5)
- q Alumni (6)
- q Not affiliated (7)

Q3 The DePaul Art Museum (DPAM) showcases the work of professional artists in a series of themed historical and contemporary exhibits throughout the year. Its mission is to provide fresh perspectives on art and culture from around the world as well as Chicago, in support of DePaul's commitment to

excellence, diversity and social concerns. Before taking this survey, how familiar would you say you were with the DePaul Art Museum?

_____ Familiarity with DPAM (1)

Q4 Did you know where the museum is located (on the Lincoln Park campus at 935 W Fullerton, adjacent to the CTA station)?

- m Yes (1)
- m No (2)

m Somewhat (3)

Q5 In general, how do you hear about exhibits or events at the DePaul Art Museum? (check all that apply)

q Through a friend or colleague (1)

q Through postcard or flier (2)

q Through social media (3)

q Through news story (print or online) (4)

q Other (5)

q I do not recall hearing about DePaul Art Museum before (6)

Q6 Have you ever visited DPAM?

m Yes (1)

m No (2)

m Not yet, but I have plans to attend (3)

Answer If Have you ever visited DPAM? Yes Is Selected

Q7 About how long ago was your most recent visit to DPAM?

m Within the past two months (1)

m More than two months ago but less than a year ago (2)

m More than a year ago (3)

Answer If Have you ever visited DPAM? Yes Is Selected

Q8 The first time you visited DPAM, what prompted your visit?

m New exhibit or installation (1)

m Work-related function or event (2)

m DePaul course-related visit (i.e. museum tour with class, self-guided tour as course-requirement, ect...) (3)

m Never visited (4)

m Other (5) _____

Answer If Have you ever visited DPAM? Yes Is Selected

Q9 Think about your most recent visit to DPAM. For each of the word pairs below, please select the button that best reflects your experience.

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)
Enjoyable:Not Enjoyable (1)	m	m	m	m	m
Inspiring:Mundane (2)	m	m	m	m	m
Comfortable:Uncomfortable (3)	m	m	m	m	m
Exciting:Boring (4)	m	m	m	m	m
Useful:Useless (5)	m	m	m	m	m
Satisfying:Unsatisfying (6)	m	m	m	m	m

Answer If Have you ever visited DPAM? Yes Is Selected

Q10 If you wish, please comment on what made your last visit to DPAM positive or negative:

Answer If Have you ever visited DPAM? Yes Is Selected

Q11 How likely are you to go back to DPAM?

m Very likely (1)

m Somewhat likely (2)

m Neither likely nor unlikely (3)

m Somewhat unlikely (4)

m Very unlikely (5)

Answer If How are you affiliated with DePaul University? (Click all that apply) Full-time faculty Is Selected Or How are you affiliated with DePaul University? (Click all that apply) Part-time faculty Is Selected

Q12 Have you ever used DPAM in your teaching (for example, for an assignment or a class trip)?

m Yes (1)

m No (2)

Answer If Have you ever used DPAM in your teaching (for example, for an assignment or a class trip)? Yes Is Selected

Q13 On a scale of 1-5, with 1 being very unlikely and 5 being very likely, how likely are you to recommend using the DePaul Art Museum in class curriculum to a colleague?

m 1 (very unlikely) (1)

m 2 (2)

m 3 (3)

m 4 (4)

m 5 (very likely) (5)

Answer If How are you affiliated with DePaul University? (Click all that apply) Part-time faculty Is Selected Or How are you affiliated with DePaul University? (Click all that apply) Full-time faculty Is Selected

Q14 Below are some ways others have used university museum resources as part of their curriculum. How interested might you be in using DPAM in any of these ways?

	Extremely interested (1)	Interested (2)	Neither interested nor uninterested (3)	Not very interested (4)	Extremely uninterested (5)
Class tour (1)	m	m	m	m	m
Use of event space (2)	m	m	m	m	m

Attend lecture series (3)	m	m	m	m	m
Object based learning (4)	m	m	m	m	m
Develop critical thinking skills (5)	m	m	m	m	m
Develop Observation Skills (6)	m	m	m	m	m
Other (7)	m	m	m	m	m

Answer If How are you affiliated with DePaul University? (Click all that apply) Part-time faculty Is Selected Or How are you affiliated with DePaul University? (Click all that apply) Full-time faculty Is Selected

Q15 How interested are you in learning more about how others, in varied disciplines, have used DPAM in their curriculum?

m Extremely interested (1)

m Moderately interested (2)

m Slightly interested (3)

m Not interested at all (4)

Q16 DPAM offers various special events. If they offered the following events how interested would you be in attending?

	Very interested (1)	Moderately interested (2)	Slightly interested (3)	Not interested at all (4)
Dinner with the Artist (1)	m	m	m	m

Exhibition tour with the Artist (2)	m	m	m	m
Artist Talk or Lecture (3)	m	m	m	m
Docent tours (4)	m	m	m	m
Poetry Readings (5)	m	m	m	m
Musical Performances (6)	m	m	m	m
If How are you affiliated with DePaul University? (Click all that apply) Graduate student Is Selected Or How are you affiliated with DePaul University? (Click all that apply) Undergraduate student Is Selected Open Mic Night (7)	m	m	m	m
If How are you affiliated with DePaul University? (Click all that apply) Graduate student Is Selected Or How	m	m	m	m

are you affiliated with DePaul University? (Click all that apply) Undergraduate student Is Selected Karaoke Night (8)				
Film Series (9)	m	m	m	m
If How are you affiliated with DePaul University? (Click all that apply) Undergraduate student Is Selected Or How are you affiliated with DePaul University? (Click all that apply) Graduate student Is Selected Student-led tours (10)	m	m	m	m

Q17 Are there any other activities, special events or exhibitions that you would be interested in seeing at DPAM? If so, please tell us here.

Q18 Thinking about your schedule, what would be your preferred days and times to visit DPAM? Select all that apply (or none if you have no preference).

	Morning (1)	Afternoon (2)	Evening (3)
Monday (1)	q	q	q
Tuesday (3)	q	q	q
Wednesday (2)	q	q	q
Thursday (4)	q	q	q
Friday (5)	q	q	q
Saturday (6)	q	q	q
Sunday (7)	q	q	q

Q19 How likely are you to recommend the DePaul Art Museum to a friend or colleague?

- m Very likely (1)
- m Somewhat likely (2)
- m Neither likely or unlikely (3)
- m Somewhat unlikely (4)
- m Very unlikely (5)

Q20 There is no admission charge to visit DPAM, but there is a donation box for visitors in the entrance lobby. The recommended donation amount is five dollars. What would be the likelihood of you donating to the museum during your visit?

- m Very likely (1)
- m Somewhat likely (2)
- m Neither likely nor unlikely (3)
- m Somewhat unlikely (4)
- m Very unlikely (5)

Q21 What dollar amount would you be most likely to donate during your visit?

m Something, but less than \$5 (7)

m \$5 (1)

m \$6- \$10 (2)

m \$11-\$20 (3)

m \$21- \$30 (4)

m More than \$30 (5)

m No donation (6)

Q22 What is the likelihood of you giving an annual financial gift to the museum?

m Very likely (1)

m Somewhat likely (2)

m Neither likely nor unlikely (3)

m Somewhat unlikely (4)

m Very unlikely (5)

Q23 Now we have a few questions about your interest in, and experiences with, museums in general.

Q24 How often have you visited each of the following museums in the last year?

	0 times (1)	1-2 times (2)	3 or more times (3)
Art Institute of Chicago (2)	m	m	m
Block Museum (1)	m	m	m
DePaul Art Museum (4)	m	m	m
Loyola University Museum of Art (3)	m	m	m
Museum of Contemporary Art (5)	m	m	m

Museum of Contemporary Photography (6)	m	m	m
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Q25 Thinking about the future, which of the following museums are you most likely to attend? Place in order, with most likely to attend museum to the top. Drag and drop to the desired position.

- _____ The Art Institute of Chicago (2)
- _____ Block Museum (Northwestern University) (1)
- _____ DePaul Art Museum (DPAM) (4)
- _____ Loyola University Museum of Art (LUMA) (3)
- _____ Museum of Contemporary Art (5)
- _____ Museum of Contemporary Photography (6)

Q26 With whom do you normally visit a museum?

- m Alone (1)
- m With Family (2)
- m With Friends (3)
- m Other (4) _____

Q27 How many times have you visited any museum in the past 12 months?

- m 0 Times (1)
- m 1-3 Times (2)
- m 4-6 Times (3)
- m 7-10+ Times (4)

Q28 When visiting a museum, how important are each of these to you?

	Very important (1)	Important (2)	Neutral (3)	Not very important (4)	Not important at all (5)
A quiet place to sit and reflect (1)	m	m	m	m	m
Coat check (2)	m	m	m	m	m
Colorful environment (3)	m	m	m	m	m
Interactive displays (4)	m	m	m	m	m
Special events (5)	m	m	m	m	m
Special exhibits (6)	m	m	m	m	m
Donor wall (7)	m	m	m	m	m

Q29 What are some things you look forward to when visiting a museum?

Q30 How interested are you in the following experiences at art museums?

_____ Guided Tours (1)

_____ Talking with Staff (2)

_____ Exploring on my own (3)

_____ Audio Tours (4)

_____ Hands-on Activities (5)

_____ Attending Programs and Events (6)

_____ Watching Video Clips or Movies (7)

_____ Interacting with Device (iPad or computer) (8)

Q31 How likely are you to buy a souvenir or gift item at a museum?

- m Very likely (1)
- m Somewhat likely (2)
- m Neither likely nor unlikely (3)
- m Somewhat unlikely (4)
- m Very unlikely (5)

Q32 How much are you likely to spend on a souvenir or a gift item at a museum?

- m Up to \$10 (1)
- m \$11-\$20 (2)
- m \$21-\$30 (3)
- m \$31-\$40 (4)
- m More than \$40 (6)
- m None (7)

Q33 If DePaul Art Museum were to offer gift items, which, if any, of the following might you be interested in purchasing during a visit? Check as many or as few (or none) as you like.

- q Books (1)
- q Mugs or water bottles (2)
- q Tote bags (3)
- q Cards, posters, etc. (4)
- q T-shirts (5)
- q Other (6) _____
- q None (7)

Q34 Almost done! We just have a few questions about how you learn about campus events, and then a few demographic questions to help us better understand our respondents.

Q35 Which social media sites do you use at least once a week? Select all that apply.

- q Facebook (1)
- q Twitter (2)
- q LinkedIn (3)
- q Pinterest (4)
- q Google Plus + (5)
- q Tumblr (6)
- q Instagram (7)
- q Flickr (8)
- q Vine (9)
- q Meetup (10)
- q Snapchat (11)
- q Periscope (12)
- q Other (13) _____

Q36 On a scale from 0-10, what level of influence do your social networks/media have on your decisions to check out something new?

- m 0 (0)
- m 1 (1)
- m 2 (2)
- m 3 (3)
- m 4 (4)
- m 5 (5)
- m 6 (6)
- m 7 (7)
- m 8 (8)
- m 9 (9)

m 10 (10)

Q37 How often do you attend on-campus events, such as an open house, gallery openings, lecture series, guest speakers, etc.?

m Very often (1)

m Often (2)

m Sometimes (3)

m Rarely (4)

m Never (5)

Q38 Where do you get your campus news? (Click all that apply)

q Social media (Facebook, Twitter, LinkedIn etc.) (1)

q University Email (2)

If How are you affiliated with DePaul University? (Click all that apply) Undergraduate student Is Selected Or How are you affiliated with DePaul University? (Click all that apply) Graduate student Is Selected

q In class (From your professors and/or classmates) (3)

q Word of mouth (Colleagues, Friends) (4)

q University websites or calendar (5)

q Printed material (post card, flyer, poster) (6)

q Other (7) _____

q Do not receive campus news (8)

Q39 What is the BEST way to reach you with news of DPAM events or opportunities? Pick one.

m Social media (Facebook, Twitter, LinkedIn etc.) (1)

m Email (2)

m Regular mail (campus or home) (3)

m University websites or calendar (4)

m Poster, sign, flyer (5)

m Other (6) _____

Q40 Do you currently

	Yes (1)	No (2)	Not sure (3)
Subscribe to the DPAM mailing list? (1)	m	m	m
Follow DPAM on Facebook? (2)	m	m	m
Follow DPAM on Twitter? (3)	m	m	m

Q41 I identify my gender as

m Male (1)

m Female (2)

m Prefer not to say (3)

m Other (4) _____

Q42 What is your age?

m Under 18 (1)

m 18 to 24 (2)

m 25 to 34 (3)

m 35 to 44 (4)

m 45 to 54 (5)

m 55 to 64 (6)

m 65 or older (7)

Q43 I am part of:

- m Driehaus College of Business (1)
- m College of Communication (2)
- m College of Computing and Digital Media (3)
- m College of Education (4)
- m College of Law (5)
- m College of Liberal Arts and Social Sciences (6)
- m College of Science and Health (7)
- m School of Music (8)
- m School for New Learning (9)
- m The Theatre School (10)
- m Other DePaul affiliation (11) _____
- m I am not affiliated with DePaul. (12)

Q44 Thank you for taking the time to answer our questions on the DePaul Art Museum. Is there anything else you would like us to know about how DPAM can better serve you or the DePaul Community?

Appendix 3: Qualitative interviews

Interview 1: Recent Graduate of DePaul University

Questions:

1. How many times have you been to the DePaul Art museum?

I have only visited the museum once for a class.

2. What class was the visit for?

It was for a French class, but I don't remember which one it was exactly. It was mandatory to go because it was during class.

3. Had you heard of the museum outside of the class?

Only vaguely. I think I heard about it through a couple of my friends who were art majors. I just graduated in November, 2014.

4. What was your impression of the museum?

I thought it was really modern and bright inside. The artwork was all kinda the same though.

5. What do you think of the exterior/interior?

From the outside, it doesn't really stand out. It's easy to miss because it isn't labeled very well. The interior is nice though. I loved the large windows and tall ceilings. It would be nice if they had some places to sit down though.

6. What was your favorite part about the museum?

I would say its large windows and proximity to the train station. It's really easy to get to, if you know where it is. (she laughs)

7. What types of museums do you like to visit in Chicago?

I like the Chicago Art Museum a lot. I'm actually going to their Van Gogh exhibit this month. It's the first time in history that all three "The Bedroom" paintings will be together in North America.

8. What kinds of exhibitions do you like to see when you go to museums?

Since I work for the French Consulate, I tend to like exhibits that are related to French culture. But I am open to various types of artwork.

9. Would you ever go back to visit the DePaul Art Museum?

I might if they have an exhibit that interests me. It's nice that it is free to get in.

Experience:

10. Do you think a flyer would be helpful to draw in more viewers?

It depends. Generally I don't pay much attention to flyers I get on the street from someone, but maybe I would notice if more if it came in the mail.

11. How would you describe your feelings when visiting a museum?

I mean, I have only been there once. I can't say I have any particular feeling towards the museum.

12. Would you prefer a museum experience to be more of a visual experience or interactive?

Interactive. I think that would make the experience more memorable.

13. What types of things do you expect when you go to a museum?

Front desk welcome receptionist, coat check, sign in book/comments

14. Do you prefer to visit museums alone or with friends?

I like to go with friends or my boyfriend. It's more fun to talk about the artwork.

15. Are museums generally a social interaction for you?

Yes, they are a great idea for a cheap date. I like to talk about the artwork but I know some people like to go alone.

Fundraising:

16. Are you a member of the DePaul Art museum?

No.

17. Do you take much interest in donors that support the museum?

No, I don't give them much thought.

18. Do you think that donors should be acknowledged?

Yes, absolutely. They are a large part of what keeps the museum going. I think it's wrong not to acknowledge them.

19. If a museum is free admission, would you be inclined to donate?

Maybe if I had a couple of dollars in my pocket that day and liked the exhibit. I feel like people don't carry much cash with them these days. Everyone uses their credit cards.

20. If the museum had a souvenir store, would you consider making a purchase?

Yes, if I found something I liked or a nice gift for a friend or family member. It all depends upon what is in the store.

Awareness:

21. How do you hear about museum exhibits?

I typically hear about exhibits online. Part of my job actually entails finding new exhibits in Chicago that promote French artwork. I then post about them on Facebook and Twitter.

22. What makes a museum stand out to you?

Their exhibits and definitely the architecture of the building.

23. What do you think is an effective tool to communicate new exhibitions at museums?

I think posting on social media would help a lot.

"Aw yeah they definitely don't advertise for it at all which is a shame because I quite enjoyed it the one time I went. And the fact that it's free is great for everyone on a college budget. Cheap date idea you know?"

24. Would you be interested in being on a mailing list for future events and fundraising opportunities?

No, I get so many emails as it is. I honestly don't think I would even read it.

Thank you so much for your time and insight. Is there anything you would like to add?

No, thank you!

Interview 2:

1. What types of museums do you typically like to visit?

I like all types of museums, especially interactive ones.

2. How often do you visit museums?

I haven't been to a museum since last June, but I'd like to go more often.

3. When you visit a museum, what do you like to see?

I usually like to see what they have as a special exhibit.

4. Is there a special exhibit you have went to see recently?

I went to see the "storms" exhibit at MSI

5. Did you pay for general admission or did you sign up a member?

I actually signed up as a member, it was a great deal as a student and I plan to go back soon.

6. Have you ever been to a gallery before?

Do you mean like an art gallery, where they like show work and sell stuff? Yea, one time to see a friend show her work.

7. In reflecting on your past visits to both a museum and gallery, which did you prefer?

I liked the museum better, it was casual and I was able to like see all kinds of different things and I was very interested in the subject matter.

8. So you mentioned your more memorable visit was to the MSI this past summer, can you please explain why this was so memorable to you?

Well, I have always been very interested in science and the storms exhibit is something I've been wanting to see. I just am fascinated by the way things interact and create situations. How humans react or how we can anticipate or predict future storms.

9. Would you go back to MSI?

Yea, sure I would it's a cool place to visit and I really enjoy going there. I can't wait for the next big exhibition, I'm sure it's going to be good. I'll have to visit their website this summer to see what's up.

10. When you visited MSI, did you refer to a map or flyer during your visit? Was this a helpful tool?

I grabbed a map, it had been awhile since my last visit and I didn't quite remember where everything was. I typically like a map or some sort of information piece when I visit places. It helps me plan out my visit, and ensures I see some great stuff in the time I have while there. Plus, it's a cool thing to take home and reflect on, sometimes I like to show them to family and friends...it's really cool to show them things I've done and hopefully we can talk about it.

11. Do you typically appreciate the quiet time at a museum to gather your thoughts and think through ideas or do you rather the interaction?

I like both, I like to think through what I'm interacting with. I like to figure out what the purpose is, what I'm being told and how it all works.

12. When you visited MSI, what were some things you expected and some things that were unexpected and appreciated?

I really didn't like the long lines to enter, I mean they moved fast...but I just kinda wanted to get my tickets faster. I liked that they had a coat check and I like having a food court I guess you'd call it. I also liked the big rotunda thingy in the middle, all the exhibits like arms from there. It was easy to navigate. I also really liked the store on the way out. I mean, I think the museum was a fun place and it definitely catered to all ages and interests. I guess, I'd expect the DePaul Art Museum to be able to do a bit of the same. I mean, I know it's going to have art...but I think students should be able to relate and enjoy what is there so that we can support it.

13. How do you feel about social media and museums? Would you interact via social media?

Yea, I mean it's my major...I like being able to visit a website or app to get more info on the venue. It helps me make a more informed decision.

14. You mentioned earlier that you became a member to MSI when you last visited. Do you remember what the costs were, or why you thought it was beneficial to sign up as a member?

Well, I don't remember the exact cost I just know it was reasonable. I know I get free admission every time I go, and I know I get to see the omin max each time too. I think there was some other stuff, like member nights to special exhibits and discount tickets for other stuff...?

It was a good deal, I remember that.

15. Have you ever been to a fundraising event at a museum or anywhere?

No, I haven't. I guess the only time I think I might of would have been for my friend's showing at the gallery...would that count? Well, yea then it was what you're asking me. I thought it was fine to give a few dollars while I was seeing my friends stuff. It was at her undergrad college museum in IN.

16. Do you think it's important to recognize donors at a museum? Is this important to you?

I do think this is important, not necessarily to me...but because depending on how much a particular donor donates they should have some kind of recognition.

17. If you entered into a museum and saw a donation box, would you be inclined to donate and if so how much do you think you would donate?

I guess, I think like 5-10 dollars is fair.

18. What are your thoughts on a kiosk in a museum? What would you like to see and would you be inclined to purchase something?

I mean, at MSI I picked up a cool like small rock lamp...I knew I was moving into my dorm in the fall and thought it would be fun. I typically don't buy things from museums. Maybe like a shirt or something?

19. So I'd like to go back and talk a little about MSI and the storm exhibit. You mentioned you heard about it and had been wanting to go. How did you hear about it?

Well, like from commercials and friends. When I was in the city a couple of times I saw banners and things too.

20. When you walk by a museum, how do you know it's a museum? What makes you want to go in?

Well, in Chicago all our museums are like in historical buildings – right? They are cool buildings and cool locations. I like going into a building that has history. I guess, since I didn't recognize DPAM I would assume it just didn't stand out enough. Like I saw it from the train...but the building never really pulled me in.

21. What do you think could be an effective tool for DPAM to communicate to students?

Well, I would guess they have a website. I'd communicate a ton of stuff on there. Also, I'd maybe send out a bunch of emails to the student body. I haven't seen anything from them. I'd probably go and visit or go to an event if I had more information or if there was something fun happening there. So... I'd probably like to see something on twitter, Facebook or Instagram. I think those are really good social media apps that many students are on. I think they could generate awareness on those apps.

22. Dan, thank you so much for allowing me to talk with you today. I really appreciated all your insights and suggestions. Is there anything you'd like to ask me?

Well, I guess I'm just curious....I don't know anything about DPAM. What could you tell me that would help me understand more about the museum? Is it a place I should visit? What kinds of things do they have there?

Interview 3: Current DePaul student

Questions

1. What types of museums do you typically like to visit?

I am more likely to go to the aquarium and planetarium. Their exhibits are the ones that interest me the most.

2. How often do you visit the museum?

I visit the museums maybe once a year. I really do not have the time or the resources.

3. When visiting a museum, what do you like to see?

I like interactive displays as well as the live animals you can find at an aquarium.

4. Is there a special exhibit you sign up for or general admission?

I usually sign up for general admission, not any particular exhibit.

5. Do you like art museums or galleries?

I do like art museums, but I have only been in an art museum maybe only a couple of times.

6. Can you describe your last visit to an art museum/gallery?

It was quite some time ago. I do not remember much, but I remember finding the more complex pieces intriguing.

7. What was the favorite part of your visit?

I think it was witnessing the immense creativity that I was not used to and did not have the ability to do. I mean I can't possibly create such stuff.

8. What made that experience your favorite?

It was one of my few experiences in an art gallery but I found it great because it was the rare chance that I got to view art of such excellence.

9. Would you go back to the museum?

Yes. I think I would like to learn more about art.

10. What is your overall reason to go to a museum?

experience

Experience:

11. When you visit a museum, what types of things do you like to do?

I like to visit all exhibits and read what each plaque says on each display.

12. Would you think a flyer or map would be helpful during your visit?

No. Because I visit each exhibit regardless of any information material.

13. Do you appreciate the quiet time to reflect and admire the exhibit?

Not necessarily. Every time I have gone it has been with a group including children so I do not

necessarily get a chance to have quiet times. I'm always talking with the children.

14. How would you describe your feelings when you are visiting a museum?

Hmm. Amazed, impressed, and better informed.

15. Is there a particular way you like to experience a museum?

interaction

16. What kinds of things do you expect when visiting a museum?

Quiet place, lots of color, coat check

17. When visiting a museum do you like to go alone or with company?

With company.

18. Is visiting a museum a social interaction for you?

Yes. It will be so boring if I go alone because I usually have little interaction with other visitors.

19. Have you ever used social media to interact with a museum?

No.

Fundraising:

20. Currently are you a member to a museum?

No.

21. Are you typically interested in donors that support the museum?

Not necessarily. They are distant people and I'm more interested in the exhibits.

22. How would you like to see donors acknowledged?

I think a section of the museum should be dedicated to them to appreciate their contributions.

23. Other than fundraising, what other ways do you think the museum could raise money?

Grants. They should be able to get grants.

24. Could you tell me about other ways you have had museums reach out to you with regards to memberships or donations?

I have only seen membership requests on their website. I have not been approached another way.

25. Imagine you were walking into a museum and you saw a clear box with donations for the museum in it, would you be inclined to donate?

No.

26. Do you think you would walk past the box and not donate?

Yes.

27. And what would make you take that decision?

I don't often carry cash with me and I would also feel uncomfortable donating without knowing exactly where my money will be going.

28. What are your thoughts on a small kiosk in museums that you are able to purchase items from?

I have not really noticed them in any museum. But they might attract my attention.

29. What types of things would you expect to see in this type of kiosk?

Well, I'll expect to see items related to the topic of the museum

30. About how much would you spend or expect to spend for a souvenir?

Probably between \$10 to \$40.

31. So let's say you wanted to purchase something from the museum, what would it be and why?

I do not normally buy souvenirs, but if I buy it must be something useful to me or something

really nice that I can give someone as a gift.

32. Are you aware of tactics used by museums to raise funds?

Could you tell me about them? I am not aware of such tactics; I honestly do not go to museums often enough to notice. And when I am, my attention is normally more focused on the exhibits and the children I am with.

Communication and Awareness:

33. How do you hear about exhibits or exhibitions at museums?

The maps given at the beginning of your tour.

34. When you walk by a museum, what makes it stand out to you?

The architecture of it. Museums usually have great architecture.

35. What do you think is an effective tool to communicate new exhibitions at museums?

Advertisements on billboards and social media. That will get people's attention.

36. Can you give me an example of one that caught your attention?

I remember one exhibit in the Shedd Aquarium being promoted on the side of a CTA bus with

intense colors and animated words.

37. When visiting a museum, do you look to social media for insights or suggestions?

No.

38. Would you be interested in being on a mailing list for upcoming events and fundraising opportunities?

No.

Closing:

Thank you so much for your time, your thoughts and insights were very helpful and I think we have some good stuff here to work with.

Is there anything more you would like to add?

No. Thank You! Thank you very much for your time.