

An Outline of the Independent Administrative Institution National Museum 2004





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Greetings from the chairman of the board of directors



As of April 2004, four years have passed since the Independent Administrative Institution (IAI) National Museum, consisting of the Tokyo National Museum, the Kyoto National Museum and the Nara National Museum, was established.

In August of 2003, the IAI Evaluation Committee of the Ministry of Education, Culture, Sports and Science and Technology stated its opinion that it would like the Tokyo, Kyoto and Nara National Museums to be operated in an integrated manner. In response to this recommendation, we have decided that some administrative processes, including personnel affairs common to the three national museums, should be handled at Institution Secretariat and that museum outline brochures formerly published separately by each national museum should also be compiled into a single booklet, to make it easy for the public to understand the general nature of the National Museum.

In addition, the chairman of the board of directors and other directors, who doubled the role of the executive directors of the national museums, have tended to focus most on their own duties as executive directors. In the future, however, these directors will share the work of overseeing cross-museum management while the chairman of the board of directors serves as the supervisor of overall museum activities.

We intend to operate the branch museums of the National Museum in an integrated manner, while making the most of the individual characteristics of each national museum.

Chairman of the board of directors of the Independent
Administrative Institute National Museum

NOZAKI Hiroshi

In April 2001, the Tokyo National Museum, the Kyoto National Museum and the Nara National Museum were united under the name of the Independent Administrative Institution National Museum (hereunder referred to as the National Museum), as part of the national government's administrative reform program, to provide higher quality and better educational services to the public.

To achieve the goals of the 5-year mid-term plan suggested as a guideline for the operation of the National Museum by the Minister of ECSST, we at the National Museum worked out our own mid-term plan and annual plans, and are carrying out various projects according to these plans.

As part of the 5-year mid-term plan (2001 through 2005), the National Museum aims to play the following four basic roles, to make itself more appealing to the public and attract more people to the museum.

- ① Inherit Japanese culture, while passing down Japanese cultural properties, our invaluable national properties, to the following generations in good condition
- ② Present cultural properties to the public, in order to improve and develop Japanese culture
- ③ Promote cultural exchanges between Japan and foreign countries, thus serving as a representative of Japanese culture
- ④ Contribute to the activities of museums in Japan and abroad, as Japan's central museum

To fulfill these goals, it is necessary for us to increase our collection and improve museum facilities as well as our ability to collect, preserve, display, and study cultural properties, including works of art and archaeological objects. In addition, we need to enhance our functions as an educational facility and as a platform for international cultural exchanges and the dissemination of Japanese culture. Therefore, the following three points are listed in the 5-year mid-term plan as objectives to be attained by the National Museum.

- I. Improve the efficiency of operation
- II. Improve the services provided to the public
- III. Improve our financial position

Tokyo National Museum



HONKAN (Japanese Gallery)
Opened in 1938. An important cultural property.

Kyoto National Museum



Main Building
Opened in 1897. An important cultural property.

Nara National Museum



Main Building
Opened in 1895. An important cultural property.

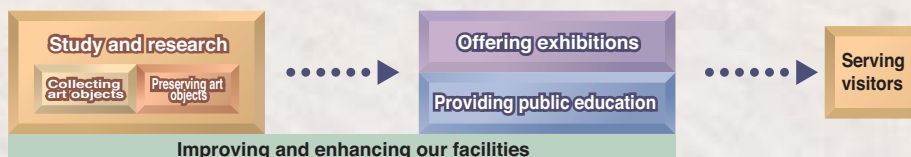
Kyushu National Museum (tentative name)



Scheduled to be opened in 2005.

The primary activities of the National Museum involve providing such direct services to visitors as exhibitions and education. Study and research, including collecting and preserving works of art, are conducted in support of the exhibit and education functions.

Of course, the expansion and improvement of museum facilities -- such as storages and exhibition rooms -- is very important and prerequisite to all the museum's activities. Here are some of the most important things we do:



1 Disseminating Japanese aesthetics and culture

① Exhibitions

The National Museum offers regular exhibitions and provides a variety of special exhibitions, to meet the needs of the public. This encourages people to take an interest in Japanese cultural properties, including works of art and archaeological objects, and to appreciate Japanese aesthetics and develop a better understanding of traditional Japanese culture. In addition, we cooperate with overseas art museums and other types of museums, enabling us to provide many exhibitions that bring representations from other cultures to the Tokyo, Kyoto and Nara national museums. At the same time, we can help with the presentation of exhibitions all around the world that illustrate Japanese aesthetics and culture to people overseas. Furthermore, we also organize traveling exhibitions within Japan so that works of art owned by the National Museum can be displayed in regional museums and other art museums, enabling local people to also enjoy works of art from the National Museum collection. There is also the "Archeological Object Mutual Loan" system that allows the National Museum, regional museums and other art museums to loan archeological objects to each other, in order to make more extensive use of them and increase the opportunities people have to get a close look at genuine artifacts.

Consideration is given to the following points when displaying works of art:

- To prevent discoloration and deterioration, the amount of light that falls on the works must be carefully monitored, temperature and humidity must be strictly controlled and the length of time displayed must be limited appropriately.
- The contents of exhibitions are timed to suit the season, seasonal festivals and contemporary events.



Special feature: "Pine Trees Screens"
(Tokyo National Museum)



Special exhibition: "Women and Buddhism"
(Nara National Museum)

■ Regular exhibitions

Regular exhibitions generally display objects owned by the National Museum and borrowed items, based on the individual characteristics of the Tokyo, Kyoto and Nara national museums. Each museum changes its exhibits periodically, with about 10,700 items in total displayed during the year at the three museums.

■ Thematic exhibitions and special features

We also hold thematic exhibitions and special features at which works of art and archeological objects with a special theme are placed in public view, where cultural properties that have recently been discovered are displayed, or where items that are rarely seen are shown.

Thematic exhibitions and special features scheduled for 2004

* For details, see "4. Activities of the individual national museums" on pages 8 - 15.

- The newly designated National Treasures and Important Cultural Properties in 2004
(April 20 - May 5, 2004) (Tokyo National Museum)
- National Treasure: Kichijoten from Yakushiji (July 27 - August 22, 2004) (Tokyo National Museum)
- Twelve Devas and Landscape Screens - Elegance in the Heian Period -
(January 2 - February 6, 2005) (Kyoto National Museum)
- Omizutori Ritual (February 15 - March 21, 2005) (Nara National Museum)

■ Special exhibitions

Special exhibitions are relatively large-scale exhibitions that are offered in keeping with our understanding of visitors' needs, based on the results of research conducted for that purpose.

Special exhibitions scheduled for 2004

* For details, see "4. Activities of the individual national museums" on pages 8 - 15.

- Arts of East and West from World Expositions (July 6 - August 29, 2004) (Tokyo National Museum)
- Exhibition of National Treasures: The Image of the Priest Ganjin and the Image of the Buddha Rushana - In Commemoration of the Restoration of the Golden Hall of the Toshodaiji Temple
(January 12 - March 6, 2005) (Tokyo National Museum)
- The Sacred World of Shinto Art in Kyoto (August 10 - September 20, 2004) (Kyoto National Museum)
- The Golden Kingdom of Silla: Treasures from Korean Royal Tombs
(July 10 - August 29, 2004) (Nara National Museum)

Overseas exhibitions

Overseas exhibitions are held in cooperation with overseas museums to disseminate Japanese culture to foreign people and promote interest in and understanding of Japanese culture.

Overseas exhibitions in 2004

- "Exhibition of Japanese Treasures" at the National Museum of China in Beijing
(May 25 - June 30, 2004) (Nara National Museum)



Exhibition poster



A scene from an exhibition entitled "The Soul and Beauty of Japan, Masterpieces from the Tokyo National Museum—the Greatest Collections" held at the Art and Exhibition Hall of the Federal Republic of Germany in Bonn, Germany from August 29 - October 26, 2003 (Tokyo National Museum)



A scene from an exhibition entitled "Early Buddhist Art from Korea and Japan" at the Japan Society Gallery (New York) April 9, 20 - June 22, 2003 (Nara National Museum)

Regional traveling exhibitions

Regional traveling exhibitions are organized in cooperation with regional museums and other art museums for the purpose of sending cultural properties owned by the National Museum to various regions in Japan, to promote interest in and understanding of Japanese culture and the National Museum.

Traveling exhibitions scheduled for 2004

- "Masterpieces from the Kyoto National Museum Collections" at Oita City Art Museum
(July 24 - August 29, 2004) (Kyoto National Museum)
- "Craftsmanship" (co-organized by Takayama City, Gifu Prefecture)
(March - May 2005) (Tokyo National Museum)



"National Treasures, Their Beauty and Spirit"
Citizens' Gallery at the Monbetsu City Museum
October 14 - November 3, 2003



Exhibition of Ryukyu ethnic materials owned by the Tokyo National Museum: "Tokyo National Museum Collection Ryukyu Materials" held at the Urasoe City Art Museum
December 13, 2003 - January 18, 2004

② Research activities

Exhibitions, the preservation of works of art and archeological objects, and other activities carried out by the National Museum are supported by the research activities of curators and guest researchers at the museum. Research concerning and investigation of cultural properties is especially important to the functions and enrichment of the museum, and the results of these activities enrich the contents of regular and special exhibitions.

For example, "The Nanzenji Exhibition", presented at the Tokyo National Museum from January through February, 2004 and again at the Kyoto National Museum from April through May, 2004, displayed paintings on partitions (drawn by Maruyama Okyo) of Kiunin, a sub-temple attached to Nanzenji. Those paintings were long thought to have been destroyed by fire, but it was discovered through joint research by the Tokyo National Museum and the Kyoto National Museum that they had been preserved in the storage of the Tokyo National Museum.

The exhibition: "Kazari in Gold - Japanese Aesthetics Expressed Through Metalwork", was presented at the Kyoto National Museum from October through November, 2003. This exhibition put on view to the public for the first time a portable shrine decorated with gilt bronze enamels. It had been identified in Nagahama City, Shiga Prefecture through research which revealed it to be a reference work with the period of creation and craftsman's name.

These types of research activities, conducted by the National Museum curators, revitalize the Museum's exhibitions.

[Major research activities]

- a) Research concerning objects owned by each national museum
- b) Research related to exhibition themes
- c) Research into the cultural properties held by various regions, and at temples and shrines in local areas
- d) Research supported by the Subsidy for Scientific Research program
- e) Joint research in and out of Japan
- f) Research on the environment related to the preservation and exhibition of tangible cultural properties



Examination conducted in advance of an exhibition (Tokyo National Museum)



A portable shrine decorated with gold and bronze enamels, displayed to the public for the first time (Kyoto National Museum)

③ Educational activities

Now that the public has embraced the practice of lifelong study, a 5-day-a-week school schedule, and new curriculum guidelines from the government, we carry out a variety of educational activities in cooperation with schools and other educational institutions, including the following.

In addition, we present a "Curator Training Course" to help curators at public and private museums and art museums improve their professional skills. We intend to enhance our educational activities, seeing this as one of the museum's important functions.

- a) Gathering information and materials concerning cultural properties and making them open to the public
- b) Programs for students and teachers
- c) Extension programs and gallery talks (monthly lectures, lectures on the appreciation of works of art, Saturday lecture series)
- d) Acceptance of trainees
- e) Cooperation with universities
- f) Symposia



An explanatory session about exhibitions — offered to teachers (Tokyo National Museum)



Workshop for students (Tokyo National Museum)

④ Volunteer activities

To support the public's interest in lifelong study, we accept volunteers and offer various fields of activity to them, including explaining exhibits in the exhibition hall, serving as helpers at workshops, and the presentation of programs that are planned by the volunteers themselves.



Student volunteers (Tokyo National Museum)



A student volunteer explaining exhibits (Kyoto National Museum)



A volunteer giving a talk to visitors (Nara National Museum)

Passing down Japanese aesthetics and culture

① Collection, preservation and restoration

■ Collecting and borrowing objects

To enhance the characteristics of the Tokyo, Kyoto and Nara National Museums and to prevent the dispersion of tangible cultural properties and their leaving our national boundary, we make continuous efforts to collect tangible cultural properties by purchasing or borrowing them, and accepting donations.

Our collection

(as of March 31, 2004)

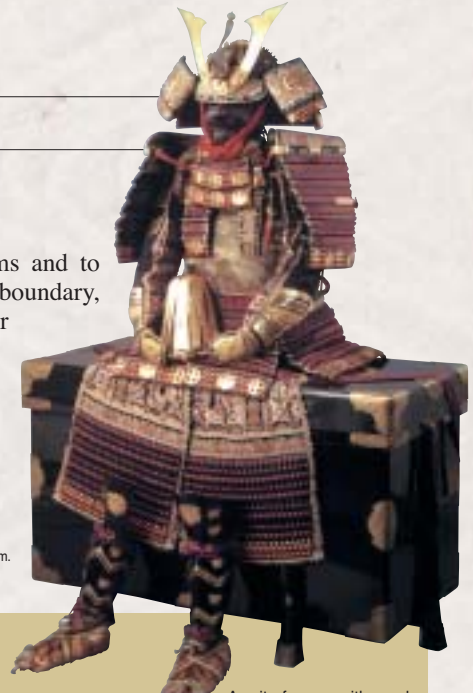
National Museum			Tokyo National Museum			Kyoto National Museum			Nara National Museum		
Total	National treasure	Important cultural property	Total	National treasure	Important cultural property	Total	National treasure	Important cultural property	Total	National treasure	Important cultural property
119,384*	130	895	111,397	91	620	6,226	27	180	1,710	12	95

* Including works of art to be transferred to the Kyushu National Museum.

Some of the new acquisitions in 2003



Ise monogatari emaki
(The Tale of Ise Scroll)
(Tokyo National Museum)



A suit of armor with purple-thread strings
(Kyoto National Museum)

To enrich the offerings of regular exhibitions at the three national museums, we borrow cultural properties possessed by public and private organizations or individuals. When borrowing, we also consider works of art recommended and approved by the director general of the Agency for Cultural Affairs.

Art objects on loan

(as of March 31, 2004)

National Museum			Tokyo National Museum			Kyoto National Museum			Nara National Museum		
Total	National treasure	Important cultural property	Total	National treasure	Important cultural property	Total	National treasure	Important cultural property	Total	National treasure	Important cultural property
10,419	202	1,274	2,447	65	327	6,130	85	636	1,842	52	311

■ Restorations

In Japan, the tangible cultural properties that have been passed down to the present generation had generally been repaired about once every 100 years.

The National Museum carries out two types of restorations: partial ones on an as-needed basis around the time of exhibitions and preservation, and full-scale ones performed on a periodic basis in response to the progress of deterioration of the art object.

② Recording and disseminating information

We are pushing ahead with a plan to publish research results and restoration reports, operate a web site, and digitize information about cultural properties, in order to pass information about them down to future generations in this modern form. Besides which, the Tokyo National Museum offers digital information to the public on a paid subscription basis (through the TNM image archives) for commercial use.

Publications

- Illustrated catalogues about exhibitions
- Proceedings on research
- Restoration reports



Pictures owned by the museum are reproduced on notepads and pens to be purchased as mementos
(Tokyo National Museum)



Juichimen-Kannon
(The Eleven-Headed Kannon - showing Kannon flanked by two smaller attendant bodhisattvas.)
(Nara National Museum)



Before restoration



After restoration

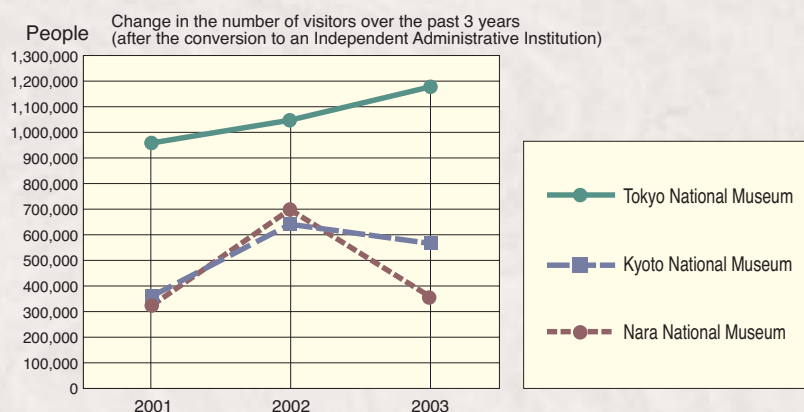
Number Three of "The Sixteen Arhats", hanging scrolls, colors on silk
(Nara National Museum)

3

Attracting more people to the museums

① Number of visitors (fiscal year 2003)

National Museum	Tokyo National Museum	Kyoto National Museum	Nara National Museum
Total: 2,126,000	1,196,000	579,000	351,000



② Efficient use of museum facilities

In order to attract more people to the national museums and awaken their interest in cultural properties, we rent some of the museum facilities for the various private-business events. In this case, viewing some of the museum's works of art is one of the major components of the event. This new approach was adopted after the National Museum complex became an Independent Administrative Institution. Our chief aim is to facilitate more public exposure of exhibition-related items and museum facilities, by planning and holding various types of events ourselves, but we are also trying to make efficient use of our museum facilities by responding positively to the needs of private businesses and organizations, who sometimes cooperate in these offerings.

Examples of efficient use of museum facilities (by the museums themselves) in 2003

Events offered at each national museum

- A concert held jointly with the Salon de Sonnet (Tokyo National Museum)
- A rakugo performance in cooperation with Suzumoto Entertainment Hall (Tokyo National Museum)
- A baroque music concert held jointly with the Telemann Institute of Japan (Tokyo National Museum, Nara National Museum)
- Lecture Meeting and Flute Concert (Kyoto National Museum)
- Theatrical performance by the Ku Nauka Theater (Tokyo National Museum)
- Indian Classical Dance (Nara National Museum)
- A special showing of motion picture films (Tokyo National Museum)

Examples of efficient use of museum facilities (by private businesses and organizations)

- A viewing of exhibits and a party held under the auspices of the International Gas Union (IGU) (Tokyo National Museum)
- A special showing of motion picture films (Nara National Museum)
- A tea ceremony held under the auspices of Yufu no Kai (Nara National Museum)



A view of the International Gas Union party
(Tokyo National Museum)



Lecture and Concert (Kyoto National Museum)



Scene from an Indian Classical Dance
performance: dancer with figure of Buddha
(Nara National Museum)

Tokyo National Museum



At the Tokyo National Museum we collect, preserve and display tangible cultural properties of Japan and other Asian nations, and carry out research and educational activities concerning those cultural properties. For this fiscal year, in September we plan to thoroughly refresh the regular exhibition of Japanese art. We plan to improve the suggested routes for visitors inside the museum Compound to induce more visitors to view The Treasures from Horyuji and art objects from other Asian areas in TOYOKAN (Asian Gallery). In addition, we intend to review carefully such areas as the museum shops, restaurants and gardens, to make the entire museum more comfortable and enjoyable.

Executive Director of the Tokyo National Museum **NOZAKI Hiroshi**

Exhibition activities

Regular exhibitions

Regular exhibitions are held at the HONKAN (Japanese Gallery), TOYOKAN, HEISEIKAN, and The Gallery of Horyuji Treasures. The exhibits in the regular exhibition areas are changed frequently (about 180 times a year). We plan to display about 8000 cultural properties during fiscal 2004.

The HONKAN building displays artworks and historic materials from Japan; the TOYOKAN building contains works of art and archeological objects from all over Asia including China and the Korean Peninsula; the HEISEIKAN building (1st floor) shows Japanese archeological objects; and the Gallery of Horyuji Treasures houses treasures from the Horyuji temple.

On the second floor of the HONKAN building, a regular exhibition entitled "Highlights of Japanese Art" is held, to allow visitors to get an overview of Japanese art history from the Jomon to the Modern Period, shown in chronological order.

Renovation of the HONKAN galleries

The HONKAN (Japanese Gallery) will be closed from July 1 to August 31, 2004 for gallery renovation. The completely overhauled installation will open on September 1, 2004.

After this renovation, the first floor will contain rooms full of Buddhist sculpture, decorative arts, ethnic materials, historic materials, and modern Japanese art, and a Donors Gallery. The second floor will show "Highlights of Japanese Art".

In addition to the display changes, the HONKAN will be reborn in terms of improved accessibility to visitors, such as enhanced information provisions and improvement of the display environment.

* The HONKAN will be closed from July 1 to August 31, 2004 for gallery renovations. Some of the HONKAN displays will be shown during that time at the HEISEIKAN.

Thematic exhibitions and special features

Thematic exhibitions are often held within a regular exhibition. Also, cultural properties that are not usually on public display are shown as special features. Here are some of the thematic exhibitions and special features scheduled for 2004.

- Rubbed Copies - A masterpiece exhibition held simultaneously at all three museums
(March 30 - June 6)
- Masks and Costumes from Koyasan Amanosha (April 6 - May 16)
- National Treasures and Important Cultural Properties So Designated in 2004
(April 20 - May 5)
- New Acquisitions of 2003 (May 18 - June 27)
- New Treasures for the People - Cultural Properties Purchased by the Agency of Cultural Affairs (May 25 - June 27)
- Special Feature - National Treasure *Kichijoten* from Yakushiji (July 27 - August 22)
- Carved lacquer ware of the Sung Dynasty, China (September 7 - October 3)
- Preservation and Repair of the Tokyo National Museum's Collection
(October 26 - December 5)
- The First Visit of the Year to the Museum (January 2 - January 30, 2005)
- Special Feature - National Treasures from Hōryūji
(tentative name) (March 1 - April 10, 2005 [scheduled])

Special exhibitions

Special exhibitions are organized as occasions for presenting the result of research and responding to requests from the people.

The following special and joint exhibitions are scheduled for 2004.

- Treasures of a Sacred Mountain: Kukai and Mount Koya (April 6 - May 16)
- Arts of East and West from World Expositions (July 6 - August 29)
- Treasures of Ancient China (September 28 - November 28)
- Exhibition of National Treasures: The Image of the Priest Ganjin and the Image of the Buddha Rushana (January 12 - March 6, 2005)



Special feature - "Fugaku sanjurokkei (Thirty-Six Views of Mt. Fuji)" landscape prints



Special exhibition - "The Splendor of Diamonds, 400 years of diamond jewelry in Europe"



Ino Maps exhibited on the floor (Special exhibition - "Ino Tadataka and Dai Nihon Enkai Yochi Zenzu (Coastal Maps of Japan)")

As the most representative museum of Japan, we carry out such activities as collecting, preserving, displaying, researching and teaching about the cultural properties of Asia with a stress on Japan.

Location:

13-9, Ueno Koen, Taito-Ku, Tokyo, 110-8712

Phone: 03-3822-1111

<http://www.tnm.jp/>



Important Cultural Property
Tea jar with an over-glazed
moon and plum tree design
(Tokyo National Museum)

Educational activities

Responding to the introduction of the five-day-a-week school schedule, in cooperation with schools we present a variety of activities for students and teachers, such as lecture series and workshops for students, and training courses for teachers.

Here are some of the educational activities scheduled for 2004.

- Family gallery
 - ① "Lots and lots of characters" (July 17 - August 29)
 - ② "What is the museum like?: The treasures series" (November 9 - December 26)
 - ③ "Secrets of Buddhist sculptures" (January 2 - March 6, 2005)
- Lecture series on the appreciation of works of art (6 times a year)
- Children's Workshops (6 times a year)
- Explanations of exhibits by volunteers
- Curator's job experience program for students
- Our role in the "Period for Integrated Study" program
- Implementation of exhibition-related tours inside and outside the museum
- Training program for teachers (once a year)
- Explanations of exhibitions to prepare teachers to conduct student field trips (twice a year)



The Children's Museum

Research activities

We plan and conduct research, the results of which are reflected in our collection, preservation, and exhibition of cultural properties. Our research is carried out under a subsidy from the Scientific Research Program and grants for cultural activities from the government, in addition to funds allocated in our annual budget.

Below are some of the research themes scheduled for 2004.

- Survey of the layout of the monastery complex and relics excavated in Gandhara
- Consideration of the best ways to use spaces for preserving and exhibiting cultural properties (as related to historical buildings)
- Transfer of technology concerning coloring and decorating techniques used for paintings and vessels and the mechanisms through which originality is born
- Research on Igarashi maki-e (sprinkled pictures) of the Edo period
- Research on the origins of treasures from the Horyuji and Shosoin



Scene of a research investigation

Tokyo National Museum

Number of art objects owned by the museum:

111,397 (91 national treasures and 620 important cultural properties)

Number of art objects on loan:

2,447 (65 national treasures and 327 important cultural properties)

(as of March 31, 2004)

Brief history

- 1872 The Ministry of Education held the first public exhibition in Japan, at the Taiseiden Hall of the former Seido at Yushima, Tokyo. The exhibition hall continued on under the name of the Museum of the Ministry of Education.
- 1875 Authority over the Museum was transferred to the Ministry of Interior. Its collections were divided into eight categories: nature, agriculture and forestry, industry, fine art, history, education, law, and land & sea.
- 1882 The Museum was moved to its present location, a site formerly occupied by the Honbo (headquarters) of the Kaneiji Temple in Ueno.
- 1889 The Museum became part of the Imperial Ministry and was renamed the Imperial Museum.
- 1900 The Museum was once again renamed, becoming the Tokyo Imperial Household Museum.
- 1923 The Honkan (main building) was damaged in the Great Kanto Earthquake.
- 1925 Objects in the Nature division were transferred to the Tokyo Museum of the Ministry of Education (now the National Science Museum).
- 1938 The present Honkan (main building) was opened.
- 1947 The Museum was placed under the authority of the Ministry of Education and renamed the National Museum.
- 1978 The Horyuikan building was designated an important cultural property.
- 1999 The Gallery of Horyuji Treasures and the Heiseikan building were opened.
- 2001 The Museum became the Tokyo National Museum of the Independent Administrative Institution National Museum.
- 2001 The Honkan (main building) was designated an important cultural property.

Visitor information

Hours 9:30 - 17:00 Tuesday thru Sunday (no admissions after 16:30)

9:30 - 20:00 on Friday (no admissions after 19:30) during special exhibition periods (April thru November).
9:30 - 18:00 on Saturday, Sunday and holidays (no admissions after 17:30)

Closed Mondays (If a National Holiday falls on a Monday, the museum is open on that day and closed instead on the following day.)

Year-end and New Year's Day holidays (December 28 - January 1)

The museum is open during Golden Week in May and the school summer holiday season (July 20- August 31).

Admission fees Adults: 420 yen (group rate - 210)

College students: 130 yen (group rate - 70)

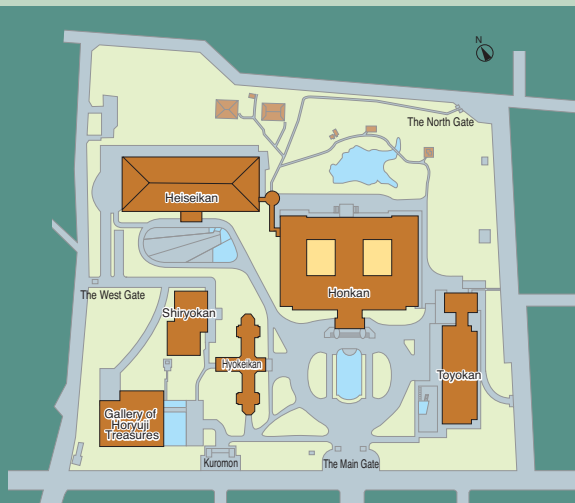
※ Special exhibitions charge a separate admission fee.

※ Prices in parentheses are for people in groups of 20 or more.

※ People with disabilities and one companion are admitted free of charge.

※ Regular exhibitions are free of charge to those over 65 or under 18 years of age.

※ Regular exhibitions are free of charge on Respect for the Aged Day (the third Monday in September)



Kyoto National Museum



At the Kyoto National Museum we conduct a variety of activities related to cultural properties, including those in Kyoto, ranging in time from the Heian to the Edo period. Kyoto, a city that has been central to Japanese culture for over 1200 years, is blessed with an extensive cultural heritage. Many times we have been struck anew by the depth and breadth of Kyoto culture, as a seemingly inexhaustible source of valuable cultural assets, when cultural properties that had not been known to anyone were discovered through research conducted by the museum. Under our museum policy of maintaining tradition while looking to the future, we intend to further improve our activities as time goes on. In addition, seizing the opportunity that the establishment of the Independent Administrative Institution has offered, we strive to make the museum more accessible for more people, by adopting fresh ideas that depart from those of the past.

Executive Director, Kyoto National Museum **KOZEN Hiroshi**

Exhibition activities

● Regular exhibitions

Collection Hall Exhibitions. Art and decorative art objects produced through the ages, up to the early years of the modern era, are displayed under the categories of painting, sculpture, decorative art, calligraphy, and archeological finds, with the exhibits changed periodically (about 50 times a year) to display about 2000 objects in total per year.

Thematic exhibitions

Thematic exhibitions are held in a section of the regular exhibition space, developing a particular theme.

- Mysterious Landscapes and the Korean Edition of Yshi Bizangquan from the Nanzen-ji Sutra Collection (April 6 - May 16)
- Edo to Meiji Period Studies of Ancient Objects through Illustrations (May 19 - June 27)
- New Acquisitions (June 30 - August 1)
- Her Majesty the Empress and the Sericulture of the Koishimaru Silkworm: Celebrating Ten Years in the Reproduction of Shoso-in Textiles (August 21 - September 23)
- The Other Moriya Collection: Chinese Bronze Mirrors (October 19 - December 19)
- The Twelve Devas and the Landscape Screen - Elegance of the Heian period - (January 2 - February 6, 2005)
- Kodai-ji Makie and Namban Lacquer Ware (January 2 - February 20, 2005)
- Buddhist sculptures and photography (January 2 - March 27, 2005)
- Imperial Missives: The Calligraphy of Emperors (March 2 - April 3, 2005)

● Special exhibitions

Special exhibitions are held at the Special Exhibition Hall.

- Commemorating the 700th Anniversary of Emperor Kameyama Treasures of a Great Zen Temple: The Nazenji (April 6 - May 16, 2004)
- The Sacred World of Shinto Art in Kyoto (August 10 - September 20, 2004)
- Celebrating Fifty Years since the Donation of the Moriya Collection: The Sacred Letters of Early Sutra Copies (October 19 - November 28, 2004)

Educational activities

● Activities for students

- Preparation of explanatory sheets about art objects (The Museum Dictionary) for elementary and middle school students, with postings on our web site
- Lectures and seminars for elementary and middle school students (The Museum Children's Club) in collaboration with thematic exhibitions
- Museum workshops for middle-school students

● Cooperation with Kyoto University for the education of graduate school students

As full or associate professors at the Kyoto University Graduate School of Human and Environmental Studies, our curators hold seminars and give lectures.

● Seminars and lectures

- Saturday lecture series (about 46 times a year)
Every Saturday our curators give lectures about exhibitions and exhibits.
- Summer seminars (July 28 - 30)
Lectures are delivered under the theme of "Replication and Creation II."
- International symposium centered around the special exhibition, "Early Sutra Copies" (November 13)



Thematic exhibition: "Celebrating the Doll's Day Festival"



Special exhibition: "Kazari in Gold - Japanese Aesthetics through Metalwork"



Museum Children's Club



Summer seminar

At the Kyoto National Museum we conduct a variety of activities related to cultural properties, including those in Kyoto, ranging in time from the Heian to the Edo period.

Location:

527, Chayamachi, Higashiyama-Ku, Kyoto City, Kyoto Prefecture
605-0931

Phone: 075-541-1151

<http://kyotohaku.go.jp/>



Important Art Object
Tomb figurines: a pair of horses

Research activities

● Research

Since 1979 we have been systematically carrying out a comprehensive survey of the cultural properties of selected temples and shrines in Kyoto, to gather information to be used to promote museum programs.

At present, we are carrying out research on the cultural properties of the Kenninji temple and its sub-temples. The results of our research on temples and shrines are published in the series "Research Reports on Temples and Shrines" (23 volumes in all published so far).

They are extremely handy as lists of the treasures of temples and shrines in Kyoto.

Other activities

● Publications

We publish a variety of materials, including the annual Kyoto Museum Bulletin and catalogues of the collections

● Rakugo at the Museum

Rakugo is traditional Japanese comic storytelling. We host Rakugo performances four times a year, once during each season, based on seasonal themes.

Lectures and concerts are also held at the museum.



Kosode (kimono) with flower design
(Kyoto National Museum)

Kyoto National Museum

Number of art objects owned by the museum:
6226 (27 national treasures and 180 important cultural properties)
Number of art objects on loan:
6130 (85 national treasures and 636 important cultural properties)
(as of March 31, 2004)

Brief history

- 1889 Established as the Imperial Museum of Kyoto.
- 1897 The Museum was open to the public.
- 1900 The Museum was renamed the Imperial Household Museum of Kyoto.
- 1924 The Museum was donated to the City of Kyoto and renamed the Imperial Gift Museum of Kyoto.
- 1952 The Museum was placed under the authority of the national government and became an institution affiliated with the Committee for the Preservation of Cultural Properties. Renamed the Kyoto National Museum.
- 1966 The present Exhibition Hall was completed.
- 1969 The Special Exhibition Hall, Main Gate, ticket booth, and fences were designated important cultural properties under the name of the former Imperial Museum of Kyoto.
- 1973 The first session of the Saturday Lecture Series was held.
- 1979 The Conservation Center for Cultural Properties was completed.
- 2001 The South Gate was constructed as part of a new construction project for the 100th Year Anniversary Hall (tentative name).
- 2001 The Museum became the Kyoto National Museum of the Independent Administrative Institution National Museum.

Visitor information

Hours 9:30 - 17:00 Tuesday through Sunday (no admissions after 16:30)
9:30 - 20:00 on Friday (no admissions after 19:30) during special exhibition periods (April through November).

Closed Mondays (If a National Holiday falls on a Monday, the museum is open on that day and closed instead on the following day.)
Year-end and New Year's Day holidays (December 28 - January 1)

The museum is open during Golden Week in May and the school summer holiday season (July 20- August 31).

Admission fees Adults: 420 yen (group rate - 210)
College students: 130 yen (group rate - 70)

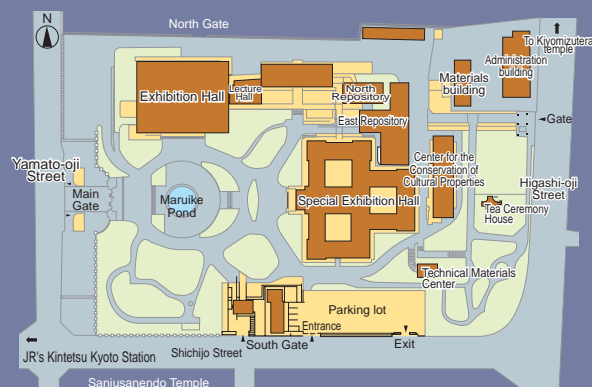
※Prices in parentheses are for those in groups of 20 or more.

※People with disabilities and one companion are admitted free of charge.

※Admission to regular exhibitions is free for those over 70 and under 15 years of age.

Free admission days:

Admission to regular exhibitions and thematic exhibitions is free on the 2nd and 4th Saturday of each month and on Respect for the Aged Day (the third Monday of September).



Nara National Museum



The Nara National Museum is located in a corner of Nara Park and surrounded by many shrines and temples. The museum has long been actively involved in collecting and preserving cultural properties, including Buddhist art, as well as conducting research and providing educational activities. In addition, in cooperation with museums in Japan and abroad, we have organized many exhibitions to present a wealth of outstanding artwork associated with the Buddhist faith and the rich historic and cultural backgrounds in which they were created.

In the future, we intend to bend our efforts to making the museum more appealing to visitors as a space of beauty and knowledge, by further improving the efficiency of our administrative process, promoting the globalization of our activities, and stepping up the computerization of information, as well as enhancing cooperation with related institutions and organizations.

Executive Director, Nara National Museum **WASHIZUKA Hiromitsu**

Exhibition activities

Regular exhibitions

A regular exhibition under the name "Masterpieces of Buddhist Art" is held in the Main Building and the West Wing.

The Main Building features a wide range of Japanese sculptures primarily from the Asuka to the Kamakura period (6th - 14th centuries), prototypical sculptures from Gandhara, China and the Korean Peninsula, and a collection of bronze vessels from ancient China.

In the West Wing there are also displays of paintings, calligraphy, decorative arts and archeological objects.

The regular exhibits are changed periodically (about 24 times a year) to display over 700 cultural properties. From March 2004 through October 2005, *kanshitsu* (dry lacquer) statues from the Denpodo of the Horyuji temple are being displayed as part of the regular exhibition.

Feature exhibitions

Feature exhibitions are small-scale exhibitions covering various fields.

- Golden Ornamentation in the Kofun Period: Japanese-Korean Relations as Seen through Burial Objects (July 10 - August 29)
- The Former Shrine of Hōryū-ji's Guze Kannon (December 4 - December 26)
- Shinto Art from Nara: The Treasures of Tanzan Shrine
(December 11, 2004 - January 23, 2005)
- Early Esoteric Buddhist Art (tentative name) (January 2 - February 6, 2005)
- Treasures of Tōdai-ji's Omizutori Ritual (February 15 - March 21, 2005)

Children's Gallery

An exhibition to introduce Buddhist art to elementary and middle school students

- Discovering Early Maps (July 10 - August 29)

Special exhibitions

This type of exhibition is held two or three times a year, during spring and fall.

- Hōryū-ji: The Dawn of Japanese Buddhist Art (April 24 - June 13)
- The Golden Kingdom of Silla: Treasures from Korean Royal Tombs (July 10 - August 29)
- Time of Dawn: Japan's culture and history from the beginning to the first emperors (March 23, 2005 - May 8, 2005)
- The 56th Annual Exhibition of Shōsō-in Treasures (October 30 - November 15)

International exchange exhibitions

This exhibition is held to introduce Japanese art to foreign people.

- Exhibition of Japanese Treasures (at the National Museum of China)
(May 25 - June 30, 2004)



Exhibition of Chinese Ancient Ritual Bronze (regular exhibition)



A scene from Exhibition of Shōsō-in Treasures

Collection, preservation and restoration of cultural properties

To prevent the dispersion of tangible cultural properties, valuable assets of the Japanese people, we pursue the collection of tangible cultural properties through purchase, donation and borrowing.

We pay close attention to the environment in which collected cultural properties are displayed and preserved, carefully controlling the temperature and humidity at all times.

Many Japanese cultural properties are made of fragile materials such as wood and paper, and it is extremely important to consider means of passing them down as intact as possible to future generations. In 2002 we established the Conservation Center of the Nara National Museum, a facility for preserving and repairing cultural properties.



Conservation Center

The museum has long been actively involved in collecting and preserving cultural properties, including Buddhist art, as well as conducting research and providing educational activities.

Bronze bell
(Nara National Museum)



Location:

50 Noborioji-Cho, Nara, 0742-7771

Phone: 0742-22-7771

<http://www.narahaku.go.jp/>

Volunteers serve as visitor guides



Educational activities

Education

In keeping with the movement toward lifelong study, the 5-day-a-week school schedule, and new curriculum guidelines from the government, we offer a variety of educational activities to help visitors deepen their understanding of cultural properties. We also offer various programs to help curators at public and private museums and art museums improve their professional skills, and provide a training course for people who want to be qualified as curators.

- ① Gathering and disseminating information and materials about cultural properties
- ② Programs for students:
Setting up a cultural properties school for family to attend together and promoting understanding of the museum by teachers and parents
- ③ Setting up lectures and seminars:
Gallery talks, extensions, summer seminars, symposia about special exhibitions
- ④ Training for curators at public and private museums and art museums (the Curator Training Course)
- ⑤ Training in museum science
- ⑥ Enhancement of volunteer activities



Training in museum science

Research activities

Research and international exchange

The results of research by the museum concerning cultural properties are reflected in regular and special exhibitions. Research enlivens the contents of those exhibitions, and thus we always emphasize research activities.

In fiscal 2004 the Nara National Museum will conduct the research listed below.

In addition, we energetically promote international exchange with overseas museums. As one of the fruits of an academic exchange with the Korean National Gyeongju Museum, we are holding a special exhibition entitled "The Golden Kingdom of Silla: Treasures from Korean Royal Tombs" in the summer of 2004.

- ① Systemic research on shrines and temples in and around Nara
- ② Research on Asian art overseas
- ③ Research on objects unearthed from ancient temples in Nara (joint research with the Tezukayama University Archeological Institute)
- ④ Research on Buddhist paintings (joint research with the National Research Institute for Cultural Properties, Tokyo)
- ⑤ Research for special exhibitions and other museum activities
- ⑥ Collection of and research on photographs of Buddhist art
- ⑦ Academic exchanges with the Korean National Gyeongju Museum, The Shanghai Museum, and the National Museum of China (Beijing).

Nara National Museum

Number of art objects owned by the museum:
1710 (12 national treasures and 95 important cultural properties)
Number of art objects on loan:
1842 (52 national treasures and 311 important cultural properties)
(as of March 31, 2004)

Brief history

- 1889 The Museum was established as the Imperial Museum of Nara.
- 1895 The Museum was open to the public.
- 1900 The Museum was renamed the Imperial Household Museum of Nara.
- 1914 The Shosoin department was established.
- 1947 The Museum was transferred from the authority of the Imperial Household Ministry to the Ministry of Education.
- 1950 The Museum became an institution affiliated with the Committee for the Preservation of Cultural Properties.
- 1952 Renamed the Nara National Museum.
- 1968 Became affiliated with the Agency for Cultural Affairs.
- 1969 The Main Building was designated an important cultural property.
- 1972 A new exhibition building (the West Wing) was completed.
- 1980 The Buddhist Art Library was opened.
- 1995 A ceremony to observe the 100th anniversary of the Museum's opening was held.
- 1997 The East Wing and the underground corridor were completed.
- 2000 The Conservation Center for preserving cultural properties was completed.
- 2002 The Museum became the Nara National Museum of the Independent Administrative Institution National Museum.

Visitor information

- Hours** 9:30 - 17:00 Tuesday through Sunday (no admissions after 16:30)
9:30 - 19:00 on Friday (no admissions after 18:30) during the period from the last Friday of April through the 2nd Friday of November, on the day before the 2nd Monday of January, February 3rd, March 12th, August 15th, and December 17th.
- Closed** Mondays (If a National Holiday falls on a Monday, the museum is open on that day and closed instead on the following day.)
Year-end and New Year's Day holidays (December 28 - January 1)
- Admission fees** Adults: 420 yen (group rate - 210)
College students: 130 yen (group rate - 70)
※ Special exhibitions require a separate admission fee.
※ () indicate prices for those in groups of 20 or more.
※ People with disabilities and one companion are admitted free of charge.
※ Admission to regular exhibitions is free for those under 15 years of age.





Activities of the individual national museums

Kyushu National Museum (tentative name)



The building of the Kyushu National Museum was completed in March 2004. We are now making every effort to open the museum in the fall of 2005. We are planning to help visitors understand Japan's long history of cultural exchange with other Asian countries and enjoy the variety of cultures from Asia. In this museum, curators will find opportunities to pursue museum science and be involved in international exchanges. We also intend to contribute to our local communities through our activities. We will do our best to attain these goals.

Head of the Department for Creating the Kyushu National Museum **MIWA Karoku**

■ Building

● Construction

The building has 5 aboveground stories and 2 underground floors. The entrance is on the first floor, which contains a museum hall and other rooms, the second floor has administrative offices and storages, and the third and fourth floors are used for galleries. The architecture of the building harmonizes with the surroundings, having a curved roof and glass walls. The building is chiefly steel-framed and the floors are made of concrete. The building was largely prefabricated, so almost all the components were manufactured at a factory and assembled at the construction site. This technique was chosen to reduce the generation of ammonia so that the period during which weathering of the building components occurred could be shortened and the adverse effect of ammonia on the cultural properties could be alleviated.

The building is seismically isolated to absorb vibration due to earthquakes.



The museum building

● An area for immersing oneself in Asian culture

There is a quarter-circle shaped space near the entrance hall and escalator on the first floor. There, visitors can have hands-on experiences with a selection of Asian cultures, touching ethnic objects and listening to the sounds of Asian languages. Volunteer instructors will help visitors enjoy the varieties of cultures.

● Storages

Cultural properties are made of various types of material and thus they need to be stored according to material type. Temperature, humidity, air quality and harmful insects must strictly be controlled to maintain the optimal environment for preserving the cultural properties.

They are placed in the center of a building to avoid the influence of air from outside. A double wall has been built, with Japanese cedar used on the inner wall surface.



Repository

● Department of preservation science and restoration

To protect and display cultural properties in an appropriate manner, the display and storage environment must be properly maintained. It is also necessary to inspect cultural properties at periodic intervals and restore them if necessary. To this end, the building has rooms for preservation science and restoration on the second and third floors. The department is divided into three major sectors: Environmental Control, Preservation and Restoration, and Materials and Technology Research.



Department of Preservation Science and Restoration

● Special exhibition gallery

The special exhibition gallery will present to hold a variety of exhibitions of art objects from Asian countries and the rest of the world, as well as from Japan. The gallery can be divided into up to three rooms that can be varied in size to suit the importance of diverse exhibitions. The opening commemorative exhibition, scheduled for the fall of 2005, will be held in this gallery. Because of the large scale of this exhibition, all the space in the gallery will be used for it.

● Cultural exchange exhibition hall

This big hall is located on the fourth floor of the building. It is used to fulfill one of the most important purposes of this museum, to show the panorama of Japanese culture, which has developed through the accumulation of cultural exchanges with other Asian areas. Visitors can see the chronological progress of the history of Japanese culture from the Old Stone Age to the end of the Edo period or they can simply pick up the things they are interested in.

In addition, thematic exhibitions will fulfill people's interest in various specific themes.



Special exhibition hall

Kyushu National Museum

The idea behind the Kyushu National Museum is that the formation of Japanese culture should be considered not only from the perspective of the Japanese Archipelago but also within the context of Asian history. The museum is scheduled to open in 2005.

Location:

4-7-2, Ishizaka, Dazaifu City, Fukuoka Prefecture 818-0118

Phone: 092-918-2807

<http://www.kyushuhaku.com/pr/>

Exhibitions

● The Big Step Forward Exhibition

The Big Step Forward Exhibition is scheduled to be held from February 15 - April 10, 2005 at two of the Thematic Display Room the Tokyo National Museum. This is the second phase, to follow the "First Step" exhibition held at the two of the Thematic Display Room in the Honkan building of the Tokyo National Museum in February 2004. With the opening of the museum approaching next year, we are taking a big step forward. The first exhibition was entitled "Introduction to a Museum Opening." In naming this second exhibition, we want to convey the fact that this is a big leap toward the final step of opening the museum.

We intend that this exhibition will be a digest of the exhibitions to be shown at the Kyushu National Museum, including themes we were not able to display at the previous exhibition.



Poster for the "First Step" exhibition



A scene from the "First Step" exhibition

Collecting cultural properties

● New acquisitions

Ten art objects, including the following, were acquired in fiscal 2003.

- Kitano Tenjin Engi Emaki (scroll)
- Fan sketchbook
- Shinmonsho
- "Um sum" cards

"Um sum" cards were devised in Japan, based on cards imported from Europe. Each card has a hand-drawn picture depicting Japanese, Chinese or sometimes Western customs. This set consisting of 75 cards seems to have been made in the early Edo period and may be the oldest complete set of such cards extant.



Um sum cards

Brief history

- 1994 "The Committee to Investigate the Establishment of a New Type of Museum" was created.
- 1995 It was decided that the name of the new museum would be the Kyushu National Museum (tentative name) and Dazaifu City was selected as the candidate site.
- 1997 The Committee compiled "A Basic Statement of Policy for the Kyushu National Museum" (tentative name).
- 1998 The Committee worked out "A Basic Plan for the Kyushu National Museum" (tentative name).
- 1999 Fukuoka Prefecture and the Incorporated Foundation to Promote the Kyushu National Museum (hereafter called the "Foundation") completed "The Basic Construction Design." An "Expert Conference to Prepare for the Construction of the Kyushu National Museum," set up jointly with Fukuoka Prefecture, worked out "The Regular Exhibition Plan."
- 2000 Fukuoka Prefecture and the Foundation jointly completed "The Design for Implementing Construction" and "The Basic Exhibition Design."
- 2001 Fukuoka Prefecture and the Foundation jointly started "The Construction Phase" (1st part of a 3-year plan).
- 2002 The Independent Administrative Institution and Fukuoka Prefecture jointly completed "The Implementation of Exhibition Design."
- 2003 The Independent Administrative Institution and Fukuoka Prefecture jointly started "The Exhibition Phase" (1st part of a 2-year plan) and completed "The Construction Phase."
- 2004 The building was completed.

Access

By Car : Kyushu Jidoshado Highway
To Dazaifu Temmangu from the Dazaifu Interchange, about a 15 minute drive

By Railway : Nishitetsu Railway
Dazaifu line: from Dazaifu Station, 15 minutes on foot

JR

Kagoshima line: from Futsukaichi Station, about 15 minutes by taxi

By Airplane : from Fukuoka Airport, about 30 minutes by taxi



1 Cooperation with outside organizations and people

① The supporting members system

To continue the operation of the museum, the National Museum needs to make self-help efforts as well as solidify its financial base by obtaining support from a wide range of outside organizations and people. For this reason, the Tokyo and Nara national museums have supporting member systems and the Kyoto National Museum has a supporting incorporated body called Seifukukai.

② Friends of the Museum

The purpose of this program is to make the museum more enjoyable and attractive, and enable people to participate in various programs at the museum.

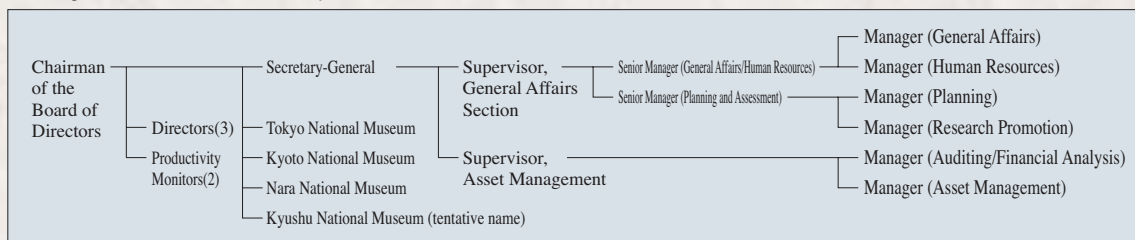
The plan is operated independently by each national museum, so they can respond to the individual characteristics of the region where the specific museum is located.

For details, see page 25

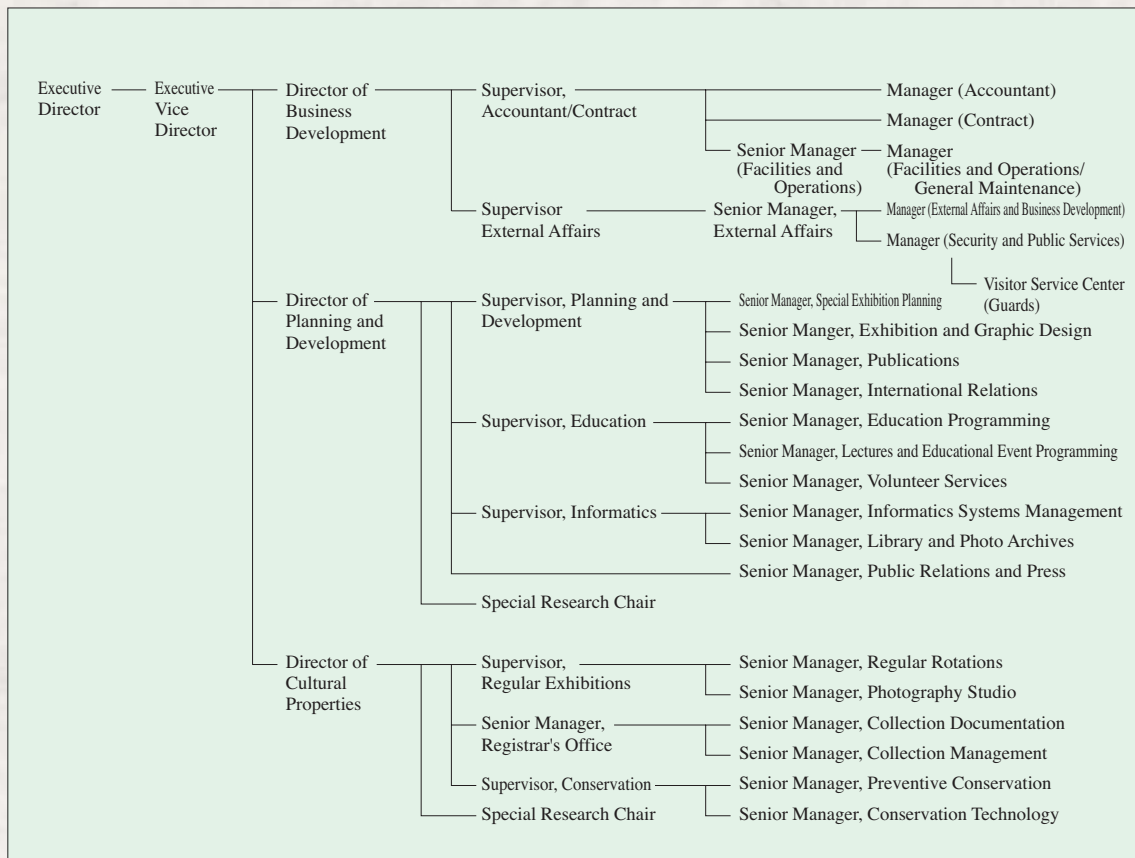
2 Organization and number of staff at each museum (as of April 1, 2004)

① Organization

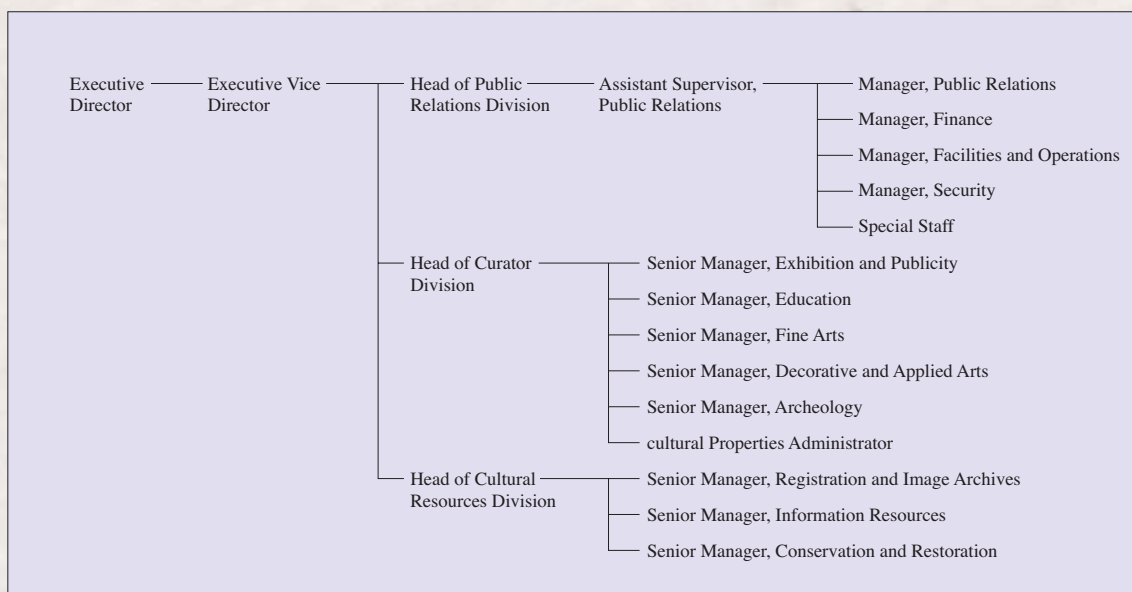
The organization chart of the Independent Administrative Institution National Museum and the National Museum Secretariat



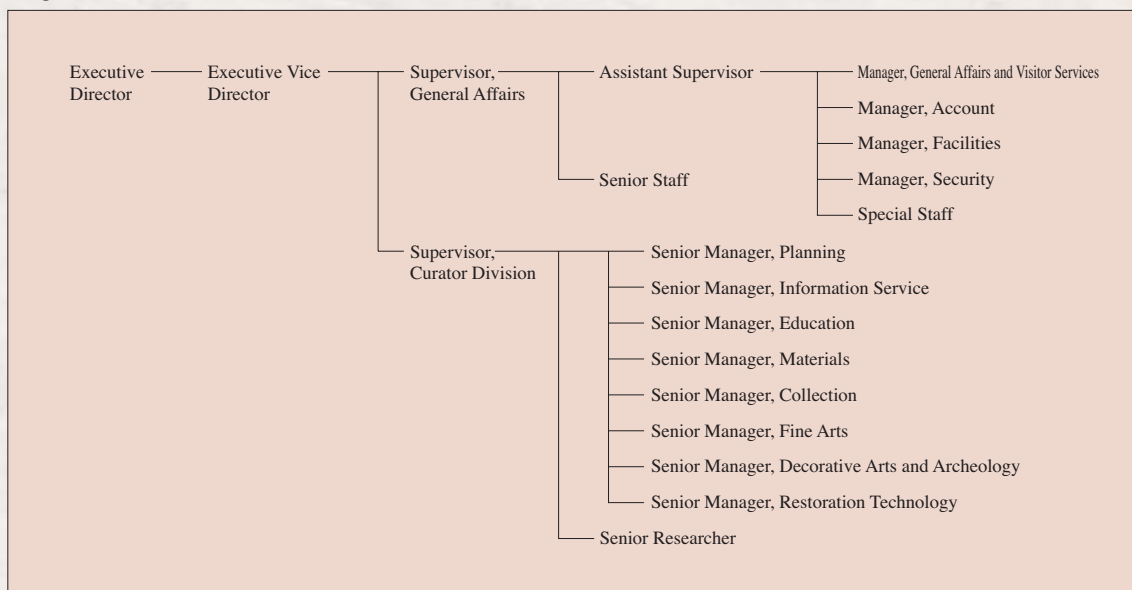
Organization chart of the Tokyo National Museum



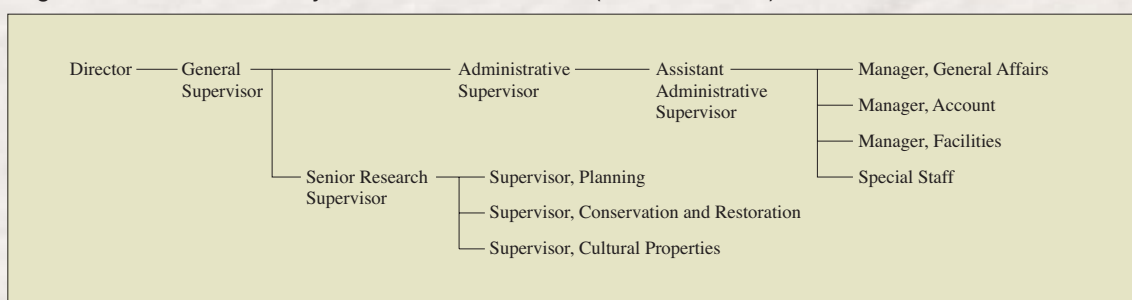
Organization chart of the Kyoto National Museum



Organization chart of the Nara National Museum



Organization chart of the Kyushu National Museum (tentative name)



② Directors

The Chairman of the board of directors (Executive Director of the Tokyo National Museum)	NOZAKI Hiroshi
Director (Executive Director of the Kyoto National Museum)	KOZEN Hiroshi
Director (Executive Director of the Nara National Museum)	WASHIZUKA Hiromitsu
Director (Executive Vice Director of the Tokyo National Museum)	NISHIOKA Yasuhiro
Auditor (The Chairman of the Board of Directors of for the Society for the Promotion of the University of the Air)	ABE Mitsuo
Auditor (Certified Public Accountant)	SHINOHARA Hiroyoshi
Director of the Kyushu National Museum (tentative name)	MrWA Karoku

③ Board of Special Advisors

The National Museum Independent Administrative Institution is mandated to enhance the museums' public appeal. To help attain this goal, we have a board of special advisors consisting of learned men drawn from outside the museum staff to gather various opinions from many fields.

The mission of the board of special advisors is to discuss important issues about the operation and management of the National Museum and give advice to the executive director. The number of board members is no more than 20 and their tenure is 2 years (renewable.) Generally, two meetings per year of the Board are held.

Chairman	HIRAYAMA Ikuo	President, Tokyo National University of Fine Arts and Music
Vice-Chairman	INAI Keijiro	Chairman, the Japan Audio-Visual Education Association
	UENO Shoichi	Owner of the Asahi Newspaper
	EBISAWA Katsuji	Chairman of NHK
	OONUMA Sunao	Chairman of the Board of Directors of Bunka Gakuen
	KIMURA Shozaburo	Chairman of the Board of Directors of the Toyota Foundation
	SHIMIZU Tsukasa	Chairman of the Tokyo Metropolitan Board of Education
	SUZUKI Kakichi	Chairman of the Board of Directors of the Buddhist Art Society
	TSUJI Nobuo	Professor Emeritus of Tokyo University
	TSUJIMURA Tetsuo	Chairman of the Board of Director of IAI National Museum of Art
	NAGAOKA Minoru	Chairman of the Board of Director of the Capital Market Research Institute
	NISHIKAWA Kyotaro	Chairman of the Board of Director of the Tokiwamatsu Gakuen
	NOMURA Kichisaburo	Chairman of ANA
	FUKUHARA Yoshiharu	Honorary President of Shiseido
	FUJII Hiroaki	Adviser to the Japan Foundation
	HONDA Masuko	President of Ochanomizu University
	MAKI Miyako	Cartoonist
	Mari Christine	Different Culture Communicator
	YUASA Toshio	Grand Steward of the Imperial Household Agency

(Titles omitted)

④ Board of Outside Evaluation

The performance of the Independent Administrative Institution is evaluated during each fiscal year and during the period of the mid-term plan. For this purpose, the Ministry of Education, Culture, Sports, Science and Technology maintains a Board of Assessment to evaluate the performance of Independent Administrative Institutions, but the National Museum itself has a board of outside evaluation consisting of learned men from outside the Museum, for self-evaluation of the performance of its operation, to verify that performance, and to submit an evaluation.

The Board of Outside Evaluation has the duty to evaluates the performance of the operation of the National Museum and give advice to the Executive Director. There are five or fewer members whose tenure is 2 years (renewable). The board holds meetings and conducts such inspections as are required to perform evaluations .

Chairman	KOBAYASHI Tadashi	Professor, Gakushuin University
Vice-Chairman	MINO Yutaka	Executive Director of the Osaka Municipal Museum
	KIMURA Shigenobu	Executive Director of the Hyogo Prefectural Museum
	FUJIYOSHI Masaomi	Certified Public Accountant
	YOKOSATO Koichi	Manager, Operations Division of NHK

(Titles omitted)

⑤ Board of Trustees

There is a separate board of trustees for each national museum. The duty of the board is to discuss important issues concerning the operation of the museum and give advice to its executive director.

Board of Trustees, the Tokyo National Museum

Chairman	HIRAYAMA Ikuo	President, Tokyo National University of Fine Arts and Music
Vice-Chairman	INAI Keijiro	Chairman, the Japan Audio-Visual Education Association
	EBISAWA Katsuji	Chairman of NHK
	OONUMA Sunao	Chairman of the Board of Directors of Bunka Gakuen
	KATO Masakatsu	Principal of Taito-ku Negishi Elementary School
	KANDA Shojun	Chief Priest of Kan'eiji
	KIMURA Shozaburo	Chairman of the Board of Directors of the Toyota Foundation
	SHIMIZU Tsukasa	Chairman of the Tokyo Metropolitan Board of Education
	TSUJI Nobuo	Professor Emeritus of Tokyo University
	NAITO Mikio	Principal of Taito-ku Shinobugaoka Junior-high School
	NAGAOKA Minoru	Chairman of the Board of Director of the Capital Market Research Institute
	NISHIKAWA Kyotaro	Chairman of the Board of Director of the Tokiwamatsu Gakuen
	NOMURA Kichisaburo	Chairman of ANA
	FUKUHARA Yoshiharu	Honorary Chairman of Shiseido
	HONDA Masuko	President of Ochanomizu University
	MAKI Miyako	Cartoonist
	Mari Christine	Different Culture Communicator
	MARUYAMA Yuki	Station Master of JR Ueno Station
	YOSHIZUMI Hiroshi	Chief of Taito Ward

(Titles omitted)



Important Cultural Property
Saddle with design of lions in
mother-of-pearl inlay
(Tokyo National Museum)

Board of Trustees, the Kyoto National Museum

Vice-Chairman	ASAO Naohiro	Professor emeritus, Kyoto University
	UEDA Masaaki	Professor Emeritus of Kyoto University
	UENO Shoichi	Owner of Asahi Newspaper
	UCHIYAMA Takeo	Executive Director of Kyoto National Museum of Modern Art
	KOEZUKA Takashi	Executive Director of Osaka University Museum
	SAWADA Fujiko	Writer
	NAKAGAWA Hisayasu	Vice President of the International Institute for Advanced Studies
	NAKATA Junna	Chief Executor of Daigoji temple
	NARASAKI Shoichi	Professor Emeritus of Nagoya University
	NISHIHACHIGO Minoru	Adviser to Shimadzu Corporation
	HISADA Souya	Member of Executive Board, Fushin-an, Omotesenke
	MIURA Koharu	Former Professor of Nagoya Zokei University
	MURATA Jun'ichi	President of Murata Machinery Co.
	WASHIZUKA Hiromitsu	Executive Director of the Nara National Museum

(Titles omitted)



National Treasure: "Shakamuni Rising
from the Golden Coffin"
(Kyoto National Museum)



Important Cultural Property:
"Juichimen (eleven-headed)
Kannon"
(Nara National Museum)

Board of Trustees, the Nara National Museum

Chairman	KIMURA Shigenobu	Executive Director of the Hyogo Prefectural Museum
Vice-Chairman	ISHIGE Naomichi	Former Executive Director of the National Museum of Ethnology
	AOYAMA Shigeru	Scholar of Nara Gaku
	OONO Genmyo	Chief Abbot of Shotoku Sect and Chief priest of Horyuji temple
	KANASEKI Hiroshi	Professor Emeritus of Tenri University
	KOZEN Hiroshi	Executive Director of the Kyoto National Museum
	SAKAMOTO Michitaka	President of the Nanto Bank
	TASHIRO Wa	President of Kinki Nippon Railway
	NIWA Masako	Professor Emeritus of Nara Women's University
	HASHIMOTO Shoen	Chief Abbot of Kegon Sect and Steward of Todaiji temple
	HAMURO Yoriaki	Chief Priest of Kasuga Shrine
	MACHIDA Akira	Executive Director of the National Research Institute for Cultural Properties, Nara
	MIYAKE Hisao	Chief of the Shoso-in Office of the Imperial Household Agency
	YAMAZAKI Shigeko	Essayist
	YAWATA Tadakazu	Superintendent of Education of Nara Prefecture

(Titles omitted)

⑥ Number of museum staff

Item	Number of staff	Administrative staff	Technical and security staff	Curator
Total	237	96	41	100
National Museum Secretariat	8	8	—	—
Tokyo National Museum	127	46	27	54
Kyoto National Museum	42	20	6	16
Nara National Museum	34	13	8	13
Kyushu National Museum (tentative name)	26	9	—	17



National Treasure:
"Winter Landscapes"
by Sesshu
(Tokyo National Museum)



Dish with design of cherry trees in overglaze enamels
(Tokyo National Museum)



National Treasure: "Seated
Yakushi Nyorai"
(Nara National Museum)

3 Budget of the fiscal year 2004 (unit: thousand yen)

Income

() indicates the closing sum for the previous fiscal year

	Total	TNM	KNM	NNM	National Museum Secretariat
Grant for running expenses	(5,127,857) 5,955,549	(2,305,667) 2,129,213	(933,874) 902,902	(871,654) 943,895	(1,016,662) 1,979,539
Income from exhibition activities	(917,243) 580,066	(472,562) 297,831	(233,889) 91,053	(208,830) 191,182	(1,962) 0
Entrance fees	(606,129) 480,348	(284,455) 233,206	(168,993) 71,996	(152,681) 175,146	(0) 0
Other incomes	(311,114) 99,718	(188,107) 64,625	(64,896) 19,057	(56,149) 16,036	(1,962) 0
Contributions	(40,500) 0	(23,800) 0	(9,300) 0	(7,400) 0	(0) 0
Grant for facilities improvement	(524,497) 2,319,153	(0) 0	(485,297) 0	(0) 0	(39,200) 2,319,153
Total	(6,610,097) 8,854,768	(2,802,029) 2,427,044	(1,662,360) 993,955	(1,088,199) 1,326,259	(1,057,824) 4,298,692

Expenditures

() indicates the closing sum for the previous fiscal year

	Total	TNM	KNM	NNM	National Museum Secretariat
Personnel	(2,181,214) 2,276,554	(1,219,473) 998,884	(402,198) 368,264	(329,763) 404,045	(229,780) 505,361
Operational expenses	(2,990,186) 4,259,061	(1,229,397) 1,428,160	(655,425) 625,691	(703,866) 731,032	(401,498) 1,474,178
General administration	(492,302) 1,016,954	(254,971) 470,624	(114,494) 145,705	(57,669) 278,213	(65,168) 122,412
Exhibition activities	(1,713,591) 1,359,160	(649,504) 636,550	(467,477) 368,430	(592,641) 354,180	(3,969) 0
Research	(402,663) 447,389	(295,486) 268,705	(56,831) 90,189	(50,346) 58,507	(0) 29,988
Education	(49,269) 116,246	(29,436) 52,281	(16,623) 21,367	(3,210) 40,132	(0) 2,466
Preparations for Kyushu National Museum	(332,361) 1,319,312	(0) 0	(0) 0	(0) 0	(332,361) 1,319,312
Facility Improvement	(524,497) 2,319,153	(0) 0	(485,297) 0	(0) 0	(39,200) 2,319,153
Total	(5,695,897) 8,854,768	(2,448,870) 2,427,044	(1,542,920) 993,955	(1,033,629) 1,135,077	(670,478) 4,298,692



National Treasure: "Merry-making under aronia blossoms"
(Tokyo National Museum)



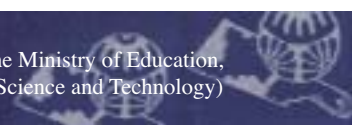
Important Cultural Property:
Large bowl with design of flowers and
birds in overglaze enamels (Tokyo National Museum)



National Treasure "Kujaku Myoo
(Mahamayuri)" (Tokyo National Museum)



National Treasure:
"Segment of the Anthology
of Xinzhuo leilin chao"
(Kyoto National Museum)



In fiscal year 2003, the second evaluation was performed since the National Museum became an Independent Administration Institution. Here are some portions of the evaluations of the performance of our operation in fiscal 2002, given by the IAI Evaluation Committee of the Ministry of Education, Culture, Sports and Science and Technology.

General evaluation

Fiscal 2002 was the second year of the mid-term plan for the National Museum. During this fiscal year, the number of visitors to the National Museum was about 2,390,000, a number far beyond the target of 1,340,000 visitors determined in the plan. Many people reported that they were quite satisfied by the exhibitions. Such goals as "services provided to the Japanese people", including collection, preservation, exhibition, research and education, and "improvement of the efficiency of operation" were attained at a higher level than planned. In addition, new types of activities were engaged in, such as special events like concerts. Furthermore, in its role as a national center, the National Museum promoted international cultural exchanges, contributing greatly to the accomplishment of museum activities in Japan and abroad. Therefore, the Committee thinks that concerning the goal: "become a museum that has more popular appeal" stated in the mid-term plan, the National Museum has produced excellent results. We therefore evaluate the performance of the National Museum as very high.

The following issues were raised by advisors. We will tackle these issues selectively in the future.

Collection and preservation	<ul style="list-style-type: none"> • To make it easier to collect cultural properties, the Museum should cooperate with the Agency for Cultural Affairs, to find methods for promoting the collection of cultural properties, such as through the taxation system reform and other means. The three national museums should exchange information freely enough so that art objects can be collected that are appropriate for each museum. • In facilities where air conditioning is not available 24 hours a day, due consideration should be given to preventing the temperature and humidity from exceeding the specified preservation range. In addition, care must be exercised to avoid extreme changes in temperature and humidity. • The handling of cultural properties requires caution as well as knowledge and skill. This should be emphasized to people working for the Museum, both through experience and training.
Exhibitions	<ul style="list-style-type: none"> • The Museum needs to enhance its public appeal through various activities, related to its exhibitions, if it is to fulfill its purpose of attracting more people to the museum. Techniques for accomplishing this purpose include publicity activities, strategies that help promote tourism and the promotion of industries in the local community, capturing the interest of people who have not previously visited the museum, and developing in them the practice of visiting the museum frequently. • To encourage people to make more frequent visits, the Museum should do such things as reviewing the possibility of issuing complimentary tickets that are only valid for a limited period. • To enhance the educational impact of the exhibitions, the art objects should be arranged so that
Research activities	<ul style="list-style-type: none"> • The results of research are published in the form of catalogues and bulletins prepared by the National Museum. However, published bulletins should be at a high academic level. In addition, the results of research should also be made widely available to the public, as through presentations at related societies.
Education	<ul style="list-style-type: none"> • The National Museum can only perform educational activities within the limits of its human resources and budget. Therefore it is desirable to examine the educational role it should play and review the entire scope of its activities in this realm. • Concerning the acceptance of trainees, it is necessary to clarify the intended goals and review the curriculum accordingly, and striking a balance with other operations. • It is desirable to do more to promote the digitizing and public availability of the art objects and books owned by the Museum.

Other services to visitors	<ul style="list-style-type: none"> · In response to the report prepared by the government's Promotion of Tourism Conference, it is necessary to continue to improve the museum's facilities so that they can be easily used by people from other countries. · It is desirable to thoroughly review the means of providing services through the Internet, such as information about an access to the Museum.
Considerations Concerning Operating Procedures <small>(applicable to high-level managers such as the Chairman of the Board of Directors)</small>	<ul style="list-style-type: none"> · It is expected management will operate the National Museum efficiently and effectively, by operating the three branch museums as one body and getting the most out of the resources owned by the National Museum, such as its wide variety of cultural properties, its human resources, and the information it contains. · In the event of a disaster such as an earthquake, fire, or flood, of course the top priority must be human life and safety. However, the National Museum is also responsible for preserving cultural properties safely if possible, so they can be passed down to future generations. Therefore, it is important to prepare a crisis-management manual that gives instructions to be taken when such a crisis occurs. · It is desirable to examine the problem of the legal rights involved in the planning and display techniques used for exhibitions.
Finances	<ul style="list-style-type: none"> · In keeping with the scope of each project, it is necessary to prepare a budget, spend the funds in a flexible manner and with awareness of the ongoing cost level, and carefully check the results of expenditures. · The fees for the loan of cultural properties, special exhibitions and the use of museum facilities are often determined according to preset fees determined for national properties by the government. However, it is a good idea for the Independent Administrative Institution to set their own more flexible fee schedules, for example by determining admission fees and usage charges appropriate to the services provided, considering the users and their purposes.
Personnel	<ul style="list-style-type: none"> · It is not easy to find administrative personnel with the knowledge and skills peculiar to the administration of a museum. For this reason, training needs to be conducted, to help the personnel that have been hired learn the special things they need to know to administer the museum. In addition, the National Museum needs to recruit administrative staff on its own and develop the skills of its own human resources. · In addition, curators must have expertise in cultural properties, understand their role in an Independent Administrative Institution, and recognize the importance of museum activities, such as operations and publicity. Therefore, it is necessary to exchange staff with the Agency of Cultural Affairs and the National Universities, taking into account the experience and expertise of the people considered. Moreover, continued recruitment from private and municipal museums and private business should be pursued. · To operate the three museums as one body, the headquarter aspect of the National Museum should be enhanced and staff exchange among the three museums should also be considered.
Facilities	<ul style="list-style-type: none"> · In regard to the Kyushu National Museum (tentative name) under construction and the 100th Year Anniversary Hall of the Kyoto National Museum (tentative name), consideration should given to the proper preservation of the cultural properties contained therein and means for assuring that visitors can spend their time there comfortably.

The National Museum has a liaison office for the Disclosure of Information, in compliance with the Law Concerning the Disclosure of Information owned by Independent Administrative Institutions, which was enacted on October 1, 2002. For inquiries about the disclosure of information in documents concerning the operation of the Independent Administrative Institution National Museum (National Museum Secretariat, Tokyo National Museum, Kyoto National Museum, Nara National Museum and Kyushu National Museum (tentative name)), please consult one of the Information Departments set up in the following three locations: In addition, an information search system for documents about the operation of the National Museum is available on the Internet:

<http://www.natmus.jp/DocFileSearch.html>

	TNM	KNM	NNM
Location	13-9, Ueno Koen, Taito-Ku, Tokyo, 110-8712	527, Chayamachi, Higashiyama-Ku, Kyoto, 605-0931	50, Noboriojicho, Nara, 630-8213
Building	Research and Information Center building (2nd floor)	Administration building (1st floor)	East Wing (1st floor)
Liaison office	West Gate (on the side of the International Library of Children's Literature)	Reception desk at the Higashi Oji Street gate	Reception desk at the East Wing office
Dates	Every day except for the following: Saturdays, Sundays, National holidays, Year-end and New Year's Day holidays (Dec. 29 - Jan. 3)		
Hours	9 : 30 ~ 12 : 00, 13 : 00 ~ 16 : 30		
Department in charge	Research Promotion, General Affairs of the National Museum Secretariat	Public Relations Section, PR Dept. of the Kyoto National Museum	Service Promotion Section, General Affairs Dept. of the Nara National Museum
Phone	03-3822-1111	075-531-7504	0742-22-4456



Important Cultural Property
Dogu (clay figurine)
(Tokyo National Museum)



Important Cultural Property "Fast Bull"
(Tokyo National Museum)



National Treasure: "Cypress Trees" screens (Tokyo National Museum)

Information about membership

The Tokyo National Museum and the Nara National Museum are supported by the supporting member system (which can be joined at any time) and the Kyoto National Museum is supported by the Seifukai. They also offer "friends of the museum" and "museum passport" systems, to encourage people to visit the museum more frequently.

You are welcome to join any of these systems.

Supporting member system

	TNM	KNM	NNM
Name	Supporting membership of the Tokyo National Museum	Seifukai	Supporting membership of the Nara National Museum
Annual Membership	Special membership: more than 1 million yen Sustaining membership: 50 thousand yen for individuals; 200 thousand yen for organizations	Supporting membership (unit): 100 thousand yen Special membership: 50 thousand yen Ordinary membership: 20 thousand yen	Special supporting membership: more than 500 thousand yen Supporting membership: 50 thousand yen for individuals; 200 thousand yen for organizations
Benefits	Regular exhibitions: With the membership card you and one companion have unlimited free admission to the regular exhibitions during the museum's open hours. Special exhibitions: With the membership card you and one companion have unlimited fee admission to special exhibitions during the museum's open hours. * At other museums than the museum to which the membership applies, you have one time only free admission with a companion to special exhibitions. * Sustaining members of the Tokyo National Museum are allowed to enter a special exhibition with one companion free of charge, one time only.		
Inquiries	Call the External Affairs and Business Development Section, Business Development, Phone: 03-3822-1111	Call the Seifukai Phone: 075-531-7519	Call the Service Promotion Section: Phone: 0742-22-7771

Preferential tax treatment is applicable for the membership fees.

The Friends of the Museum and Museum Passport system

	TNM			KNM		NNM		
Name	Friends of the Museum	Passport		Friends of the Museum		Friends of the Museum (Passport)		
Annual Membership	10,000 yen	3,000 yen for general	2,000 yen for students	3,000 yen for general	2,000 yen for students	3,000 yen for general	2,000 yen for students	6,000 yen for families
Benefits	Regular exhibitions: With the membership card, you have unlimited fee admission to regular exhibitions during the museum's open hours. * With the family membership card of the Nara National Museum, a total of five people will be admitted to any regular exhibition at the Nara National Museum free of charge. You alone will be admitted free of charge to regular exhibitions at the Tokyo and Kyoto National Museums. Special exhibitions: With a membership card or passport, you will be admitted to special exhibitions (up to six exhibitions) free of charge. * Members of the Friends of Museum of the Tokyo National Museum are given 12 free tickets to special exhibitions (six tickets are valid only at the Tokyo National Museum). * With a family membership card at the Nara National Museum, a total of five people will be admitted to a regular exhibition at the Nara National Museum free of charge. You alone will be admitted free of charge to regular exhibitions at the Tokyo and Kyoto National Museums. (Note that this benefit is available six times in all at the Tokyo, Kyoto and Nara National Museums.)							
Applications	At the reception office of the museum, or you can apply using a postal transfer.							
Inquiries	External Affairs and Business Development Phone: 03-3822-1111			Public Relations Dept. Phone: 075-541-1151		Planning Dept. Phone: 0742-22-7771		

Edited by General Affairs Section, Independent Administrative Institution National Museum Secretariat

**Independent Administrative Institution
National Museum Secretariat**

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URC: <http://www.natmus.jp/>

