

**University of North Carolina – Greensboro
Department of History**

HIS/IAR 626 Management and Leadership in Museums

Fall 2004
Tuesday 7 – 9:50 PM
310 Petty Building

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COURSE DESCRIPTION

This graduate level course will introduce students to basic principles in the administration of museums, historic houses and other historic sites. We will discuss ethical and legal issues, strategic planning, museum organization, personnel management, fund raising and development, collections management, marketing and public relations and governance. The course will focus specifically on developing student knowledge of current issues in the field and building skills needed to work in various areas of museum management. The course also poses larger questions: What are the principal management and leadership challenges facing museums today? What kind of museum leader is needed to deal with these challenges?

A writing assignment is intended to develop effective writing, research and communication skills and familiarize students with the literature and resources on museum management issues. In addition, students will also complete a semester length class project at a museum or historic site. The class project gives students professional level hands on experience in one area of museum management. The class projects are intended to build student's work experience and resumes within the context of both an academic and museum environment.

ASSIGNMENTS AND GRADING

Class participation: 20%

This is a graduate course. You are expected to attend every class and come prepared to participate in discussion.

Writing Assignment 1: 30%

For each session between September 28 and through November 16, one or more students will be responsible for leading a discussion of the assigned readings and writing a 7 – 10 page paper summarizing and commenting on the assigned readings for that session and other relevant articles or books found using search engines, directories or bibliographies. The papers should be distributed by email to the entire class and the instructor no later than the Friday before each class.

The purpose of these papers is to demonstrate an ability to analyze and synthesize the required readings as well as any relevant books and articles you locate. The papers will be graded based on the success in locating additional relevant books and articles, the

clarity of the writing and use of proper documentation and citation. Students should adhere carefully to the most recent edition of Kate L. Turabian, *A Manual for Writers of Term Papers, Theses and Dissertations*.

Writing Assignment 2: 10%

Write a two-page solicitation letter or proposal to a foundation or individual. Several different scenarios will be available to select from. This assignment will be due on November 23.

Class Project: 40%

General Guidelines:

Class projects should take about 40-50 hours – 4 to 5 hours per week over 10 weeks.

Class projects should begin no later than September 14 and end by November 23.

At the end of the course, students will turn in the following:

1. Sample forms, policies, etc. created for the project, as well as sample data sheets, graphs, charts, etc.
2. A final paper (12 – 15 pages). This will be an overview and analysis of the project. The report should be accompanied by a bibliography of 25 or 30 sources or 3 – 5 pages. Turabian's guidelines will apply here as well.
3. An oral presentation. Students are required to give an oral presentation at the end of class.
4. Students will ask their supervisors to send a written evaluation of their work to the instructor.

REQUIRED BOOKS

Joseph Barbato and Danielle Furlich. *Writing for a Good Cause*. New York: Simon and Schuster, 2000

Hugh H. Genoways and Lynne M. Ireland. *Museum Administration: An Introduction*. Walnut Creek, CA: AltaMira Press, 2003.

Richard Handler and Eric Gable. *The New History in an Old Museum: Creating the Past at Colonial Williamsburg*. Durham: Duke University Press, 1997

Edward Linenthal. *Preserving Memory: The Struggle to Create America's Holocaust Museum*. New York: Columbia University Press, 1997.

Susan Pearce. *Museums, Objects, Collections*. Washington, D.C.: Smithsonian Institute Press, 1993.

COURSE SCHEDULE:

August 17: Introduction

I. August 24: Problems and Challenges I

SELECTION OF PROJECTS DUE

Edward Linenthal, *Preserving Memory: The Struggle to Create America's Holocaust Museum* (1997)

II. August 31: Problems and Challenges II

Richard Handler and Eric Gable. *The New History in an Old Museum: Creating the Past at Colonial Williamsburg*. (1997)

Carson, Cary. "Lost in the Fun House: A Commentary on Anthropologists' First Contact with Museums." *Journal of American History* 81 (June 1994): 137-150.

Lowenthal, David. Review of *The New History in an Old Museum* by Richard Handler and Eric Gable. *William and Mary Quarterly*, 55 (July 1998): 490-492.

Genoways and Ireland, Chapter 14

III. September 7: Introduction and History of Museum Management Theory

Genoways and Ireland, Chapter 1 and 2

Chong, Derrick. "Hans Haacke on Museum Management" *Museum Management and Curatorship* 16 (September 1997): 273-85.

Fopp, Michael. *Managing Museums and Galleries*. London: Routledge, 1997. Chapter 1.

Fopp, Michael. "The Science of Management: Correct Management of Museums and Galleries." *Museums Journal* 85 (March 1986): 187-189.

Harrison, Julia D. "Ideas of Museums in the 1990's." *Museum Management and Curatorship* 13(June 1994): 160-176.

Janes, Robert R. "Museums and Change: Some Thoughts in Creativity, Destruction and Self-Organization." *Museum International* 51 (April/June 1999): 4-11.

IV. September 14: Collections Management

Visit with Curatorial Department, Old Salem, Inc. Meet at the Horton Museum Center, 900 South Main Street, Old Salem.

Genoways and Ireland, Chapter 8.

Susan Pearce, *Museums, Objects. Collections.*

September 21: No Class

Reading Time, begin work on projects.

V. September 28: Strategic Planning

PROJECT BIBLIOGRAPHY AND OUTLINE DUE

Genoways and Ireland Chapter 4

Beer, Valorie "The Problem and the Promise of Museum Goals." *Curator* 33 (March 1990): 5-18.

Kawashima, Nobuko. "Planning Ahead: Museum Management." *Museums Journal* 98 (March 1998): 34-35.

Kotler, N. and P. Kotler. *Museum Strategy and Marketing*. San Francisco: Josey Bass Publishers, 1998, Chapter 2 and 3.

Kovach, Carol. "Strategic Management for Museums." *International Journal of Museum Management and Curatorship* 8 (June 1989): 137-148.

VI. October 5: Structure and Organization

Genoways and Ireland Chapter 3

Drucker, Peter F. "New Templates for Today's Organizations" *Harvard Business Review* (January/February 1974): 45-52.

Emery, Alan R. "Museum Staff: Defining Expectations." *Museum Management and Curatorship* 9 (September 1990): 265-272

Fopp, Michael. *Managing Museums and Galleries*. London: Routledge, 1997. Chapter 11 and 12.

Gee, Kathy "Wonder Web: Collaboration with other Arts Organizations." *Museum Journal* 95 (March 1995): 19

October 12: No Class, Fall Break

VII. October 19: Personnel Management

Genoways and Ireland Chapter 7.

Abraham, Morris, Des Griffin and John Crawford. "Organization Change and Management Decision in Museums." *Management Decision* 37 (1999): 736-751.

Cocks, Anna Somers. "The Boston Massacre." *Art Newspaper* 10 (September 1999): 1.

Cole, Hamilton Robin. "The V and A: A Look Back at Change." *Museum International* 51 (April/June 1999): 18-23.

Elam, Caroline. "The Museum Fine Arts, Boston." *Burlington Magazine* 141 (October 1999): 591.

Griffin, Des and Morris Abraham. "The Effective Management of Museums: Cohesive Leadership and Visitor Focused Public Programming." *Museum Management and Curatorship* 18 (December 2000): 335-368.

Kaufman, Jason Edward. "Staff Sacking Unleashed Fury: Interview with Malcolm Rogers." *Art Newspaper* 95 (September 1999): 14-15.

Pfeffer, Jeffrey. "Competitive Advantage through People." *California Management Review* 36 (Winter 1994): 9-28.

Suchy, Sherene. "Emotional Intelligence, Passion and Museum Leadership." *Museum Management and Curatorship* 18 (March 1999): 57-71.

VIII. October 26: Marketing and Audience Development

Genoways and Ireland, Chapter 11

Baker, Nick "Worlds Apart." *Museums Journal* 90 (February 1990): 27

Kotler, Neil and Philip Kotler. "Can Museums be all Things to all People?" *Museum Management and Curatorship* 18 (2000): 271-287.

McLean, Fiona. "Marketing in Museums: A Contextual Analysis." *Museum Management and Curatorship* 12 (March 1993): 11-27.

Tobelem, Jean-Michael. "The Marketing Approach in Museums." *Museum Management and Curatorship* 16 (1997): 337-354.

IX. November 2: Museum Governance, Volunteer Management

PROJECT PROGRESS REPORT DUE

Bowen, When and Business Leader Joins a Non-Profit Board." *Harvard Business Review* (September/October 1994): 4-8.

Dickenson, Victoria. "An Inquiry into the Relationship between Museum Boards and Management." *Curator* 34 (December 1991): 291-303.

Hawley, Anne, "Dances with Trustees." *Museum News* 77 (January/February 1998): 38-43.

McFarlen, F. Warren. "Working on Nonprofit Boards: Don't Assume the Shoe Fits." *Harvard Business Review* (November/December 1999): 2-11.

Meltzer, Phyllis J. "Help Them Help You." *Museum News* 68 (March/April 1989): 60-62.

Taylor, Barbara E. and Richard P. Chait and Thomas Holland. "The New Work of the Non-Profit Board." *Harvard Business Review* (September/October 1996): 4-11.

Ullberg, A. "Making Boards Work Better." *Museum News* 62 (June 1984): 45-46.

Unterman, I. R.H. Davis. "The Strategy Gap in Non for Profits." *Museum News* 62 (June 1984): 38-44.

X. November 9: Legal and Ethical Issues

Genoways and Ireland, Chapter 10 and 13.

Besterman, Tristram. "Disposals from Museum Collections: Ethics and Practicalities." *Museum Management and Curatorship* 11 (March 1992): 29-44.

Decker, Andrew "Museums Under Scrutiny." *Museum News* 67 (November/December 1988): 26-29.

"He Who Pays the Piper Calls the Tune: Sponsorship, Patronage and the Intellectual Independence of Museums." *Museum Management and Curatorship* 15 (December 1996): 345-350.

Schmidt, Fenna. "Codes of Museum Ethics and the Financial Pressures on Museums." *Museum Management and Curatorship* 11 (September 1992): 257-268.

XI. November 16: Financial Management and Budgets

Genoways and Ireland Chapter 5.

Ames, Peter. "Breaking New Ground: Measuring Museums' Merits." *Museum Management and Curatorship* 9 (June 1990): 137-147.

Carnegie, Garry D. and Peter Wolnizer "Enabling Accountability in Museums." *Museum Management and Curatorship* 15 (December 1996): 371-86.

Harvey, Philip D. and James D. Snyder. "Charities Need a Bottom Line Too." *Harvard Business Review* (January/February 1987): 2-6.

Herzlinger, Regina E. and H. David Sherman. "Advantages of Fund Accounting in Non Profits." *Harvard Business Review* (May/June 1980): 94-105.

Kaplan, R.S. "Strategic Performance Measurement and Management in Non-Profit Organizations." *Non Profit Management and Leadership* 11 (Spring 2001): 353-370.

XII. November 23: Fund Raising, Earned Income

SOLICITATION LETTER DUE

Genoways and Ireland Chapter 6.

Joseph Barbato and Danielle Furlich *Writing for a Good Cause*

Alexander, Victoria D. "A Delicate Balance: Museums and the Marketplace." *Museum International* 51 (April/June 1999): 29-34.

Andeasen, Alan R. "Profits for Non-profits: Finding a Corporate Partner." *Harvard Business Review* (November/December 1996): 3-10.

Dees, J. Gregory. "Enterprising Non-Profits" *Harvard Business Review* (January/February 1998): 5-15.

Glennon, Lorraine. "The Museum and the Corporation: New Realities." *Museum News* 66 (January/February 1988): 37-43.

Harney, Andy Leon. "Money Changers in the Temple? Museums and the Financial Mission." *Museum News* 71 (November/December 1992): 38-43.

November 30: Presentation of Class Projects

December 7: Presentation of Class Projects

FINAL PAPERS DUE