

**Outline of the Independent
Administrative Institution
National Museum
2005**





Outline of the Independent Administrative Institution National Museum

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Greetings from the Chairman of the Board of Directors



The member of the board of directors of the Independent Administrative Institution (IAI) National Museum changed in April 2005. Mr. SHINOHARA, an Auditor, and I remained in our posts, and newly, Mr. KUBONIWA as an Auditor, Dr. SASAKI as a Director and the Executive Director of the Kyoto National Museum, and Dr. YUYAMA as a Director and the Executive Director of the Nara National Museum are appointed.

In April, the long-awaited Kyushu National Museum, which has the new style of management in cooperation with Fukuoka prefecture, was established in Dazaifu, Fukuoka. The Kyushu National Museum is preparing its public opening in October 16th lead by Dr. MIWA, the Executive Director of the Kyushu National Museum.

The fiscal year of 2005 is the last year of the 5-year mid-term plan, we intend to maximize our effort to actualize the plans, while enhancing the National Museum for the next mid-term plan starting in April 2006.

Chairman of the Board of Directors of
the Independent Administrative Institution 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 (hereinafter referred to as the National Museum), as a part of the national government's administrative reform program, to provide higher quality and better educational services to the public. This year the Kyushu National Museum is established in April 1, as the fourth National Museum, that is scheduled to open to the public in October 16. 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 Education, Culture, Sports, Science and Technology (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.

Inherit Japanese culture, while passing down Japanese cultural properties, our invaluable national properties, to the following generations in good condition

Present cultural properties to the public, in order to improve and develop Japanese culture

Promote cultural exchanges between Japan and foreign countries, thus serving as a representative of Japanese culture

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 enrich 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.

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

Tokyo National Museum



Honkan (Japanese Gallery, Important Cultural Property)
Opened in 1938

Kyoto National Museum



Main Building (Important Cultural Property)
Opened in 1897

Nara National Museum

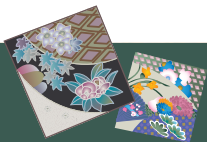


Main Building (Important Cultural Property)
Opened in 1895

Kyushu National Museum



Opening in October, 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.

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



1 Disseminating aesthetics and culture of Japan and Asia

① Exhibitions

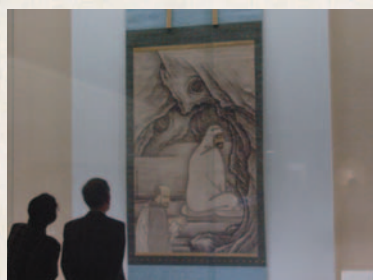
The National Museum offers regular exhibitions and provides a variety of special exhibitions to provide people opportunities to face Japanese and Asian works of art and archaeological objects and to appreciate Japanese aesthetics, as well as, develop a better understanding of traditional Japanese culture. Moreover, we cooperate with museums overseas to organize exhibitions at the National Museum to introduce other cultures to Japanese people. 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.

Following points are considered for displaying works of art:

- a) To prevent discoloration and deterioration, lighting level for exhibition and temperature and humidity must be carefully monitored and strictly controlled, and the length of time displayed must be limited appropriately.
- b) The contents of exhibitions are timed to suit the season, seasonal festivals and contemporary events.



Thematic exhibition, " Designs on Dōtaku Bell-shaped Bronzes " (Tokyo National Museum)



Special feature, "Commemorating the Designation of National Treasure Huike Offering His Arm to Bodhidharma by Sesshu" (Kyoto National Museum)

■ Regular exhibitions

Regular exhibitions generally display objects owned by the National Museum and loaned items, along with the individual characteristics of the Tokyo, Kyoto, Nara and Kyushu National Museum. Each museum changes its exhibits periodically, with about 11,800 items in total displayed during a year at the four museums.

■ Thematic exhibitions and special features

We also hold thematic exhibitions and special features. In these exhibits, works are displayed under specific themes or recently discovered cultural properties and items that are rarely seen are specially featured and shown to the public.

Thematic exhibitions and special features scheduled for fiscal 2005

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

- Special Feature : Buddha Head : National Treasure from Kohfukuji
(September 21 – October 16, 2005) 〈Tokyo National Museum〉
- Japanese Poetry and Art : 1100 Years of Kokinshū, 800 Years of Shinkokinshū
(November 23 – December 25, 2005) 〈Kyoto National Museum〉
- The Water-Drawing Ceremony
(February 14 – March 21, 2006) 〈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 fiscal 2005 * For details, see "4. Activities of the individual national museums" on pages 8 - 15.

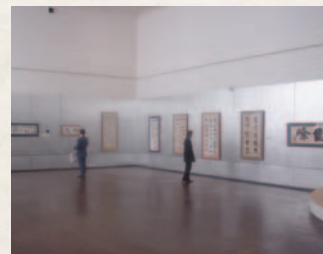
- HOKUSAI (October 25 - December 4, 2005) 〈Tokyo National Museum〉
- Faith and Syncretism: Saicho and Treasures of Tendai
(October 8 - November 20, 2005) 〈Kyoto National Museum〉
- Ko - Mikkyō: The Incipient Stages of Japanese Esoteric Buddhism
(July 26 - September 4, 2005) 〈Nara National Museum〉
- 2005 Inaugural Exhibition "Japan, Country of Beauty"
(October 16 - November 27, 2005) 〈Kyushu National Museum〉

Overseas exhibitions

Overseas exhibitions are organized in cooperation with overseas museums to disseminate Japanese culture to people overseas and promote interests and understandings of Japanese culture.

Overseas exhibitions scheduled for fiscal 2005

- "Japan Goes to the World's Fairs: Japanese Art at the Great Expositions in Europe and the United States, 1867 - 1904" at the Los Angeles County Museum of Art in U.S.A.
(May 12 - October 10, 2005) 〈Tokyo National Museum〉
- "Japanese Art from the Tokyo National Museum Collection (tentative title)" at the Museum of New Zealand Te Papa Tongarewa in New Zealand (March 10 - May 7, 2006) 〈Tokyo National Museum〉
- "Masterpieces of Calligraphy from China and Japan" (tentative title) at the Shanghai Museum in China (March 13 - April 23, 2006) 〈Tokyo National Museum〉
- "Kyoto: Genius of 18th-Century Painting" (tentative title) at the Asian Art Museum of San Francisco in U.S.A. (December 2, 2005 - February 26, 2006) 〈Kyoto National Museum〉



"Calligraphic Art of Nishikawa Yasushi" (Beijing) 〈Tokyo National Museum〉

- "Kyoto: Genius of 18th-Century Painting" (tentative title) at the Asian Art Museum of San Francisco in U.S.A. (December 2, 2005 - February 26, 2006) 〈Kyoto National Museum〉



"Masterpieces of Japanese Art" (Beijing) 〈Nara National Museum〉

Regional traveling exhibitions

Regional traveling exhibitions of the National Museum Collection in various regions within Japan are organized in cooperation with local museums to promote interests and understandings of Japanese culture and the National Museum.

Traveling exhibitions scheduled for fiscal 2005

- "National Treasures, Their Beauty and Spirit" (co-organized by Takayama City, Gifu Prefecture)
(April 8 - May 8, 2005)
〈Tokyo National Museum〉



"National Treasures, Their Beauty and Spirit" (Gifu Prefecture) 〈Tokyo National Museum〉



"The Annual Exhibition of National Museums for the 2005 Treasures of Nara National Museum" (Kanagawa Prefecture) 〈Nara National Museum〉

② Research activities

Exhibitions, the preservation of works of art and archeological objects and other activities carried out by the National Museum are based on the research activities of curators and guest researchers of the museums. Research and investigation of cultural properties are especially important to the functions and enrichment of the museum, and the results of these activities are reflected in the contents of regular and special exhibitions.

For example, the Tokyo National Museum conducted the joint research about "Nirvana" (a masterpiece of Buddhist painting dated 1086) with National Research Institute For Cultural Properties, Tokyo, as organizing the special exhibition "Treasures of a Sacred Mountain: Kukai and Mount Koya" from April through June, 2004. Using high-resolution digital photography and photofluorography, we attained important results including identifying the parts in the painting where organic pigments are used.

At the special exhibition "The Sacred World of Shinto Art in Kyoto" from August through September, 2004, the Kyoto National Museum showed a newly discovered sacred treasure "Octagonal Jewel Box with Buddhist Deities", created in Heian - early Kamakura period, for the first time to the public.

These research activities conducted by 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 Grant-in-Aid for Scientific Research
- e) Joint research in and out of Japan
- f) Research on the environment related to the preservation and exhibition of tangible cultural properties



Research of Buddhist painting (Nara 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 followings.

In addition, we present training courses for curators of public and private museums to improve their professional skills. We intend to enhance our educational activities as one of the museum's important functions.

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



Teachers viewing of an exhibition (Tokyo National Museum)



Family gallery 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 activities to them, including gallery talks, supports at workshops, and other programs planned by the volunteers themselves.



Student volunteers (Tokyo National Museum)



Gallery talks by student volunteers (Kyoto National Museum)



Talks by volunteers (Nara National Museum)

2

Passing down aesthetics and culture of Japan and Asia

① Collection, preservation and restoration

■ Collecting and borrowing objects

To enhance the characteristics of the Tokyo, Kyoto, Nara and Kyushu 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, 2005)

National Museum			Tokyo National Museum			Kyoto National Museum			Nara National Museum			Kyushu 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	Total	National treasure	Important cultural property
119,474	130	899	111,444	91	623	6,238	27	181	1,727	12	95	65	0	0



Standing Bishamonten (Nara National Museum)

From new acquisitions in fiscal 2004



Detached segment of scroll of Thirty-six Immortal Poets, Nobuhusa version (Tokyo National Museum)



Landscape with osi-e (Kyoto National Museum)



European-style chest with plant, bird and animal designs in maki-e lacquer (Kyushu National Museum)

To enrich the contents of regular exhibitions, we borrow cultural properties possessed by public and private organizations or individuals. In order to show designated cultural properties to the public, we also utilize works of art recommended and approved by the Director General of the Agency for Cultural Affairs.

Art objects on loan

(as of March 31, 2005)

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
10,539	197	1,279	2,451	62	326	6,142	83	628	1,946	52	325

■ 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 repairs: 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 promoting publishing research results and restoration reports, operating museum's web site, and digitalizing information about cultural properties, in order to pass information about them down to future generations. Digital data of Images of collections are also available (with fee) for commercial use (through TNM Image Archives and @KYOTO MUSE.)

Publications

- Exhibition Catalogues
- Bulletins on research
- Restoration reports



Museum goods made from application of TNM Image Archives Service (Tokyo National Museum)



Before restoration

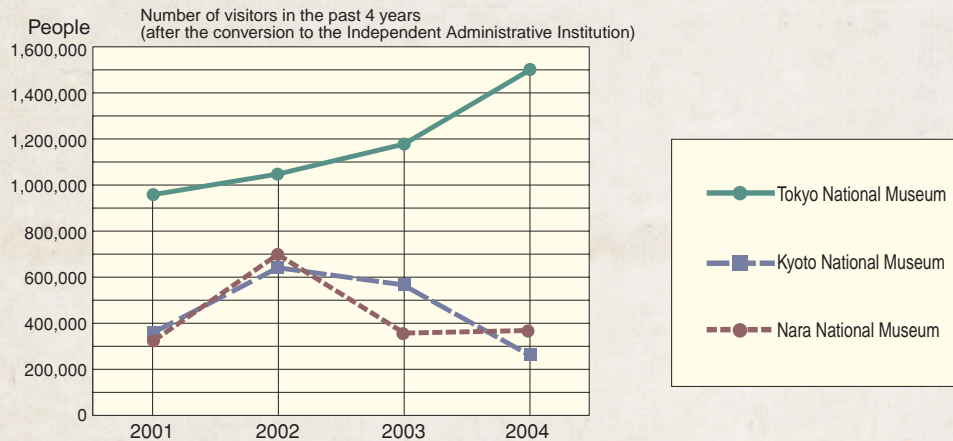


After restoration
Biographical Stories of the Priest Ippen, Vol. 7 (Tokyo National Museum)

3 Attracting more people to the museums

① Number of visitors (fiscal 2004)

National Museum	Tokyo National Museum	Kyoto National Museum	Nara National Museum
Total: 2,162,000	1,528,000	269,000	365,000



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. Events planned and organized by the National Museum are mainly aiming at facilitating more public exposure of exhibitions and museum facilities. We are also trying to make efficient use of our museum facilities by responding positively to the needs of private businesses and organizations, which sometimes cooperate in these offerings.

Examples of efficient use of museum facilities in fiscal 2004

Events organized by the National Museum

- Literature lecture meeting (Tokyo National Museum)
- Music concert in collaboration with Tokyo National University of Fine Arts and Music (Tokyo National Museum)
- Music concert held jointly with the Salon de Sonnet and Telemann Institute Japan (Tokyo National Museum)
- Rakugo at the Museum (Kyoto National Museum)
- Gagaku Evening (Nara National Museum)

Renting museum facilities to private entities

- Viewing of exhibits and party held under the auspice of private sectors (Tokyo National Museum)
- Renting venues for TV dramas (Kyoto National Museum)
- Photo exhibition held by Association for promotion for World Heritage Registration, Yoshino (Nara National Museum)
- Reception for members of Swedish parliament (Nara National Museum)



Party held by a private company (Tokyo National Museum)



Christmas Opera Concert (Kyoto National Museum)



Bunraku Evening (Nara National Museum)

Tokyo National Museum



In 2005, there are various international events in Japan, including the EXPO 2005 AICHI JAPAN, 2005 Japan, EU Year of People-to-People Exchanges, Deutschland in Japan, and Japan-Korea Friendship year 2005. As acting in concern with the Visit Japan Campaign, we intend to stress the international exchanges and make efforts to attract much more visitors from abroad. Besides that, there are the fine Buddhist arts in Asuka—Hakuhou period which are more ancient than the Shosoin treasures, in the gallery of Horyuji Treasures. Whilst improving the suggested route for visitors and the use of space inside the gallery, and holding programs such as thematic exhibitions or special features, we plan to use the gallery not only as a place of "appreciation", but also the space of "relaxation".

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

Exhibitions

Regular exhibitions

Regular exhibitions are held at the Honkan (Japanese Gallery), Toyokan (Asian Gallery), Heiseikan, and The Gallery of Horyuji Treasures. The exhibits in the regular exhibitions are rotated frequently (about 180 times a year). About 8000 cultural properties are scheduled to be displayed during fiscal year 2005. Each building is characterized as follows:

HONKAN(Japanese Gallery) displays art works and historic materials from Japan.

1st floor : Exhibits organized by types of works, such as sculpture, ceramics, swords, etc.

2nd floor : "*Highlights of Japanese Art*": overview of Japanese art history in chronological order from the Jomon to the Edo period

TOYOKAN(Asian Gallery) contains works of arts and archeological objects from all over Asia, including China and Korean peninsula.

HEISEIKAN shows Japanese archeological objects, such as clay potteries of the Jomon period and bronze bells in the Yayoi period and a haniwa terracotta tomb figures in the Kohun period, etc.) in the Japanese Archaeology Gallery on the first floor.

The Gallery of Horyuji Treasures houses and displays over 300 treasures that were donated to the Imperial family by the Horyuji temple, Nara, in the Meiji era, which contain excellent examples of ancient Buddhist art.

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. Followings are some of the thematic exhibitions and special features scheduled for fiscal 2005.

- History of Japanese Helmets- from the Kofun to the Edo period (4th century - 19th century)
(March 29 - July 3)
- 2005 Newly Designated National Treasures and Important Cultural Properties
(April 26 - May 8)
- New Acquisitions: 2004
(May 24 - June 19)
- Albums of Natural History: Historical Connections
(June 21 - July 31)
- Newly acquired Treasures for Japan
(July 26 - September 4)
- Special Feature : Buddha Head-National Treasure from Kohfukuji
(September 21 - October 16)
- Attractions of Edo
(December 23 - January 15, 2006)
- Celebrating New Year at the Tokyo National Museum
(January 2 - January 29, 2006)
- National Treasure: Prince Shotoku and the Embroidery of Heavenly Paradise
(March 14 - April 9, 2006)

Special exhibitions

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

The following special exhibitions are scheduled for fiscal 2005:

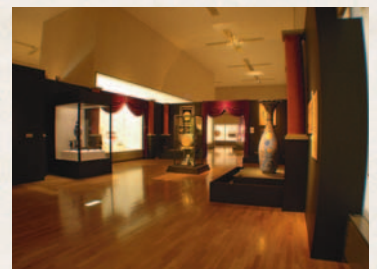
- Masterpieces of the Museum Island, Berlin –Visions of the Divine in the Sanctuary of Art
(April 5 - June 12)
- Passing Traditions in Japanese Art—Study, Copy, Create
(July 20 - September 11)
- Splendid and Refined: Imari Ware and Kyoto Ware Ceramics
(October 4 - December 4)
- HOKUSAI
(October 25 - December 4)
- Chinese and Japanese Calligraphy
(January 11 - February 19, 2006)
- Faith and Syncretism: Saicho and Treasures of Tendai
(March 28 - May 7, 2006)



Regular exhibition (Honkan)



Regular exhibition (The Gallery of Horyuji Treasures)
photo by SATO Akira



Special exhibition "Arts of East and West from World Expositions"



Special exhibition "National Treasures of Toshodaiji Temple- Ganjinwajo and Vairocana Buddha"

Tokyo National Museum

Number of objects owned by the museum:
111,444 (91 National Treasures and 623 Important Cultural Properties)
Number of art objects on loan:
2,451 (62 National Treasures and 326 Important Cultural Properties)(as of March 31, 2005)

As the most representative museum of Japan, the Tokyo National Museum collects, preserves, displays, researches and provides educational programs about the cultural properties of Asia with a focus on Japan.



National Treasure
Fan-paper album of Hoke-kyo
Sutra (Tokyo National Museum)

Location:
13-9, Ueno Park, Taito-Ku, Tokyo, 110-8712
Phone: 03-3822-1111
http://www.tnm.jp/

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 fiscal 2005:

- Family Gallery
- Gallery Talks by volunteers
- Curator's experience programs for students
- Activities for "Period for Integrated Study" program
- Exhibition-related tours inside and outside the museum
- Lecture series on the appreciation of works of art
- Training programs for teachers
- Teachers' sessions and private viewings of special exhibitions



Family Gallery

Research activities

We plan and conduct research, the results of which are reflected in our collection, preservation, and exhibition. In addition to funds allocated in our annual budget, Grant-in-Aid for Scientific Research and grants for cultural activities from the government are used to carry out our research activities.

Below are some of the research themes scheduled for fiscal 2005:

- Research on the copies by Kano school in the TNM collection
- Scientific Investigation on Technological Transference and its Transfiguration of European Painting Techniques during Seventeenth and Nineteenth century
- Constructing a theory aiming at redevelopment of historic buildings as exhibition spaces for cultural properties
- Special Investigation on Horyuji Treasures X X VI : Illustrated Biography of Prince Shotoku
- Research and Investigation on Igarashi maki-e lacquer in the Edo period, focusing on close observation of powders for maki-e decoration
- Comprehensive Research on historical documents previously owned by the Edo Shogunate Government



Research activity

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 museum was started as 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 & 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 a 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 Hoyoekikan 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 (last admissions at 16:30)
9:30 - 20:00 on Friday (last admissions at 19:30) April thru December (during special exhibition periods only).
9:30 - 18:00 on Saturday, Sunday and holidays (last admissions at 17:30) April thru September
- Closed** Mondays (If a National Holiday falls on a Monday, the museum is open on that day and closed the following day instead.)
Year-end holidays and New Year's Day (December 28 - January 1)
- Admissions** Adults: 420 yen (group rate - 210)
University/College students: 130 yen (group rate - 70)
High school students and under: Free

- ※Prices in parentheses are for people in groups of 20 or more.
- ※Special exhibitions required separate admissions
- ※People with disabilities and one companion are admitted free of charge.
- ※Regular exhibitions are free of charge to those 65 years old and over.





Kyoto National Museum



At the Kyoto National Museum, we aim to evolve in the Kyoto area where time-honored traditions have been inherited. The cultural arts that flourished in this ancient capital spread to the rest of Japan, creating artistic expressions after defined as "Japanese". While balancing the aspect of collection, preservation, restoration, study and research with that of exhibitions and educational activities, we hope the museum can provide a comfortable and enjoyable space for the public.

Executive Director, Kyoto National Museum **SASAKI Johei**

Exhibition activities

Regular exhibitions

Regular exhibitions are held in The Collections Hall. Art and craft objects produced through the ages, up to the early years of the modern era, are displayed under the categories of Paintings, Sculpture, Applied Arts, Calligraphy, and Archaeological find. The exhibits are 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.

- New Acquisitions (June 1 - July 3)
- Tracing the History of the Ji Sect: Celebrating 1200 Years of Chōraku-ji Temple (July 13 - August 21)
- Japanese Poetry and Art: 1100 Years of Kokinshū, 800 Years of Shinkokinshū (November 23 - December 25)
- Master Swords from Temples and Shrines in Kyoto (January 2 - February 12, 2006)
- Sculptures of Shinto Deities and Guardian Lions and Lion Dogs (January 2 - March 26, 2006)
- Girls' Day and Dolls (February 18 - April 2, 2006)
- Commemorating the Restoration of the Myōken-ji Temple Documents (March 1 - April 2, 2006)

Special exhibitions

Special and joint exhibitions are held at the Special Exhibition Hall.

- Shōhaku Show (April 12 - May 15)
- SAKAMOTO RYŌMA : A Modern Hero in a Time of Revolution (July 16 - August 28)
- Faith and Syncretism : Saicho and Treasures of Tendai (October 8 - November 20)



Regular exhibition



Special Feature : Buddhist images and photographs

Collection, preservation and restoration of cultural properties

The Kyoto National Museum houses treasures cultural heritage from shrines and temples in and around Kyoto since it was established, and The number of works and historical materials involving Kyoto culture has also been increasing from year to year through purchase and donation.

The Kyoto National Museum is also home to the Conservation Center for Cultural Properties, which was set up as a first integrated facility to repair cultural property in Japan in 1980.



Conservation Center for Cultural Properties



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



Important Cultural Property Folding Screen with Flowers and Birds Four Seasons (Kyoto National Museum)

Location:
527 Chayamachi, Higashiyama-ku, Kyoto City,
Kyoto Prefecture 605-0931
Phone: 075-541-1151
<http://www.kyohaku.go.jp/>

Training course in museum science



Educational activities

Activities for students

- Preparation of explanatory sheets about art objects (The Museum Dictionary) for elementary and junior high-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
- Painting contest
- Museum workshops for middle-school students

Cooperation with Kyoto University for graduate programs

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 45 times a year)
Every Saturday our curators give lectures about exhibitions and exhibits.
- Summer seminars (July 27 - 29)
Lectures are delivered under the theme of "Replication and Creation III."
- International symposium centered around the special exhibition, "Faith and Syncretism : Saicho and Treasures of Tendai" (November 12)



Summer seminar

Publications

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

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 Keninji 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).

Other activities

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.



Kyoto Rakugo Museum

Number of art objects owned by the museum:
6,238 (27 National Treasures and 181 Important Cultural Properties)
Number of art objects on loan:
6,142 (83 National Treasures and 628 Important Cultural Properties)
(as of March 31, 2005)

Brief history

- 1897 The Museum was established as the Imperial Museum of Kyoto.
- 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 Collection 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 a 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.

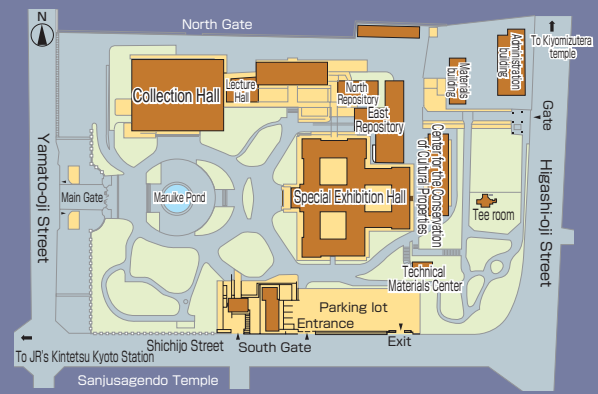
Visitor information

- Hours** 9:30 - 17:00 (last admissions at 16:30)
9:30 - 20:00 on Friday (last admissions at 19:30)
during special exhibition periods only
- Closed** Mondays (If a National Holiday falls on a Monday, the museum is open on that day and closed the following day instead.)
Year-end holidays and New Year's Day (December 27 - January 1)
- Admissions** Adults: 420 yen (group rate - 210)
University/College/High school students: 130 yen (group rate - 70)
Junior High school students and under: Free

- ※Prices in parentheses are for people in groups of 20 or more.
- ※Special exhibitions required separate admissions
- ※People with disabilities and one companion are admitted free of charge.
- ※Regular exhibitions are free of charge to those 70 years old and over.

Free admission days:

Admission to regular and thematic exhibitions is free on the 2nd and 4th Saturday of each month.



Nara National Museum



Nara National Museum has involved in collecting and preserving cultural properties including Buddhist arts, as well as conducting researches, providing educational activities since it was open in 1895. We have presented the artistries of Buddhist culture and its background history in cooperation with shrines and temples nearby. In the years ahead, we intend to enhance our routine activities, preservation of cultural properties, as well as internationalization and computerization. With an awareness that we are bases for the Nara cultures, we hope to be the approachable museum with the mind-set of the public.

Executive Director, Nara National Museum **YUYAMA Ken'ichi**

Exhibitions

Regular exhibitions

A regular exhibition under the name "Masterpieces of Buddhist Art" is held in the Original Museum 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 19 times a year) to display over 600 attractive cultural properties, such as the standing Yakushi-nyorai from Toshodai-ji (National Treasure) and sculptures in Tempyo era from Horyu-ji.

Thematic exhibitions

Thematic exhibitions are small-scale exhibitions in various fields.

- The Buddhist Sculptors of Shukuin (Shukuin Busshi) (May 28 - July 10)
- Shōsō-in Treasures in Reproduction (September 20-October 10)
- The water-drawing ceremony (February 14-March 21, 2006)

Children's Gallery

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

- The Lotus: Flower of Buddhism (July 26-September 4)

Special exhibitions

- Japanese Archeology - The Age of the Dawning of our Culture (March 23 - May 8, 2005)
- Ko-Mikkyō : The Incipient Stages of Japanese Esoteric Buddhism (July 26-September 4)
- Cultural Crossing-Tang Art and the Japanese Envoys (September 20-October 10)
- The 57th Annual Exhibition of Shōsō-in Treasures (October 29-November 14)
- Treasures of Kanazawa-Bunko (tentative title) (December 3-January 15, 2006)
- Saint Kōkei (tentative title) (December 3-January 15, 2006)

Traveling exhibitions

Traveling exhibition in fiscal 2005 is scheduled at Kanagawa prefectural Kanazawa-Bunko Museum.

- Treasures of Nara National Museum

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 succeeding generations. In 2002 we established the Conservation Center of the Nara National Museum, a facility for preserving and repairing cultural properties.



Special feature "SHINTO ART FROM NARA Treasures of Tanzan Shrine"



Special exhibition "Treasures from Itsukushima Shrine"



"Daitoku Myo-o"
New acquisition in 2004

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



Sitting Aizen Myo-o
(Nara National Museum)

Location:

50 Noborioji-cho, Nara, 630-8213

Phone: 0742-22-7771

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

■ 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 and pupils:
Setting up a cultural properties school for family to attend together and activities to promote understanding of the museum.
- ③ Lectures and seminars:
Setting up Gallery Talks, extensions, summer seminars, symposia about special exhibitions
- ④ Training course for museum science
- ⑤ Enhancement of volunteer activities



Training in museum science

■ Research activities

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 2005 the Nara National Museum conducted the research listed below, with good success.

- ① Systemic research on shrines and temples in 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 Collection of and research on photographs of Buddhist art
- ⑥ Academic exchanges with the Korean National Gyeongju Museum, The Shanghai China Museum, and the National Museum of China (Beijin).



Research activity

Nara National Museum

Number of art objects owned by the museum:
1,727 (12 National Treasures and 95 Important Cultural Properties)
Number of borrowed art objects:
1,946 (52 National Treasures and 325 Important Cultural Properties)
(as of March 31, 2005)

Brief history

- 1889 The Museum was established as the Imperial Museum of Nara.
- 1895 The Museum held its first exhibition.
- 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 Original Museum 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 celebrate 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.
- 2001 The Museum became the Nara National Museum of the Independent Administrative Institution National Museum.

Visitor information

- Hours** 9:30 - 17:00 (last admissions at 16:30)
9:30 - 19:00 on Friday (no new admissions after 18:30) during the period from the last Friday of April thru October, August 13-15, December 17, January 8, February 3, March 12.
* During "The 57th Annual Exhibition of Shōsō-in Treasures" period
9:00 - 18:00 Tuesday thru Friday (last admission at 17:30)
9:00 - 19:00 on Friday (last admission at 18:30)
- Closed** Mondays (If a National Holiday falls on a Monday, the museum is open on that day and closed the following day instead.)
Year-end holidays and New Year's Day (December 28 - January 1)
- Admissios** Adults: 420 yen (group rate - 210)
University/College/High school students: 130 yen (group rate - 70)
Junior High school students and under: Free

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

※ Special exhibitions required separate admissions

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

※ Regular exhibitions are free of charge to those 70 years old and over.



Kyushu National Museum



In April the Kyushu National Museum is installed and the museum is finally open to the public in October 16th in partnership with Fukuoka prefecture. We are planning to provide the enjoyable facilities both children and adults under the idea that the formation of Japanese culture should be considered within the context of Asian history.

Visitors can appreciate the long cultural history between Japan and Asian countries, while children enjoy a huge variety of Asian culture. 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, trying to be a transparent and accessible museum.

Executive Director, Kyushu National Museum **Miwa Karoku**

Exhibition activities

● Main Exhibitions(Regular exhibitions)

Main Exhibition (Regular exhibition) which stands for the concept of the Kyushu National Museum starts as an exhibition entitled "Cultural Interchange: Ocean Ways, Asian Paths". The exhibition shows how Japanese culture formed under the influence of Asia at a total of 3,900m² space (consists of the basic exhibition room at the center and the 14 related exhibition room around).

The exhibition is divided into 5 section by themes: 1" Jomon Culture: Ocean-Bound" (Paleolithic-the Jomon period), 2" Political Power: Cultivating Rice" (the Yayoi - the Kohun period), 3" Nation Building: The Age of the Envoys" (the Nara - the Heian period), 4"Merchants of the Asian Seas" (the Kamakura - the Muromachi period), 5" Smaller World, Closer West"(the Edo period)

With this exhibition, visitors can see the various exhibits including national treasures and important cultural properties. However, the museum do not only display the real things, but also conduct programs for visitors to be the enjoyable museum for people at any age and any nationality; a powerful movie on large-size monitor exclusively showing at Kyushu National Museum, Educational programs with potable devices, Audio guide for the foreign visitors in 3 languages (English, Chinese and Korean) are designed.

Furthermore, we plan to change the exhibits 67times a year in fiscal 2005 so that visitors can appreciate the brand-new exhibits on every visit.

Thematic exhibition "Hop Step Kyuhaku"(February 15- April 10, 2005)

Prior to open, we held the exhibition at the Tokyo National Museum to show our ardor for the open of the Kyushu National Museum, and gathered over 40 thousand visitors.

● Special exhibitions

- 2005 Inaugural exhibition "Japan, Country of Beauty" (October 16 - November 27, 2005)

This exhibition aims to highlight how enthusiastic Japan was to pursue beauty through covering the 2 periods when Kyushu dramatically developed. A number of national treasures and important cultural properties will be on the view.

- "China-Crossroads of Culture" (January 1-April 2,2006)

This exhibition picks up the period between Han and Tang Dynasty, which is not often researched so far and presents viable dynamic Chinese culture in that age.

Collection, preservation and repair of cultural properties

● New acquisitions in fiscal 2004

In fiscal 2004, we collect 9 art objects including followings.

- "Three Martyrs"

The painting depicts a martyrdom of 26 Christians in Nagasaki in the late 16th century, and only three Christians were depicted here by a contemporary European painter.

- "Diplomatic documents kept by the So clan"

These documents record the diplomatic transactions between Korean Government and the So Clan in Tsushima, Nagasaki, during the Edo period.

● Restorations

The Museum plans to restore the "Three Martyrs," as well as Jomon wares, partially affected by earth quakes, that will be put on display on the 4th floor during the first six weeks after the official opening.



Thematic exhibition "Hop Step Kyuhaku"



Inaugural Exhibition
"Japan, Country of Beauty"



"Three Martyrs"
New acquisition in 2004

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.

Location:

4-7-2, Ishizaka, Dazaifu City,
Fukuoka Prefecture 818-0118
Phone: 092-918-2807
<http://www.kyuhaku.jp/>



A Christian shrine with design of flowers and birds in maki-e lacquer and mother-of-pearl inlay (Kyushu National Museum)

Exhibitions activities

Program at the Educational exhibition room, "AJIPPA"
"AJIPPA" is the educational exhibition room. There visitors can experience the ethnic cultures which have interaction with Japan historically.

The museum develops and practice activities as follows:

- Educational kits
- Programs by junior curators (consist of from junior-high school through university students)
- Programs jointly operated with schools.
- Programs which visitors can have firsthand experience of the activities of the museum.

Acceptance of volunteers

We conduct basic and specialty training for volunteers to enhance commentary of exhibits, guide for the museum, education, IPM (integrated pest management) and events.

Edit of children's guide book for Inaugural Exhibition.

Improvement of the website's educational section

Academic exchanges

- Holding of international symposiums
- Development of partnership among affiliate museums to enhance international exchange

Internship

To improve the acceptance mechanism of internship, we form an alliance with universities.



AJIPPA

Research activities

Decorated Tomb Data Base



Decorated Tomb Data Base

As research progress concerned with advanced informatization, we have started to post Decorated Tomb Data Base on our website. This system enables audience to view precision image of the decorative tombs, which was prevalent throughout from north to middle Kyushu in 5-6th century, while searching by map, design and name. Some of the tombs can be seen by aerial photos and reproductions with an 3-D feeling, abounding with realistic touches to study how and where in the tomb decorations was drawn.

Museum Science

The temperature, humidity and air quality which may affect cultural properties are continuously determined and analyzed to maintain the optimal environment for displaying and restoring the cultural properties. In terms of the global environment, we take the IPM: the pest control by least chemical method. For example, we bring nitrogen gas into use for the extermination of harmful insects.

Moreover, we begin the instrumental research such as X-ray photography so that we can comprehend the states of the cultural properties and reflect it in our restoration.

Number of art objects owned by the museum:
65 (0 National Treasures and 0 Important Cultural Properties)
(as of March 31, 2005)

Brief history

- 1994 ACA (Agency for Cultural Affairs) created "The Committee to Investigate the Establishment of a New Type of Museum".
- 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 ACA, 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 ACA and Fukuoka Prefecture, worked out "The Regular Exhibition Plan".
- 2000 ACA, Fukuoka Prefecture and the Foundation jointly completed "The Design for Implementing Construction" and "The Basic Exhibition Design."
- 2001 ACA, 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.
- 2005 The Museum became the Kyushu National Museum of the Independent Administrative Institution National Museum.

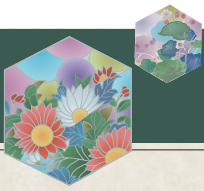
Visitor information

Hours 9:30 - 17:00 (last admissions at 16:30)
Closed Mondays (If a National Holiday falls on a Monday, the museum is open on that day and closed the following day instead.)
December 26-31
* The museum is generally open during "Japan, Country of Beauty" period (October 16 - November 27, 2005)

Admissios Adults: 420 yen (group rate - 210)
University/College/High school students: 130 yen (group rate - 70)
Junior High school students and under: Free

- * Prices in parentheses are for people in groups of 20 or more.
- * Special exhibitions required separate admissions
- * People with disabilities and one companion are admitted free of charge.
- * Regular exhibitions are free of charge to those 70 years old and over.





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 Seifukai.

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.

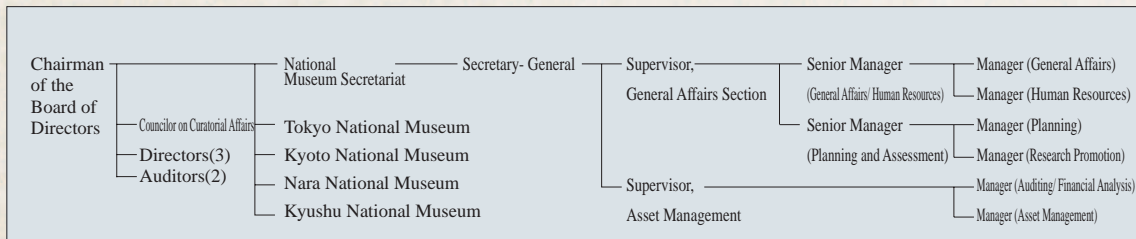
The plan is operated independently by each national museum so that they can respond to the individual needs of their regions.

For details, see page 25.

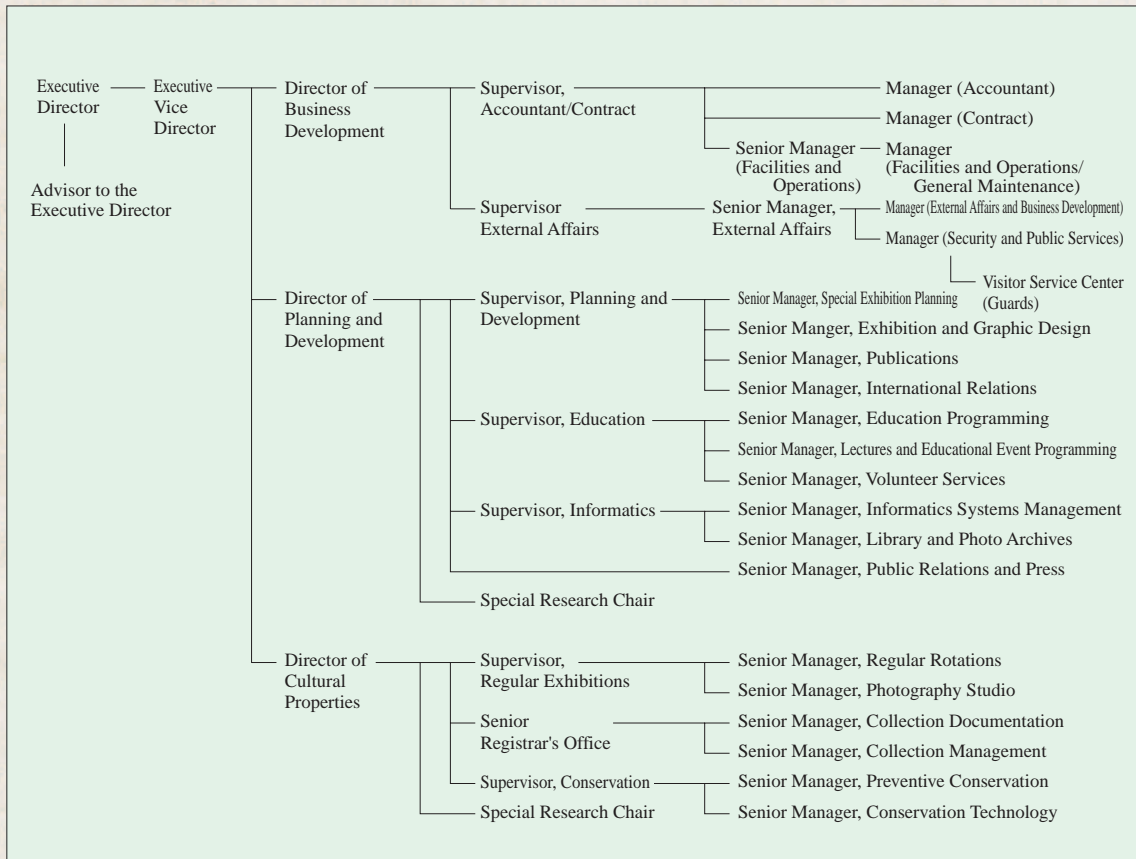
2 Organization and number of staff at each museum (as of April 1, 2005)

① Organization

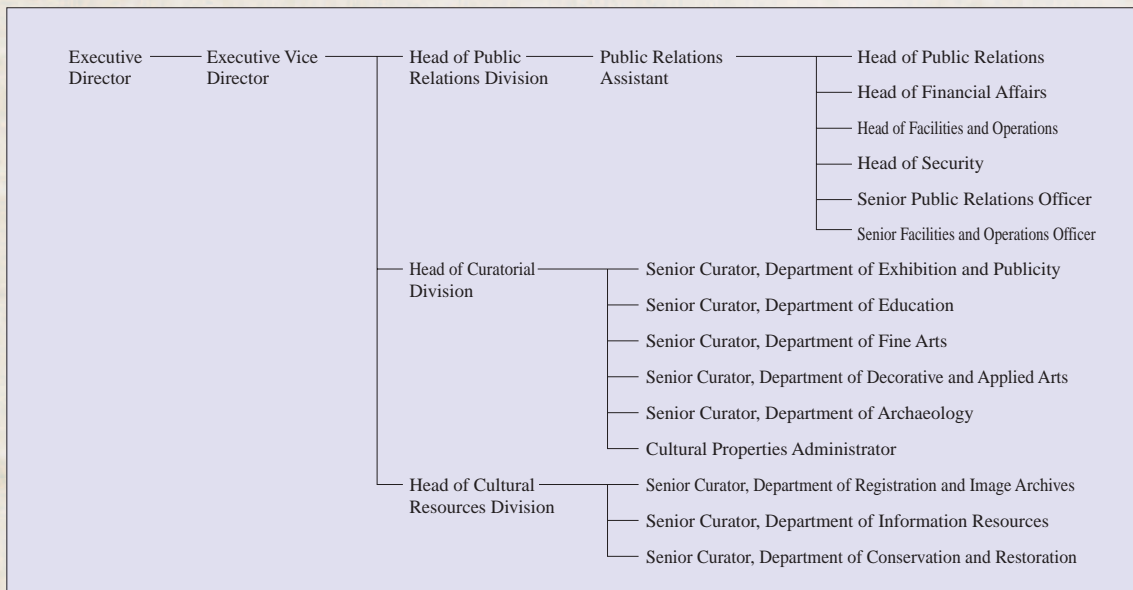
Organization chart of the Independent Administrative Institution National Museum and the National Museum Secretariat



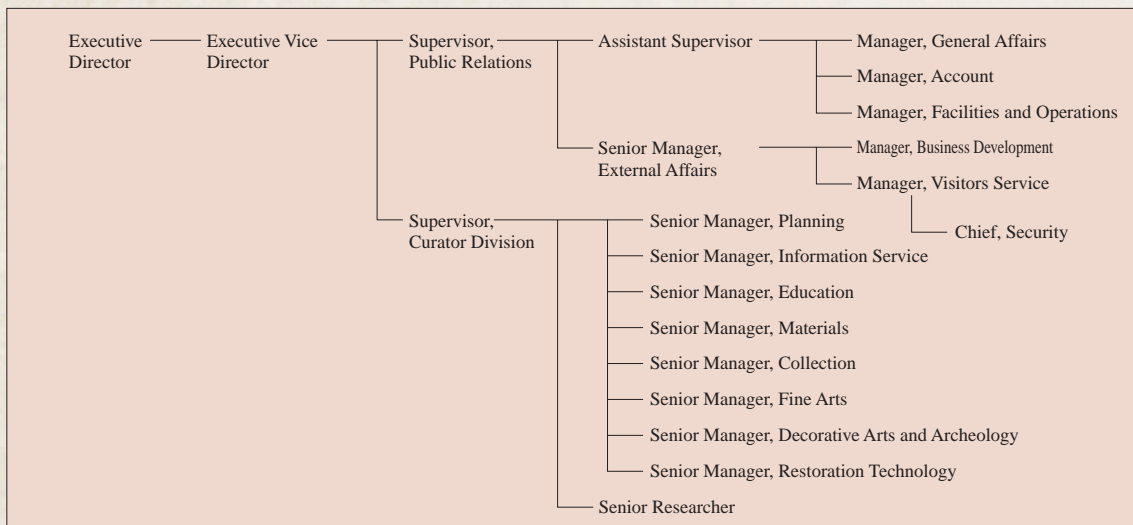
Organization chart of the Tokyo National Museum



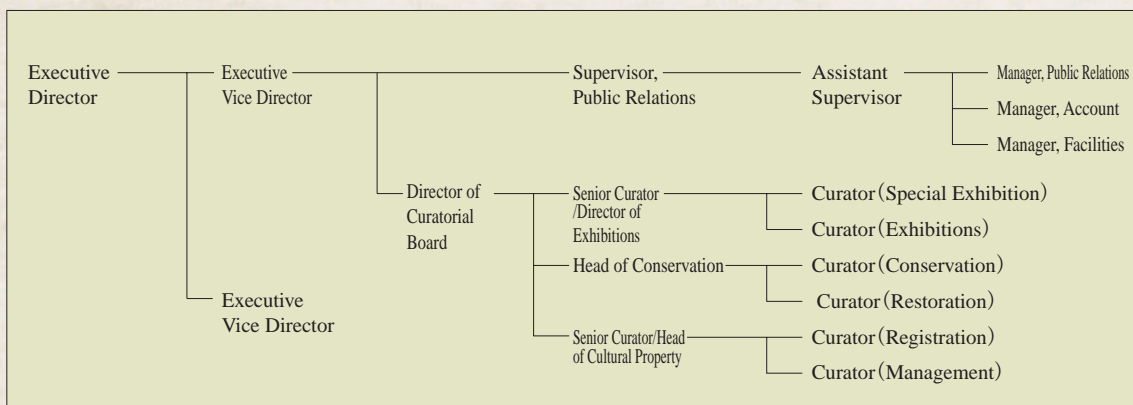
Organization chart of the Kyoto National Museum



Organization chart of the Nara National Museum



Organization chart of the Kyushu National Museum Kyushu National Museum is managed in cooperation with Fukuoka prefecture.



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)	SASAKI Johei
Director (Executive Director of the Nara National Museum)	YUYAMA Ken'ichi
Director (Executive Director of the Kyushu National Museum)	MIWA Karoku
Auditor (Director of National Association for Vitalization of Traditional Culture)	KUBONIWA Shin'ichi
Auditor (Certified Public Accountant)	SHINOHARA Hiroyoshi

③ Board of Special Advisors

The National Museum Independent Administrative Institute 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	FUKUHARA Yoshiharu	Honorary President of Shiseido
Vice-Chairman	OONUMA Sunao	Chairman of the Board of Directors of Bunka Gakuen
	ABE Mitsuo	Chairman of the Board of Directors of for the Society for the Promotion of the University of Air
	UENO Shoichi	Proprietor of the Asahi Shimbun Company
	OOHASHI Yoji	Chairman of ANA
	OGURA Kazuo	Adviser to the Japan Foundation
	TANAKA Kazuo	President of JR Kyushu
	CHINO Tadao	Adviser to the NOMURA Research Institution
	TSUJI Nobuo	Professor Emeritus of Tokyo University
	TSUJIMURA Taizen	Executive Director of Kohfukuji Research Institute for Cultural Properties
	TSUJIMURA Tetsuo	Chairman of the Board of Director of IAI National Museum of Art
	NAKAJIMA Fumiko	Writer
	HAKETA Shingo	Grand Steward of the Imperial Household Agency
	Mari Christine	Different Culture Communicator
	MINO Yutaka	Executive Director of 21 st Century Museum of Art, Kanazawa
	MORI Mayumi	Writer
	REIZEI Tamehito	Chairman of the Board of Directors of Reizei Family Shigure-Tei Museum
	WAKASUGI Yoriko	Governor of the Soroptimist International of Americas Japan Minami Region

(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 evaluate the performance of the operation of the National Museum and give advice to the Executive Director. The board holds meetings and conducts such inspections as are required to perform evaluations as necessary.

KOBAYASHI Tadashi	Professor of Gakushuin University
SAKAI Tadayasu	Executive Director of Setagaya Art Museum
HANABUSA Masamichi	Senior Adviser of Kajima Corporation
FUJITA Haruhiko	Professor of Osaka University Graduate School
FUJIYOSHI Masaomi	Certified Public Accountant
MORI Hiroko	Committee of Fukuoka Prefecture Council for the Protection of Cultural Properties
YOKOSATO Koichi	Managing Director of NHK Promotion

(titles omitted)

⑤ Board of Trustees

There are separate boards of trustees for each national museum. The duties of the boards are 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	OONUMA Sunao	Chairman of the Board of Directors of Bunka Gakuen
Vice-Chairman	TSUJI Nobuo	Professor Emeritus of The University of Tokyo
	AOYAGI Masanori	Executive Director of the National Museum of Western Art
	ABE Mitsuo	Chairman of the Board of Directors of for the Society for the Promotion of the University of Air
	URAI Masaaki	Committee of Taito Ward Council for the Protection of Cultural Properties
	OOHASHI Hisayoshi	Principal of Taito Ward Shibugaoka Junior-high School
	OOHASHI Yoji	Chairman of ANA
	KATO Masakatsu	Principal of Taito Ward Negishi Elementary School
	SAITO Jyunji	Station Master of JR Ueno Station
	SHIRO Yoshinori	Principal of Tokyo-to Ueno Highschool
	CHINO Tadao	Adviser to the Nomura Research Institution
	FUKUHARA Yoshiharu	Honorary President of Shiseido
	FUTATSUGI Tadao	Chairman of Ueno Sightseeing League
	MAKI Miyako	Cartoonist
	Mari Christine	Different Culture Communicator
	MIYATA Ryohei	Vice-President of Tokyo National University of Fine Arts and Music
	MORI Mayumi	Writer
	YOSHIZUMI Hiroshi	Chief of Taito Ward

(titles omitted)

Board of Trustees, the Kyoto National Museum

Chairman	KOZEN Hiroshi	Professor Emeritus of Kyoto University
Vice-Chairman	ASAO Naohiro	Professor Emeritus of Kyoto University
	IWAKI Ken'ichi	Executive Director of The National Museum of Modern Art, Kyoto
	UEDA Masaaki	Professor Emeritus of Kyoto University
	UENO Shoichi	Proprietor of The Asahi Shimbun Company
	KOEZUKA Takashi	President of Osaka University of Human Sciences and Osaka Kun-ei Women's College
	SATO Shigetaka	President of Keihan Electric Railway Co.,Ltd.
	SAWADA Fujiko	Writer
	SHIMASAKI Susumu	Executive Director of the Ishikawa Prefectural Museum of Art
	NAKADA Junna	Administrative Head Priest of Daigo-ji Temple
	NARASAKI Shoichi	Professor Emeritus of Nagoya University
	YAJIMA Hidetoshi	Chairman of Shimadzu Corporation
	YUYAMA Ken'ichi	Executive Director of Nara National Museum
	REIZEI Tamehito	Chairman of the Board of Directors of Reizei Family Shigure-Tei Museum
	WAKITA Haruko	Professor Emeritus of University of Shiga Prefecture, Professor of Josai International University

(titles omitted)

Board of Trustees, the Nara National Museum

Chairman	KIMURA Shigenobu	Executive Director of Hyogo Prefectural Museum of Art
Vice-Chairman	KANASEKI Hiroshi	Professor Emeritus of Tenri University
	UCHIYAMA Takeo	Former Executive Director of The National Museum of Modern Art, Kyoto
	OONO Genmyo	Chief Abbot of Shotoku Sect and Chief Priest of Horyuji Temple
	KITA Keita	Chief of the Shoso-in Office of the Imperial Household Agency
	SASAKI Johei	Executive Director of Kyoto National Museum
	TANABE Ikuo	Executive Director of National Research Institute for Cultural Properties, Nara
	TSUJII Akio	President of Kinki Nippon Railway Co.,Ltd.
	TUSJIMURA Taizen	Former President of National Research Institute of Cultural Properties, Gangoji Temple
	NAKAJIMA Fumiko	Freelance writer
	NISHIGUCHI Hiromune	President of Nanto Bank
	NIWA Masako	Professor Emeritus of Nara Women's University
	HAMURO Yoriaki	Chief Priest of Kasuga Shrine
	MIZUNO Masayoshi	President of Osaka Center for Cultural Heritage
	MORIMOTO Kousei	Chief Abbot of Kagon Sect and Steward of Todaiji Temple
	YAMAZAKI Shigeko	Essayist
	YAWATA Tadakazu	Superintendent of Nara Prefectural Board of Education

(titles omitted)

Board of Trustees, the Kyushu National Museum

Chairman	TANAKA Koji	Chairman of JR Kyushu
Vice-Chairman	MIURA Hajime	Director of NHK Fukuoka
	AGAWA Sawako	Essayist
	OU Sadaharu	Manager of Fukuoka SoftBank Hawks Baseball Club
	OONO Shigeru	President of Foundation for establishing Kyushu National Museum
	SAKAIDA Kakiemon	Ceramist
	SATO Zenrou	Mayor of Dazaifu City
	TAKAKURA Hiroaki	Professor of Seinan Gakuin University
	TAKARA Kurayoshi	Professor of Ryukyu University
	TADA Akishige	Chairman of Nishinippon Newspaper Co.
	NISHITAKATUJI Nobuyoshi	Chief Priest of Dazaifu Tenmangu shrine
	HAYASHIDA Suma	Director of Onojo-city Gender Equality Center" Madokapia"
	HIEDA Keiko	Deputy Governor of Fukuoka Prefecture
	YAMASHITA Hiroyuki	President of Fukuoka University
	WAKASUGI Yoriko	Governor of the Soroptimist International of Americas Japan Minami Region

(titles omitted)

⑥ Number of museum staff

Directors
The Chairman of
the Board of Directors 1
Directors 3
Auditors 2

Item	Number of staff			
	Administrative staff	Technical and security staff	Curator	
Total	239	97	41	101
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	28	10	—	18

3 Budget of the fiscal year 2005

Income

(unit: thousand yen)

	Total	Tokyo National Museum	Kyoto National Museum	Nara National Museum	Kyushu National Museum	National Museum Secretariat
Grant for running expenses	(5,955,549) 6,622,211	(2,129,213) 2,182,233	(931,548) 879,155	(915,588) 825,848	(0) 2,330,868	(1,979,200) 404,107
Income from exhibition activities	(995,015) 681,152	(634,841) 300,809	(103,832) 91,963	(254,541) 193,095	(0) 95,285	(1,801) 0
Entrance fees	(645,640) 549,611	(407,855) 235,538	(58,892) 72,716	(178,893) 176,898	(0) 64,459	(0) 0
Other incomes	(349,375) 131,541	(226,986) 65,271	(44,940) 19,247	(75,648) 16,197	(0) 30,826	(1,801) 0
Contributions	(50,750) 0	(22,100) 0	(19,300) 0	(9,350) 0	(0) 0	(0) 0
Grant for facilities improvement	(2,158,569) 311,504	(25,515) 125,405	(0) 0	(0) 0	(0) 186,099	(2,133,054) 0
Total	(9,159,883) 7,614,867	(2,811,669) 2,608,447	(1,054,680) 971,118	(1,179,479) 1,018,943	(0) 2,612,252	(4,114,055) 404,107

() indicates the closing sum for the previous fiscal year

Expenditure

(unit: thousand yen)

	Total	Tokyo National Museum	Kyoto National Museum	Nara National Museum	Kyushu National Museum	National Museum Secretariat
Personnel	(2,376,592) 2,316,396	(1,074,383) 1,036,296	(410,736) 398,591	(446,620) 404,415	(0) 320,422	(444,853) 156,672
Operational expenses	(4,791,014) 4,986,967	(2,232,896) 1,396,961	(757,325) 597,605	(805,858) 703,063	(0) 2,139,575	(994,935) 149,763
General administration	(663,867) 1,402,956	(419,622) 456,241	(129,142) 141,372	(39,060) 269,676	(0) 418,280	(76,043) 117,387
Exhibition activities	(2,536,440) 2,687,029	(1,262,178) 629,921	(545,108) 348,219	(712,320) 337,880	(0) 1,371,009	(16,834) 0
Research	(573,351) 770,793	(466,647) 260,177	(60,470) 87,325	(46,234) 56,648	(0) 336,655	(0) 29,988
Education	(113,911) 126,189	(83,059) 50,622	(22,605) 20,689	(8,244) 38,859	(0) 13,631	(3) 2,388
Preparations for Kyushu National Museum	(903,445) 0	(1,390) 0	(0) 0	(0) 0	(0) 0	(902,055) 0
Facility Improvement	(2,158,569) 311,504	(25,515) 125,405	(0) 0	(0) 0	(0) 186,099	(2,133,054) 0
Total	(9,326,175) 7,614,867	(3,332,794) 2,558,662	(1,168,061) 996,196	(1,252,478) 1,107,478	(0) 2,646,096	(3,572,842) 306,435

() indicates the closing sum for the previous fiscal year



In fiscal year 2004, the third 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 2003, given by the IAI Evaluation Committee of the Ministry of Education, Culture, Sports, Science and Technology.

General evaluation

Fiscal 2003 was the third year of the mid-term plan for the National Museum. During this fiscal year, the number of visitors to the National Museum was about 2,130,000, which is far beyond the target of 1,340,000 visitors determined in the plan, and its exhibitions were widely acclaimed. Staff members, not enough in number, succeeded to achieve the goals as "Services provided to the Japanese people": collection, preservation, exhibition, research and education, and "Improvement of the efficiency of operation" were attained at a higher level than planned. Particularly, the Museum actively worked for the new type of activities such as special events and concerts. Furthermore, in its role as the national center, the Museum promoted international cultural exchanges, contributing greatly to the accomplishment of museum activities in Japan and abroad. As a whole, the Committee highly evaluated that the National Museum have achieved the results in the goal, "Attract more popularity as the National Museum" stated in the mid-term plan.

The following issues were raised by advisers. We will tackle these issues directly in the future.

Collection and preservation	<ul style="list-style-type: none"> • In facilities where air conditioning is not available 24 hours a day, due consideration should continue to 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 museums with no staffs specialized in preservation and conservation should establish close relations with outside experts. • The National Museum should consider the standardization of the database concerned with preservation and conservation, while disseminating cultural properties need to be restored continuously. 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 in the workplace and training. • 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.
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. • Requests for loans of collections should be met as long as the states of the objects, the exhibition plans and the purposes of loans permitted. • 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 they are easy to view, and the accompanying explanations should be clear and understandable.
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. Such publications should be at a high academic level. • Exhibitions are intellectual creations and resources by the museums. Vital publication activities, such as publishing exhibition catalogues are expected. In addition, constructing database on exhibitions should be resourced by both domestic and foreign researchers, and results of research activities are should be available to the outside scholars.

Education	<ul style="list-style-type: none"> · Regarding the acceptance of trainees, it is necessary to clarify the aims, while striking a balance with other operations. · The Museum should continue seeking cooperative programs with universities and volunteers. It is desirable to further promote digitization of reference materials on the Museum's collection of artworks and books and make them available to the public. Besides, it is advisable that the Museum improve the contents of educational programs so that they can suggest participants how to utilize the Museum.
Other services to visitors	<ul style="list-style-type: none"> · While conducting the visitor survey, it is recommended that the Museum to take more active methods, including the adoption of the monitoring system to hear visitor's voice. The result of such visitor research should be put to practical use to improve various projects, such as exhibitions and PR activities, for their better museum experience. · It is necessary to continue to put most efforts on activities for visitors from foreign countries. Services with effective use of internet, including providing the access information should be considered more in the future. Furthermore, accessibility should be improved continuously
Considerations Concerning Operating Procedures (applicable to high-level managers such as the Chairman of the Board of Directors)	<ul style="list-style-type: none"> · It is expected management will operate the National Museum efficiently and effectively, by operating the four 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. · It is advisable to develop supporters of museum activities to increase efforts on the cooperation of local communities expand income through the utilization of facilities. The Museum should further actively engage in international cultural exchanges. · It is desirable to have the dynamic reform-oriented vision utilizing the characteristics of each museum. Since the Museum became an Independent Administrative Institution, it is important for directors to spearhead the National Museum under keen awareness as top executives.
Finances	<ul style="list-style-type: none"> · In keeping with the scope of each project, it is necessary to prepare the 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"> · Administrative staff is supplied steadily in numbers, and the organization is activated by periodic personnel exchanges among the Agency for Cultural Affairs, the Ministry of Education, Culture, Sports, Science and Technology, national universities and the National Museum. However, it is not easy to find administrative personnels with proper knowledge and skills to engage in administration of museums. For this reason, the National Museum needs to recruit administrative staff on its own and develop the skills of its own human resources, as well as, to provide training to help the persons to learn the specific matters they need to know to administer the museum. · 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. · Curators, in addition to their academic expertise, should fully understand their roles in the Independent Administrative Institution and recognize the importance of broad range of museum activities, such as operations and PR activities of the Museum. Therefore, it is necessary to exchange staff with the Agency of Cultural Affairs and the national universities, with full respect of curators' experience and expertise. The Museum should also continue to recruit from private and regional museums and private entities.
Facilities	<ul style="list-style-type: none"> · The state of facilities should always be checked and repaired systematically according to priority set by the National Museum Secretariat. · The facilities should be contrived to be the comfortable places which also can preserve the cultural properties adequately. · Effective utilization of the facilities should be furthered including the PR of each museum. It is preferable to develop the orientation of the new-established Kyushu National Museum with actual directions.



● Information Disclosure

For inquiries about the information disclosure 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), and requests to disclose and correct the personal information in the documents, in compliance with the Law concerning Personal Information Protection which was enacted in April 2005, please consult the Information Departments set up in the individual museums.

In addition, an information system for documents about the operation of the National Museum is available on the Internet: <http://www.natmus.jp/DocFileSearch.html>

● National Museum Secretariat

The National Museum established the National Museum Secretariat to efficiently operate the 4 museums: the Tokyo National Museum, the Kyoto National Museum, the Nara National Museum, and the Kyushu National Museum in an integrated manner. The National Museum Secretariat holds the meeting of the Board of Special Advisors and the Board of Outside Evaluation, conducts the mutual activities in 4 museums: Budgets, human resources, planning, mutual relief, etc.

In addition, it disseminates the activities of the National Museum via web sites, annual reports and this "Outline of the Independent Administrative Institution National Museum".



National Museum Homepage
<http://www.natmus.jp/>



At the web sites, the Museum provides the information as follows :

- The latest information of mutual activities in 4 museums
- The employment information
- The directors' column



2001-2003 Annual reports

Information about donation and membership

● Donations

Although Independent Administrative Institutions are operated through the national grant for running expenses and facilities improvement, in terms of serious financial condition and promotion of efficiency, it is required to invite outside funds. And the National Museum, which is no exception, must have a source of income beside entrance fee. Thus the museum needs the support from a wide range of outside organization and people.

Also, the National Museum appreciates donations of cultural properties to conserve, research and exhibit them. (There is preferential tax treatment provided for the donations to the National Museum)

For further information about the donation, please contact the followings.

		Tokyo National Museum	Kyoto National Museum	Nara National Museum	Kyushu National Museum
Inquiries	Funds	National Museum Secretariat	Public Relations Division	Public Relations Division, Account	Public Relations Division
	Collections	Cultural Property Division, Resistor's office	Cultural Resource Division, Registration and Image Archives	Curator Division, Planning	Curatorial Board, Management

● Membership

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

You are welcomed to join any of these systems.

Supporting Member System

	Tokyo National Museum	Kyoto National Museum	Nara National Museum
Name	Supporting membership of the Tokyo National Museum	Seifukai	Supporting membership of the Nara National Museum
Annual Fee	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 free 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.		
Inquiries	Business Development Department, External Affairs and Business Development Phone: 03-3822-1111	Seifukai Phone: 075-531-7519	Public Relations Division, Business Development Phone: 0742-22-7771

cf. The number of supporting members in fiscal 2004:

Tokyo National Museum 86, Kyoto National Museum 400, Nara National Museum 9 * including individuals and organizations

The Friends of the Museum and Museum Passport System

	Tokyo National Museum		Kyoto National Museum		Nara National Museum		
Name	Friends of the Museum	Passport	Friends of the Museum		Friends of the Museum (Passport)		
Annual Fee	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 free 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, Kyoto and Kyushu 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 special exhibition at the Nara National Museum free of charge. You alone will be admitted free of charge to special exhibitions at the Tokyo, Kyoto and Kyushu National Museums. (Note that this benefit is available six times in all at the Tokyo, Kyoto, Nara and Kyushu National Museums.)						
Inquiries	Business Development Department, External Affairs and Business Development Phone: 03-3822-1111		Public Relations Division, Public Relations Phone: 075-541-1151		Public Relations Division, Business Development Phone: 0742-22-7771		

cf. The number of the Friends of the Museum and the subscriber of Museum Passport system in fiscal 2004:

Tokyo National Museum 14,670, Kyoto National Museum 1,884, Nara National Museum 2,638

Cover / A Christian shrine with design of flowers and birds in maki-e lacquer and mother-of-pearl inlay (Kyushu National Museum)

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

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