

UNIVERSITY OF CALGARY  
DEPARTMENT OF ART

**COURSE OUTLINE**

**Museum and Heritage Studies (MHST) 433  
Management and Planning in Museum and Heritage Institutions  
Winter 2016**

Thursdays, 2:00 p.m. – 4:45 p.m. KNB 129

**Instructor:** Alexandra Hatcher  
**Office Location:** N.A.; by Appointment  
**Office Phone:** 403-850-4142  
**E-Mail:** hatchera@ucalgary.ca

**Course Description**

Examines theoretical and practical issues relating to the management of museum and heritage resources. Topics may include: exhibition planning, human resources, ethics and social responsibility, fundraising, collections and audience development, etc.

**Note:** Students will be required to attend off-campus events outside of class time.

**Prerequisites &/or Co-requisites**

Museum and Heritage Studies 201

*Prerequisite or Corequisite:* Museum and Heritage Studies 331

**Objectives of the Course**

Gain theoretical and practical understanding of museum management based on current standards and ethics of museum practice.

**Textbooks and Readings**

*Required Textbook:*

Standard Practices Handbook for Museums, 3<sup>rd</sup> Edition, Alberta Museums Association

Additional readings listed in Unit Outline below. PDFs or Links will be provided in D2L.

**Assignments and Evaluation**

Due Date	Assignment	Weight
Week 4	Quiz	10%
Week 8	Case Study Paper <ul style="list-style-type: none"><li>• Social Responsibility</li><li>• Community Engagement</li><li>• Sustainability</li></ul>	15%
Week 11	Operational Project – Grants - Group Project	15%
Week 12	Final Presentation	20%
End of Term	Final Paper	30%
	Participation	10%
		<b>100%</b>

**Quiz:**

Format: Short Answer and/or Multiple Choice

Due Date: (in class) Week 4

Content: Required Readings, Lecture content and Class Discussion

**Case Study Paper:**

Format: Paper

Word Count: 1,000 words max.

Due Date: Week 8

Content:

- Research and describe the importance of either: a) social responsibility, b) community engagement, or c) visitor experience within the museum sector. Identify a specific museum and explore their work in one of these areas. Provide research on the context of the topic you have chosen to focus on, as well as background on the institution.

**Operational Project - Grants**

Format:

- Group Project
- Completed Application

Due Date: Week 11

Content:

- Groups will be provided with a grant application to complete for a specific museum project. The group will need to complete the application successfully based on the need of the organization.

**Final Paper - Museum Assessment:**

Format: Paper

Word Count: 2,000 words max.

Due Date: Due April 14 by 4:30 p.m. (email your work to the instructor [hatcher@ucalgary.ca](mailto:hatcher@ucalgary.ca))

Content:

Students will choose a local museum and will be required to visit the institution and conduct an assessment based on the *Museum Visitor Experience Program* and the work completed in class. Full criteria for the assignment will be provided in class.

**Final Presentation:**

Format: Oral Presentation in Class

Time Limit: 5 minutes

Due Date: Week 12

Content: A summary of your Final Paper

**Participation:**

Participation means actively contributing to class discussion, asking questions and sharing information. Students will be assessed on overall contribution to the class exchanges.

**Writing**

Writing and the grading thereof is a factor in the evaluation of the student's work.

**Registrar-Scheduled Final Exam – NO**

**Note: It is the student's responsibility to keep a copy of or any relevant documentation regarding each submitted assignment.**

Please hand in your assignments directly to your instructor. If this is not possible, you can use the drop box outside of AB 608. Assignments that are put into the drop box will be date-stamped and

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placed in the instructor's mailbox.

### Late Assignment Policy

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

### Additional Information

Students will be required to visit a local museum to complete the final paper. Transportation to and from the museum, and the admission fee, will be the student's responsibility.

### Course Activities

At least one Field Trip will be scheduled during the course; date and location to be confirmed. There is no cost for the Field Trip, other than transportation costs, which are the responsibility of the student.

### Unit Outline

UNIT	READINGS
Week 1 – Introduction – Reinventing the Museum <i>Jan. 14</i>	<p><b>Required:</b> Standard Practices Handbook 3<sup>rd</sup> Edition, <i>Museums and Society</i>, pp. 41 - 47</p> <p>Anderson, Gail, (2012). "A Framework: reinventing the museum". In <i>Reinventing the Museum: the evolving conversation on the paradigm shift</i>, 2<sup>nd</sup> Edition, ed. Gail Anderson. pp. 1 – 9</p> <p><b>Optional:</b> Weil, Stephen, "From Being About Something to Being For Somebody", <i>Daedalus</i>. Summer, 1999. Vol. 128, Issue 3, pp. 229 – 259. <a href="https://blogs.stockton.edu/amst5005/files/2013/01/Weil-From-Being-about-Something.pdf">https://blogs.stockton.edu/amst5005/files/2013/01/Weil-From-Being-about-Something.pdf</a></p> <p><b>Resource:</b> Alberta Museums Association, <i>Sustainability Working Group Final Report</i> (2013) <a href="http://www.museums.ab.ca/media/34750/museumsswg_report_final.pdf">http://www.museums.ab.ca/media/34750/museumsswg_report_final.pdf</a></p>
Week 2 – Governance and Leadership <i>Jan. 21</i>	<p><b>Required:</b> Standard Practices Handbook 3<sup>rd</sup> Edition, <i>Governance and Operations</i>, pp. 55 – 67, 71 – 75, 79 - 84</p> <p>Liedtka, J. (1998). Linking Strategic Thinking with Strategic Planning. <i>Strategy and Leadership</i>, September/October 1998, 30 – 35.</p> <p>International Association of Public Participation. <i>IAP2 Spectrum of Public Participation</i>. <a href="http://www.iap2.org/associations/4748/files/spectrum.pdf">www.iap2.org/associations/4748/files/spectrum.pdf</a></p>

	<p><b>Resources:</b>  Canadian Museums Association. <i>Roles and responsibilities of Museum Trustees</i>.  <a href="http://www.museums.ca/uploaded/web/docs/trusteesguidelines.pdf">www.museums.ca/uploaded/web/docs/trusteesguidelines.pdf</a></p> <p>Alberta Culture. <i>Drafting and Revising Bylaws for Not-for-Profit Organizations in Alberta</i>.  <a href="http://culture.alberta.ca/community/programs-and-services/board-development/resources/workbooks/pdfs/Drafting_Revising09.pdf">http://culture.alberta.ca/community/programs-and-services/board-development/resources/workbooks/pdfs/Drafting_Revising09.pdf</a></p> <p>Canadian Museums Association, <i>Ethics Guidelines</i>  <a href="http://www.museums.ca/uploaded/web/docs/ethicsguidelines.pdf">www.museums.ca/uploaded/web/docs/ethicsguidelines.pdf</a></p>
<p>Week 3 – Social Responsibility  Jan. 28</p>	<p><b>Required:</b>  Standard Practices Handbook 3rd Edition, Museums and Society, pp. 16 - 19</p> <p>Robert Janes. “The Mindful Museum”. <i>Curator</i>, Vol. 53 Issue 3, July 2010. pp. 325 – 338.  <a href="http://www.tandf.co.uk/journals/pdf/The-Mindful-Museum.pdf">http://www.tandf.co.uk/journals/pdf/The-Mindful-Museum.pdf</a></p> <p>Museum2.0 Blog <i>A Different Story of Thanksgiving: The Repatriation Journey of Glenbow Museum and the Blackfoot Nations</i> <a href="http://museumtwo.blogspot.ca/2015/12/a-different-story-of-thanksgiving.html">http://museumtwo.blogspot.ca/2015/12/a-different-story-of-thanksgiving.html</a></p>
<p>Week 4 – Community Engagement  Feb. 4</p>	<p><b>Required:</b>  Standard Practices Handbook 3<sup>rd</sup> Edition, <i>Governance and Operations</i>, pp. 76 – 78, 112 – 114, <i>Museums and Society</i>, pp. 20 – 23,</p> <p>Matelic, Candace (2013). “New Roles for Small Museums”. In <i>The Small Museum Toolkit, Book 4, Reaching and Responding to the Audience</i>. ed. Cinnamon Catlin-Legutko and Stacy Klingler. Tennessee, U.S.: American Association for State and Local History. pp. 142-162</p> <p>Simon, Nina (2009). <i>The Participatory Museum</i>. Santa Cruz, California: Museum 2.0. pp. 183 – 202</p>
<p>Week 5 - Health and Well-being in the Museum Sector and Community  Feb. 11</p>	<p><b>Required:</b>  Silverman, Lois (2010). “From Body to Soul”. In <i>The Social Work of Museums</i>. Oxon, U.K.: Routledge. pp. 41 – 65</p> <p>Suchy, Sherene (2004). “Passion: representing the organization”. In <i>Leading with Passion, Change Management in the 21<sup>st</sup> Century Museum</i>. California, U.S.: AltaMira Press. pp. 29 – 57.</p>
<p>Week 6 – READING WEEK Feb. 18</p>	
<p>Week 7 – Environmental Sustainability; Facility Management  Feb. 25</p>	<p><b>Required:</b>  Janes, Robert (2009). A Troubled World. In <i>Museums in a Troubled World: renewal, irrelevance or collapse?</i> Oxon, U.K.: Routledge. pp. 26-56</p>

	<p>Madan, Rachel (2011). "Greener Museums Organizational Sustainability Self Assessment". In <i>Sustainable Museums: strategies for the 21<sup>st</sup> century</i>. Edinburgh, Scotland: MuseumsEtc. pp. 32-33</p> <p>Standard Practices Handbook 3<sup>rd</sup> Edition, <i>Governance and Operations</i>, pp. 108 – 112, 122 - 131</p> <p>AAM, Standards Regarding Facilities and Risk Management  <a href="http://www.aam-us.org/resources/ethics-standards-and-best-practices/facilities-and-risk-management">http://www.aam-us.org/resources/ethics-standards-and-best-practices/facilities-and-risk-management</a></p>
<p>Week 8 – Financial Management Mar. 3</p>	<p><b>Required:</b> Standard Practices Handbook 3<sup>rd</sup> Edition, <i>Governance and Operations</i>, pp. 85 – 94</p> <p><b>Optional:</b> Financial Responsibilities for Not-for-Profit Boards.  <a href="http://www.muttart.org/sites/default/files/.../financial_responsibilities.pdf">www.muttart.org/sites/default/files/.../financial_responsibilities.pdf</a></p>
<p>Week 9 – Planning and Project Management Mar. 10</p>	<p><b>Required:</b> Standard Practices Handbook 3<sup>rd</sup> Edition, <i>Governance and Operations</i>, pp. 79 – 84, 105 – 107</p> <p>Lee, W., Jenkins, M. and Stein, R. (2008). Agile Methods for Project Management. Conference Paper: Museums and the Web. April 9 – 12 2008.  <a href="http://www.archimuse.com/mw2008/papers/jenkins/jenkins.html">http://www.archimuse.com/mw2008/papers/jenkins/jenkins.html</a></p>
<p>Week 10 – Human Resources Mar. 17</p>	<p><b>Required:</b> Standard Practices Handbook 3<sup>rd</sup> Edition, <i>Governance and Operations</i>, pp. 95 - 104</p> <p><b>Resource:</b> Canada Revenue Agency, <i>Employee or Self-Employed?</i> RC4110 <a href="http://www.cra-arc.gc.ca/E/pub/tg/rc4110/rc4110-13e.pdf">www.cra-arc.gc.ca/E/pub/tg/rc4110/rc4110-13e.pdf</a></p>
<p>Week 11 – Holistic Intention Mar. 24</p>	<p><b>Required:</b> Korn, Randi (2007). The Case for Holistic Intentionality. <i>Curator: The Museum Journal</i>. Vol. 50, Issue 2. pp. 255 - 264</p> <p>Alberta Museums Association (2015). <i>Museum Visitor Experience Program Handbook</i>.</p> <p>Critical Assessment Framework  <a href="http://www.worldviewsconsulting.org/wp-content/uploads/2009/06/caf-08.pdf">www.worldviewsconsulting.org/wp-content/uploads/2009/06/caf-08.pdf</a></p> <p><b>Resource:</b> Framework: Assessing Excellence in Exhibitions from a Visitor-Centred Perspective  <a href="http://www.exhibitfiles.org/dfile2/ReviewWalkthrough/481/original/Framework1.pdf">http://www.exhibitfiles.org/dfile2/ReviewWalkthrough/481/original/Framework1.pdf</a></p>

Week 12 – Field Trip March 31	To be confirmed
Week 13 – Final Project Presentations Apr. 7	

### Grading Method/Grading Scale:

Percentage	Grade	G.P.V.	Grade Definition
96-100	A+	4.0	Outstanding
90-95	A	4.0	Excellent-superior performance, showing comprehensive understanding of subject matter.
85-89	A-	3.7	
80-84	B+	3.3	
75-79	B	3.0	Good – clearly above average performance with knowledge of subject matter generally
70-74	B-	2.7	
65-69	C+	2.3	
60-64	C	2.0	Satisfactory – basic understanding of the subject
55-59	C-	1.7	
53-54	D+	1.3	
50-52	D	1.0	Minimal pass – marginal performance; generally insufficient preparation for subsequent courses in the same subject
0-49	F	0	Fail – unsatisfactory performance or failure to meet course requirements.

### Internet and Electronic Communication Device Information

Laptops may be used during class to take notes. Cellphone use for other than class related activities is not permitted. If you need to use your phone, please do so on the break.

### Academic Accommodation

Students seeking an accommodation based on disability or medical concerns should contact Student Accessibility Services (S.A.S.); S.A.S. will process the request and issue letters of accommodation to instructors. For additional information on support services and accommodations for students with disabilities, visit [www.ucalgary.ca/access/](http://www.ucalgary.ca/access/)

Students who require an accommodation in relation to their coursework based on a protected ground other than disability should communicate this need in writing to their Instructor.

The full policy on Student Accommodations is available at [http://www.ucalgary.ca/policies/files/policies/student-accommodation-policy\\_0.pdf](http://www.ucalgary.ca/policies/files/policies/student-accommodation-policy_0.pdf)

### Academic Standing

For more information go to <http://www.ucalgary.ca/pubs/calendar/current/f.html>

### Deferral of Exams/Term work

It is possible to request a deferral of term work or final examination(s) for reasons of illness, accident, family or domestic affliction, or religious obligations. Please check with Enrolment Services if any of these issues make it impossible for you to sit an exam or finish term work by stated deadlines.

For more information go to [http://www.ucalgary.ca/registrar/deferred\\_final](http://www.ucalgary.ca/registrar/deferred_final)

### **F.O.I.P.**

For more information go to <http://www.ucalgary.ca/secretariat/privacy>

### **Writing/Plagiarism**

Writing skills are not exclusive to English courses and, in fact, should cross all disciplines. The University supports the belief that throughout their University careers, students should be taught how to write well so that when they graduate their writing abilities will be far above the minimal standards required at entrance. Consistent with this belief, students are expected to do a substantial amount of writing in their University courses and, where appropriate, members of faculty can and should use writing and the grading thereof as a factor in the evaluation of student work. The services provided by the Writing Support Services can be utilized by all undergraduate and graduate students who feel they require further assistance.

For more information go to <http://www.ucalgary.ca/ssc/writing-support> or <http://www.ucalgary.ca/pubs/calendar/current/e-2.html>

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. Visual art projects submitted for course credit must be produced by the student specifically for this class. Students must not submit projects if credit has or will be provided for it in another class. This includes re-worked assignments from previous or concurrent courses, unless permission is provided in writing by the instructor. Additionally, the student is asked to be mindful of using visual sources from the internet, ensuring that that material is not derived from any on-line or other available source, and that appropriate copyright permission is granted, when required.

For more information go to:  
<http://www.ucalgary.ca/pubs/calendar/current/k-2-1.html>

### **Student Misconduct**

For more information go to <http://www.ucalgary.ca/pubs/calendar/current/k.html>

### **Student Union**

For more information go to <http://www.su.ucalgary.ca/>

### **Student Ombudsman**

For more information go to <http://www.ucalgary.ca/provost/students/ombuds>

### **Lockers**

The Art Building lockers are administered through the Student's Union's used bookstore, Bound and Copied. Lockers are rented on a first come, first served basis. Due to the shortage of lockers, and the high demand, students cannot hold more than one locker at a time. All of the details on renting a

locker and your responsibilities can be found on the Locker Rental Agreement at [https://www.su.ucalgary.ca/wp-content/uploads/2014/08/locker\\_rental\\_agreement\\_2010.pdf](https://www.su.ucalgary.ca/wp-content/uploads/2014/08/locker_rental_agreement_2010.pdf)

**Lockers for all sessions** can be rented through [my.ucalgary.ca](http://my.ucalgary.ca). Once you're in the Student Centre, click on **Other Academic Services** and choose **Locker Reservation**.

**Lockers must be vacated by the end of term.**

For more information go to <http://www.su.ucalgary.ca/>

## **Ethics**

Whenever you perform research with human participants (i.e., surveys, interviews or observation) as part of your university studies, you are responsible for following university research ethics guidelines. Your instructor must review and approve of your research plans and supervise your research.

For more information go to <http://www.ucalgary.ca/pubs/calendar/current/e-5.html>

or

<https://www.ucalgary.ca/research/researchers/ethics-compliance/chreb>

## **Campus Security/Safewalk**

Call 220-5333 anytime. Help phones are located throughout campus, parking lots and elevators; they connect directly to Campus Security - in case of emergency, press the red button.

For more information go to <http://www.ucalgary.ca/security/safewalk>

## **Emergency Evacuation**

For more information go to <http://www.ucalgary.ca/emergencyplan/assemblypoints>

## **Faculty of Arts Program Advising and Student Information Resources**

Have a question but not sure where to start? The Arts Students' Centre is your information resource for everything in the Faculty of Arts. Stop by SS102, call us at 220-3580 or email us at [ascarts@ucalgary.ca](mailto:ascarts@ucalgary.ca) or [artsads@ucalgary.ca](mailto: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 at 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 210-ROCK [7625] or visit them at the MacKimmie Library Block.