

# Curriculum Vitae

## Personal information

First name(s) / Surname(s) **Margherita Sani**

## Work experience

Dates May 1985 - March 2021  
Employer Regione Emilia Romagna – Department of Cultural Heritage

Occupation or position held **Project Manager responsible for European and international projects in the museum field**

- Main activities and responsibilities
- **Research:** on cultural management and cultural heritage legislation in Italy and in Europe; on emerging professions in the museum field; training needs analysis for the museum sector; on museum education and lifelong learning, on cultural diversity and intercultural dialogue
  - **Development** in Italy and wider in Europe: of innovative projects and models for the improvement of museum management and services; identification of quality standards and accreditation schemes for museums and the qualification of personnel; introduction of business management models (EFQM) in the cultural field; development of innovative professional profiles
  - **Project Management:** of several EU funded and other major European Projects, which have been recognised as best practice; of working groups and committees nationally and internationally
  - **Monitoring and evaluation** of projects
  - **Design:** of training courses for museum professionals and cultural managers nationally and internationally; development of a yearly major international training event for museologists
  - **Training and Lecturing** to post-graduate students and professionals in the field: in cultural management, communication, museum education

Dates 2021-2022 (academic year)

Employer University of Bologna – Department Visual Arts

Occupation or position held **Adjunct professor** Second cycle degree AMAC Arts Museology and Curatorship

Main activities and responsibilities Lecturing – Lab Museum Practices in Europe

Dates 2020-2021 (academic year)

Employer University of Bologna – Department Visual Arts

Occupation or position held **Adjunct professor** Second cycle degree AMAC Arts Museology and Curatorship

Main activities and responsibilities Lecturing – Lab Museum Practices in Europe

Dates 2010- 2017  
Employer IULM University - Milan  
Occupation or position held **Lecturer and member of Scientific Committee** Master in European Museology  
Main activities and responsibilities Lecturing and contributing to the planning of the course

Dates January 1995- June 2000  
Employer University of Bologna and Rimini, Department of Economics and Management of Tourist Services University  
Occupation or position held **Adjunct professor** in Cultural Economics  
Main activities and responsibilities Lecturing in arts administration and cultural management. Coordination of students' individual research, group work and practical activities. Assessment of students

Dates October 1982-May 1985  
Employer VET Training Centre CNOS FAP, Reggio Emilia  
Occupation or position held **Teacher**  
Main activities and responsibilities Teacher of English and German

## Education

Dates September 1989-August 1990  
Title of qualification awarded **Master of Arts Degree in "Museums and Management Administration"**  
Name and type of organisation City University, London, Department of Arts Policy and Management (UK)

Dates 1975-1982  
Title of qualification awarded **Bachelor of Arts Degree in Philosophy**  
Name and type of organisation University of Bologna, Italy, Faculty of Literature and Philosophy

Dates June 1975  
Title of qualification awarded **Maturità classica**  
Name and type of organisation Liceo Classico "L. Ariosto", Reggio Emilia

Dates August 1973-May 1974  
Title of qualification awarded **High School Diploma** (as AFS exchange student for the school year)  
Name and type of organisation Arkansas City High School Kansas (USA)

## Training

Dates June-July 2020  
Title of qualification awarded **Europrogettazione in ambito culturale**  
Name and type of organisation AIB -Associazione Italiana Biblioteche

Dates May- December 2017  
Title of qualification awarded **Progettazione di percorsi formative con uso di tecnologie e-learning**  
Name and type of organisation Region Emilia-Romagna

Dates February 1991-October 1991  
Title of qualification awarded **Master "Formazione formatori"**  
Name and type of organisation ISMO, Milan

Dates 2001-2020  
Title of qualification awarded **Continuous professional development certificates in museology and project management**  
Name and type of organisation International accredited organisations, such as: Regione Emilia-Romagna, Fondazione CUOA, Fondazione Fitzcarraldo, European Museum Academy, NEMO, Reinwardt Akademie (NL), Nederlands Museums Association (NL), University of Pécs, (HU), Malopolska Institute (PL), Musée du Louvre (Fr)

## Publications

- M. Sani, *Cross-border cooperation for museums. From a project idea to a successful proposal. A toolkit*, NEMO, 2021
- M. Sani, Museums and emotions in P. Mazzanti (ed.), *Emotions and learning in museums*, NEMO 2021
- M. Sani, The training needs of museum professionals in Italy (with A. Silvaggi, R. Surace, F. Pesce), in *The Future of Museum Professionals in the Digital Era*, Hellenic Open University, 2020
- M. Sani, *The NL factor. A journey in the educational world of Dutch museums*, Amsterdam, 2018
- M. Sani, "Participatory governance of cultural heritage", published in the Journal of the Observatorio Cultural La Caixa", 2016
- M. Sani, V. Galloni, *Museums and Cultural Landscapes in Emilia-Romagna*, Bologna, 2016
- M. Sani, *Museums, migration and cultural diversity – Recommendations for museum work*, in *Muzealnictwo*, nr 58, 2016
- M. Sani, *Museums in the learning age* in "Heritage, Regional Development and Social Cohesion, Ostersund 2011
- M. Sani, K. Gibbs, Cristina Da Milano, *Volunteers in museums and cultural heritage*, Imola 2010
- M. Sani, K. Gibbs, S. Bodo, *Museums as places for intercultural dialogue: selected practices from Europe*, Dublin, 2010
- M. Sani, M. Negri, F. Niccolucci, *Quality in Museums*, Budapest, 2009
- M. Sani, A. Maresca Compagna, *Musei di qualità. Sistemi di accreditamento dei Musei d'Europa*, Roma, 2008
- M. Sani, K. Gibbs, J. Thompson, *Lifelong Learning and Museums. A European Handbook*, Ferrara 2007
- M. Sani, *Musei e lifelong learning. Esperienze educative rivolte agli adulti nei musei*, Bologna, 2004
- M. Sani, A. Trombini, *La qualità nella pratica educativa al museo*, Bologna, 2003
- M. Negri, M. Sani, *Museo e cultura della qualità*, Bologna, 2001

## Editor

Project Reports of the EU funded Project LEM – The Learning Museum

- The Virtual Museum, 2012
- Heritage and the Ageing Population, 2013
- Measuring Museum Impacts, 2013
- Museums and Intercultural Dialogue, 2013
- Technology and the public. Evaluation of ICT in museums, 2013
- Audience research as an essential part of building a new permanent exhibition. Stories from the field, 2013
- New trends in museums of the 21st century, 2013
- Learning facilities and learning spaces in museums, 2013

## Memberships and roles covered at international level

- Since 2002 Member of ICTOP - ICOM (international Council for Museums) Committee for the Training of Personnel
- 2007-2010 Project evaluator for the EU Transnational Cooperation Programme Italy-Slovenia
- Since 2008 Executive Board Member and Italian Official Representative in NEMO (Network of European Museum Organisations)
- Since 2009 Member of the expert group of EMA – European Museum Academy
- 2010-2011 Member of the Advisory Board of the European project 'Exploring European History'
- Since 2012 Member of the Jury of the International Award Children in Museums Award
- 2013 Member of the Jury of the European Prize @diversity: innovative ideas for cultural and creative sectors in Europe
- 2014 Expert coach for the winners of the @diversity European Prize
- 2014 onwards Coordinator of the Working Group LEM - Museums and Learning at NEMO - Network of European Museum Organisations
- 2015 Entrusted by the European Expert Network on Culture on behalf of DG EAC with the writing of the policy paper on "Participatory governance of cultural heritage" and the coordination of the team preparing the mapping on the same subject
- 2016-2020 Member of the Emilia-Romagna ICOM Committee
- 2016 Member of the jury for the competition Dolomiti.it Acque. Digital projects for the valorisation of cultural heritage in schools
- Since 2018 Chair of the Jury of the International "Children in Museums Award"
- Since 2019 member of the Steering Group of European Education
- 2021-2022 Member of the Advisory Board of the EU funded project MOI – Museums of Impact
- Since 2021 to date member of the International Advisory Board of GEM - Group of Education in Museums UK
- 2022 Member of the jury of the Open Culture Museum Prize Italy 2022.

## European projects designed and coordinated

- LEM – The Learning Museum (2010-2013)
- MUMAE – Museums meet Adult Educators (2009-2010)
- MAP for ID- Museums as Places for Intercultural Dialogue (2007-2009)
- VoCH – Volunteers for Cultural Heritage (2007-2009)
- Museums tell many stories (2006-2007)
- LLML – Lifelong Museum Learning (2004-2006)

## Participation in Working Groups at national and international level

- 2021-2024 Participation in WG EU Project Charter – European Cultural Heritage Skills Alliance to create a comprehensive sectoral skills strategy for cultural heritage to support sustainable societies and economies
- Since 2020 member of the Scientific Committee of the Course in Artistic and Book Heritage and Performing Arts - University of Parma
- 2016-2020 Participation in WG EU Project MuSA – Museum Sector Skills Alliance to develop digital and transferrable skills in the museum sector
- 2017-2018 Participation in WG EU Project “The Making Museum”
- 2017 Participation in the Working Group “Voices of culture” promoted by DG Culture and Education of the EU on “Skills, training and knowledge transfer: traditional and emerging heritage”
- 2016-2017 Participation in the Working Group for the revision of the Museum Accreditation Scheme in Emilia Romagna and the development of national museum standards and evaluation criteria for the creation of a National Museum System
- 2016-2017 Participation in the Working Group on Volunteering in Museums, Libraries and Archives in Emilia Romagna
- 2016 Member of the Stakeholder Network of the EU project “Cultural Base: Social Platform on Cultural Heritage and European Identities” Horizon 2020
- 2015-2016 Member of the Steering Committee for the organisation of the international conference "Cultural heritage and society" (San Sebastian 16-18 November 2016)
- 2015 Participation in the Working Group “Voices of culture” promoted by DG Culture and Education of the EU on “Participatory governance of cultural heritage”
- 2015 Coordination of an international team for the mapping of case studies on “Participatory governance of cultural heritage” and drafting of a policy paper on behalf of DG Culture and Education through the European Expert Network on Culture
- 2014-2017 Participation in WG EU Project “The Creative Museum”
- 2014-2015 Participation in WG Project AGIRE POR – Collaboration between the Region Emilia Romagna and the Region Puglia for the transfer of know-how on museum evaluation and quality standards
- 2010-2013 Working Groups of the LEM Project:
  - New trends in museums of the 21<sup>st</sup> century
  - Museums and the ageing population
  - Audience research, learning styles and visitor relation management
  - Museums as learning places- learning spaces in museums
  - Museums and Intercultural dialogue:
- 2011 Participation in WG EU Project “Aqueduct – Acquiring key competences through heritage education”
- 2011 Participation in WG for the Accreditation of museums in Emilia Romagna (Del. 1837/2011)
- 2008 Participation in WG for the definition of professional profiles in the cultural field (FSE Objective 3)
- 2004-2005 Coordination of WG for the development of professional profiles in the cultural field in Emilia Romagna
- 2002-04 Participation in WG for the definition of the museum accreditation scheme in the Region Lombardy
- 2002-04 Participation in WG established by the Italian Ministry of Culture for researching the quality of museum services in Italy
- 2000-2002 Participation in WG for the definition of the museum accreditation scheme in the Region Emilia Romagna
- 1999-2001 Coordination of WG “Musei e Qualità” to employ the Total Quality Management Model to the museum field.
- 1999-2000 Coordination of WG “Progetto ADAPT CULTURA BIS on “Education in European Museums”

## Design and delivery of Training Courses, Webinars and International Seminars

- 2019-2020 Design of the Continuous Professional Development course “Innovation and new organizational models for museums” addressed to museum professionals of the Region Veneto on behalf of Unis&F Treviso (Italy). Organisation of two study visits to Qatar and The Netherlands
- 2019 Delivery of a one-day Workshop “Advanced Museum Education – Latest Developments” addressed to museum educators of Qatar Museums, UCL Qatar, Doha, 30 April 2019
- 2019 Delivery of a NEMO webinar “From museum education to public engagement”, 11 April 2019
- 2019 Delivery of a two-day Workshop addressed to museum educators of the South Caucasus region (Georgia, Armenia and Azerbaijan) within the framework of the EU funded project BE MUSEUMER, Tbilisi, 27-28 February 2019
- 2018-2019 Organisation of different training sessions on museums and digital skills within the framework of the EU funded project Mu.SA (October 2018-November 2019, Bologna)
- 2018 Delivery of a 30 hours training course for museum educators in Emilia-Romagna, DEMETRA, October-December 2018
- 2018 Delivery of the workshop “Building trust and cooperation. the benefits of networking across borders” 21 Sept Aarhus 2018, European Museum Academy Ceremony
- 2018 Delivery of a NEMO webinar “The NL factor. A journey in the educational world of Dutch museums”, 29 January 2018
- 2017 Planning and organisation of training course “How to write texts and labels in museums”, Bologna 18 September and 20 November 2017
- 2016 Organisation of different training events for the creation of the Museomix community in Emilia Romagna
- 2014 Organisation of residential course on “Risk management in museums”, Carpi (3-5 June 2014 and 26-27 September 2014) and Bologna (10 December 2014)
- 2011 Planning and organisation of international seminar ‘The Virtual Museum’, Bertinoro 17-19 November 2011

- 2010 Planning and organisation of international seminar 'Multicultural societies, intercultural dialogue and European museums' - Bertinoro (Italy) 21-24 October 2010
- 2008 Planning and organisation of international seminar 'Museums and Local Resources: a European Perspective', Bertinoro 1-5 October 2008
- 2007 Planning and organisation of international seminar 'Volunteers in Cultural Heritage and Museums: Promoting Active Citizenship', Bertinoro, 17-21 October 2007
- 2005 Planning and organisation of international seminar 'The Museum Environment', Bertinoro, 27-30 October 2005
- 2004 Planning and organisation of international seminar 'Lifelong Learning in European Museums', Bertinoro 6-10 October 2004
- 2003 Planning and organisation of international seminar 'The European Diaspora', Prato, 23-25 October 2003
- 2003-2005 Planning and organisation of international seminar "Museums as places for lifelong learning" (EU Programme Socrates Grundtvig 2)
- 2003-2004 Planning and organisation of international seminar "Pro spectatore" (EU Programme Socrates Grundtvig 2)
- 2003 Planning, organisation, and lecturing EU course "Europilot" (EU Programme Socrates Grundtvig 2) (Jan-June 2003)
- 1999 Planning and organisation of international seminar 'Museums as an Education Tool', Cortona, 12-17 October 1999

## Selected conference presentations and lectures

- 2021 "Learning in museums. Trends and practices in Europe", International Workshop Evoked project, 9 March 2021
- 2020 "The value of international cooperation for European museums", NEMO conference 'Museums making sense', 19 November 2020
- 2020 "Possibilities for international cooperation within EU programmes" America for Bulgaria Foundation Workshop, 11 November 2020
- 2020 "The social impact of museums", Germany Presidency of EU International conference "Museums and social responsibility. Values revisited", Berlin 17 September 2020
- 2020 "Il museo contemporaneo", Fondazione Tito Balestra, Longiano, 8-9 June 2020
- 2020 "Nuove modalità di visita e nuove figure professionali: come immaginiamo il museo di domani", LabTalk, 24 April 2020
- 2020 "Museums and Youth. Selected practices from Europe", Conference "Museums, Youth, Activism", Novi Sad 6-8 February 2020
- 2019 "Ein Erfolgsmodell :Kulturelle Bildung in den Niederlanden", Netzwerk Kulturelle Bildung und Integration 2.0, Berlin 22 November 2019
- 2019 "The professional profiles for cultural heritage institutions", Fondazione Scuola dei Beni e delle Attività Culturali, Rome, 20 February 2019
- 2018 "I mestieri dell'arte", University of Bologna Department of Visual Arts, Bologna, 7 December 2018
- 2018 Lecture "Museums as places of intercultural dialogue", University of Siena, 15 October 2018
- 2017 "Museums in Emilia Romagna and Europe", ICOM Europe conference, Bologna, 13-14 Nov 2017
- 2017 "Making Heritage Accessible", in the framework of the Council of Europe Workshop "The Faro Convention in Research-Action: Community involvement in a post-disaster heritage revitalization", Fontecchio (IT) 9th to 12th October 2017
- 2017 "Sharing heritage: how to involve citizens in participatory governance of cultural heritage", Museum Masterclass, Sarajevo, 3 June 2017
- 2017, 2016, 2015 Different presentations on Museums, Education and Participation at the Workshops "Emotional museums" organized by the University of Florence – MIC NEMECH
- 2016 "Audience development: Young people in museums", presentation at Heritage Label Ceremony, Brussels, 14 April 2016
- 2016 "Technologies, emotions and public engagement in museums", conference Musei multimediali, innovazione per la cultura, Parma, 15 April 2016
- 2016 "Social role and participatory governance of museums and cultural heritage: a European priority", 22 Forum of the Association of Maritime Museums, Genova, 1 July 2016
- 2016 Workshop 'Working Internationally', ICOM UK; British Council and Arts Council of England, Liverpool, 3 Feb 2016
- 2016 "Participatory practices in cultural heritage and social innovation", Bilbao, 14 January 2016 Final conference of the EU project MAPSI - Arts Projects as Drivers and Users of Innovation'
- 2016 "Sharing heritage: how to involve citizens in participatory governance of cultural heritage", Museum Masterclass, Yerevan, 13 September 2016
- 2015 "From education to public engagement: ideas and experiences from European museums", Annual meeting of the Association of Enterprise Museums, Tolentino, 25 September 2015
- 2015 "Lifelong learning and public engagement in museums. A European perspective", Conference New Media for cultural heritage, Florence 22 July 2015
- 2015 Networking in Europe, Conference "Politiche e programmi europei per la cultura", Milan 22 June 2015
- 2015 Using EU funds to promote intercultural learning, Conference "Participation of migrants in cultural activities", Milan 2 Feb 2015
- 2015 NEMO Training "Understanding the EU jungle" Berlin, 22-23 February 2015
- 2014 Learning at the heart of the museum! Conference of the Swedish Exhibition Agency, Stockholm, 22 September 2014
- 2014 "Museum education international", Museum Education Summit, Seattle, USA 16-17 May 2014
- 2014 "Museums and volunteering: building alliances with the community" in "Heritage first!" conference of the semester of EU Presidency, 6-8 March 2014
- 2014 "Communication and project management", Info Day of the European Commission, Brussels 31 January 2014
- 2013 "Museum networking in Europe", Conference for the 15th anniversary of the Association of Polish Museums, Krakow 22 Nov
- 2013 "EU 2020 Strategy and museums. Policies and Programmes", NEMO annual meeting, Bucharest,
- 2012 "The social role of museums", 5° Forum of Brazilian Museums, Petropolis, Brasil, 19-23 November 2012
- 2012 "Museum education international", Museum Education Summit, Austin, Texas, 4-5 Dec 2012
- 2010-2013 LEM The Learning Museum, several presentations of the project at international conferences:
- 2013 "Learning at museum". Education and multimediality to internationalise the network of the Italian Museums, Modena, 6 Dec
- 2013 "The Learning Museum" final conference, Bologna 20 Sept. 2013

- 2013 "Making a difference through partnerships", Manchester, 24 May 2013
- 2012 "The challenges facing museums in the 21<sup>st</sup> century", Roundtable, Dublin, 23 March 2012
- 2012 "Intercultural Dialogue and Social Cohesion in museums", Riga, 27 April 2012
- 2012 "Creativity, Lifelong Learning and the Ageing Population" Östersund 11 October 2012
- 2011 "Building national museum in Europe 1750-2010", Eunamus conference Bologna, 30-31 March 2011
- 2011 "The open and learning museum", conference Tampere, October 2011
- 2011 "The Virtual Museum", Kenneth Hudson Seminar, Bertinoro 19 November 2011
- 2011 "New participatory models in European museums", Conference "Sharing cultural heritage of University museums: a participatory approach", Modena, 10 June 2011
- 2011 "Encouraging cross-border cultural mobility", Workshop Artlab, Lecce 22-24 September 2011
- 2010 "Musei, beni culturali e funzione educative: ricerca, formazione, professionalità", Zonarte, Torino, 26 aprile-2 maggio 2010
- 2010 Keynote speech at Lifelong Learning Programme Info day, Brussels, 12 Nov 2010
- 2010 Keynote speech at Pascal conference "Heritage, Regional, Development and Social Cohesion", Östersund, Sweden, 22-24 June 2010
- 2010 "Portuguese network of museums: an outside view", Encontro RPM 10 anos, Coimbra, 18 June 2010
- 2010 "Lifelong learning in museums", Culture in motion, Brussels, 14-16 Feb. 2010
- 2010 "Dissemination and exploitation for EU funded projects: examples of good practice", Coordinators meeting of Grundtvig and Leonardo Projects, Brussels, 21-22 January 2010
- 2009 „Museen und lebenslanges lernen. Ein Europaicher Ueberblick“, (German Museum Association Annual Meeting - Stralsund 11 May 2009)
- 2009 „Museums and lifelong learning“ Conference Finnish Museums Association 13 maggio 2009 Kokkola, Finland
- 2008-2009 "Museums and cultural tourism", several presentations focused on the EU funded Euromuse project in 2008 and 2009
- "How to encourage participation in transnational networks", in: "Cultural Management and training", organised by Fitzcarraldo, Turin, 21-22 September 2007
- 2007 "Qualitätssicherung in Europäischen Museen: Standards und Akkreditierungssysteme" (held in German), in „Selbsteinschätzung, Fremdbild und Unternehmergeist als Grundlage für Qualität und Erfolg“ organised by Musis, Graz, 20 April 2007
- 2007 „Aktuelle Entwicklungen in Europa: Bildungsarbeit im Museum“, Conference "Palaisgesprache. Lervergnugen im Museum", Munich, 22 November 2007
- 2007 *Mobility of Collections. Building up Trust and Networking* (German Presidency of EU, Deutscher Museumsbund and NEMO, Bremen, 5-6 May 2007)
- 2007 "Learning in Museums. European perspectives", in "Musees, Populations, Territoires", organised by Encatc, Musée du Louvre, Region Nord Pas de Calais, Lille 8-9 February 2007
- 2006 "Learning partnerships and network projects" in "Cultural heritage as a tool for learning in order to promote sustainable development" organised by Swedish Socrates Agency, Östersund (SE), 22-26 November 2006
- 2006 "Working methods in the Learning Partnerships", in V Grundtvig 2 Conference "The joy of learning", organised by CIMO Socrates National Agency, Tuusula (FI)-5-8 October 2006.

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