

# Converting Family Into Fans: How the Contemporary Jewish Museum Expanded Its Reach

## Instructor Guide

Learn how The Contemporary Jewish Museum builds a deep understanding of a new audience - families - while going through a major capital expansion. Explore ways they examine communication tactics and program development for new audiences while maintaining consistency with their current supporters.

### Key Themes & Subject Areas

- 1. Museum Education:** Developing museum education programming to achieve strategic goals, accommodating children's diverse learning styles, incorporating learning for all ages throughout a museum environment without disrupting audience experience, staff buy-in and dedication to strategy
- 2. Program Development and Implementation:** Research driven improvements to programming, pilot program testing, evaluation metrics development and capturing, staff buy-in and commitment to long-term success of strategic plan
- 3. Marketing and Communication:** A one-size-fits-all approach to communication does not work for new audience buy-in CMJ quickly learns. Tailored communication tactics are time consuming but very effective for attracting and maintaining new audiences. Developing relevant partnerships to extend communication and build trust for new target audiences
- 4. Full Organizational Buy-In:** Cross departmental involvement for success of new audience acquisition, communication strategy implementation to create welcoming environment and address barriers of entry for families, top-down investment and commitment from leadership and staff to achieve long-term goals

## Teaching Concepts

1. Discuss the complexities of organizational growth and audience development with **Introductory and Advanced Arts Management and Arts Marketing Students**. Use this guide to demonstrate the importance of understanding and overcoming potential barriers of entry for target populations you want to attract.

2. With **Arts Education or Advanced Arts Management Students**, discover how CMJ developed relevant museum education programming to achieve their strategic goal to attract a new target market (families) to the museum. Identify the steps of new audience acquisition and discuss how CJM pivoted programming as data showed them what was working and what wasn't. How did CMJ utilize pilot testing to explore proposed program offerings and track metrics to identify underperformance? What strategies were used to make the museum feel welcoming to families and how were these strategies incorporated on each level of staffing to create consistency for visitors?

3. For **Introductory or Advanced Arts Administration Students**, Explore how CMJ balanced the needs of different audiences visiting the museum while accommodating the various ways people interact with exhibitions. How did the staff work as a team to address concerns from different departments who were worried about children being disruptive in the galleries?

**Class Discussion Lead:** On page 69, CMJ's chief financial officer concludes after listening to concerns from various departments about the incorporation of family friendly adjustments in the gallery being potentially disruptive or harmful to the works, **"This is part of who we are. So we've just to to make it work."** How does the museum work as a team to achieve the goal of being more family-friendly while preserving the works of art and maintaining the reputation as a contemporary art museum instead

of a children's museum? What internal communication and support was developed to sustain momentum cross-departmentally?

4. Discuss the risks surrounding strategic partnerships with **graduate level arts administration students** and explore how CMJ worked to build relevant relationships with institutions that were established trusted sources for the target market CMJ wanted to attract. How was CMJ careful to create benefits for both partners involved?