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INTERNATIONAL COUNCIL OF MUSEUMS  
CONSEIL INTERNATIONAL DES MUSEES



ГОСУДАРСТВЕННЫЙ  
**ЭРМИТАЖ**  
*The State Hermitage Museum*

# ACTUAL ISSUES OF MUSEOLOGY AND PRACTICE OF MUSEUM MANAGEMENT IN THE 21<sup>ST</sup> CENTURY



POLICY BRIEF



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## Policy Brief

# ACTUAL ISSUES OF MUSEOLOGY AND PRACTICE OF MUSEUM MANAGEMENT IN THE 21<sup>ST</sup> CENTURY

Moscow, 2014

The publication is prepared by the Russian Committee of the International Council of Museums (ICOM Russia) in consultation with the State Hermitage Museum and with the participation of experts from the Commonwealth of Independent States, as part of the UNESCO/IFESCCO Pilot Project «Running a Museum – XXI Century: Thematic Regional Capacity-building UNESCO/ICOM Trainings and Expert Meetings for CIS Countries» (2011–2014).

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## INTRODUCTION

### FROM ICOM RUSSIA

There are different points of view of who and how should work in a museum, which kind of professionals and how should manage a museum and for whom museum should work. International experience gives us different more or less successful decisions of these dilemmas. The same situation we could see in the field of the relationships of the government and museums, if we are talking about both finances and ideology.

At present, an active process of improvement of museum management and of development of museology as an independent scholarly and educational subject is under way. Basic principles of so called «New museology» were formulated in 1984 in Quebec Declaration. Authors of this document underlined that «in a contemporary world which attempts to integrate all means of development, Museology should strive to broaden its traditional attributions and functions of identification, preservation and education

to encompass wider practices than these objectives so as to better include in its action those related to the human and physical environment». Many of Western museums already have passed through the change of juridical and administrative status and search of new paths of the development but museums from CIS countries still had to go through all these changes. That is why only during last years museums of this region started to rethink traditional points of view on the position of the museum in modern society. Regional museological schools and schools of museum management in the CIS region start to adapt to new social and economical conditions and new aspects of self-determination.

It is necessary to elaborate new standards of museum activities before the creation of new standards for training of personnel. Elaborating new standards of museum

activities the government of each country should hold a large-scale research in the museum sphere of each country in a context of unique social and economic situation and assigned tasks. This research will give the overall picture which will permit to define new tasks, form the list of professions and competences of museum workers and in future to transform the methodology of the training of museum personnel. Cooperation of museology and museum management in this process seems be very effective.

This policy brief is only the first step in preparation of such research. Its main aim is to mark key figures of modern social and cultural situation and determination of prospective vectors of professional development. Author of this research consider practical potential of museological education as one of possible responses to challenges of our days.

## SOCIAL AND CULTURAL CONTEXT OF THE ISSUE

Experts in the field of museology brought up the issue of transforming the model of the museum institution from that of the museum «as a privilege» to that of the museum «as a right», and considerable changes in the museum as a constantly evolving structure were demonstrated using specific case studies. Special emphasis is placed on the new social and economic role of museums under the conditions of globalization and world economic crisis that was mentioned in the Lisbon declaration:

«In the last few years, museums in our countries have changed dramatically and many now have larger social and territorial responsibilities. The preservation and safeguarding of tangible and intangible cultural heritage is considered the most relevant function of museums and should not be neglected. However, contemporary museums have wider goals. They offer public services and social activities, as well as culture and knowledge.

During the last decades, museums have become institutions that form identity of cities, countries and nations with a reasonable political impact. At the same time, the funding of museums has undergone a major alteration, facing cuts from public authorities and the need of finding more and more sponsors whose interests complement museum development. Additionally, museums are increasingly invited to assume and complement educational tasks in

the public sector suffering from the training of soft skills and creative competences»<sup>1</sup>.

Museum administration and personnel belong to a special category of specialists in the field of culture, as they, above all, are the ones called on to preserve and sometimes protect historical and cultural heritage from the influence of many unfavourable factors: both natural and ecological, as well as technogenic and anthropogenic ones, including political coups and local military conflicts. But even in relatively stable countries, museum personnel had to face market conditions, and to learn to survive in a complex social environment and to satisfy different, and quite often contradictory, interests of museum visitors and of society in general.

In CIS countries this process has become more complicated because our countries still are passing through the transit period in the sphere of economics, social and governmental spheres. All this makes the problem that CIS countries have faced with more crucial. Radical social changes in Russia and other CIS countries had a significant impact not only on their economy, but also on institutions of the sectors that were traditionally under the «budget» wing of the government. The changes affected, first of all, the funding of culture, which was reduced in some former republics that became independent states by 30% (Ukraine) and even by 50% (Tajikistan). However,

<sup>1</sup> Lisbon Declaration. Support Culture and Museums to Face the Global Crisis and Build the Future. 2013





as time went by, an increase, though a slight one, of the funding allocated by the state budget for the development of culture manifested itself: in Kyrgyzstan by 0.1%, in Armenia by 1%, and in Kazakhstan by 7%<sup>2</sup>. In these circumstances role of the museum managers is of primary importance. Under such conditions, management models have begun to be considered as a special resource for the survival of the museum sector in the CIS countries. The inertia in the introduction of new approaches in the organization and management of museums and museum activities is related to museum personnel's slow rethinking of the place and role of management and marketing in museum practice. However, market processes and the general development of civilization, including mass media, have considerably changed the nature of the expertise of museum professionals, and have heightened the necessity for critical rethinking of the place and role of museums in

• *Social and Cultural Context of the Issue*

contemporary society and the contemporary world, and also of their own positions and role in the development of the museum.

Among the significant changes in the social situation, Russian museum professionals mention the intensive growth of migration and, proceeding from this process, the growth of the part of society oriented toward different cultural values and traditions, other than Russian ones. In Russia's largest cities, for example in St. Petersburg, museum experts see a tendency toward increased interest in cultural events among young people and the growth in the number of visitors to museums and creative centers, on the one hand, and a certain stagnation in the development of «art-clusters», on the other hand. Museum specialists of the CIS countries unanimously mention that visitors to exhibitions have become better informed due to universal introduction and use of information technologies and the Internet.

<sup>2</sup> These data were received as a result of a survey of participants of the expert meeting «Actual Issues of Museology and Practice of Museum Management in the 21<sup>st</sup> Century», held on 18 of November 2013 in Saint-Petersburg under the UNESCO/IFESCO Project..

## ANALYSIS OF THE CURRENT SITUATION IN THE FIELD OF MUSEOLOGY, MUSEUM MANAGEMENT, AND TRAINING OF MUSEUM PROFESSIONALS IN THE CIS MEMBER STATES

Such ideas and realities of the late 20<sup>th</sup> and early 21<sup>st</sup> centuries as the widening of the range of tangible and intangible heritage objects, the transformation of the classical museum model and the appearance of new types and kinds of museums, the development of the «new museology», and then the appearance of «critical museology», and also the introduction of systems management, require to a greater and greater degree the development of museum professionals' institutional responsibility, the capability for completing integrative and communicative tasks, constant readiness for changes, innovative activity, searching for nontraditional schemes as part of solving issues related to preservation, presentation, and interpretation of museum collections.

Leading tendencies of the contemporary stage of the intensive development of museology as an interdisciplinary field of knowledge about world, national, and regional heritage, about museum methods and forms of preservation and interpretation of heritage, about the ways of its actualization in the contemporary culture, and about the methods of the museolization of cultural and natural heritage sites were shown during the expert meeting in Saint-Petersburg. Expansion of the borders of the museum world and of the understanding of heritage changes the paradigm of museology as a field

of study defining the conceptual and methodological foundations of training a museologist. It is also necessary to take into consideration the current situation in the international terminology of the scholarly and educational subject in the practice of the world's universities.

Concepts of market and museum marketing and development of the museum management instruments that «came» from the business sphere (strategy determination, orientation towards the audience, resource management, fundraising etc.) are changing museums and become subjects of museological investigation. Thus museum management is a theoretical and practical problem at the same time. It is associated with the problem of museum development and new conceptual approaches and perfection of the educational technologies in the sphere of the training of the museum personnel.

The role of managing structures has significantly increased, and in this respect, the issue of training and retraining of museum personnel is becoming more and more relevant. In the Russian Federation within the last decades museologists have been trained at universities, a system of retraining museum personnel has been built, schools of thought have formed, research has been carried out that resulted in dissertations and numerous publications on museology





Participants of the Expert Meeting «Actual Issues of Museology and Practice of Museum Management in 21<sup>st</sup> Century». November, 18<sup>th</sup>, 2013. The State Hermitage Museum, Saint-Petersburg, Russian Federation

and museum management, periodicals have been published, and specialized Internet portals have been functioning actively. For example, there are such publications in Russia as «The Museum», «The World of the Museum», and «Issues of Museology», the Internet portals «Russian Museology» and «MUSEUM.RU», and the regional portals «Museums of Leningrad Region» and «Museums of Yugra», which serve the purpose of consolidation of the museum community and accumulate relevant information of a scholarly and practical character. The process of building groups of the professional museum community in social networks is intensively under way.

However, these tendencies are developed to various extents in different CIS countries. In the Republic of Armenia, in Ukraine, in the Republic of Belarus, and in Azerbaijan, the interest in museology and training of museologists became more intense at the turn of the 21<sup>st</sup> century. In other states, the necessity of the focused effort in this area is only now being acknowledged, as in those countries museology has not yet been recognized as an academic field of study, and therefore a system of training and retraining of museum personnel has not been built. It is evident that in the countries where the experience of special museological education is missing, accordingly the scholarly basis and methodological support for such an important component in the activities of a contemporary museum as management is also missing. It can thus be stated that the level of the development of museology is different in each of the countries, as well as the degree of realization of the systematic and focused training of personnel for various types and kinds of museums.

During different meetings and the round-table discussion «Actual Issues of Museology and Practice of Museum Management in the 21<sup>st</sup> Century» based on the results of the questionnaire survey, a diagnostic study of the perceptions of the meeting participants concerning the current situation in the museum sector was conducted.



As a result, the **primary problem** was defined: barriers to professional understanding and professional growth. The highly stereotyped understanding of development strategies by the meeting participants is a true obstacle for the development of both museums themselves and of museum personnel. Museums should realize the necessity of the competitive struggle for resources. Low mobility of museum professionals can often be explained by low salaries. However, in this case behaving like a victim leads to a dead end. The problem of low salaries should prompt one to mobilize one's own professionalism, and to realize the values of the profession, but should not be a mechanism causing an internalized refusal to struggle for resources.

It is necessary to accentuate the social and cultural determinacy of museology and of museum personnel training. The museum community should recognize the value of professional growth of the museum community. Expert meeting «Actual Issues of Museology and Practice of Museum Management in the 21<sup>st</sup> Century», held on 18<sup>th</sup> of November 2013 in Saint-Petersburg could be a good example of such process. The participants of the meeting from the CIS countries favoured the experience of special training for future museologists in Russian universities (St. Petersburg, Moscow, Yaroslavl, Kazan, Oryol, Tomsk,

Barnaul, Kemerovo, Krasnodar, and other cities). The leading role of the two oldest museology departments founded in 1988 in St. Petersburg (St. Petersburg State Humanities University) and in Moscow (Russian State Humanities University) was recognized. During the discussion, the following was shown to be a necessary part of reforming university education: the further improvement of museological education in keeping with the Bologna Process and of training a museum specialist of a new type who possesses skills of project management, teamwork, and technologies of effective collection, personnel and visitor management.

Today, museological education in Russia is seen as «higher professional education aimed at training specialists in the field of museum theory and practice that appeared, developed and spread during the 20<sup>th</sup> century on account of the recognition of the demand for special museological knowledge and the development of museology as a field of study»<sup>3</sup>. At present, one of the most important tasks in the development of museological education in the CIS countries is defining the boundaries of the reasonable combination of traditions and innovations in the context of strategic milestones of museum development and the growing social role of museums. Such achievements of recent history as the emphasis on human individuality, the freedom of choice in material self-

<sup>3</sup> Dictionary of Current Museum Terminology // The Museum, № 5. 2009. P. 55.



determination and spiritual development, the freedom of speech and personal attitudes, the diversity of the forms of cultural life, and the expansion of international links and intensification of the process of cultural globalization should be taken into consideration when designing and carrying out educational courses and programs of museum personnel training.

The weakening of ideological and symbolic identifications and the crisis of national identity are recognized as a no less essential characteristic of the current social and cultural situation that should be reflected in the content of museological education and which future museum professionals will have to face. The role of museums in the development of national identity as a system of ideas and perceptions, and attitudes and feelings of people related to their nation in its ethnic, cultural and political dimensions, and also in the development of self-identification, is now not only acknowledged by leading museologists and world cultural studies scholars, but also is a social imperative.

When defining promising directions of museological education, it is important to take into consideration the fact that a contemporary museum is becoming a complex structure functioning under market conditions, and therefore training of specialists in museum management, marketing, and the economics of museum practice, especially in interaction with the tourism industry, is of the greatest relevance.

Another quality of the current museum situation is the strengthening of the connection between specialists engaged in acquisition and preservation of museum collections and those who carry out cultural and educational work. Both groups should possess well-founded social and humanities knowledge and knowledge about man, which ensure the relevance of museums for different categories of visitors, including people with special needs. The visitor services staff is only beginning to get a sustained professional qualification in Russia and in some CIS countries. But specialists working with diverse museum



audiences (tour guides, museum educators, mediators), who demonstrate the value of various museum collections, more than any other specialists turn the museum into a center of intercultural communication, and interpret the cultural heritage, thereby contributing to clarifying the significance of museum collections to their countrymen, guests, and tourists. Their work, whether it is educational projects, publications or guided tours, creating videos and multimedia programs, or presentation of exhibitions or cultural events, aims to assist the individual and society in realizing the fact that museum collections can become bridges between the past, the present, and the future, and between people of different nationalities, religions, languages, and cultural traditions.

Thus we could say that in contemporary world boundaries of the museum professions are socially determined. More to say – profession should determine itself and adjudged by other professions. In the museum sphere of Russia and CIS countries situation is more complicated because for

many years museum workers were trained only as a specialists in the sphere of the type of the museum and when they were coming to the museum, they had no basic museological education. But social circumstances determine the need of revision of traditional museum professions that existed earlier.

Thereby it is necessary to carry out preparation of registrars of museum collections and collection curators, exhibition curators, museum pedagogues, coordinator of the cultural projects, museum managers and hospitality services workers in the frameworks of the academic baccalaureate. Education should be the practice-oriented and held on a basis of and in a close interaction with structural subdivisions of different type of museums. On the level of masters' programs it is possible to realize specialized training in the spheres of preservation, research and communication. This training should be oriented on acquisition of skills in administration, mediation, project and museum management.







There is a huge discussion in Western Europe as well as in CIS countries on the dilemma – should museums invite professional managers from the commercial sphere to be museum directors. During last years this discussion has become more acute in Russia and this was connected with the surge of the managers from governmental structures and business to museums. But there is no unequivocal answer on this question and each museum tries to find its' own answers.

Multi-level museological education and additional professional education on museology has to provide with high-level of professional and cultural competence of specialist and form advanced structure of moral and aesthetic orienteer and sense of responsibility. Educational system is influenced by social sphere and also interacts with it. This is why education has got foreground task to resolve contradictions between new postindustrial society and the past and also among factors of social mobility.

## TASKS AND PROSPECTS OF THE DEVELOPMENT OF MUSEUM COMMUNITY

During the Expert Meeting the following were defined after the exchange of opinions and experience and as a result of discussion:

### *milestones for the professional development of the museum community*

- clear and historically determined interdisciplinary character of museology, as a dynamically developing social and humanities field of knowledge defining the strategy and tactics of museological education, and;
- mastering of museological knowledge, of both a theoretical and practical nature, aimed at understanding the phenomenon of the museum, and its mission and social functions in the 21<sup>st</sup> century;
- improvement of university programs carried out by professionals from the perspectives of contemporary museology and museum ethics. Mastering the museum Code of Ethics during the studies, dissemination of ethical norms, and their implementation serves as a guarantee of effective interaction and development;
- introduction of museum psychology, museum sociology, museum management, and marketing in academic education programs;

- reliance on a combination of partnership and communicative qualities amid the well-developed emotional understanding of one's partners and colleagues: the ability to rally fellow-thinkers around oneself, ability to choose the right partners and use their business qualities effectively, and ability to encourage other people's efforts and cooperativeness;

- strategic alliance is a decision to unite resources that are always lacking in museums and the cultural field. It can be the unification of finances or of people. The essence and meaning of the unification is that it is easier to cope with the necessary amount of work and with a new project by acting jointly. So, the «interaction resource» is among the most important ones in the professional community in the 21<sup>st</sup> century;

### *means of professional capacity-building*

- participation in professional activities and the work of professional organizations (associations, unions, societies, and councils), especially at the regional, national and international levels;
- study of periodicals, Internet resources (specialized web portals), and other materials related to the museum profession and practice;



• *Tasks and Prospects of the Development of Museum Community*



- completing university training at the initial (bachelor's degree course) and advanced (postgraduate studies) levels for the effective practical use of professional knowledge;
- attendance of professional seminars, trainings, conferences, and forums;
- improving one's professional skills by means of taking part in inter-museum seminars, local and international programs of exchange of experience, research fellowships, and archeological and ethnological expeditions;
- correspondence by e-mail and online communication in order to stay in touch and maintain friendly relationships with professionals from museums in different countries.

## CONCLUSIONS FOLLOWING THE RESULTS OF THE EXPERT MEETING

Within the last decades, conditions of museum activities have changed considerably, museum contacts and mechanisms of their interaction with each other and with other institutions have expanded many-fold and become more elaborate, and museums have gotten involved in commercial activities.

The processes in the development of museology museum management that are now going on in the CIS countries are conditioned by a combination of various external and internal factors, and by the macro- and microenvironment, and therefore they cannot be judged categorically. On the one hand, museum personnel sometimes work under conditions of economic instability, legal vulnerability, the absence of long-term planning, and a shortage of technical resources and specially trained museologists. On the other hand, due to professional potential, creative thinking, rejection of standard decisions, and the search for new ways of presenting museum information, museums are steadily acquiring a new image, and becoming more open, democratic, and aimed

at different strata of society, including socially disadvantaged and maladjusted groups, providing more access to collections and their study, and looking for new models of adaptation and ways of modernization under conditions of global economic crisis. This process goes on rather intensively, although unevenly in different countries. Value systems of museum directors and employees are a combination of perceptions characteristic of both new market economy and previous times.

The general direction in the development of the museum sector in the CIS countries allows us to speak about the increase of the role of museological reflection and of the significance of specialized museological education, about the social and cultural determinacy of training of museum personnel, about use of the methods and principles of project culture in museum practice, and also about the gradual emergence of «new generation» museum managers who actively introduce innovations in the field of collection management and presentation to the public, which coincides with global tendencies.

RECOMMENDATIONS

«ACTUAL ISSUES  
OF MUSEOLOGY  
AND PRACTICE OF MUSEUM  
MANAGEMENT  
IN 21<sup>ST</sup> CENTURY»

These recommendations are based on the results of the expert discussion during the preparation and holding of the Expert Meeting «**Actual Issues of Museology and Practice of Museum Management in 21<sup>st</sup> Century**», which took place on November 18 in St. Petersburg at the State Hermitage Museum as part of the UNESCO/IFESCCO Pilot Project «**Running a Museum – XXI Century: Thematic Regional Capacity-building UNESCO/ICOM Trainings and Expert Meetings for CIS Countries**».

The recommendations on the development of the potential of museums of the CIS countries in the field of museum management and museology are designed with the participation of leading specialists in museology, museological education and museum management as trainers and experts, and also with the participation of representatives of museums in the projects' target countries: Azerbaijan, Armenia, Belarus, Kazakhstan, Kyrgyzstan, the Republic of Moldova, the Russian Federation, Tajikistan, Uzbekistan, and Ukraine.

The recommendations are sent to competent representatives of the Ministries of Culture, and to competent representatives of the museum community and non-governmental profile organizations of the CIS member states.

*The participants of the Expert Meeting «Actual Issues of Museology and Practice of Museum Management in 21<sup>st</sup> Century»,*

*Noting* the growing role of museums in society and their responsibility for the preservation of collections and their augmentation, and also for the communication of knowledge about the historical and cultural heritage kept in museum collections and for providing broad access to them;

*Emphasizing* the fact that a museum is a unique mechanism, which not only is an educational resource, generating and spreading knowledge, but also makes a considerable impact on economic and social development;

*Understanding* the importance of legislative recognition, both at the national and international levels, of the position that museums occupy in the contemporary world;

*Being aware of the fact* that the museum should occupy a central place in the cultural and spiritual life of the local, national and international community;

*Noting* that the world economic crisis led to a severe reduction in the financing of museums and the field of culture in general;

*Sharing and joining* in the provisions of the Lisbon Declaration;



*Emphasizing the fact that the fields of culture and heritage, and especially museums, contribute to economic and social development to the same degree as innovations;*

*Pointing out the fact that museums strengthen cultural identities, support social unity and serve as facilitators in the field of intercultural communication, and also promote regional values at a time of globalization, and create new resources for the local, regional and national levels of the society;*

*Noting the necessity of change in the structure of museum management and of functioning in the context of the changes in the social positions of museums and their new role;*

*Emphasizing the necessity of changes in the training and retraining of museum specialists,*

#### **RECOMMEND**

*To recognize the necessity and effectiveness of the further development of the partnership between museums of CIS countries and their cooperation with international museum community, in particular with consideration of the results of the UNESCO/IFESCCO Pilot Project «Running a Museum – XXI Century: Thematic Regional Capacity-building UNESCO/ICOM Trainings and Expert Meetings for CIS Countries».*

*To assist the development of interdisciplinary contacts and interaction of museum professionals with specialists in other areas, including legislative and legal ones.*

*To contribute to the expansion of the audience of thematic trainings, actively involving representatives of different types of museums, upper- and medium-level managers, and rank-and-file employees in the system of professional retraining, including by holding thematic trainings and expert meetings in the countries and regions where museums that are participants of the Expert Meeting are located.*



**To assist the further development** of international contacts of museums within ICOM, the organization of professional study tours with the aim of broadening the information horizons of museum specialists for them to correspond to international professional standards, and also with the aim of dissemination of information about the regional cultural experience and heritage on the European scale and worldwide.

**To use** the materials of thematic trainings and expert meetings as a tool for the analysis and diagnosis of the current situation in the museum sector at the national and regional levels. The information received from the participants in the trainings and expert meetings should be considered as a guide to establishing priorities and making decisions in the process of planning the development of national museums.

**To increase**, or at least keep at the present level, investments for museums and cultural institutions, so that they are able to carry out their social, research and educational mission on a high level, offering diverse activities for the local community and regional development.

**To develop** programs aimed at attracting young specialists to museums, including by providing them with various moral and material motivations.

**To advocate and promote** professional museum competencies, both in public and private institutions, and to ensure that positions in museums are filled by skilled professionals.

**To define** positions and professional competencies whose presence will contribute to the development of museum practice under the new social and economic conditions, and also to assist with their inclusion in job evaluation catalogues.

**To call on** the Ministries of Culture, and Ministries of Labour and Social Policy in order to update a catalogue of museum professions.

**To address** to the Ministries of Education a proposal to create, in cooperation with the Ministry of Culture, representatives of the museum community and representatives of educational institutions, a working group on the development of new requirements for the training and retraining of museum specialists and of new professional standards. To encourage targeted recruitment of young museum specialists.

**To encourage** professional training of museum personnel and to monitor their compliance with professional standards.

**To support**, and to make the Governments and Ministries of Culture of the CIS member states aware of the text of, the Lisbon Declaration.





**To attract attention** to the necessity of improving tax legislation with the aim of encouraging charitable support of museums and other institutions preserving cultural heritage.

**To develop** a package of measures to ensure the indivisibility and inalienability of museum objects and collections.

**To propose** to the Ministries of Cultures of the CIS member states that they have the ICOM Code of Ethics for Museums translated into the national languages. To post the text of the Code of Ethics for Museums on the websites of the ICOM National Committees.

**To develop** and hold a series of seminars devoted to issues of the implementation of the Code of Ethics for Museums.

**To propose** to the National Committees of ICOM that they consider the foundation of an international museology school.

**To consider the possibility** of organizing a seminar for exchange of experience between museums in the field of outsourcing.

**To elaborate** the method of informing the museum community about conflict and acute situations in order to advocate professional interests.

**To compile** a recommended list of educational institutions that are recognized as competent in the field of training museum personnel.

**The participants of the Expert Meeting «Actual Issues of Museology and Practice of Museum Management in the 21<sup>st</sup> Century»:**

- favorably comment upon the high level of the organization and implementation of the Expert Meeting «Actual Issues of Museology and Practice of Museum Management in the 21<sup>st</sup> Century» (November 18, 2013, St. Petersburg, State Hermitage Museum).

- express confidence in necessity of continuation of the program of international thematic trainings in the field of museology in the CIS countries.

- offer to use widely the materials prepared under the UNESCO/IFESCO Project «Running a Museum – 21<sup>st</sup> Century».



Participants of the Expert Meeting «Actual Issues of Museology and Practice of Museum Management in 21<sup>st</sup> Century» express their gratitude to UNESCO and IFESCO for the long-term project «Running a Museum – XXI Century: Thematic Regional Capacity-building UNESCO/ICOM Trainings and Expert Meetings for CIS Countries» (2011–2014) and emphasize the importance of the UNESCO/ICOM Trainings and Expert Meetings holding for CIS museum community.



## THE MAIN GOALS OF THE UNESCO/IFESCCO PILOT PROJECT «RUNNING A MUSEUM – 21<sup>ST</sup> CENTURY»

The New Global Partnership for Museums, intended to recruit museums and other related institutions as vital partners as part of the process of introducing cultural policy for sustainable development, will also be promoted by means of exchange of best practices, improvement of communication, and effective museum management in the member countries. This activity will help mobilize the main stakeholders in the field of cultural heritage in order to promote and increase the role of museums as social, educational, and economic actors.

In light of the new UNESCO program «Heritage and Dialogue», this project helps develop new approaches to complex issues of cultural heritage management by means of creating a regional expert team working to promote the educational potential of museums, in particular intercultural dialogue and social unity. Participants exchange professional information and experience in the field of cultural heritage policy and museum management, and also raise issues that arise from the practice of protecting and promoting cultural heritage at the regional and national levels.

### *The realization of the project contributes in every possible way:*

- to the increased role of museums as actors in social, educational, and economic activities;
- to the increased potential of museum professionals of the CIS countries in heritage protection, and increased awareness of cultural diversity and of economic endeavors in the field of traditional crafts and the cultural and cultural tourism industries;
- to providing the participants with necessary knowledge and skills for the implementation of national trainings in their respective countries based on the UNESCO/ ICOM Museum Studies Training Package;
- to the strengthening of networking and partnership between museums in the CIS countries;
- to the development of museum practice in the CIS countries taking into account international experience.

## USEFUL LINKS

ICOM – <http://icom.museum/>  
ICOM Russia – <http://www.icom.org.ru/>  
ICOM ICOFOM – <http://network.icom.museum/icofom>  
ICOM INTERCOM – <http://www.intercom.museum/>  
ICOM ICTOP – <http://network.icom.museum/ictop/>  
UNESCO Declarations and Conventions –  
[http://portal.unesco.org/en/ev.php-URL\\_ID=13649&URL\\_DO=DO\\_TOPIC&URL\\_SECTION=-471.html](http://portal.unesco.org/en/ev.php-URL_ID=13649&URL_DO=DO_TOPIC&URL_SECTION=-471.html)  
UNESCO/IFESCO Pilot Project «Running a Museum – 21<sup>st</sup> century» –  
<http://www.unesco.org/new/en/moscow/culture/the-unescoifesco-project-running-a-museum-21st-century/>  
International Movement for a New Museology –  
<http://revistas.ulusofona.pt/index.php/cadernosociomuseologia/article/viewFile/1658/1321>  
Educative Museology Seminars, Forum of Slavic cultures – [http://fsk.si/?post\\_type=programi&p=1797&lang=en](http://fsk.si/?post_type=programi&p=1797&lang=en)  
Museum Studies, Smithsonian – <http://museumstudies.si.edu/>  
Heritology. A contribution to a possible definition of museology by Pr. Tomislav Sola – <http://heritology.com/>  
«The Best in Heritage» – annual conference and competition dedicated to the best practices in working  
with heritage – <http://www.thebestinheritage.com/>  
Museum Studies, University of Leicester – <http://www2.le.ac.uk/departments/museumstudies>  
Museology database. University of Toronto – [www.utoronto.ca/mouseia/](http://www.utoronto.ca/mouseia/)  
Museums of Russia web portal – <http://www.russianmuseums.info/>  
«Russian Museology» web portal (in Russian) – <http://www.museumstudy.ru/main.html>  
«Museology. Cultural Studies» – <http://www.bvahan.com/museologypro/eng1.asp>  
Management in Museum Practice. Bibliography] – <http://www.cpolicy.ru/books/reference/museum.html>  
Museum Association, UK – <http://www.museumsassociation.org>  
Accreditation Scheme for Museums and Galleries in the UK –  
[http://www.artscouncil.org.uk/media/uploads/pdf/accreditation\\_standard\\_english\\_web.pdf](http://www.artscouncil.org.uk/media/uploads/pdf/accreditation_standard_english_web.pdf)  
American Alliance of Museums – <http://www.aam-us.org>  
European Museum Forum – <http://www.europeanmuseumforum.info>

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Declaration of Quebec: Basic Principles of a New Museology. 1984.  
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