

ELENA VILLAESPESA, Ph.D.

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EDUCATION

- Ph.D. in Museum Studies.** School of Museum Studies. University of Leicester. U.K. 2010 – 2016
Dissertation: *'The Museum Social Media Measurement Framework: Application of the Balanced Scorecard as a tool for evaluation and strategic management'*.
- MA in Arts Management.** University Carlos III, Madrid, Spain. 2007 - 2008
Thesis: *'A strategic plan for the center for contemporary creation Matadero Madrid'*.
- Course in Museum Studies.** University Alcalá de Henares, Spain. 2008
- Bachelor's Degree in Business Administration.** University Rey Juan Carlos, Madrid, Spain. Erasmus exchange program. Paris IX Dauphine University, France. 2000 - 2005

PROFESSIONAL EXPERIENCE

- Assistant Professor. School of Information. Pratt Institute.** Aug 2017 – present
Research and teaching areas: digital strategy and user experience research and evaluation methods applied to the cultural and museum sector.
Courses:
- INFO 644: Usability: Theory and Practice
 - INFO 645: Advanced Usability and UX evaluation
 - INFO 683: Museum Digital Strategy: Planning and Management
 - INFO 685: Digital Analytics: Web, Mobile and Social Media
- Associate Program Coordinator, MS in Museums and Digital Culture.** Aug 2019 - May 2020
- Digital Media Analyst. The Metropolitan Museum of Art.** Mar 2015 - present (PT since Aug 2017)
- Establish and oversee an analytics program to monitor and assess museum's digital platforms and programs (website, email marketing, social media, mobile apps, audio guide, interactives, and educational media).
 - Create holistic dashboards by pulling data from different data sources for presentations to colleagues across the organization.
 - Advise and provide training to internal stakeholders in the use of analytics tools.
- Tate Honorary Research Fellow 2015-17. Tate.** Jan 2015 - Dec 2017
- Researched on how to measure the impact and value of Tate's digital and social media activities.
 - Collaborated and provided expert advice for research on the area of digital in museums.
- Digital Producer and Analyst. Tate.** Jul 2010 - Feb 2015
- Managed the digital analytics at Tate working closely with all departments implementing a culture of digital analytics in the gallery.
 - Devised and implemented digital audience research and evaluation of different digital initiatives such as the website, social media, mobile apps and interactives in the gallery.
 - Worked in the production of Tate's website including outlining project scope and requirements, writing user stories, defining information architecture and web taxonomy, and stakeholder management.

- Researcher. 'Let's Get Real' Action Research Project. Culture24.** Jul 2012 – Jun 2013
- Benchmark of social media results across twenty cultural organizations in the UK collecting and analyzing both quantitative and qualitative data.
 - Definition of a social media metrics toolkit for museums.
- Administration Manager. Curatorial Department. Tate Modern.** Jan – Jun 2010
- General administration and finance support to the activities of the Curatorial Department at Tate Modern. Reviewed exhibition and department expenses.
 - Updated the collection database The Museum System (TMS).
 - Management of the administration team.
- Web Content Manager. Education & Research Department. Thyssen-Bornemisza Museum.** Oct 2007– Sep 2009
- Coordinated the redesign of the website www.educathyssen.org. Definition of the website functionalities, information architecture, and content migration.
 - Coordinated the production of digital content, primarily learning resources, games and interactives for exhibitions.
 - Managed social media sites and blog.
 - Analyzed online visitor statistics and implemented evaluation tools.

PUBLICATIONS

Journal articles and conference papers (peer-reviewed)

Villaespesa, E., and Crider, S. (2021), Computer Vision Tagging the Metropolitan Museum of Art's Collection: A Comparison of Three Systems, *Journal on Computing and Cultural Heritage*, Vol. 14 No. 3, pp. 1-17. DOI: <https://doi.org/10.1145/3446621>

Dease, N., **Villaespesa, E.**, and MacDonald, C. (2021) Working together: Using student-driven UX projects to improve library websites, *College & Undergraduate Libraries*, DOI: <http://doi.org/10.1080/10691316.2021.1888838>

Villaespesa, E. and Crider, S. (2021), A critical comparison analysis between human and machine-generated tags for the Metropolitan Museum of Art's collection, *Journal of Documentation*, Vol. 77 No. 4, pp. 946-964. DOI: <https://doi.org/10.1108/JD-04-2020-0060>

Villaespesa, E., and Murphy, O. (2021) This is not an apple! Benefits and challenges of applying computer vision to museum collections, *Museum Management and Curatorship*, DOI: <http://doi.org/10.1080/09647775.2021.1873827>

Navarrete, T., and **Villaespesa, E.** (2020) Digital Heritage Consumption: The Case of the Metropolitan Museum of Art. *magazén*, 1:2. Edizioni Ca' Foscari - Digital Publishing DOI: <http://doi.org/10.30687/mag/2724-3923/2020/02/004>

Navarrete, T., and **Villaespesa, E.** (2020), Image-based information: paintings in Wikipedia, *Journal of Documentation*, Vol. 77 No. 2, pp. 359-380, DOI: <https://doi.org/10.1108/JD-03-2020-0044>

Villaespesa, E., and Wowkowych, S. (2020). Ephemeral Storytelling with Social Media: Snapchat and Instagram Stories at the Brooklyn Museum. *Social Media + Society*, 6: 1, 1-13 DOI: <https://doi.org/10.1177/2056305119898776>

Villaespesa, E., and Álvarez, A. (2019). Visitor journey mapping at the Museo Nacional Thyssen-Bornemisza: bringing cross-departmental collaboration to build a holistic and integrated

visitor experience. *Museum Management and Curatorship*, 35: 2, 125-142. DOI: <https://doi.org/10.1080/09647775.2019.1638821>

Villaespesa, E. (2019). Museum Collections and Online Users: Development of a Segmentation Model for the Metropolitan Museum of Art, *Visitor Studies*, 22:2, 233-252. DOI: [10.1080/10645578.2019.1668679](https://doi.org/10.1080/10645578.2019.1668679)

Villaespesa, E., and Navarrete, T. (2019). Museum Collections on Wikipedia: Opening Up to Open Access Initiatives. *Museums and the Web 2019*, Boston. <https://mw19.mwconf.org/paper/museum-collections-on-wikipedia-opening-up-to-open-data-initiatives/>

Villaespesa, E., and Tanka, M. (2019). The Met's Object Page: Towards a new synthesis of scholarship and storytelling. *Museums and the Web 2019*, Boston. <https://mw19.mwconf.org/paper/the-mets-object-page-towards-a-new-synthesis-of-scholarship-and-storytelling/>

Maceli M., **Villaespesa E.,** and Adams S.A. (2019). Environmental Monitoring of Archival Collections: An Exploratory Study of Professionals' Data Monitoring Dashboard Needs and Related Challenges. In Taylor, N., Christian-Lamb, C., Martin, M., Nardi, B. (Eds.) *Information in Contemporary Society*. iConference 2019. Lecture Notes in Computer Science, vol 11420 (pp. 777-784). Springer, Cham. DOI: https://doi.org/10.1007/978-3-030-15742-5_73

Villaespesa, E. (2018). Evaluación de la estrategia digital en los museos: métodos y herramientas para web, redes sociales y móviles. *Periférica Internacional. Revista para el análisis de la cultural y el territorio*. DOI: <http://doi.org/10.25267/Periferica.2018.i19.06>

Villaespesa, E. (2015). An evaluation framework for success: Capture and measure your Social Media strategy using the Balanced Scorecard. *Museums and the Web 2015*, Chicago. <https://mw2015.museumsandtheweb.com/paper/an-evaluation-framework-for-success-capture-and-measure-your-social-media-strategy-using-the-balanced-scorecard/>

Villaespesa, E., and Stack, J. (2015). Finding the motivation behind a click: Definition and implementation of a website audience segmentation. *Museums and the Web 2015*, Chicago. <https://mw2015.museumsandtheweb.com/paper/finding-the-motivation-behind-a-click-definition-and-implementation-of-a-website-audience-segmentation/>

Villaespesa, E. (2013). Diving into the museum's social media stream. Analysis of the visitor experience In 140 characters. *Museums and the Web 2013*, Portland. <https://mw2013.museumsandtheweb.com/paper/diving-into-the-museums-social-media-stream/>

Villaespesa, E. and Tasich, T. (2012). Making sense of numbers: A journey of spreading the analytics culture at Tate. *Museums and the Web Conference 2012*, San Diego. https://www.museumsandtheweb.com/mw2012/papers/making_sense_of_numbers_a_journey_of_spreading.html

Book chapters

Murphy, O., and **Villaespesa, E.** (2021). Innovation, data and social responsibility, in Eid, H. and Forstrom, M., *Museum Innovation: Building More Equitable, Relevant and Impactful Museums*, Oxon and New York: Routledge, pp. 109-120.

French, A. and **Villaespesa, E.** (2019). AI, Visitor Experience, and Museum Operations: A Closer Look at the Possible, in Anderson, S., Bruno, I., Rao, S., Rodley, E., Ropeik, R., Hethmon, H., *Humanizing the Digital: Unproceedings from the MCN 2018 Conference*, pp. 101-113.

Judge, A., Massengill, D., **Villaespesa, E.**, (2017). Predicting our cultural future: Is 2016 the year of musedata?, in *The Museum Blog Book*, MuseumEtc, pp 124-130.

Malde, S., Finnis, J., Kennedy, A., Ridge, M., **Villaespesa, E.**, and Chan, S. (2015). Case Study 5.2 'Let's Get Real: A journey towards understanding and measuring digital engagement, in Showers, B., *Library Analytics and Metrics*, London: Facet Publishing, pp. 136–52.

Conference presentations

Villaespesa, E. (2021). Datos y herramientas en la evaluación de la experiencia digital. CIMED I Congreso Internacional de museos y estrategias digitales, Universitat Politecnica de Valencia.

Villaespesa, E. (2020) Inteligencia Artificial y su aplicación a los datos del museo. Universidad Internacional Menéndez Pelayo (UIMP), Madrid. Course: Explorando el futuro desde las humanidades digitales: Culturas algorítmicas.

Choi, J., Murphy, O., Royston, C., Scott-Songin, C., and **Villaespesa, E.** (2019). Curator Computer Creator: Museums and AI. Museum Computer Network Conference, San Diego.

Choi, J., Lih, A., and **Villaespesa, E.** (2019). Tags, Art, and AI. Oh My. Museum Computer Network Conference, San Diego.

Murphy, O., and **Villaespesa, E.** (2019). Innovation, data and social responsibility. The Museum Innovation Forum and MCNx New Orleans, New Orleans Jazz Museum.

Villaespesa, E., and Wowkowych, S. (2018). Ephemeral social photography at the museum. Museum Computer Network Conference, Denver.

Andersen, S., Brooks, C., Spellerberg, M., Stewart, S, **Villaespesa, E.**, and Wambold, S. (2018). Understanding our audiences: The Whitney's Website Visitor Survey and its broader context. Museum Computer Network Conference, Denver.

Villaespesa, E., and Choi, J. (2018). Pinning Art: Data and Stories behind the usage of The Met's Online Collection. Museums and the Web 2018. Write-up of the lightning talk: <https://mw18.mwconf.org/paper/pinning-art-data-and-stories-behind-the-usage-of-the-mets-online-collection/>

Villaespesa, E. (2018). A User-Centered Approach for Museum Online Collections. Virtual Symposium on Information & Technology in the Arts and Humanities: Users of Arts & Humanities Digital Collections.

Villaespesa, E. (2017). Open Access evaluation at The Met. Museum Computer Network, Pittsburgh.

Villaespesa, E. (2017). Anàlisi de l'experiència digital al museu: Estratègia, avaluació i cultura de dades. Conference Coneixent els públics virtuals dels museu, Barcelona.

Lavatelli, A., Navarrete, T., Robbins, E., and **Villaespesa, E.** (2016). What is good video? Using data to do better with our content. Museum Computer Network, New Orleans.

Villaespesa, E. (2016). Analyzing the digital experience at The Met, Conference: Digital tools for visiting museums. Museo Arqueologico, Madrid.

- Villaespesa, E.** (2015). Measuring digital engagement in the arts. Arts and Audiences Conference, Reykjavik.
- Villaespesa, E.** (2014). The Post Digital museum: Post Digital Communication, How can museums measure their impact on the Social Web. Digital Dimensions Conference. University Museums Group, Bristol.
- Villaespesa, E.** (2014). Art touring along museum online communities. Seminar: Public culture, museums and online communities, King's College London.
- Villaespesa, E.** (2014). Understanding and developing audiences through social platforms. Conference: Cultural Value and the Digital: Practice, Policy and Theory, Tate, London.
- Villaespesa, E.** (2014). Étude du musée numérique. Rencontres Nationales Culture & Innovation, Paris.
- Carey, S., Navarrete, T. Rubino, I., and **Villaespesa, E.** (2013). What can we learn from our users? Visitor feedback and social media, Museum Computer Network, Montreal.
- Tasich, T., and **Villaespesa E.** (2012). A journey of spreading the online metrics culture across Tate. Culture Geek, London.
- Tasich, T., and **Villaespesa E.** (2012). Telling stories with numbers. MuseumNext, Barcelona.

Workshops

- Villaespesa, E.** (2020) Estudios de público y evaluación en el museo digital. Universidad de Deusto.
- Allen-Greil, D., Kapsalis, E., Rao, S., Stephan, A., and **Villaespesa, E.** (2018). User-Experience Design/Human-Centered Design Crash Course. Museum Computer Network Conference, Denver.
- Alpert, B., and **Villaespesa, E.** (2017). Web Analytics and SEO: Learn the ropes, work a plan, measure the right stuff... Declare victory! Museum Computer Network Conference, Pittsburgh.
- Alpert, B., and **Villaespesa, E.** (2016). Analytics Tune Up! Insights and methods to achieve a manageable approach to Google Analytics. Museums and the Web, Los Angeles.
- Villaespesa, E.** (2016). Analizando la experiencia digital en el museo. Culture & Technology: Analytics & Engagement, Google Campus, Madrid.
- Alpert, B., and **Villaespesa, E.** (2013). Metrics, Metrics, Everywhere: Choosing the right ones for your website and social media. Museum Computer Network Conference, Montreal.
- Tasich, T., and **Villaespesa, E.** (2013). Meeting the real user: Evaluating the usability of Tate's Website. Museums and the Web Conference, Portland. Workshop paper: <https://mw2013.museumsandtheweb.com/paper/meeting-the-real-user-evaluating-the-usability-of-tates-website/>

Invited talks

- Villaespesa, E.** (2021). Museums + AI Network. Conference: Museums and Social Responsibility, What Comes Next? Slovenian Museums Association.
- Villaespesa, E.** (2021). The Museums + AI network. ai4lam Community Call.
- Murphy, O, and **Villaespesa, E.** (2021). Artificial Intelligence: Creative Solutions and Technical Realities, LINKed - KI als Werkzeug in Museen, Badisches Landesmuseum.

- Murphy, O, and **Villaespesa, E.** (2021). The Museums + AI network, Future Museum.
- Navarrete, T., and **Villaespesa, E.** (2021). Museum Collections on Wikipedia. Wikimedia: GLAM & Culture office hours.
- Villaespesa, E.** (2021). Digital Collections. Reframing Collecting series by ICOM/COMCOL and We are museums.
- Villaespesa, E.** (2020) Estrategias digitales y análisis de datos. Tomar decisiones basadas en información. Encuentro Conecta “Públicos digitales: nuevos escenarios para la participación cultural”, Ministerio de Cultura, Perú.
- Murphy, O, and **Villaespesa, E.** (2019). Museums and AI. An[0]ther {AI} in Art Summit 2019: Decolonizing Artificial Intelligence and the Future of Art Making, New Museum, New York.
- Villaespesa, E.** (2019). Museum Collections on Wikipedia: Opening Up to Open Data Initiatives. Wikipedia Day 2019, New York.
- Villaespesa, E.** (2018). Estudios de público y evaluación en el museo digital. Universidad de Deusto, Madrid.
- Villaespesa, E.** (2018). Evaluación de resultados de las estrategias digitales. Museo de Arte Contemporáneo de Castilla y León, VII Encuentro sobre Redes Sociales en Museos y Centros de Arte. Proliferación de datos, León.
- Villaespesa, E.** (2017). Evaluación de la experiencia digital en el museo: segmentación y mapas de la experiencia del usuario. Asimétrica, Madrid.
- Villaespesa, E.** (2017). Analítica Digital: Como medir el impacto de la estrategia digital del museo. Observatori dels Públics del Patrimoni Cultural de Catalunya, Barcelona.
- Villaespesa, E.** (2016). Museums and Audience Data. MA Art Gallery and Museum Studies (AGMS) at the Centre for Museology, University of Manchester.

Other publications

- Villaespesa, E.,** Nadel, K., Estigarribia, A., Tankha, M. and Korshakova, E. (2021) Evaluating the Usability of Museum APIs (Report). Center for Digital Experiences at Pratt Institute.
<https://prattdx.org/wp-content/uploads/2021/04/Report-Evaluating-the-Usability-of-Museum-APIs.pdf>
- Villaespesa, E.,** and Wowkowych, S. (2021). Storytelling éphémère à travers les réseaux sociaux: Stories Snapchat et Instagram au Brooklyn Museum, Balisages, 2
<https://dx.doi.org/10.35562/balisages.486>
- Murphy, O., and **Villaespesa, E.** (2020). The Museums + AI Network: A planning toolkit. Goldsmiths, University of London. ISBN: 9781913380212 <https://themuseumsai.network/toolkit/>
- Villaespesa, E.** (2018). Who are the users of The Met’s Online Collection. The Met’s blog.
<https://www.metmuseum.org/blogs/collection-insights/2017/online-collection-user-research>
- Villaespesa, E.** (2018). Expanding Our Collection's Global Reach on the Spanish Wikipedia. The Met’s blog.
<https://www.metmuseum.org/blogs/collection-insights/2018/open-access-images-spanish-wikipedia>

- Villaespesa, E.** (2016). La motivación detrás de un click: Definición de una segmentación de usuarios web. In *Públicos digitales de museos*, La Cultora.
<https://lacultora.org/repositorio/publicos-digitales-de-museos/>
- Villaespesa, E.** (2015). Understanding people's motivation to visit The Tate Online Collection. *Museum-iD magazine*, issue 17, pp 94-99.
- Scott, M., and **Villaespesa, E.** (2014). Researching Bloomberg Connects: Is it working? What does working mean? *Tate Research Centre*.
<https://www.tate.org.uk/about-us/projects/researching-bloomberg-connects-it-working-what-does-working-mean/researching>
- Fildes, E., and **Villaespesa, E.** (2014). Getting the art to our users: A user-centered approach to navigate Tate's digital content. *Arts Management Network*.
- Malde, S., Finnis, J., Kennedy, A., Ridge, M., **Villaespesa, E.**, and Chan, S. (2013). Let's Get Real 2: A journey towards understanding and measuring digital engagement. *Culture24*.
<https://www.keepandshare.com/doc/6593572/lets-get-real-2-colour-pdf-11-2-meg?da=y>
- Villaespesa, E.** (2013). El Museo en la Web Social y su impacto en los visitantes. *Revista Museología*, no. 56, pp. 57-61.
- Tasich, T., and **Villaespesa, E.** (2012). Come along with us: A journey to implement analytics. *Journal of Arts Marketing*, no. 48, pp. 17-20.
- Villaespesa, E.** (2012). Museos y Apps, creando experiencias en el móvil del visitante. *The International Council of Museums (ICOM) Digital*, no. 5, pp. 18-23.

GRANTS

- SI Faculty Innovation Fund, 2021: "Computer: New business models and visitor data (book chapter)" - \$2,7K.
- SI Faculty Innovation Fund, 2021: "Playbook for museums UX Capacity Building" - \$5K.
- Faculty Development Fund, 2021 "Museum Collections and Artificial Intelligence" (book chapter) - \$3K.
- Knight Foundation, 2020 "Museum Computer Network (MCN) Transformation: building a virtual professional development community" 2020 - \$14K (course release).
- SI Faculty Innovation Fund, 2019: "The Role of Artificial Intelligence in Museum Operations" - \$4K.
- Arts and Humanities Research Council (AHRC), 2019: "The Museums and AI Network" - \$60K.
- Faculty Innovation Fund, 2018: "Ephemeral social photography at the museum" - \$2K.

SERVICE

Pratt Institute, School of Information

Peer Review Committee	2017 - present
DEI Committee	2020 - present
Faculty Advisor of the Pratt Emerging Museum Professionals student group	2018 - present
Space and Technology Committee	2018 - 2019, 2021- present

Curriculum Committee 2018 - 2020

Faculty Search Committee 2018 - 2019

Pratt Institute

Pratt Institute's New Website Advisory Committee 2021 - present

Research Recognition Award Committee 2019 - 2021

Pratt News website: Redesign project working group 2020 - 2021

Distinguished Teacher Award Committee 2017 - 2019

Museum community

Scientific Committee - I Congreso Internacional de Museos y Estrategias Digitales CIMED 2020 - present

AAM Awards 'Research and Innovation' Jury member 2021 - present

Scientific Committee, RISE Conference, 'Emerging Technologies and the Digital Transformation of Museums and Heritage Sites' 2019 - 2021

Program Committee, Museums and the Web Conference 2018 - 2020

GLAMi Awards Committee, Museums and the Web Conference 2018

Program Committee, Museum Computer Network Conference 2017 - 2018

Chair of the Special Interest Group 'Data & Insights', Museum Computer Network 2015 - 2018

Reviewer

Visitor Studies 2021

Curator: The Museum Journal 2020

Museums and Society Journal 2019 - 2020

Museums and the Web Conference Proceedings 2017 - 2019

International Journal of Cultural Policy 2017

Museological Review 2016

LANGUAGES

Spanish, English and French.

Norwegian (intermediate).

PROFESSIONAL MEMBERSHIPS

Museum Computer Network

American Alliance of Museums

Association for Computing Machinery