

Resources

The Peer Review section of the AAM Web site (www.aam-us.org/peer-review) contains many useful resources for effective peer review including

- Back issues of *NEWStandard* in .pdf format, including the Reference Desk column
- Links to discipline specific standards and professional practice documents as they become available
- E-copies of this manual and other program materials.

Professional Associations

American Association of Museums. The mission of the AAM is to represent the museum community, address its needs, and enhance its ability to serve the public. Programs and services include the Accreditation Program, the Museum Assessment Program, the Information Center for institutional members, advocacy for museum issues, a bimonthly magazine, a monthly newsletter, a bookstore of museum-related publications, the annual meeting, education seminars, and international programs. Membership is individual or institutional.

Contact information: 1575 Eye St. N.W., Suite 400
Washington, DC 20005
202/289-1818; fax: 202/289-6578
E-mail: info@aam-us.org; Web site: www.aam-us.org.

BoardSource (formerly known as the National Center for Nonprofit Boards). BoardSource is dedicated to increasing the effectiveness of nonprofit organizations by strengthening their boards of directors. Products and services include publications, videos, the Board Information Center, a Web site, workshops, governance consultants, and the yearly National Leadership Forum. Membership is individual (rather than institutional), but discounts are available for board and staff members enrolling as a group.

Contact information: 1828 L St. N.W., # 900,
Washington, DC 20036-5114
202/452-6262 or 800/883-6262; fax: 202/452-6299
Web site: www.boardsource.org.

Museum Trustee Association. The Museum Trustee Association provides programs and services that support museum trustees in their roles and provides forums to exchange ideas and information on matters of common concern. Products and services include a newsletter, conferences, workshops, the Information Center, and a trustee advocacy network. Membership is individual or institutional.

Contact information: 2025 M St. N.W., Suite 800,
Washington, DC 20036-3309
202/367-1180; fax: 202/367-2180
Web site: www.mta-hq.org.

Periodicals (Print and Electronic)

Board Café: The Newsletter Exclusively for Members of Nonprofit Boards of Directors. This electronic newsletter is self-described as “short enough to read over a cup of coffee.” Distributed monthly via e-mail, it offers a menu of ideas, information, opinions, news, and resources to help board members give and get the most out of board service. Co-published monthly by BoardSource and CompassPoint Nonprofit Services.

Subscriptions are free.
E-mail: boardcafe@compasspoint.org.
Web site: www.boardcafe.org.

Board Member is BoardSource’s flagship periodical offering governance tips, feature articles from leaders in the field, case studies of board dilemmas, news, and emerging trends. It is published monthly by BoardSource, with combined issues in July/August and November/December. *Board Member* is a BoardSource membership benefit, but individual subscriptions also are available. See contact information for BoardSource under Professional Associations above.

Museum News and Aviso. The bimonthly magazine *Museum News* and monthly newsletter *Aviso* are published by the American Association of Museums

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to keep the museum community up-to-date on important issues, developments, and trends in the field. *Museum News* includes articles about museum management, curatorship, marketing, cultural tourism, funding, security, ethics, and politics. *Aviso* provides up-to-date information on AAM activities and services, federal legislation affecting museums, upcoming seminars and workshops, federal grant deadlines, the AAM annual meeting, and the International Council of Museums. Both publications are benefits of AAM membership, but individual subscriptions also are available. See contact information for AAM under Professional Associations above.

Museum Trusteeship. The quarterly newsletter of the Museum Trustee Association provides updates on tax and legislative issues and briefs, news of upcoming events, helpful hints, and guides to assist trustees in their stewardship role. *Museum Trusteeship* is a membership benefit, but individual subscriptions are also available. See contact information for MTA under Professional Associations above.

Web Sites

The Alliance for Nonprofit Management is an association of individuals and organizations devoted to improving the management and governance capacity of nonprofits. Web site resources include a Frequently Asked Questions section on issues such as board development, strategic planning, and fund raising. The site also features *Pulse! The Online Newsletter of the Nonprofit Management Support Community*, which contains articles, survey results, and announcements of conferences and workshops.

Web site: www.allianceonline.org.

Free Management Library. The Management Assistance Program for Nonprofits provides management consulting and board recruitment services primarily to nonprofits in Minneapolis and

St. Paul. The Web site, however, features the Free Management Library, which is available to anyone. The Free Management Library is an integrated library of resources for nonprofits and for-profit businesses. The library has information on 675 topics; the section on boards of directors links to numerous articles and online resources.

Web site: www.mapfor nonprofits.org.

National School Boards Association. Although designed to serve the needs of one segment of the nonprofit world, the NSBA Web site features an Education Leadership Toolkit with sections useful to museums as well, such as strategic planning, policy, and facilities planning. The Toolkit is a collection of tips and pointers, articles, case studies, and other resources.

Toolkit Web site: www.nsba.org/sbot/toolkit.

Software

Building Museum Boards (Museum Trustee Association). This software-based tool presents templates to help boards create documents, spreadsheets, and presentations tailored to their needs. The package includes templates on the nomination process, profiles, job descriptions, orientation, and assessment. The package also includes nuts-and-bolts suggestions for using the materials and interpreting the results. The templates were created using Microsoft Office 2000.

Available from MTA: 202/367-1180

Web site: www.mta-hq.org.

Books

Mission and Planning

Creating and Implementing Your Strategic Plan: A Workbook for Public and Nonprofit Organizations, John M. Bryson and Farnum K. Alston (Jossey-Bass, 1999, 2nd Edition). Companion to Bryson's *Strategic*

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Planning for Public and Nonprofit Organizations (Jossey-Bass, 1995).

The Five Most Important Questions You Will Ever Ask About Your Nonprofit Organization, Peter F. Drucker (Jossey-Bass, 1993).

Mastering Civic Engagement, A Challenge to Museums (American Association of Museums, 2002).

Museum Mission Statements: Building a Distinct Identity, Gail Anderson, ed. (American Association of Museums, 1998). Twenty museum professionals share their memorable experiences and bring to life the principles and techniques for attaining a mission statement that inspires and energizes. This book provides step-by-step guidance in writing or evaluating a museum mission statement and how to use it effectively.

A Planning Process for Public Gardens and Other Not-For-Profit Organizations, The Longwood Graduate Program (University of Delaware, 1990). Clear, concise, and available free of charge by contacting Ms. Gerry Zuka, Program Secretary by telephone at (302) 831- 2517 during regular business hours, or by email at gerryz@udel.edu.

Interpretation

Excellence and Equity: Education and the Public Dimension of Museums (American Association of Museums, 1992).

Exhibition Planning and Management: Reprints from NAME's Recent and Recommended (American Association of Museums/National Association of Museum Exhibition, 2000).

Introduction to Museum Evaluation, Minda Borun and Randi Korn, eds. (American Association of Museums, 1999).

Museums: Places of Learning, George E. Hein and Mary Alexander (American Association of

Museums/Education Committee of the AAM, 1998).

Museum Strategy and Marketing: Designing Missions, Building Audiences, Generating Revenue and Resources, Neil Kotler and Philip Kotler (Jossey-Bass, 1998).

Production of Museum Publications: A Step-by-Step Guide, Helen Keabian and William Padgett (Gallery Association of New York State, 1990).

Standards Manual of Labels and Signs (American Association of Museums/ Metropolitan Museum of Art, 1995).

The Virtual and the Real: Media in the Museum, Ann Mintz and Selma Thomas, eds. (American Association of Museums, 1998).

Collections Stewardship

A Legal Primer on Managing Museum Collections, Marie C. Malaro (Smithsonian Institution Press, 1998). A sound overview of legal issues pertaining to collections. Chapter 3 contains a good primer on collections management policies.

A Deaccession Reader, Stephen E. Weil, ed. (American Association of Museums, 1997).

The New Museum Registration Methods, Rebecca A. Buck and Jean Allman Gilmore, eds. (American Association of Museums, 1998).

Preservation Planning: Guidelines for Writing a Long-Range Plan, Sherelyn Ogden (American Association of Museums/Northeast Document Conservation Center, 1998).

Storage of Natural History Collections: A Preventive Conservation Approach, Carolyn L. Rose, Catharine A. Hawks, Hugh H. Genoways, eds. (Society for the Preservation of Natural History Collections, 1995). This 458-page book covers creating, managing, and monitoring storage facilities, selecting and testing

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storage equipment and materials, storing archival collections and collection documentation, and funding for collections care.

For more information see the SPNHC Web site at www.spnhc.org

Storage of Natural History Collections: Ideas and Practical Solutions, Carolyn L Rose and A. R. de Torres, eds. (Society for the Preservation of Natural History Collections, 1995.) Soon to be reprinted. 113 articles on practical applications of storage systems for everything from vertebrate teeth to ethnic costumes to large fossils. Each article details step-by-step instructions for the construction of support and storage systems for various types of museum collections. The articles are grouped into subsections such as supports, containers, shelving, and organizational systems. The book also includes a glossary of terms, lists of materials, and names and addresses of manufacturers and suppliers.

For more information see the SPNHC Web site at www.spnhc.org.

Administration and Finance

2003 Museum Financial Information (American Association of Museums, 2003). A comprehensive look at financial data from the full range of American museums. Useful in benchmarking.

The Budget-Building Book for Nonprofits: A Step-by-Step Guide for Managers and Boards, Murray Dropkin and Bill LaTouche (Jossey-Bass Inc., 1998).

The Essentials of Management, reprint package from *Museum News* (American Association of Museums).

Financial Responsibilities of the Nonprofit Board, Andrew S. Lang (BoardSource, 2003). This booklet is designed to help board members understand their critical responsibilities in the key area of financial oversight. Written in non-technical language for both experienced and new board members, this

comprehensive publication explains the important issues board members should address including financial planning, reviewing the audit, and establishing accounting policies and procedures. It also describes the major financial roles in nonprofits including the treasurer, finance committee, and controller. Checklists on tax and regulatory filing and specific questions the board should ask also are featured.

A Museum Guide to Copyright and Trademark, coauthors: Michael Shapiro and Brett I. Miller, Morgan, Lewis & Bockius LLP. Edited and introduced by Christine Steiner. (American Association of Museums, 1999).

Museum Job Descriptions and Organizational Charts (American Association of Museums, 1999).

Standard Facility Report (American Association of Museums/Registrars Committee of the AAM, 1998).

Governance

"The Accountable Organization," Sandra Trice Gray, *Association Management Magazine* (September 1995). Article available at the Independent Sector Web site:

www.independentsector.org/programs/leadership/asae_articles.htm#The Accountable Organization.

Boardroom Verities: A Celebration of Trusteeship with Some Guides and Techniques to Govern By, Jerold Panas (Precept Press, 1991; reissued 1998). This book is a salute to trusteeship that looks at why men and women are willing to join boards and give their time, compassion, and commitment. Based on interviews with over 100 trustees, the stories and anecdotes are filled with philosophy and common-sense advice on questions ranging from optimum board size to the necessary number and types of committees to selecting officers and new members. A board-assessment rating system also is included.

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Boards that Make a Difference: A New Design for Leadership in Nonprofit and Public Organizations, John Carver (Jossey-Bass, 1997). This book addresses policy development, the board-executive relationship, officers and committees, and making meetings work, among other things. It is designed for both the chief executive and board members alike.

Code of Ethics for Museums (American Association of Museums, 2000). This book is the primer on ethical issues regarding the governance and operation of museums. Adopted in November 1993 and revised in 1999 by AAM's board of directors, this code provides a framework for developing an institution's own code of ethics and reflects the current, generally understood standards of the museum field. Issues covered include governance, collections, programs, and promulgation. Available from the AAM bookstore; 202/289-9127

Governing Boards: Their Nature and Nurture, Cyril O. Houle (Jossey-Bass, 1997). This book has chapters on the human potential of boards, the structure and operation, and external relationships of boards. A rating scale for boards is included as an appendix. The NonProfit Times said in its review: "Should be required reading for every new board member."

Hiring the Chief Executive (Revised): A Practical Guide to the Search and Selection Process, Sheila Albert (BoardSource, 2000). This booklet is designed both for organizations that are conducting the search internally and those working with an executive search firm that want a detailed overview of the search process. Topics include hiring an interim executive, determining salary and benefits, diversifying the candidate pool, and involving staff in the selection process. It walks board members step-by-step through the selection process—creating a search committee, deciding the qualifications of an ideal candidate, screening and interviewing candidates, and making the final decision.

How to Help Your Board Govern More and Manage Less, Richard P. Chait (BoardSource, 2003). This 33-page booklet helps board members distinguish between shaping policy and hands-on management. It offers specific procedures and policies that chief executives, board members, and senior staff can follow to clarify the board's role and strengthen its capacity to govern.

The Legal Obligations of Nonprofit Boards: A Guidebook for Board Members, Jacqueline C. Leifer and Michael B. Glomb (BoardSource, revised 1997). Two attorneys with extensive nonprofit experience wrote this primer. Written for those without a legal background, it translates technical law into everyday language to help board members better understand their legal and fiduciary responsibilities. It includes new sections on the Lobbying Disclosure Act, the Volunteer Protection Act, intermediate sanctions, and changes to the Internal Revenue Code that increase the obligation of tax-exempt organizations to publicly disclose federal tax returns. In addition, the booklet outlines how to avoid personal liability, how to structure contracts with outside parties, and standards of conduct for board members.

Measuring Board Effectiveness, Thomas P. Holland and Myra Blackmon (BoardSource, revised 2000). This booklet helps board members examine and improve board performance and incorporate ongoing board education into regular board business. It also includes information on retreat planning and building group cohesion. Included is a self-evaluation questionnaire, instructions for scoring and interpreting the evaluation, and the results from more than 250 nonprofit organizations who have measured effectiveness using this tool.

Museum Governance: Mission, Ethics, Policy, Marie C. Malaro (Smithsonian Institution Press, 1994). This book explains the purpose and use of professional codes of ethics and offers a philosophical discussion of trusteeship. It also discusses how to set collection

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strategies, balance mission and entrepreneurial ventures, handle deaccessioning, maintain effective board oversight, approach automation, and deal with repatriation requests.

Nonprofit Board Answer Book: Practical Guidelines for Board Members and Chief Executives, Robert C. Andringa and Ted W. Engstrom (BoardSource, 2001). This book is written for seasoned as well as new nonprofit board members. Governance issues are addressed in a question-and-answer format. Some of the nuts-and-bolts information include recruiting committed and active board members; involving the board in fund raising; defining responsibilities of the board chair, chief executive, and board members; and stepping down—a dozen soul-searching questions for the chief executive. Action steps, real-life examples, and worksheets are also included

Self-Assessment for Nonprofit Governing Boards Kit (BoardSource, revised 1999). The kit is designed to help nonprofit boards determine how well they are carrying out their responsibilities and identify areas that need improvement. The 20-page confidential questionnaires enable board members to evaluate the board's performance as well as their own contributions. The 60-page user's guide leads the board facilitator through the process; it includes sample forms and instructions for tabulating the results.

"Seven Practices of Super Boards," James E. Orlikoff, *Association Management Magazine* (January 1998). Reprints available from the American Society for Association Executives.

Standards for Excellence: An Ethics and Accountability Code for the Nonprofit Sector (Maryland Association of Nonprofit Organizations, 1998). This pocket-sized spiral bound book contains an excellent summary of the ethical and accountability responsibilities of a nonprofit governing authority. Available from the Maryland

Association of Nonprofit Organizations, 190 West Ostend St., Suite 200, Baltimore, MD 21230; 410/727-6367 or 800/273-6367; fax: 410/727-1914.

Ten Basic Responsibilities of Nonprofit Boards, Richard T. Ingram (BoardSource, 2003). This is the definitive overview of nonprofit governance responsibilities. Aimed at private, nonprofit institutions, the guidance is broadly applicable to other governance structures as well.

Writing a Museum Code of Ethics (American Association of Museums, 1993). This book outlines a step-by-step approach to writing a code of ethics consistent with your museum's mission. It includes a definition of ethics in the museum context, a case study of one museum's experience, and a section on trustee involvement in development and implementation of a code of ethics. It also includes a survey of regulations and their relationship to museum ethics, sample codes from U.S. museums, readings, and a list of additional resources.

Organizational Development

The Dance of Change, Peter M. Senge, Charlotte Roberts, Richard B. Ross, Bryan J. Smith, Art Kleiner (Doubleday, 1999).

The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization, Peter M. Senge, Charlotte Roberts, Richard B. Ross, Bryan J. Smith, Art Kleiner (Doubleday, 1994) Reader-friendly with excellent sections on building a sense of commitment in a group, team learning, and systems thinking.

New Visions: Tools for Change in Museums (American Association of Museums, 1995).

The Organizational Development Learning Cycle: How We Can Learn Collectively, Nancy Dixon (McGraw-Hill, 1994).

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Power Up: Transforming Organizations Through Shared Leadership, David L. Bradford and Allan R. Cohen (John Wiley & Sons, 1998).

The Systems Thinker, edited by Colleen Lannon-Kim (Pegasus Communications, Cambridge, Mass.; newsletter). www.pegasuscom.com/.