

Heritage Program Design

Workshops: Heritage offers on-site workshops that are customized to a specific goal or need of the participating museum. They provide a forum, tools and training for the institutions' shareholders to learn to collectively and critically set goals and evaluate outcomes. Typically, one workshop per year will be offered to operating partner museums, with up to three workshops per year for nascent organizations.

Consultations: Heritage offers professional technical assistance and consulting services at no cost to museums in need. Technical assistance includes: architectural planning; collection security, conservation and preservation; program development; exhibit design and installation; business management; board development and community outreach. To avoid the dysfunctional outcomes typically associated with 'helicopter aid', consultations will always be provided in conjunction with workshops or by dual-trained consultant-managers in the context of a Heritage-sponsored, collaboratively managed project.

Seed grants: Heritage provides seed grants to partners for the completion of a project, which is in line with their stated mission and with the mutually agreed project goals set by the museum and Heritage.

Distance-Learning / Project Management: All Heritage workshops, consultations, and seed grants are designed to provide training and hands-on experience in effective project management. Partners are required to participate actively in project planning, coordination and evaluation of all interventions using a web-based project management system. This provides a cost effective form of distance-learning, permitting partner museums to learn essential project management skills and to practice transparent and inclusive communications.

Network of museum professionals: Heritage supports a growing global network of museum professionals, including an electronic forum for up-to-date news, resources, and discussion of key issues. Selected professionals who receive training in Heritage's philosophy and intervention methodologies represent Heritage in direct consultations.

Program implementation

Year 1: Program design, workshop curriculum development, pilot projects and proof of concept for Consultations, Workshops, Seed Grants, and Distance-learning methodology.

Year 2: Enhance the professional network program with activities and web presence to support active network of museum professionals. More real-world activities, as well as 'stickier' online social-networking support will be introduced as Heritage mobilizes the critical mass of professionals required for a self-sustaining network.

Year 3: Expansion of training and project-management infrastructure to maintain growth in number of partner museums, workshops, and consultations.

Tangible results to date

In first year, Heritage provided consultancy services to 9 museums* in five countries, including assistance with architectural planning, lighting design and implementation, exhibit planning and educational programming. Heritage tested its workshop model by holding pilot workshops at the Missisquoi Museum in Quebec, with Alsace Association of Museums at four museums in Alsace, and with the founding team of the Mpophomeni Ecomuseum in South Africa. Heritage awarded one seed grant to National Museum of Kenya’s Prehistory Club for teacher workshops conducted in August. Despite the small dollar value of the grant (\$700 U.S.), the museum was eager to seek a seed grant for a specific time-bound project and completed the project as planned.

Results from these pilot projects confirm that museums are willing to work with us, that they are willing to set time-bound specific project goals, and that they are able participate in on-going planning, implementation and evaluation. of those project goals.

* More information about Heritage Current Projects: <http://www.heritage.org/projectgallery.html>

Scaling

By the end of year three, Heritage plans to have formalized ongoing partnerships with 80 museums on 5 continents. In year three, Heritage will deliver 100 workshops resulting in 4500 client workshop days, 400 days of professional consulting, and 4000 days of client distance-learning project management activities.

Year	Partner Museums	Workshops	Client Workshop Days	Participating Professional Consultants	Professional Consulting Days	Distance Learning Days	Seed grants
Y1	9	7	315	10	42	270	1
Y2	18	22	1012	25	135	540	9
Y3	36	45	2025	50	270	1080	18

The cost* to Heritage per partnership is approximately \$27,000 per year. Operating expenses in Y3 will be roughly \$1.2 million. Besides funding, the primary limit to growth is the ability to grow the organization; particularly the recruitment, training, and retention of workshop leaders and project managers who fully understand and can teach Heritage’s management philosophy and values.

* For more financial information see Heritage Strategic Plan: <http://www.heritage.org/resources.html>

Outcomes and Metrics

We are committed to outcomes based management, and the use of tools and metrics to track Heritage’s internal performance, the outcomes achieved by our partners, as well as our ability to influence our partners’ organizational culture processes. Specific measurement tools (which can be viewed upon request) include:

- *Published Project Goals:* Heritage and partner agree to and publish specific measurable goals at the beginning of each project or intervention.



- *Workshop Participant Survey*: By partners <http://www.heritage.org/resources.html>
- *Partner Inventory*: Initial and follow-up assessments by Heritage of the partner's planning, assets, and management infrastructure.
- *Process Score Card*: Initial and follow-up assessment by Heritage of the museum's use of its processes and tools.
- *Project Score Card*: Post-intervention assessment by Heritage of outcomes of project-specific goals

Financial Sustainability

Heritage's philosophy of second-order change is not easily packaged as a sound bite. On the other hand, specific Heritage partner projects will have a significant appeal to specific issue-oriented market segments. This leads to a three-prong fundraising strategy.

- *Conceptual*: High-touch solicitation of significant contributions (> \$10K) from institutional and private funders sympathetic to Heritage's open society goals and methodology of process improvement
- *Issue-oriented – institutional or big-ticket private*: High-touch solicitation of significant contributions for specific projects or project categories.
- *Issue-oriented – individual*: grassroots or viral marketing for projects with symbolic significance to hot-button causes. We are currently working with startup Toliwaga LLC (www.handmeon.com) to develop a viral fund-raising product. By year 3, the virtual museum project will allow us to package and deploy project-specific fundraising initiatives in a consolidated venue.