

MHST 433
Management and Planning in Museums and Heritage Institutions
Winter 2014
Seminar Thursdays, 14:00 – 16:45 p.m.

Instructor: Sandra Morton Weizman

Office

Location:

Office Phone:

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Web Page:

Office Hours: Thursdays 10:00 – 12:00 or by appointment

Additional Information

Course Description

The course will explore various aspects of managing and planning in museums and historic sites, including such topics as Governance, policies, ethics, social responsibility, Operations, Information Management, Facilities, Human Resources, Marketing, Financial Management, Community Engagement and Collections and Programming. It will also cover some of the major changes in museums in society and the challenges they are facing as they move forward.

Objectives of the Course

Students will gain an understanding of the various types of planning in museums and will have the opportunity to gain some applied experience by working on assignments for actual museums, through field trips and class discussion.

Textbooks and Readings:

There will be no single textbook for the course, but readings will be assigned each week from a variety of sources, including:

Sandell, Richard and Robert R. Janes (eds.), *Museum Management and Marketing*, Routledge: New York, 2007

Anderson, Gail (ed.), *Reinventing the Museum: The Evolving Conversation on the Paradigm Shift*, AltaMira Press: New York, 2012

Silverman, Lois H., *The Social Work of Museums*, Routledge: London, 2012

Janes, Robert R., *Museums in a Troubled World, Renewal, irrelevance or collapse?* Routledge: London, 2009

Alberta Museums Association Standard Practices Handbook for Museums, Second Edition, 2005

Canadian Museums Association, *Roles and Responsibilities of Museum Trustees*

Canadian Museums Association, *Code of Ethics*
Janes, Robert and Gerald Conaty (eds.), *Looking Reality in the Eye: Museums and Social Responsibility*, University of Calgary Press, Calgary, 2005

Assignments and Evaluation

Class Participation – 10%

Prepare an Ethics Policy for a Museum’s Board of Governors – Due January 30 – 10%

Group Project – four groups, each to develop a project for an assigned museum; each group to do a 30-minute class presentation on April 10 – Due April 10 – 35%

Research Paper –choice of topics will be assigned (1- Develop a 5-year Interpretation Plan for a museum; 2 – Develop an Exhibition Proposal with a detailed budget) Students are expected to use several research sources beyond the course readings. Due March 7 – 25%

Take-Home Exam – two essay questions (TBD) – Due April 15 – 20%

It is the student's responsibility to keep a copy of each submitted assignment.

Note: Please hand in your essays directly to your instructor. If it is not possible to do so, a daytime drop box is available in SS102. A night drop box is also available for after-hours submission. Assignments will be removed from the drop box the following morning and stamped with the CURRENT day’s date, then placed in the instructor’s mailbox.

Registrar-scheduled Final Examination: No

Policy for Late Assignments

Assignments submitted after the deadline may be penalized with the loss of a grade (e.g.: A- to B+) for each day late.

Freedom of Information and Protection of Privacy Act

This course is conducted in accordance with the Freedom of Information and Protection of Privacy Act (FOIP). As one consequence, **students should identify themselves on all written work by using their ID number. Also you will be required to provide a piece of picture identification in order to pick up an assignment or look at a final exam.**

For more information see also <http://www.ucalgary.ca/secretariat/privacy>.

Writing Skills Statement

Department policy directs that all written assignments (including, although to a lesser extent, written exam responses) will be assessed at least partly on writing skills. For details see <http://www.comcul.ucalgary.ca/needtoknow>. Writing skills include not only surface correctness (grammar, punctuation, sentence structure, etc) but also general clarity and organization. Research papers must be properly documented.

If you need help with your writing, you may use the Writing Centre. Visit the website for more details: www.efwr.ucalgary.ca

Grading System

	Grading Scale
A+	96-100
A	90-95.99
A -	85-89.99
B+	80-84.99
B	75-79.99
B-	70-74.99
C+	65-69.99
C	60-64.99
C-	55-59.99
D+	53-54.99
D	50-52.99
F	0-49

Schedule of Lectures and Readings

Ethics

Outline any requirement for ethics applications if there will be work with human subjects. <http://arts.ucalgary.ca/research/research/research-ethics> is one resource that can be listed for student's information.

Plagiarism

Using any source whatsoever without clearly documenting it is a serious academic offense. Consequences include failure on the assignment, failure in the course and possibly suspension or expulsion from the university.

You must document not only direct quotations but also paraphrases and ideas where they appear in your text. A reference list at the end is insufficient by itself. Readers must be able to tell exactly where your words and ideas end and other people's words and ideas begin. This includes assignments submitted in non-traditional formats such as Web pages or visual media, and material taken from such sources.

Please consult your instructor if you have any questions regarding how to document sources.

Internet and Electronic Communication Device Information

Cell phones should not be used during class. Laptops are permitted.

Academic Misconduct

For information on academic misconduct and the consequences thereof please see the current University of Calgary Calendar at the following link:

<http://www.ucalgary.ca/pubs/calendar/current/k.html>

Academic Accommodation Policy

If you are a student with a disability who may require academic accommodation, it is your responsibility to register with the Student Accessibility Services (220-8237) and discuss your needs with your instructor no later than fourteen (14) days after the start of the course. For further information, please see <http://www.ucalgary.ca/access/>

Emergency Evacuation and Assembly Points

Please note the evacuation points for this particular classroom. All classrooms on campus exit to specific places in case of emergency. The emergency assembly points differ depending upon where your classroom is located. For information on the emergency evacuation procedures and the assembly points see

<http://www.ucalgary.ca/emergencyplan/assemblypoints>

"SAFEWALK" Program

Campus Security will escort individuals day or night -- call 403-220-5333 for assistance. Use any campus phone, emergency phone or the yellow phone located at most parking lot booths.

Student Representation

There are now four Arts reps because of the amalgamation, with the email addresses being arts1@su.ucalgary.ca, arts2@su.ucalgary.ca, arts3@su.ucalgary.ca, and arts4@su.ucalgary.ca. Please contact them if you have questions related to Students Union matters, events, or concerns.

For your student ombudsman, please see

<http://www.ucalgary.ca/provost/students/ombuds>

Faculty of Arts Program Advising and Student Information Resources

- Have a question, but not sure where to start? The new Faculty of Arts Program Information Centre (PIC) is your information resource for everything in Arts! Drop in at SS102, call us at 403-220-3580 or email us at artsads@ucalgary.ca. You can also visit the Faculty of Arts website at

<http://arts.ucalgary.ca/undergraduate> which has detailed information on common academic concerns.

- For program planning and advice, contact the Student Success Centre (formerly the Undergraduate programs Office) at (403) 220-5881 or visit them on the 3rd Floor of the Taylor Family Digital Library
- For registration (add/drop/swap), paying fees and assistance with your Student Centre, contact Enrolment Services at (403) 210-ROCK [7625] or visit them at the MacKimmie Library Block.

Schedule of Lectures and Readings

January 9 – *Introduction to the Course* – What is a Museum? Do Museums Still Matter?

Readings:

Stephen Weil, “From Being About Something to Being for Someone; The Ongoing Transformation of the American Museum,” In Richard Sandell and Robert Janes (eds.), *Museum Management and Marketing*, Routledge: London, 2007, pp. 30-48. It can also be found in Gail Anderson (ed.), *Reinventing the Museum: The Evolving Conversation on the Paradigm Shift*, AltaMira Press, Lanham, 2012 (Second Edition) pp. 170-190 (Required)

Alberta Museums Association Standard Practices Handbook for Museums, Chapter 1: Museums and Society, pp. 25-53 (Required)

January 16 – *Organizational Structure* – Governance and Nonprofit; Types of Museum Structures; Code of Ethics; Policies and Procedures

Readings:

Roles and Responsibilities of Museum Trustees, Canadian Museums Association, PDF Link – <http://www.museums.ca/filestorage/trusteesguidelines.pdf> (Required)

Case Study on what happens when a Board does not take its fiduciary responsibilities seriously – The Art Gallery of Calgary and Valerie Cooper:

<http://www.ffweekly.com/article/news-views/news/the-agc-vs-valerie-cooper-9106>

(Required)

Directors’ Liability: A Discussion paper on Legal Liability, Risk Management and the Role of Directors in NPO’s, Volunteer Canada - PDF Link –

<http://volunteer.ca/download/file/fid/105> (Required)

Code of Ethics, Canadian Museums Association –
www.museums.ca/filestorage/ethicsguidelines.pdf (Required)

American Alliance of Museums, Developing a Mission Statement – PDF Link -
<http://www.aam-us.org/docs/continuum/developing-a-mission-statement-final.pdf>
(Required)

“Museum Missions: Looking at the Big Picture,” in Museum Matters: A blog about current issues in museums, 2011 – PDF Link –
<http://cgpmuseummatters.wordpress.com/2011/09/28> (Optional)

January 23 – *How does one start a new museum?* When the Building is the most important artifact – Guest Speaker – Trudy Cowan

Readings:

Canada’s Historic Places – Heritage Conservation Brief: Urban Revitalization – PDF Link – http://www.heritagefoundation.ca/media/1415/Urban_Revitalization_EN.pdf
(Required)

Canadian Heritage “Towards a New Act: Protecting Canada’s Historic Places.” Ottawa: Minister of Public Works and Government – PDF Link –
<http://publications.gc.ca/collections/Collection/CH4-63-2002E.pdf> (Required)

January 30 – *Field Trip to Loughheed House* – Marketing and Communications and Development; long-range planning

Readings:

Rentschle, R., “Marketing: Understanding Different Types of Audiences,” in *Museum Management and Marketing*, (edited by Sandell and Janes), pp. 345-365 (Required)

Tobelem, Jean-Michel, “The Marketing Approach in Museums,” Sandell and Janes (eds.), *Museum Management and Marketing*, pp. 294-312 (Required)

Graetz, Fiona, “Strategic thinking versus strategic planning: towards understanding the complementarities,” *Management Decision*, 40 (5), pp. 456-462 (Required)

February 6 – *Facilities Management – Disaster Planning and Emergency Preparedness* – Guest Speakers: Irene Kerr, Manager of Museum of the Highwood, High River and Margot Brunn, Conservator, Royal Alberta Museum, Edmonton

Readings:

ICOM Guide to Planning for Emergencies – PDF Link -

http://icom.museum/fileadmin/user_upload/pdf/Guidemens/guidelinesdisasters_eng.pdf

(Required)

American Association of Museums Guide to Developing a Disaster Plan – PDF Link –

<http://www.aam-us.org/docs/continuum/developing-a-disaster-plan-final.pdf?sfvrsn=2>

(Required)

The Getty Museum Guide to developing a Disaster Plan – PDF Link –

http://www.getty.edu/conservation/publications_resources/pdf_publication/pdf/emergency_plan.pdf (Optional)

February 13 – *Field Trip to Canada's Sports Hall of Fame* – Presentation by Janice Smith, Director of Programs, Collections and Visitor Services and George Cavanaugh, Director of Facilities and Technology Infrastructure – on planning of a new museum; exhibition planning and information technology and facilities management

Readings:

George F. MacDonald and Stephen Alford, “The Museum as Information Utility,” In *Museum Management and Curatorship*, (1991), 10, pp. 305-311 (Required)

Paul F. Marty, “Meeting use needs in the modern museum: Profiles of the new museum information professional,” *Library and Information Science Research*, 28 (2006) pp. 128-144 (Optional)

Alberta Museums Association Standard Practices Handbook for Museums 3.1.1 Collections and Public Trust; 4.1.1 Programming and Public Trust; 4.2.2 Exhibit Planning and Development, pp. pp. 149-152; 251-254; 319-342 (Required)

February 20 – *Reading Week* – NO CLASS

February 27 – *Planning for Relevance – Social Responsibility, Museums and Global Sustainability, Museums of Conscience; Measuring Museum Meaning*

Readings:

Douglas Worts, “Measuring Museum Meaning: A Critical Assessment Framework,” *Journal of Museum Education*, Vol. 31, No. 1, Spring 2006, pp. 41-48 – PDF Link – http://worldviewsconsulting.org/uploads/3/1/1/2/3112423/measuring_museum_meaning.pdf (Required)

Emlyn Koster and Stephen Baumann, “Liberty Science Center in the United States: A Mission Focused on External Relevance,” in Robert Janes and Gerald Conaty (eds.), *Looking Reality in the Eye: Museums and Social Responsibility*, University of Calgary

Press and Museums Association of Saskatchewan, Calgary 2005, pp. pp. 85-111
(Required)

Randi Korn, "The Case for Holistic Intentionality," In Gail Anderson (ed.), *Reinventing the Museum*, pp. 212-222 (Optional)

Spencer R. Crew, "Involving the Community: The Museum as Forum for Dialogue and Learning," *The Manual of Museum Learning*, Barry Lord (ed.), AltaMira Press, Lanham, MD, 2007, pp. 107-133 (Optional)

March 6 – *Field Trip to Heritage Park* – Tour of parts of the site; Presentation by Ellen Gasser and Susan Reckseidler on Interpretation, Bonnie ? on Volunteer Management and Human Resources, and Sylvia Harnden, Curator, on Collections Planning and Furnishing Plans

Readings:

Richard Sandell, "The Strategic Significance of Workforce Diversity in Museums," *Museum Management and Marketing*, pp. 205 – 221 (Required)

Kirsten Holmes, "Volunteers in the Heritage Sector: A neglected audience?" *Museum Management and Marketing*, pp. 222-235 (Required)

Mollenhauer, L. (2005) Benchmarks of excellence for the voluntary sector, ALS Society of Canada – PDF Link –
http://www.mollenhauer.ca/pdfs/BENCHMARKS_guide_v4.pdf (Optional)

March 13 – *Field Trip to Glenbow Museum* – Presentation by Donna Livingstone, President and CEO, on challenges in future planning; Melanie Kjorlien, VP, Exhibitions, Programs and Collections, on Exhibition and Program Planning; Jessa ? on Marketing and Communications; tour of exhibit floors

Readings:

Framework: Assessing Excellence in Exhibitions from a Visitor-Centered Perspective, 2005, Left Coast Press, Inc. – PDF Link –
<http://www.exhibitfiles.org/file2/ReviewWalkthrough/481/original/Framework1.pdf>
(Required)

John H. Falk and Lynn D. Dierking, "The Contextual Model of Learning," in *Learning from Museums: Visitor Experiences and the Making of Meaning*, AltaMira Press, Lanham, MD, 2000, pp. 135-148 (Required)

March 20 – *Management of Change and Financial Management* – HR and Building a Diverse Staff; Volunteer Recruitment, Planning for Budget Cuts and Reorganization; What Happens when a museum has to close?

Readings:

Des Griffin and Morris Abraham, “The Effective Management of Museums: Cohesive leadership and visitor-focused public programming,” *Museum Management and Marketing*, Sandell and Janes (eds.), pp. 104- 141. Also PDF Link at <http://desgriffin.com/leadership/futures/> (Required)

Candace Matelic, “Understanding Change and Transformation in History Organizations,” *Building Responsive Museums: A Discussion Framework*, The Learning Coalition, 2009, Appendix 1 – PDF Link – http://saskmuseums.org/assets/File/oct_2010_pdfs/TLC%20Building%20Responsive%20Museums.pdf, pp. 75-86 (Required)

Financial Statement Readability Toolkit, Alberta School Boards – PDF Link – www.asboa.ab.ca/PDF/FinancialReadabilityToolkit08.pdf (Required)

March 27 – *Museums and the Community – Planning for Partnerships; First Nations partnerships and museums; community outreach*

Readings:

“Creating Partnerships: Principles and Recommendations, from *Turning the Page: Forging New Partnerships Between Museums and First Peoples*, Ottawa: Task Force on Museums and First Peoples, 1994. Report, Canadian Museums Association. PDF Link – <http://caid.ca/RRCAP3.6.A.pdf> (Required)

Ruth Phillips, “Community Collaboration in Exhibitions: Toward a Dialogic Paradigm,” In *Museums and Source Communities*, Laura Peers and Alison Brown (ed.), Routledge: London, 2003 pp. 155-170 (Required)

Ruth Phillips, “Moment of Truth: The Spirit Sings as Critical Event and the Exhibition Inside It,” *Museum Pieces: Toward the Indigenization of Canadian Museums*, McGill-Queens University Press, Montreal & Kingston, 2011, pp. 48-70 (Optional)

“Our Story in Our Words: Diversity and Equality in the Glenbow Museum,” *Looking Reality in the Eye: Museums and Social Responsibility*, Janes and Conaty (eds.), University of Calgary Press, Calgary, 2005, pp. 43-58 (Required)

Nina Simon, The Participatory Museum blogs, Museum 2.0 – <http://museumtwo.blogspot.ca/2008/10/future-of-authority-platform-power.html> (Required)

<http://museumtwo.blogspot.ca/2013/03/on-white-privilege-and-museums.html> (Required)

April 3 – *Politics and Government Museums* – Guest Speaker: Ian Clarke, Historic Sites Service, Alberta Government on Historic Sites Planning in Alberta; Case Studies on National Museums – Canadian Museum of Civilization and Canadian Human Rights Museum

Readings:

David Dean and Peter Rider, “Museums, Nation and Political History in the Australian National Museum and the Canadian Museum of Civilization,” *Museum and Society*, March 2005 3(1), pp. 35-50 PDF Link –

<http://www2.le.ac.uk/departments/museumstudies/museumsociety/documents/volumes/deanrider.pdf> (Required)

David Dean, “Museums and Conflict Zones: the Canadian War Museum and Bomber Command,” *Museum and Society*, March 2009 7(1) pp. 1-15 PDF Link –

<http://www2.le.ac.uk/departments/museumstudies/museumsociety/documents/volumes/dean.pdf> (Optional)

“Retain Canada’s Museum of Civilization,” Canada’s Past Matters, 2013 – PDF Link –

<http://www.canadaspastmatters.ca/museum-of-civilization/take-action.aspx> (Required)

Museum of Civilization Change,” *Huffington Post*, PDF Link –

<http://www.huffingtonpost.ca/tag/museum-of-civilization-change> (Optional)

Canadian Museum for Human Rights: 2010 – Content Advisory Committee Final Report to the Canadian Museum for Human Rights, Ottawa, Appendix C – Recommendations, pp. 84-90 PDF Link – http://publications.gc.ca/collections/collection_2011/mcdp-cmhr/NM104-1-2010-eng.pdf (Required)

April 10 – In-class student project presentations