Course  
Museum Operations (93-807)  
Mondays, 6:00 pm – 8:50 pm  
Hamburg Hall, room 2003  

Instructor  
Anne Fullenkamp  
Adjunct Instructor, Heinz College  
Director of Design, Children’s Museum of Pittsburgh  
afullenk@andrew.cmu.edu  
aafullenkamp@icloud.com  
mobile: 412-419-4281  

Office Hours  
By appointment, Mondays 5:15 – 5:50 at the MAM office.  
Appointments at other times/places available by request.  

Texts  
Additional texts will be provided as PDF files via Blackboard or in class  

Course Description  
Museum Operations (93-807) addresses how museums operate by considering the day to day responsibilities of staff and board members to deliver the mission and vision of a museum. This course will provide an overview of various operational processes that museums employ and thereby provide insight into how museums implement their mission, care for their collections and serve the needs of visitors and communities. A range of museum types will be utilized for instruction, including Art Museums, Natural History Museums, Children’s Museums, Science Centers, Craft Centers, Art Centers, and others.  

The course considers museum operations through the lens of various practitioners in museums: directors, curators, program managers, coordinators, administrators and so forth. Emanating from the foundation of the annual budget, students will examine the structure, leadership, and management of institutions. Students will then develop an appreciation for departmental operational planning for programs and projects, and gain an understanding for the process of decision-making and allocation of resources. Students will explore context, current perspectives and trends associated with various museum divisions such as collection management, guest services, accessibility and inclusion, publications, exhibitions, programming and so forth through research, meetings with practitioners and presentations.  

The course work involved in Museum Operations requires students to make connections between theory, practice and implementation. The course ultimately surveys the many factors inherent to running a museum in the 21st century.
Course Objectives
Skills and knowledge gained through this class will be assessed through analysis and discussion of readings, class participation and assignments.

1. Identify the Characteristics of Excellence for US Museums, based on the American Alliance of Museums (AAM) core standards across seven categories of museum operations.
2. Evaluate the role of strategic planning and its impact on the museum operations.
3. Demonstrate knowledge of and analyze various approaches to governing authorities, organizational structures and management systems.
4. Discuss latest best practices and policies in accessibility and inclusion requirements across multiple platforms, including institutions internal (staffing) and external (audience) responsibilities.
5. Demonstrate understanding of institutional responsibilities to collect, preserve and present content to the public and best practices of collections management, as defined by AAM collections stewardship standards.
6. Evaluate how different types of museums utilize communication systems to support operations, including comparing new media channels vs traditional outlets, and strategies to best utilize each.
7. Discuss the financial health of institutions, considering long vs. short term needs, operational vs. capital expenses, and strategies for museums to be financially sustainable.
8. Discuss earned-revenue vs. unearned-revenue revenue opportunities. Analyze the cost benefit of each, and their short and long term impact on operations.
9. Evaluate the role of temporary, special events, and other supporting activities play in the health of a museum and strategies to balance auxiliary programming with core operations.
10. Discuss appropriate measures to protect museums against risk and loss, considering health, safety and security of people, collections and facilities.

Course Requirements
Students must participate in class discussions, presentations and field trips; show evidence of having completed the readings at a comprehensive level; satisfactorily complete all assignments. All students should be present and focused during class.

Please turn off cell phones. Laptops and tablets may be used for note taking and relevant reference in context of class discussions. It is the preference of the instructor that the class not be recorded. Specifically, the instructor expects the following of each student:

1. Complete the assigned textbook sections and/or readings prior to each class meeting.
2. Attend all classes. If you must be absent for any reason, kindly contact the instructor by email as to the reason. Absentees will need to make arrangements with another student for any materials and content covered from the class.
3. Complete all assignments on time. Submissions are due at the beginning of class. Late submissions will receive zero score. Assignments are meant to challenge students to consider issues covered in the readings, in class discussions and in relevant museum research. It is the expectation of the Instructor that written assignments are grammatically correct with proper spelling, punctuation and citations. All work must be complete, concise and convey ideas in a mature and professional manner.

4. Quizzes will be given at the discretion of the Instructor. Quizzes will be based on material covered in class or reading assignments, and are designed to confirm student knowledge of the subject matter. Quizzes will provide opportunities for extra points towards final grade. Make-up quizzes will not be offered.

**Grading Values and Evaluation Criteria**

<table>
<thead>
<tr>
<th>Category</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Attendance and Participation</td>
<td>30</td>
</tr>
<tr>
<td>Group Field Trip</td>
<td>5</td>
</tr>
<tr>
<td>Assignments (3 Case Studies)</td>
<td>30</td>
</tr>
<tr>
<td>Final Project</td>
<td>35</td>
</tr>
</tbody>
</table>

Additional opportunities for extra points towards final grade will be offered at the discretion of the Instructor.

**Grading Scale**

- **A+** 98 - 100 Exceptional
- **A** 94 – 97 Excellent
- **A-** 91 – 93 Very Good
- **B+** 88 – 90 Good
- **B** 84 – 87 Acceptable
- **B-** 81 – 83 Fair
- **C+** 78 – 80 Poor
- **C** 74 – 77 Very Poor
- **C-** 71 – 73 Min Passing
- **R** Failing
- **I** Incomplete

**Cheating and Plagiarism Notice**

Plagiarism and other forms of academic misrepresentation are viewed as extremely serious matters. Misrepresentation of another’s work as one’s own is widely recognized as among the most serious violations. The violation is clearly flagrant when it occurs as plagiarism on a required paper or as cheating on an examination, including take-home and in-class examinations. The punishment for such offenses can involve expulsion from the MAM program and Heinz College. Cheating includes, but is not limited to:

1. Plagiarism (explained below).
2. Submission of work that is not the student’s own.
3. Submission or use of falsified data.
4. Unauthorized access to an exam or assignments.
5. Use of a stand-in for an exam.
6. Use of unauthorized material in preparation of an assignment or during an exam.
7. Supplying or communicating unauthorized information to another student for use in an assignment or exam.
8. Unauthorized collaboration on an assignment. Collaboration must be explicitly permitted by an instructor for it to be considered authorized.
9. Submission of the same work for credit in more than one course.
Plagiarism is the failure to indicate the source of work, either with quotation marks or footnotes. The source can be a phrase, a graphic element, a proof, a specific language, or an idea derived from the work of another person. Note that material on the web is another person’s work and is therefore equally subject to the rules on plagiarism and cheating as any other source material.

Cheating and/or plagiarism on an assignment will result in a failing grade (0 points) for that assignment and will be factored into the final grade. In addition, cases of cheating and plagiarism will be submitted to and reviewed by the Dean’s Office. More severe penalties may be imposed, up to and including expulsion from Heinz College.

Outline of Course, including Sessions and Readings

WEEK 1: January 16, 2017
No in-person class session for MLK Holiday
Introduction to Museum Operations

WEEK 1 Assignments and Activities, to be completed prior to WEEK 2 class session:
- Participate in Blackboard discussion by responding to posted question.
- Identify 3-5 museums to research as part of course assignments. Compile a diverse list of institutions you are interested in learning more about and consider location, size, mission and audience. Suggest obtaining most recent annual reports for discussion.

Readings to inform WEEK 1 activities and to be completed for WEEK 2:
- The Manual of Museum Management, pages 1-76; 212-217; 250-259
- Running a Museum, A Practical Handbook (ICOM), Museum Management by Gary Edson, pages 133-145; PDF in Blackboard
- Selections from http://museumtwo.blogspot.com

WEEK 2: January 23, 2017
Hamburg Hall
Governance, Organizational Structure and Systems

DISCUSSION 1: WEEK 1 Wrap-up 6:00 - 7:30
- Introductions
- Course overview, expectations and review of syllabus
- Overview of assignments – case studies and final project
- Review and plan group field trip assignment with an example
- Review of selected museums for future assignments
- Review of WEEK 1 discussion question

BREAK 7:30 – 7:45
DISCUSSION 2: Organizational Structures and Systems 7:45 – 8:45
- Analysis of management structures and organizational systems
- Staffing models and methods of project delivery
- Mapping the visitor experience from the audience perspective

READINGS to be completed for WEEK 3:
- The Manual of Museum Management, pages 166 – 212
- AAM Trends Watch 2012; PDF in Blackboard
- A Textbook of Cultural Economics, by Ruth Towes, pages 239-252; PDF in Blackboard
- Selections from http://museumtwo.blogspot.com

WEEK 3: January 30, 2017
Museum Planning and Trends

DISCUSSION 1: WEEK 2 Wrap-up 6:00 – 7:15
- Review of readings
- Students present case studies

BREAK 7:15 – 7:30

DISCUSSION 2: Museum Planning and Trends 7:30 -8:45
- Strategic plans
- Capital and operational plans; Annual budgets
- Models for the 21st century – industry trends for sustainable museums, social media tools, entrepreneurial models

READINGS to be completed for WEEK 4:
- The Manual of Museum Management, pages 76 – 166; 217 - 241
- Facilities Management, from Museum Administration, Genoways and Ireland

WEEK 4: February 6, 2017
Visitor Services for all: Creating welcoming, accessible and inclusive museums

DISCUSSION 1: WEEK 3 Wrap-up 6:00 – 7:30
- Review of readings
- Students present case studies
- Groups present field trip visits
BREAK 7:30 – 7:45

DISCUSSION 2: Visitor Services for all 7:45 -8:45
- Before they arrive – Admissions, promotions and ticketing
- During their visit – visitor experiences throughout the museum
- After their visit – member retention, repeat visits, social media and reviews
- Museums for all – embedding accessibility and inclusion in the institutional DNA

READINGS to be completed for WEEK 5:
- The Manual of Museum Management, pages 76 – 166; 217 - 241
- Collections Management, from Museum Administration, Genoways Anne Ireland

WEEK 5: February 13, 2017
Hamburg Hall
Collect, Preserve and Present – collection stewardship across multiple platforms

DISCUSSION 1: WEEK 4 Wrap-up 6:00 – 7:30
- Review of readings
- Students present case studies
- Groups present field trip visits

BREAK 7:30 – 7:45

DISCUSSION 2: Collections Stewardship 7:45 -8:45
- Making and implementing policies, ethics and best practices
- Building and maintaining collections – accessions, deaccessions and loans
- Risk Management and insurance
- Documentation, collection records, inventories and access, digital collections and access

READINGS to be completed for WEEK 6:
- The Manual of Museum Management, pages 76 – 166; 217 - 241
- Developing a Collections Management Policy, AAM; PDF in Blackboard.
- Collections Management, from Museum Administration, Genoways Anne Ireland

WEEK 6: February 20, 2017
Hamburg Hall
Facilities and Auxiliary Operations

DISCUSSION 1: WEEK 5 Wrap-up 6:00 – 7:30
- Review of readings
- Students present case studies
- Groups present field trip visits
BREAK  7:30 – 7:45

DISCUSSION 2: Facilities Management and Auxiliary Operations  7:45 -8:45
  o  Earned Revenue streams – food service, gift shops, parking and building rentals
  o  Public safety and security, insurance, risk management
  o  Balancing after-hours operations with core operations
  o  Conflicts of interest and mission drift

READINGS to be completed for WEEK 7:
  o  The Manual of Museum Management, pages 76 – 166; 217 - 241
  o  Facilities Management, from Museum Administration, Genoways Anne Ireland
  o  Selected articles from Museum Store Association; PDF in Blackboard.

WEEK 7: February 27, 2017  Hamburg Hall
Final Project Presentations

DISCUSSION 1: WEEK 6 Wrap-up  6:00 – 7:00
  o  Review of readings
  o  Groups present field trip visits

BREAK  7:00 – 7:15

DISCUSSION 2: Student Presentations  7:15 – 8:45
  o  In-depth and student led discussions surrounding specific operational topics.
  o  Each student will be expected to present for up to 10 minutes. Additional time will be available for questions.

WEEK 8: March 6, 2017  Hamburg Hall
Final Project Presentations

DISCUSSION 1: Student Presentations  6:00 – 7:00
  o  In-depth and student led discussions surrounding specific operational topics.
  o  Each student will be expected to present for up to 10 minutes. Additional time will be available for questions.

BREAK  7:00 – 7:15

DISCUSSION 2: Student Presentations  7:15 – 8:45
  o  Presentations continue until all students have presented
  o  Instructor is available for individual meetings