



Managing Museums for Interdisciplinary Activities and Diverse Audiences 跨学科视域下的博物馆活动和多样化观众的博物馆管理

ICOM ASPAC 2012, By Gail Dexter Lord, President, Lord Cultural Resources

“2012年国际博物馆协会亚洲太平洋地区论坛”

—Gail Dexter Lord, LORD文化资源公司总裁

CONTENTS 内容

1. Principles of museum management
博物馆管理原则
2. Museums are changing
变化中的博物馆
3. Audience diversity
观众的多样性
4. Interdisciplinary programs
跨学科项目

LORD CULTURAL RESOURCES

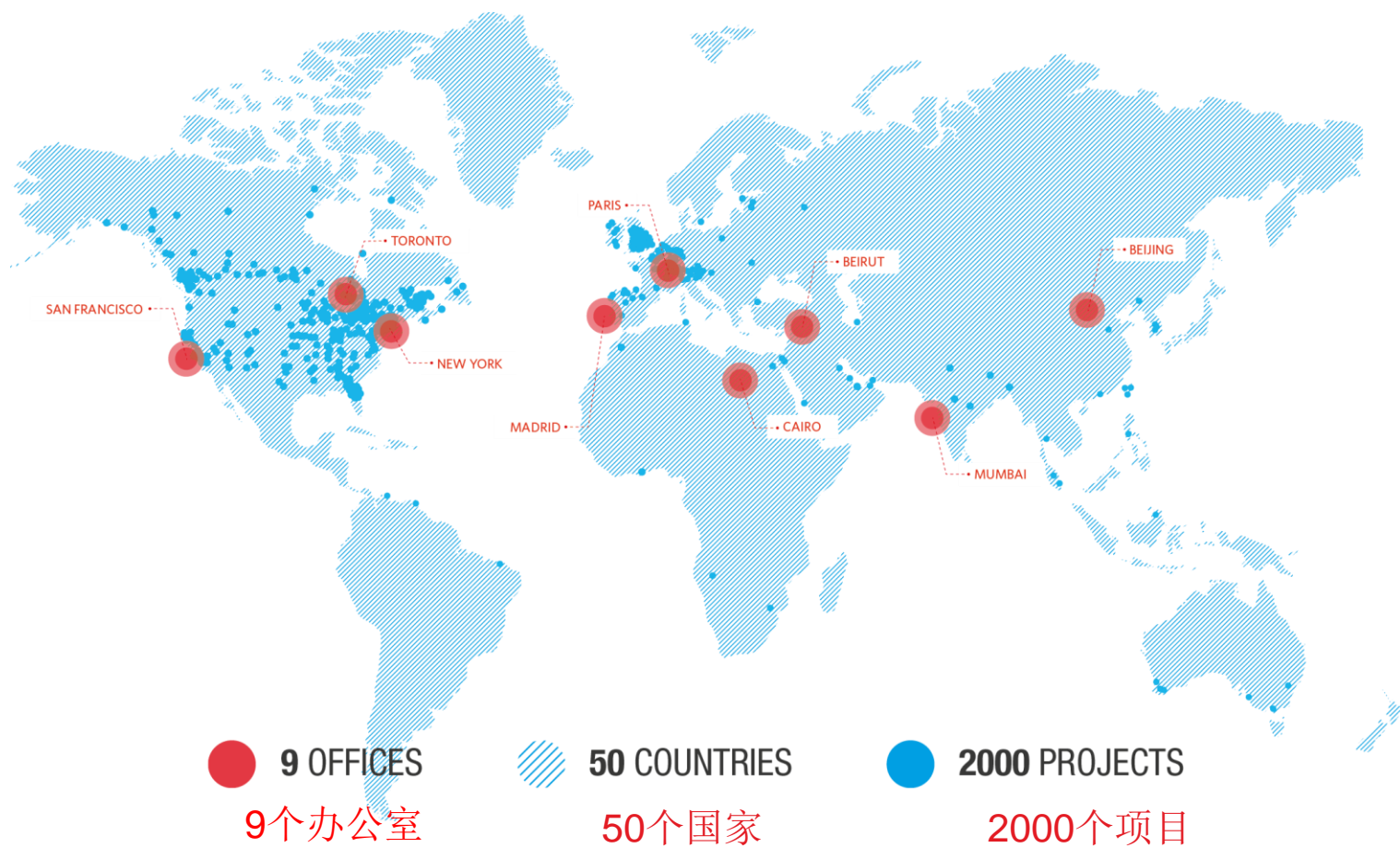
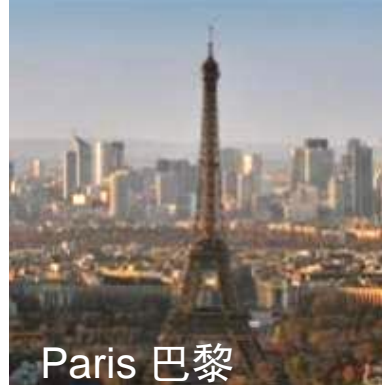
LORD文化资源公司



Founded in 1981 in response to an emerging need for specialized planning services in the museum, cultural and heritage sectors

为满足博物馆、文化和遗产部门专业规划的需要，LORD于1981年正式成立。

- the world's largest cultural professional practice:
世界上规模最大致力于文化事业的专业机构
2,000 assignments
2000余项成功案例
- 51 countries on 6 continents
业务范围覆盖六大洲51个国家
- 8 offices worldwide
在全球有8个分支机构
- an international reputation for sector leadership, innovation and excellence.
- 在国际上广泛享有行业前沿、创新、卓越的美誉



Lord Cultural Resources Writes the Textbooks LORD文化资源 编写教科书

We share our knowledge in presentations, articles and publications.
我们通过演讲、发表文章、发布出版物来分享经验



The **Manual of Museum Management** has been translated into Chinese and has been circulated to over a hundred museums by the Bureau of Relics of the P.R.C.

由北京市文物局编纂的《博物馆管理手册》中文译本，在中国几百多家博物馆中传阅。



库木爱沙尼亚艺术博物馆
爱沙尼亚·塔林

KUMU
THE ART MUSEUM
OF ESTONIA
TALLIN, ESTONIA



PUSHKIN MUSEUM
MOSCOW, RUSSIA

普希金博物馆
俄罗斯·莫斯科



KOÇ CULTURAL
CAMPUS
ISTANBUL,
TURKEY

KOC文化校园
土耳其·伊斯坦布尔



GRAND
EGYPTIAN
MUSEUM
GIZA,
EGYPT

大埃及博物馆
埃及·吉萨



KING ABDULAZIZ
CENTRE FOR KNOWLE-
DGE
AND CULTURE
DHAHRAN, SAUDI ARABIA

阿卜杜勒阿齐兹国王知识和文化中心
沙特阿拉伯·达兰



MUSÉE DU QUAI BRANLY
PARIS, FRANCE

巴黎盖·布朗利博物馆
法国·巴黎



DOWNTOWN
COLUMBUS, USA

哥伦比亚城市博物馆
美国·哥伦比亚



SAWAI MAI SINGH
TOWN HALL
MUSEUM
JAIPUR, INDIA

泽井曼·辛格市政厅博物馆
印度·杰普尔



TIFF BELL
LIGHTBOX
TORONTO, CANADA



OF NATIONAL
MUSEUM OF THE
PHILIPPINES
MANILA, PHILIPPINES

菲律宾国家博物馆
菲律宾·马尼拉

OTHER REFERENCES



CENTRE POMPIDOU
PARIS, FRANCE

蓬皮杜艺术中心
法国·巴黎

TATE
MODERN
LONDON,
UK



泰特现代艺术馆
英国·伦敦

FUNDACIÓN MUSEO
GUGGENHEIM
BILBAO, SPAIN

古根海姆博物馆
西班牙·毕尔堡



南京博物院
中国·南京

NANJING
MUSEUM
NANJING, CHINA



马友友全球
慈善巡演策
划



马拉喀什摄影博物馆

PERMM CONTEMPORARY
ART MUSEUM
PERM, RUSSIA

比尔姆当代艺术博物馆
俄罗斯·比尔姆



MUSÉE
DU LOUVRE
卢浮宫博物馆
法国·巴黎



MARRAKECH
PHOTOGRAPHY
GALLERY
MARRAKECH,
摩洛哥·马拉喀什

Chinese Museums Association and LORD Cultural Resources signed
“Memorandum of Understanding On Strategic Cooperation in Museums of
China” on 19 October 2011.

2011年10月19日，中国博物馆协会与LORD文化资源公司共同签署
《中国博物馆战略合作谅解备忘录》。



Leadership is “Doing the Right Thing”

Management is “Doing the thing Right”

领导 意味着 “做正确的事”

管理 意味着 “正确地做事”

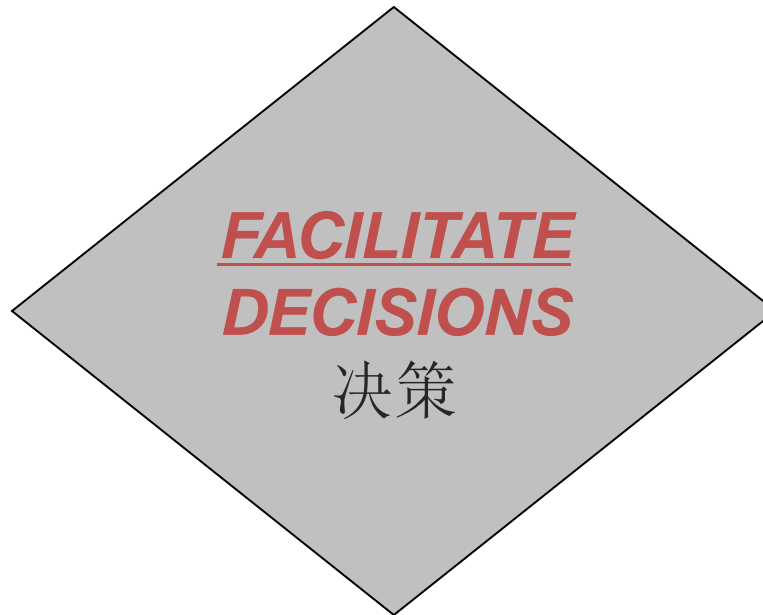
Principles of Museum Management

博物馆管理原则

PURPOSE OF MANAGEMENT

管理目标

- Is the museum's management facilitating decisions that lead to the achievement of its mission, mandate, goals and objectives for all its functions?
- “博物馆管理”是博物馆实现其使命、授权、目标、方针等所有功能的决定因素吗？



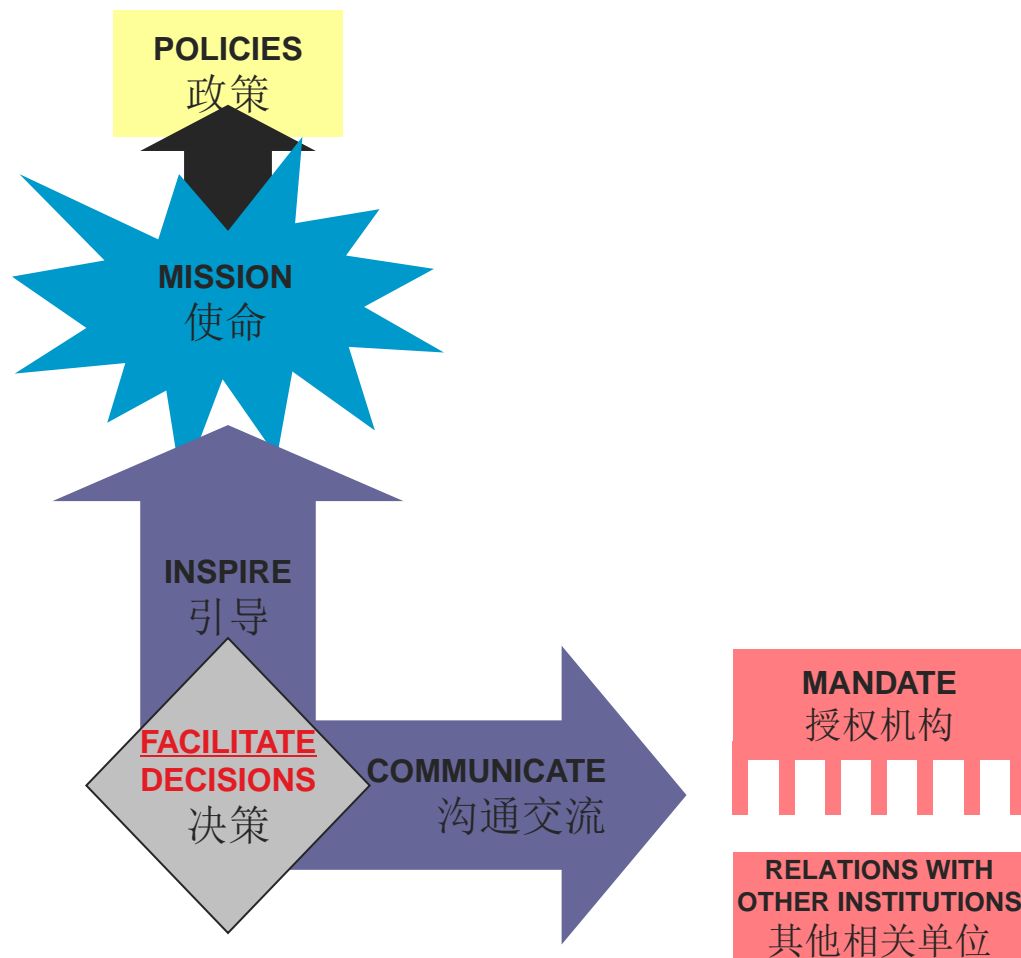
Inspire with the **MISSION** and manage
through **POLICIES**

由使命所导引和通过政策来管理



Communicate the MANDATE and Organize RELATIONSHIPS with others

与授权机构和其他相关单位沟通交流并建立良好关系



ORGANIZATION OF MUSEUM FUNCTIONS

博物馆功能的组织实施

Administration 管理体系

planning, policy, procedures, personal,
Finances, institutional relations
规划、政策、流程、人力、财政、制度等

Museum Functions

博物馆功能

Assets 资产

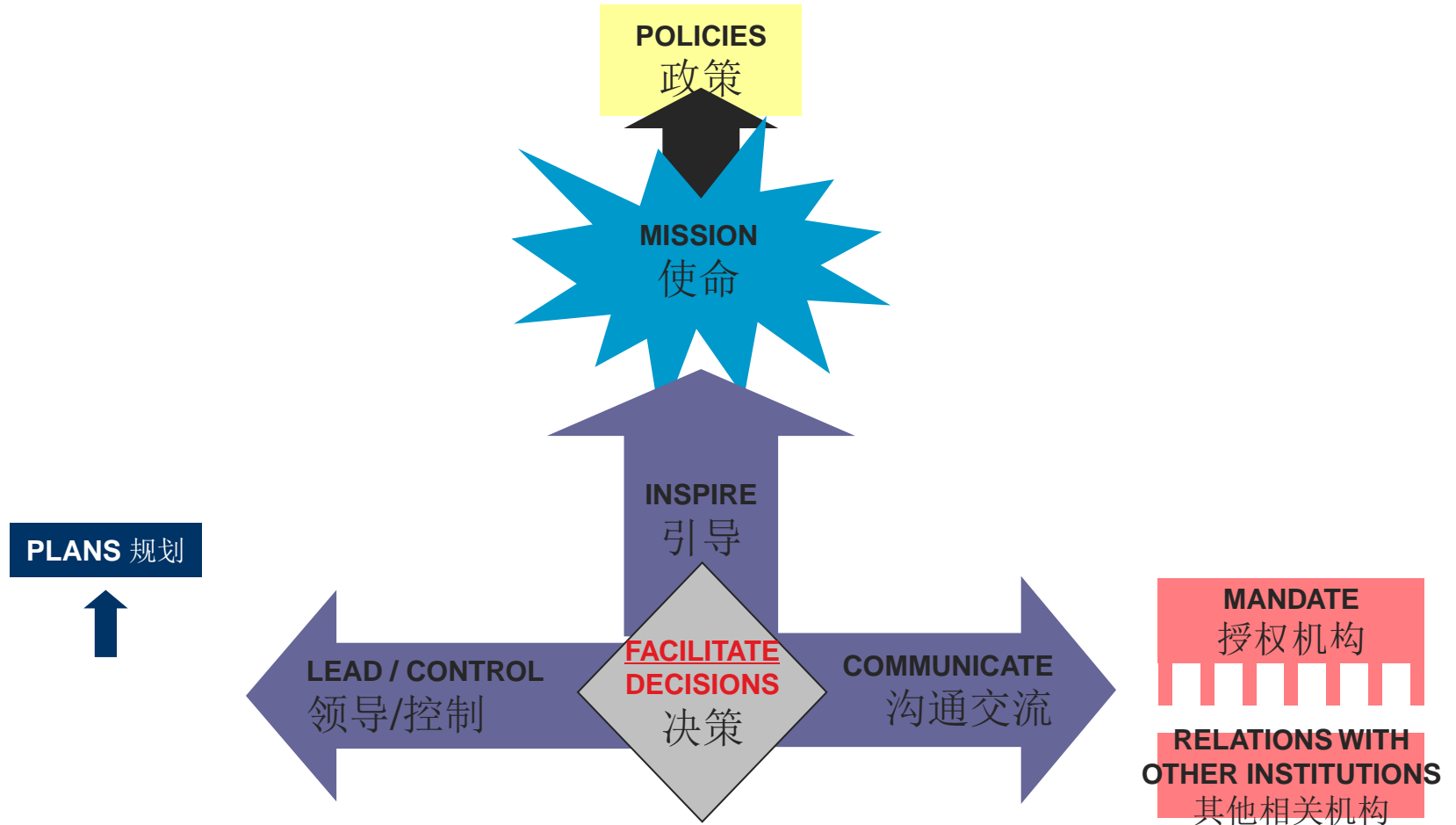
- Collections 藏品
- Buildings & grounds 建筑与场地
- Equipment 设备
- Documentation 文献
- Conservation 保藏
- Security 安全

Activities 活动

- Research 研究
- Exhibition 展览
- Interpretation 解读
- Education 教育
- Extension 推广
- Marketing 营销

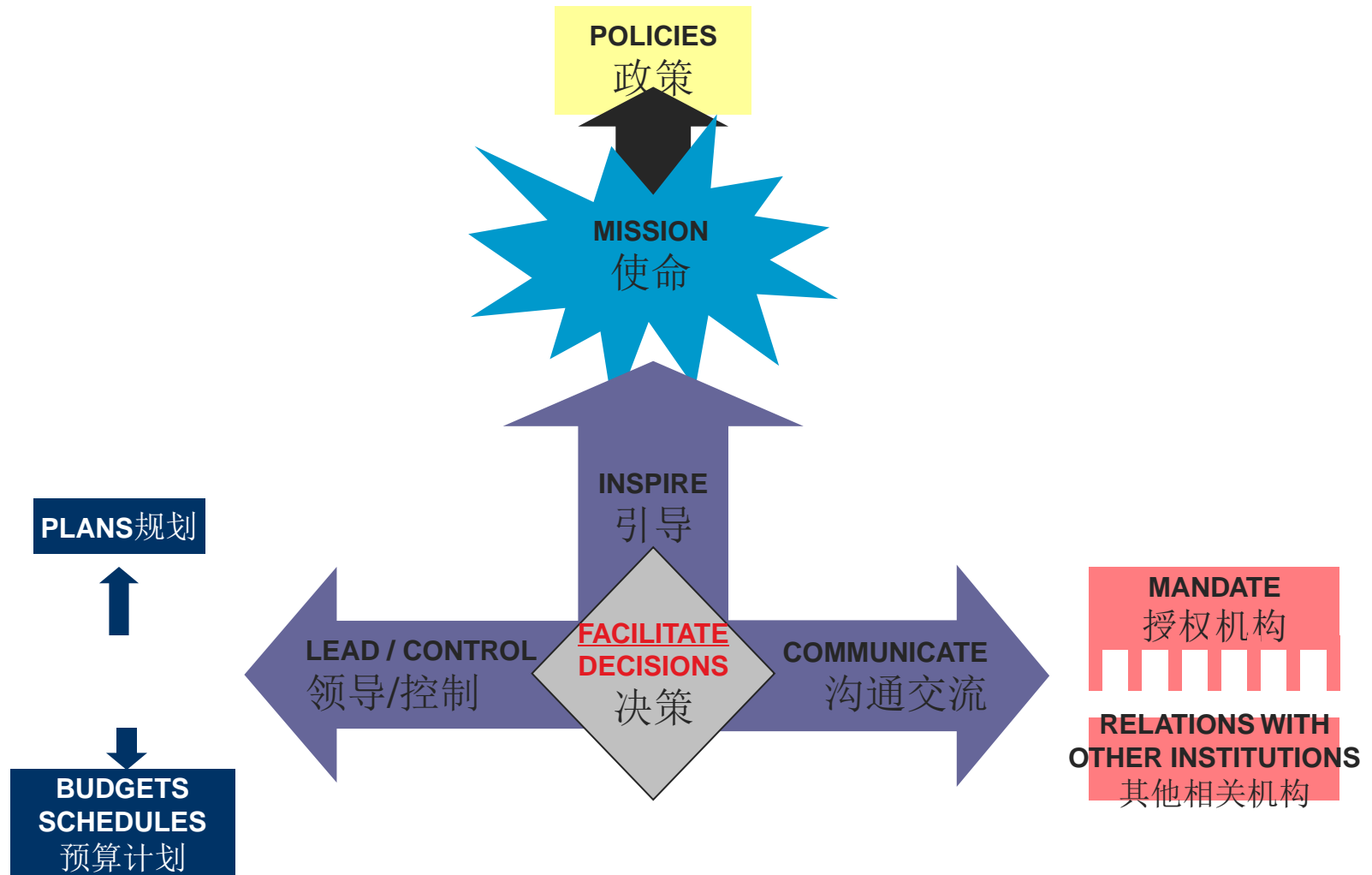
LEADING TOWARD GOALS

目标领导



Lead to achieve GOALS and control to achieve OBJECTIVES

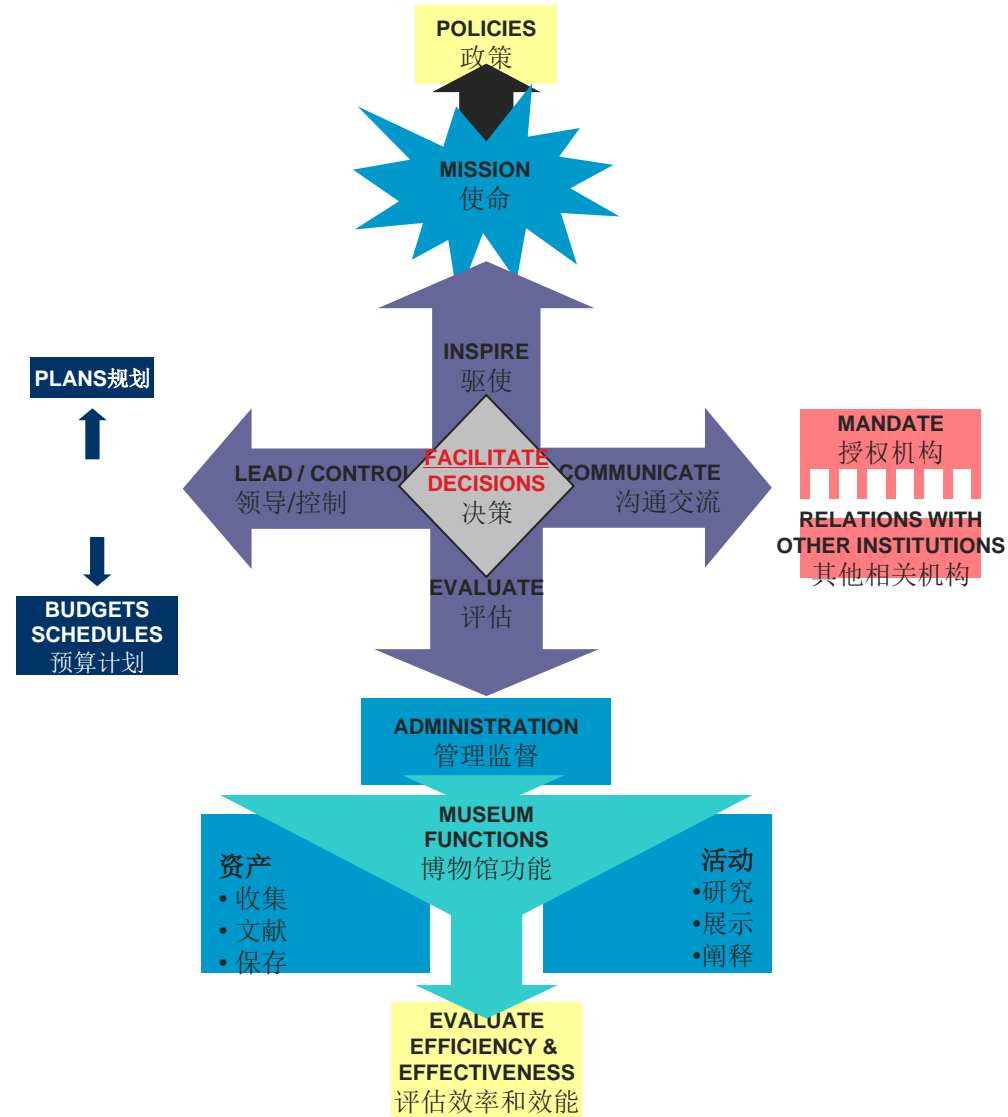
领导实现目标 控制实现方针



PRINCIPLES OF MUSEUM MANAGEMENT

博物馆管理原则

- **Inspire** with a sense of mission
使命感的驱使
- **Communicate** the mandate
与授权机构的交流
- **Lead** toward goals
目标领导
- **Control** the attainment of objectives
目的方针达成的管理
- **Evaluate** the fulfillment and impact of museum functions
博物馆功能实施和效果的评估



Museums are changing

变化中的博物馆

Museums were 博物馆**曾经是**:

- Isolated 孤立的
- Inward 内在性的
- Object-centered 以物品为核心的
- Passive 被动的
- Single discipline 单一学科的

Museums will be 博物馆**将是**:

- Collaborative 协作的
- Outward 外在性的
- Visitor-centered 以观众为核心的
- Active 主动的
- Interdisciplinary 跨学科的

How can we apply museum management skills?

我们怎么才能实行博物馆管理的技能呢？

AUDIENCES ARE GETTING YOUNGER AND OLDER

观众向年轻化和老龄化发展



Physical and Intellectual ACCESS is key
秘诀在于体力和智力的拉近

AUDIENCE DIVERSITY 观众多样性



AUDIENCES ARE MORE TECHNOLOGICALLY SAVVY

观众更具科技理解力



Challenge staff to think INTERACTIVELY
与工作人员对于某物的互动

AUDIENCES ARE ETHNICALLY DIVERSE

观众种族的多元化



Conduct VISITOR SURVEYS to understand them
通过“观众调查”了解观众

AUDIENCES ARE ENGAGED AND PARTICIPATORY

观众参与性



STAFF needs to work with them
工作人员需要与观众一起参与

TOURISTS ARE IMPORTANT VISITORS

旅游者是最重要的观众



VISITORS HAVE DIFFERENT INTERESTS: LEARNING, LEISURE, FAMILY TIME

参观者具有各种各样的兴趣：学习、休闲、家庭共渡时光



KNOW the GOAL of each Exhibit and activity
了解每个展览和活动的目的

Managing FOR Diversity requires new organization and management tools

多样性的管理需要新的机构和管理方式

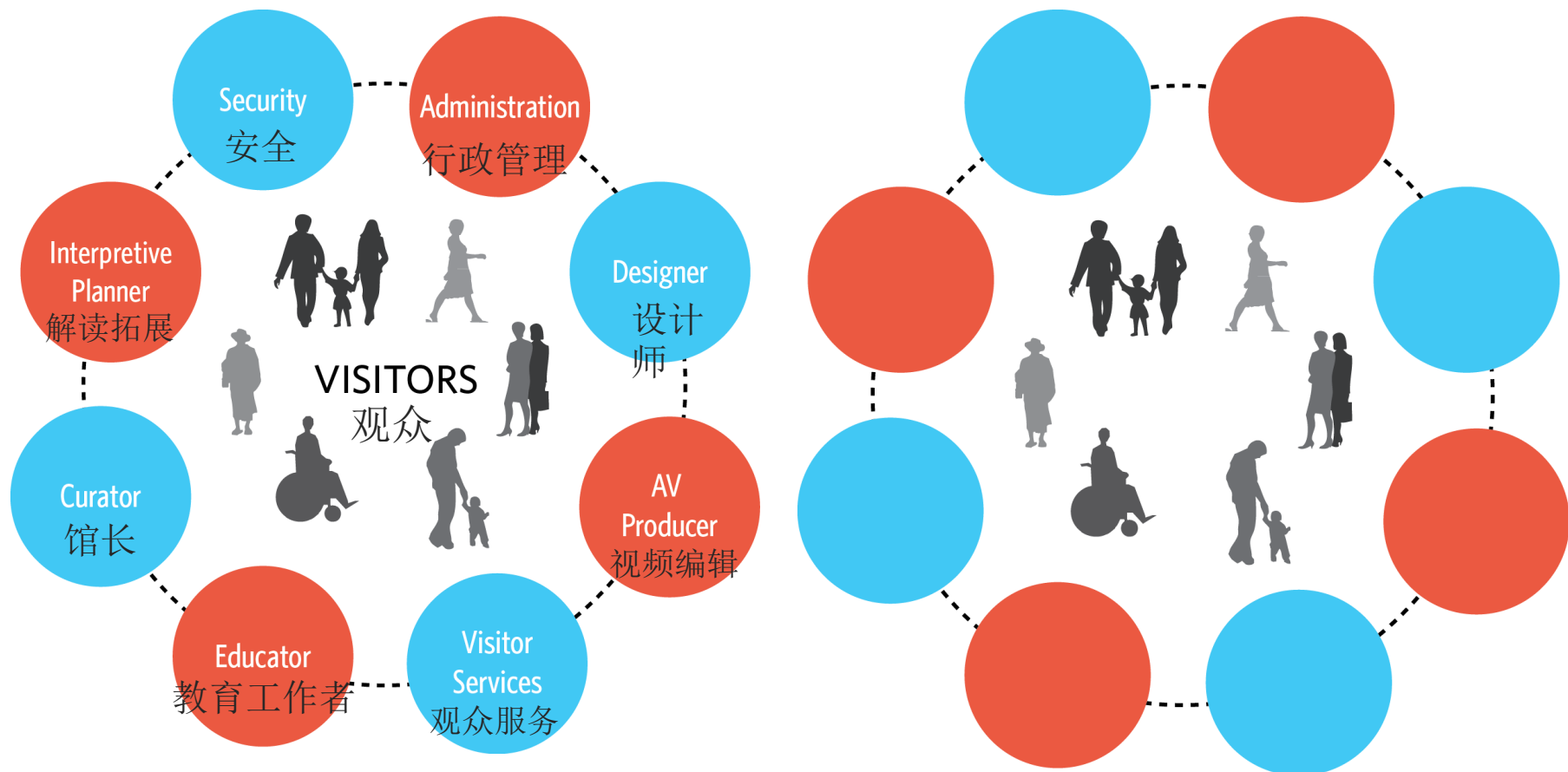
- Visitor Services Department
设立“参观者服务部”
- Listen to your visitors through surveys
通过问卷调查来了解参观者
- Maintain data on attendance, responses to exhibitions
保留关于展览到场人员和反馈的资料
- Work in Teams
团队合作
- Communicate clearly
有效沟通



Teamwork is the No1 Management tool

Pleas for diverse, interdisciplinary museums

团队合作是博物馆多样化和跨学科管理的重中之重

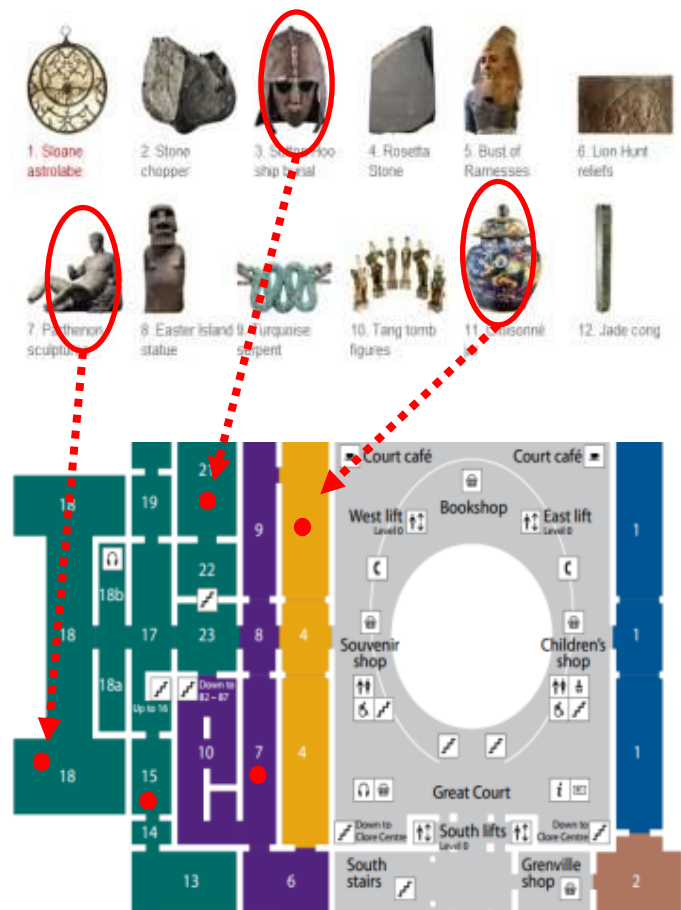
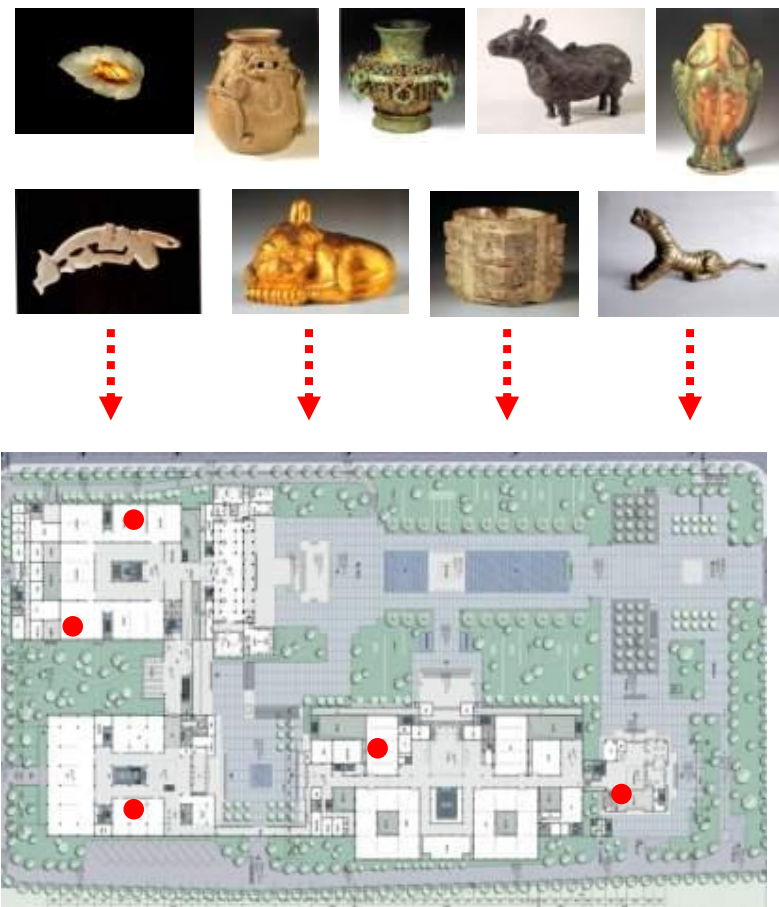


Interdisciplinary Programs and Museums

跨学科项目

跨学科博物馆

Multi-Disciplinary museums have many separate departments.
Interdisciplinary Museums have departments working together.
多学科博物馆有许多独立的部门
跨学科博物馆有许多相互协作的部门



Museum Mile, London

伦敦的博物馆大道

museum mile

GETTING TO MUSEUM MILE

TUBE
Covent Garden, Euston, Euston Square, Gower Street, Holborn, King's Cross St Pancras, Russell Square, Temple, Tottenham Court Road, Warren Street.

RAIL
Euston, King's Cross, St Pancras International.

BUS
76, 68, 91, 98 and 980 (on-day Museum Mile).

CAR
Limited on-street parking. National Car Parks at Holborn, Strand, Russell Court and Brunswick Square.

WALKING
The best way to discover London is on foot.

ACCESS
Most of the museums listed have wheelchair access for most or all of their collections. Please contact the specific museums prior to your visit to ensure your needs are met.
www.museum-mile.org.uk

Museum Mile Berlin

Please Make Way to 'at' the world.
Photos by David Green and Michael G. Green for London Society

Nanjing Museum

南京博物院



LE LABORATOIRE

实验室博物馆



Visual art and performance at the Shanghai Science & Technology Museum 在上海科技馆的视觉艺术演出



ArtScience Gallery, Trinity College, Dublin

位于都柏林三一学院的艺术科学长廊



Interdisciplinary 跨界融组

Combining art, design, archaeology, and culture with science and technology.

将艺术、设计、考古学、以及文化与科技完美融合



Technology: Augmented Reality

增强现实技术



Technology: Augmented Reality

增强现实技术



Visible Storage 看得见的藏品库

“Back-of-house” becomes “front-of-house”
从幕后到台前



Personal Stories 个人的故事

Intimate, personal stories can **bring artifacts to life and/or make connections with difficult subject matter.**

亲密的人物故事可以将文物变得栩栩如生，还可以将不同主题事物联系起来。



Temporary Inter-Disciplinary Projects

专项跨界项目



BMW Guggenheim Lab brings together people from diverse backgrounds in a public space to address issues of public concern.

宝马古根海姆实验室把来自社会各个阶层的人们聚集在一起来阐述公众关注的热点问题。

How to improve the quality of life in the contemporary city.

“在现代城市中，如何提高人们的生活质量”



“Behind the Scenes” Access

亲身经历“揭秘过程”



Geography, Art, Ethnography

地理 艺术 民族



Music can enhance any Subject

借助音乐 加强效果

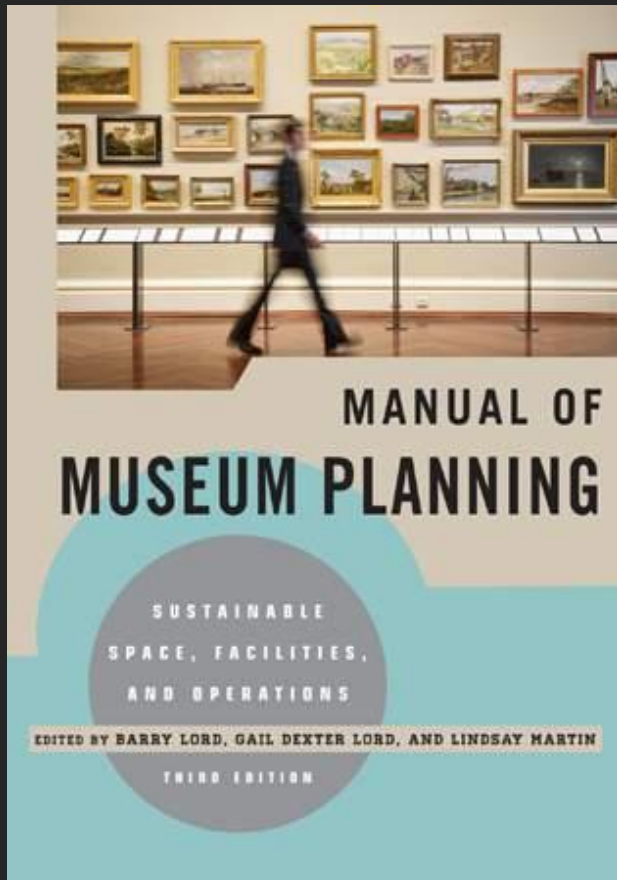


Play, Experiment, Get Inspired

通过游戏与实验启发灵感



THANK YOU. 谢谢



Follow on Twitter: [@Gail_Lord](https://twitter.com/Gail_Lord)

欢迎访问:

www.lord.ca

www.lordculture.com

www.lordculturalrecruitment.com