

Judith M. Koke

Museum Leadership and Innovation

Respected museum educator and researcher with over 25 years' experience leading museums to a more inclusive approach. Key strengths include:

- Integrating field and organizational visitor research into evidence based decision-making.
- Building trust, confidence and teamwork in staff to remain mission driven during change and to build deep organizational transformation.
- Catalyzing relationships with external partners to leverage audiences and capacity.
- Creating innovative solutions that can be measured for efficacy and impact.

Professional History

Institute for Learning Innovation

Director, Professional Learning – 2018 – present

In a leadership role at the Institute for Learning Innovation Judy is working at the intersection of research, practice, and policy. The Institute believes that a broader definition of learning, one that is lifelong and free-choice, can offer solutions to many of the critical cultural, environmental, economic and social problems facing institutions and communities in today's rapidly changing world, she works research and improve how professionals learn. In her capacity as Director, Professional Learning, Judy researches, innovates and disseminates more effective methods to engage professionals in learning and capacity building, with particular attention to integrating research into practice.

Art Gallery of Ontario

Chief, Public Programming and Learning – 2014 to 2017

Held primary responsibility to implement a vision and strategy that articulates, advocates for and executes public engagement programs through the AGO's events, programs, exhibitions and gallery interpretation – online and onsite. Led the Gallery in understanding, accommodating and satisfying the various reasons diverse visitors come to the museum to ensure the creation of memorable and meaningful experiences. Division of 65 FTE and \$ 4 M budget. Institutional Budget of \$63M.

Key Accountabilities of this role included:

- Worked closely with Chief Curator and Chief Exhibitions and Collections to deliver exhibition and programming strategy that reflects the Gallery’s mission, strategic priorities and attendance goals.
- Directed the multi-year planning and annual operation of the Weston Family Learning Centre achieving ambitious revenue and attendance targets
- Led the development of a digital engagement department.
- Institutional lead on the development of a gallery-wide inclusion strategy.
- Identified and created key partnerships to leverage institutional goals

University of Toronto

Session Instructor, winter, 2017

Museum Interpretation and Meaning-making.” Graduate Seminar (12 weeks)

Nelson-Atkins Museum of Art

Director, Education and Interpretive Programs- 2011 to 2014

As a member of the senior leadership team worked to integrate cross institutional priorities, including the development of an exhibition schedule that reflected the needs of the museum and the community. Led a department of 45 staff (budget of 2M) in developing enriching experiences of art and culture for broad audiences.

Directed all visitor research. Led Innovation team.

Key accountabilities of this role included:

- Educational Programming –Directed work related to the permanent collections, special exhibitions, public programs, educational publications, library, and school programs. Developed and directed the museum’s skills in interpretive planning and visitor research.
- Institutional Change –Led cross-institutional training (staff and volunteers) around societal change and the corresponding museum adaptations for success.
- School Partnerships– Hired an experienced and respected teacher, and together developed the response to Missouri’s move to the Common Core Curriculum – reinventing the school tour programs and the docent program that delivered it.

Art Gallery of Ontario, Toronto, Ontario, Canada

Deputy Director, Education and Public Programming- 2007 to 2011

Developed and implemented a pan-institutional approach to visitor research to support data-driven, visitor-centered decision making. Guided the new process for team-based experience design. Led Interpretive Planning team, continually integrating and evaluating innovative strategies to engage broad audiences. Direct budget authority for the Education Division budgets totaling 3.5 million. Ongoing monitoring of expenses, staffing and revenue targets and leading multi-year budget planning. Developed and implemented the strategies and policies to direct the daily and annual activities of the Education and Public Programming Division.

University of Toronto

Session Instructor, Winter, 2010 and 2011

Museum Interpretation and Meaning-making. Graduate Seminar (12 weeks)

Institute for Learning Innovation

Senior Research Associate - 2005 to 2007

Responsible for the business development, research design and implementation of visitor research in diverse free-choice learning environments. Responsible for generating individual projects totally 750K in funding. Responsible for quality control, client relations and budget management for all projects. Sample projects: a yearlong study of all youth programs funded by the Institutes for Museum and Library Services and the impact of Citizen Science programs at The Florida Museum of Natural History.

George Washington University

Adjunct Professor - April – July 2007

“Introduction to Museum Evaluation.” Graduate Seminar (12 weeks)

University of Colorado Museum of Natural History Boulder, Colorado

Assistant Director - 2004 to 2005

Responsible for all K-12 and public programming, exhibitions, visitors services, volunteers, membership and security. Developed and implemented an institution-wide interpretive plan. Led the renovation of the paleontology hall. Lengthened budget and planning horizon from 3 months to 5 years for all non-academic programs. Instructor in multiple courses in the University of Colorado Museum and Field Studies Graduate program.

Denver Museum of Nature and Science

Exhibition Evaluator: 1997 to 2000

Manager of Visitor Studies and Evaluation: 2000 to 2004

Member of DMNS management team. Responsible for evaluation of exhibits and programs, development of community relationships and the integration of stakeholder input into institutional decision making, as well as the collection and management of demographic information. Reported to Vice President of Programs.

Education

5 Completed Courses, Interdisciplinary Doctorate of Education Leadership
Creighton University

Master of Museum Studies – University of Toronto,

Thesis: Preparing for Partnerships: Integrating Museum, Collaboration and Management Theories

Certificate of Management - University of Denver

Honors Bachelor of Science - University of Toronto

Selected Publications (2007 – present)

- Koke, J. Planning for Millennial Audiences: A more nuanced approach, *Museum Magazine*, American Alliance of Museums, Washington D.C. January 2018.
- Koke, J and Ryan, K. From Consultation to Collaboration. In *Visitor-Centered Exhibitions and Edu-Curation in Art Museums*, Rowman and Littlefield, MD. Villeneuve, P and Rowson A. eds. (April, 2017)
- March 8, 2016, What's the Future of Canadian Museums? Contributing author, Canadian Art, accessed canadianart.ca/features/whats-the-future—of-canadas-museums/. Accessed July 27, 16.
- Koke, J. and Adams, M. (2014) “Stuck” is where you need to pay attention: barriers to creating truly inclusive art museums. In *Critical Multiculturalism and the Art Museum*. Boyd, J. and Evans, L. eds. Austin, TX: University of Texas Press, 3-18.
- Koke, J and Crisp, R. (2013) Innovation Lab for Museums, *Museum*, March April 2013.
- Wells, M, Butler, B and Koke, J. (2013) *Interpretive Planning for Museums: Integrating Visitor Perspectives in Decision Making*. Walnut Creek, CA: West Coast Press.
- Koke, J and Fraser, J. (Fall 2010) Guest Editors: *Museums and Social Issues* 5(2): Health and Wellness.
- Koke, J, and Fraser, J. (2010) Possible Selves in Health, *Museums & Social Issues: A Journal of Reflective Discourse* Volume 5, Number 2, pp. 157–165.
- Carter, J., Castle, C., and Koke, J. (2010) Interprétation et études en muséologie à l'âge de l'information, L'interprétation du patrimoine, La revue de l'Association québécoise d'interprétation du patrimoine, AQIP, Montréal. 27-32
- Koke, J and Turner, T. (2010) Community Arts & the Museum: a Handbook for Institutions Interested in Community Arts.
- Adams, M. and Koke, J. (2008) Comprehensive Interpretive Plans: A Framework of Questions. *Journal of Museum Education*, 3(3) 293-300.
- Koke, J. (2008) Comprehensive Interpretive Plans: The Next Step in Visitor Centeredness and Business Success? *Journal of Museum Education*, 33(3) 247-254.
- Heimlich, J.E. and Koke, J. (2008). Gay and lesbian visitors and cultural institutions: Do they come? Do they care? *Museums & Social Issues: A Journal of Reflective Discourse*. 3(1) 93-104.
- Koke, J. & Dierking, L.D. (2008). Nine to Nineteen: Youth in Museums and Libraries, A Practitioner's Guide. Washington, DC: Institute of Museum and Library Services.
- Koke, J. (2007) The Power of Art in Dialogue: An Interview with Barbara Schaeffer Bacon. *Museums and Social Issues: A Journal of Reflective Discourse* 2:2 185-192.
- Koke, J and Dierking, L. (2007) Museums and Libraries Engaging America's Youth: Final Report of a Study of IMLS Youth Programs, 1998-2003, IMLS publication
- Koke, J. & Schwartzner, M. (2007) Co-Editors, Civic Discourse: Let's Talk, *Museums and Social Issues*, Volume 2, Number 2.

Selected Presentations: (2007 to present)

- November 2017, Wichita Art Museum, Invited Speaker, “How Visitor Research is Shaping New Approaches to Museum Practice.”
- June 2, 2016, Canadian Association of Library and Archives Annual Meeting, Ottawa, ON. “LAMs and the Potential of Collaboration. Invited Speaker.
- May 2016, Oklahoma City Museum of Art, Invited Speaker “Art Museums in the 21st Century”

- October 2015, Association Art Museum Directors, Detroit, MI. “Using visitor data to inform institutional decision-making” and “New Approaches to Exhibition Development.”
- June 18, 2015, Guest, “Arts in Crisis”, *The Agenda with Steve Paikin*, TV Ontario.
- Nov 5, 2013, “From Expert to Collaborator” presentation at Arts Forward Innovation Conference. <https://vimeo.com/78659932>.
- May, 2013, AAM Annual Conference, Baltimore Maryland: Using the Outcome Hierarchy to support institutional change and planning.
- April 2013, Houston Museum of Art, Leading Thinkers in Art Museum Education Series, The Future of Art Museum Education, invited speaker.
- March 2013, NAEA Annual Conference, Fort Worth, Texas: Building an Innovative Culture in Museums.
- November 12, 2012, Museums Adapting to a Changing World, invited speaker, Director’s Forum, University of Kansas Graduate School of Museum Studies.
- August 3, 2012 VSA Annual Conference, Raleigh, North Carolina, Observation Across Disciplines: A View from Visitor Studies.
- April 13, 2012, Full day Workshop, Engaging visitors in Art Museums, Figge Art Museum, Davenport, Iowa and Western Illinois University.
- April 12, 2012, Keynote Speaker, Innovative Approaches for the Twenty-First Century, Graduate Experience in Museum Studies Symposium, Western Illinois University.
- April 2012, Invited Speaker, 2012 Smith Leadership Symposium, Organizational Innovation and the Engagement Equation, Balboa Park Cultural Partnership.
- September, 2011, guest lecturer University of Kansas Graduate Program in Museum Studies, on visitor research and evaluation.
- May 23, 2010: AAM Annual Conference, Los Angeles, CA. Taking the First Step towards Customizing Exhibitions and Programs: A Workshop on how to meaningfully segment your audience through the use of Visitor’s Identity-Related Motivations.
- May 25, 2010: Participatory Learning in the Art Museum: Three Museums, Three Models.
- May 25, 2010: Optimize Volunteer Interpreters to Personalize Visitors’ Experiences.
- July 28, 2009: Visitor Studies Association Annual Conference, Houston, Texas: Visitor Research in Art Museums: does context change practice?
- May 1, 2009: AAM Annual Conference, Philadelphia, PA: Motivational Identity and Interpretation
- May 16, 2007: AAM Annual Conference, Chicago, IL: Institution-wide Interpretive Plans: Cases in Point
- May 15, 2007: AAM Annual Conference, Chicago, IL: Evidence and Impact: the role of museums and libraries in Out-of-school programs.

National Research Projects:

1. 2004 -2005 NASA listens to the 4 Corners: Co-PI on NASA Explorer Institute Report on NASA’s current and potential role in Informal Education and teacher development.
2. 2003-2004 NSF Funded Research Project: How do visitors to Natural History Museums understand evolution? With LA County NH Museum, Florida NH Museum, Smithsonian and Kansas University NH Museum. Resulted in a best practices conference, October 2004.

3. 2001-2002 National Science Foundation funded Research Project: Visitor Use and Understanding of Models in Science Learning.
4. 2006-2007 Engaging America's Youth: Final Report of a Study of IMLS funded Youth Programs 1998-2003. Project Director.

Professional Associations:

Chair, Board of Directors New Knowledge Organization - January 2012 to present

Board of Directors of the Education Committee (AAM) (2012- 2014).

Oregon State University - Professional Certificate in Free-Choice Learning in Informal Environments (FCL-IE) Advisory Board (2011-2013)

University of Kansas – Museum Studies Planning Committee (2012-2013)

Editorial Board – Museums and Social Issues: A Journal of Reflective Discourse – (2007 to 2014)

Board of Directors/Annual Conference Program Chair: National Association of Museum Exhibitors - 2007 to 2011.

Board of Directors, Visitor Studies Association 2001- August 2007

Executive Committee (Treasurer) of Visitor Studies Association 2001-2004