

Robert J. Stein

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@rjstein

Senior museum executive with extensive leadership experience within complex institutions. Proven success in delivering impact in audience engagement, digital innovation and technology leadership. Deep experience leading education and learning, audience growth, and fundraising initiatives to further the museum's international profile.

Professional Experience

American Alliance of Museums - AAM

Executive Vice President and Chief Program Officer, 2016 – Present

- Leads the implementation of the 2016-2020 Strategic Plan with focus areas in Diversity, Equity, Accessibility, and Inclusion; P-12 Education; and Financial Sustainability
- Executive leadership responsibilities for the largest professional organization of museums with 37 staff and annual budgets between \$9m-\$10m annually.
- Established AAM's integrated content team and leads the effort to relaunch the organization's digital content platform and strategy including the redesign of AAM's web platform serving 900k users and 5.9M+ page views each year.
- Supervises and directs the work of AAM's Center for the Future of Museums and established a professional consulting practice (Alliance Advisors) to grow thought leadership and consulting revenues. Includes business model design, creation, board approvals, and revenue growth goals.
- Leads AAM's work to nurture excellence in museum practice including oversight and stewardship of field-wide standards, best-practices, and accreditation of US museums.
- Directly responsible for AAM's flagship Annual Meeting and MuseumExpo – the largest convening of museum professional worldwide with more than 5,000 attendees and 200 sessions
- Project lead for the first comprehensive economic impact analysis of the US museum sector (October 2017). Secured funding from the Mellon Foundation and led economic impact analysis work by Oxford Economics
- Leads AAM's membership programs, benefits, and revenues from 5,000 museums and 30,000 individuals.
- Creates diverse partnerships among AAM's 22 Professional Networks, 27 affiliated organizations, and numerous state and regional museum organizations. Works closely with an international board to determine and execute the strategic direction of the organization.

Southern Methodist University, National Center for Arts Research – NCAR

Senior Advisor, 2016 – Present

- Advises on creation and implementation of performance benchmark dashboards for non-profits participating via DataArts' Cultural Data Project
- Represents the data needs of the museum sector among the larger cultural arts ecosystem

Dallas Museum of Art

Deputy Director, 2012 – 2016

- Senior leadership responsibility for the nation's 8th largest art museum. Direct supervisory responsibility for 170 staff and annual budgets of \$25M; including oversight responsibility for Finance, Human Resources, Conservation, Education, Marketing, IT, Libraries, Security, and Visitor Services
- Personally secured over \$10.8M in grants and private donations
- Created the first data-driven participation and loyalty platform (DMA Friends) in the cultural sector to harvest data about cultural participation in the Museum. Launched mirror programs in LA, Denver, Minneapolis, and Seoul, South Korea. Grew the program to over 150,000 members in 2.5 years.
- Cultivated a \$5M grant award for online collection digitization. Managed and hired the team to comprehensively digitize every object in the collection in less than three years. Created a team of art historians to research every on-view object and to create linked contextual content about the collection.
- Increased attendance by 50% from 485,000 to 730,000 in less than three years.
- Increased minority audience participation by 23%, increased first-time visitors to the Museum by 35%, and increased participation among millennials by 30%.
- Oversight of Conservation and Conservation Science initiatives through major research university partnerships
- Launched the DMA's first online scholarly publication and the first Museum-sector publication simultaneously published in print, app, and e-book.
- Increased Web Traffic to DMA.org, achieving a 30% increase in sessions, 26% increase in unique users, and a 43% increase in page views.
- Supervised diverse team of 30+ staff in the education department overseeing community outreach, audience engagement, public programming, and in-gallery interpretation

Indianapolis Museum of Art

Deputy Director for Research, Technology, and Engagement, 2010 – 2012

Chief Information Officer, 2006 – 2010

- Senior Executive leading a team of 50+ in Technology, Education, Media, Conservation, Science, Research, and Libraries. Total organization budgets in excess of \$32M.
- Awarded 4 consecutive National Leadership Grants from the Institute for Museum and Library Services. Total funding in excess of \$3M.
- Founded the IMALab, a software consulting firm for the cultural sector, as a subsidiary of the Indianapolis Museum of Art. Clients include the Art Institute of Chicago, the Smithsonian, The Getty Foundation, and the Corning Museum of Glass. Annual net revenues between \$250k-\$500k.
- Established Conservation Science initiative including fundraising and construction for research laboratory facilities.

- Established audience centered research focus for Education and Engagement division, dramatically retooling the experience for visitors to the museum and informing the museums practice for engaging audiences.
- Created the digital scholarship platform for the Online Scholarly Catalogue Initiative together with the Art Institute of Chicago and the Getty Foundation (OSCIToolkit.org) to flexibly publish digital scholarship and technical art history.
- Created and Launched ArtBabble.org, the first HD streaming video channel dedicated to art which today features more than 60 international partners. First use of cloud computing services and HD-video streaming in the cultural sector.
- Launched a consortium of cultural non-profits and commercial organizations to standardize content strategies for mobile apps (TAP/TourML). Framework adopted and deployed in commercial products and museum mobile apps including Museum of Fine Arts, Boston, Crystal Bridges Museum of American Art, and the Art Institute of Chicago.
- Project Director for a diverse partnership among 21 Museums to research folksonomy and social tagging in Museums as applied to online collections (Steve.Museum)

Indiana University, Pervasive Technology Labs

Assistant Director, 2004 – 2006

Senior Technical Lead, 2002 – 2004

Primary technical leadership for research projects in science communication, discovery, and analysis. Works directly with domain specialists to create interactive environments and scientific graphics supporting: molecular simulation, photographic data sets of environmental biodiversity, information systems for environmental preservation of riparian ecosystems, stereo-rendering of brain function and other neurological systems, and representing co-variance simulations of sea-surface warming effects.

University of Illinois, National Center for Supercomputing Applications – NCSA

Senior Visualization Programmer, 1997 – 2002

Web and Media Specialist, 1996 – 1997

Senior staff member pioneering early virtual reality systems and high-resolution displays for science communication and analysis of astrophysical systems, nuclear simulations, severe weather phenomena, water quality forecast simulations and immersive visualization of medical imaging.

Silicon Graphics Computer Systems

Web and Technology Support, 1995 – 1996

Education

1996: B.S., Electrical and Computer Engineering, University of Illinois, Urbana Champaign

Recent Grants / Fundraising

- Principle Investigator. *In Conversation: Future Thinking about Museums and Technology*. The John S. and James L. Knight Foundation. January 2018. **\$72,600**
- Project Director. *Garnering Support for the Economic and Social Value of Museums to American Communities*. The Mellon Foundation. May 2017. **\$150,000**.
- Project Director. *Supporting Free Access and Free Admission*. The O'Donnell Foundation. November 2013. **\$9,000,000**.
- Supporting a transition to free admission*. Meadows Foundation. 2013-2015. **\$400,000**.
- Supporting New Technology Initiatives*. Private Donor. 2013-2016. **\$400,000**.
- Principle Investigator. *Building for Engagement: Participation at Scale in Art Museums*. Institute for Museum and Library Services – National Leadership Grant. November 2013. **\$458,000**.
- Project Director. *Laboratory for Museum Innovation*. Texas Instruments, AT&T, and Private Donor. 2012. **\$300,000**.
- Supporting Research into Visitor Engagement at the DMA*. Private Donor. September 2012. **\$250,000**.
- Principle Investigator. *TourML and TAP: A Toolkit Supporting Museum Mobile Experiences*. Institute for Museum and Library Services – National Leadership Grant. November 2011. **\$420,000**.
- Principle Investigator. *The Online Scholarly Catalogue Initiative: Building a Toolkit for Online Scholarly Publishing*. The Getty Foundation. October 2011. **\$237,000**.
- Principle Investigator. *Learning How Visitors Look: Applications of Eye Tracking Research*. Institute for Museum and Library Services. July 2011. **\$20,000**
- Principle Investigator. *BabbleForum: Connecting Teachers to ArtBabble.org*. Ball Brothers Foundation. 2010. **\$50,000**.
- Principle Investigator. *ArtBabble: A Collaborative Niche Content Portal for Art and Artists*. Ball Brothers Foundation. 2008. **\$50,000**.
- Technical Director, *Steve in Action: Social Tagging Tools and Methods Applied*, Institute for Museum and Library Services – National Leadership Grant. 2008-2011. **\$995,275**.
- Technical Director, *T3: Text, Tags, Trust to Improve Image Access for Museums and Libraries*, Institute for Museum and Library Services – National Leadership Grant. 2008-2011. **\$996,750**.
- Principle Investigator, *Steve.Museum: Researching Social Tagging and Folksonomy in Art Museums*, Institute for Museum and Library Services – National Leadership Grant. 2006-2009. **\$384,784**.

Featured Press

- Cannell, Michael. "Museums Turn to Technology to Boost Attendance by Millennials." *New York Times*, March 17, 2015. <http://www.nytimes.com/2015/03/19/arts/artsspecial/museums-turn-to-technology-to-boost-attendance-by-millennials.html>.
- Gamerman, Ellen. "When the Art Is Watching You." *Wall Street Journal*, December 11, 2014. <http://www.wsj.com/articles/when-the-art-is-watching-you-1418338759>.
- Halperin, Julia, and Javier Pes. "How to Avoid a Digital Boom and Bust." *The Art Newspaper*, April 9, 2014. <http://www.theartnewspaper.com/articles/How-to-avoid-a-digital-boom-and-bust/32124>.
- Tozzi, John. "Dallas Museum of Art Trades Memberships for Data." *Bloomberg Businessweek*, February 20, 2014. <http://www.businessweek.com/articles/2014-02-20/dallas-museum-of-art-trades-memberships-for-data>.
- MacManus, Richard. "Social Media Case Study: ArtBabble Shows How Video Is Done." *New York Times*, *ReadWriteWeb*, September 6, 2012. <http://www.nytimes.com/external/readwriteweb/2011/09/07/07readwriteweb-social-media-case-study-artbabble-shows-how-69702.html>.
- Chayka, Kyle. "The Dallas Museum of Art Scores \$300,000 to Launch an Experimental "Laboratory for Museum Innovation." *The Huffington Post*, June 22, 2012. http://www.huffingtonpost.com/artinfo/the-dallas-museum-of-art-_b_1619631.html.
- Vogel, Carol. "Four Innovating for Museums Online." *New York Times*, March 16, 2011. <http://nyti.ms/f71V9I>.
- Taylor, Kate. "ArtBabble Site Opens Window to the World of Museums." *New York Times*, April 6, 2009. <http://nyti.ms/185Uy4>.

Selected Publications / Lectures

- Stein, Robert, Sina Bahram, and Pattie Reeves. *Developing For The Broadest Access: Practical Strategies For Creating Accessible Digital Products*. Professional Forum. Museums and the Web 2018. Vancouver, CA. April 2018.
- Rao, Seema and Stein, Robert. *To journey in Twitter canoes: Methods to understand the mechanisms and meaning in Twitter conversations*. *MW18: MW 2018*. Published February 6, 2018. <https://mw18.mwconf.org/paper/to-journey-in-twitter-canoes-methods-to-understand-the-mechanisms-and-meaning-in-twitter-conversations/>
- Stein, Robert. 2018. *Seeing Through a Global Lens*. Keynote Address. 2018 Working Internationally Conference. ICOM-UK and UK Museum Directors. Edinburgh, Scotland. March 2018.
- Stein, Robert. 2018. *Advocacy Power Tools: New Data to Advance Your Efforts*. Featured Presentation. Museums Advocacy Day 2018. Washington, D.C. February 2018.
- Oxford Economics, Stein, Robert. *Museums as Economic Engines: A National Study of Economic Impact*. Research and Report. American Alliance of Museums. December 2017.
- Stein, Robert. 2017. *When the Library Meets the Network*. Keynote Address, Sharing is Caring 2017. Aarhus, Denmark. November 2017.

- Stein, Robert, Kaywin Feldman, Seb Chan, Colleen Dilenschneider, Kari Alldredge. 2016. *The Line between Creepy and Cool: Getting Data Driven Decisions Right*. American Alliance of Museums Annual Meeting, St. Louis, MO. May 2016.
- Stein, Robert. 2016. *A Body in Balance: Imagining an Ecology of Museums*. Keynote Presentation, Visitor Experience Conference. Philadelphia, PA. April 2016.
- Stein, Robert. 2016. *Making Sense of the Storm: Knowledge and the Future of Museum Publishing*. Keynote Presentation, National Museum Publishing Seminar, Chicago, IL, May 12. <https://grahamschool.uchicago.edu/noncredit/professional-development/national-museum-publishing/index>.
- Stein, Robert. 2015a. *Connecting to Visitors at Scale: How a Data-Driven Approach to Visitor Engagement Can Help Museums Reach Large Audiences Effectively*. Invited Lecture, National Museum of Modern and Contemporary Art, Seoul, Korea, April.
- Stein, Robert. 2015b. *Charting the Course: Using Data in the Museum to Explore, Innovate, and Reach New Audiences*. Keynote presented at the We Are Museums 2015, Berlin, Germany, June 3. <http://wam15.wearemuseums.com/sessions/charting-the-course-using-data-in-the-museum-to-explore-innovate-and-reach-new-audiences/>.
- Stein, Robert. 2015c. *Museums... So What?* In CODE|WORDS: Technology and Theory in the Museum, 268. MuseumsETC. <http://museumsetc.com/products/code-words>.
- Stein, Robert, Ed Rodley, and Susan Cairns. 2014. *CODE | WORDS: Technology and Theory in the Museum An Experiment in Online Publishing and Discourse*. CODE | WORDS Technology and Theory in the Museum. May 9. <https://medium.com/code-words-technology-and-theory-in-the-museum/code-words-technology-and-theory-in-the-museum-f63dabc61f47>.
- Stein, Robert, and Bruce Wyman. 2014. *Seeing the Forest and the Trees: How Engagement Analytics Can Help Museums Connect to Audiences at Scale*. Lecture presented at the Museums and the Web, Baltimore, MD, April 2. <http://www.slideshare.net/rstein/mw2014-friends-analytics>.
- Stein, Robert. 2014a. *Connecting the Dots: How Digital Methods Become the Glue That Binds Cultural Heritage to Contemporary Society*. Keynote presented at the Museums and the Web Florence 2014, Florence, Italy, February 19. <http://www.slideshare.net/rstein/connecting-the-dots-43304062>.
- Stein, Robert. 2014b. *Friends with Benefits: How a Platform of Engagement Can Drive Decision-Making and Impact in Museums*. Invited Lecture presented at the Museum Trustees Association Annual Meeting, Dallas, TX, April. <http://www.slideshare.net/rstein/friends-with-benefits-33954025>.
- Stein, Robert. 2014c. *Museums... So What?* CODE | WORDS Technology and Theory in the Museum. June 4. <https://medium.com/code-words-technology-and-theory-in-the-museum/museums-so-what-7b4594e72283>.
- Stein, Robert. 2014d. *Experience Mining: Understanding Cultural Participation in Museums*. Keynote presented at the Museums and the Web Asia 2014, Daejeon, South Korea, October 8. <http://www.slideshare.net/rstein/experience-mining-understanding-cultural-participation-in-museums>.
- Stein, Robert. 2014e. *Reading the Tea Leaves: Global Opportunities for Tomorrow's Museums*. Keynote presented at the Communicating the Museum, Sydney, AUS, October 12. <http://www.slideshare.net/rstein/reading-the-tea-leaves-global-trends-and-opportunities-for-tomorrows-museums>.

- Stein, Robert. 2013a. *Museums and Civic Responsibility*. Invited Lecture presented at the Association of Art Museum Curators Annual Meeting, New York, NY, May 5. <http://www.slideshare.net/rstein/museums-and-civic-responsibility>.
- Stein, Robert. 2013b. *Participation at Scale: Leveraging Incentive and Gamification to Promote Museum Engagement*. Invited Lecture presented at the MuseumNext 2013, Amsterdam, NL, May 13. <http://www.slideshare.net/rstein/participation-at-scale-rstein-museum-next-2013>.
- Stein, Robert, and Bruce Wyman. 2013. *Nurturing Engagement: How Technology and Business Model Alignment Can Transform Visitor Participation in the Museum*. In *Museums and the Web 2013*. Portland, OR: Museums and the Web. <http://mw2013.museumsandtheweb.com/paper/nurturing-engagement/>.
- Stein, Robert. 2012a. *Museum Innovation: Risk, Experimentation and New Ideas*. Museum ID. <http://www.museum-id.com/idea-detail.asp?id=379>.
- Stein, Robert. 2012b. *Conversation & Collaboration: Strategies to Cultivate Meaningful Engagement with Cultural Audiences*. Invited Lecture presented at the New Media Seminar Series - Bard Graduate Center, New York, NY, February 22. <http://www.slideshare.net/rstein/engaging-cultural-audiences>.
- Stein, Robert. 2012c. *Desperately Seeking Innovation: Making Connections between Art and Science*. *Dimensions Magazine*: Association of Science and Technology Centers, April. <http://rjstein.com/portfolio/desperately-seeking-innovation/>.
- Stein, Robert. 2012d. *Chiming in on Museums and Participatory Culture*. *Curator: The Museum Journal* 55 (2).
- Stein, Robert. 2012e. *Designing for Engagement: Changing the Museum to Build Participation*. Invited Lecture presented at the NODEM 2012 Hong Kong Future Culture: [In]tangible Heritage | Design | Cross Media. MWA2013, Hong Kong, December 5. <http://www.slideshare.net/rstein/nurturing-engagement>.
- Filippini-Fantoni, Silvia, and Robert Stein. 2012. *Exploring the Relationship Between Visitor Motivation and Engagement in Online Museum Audiences*. In *Museums and the Web 2012*. San Diego, CA: Museums and the Web. http://www.museumsandtheweb.com/mw2012/papers/exploring_the_relationship_between_visitor_mot.
- Stein, Robert. 2011a. *Crowd-Sourcing Art History: Research and Applications of Social Tagging for Museums*. In *Research Infrastructures in the Digital Humanities*, 18–19. Strasbourg, FR: European Science Foundation. <http://www.esf.org/research-areas/humanities/strategic-activities/research-infrastructures-in-the-humanities.html>.
- Stein, Robert. 2011b. *Towards a Reputation Economy: How Openness and Transparency Become a Central Business Strategy*. Invited Lecture presented at the DISH2011: Digital Strategies for Cultural Heritage, Rotterdam, NL, December. <http://www.slideshare.net/rstein/towards-a-reputation-economy-how-openness-and-transparency-become-a-central-business-strategy-for-cultural-heritage>.
- Stein, Robert. 2010a. *Visitors as Data: Creating a Reinforcing Relationship with User Engagement*. presented at the WebWise 2010, Denver, CO, March.
- Stein, Robert. 2010b. *ArtBabble: Exploring Collaborative Content and Niche Portals*. Invited Lecture presented at the MuseumNext 2010, London, UK, April.
- Stein, Robert. 2010c. *A Clear View on Transparency: The How's and Why's of Performance Dashboards for Non-Profits*. Invited Lecture presented at the Indiana Non-Profit CPA Society Annual Meeting, Indianapolis, IN, June 10.

Stein, Robert. 2010d. *Collaboration through Common Interest*. Invited Lecture presented at the OCLC / IMLS Collaboration Forum, Washington, D.C., September 20.

Stein, Robert. 2009. *User Generated Content: Examples from Two Sides of the Coin*. Invited Lecture presented at the Association of Midwest Museums Annual Conference, Chicago, IL, June.

Stein, Robert. 2008. *Institutional Dashboards: The How's and Why's of Transparency at the Indianapolis Museum of Art*. presented at the Museum Computer Network 2008, Washington, D.C., November.

Chun, Susan, Robert Stein, and Michael Jenkins. 2007. *Open Source, Open Access: New Models for Museums*. In *The Digital Museum: A Think Guide*, edited by Herminia Din and Phyllis Hect. Washington, D.C.: American Association of Museums.