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MUSEUM DEFINITION WORKSHOP

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ICOM's NATIONAL COMMITTEE OF TURKEY
MUSEUM DEFINITION WORKSHOP
FINAL REPORT

Workshop Organizing Committee

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ACRONYMS

ICOM	: International Council of Museums
ICOM Turkey	: National Committee of Turkey, International Museum Council
ICOM MDPP	: Museum Definition, Prospects and Potentials – MDPP Committee
KTB/Ministry	: Ministry of Culture and Tourism
KVMGM	: General Directorate of Cultural Heritage and Museums
MEB	: The Ministry of National Education
UNESCO	: United Nations Educational, Scientific and Cultural Organization
NGO	: Non Governmental Organization(s)

INTRODUCTION

ICOM decided to organize a series of round table meetings for the purpose of having a global dialog about the position of the museums in the 21st century and their future roles and planned to encourage others to create new (and non-cliché) ideas and formed a committee (Museum Definition, Prospects and Potentials - MDPP) for this purpose. The MDPP emphasized that they expect the ICOM member states to contribute to the process and send their opinions on the issue, in compliance with the content set forth by it.

We, as ICOM's National Committee of Turkey, closely follow the developments in museology within the international arena and attach great importance to Turkey's contribution to ICOM's "Revising the Museum Definition Study". ICOM Turkey held a workshop in Avanos - Nevşehir, Turkey on 20th April 2018, as a part of their preparatory work being carried out for determining intertwined relationships between the communities and museums and how they interact and for revising museum definition.

STUDY METHODOLOGY

In this activity which brings together various individuals having different perspectives and various specialties thereby contributing to revising the museum definition, questions have been asked to the participants, comprising of average seven to eight participants in each of 6 tables, and their answers have been noted down and compiled by the rapporteurs and moderators assigned to each table.

Each table has hosted various museum professionals, each having different disciplines, such as personnel of university museum, state museums, privately owned museums, non-governmental organizations, local administration museums, etc. as well as administrators and academicians, spanning a vast range of different individuals. We have attached great importance to existence of ideological diversities and different experiences at the tables.

In this fashion, we made an attempt to perform an extensive and qualitative information exchange through opinions of the participants who represent different points of view and

expectations regarding our country's museums, in line with the fundamental goals of this activity.

The workshop prepared 6 questions, based on the 4 questions that ICOM MDPP Committee suggested to be discussed. The answers given to these 6 questions which were previously sent to the participants before the workshop activity, have been submitted to the about 7-8 participants sitting at each of 6 tables and the answers were noted down by moderators and rapporteurs during the meeting.

Rapporteurs and moderators of each table developed a common story out of the responses of the participants of his/her table and converted them into a report. Following the activities performed at the tables, reports of six tables were compiled by editors into this text. About 70 pages of written text were produced at the end of the workshop activity.

QUESTIONS FOR THE MUSEUM DEFINITION WORKSHOP

- 1- What do you think are the most relevant and important contributions which museums can make to society in the coming decade?
- 2- What do you think are the strongest trends and the most serious challenges faced by your country in museology over the coming decade?
- 3- What do you think are the strongest trends and the most serious challenges faced by museums in your country in the coming decade?
- 4- What do you think museums should do to solve the problems they are likely to encounter over the next decade?
- 5- How do you think museums need to change and adapt to ICOM's principles, values and working methods over the next decade to meet these challenges they may encounter and enrich their contributions?
- 6- How do you think the things which must be done to solve the possible problems to be encountered over the next decade of museology in our country must be reflected to cultural policies?

ANSWERS TO THE MUSEUM DEFINITION WORKSHOP

1- What do you think are the most relevant and important contributions which museums can make to society in the coming decade?

Museums are one of the primary institutions which are charged with the duty of protecting cultural heritage of the country they are located in and of ensuring sustainability of the same. Museums serve as a bridge providing connection between different cultures and past and future. Since museums are a common venue of heritage for entire humanity, they shall make great contributions to allowing individuals and societies to develop a peaceful outlook to the "different" without prejudice, to have the capability in order to form a global network and understand each other and to increasing tolerance amongst the individuals, to social peace, democracy and universal values. Hence museums shall cause entire humanity gain an awareness for the universality of cultural heritage assets and add a very important and prominent value to the society where they are situated in the name of the "common heritage".

In the future, for the individuals who live in the big cities and become more and more alone and lose their sense of identity, thereby unable to adapt to the society, the museums shall become a social hub whereby the social memory is safeguarded, which harbors various cultures and enables such individuals to gain a sense of belonging and identity. The museums are important and invaluable social reconciliation centers since they are capable of narrating to the society of the form of reading and making sense of the history, through as much direct communication as possible and without denigration or creating otherness or exalting a single-minded world view and of basing their communication with the society on a healthy foundation, reinforced by scientific knowledge.

Moreover the museums which possess the characteristics of a space where individuals of different socio-economic profile can establish a dialog, fighting against social inequality might be placed on agenda through empathy and social problems can be discussed, shall also make contributions to establishment of a stronger future.

Even though materials and techniques employed by the people throughout the ages changed, the locations which tell the human story through art, present documents on the same and convey such story to today's people impartially, are museums. However functions of the

museums over the oncoming years, will not be limited to the foregoing but they shall be exposed to new problems along with the changing world. In order to cope with these problems, the museums must focus on realizing sustainability principle in every field, transferring traditional and current knowledge and techniques to the future generations, creating a memory by giving consideration to the fact that even ordinary material of today shall become very important tomorrow and documenting today for telling it tomorrow.

The fact that the museums assume the function of a center of memory by recording the knowledge, the data, the objects carries them beyond their showcase, thereby transforming them into a more profound structure. Should museums manage to fulfill this function properly, they would have made the greatest contribution to the humanity over the last ten years.

Educational function of museums must incessantly be updated depending on the societal and contemporary needs. The museums must adopt a scientifically, socially, psychologically and technically supported contemporary approach in education rather than the traditional and recursive approach. Hence that's how they can prepare the individuals for the future problems and advantages.

Museums are capable of contributing to education of especially children and youngsters through their permanent and temporary exhibits, libraries, workshops and various activities for different circles of the society. Thanks to the fact that they are fundamentally centers of knowledge and institutions of lifelong learning and teaching, they must be capable of touching any people of the society.

One of the most significant roles that the museums may assume for today and future is the role they should assume in the societal and regional sustainable development. In addition to artistic and aesthetic delight it offers to the individual, a museum must contribute to social, economic and cultural development of the region it is located in and must not be indifferent to regional problems and social phenomena.

In future attention to the structures whereby one may experience the regional richness and environment is esteemed, will increase. Therefore, those museums which not only attach

importance to the cultural tourism but also both make regional or local characteristics prominent and create new jobs by creating added value, shall make great contributions to development of socioeconomic possibilities.

Thanks to ever developing new technologies, the virtual world shall be cherished by both individuals and societies over the next decade. In a world where everything is experienced through a virtual world, the locations where the past can be understood and experienced, shall be museums. By means of applications which employ digital technologies in museology to interconnect and integrate the information into web, thereby making it available to the individuals, museums shall convey such information to the society while increasing their visibilities through accessible digital records. Thus, it shall also fulfill its one of the most important missions, i.e. to guard archive records and make them available to the public, thereby safeguarding and transferring to the future of the historical knowledge.

2- What do you think are the strongest trends and the most serious challenges faced by your country in museology over the coming decade?

A contemporary visitor of museum beholds the museum as a living space and his/her only intention to visit it is not to examine collections. The individuals who have a keen interest in naturalness, regionality, local identity and extraordinariness, wish to experience different things in the museums too. As long as the museums may satisfy these needs, they may continue contributing to the development and the sustainability. One of the strongest trends expected in museology is replacement of traditional exhibitions by the thematic exhibitions. As clearly emphasized nowadays, more frequent change in the permanent exhibitions which remain same for several years, shall will rank top amongst such strongest trends.

However given the fact that today's biggest trend is being mobile technology and social media, it can be said that the visitors are looking forward to a change to that end. Consequently, it is evident the greatest trend of museology over the next decade is digitization. Included amongst these prominent trends are more active involvement with social media, migrating the collections to the digital media and making interactive presentations. However, museums start using understandable, innovative and technological exhibitions, which do not overshadow the works of art/artifacts.

Enrichment and enhancement of the projects in digital arena thanks to technological advancements and hence their increased accessibility locally and internationally, also support this strong trend.

The museums opens their inventories to entire world through internet access. Turkish museums should also adapt to this movement and create accessible inventory systems. For visibility, museums must open visuals and data of the collections to the researchers, students and other stakeholders upon request.

One of the strongest trends in museology is the rise of national cultural values, attachment of the importance to the local cultural values and increased demand for the same. In order to be able to develop museums which shall convey our cultural heritage to the future generations without departing from its real context, importance must be attached to the complete fulfillment of those issues stipulated in UNESCO Convention for Safeguarding Intangible Cultural Heritage.

The museums must in advance plan for the problems they may encounter in the future and how they shall solve these problems. The museums must know and analyze the assets they have (such as museum building, collections, documents, exhibition techniques, etc.) in the best possible fashion and be capable of satisfying expectations and needs of the target masses. It is necessary to change the perception of museum in the minds of the people from simple warehouses where old artifacts can be seen. Otherwise museums, in future shall translate into passive structures of the past days, to which no interest is shown or no importance is attached. Museums must renovate, transform themselves alongside with the advanced technologies, innovations, changes, new approaches, new life styles, new expectations and problems and continue to be in contact with the society.

Today when the borders have become insignificant in accessing to the information, existence of qualified and proficient specialists stand out as a very important precondition for the future of museums and museology. Remembering that this is a very time consuming process, we must aim at raising specialists who are qualified in every field and capable of in contact with international institutions over the next decade. Museum personnel must be diversified in terms of professions and their qualifications must be improved. Given the number and diversity of

the existing personnel, it seems likely that the museums shall experience qualified personnel problems in future. In order to solve this problem, the museums must urgently develop a rational interdisciplinary personnel policy.

It is necessary to initiate activities about the museum education, obtain professional support in this field, to plan a future-oriented/focused education for the children which shall elevate their awareness regarding the cultural heritage and raise them as sensitive individuals.

Today it is observed that there is a competition to construct the "biggest museum ever" and that many provinces (of Turkey) construct museum buildings outside the settlement areas and arrange exhibits over there. However the main factor which must determine the surface area of a museum must be quantity and quality of its collection. The design of a museum building must be carried out with a continuous dialog with the museum's specialists who are well versed about the collections of the museum. The care and desire which have been given to the museum buildings which have been constructed today with a populist perception and to renewal of their exhibits, unfortunately were not given to the warehouse and shelving systems therein, where visitors cannot access. This lack of desire to modernize warehousing of the artifacts, is also observed dragging its leg in terms of improvement, development and protection of the collections.

While trying to adapt to the technological developments, employment of those techniques whose results are not tried yet for the sake of tracking the developments in artifact preservation industry, sometimes may do great harm to the health of the artifacts. In this context, fundamental standards and periodic checking procedures must be determined in artifact preservation processes. Serious thought must be given to physical adequacy of the old museums especially those located in old historic buildings and it must be remembered that any erroneous practice might cause irreversible damage.

Both large museum buildings and technical applications without control in the museums, make us think that the museums over the next decade shall encounter big operational problems (lack of personnel, shortages of water, electricity and power, application maintenance agreements, etc.). Although rapidly developing technological products influence museology, one must consider the shortage of public resources in cultural field.

We observe both human resources and budgets allocated in Turkey are inadequate in terms of increasing the number of museums and arranging them as common living quarters. The creating awareness as to culture being the primary factor in sustenance of a society, museums occupying the highest ranks in cultural instruments and serious investment being needed to improve the museums is amongst the challenges we are going to come across.

Museums are expected to take steps to generate economic values which might be defined as added value and to ensure their sustainability. However, the facts that the museums have difficulty in finding resources and that their revenues are limited and financial capacities are low, are deemed as some of the most significant problems awaiting the museums. Thus it is not possible to track high budget requiring developments such as the continuously progressing and renovating technology, three-four dimensional experiences, live images and dramatization, smart storage systems, etc. up to the desired level. In this current era, when classical understanding of museology has changed and concepts such as post-museum and complementary museum, have emerged, a great portion of the museums in Turkey, operate only on standard exhibit-arrangement methods. There is a need to encourage correct planning and to get sponsor support in order to solve these problems in the museums over the next decade.

Non-existence of comprehensive cultural policies also covering museum policies, is regarded as a significant problem. The collection management which is performed upon locally adopted decisions depending on the knowledge base of each museum due to lack of collection management policies of our museums is one of the most prominent problems which prevent achievement of our desired strong museum structures.

Given the conjecture the world is currently in and the events around our immediate geographical parts, the museums need to set forth methodologies and a road map regarding the measures which must be taken in case of emergencies such as terror threat, wars, etc. We are worried about that the question of artifacts that are ripped away from their homelands, destroyed or looted shall also cause new problems with different dimensions in the future in addition to the very fact that they posed the important problem that today the cultural assets are regarded as commodities.

The distinction of government owned, private, foundation, municipal and university museums in our country leads to a lot of confusion in the minds of the visitors. This distinction of museum administrations must be molten in an upper melting pot. In order to overcome the problems the museology shall encounter in the future, one must first find answers to questions of how the museums shall be defined and to which the museums shall lead in terms of universal problems.

Also benefiting from the outcomes of this workshop, we deem it necessary to define museum in such a manner that it shall lead national legislation and describe limits of the museum concept and determine its limitation in an inclusive and conceptual fashion. In this context, importance and necessity of this workshop is better understood.

3- What do you think are the strongest trends and the most serious challenges faced by museums in your country in the coming decade?

The strongest trends are the facts that the museums which function as cultural institutions, aim at reaching more people over the next decade and head towards different and new fields of the culture in order to achieve that and that they expect to organize and plan artistic and cultural activities which bring the visitors together with programs containing rich and quality content.

It will be museums' trend to increase their visibility by using social media more effectively, to strengthen communications with other museums and specialists from different disciplines.

The most significant efforts to be made by the museums in near future is to attempt to adapt to trends of the people of those days and their varying expectations from the museum. Increasing the visibility and number of visitors and accessing to more students in educational activities are the subjects, as always, which must be worked on.

The museums must have adequate financial resources and no budget problems in order to continue its sustainability. The fact that the cultural policies of Turkey do not cover the private museums and therefore they do not benefit from financial support causes those private museums other than large scale private museums which are operated on corporate level, to

have difficulties in following latest technology, in acting innovative and in sustainability. While state subsidiary is a must in this line of business, a big section of the society such as local administrations, institutions, businessmen who hold the economic power, must be ensured and encouraged to be involved in these processes under sponsorship and corporate civil society initiative arrangements.

The culture related issues and museums must be covered more in the media. Although museums are non-profit organizations, they need to sustain their existence to continue operating. The museums must be allowed with the freedom to manage their own revenues for the sake of dynamic and sustainable museums but the supervisory mechanisms must be in place. Each museums must form an extensive financial management policy. The museums must hire those personnel from various disciplines who are educated/trained in museum operation and financing in order to realize the above mentioned planning and policy making.

The legislation related problems must be revised for ensuring private and government owned museums to hold joint exhibits and to be in more active cooperation. Moreover the solutions must be created by giving due consideration to the facts that the insurance premiums for the exhibit operations of the private museums are very high and that there is a 5% income tax on visitor revenues.

Due the fact that the museums, as educational institutions, have an important place in our lives, it is necessary to bring cultural heritage, cultural memory and museum education into a common ground especially for the children and youth.

The museums are also exposed to significant difficulties in terms of location. While today it is a popular trend to make it easy for disabled individuals to access the museum buildings, there is an ambiguity as to how this shall be realized in historical buildings and with what financial resources they shall be funded is a mystery.

There are significant problems experienced by our museums which are located in historic buildings, e.g. museums in such buildings experience great difficulties in coping with qualified restoration and maintenance cost of such buildings.

It is necessary to make disaster/risk planning specific to each museum and to initiate and complete training in this field.

The museums must have an archive and a library which must be created by giving consideration to such issues as collection, field of interest and target of the museum. In order to increase their chances to be preferred as a place of reference, in addition to their visibility, the museums archive systems must attain a well-planned structure and be made available. Such structural change shall become realized only if it is designed and presented in compliance with the standards provided in CIDOC document.

By exchanging information between the museums on the artifacts which are defined thanks to a common and standard dataset kept in an inventory database to be created nationally, not only a strong and correct inventory definition shall be ensured but also relations between the museums and museum personnel shall thrive.

Other important issues which shall enable our museums to survive in the near future are their awareness and desire to create their own brand and the rational steps they shall take to that end.

4- What do you think museums should do to solve the problems they are likely to encounter over the next decade?

The museums must develop projects focused on possible difficulties, crises and unexpected developments and ensure cooperation involving various institutions. The museums must form a Scientific/Advisory Board comprising of individuals from various disciplines, depending on the type of the artifacts contained in their collections and such board must have not only advisory powers but also enforcement powers. Museum's specialists and non-governmental organizations must hold workshops together and such workshops must be made widespread and systematic. Dialogs and joint networks must be developed on national and international scale and access to the museums and collections must be made easier and possibilities to share information must be enhanced. In order to give especially the government owned museums a more healthy, efficient and sustainable structure, it is necessary to establish advisory boards

for establishing museum related institutes and making basic policies in museology and museums must become effective in both technical and administrative decision making processes.

Each museum must develop strategies which are in conformity with the sustainable development target as well as museology policies that in turn must be set nationally. While developing these strategies, it is necessary to perform feasibility studies in such areas as financing, communications, collection management, personnel status, etc.

For sustainable museology, it is necessary to create a cooperation amongst the government, local administrations, universities and non-governmental organizations and to try our best to develop rational models.

It is essential to transform the museums into such institutions that can do researches, train the society and serve for its development. It is necessary to develop the museums' specialization libraries and archives and to enhance their ability to publish.

The fact that the museums create their institutional outlook in terms of administration and science shall help them to adapt to these changes. With increased number of private museums, it is necessary to carry out studies to ensure their institutionalization and sustainability.

The customer focused approach which is being experienced in many industries today, is unfortunately encountered in our museums, thereby causing the museums to act with a focus only on the visitors or collections. However the museums need to develop a multi-faceted and extensive museology policy within a multi-disciplinary structure. With the place occupied by the information and communication technologies of our globalizing world in human life, progressively increased day by day, it has been inevitable to see reflections of such transformation within our museums and museum locations have become cross-border places accessible all around the world. With the use of internet and social media tools, the visitor may gain immediate and fast access to any museum related information, activity, collections and studies. With this transformation, it has been underlined that the people who used to be defined as museum visitors or simply "visitors" have now become "users".

In order to foresee and solve the possible problems that the museums shall come across over the next decade, they must set their visions and missions, target audiences, their museological functions, economic, social and cultural plans and together with the specialists in the relevant fields, correctly determine their requirements regarding tools and collection management.

Emphasis must be placed on raising the qualified personnel by attaching importance to professional and in-house training activities in order to render museum personnel more qualified especially in the government operated museums. Each museums must have positions for hiring such professions of different disciplines as IT specialist, graphic designer, illustrator, educational specialist, public relations specialist, anthropologist, etc. Performance based salary models are expected to be employed in terms of staffing policies. Salary inequality amongst the personnel who do the same job, as currently being experienced in the public museums, must be eliminated. It must be remembered that the above mentioned issue adversely influences the working efficiency and impairs the employee motivation.

It is necessary to perform various training activities under the title of training of the educators for the purpose professionalizing the training staff in public institutions regarding awareness for cultural assets and heritage. The diversification of the museum professionals means having museums which know what it wants and make demands accordingly. Achieving the correct results and solutions is possible only through a team which is capable of analyzing the demand correctly. Raising the qualified specialist personnel takes time that is why it is important to hire and train the suitable personnel in the shortest possible time.

Specialization in information -record management, development of IT systems, creating a holism amongst the system and interdisciplinary activities in this area emerge as important issues. Even though the museology is a common product of many disciplines, the necessary steps to develop the museology must be taken.

It is expected that the states and governments must support the museological attempts and activities. In addition to such incentives as direct financial support, tax deduction, we emphasize the importance of developing joint projects between private and public institutions and forming business platforms for this purpose, even of morale support in this field. Through sponsorship by private business circles, it is necessary to increase the support extended to the

museology. The government must lead the museums in solving funding, training, institutionalization and infrastructure problems and facilitate the process.

In case of publicly owned museums, a museum management policy whereby, in addition to funds transferred by the center to the museums, visitor revenues are also transferred to the museums and which has a structure centered on master-apprentice relationship. In order to take the rational steps, to determine the best method and path suitable for such policy, first a pilot museum must be determined and Turkish legislation and policy in museology must be re-regulated without losing time.

Since the public museums in Turkey have to provide an opinion about any interventions to be performed on public properties and also have to perform such field operations as excavation, exploratory boring and surface surveying, etc. to form such requested opinion, they experience difficulties in providing the museum activities at the desired and required level. That's why it is of utmost importance to rearrange the organizational structure and legislation involving the museums.

The legislation and practices of admitting/purchasing artifacts into public museums are expected to be reviewed and operated in a better manner. In the method employed for acquiring artifacts for the museums, the decisions must be taken on national scale by giving due consideration to the collections of all museums.

A new and modern arrangement must be made regarding "Artifact Entrusting" practice in the public museums arising out of the current legislation. While the museum personnel have responsibility to safeguard the artifacts, the museum's administrative and security personnel must be responsible for the safety of the artifact.

The museums must be sensitive regarding cultural, environmental and regional problems of the location where they are in and be capable of offering possibilities to the local people to cherish the museum. Shifting towards the thematic exhibitions in museum exhibits as well as inclusion of intangible cultural heritage of the area where the museum is situated shall also be beneficial. However, in addition to the technology, it is necessary for the volunteers to serve as a bridge between the artifact and visitor and societies must cherish the museum. It is

necessary to create museums "that are closer to the society" and museums need to prepare an action plan and produce projects for this purpose. Museums, in addition to being accessible and reachable, must attach importance to reinforcement of the relations between the societies and look for solutions for the problems around. The museums need to be within the daily life and each museum must be transformed into a living museum.

In terms of gender equality, the museums must play a significant part in transforming potential power of housewives into social benefits and develop projects and organize events for this purpose.

It is necessary to adopt such methods as making replicas of some artifacts and allowing the visitors to touch them or having 3D prints of the objects, which shall increase the interaction between the visitor and the museum.

The museums, in addition to permanent exhibitions, must stop repeating itself and be capable of offering the visitors innovations such as temporary exhibitions, workshops, children and adult training programs, etc.

At younger age the museology education starts, more effective it shall be. Forming advisory boards on education and getting support of professional educators in planning the activities/events shall be beneficial.

Professional support must be acquired for using Social Media elements. The museums which become continuously visible thanks to good utilization of the social media, must aim at reaching to a larger audience in this fashion.

5- How do you think museums need to change and adapt to ICOM's principles, values and working methods over the next decade to meet these challenges they may encounter and enrich their contributions?

We think it is useful to discuss this question in two parts. In the first part, we think we need to mention about expectations of the museums from ICOM.

ICOM's mission is to conserve, sustain and communicate the world's natural and cultural heritage, present and future, tangible and intangible. ICOM, in a nutshell, aimed at creating professional standards for museology and get these standards in the museums included in its network. It is observed recently that it is ICOM's priority to ensure the museums which were evolved into a visitor-focused structure and present significant differences in their developments and managements, are used as effective cultural instruments.

Cultural assets get damaged the most as a result of political crises and wars. The facts that this issue must be reiterated by ICOM even more, that a strong interest must be aroused as a result of big campaigns, that attention must be drawn to this issue by employing all media channels and more importantly that this must be ensured to be sustained are as important as deterrent fines and punishments.

ICOM is expected to become an institution which shall reinforce those lobbying institutions which shall create a higher (international) level agenda. ICOM must cater to the agenda of the museums and renew itself in every aspect since the rules it sets forth may change over the time according to the prevailing conditions.

ICOM must lead in forming the standards addressing to the museum by answering such questions as what a museum is, how collections must be described, how the institution is defined, what the concept of "cultural heritage" covers, etc.

In the second part of the answer to the question, we deem it appropriate to discuss how museums must change and adapt to ICOM's basic principles and values and to enrich their contributions?

Mission of museums are not only to communicate values coming from past to today but also to aim at safeguarding and communicating what today brought us to the future, by closely tracking current political, technological, etc. developments. In this context museums must become spaces where visitors become more of a participant and interactive connection between the collection and visitors/users becomes even stronger.

The latest updated museum definition of ICOM stresses the phrase of "museum in service of society and its development". In this context Turkish museums must assume development of the society as one of its principal duties and plan how to serve.

As emphasized, again in the definition, the museums may update their fee policies in order to be able to continue being non-profit institutions. Entrance fees of many museums are found expensive especially by the students and the enthusiasts. It is necessary to make the training and research services free and to support research aspect of the museums. It is important to update the museum legislation both in this field and in other fields too.

6- How do you think the things which must be done to solve the possible problems to be encountered over the next decade of museology in our country must be reflected to cultural policies?

It must be known that our cultural heritage can only be conserved by ensuring our people to gain awareness on this and to react accordingly. By remembering that the non-governmental organizations can influence up to hundreds of thousands of people through some campaigns, it is necessary to take into account that it is possible to cooperate with NGOs in line with the museological purposes.

It must be known that the cultural heritage of the societies can only be conserved by learning and cherishing them and that museums have very little to achieve, if every social circle is not sensitive about this. The contributions that can be made by the museums can only be possible through effective arrangements in the educational, cultural and tourism policies of the countries. An inclusive cultural policy involving the society must be created and such policy must be handled with a participative process. Cultural-artistic institutions must be shaped together with universities, museums, artists, NGOs and local administrations. For a peaceful museum, not only a single culture but all cultures and any syntheses thereof must be jointly promoted and tolerated. We must switch to cultural museums and develop and promote museums which introduce our culture and roots. Right to access to the culture must be improved.

It is necessary to consult with specialists who are qualified in their fields in the stages of determining cultural policies and abide by the principles as determined by such institutions as

UNESCO, ICOM and ICOMOS, which are engaged in cultural heritage area. Regional councils of culture must be organized and specialized councils must be formed. It is necessary to ensure sustainability of the cultural policies. The policies so formed must be inclusive and suitable for cherishing by the society. The circle of culture that the institutions shall create around starting from their immediate surroundings, from quarters, must expand and touch all tiers of the society. It is necessary to make a larger scale emergency action plan and to form emergency action rooms to be used in case of emergencies, such as war, natural disaster, etc.

It is necessary to associate the cultural policies and tourism policies and to base both of them on a solid ground while doing that. Instead of cultural policies that are indexed to the tourism, it is necessary to make policies which emphasizes the cultural values. It is necessary to handle museology by means of long term sustainable cultural policies and to take the steps to improve the same. The culture must be included in the sustainable development plans by giving due consideration to its environmental, social and economic dimensions. Precautions must be taken to prevent destruction of cultural remains, to pay special attention to protection areas and to prevent them from being zoned for development.

It is necessary to hire qualified personnel, to make significant changes to their personal rights to keep such personnel in our museums. Expert staff of the museums must not be limited to only archaeologists, art historians and historians. A modern museum, in addition to above mentioned fields, needs personnel specialized in marketing and communications, public relations, social media, conservation, restoration, guidance, business administration, education, pedagogy, psychology and technology. It is necessary to create a system which contains data on education and specialization of the museum experts.

Quality of the personnel who work at museums at every level must be improved, scientific studies of the museum experts must be supported, their relations with other museums in the world must be developed, their professional knowledge and experience must be increased and museum experts must specialize in at least one field. It is necessary to determine criteria and make policies for hiring the personnel. The specialist of the museum industry must be provided with training to increase their local and foreign knowledge and experience and the other personnel with continuous in-service training. One must remember the master -

apprentice relationship in museology, museum expert cadres must be ranked such as museum assistant expert, museum expert and museum chief expert.

It is a must to attach importance to development of relevant departments in the universities in order to raise new and qualified personnel to serve in museums. Quality of the post-graduate education which is regarded as a specialization step must be improved and the Ministry of Culture and Tourism must collaborate with the relevant institutions in this field.

Some arrangements are needed in museum education and the Ministry of Culture and Tourism must create a department regarding museum education. Such activities as museum education etc. must be based on voluntarism. National Education Ministry, universities and non-governmental organizations must sign joint protocols regarding museum voluntarism.

It is necessary to clarify the concepts in cultural arena and to give consideration to creating awareness in the society regarding cultural heritage. Distinction between and definition of city museum, ethnographic museum, intangible cultural heritage museum, etc. must be clarified. It is necessary to create the relevant supervisory mechanisms to preserve the intangible values without departing from their essences. Good legislation is needed for the purpose of preserving the intangible cultural heritage and transferring them to future generation intact.

The museums must be supported to act more autonomously and flexibly and to generate special solutions in such areas as collections, personnel, visitor policies, etc. State museums must be given the authority and possibility to expend some of the revenues they generate. The museums must be supported through special funds on project basis and private museums and public museums must cooperate in such areas as joint exhibition, events, etc. The museums must be transformed into living places within the life. Museums must be supported regarding revenue-raising events they shall hold within the museums provided that they are not against the general principles.

Modern national cultural policies must be created and reflected to cultural areas and museums. While planning the cultural policies, museums must be regarded not only as places to visit but both as places where educational and artistic activities are held and as a significant and inevitable element of the social construct.

Included in the primary issues that concern museums in terms of cultural policies, are cultural inventories. It is known that National Museum Inventory System (MUES - NMIS) is being developed for this purpose in Turkey. However in addition to public museums, private and institutional museums must also be capable of making entries in MUES both for the sake of struggling against the artifacts smuggled out of the countries of origin and for the sake of introducing national inventories nationally and internationally.

The fact that the introductory information of the artifacts being exhibited in archaeological museums illuminates the visitors and makes the imagination run, would make visiting a museum much more meaningful. It is necessary to develop an archaeological excavation information system for the activities carried out especially in the archaeological sites and make such system run integrated into national inventory system, thereby guaranteeing transferring the artifacts from in-situ exhibition to sharing them with the visitor through a scientific process.

It is expected in the next decade that the museums shall become diversified and increased in number. Museums of Turkey, first of all, must closely follow global trends and technologies in museology. Thanks to utilization of virtual applications emerged as a result of the advanced technology, it is expected that museums must also contain the augmented reality experiences.

It must be possible to offer solutions to overcome the autocratic obstacles which are experienced by private museums in many areas especially while bringing in exhibitions to Turkey from abroad. Scope of the museology, as a significant part of the cultural policies must be extended, private museums must be supported and incentives granted to private museums must be improved in terms of quality and quantity.

Events which bring together the museums established by the government, private individuals, local administrations, universities, NGOs, etc. and their personnel, must be organized and joint activities must be performed. A communication network must be established amongst and between the museums and museum personnel.

The share that the Ministry of Culture and Tourism receives from the general government budget and the budgetary item allocated from such share to the museums must be increased.

Attempts must be made to enable the museums to gain revenues while they are advertising themselves. The museums must be allowed to have a structure to generate their own revenues and make their own decisions. While it is beneficial to conduct the projects through development agencies, it is possible to generate revenues through the projects. A projects unit must be formed within the Ministry of Culture and Tourism for this purpose and the personnel must be informed and trained about how the projects shall be prepared.

While making the cultural policies, it must be remembered that the museums are places of social collective memory and that they must not be deemed as a commercial establishment nor assumed to serve only for touristic purposes. Maintenance-repair and exhibition of the collections safeguarded at the museums must be supported through scientific studies. While adopting a visitor focused museum understanding, a balance must be struck between the safeguarding and visitor regarding the prohibitions. We need to realize activities which aim at increasing museum quality rather than museum quantity. Museums must be made compliant with the global standards and minimum standards must be set for the museum buildings.

The national legislation setting forth the managerial structure of the public and private museums, their operation must be revised by the relevant parties who come together or new arrangements must be made regarding them. During these activities, the legislation regarding security and smuggling must also be revised and supervision and control must be ensured.

In addition to manifestation of required sensitivity while defining the museum, the Ministry of Culture and Tourism must take the necessary precautions in issuing "museum certificates". It would be an important and invaluable activity to check legal compliance of those institutions which previously received a museum certificate and to cancel certificates of those which fail to have equipment necessary for a museum. The private museums which received a museum certificate, whose names are listed on the web site of the Ministry and a plaque indicating their certification by the Ministry, must be routinely audited.

A museum understanding of the public museums, based on mutual collaboration, which shall be integrated into general public shall train/educate the children, thereby maximizing the museums' contribution to the society.

It is expected that the museums of Turkey must be more integrated in public sphere and create a perception of being an alternative place in the community life through events and exhibition encircling the society. The museums need to improve themselves in terms of tracking the social dynamics and develop policies to overcome such problems in the process.

In almost each round table of the workshop; it has been constantly voiced that important steps are being taken in Turkey regarding museology but a more successful and sustainable museum structure can only be realized through due consideration and fulfillment or furtherance of the above mentioned recommendations.

It is one of our expectations that this activity serve as a starting point for enabling our shared intelligence in pointing out the problems in the process ranging from creating strategies for our country's museums, to budgeting, from legislative efforts to eliminating the hardships experienced in the practice and form a firm foundation for the oncoming activities.

We are of the opinion that given the outcomes of this workshop and the synergy emerged therefrom, a platform must be created where the problems of museology are debated and solutions are sought after; that problems of museums can only be solved by regularly bringing together the legislators, representatives of public and private museums, NGOs and academia on this platform.

GENERAL EVALUATION

This activity which was initiated by ICOM through "Museum Definition", allowed us to discuss the function of the museum once more for the museologists throughout the world. Although it is a known fact that each country are doing their best to improve their museums and museology through their own possibilities and under its own conditions, ICOM's determination of the fundamental standards in international arena, would make it possible to give the museologists a common denominator.

The participants made important and valuable contributions for the future of museology not only in Turkey but also in the world.

The participants debated various problems, risks which affect all parties and many suggestions and evaluations in a vast spectrum of issues ranging from education/training to hiring of the qualified personnel in museums, from shortcomings of strategic planning and sustainable museum understanding to utilization of technology.

Remembering that artifacts in a museum which are mostly seen as a national cultural heritage item, are also parts of universal cultural heritage, museums are expected to adapt to ever-changing world through collaboration.

There is a need for planning and scheduling to eliminate physical (place and hardware), economic, personnel, education/training, energy, technological shortcomings of the museums, for updating the legislation and last but not the least for a qualified cultural policy. The museums must be deregulated to generate their own revenues and encouraged to utilize eco-friendly energy sources to generate their own energy.

The museologists are expected to act according to the strategies they shall set forth by forming their own mission, vision and targets as a necessity of the contemporary museology, to adopt interdisciplinary approach and to collaborate with local administrations, universities, NGOs and private sector.

It is necessary to take precautions and develop communication strategies in order to improve physical and technical infrastructure of the museums, to create content for the technological applications and make them sustainable, to construct museum locations suitable for the specific collections instead of gigantic museums and to create eco-friendly museums, to revise the legislation and to hire qualified personnel, to support the staff with in-house training, to improve quality of the scientific studies. It is also necessary to perform activities to solve budgetary problems of the museums, to create an awareness in order to generate revenues, such as governmental subsidiaries, private sector support, sponsors, incentives and local administration support, etc. in order to make the museums sustainable, while not seeing them as a source of revenue under a commercial operation. We need to be facilitating and supportive towards the museums in order to raise funds by realizing national and international projects.

SUGGESTIONS

ICOM Turkey's hosting an international even of ICOM, might be a very important opportunity for Turkey's introduction and an incentive for foreign members to visit Turkey. Moreover, in order to increase participation in international projects, museum specialists must be encouraged to participate actively and supported to go to them meetings and events. It is necessary to ensure cooperation amongst the museums and to facilitate foreign specialist to work in museums of Turkey. Thus the exchange of professional knowledge and experience amongst the experts shall be free.

An independent board must determine the participants to ICOM meetings. It must also be possible for those experts in rural museums to attend the meetings. The difficulties experienced in transferring knowledge and experiences of those participants of ICOM meetings, to other experts must be eliminated.

ICOM Turkey National Committee must be more active regarding the problems in the field and it is necessary to increase number of members of such organizations and ICOM. It is important to see concrete outcomes of these activities too.

ICOM gives an appearance of a virtual institution. It must be capable of facing the next decade and rolling up her sleeves in the field. It must be capable of helping us assess our organizational understanding dating back to 60s. We must attempt to track activities of ICOM on international arena and figure out how they can be adapted to Turkey.

ICOM must manifest itself more, increase its visibility and we should be able to clearly see reflections of ICOM in the field. It must not give the appearance of an institution which exists only for giving ICOM cards to enable holder of the card to visit the museums free of charge.

ICOM reports and its code of ethics must be translated and sent to all museums.

It is necessary to discuss non-governmentalization of ICOM in terms of work load and jurisdiction of GDCAM (General Directorate of Cultural Assets and Museums).

ICOM meetings can be held quarterly and hosted by one of the museums in Turkey. It is possible to organize workshops and events with participants from various disciplines involving museology.

ICOM Turkey must provide and distribute information and give memos about reporting of cultural assets in Turkey, its inventory, cataloging, etc. The reports so issued must be introduced and disseminated by the policy makers on national and international platforms. It is necessary to perform studies on museum and museology standards.

ICOM Turkey must perform workshops, surveys, revision and assessment activities with various focus groups on such issues as security in museums, safeguarding and conservation, restoration and maintenance, enrichment of visitor experiences, etc.

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