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Leadership and Ethics Analysis of Liuzhou City Museum

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Leadership and Ethics Analysis of Liuzhou City Museum

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Executive Summary

The Siegel Institute for Leadership, Ethics and Character (SILEC) is an academic department to develop and promote ethical leadership among individuals and organizations through education, service and applied research. SILEC leadership changed recently while a new interim executive director brought in a leadership style that is transformational and supports the team concept. The strategic plan of FY2009-2010 demonstrates SILEC will devote more efforts to courses development.

By using leadership and ethics knowledge to analyze Liuzhou City Museum (LCM), I emphasize attention to grow ethics culture in effective stewardship and create accountability mechanism to reduce ethics risk. And I also use SILEC moral decision making model to analyze the issue about whether to deduct wage when employees ask for leave. LCM has confronted financial pressure in raising and managing funds, and I make a feasibility research on for-profit and nonprofit social force intervention to museum management.

My experiences in SILEC included reading related books, article and news about leadership and ethics, researching on ethics in the arts, museums and global ethics and comparison with non-profit museum between China and America.

Graduate Certificate in Leadership and Ethics is the core competence in SILEC, but the lack of proper evaluation system and undeveloped demand market restrict improvement. My suggestions are establishing original leadership and ethics case base, innovating curriculum system, and enhancing online courses.

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Introduction

Throughout its history, the mission of Siegel Institute for Leadership, Ethics and Character (SILEC) has focused on principled centered leadership through teaching, research and service. Beginning with 2002 the inaugural year, the Institute has produced an array of programs and activities uniquely designed to link leadership and ethical behavior, which has profoundly and positively influenced the campus community, as well as the community at large. ¹

The KSU 2002-2003 academic year was themed, "Courage to Lead for the Common Good," in respond to tragedies of 9/11 that engulfed corporate America and difficult politics of the times. Dr. Siegel's response to those challenges was to renew our dedication to leadership for the common good, knowing the challenges of being a leader and the personal courage needed to enter the arena if one is to lead ethically. This gave birth to the Center for Leadership, Ethics & Character.

In January 2009, Dr. Dorothy Zinsmeister became the interim Executive Director of The Siegel Institute for Ethical Leaders. Under Dr. Zinsmeister's leadership, The Institute will continue to focus on the core beliefs that established this organization while adapting to an evolving world. The institute will use the latest techniques and relevant programming to strive to build ethical leaders from the inside out.

SILEC is an academic department and responds directly to Executive Director.

¹ <http://www.kennesaw.edu/siegelinstitute/history.htm>

SILEC is a separate institute under no department or school and independently deals with academic affairs and makes academic reports. Now SILEC has four full-time staff, including an Interim Executive Director, an Assistant Professor of Leadership, an Admissions Counselor and Program Coordinator, and an Administrative Associate and Office Manager. So the organizational structure of SILEC is a functional structure, which combines employees together based upon the functions of specific jobs within the organization.

Dr. Zinsmeister has tried to move the SILEC smoothly forward, do more short-term programs, and make future plans prudently. She has all duties and responsibilities that a formal director needs. She has reviewed what were former directors have done in the past, and through conversation has accessed good objects for future planning. When a permanent full-time director is selected, a plan will be in place to serve as a guide. Then the now director can focus on implementing the plan. So the plan doesn't end, and new director doesn't have to start from scrap. She maintains the attitude of research and doesn't make decision in a vacuum following the past vision of SILEC should be. I think maybe SILEC could get an improved director to move their institute forward.

Thomas Creely, Assistant Professor of Leadership, is the only person for teaching in SILEC. He offers four classes that interest in the areas of the SILEC mission also is his responsibility. He has developed and taught professional continuing education and training curricula in ethics, conflict resolution, strategic planning, religious diversity, and more. At the Siegel Institute, Dr. Creeley develops curriculum and teaches courses in the

Graduate Certificate in Leadership and Ethics program and the Ethical Leadership Certificate non-degree program. He also spearheads initiatives to take Siegel Institute programs into Atlanta-area communities as well as into national programs.²

Joann Trodahl, the Admissions Counselor and Program Coordinator, serves as the Admissions Counselor for both the partner certificate and the exclusive certificate of Institute's Graduate Certificate in Leadership and Ethics, as well as the professional development courses. Her responsibilities as Program Coordinator include supporting each of SILEC's initiatives with tactical coordination and implementation, from events to the academic and non-degree programs now offered by SILEC.

Gail Carlson, the Administrative Associate and Office Manager, primary responsibility is to support the Managing Director with meeting and travel coordination, correspondence, and preparation of presentations, proposals, and documentation. As the Office Manager, Gail is responsible for receptionist duties, administering the SILEC budget and coordinating general financial affairs. She also oversees student assistants, and supports the overall operation of the Institute.

Because there are few people, the job duty and responsibility is easy to classify, that is a less friction and more flexibility in this workplace. At the same time, staffing patterns reflect entity mission and priorities making it effective.

² <http://www.kennesaw.edu/siegelinstitute/staff.htm>

Leadership

Situational leadership focuses on leadership in situations. The basic premise of the theory is that different situations demand different kinds of leadership. From this perspective, to be an effective leader requires that an individual adapt his or her style to the demands of different situations.³

Transformational leadership refers to the process whereby an individual engages with others and creates a connection that raises the level of motivation and morality in both the leader and the follower. This type of leader is attentive to the needs and motives of followers and tries to help followers reach their fullest potential.⁴

SILEC leadership changed recently due to unethical behavior of the previous executive director. Obviously, it is important that the behavior be congruent with the principles and values of ethical leadership. Otherwise, it would be hypocritical to espouse ethical leadership while one's own behavior exemplified ethical misconduct. From July 2008 until January 2009, SILEC did not have an executive director. KSU administration in January appointed Dr. Zinsmeister as interim executive director.

Dr. Zinsmeister has brought in a leadership style that is transformational and supports the team concept. She has used her position as executive director to empower the SILEC staff and to make connections across the campus with the colleges, departments, and faculty to include them in the SILEC mission as it is defined. Her

³ Peter G. Northouse. *Leadership: Theory and Practice*. 2th ed. Sage Publications, Inc. 55

⁴ Peter G. Northouse. *Leadership: Theory and Practice*. 2th ed. Sage Publications, Inc. 132

leadership style includes situational leadership techniques that are tailored to the specific situation or event. She brings with her vast knowledge, experience, and wisdom having been in other leadership positions during her career. Dr. Zinsmeister is secure in herself and abilities to lead. However, she is always willing to learn and take suggestions. She is not a micro manager. She trusts her associates to get the job done and ensures they have the resources to make good things happen for students and the community. Dr. Zinsmeister's behavior is congruent with the values of the Siegel Institute for Leadership, Ethics and Character. Those made the Siegel Institute Staff hold each other accountable noting that their actions reflect the public face and reputation of the Institute.

The Programs and Events

SILEC has had its challenges in the area of ethical leadership in the past. There have been significant changes since SILEC inception. In its seven year history, SILEC has had four different directors. This past year SILEC lost three staff members an executive director, assistant executive director, and a public relations person. Because of this lack of stability in leadership, SILEC has not been able to develop the correct vision for its purpose. If you don't have a vision, you don't know what your mission is. This has definitely been the antithesis of what SILEC is suppose to be about in its mission.

The most stable part of SILEC has been the Graduate Certificate in Leadership and Ethics Program which has grown significantly this year. It was begun in fall of 2007. In

fall 2008, the certificate program had its largest enrollment and had the first two graduate students to complete the certificate. ILEC 8980 Leading and Shaping an Ethical Culture was developed and taught for the first time. The Executive Secretary of the Association for Practical and Professional Ethics believes ILEC 8980 is the only course of its kind anywhere in the U.S. This semester ILEC 8940 Ethical Leadership in a Global Context was developed and taught for the first time at SILEC. SILEC 8940 Directed Study is scholarship research or project oriented. For instance, one student is developing an ethics course for the Army Reserve Officer Training Corps (ROTC). Research or projects have to make a practical contribution to the university or the community. ILEC 8900 Special Topics is for a specifically tailored course such as ethics of technology, ethics of art, ethical leadership in non-profits, etc.

The Phenomenal Women's Program is an annual seminar designed to empower women to assume leadership roles and promote ethical leadership skills among women in the workforce. This has been a successful operation for the past several years.

A recently implemented program is the "Lunch and a Book or Movie" series. A book is read or movie is watched by students and faculty. Then they come together for lunch and discussion of the ethical and leadership issues and principles evident in the book or movies. This program creates academic debate, stimulates critical thinking, and promotes the exchange of ideas across academic disciplines. Ten professors select ten students to participate for each program. The program is conducted about four to six times a year.

More programs will be added as SILEC defines the mission. In ethical leadership, there is much that they can do. What is important is to develop a strategic plan to meet the needs on campus and in the community.

Strategic Planning

Strategic planning is deciding where you want to be in the future (the goal) and how to get there (the strategies). It sets the organization's direction proactively, avoiding 'drift' and routine repetition of activities.⁵

SILEC is funded primarily through a combination of external and internal grants which support specific events and activities. The day to day operations of the Institute are generously supported by Kennesaw State University Office of the President. The Institute currently seeks support in the form of Activity and Event Specific Grants, Sustaining Endowment of the Center, Endowed Chair in Ethics and Corporate or Individual Gifts.

According to SILEC's strategic planning, it determines where is going over the FY2009-2010 and how it will get there. (See table 1)

⁵ Wilcox, Dennis L., Cameron, Glen T., Ault, Phillip, and Agee, Warren K. (2008). Public Relations Strategies and Tactics, 9th ed. Boston: Pearson. 151

Table 1:

GOALS	ACTION STEPS	COMPLETION DATE	BUDGET
1.To enhance and expand academic programs and delivery	A. Expand graduate certificate options B. Develop an additional online course for the graduate certificate C. Identify highly qualified faculty to teach certificate courses D. Begin discussions of including/expanding ethics in the general education curriculum E. Launch Institute webpage F. Minigrants for research on leadership and/or ethics	A. Fal1 2009 B. Spring 2010 C. Fall 2009 D. Fall 2009 E. April 2009 F. Fall 2009	B. \$3000 C. \$3000×9=\$27,000 F. \$5000×3=\$15,000
2. To improve retention, progression, and graduation rates while maintaining high quality	A. Implement and publicize a two-year course schedule B. Assess, support, and implement best-practice teaching strategies for online learner-centered teaching	A. Summer 2009 B. August 2009- June 2010	
3. To expand campus resources and enhance campus infrastructure			
4. To enhance student life activities and prepare students to be leaders	A. Create and implement a graduate student leadership program B. Publish a regular ethics column for the Sentinel C. Support a student Ethics bowl organization	A. August 2009- May 2010 B. September 2009 C. Fall 2009	A. \$1000 C. \$3000
5. To improve service, strengthen accountability, and establish a stronger sense of community	A. Create and implement a department chair leadership program B. Establish an ethics seminar series to be offered FY 2009-2010 that provides faculty the opportunity to integrate ethics into classes, research, and curriculum development C. Establish a yearly, themed schedule for Lunch & Book/Film events at the Institute D. Establish an advisory board for the Institute	A. Fall 2009 B. August 2009- May 2010 C. Fall 2009 D. Fall 2009	A. \$1000 B. \$2000 C. \$600/event×4=\$2400 D. \$250

	E. Expand partnerships on campus	E. 2009-2010	
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SILEC exists to develop and promote leadership and ethics among individuals and organizations who are members of Kennesaw State University, and part of the greater metro -Atlanta community. Through the courses that it offers, the services that it provides, and the programs and applied research that it supports, SILEC seeks to inspire, enable, and promote ethical conduct, leadership, and decision-making for the common good.

SILEC's core competence is the only institute to offer Graduate Certificate for Leadership and Ethics at the master's degree level in the southeastern United States. Core competencies can not only set up in the curriculum, but also reflected in the quality of professors, training methods, training conditions and training services. Now, SILEC will spend \$3000 in additional online course, \$27,000 in identifying highly qualified faculty, \$15,000 in minigrants for research, \$2000 in establishing an ethics seminar series and \$2400 in establishing Lunch & Book/Film events. All of those totaling \$49,900 improved the development of core business.

The 2008 Phenomenal Women's Conference

The scope statement is the single most important document in the project and is referred to when making all project decisions. Therefore, it should clearly outline project boundaries, making it easier for the project manager and team members to identify any and all work that must be completed. The scope typically describes the following aspects

of a project: project description, the justification or opportunity, goals and objectives, deliverables, milestones, assumptions, limits and constraints, the statement of work and the customer interface.⁶

The 8th Annual Phenomenal Women's Conference held on April 3, 2008, aimed at shaping a legacy of leadership: Economic Empowerment of Women, and was planned to inspire, empower and equip women from all walks of life.

The project description is that planning for the conference started with a Steering Committee Meeting held on June 28, 2007. At that time the conference title was decided upon, an agenda planned, marketing discussed, and the Phenomenal Woman Award agreed upon. Subsequent steering committee meetings were held on October 4, 2007, February 7, 2008, March 13, 2008, and a wrap-up meeting held after the conference on April 23, 2008. Informal meetings between ILEC staff were held much more frequently to discuss specific program issues.

The goals and objectives are to ensure preparation will be done at the coming 9 months and participants could smoothly reach conference.

The deliverables involves conference space, agenda, logistics, invitation, menus for the conference, decoration,

The milestones are as follow:

1) The conference space for the PWC in the KSU Center (both the large conference rooms [rooms 300 and 400] and at least 6 workshop rooms) is always booked at least a

⁶ Kanabar, V. and R. Warburton. *MBA Fundamentals of Project Management*. Kaplan, 2008. 46

year in advance.

2) Complete agenda, logistics, catering requirements, and registration fees were discussed and agreed upon during the October 4, 2007 by steering committee meeting. Review and Discussion of the application process for the Phenomenal Woman Award was also agreed upon.

3) Menus for the conference (continental breakfast, the reception, and the gala dinner) were discussed at the October 4 steering committee meeting. Sodexho Catering was contacted early in 2008 and final menu decisions made early in March 2008. SILEC was in constant contact with Sodexho the week before the conference to be sure the count for breakfast/the reception was accurate. Wine was purchased by the Siegel Institute but the wine service was provided by Sodexho. Sodexho also decorated KSU Room 400 for the lunch and dinner (the Siegel Institute did not have to buy flowers). University Events has a supply of butterfly paraphernalia that is used for each PWC. We did not have to pay for these decorations.

4) Marketing/Publicity. Marketing the conference started in October 2007 with a sponsorship brochure being sent electronically to a variety of targeted people/organizations. PWC materials were also taken to every event that Siegel Institute faculty/staff attended from October 2007 through March 2008. A variety of brochures with agenda/speaker information, registration costs, and the registration link were developed and sent out electronically (Constant Contact and through KSU campus blasts) from October through March. The Siegel Institute also utilized Daybooks for publicizing

the event. A very comprehensive PWC web page with the agenda, registration costs, and the registration link was also developed and added to the Siegel Institute web site in January 2008. The Institute partnered with a variety of women's organizations and shared conference information between web sites. The conference program was developed mid March 2008. It was commercially printed a week before the conference.

Guidelines for nominations for the Phenomenal Woman Award were sent out in October with a deadline date of December 14, 2007. Award finalists were notified on February 28, 2008, and the two-tiered judging process was completed in mid-March with the finalists/winners announced at the PWC gala dinner held the evening of April 3.

A meeting was convened early in March to be sure all entities on campus involved in the conference (Sodexo, University Events, MDG [AV support on campus], and KSU Center space managers) had the appropriate information and that their respective responsibilities were in order.

The 2008 PWC budget was as follows:

Carryover in PWC Agency Account from past PWC conferences: \$7,146

Revenue/Income (including carryover) for 2008 PWC: \$22,932.20

Expenses for 2008 PWC: \$12,206.73

The contingency plan is that SILEC have had to replace PWC speakers, change menus, etc., for a variety of reasons. It does not have a formal emergency plan but have always been able to find new speakers and implement changes to logistical issues with a minimum of fuss.

Leadership and Ethics Analysis of Liuzhou City Museum (LCM)

My internship place is such an education institute, SILEC's research consequence states that the Siegel model of ethical leadership builds relationships while leadership, ethics, and character serve the common good. Ethical leaders are built from the inside out with character at the core because ethics is character in action.

Character:

- Becoming aware of the importance of lifelong learning and how you learn
- Understanding yourself and others
- Communication one-on-one and one-to-many
- Gaining insight about your career anchor
- Understanding conflict

Ethics:

- Stretching your critical-thinking skills about ethical challenges
- Learning theories of ethics
- Applying an ethical decision-making framework to solve ethical dilemmas
- Becoming aware of ethical issues in the workplace
- Building an ethical culture

Leadership:

- Understanding leadership and leading change
- Teaming for success

- Setting goals and solving problems
- Coaching for top performance
- Enhancing your negotiation, power, and influence skills

Ethics Leadership of LCM

The tone is being set from the top, and leadership is the key role for museum development.

On the one hand, leader has the responsibility of growing ethics culture with museum. Leader tries to form higher ethical standards supporting ethical conduct. LCM should provide regular training, enhance employee moral values and encourage employees seek a ways to change misconduct problem. If employees found problems from administrative policies, incentive systems, recruitment and training, they could report with a formal way to inside and outside authority institutes in order to rectify deviation of the ethics decision-making system and enable the museum to maintain in the moral and cultural environment. Usually misconduct happens in LCM is abusive behavior. Employee wanted to increase gray revenue and gave visitors entrance without admission, and addressing this issue ordered employee to refund ticket price and dismissal. LCM should assess the present state in term of understanding of standards and strength of ethical culture.

Leaders must have an important sense of mission to inspire potential of their own and employee and core task to seek the significance and future. The current LCM

proposes to rebuilds museum as "4a national-level scenic heritage tourism"⁷ and "Cultural living room of Liuzhou City". According to internal ethics culture, the proposed document also stated that reinforcing museum become an open and fair place to push each staff doing their effort. Believing the staff will be able to complete excellent work when their pocketbook and soul can both be rewarded. Leaders must awake staff consciousness on importance of integrity and integrate values of daily activity, and make staff loyalty combining individual interest with museum interest.

On the other hand, creating accountability mechanism reduces ethics risk. The existing monitoring system comes from "the People's Republic of Conservation Law", international organizations, international Convention, relevant government departments (e.g. Trade and Industry Bureau, Public Security Bureau), the public and mass media, and these legislative and regulatory efforts are from outside. When it turns to inside, LCM resets department responsibilities, establish an effective accountability mechanism in term of distribution of authority, and prevention of misconduct. Such as cultural heritage collection should be assessed from quality and price by 5 people identification group and then decided by group leader rather than individual who is responsibility for collection decides whether to purchase in the past. The change restricts high-priced acquisitions and benefit of taking bribes.

⁷ The China National Tourism Administration's " Classification and Assessment of Quality Level of Tourist Attractions", from transportation, travel safety, health, telecommunications services, shopping, management, resources and environmental protection, tourism resources, attractiveness, etc., divides tourist areas into five quality levels, which are AAAAA, AAAA, AAA, AA, A, respectively.

Moral Decision Making of LCM

Dr. Creely's courseware provided five step processes of moral decision making when dealing with complex situation to make a solved structure.

Step 1, what are your first impressions? Note your first impressions carefully. Know the way your thinking inclines is the first step toward balancing it if necessary. Don't allow your emotions to override your cognition. Remember that first impressions may or may not be correct.

Step 2, do you have the relevant facts of who, what, where, when? Verify your information. Make sure the information is credible. Word here says, the hand of information is not stand in a cline.

Step 3, what are various opinions on the issues and arguments used to support them? The position that directly opposes your first impression is often the most helpful one to consider. Examine various view points, determines the values or principles you will measure the event or argument against. In other word, do you apply all is your commitment of ethic consider.

Step 4, is your thinking open? It does not feel obligated to your early ideas. The more fully and unprejudicially you explore the issue, the better your judgment is likely to be. What are the pros and cons of your alternatives? Make sure you consort with others, who have a background and ethic or the area experts that needed.

Step 5, can you precisely express your decision and explain the reasoning for it?

Make a choice. Be able to explain what line of reasoning led you to that conclusion rather than some other one. Did you do the right thing? Are your motives for the right reasons? Do you bring a means of resolution to the problem or situation? This is the question I need you to ask. Keep your verification for your decision making process. I concluded with these sources, it is important to remember that you did not have to make more decision that is vague. There are others that you can collaborate with the different perspectives and knowledge. It is appreciated those who have an expert term in the area. Never the last, as a leader, you are responsible for your decision.

Now, I use this moral decision making model to analyze the issue about whether to deduct wage when employees ask for leave.

LCM has 36 permanent staffs that are included in the civil service system, and has a large number of employees that are essential basic level of museum operation, including cleaners, security guards, exhibition guiders, and so on. Their wages is supported by self-financing of museum which involves ticket sales, souvenirs sales and exhibition rental. The issue is if an employee asked for leave, museum must pay another employee for replacement, whether to deduct first employee's wage to balance budget? Some relevant national legislation state that if you get marriage, give birth to children, and attend immediate family members' funeral, it would not deduct your wage. That means museum can make itself decisions under above restrictions. So how about this issue? The leaders of museum wanted to do a little exploration, changed step by step, and preliminarily stipulated a 20 RMB deduction per leave permit under national legislation.

Step 1, what is my first impression? Basically, deducing the salary is necessary. However, it doesn't mean that this decision provide employees frequent leaving for no reason with regulation support. It should limit the number of leave days per month and the number of wage reduction per time in order to ensure smooth operation of museum.

Step 2, do you have the relevant facts of who, what, where, when? Employee performance evaluation shows employees are lack of enthusiasm and frequently leave for no reason. The one reason is that employee wage supported by self-financing is much lower than permanent staff supported by government funding, this reason led to psychological imbalance from employees, misreporting hours worked by employees and continues to raise misconduct of museum.

Step 3, what are various opinions on the issues and arguments used to support them? Museum attached this preliminary provision in internal network, and one month later, held a public hearing with all staff and employees to collect advices and seek to reach a consensus. All of staffs and employees said deduction is reasonable, otherwise such expenditure is unbearable. But some people said that was unfair to deduct wage in a same level, because the positions, the duty and responsibility were different caused the monthly wage was different. For example, after deduction all necessary tax payment, cleaners' monthly net income was 550 RMB, security guards' monthly net income was 700-800 RMB, so the deduction was clearly more with cleaners, and obviously less with security guards.

Step 4, is your thinking open? What are the pros and cons of your alternatives? After

durational implementation, the discussion and analysis returned to the leaders, and they concluded these feedbacks, then making an integrated advice. The first formal document states that asking for leave need to deduct individual monthly net income divided by 30 per day. The pros of this alternative is that the first formal document reflects impartiality of protecting employees' welfare after 3 months trial operation, and the cons of this alternative is that this document still doesn't limit maximum leave days per month.

Step 5, can you precisely express your decision and explain the reasoning for it? The timely regulation foster ethical culture within museum and maintain the public trust. On the one hand, this policy making does not violate policies and regulations of relevant national labor and employment system, and also reflects the views of all staffs and employees, guiding an easy way to implementation. On the other hand, this provision is necessary, but not perfect. For example, parents or children is seriously ill and need to leave for escorting family member to the hospital. For the ethics perspective, it could be granted half a day or a day leave per month to make employees feeling care from museum which increases more activity within ethical culture. So it should be had an added regulation state that escorting family members with seriously ill to hospital would not be deducted wage one time per month.

Feasibility Research on For-Profit and Nonprofit Social Force Intervention to Museum Management

LCM has confronted financial pressure in raising and managing funds, and such

situation happen in most of Chinese nonprofit museum. So I make a feasibility research on for-profit and nonprofit social force intervention to museum management

1. Comparison of funds supports between Chinese nonprofit museum and American nonprofit museum

There are more than 2400 Museums in Chinese mainland, and almost 2000 public museums are nonprofit sectors whose mainly funding comes from government financial support. There are three funding sources supporting non-profit museum operation from government finance:

(1) Local government funds. The operation expense, administrative expenditure and part of collection fees come from the same level local government.

(2) The State Administration of Cultural Heritage's special funds. It support for conserving, preserving, exhibiting, cultural heritage acquiring, assembling and researching.

(3) Central government special funds. Such as archaeological excavations, cultural heritage rescue and heritage preservation could apply for special funds from the Ministry of Finance, Ministry of Science and Technology.

America has about 17,500 museums and private museum accounts for 60% of total.⁸ Whether public or private, museum in the United States defines as a nonprofit permanent establishment could gain government accreditation to exempt from federal and state income taxes.

⁸ <http://www.aam-us.org/aboutmuseums/abc.cfm>

In American public museums, funds mainly come from governments at all levels, and donations and self-financing as supplement. At the same time, in American private museum, funds mainly come from museum funds, donations and self-financing, and government subsidies as supplement.

(1) Museum Funds. Museum Funds is an effective way to maintain a relatively stable Museum finance. The museum may not permitted to use fund principal directly, only could use parts of interest and earnings from fund principal, and the interest or investment income must also be enriched by a certain proportion to the fund principal in order to ensure the steady growth of fun principal.

(2) Society donor funding. Some enterprises and individuals have committed to charity. Contributions to the non-profit organization or other forms of support and sponsorship from those who can enjoy tax relief.

At the same time, each American Museum has a board of director. It is the highest decision-making body of the museum, deciding from the appointment of the director to the development of policies, and using finance and social influence to raise funds as important task. Sometimes they would donate generously by themselves.

(3) Self-financing. The operation of the museum's own resources is to grow capital from admission, gift shops and bookstores.

(4) Membership fee. Almost each museum has its own membership. Benefits of Membership include free admission, member discount, free research services and invitation to related events.

(5) Government funds. The National Endowment for the Arts gains annual budget from the Congress, reviews the application from individuals and institutions, and then decides which projects and how many grants could be supported. Except federal level, state governments and city governments will also have some official art funds, which are usually a few subsidies for supporting exhibition. In addition, the funds established by the federal government organizations involves the National Sciences Foundation, the National Endowment for the Humanities, and the Institute of Museum and Library Services, together with the National Endowment for the Arts, playing a very important role to support the development of small and medium museums.

2. Feasibility thinking of social forces intervention to museum

Comparison of funds support between Chinese nonprofit museums and American nonprofit museums, it is not hard to find the difficult. Worthy of our reflection is that most of the American museums are private sectors without relying on government funds. They used social forces (e.g. large consortia, social organization units and even the community, etc.) to establish favorable external environment supporting the diversification of operation. At the same time, public museums also use social forces to some extent to provide a high level, high efficiency and more public-oriented products and services.

Chinese nonprofit museum management is public ownership management under planned economy influence, and just single relies on government investment, which become a barriers to museum development.

Therefore, thinking of feasibility on social forces intervention to the museum management, market principle, economic instrument and business philosophy are attracted to museum management process, which will not only reduce museum dependence on government funds, but also inject new vitality into museum management. The history and the social environment are very different from Chinese museum and American museum, but feasibility exists in social forces intervention to museum management basing on museum common value.

3. For-profit social force intervention

E.S. Savas presents a simple classification taxonomy that encompasses three broad methods that result in privatizing government-run services and functions and government-owned enterprises and assets: (1) delegation, where government retains responsibility and oversight but uses the private sector for service delivery, for example, by contracting for services, or outsourcing; (2) divestment, where government relinquishes responsibility; and (3) displacement, where the private sector grows and displaces a government activity.⁹ (See Table 2)

⁹ E. S. Savas, "A Taxonomy of Privatization Strategies," *Policy Studies Journal* 18 (2): 343-55 (1990).

Table 2:

Table 1. Forms of Privatization	
Delegation	Contract Public-private competition Franchise Public-private partnership Grant, loan, favored tax status, etc. Voucher Mandate
Divestment	Sale Free transfer Liquidation
Displacement	Default Withdrawal (load shedding) Voluntary Action (voluntarism) Deregulation

Source: E.S. Savas, Privatization and Public-Private Partnerships (New York: CQ Press, 2000), Table 5.2.

The Chinese nonprofit museum is state-owned institute and its ownership belongs to government, so it could adopt delegation method to attract for-profit social force intervention. Delegation requires a continuing, active role for government, which retains responsibility for the function while delegating the actual production activity to the private sector.

The main form of LCM delegation is by contract. “Liu Hou” temple and east gate tower serve for the public as LCM historical tourism sites, and there are shops, car parks, leisure venues and housing around the two historical sites could be contracted with for-profit sector to manage related executive activities. These private sectors usually do tea business, folk art sales and food service, but half of provided leisure places manage by LCM keeping insipid self-run situation. LCM attracts for-profit social force intervention

as well as rational using museum resource and receives executive fees for daily conserving and preserving expenses.

4. Nonprofit social force intervention

Nonprofit social forces intervention often involved two forms: one is direct contribution by public welfare funds, and another is that non-governmental organizations participate in parts of museum executive activities, such as serving for tourists and museum maintenance. Policy shortcoming that China has not yet formed a general public welfare fund mechanism limits the space and channel of operating social funds.

The different management mechanism between Chinese museum and American museum led to rarely emergence of nonprofit social forces intervention. Museum funds only run channels, to form China was not yet the general public welfare fund generation mechanisms, there are deficiencies in policy, limiting the non-profit social forces involved in the museum as a space.

(1) To establish social funds supporting for museum development. Besides cash and check donation, LCM attempts to invest Museum Fund and join the museum pension investment plan for a flexible approach to raise funds. According to such portfolio investment approach to capital preservation and value-added, LCM divides these funds into bank saving, purchasing real estate and acquiring shares to maintain a relatively stable source of funding. However, establishing relevant concession and incentive policies is more important in China, such as establishing tax rate police that corporate donations could reduce tax rate.

(2) To improve the system of membership and volunteers. The system of members and volunteers is a positive idea of giving people who love the museum should use their capacity and a channel of social finance to encourage and attract more public joining the ranks to support for the museum development. Chinese membership and volunteer system is still in its infancy as well as the first time of LCM recruiting volunteers is in 2007. Some issues arise from recurrent training of volunteers is not enough and the work range of volunteers' participation is limited to guidance, advice and maintenance tourism order. The system of membership and volunteers will help LCM establishing contacts from various fields of society and expanding its social influence.

(3) To actively guide social donation. Ethics comes from the Greek word *ethos* - moral character or custom. Morality comes from the Latin word *moralis* - custom or manner. The words both deal with the customs or the manner in which people do things. Their modern meanings relate to the way people act - either good or bad.¹⁰ There are donation practices existing in all the culture. Donations will not directly bring economic interests and is one of gaining respect for others. With regard to Chinese economic development and improving related policies, actively guiding and discovering potential of donation resources and encouraging people charitable behaviors could better fulfill museum function of serving society.

¹⁰ Perle, Stephen. "Morality and Ethics: An Introduction

My Experiences

SILEC provided me a multicultural learning experience to thinking about leadership, ethics and character issues happened in museum, global business, managerial levels, religion, art, aesthetics, emotion, morality and culture, etc. I attempted to identify leadership, ethics and character issues from daily reading. Most of relevant books, articles and blogs were supported by my supervisor Dr. Creely, and he guided me a way how to learn, how to think, how to debate those issues. Dr. Zinsmeister, Mrs. Trodahl and Mrs. Carlson helped me collecting information about SILEC's organization structure, leadership, project management and strategic plan. Sometimes I feel I do all the things that practicum needs to do.

Besides researching leadership and ethics issues of museum, my research results involved comparisons of morality and religion, culture values and public relationship.

Morality and religion

(1) Legal liability & moral accountability. Moral accountability mostly relies on personal self-cultivation, but legal liability more relies on the rational norms. Moral accountability is the epistemological basis of original goodness of human nature, and legal liability is the epistemological basis of original evilness of human nature.

In fact, original goodness or evilness of human nature should be the Chinese people's understanding of vision, and I don't know how American people think about it.

The bases of people's interests include material and spiritual interests, and everybody owns their power. So "all men are born equal" shows that nobody can go beyond the privilege of others people in the world. This is a rational ethics. Where the privileged takes place, where the ethics is violated.

It is a potential risk that the countries are authorized to conduct the policy, who steals some power owned by all the people. Certainly, the interests of privilege are controlled by certain interest groups, and it would be the beginning of the public disaster. So, Hoping on the national, corporate, and local leaders is the hoping for moral accountability of the national, corporate, and local leaders. Let me show you a question. What is a responsible person? Basically, I think a responsible person should make a good risk planning for their lovely family, which also is a moral accountability. The interest groups that own the privilege always less consider about the people interest, so personal self-cultivation of moral responsibility is unreliable, and we need rational norms of legal liability.

(2) Christian moral accountability. I wasn't born in a Christian country. In my view, a Christian perspective is widely accepted in American society, and the concept of equality of human rights is known as self-evident truth. Christian ethics believes that faith in itself is enough to perfect. God will input virtues into those people who accept and believe the tenets of the Church. Virtues are redefined as compliance with the doctrine of God, and virtues' return is that we can receive eternal life in paradise. These ethics are based on faith rather than on rational. In my opinion, human rights are not natural talent alone, but

through the social practices have evolved. That raises a conflict. Since the source of natural law is not a natural but a supernatural, then the awareness of natural law doesn't rely on the rational but on the sacred faith of the Church.

Culture values and public relationship (PR)

Dr. Creely looked for articles on Ethical Leadership and Global Leadership. During the internship period, I searched some articles that are Ethical Relativism,¹¹ Geert Hofstede Cultural Dimensions¹², Ethical Decision Making¹³, and Desirable leadership behaviours of multi-cultural managers in China¹⁴. I thought culture is more important in the global environment, so I have done a summary about culture values and public relationship.

(1) Chinese cultural values and PR. Chinese values are incorporated in their PR practices. They can be briefly stated as follows:

- Collectivism. The collectivistic orientation is quite evident for the Chinese, and the PR practitioners tend to consider themselves as members of a team, and make joint efforts to achieve the objectives.
- Harmony. The Chinese people seek harmony in their PR process instead of competing for external support.

¹¹ <http://www.scu.edu/ethics/practicing/decision/ethicalrelativism.html>

¹² <http://www.geert-hofstede.com/>

¹³ <http://www.scu.edu/ethics/practicing/decision/framework.html>

¹⁴ <http://www.emeraldinsight.com/Insight/ViewContentServlet;jsessionid=9242DC5D5011C6D3CB1FF72B6292F79E?contentType=Article&Filename=Published/EmeraldFullTextArticle/Articles/0260210101.html>

- Relationship. Maintenance of relationship always takes the priority for the Chinese when conducting PR activities.
- High context. China is a high context society, which derives meaning from people in an interaction and the setting, and place less emphasis on the words. American PR practitioners are obsessed with words. They value finding the exact word to express the idea they wish to convey, which is not necessary for the Chinese people.

(2) American cultural values and PR. It could refer to John R. Luecke's article that is *Definitions and Models of Public Relations*. The practice of American PR clearly reflects numerous core American values and these include individualism, competition, achievement/success driven, change and progress, low uncertainty avoidance, polychromic, and low context.

Suggestion for Improvement

Graduate Certificate in Leadership and Ethics is the core competence in SILEC, and its strength reflects in supplying master level courses, but leadership and ethics education is not universal around Kennesaw. The target applicants involved KSU students who desire to advance their skill and managerial leaders who desire to solve practical issues.

The advantage of SILEC is that it could use campus resources, such as textbooks, reference materials and professor resources, but the lack of proper evaluation system and

undeveloped demand market restrict improvement. On the one hand, evaluation is an important aspect in the training, and more comprehensive training programs usually have a relatively complete evaluation standard and system. Now evaluation of SILEC just assesses the level of professor qualification by the *surveymonkey*. For leadership and ethics education, the effect of a short-term training is usually not apparent that bring a certain degree of difficulty to evaluation, so it should be assess relevant several aspects connected with the final results of training. An effective evaluation system should include curriculum evaluation, the level of the professor qualification evaluation, reference materials evaluation and scientificity of training process evaluation, etc. On the other hand, leadership and ethics education contacts with multiple disciplines, accounting, arts in professional writing, business administration, conflict management, educational leadership, executive business administration, information systems, nursing and public administration, respectively. However, these competitive industries do not require leadership and ethics training when students apply for a job. At the same time, Kennesaw is not a commercial area and has a small size of market.

My suggestions are as follow:

(1) To establish original leadership and ethics case base. Short-term training is not to foster academic talent, and it should pay attention to practices, because not everyone has entered into management level and faced ethical issues, case study could make up for the lack of practices in training to some extent.

(2) To innovate curriculum system. According to feedback from new evaluation

system, designing curriculums reflect the desired applicants want. SILEC establishes an individual budget for "Lunch and a Book or Movie" series, which invites people coming together to discuss leadership and ethics issues, is a good way to brainstorm from professors and students in other fields. It will help curriculum system innovation.

(3) To enhance online courses. The online courses is less effective on learning than traditional courses, but online courses reduce the running costs and expand the scope of the potential applicants who don't have fixed time to learn.

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