

TOWARD A PROFESSIONAL CHM EDUCATION PROGRAM IN EGYPT¹

Introduction

With all its rich archaeological and other cultural heritage resources, Egypt suffers from a total lack of any courses in Cultural Heritage Management (CHM). This is not only regrettable on an academic level, but it is also most regrettable because Egyptians have no means by which they can develop the practical skills required in managing their world heritage. The situation is also lamentable because proper CHM education can lead to the initiation of a sound cultural heritage development program that can be of great economic benefit to the country as a whole and to local communities. There is an acute need thus for a variety of approaches as elements of a national strategy for professional CHM Education with specific target groups (see below). In this section, the outline of a strategy, targets, and set of educational modules are presented as well as suggestions for implementation.

Objectives

The objectives of Professional CHM Education for Egypt are:

- To enhance national capacity for safeguarding the cultural heritage of Egypt.
- To enhance Egypt's potential for initiating, conducting and assessing cultural heritage development projects.
- To promote best practice in the management of cultural heritage and in the case and preservation and conservation of artifacts and the management of archaeological sites.
- To ensure that the social, political and economic contexts of the practice of cultural heritage management is taught and appreciated.
- To inform professional cultural heritage personnel of the scope and potential of Public Education and outreach programs.
- To enhance the capability for conducting research following the most up to date technologies and principles.
- To promote the social function of cultural heritage management and its active role in current affairs.

¹ Teaching Archaeology in the 21st Century, S. J. Bender and G.S. Smith, 2000, Society for American Archaeology).

Strategy

- Compliment traditional archaeology and history programs with CHM components.
- Create CHM MA, diploma and certificates
- Initiate formal internships.
- Develop community-interactive student projects.
- Recruit CHM faculty.
- Provide faculty with CHM skills.

Targets

High school
Vocational Schools

Our Cultural Heritage
Our Cultural Heritage
Vocational Skills (crafts and administrative skills)
Summer Internships

Undergraduate

Introduction to Cultural Heritage Management
CHM and Society (social relevance to social issues)
Basic CHM Skills and Internships
(Foreign language, numeracy and computer literacy)

Graduate (MA)

I- Diploma in Cultural Heritage Management

Structure: In addition to the Introduction to Cultural Heritage Management core course (three half element courses), students take one option (=half element course) from **A** and one option (=half element courses) from **B (A total of 8: half unit courses)**. The student is expected to produce a 10-20 page dissertation on a problem-specific topic in CHM

The core course: Introduction to CHM
Management Strategies and Methods
Documentation & Information Technology

A-options

- Site Management Strategy and Methods
- CHM Surveying
- CHM Projects

B-options

- Public Education
- Cultural Heritage Development

II. Diploma in Conservation

Structure: In addition to the core course (three half element courses), students take one option (=half element course) from **A** and one option (=half element courses) from **B (A total of 8: half unit courses)**. The student is expected to participate in a conservation project

The core course: Introduction to CHM
On-site Conservation of Artifacts and Structures
Curation and Collections

A-options

- CHM Environmental and Scientific Skills
- Archaeological Engineering

B-options

- Documentation & Information Technology
- Museology and Exhibiting
- Cultural Heritage Development

III. Diploma in Cultural Heritage Development

Structure: In addition to the core course (three half element courses), students take one option (=half element course) from **A** and one option (=half element courses) from **B (A total of 8: half unit courses)**. The student is expected to produce a 10-20 page dissertation on a problem-specific topic in CHM

The core course: Introduction to CHM
Cultural Heritage Development
Cultural Heritage and Society

A-options

- CHM Projects
- Management Strategy and Methods

B-options

- Museology and Exhibiting
- Public Education

IV. Diploma in Museum Studies

Structure: In addition to the core course (three half element courses), students take one option (=half element course) from **A** and one option (=half element courses) from **B (A total of 8: half unit courses)**. The student is expected to participate in a museum project

The core course: Introduction to CHM
Museology and Exhibiting
Curation and Collections

A-options

- Documentation & Information Technology
- CHM Projects
- Management strategy and Methods

B-options

- Public Education
- Cultural Heritage and Society
- Cultural Heritage Development

V. Diploma in Archaeology

Structure: In addition to the core course (three half element courses), students take one option (=half element course) from **A** and one option (=half element courses) from **B (A total of 8:half unit courses)**. The student is expected to participate in a field project

The core course: Introduction to CHM
CHM Excavation Methods
CHM Surveying

A-options

- Documentation & Information Technology
- CHM Environmental and Scientific Skills
- On-site Conservation of Artifacts and Structures

B-options

- Site Management Strategy and Methods
- Cultural Heritage and Society
- Museology and Exhibiting
- Curation and Collections

VI. Diploma in Archaeological Site Management

Structure: In addition to the core course (three half element courses), students take one option (=half element course) from **A** and one option (=half element courses) from **B (A total of 8: half unit courses)**. The student is expected to participate in a site management project

The core course: Introduction to CHM
Site Management Strategy and Methods
Management Strategy and Methods

A-options

- Documentation & Information technology
- CHM Environmental and Scientific Skills
- On-site Conservation of Artifacts and Structures
- Archaeological Engineering

B-options

- CHM Projects
- Cultural Heritage and Society
- Museology and Exhibiting
- Curation and Collection
- Cultural Heritage Development

Adult and Continued Education (Diploma, Four courses)²

Introduction to CHM
 CHM and Society &
 CHM in Practice *or*
 CHM Skills
 Internship and report writing

Adult and Continued Education (certificate based on special short courses and workshops)

As required for archaeological technicians, educators, journalists and the Media professionals, contractors, public interpreters, tourist guides, tourist tour operators, teaching faculty, decision and policy makers, foreign consultants, and professionals

Mechanisms

- Professional Education Task Force (Ministries of Education, Higher Education, Scientific Research, Environment, Tourism).
- External Preview Team of Educational Programs.
- Co-ordination with a Consortium of Foreign Universities, Foreign Archaeological Institutes, Foreign Expeditions.
- Recruitment of ABD and junior faculty abroad.
- Recruitment of senior (retired) faculty abroad.
- Establishment of a CHM Training Center.
- Co-ordination with Private Sector for internships opportunities.
- Co-ordination with SCA for internship opportunities.
- Allocation of funding at state level, private sector, social development fund, Cultural development fund.

² This can be based on a one-year program for BA students (from non-archaeology disciplines) or a two months summer program for MA and advanced BA archaeology students, cf. CAR program at the College of William and Mary.

- Development of a CHM textbook and specific instructional modules and materials.
- Distant learning and WEB site contacts.
- Evaluation of faculty members working with individuals to provide funds, academic support, instructional design, classroom strategies, evaluation, rewards.
- National Survey.
- Translation of key works on CHM and the production of a one-volume handbook, and a series of manuals.
- Production of a glossary of archaeological and CHM terms.

Modules

The following modules are half element courses:

- Introduction to Cultural Heritage Management.
- Culture Heritage and Society.
- Management Strategy and Methods.
- Site Management Strategy and Methods.
- CHM Surveying.
- CHM Projects.
- CHM Excavation Methods.
- CHM Environmental and Scientific Skills.
- Archaeological Engineering.
- On-site Conservation of Artifacts and Structures.
- Documentation & Information Technology (GIS).
- Curation and Collections.
- Museology and Exhibiting.
- Public Education.
- Cultural Heritage Development.

- Indigenous Perspective on CHM.
- Archiving.

Introduction to Cultural Heritage Management³

- What is Cultural Heritage?
- History, Theoretical Approaches and Current Issues
- Why cultural heritage management?
- Components of Cultural Heritage Management
- Objectives of Cultural Heritage Management
- National and International governmental and nongovernmental CHM Institutions (including NGOs, companies and contractors)⁴.
- Types of cultural heritage.
- Ethics (Human rights to heritage, stewardship, conservation ethic, sustainability, Decisions by consensus, conflict resolution, pluralism, cultural relativism and relevance, ethics and politics)⁵
- Values⁶

³ The Heritage Crusade and the Spoils of History (David Lowenthal 1997, Viking).

Archaeological Heritage Management (ICOMOS 1993).

The Cultural Heritage of Egypt: A World Legacy (F. A. Hassan, 1997, UNESCO Second Global Strategy Meeting).

Cultural Heritage Management in Egypt: Prospect and Directions (F.A. Hassan, Rome, 1998).

Archaeological Heritage Management in the Modern World (H. Cleere, ed., 1989, London).

Archaeological Heritage Management. International Scientific Symposium (1993, ICCOMOS, Srilanka).

Cultural Resources Management Bulletin (1994).

Technologies for Prehistoric & Historic Preservation (1986, US Congress, Office of Technology Assessment).

Cultural Resources: Planning and Management (R.S. Dikens & C.E. Hill, eds., Westview Press, Colorado).

The Management of Archaeological Resources (C.R. III McGimsey and H.A. Davis, eds., 1977, Society for American Archaeology).

Cultural Conservation: The Protection of Cultural Heritage in the United States, coordinated by O.H. Loomis 1983, Library of Congress, Washington).

⁴ International organizations include, UNESCO World Heritage Centre and Division, The International Council of Monuments and Sites (ICOMOS), and the International Center for the Study of the Preservation and Restoration of Cultural Property (ICCROM), and the International Centre for Earth Construction (CRATerre), World Archaeology Congress (WAC), International Institute for the Conservation of Historic and Artistic Works (IIC), International Committee on Archaeological Heritage Management (ICAHM).

⁵ See principles, codes and policies of ethics by Archaeological Institute of America (AIA), Archaeology Division, American Anthropological Association (AAA), Society of American Archaeology (SAA), Society for Historical Archaeology (SHA), Society for Professional Archaeologists (SOPA), Ethical codes of the World Archaeology Congress (WAC), Graves Protection and Repatriation acts,

- Intellectual property
- Zoning, private properties, estates and land-use
- Vandalism, looting and illicit trade⁷
- Legislation and Law Enforcement⁸.
- Risk assessment (e.g., natural hazards, development activities, tourism)
- Mitigation Procedure and salvage projects
- CHM concepts
- CHM Employment opportunities and job categories.

Cultural Heritage and Society⁹

- The social dynamics of cultural heritage: how places, built structures, artifacts, intangible cultural elements become “heritage”, the perpetuation of heritage (heritage and discourse, heritage and behavior, heritage and material culture, the heritage industry), who owns heritage
- The role of cultural heritage in the formation, maintenance and dissolution of societies.
- Cultural heritage and Identity (before nationalism, ethnicity and nationalism).
- Cultural heritage and world history: from tribalism to globality.
- Cultural landscapes.
- Environmental change and cultural heritage (e.g., utilization of natural resources, impact of ecological setting, effect of environmental change for settlements, subsistence, trade, etc.).

⁶ Ethics and Values in Archaeology (E.L. Green, ed., 1984, Free Press, New York).

⁷Curbing Illicit Trade in Cultural Property (USIA 1988).

UNIDROIT Convention, Commentary on the UNIDROIT convention (Leicester 1997).

The Protection of movable Cultural Property (UNESCO 1084).

Plundering Africa’s Past (P.R. Schmidt and R.I. McIntosh, 1996, Indiana University)

Looting [Egyptian] Heritage (Mafia al-Athar , Farouk Fahmy 1995, KitabAl-Goumhoria, Cairo).

⁸ The Protection of Cultural Property: Handbook of National Legislation (B. Burnhamd, 1974, ICM. Paris).

Archaeological Heritage Law (N. Cookson , 2000, Barry Rose, London).

The New Spanish Archaeological Heritage Legislation (J.G. Fernandezm in H.E. Cleere, ed. 1989)

⁹ Issues in management archaeology (L.Smith and A. Clarke, eds. Anthropology Museum, U. Queensland, 1996).

Treatment of Archaeological Properties: A Handbook 9Advisory Council on Historic Preservation 1980).

- Heritage and population dynamics.
- Heritage, health and disease.
- Heritage, politics, and warfare.
- Heritage and the human rights of Indigenous groups.
- Heritage and the sacred.
- Tourism and cultural heritage; social impact and cultural significance.

Management Strategy and Methods¹⁰

- International and National Legislation, Rules and Regulations¹¹
- Human Behavior, Motivation and Interests
- Conflict Resolution and Consensus Building
- Strategic Planning
- Business Planning
- Accounting and Budgeting
- Marketing
- Grantsmanship and grant management
- Networking
- Fund raising
- Communication

¹⁰ Management of Archaeological Projects (G. Andrews, 1992, Historic Buildings and Monuments Commission for England)

¹¹ ICOMOS Charter for the Protection and Management of the Archaeological Heritage (Lausanne 1990), www.international.icomos.org/icomos/e_charte.htm
Athens Charter for the Restoration of the Restoration of Historic Monuments (1931)

Site Management Strategy and Methods¹²

- Cultural heritage sites.
- Types. -- Rock Inscriptions, Mining Sites, Harbors, Underwater: Shipwrecks, Cemeteries, Settlements, Monumental tombs, temple, places, forts, obelisks, Roads, sacred sites, natural sites of sacred or other cultural significance.
- Site Formation Processes.
- Deterioration and Destruction of Cultural Heritage.
- Environmental Agents and Processes.
- Human agencies and processes.
- Architectural/structural damage.
- Mechanical, chemical, biological and mineralogic damage.
- Diagnosis.
- Site management plans and project designs.
- Site elements: the place, the structures, the contents, the community, values, enclosure and buffer zone, access and pathways, services, environment and scenery, location, materials and techniques, signs.
- Legislation, rules and regulations.
- Implementation procedures (including co-ordination with authorities, networking).
- Politics of Archaeological Practice and Citizenship. (e.g., governmental structures, interest groups, lobbying, unions, public opinion, business pressure groups, coalitions, grass root activism, mechanisms of political change).
- Professional Responsibilities and Accountability.
- Decision making strategies.
- Economic and business plans
- National Registers.
- Best practice guidelines.

¹² Looking After Heritage Places: The Basics of Heritage Planning for Managers, Landowners and Administrators, M. Pearson and S. Sullivan, 1999, Melbourne University Press).
Management Guidelines for World Heritage Sites (B. M. Feilden and J. Jokilehto 1993, ICCROM)

- Human relations.
- Development of human resources and capacity building.
- Partnerships and community participation.
- Tourism, Visitor management and Interpretation.
- Development activities.
- Visitor orientation, educational services.
- Documentation, Publications and Multi-media productions.
- Logistics and safety.
- Security
- Site Conservation, restoration and monitoring.
- Archiving
- Landscape/vegetation management.
- Research and Development.
- Sustainable development.
- Training

CHM Surveying¹³

- Reconnaissance.
- Systematic Surveying.
- Survey procedures for locating heritage sites.
- Setting and environmental context of heritage sites.
- Social context of heritage sites.
- Mapping
- Recording (plans, elevations, epigraphy, contents).

¹³ The Archaeological Survey: Methods and Uses. CRM Studies, Office of Archaeology and Historic Preservation, US Department of the Interior, 1978).
Surveying Historic Buildings (D. Watt and P. Swallow. 1996, Dorset).

- Prospecting
- Community surveys: local historical societies, long-time local residents, folklore, historical documents, local museums.
- Assessing the value and significance of heritage sites (aesthetic, historical (family-specific, community-specific, regional, global significance), economic, development potential, religious/spiritual, intellectual, political/ideological, architectural, scientific/technological, authenticity and rarity.¹⁴,
- Geographic Information System (GIS)
- Reporting

CHM Projects¹⁵

- Proposals, funding, permissions, personnel, scheduling, logistics, transport, shelters, food, safety, hygiene, cost effectiveness, rules, regulations and discipline, morale, job assignments, conflict resolution, co-ordination of activities, streamlining, labor, drafting and photography, analyses, consultants, assessment, archives and reporting (Preparation of a report, report organization, drafting, typing, editing, proof-reading, layout, production), records and storage, information, media relations, community participation, public outreach, visitors, public speaking

CHM Environmental and Scientific Skills

Logic and thinking: -- Observational skills, data exploration and analysis, inferential skills, logic of explanation, formulation of hypotheses, hypothesis testing, common errors, thinking and writing, thinking in groups, rules of order, consensus and conflict, lateral thinking, selection, emphasis, and abstraction, decision making strategies

Artifact analysis: -- Classification, measurements, provenance, technical analyses, use wear, assemblage analysis, descriptive and inferential statistics, manufacture, style, social significance.

Geoarchaeology: -- Sediments and stratigraphy, geomorphology, mineralogy, hydrology, environmental dynamics and reconstructions, palaeoclimate.

¹⁴ Cultural Resource Significance and Evaluation (F.L. Briuer, ed. 1996, US Army Corps of Engineers, Cultural Site Preservation Technology, Virginia). <http://www.wes.army.mil/el/ccspt/ccspt.html>. Also, Trends and Patterns in Cultural Heritage Significance: An Historical Perspective and Annotated Bibliography (US corps of Engineers, Virginia, 1996).

¹⁵ Management of Archaeological Projects (G. Andrew 1992, Historic Buildings and Monuments Commission for England, London).

Archaeobotany: -- Sampling and recovery techniques, identification, climate and ecology, plants and society, environmental reconstruction and modeling diet and resources, ethnographic botany.

Zoo archaeology. -- Sampling techniques, recovery techniques, animal remains identification and analysis, taphonomy, environmental reconstruction and modeling behavioral and economic factors, statistics.

Bioarchaeology: (human remains). -- Taphonomic processes, the human skeleton, dentition, non-metric traits and the measurements for bones, age and sex determination, palaeopathology (diseases, deformities, malnutrition, work related anomalies, mummification and soft tissue remains, DNA studies, stable isotope analysis, standards and recording for the bioarchaeologist, storage of human remains, modeling past human behavior, archives, collection management.

Age determination: -- Historical dating, radiocarbon dating, potassium/argon dating, thermoluminescence dating, OSL, obsidian dating, U/Th, relative dating.

Archaeological Chemistry

Archaeological Statistics

Archaeological Information Technology

Archaeological Geographic Information System

Archeological Engineering¹⁶

Scope

Key concepts: scale, preservation, restoration, adaptive use, reconstruction, and replication

Geotechnical studies

Restoration and maintenance of historic landscapes

Regeneration of historic urban cores

¹⁶ Architecture in Conservation (James Strike, London).

Geotechnical Engineering for the Preservation of Monuments and Historic sites (Viaggiani, ed., Balkema 1997)

Historic Preservation (J. M. Fitch, 1992, Mc-Graw Hill).

Valutazione strutturale dei monumenti antichi (Carlo C. Guidi, 1985, Roma)

Amrad Il-Mabani (Zaki Hawass 1990, Egypt).

On-Site Conservation Of Artifacts And Structures¹⁷

- Key concepts: conservation (all what is required to sustain a site or an artifact as an effective element in society), preservation (maintain existing state and retard its deterioration), maintenance (care), restoration (return an artifact or a place to a previous condition with minimal intervention), reconstruction (return an artifact or a site to a previous state with pronounced and significant additions), adaptation (modification of artifact or site for re-use for different function)

- The ethics of conservation

Methodological procedures (documentation, diagnosis, options, testing, decision, application of treatment, evaluation, monitoring).

Guidelines of best practice

Experts

Methods and Materials

- Natural and human causes of decay and deterioration of artifacts (decay, disintegration, fire, firefighting, farming, grazing, fencing, mining, construction, vandalism, inappropriate use or restoration, illicit digging).
- Equipment, materials and protective clothing
- First aid for finds
- Lifting in the field
- Packaging, removal and storage
- Conservation of metals, bone and ivory, mummies and hair, pottery, faience and glass, stone and plaster, wood and basketry, papyri, leather, shell, plastics.

¹⁷ Conservation on Archaeological Excavations (N.P. Stanley Price, ed., 1984, ICCROM, 1984)

Preventive Measures during Excavation and Site Protection (ICCROM 1986)

In Situ Archaeological Conservation (GCI/INAH 1987)

The Archaeological Sites Protection and Preservation Notebook, US Department of the Army, Environmental Impact Research Program, Mississippi).

Archaeological Conservation and its Consequences (International Institute for the Conservation of Historic and Artistic Works-IIC, 1996).), Conservation of Archaeological Sites in the Mediterranean Region (The J. Paul Getty Trust 1997).

Conservation and Management of Archaeological Sites (A new professional journal).

Archaeology and Nature Conservation (G. Lambrick, eds. , 1985, Oxford Department of External Studies).

Archaeological Site Conservation and Management: An Appraisal of New Trends (F. Matero et al. 1998 in *Conservation and Management of Archaeological Sites* 2:129-142).

The role of conservation in Egyptology (R.L.Jaeschke, 1995, Proc. 7th International Congress of Egyptologists).

- Post-excavation environment and deterioration
- Assessment of an artifact
- Restoration and reconstruction
- Stabilization
- Scientific analysis and chemicals in conservation
- Environmental controls
- Recording (description of the condition of the artifact and work carried out on the object), archiving and databases
- GIS and risk maps

Documentation & Information Technology¹⁸

Record management skills, creation and destruction of archives, current and non current records, electronic records management, role of archivist, preservation and conservation management, archival building design, storage, reader services, outreach and general office management, word processing and IT, statistics, databases, scanning, digitizing, CAD, GIS, PowerPoint displays, Digital Image and photo processing, computer graphics, visualization, simulation and modeling.

Curation And Collections¹⁹

Objectives

Guidelines for removal and transport of materials from sites

Acquisition and registration policy

Documentation, cataloguing, numbering

Conservation, storage, access and display

Handling and examination of objects.

Loans and transfers

Research

Interpretation

¹⁸ The Essence of Information Systems (C.Edwards, J. Ward and A. Bytheway, 1991, Prentice Hall)

¹⁹ Archaeological Curatorship (Susan M. Pearce, 1990, Leicester University Press, London).

Security

Disposal

Place of curation; on-site, open air, with other collections from site, museum, etc.

Museology and Exhibiting²⁰

History and theory of Museums, museum architecture, history and psychology of collecting, colonial and postcolonial museums, managing museums (legislation, conventions and ethics, management theory, financial and capital resources, fund raising and sponsorship, commercial activities, marketing, training. collection care and management (see Curation and collections). Museum communication, audience description, public relations, why, how and when to conduct visitors, preparation of communication projects, media, visitor centers, education, publication activities, volunteers.

Public Education²¹

Public issues, everyday archaeology, media archaeology, popular culture, computer games, Web-sites, movies, vocational associations, collectors societies, art and antiquities dealers, garage and boot sales, antique shops, replication and reproduction, looting and pot hunting, tourism, public understanding of cultural heritage, lobbying, perceptions and values, public activities (seminar, day programs, workshops, lectures, volunteers, participation in CHM activities, activism, master and marginal narratives, souvenirs and memorabilia, computer based modules and educational packages.

²⁰ The Handbook for Museums. Gary Edson and David Dean, 1996. Routledge, London.
Key Guide to Information Sources in Museum Studies (P.Woodhead and G. Stansfield, 1989, Mansell, London).
Museum Exhibition: Theory and Practice (David Dean, London).
Effective Exhibitions: Guidelines for Good Practice 1998, London).
Writing a Museum Education Policy (Eilean Hooper-Greenhill, ed., Department of Museum Studies, University of Leister, 1991).
Museum Security and Protection (ICOM and ICMS).
Museum 2000 (Patrick Boylan, London).
Museum and their Visitors (E. Hooper-Greenhill, London).
Museums and Gallery Education (Eilean Hooper-Greenhill, Leicester University Press, London).
Museums and the Natural Environment (Peter Davis, Leicester University Press, London).
²¹ Public Archaeology (C.R. McGimsey 1972, Seminar Press, New York).
Arqueologia de la education: Textos, indicios, monumentos (I. Podgorny 1999, Buenos Aires)./

Cultural Heritage Development²²

The heritage industry Needs and Wants, ownership, planning strategy, attractions, and marketing. Management and generation of income through cultural and eco-tourism²³ (Ecological limits on destructive activities while fostering cultural and ecological values²⁴, use of appropriate technology and ecologically sound designs, low energy consumption and use of traditional materials and technologies, sustainable use of resources, ecological land-use planning, participation design and planning, waste and urban recycling)²⁵

- Generation of Income from Services (Internet cultural Web Sites, toilets, transport, medical care, sun glasses, sun shades with site logo).
- Generation of Income from souvenirs (T-shirts, mugs, etc.)
- Development of a plan for generating income from governmental and international organization
- Economic development projects in heritage places
- Production of replicas and revitalization of crafts.
- Production of books, CD-ROMS, and other materials, exhibits, tours, and seminars
- Fund-raising and other cultural heritage development activities
- Marketing skills
- Local community Participation (with an emphasis on the poor and women)

²² Heritage and Tourism (in the Global Village P. Boniface and P.J. Fowler, London).

Managing Quality Heritage Tourism (P. Boniface, London).

²³ According to Ashraf Salama (2000) "A Futuristic Epic for Ecotourism development in Egypt" (USAID/EEPP, Cairo) there are three current definitions of ecotourism which may be combined as follows: responsible traveling that fosters the understanding, appreciation, enjoyment, study, and sustainability of natural habitats and cultural heritage sites, as well as the promotion of the well-being of local communities. Al-takhtit Al-Siahi (Nabil Al-Roubi, 1987, Alexandria).

²⁴ ICCROM (report on Heritage and Tourism. Academic Advisory Borad, Rome 1993) mentions the following measures to mitigate tourist negative impact: make the best use of the site so as to sustain its cultural significance, seek a balance between conservation and use, improve visitor understanding of the place to enhance visit, generate revenue to sustain caretaking and conservation, stimulate national and local pride in cultural heritage.

²⁵ Human Resources

Nabil Al-Roubi Tourism (Univ. Alexandria)

Ashraf Salama Ecotourism

Moustafa Fouda Ecology of Cultural Parks

Mounir Nimatalla Ecotourism (Siwa Desert Lodge)

Sherif el-Ghamrawi Ecotourism (Basata)

- Business plans
- Reconsideration of salaries and wages
- Development of mechanism to ensure accountability
- Guidelines for efficient and economical CHM activities.

Short Courses

Short courses provide unique opportunities for professionals to advance their knowledge of specific topics. The courses are administered over a short period of time (one to five days) and are taught by expert professionals. The courses should be designed to provide intensive, specialized knowledge with hands-on experience when applicable. A university who will give graduate-level university credit on selected sessions may sponsor them. Courses may be offered under the auspices of the SCA. The following short courses are suggested.

Archaeological Excavation Techniques

Architectural Surveying

Archaeological Resources Protection

Archaeological Damage Assessment

Managing Archaeological Resources

Field Evaluation in National Register Eligibility

Legal Issues in Cultural Heritage Management

Site Management Project Planning

Management of Historic Towns and Districts

Law Enforcement

Heritage Public Education

Geographic Information System

Manual & Digital Archiving

Risk Mapping

Site Management and Tourist Flow Control

Landscape Archaeology

Cultural Tourism

Preservation of Historic Architecture

Heritage Business Planning

Professional Training in Conservation and Archaeology is offered by **International Academic Projects** (<http://www.ucl.ac.uk/tcfa313>). Fees for a week field course is USD 300.00. Short courses in Heritage resources Management are also offered by the University of Nevada, Reno, US (**Heritage Resources Management Program**, College of Extended Studies, University of Nevada, Reno, Nevada 89557-0024, Fax: 001-775-784-4801. Information: 775 784-4046). Fees for a 3-day course is about USD 500.0.