

Study on the Management and Development Strategies of Volunteers in University Museum

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Abstract: Volunteers are of great value to improve service quality and business innovation of university museums. This paper combines with the long time experience of volunteer management, summarizes the self-management mode of volunteers in the whole life cycle, and puts forward some opinions on how to manage and make good use of volunteers. That is, create a good environment for volunteer service via scientific guidance, adequate security, perfect system, targeted training and appropriate awards, so that volunteers can obtain a sense of honor and mission, while promoting the healthy development of university museums

1. Introduction

In 2019, the general office of the Ministry of Education of China issued the opinions on strengthening the management of university museum, which once again emphasized the important role in rejuvenating the country through science and education, meeting the spiritual and cultural needs of the masses, and inheriting excellent traditional culture [1]. In this context, the construction and development of museums have attracted enough attention of colleges, and university museums also re-examine their own campus and social responsibilities, with an increasing range and more forms of services, constantly exploring new ideas, new methods and new experiences. With the expansion of the demand, the workload of university museum is increasing, while the relevant policies on human and property are obviously lagging behind, especially the shortage of human resources [2]. Therefore, in order to ensure the smooth development of the work, most university museums introduce the concept of voluntary service [3]. Scholars have introduced the university museums in Athens [4], Bergen [5] and New South Wales [6] respectively, showing that university museum are rapidly develop all over the world, but each museum has its own characteristic, so the management mode must be made according to the own truth.

2. Significance of volunteer service in university museum

2.1 Make up the staff shortage and improve service quality

Under the guidance of national level, university museums have changed the passive service mode dominated by in-house explanation to active and all-round science popularization exhibition and teaching and collection research. However, due to the shortage of manpower, a large number of audiences could not get high-quality service in the museum, let alone the colorful activities outside, which led to the university museum being questioned. In addition, the service objects of university museums are very complex. There are students of all grades and majors, teachers, leading cadres and social personages of different ages and cultural backgrounds, whose demands for services are also different. But the different gender, age and professional volunteers can make up for the deficiencies and defects in this respect. Except professional collection introduction, they can provide special services for people with different needs, and can quickly establish common topics with visitors and get their opinions and feedback. In this way, not only can the staff concentrate on their work with full enthusiasm, but also can effectively improve the service quality and recognition of university museums.

2.2 Promote work innovation and help cultural education

Most university museums have the same problem of limited collection quantity and exhibition hall space. In modern society, the measure of a museum's success is no longer how many collections it possesses, but how much it can meet the needs of the audience. The staff of university museum is limited, so the innovation of work or the operability of innovative business is limited. As university museum volunteers, the students have active thinking, especially born in the era of network information, they are good at generating creative inspiration through brainstorming, and inject strong power into the business innovation of university museums. At the same time, these new young people have strong executive power, can quickly master new tools and methods, and help the planning and implementation of various works.

2.3 Show individual ability and practice volunteer spirit

On October 24, 2018, Chinese President Xi Jinping emphasizes the important role of college students in carrying forward and inheriting the excellent national culture, makes it clear that students should be down-to-earth. When college students participate in the volunteer work of university museum, on the one hand, they can learn the historical and cultural knowledge related to the collections, increase their talents, on the other hand, they can comprehensively improve their ability such as communication, organization, language expression and problem-solving in the process of volunteer service, which is conducive to the improvement of personal comprehensive quality. In addition, they can sublimate their spiritual realm and ideological and moral quality, highlighting the spirit of dedication, friendship, mutual assistance and progress in volunteer service.

3. Volunteer management mode of Art Museum of Wuhan University of Technology

3.1 Volunteer recruitment

The general composition of the team is shown in Figure 1. Recruitment work mainly includes planning, publicity, preliminary screening of application form, interview. The recruitment plan is determined by the standing meeting of the team and serves as a guide during the whole recruitment process. The recruitment and publicity work are completed by the media publicity department, which mainly involves the design and production of poster boards, promotion of application forms, online and offline publicity, etc. According to the preliminary screening of the application form, each department can complete the interview independently within the specified time. The personnel to be recruited are determined according to the difference of the number of personnel required by the department. The team member inspection runs through the whole process, and individuals can withdraw at any time.

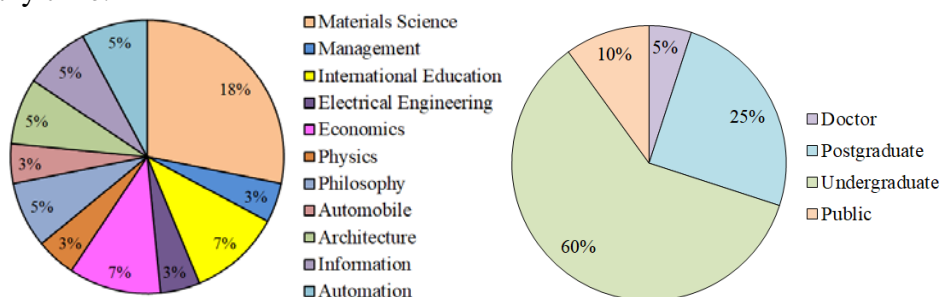


Figure 1. Major and Grade Compositions of the Volunteer Service Team

3.2 Volunteer training

This work is carried out in the form of knowledge lecture, salon discussion, field visit and operation. The collective training includes the training of library information, etiquette and safety training conducted by professional guests. Group training refers to professional skills, which is organized and carried out by various departments within the specified time, and the team members with professional skills are invited to carry out training according to the actual work needs. For

example, the science popularization department mainly trains the collection related historical culture and art knowledge, explanation skills and etiquette, language expression ability; the media propaganda department mainly trains the design and production, software operation, news writing; the culture promotion department mainly trains the forms of science popularization exhibition and teaching, and the external communication and cooperation ability.

3.3 Volunteer assessment

The work will be carried out independently by each department according to the established plan. Assessment methods vary significantly due to the nature of the work of each department. For example, the assessment method of the popularization department is simulated interpretation, and the examiners comprehensively score and evaluate the fluency, appearance, audience interaction, knowledge extension and other aspects according to the performance of the new team members; the media publicity department conducts the assessment through the poster design competition, news report evaluation and other channels. Each department will rank the personnel participating in the assessment, and determine the final recruitment list according to the difference, so as to ensure the selection quality. Finally, the team leader will report the employment results to the public and at the same time do a good job of psychological counseling for the students who have lost the election.

3.4 Volunteer turnover

At the beginning of the new academic year in September, the team will make statistics on the status of the members, and conduct the general election and competition for appointment. First of all, exchange between departments. All team members can re-select their work departments according to their personal interests and time arrangement, and the deputy team leader will assess and employ them. Then, the team leader and deputies are competing for appointment, and all members have the right to vote and to be elected. The executive meeting shall study and formulate the general election plan, explain to all members, solicit the intention of competition within the specified time, and prepare the competition report. The competition is presided over by the instructor. In principle, all members participate in the competition, listen to the candidates' reports, and elect the new team leader and deputy team leader by secret ballot, and report to the superior management department.

4. Suggestions on volunteer management

4.1 Scientific guidance and strong support

On the premise of a high degree of autonomy of the volunteer team, museums should give guidance on the general policies of volunteer work, and ensure the correct ideological awareness and theme direction. At the same time, the instructor should actively respond to students' questions and feedback, and help them analyze and solve problems when they are uncertain. In the process of implementing the decision-making and promoting the activity plan of the team, it is inevitable to encounter a variety of problems, such as the shortage of activity funds, renting of activity venues, poor external contact, etc. Instructors should coordinate and solve the problems within the scope of conditions and systems, promote the smooth and effective development of the activities, and let volunteers feel strong support.

4.2 Create good team environment

On the premise that volunteers perform their duties and responsibilities, museums should publicize and implement team culture to volunteer teams, and support joint exhibitions, such as visiting and learning, going out for development, and literature and art get-together, so that students can not only learn excellent team culture, recognize the importance of teamwork, but also show colorful personalities and strengthen mutual cooperation communication. Through the above measures, create a good team atmosphere; enhance the enthusiasm and initiative of volunteers to participate in volunteer service, as well as team cohesion and sense of belonging.

4.3 Long-term training to improve ability

This requires the announcer to have a wide range of knowledge, and more important contingency and on-the-spot ability. These abilities are not acquired by reciting several speeches and reading several books, but by long-term and uninterrupted learning accumulation and theoretical practice process. Therefore, museums should pay attention to the ability improvement of volunteers, and formulate effective training system for different volunteers or different work stages of the same volunteer. For example, organize regular cultural lectures, experience exchange meetings, technical competitions and other activities are held for different topics, or volunteers with common interests and hobbies carry out small-scale thematic discussions and salon activities.

5. Conclusion

The university museum has gradually entered the ordinary people's life from the sacred campus. With the continuous expansion of the demand of the school and society, as well as the expansion of the museum's business scope and workload, the necessity and importance of voluntary service are increasingly apparent. University museums must start from their own work needs, establish and improve the volunteer service management system and management ability, take multiple measures, manage and make good use of volunteers, stimulate their work enthusiasm, helping the healthy development of university museums and even the inheritance and innovation of culture.

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