Western Illinois University – Quad Cities

MST 501 Museum Administration
Fall 2014
Wednesdays, 6:00-8:30, Figge Art Museum

Pamela J. White, JD, PHD
Telephone: office—309-762-9481; or cell—319-310-8647
Email: pj-white@wiu.edu; or white.pamela4@gmail.com

Office Hours:
Pamela White: Mondays and Thursdays 1:00 — 3:00 p.m. at Riverfront, #1225; Wednesdays 2:00 to 4:00 p.m. at the Figge Art Museum and by appointment.

Course Description:
This course will provide students with an overview of management history, theory and practice focusing on the issues involved in managing a non-profit organization. Topics to be covered include strategic planning, ethics and governance, membership, earned income, marketing and non-profit finance. Students will present a case study with the accompanying readings to the class highlighting relevant issues and create an in-depth museum management case study including a marketing plan and financial statement for an area museum. A variety of topics will be covered including the concepts of project management, team building, group problem solving, and managing change.

Objectives:
✓ Students will apply content readings to case studies from the field to analyze leadership and organizational theory and practices.
✓ Students will meet with museum administrators from across museum types to better understand administrative management issues and techniques.
✓ Students will apply course readings and resources to develop marketing plan for a museum.
✓ Students will apply readings, resources, interviews with administrators to develop a museum case study including strategic planning and finance structures

Required Texts:
3. Relevant Articles available either by email or on course site

Reserve Texts:

Course Assessment:
Assignments are due on the given date. Late work will not receive full credit.

1. Weekly participation and reading response
   Papers as assigned 15 points (15%)
2. Case Brief Paper and Presentation 25 points (25%)
3. Museum Case Study 40 points (40%)
4. Final Presentation 20 points (20%)

Grading Scale:
90 – 100 points = A
80 – 89 points = B
70 – 79 points = C
60 – 69 points = D
59 points or lower = F

Academic Integrity:
Academic integrity is of upmost importance to the university and all graduate level academic programs. To review WIU’s policies, please visit http://www.wiu.edu/policies/acintegrity.php

Attendance Requirements:
This class is dependent upon your participation. Excused absences will be negotiated with the instructors through documentation. Each unexcused absence will result in a five-point reduction of the final grade. Four or more unexcused absences will result in a failing grade.

University Policy Regarding Student Accommodations:
In accordance with University policy and the Americans with Disabilities Act (ADA), academic accommodations may be made for any student who notifies the instructor of the need for an accommodation. For the instructor to provide the proper accommodation(s) you must obtain documentation of the need for an accommodation through Disability Resource Center (DRC) and provide it to the instructor. It is imperative that you take the initiative to bring such needs to the instructor's attention, as he/she is not legally permitted to inquire about such particular needs of students. Students who may require special assistance in emergency evacuations (i.e. fire, tornado, etc.) should contact the instructor as to the most appropriate procedures to follow in such an emergency. Contact Disability Resource Center (DRC) at (309)298-2512 for additional services.

This course has been designated to meet the Writing Instruction in the Disciplines (WID) graduation requirement. WID courses provide instruction in the processes and formats for the writing content and style needed to be an effective professional in a student’s chosen field. Web address for student rights and responsibilities (http://www.wiu.edu/provost/students.php) Web address for Academic Integrity Policy (http://www.wiu.edu/policies/acintegrity.php

Calendar of Readings and Assignments:
Note: Although all attempts will be made to follow the schedule as presented in this syllabus on Wednesday, August 27, 2014, the calendar of readings is subject to change. Changes are not limited to, but may include rescheduling due to museum field trips and/or Thursday programming at the Figge Art Museum. You will receive notice in advance.

* Case Study assignments are listed on the day they will be discussed/due. Readings from Reserve Texts are intended to emphasize the issues raised by the Case Studies.

August 27

- Introduction
- Review Course Syllabus and Calendar
- Course pack Overview
- How to Prepare a Case Study—Video in Harvard Coursepack

September 3  Leadership, Public Trust and Strategic Planning

Readings: Collins, Good to Great and Social Sectors Monograph
We will begin our discussion of this book—it will continue throughout the semester
Readings: Lord, pp. 1 - 52

Case Study: Leading Innovation at Kelvingrove A
Readings: Lord, 53 – 76; Kotler, Chapters 1, 2; Bolman and Deal, pp. 1 -117

September 10  Strategic Planning continued

Case Study: Kelvingrove B
Readings: Lord, pp. 53 – 76; Kotler, Chapters 3 & 4; Bolman and Deal, pp. 120-210

Case Study: Smokestack Village

September 17  Marketing and Mission

Case Study: Boston MFA and Monet
Readings: Lord, pp. 109 – 121; 147 – 166; Kotler, Chapters 3, 4

Case Study: Boston MFA II
Readings: Lord, pp. 53 – 76; Kotler, Chapter 13

September 24  Marketing

Case Study: Bimbo Group and Papalote Museo del Nino
Readings: Lord, pp. 167 – 211; Kotler, Chapter 5

October 1  Financial Pressures on Mission
Case Study: Historical Society of Pennsylvania  
Readings: Lord, pp. 212 – 254; Kotler, Chapter 6

Case Study: White Hills Children’s Museum

October 8  Organizational Reframing and Finances

Case Study: Finance Department Restructuring at the Field Museum  
Readings: Lord, pp. 254 – 259; Kotler, Chapters 7, 8

October 15  Mission and Growth

Case Study: The Tampa Museum of Science and Industry: The Fowler Avenue Land Problem (A) and Sequel (B)  
Readings: Lord, pp. 66 – 212; Kotler, Chapter 9

October 22  Museum Market, Targeting & Branding

Case Study: Museum XYZ, Major City, USA  
Readings: Lord, pp. 109 – 166; Kotler, Chapters 10, 1

October 29  The “Scorecard”

Case Study: Otago Museum  
Readings: Lord, pp. 212 – 262; Kotler, Chapters 12

November 5  Mission and Informing the Public

Case Study: Juno Beach Centre

November 12  Bringing it all together

Case Study: Case Study: Restoring the British Museum

November 19  
WORK DAY: MEET WITH PROFESSOR INDIVIDUALLY ON CASE STUDIES

November 26  
THANKSGIVING BREAK

December 3  
Final Presentations
December 10  Final Presentations  Final Projects Due