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Laura Huerta Migus, Executive Director

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Jeannette K. Thomas, Senior Director, Development & Advocacy

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Jen Rehkamp, Director, Field Services

Brendan Cartwright, Program Manager, Special Initiatives

Sharon Chiat, CMP, Program Manager, Events

Maria Sulima, Membership Manager

Dana Weinstein, Development and Initiatives Manager

Alison Howard, Communications Manager

Julia Jin, Association Coordinator

Mary Maher, Editor, Hand to Hand
Message from the Executive Director

2016 was an incredibly challenging year. In our home cities around the world, we saw a number of discouraging trends. Children became increasingly marginalized by economics and exploited by politics. In too many countries, refugee children along with their families struggled simply to survive, let alone grow, imagine, and thrive. Public funding supporting the arts, science, education, and childhood development—the very heart of children's museums—was questioned and too often reduced.

And yet, 2016 was also a year of serious accomplishment and growing hope. As a community, ACM members came together to refine our purpose and define our future. In collaboration with our members and stakeholders, we staked out a new Strategic Roadmap that is ambitious—and achievable. This professional rededication by our members reflects well on us all and honors the children and families we serve.

In this report you’ll see only a few of the many activities spearheaded this past year by ACM, and what each has accomplished. Our field should be proud of our collective, long-standing principles to share, learn, and serve. On behalf of the entire ACM staff, I salute you and thank you.

In that light, I hope you see, as I do, that everything the Association and our members have accomplished in 2016 is foundational and supportive of what we will achieve in 2017 and beyond. Children's museums do not live within a single, yearly slice of time; at their best they change, they evolve, they become better at giving children everywhere a chance to explore, an opportunity to imagine, and a safe place to grow.

My thanks and my respect to you all,

– Laura Huerta Migus
A child plays in *Hello from Japan!*, one of five traveling exhibits in the Asian Culture Exhibit Series, at the Children's Museum of Manhattan.
About ACM

Since its founding in 1962, the Association of Children’s Museums (ACM) has become the world’s foremost professional member-services organization for the children’s museum field. With more than 400 members in 48 states and 20 countries, we leverage the collective knowledge and experience of children’s museums through a host of meetings, publications, and creative exchanges, both in person and online.

Our Mission

ACM champions children’s museums worldwide.

Our Vision

A world that honors all children and respects the diverse ways in which they learn and develop.

Our Core Values

- **Membership and Community**: Our primary focus is working with and on behalf of our membership. All activities are in service to the enrichment, expansion, and advancement of this community.

- **Leadership and Innovation**: We pay close attention to emerging trends and opportunities for advancing and elevating the field through risk-taking, while being accountable to our mission and fiscal responsibilities.

- **Collaboration**: We implement our work through partnership and dialogue with our members and other stakeholders to ensure equitable and inclusive processes and effective outcomes.

**Who We Are and What We Do**

The children’s museum field serves 31 million visitors every year.

**Why We Do What We Do**

We believe children’s museums are unique community institutions where…

- Children are valued citizens with the right to developmentally-appropriate and high-quality learning experiences.

- Play is learning, and it is critical to the healthy social, emotional, and cognitive development of children.

- Family, culture, environment, and society are recognized as critical factors in all children’s lives to serve them effectively.

- Pursuing equity and inclusion is a best-practice that reflects a commitment to serving all children and families and advancing the growth of our field.
Soweto Melodic Voices performs during Collective Impact Live! at InterActivity 2016.
Developing Our New Strategic Roadmap

In October 2016, after a year-long effort gathering feedback from the field at large, the board approved new mission and vision statements to headline ACM’s new Strategic Roadmap, a living document to outline the Association’s strategic priorities in the years to come (see the Roadmap on the back cover). New vision and mission statements anchor the document:

**Our Vision:** A world that honors all children and respects the diverse ways in which they learn and develop.

**Our Mission:** ACM champions children’s museums worldwide.

The Roadmap was created to replace ACM’s previous 2011-2015 Strategic Framework. The process began at ACM’s October 2015 Board Meeting, and continued throughout 2016 as our board and staff gathered feedback from the membership. This included outreach at ACM’s signature professional development event, InterActivity, by setting up whiteboards where attendees could respond to two key questions: “What can ACM do for you?” and “What inspires your work?” The answers were used to craft an early draft of the Strategic Roadmap. During the summer of 2016, board members also scheduled conference calls with many ACM museum members to review this draft. This feedback resulted in the discussion draft for the October 2016 Board Meeting, where it was approved after revisions to the vision and mission statements.

**2017 and Beyond:** The new Strategic Roadmap directly informs all of ACM’s planning and activities. As an adaptable document, it can be modified to guide ACM no matter what challenges arise in the coming years. This includes rapid-response programming such as ACM’s 90 Days of Action, a social media campaign to highlight the work children’s museums do to serve immigrant and refugee families, which was started in February 2017 in direct response to current events.

Improving Organizational Infrastructure

In 2015, ACM received a $180,000 capacity-building grant from Fidelity Charitable Trust to update our technological infrastructure. Significant improvements were made throughout 2016: We improved our remote working capabilities by providing staff with laptop computers to replace older desktops. We transferred all the Association’s internal files from a server to Microsoft’s cloud-based Box program, as well as replaced our outdated phone system. We also initiated the process to upgrade our customer relationship management (CRM) database (to be completed in 2017).
2017 and Beyond: ACM’s technology upgrades will allow the Association to become more nimble and responsive to member needs. It will allow for increased productivity by facilitating staff travel and updating on-site payment at InterActivity and other ACM events. The CRM upgrade will give ACM members more control over the data ACM has, increasing security and engagement.

Expanding Our Reach
Throughout 2016, ACM pursued key areas of growth within new-to-us markets, both for our membership and business development interests.

• From March 2-4, 2016, ACM coordinated the Central America & Caribbean Children’s Museum Summit in Guatemala City, Guatemala, bringing together children’s museum representatives from the Museo de los Niños (San José, Costa Rica), Museo Tin Marín (San Salvador, El Salvador), MUMA: Aruba Children’s Museum of Art & Creativity (Oranjestad), and the emerging Museo de los Niños Nicaragua. The summit was attended by ACM staff Laura Huerta Migus and Maria Sulima and ACM board members Tanya Andrews and Juan Carlos Novoa (also Executive Director of Museo Tin Marín).

• In 2016, Laura Huerta Migus provided an entry on museums for the second edition of the Encyclopedia of Human Development, compiled by Neil Salkind at the University of Kansas. The reference work will be released in 2017.

2017 and Beyond: The success of the Central America & Caribbean Children’s Museum Summit has invigorated ACM to coordinate more in-person meetings to facilitate exchange. In 2017, this has manifested itself in in-person meetings for Museums for All, the Children’s Museum Research Network, and other projects. ACM is also increasing its capacity to respond to media requests, and broadcast our members’ accomplishments widely.

Supporting Partnerships and Advocacy

• In 2016, ACM continued its sponsorship of the American Alliance of Museum’s Advocacy Day program for the seventh year. Fifteen children’s museum members attended the summit from February 21-22, and Laura Huerta Migus gave remarks at the Congressional Kickoff and Breakfast on Capitol Hill.

• On February 26, 2016, ACM Executive Director Laura Huerta Migus was named a White House Champion of Change for Summer Opportunity, on behalf of the work of children’s museums in supporting learning over the summer. The honor also marked ACM’s partnership with Ultimate Block Party to bring the science of learning through playful community events at children’s museums and other organizations.

• In 2016, ACM supported Houghton Mifflin Harcourt in developing the Curious World Tour, a mobile children’s museum experience that toured Texas and California from June to August, stopping in nine cities. The tour included free events at two ACM member museums: Kidspace Children’s Museum in Pasadena, CA, and the Children’s Creativity Museum in San Francisco.

• In August, ACM coordinated Horizon Organic Sampling Events with three of our member museums, tied to existing museum events celebrating the start of the school year: Portland Children’s Museum, Port Discovery Children’s Museum in Baltimore, MD, and Miami Children’s Museum.

• The Cultural Competence Learning Institute (CCLI) is both a process and set of resources designed to help museums increase their organizational capacity around diversity and culture. Led by the Children’s Discovery Museum of San Jose in cooperation with ACM, the Association of Science-Technology Centers (ASTC), and Garibay Group., CCLI encourages museums to identify and build from their strengths in order to maximize the benefits of diversity within their workforce and improve services offered to people from different cultural backgrounds. As of December 2016, 17 museums had participated in four CCLI cohorts.
2017 and Beyond: In 2017, ACM is continuing its robust pursuit of partnerships that offer a win-win for our member institutions. For instance, ACM supports the Kids Food Festival, a nonprofit hosting events to encourage lifelong healthy eating habits at 10 children’s museums across the U.S. from March to July 2017.

Sharing Expertise
Throughout 2016, ACM leaders provided expertise to convenings throughout the U.S. to share our Association’s unique perspective.

• Senior Director of Professional Development Victoria Garvin represented ACM at the November 2015 convening of the Coalition to Advance Learning in Libraries, Archives and Museums, facilitated by the Institute of Museum and Library Services and the Online Computer Library Center.

• On April 19, Laura Huerta Migus spoke at PlayScience’s Sandbox Summit at Massachusetts Institute of Technology. Her panel, The ROI of Developing for Impact, brought together leaders across sectors on how to build a sustainable business models for both nonprofits and for-profit companies.


• On August 25, the National Academies of Sciences, Engineering, and Medicine hosted a day-long workshop on summer learning opportunities. Laura Huerta Migus participated in two panel discussions: The Value of Play and Program Quality, Evaluation, and Data Sharing, both of which resulted in white papers.

• On October 19, Laura Huerta Migus also spoke at the Asia Pacific Children’s Museum Conference in Hawaii on “The Importance of Play as a Mechanism for Children’s Learning and Development.”

2017 and Beyond: ACM’s leadership team continues to speak at keynote addresses, galas, workshops, conferences, and more, sharing our field’s message of putting children’s first. This ties into ACM’s ongoing work to provide useful messaging strategies to our members about the unique value of children’s museums as educational laboratories promoting playful, hands-on learning.

Engaging Members
• In collaboration with ASTC, the ASTC-ACM 2016 Workforce Survey was released in early 2017, providing an update of the 2011 report. 132 ACM member museums participated in providing comprehensive salary data for the report, out of 199 participants. The 161-page report contains a compensation overview of 25 staff positions; CEO profiles containing demographics, education background, and more; and data on four categories of floor staff (permanent full-time, permanent part-time, seasonal paid, and unpaid volunteer). A separate chapter is devoted to operations trends identified by more than 150 responding CEOs and Executive Directors.
• ACM Membership Survey: From October 2016 to February 2017, ACM collected responses for its ACM Membership Survey, providing an update to the 2011 ACM Membership Survey Data. ACM incentivized participation in the survey by offering a raffle for two Rigamajig sets, provided by ACM’s Affinity Partner, KaBOOM! (won by WOW! Children’s Museum and Cookeville Children’s Museum). The results of the ACM Member Survey will be made available in Fall 2017.

• Staff from 23 ACM member museums contributed pieces to ACM’s quarterly journal, Hand to Hand, throughout 2016. The journal has been in publication since 1987. The issues released included:
  - Telling Museum Stories (Winter 2015/2016)
  - Children’s Museum Research Network (Spring 2016)
  - The Maker Movement (Spring 2016)
  - Social Justice (Fall 2016)

• Over the course of 2016, ACM staff completed 5 in-person visits to member museums.

• E-Forum is shared with an average 2,800 staff members from our member institutions each month. The e-blast contains information about grant opportunities, job postings, exhibit rentals, and advocacy opportunities, as well as shares media coverage of our member museums.

2017 and Beyond: Data from the 2016 ACM Member Survey will be used to update ACM’S Benchmark Calculator and Custom Query Reports, as well as inform new data reports about the children’s museum field. This includes a series of ten Trend Reports, drafted in collaboration with New Knowledge. Notably, these reports will be tailored to reflect the challenges faced by museums of different sizes. Offered as a subscription, they’ll provide a substantial new industry research product to augment ACM offerings and support members’ strategic planning.

In 2017, ACM is also rolling out streamlined Membership Categories to better classify our members. As part of our technology upgrade, we’ll also be debuting a new Member Portal for members to access survey data and other benefits.

Expanding Professional Development

InterActivity: InterActivity 2016 included new content and public programming, reflecting ACM’s unique partnership with our host museum, Stepping Stones Museum for Children, and the theme, Collective Impact. More than 900 children’s museum leaders, staff, and stakeholders attended the conference held in Norwalk, CT from May 4-7.

• This included a special town meeting during which InterActivity attendees and Norwalk community stakeholders gathered to discuss and vote on a resolution for children’s museums to work to close the achievement gap. The event was followed by the first ever public-facing event offered during InterActivity: Norwalk’s Ultimate Block Party, which was planned by Stepping Stones and attended by more than 2,000 area children and families.

• Geoffrey Canada was honored with the 2016 ACM Great Friend to Kids Award for making the world a better place for kids through his work with the Harlem Children’s Zone®.

• InterActivity 2016 also marked the first-ever Children’s Museum Fashion Show, an opportunity to showcase the fun and creativity of our field. 17 museums created costumes for the event, with 23 models walking the runway.

• Representatives from 18 ACM member museums, as well as two ACM business members, participated in the InterActivity 2016 Program Committee, reviewing session applications to shape the conference.
Webinars: ACM offered nine webinars throughout 2016 as part of our effort to expand our professional development offerings, viewed by 635 live attendees, with another 169 webinar recording viewers. This included ACM’s first ever fee-based webinar, held in partnership with the TEC Center at Erikson Institute, “How Much Do We Know About Young Children and Technology? (And What Do We Need to Know?).” The other eight webinars were free as a benefit for members.

Workshop: ACM partnered with the Kentucky Science Center and Hands On! Studio to offer our first in-person workshop, “A Transformative Approach to Exhibit Planning,” from July 12-14. 28 participants attended. Said one attendee, “I have long surmised that the exhibit planning process did not have to be designed to conform to an Excel spreadsheet. Now I have the proof!”

2017 and Beyond: ACM is rolling out a new system for categorizing professional development, to expand even further beyond InterActivity. Our monthly webinars fall into four categories: High Quality Practices, CEO Support, Best of InterActivity, and finally, Outside Insights, which are fee-based webinars partnering with organizations outside of the children’s museum field. In collaboration with the Children’s Museum of Denver at Marsico Campus, ACM is also replicating its workshop model with the Designing for Adventure Workshop from June 5-6, 2017. Additionally, ACM has already started planning our next two InterActivity conferences: InterActivity 2018, hosted by Marbles Kids Museum from May 15-18, 2018, and InterActivity 2019, hosted by the Children’s Museum of Denver at Marsico Campus from May 8-11, 2019.
Building Knowledge


CMRN participants have met regularly over the past two years with the goal of conducting three to five research studies to address questions posed in the Research Agenda. 2016 marked the completion of the first study, a project focused on analyzing existing learning frameworks in use by museums in the network, diving deep into shared vocabulary and learning theories. The findings were disseminated in a special Spring 2016 issue of Hand to Hand.

Network leaders authored a blog post about CMRN for CAISE’s Informal Science blog, which appeared on September 1, 2016.

2017 and Beyond: After analyzing learning frameworks, the Children’s Museum’s Research Network is now tackling the other studies identified in 2014: Learning
Approaches, Play, and Outcomes. This work will be focused around the question: Do we need to develop common language, outcomes, and learning approaches to demonstrate the impact of children’s museums?

**Sustaining Special Initiatives**

**Museums for All**, an initiative of the Institute of Museum and Library Services (IMLS), administered by ACM, is a signature access program encouraging citizens of all backgrounds to build lifelong museum-going habits. Participating museums offer individual admission fees ranging from free to $3.00 (USD) to individuals and families presenting an Electronic Benefits Transfer (EBT) card, and a valid form of photo ID. The original cooperative agreement was scheduled to run for 18 months, but it has been extended to go through March 31, 2018.

In 2016, 90 institutions in 30 states (including 36 ACM member museums) joined Museums for All (increasing the total number of participants to 136 institutions by December 2016). Other institutions included science centers, art museums, aquariums, and botanical gardens.

**Freeman Foundation Asian Culture Exhibit Series**

Launched in 2014 with funding from the Freeman Foundation, this exhibit series includes five traveling exhibits produced by ACM member museums to share contemporary life in Asia with diverse audiences:

- **Children of Hangzhou:** Connecting with China, produced by Boston Children’s Museum
- **Children’s China:** Celebrating Culture, Character and Confucius, produced by The Magic House, St. Louis Children’s Museum
- **Heart and Seoul:** Growing Up in Korea, produced by Children’s Museum of Houston
- **Hello from Japan!**, produced by Children’s Museum of Manhattan
- **Voyage to Vietnam:** Celebrating the Tet Festival, produced by Children’s Discovery Museum of San Jose
- Additionally, Boston Children’s Museum developed a mobile app, the League of Extraordinary Bloggers, to extend the exhibit experiences and connect visitors with more resources to explore Asian cultures.

At the project’s midway point in November 2016, 2 million people had visited exhibits in the Asian Culture Exhibit Series—exceeding our original goal of 2 million visitors over the entire life of the tour. The series has traveled to 28 museums in 22 states, including 13 museums in major cities, 12 in suburban locations, and three in rural communities. It will ultimately reach 50 museums in 31 states. Nearly 78,000 visitors attended as part of a group, and 95,000 attended with free or reduced admission to the museums.

**2017 and Beyond:** In 2017, ACM launched an advertising partnership with PBS Parents to promote the Freeman Exhibits in the final two years of the tour. In partnership with IMLS, Museums for All will continue to aggressively pursue its goal of 250 museum participants by March 31, 2018.
Children play in *Hello from Japan!* one of five traveling exhibits in the Asian Culture Exhibit Series, at the Children’s Museum of Manhattan.
FY2016 Supporters

ACM VISIONARY MEMBERS
Argyle Design
Blackbaud
Discount School Supply
Hands On! Studio
RedBox Workshop
Roto
Science Kinetics
Sietecolores Ideas Interactivas

MUSEUM SPONSOR MEMBERS
Boston Children's Museum
Chicago Children's Museum
Children's Museum of Houston
Discovery Place
Minnesota Children's Museum
Minnesota Children's Museum Rochester
Please Touch Museum
The Magic House, St. Louis Children's Museum

IMPACT FUND SUPPORTERS
Joe Hastings
Catherine Horne
Marilee Jennings
Rhonda Kiest
Alison Hill Langham
Collette Michaud
Al Najjar
Michael Shanklin
Charlie Trautmann
Jeanne Vergeront
Michael Yankovich
Children's Museum of Green Bay
KidsQuest Children's Museum
Thinkery

MAJOR SUPPORTERS
Freeman Foundation
Institute of Museum and Library Services
Houghton Mifflin Harcourt

ADDITIONAL SUPPORT PROVIDED BY
Blackbaud
Horizon Organic
Nickelodeon
1220 Exhibits, Inc.
Cambridge Seven Associates, Inc.
Children's Museum of Houston
Haizlip Studio
Heartland Scenic Studio
Imagination Playground
Increment Studios
Jack Rouse Associates
Lee H. Skolnick Architecture + Design Partnership
Little Ray's Reptile Zoo
Luckey Climbers, LLC
Minnesota Children's Museum
The Portico Group
POW! (Paul Orselli Workshop, Inc.)
RedBox Workshop
Roto
Snap Entertainment
Universal Services Associates, Inc.
## Financial Overview

Thompson Greenspon & Co., P.C., performed the financial audit for ACM in fiscal year 2016, which ran from October 2015 to October 2016.

### Key Performance Indicators

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<th>KPI</th>
<th>FY2016</th>
<th>FY2015</th>
<th>Budget</th>
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<tr>
<td>ACM Membership</td>
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<td>Reciprocal Network Participation</td>
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<td>Number of IA Registrants</td>
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<td>InterActivity 2015: <em>Bringing the World to Children and Families</em> in Indianapolis, IN 946</td>
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You’re Invited to...

Make a Donation
You can donate to ACM any time through ACM’s Impact Fund. Your donation supports ACM programming including scholarships, InterActivity, advocacy, professional development, and data and research.

Attend InterActivity
InterActivity is ACM’s annual meeting—and the world’s largest convening of children’s museum professionals. Mark your calendar for next year’s conference, InterActivity 2018, hosted by Marbles Kids Museum from May 15-18 in Raleigh, NC.
ACM offers a number of membership levels for both individuals and for organizations. Each level is tailored to provide benefits to meet your needs. ACM supports its nearly 500 total museum, business, educational organization, and individual members through leadership, advocacy, professional development, and service.

Become a Museum Member

ACM ANNUAL MUSEUM MEMBERSHIP DUES

Open Museum Categories
Dues are based on annual operating income
Level I (under $250k): $450
Level 2 (under $500k): $800
Level 3 (under $1 million): $1,050
Level 4 (under $3 million): $1,400
Level 5 (under $5 million): $1,600
Level 6 ($5 million and over): $1,950

Special Museum Categories
Emerging Children’s Museum: $400
International Museum: $650
Sponsor Children’s Museum: $2,500

Individual Categories
Friends of the Field: $100
Student: $75

Organizational Categories
Academic/Research Institution: $450

Questions? Ask Maria Sulima, Membership Manager, at Maria.Sulima@ChildrensMuseums.org.

Become a Business Member

ACM ANNUAL BUSINESS MEMBERSHIP DUES

ACM business members represent a diverse range of organizations serving the field and supporting the growth of children’s museums in their communities. They gain exposure to a unique and focused audience through ACM membership while acknowledging the value of children’s museums worldwide.

Business Categories
Business Visionary: $2,500
Business Supporter: $750
Business Associate: $300

Questions? Ask Dana Weinstein, Development Manager, at Dana.Weinstein@ChildrensMuseums.org

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Twitter: @childmuseums
Facebook: @AssociationofChildrensMuseums

www.ChildrensMuseums.org
ASSOCIATION OF CHILDREN’S MUSEUMS

ACM is a community of museums all over the world, sharing the same vision: a world that honors all children.

We’re on our way to make this vision our reality.

Let’s go!

Our Vision
A world that honors all children and respects the diverse ways in which they learn and develop.

Build Capacity and Support Excellence of Children’s Museums
Promote and Champion Children’s Museums

Our Mission
ACM champions children’s museums worldwide.

Strategic Roadmap

Build our members’ capacity to proactively respond to critical issues
Nurture talent and leadership in the children’s museum workforce
Bolster positive public perception of children’s museums
Articulate and communicate field identity

Connect our members with current research and evidence to inform practice
Support high-quality operations across programs, service, and design
Facilitate and strengthen partnerships between our members and other organizations.
Promote attendance and engagement of children’s museums
Increase media visibility of children’s museums and ACM