

UNIVERSITY MUSEUMS TRAINING WEEK SHANGHAI 2018
GOALS AND PRIORITIZATION:
**STRATEGIC PLANNING
IN UNIVERSITY MUSEUMS**

2018 高校博物馆国际培训班
“大学博物馆：建设与运营”



International Council of Museums (ICOM) was created in 1946 by and for museum professionals. It has 115 National Committees and 30 International Committees dedicated to various museum specialties. University Museum and Collections (UMAC) of ICOM was founded in 2001 to help preserve and provide access to this significant part of national and international heritage with its many unique and unusual collections among all those working in, or associated with, academic museums, galleries and collections (including herbaria and botanical gardens).

国际博物馆协会成立于 1946 年，在 115 个国家建立国家委员会，下设 30 个国际专业委员会。国际博协大学博物馆与藏品委员会成立于 2001 年，旨在帮助保护散落在各个大学博物馆、美术馆、植物园及标本园中的多种藏品。这些机构及其藏品是国家和国际遗产的重要组成部分。



National Educational Alliance of University and College Museums (NEAUCM) was founded in May 2012, with a total of 95 museum members. It aims to become the platform for university museums and will actively promote the museums' deep cooperation and resource sharing, making the museums unleash all educational potentials. University museums are encouraged to become the influential elements of university culture and city civilization.

全国高校博物馆育人联盟于 2012 年 5 月在上海成立，现拥有会员单位 95 家，旨在成为各高校博物馆沟通交流的平台和纽带，积极推动各馆的深度合作和资源共享，使得高校博物馆充分发挥其育人功能，创造文化育人的新模式，成为大学文化传承、提升城市文明的重要力量。



Shanghai Educational Alliance of University and College Museums (SEAUCM) is a non-profit organization founded voluntarily by Shanghai university museums. Its purpose is to promote China's cultural prosperity, to achieve resources integration within the Alliance, and to explore how university museums can best serve teaching, research, social service and cultural inheritance.

上海市高校博物馆育人联盟是由上海高校博物馆自愿发起成立的非营利性组织，宗旨是为推动我国文化大发展大繁荣，促进上海公共文化服务体系建设，在市委宣传部、市教卫工作党委、市教委的领导下，在市教卫工作党委的具体指导下，联合上海高校博物馆，组织开展文化育人活动，实现联盟内的资源整合，协调发展，共同提高，更好地发挥高校博物馆在人才培养、科学研究、社会服务和文化传承创新等方面的职能。

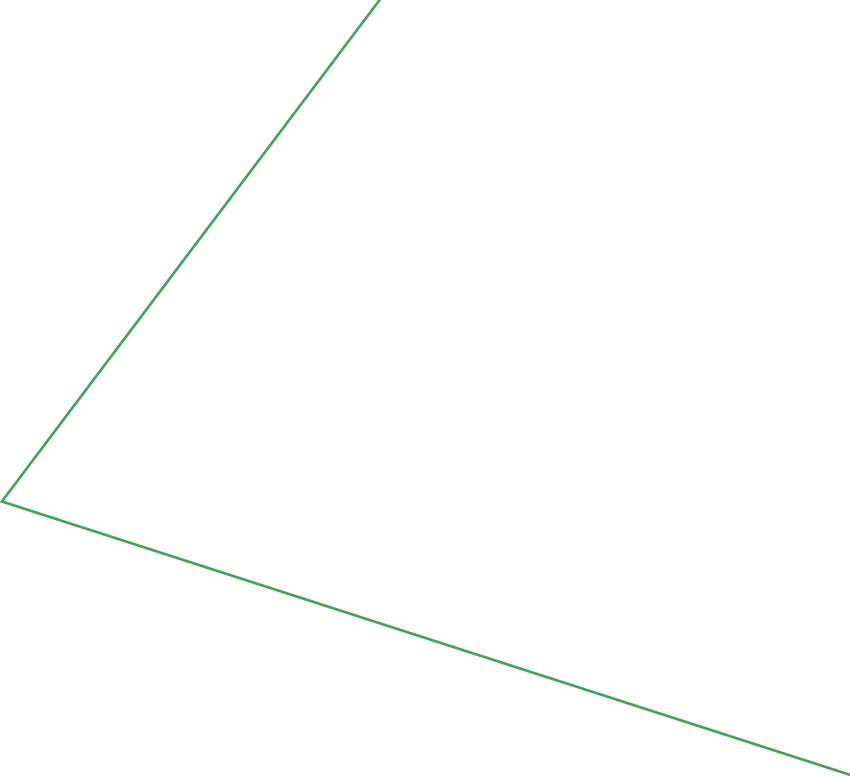


Qian Xuesen Library & Museum of Shanghai Jiao Tong University (QLM-SJTU) was first open to the public on December 11, 2011. As a memorial museum dedicated to the scientist Dr. Qian Xuesen, it houses a collection of nearly 61,000 pieces of artifacts, manuscripts, objects and archives of Dr. Qian. QLM has permanent exhibits themed on Dr. Qian's life and legacy and has attracted nearly 1.1 million visitors so far.

上海交通大学钱学森图书馆建成于 2011 年 12 月 11 日，是著名科学家钱学森的纪念馆，馆内收藏保存着 6.1 万余件钱学森珍贵文献、手稿、照片和实物，基本陈列为“人民科学家钱学森”主题展览。该馆是全国爱国主义教育示范基地、全国科普教育基地。开馆以来，近 110 万人次进馆参观。

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Message from UMAC President

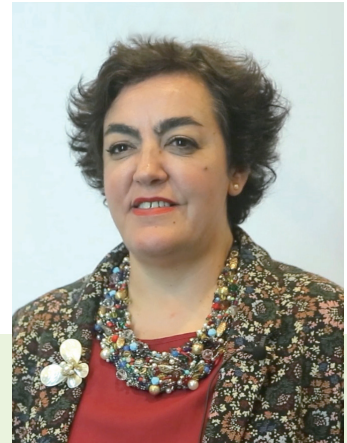
This is the second edition of the University Museums Training Week Shanghai (UMTWS), jointly organized by UMAC – the International Committee of ICOM for University Museums and Collections – and the Qian Xuesen Library and Museum, Shanghai Jiao Tong University (QLM-SJTU).

This year's program is outstanding. The diversity and quality of speakers, combined with the multilayered approach of talks, debates, group work and field visits, will certainly bring new perspectives on contemporary university museums, in China and elsewhere. I am deeply grateful to the UMAC-QLM Joint Committee for their efforts towards the program, all the speakers and contributors to make this year's training program happen.

Apart from fruitful exchanges that always happen when professionals meet and share experiences, from UMAC's perspective the UMTWS has two main objectives. The first, more general, has to do with the role played by professional development in UMAC's global strategy. Anywhere in the world – from China to Brazil, and from the USA to Finland – highly trained university museum professionals are a top priority for UMAC.

The second objective is to increase international studies and visibility of Chinese university museums. China has outstanding university museums, collections and heritage in the arts, sciences and humanities. They are completely prepared to compete with the most important cultural attractions, in Shanghai and elsewhere in China. However, Chinese university museums are still poorly known outside the borders of China.

UMAC is committed to bringing Chinese university museums increasingly into the international sphere, particularly among the ICOM and UMAC communities. The number of UMAC members in China is growing, and so is the number of entries from China in the UMAC World Database of University Museums. Chinese authors are beginning to appear in our journal UMACJ. Several Chinese university museum professionals will participate in our Annual Conference in Miami, Florida, next June, and also in other university museums network meetings in Europe. In 2019, UMAC will meet in Kyoto, Japan, and I am sure we will have the largest participation ever from China.



Geographically speaking, every university museum has a double dimension. It is certainly local because it results from local demands, people, institutions and community dynamics. It materializes specific research, teaching or outreach activities of a given university. However, in its almost 1,000-year history, the university has always been, and is today more than ever, a global institution.

Universities were global even before the idea of nation existed. The University of Louvain is older than Belgium, the University of Padua is older than Italy, the University of Tartu is older than Estonia, and several German universities – like Heidelberg or Göttingen – are much older than Germany, just to give a few European examples. For centuries, students, researchers, professors, books, and also collections, have circulated across countries, continents, and oceans, from North to South, from East to West, and back.

This global dimension is not always visible in our university museums. Typically, the local prevails and there are reasons for that. First, the local is an easier concept to approach. Second, identity and memory require a local, regional or national perspective. As a result, the “local” dimension often dominates our approaches to collections, exhibitions and educational programs.

However, the global university in a global society compels us to go beyond local approaches. How can contemporary university museums make the global more visible in their activities? How can they be instruments of the “global university”? Perhaps even more importantly, how can they be tools for our understanding of present changing “global societies”? How can they contribute to actively promoting universal values of knowledge and creativity?

I think these are challenges for university museums everywhere, but especially in China where universities are increasingly becoming crucial players in the global higher education sector and where university museums are growing like nowhere else in the world. Chinese universities are global universities and their museums global museums.

Marie C. Loura

UMAC- ICOM President
University of Lisbon

UMAC主席致辞

由国际博协大学博物馆与藏品委员会、全国高校博物馆育人联盟、上海市高校博物馆育人联盟、上海交通大学钱学森图书馆联合举办的 2018 高校博物馆国际培训班将于 2018 年 4 月在上海开班。该培训班是继 2017 高校博物馆国际培训班之后的第二届国际培训班。今年的培训形式丰富、内容精彩，授课老师来自不同的国家、有着丰富的大学博物馆研究及管理经验。辩论、会谈、授课、小组工作和实地考察等多层次、多角度的讨论方式也必将为中国和其他地区的当代大学博物馆带来全新的视角。十分感谢项目工作组为本次培训班做出的辛勤努力，也非常感谢所有的授课教师及关心和帮助此次培训班的同仁们所付出的时间和精力。

高校博物馆国际培训班为专业人士提供了一个分享和交流的重要平台。除此之外，从国际博协大学博物馆与藏品委员会 (UMAC) 的角度，在中国举办国际培训班主要有两个目标：第一，UMAC 的全球发展战略注重高校博物馆的人员培训，从中国到巴西，从美国到芬兰，对世界范围内的高校博物馆工作人员进行专业培训是 UMAC 的重点工作。第二，增加中国大学博物馆在世界范围内的显示度和知名度。中国拥有非常优秀的大学博物馆、藏品和艺术人文及科学类的各类文化遗产，他们完全有跟世界其他大学博物馆同台竞争的实力。可惜的是，中国的大学博物馆在世界范围内的发声很少。

UMAC 一直致力于增加中国的大学博物馆在国际社会的知名度，尤其是在国际博协和 UMAC 体系中的显示度。UMAC 中国大学博物馆的会员单位数量在增加，也有更多中国学者在 UMACJ 杂志上投稿，一些中国大学博物馆的工作人员也将参与今年 6 月在迈阿密举行的 UMAC 年度会议及欧洲有关大学博物馆的学术会议。2019 年，UMAC 会在日本京都举行年会，我期待更多中国大学博物馆的从业及研究人员参会。

每个大学博物馆都有一个地理意义上的双重属性。首先，大学博物馆肯定有“当地性”，因为它的存在由当地的人员构成、有当地的实际需求、有当地的机构特征，也具象化了当地大学的研究、教学和社会需求。但是，在大学博物馆一千多年的发展历程中，尤其是当下，大学博物馆更应该有“世界性”。

大学的“世界性”甚至早于国家的地缘概念。举几个欧洲的例子：鲁汶大学的历史长于比利时的历史，帕多瓦大学在意大利建国之前就已存在，塔尔图大学比爱沙尼亚拥有更久远的历史，德国的海德堡大学和哥廷根大学都比现代德国的历史长。几个世纪以来，学生、教师、研究人员、书籍和藏品，从人到物，都曾跨越千山万水、辗转南北西东，实现世界范围内的流动。但是大学的“世界性”却并不一定体现在大学博物馆上。通常情况下，大学博物馆的“当地性”远超“世界性”，原因有二：第一，大学博物馆总是更能接触到当地的资源；第二，身份认同和记忆保存总是更容易从当地的、地区的或者是国家的层面入手。因此，大学博物馆的“当地性”成为指导藏品、展览和教育活动的核心理念。

大学一直存在于“世界性”的环境中。“世界性”的大学促使大学博物馆要超越“当地性”的工作模式。当代的大学博物馆如何在他们的日常活动中体现更多“世界性”的特点？如何助力大学成为“世界性”的大学？更为重要的是，大学博物馆如何帮助构造“全球命运共同体”？如何积极推动创新和知识普及？

全球的大学博物馆都面临上述问题，但中国大学博物馆面临的挑战尤其突出。中国的大学在世界大学中扮演越来越重要的角色，中国新建大学博物馆的数量也是其他国家无可比拟的。中国的大学是“世界性”的大学，因此他们的博物馆也必然是“世界性”的博物馆。

Marle C. Courau

国际博协大学博物馆与藏品委员会主席

里斯本大学

General introduction

The university museum landscape is going through considerable changes worldwide. New university museums are being created and old ones are being restructured and reorganized. Many universities are increasingly looking at museums, collections and heritage as important tools to implement their educational and cultural strategy, as well as meaningful windows between academia and society. For the University Museums Training Week Shanghai 2018 (UMTWS 2018), UMAC-ICOM and the Qian Xuesen Library and Museum (QLM-SJTU) have prepared a broad program that goes deep into what it means to be a university museum today, through a combination of case-studies (Chinese and international), field visits, debates and a contemporary bibliography. Thanks to the sponsorship by China's NEAUCM and SEAUCM, this training program intends to explore the following questions: What are the important issues to be considered in strategic planning, management and policies? What role can collections, exhibitions and educational programs play? What works and what doesn't – for the museum, the university, and the community?

Goals and Prioritization: Strategic Planning in University Museums

Training will be conducted as a planning workshop where each participant will have developed a draft of a master plan for their own university museum at the end of the session. All participants are asked to bring copies of any existing documents (mission statement, governance structure, master plan, collection policy) in English and in language of origin.

Faculty:

Andrew Simpson (UMAC, Australia)

Barbara Rothermel (UMAC, USA)

David Ellis (University of Sydney, Australia)

Hugues Dreyssé (University of Strasbourg, France)

Kai Zhang (Shanghai Jiao Tong University, China)

Kate Arnold-Forster (University of Reading, UK)

Yong Duan (Shanghai University, China)

Breakout Facilitators:

Andrew Simpson (Natural History Museums)

Barbara Rothermel (Art Museums)

Hugues Dreyssé (Science/Technology Museums)

Kate Arnold-Foster (Heritage/History Museums)

项目介绍

全世界的大学博物馆都在发生着深刻的变化，旧馆在进行更新改造，新馆也日益增多。越来越多的大学意识到校园里的博物馆、藏品和其他一切文化遗产是服务于其教育及文化战略的重要工具，也是连接学术和社会的重要窗口。

为进一步提升高校博物馆从业人员专业素养，拓展国际视野，加强国际合作与交流，在国际博协的指导下，全国高校博物馆育人联盟、国际博协大学博物馆与藏品委员会、上海市高校博物馆育人联盟、上海交通大学钱学森图书馆于2018年4月11日-20日在上海举办2018高校博物馆国际培训班。该培训班是继2017年首届高校博物馆国际培训班之后的第二届高校博物馆国际培训班。在为期10天的时间里，国内外的知名博物馆专家将共同为来自清华大学、浙江大学、香港中文大学等26所高校的29名博物馆从业人员集中授课。

本次培训班以“大学博物馆：建设与运营（Goals and Prioritization: Strategic Planning in University Museums）”为主题，通过知识讲授、小组讨论、案例分析、实地参观和总结分享等多种形式，兼顾理论知识与实务工作，融通中外大学博物馆建设与发展经验，力求让学员进一步清晰理解大学博物馆与大学的关系以及大学博物馆的筹建、藏品、展览、教育与可持续发展等关键问题。希望通过本次培训，使学员们能够有所收获，并以全新的视角和姿态，用行动去推动大学博物馆的发展。

授课教师：

Andrew Simpson（国际博协大学博物馆与藏品委员会，麦考瑞大学，澳大利亚）

Barbara Rothermel（国际博协大学博物馆与藏品委员会，林奇堡学院，美国）

David Ellis（悉尼大学，澳大利亚）

Hugues Dreyssé（斯特拉斯堡大学，法国）

Kai Zhang（张凯，上海交通大学，中国）

Kate Arnold-Forster（雷丁大学，英国）

Yong Duan（段勇，上海大学，中国）

分组讨论：

Andrew Simpson（自然历史类博物馆）

Barbara Rothermel（艺术博物馆）

Hugues Dreyssé（科技类博物馆）

Kate Arnold-Foster（遗产及历史类博物馆）

Lecturer profiles

授课专家

Andrew Simpson Macquarie University

Andrew Simpson is an Honorary Fellow in the Department of Ancient History, Macquarie University. He has a background in Australian higher education as an academic delivering undergraduate and postgraduate museum studies programs and as a professional staff responsible for university museums and collections. He holds a leadership role with CAUMAC (the Council of Australian University Museums and Collections, a national network of Museums Australia) and a Board role with UMAC (an International Committee of the International Council of Museums). He was the initial chair of Museums Australia's Professional Development Committee responsible for devising national strategies for improving sector skills. He is currently a consultant working on a variety of cultural and higher educational projects including the development of institutional policies and strategies. Andrew has published widely on the subject of university museums and collections and is currently leading a working group that is re-evaluating the University Museums and Collections Journal.



Andrew Simpson 博士是澳大利亚麦考瑞大学古代史系荣誉研究员，在澳大利亚高等教育机构中开展博物馆学的本科及研究生教学工作，并负责高校博物馆及藏品的相关工作。Simpson 博士在澳大利亚大学博物馆与藏品委员会中担任领导职务，也是国际博协大学博物馆及藏品委员会理事，曾任澳大利亚博物馆协会专业发展委员会首任主席，负责制定提升行业能力的国家战略。目前，他正从事各类文化及高等教育项目的咨询工作，包括制定机构政策和规划等。Simpson 博士发表了诸多高校藏品专业的文章，也在负责《高校博物馆与藏品》期刊的重审工作。

Barbara Rothermel Lynchburg College

Barbara Rothermel is Director of the Daura Gallery and Associate Professor of Museum Studies at Lynchburg College, Virginia. Dr. Rothermel holds a BA in art and cultural history with honors from Hood College, a Masters in Liberal Studies, museum studies emphasis, with a concentration in art history from the University of Oklahoma, and a PhD in museum studies from the University of Leicester, where her dissertation concerns the university art museum as a catalyst for interdisciplinary faculty collaboration. Dr. Rothermel is vice-president of the University Museums and Collections of the International Council of Museums (ICOM-UMAC), and for 14 years was a member of the Board of the Association of Academic Museums and Galleries (AAMG).



Barbara Rothermel 博士是美国林奇堡学院 Daura 美术馆馆长，博物馆学副教授。Rothermel 博士在英国莱斯特大学获得博物馆学博士学位，博士论文以大学艺术博物馆推动教师跨学科合作为主题。Rothermel 博士是国际博协大学博物馆与藏品委员会副主席，已连续 14 年担任美国大学博物馆与艺术馆协会理事会成员。Rothermel 博士自 1997 以来担任美国林奇堡学院 Daura 美术馆馆长一职，在其任职期间，Daura 美术馆实现了跨越式的发展。通过举办高质量的展览和教育活动，Daura 美术馆在校园和社区的影响力日益凸显。Rothermel 博士还在林奇堡学院创建了博物馆教育本科辅修专业，不同学科的学生均可选修。

Lecturer profiles

授课专家

David Ellis University of Sydney

David Ellis is Director of Museums & Cultural Engagement at the University of Sydney where he is responsible for the Macleay Museum, Nicholson Museum, University Art Gallery, Seymour Theatre Centre and development of the new Chau Chak Wing Museum.

He has a Bachelor of Arts in visual arts and over thirty eight years' experience in the the museum and gallery sectors, including senior positions at the Tasmanian Museum and Art Gallery, Art Exhibitions Australia, the National Library of Australia and the NSW Ministry for Arts. He is a former Board member of the Australian Fossil and Mineral Museum and former Chair of Capital Works and Museum Funding Committees at Arts NSW.

As an artist he has works in national, state and regional collections.

David Ellis 是悉尼大学博物馆与文化中心主任，负责大学下属共四个博物馆及文体中心，还负责周泽荣博物馆的筹建工作。David Ellis 有三十多年的博物馆及美术馆从业经验，曾先后在塔斯马尼亚博物馆和美术馆、澳大利亚艺术展览馆、澳大利亚国家图书馆及新南威尔士艺术委员会担任领导职务。他曾是澳大利亚化石和矿物博物馆理事会成员之一，也曾任新南威尔士艺术委员会资金业务部主任。作为艺术家，他的作品被国家级、省际及地区性博物馆收藏。



Hugues Dreyssé

University of Strasbourg

Hugues Dreyssé is professor at the University of Strasbourg (France) where he's the director of the Jardin des Sciences (<http://jardin-sciences.unistra.fr/>). This original structure combines science center activities, heritage (museums, collections) responsibility and dialogue "between science and society". From 2010 to 2016 he has been chairman of the International committee of ICOM-UMAC. He had also various duties as, for instance, Vice-President of the University of Strasbourg from 2007 to 2016. Since May 2017 he is the Ombudsmen of the University of Strasbourg.

Hugues Dreyssé 博士为法国斯特拉斯堡大学教授，是该校科学园 (Jardin des Sciences) 负责人。科学园集科学中心活动、遗产（博物馆及藏品）保护、社会科普等功能于一体。Dreyssé 教授于 2010 至 2016 年担任国际博协高校博物馆与藏品委员会主席一职，2007–2016 年为斯特拉斯堡大学副校长。



Lecturer profiles

授课专家

Kai Zhang Shanghai Jiao Tong University

Kai Zhang is Associate Professor of Shanghai Jiao Tong University, director of University Archives and University History Research, executive director of Qian Xuesen Library & Museum. His research are mainly focused on Jiao Tong University's history, university museum and memorial museum's operation and management, Dr. Qian Xuesen's life and legacy. He has undertaken research projects of National Social Science Foundation, Shanghai city government and others and is actively involved in university museum's research and management in China.



张凯，上海交通大学档案馆馆长、党史校史研究室主任、钱学森图书馆执行馆长，副教授。国际博协会员、中国博协名人故居专业委员会副理事长、上海市宇航学会理事。目前主要从事交通大学史、高校博物馆和纪念馆运营与管理、钱学森科学精神与生平事迹等方面的研究。先后在全国高校博物馆育人联盟成立大会、中国博协高校博物馆专业委员会2015年广州年会、全国高校博物馆育人联盟2016年专题培训班等学术会议上作主题发言。在《中国高等教育》等刊物上发表近10余篇学术论文。作为主要参与人和负责人承担过国家社科基金重点项目《钱学森手稿整理与研究1955-2009》，上海市教委《上海高校博物馆发展定位与功能研究》《上海高校博物馆评价指标体系研究》等课题多项。

Kate Arnold-Forster

University of Reading

Kate Arnold-Forster is the Director of University Museums and Special Collections at the University of Reading, where she has led a major program of capital re-development and strategic renewal, including the recent transformation of the Museum of English Rural Life (the UK's leading rural and agricultural museum) and a program of academic engagement for the University's museums and collections. She was Co-Chair of the UK University Museum Group until 2017 and is a former member of the ICOM Committee for University Museums and Collections (UMAC). She is an adviser and trustee to a variety of university museums and libraries and serves on a number of national advisory and strategy reviews for museums in the UK. She was educated at the University of Oxford (MA, Modern History) and is a Fellow of the Museums Association, made MBE by the Queen for services to University Museums and has undertaken extensive research into the UK university museums' sector.



Kate Arnold-Forster 是英国雷丁大学博物馆与特殊藏品中心主任，主要负责资金筹措和战略更新的工作，于近期完成了英国乡村生活博物馆的更新改造工程。同时也负责雷丁大学博物馆和藏品的学术利用工作。Arnold-Forster 女士曾是英国大学博物馆群联合主席之一，也曾是国际博协大学博物馆与藏品委员会成员之一。现为英国诸多国家级博物馆和大学博物馆、图书馆等提供咨询或担任理事会成员。Arnold-Forster 女士因其对大学博物馆的杰出贡献被授予英帝国勋章，曾在牛津大学获得近代史硕士学位。

Lecturer profiles

授课专家

Yong Duan Shanghai University

Dr. Yong Duan is Vice-President of Shanghai University, and Vice Chair of Chinese Museums Association. He was the Vice Director of the Palace Museum in Beijing, and the Vice Director of State Administration of Cultural Heritage, responsible for national museums and cultural relics. Dr. Duan has undertaken extensive research into cultural relics and museums and has published widely on China's museums and international museum research.

段勇，历史学（考古与博物馆专业）博士，曾任故宫博物院副院长、国家文物局博物馆与社会文物司（科技司）司长，现任上海大学副校长，兼任中国博物馆协会副理事长。长期从事中外文化遗产和博物馆研究，出版了《当代美国博物馆》《当代中国博物馆》等6部专著，并发表了《古物陈列所的兴衰及其历史地位述评》《博物馆与文化遗产的“普世”问题——兼论我国处理非法流失文物的对策》等50余篇专业论文和学术文章。



Schedule

日程安排

April 11th 4月11日

9:00-9:50

Opening ceremony 开班仪式

10:00-11:30

Panel discussion

大学博物馆六人谈：走向卓越的大学博物馆

14:00-15:00

Orientation 项目介绍

15:00-17:00

Qian Xuesen Library & Museum: mission and operation

钱学森图书馆参观与交流

April 12th 4月12日

9:00-11:30

Understanding our museums: participant presentation

学员介绍自己所在博物馆

14:00-17:00

Understanding our museums: participant presentation

学员介绍自己所在博物馆

April 13th 4月13日

9:00-11:30

The university museum: mission and vision

大学博物馆的使命与愿景

14:00-17:00

The university museum: strategic planning

大学博物馆的战略规划

April 14th 4月14日

9:00-11:30

University Museums: Being Merry or Melancholy?

大学博物馆的美丽与哀愁

14:00-17:00

University Museums: Construction, Opening and Fund-raising

大学博物馆的筹建、开馆与运营

April 15th 4月15日

9:00-11:30

International Case Study: The University of Strasbourg/New Museum

案例分享：法国斯特拉斯堡大学的博物馆

14:00-17:00

Museum architecture and space organization

博物馆建筑与空间利用

April 16th 4月16日

9:00-11:30

International Case Study: Museum of English Rural Life

案例分享：英国乡村生活博物馆

14:00-17:00

New management models and outreach plan

新型管理模式及对外合作

April 17th 4月17日

Shanghai History Museum

参观上海市历史博物馆

Shanghai Museum of Textile and Costume

参观上海纺织服饰博物馆

April 18th 4月18日

9:00-11:30

International Case Study: University of Lynchburg

案例分享：美国林奇堡学院美术馆

14:00-17:00

Museum policies, practice and programming

藏品、展览及教育

April 19th 4月19日

9:00-11:30

International Case Study: Chau Chak Wing University Museum

案例分享：周泽荣大学博物馆

14:00-17:00

Creating networks

搭建行业网络

April 20th 4月20日

9:00-11:30

Group discussion

分组讨论

14:00-16:30

Group presentation

分组汇报

Closing

结业仪式

April 11

Wednesday | ORIENTATION

The first day of UMTWS 2018 will be dedicated to getting to know each other. Particular attention will be given to the expectations of the participants. The aims and structure of the course will be presented, as well as the role of debates and evaluation. Our host – the Qian Xuesen Library and Museum – will be the first university museum to be visited, followed by a presentation of its aims and mission. We will explore the purpose and the mission of the museum through direct discussions with those responsible for the development and operations of the museum. This will help frame our collective thinking about other university museums.

Morning Session:

Opening Ceremony

Panel Discussion

· University Museums: Striving Towards Excellence

Afternoon Session:

Introduction and explanation of the Program (Goals, Presentations, Break-out Sessions, Small Group Discussions, Site Visits, Schedule) (Andrew Simpson, Barbara Rothermel)

Tour of the Qian Xuesen Library and Museum (exhibition areas)

Tour of the Qian Xuesen Library and Museum (non-public areas)

Discussion on the purpose and mission of the Qian Xuesen Library & Museum

4月11日 星期三

开班仪式与项目介绍

本单元重在对于本次培训的全面介绍，将特别关注学员对于培训内容的期望。我们将介绍课程目的和内容，参与形式和评估方式；将深入参观主办方之一钱学森图书馆，并介绍其对于办馆目标和使命的思考。通过与该馆参与管理和运营人员的直接讨论，深入探讨博物馆的宗旨和使命，帮助学员思考自己所在大学博物馆的规划和使命。

上午

开班仪式

专题讨论

· 大学博物馆六人谈：走向卓越的大学博物馆

下午

项目介绍（目标、形式、分组讨论、小组讨论、博物馆参观、课程内容等）（Andrew Simpson, Barbara Rothermel）

参观钱学森图书馆

钱学森图书馆运营情况介绍

April 12

Thursday | UNDERSTANDING OUR MUSEUMS

Participants at UMTWS will all be presenting about their museums within the following parameters:

What is your museum about?

Why was it formed?

Does your museum have a vision & mission statement?

Does your museum have a strategic working plan?

What's your museum's governance structure? To whom do you report to in your university?

How is your museum connected to your university? What programs does your museum have to connect with students, faculty, and general public outside the university?

Morning Session:

Presentations from participants about their museums (PowerPoint format)

Responses to presentations from international faculty

Afternoon Session:

Presentations from participants about their museums (PowerPoint format)

Responses to presentations from international faculty

4月12日 星期四

大学博物馆：认识自己

学员以 ppt 形式介绍并展示所在大学博物馆，将重点回答以下问题：

你所在大学博物馆的主题是什么？

建馆宗旨是什么？

你所在大学博物馆是否有正式的“愿景与使命”？

你所在大学博物馆是否有战略规划？

你所在大学博物馆的治理结构是什么？大学谁分管大学博物馆？

你所在大学博物馆如何紧密联系大学？博物馆开展哪些活动服务于校内师生和其他公众？

上午

学员汇报（以 PPT 形式）

教师反馈、集体讨论

下午

学员汇报（以 PPT 形式）

教师反馈、集体讨论

April 13

Friday | THE UNIVERSITY MUSEUM

Is the university museum a special type of museum? Does it have more roles than a non-university museum? If so, which ones? Who are its publics? What are its functions? How can it serve the different communities? The third day of the UMTWS 2018 will be devoted to the importance of clearly defined missions, strategy and aims in order to develop activities, achieve goals and create impact.

Morning Session:

What is the need of a museum within the university community? What value does your work bring to the university? (Andrew Simpson)

- Research (Andrew Simpson)

Mission (Andrew Simpson & Barbara Rothermel)

- What do you want the museum to be? To do?
- Vision & Aspirations
- What are the functions of the museum?

Breakout Groups: Drafting a Vision and Mission Statement.

Afternoon Session:

Strategic Planning (Barbara Rothermel)

- What is Strategic Planning? Why is it needed?
- Addressing the Museum's Mission
- Goals for Collections, Exhibitions, Education
- Prioritization
- Identifying Staff Needs (Positions, Requirements, Job Descriptions)

Breakout Groups: Identifying Goals and Prioritization for Strategic Planning

4月13日 星期五

使命、愿景与规划

大学博物馆是一种特殊类型的博物馆吗？比起非大学博物馆，它要承担更多的角色吗？如果是，那么更多的角色是哪些？它的受众是谁？博物馆功能是什么？如何服务于不同的受众群体？本单元将主要涉及大学博物馆明确其使命、目标和战略规划的重要性，以此才能开发更好的活动，取得更好的成果，产生更大的影响力。

上午

大学为何需要大学博物馆？博物馆能给大学带来哪些价值？（Andrew Simpson）

- 研究

使命（Andrew Simpson & Barbara Rothermel）

- 你想让你的馆成为什么样的博物馆？做哪些事？
- 有哪些愿景？
- 承担哪些功能？

分组讨论：如何确定所在博物馆的使命与愿景

下午

战略规划（Barbara Rothermel）

- 什么是战略规划？为什么博物馆需要战略规划？
- 博物馆的使命
- 博物馆藏品、展览和教育目标
- 核心业务
- 工作人员（职位、要求）

分组讨论：明确战略规划的目标和重点内容

April 14

Saturday | CHINA'S VOICES: PERSPECTIVES FROM HOME

The fourth day is dedicated to sharing China's perspectives in university museum development. China's university museums correspond with the international counterparts in various ways and its policies and practices will be presented and discussed.

Morning Session:

University Museums: Being Merry or Melancholy? (Yong Duan)

- University museums vs. non-university museums
- Functions and restrictions
- Outreach and engagement

Response from international faculty and discussion

Afternoon Session:

University Museums: Construction, Opening and Fund-raising (Kai Zhang)

- Assess the feasibility and significance of creating a university museum
- Collection, exhibition and operation
- Funding and personnel

Response from international faculty and discussion

4月14日 星期六

国内视角：政策与案例

本单元将集中讨论国内大学博物馆的政策与案例。

上午

高校博物馆的美丽与哀愁（段勇）

- 博物馆与高校关系
- 高校博物馆的特殊地位和价值
- 高校博物馆社会化

集体讨论、提问

下午

大学博物馆的筹建、开馆与运营（张凯）

- 建造一座大学博物馆的可行性论证
- 藏品的珍贵价值及公益性的组织特征
- 与学校和政府的关系
- 陈列展览的预算编制
- 内部组织机构和人才队伍

集体讨论、提问

April 15

Sunday | INTERNATIONAL CASE STUDY & ENGAGEMENT

The University of Strasbourg, in France, has been planning a new organizational model for its museums, collections and heritage for several years. Moreover, a new Zoology Museum and Planetarium are currently under project development. The French case-study will be the point of departure to add new layers of discussion to the broad university museum debate: design, architecture, space organization, fund-raising, and security, among others.

Morning Session:

International Case Study: The University of Strasbourg/New Museum (Hugues Dreyssé)
Questions and discussion with international faculty

Afternoon Session:

Architecture & Facilities (Hugues Dreyssé)

- Design, Collection Storage, Workrooms, Exhibition Galleries, Staff Offices, Climate Control

University Support (Hugues Dreyssé)

- Administration, Finances, Security, Physical Plant

Breakout Groups

- Organizational / Governance Structure
- Continue Identifying Goals and Prioritization for Strategic Planning

4月15日 星期日

博物馆建筑与空间利用

法国斯特拉斯堡大学近年来一直在校级层面统筹改革校内博物馆、藏品和文化遗产的综合管理模式，并正在积极筹建动物学博物馆和天文馆。从法国大学博物馆的案例中延展至本单元培训的内容：博物馆的建筑与设计、空间利用、安全保卫及筹资情况。

上午

案例分享：法国斯特拉斯堡大学的博物馆 (Hugues Dreyssé)

教师反馈、集体讨论

下午

博物馆建筑与设施 (Hugues Dreyssé)

- 建筑设计、库房、工作室、展厅、办公区域、温控

寻求大学支持 (Hugues Dreyssé)

- 行政、资金、安保

分组讨论

- 组织架构
- 继续明确战略规划的目标和重点内容

April 16

Monday | **INTERNATIONAL CASE STUDY & MUSEUM POLICIES
PRACTICE AND PROGRAMMING**

The University of Reading, in the UK, has recently opened a new museum – the Museum of English Rural Life. The presentation and discussion of this Museum, in its multiple dimensions (planning, mission, building, collections), will pave way to a discussion about communities, publics, and outreach.

Morning Session:

International Case Study: The University of Reading/Museum of English Rural Life (Kate Arnold-Forster)
Questions and discussion with international faculty

Afternoon Session:

Communities of Interest, Outreach (Andrew Simpson)

New Management Models (Andrew Simpson)

- Networks of museums and collections within the same university
- Broader networks of interest beyond the university

Breakout Groups

- Drafting an inclusive outreach plan
- Continue identifying goals and prioritization for strategic planning

4月16日 星期一

服务高校与社会

英国雷丁大学最近新建了一个博物馆——英国乡村生活博物馆。本单元将深入介绍该馆的总体规划、建筑、藏品等内容，并将以此拓展讨论博物馆与社区、公众的关系和其他对外工作。

上午

案例分享：英国乡村生活博物馆 (Kate Arnold-Forster)

教师反馈、集体讨论

下午

对外联系 (Andrew Simpson)

新型管理模式 (Andrew Simpson)

- 构建校内所有博物馆及藏品合作平台
- 构建与校外机构的合作平台

分组讨论

- 撰写博物馆对外合作规划
- 继续明确战略规划的目标和重点内容

April 17

Tuesday | MUSEUM VISITS

Shanghai History Museum

The Shanghai History Museum was established in 1983 as the "Shanghai History and Artefacts Exhibition Hall". The main museum was closed due to land redevelopment in 1999. In 2016, plans were announced to rebuild the museum at the former Shanghai Race Club house, which had been empty for several years after the Shanghai Art Museum moved out in 2012. The new Shanghai History Museum is scheduled to open to the public March 2018.

Shanghai Museum of Textile and Costume

Shanghai Museum of Textile and Costume was built on the basis of the former Donghua University's Textile History Museum and the Donghua University Costume Museum. It is currently the only museum in China that comprehensively reflects the history and techniques of Chinese textile and costumes. The museum has a building area of more than 6700 square meters and an exhibition area of more than 3000 square meters. The permanent galleries are featured costumes of both ancient and modern China, including various ethnic minorities' costume history and styles.

4月17日 星期二

博物馆参观

上海市历史博物馆



上海市历史博物馆于2018年3月26日正式全面对外开放，馆内基本陈展遵循“以城市史为脉络，以革命史为重点”的原则，由“序厅”“古代上海”“近代上海”和“难忘的瞬间”四大部分构成展陈体系，共陈列展示文物约1100余件/套，较全面地反映了上海的政治、经济、文化与社会的历史变化。

上海纺织服饰博物馆



上海纺织服饰博物馆是在原东华大学纺织史博物馆和东华大学服饰博物馆基础上新建而成，是目前国内唯一一个全面综合反映中国纺织服饰历史文化和科技知识的博物馆。博物馆以中国纺织服饰发展史和纺织服饰科普教育为主线，兼具科学普及、学术交流、学科教育、科学研究、社会服务的功能，它体现了学术性和科普性的结合、纺织与服饰的融合、少数民族与汉族纺织服饰的综合等特点。展馆现有建筑面积6700多平方米，一期展出面积3000多平方米，共分为科普馆、古代馆、近代馆和少数民族馆四个分馆。

April 18

Wednesday | INTERNATIONAL CASE STUDY & MUSEUM POLICIES,
PRACTICE AND PROGRAMMING

The value of a museum's collection depends on how well it serves in accomplishing the goals of the museum. This lecture and discussion will examine how a small college art gallery with a narrowly-defined collection has redefined and refined its collections to meet its mission of strengthening the creative and curricular life of the College while aspiring to deepen our understanding of the human experience and cultural diversity through collaboration, teaching, mentoring, scholarship, experiential learning, creative and critical inquiry, and discovery.

Morning Session:

International Case Study: University of Lynchburg (Barbara Rothermel, case study on collections)

Collections (Barbara Rothermel)

- Policy, Acquisition & Unrestricted Gifts, Storage & Access, Preservation & Conservation
- Issues of Cultural Heritage

Afternoon Session:

Exhibitions (Barbara Rothermel)

- Permanent, Temporary, Open Storage, Curatorial, Student Curators

Faculty Engagement (Barbara Rothermel)

- Research, Use of Collection for Teaching, Interdisciplinary Collaboration, Guest Curator

Education (Barbara Rothermel)

Breakout Groups

- What policy documentation or practice guidelines does your museum need?
- Drafting Policy documents
- Continue Identifying Goals and Prioritization for Strategic Planning

一个博物馆藏品的价值取决于藏品在多大程度上帮助完成博物馆的工作目标。本单元将介绍一个收藏有限的小型大学美术馆如何逐步完善馆藏，以满足该馆“增强学生创造性、丰富课程内容”的工作目标；并探讨如何通过教学、辅导项目、体验式学习、创造性和批判性探究等方式加深学生和公众对于人类和文化的多元理解。

上午

案例分享：美国林奇堡学院美术馆 (Barbara Rothermel)

藏品 (Barbara Rothermel)

- 藏品政策、藏品征集、保存与取用、保护与修复
- 文化遗产相关议题

下午

展览 (Barbara Rothermel)

- 常设展览、临时展览、开放空间、学生策展

教师参与 (Barbara Rothermel)

- 研究、藏品教学使用、跨学科合作、客座策展人

教育 (Barbara Rothermel)

分组讨论

- 你们馆有哪些关于藏品的政策或指导手册？需要增加哪些内容？
- 撰写藏品政策
- 继续明确战略规划的目标和重点内容

April 19

Thursday | INTERNATIONAL CASE STUDY & CREATING NETWORKS

The last of the international case-studies – the Chau Chak Wing University Museum at the University of Sydney – will be one of the most spectacular university museums to open in coming years. It will be presented and discussed during this day. Moreover, Australia hosts one of the oldest university museum networks in the world and Australia had a paramount role in the creation of UMAC.

Morning Session:

International Case Study: Chau Chak Wing University Museum, Sydney University (David Ellis)
Response from international faculty and discussion

Afternoon Session:

Creating University Museum Networks (Andrew Simpson)

Partnerships, Internationalization (Andrew Simpson)

UMAC (Andrew Simpson, Barbara Rothermel, Hugues Dreyssé)

- Conferences / ICOM
- Professional Development Workshops
- Working Groups (Teaching Tools, Standards & Best Practices)
- Journal
- Worldwide Database
- Networks, Resources

Breakout Groups: Drafting the Strategic Plan

4月19日 星期四

搭建行业网络

本单元将分享悉尼大学正在新建的周泽荣大学博物馆，该馆预计会成为未来几年最“雄伟”的大学博物馆之一。澳大利亚也是世界上最早搭建国内大学博物馆平台的国家，在创建国际博协大学博物馆与藏品委员会的工作中也发挥了至关重要的作用。

上午

案例分享：悉尼大学周泽荣大学博物馆 (David Ellis)

教师反馈、集体讨论

下午

搭建大学博物馆的大平台 (Andrew Simpson)

合作和国际交流 (Andrew Simpson)

国际博协大学博物馆与藏品委员会情况介绍 (Andrew Simpson, Barbara Rothermel, Hugues Dreyssé)

- 年会
- 专业培训
- 专项工作
- 期刊
- 其他资源

分组讨论：撰写博物馆战略规划

April 20

Friday | UNIVERSITY MUSEUM: IN A NUTSHELL

The closing day of the UMTWS 2018 will be devoted to presentations by participants and a final discussion and syntheses.

Morning Session:

Group discussion: each group will prepare a strategic plan for a certain type of university museum, with facilitation from international faculty

Afternoon Session:

Group presentations of generic strategic plans
Closing ceremony

4月20日 星期五

总结与分享

本单元学员将根据之前所有学习内容，分组讨论并汇报各个不同类型博物馆的战略规划。

上午

分组讨论：每一组集中讨论并撰写某一特定类型的博物馆战略规划

下午

分组汇报

结业仪式

Bibliography

参考书目

UMAC has a website with fantastic resources (in several languages) for the university museum professional. Literature covers all the topics addressed in the UMTWS 2018 and even more. Please see:

ADVOCACY & POLICY: <http://umac.icom.museum/resources/advocacy-policy/>

GENERAL LITERATURE: <http://umac.icom.museum/resources/literature/>

UMAC Journal (open access): <http://umac.icom.museum/resources/umac-publications/conference-proceedings/>

Specific UMTWS 2018 Literature

Academic Museums Handbook

<https://museumsetc.com/products/the-academic-museums-collection>

Arnold-Forster, K., R. Reynolds and R. Smith. "Co-developing a scaffolding structure for doctoral collections-based research at the University of Reading". In Chatterjee, H. and L. Hannan (eds.) *Object Based Learning in Higher Education*. Farnham, Ashgate, 2015.

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Hammond, G. & Simpson, A. 2015. Soft Power Working Spaces and First Nation Voices, Museums and the Power of Attraction. In CHITTY, N & LOU, Q. (Eds) *China and the World, Theatres of Soft Power*. Communication University of China. 257-269.

IMPACT and ENGAGEMENT: A joint publication of the University Museums Group (UMG) and University Museums in Scotland (UMIS) <http://universitymuseumsgroup.org/advocacy/introduction/>

Organizational Health

<https://collectionstrust.org.uk/accreditation/organisational-health/statement-of-purpose/>

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Simpson, A., Hammond, G. & McKenzie-Clark, J. 2013. Museum literacy that is virtually engaging. *University Museums and Collections Journal*. 6: 59-66.

Simpson, A. 2014. Why Universities Collect. In Macquarie University Museums and Collections curatorial team (Editors). *Affinities: 7 Museums, 50 Objects* (Exhibition Catalogue) Macquarie University Art Gallery: 6-9.

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Simpson, A. & Hammond, G. 2012. University collections and object-based pedagogies. *University Museums and Collections Journal* 5: 75-82.

Users and their experience

[http://www.artscouncil.org.uk/sites/default/files/download file/FINAL_201406_GuidanceSection3_PrintFriendly.pdf](http://www.artscouncil.org.uk/sites/default/files/download%20file/FINAL_201406_GuidanceSection3_PrintFriendly.pdf)

段勇,《当代中国博物馆》. 南京: 译林出版社, 2016 年 12 月.

郭骥等,《高校博物馆发展研究——以上海地区为中心》. 北京: 中国文联出版社, 2016 年 7 月.

UNIVERSITY MUSEUMS TRAINING WEEK SHANGHAI 2018

Participant List

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