



# Museum Management Training at the Fine Arts Zanabazar Museum

UNESCO-Zanabazar Museum National Training Workshop – Ulaanbaatar, Mongolia, 8- 23 October 2007

## COURSE INFORMATION

### Museum Directors (8-9 October 2007)

#### **BACKGROUND**

Museums are recognized as important institutions for promoting cultural heritage, both tangible and intangible, and for encouraging appreciation of cultural diversity.

In 2003 UNESCO has initiated the Programme for the Preservation of Endangered Movable Cultural Properties and Museum Development. The programme aims at facilitating the sharing of knowledge between museums, and at providing training opportunities to enhance the skills of museum professionals. Within this framework a pilot project on the Preservation of Movable Cultural Assets of the Nomadic People of Mongolia: Development of the Zanabazar Museum of Fine Arts, Ulaanbaatar has been started in 2005. The project has a national scope, with focus on the Zanabazar Museum of Fine Arts targeted to develop and improve specific aspects of the museum and its staff capacities. The project focuses on six areas: (i) Object Security and Safety; (ii) Inventory and Cataloguing; (iii) Collections Care for Storage; (iv) Collections Care for Exhibitions; (v) Staff Training; (vi) Website, Linkages and Publications.

This museum management training workshop is organized under (v) Staff Training, and is being organized in response to a particular need for training in museum security, marketing and management.

#### *Museum Management*

Most museums exist for the public's benefit, and, to be successful, all aspects of their operations should reflect that obligation and commitment. Any organization operating in the public interest must manage its affairs properly, but museums as custodians of the cultural, natural, and scientific heritage of a people, region, or nation have a special responsibility to function as nearly as possible above reproach. Museums operated or maintained as part of a governmental structure are normally required to function according to the management system of the governing body. Within this limitation, however, the museum should maintain at the same time proper operating systems and procedures which follow accepted museological practices.

#### *Marketing*

During recent decades, museums have put a greater emphasis on attracting the visitors' attention, and marketing has therefore become an essential museum management tool for museums in a growing number of countries. It is especially due to the reducing government financial support and increasing competition for people's leisure time in many countries.

### *Museum security*

Museum collections must not only be continually developed but preserved for future generations in order for it to be used effectively and information it contains be communicated to visitors. Museum security is the immediate capacity of a museum to fulfill one of its basic tasks, i.e. protect its employees, visitors, collections, other movable and immovable property and reputation. To prevent the disaster, special security systems are employed by museums. Museums security is everybody's business. The protection system of a museum needs an interdisciplinary approach. It is procedure which never stops.

These key aspects permeate all levels of the training activities of the present course.

### **PURPOSE**

The purpose of the course is to build capacity in the participating professionals: museum directors and managers on management, as well as security and marketing aspects regarding the operation of museums. It will encourage critical thinking and team work, seeking to provide an optimal balance between theoretical and practical sessions.

### **OBJECTIVE**

At the end of the course, participants will be able to communicate and work together to:

- understand different security systems and measures for museum protection;
- identify target groups for museums and formulate proper marketing plan; and
- understand and assess different management issues within a museum.

### **TARGET AUDIENCE**

The 20 participants are colleagues working in the museums in Mongolia, 18 from museums in Ulaanbaatar and 2 from provincial museums (Arkhangai Museum & Erdene Zuu Museum). They are museum directors and managers.

### **COURSE TEAM**

The course team is composed of the local coordinating team, and of the teaching team.

The local coordinating team includes:

- Sarantuyaa Urtnasan, Director, Zanabazar Museum of Fine Arts
- Ariunaa Tserenpil, Director, Arts Council of Mongolia
- Rebekah Pluekhahn, Cultural Heritage Project Coordinator, Arts Council of Mongolia

Ms. Sarantuyaa Urtnasan is participant in the course.

The course team is composed of three professionals, they include:

- Gary F. Edson, Executive Director, Museum of Texas Tech University, USA
- Paal Mork, Director of Communications and Audience Development, Norsk Folkemuseum, Norway
- Pavel Jirásek, Chairperson of Advisory Board, Czech Academy of Science, Documentation Centre for Cultural Property Transfers

All three trainers are the authors of the respective chapters on museum management, marketing and security in the publication: *Running A Museum – A Practical Handbook* published by ICOM and UNESCO in 2004.

## WORKING LANGUAGE

English and Mongolian will be the working languages of the course.

Whenever presentations are made in Mongolian, the interpreter will translate to the teachers. When presentations are made in English, the interpreter will ensure consecutive translation to the entire group.

During group work and discussion, the interpreter will help the teachers in following the group discussions and in providing guidance to participants if necessary.

## COURSE MATERIALS

They include:

- background reading materials
- a basic course glossary
- selected power points and lectures
- the evaluation forms

For the unit on security a new handbook produced by UNESCO will be introduced: *Cultural Heritage Protection Handbook 1: Security at Museums*, which will be available in Mongolian translation.

## COURSE TIMETABLE

The course is scheduled over 2 days from 8 to 9 October, from Monday to Tuesday.

The course will run **from 9.30hrs until 17.00hrs** with 15 minutes morning and afternoon tea breaks and 1½ hour lunch breaks.

The last session of every unit will be dedicated to a **review** of the unit and to answering questions from participants.

A **Closing ceremony** is also planned at the end the course, where certificates will be handed over to the participants.

## COURSE STRUCTURE

The course is organized into three main **UNITS**

- The first unit is about **management** of a museum.
- The second unit is about **marketing** of a museum.
- The third unit is about **security** and disaster preparedness in a museum.

Each unit is organized into **modules**, of one or more **sessions** of approximate 1 ½ hour.

## Introduction

### Opening Ceremony

Programme to be organized by the Director of the host museum and the local coordinating team.

### Work in teams

The aim of this module is to get to know each other, explain background and share expectations, and to form teams.

### Walking through the course

The aim of this module is to learn what will happen during the workshop, how we will work, what activities and what tools we will use. There will also be a short visit to the Zanabazar Museum of Fine Arts.

## Unit 1 Museum Management

- Teamwork, Leadership styles of directors and other senior staff
- Building a mission statement, Financial management, Museum ethics and management, Performance measurement for museums
- Communication, Administrative procedures, Staff procedures, The planning process
- Monitoring & Review of Unit 1

## Unit 2 Marketing

- Strategic market planning, Target groups
- Promotion, Building a museum 'brand'
- Monitoring & Review of Unit 2

## Unit 3 Museum Security

- Risk analysis and the security plan, implementing the strategic plan for museum protection, financing, political issues
- Monitoring & Review of Unit 3

## Monitoring Evaluation and Conclusion

The aim of 'Monitoring and review' is to ensure that participants receive clarifications on course concepts, topics or issues related to the course. This will take the form of review sessions at the end of each unit, and a **final review session on the last day of the course**. (refer to the Course Evaluation System below)

### Closing Ceremony

Participants receive their certificate.

## VARIETY OF TEACHING AND LEARNING ACTIVITIES

The course will offer a variety of teaching and learning activities, including a balance of illustrated lectures, case histories, group works and discussions. Most sessions promote interactive learning.

It is important to note that group work is **tutored** by the teacher. This means that, even if part of the discussions is taking place in Mongolian, the teacher, with the assistance of the interpreter, or of a bilingual member of the group, will assist and guide participants in their work.

## **PARTICIPANTS' CONTRIBUTION TO THE COURSE**

Participants should participate in the group works actively and are encouraged to ask questions relating to the topics for more detailed elaboration or clarification.

It is important for the participants to interact actively with the trainers in order for them to understand the topics and build up knowledge useful for their works. It also helps the trainers to adjust the course content so that it can better fit the needs of the participants.

## **COURSE EVALUATION SYSTEM**

A suitable course evaluation system has been developed. It will address course content and approach, as well as the learning environment. It will involve the participants and their institutions, the coordinating and teaching team, as well as other partners. It will follow course impact and outcomes well after the end of the event.

A one-sheet evaluation form will be given to the participants after every unit. At the end of the course, another form concerning the whole course will be circulated to the participants.

## **COURSE CERTIFICATES**

At the end of the course, participants will receive the UNESCO course certificate during the closing ceremony.

## **REQUIREMENT**

Note that participants are expected to be punctual and to attend more than 80% of the course sessions in order to receive the certificate.