



Network of European  
Museum Organisations

# Museum Mission, Vision and Values

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Chair of NEMO  
Director of the German Museums Association

Webinar, 29 January 2020



Network of European  
Museum Organisations

# Museum Mission, Vision and Values

David Vuillaume



@DavidVuillaume

Chair of NEMO

Director of the German Museums Association

You ←

If I ask you now “what is your museum for?”, are you able to answer this question right away?

You



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# Our Objectives

1. think about identity statements for museums
2. get some keys to develop, confirm or rethink your museum identity statement



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# Webinar Chapters

1. What should a museum be?
2. Mission, vision and values
3. What else?
4. Summary



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→ Identity ↙

↗ ↖



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# Identity

- no essentialism
- multi-layered
- dynamic



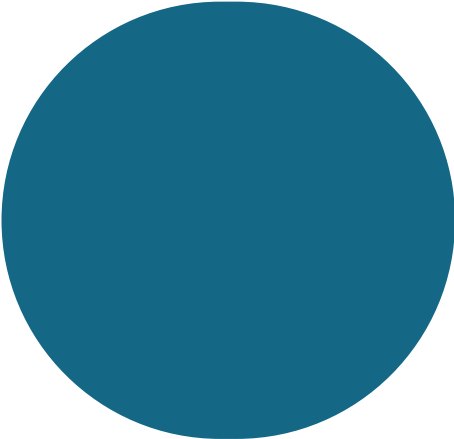


**1.**

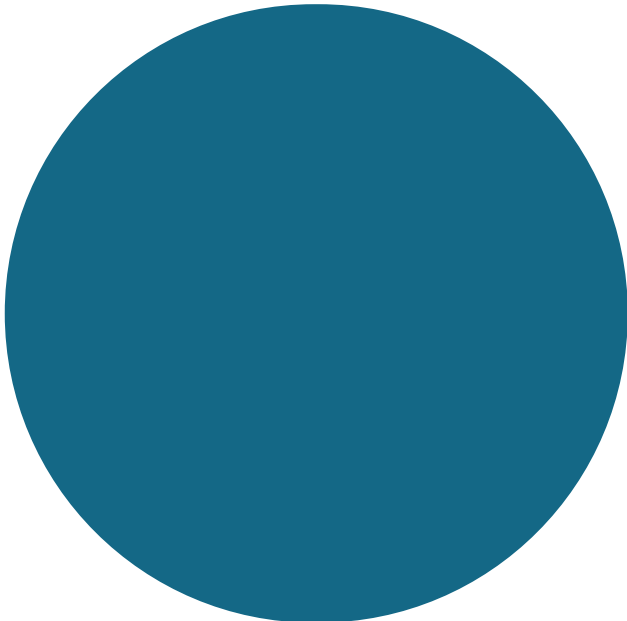
**What should a museum be?**

„A museum is a non-profit, permanent institution in the service of society and its development, open to the public, which acquires, conserves, researches, communicates and exhibits the tangible and intangible heritage of humanity and its environment for the purposes of education, study and enjoyment.“

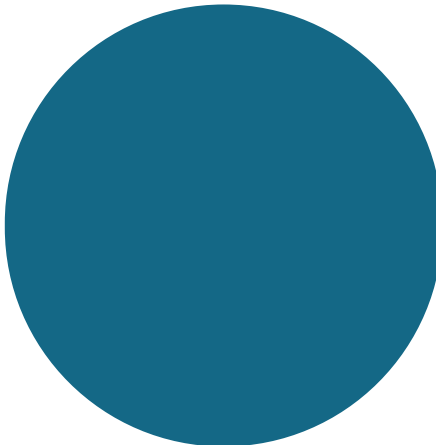
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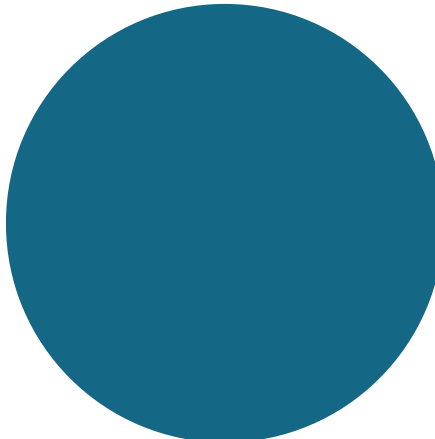
Activities



Aim



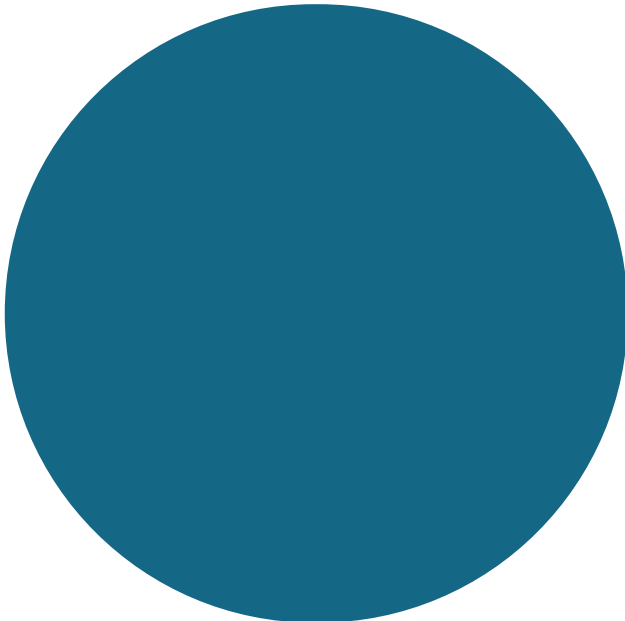
Purposes



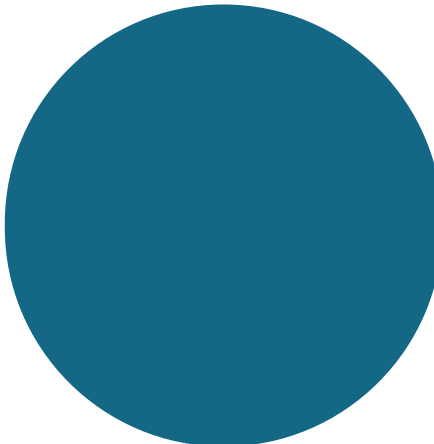
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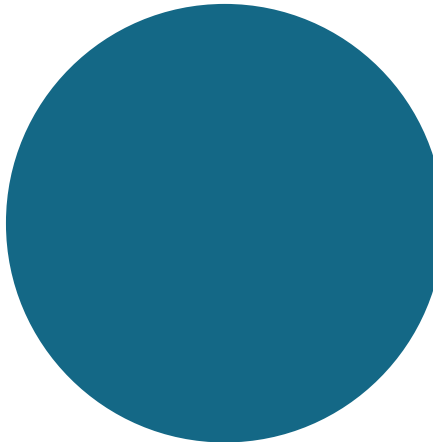
Activities



Aim



Purposes



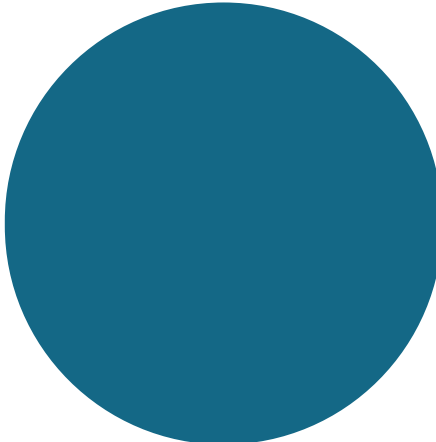
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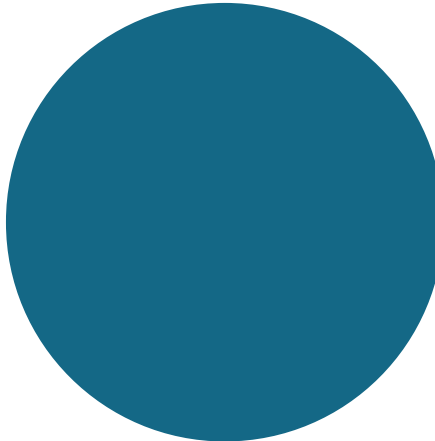
Activities



Aim



Purposes



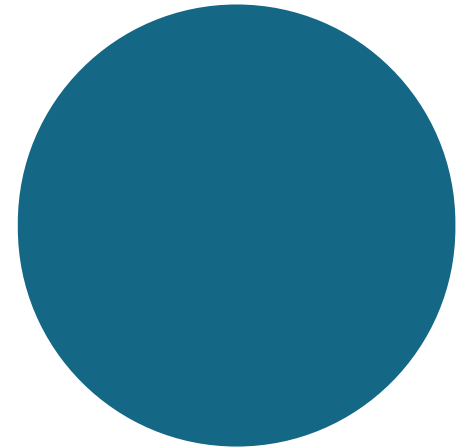
## Status



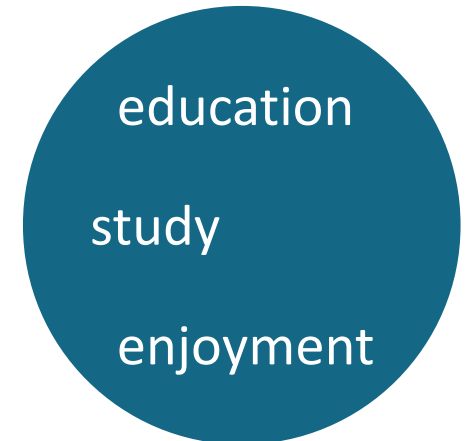
## Activities



## Aim



## Purposes



## Status

non-profit  
permanent  
open

## Activities

acquisition  
conservation  
research  
communication  
exhibition

## Aim

service  
development  
of society

## Purposes

education  
study  
enjoyment



Status



*Values*

Activities



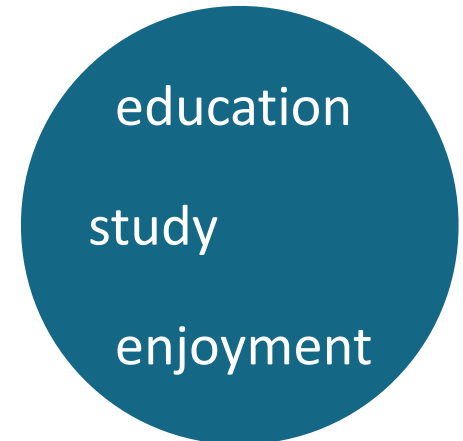
*Mission*

Aim

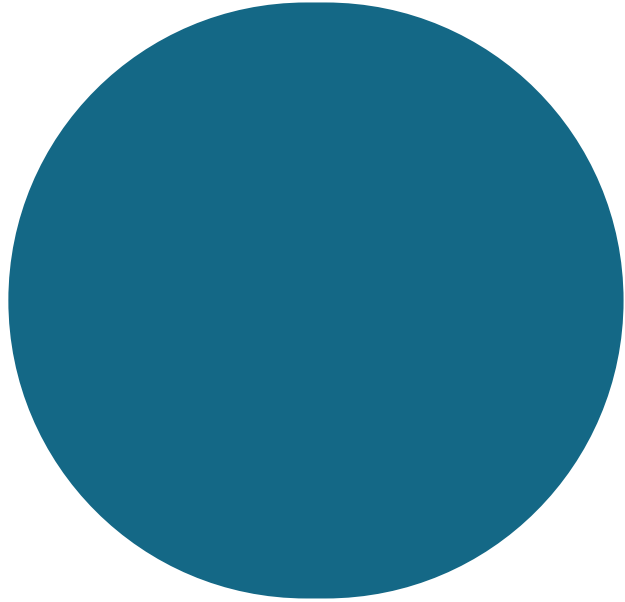
*Vision*



Purposes

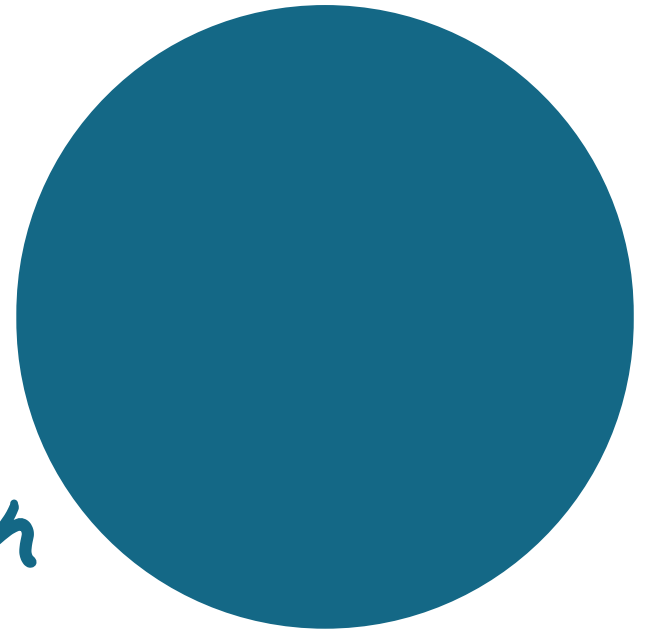


„Museums are democratising, inclusive and polyphonic spaces for critical dialogue about the pasts and the futures. Acknowledging and addressing the conflicts and challenges of the present, they hold artefacts and specimens in trust for society, safeguard diverse memories for future generations and guarantee equal rights and equal access to heritage for all people.”

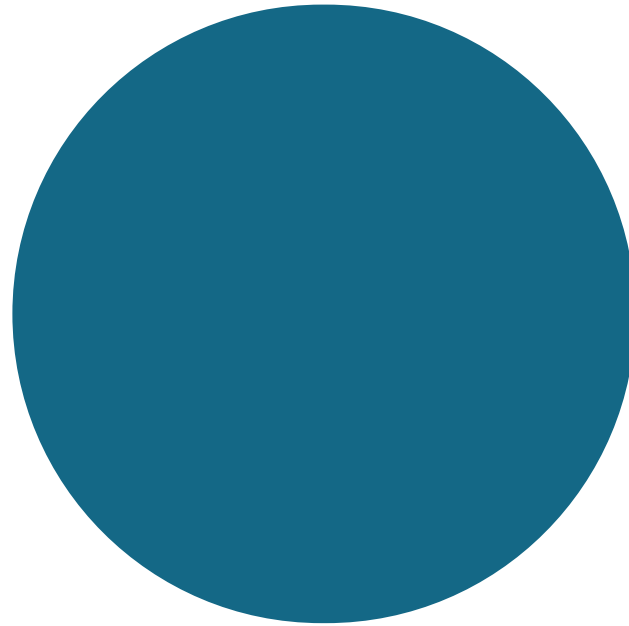


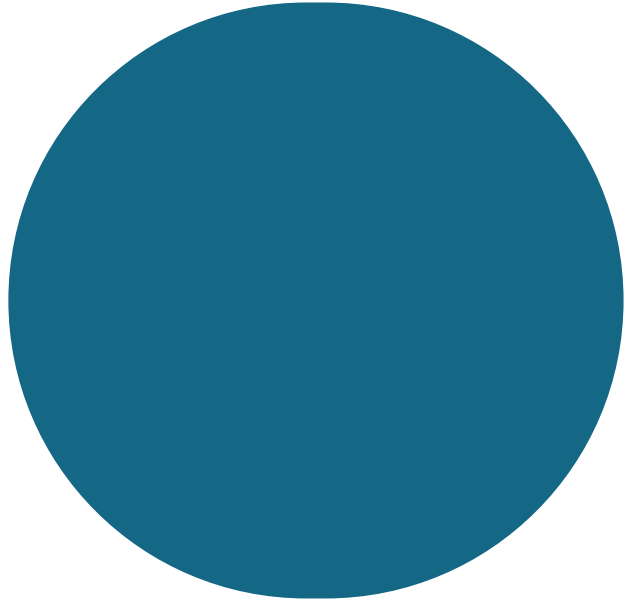
*Vision*

*Mission*

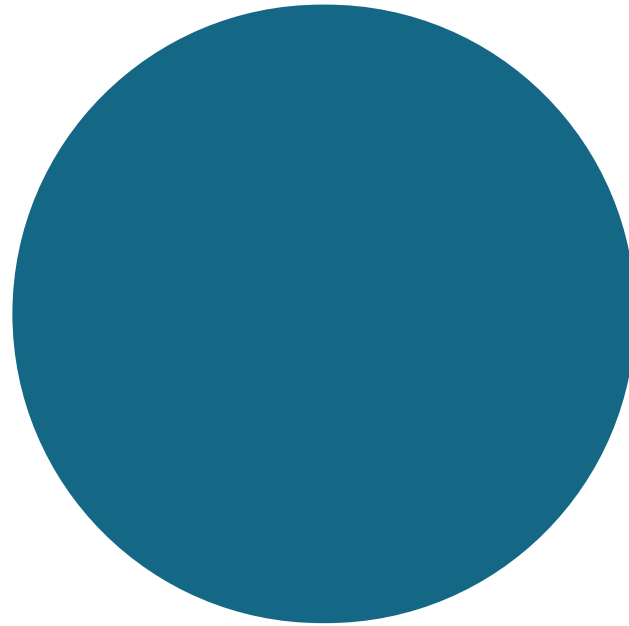


*Values*





*Vision*

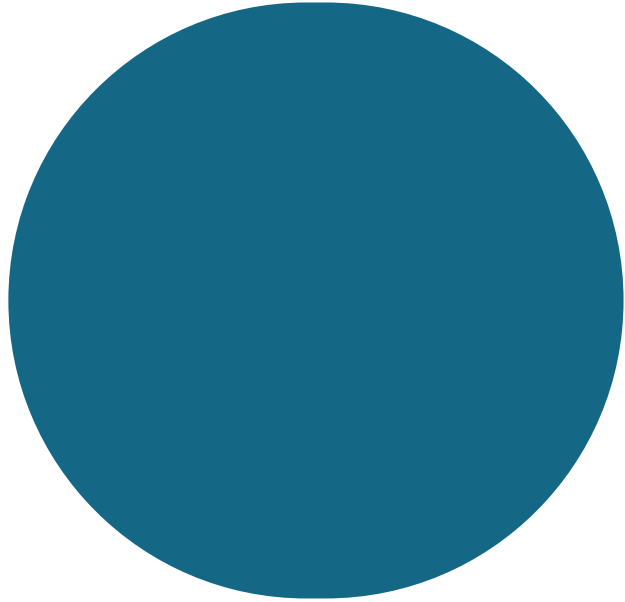


*Mission*



inclusive  
diverse  
critical  
equality  
trust

*Values*



*Vision*

*Mission*



*Values*



safeguard  
guarantee access  
spaces for dialogue

addressing  
present challenges  
democratising

*Vision*

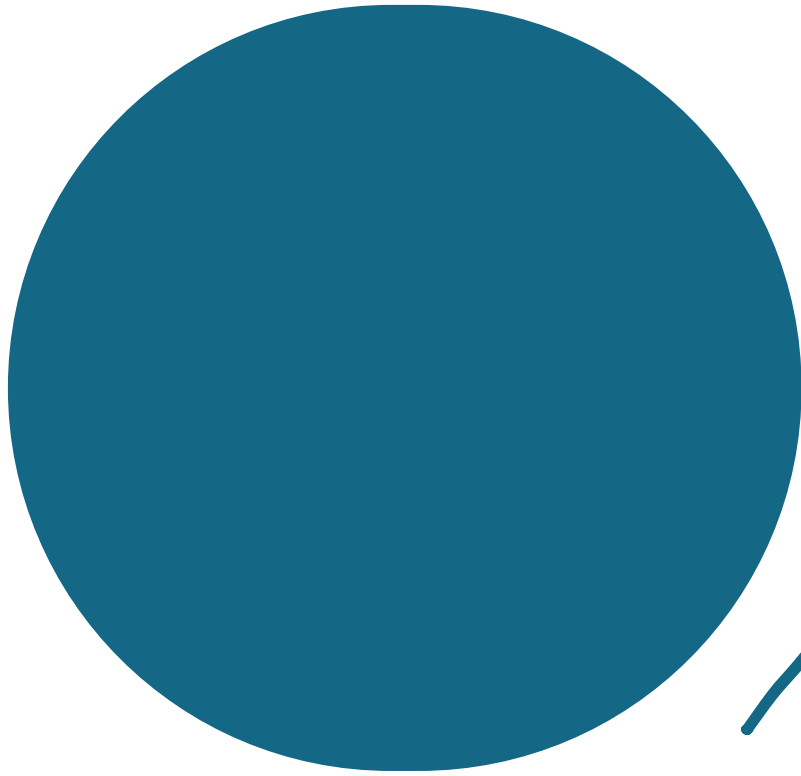
*Mission*

safeguard  
guarantee access  
spaces for dialogue

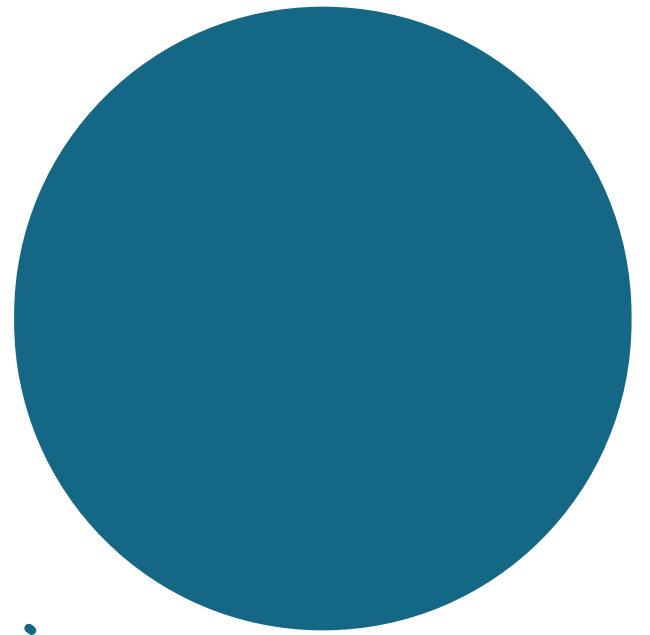
inclusive  
diverse  
critical  
equality  
trust

*Values*

„Museums are not for profit. They are participatory and transparent, and work in active partnership with and for diverse communities to collect, preserve, research, interpret, exhibit, and enhance understandings of the world, aiming to contribute to human dignity and social justice, global equality and planetary wellbeing.”

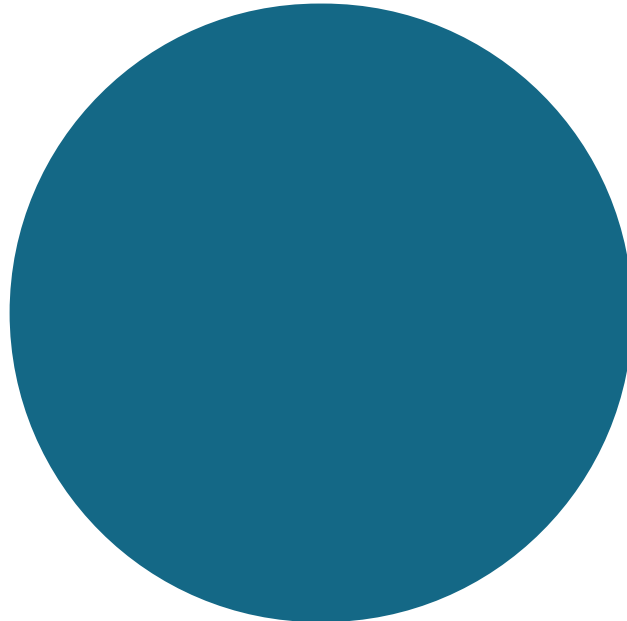


*Vision*

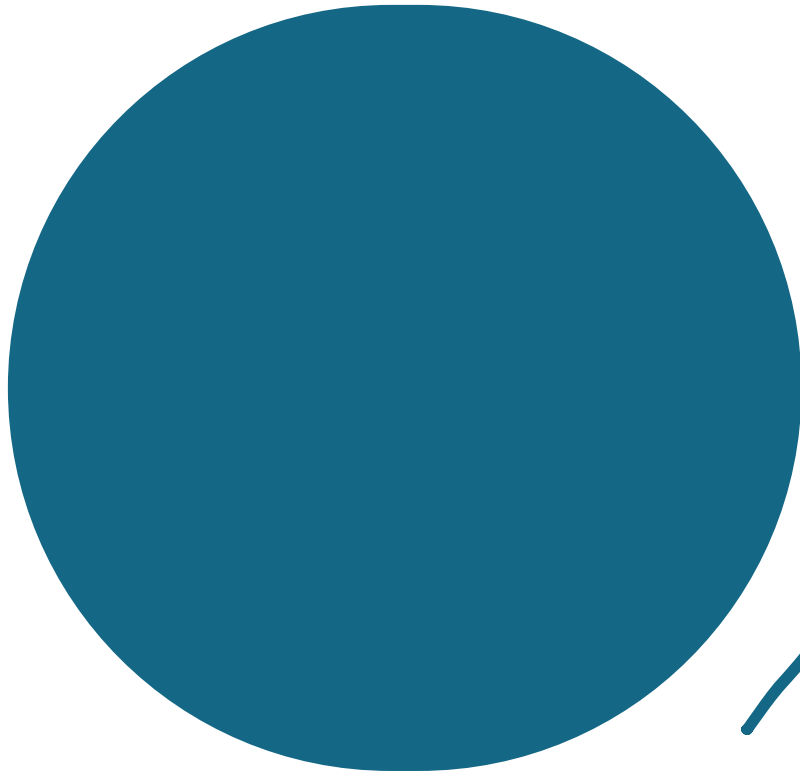


*Values*

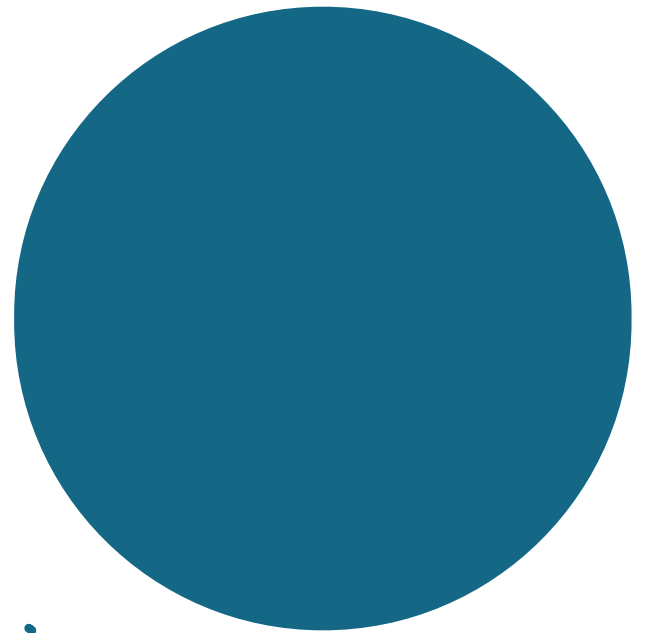
*Mission*







*Vision*

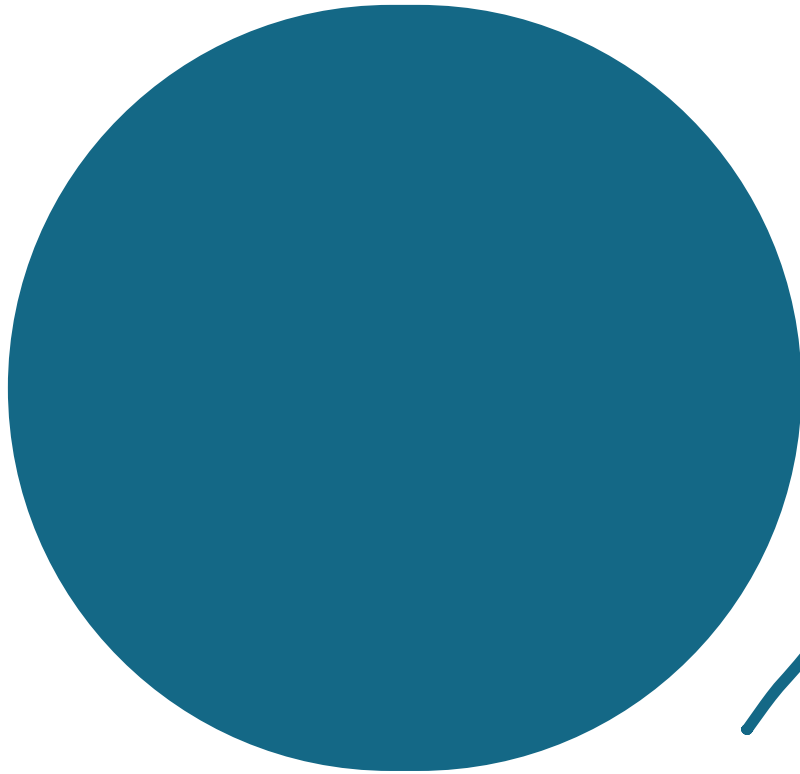


*Values*

*Mission*



collect  
preserve  
research  
interpret  
exhibit



*Vision*

*Mission*



collect  
preserve  
research  
interpret  
exhibit



not for profit  
participatory  
transparent  
diversity  
partnership

*Values*

enhance  
understandings  
contribute to

- dignity
- social justice
- equality
- wellbeing

*Vision*

not for profit  
participatory  
transparent  
diversity  
partnership

*Values*

collect  
preserve  
research  
interpret  
exhibit

*Mission*

**What's the problem?**



What's the problem?

Your suggestions



# What's the problem?

- long
- abstract
- complicated
- conotated
- difficult to implement
- pretentious



**2.**

**Mission, vision and values**



# Mission

- a specific task with which a person or a group is charged

# Mission

- a specific task with which a person or a group is charged
- a body of persons sent to perform a service or carry on an activity

# Mission

- a specific task with which a person or a group is charged
- a body of persons sent to perform a service or carry on an activity
- a calling, a vocation

# Mission

- a specific task with which a person or a group is charged
- a body of persons sent to perform a service or carry on an activity
- a calling, a vocation
- assignment to work in a field of missionary enterprise

# Mission

- what your museum aims to do in the short-term
- why your museum exists

Function

# Values

- the monetary worth of something

# Values

- the monetary worth of something
- fair return (or equivalent in goods, services, or money) for something exchanged

# Values

- the monetary worth of something
- fair return (or equivalent in goods, services, or money) for something exchanged
- something (such as a principle or quality) intrinsically valuable or desirable



# Values

- how your museum is managed
- what your museum believes in
- what's important to your museum

Soul

# Vision

- the act or power of seeing

# Vision

- the act or power of seeing
- the act or power of imagination

# Vision

- the act or power of seeing
- the act or power of imagination
- something seen in a dream, trance, or ecstasy

# Vision

- what your museum wants to achieve in the long term
- where your museum wants to eventually be
- what the museum wants to change

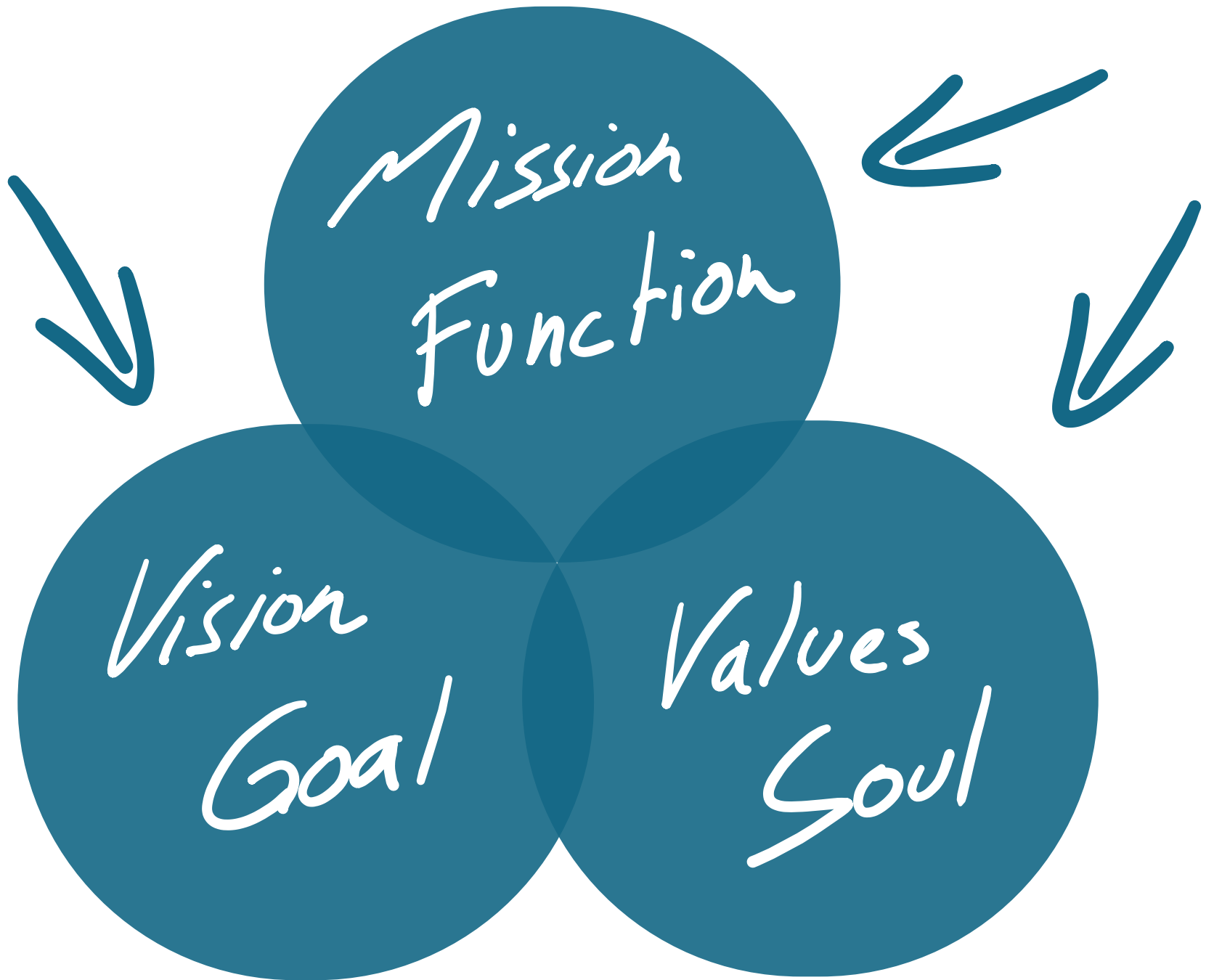
Goal



Mission  
Function

Vision  
Goal

Values  
Soul



Mission Statement



Vision Statement



Values Statement





# Mission

# Vision

# Values



Inspiring museums to  
change lives

Inclusive,  
participatory and  
socially engaged  
museums at the heart  
of their communities

- Courage
- Diversity and equality
- We work collaboratively

# Mission

# Vision

# Values



Inspiring museums to change lives

Inclusive, participatory and socially engaged museums at the heart of their communities

- Courage
- Diversity and equality
- We work collaboratively



Helping museums succeed

The FMA is a strong advocacy organization in Finland and a forerunner in developing the museum field in Europe

- Member Centricity
- Curiosity
- Courage
- Sense of Community

# Mission

# Vision

# Values



Inspiring museums to change lives

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- Sense of Community



Champion museums and nurture excellence

A world informed and enriched by thriving museums

- Partnership
- Access and Inclusivity
- Courage
- Excellence



**3.**

**Mission, vision, values**

**What else?**

→ Identity ↙  
↗ ↖

Mission

Vision

Values

+ ...

# Identity



is what a museum...

... is

... has

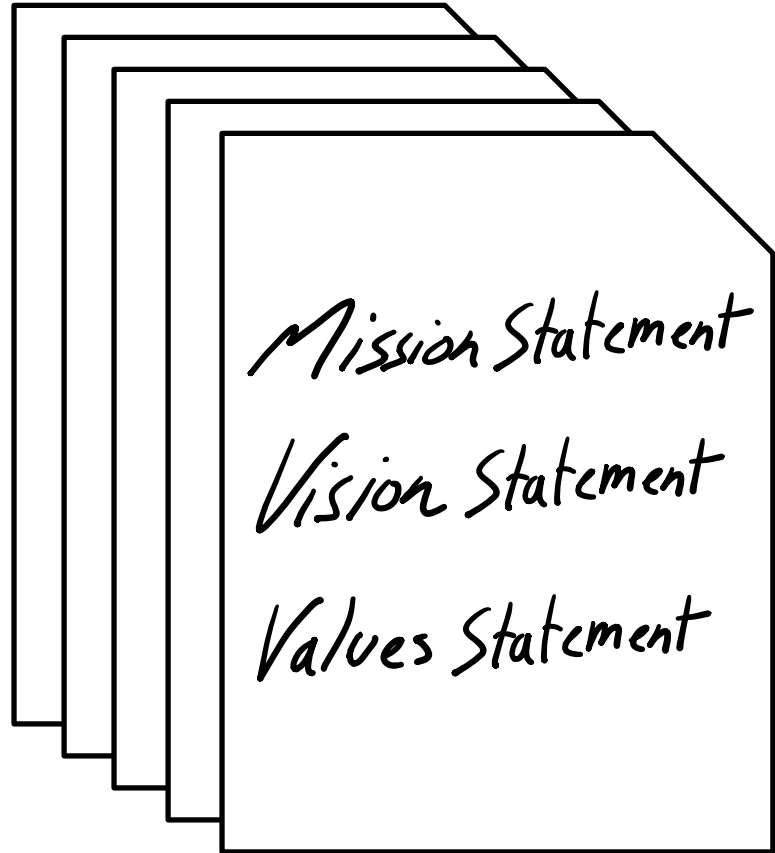
... wants to be

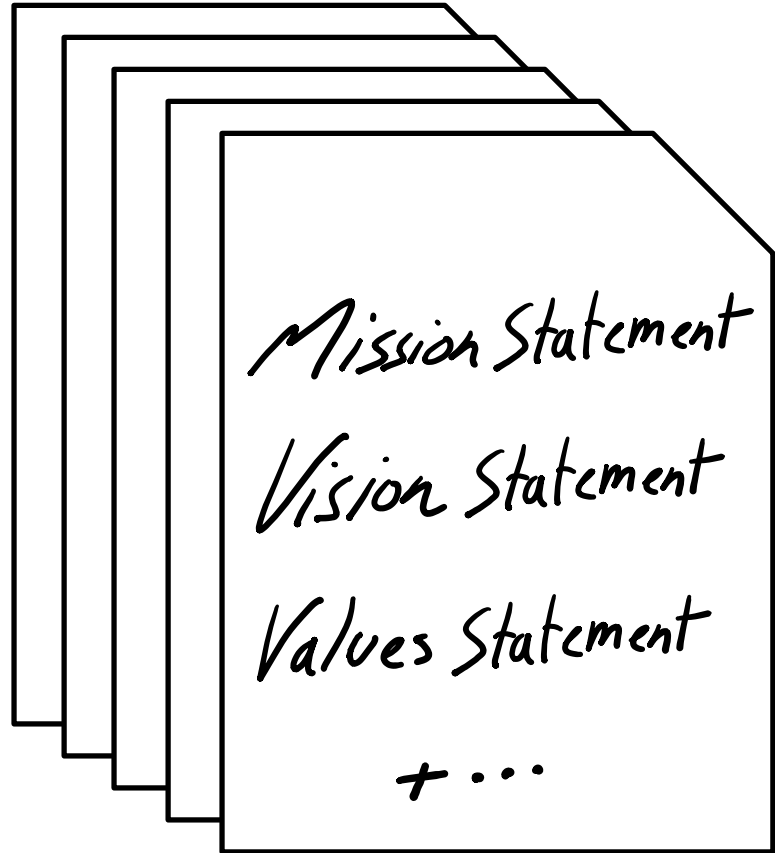
... how the museum

is perceived

...







# Identity Statements

- South Australian Museum
- National Museum of Australia
- Smithsonian
- Spanish Army Museum
- V&A
- National Museum New Delhi
- Irish Linen Centre & Lisburn Museum
- ...

# Identity



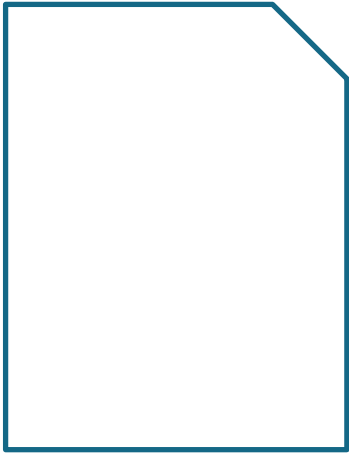
# Mission, vision, values

## What else?

1. Short presentation (incl. History)
2. Positioning (USP, Collaboration)
3. Benefit (for visitor, for society)
4. Relevance (need)
5. Challenges (priorities)
6. Services and visitors' rights  
(elements of a Citizen Charter)
7. Political statement

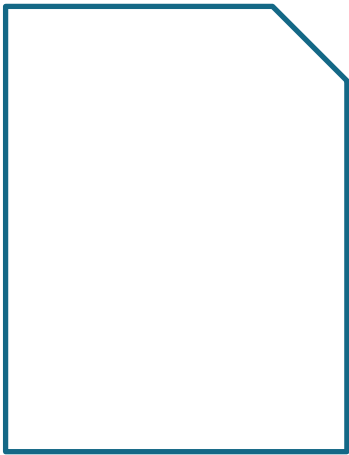
→ Identity ↙  
↗ ↖

# Identity

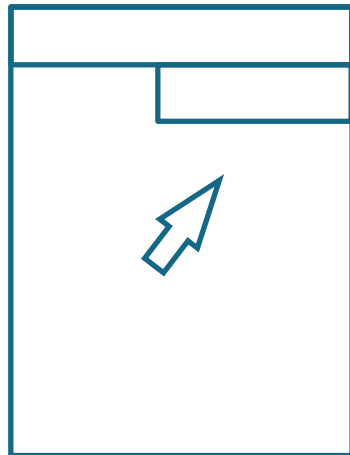


Statements  
Documents

# Identity



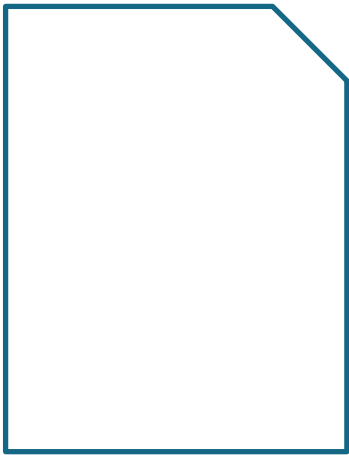
Statements  
Documents



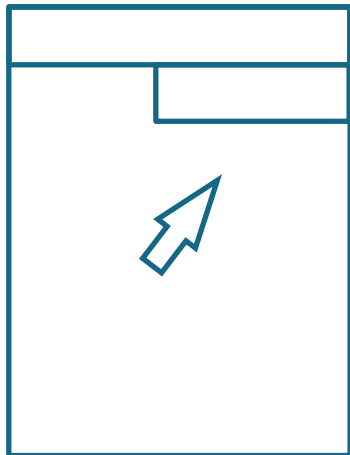
Website  
Social Media



# Identity



Statements  
Documents

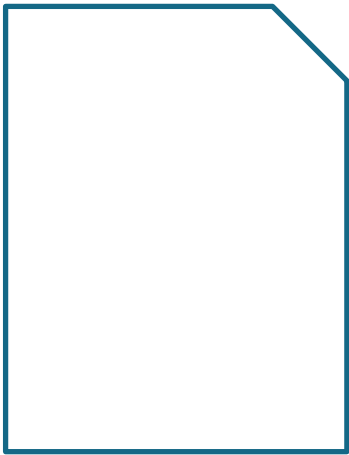


Website  
Social Media

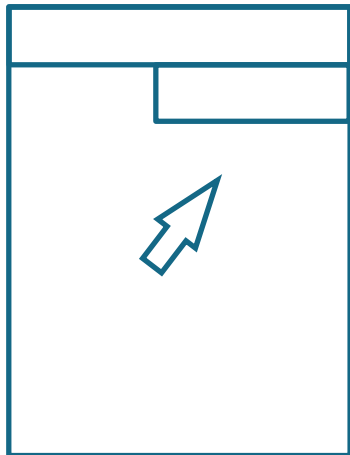


Museum  
Location

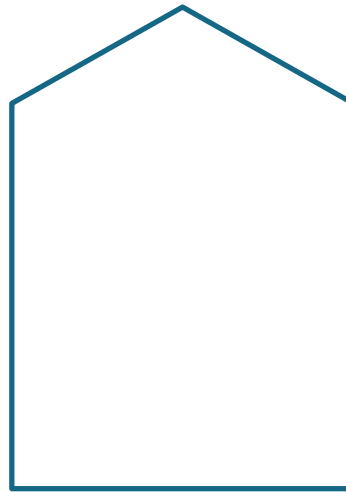
# Identity



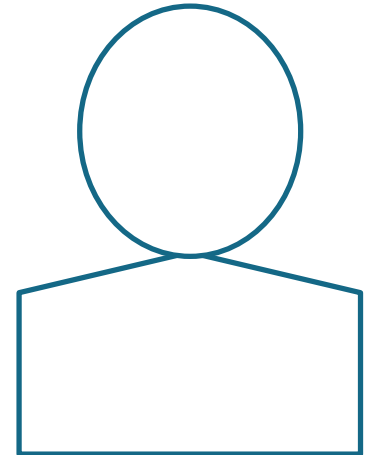
Statements  
Documents



Website  
Social Media



Museum  
Location



People  
Stakeholders

# Identity Criteria

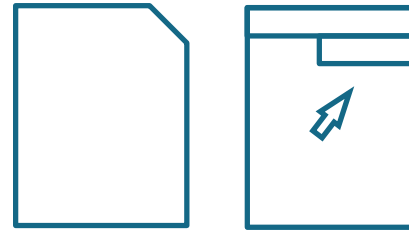
- Mission
- Vision
- Values
  
- Positioning (USP, Collaboration)
- Benefit (for me, for society)
- Relevance (need)

# Identity

- Mission
- Vision
- Values

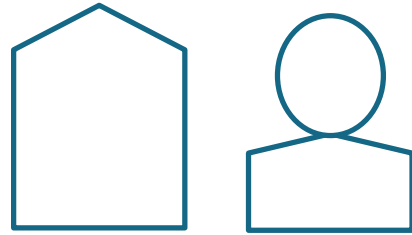
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## Criteria



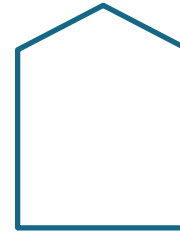
# Identity

## Criteria

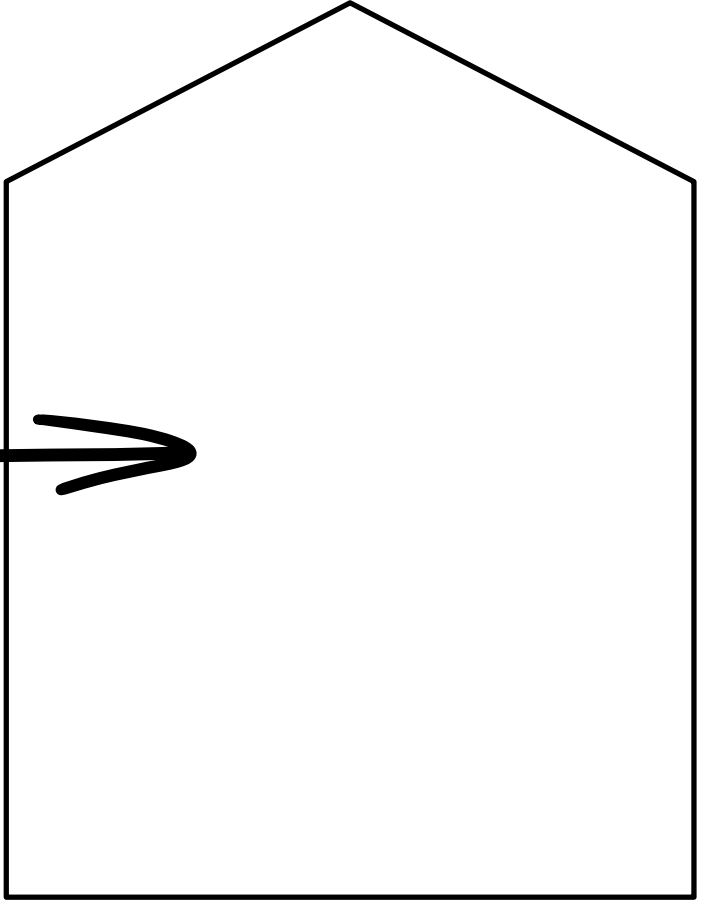
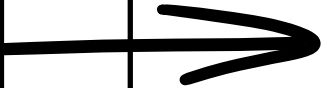
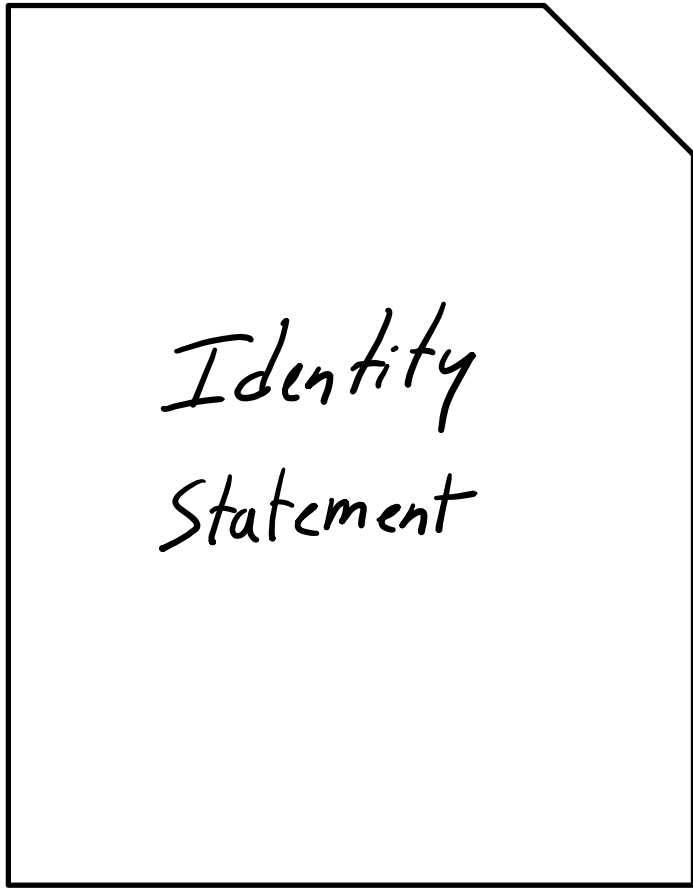


# Identity

## Criteria

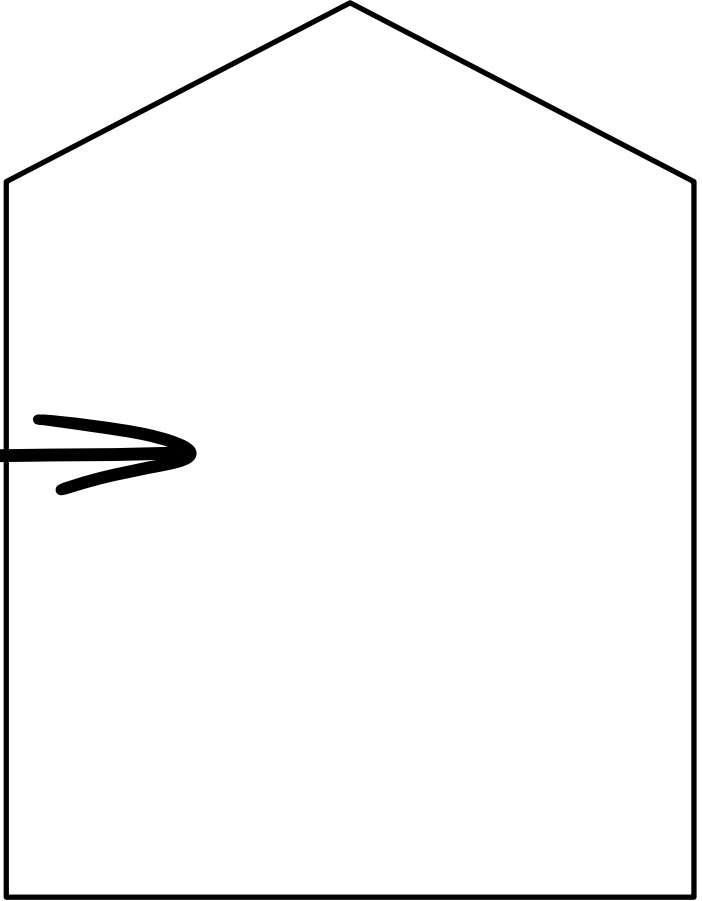
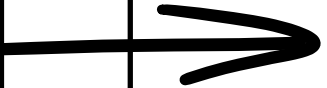


1. Fassade
2. Signs
3. Entrance
4. Corporate Design
5. Language
6. Programme
7. Facilities
8. Building History
9. Odors
10. ...





Place for  
learning



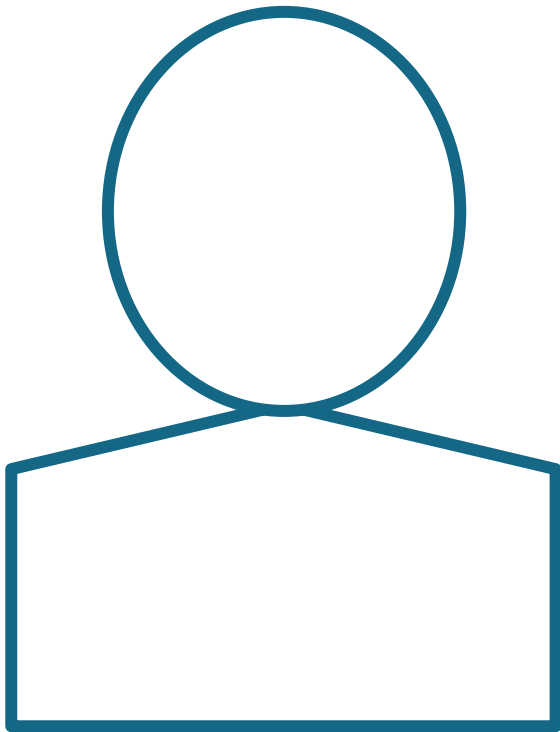


Place for  
learning

The diagram consists of two shapes. The left shape is a rectangle with a slanted top-right corner. The right shape is a rectangle with a pointed top. A thick black arrow points from the right side of the first shape to the left side of the second shape.

Place for  
learning  
?

# Identity



1. Are they able to say what is the museum for?
2. Do they believe it?
3. Are they part of the process?



4.

# Summary

# Mission

- what your museums aims to do in the short-term
- what it can do
- why your museum exists

# Mission

- what your museum aims to do in the short-term
- what it can do
- why your museum exists

# Vision

- what your museum wants to achieve in the long term
- where your museum wants to eventually be
- what the museum wants to change

# Vision

- what your museum wants to achieve in the long term
- where your museum wants to eventually be
- what the museum wants to change



# Values

- how your museum is managed
- what it believes in
- what's important to your museum

# Values

- how your museum is managed
- what it believes in
- what's important to your museum

Mission  
Function

Vision  
Goal

Values  
Soul

# Identity

Mission

Vision

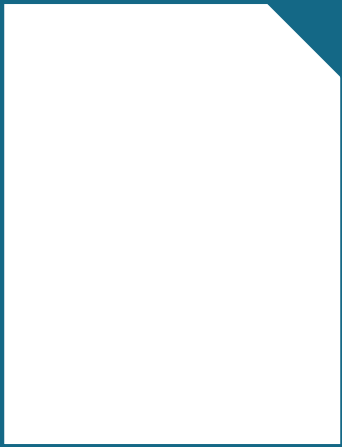
Values

+ ...

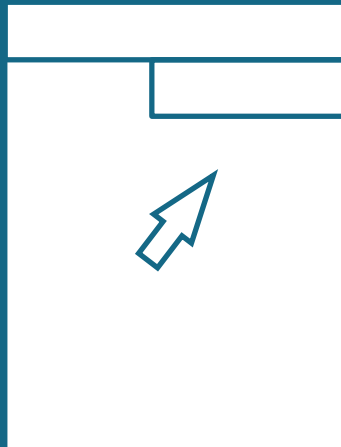
# Identity

- Mission
- Vision
- Values
  
- Positioning (USP, Collaboration)
- Benefit (for me, for society)
- Relevance (need)

# Identity



Statements  
Documents



Website  
Social Media



Museum  
Location



People  
Stakeholders

# Identity

Who knows it?

Who believes in it?

Who participates?

# Recommendations



# Identity

1. You should communicate the vision/mission/values of your museum everywhere

# Identity

1. You should communicate the vision/mission/values of your museum everywhere

# Identity

2. You should monitor how your museum identity is perceived

# Identity

2. You should monitor how your museum identity is perceived

# Identity

3. You should review regularly your identity statement

# Identity

3. You should review regularly your identity statement

You

You

Your questions







Network of European  
Museum Organisations

# Museum Mission, Vision and Values

David Vuillaume  
Chair of NEMO  
Director of the German Museums Association



@DavidVuillaume



Network of European  
Museum Organisations

# Thank *You*

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