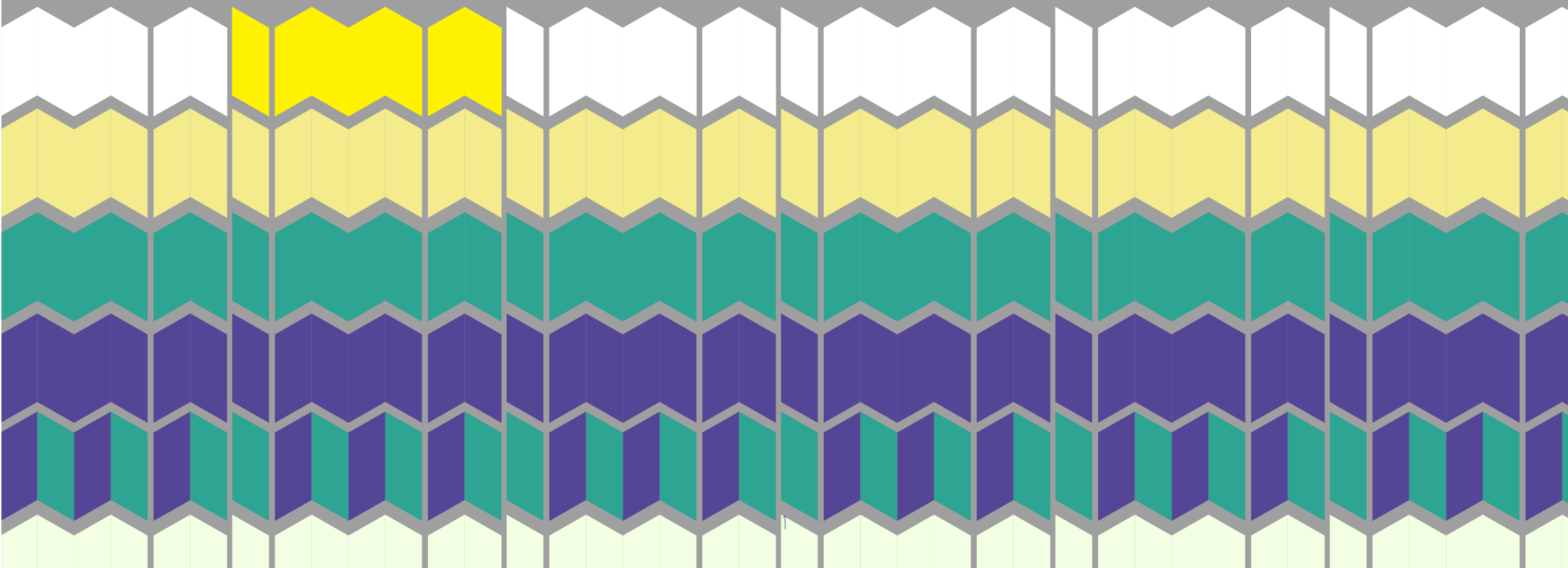


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# Transforming Future Museums: International Museum Academy Greece

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# Welcome

Among the many factors that will shape the future of museums there will be the knowledge, creativity and enthusiasm of those who work in the sector. Their vision will allow museums to become even more relevant and important. We believe that the International Museum Academy can underpin that vision by giving museum professionals real opportunities to increase their practical knowledge and to obtain new skills while at the same time building links which are more international and which encourage fresh perspectives.

In the British Council we aim to promote a culture of sharing and of creating mutually beneficial partnerships and that aim is at the heart of the IMA. During the current socio-economic conditions in Greece, building such partnerships is more vital than ever. This is why we consider our collaboration with Stavros Niarchos Foundation so important.

With this programme we not only want to offer an experience which is of benefit to individuals but we wish to facilitate vital discussion among all who participate. The debates will be about many issues and challenges, about making museums more resilient and sustainable and about attracting more diverse audiences and being innovative.

Our programmes in the British Council are designed to be outward looking and inclusive and these principles will be reflected in the activities of the IMA. Many of the topics for discussion will also undoubtedly relate to broader issues of cultural relations, such as the extent to which social and educational purpose can blend with entrepreneurial ways of thinking and how museums can function as cultural networks for wider audiences.

In an ever-changing environment the arts and cultural heritage must have an even more important role to play in building connections and encouraging openness. That is where the IMA offers a real opportunity to share specialist knowledge, experience and ambition, deliver value and impact and help to create a dedicated museum community focused on the future.

**Tony Buckby**

Director, British Council Greece



# Welcome

Launched in 2016, The International Museum Academy: Transforming Future Museums Greece is an awe-inspiring programme developed and delivered to promote practical museum sector skills and knowledge sharing to promote sustainability and growth.

This ambitious programme is based on research commissioned by the British Council in 2016 in order to further explore the specific skills needs in the Greek museum sector. The 2017 course focus areas are:

- Resilience and Sustainability
- Commercial Enterprise
- Digital Skills
- Museums and Community Engagement

Each of the courses are taught by esteemed UK experts from the museum and cultural sector and participants will benefit from gaining the best of UK expertise within an international context. Courses are designed to combine theoretical and practical sessions, opportunities for best practice exchange as well on-line mentoring and follow-up support. The alumni of the International Museum Academy in Greece will join a new network of cultural, arts and heritage professionals. We hope this programme will form the foundations of a new museum infrastructure in Greece which will continue to thrive for many years to come.

**Simon Dancey**

Global Director, Cultural Skills



# Foreword



Museum professionals around the world need an increasingly wide variety of skills. They need to listen and to speak, they need to refresh their knowledge and re-visit through the lenses of their experience their vision and beliefs. They need to become aware of new trends and ideas, to acquire new competences and to be inspired and engaged.

The Hellenic Committee of ICOM encourages and supports all efforts to provide museum professionals in Greece with an opportunity for all the above and even more: a creative international dialogue that will allow for stronger professional confidence, empowered museum professionals, openness, collaboration and innovation.

It is only through these qualities that the museum field in Greece can develop, that awareness about the importance of heritage and the arts can be raised and that museums and other heritage attractions can take the position they deserve, i.e. not as repositories of precious artifacts, but as hubs of cultural and social dialogue, creation, learning and inspiration for all generations, for local communities and tourists, for today and for the future.

“Transforming Future Museums: International Museum Academy” is a programme that brings a unique opportunity to develop innovative activities and synergies into the museum and cultural sector. We endorse this initiative and we believe that it will generate a unique platform for dialogue that will contribute to open new pathways and potentials into the museum sector in Greece.

**Alexandra Bounia**

Chair of the Board, ICOM Greece

# About the Transforming Future Museums Programme

Museums and galleries in Greece are experiencing an unprecedented growth and rapid change. These changes accelerate the need to train a new generation of museum leaders. In response to this need, the British Council is launching the **Transforming Future Museums** (January 2016 - July 2018), an intensive professional development programme designed to boost the museum and heritage sector in Greece by enabling it to respond to the challenges and possibilities of a new era.

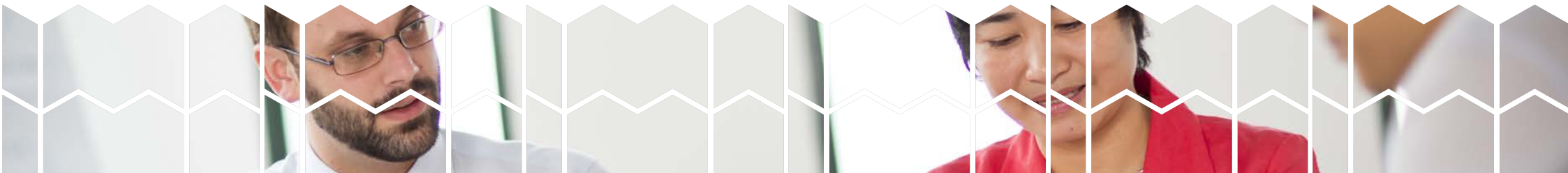
The programme will offer to both organisations and individuals the necessary support and tools to test out new ways of working, to build tactical collaboration channels, and to generate long-term working relationships based on peer-to-peer learning and exchange of good practices. Core part of the programme is the **International Museum Academy**, taking place in **Athens and Thessaloniki –in October and November 2016 and 2017**.

The programme kicked off with an in-depth research that was conducted by the British Council (January–March 2016) focusing specifically on skills gaps and shortages in the museum and heritage sector in Greece. The findings of this research have informed the development of the training programme, so that it is 100% relevant and tailored to meet the needs of the sector.

Apart from the courses of the International Museum Academy, main programme events include:

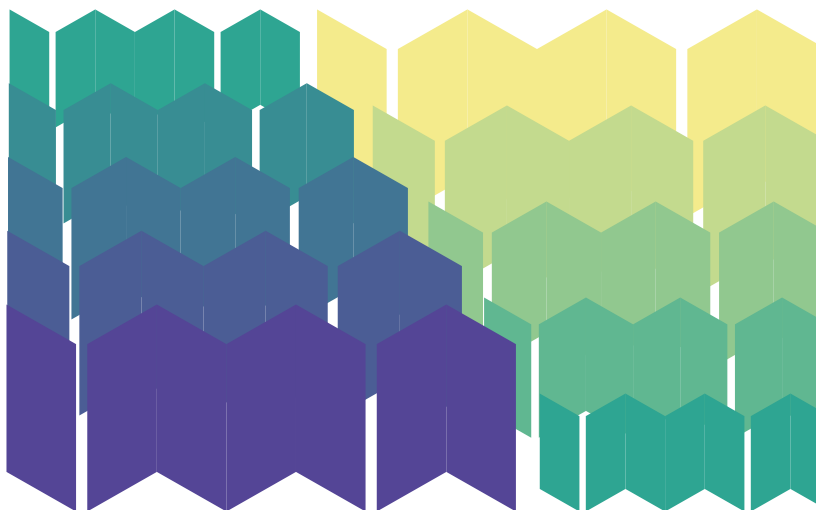
- Delivery of the IMA courses in regional cities (Regional Hubs) across Greece, with a strong heritage scene that will pull together a number of museum professionals based in that region.
- International study tour, museum visits and meetings with industry experts as well as the opportunity to take part in Europe's leading museum and heritage events.
- Exchange of short work placements in Greece and the UK.
- Creation of a new, national, peer-to-peer network of museum professionals in Greece. (Museum Professionals Network)
- Opportunities to meet-up regularly in conferences, symposia, panel discussions and activities that will facilitate dialogue among professionals of the sector.

The programme aims to equip museum and cultural heritage professionals with the skills and knowledge that are necessary to increase the sustainability and growth of museums and galleries in Greece, to secure their resilience and to expand on synergies both with stakeholders and fellow cultural organisations.





# Museum Professionals Network



The Museum Professionals Network born from the first International Museum Academy, is a peer-focused community of cultural sector professionals that operates as a space to improve knowledge-sharing, to develop skills, to explore unexpected modes of collaboration, and to foster peer-to-peer consultation, support and exchange of expertise across the museum and cultural sector in Greece and in dialogue with the international community. We welcome:

- Museum and heritage professionals from a broad variety of backgrounds
- Freelance museum and cultural managers, as well as curators
- Policy and decision makers at a national, regional and local level
- Other professionals who could contribute to museum workings, already or potentially.

We are hoping for participants from the International Museum Academy 2017 to join us!

<https://www.britishcouncil.gr/en/programmes/arts/cultural-skills/transforming-future-museums/museum-professionals-network>

**Sophia Handaka**

Museum Network Coordinator

# International Museum Academy

The second International Museum Academy will take place in Athens (11-22nd October) and in Thessaloniki (8-19th November) and it is comprised of four different, **five-day** modular courses in:

- Museums and Community Engagement
- Commercial Enterprise
- Resilience and Sustainability
- Digital Skills

Participants will be exposed to the various opportunities and challenges of the museum work, develop their skills, disseminate best practice, increase specialist knowledge and get in touch with contemporary trends of the sector. Courses are carefully shaped to enable a collaborative space of peer-to-peer learning and to ensure participants can immediately apply and share their newly obtained knowledge and skills within their organisations.

Revered UK tutors and museum experts, supported by a mix of Greek and international museum professionals, will work closely with the participants in a collaborative environment on relevant case studies, share their expert insight, offer one-to-one sessions and give feedback when projects are presented.





# International Museum Academy

## **Who is the professional training for?**

The courses are especially designed for emerging, but also experienced professionals working in the museum and cultural heritage in Greece, who wish to:

- develop their existing skills and expand on their knowledge
- acquire new skills on their area of expertise
- connect with fellow museum professionals, exchange ideas, learn from each other and create a strong network of peer-to-peer support
- update themselves on current international trends in the museum sector and gain access to a unique depository of resources and opportunities
- explore unconventional ways of working that show potential for real social impact (on a local and national level)
- formulate creative solutions for a sustainable development of their organisations, communities and museums
- experiment, seize new opportunities, have entrepreneurial spirit and the courage to take risks and fail forward

## **Course Objectives:**

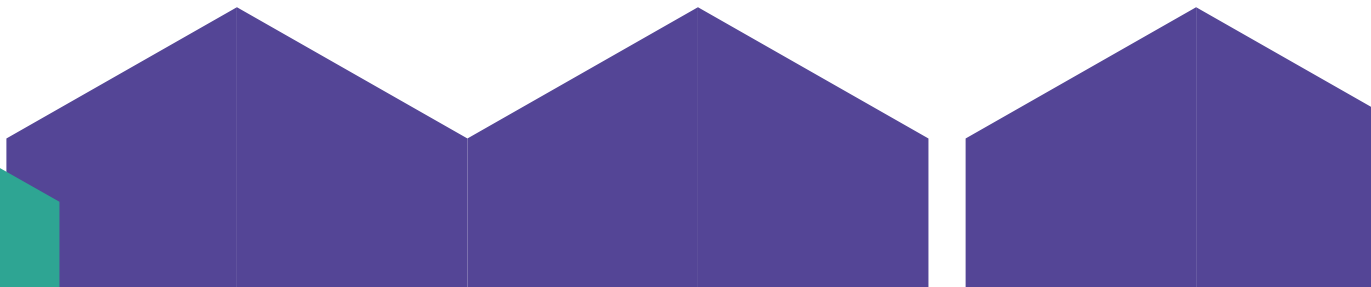
The courses are especially planned to:

- equip museum professionals with relevant up-to-date skills to respond to the needs, opportunities and challenges of tomorrow
- encourage openness, collaboration and innovation, and allow for risk taking and failure
- provide participants with access to UK sector expertise and networks
- broaden the vision and strengthen the professional confidence of the museum workforce to empower them to become agents of change within their organisations and shape the future
- build confidence in participants to apply newly acquired skills and methods of working in their own contexts
- establish new connections, form collaborations and relationships among participants.

## **Course duration:**

Each five-day course will be delivered face-to-face in English and will run on Wednesday to Friday from 17.30–21.00 and on Saturday and Sunday from 10.00–17.00.

There will be opportunities for one-to-one consultation with UK sector experts. Three and six months following completion of the courses, mentoring sessions via Skype will be offered to discuss and evaluate progress and the implementation of new ideas and working methods as a result of the training.







# Museums and Community Engagement

**Athens 11-15 October 2017 (Benaki Museum, Piraeus Building)**

**Thessaloniki 15-19 November 2017 (Museum for the Macedonian Struggle)**

It is more important than ever that museums are relevant to their communities. Museum spaces, people and collections have huge potential to be a catalyst to create new learning, build social cohesion and support dialogue around challenging issues.

This course is for those with an interest in engagement, learning and audience development. Participants will be supported to create a strategic plan, outlining how to develop new and sustained relationships with audiences, thereby playing a vital role in their community.

More specifically, the course will support participants to:

- define community engagement and understand how it relates to their strategic aims
- reflect on the purpose and value of engaging communities
- explore different approaches and models for community engagement
- learn how to apply the audience development planning process to community engagement and create an action plan
- take inspiration from case studies in the UK and Greece
- consider how museums can address challenging topics through engaging communities.

## **Course Leader: The Audience Agency**

The Audience Agency is a mission-led organisation, which exists to give people better access to culture, for the public good and the vitality of the sector. It works with cultural organisations to build audiences.

**Lucie Fitton**, Head of Participation and Engagement at The Audience Agency, focuses on developing community engagement, inclusion, youth, learning and co-production programmes within the museum sector. She supports museums to understand the impact of engagement programmes. Key clients include the British Museum, the National History Museum, Historic Royal Palaces and the National Archives.

## **Guest speakers Athens**

**Catherine O'Donnell** Programme Manager, People's History Museum

**Laura Phillips**, Head of Community Partnerships, The British Museum, London

## **Guest speakers Thessaloniki**

**Catherine O'Donnell** Programme Manager, People's History Museum

**Kate McSweeney** Object Journeys Partnerships Manager, British Museum, London



# Commercial Enterprise

**Athens 11-15 October 2017 (Byzantine & Christian Museum)**

**Thessaloniki 15-19 November 2017 (Archaeological Museum of Thessaloniki)**

In the current economic climate it is essential that museums and galleries in Greece re-think the way they run their organisations. New sources of income must be considered to ensure that the essential services provided by the sector can be maintained and developed for the long-term benefit of individual communities and society as a whole. This course will support those who wish to develop their income generating skills.

More specifically, the course will include sessions on:

- sustainability in museums and galleries (the Tyne & Wear Archives & Museums enterprise project)
- the principles of business planning
- identifying and marketing to different audiences
- the development of retail
- managing performance, sales and key performance indicators (KPIs)
- the development of catering and venue hire
- case studies on commercial conservation and wholesale.

## **Course Leader: Tyne & Wear Archives & Museums**

**Tyne & Wear Archives & Museums (TWAM)** is a major regional museum, art gallery and archives service. It manages a collection of nine museums and galleries across Tyneside and the Archives for Tyne and Wear. It is supported by the five local authorities of the area and Newcastle University. TWAM is also a Major Partner Museum funded by Arts Council England and has Core Funded Museum status.

**Jon Walker**, Project Manager (Enterprise), is responsible for overall commercial development at Tyne & Wear Archives & Museums, where his key focus is the development of TWAM's enterprise project, now in its fifth year. The project goal has been to embed a culture of enterprise within the organisation and to develop new strands of income generation.

## **Guest speaker Athens & Thessaloniki**

**Elliot Goodger**, Birmingham Museums Trust Enterprise Committee





# Resilience and Sustainability



**Athens 18-22 October 2017  
(Benaki Museum, Piraeus Building)**

**Thessaloniki 8-12 November 2017  
(Museum for the Macedonian Struggle)**

The museum sector across Europe is facing hugely challenging times. With economic and political uncertainty, migrating communities, and cultural and social inequality, museums must develop their skills and capacity to reposition themselves to respond to a turbulent external context. This participative course is aimed at mid-level to senior managers who want develop innovative practice to make their museums relevant and sustainable. With content grounded in real-life experience and practical skills, participants will gain insight, understanding and confidence in the tools for change within their organisations.

More specifically, the course will include sessions on:

- resilience and sustainability – what do they mean and why do we need them?
- strategy and change – how do you create museums with purpose?
- leadership – what does strong leadership look like for today's museum leaders?
- creativity and innovation – how can you develop an agile response approach?
- the entrepreneurial museum – do you understand your museum 'business'?
- negotiation and advocacy – how do you sell your ideas and influence stakeholders?

**Course Leader: Sara Hilton Associates**

Freelance Museum and Culture Consultant **Sara Hilton** was previously Director of the Heritage Lottery Fund and Director of Projects at the National Museums Liverpool. She is the founding member of Capital Projects Network. Sara set up Sara Hilton Associates in 2016 after a long and respected career spanning television, museum design agencies, and regional and national museums.

Sara has excellent facilitation and coaching skills, and supports clients to develop robust and innovative proposals around organisational change and transformational projects.

**Guest speakers Athens & Thessaloniki**

**Tony Butler**, Executive Director, Derby Museums

**Janneke Geene**, Independent Consultant & Head of Business Development, People's History Museum, Manchester





# Digital Skills

**Athens 18-22 October 2017  
(Technopolis City of Athens, Industrial  
Gas Museum INNOVATHENS)  
Thessaloniki 8-12 November 2017  
(Macedonian Museum of Contemporary  
Art)**

A thriving, successful museum needs a team that understands the ways in which digital tools and technologies can best serve its mission. Opportunities around digital are huge but it is a fast-changing, multi-layered environment. This course will support museum practitioners with these challenges, providing strategic guidance, expert insight, practical advice and peer support. The course will build participants' confidence, knowledge, network and skills, helping them make the most of digital in their museum.

The course will focus on a range of topics, including:

- strategy – what 'digital' means for museums and why it matters
- audiences – understanding people's digital behaviours, motivations and needs
- engagement in digital channels – theory and practice of creating and tailoring content
- measuring engagement – gathering, analysing and using evidence to drive change
- digital plans – applying digital tactics and tools in museums
- networks – sharing learning and building skills with colleagues and peers.

## **Course Leader: Culture24**

Culture24 is an independent charity that brings museums and galleries together to do amazing things that they would not be able to do on their own. Its small, dynamic team of writers, thinkers and producers love the arts, understand digital and believe cultural organisations have a vital place in a better world.

**Anra Kennedy**, Content & Partnerships Director at Culture24, is a specialist in digital cultural literacy, strategy and content. She works nationally and internationally to help museums and galleries connect with audiences online, leading and advising on a wide range of publishing, audience engagement, education, research and professional development initiatives.

## **Guest speakers Athens & Thessaloniki**

**Kevin Bacon**, Digital Manager, Royal Pavilion & Museums, Brighton & Hove

**Graham Davies**, Digital Programmes Manager, Amgueddfa Cymru – National Museum Wales



# Benaki Museum

[www.benaki.gr](http://www.benaki.gr)

The Benaki Museum is among the most extensive and innovative museum organizations in Europe. Diverse cultures engage in dialogue with Greek culture and contemporary art movements across a network of venues all over Athens—and beyond. It was founded by Antonis Benakis in 1930 and subsequently donated to the Greek state. Arranged across a satellite network of six museum buildings, the Museum also features 5 archival departments and an extensive library, currently holding a 500,000-strong inventory covering all periods of Greek culture (from Prehistory to the present) as well as European, Islamic, Pre-Columbian, African and Chinese art. The Museum presents over 20 exhibitions and in excess of 600 events per year, welcomes over 300,000 visitors and offers a wide range of educational and cultural activities for all interests. The Museum has earned international recognition and forged collaborations and partnerships with established cultural entities, including the Metropolitan Museum of Art in New York, the Royal Academy of Arts in London, the Powerhouse Museum in Sydney, the University of Oxford and Princeton University. Its collections appear on its website and many other digital platforms, including Europeana and Google Art Project.



ΜΟΥΣΕΙΟ ΜΠΕΝΑΚΗ  
BENAKI MUSEUM



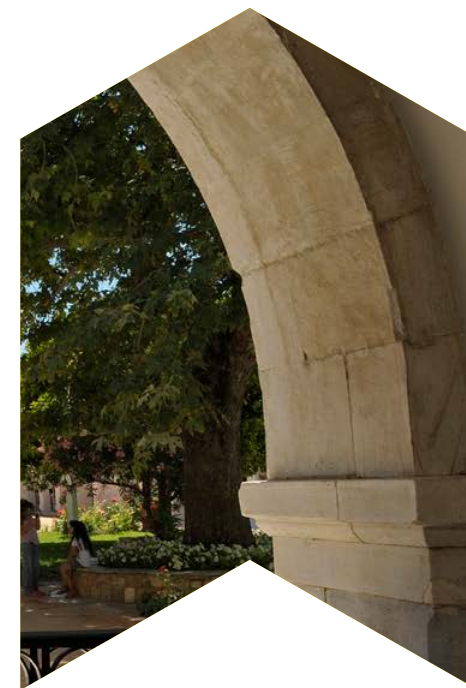


# Byzantine and Christian Museum

[www.byzantinemuseum.gr](http://www.byzantinemuseum.gr)

The Byzantine & Christian Museum is one of the most important museums internationally for the art and culture of the Byzantine and the Post – Byzantine era. Its permanent exhibition, housed in a modern building of 4,500 square meters, covers an extended period of history, from the 3rd century to the 20th century AD. Objects from all Museum Collections, portable icons, mosaics, wall paintings, jewelry, sculptures, wood-carvings, metalwork, coins, manuscripts, early-printed books, drawings, engravings, textiles and pottery, are displayed within thematic sections revealing the cultural context of their creation. Following the course of history from Constantinople's foundation by the emperor Constantine the Great in 323 AD to the Establishment of Modern Greek State in 1832, the permanent exhibition takes you on a journey exploring everyday life aspects, Christian worship, life and death perceptions, education and artistic creation of Byzantine and modern Greek culture.

  
Hellenic Ministry of Culture and Sports  
BYZANTINE & CHRISTIAN MUSEUM



# Technopolis City of Athens

Industrial Gas Museum  
INNOVATHENS

[www.technopolis-athens.com](http://www.technopolis-athens.com)

Technopolis City of Athens is a unique cultural complex in the city centre, accessible to everyone, hosting more than 1,000,000 visitors per year. It promotes arts, innovation, life-long learning and public awareness. Live music shows, exhibitions, performances, screenings, workshops and educational programmes are just some of the 900 events that take place every day at Technopolis. The Industrial Gas Museum was inaugurated in 2013, aiming at promoting a unique monument of industrial heritage, Athen's old gasworks plant. INNOVATHENS, the Hub of Innovation and Entrepreneurship, a highly equipped, vibrant, open space, was launched in 2014.



TECHNOPOLIS  
CITY OF ATHENS



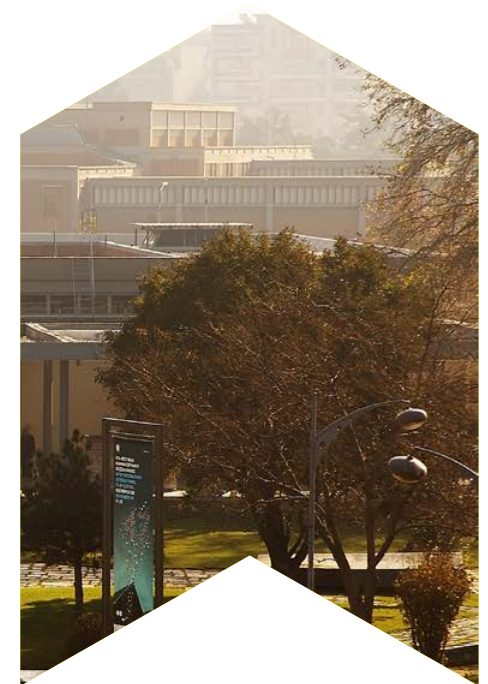


# Archaeological Museum of Thessaloniki

[www.amth.gr](http://www.amth.gr)

The Archaeological Museum of Thessaloniki is one of the largest museums in Greece and the central museum of northern Greece. All visitors are welcome to experience its unique collections of ancient artefacts as well as its rich and extrovert cultural activities.

The story of the Archaeological Museum of Thessaloniki follows the course of history of the modern city of Thessaloniki. The Ephorate of Antiquities “under the General Directorate of Macedonia” was the first institution founded in November 1912, only two weeks after the signing of the treaty that handed over control of the city to Greece. Construction at the Archaeological Museum of Thessaloniki began in 1960, on XANΘ Square (YMCA) , in close proximity to the International Trade Fair grounds. The building was designed by the renowned architect Patroklos Karantinios, a prominent representative of the modernist movement in Greek architecture.



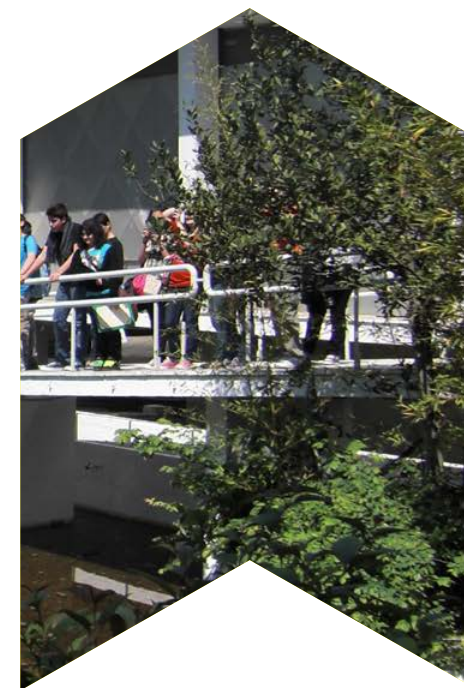


# Macedonian Museum of Contemporary Art

[www.mmca.org.gr](http://www.mmca.org.gr)

The Macedonian Museum Of Contemporary Art is a private cultural foundation supported by the State, through funding for special projects and operating costs. Since the Museum was founded, its Collection, includes more than 2000 artworks by Greek and international artists, and is constantly enriched through new donations by artists and collectors.

In the Museum's specially equipped spaces, take place workshops for children, programs for school groups, as well as guided tours for various groups and adults. The library and the Amphitheater are fully equipped to host happenings and events. The Museum's shop sells art works, decorative and utilitarian contemporary design objects, jewelry, the Museum's publications and other publications dedicated to art.



# Museum for the Macedonian Struggle

[www.imma.edu.gr](http://www.imma.edu.gr)

The Museum for the Macedonian Struggle is located in the centre of Thessaloniki, adjacent to its cathedral church of St Gregory Palamas, in Proxenou Koromila Street. The building, designed by the famous architect Ernst Ziller after the great fire that laid waste much of the city in 1890, was completed in 1893. Erected by national benefactor Andreas Syngros, the new building, which replaced an older one occupied by the Inspectorate of Greek Schools in Thessaloniki, was leased by the Kingdom of Greece to house its Consulate General, which had earlier as well been located in that same district. The first Greek consul to occupy this handsome neo-classical building was G. E. Dokos.

The aim of the Museum is to highlight, record, preserve, document the Macedonian history, and display it (objects, archival material, etc.). The Museum's activities include the design and implementation of permanent and periodical exhibitions, as well as educational programs, the organization of scientific-cultural events (lectures, screenings of documentary workshops), the retrieval, recording and digitization of archival material.





# Entry Requirements and How to Apply

## Applicants should be:

- mid-career museum or gallery professionals with a minimum of three years experience
- able to demonstrate a high level of written and spoken English (equivalent to a minimum IELTS score of 6.5 overall with 7.0 in the writing module).
- able to work in teams and diverse groups
- open to new experiences and to apply the learning in their respective organisations

## How do I apply?

To apply, please complete an online application form:

<https://www.britishcouncil.gr/en/programmes/arts/cultural-skills/transforming-future-museums/international-museum-academy-2017>

Deadline:

**Athens Courses: 1st October 2017.**

**Thessaloniki Courses: 22nd October 2017.**

Applications will be assessed by an expert panel.

Applicants will be notified of the outcome of their application a week prior to the course start date.

Once participation in the course has been confirmed, participants will be sent instructions for how to pay their registration fee.





# Certification and Support

On completion of the course, participants will be given an International Museum Academy certificate and recognition of learning, which will be endorsed by the British Council.

Courses will take place at the following locations:

## **Athens**

### **Benaki Museum**

138 Pireos Street & Andronikou  
118 54 Athens

### **Byzantine and Christian Museum**

Leoforos Vasilissis Sofias 22, Athina 106 75

### **Technopolis City of Athens**

Industrial Gas Museum, INNOVATHENS  
Peiraios 100, 118 54 Gazi

## **Thessaloniki**

### **Macedonia Museum of Contemporary Art**

154 Egnatia Street (Helexpo)  
546 36 Thessaloniki

### **Archaeological Museum of Thessaloniki**

6 Manoli Andronikou Street  
540 13 Thessaloniki

### **Museum for the Macedonian Struggle**

23 Proxenou Koromila Street  
546 22 Thessaloniki

All courses will be **five days** in duration and will run:

Wednesday – Friday from 17.30 – 21.00

Saturday – Sunday from 10.00 – 17.00

## **Registration Fees:**

€25 per course to be paid in advance

## **General Conditions**

- We reserve the right to make changes to the course content and programme details.
- Places cannot be guaranteed until registration fees have been paid.
- Registration fees must be paid no later than five days before the start of the course.
- No refunds will be made after the course has started.
- The maximum number of participants per course will not exceed 20
- Participants are required to attend the full five days of the courses.

## **Contact**

For advice about applications or any questions about the programme and the courses, please visit our website:

<https://www.britishcouncil.gr/en/programmes/arts/cultural-skills/transforming-future-museums>

Email: [dina.ntziora@britishcouncil.gr](mailto:dina.ntziora@britishcouncil.gr)

Telephone: 210 3692358



# About the British Council

The British Council is the UK's international organisation for cultural relations and educational opportunities. We create international opportunities for the people of the UK and other countries and build trust between them worldwide.

Our 7,000 staff in more than 100 countries work with thousands of professionals and policy makers and millions of young people every year through English, arts, education and society programmes. We are a UK charity governed by Royal Charter. All our work is in pursuit of our charitable purpose and creates prosperity and security for the UK and the countries we work in all around the world.

The Cultural Skills' purpose is to build sustainable cultural skills programmes that will ensure the cultural sector of the UK and other countries is equipped with highly skilled workers who can contribute to economic, social and cultural benefit.

[www.britishcouncil.gr](http://www.britishcouncil.gr)

Facebook: /BritishCouncilGreece

Twitter: @CulturalSkills #ima2017

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STAVROS NIARCHOS  
FOUNDATION





# Partners

National Museum of Contemporary Art (Athens)



State Museum of Contemporary Art – Centre of Contemporary Art



Museum of Photography



Museum of Byzantine Culture



National Art Gallery– Alexandros Soutzos Museum



Museum of Cycladic Art



Benaki Museum



Byzantine & Christian Museum



Technopolis City of Athens



Archaeological Museum of Thessaloniki



Macedonian Museum of Contemporary Art



Museum for the Macedonian Struggle



City of Athens Cultural, Sport & Youth Organization (OPANDA)



With the support of: ICOM



Under the Auspices of:

Ministry of Culture



City of Athens



City of Thessaloniki

