

# Developing successful museums and science centres

Best practices to develop and operate educational programmes, science centres and museums relating to our natural and cultural heritage

Adriatico Guesthouse, ICTP (Trieste) 27-31 October 2014

- The course aims at empowering practitioners, scientists and managers of cultural institutions and public organisations who want to develop and operate new public educational facilities such as science centres, museums, visitor centres, etc.
- The course will last 5 days and include theoretical presentations and practical workshops, following international best practice.
- Gordon Rankmore and Paola Rodari (course leaders) are professionals with an international experience in the field and in training; they will be present during the whole course to present, facilitate workshops and assist participants.
- Sharon Ament, Matteo Merzagora and Phillip Tefft (invited speakers) are leading professionals in field; they will stay with participants several days, giving presentations and leading practical workshops.
- Peer-to-peer learning will also be facilitated since it is expected attendees will come from different parts of the world and have interesting and varied profiles.

## Course leaders

**Gordon Rankmore**, Museum and Heritage Consultant, London (United Kingdom)

**Paola Rodari**, Project Manager, SISSA Medialab, Trieste (Italy)

## Invited speakers

**Sharon Ament**, Director Museum of London, London (United Kingdom)

**Matteo Merzagora**, Traces, Paris (France)

**Phillip Tefft**, Director The London Studio - Ralph Appelbaum Associates, London (United Kingdom)



## Day 1 – Monday 27 October 2014

Delivering dreams: museums, their missions and the society		
Facilitators: Sharon Ament, Gordon Rankmore, Paola Rodari		
09.00-11.00	<b>Course introduction</b>	Participants presentations and introduction by Gordon Rankmore and Paola Rodari
11.00-11.30	Coffee break	
11.30-11.45	<b>International overview of the growth of museums and science centres</b> Recent published data on figures and trends in this area of the culture industry	Presentation by Gordon Rankmore
11.45-12.00	<b>Knowledge, development and sustainability</b> The role of museums and science centres in the dialogue between science and society	Presentation by Paola Rodari
12.00-12.30	<b>Group discussion and Q&amp;A</b>	
12.30-13.00	<b>Winning hearts and minds - A personal perspective</b>	Presentation by Sharon Ament
13.00-14.00	Lunch	
14.00-16.00	<b>Understanding Organisations</b> Visions, missions and objectives to define strategies and means. Workshop 1: Participants to draft mission and project objectives for either their own organisation or those of their client	Presentation and workshop led by Sharon Ament
16.00-16.30	Coffee break	
16.30-18.00	<b>Valuing assets</b> Collections, building, staff and all other strengths we can bring to the development Workshop 2: Participants identify their organisations assets and what might be missing to deliver their mission	Presentation and workshop led by Gordon Rankmore

## Day 2 – Tuesday 28 October 2014

Reaching audiences: who they are, what they need, how they can give support		
Facilitators: Sharon Ament, Gordon Rankmore, Paola Rodari		
09.00-10.00	<p><b>Understanding Visitors</b></p> <p>Behaviour, learning styles and how we can know more about them</p>	Presentation by Paola Rodari
10.00-11.00	<p><b>Who is our wider audience?</b></p> <p>Defining potential audiences and stakeholders for organisations and projects</p> <p>Workshop 3: Participants to compare potential audiences against their earlier proposals</p>	Presentation and workshop led by Sharon Ament
11.00-11.30	Coffee break	
11.30-13.00	<p><b>How to project your organisation, its mission and its values?</b></p> <p>The presentation gives principles and examples of the process of branding</p> <p>Workshop 4: Participants reflect on their organizations/projects public image</p>	Presentation and workshop led by Sharon Ament
13.00-14.00	Lunch	
14.00-16.00	<b>Continuation of above session with Workshop 4</b>	Workshop led by Sharon Ament
16.00-16.30	Coffee break	
16.30-18.00	<p><b>Income generation opportunities</b></p> <p>A look at the different opportunities to include facilities, such as bookshops, and offer services to generate profit and to disseminate organization's brand</p> <p>Workshop 5: Participants works on their projects or on case studies</p>	Presentation and workshop led by Sharon Ament

## Day 3 – Wednesday 29 October 2014

Spaces, exhibitions and programmes: identifying opportunities and needs		
Facilitators: Matteo Merzagora, Gordon Rankmore, Paola Rodari, Phillip Tefft		
09.00-10.00	<p><b>The diversity of museums and science centres (1)</b></p> <p>A personal perspective on the international panorama of institutions</p>	Presentation by Phillip Tefft
10.00-11.00	<p><b>The diversity of museums and science centres (2)</b></p> <p>A personal perspective on the international panorama of institutions</p>	Presentation by Matteo Merzagora
11.00-11.30	Coffee break	
11.30-13.00	<p><b>Planning a visitor journey</b></p> <p>A look at the interests and needs of the different audiences: informal family groups, schools, official groups etc.</p> <p>Workshop 6: Participants work in groups on different scenarios that represent the many and varied needs of different audiences</p>	Presentation and workshop led by Gordon Rankmore
13.00-14.00	Lunch	
14.00-15.00	<p><b>Public and private spaces</b></p> <p>Spaces for visitors and backstage; examples of new-build, re-use of old building and redevelopment of existing museum or science centre</p>	Presentation by Gordon Rankmore and Phillip Tefft
15.00-15.30	Coffee break	
15.30-18.00	<p><b>Public and private spaces</b></p> <p>Workshop 7: Participants work in groups on different scenarios that represent main typologies of project</p>	Workshop led by Gordon Rankmore and Phillip Tefft

## Day 4 – Thursday 30 October 2014

The development process		
Facilitators: Matteo Merzagora, Gordon Rankmore, Paola Rodari, Phillip Tefft		
09.00-10.00	<p><b>Diversity of projects, diversity of studies</b></p> <p>Introduction and overview of possible development studies: interpretative, feasibility, business plan etc.</p>	Presentation by Gordon Rankmore
10.00-11.00	<p><b>Phases of project</b></p> <p>From conception to opening: overview and case study examples</p>	Presentation by Gordon Rankmore; case studies and discussion by Matteo Merzagora and Phillip Tefft
11.00-11.30	Coffee break	
11.30-13.00	<p><b>The Masterplan project document</b></p> <p>Workshop 8 (1): Participants work in groups on different scenarios that represent main research and development phases of project:</p> <ul style="list-style-type: none"> <li>- Proposed Vision, Mission for venue</li> <li>- Identify Assets</li> <li>- Identify Stakeholders</li> <li>- Identify Audiences</li> </ul>	Workshop led by Gordon Rankmore and Phillip Tefft
13.00-14.00	Lunch	
14.00-15.30	<p><b>The Masterplan project document</b></p> <p>Workshop 8 (2): Participants work in groups on different scenarios that represent main research and development phases of project:</p> <ul style="list-style-type: none"> <li>- A typical visitor journey for informal family group and formal school group</li> <li>- Facilities</li> <li>- Programmes</li> </ul>	Presentation by Gordon Rankmore and Phillip Tefft
15.30-16.00	Coffee break	
16.00-16.30	<p><b>Group presentations</b></p>	Workshop led by Gordon Rankmore and Phillip Tefft
16.30-17.30	<p><b>The Masterplan project document</b></p> <p>Workshop 8 (3): Participants work in groups on different scenarios that represent main research and development phases of project:</p> <ul style="list-style-type: none"> <li>- Necessary study(ies) to develop venue</li> <li>- Phasing to reach full approval to proceed with commissioning design and build</li> </ul>	Workshop led by Gordon Rankmore and Phillip Tefft
17.30-18.00	<p><b>General discussion on project proposal plans</b></p> <p>General review of responsibilities of client and consultant for each project</p>	

## Day 5 – Friday 31 October 2014

From the study to the opening		
Facilitators: Matteo Merzagora, Gordon Rankmore, Paola Rodari, Phillip Tefft		
09.00-10.30	<p><b>The design development</b></p> <p>Workshop 9: Participants work in groups on different scenarios for space planning based on:</p> <ul style="list-style-type: none"> <li>- Defined programmes and activities</li> <li>- Audiences and visitor journeys</li> <li>- Location and Stay-time</li> </ul>	Workshop led by Gordon Rankmore and Phillip Tefft
10.30-11.00	<p><b>Budget planning</b></p> <p>What project budgets might need to cover: items and related issues</p>	Presentation by Gordon Rankmore and Phillip Tefft
11.00-11.30	Coffee break	
11.30-13.00	<p><b>Listening visitor voice</b></p> <p>Evaluation and audience inclusion in the project development</p> <p>Workshop 10: Participants reflect on goals, times and methods</p>	Presentation and workshop led by Paola Rodari
13.00-14.00	Lunch	
14.00-15.00	<p><b>Facilitating visitor learning experience</b></p> <p>Competences, training needs and training schemes for the museum staff in direct contact with the public</p>	Presentation by Paola Rodari
15.00-15.30	Coffee break	
15.30-17.00	<p><b>1-1 Problem solving</b></p> <p>Trainers discuss with participants the implementation of what they learn in their project and answer on context-related questions</p>	Workshop led by Gordon Rankmore and Phillip Tefft
17.00-18.00	<b>Course summary and course evaluation</b>	

**Sharon Ament**, Museum of London Director since September 2012, recently launched the Museum's 5-Year Strategic Plan (2013/14 - 2017/18). Sharon is part of the London Cultural Strategy Group; is a Noyce Leadership Fellow and on the Noyce Alumni Steering Group. Sharon was formerly Director of Public Engagement at the Natural History Museum, during which time she was Chair of the Exhibition Road Cultural Group, which represents 17 major cultural institutions; and Vice-President of Ecsite. She was a trustee of the Wildscreen Trust and International Wildlife Film Festival; and a founder of the conservation charity 21st Century Tiger. Sharon is committed to the concept of engaged cultural citizenship, "culture" comprising all facets of human endeavour including artistic, political, scientific and social. She has worked to ensure the sustainability of complex organisations and has led on major projects and initiatives such as new galleries, exhibitions, income generation, fundraising and communications campaigns.

**Matteo Merzagora**, physicist, worked as a journalist in radio (Radio 24, Radio 3, Radio Popolare) and newspaper (Il Sole 24 Ore, Science et vie, Repubblica, Tempo Medico, Scienza esperienza, etc.). He collaborated to the development of science exhibitions at first in Italy, and then in France, at the Cité des Sciences et de l'Industrie of Paris, where is now based. In France he has funded a think tank on science communication, the association TRACES. He is now the Scientific Director of the Espaces des Sciences Pierre-Gilles de Gennes (ESPGG): created in 1994, this small museum is the public venue of the prestigious Ecole Supérieure de Physique et de Chimie Industrielles de la Ville de Paris, where cutting-edge events have been run. He is author of many books for the popularization of science, such as Scienza da vedere (Sironi, 2006); with Marzia Mazzonetto ed Elisabetta Tola, Science in radio broadcasting (Polimetrica, 2005); with Sylvie Coyaud Guida ai musei della scienza in Europa (UTET, 1999); with Paola Rodari La scienza in mostra. Musei, science centre, comunicazione, PBM, 2007.

**Gordon Rankmore** has more than 35 years of experience in interpretation, design and project management in heritage, museum and tourism environments. He has led interpretation, design and project management teams and developed feasibility studies and interpretative, management and business plans across these sectors, nationally and internationally. He is also a lecturer and trainer in interpretation, exhibition design and interpretative writing. He worked for nearly 20 years at the Natural History Museum of London. He was Head of Interpretation and Design, being responsible for the policy and implementation of interpretative exhibitions. He directed the Museum's public offer programmes, including Darwin Centre Phase 2 (opened 2009), the annual special touring exhibitions programme, the redevelopment of permanent exhibition galleries, brand development and corporate design. During this time, he established the Museum's professional consultancy team, acting as its Creative Director for projects in Saudi Arabia, Singapore, Dubai, Japan, Kenya, Qatar and others.

**Paola Rodari** is project manager and content developer for the development of new science centres and museums for SISSA Medialab. She has been the project leader for the realisation of Italian science centres where she also worked as leader of educational services and scientific leader for the development of new projects. She has been funder and spokesman of THE group, the Thematic Human Interface and Explainers group of Ecsite (the European network of science museums and science centres), dedicated to the professional development of museums educators. She teaches Museums Studies at the SISSA Masters in Science Communication and has been organizer, speaker and tutor of many international courses. She is involved in many European action/research projects aiming to develop new programmes and tools for the communication of sciences. She is author of many papers and books on the science communication of science, and works have been translated in English, Spanish and Portuguese.

**Phillip Tefft**, has planned, designed and developed museums, exhibitions, and cultural attractions with RAA for over twenty years. After developing projects in New York during the 1990s, he established RAA's London studio in 1998, today comprising a multi-disciplinary staff of 35 designers, architects, artists, writers, researchers, and administrators. As Director of RAA London, he has led the development of the award winning London Transport Museum; The Braid, the largest cultural project in Northern Ireland; the media-led UAE Expo in Shanghai with Foster's and Partners Architects; the Culloden Battlefield Memorial Project in Inverness; and the renovation of 16 permanent galleries at the National Museum of Scotland in Edinburgh, named the most visited UK museum outside London and winner of the Museums and Heritage Award for Best Permanent Exhibition 2012. Under his direction, the studio completed renovations to The Royal Albert Memorial Museum in Exeter, winner of the prestigious Arts Fund Prize 2012. He holds a Master's Degree from the Columbia University School of Architecture where he was awarded the Kenne Fellowship and the Tadao Ando Fellowship to Japan. Mr Tefft is a registered architect in New York, a member of the Architectural Association in London, and the International Council of Museums. He has lectured at The AA, Central St Martins College of Art and is an External Examiner at University of Lincoln's School of Art and Architecture.