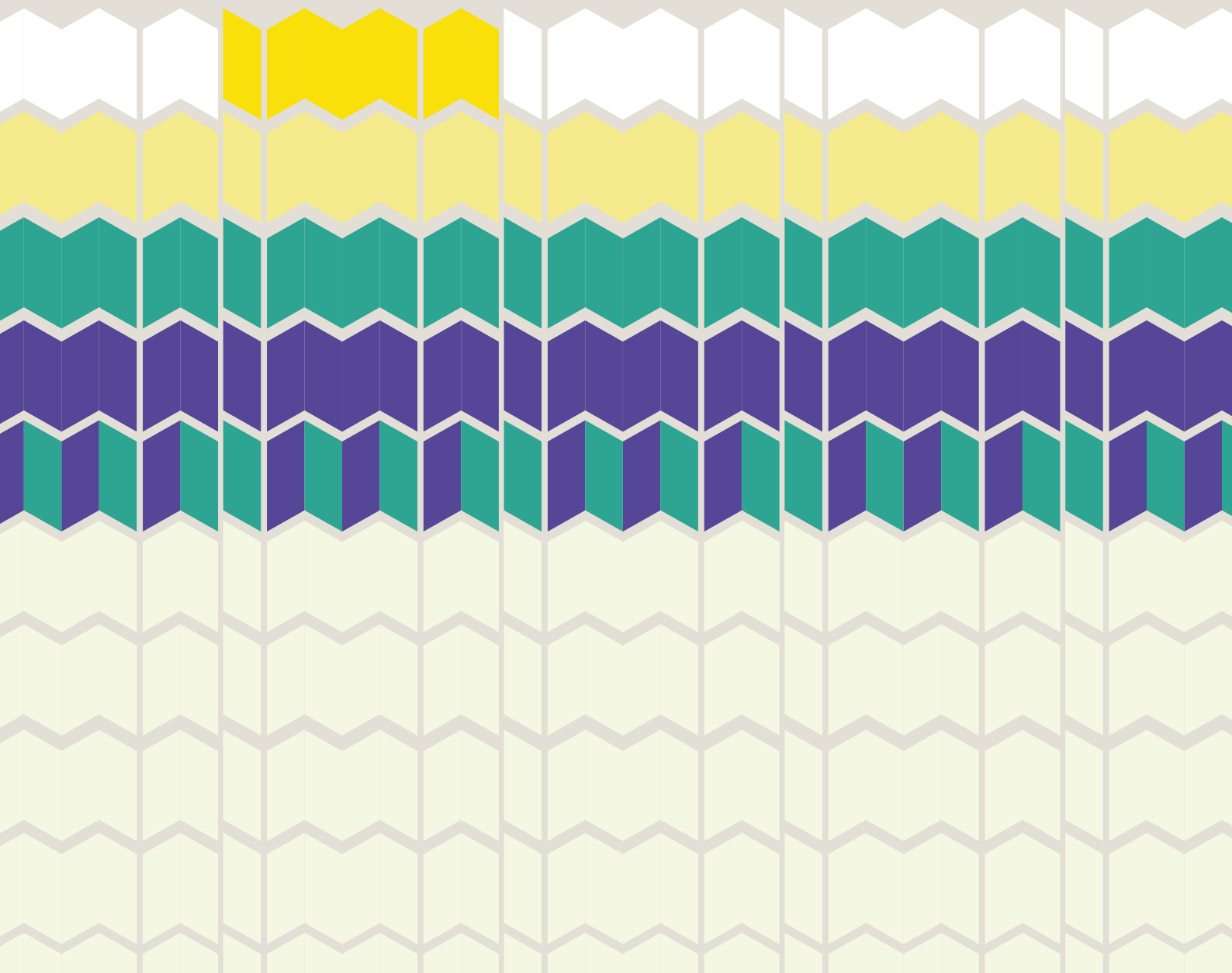


Transforming Future Museums  
International Museum Academy

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# 2016 - 2018 IMPACT REPORT

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## SUMMARY

Museums in Greece, as in the rest of Europe, are experiencing rapid change and are faced with multiple challenges. These changes and challenges increase the need to train a new generation of museum leaders. In response to this need, the British Council launched 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 opportunities of a new era.

Our Transforming Future Museums training programme engaged with hundreds of museums and a wealth of professionals in Greece over a two year period to change the way they work and increase their organisations' impact, resilience and sustainability.

The programme offered organisations and individuals alike the support and tools to test out new ways of working, become more central to their communities, keep up to date with current international trends and opportunities, and adopt a more collaborative, innovative, entrepreneurial and outward-looking approach in order to bring positive change to society. It also equipped museum professionals with the skills and knowledge needed to become competitive in an international environment.

The programme is supported by



BRITISH  
COUNCIL

Transforming Future Mus

# International Museum Academy

Build a vibrant,  
robust  
and sustainable  
cultural sector  
for the future

For further details at  
[www.britishcouncil.org](http://www.britishcouncil.org)



## KEY ACHIEVEMENTS 2016-2018



Organised  
**34 events**  
comprising museum  
academy and  
workshops, talks,  
masterclasses, visits  
and visits



Supported  
**950 museum  
professionals**  
across Greece



Provided  
**523**  
individual  
**opportunities  
for  
participation**



**15 locations**  
internationally hosted  
our workshops, talks  
and masterclasses  
and study visits out of  
those 12 found across  
Greece



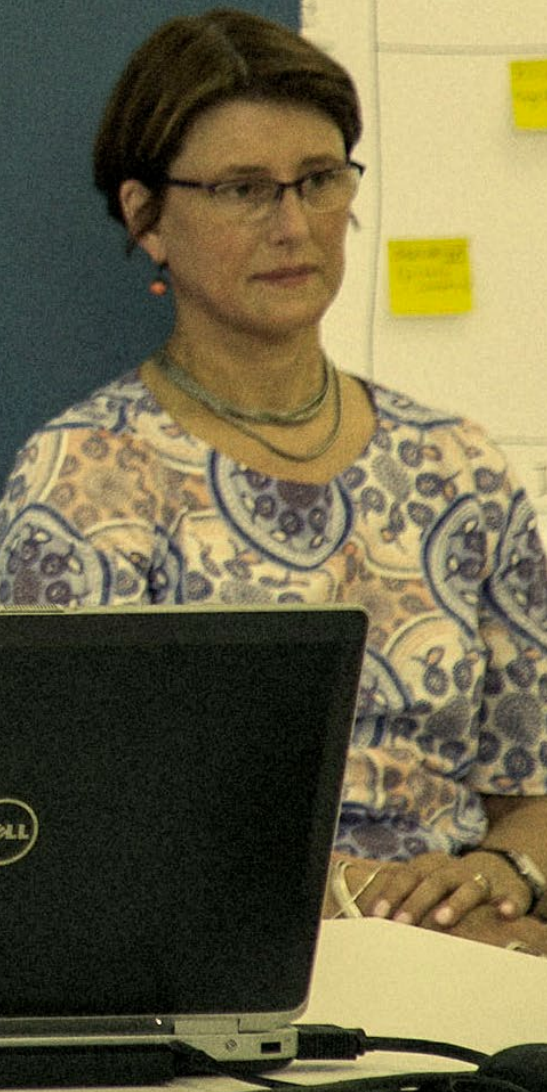
Brought the  
programme  
**3802km**  
across Greece



Presented the  
programme to  
**4 international**  
conferences

seums:  
al

Sara @  
samhilton  
10-11K





*“Very well structured content,  
productive and thought  
provoking methodologies and  
teaching approaches”*

IMA 2016 participant

*“The different areas participants  
came from was very good  
and promising for future  
collaborations”*

IMA 2017 participant

# INTERNATIONAL MUSEUM ACADEMY

**755** APPLICANTS IN TOTAL  
FOR IMA 2016  
AND IMA 2017

**2** INTERNATIONAL  
MUSEUM  
ACADEMIES

**8** COURSES DELIVERED  
OVER 2 YEARS

**28** TRAINERS AND  
SPEAKERS FROM THE  
UK AND GREECE

**319** PARTICIPANTS  
SELECTED TO ATTEND  
THE ACADEMIES

## COURSES:

Developing Exhibitions  
Audience Development  
Project Management  
Digital Skills  
Commercial Enterprise  
Resilience and Sustainability  
Community Engagement  
Fundraising and Income Generation

## NEW SKILLS:

evaluation  
structure  
engagement  
digital  
commercial  
leadership  
communication  
managerial  
personal  
resilience  
community

## METHODOLOGY:

presentations  
group exercises  
case studies  
museum visits  
one to one  
mentorship with  
trainers

**94%** RATED THE UK  
COURSE LEADERS'  
QUALITY VERY HIGH

**99%** WOULD  
RECOMMEND THE  
ACADEMY TO COLLEAGUES

**76%** FEEL EQUIPPED  
WITH THE TOOLS TO  
IMPLEMENT THEIR LEARNING

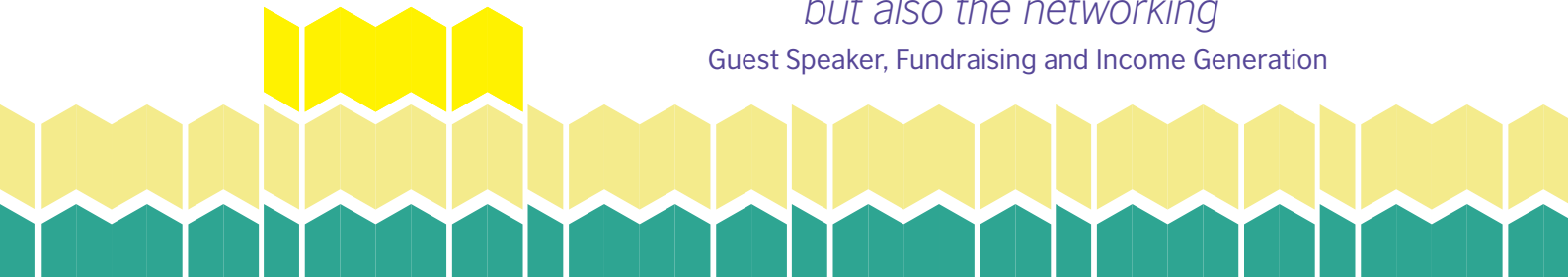
**93%** PARTICIPANTS  
WERE WILLING TO  
SHARE LEARNING WITH  
COLLEAGUES

**75%** WERE WILLING TO  
DEVELOP ACTION/  
PROJECT TO APPLY AND  
EXECUTE CHANGES IN THEIR  
ORGANISATION

*"The International Museum Academy seemed to be an extremely worthwhile endeavour.*

*Participants got a huge amount out of the content but also the networking"*

Guest Speaker, Fundraising and Income Generation



# TOOLKITS

- **USED ACROSS REGIONAL TRAINING**
- **ONLINE FREE RESOURCES AVAILABLE TO ALL MUSEUM PROFESSIONALS GLOBALLY**

01

## **PROJECT MANAGEMENT**

Designed for mid-career and experienced professionals whose responsibilities include managing projects, budgets and resources, as well as relationships with stakeholders, the Toolkit aims to develop skills and expertise in the planning, scheduling, resource allocation, monitoring and evaluation activities required for successful project delivery.



02

## **DEVELOPING EXHIBITIONS**

Designed for mid-career and experienced professionals specialising in curating and developing exhibitions, the Toolkit provides valuable insights into current approaches to permanent collections, temporary and touring exhibitions, improving accessibility and delivering effective museum interpretation.



03

## **AUDIENCE DEVELOPMENT**

Designed for mid-career and experienced professionals who have responsibility for audience development and are looking to further expand their skills in this area, the Toolkit examines the challenges of audience development and helps develop strategies to identify new audiences, increase community engagement and retention rates, and improve sustainability.



04

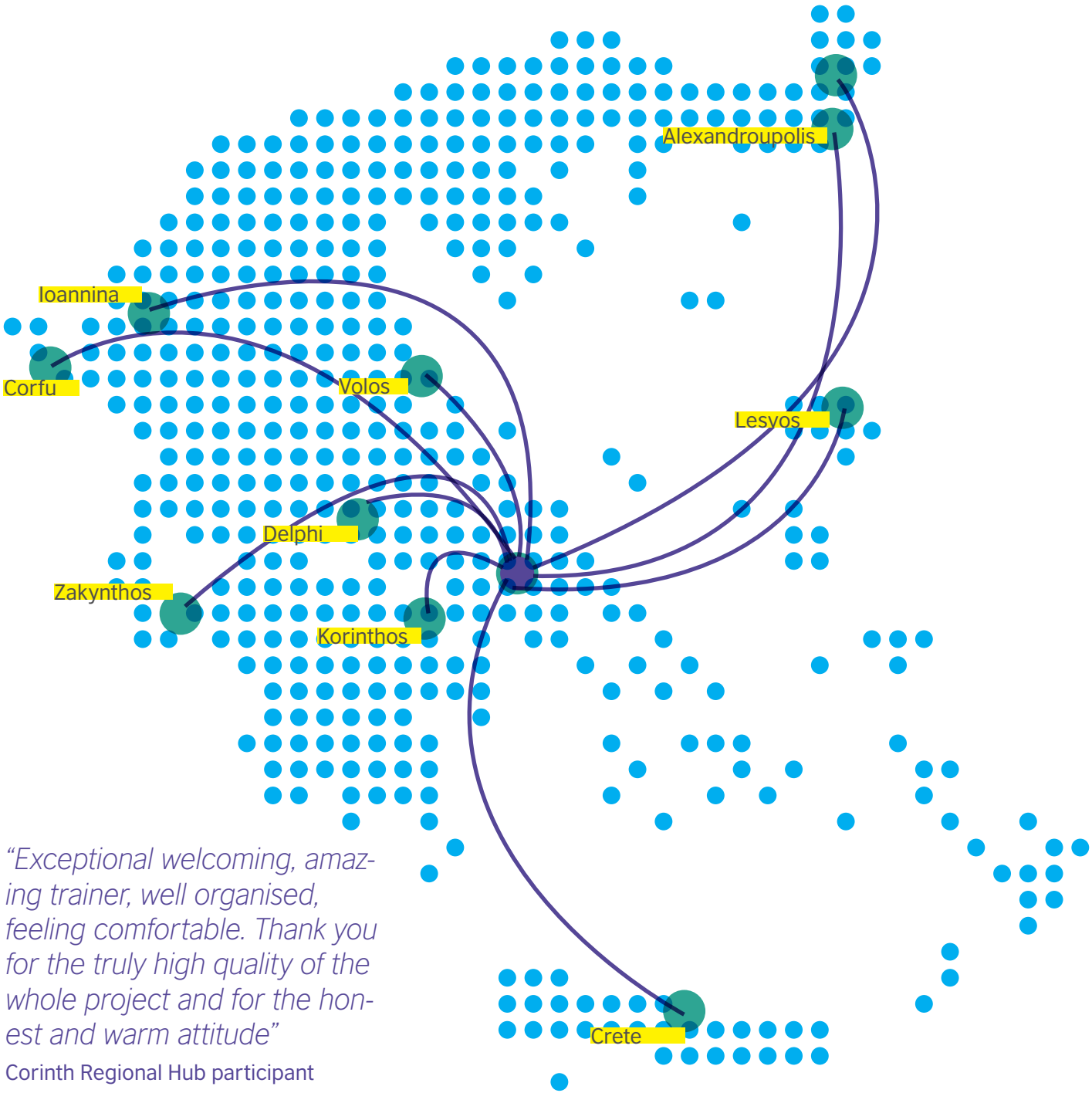
## **FUNDRAISING AND INCOME GENERATION**

Designed for mid-career and experienced professionals who wish to develop their capacity to identify and access funds from a variety of sources (including individual donors, patronage, major gifts and corporates), the Toolkit outlines the core principles of fundraising, explores strategies for income generation and identifies ways to build effective membership schemes.





# REGIONAL HUBS



*“Exceptional welcoming, amazing trainer, well organised, feeling comfortable. Thank you for the truly high quality of the whole project and for the honest and warm attitude”*

Corinth Regional Hub participant

**10** INSTEAD OF 5  
INITIALLY PLANNED  
**REGIONAL HUBS:**  
**GREEK MUSEUM**  
**TRAINERS CASCADING**  
**LEARNING FROM IMA**  
**2016 ACROSS GREECE**

- 4** COURSES
- FUNDRAISING AND INCOME GENERATION
  - PROJECT MANAGEMENT
  - AUDIENCE DEVELOPMENT
  - DEVELOPING EXHIBITIONS

**54** MUSEUMS AND  
CULTURAL  
ORGANISATIONS  
INVOLVED

**1** LOCAL AUTHORITY  
(REGION CENTRAL  
GREECE) PARTNER

**122** MUSEUM  
PROFESSIONALS  
PARTICIPATED

**2** ACADEMIC PARTNERS  
(UNIVERSITY OF THE AEGEAN LESVOS  
AND IONIAN UNIVERSITY CORFU)

# MUSEUM PROFESSIONALS NETWORK

- A DEDICATED MUSEUM PROFESSIONALS NETWORK ACROSS GREECE

**316** MEMBERS REGISTERED

**10** POP UP MEETINGS

**5** WORKING GROUPS

- EVENTS
- MANIFESTO
- COMMUNICATIONS
- LEGAL
- REGIONAL

**2** DIGITAL SKILLS MASTERCLASSES

**2** ADDITIONAL WORKSHOPS (SOCIAL MEDIA AND FUNDRAISING)

## AIMS

community  
skills  
hosting environment  
knowledge  
best practice  
networking  
independent

consortium  
support  
archive  
dialogue  
international  
sustainability  
action

## ACTION AREAS

DEVELOPING NEW AUDIENCES

MUSEUM INCLUSIVE POLICIES AND PRACTICES

EUROPEAN FUNDING OPPORTUNITIES

MUSEUM AND WELL-BEING

INCOME GENERATION

DELIVERING AND DEVELOPING EXHIBITIONS

NEW TRENDS ON CURATORIAL PRACTICES

COMMUNITY ENGAGEMENT

CASE STUDIES, PRESENTATION OF WORK IN PROGRESS

## STUDY TOUR


- A 5-DAY INTERNATIONAL STUDY TOUR AT MUSEUM NEXT LONDON WITH A BESPOKE, CURATED PROGRAMME OF MUSEUM VISITS AND MEETINGS WITH INDUSTRY EXPERTS.

**85%** OF THE PARTICIPANTS RATED THE STUDY TOUR AS VERY IMPORTANT FOR THEIR ORGANISATION

**11** 11 PARTICIPANTS SELECTED FROM IMA 2016 AND IMA 2017  
**82** APPLICATIONS RECEIVED

**15** MUSEUM ORGANISATIONS REPRESENTED BY THE TEAM AT MUSEUM NEXT

**100%** OF THE PARTICIPANTS WOULD RECOMMEND THE PROGRAMME TO A COLLEAGUE



*"It was a very enriching experience, I've returned very inspired and confident to delve deeper, share and apply the rich knowledge I've acquired"*

Museum Next cohort participant

## MUSEUM TWINNING

**2** GREEK  
MUSEUMS  
PARTNERS

- KAZANTZAKIS MUSEUM,  
MYRTIA, HERAKLEION CRETE
- CITY MUSEUM VOLOS

**2** UK  
MUSEUMS  
PARTNERS

- DISCOVERY MUSEUM,  
NEWCASTLE
- BURY ART MUSEUM, BURY

**7** PROJECT IDEAS  
EXCHANGED BETWEEN  
THE INSTITUTIONS

**1** IDEA FOR FUTURE  
DEVELOPMENT/  
COLLABORATION BETWEEN  
THE INSTITUTIONS

*"The twinning with Volos Museum is an honour. On a career level it has been a great experience meeting other museum professionals, and it has been great for our museum staff. It is building on our international relationships and our relationship with the British Council"*

Susan Lord, Bury Art Museum

## CONFERENCES PARTICIPATION

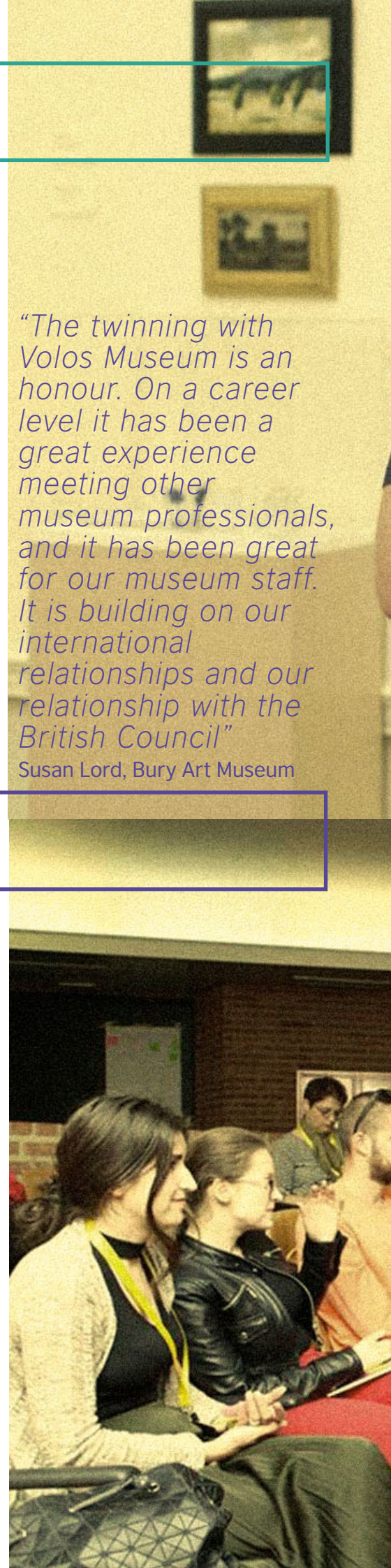
**4** INTERNATIONAL  
CONFERENCES

- International Committee for Literary and Composers' Museums, Crete
- Museum Conference, Athens
- Museum Next, London
- Meet See Do Balkan Museum Network

**2** TALKS AND

**1** WORKSHOP  
PRESENTED BY IMA  
PARTICIPANTS

WE RAISED AWARENESS  
OF OUR PROGRAMME TO  
**1230** ATTENDEES  
IN TOTAL

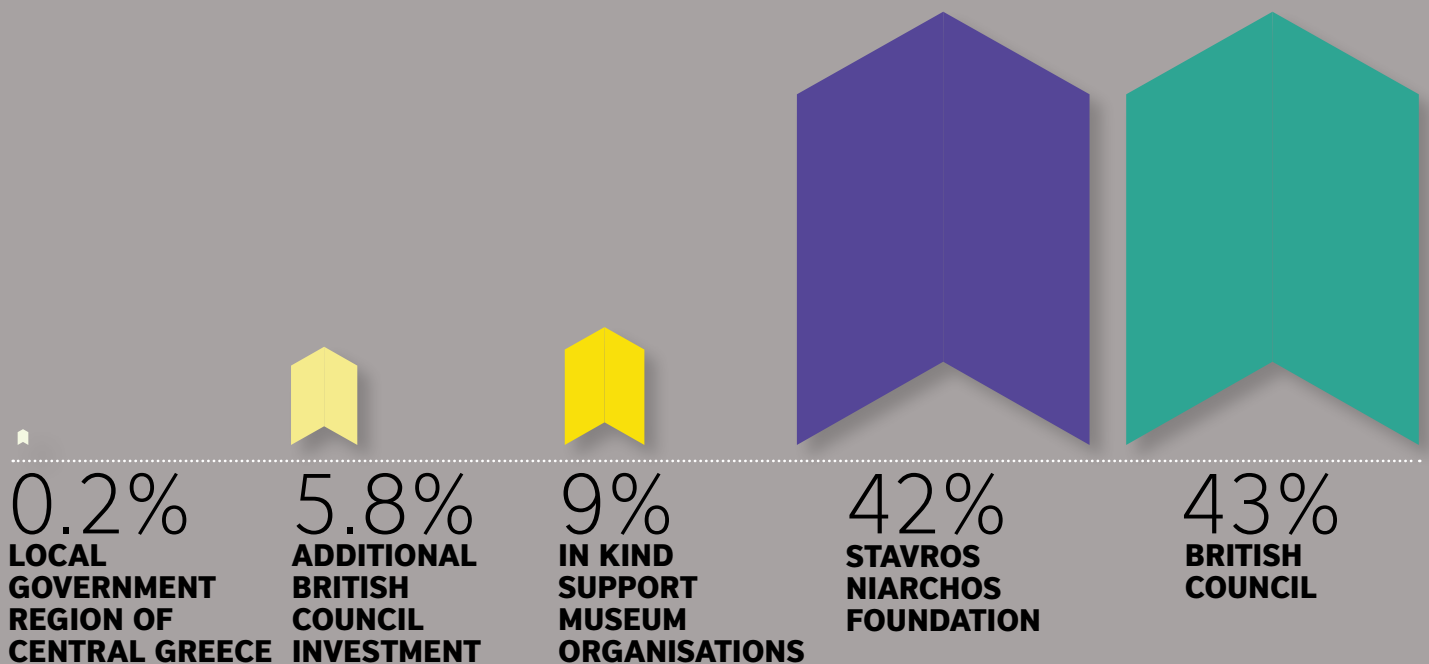




*"Great presentation of an excellent  
and very useful programme , can be  
used as inspiration for other Balkan/  
European countries"*

meet see do conference participant

## FINANCE



## LEGACY

Designing and delivering the Programme those last two years, has offered us a fascinating insight to the world of Museums and the people who work in them across Greece. A large number of professionals committed to lifelong learning, networking and development opportunities supported and engaged with the programme fully and we were proud to watch them grow to fully accomplished professionals and advocates of the work we deliver.

Being able to reach out across Greece and offer training opportunities to even remote areas, where are most needed, as well as empowering professionals in the capital cities has been clear evidence of the demand and appetite for fresh approach and knowledge in the sector. We watched our museum professionals developing and moving on to new roles and opportunities within or outside their organisations, carrying with them the knowledge from the Programme.

Ideas for future collaborations and joint projects began to flourish with our international visits programmes as well as the expansion of the Programme within Greece via our Regional Hubs.

We feel that this was just the start of a long journey of progress and transformation and the ideas and the experiences of the participants have left a permanent trace to go on to greater longevity. Still there is a long way ahead and the need to further nurture and support this new generation of museum leaders is apparent. We are committed to provide life-long learning opportunities for the sector and build upon the success of today with a custom- designed forward-thinking Programme of events and opportunities for empowering leadership, learning and networking for the Greek sector.

# SUPPORTERS & 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



BYZANTINE & CHRISTIAN MUSEUM  
MINISTRY OF CULTURE AND SPORTS

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)



Supported by



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STAVROS NIARCHOS  
FOUNDATION

With the support of: ICOM



Under the Auspices of:

Ministry of Culture



City of Athens



City of Thessaloniki



The IMA-TFM was supported financially by the Stavros Niarchos foundation. Moreover, a number of institutions offered their institutional support in partnership (Benaki Museum, Byzantine & Christian Museum, Technopolis City of Athens, Archaeological Museum of Thessaloniki, Macedonian Museum of Contemporary Art, Museum for the Macedonian Struggle, National Museum of Contemporary Art, State Museum of Contemporary Art, Museum of Photography, Museum of Byzantine Culture, National Art Gallery – Alexandros Soutzos Museum, Museum of Cycladic Art, City of Athens Cultural, Sports & Youth Organisation (OPANDA)), while the whole program was under the auspices of the Greek Ministry of Culture and Sports and with the support of ICOM Greece, Ionian University, the City of Athens, the City of Thessaloniki and the Central Greece Region Offices

We would like to thank our UK partners:

Amgueddfa Cymru – National Museum Wales | Association of Independent Museums | Beamish Museum | Birmingham Museums Trust | Royal Pavilion & Museums, Brighton and Hove | British Museum | Bury Art Museum | Culture 24 | Derby Museums | Hopkins Van Mil | Manchester Museum | Museum of London | National Museums, Liverpool | People's History Museum, Manchester | Sara Hilton Associates | Sarah Boiling consultant | The Audience Agency | The Whitworth Gallery, Manchester | Tyne and Wear Archives & Museums | Victoria and Albert Museum

# THE TEAM

**Irini Vouzelakou**  
Head of Cultural skills EU region  
**Maria Papaioannou**  
Arts Manager, GR  
**Dina Ntziora**  
Cultural Skills coordinator, GR  
**Sophia Handaka**  
Museum Professionals  
Network coordinator, GR

**Chantal Harrison-Lee**  
Programmes Manager, UK  
**Helen Thomas**  
Head of Museums  
and Cultural Heritage, UK  
**Susan Winter**  
Arts Assistant, UK

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