

MAXWELL MUSEUM OF ANTHROPOLOGY ARTISANS OF THE WORLD EVALUATION PLAN

Background and Rational

The Maxwell Museum of Anthropology at the University of New Mexico is the oldest public museum in Albuquerque, New Mexico.

The mission of the Maxwell Museum of Anthropology is to increase knowledge and understanding of the human cultural experience across time and space. The museum serves this mission by collecting, maintaining, researching and interpreting anthropological materials. The mission is based on recognition that material objects, as manifestations of the practical and symbolic lives of human groups, represent a tangible and irreplaceable source of information for the study of human behavior. (Maxwell Museum of Anthropology. 2005).

The museum supports and complements the University of New Mexico's functions of education and research. In addition, the museum provides educational opportunities to the public outside the university community. The Maxwell maintains permanent and temporary exhibits to describe and interpret anthropological subjects for all interested persons, including the university community, Native American nations, public and private schools, and the general public. The museum is dedicated to providing educational opportunities through public programs, the museum store, publications, exhibitions, tours, workshops, and outreach programs to the Albuquerque public schools and other organizations. The museum charges no admission fee.

The Public Program Division is charged with providing meaningful activities that contribute to the public's understanding of the human cultural experience while enhancing the image of the museum within the local, state and international communities. The overall goal of the Public Programs division is providing public programs that adequately serve its various public constituencies and are well known in the local and wider community. The division presents lectures, demonstrations, exhibit openings, lunches, excursions and other special events, many of these, including the Artisans of the World series, are free to the public.

The Artisans of the World series presents demonstrations of traditional art on a monthly basis and is administered by the museum's Public Program Division. Established in 1996, Artisans of the World is one of the Maxwell's longest running public programs. The series contributes to the mission of the museum by providing an informal learning opportunity to the university and Albuquerque communities. Since its inception it has received major funding through a biannual grant from the City of Albuquerque Urban Enhancement Trust Fund. The trust fund is

“a public endowment created by the Albuquerque City Council in 1983 to fund both capital and cultural projects designed to enrich the cultural environment of

Albuquerque,”

(Urban Enhancement Trust Fund Ordinance.1983).

The series also receives support from the Maxwell Museum in the form of staff time and from the Maxwell Museum Association which provides funding for the division operating budget.

In the most recent grant cycle, the Public Program Division successfully applied to the Urban Enhancement Trust Fund for additional funds to expand the program. Artisans of the World has added a lecture to the demonstration series, both closely linked to exhibits at the museum. A lecture about the lifestyle of a particular culture is presented on a Wednesday evening. The museum has extended visiting hours on the evening of the lecture. Most lecturers are scholars from the University of New Mexico and local Albuquerque communities. When possible the series partners with other museum divisions to bring lecturers and demonstrators from other parts of the country. The demonstration is held on the Saturday following its lecture, and features a traditional art form by a practicing artist from the culture discussed in the lecture. The demonstrations have been expanded to include performances and family activities.

The Artisans of the World series seeks to increase knowledge and understanding of the human cultural experience and to enrich the cultural environment of Albuquerque by presenting high quality lectures and demonstrations. An example of a successful paired lecture was used as a model for expanding the series. “Who were the First Americans?” was a lecture by Dr. Joseph Powell of the University of New Mexico. The lecture discussed pre-Columbian people of North America. It was followed by a demonstration of stone age tool making called flint knapping by Dr. Bruce Huckell, also of the

University of New Mexico. The lecture was attended by seventy five and the demonstration by thirty people. This was a great turnout for a Maxwell which previously attracted an average of fifteen to a demonstration. In contrast, a lecture called “Sand casting through Time: The Birth of Southwest Indian Jewelry” by Michael Villanueva, an established silver and goldsmith drew just eight people. The demonstration of sand casting by the same artist attracted ten people.

The series is marketed through direct mail of the museum’s Exhibits and Events Calendar publication which is sent to people who have attended museum events and signed up for the museum mailing list three times a year; through production and distribution of press releases and flyers for each event; through email notices to museum staff, Maxwell contact list, and Maxwell Museum Association members; and through calendar listings in local newspapers and Internet sites. This approach is designed to attract not only current museum supporters but also members of the University of New Mexico and Albuquerque communities.

The Artisans of the World series fulfills the museum mission of representing cultures of the world. While the series presents opportunities to enrich the cultural environment of Albuquerque, it sometimes fall short of attendance goals set in the grant proposal to the Urban Enhancement Trust Fund of one hundred in attendance per series. It is a concern that less popular lectures may jeopardized the Artisans of the World by failing to meet the attendance goal.

The public programs coordinator is requesting an evaluation of the series to learn if the paired lecture and demonstrations are viewed favorably and if and why some demonstrations have greater public appeal. The museum administration and the City of Albuquerque Urban Enhancement Trust fund program staff support this evaluation.

Purpose of the evaluation

The purpose of the evaluation is to identify the ways in which the Artisans of the World series is working to accomplish both the mission of the museum and the goals of the City of Albuquerque Urban Enhancement Trust Fund. The evaluation will be used to identify areas of strength and areas of improvement within the design and implementation of the series so that the museum can understand the effectiveness of presenting cultural events for the public, how the events are fulfilling goals of the UETF proposal, and who the audience is for the series.

Stakeholders

Primary Stakeholders hold fiscal responsibility and will use the evaluation to make the decision to continue funding the program. They include Maxwell Museum administration and Public Program staff, and City of Albuquerque Urban Enhancement Trust Fund program staff.

Secondary Stakeholders participate in the program through planning, implementation and participation. They include Maxwell Museum staff, Maxwell Museum Association

board members, artists and lecturers and the public that attend the series. As beneficiaries of the program they will use the evaluation to improve the program.

Tertiary Stakeholders indirectly support the program through tuition and taxes. They include the University of New Mexico and Albuquerque communities. They are the potential beneficiaries of the program. They may use the evaluation to understand the Artisans of the World series and the potential benefits to participation.

Key Questions

1. To what degree is the Artisans of the World series perceived by the public, museum and Urban Enhancement Trust Fund staff, museum association board members, and artist/scholar presenters as increasing knowledge and understanding of the human cultural experience?
2. To what degree is the Artisans of the World series accomplishing attendance goals set in the grant proposal to the City of Albuquerque Urban Enhancement Trust fund?
3. To what degree are marketing efforts attracting a following of interested participants?

Evaluation Design

The Artisans of the World evaluation will be a case study design using mixed methods. Case study has been selected in order to describe the series holistically and to understand what impact the series has on those who experience it. Guiding documents of the funding sources including Maxwell Museum mission statement, strategic plan, and grant proposal, and the Urban Enhancement Trust Fund ordinance have been gathered. These documents will describe the context of the Artisans of the World series. How the series is adding to the mission of the museum, attendance goals of the Urban Enhancement Trust fund, and marketing efforts will be explored through key questions and data collection methods. Because of the recent expansion of the program, (from a single demonstration to a paired lecture and demonstration), the evaluation team is eager to get participant feedback.

A formative evaluation will be conducted. The evaluation will examine series design and activities and participation. It will be conducted as the series is presented, and Public Programs staff will gather information through a document review, survey instrument and focus group interviews/paired interviews.

The evaluation will use a strength-based approach called Appreciative Inquiry. Appreciative Inquiry is a “process that inquires into, identifies, and further develops the best of what is in an organization in order to create a better future.” (Preskill & Coghlan, p. 5). While Artisans of the World is a small part of the Maxwell Museum’s organizational structure, it is an important part of museum outreach. Public programs work to enhance the museum in the eyes of its visitors and reinforce the mission of the

museum. “Their [Public Programs] responsibility is to ensure that their programs solidly further, and just as importantly, are seen to further, the education and public missions of the parent institution,” (Maxwell Museum Strategic plan, 2005).

The Appreciative Inquiry approach is chosen because it will look at program strengths in the quest for program improvement. It is believed that it can counter negative expectations of museum staff by focusing on what is working well with the series. An example of negative expectations happened recently. An Artisans of the world family program was planned in October. Staff worked diligently on program materials, selection of artists and activities, and outreach. The week prior to the event some staff expressed doubts that families would attend. They talked about failure and did not recognize their own efforts toward success. While staff braced themselves, the family program attracted ninety participants, a very good crowd!

The Appreciative Inquiry approach is also chosen for its participatory process. Maxwell events are the sum of many parts of museum life. Administration, education, curation, and public program staff all work together in planning and implementing events. As staff experience the appreciative process it is hoped that the collaboration will be strengthened.

Data Collection

Data collection will be mixed to include quantitative and qualitative methods using a review of program documents, a survey, and two focus group interviews/paired

interviews. Data collection and analysis will be carried out by Public Programs staff with the guidance of an outside evaluator.

The **Data Collection Management Plan: Appendix I**, describes the alignment of data collection methods and key questions. The data collection methods are described below:

Document Review

A document review of the Artisans of the World series will be conducted by Public Programs staff who will receive training from an outside evaluator to record information accurately and without bias. The document review will collect quantitative data that will reveal successful marketing of the series. Marketing materials, press listings and attendance records will be collected for three months.

The document review will include:

- ◆ Maxwell Museum outreach and marketing materials, including exhibits and events calendar, press releases, and flyers.
- ◆ Press listings: print, broadcast, and Internet sources.
- ◆ Attendance records and sign in sheets.

Public Programs staff will collect and record documents guided by the **Document Review Analysis Form Appendix II**.

Survey

A seventeen question survey will collect quantitative and qualitative data referenced to the key questions and purpose of the evaluation. The survey will include two open-ended

questions that will collect qualitative data from participants. To insure an accurate data collection process, an outside evaluator will be hired to train Public Programs staff in proper collection and recording technique.

Quantitative items will be used to understand who attends the series, if the paired lectures/demonstrations are scheduled conveniently, the perceived benefit of the series, and which marketing tools are most effective. Eleven questions will use a multiple-choice format, and three will use a Likert-type scale with intervals from one to six. The third scaled question is followed up with an open-ended item. Qualitative data will be collected with two open-ended survey items posed in an appreciative style. Qualitative data will be used to understand perceptions of what is working and what people want more of in the series. A final question will ask if the participant will join a focus group and will request contact information. Staff will use different color paper to identify groups surveyed. Reference the **Survey: Appendix III**, to view the draft survey instrument.

The survey will be distributed and collected at the conclusion of three Artisans of the World series, six events in total. The audience will be briefed on the evaluation and its purpose by the Public Programs coordinator. The coordinator will be available for questions about the survey. Public programs staff will distribute and collect the survey. Each survey respondent will receive a Maxwell Museum pencil as an incentive.

Staff of the Maxwell Museum and Urban Enhancement Trust Fund board members will be given the survey. It will be hand delivered to staff at the museum and mailed to UETF

staff. Staff will be asked to return the survey within one week to the Public Programs mailbox. Public Programs will send an email reminder to staff who have not returned the survey after ten days.

Maxwell Museum Association board members will be given the survey at the monthly meeting of the association. The Public Programs Coordinator will request time on the agenda to introduce the evaluation then distribute and collect the surveys. Board members not at the meeting will be mailed the survey with self-addressed stamped envelopes. Public Programs will request return of the completed survey in one week. The Public Programs Coordinator will send an email to board members who have returned the survey within ten days.

All artists/scholars who have participated in the paired lecture/demonstration series will be contacted by telephone about the evaluation then sent the survey through the mail with self-addressed stamped envelopes. Public Programs will request return of the completed survey in one week. The Public Programs Coordinator will send an email to board members who have not returned the survey within ten days.

Survey respondents will not be required to identify themselves, assuring confidentiality of responses. All self-addressed stamped envelopes will be pre-addressed with only museum information on the mailing and return address.

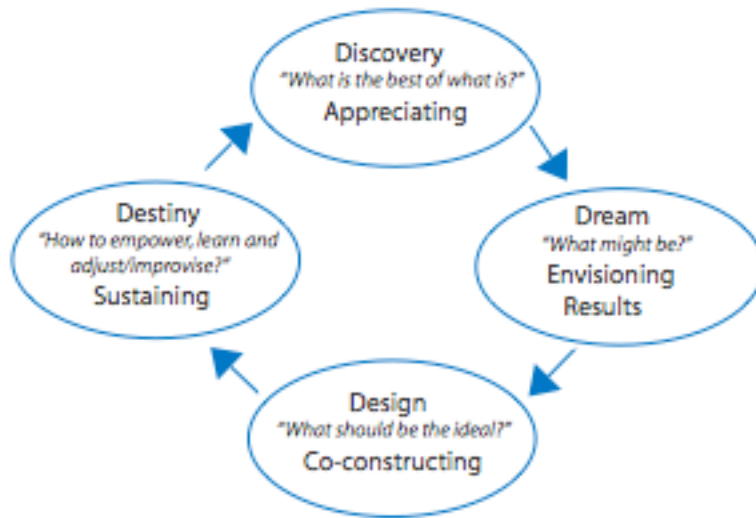
Public Programs staff, with guidance by the outside evaluator, will collect, record, and analyse all survey data. Results of the survey will be posted on the museum website.

Results of the document review and the survey will provide the foundation for focus group interviews.

Focus Group Interview/Paired Interview

Two focus group interviews/paired interviews of Maxwell staff, City of Albuquerque Urban Enhancement Trust Fund staff, Maxwell Museum Association board members, scholars/artists, and audience participants, will be conducted following analysis of the document review and survey instrument. The focus group interviews/paired interviews will be composed of up to twelve people who will meet twice for four hours. The purpose will be to examine the success of the program, create a vision for the future, recommend improvements and develop an action plan. Results of the document review and the survey instrument will be presented at the first focus group interview/paired interview.

Appreciative Inquiry 4-D Model



Adapted from Ludema, Cooperrider, Barrett (2001).

A facilitator will guide participants through the four phase Appreciative Inquiry process.

The Discovery and Dream phases will be carried out at the first focus group interview/paired interview in June. The Design and Destiny phases will be carried out at the second focus group interview/paired interview in July.

Focus Group Interview/Paired Interview 1

Discovery: “What is the best of what is?” (Preskill & Coghlan, p.11).

The discovery phase identifies strengths of participants and the Artisans of the World series. Participants will pair off and interview each other. They will be given four questions:

1. Describe a high point in your career when you felt most alive and engaged.
2. Without being modest, tell me what is it that you most value about yourself, your work, your life.
3. What are the core factors that give life to the Artisans of the World series, without which the series would not be the same?

4. What three wishes do you have for the health and vitality of the Artisans of the World series?

Participants will regroup and discuss what they have learned about their partner.

They will discuss the core factors of the Artisans of the World series and three wishes for the program.

Dream: “What might be?” (Preskill & Coghlan, p.11).

Participants will reflect individually on the responses of the discovery phase and record their observations in written form. The facilitator will lead a group discussion:

I want you to imagine it is five years from today. The Artisans of the World series is wildly successful. You will be interviewed by the Albuquerque Journal about the series.

1. What does the series look like?
2. What systems are in place that made it possible?
3. What does the series add to the success of the Maxwell?
4. What are your three wishes for the series?

Participants will collectively develop a plan for the future of the series.

Focus Group Interview/Paired Interview 2

The second focus group interview/paired interview will begin with a review of the first.

Design: “What should be the ideal?” (Preskill & Coghlan, p.11).

Participants will review the dream recommendations and discuss how to implement three wishes.

1. What action steps do we take to implement wish #1?
2. What action steps do we take to implement wish #2?
3. What action steps do we take to implement wish #3?

Participants will collectively develop an action plan for the future.

Destiny: “How to empower, learn and adjust/improvise?” (Preskill & Coghlan, p.11).

In this phase participants identify roles they will play to implement the action plan:
The facilitator will lead the group:

Think of what role you will play in making the wish a reality.

1. What roles are needed to implement wish #1?
2. What resources will be needed to implement wish #1?
3. What role will you play to implement wish #1?
4. What is the timeline to implement wish #1?

An implementation schedule will be developed. Public Programs staff will be responsible for documenting the implementation of the vision.

The **Focus Group Interview/Paired Interview Outline: Appendix IV** and **Focus Group Interview/Paired Interview Facilitators Guide: Appendix V** provide detail on the process.

The first focus group interview/paired interview in June, will carry out phase 1, Discover, and phase 2, Dream. The second focus group interview/paired interview will carry out phase 3, Design, and phase 4, Destiny. The evaluator will collect qualitative data on flip charts during both focus group interview/paired interviews and Public Programs staff will transcribe it into a report. They will submit the report to the evaluator for review. The evaluator will send any changes within a week to public programs and staff who will update the report. Participants will be sent the revised report and will review it, make

changes and return it in one week. Public programs will incorporate the changes from participants, send the report to the evaluator for final review and one week later, to participants. The report from the first focus group interview/paired interview will serve as the foundation for focus group interview/paired interview two. That meeting in July, will follow the same data recording, review, and reporting process as the first focus. In August, public programs will write a report describing the entire focus group interview/paired interview process. The report will be sent first to the evaluator then to focus group participants in the same manner described above. In September, the final document will be sent by email to all participants. Maxwell and UETF administration will be sent a hard copy. The report will be posted on the museum website. The Discovery and Dream phase of the cycle will be carried out in the first four hour focus group interview/paired interview meeting in June. The Design and Destiny phases will be carried out at the second focus group interview/paired interview meeting in July.

Validity and Sampling

Validity of the evaluation will be insured through triangulation of data sources and methods. Data sources are audience members, museum and Urban Enhancement Trust Fund staff, museum association board members and artist/scholars. Methods to collect data are a document review, survey instrument, and focus group interview/paired interview.

The sampling strategy for the survey and focus group interviews/paired interviews is a convenience sample. This strategy will allow the survey instrument to be distributed to audience members that attend the series and will provide an efficient data collection process. The evaluation team has easy access to employees of the museum and Urban Enhancement Trust Fund, artists/scholars and museum association board members. Those groups can be contacted to respond to the survey. The focus group interviews/paired interviews will consist of volunteers who have responded to the survey.

The sampling strategy for the document review is a purposive sample. Documents collected from funding sources will inform the case study with background information on organization goals as they apply to the Artisans of the World series. Documents collected related to marketing of the series, (key question 3), will be used to identify effective outreach activities.

Evaluation Management Plan

The timeline for the evaluation will be nine months from January through September, 2008; beginning with approval of the design by Maxwell and Urban Enhancement Trust Fund (UETF) administration and concluding with a program improvement implementation plan and case study report. See the **Evaluation Management Plan: Appendix VI** for a description of the timeline, tasks and budget. The evaluation management plan is described below:

- ◆ The Public Programs coordinator will submit the evaluation design to the Maxwell Museum and Urban Enhancement Trust Fund (UETF) administration for approval in January. Public Programs will meet with museum director and UETF program coordinator (separately) in person to present the evaluation design and answer any questions. The meetings will be scheduled in the first week of January. The director and coordinator will receive copies of the design with a request to review and make suggestions for improvement within two weeks. Public Programs staff will incorporate suggested improvements to the plan and submit for final review in week three. Final approval scheduled for the last week of January.

- ◆ An outside evaluator will be hired as a consultant to work part time throughout the evaluation. In February the evaluator will review data collection materials, (prior to their distribution), and provide training to Public Programs staff in data collection. In May the evaluator will provide training to Public Programs staff in data analysis. The evaluator will review materials before the focus group interviews/paired interviews and facilitate both meetings in June and July. Each report generated by Public Programs staff during the evaluation will be reviewed by the evaluator.

- ◆ Public Programs staff will organize materials throughout the course of the evaluation. They will purchase supplies in February and June. Staff will be

involved in all phases of the evaluation, and will be trained in accurate data collection and analysis by the evaluator. The Public Programs coordinator will be responsible for managing the evaluation and keeping the process on track.

- ◆ The document review will begin in February and continue through April. Press releases, flyers, press listings, attendance and sign in sheets will be generated and collected in February, March, and April. Documents will be analysed in May. Results of the document review will be written as a report by the Public Programs Coordinator. A hard copy of the report will be sent to Maxwell Museum and Urban Enhancement Trust Fund administration. The report will be sent via email to Maxwell Museum staff, Maxwell Museum Association board members, artists/scholars and focus group interview/paired interview participants. The report will be also be posted on the museum website in May.

- ◆ A survey instrument will be distributed to audience members at Artisans of the World events February through April, a total of six events. Museum and Urban Enhancement Trust Fund staff will be given the survey in early February and follow up will occur later in the month. Museum Association board members will receive and respond to the survey at the March association meeting. Artists/scholars will be mailed the survey with self-addressed stamped envelopes in early March and follow up will occur later in the month. Survey data will be collected, coded, and analysed by Public Programs staff with the help of the evaluator in May. Survey results will be written as a report by the Public

Programs Coordinator. A hard copy of the report will be sent to Maxwell Museum and Urban Enhancement Trust Fund administration. The report will be sent via email to Maxwell Museum staff, Maxwell Museum Association board members, artists/scholars and focus group interview/paired interview participants. The report will be also be posted on the museum website in May.

- ◆ The focus group interviews/paired interviews will be scheduled for June and July. Public Programs staff will determine dates, collect materials, contact participants, and reserve space at the museum. They will set up the room prior to each meeting. The evaluator will help in planning the focus group interviews/paired interviews. He or she will transcribe qualitative data during the focus group interviews/paired interviews on flip chart paper and send to Public Programs staff to transcribe. Public Programs staff will send the transcription to the evaluator who will synthesize the data. Focus group interviews/paired interviews results will be written as a report by the Public Programs Coordinator. A hard copy of the report will be sent to Maxwell Museum and Urban Enhancement Trust Fund administration. The report will be sent via email to Maxwell Museum staff, Maxwell Museum Association board members, artists/scholars and focus group interview/paired interview participants. The report will be also be posted on the museum website in September.

- ◆ At the conclusion of the evaluation a case study report will be written. The report will describe the funding sources and goals of the Artisans of the World series; data collection and analysis methods; focus group interviews/paired interviews process, results, and plan for program improvement. A hard copy of the report will be sent to Maxwell Museum and Urban Enhancement Trust Fund administration. The report will be sent via email to Maxwell Museum staff, Maxwell Museum Association board members, artists/scholars and focus group interview/paired interview participants. The report will be also be posted on the museum website.

Data Analysis

Document review and survey instrument results will be analysed by Public Program staff with the guidance of the evaluator. Findings will be used to guide the development of the focus group interviews/paired interviews.

Quantitative data: descriptive data, such as demographics from the survey and the counts from the document review, will be analyzed using Microsoft Excell to create a frequency distribution. Likert scale interval data will also be reported as a frequency distribution. The data will be entered into a spreadsheet containing the question number and the coded response.

Qualitative data: open-ended survey responses will represent a current data set. They will be analysed line by line then color coded into categories as themes are recognized. The data will be examined to find relationships between categories. A report on the

survey instrument relating the findings to the key questions will be written. An appendix to the report will contain verbatim responses grouped by category.

Focus group interviews/ paired interviews results: Findings from the document review and survey instrument will be provided to participants. The focus group interviews/paired interviews will follow the Appreciative Inquiry 4-D cycle and will result in a program improvement implementation plan for the Artisans of the World Series. Data analysis will be conducted within the cycle of the focus group interviews/paired interviews, not externally.

A final report in the form of a case study will be written describing the evaluation process and results including the implementation plan.

Evaluation Constraints

While the design of the evaluation plan proposes a well thought process and timeline, constraints need to be recognized. One possible constraint is the change in leadership at the Maxwell. For the past two years an Interim Director has administered while a search committee interviewed candidates. A new director was selected and will begin on December 1, 2007. Public Program staff will need permission to use work time for the evaluation. The Public Programs coordinator will present the evaluation at the first opportunity. Another concern is the sample size of the audience. Given the average attendance of seventy-five per series it is hoped that a response rate of %15 can be achieved. If this is not the timeline for the survey may need to be extended.

Communicating and Reporting during the Evaluation

To keep Maxwell and UETF administration and other stakeholders informed on evaluation progress and activities, a communication plan will be designed.

Primary Stakeholders: Maxwell Museum and UETF administration will be kept informed of all activities and progress on a monthly basis throughout the evaluation. The Public Programs Coordinator will hold face to face meetings. Correspondence will be by telephone or email. Museum and UETF administration will approve the design of the evaluation. Public Programs staff will inform them on the progress of the document review and survey instrument collection and analysis. Administration will be asked by Public Programs staff to participate in the focus group interviews/paired interviews. Public Programs staff will send hard copies of document review and survey data, focus group interviews/paired interviews reports, and the final case study report. Administration will also be notified by Public Programs staff via email of reports posted on the museum website.

Secondary Stakeholders: Maxwell Museum staff, Maxwell Museum Association board members, artists and lecturers and the public will be informed of the evaluation by Public Programs staff via email in February. Public Programs staff will request participation in the survey in February and March, and the focus group interview/paired interview in June and July. Secondary stakeholders will be sent reports of data analysis from the document

review and survey in May, focus group interviews/paired interviews in July, and the final case study report in September. Reports will be sent via email.

Tertiary Stakeholders: The University of New Mexico and Albuquerque communities will be able to access evaluation information on the Maxwell Museum website. An announcement will be sent to media outlets in the Albuquerque area at the start and the conclusion of the evaluation. Reports posted on the website include document review and survey analysis, focus group interviews/paired interviews, and the final case study.

For the timeline of this process see the **Communication and Reporting Plan: Appendix VII.**

References

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