

國立故宮博物院一〇九年年報

NPM

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ANNUAL REPORT 2020



國立故宮博物院
NATIONAL PALACE MUSEUM

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NPM ANNUAL REPORT 2020



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NATIONAL PALACE MUSEUM ANNUAL REPORT 2020

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院長的話

吳密察 國立故宮博物院 院長



2020 年特殊傳染性肺炎 (COVID-19)，對全球的博物館是個重大的衝擊，很多博物館都必須在極度辛苦的狀況下，勉力營運，甚至有些博物館還必須暫時停止對外開放。相較之下，故宮雖然所受打擊也不小，但因台灣防疫成功，終於還能維持正常營運，而且南部院區在下半年疫情趨緩之後更逆勢成長，入館觀眾的人數於半年之內即趕上前一年度的全年水準。

世界性的疫情也讓博物館必須面臨新的轉型與挑戰，為了讓無法來到博物館參觀的愛好者可以在家就能欣賞博物館的收藏與展覽，全球的博物館紛紛透過數位網路科技推出雲端展覽。本院也因為在此之前即有相當準備，因此得以在疫情初期就即時推出雲端網路的服務。

在此同時，我們仍持續策劃豐富多元的展覽，除定期更新常設展之外，2020 年共推出 16 檔特展：不僅建置亞洲最長的「文物互動導覽牆」，以創新的數位科技增進體驗；也增設「南部院區 2020 戶外美術館」，期盼營造一個藝術美育園區；更藉由「2020 故宮亞洲藝術節-蒙古月」等大型專案活動，來深耕藝術文化教育；而首次舉辦的「2020 故宮線上策展人計畫徵選活動」，則讓社會大眾可以充分利用本院的開放資料成果參與策展；我們希望透過新媒體的傳佈效果，整合院內豐沛的線上資源，宣傳故宮的各項展覽及活動，讓大家在疫情期間，也能「防疫不防藝，在家優遊博物館！」

我必須感謝全體同仁過去一年的付出與辛勞，在防疫的要求下，即時因應疫情調整各項工作，讓我們博物館順暢運行。在此，我進一步提出建構故宮成為「友善、開放、智慧、普世」的現代博物館的施政目標，希望同仁一起努力，將這些目標具體落實在博物館的典藏、研究、展示、服務與管理等工作項目。

■ 核心目標 四大願景

友善的博物館

故宮未來必須針對不同族群、各個年齡層的觀眾，提供友善便利的軟硬體設施，讓所有觀眾都能易於親近。對於高齡、兒童、或特殊需求觀眾，我們除了要建構安全與無障礙的環境，也要提供充足的休憩設施，便利他們愉悅地看展。展場的文字說明，字體要放大之外，也要將拗口的文言文，轉換成易讀易懂、口語化、以及識別圖形等便於了解的表達方式。展覽內容翻譯則應力求簡潔明確，精準地傳達語義與意涵，並加註西元年代，方便國外觀眾清楚了解展覽內容及其文化脈絡。本院官方網站除了提供多語化與多元的展覽內容之外，更應提供訪客充分的購票、參觀、購物、導覽、教育、活動、與交通等資訊，並即時更新。至於對外開放使用的文物典藏系統，更要不斷檢視是否便於使用、介面是否友善等，隨時進行改善。

開放的博物館

故宮除了肩負文物蒐藏、保存、與維護的重任之外，研究、展示與教育也是作為一座博物館重要的任務。我們必須更加開放文物資訊與研究成果，才能加速知識的累積與傳佈，奠定更廣大深遠的知識經濟基礎。以前的博物館是閉鎖的藏寶館，但新時代理想的博物館應該開放自己的館藏，可以被更多人地欣賞、研究、詮釋、與使用。現今世界各博物館都將典藏品的數位影像上網，甚至以開放資料 Open data 方式，進行商業加值應用，大家透過網路即可了解世界相關收藏的概況，這對進行研究、展示、與教育，都有非常重要的意義。在擴大典藏文物開放資料的同時，故宮也必須提供讓外部參與的機會，以開放的心胸來面對外部意見，與外部專家以及我們的觀眾對話，才是一個進步的博物館應有的視野。

智慧的博物館

過去一年的疫情衝擊，故宮也在思考如何善用資訊科技加速博物館轉型，不但要持續開發新的展示手法與技巧，更重要的是要建立以藏品為核心的文物知識體系，並即時運用數據分析於觀眾服務。如此才能增進觀眾體驗、提高觀展品質、簡化行政管理流程、提升工作效率與深化研究基礎。我們應該利用臺灣具備世界先進電腦數位科技的優勢，進行故宮各種業務的智慧轉型。首先，文物管理必須智慧化，可以在電腦中系統性記錄藏品的進出、提調、修護、與展覽規劃等作業，以減少同仁作業量。個別文物的導覽，也應該借助電腦科技，讓觀眾透過自己攜帶的手機或平板等載具，對準展場中的文物，便可即時獲得語音或文字的說明訊息，現場導覽人力就能更著力於專題展覽的解說。未來藉由運用各種高效能與高品質顯示科技，以及社群媒體網路訊息的快速傳播，結合 5G 高速度低延遲的行動通訊技術，我們希望可以突破時空的障礙與限制，開發出創新多元的新世代博物館營運及展覽模式。

普世的博物館

故宮作為一個普世博物館，一方面是本身豐富精美的藏品，可以說是人類文明的共同遺產。另一方面是我們接待的觀眾也主要來自國外旅客，像大都會、大英、羅浮宮等博物館一樣，被定位為世界級的博物館，而不是地方性的、地域性的博物館。在目前這個全球化的時代，國際旅客是這些博物館的重要參觀者，因此我們必須以普世的標準來自我要求。21 世紀的普世博物館，已經不再像是啟蒙時代以來的百科全書式博物館，而是必須呈現出現代人類共通的價值觀與視野。雖然說故宮藏品主要承繼自中國宮廷皇室的收藏，這些年來故宮也致力於翻轉過去皇室收藏的典型印象。歷年做過幾個與世界不同文明之間交流、對話、比較的展覽，有了相當的基礎，希望將來可以引入外部的能量，甚至與外國專家或博物館合作，用故宮的藏品為基礎做一些普世主題的展覽。

■ 打造 21 世紀的新博物館

自從 2019 年 2 月，我接任故宮院長後，常有人問：「院長，您要帶領我們去哪裡？」而我的答案是——故宮必須成為「新世紀的博物館」。

故宮收藏原本是中國帝王品味的集大成，藏品精良卻很「菁英」，面對這個民主開放且資訊量爆炸的社會，我們不能總像過去一味懸著「皇家」招牌，就期待大眾參觀，必須更積極思考該提供什麼樣的內容？特別是故宮的收藏再好，也是「老東西」，怎麼才能吸引新時代、新世代的眼光呢？因此故宮要如何轉型，特別令人期待。

故宮作為全球知名博物館之一，要如何在新時代中開創價值，這是我們全體同仁的任務，期許大家將友善、開放、智慧與普世等四大目標，具體落實於博物館典藏、研究、展示、服務與管理等日常工作上，將故宮打造成「21 世紀的新博物館」。

Message from the Director

Mi-cha Wu
Director
National Palace Museum

The ongoing global pandemic of COVID-19 has greatly impacted museums, many of which were forced to shut down temporarily in 2020. Owing to the success of disease prevention efforts in Taiwan, the National Palace Museum (NPM) is able to sustain operations despite suffering a substantial impact. The visitor number of the NPM Southern Branch even grew as the virus was contained in the second half of the year.

Regardless, we must constantly strive to provide museum visitors better experience and services. Besides ensuring a high standard maintenance, renewal, and update of the permanent exhibitions, the NPM has in total opened 16 special exhibitions with diverse and interesting topics last year. We also hosted a number of public events such as "2020 NPM Asian Art Festival - Mongolian Month" to attract children, family and younger audience. Last November, nine artists were invited to create their outdoor art installations in the "Ark of Art" event to help us define and improve the public space of the Southern Branch.

Facing the challenge of pandemic, museums around the world found creative ways to serve the public. Many museums have adopted digital technologies to present exhibitions in order to showcase collections and exhibitions without having people to leave home. NPM, too, has been well-prepared for this transformation and launched a cloud-based service when the disease first spread. In February, quickly responding to the pandemic, the NPM Northern Branch launched an "Interactive Virtual Gallery" featuring a groundbreaking exhibition that blended art, technology, and interpretation to inspire visitors to explore the museum's permanent collection. Later in June-November, for the first time in history, we ran the "NPM Open Data for Online Exhibition Development Campaign," and awarded 10 prizes selected by the jury and audience from 198 participants that have fully utilized NPM open data and presented groundbreaking themed online exhibitions. We aim to leverage our rich online resource and find different ways to bring NPM's exhibitions and activities to people's homes amidst challenging times.

I would like to thank all my colleagues for their dedication and hard work in the past year, as we were required to take preventive measures and make timely adjustments to keep the museum operational during the pandemic. For future work, I state here that the NPM's new vision is to be "a friendlier, more open, smarter, and universalist museum in the modern world." I hope all of us are able to engage with it and make the new vision evolve into working strategies to achieve our missions of museum conservation, research, exhibition, service, and management.

Four Cores of the NPM's New Vision

A Friendlier Museum

NPM aims to make its facility and services welcoming and inclusive for all ages and social groups. For elderly, children, and visitors with special needs, we commit to design the environment with full safety and accessibility and provide adequate resting areas to ensure them a joyful visiting experience. All exhibition description and label texts carrying essential information will be more straightforward and easy-to-understand, instead of written in Classical Chinese. Text is used in a larger font and more effectively with graph and images so it will be read clearly and understood fully. We will also translate our exhibition content more concisely without compromising semantics and the underlying meaning and refer time information to Gregorian calendar so that foreign visitors may develop a better understanding of the exhibition in their own cultural context. The NPM website is designated as multilingual and frequently updated in order to provide visitors with sufficient and useful information about ticketing, visiting, shopping, tour guides, education, events, and transportation. Furthermore, the user interface of our online collection system will be continually overseen in order to be optimized and improved responsively.

A More Open Museum

NPM has manifested its determination of openness in order to benefit the public from cropping the museum's attainment on its missions of collection management, conservation, researches, exhibitions, and educational outreach. Providing access to our collection information system and research findings in a more open way

will greatly contribute to the knowledge dissemination and accumulation as a base to drive economic development. Since museums in the new era no longer serve as the depositories of locked treasures, we shall explore the term "openness" in a variety of context to invite more people browsing, studying, interpreting, and using our collection. Nowadays, museums around the world generally have online collection available and some even release high resolution digital images on public domain as "Open Data" for commercial use and value-adding. I believe this increasing interest in "open content" and "open service" have led to significant progress in research, exhibition, and education since we can look at the collections around the world without traveling. While making its collection and web-based applications freely accessible to the public, NPM also envisions itself as a progressive museum with a "culture of openness" which is expected to facilitate external participation so the outside experts and visitors are encouraged to engage and to keep dialog with us.

A Smarter Museum

The NPM accelerates its digital transformation to ensure operation continuity since last year's global pandemic having shifted the way people work. This transformation is not about adopting new technologies or equipment, but more importantly, to build up a collection-based knowledge inquiry system and information analysis to serve the public. With leverage of Taiwan's advanced digital technology, we believe the ongoing digital transformation within the NPM will be achieved and furthered to enhance our exhibition, audience experience, work efficiency, administrative simplification, and in-depth research. First, we shall provide a web-based system that systematically records every facet of collection information, intelligently handles various workflows, and seamlessly integrates with conservation documentation, online collections, and digital asset management. Therefore, we are able to easily streamline exhibitions and manage loans online with greater efficiency to reduce workload. Then, we shall also combine the collection-based information system with museum guide services that utilize the technology already in visitors' hands to reduce hardware costs and instead concentrate on providing downloadable content so that the guided tours may focus more on interpreting the special exhibitions. Visitors simply acquire audio and text description by pointing their smart phones or tablets at the exhibit artworks. Utilizing high-performance display technologies, fast spread social media, and low-latency 5G communication, we hope to break the time and space barriers and create various innovation models for museum management and exhibition in the new age.

A Universalism Museum

NPM has envisioned itself as a universalist museum not only for housing a rich and exquisite collection of our common heritage, but also for attracting visitors from all over, much like other world-class museums such as the Metropolitan Museum, the British Museum, and the Louvre. Since the main source of NPM visitors is international tourists, we demand a greater accountability as a universalist museum in the 21st century, unlike an Encyclopedic Museum originally from the eighteenth-century Enlightenment era, but expected to share fundamental values and visions of modern human society. Although the NPM's collection was mostly inherited from the Chinese imperial courts, the museum in recent years has been taking pro-active efforts to flip the stereotype as a royal cabinet of curiosities. NPM has made significant progress in this regard over the years to develop museum exhibitions on engaging, exchanging, and comparative studying with various cultures. We look forward to maximizing the benefits from external expertise or collaborating with foreign experts and museums, and using NPM's collection to curate more exhibitions with universalist themes.

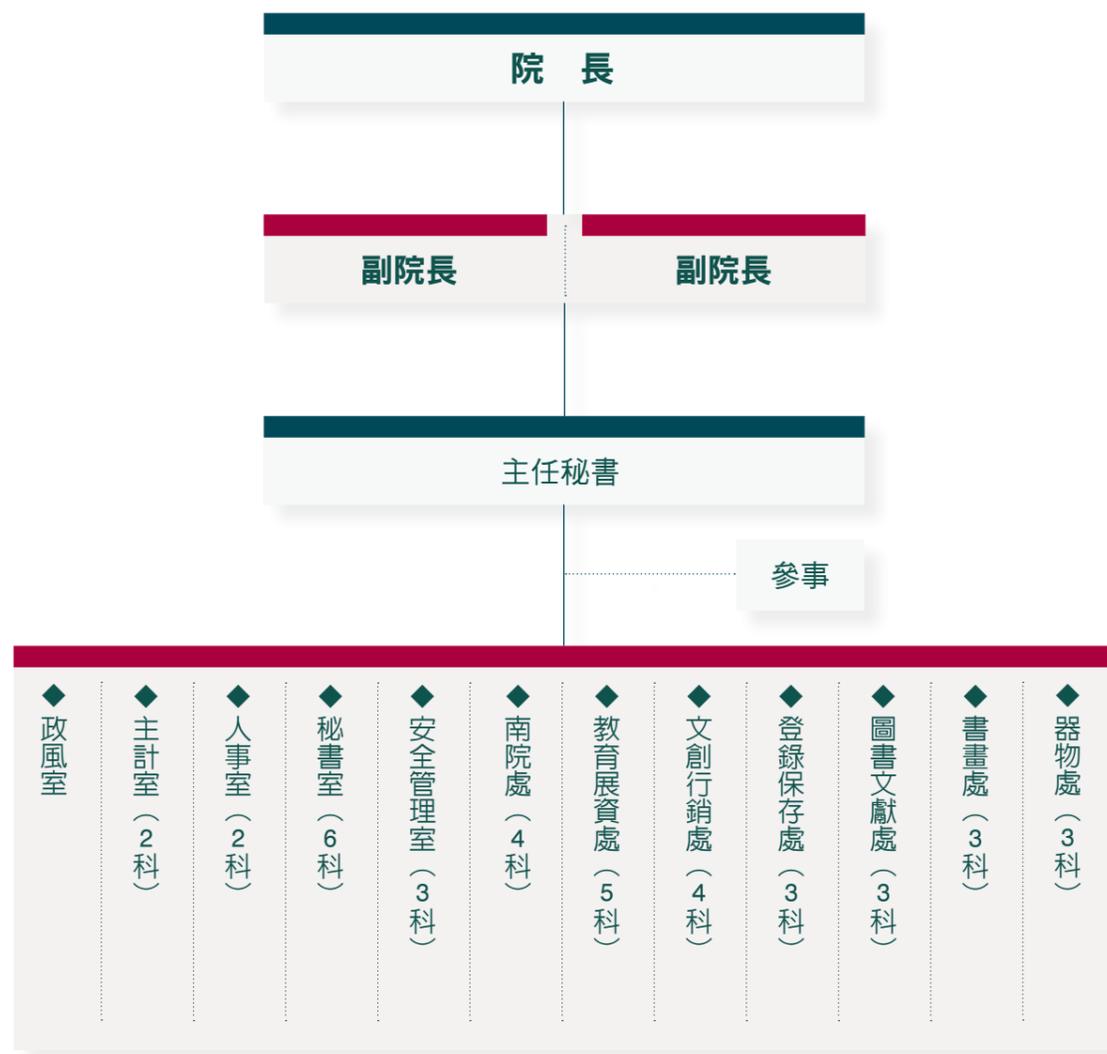
Making NPM a Museum of the 21st Century

After taking up my duty in February 2019, my colleagues frequently ask me the question: "To what path will I lead them?" My constant answer is "to make NPM a museum of the new century."

A major part of the NPM's collection was inherited from imperial repositories, which reflected the ancient glory and elite preference. However, the royal taste would no longer attract popular crowd in the age of democracy and informed citizens. Shouldn't we progressively consider creativity and diversity that broaden the horizon of our future exhibitions to make the NPM's exquisite and classic collection more appealing and more inspiring to the new society and younger generations? Therefore, the transformation of NPM is fully expected.

Being of one of the most famous museums in the world, the NPM is keen to capitalize all the possibilities in a new era. My colleagues and I will commit ourselves to put in our best endeavor to realize the four cores of NPM's new vision into the museum missions of conservation, research, exhibition, service, and management day by day. We are looking forward to making the NPM "a friendlier, more open, smarter, and universalist museum," i.e. "a museum of the 21st century."

國立故宮博物院組織架構表



109年(2020)預算員額：502人(含作業基金)

說明：依本院組織法及處務規程規定，本院置院長一人，副院長二人，主任秘書一人，下設器物處、書畫處、圖書文獻處、登錄保存處、文創行銷處、教育展覽處、南院處、安全管理室、秘書室、人事室、主計室、政風室，共7處5室，分別掌理各項法定職掌及相關業務。



蔡英文總統蒞臨本院「2020 ITF 台北國際旅展」展位參訪
President Tsai Ing-wen visits NPM's booth at the "2020 ITF Taipei International Travel Fair"



美國 Azar 部長參訪本院

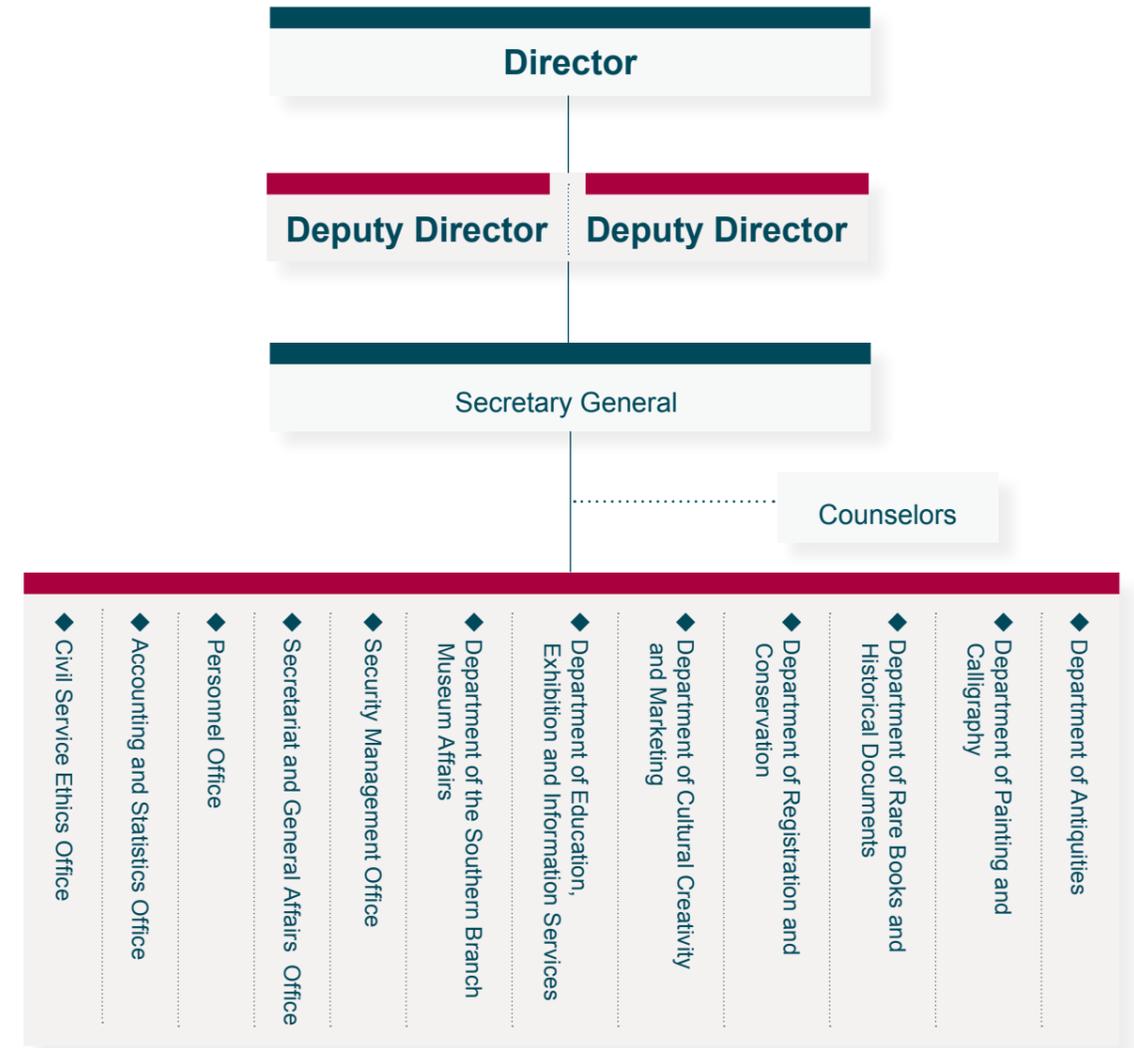
Former U.S. Secretary of Health and Human Services (HHS) Alex Azar visits the National Palace Museum



行政院蘇貞昌院長參訪故宮，行銷以「振興三倍券」進行博物館文化之旅

Premier Su Tseng-chang of the Executive Yuan visited the National Palace Museum to promote the use of "Triple Stimulus Vouchers" for cultural tours and activities.

Organizational Structure



2020 Budgeted Number of Staff: 502 (Including Operational Funds)

Remarks:

According to the organizational laws and regulations of the National Palace Museum (NPM), the museum has one Director, two Deputy Directors, and one Chief Secretary. The museum has a Department of Antiquities, Department of Painting and Calligraphy, Department of Rare Books and Historical Documents, Department of Registration and Conservation, Department of Cultural Creativity and Marketing, Department of Education, Exhibition and Information Services, Department of the Southern Branch Museum Affairs, Security Management Office, Secretariat and General Affairs Office, Human Resources Office, Accounting Office, and a Civil Service Ethics Office. In total, there are seven departments and five offices, which handle various statutory duties and related business.



清文線瑤池上壽圖 局部

典藏維護

本院典藏文物截至 109 年 12 月 31 日止，共計 698,796 件，其中經文化部文化資產局核定 48,018 件國寶及 16,687 件重要古物；有關典藏文物之登錄、保管、維護、展覽及拍攝均依「國立故宮博物院典藏文物管理作業要點」辦理。

庫房管理

基於文物典藏管理及安全維護職責，本院持續強化庫房進出控管及各項安全機制，使文物獲得妥善保存與系統化管理。

常態性文物抽點

本院為切實檢視文物典藏管理工作執行情形，每年分四季由院長進行抽點各類文物。109 年抽點各類文物共計 1,558 件。

109 年度本院文物抽點數量統計表

季別	抽點日期	單位	數量 (件)	總計 (件)
第 1 季	02/19	器物處	120	1,558
第 2 季	06/11	書畫處	11	
第 3 季	09/07	圖書文獻處	1,401	
第 4 季	11/16 及 12/03	南院處	26	

文物徵集

本院典藏政策以徵集中華文物為主，近年開始徵集亞洲重要文物。109 年本院合計新增文物 60 件，明細如下：

109 本院新增文物一覽表

新增文物
<ul style="list-style-type: none"> ● 范季融先生捐贈銅器 1 件 ● 移存文物 30 件 ● 方廣強先生捐贈印蛻 1 件 ● 李鈞俊先生捐贈書畫 28 件
109 年計新增 60 件

Collection Management

NPM has a total of 698,796 art and artifacts in its collection as of December 31, 2020—which includes 48,018 pieces designated as “national treasures” and 16,687 important antiquities approved by the Cultural Assets Bureau of the Ministry of Culture. Registration, custody, preservation, exhibition, and photography of collections are handled in accordance with the “National Palace Museum Collection Management Operating Guidelines.”

Security and Storage Management

NPM is responsible for the management and security of its collections. Therefore, the museum strictly enforces access to its storage facilities in order to properly preserve its art and artifacts in a systematic manner.

Regular Inventory Spot Checks

NPM’s Director conducts spot inventory checks across all artifact categories to closely monitor collection management. A total of 1,558 works were examined in 2020.

2020 NPM Artifact Spot Check Statistics

Season	Date	Department	Number of Works	Total Works
Season 1	February 19	Department of Antiquities	120	1,558 Works
Season 2	June 11	Department of Painting and Calligraphy	11	
Season 3	September 7	Department of Rare Books and Historical Documents	1,401	
Season 4	November 16 and December 3	Department of the Southern Branch Museum Affairs	26	

Acquisition of Artifacts

NPM’s collection policy emphasizes the acquisition and collection of Chinese artifacts, but the museum also began acquiring important artifacts from various parts of Asia in recent years. NPM welcomed 60 new pieces to its collection in 2020. Details below:

Overview of New Acquisitions in 2020

New Artifacts
<ul style="list-style-type: none"> ● One (1) piece of bronzeware donated by Mr. Chi-Rong Fan ● Relocation of 30 artifacts ● One (1) seal donated by Mr. Kuang-Chiang Fang ● Twenty-eight (28) paintings donated by Mr. Chun-Chun Li
Total new acquisitions in 2020: 60 works



文物展覽及交流

本院依常設展及特展兩種方式，策劃書畫、銅器、瓷器、玉器、漆器、雕刻、善本圖書與文獻檔案等展覽，並搭配出版圖錄或導覽手冊。同時，也積極與國內外單位合作辦理展覽，呈現博物館普世價值。

本院 109 年組成「策展諮詢會」，邀請國內外專家參與本院策展，期能呈現多元觀點，豐富展覽內涵。舉辦「2020 故宮線上策展人計畫徵選活動」，由觀眾策展，讓故宮的文物得以不同的面向饗宴世人，朝向開放的新型態博物館邁進。

■ 常設展

「慈悲與智慧—宗教雕塑藝術」

佛教造像除傳達宗教信仰外，文物本身同時具有獨立的藝術價值。北魏的樸實稚拙，唐代的飽滿生動和宋代以後的親切平易，一方面展現不同時代的工藝水準，一方面說明造像主導者的美感訴求。因此，欣賞佛教造像，不僅能體驗其宗教的善，同時更能透過雕塑藝術，感受其普世之美。

「貴胄榮華—清代宮廷的日常風景」

透過家具與文物的陳列，了解清代王公貴族生活的日常樣態，從起居、文房及小憩等不同生活場域之流轉，明白家具使用與文物間的關係，不變的是對精緻生活的追求。藉由家具之精與文物之好，體現宮廷生活之精好。讓開窗借景營造各式文物被賞玩與陳設的生活氛圍。

「集瓊藻—院藏珍玩精華展」

「集瓊藻」是乾隆皇帝所藏一件多寶格的名稱，意指蒐羅眾多珍貴美好的物品。本院珍玩類藏品，多數源自宮廷生活用器。有的用於祭祀儀式，有的作外交餽贈用，有典禮中佩帶的裝身器，也有閨閣內堂梳妝品，有的是廳堂上的陳設或文房几案的用具、休閒把賞的巧玩，還有收納多寶玩器的箱匣等，無一不是設計巧妙、工藝精緻。至於其裝飾題材，不時地穿插歷史典故、民俗傳說、吉祥圖案，深刻浸潤於中國文化底蘊間，營造生活中的端莊、文雅與趣味。

「搏泥幻化—院藏陶瓷精華展」

「搏泥幻化—院藏陶瓷精華展」為本院陶瓷器常設展，展覽呈現院藏陶瓷豐富面貌以及陶瓷史的演變脈絡。「新石器至五代」、「宋至元」、「明」和「清」四大部分，從時代與代表性作品的角度切入，觀察各個時期、窯口的不同釉彩變遷，以及裝飾在各個階段的發展。觀眾除從中可以看到陶瓷發展梗概及世界一流的精品之外，更希望藉由展覽引來交流與迴響，讓歷史典藏能再醞釀出源源不絕的新發想。



■ 「貴胄榮華—清代宮廷的日常風景」海報
Poster, Legacy of Magnificent Glory - Usual Scenes from the Qing Palace

「南北故宮 國寶薈萃」

「清 翠玉白菜」、「清 肉形石」備受觀眾喜愛，這兩件作品均為俏色巧雕，即工匠順應玉石材質天然的紋理及色澤，發揮巧思，雕琢出令人意想不到的作品。「清 翠玉白菜」即是工匠順應翡翠天然的色澤，以濃重的深綠色表現層層包覆的菜葉；白色部分在巧妙的安排下，轉化為新鮮、飽含水分的白菜莖部。「清 肉形石」則是利用玉髓類石材半透明的特質及層疊的紋路，再進行加工，染上褐色，達到如醬油深滷的色澤。工匠更在頂面加上無數細小的凹點，除了造成毛細孔的視覺效果，更將堅硬的石材轉化為東坡肉剛起鍋時，表皮既鬆軟又富彈性的膠質感。

「吉金耀采—院藏銅器精華展」

青銅文明，在鐘鼎彝器的「禮與樂」中讚揚；在立功祭祖的「祀與戎」中頌讚，在周人範鑄紀銘的「其命維新」與「郁郁周文」裡娓娓訴說。歷經東周繁華絢麗的新階段，到秦漢的統一，銅器雖逐步退出禮制的中心，卻轉化成為一種典型，更加的深入思想、文化的底蘊，而文化之美，即深藏在此一器一物之間，致廣大而盡精微，極高明而道中庸，讓觀眾整體認識銅器在商周貴族生活中的功用與文化底蘊。

「敬天格物—院藏玉器精華展」

本展覽分「玉之靈」、「玉之德」、「玉之華」、「玉之巧」、「玉不琢不成器」、「玲瓏璀璨」等六單元，選展 400 餘件，「敬天格物」不僅具體展現敬天法祖之宗教觀，也說明玉藝文化特性，詮釋古玉深層的內涵。

「院藏清代歷史文書珍品」

本展覽以「院藏清代歷史文書珍品」為題，將以往深藏大內的官書詔令、檔案奏摺、名臣傳記、檔冊輿圖等珍貴史料公諸於世，使觀眾對清代文書發展與面貌有更深入的認識，亦得從中瞭解大清王朝的政治祕辛、君臣關係、政經文化與朝代興衰。此外，臺灣位處中國大陸東南沿海，其地方政務與民瘼輿情素為清政府所重，因而留下許多官方文獻、奏摺輿圖、地方志書史料。本院因之規劃專區，精選展件，方便民眾藉由人、地、事、物的觀照，見證清代兩百餘年間對斯土斯民的關注。

「院藏善本古籍選粹」

本展覽佈陳內容含「清宮藏書」及「訪舊蒐遺」兩大單元，復各分若干子題。前者旨在說明前清宮廷圖書度藏與分佈概況，兼及其卷帙之浩繁、裝幀之考究；後者則以介紹故宮成立後不斷蒐購、徵集、獲贈之所得為要，其中不乏本院所欠闕，且深具文化學術價值者。此番展出之件，皆為一時之選；觀眾置身其間，當可進一步認識院藏善本古籍的遞嬗過程及其文化意涵，以及中國傳統印刷技法與圖書裝幀之類型特色。

「筆歌墨舞—故宮繪畫導賞」

本展覽藉由人物、花卉翎毛、山水等畫科中的風格典範，與不同時代、不同流派的變革，來說明中國繪畫的發展脈絡。基於維護有機類材質文物的考量，每季均會更新展品內容。

「筆墨見真章—故宮書法導賞」

書法藝術長久以來在東亞文化傳統中蔚成體系，也自然應用在日常生活裡，了無古今隔閡。有關中國書法從古至今發展的歷程，是古今中外世人所關心的課題，本展即由此出發，揭示書法藝術發展脈絡。基於維護有機類材質文物的考量，每季均會更新展品內容。

「受贈名畫展／受贈書畫展」

本院 109 年共舉辦 2 次受贈書畫展，共計選展等近現代名家之齊白石、吳湖帆、謝稚柳、關聯昌等人作品。

「巨幅名畫」

本院典藏歷代書畫名蹟之豐富性與藝術性，素為全球所稱譽。部分尺幅超大的作品，無法於一般展櫃中陳列，僅能藉由 202 室的挑高大陳列櫃中展出。

「國寶聚焦」

本院首度開闢專室展出國寶文物。本年共精選四檔展覽，推出國寶級書畫作品共饗國人，作品包括宋元明各朝名家作品，如蔡襄、黃庭堅、朱熹、梁楷等。並特別輔以深入淺出的文字及影片介紹，讓觀眾除能一睹國寶文物的風采外，更能瞭解其珍貴的藝術價值所在。

「翰墨空間—故宮書畫賞析」

本院今 (109) 年度開始於南部院區專屬書畫展覽室，透過院藏歷代書畫，系統性地介紹繪畫與書法的發展脈絡。但古典書畫多屬紙、絹類材質，相對脆弱，因此具體展件均以展出三個月為原則，屆期皆會更換展件。

「人氣國寶展」

109 年推出四檔人氣國寶展，展出宋元名蹟，作者包括黃庭堅、米芾、方從義、唐寅等作品。人氣國寶展除了定期更新文物選件，也利用多元的展示設計手法及多媒體互動裝置詳細說明文物，讓觀眾對每件國寶文物，皆能有完整且深入的認識，同時提高觀展的樂趣。

「認識亞洲—新媒體藝術展」

本展以立足臺灣、放眼亞洲為主軸，製作了「認識亞洲」、「印度文化圈」和「華夏文化圈」三部影片，以創新而精緻的詮釋，搭配先進科技的拍攝手法，細膩地呈現各項展覽的藝術文化精品，讓觀眾貼近亞洲文明的深邃與遼闊。

「佛陀形影—院藏亞洲佛教藝術之美」

本展覽以泛亞洲的視野，向觀眾呈現佛教藝術在亞洲各地的豐富面貌。展覽在一件北印度秣菟羅 (Mathura) 地區的佛塔欄楯作為開場，分為「誕生的喜悅」、「佛陀的智慧」、「菩薩的慈悲」、「經藏的流轉」與「密教的神奇」等五單元展出，其中第四單元展出本院重要典藏康熙八年《龍藏經》。

凡我見
水便見
人便見
屬根本

人氣國寶展

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SOUTHERN BRANCH OF THE NATIONAL PALACE MUSEUM

「人氣國寶展」海報
Poster, Our Beloved Treasures

清明上河圖特展

A Special Exhibition of Paintings on "Up the River During Qingming"

2020 WED 01.22
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國立故宮博物院
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「清明上河圖特展」海報
Poster, A Special Exhibition of Paintings on "Up the River During Qingming"

「穿上亞洲—織物的交流與想像」

本展展示除以院藏中國、日本、西藏、印度、印尼等亞洲各文化圈織品服飾，呈現 17 世紀後貿易往來下織物跨域的交流與融合外，亦設置教育推廣區域以深入淺出的方式介紹織物技法。

「芳茗遠播—亞洲茶文化展」

本展覽共分為「茶鄉—中華茶文化」、「茶道—日本茶文化」、「茶趣—臺灣工夫茶」等三單元，展出院藏茶文化相關文物，呈現各區域特有的品茗方式與文化；並藉由明代茶寮、日本茶室及現代茶席等情境空間展示，營造出不同時空飲茶的特有氛圍，帶領觀眾認識茶在亞洲的傳播與交流，如何發展出各具特色又相互融通的茶文化。

109 年常設展一覽表

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年度特展

「適於心—明代永樂皇帝的瓷器」

本院典藏的傳世永樂瓷器，質量俱精，本次展覽特別精選一百件左右的作品，分為三個單元。第一單元「內府燒造」，呈現永樂時期瓷器的性質、面貌及特色。第二單元「對外交流」展現瓷器上所見與西藏以及中西亞文化交流的軌跡，第三單元「承襲與模仿」，呈現明代永樂、宣德時期的瓷器在清代康熙、雍正、乾隆時期的仿作，希望透過本次展覽，參觀者能從中看到傳世永樂官方用瓷的時代面貌及文化意涵。



「鑑古 乾隆朝的宮廷銅器收藏」海報
Poster, Appraisal of the Past: The Imperial Bronze Collection during the Qianlong Reign

「紫砂風潮—傳世器及其他」

此次展覽以「紫砂風潮」為題，分成四個單元依序展出相關器類。第一單元「皇家茶器」，展出珍稀罕見的宜興胎畫珐瑯茶器。第二單元「魅力珐瑯彩」，則藉由瓷胎、金屬胎、玻璃胎畫珐瑯等文物，說明宜興胎畫珐瑯茶器製作背景存在的工藝與文化交流面向。第三單元「宜興 歐窯與廣窯」，旨在透過傳世定為宜興窯的作品，呈現古今理解宜興窯產品的轉變。第四單元「茶 饗宴」依據本院典藏品，規畫一個帝王專屬茶席，想像清宮茗事可能的樣貌。

「天香茄楠—香玩文化特展」

本展覽分成兩部分，一是「香之道」，通過本院所收藏的宮廷茄楠沉香，看過去的日子裡，稀有的沉香是如何被珍藏、穿戴及薰燃品玩，故分為「收藏陳設」、「隨身佩飾」、「品香香具」三個單元，以了解古人是如何使用這種價比金高的香中鑽石，讓生活更有味道。二為「香之味」，看今日除收藏、佩戴外，過去數十年來，臺灣復興了品香文化。以品香為主，發展出完整的香席器用，藉由展出「香具藝術」與「品香空間」二單元，讓這些優秀的創作來說明現代人如何玩香，同時傳遞著屬於現代人生活的美感。

「實幻之間—院藏戰國至漢代玉器特展」

此次展覽共展出戰國至漢代精選玉器 212 件，不僅呈現此時代璀璨紛呈的藝術美感，也足以說明這個時代的玉器故事。戰國至漢代玉器追求動態錯覺的目標儘管一致，身形也依循相同的蜿蜒體態，但作品的錯覺效果卻截然不同，如戰國玉龍是足爪錯置、動靜互見的平面形式，而漢代玉獸則為身形扭轉、張馳各異的立體形態。為了探明這些問題，展覽共分「動感十足的玉器時代」、「戰國至漢代玉器的藝術風格」、「感知世界與物理世界的對話」、「引人入勝的錯覺藝術」四個單元來理解。

「皇帝的多寶格」

所謂多寶格可以理解成是一種文物的組合，而「皇帝的多寶格」展顧名思義展出清宮傳世經過皇帝降旨處理過的一組組文物。雖然聚集文物使之成組的構想，並非帝王專利；但是由於國立故宮博物院藏品的組成，有一大部分來自於清宮舊藏，且其中充滿著歷代皇帝的鑑賞痕跡，兼且對照清宮檔案，也得以追溯出多數文物重裝、成組於清乾隆朝（1736-1795）。故展覽又將聚焦於乾隆皇帝，看他如何在前朝既有的文物整理與組裝基礎上，進一步發揮創意，讓清宮文物的收納與陳設顯得更為井然有序。

「士拿乎—鼻煙壺特展」

國立故宮博物院收藏大量清宮製作最精美的鼻煙壺，選展各種材質之鼻煙壺，從雕刻、燒製、琢磨等工藝角度理解其製作及所呈現之時代特色，且以珍藏、日常到賞賜等不同目的，看到清代工藝之縮影，更是清宮微型藝術之精典。從技法的創新，到各類材質所展現之技藝，以及使用與欣賞的各種意境，體會清宮鼻煙壺的新藝境。



■ 士拿乎—清宮鼻煙壺的時尚風潮
Poster, Snuff – The Trend of Snuff Bottles from the Qing Court



■ 清 十八世紀 珊瑚竹節式鼻煙壺
Qing Dynasty, 18th Century, Coral Snuff Bottle in the Shape of a Bamboo Segment



■ 清 乾隆 玻璃胎畫珐瑯黑地白花錦鼻煙壺
Qing Dynasty, Qianlong reign, Glass-body Painted Enamel Snuff Bottle with a Filled Floral Design on a Black Background

「風格故事—康熙御製琺瑯彩瓷」

琺瑯彩瓷係屬畫琺瑯工藝下的一種，製作時是以瓷胎作為基底素材，再用各色琺瑯料彩繪裝飾紋樣，經窯爐烘烤而成。因首創於康熙朝，成品多半以「御製」款為標記。整個展覽從作品的風格特徵著眼，透過「皇帝實驗室的試作」和「御製風格」兩個單元，一方面發布紫禁城景陽宮收納的試作品；另一方面也將試作與成品進行比較，思索康熙御製琺瑯彩瓷從草創到發展成熟的轉變，以及其中值得留意的細節。

「風格故事—乾隆年製琺瑯彩瓷」

作工細膩的琺瑯彩瓷從清康熙朝（1662-1722）開始生產以來，經歷雍正朝（1723-1735）的皇家專屬式樣；到乾隆朝（1736-1795）皇帝同樣非常關心皇家出品的生產狀況。尤其是透過他和督陶官之間的對話，而能明白乾隆年製琺瑯彩瓷係屬全新、全美官窯的一項。以風格樣式的角度來看，相對於康雍兩朝的色澤與紋樣，乾隆朝琺瑯彩瓷的燒製，可以從雙彩聯乘、集錦新樣和收納典藏三個面向理解。

「鑑古—乾隆朝的宮廷銅器收藏」

乾隆皇帝（1736-1795）擁有許多古代的銅器，他在位的六十年間，持續整理和編輯，完成了三套宮廷收藏銅器的圖錄。在尚未有照相技術和數位化的時代，這項為清宮銅器留下形影紀錄的圖鑑出版工作，是一種耗費人力與時間的大工程。由於對夏、商、周三代的未知和想像，有著神秘紋飾和古文字的銅器，成為古人追求理解和鑑賞的對象。乾隆朝精選的銅器和分類繪製的圖錄，不僅展現對於歷史文物的思考，並反映著鑑賞活動的文化脈絡。今日，出土材料紛呈，科技檢測加入，對銅器的名稱、年代、區域風格有新的理解。透過古器進入古代文明，有了更多路徑。



「風格故事—康熙御製琺瑯彩瓷」特展展場
Special Exhibition, The Imperial Porcelain with Painted Enamels of the Kangxi Emperor

「呼畢勒罕—清代活佛文物大展」

藏傳佛教各宗派皆形成「轉世化身（藏語 Tulku）」的傳承世系，漢人稱之為「活佛」。此項傳統未見於印度或中國，在西藏也是漸進發展而成。無論七至九世紀的「前弘期」佛教或十世紀末復興的「後弘期」佛教，藏區佛寺的領導承繼皆採師徒或家族制。十三世紀，噶瑪噶舉（Karma Kagyu）派為決定教派領袖，首先採用轉世（Reincarnation）制度。十五世紀，活佛體制已漸為各派採納，迄今仍係藏傳佛教領袖的主要傳承方式。本特展以清代活佛相關文物為佈陳內容，一以介紹清廷與各重要活佛間的互動，一以說明清宮藏傳佛教藝術的特色。

「北溝傳奇—故宮文物遷臺後早期歲月特展」

臺中北溝時期係國立故宮博物院發展進程中一重要階段，具承先啓後意義。今（2020）年為院藏文物遷存北溝七十週年，本院特以「北溝傳奇」為題，舉辦展覽，呈現故宮發展進程中一段深刻歷史記憶。展覽計分「文物遷臺」、「典守維護」、「清查點驗」，以及「編輯出版」、「展覽傳播」、「臺北復院」六單元，以院藏相關歷史影像及檔案文獻為主要內容，輔以向遷臺前賢後人商借之舊照史料，藉資呈現故宮文物遷臺初期的歷史經緯，期以加深觀眾對本院之認識與瞭解。

「四方來朝—職貢圖特展」

「職貢圖」是描繪邦交國、藩屬國與邊地部族的圖像，不論是刻畫遠來朝覲的使節，或者以各地貢物象徵四方來朝，皆可視為廣義的「職貢圖」。職貢圖具有展示國力、象徵民族融合，展現大一統氣象的意義，因此備受統治者重視，經常由朝廷敕命繪製萬國來朝的盛況。本次共選展 20 組件院藏職貢題材作品，希望透過圖像梳理與文字考證，分析職貢圖的風格類型。

「話畫—說明卡片探索記」

本院數十年來，為書畫作品準備的說明卡片，隨著不同時期和展覽，嘗試過各式各樣的改變。本次展覽，特別以說明卡片做為探索主題，精選出七件倪瓚（1301-1374）和具有倪瓚風格的繪畫，用這些跨越元、明、清三代，乍看之下相似度很高的作品，搭配展示不同年份所使用的卡片。觀眾一方面可以比較不同作品與說明卡片組合的效果和差異。

「攬勝—近現代實景山水畫」

二十世紀以來，由於交通建設與政府提倡，旅遊風氣盛行，加上攝影普及與歐洲戶外寫生概念的引進，圖繪名勝的風潮遂興。「行萬里路」成了畫家首要的素養，也讓人思索該如何調和攝影、寫生所帶來的臨場感與山水畫的永恆性，甚而回到古人創作山水畫的本源，從實景的寫生裡獲得風格的再生。本展即展出近現代實景山水畫，同時包括描繪臺灣景色之溥狷夫、張穀年等人作品，以饗國人。

「她—女性形象與才藝」

故宮典藏以女性為對象，或者由女性所創作的作品，不僅數量豐富，藝術價值亦極高。本次特展，共展出七十一組件院藏書畫和繡織精品，依內容分成「群芳競秀」與「女史流芳」兩大單元，前者勾勒歷代女性所扮演的多元角色與風格面向，後者則為女性藝術家的作品。期能透過本次展覽，具體呈現作品的藝術美感，並且啟發觀眾思考與性別相關的多元觀點！

「奇幻嘉年華：21 世紀博物館特展」

「狂歡節」(Carnival, 亦翻譯嘉年華) 源自於中世紀的街頭狂歡，象徵一種大眾感官的愉悅展演與解放。本展覽中以「奇幻」為字眼，以「奇」字象徵美術館物質文明的珍奇，「幻」字則意指科技世界下的虛擬幻境，以故宮既有之新媒體藝術展件策劃的純虛擬藝術展，並首度邀集羅浮宮、橘園美術館、泰特現代美術館、柏林舊國家畫廊、慕夏基金會等近年製作的虛擬實境展件，開啓一場遊走奇幻景觀與文化解放的狂歡節。

「四海名物：國立故宮博物院新入藏亞洲文物精選」

對今日的人們而言，「旅行」已成了生活中相當重要的部分；在歷史上，各樣的旅行包含了商賈、宗教傳播、朝聖、使節往返甚至戰爭與民族遷徙，促成了亞洲各區域古文明間以及與亞洲之外的歐洲、非洲間的聯繫。本展覽藉由 12 個旅行者的故事帶出，呈現故宮近年來在文物購藏方面的成果。以全亞洲的視野，範圍包含東亞、東南亞、南亞、中西亞、喜馬拉雅等各區域；材質則有銅、瓷、漆、木、織品、平面繪畫等，其中有近 30 件文物為入藏後首度公開展出。

「清明上河圖特展」

清明上河圖是北宋相當流行的題材，其中以張擇端清明上河圖最為有名，精描細繪北宋汴京及汴河兩岸的繁華和熱鬧景象，是寫實風俗畫的傑作，受到歷代喜愛，因而有許多仿本出現，其中較為知名的是本院典藏的《清院本清明上河圖》。本次特展將結合院藏《清院本清明上河圖》、「古畫動漫—清明上河圖」、「書畫互動桌—清明上河圖」，再增加「筆墨行旅情境影片」讓民眾能透過視覺、觸覺、聽覺、體感等多重感官，體驗感受畫中的城市熱鬧氛圍，也藉此呈現本院在展覽展示與科技藝術的持續創新成就。

「青銅饗宴：古代的禮儀與樂曲」

本展覽聚焦於距今約三千年前的青銅禮器，介紹當時的重要器類與豐富裝飾。此次精選展出本院典藏之青銅文物，同時運用創新的影音多媒體科技，打造大型沉浸式劇場，並特別設置複製文物觸摸體驗區，邀請觀眾在多元的感官體驗中，一窺古代人們的物質生活與精神世界。

「樹：從信仰到抒情」

樹木，與我們的生活乃至生命息息相關，因此發展出各式獨特的人文創作。人們為樹木賦詩作歌，描寫其形；有些被賦予祥瑞色彩，有些則成為受崇敬的信仰對象，具備禮儀、政治等功能，更多的是寓物寄情，傳達各種人生的狀態。此次特展呈現「樹」，作為古代中國等亞洲地區藝術表現的重要題材，從天界與宗教、國家政治，再到個人生活，由大至

小依序介紹根植於文物背後的故事及歷史片段，藉此回溯與理解關於「樹」作為古代人文風景與藝術想像的多元面向。

「法國凱布朗利博物館面具精品展」

本展覽以法國凱布朗利博物館百餘件造型豐富多樣的面具為基礎，在材質和形式上，具有相當程度的豐富性，揭示出世界各地的文化，如何透過充滿創意造形的面具，形塑心目中的神靈與靈魂的形象。其中亞洲面具涵蓋日本、韓國、印度、泰國、印尼、越南等戲劇儀式用面具，透過這些面具可瞭解亞洲地區流傳悠久的史詩與戲劇。本展希望提供觀眾欣賞並瞭解來自世界各地豐富多元的文化，並體驗這些面具的非凡創造力之美。



「樹：從信仰到抒情」海報
Poster, Trees – From Belief to Emotional Resonance

■ 組成「策展諮詢會」

本院已於 109 年 7 月訂定「國立故宮博物院策展諮詢會設置要點」，將透過組成「策展諮詢會」的方式，邀請國內外專家參與本院策展，期能呈現多元觀點，並豐富展覽內涵。

■ 辦理「線上策展人」徵選活動

為推動 Open Data 資料開放，本院以豐厚典藏為基礎辦理「2020 故宮線上策展人計畫徵選活動」，讓參賽者透過故宮 Open Data 資料開放平台的精選文物來集思廣益，構築線上展覽，達到院藏文物之教育推廣的目的。

本活動計有 198 人報名，9 月下旬完成初賽評比，挑選 71 名入選者，並於 11 月 11 日為入選者舉辦線上策展活動講座，入選者在本院提供的線上策展平台完成實策，最後決選出銀獎 1 名、銅獎 1 名、佳作獎 5 名、特別獎 2 名及最佳人氣獎 1 名，並於 109 年 11 月 27 日舉行頒獎典禮。

■ 文物交流

文物借出

借展對象	展覽名稱	借展數量	展覽期間
美國洛杉磯郡立美術館	真相所在—仇英藝術特展	2 件	109/02/09-109/05/17

文物借入

借展對象	展覽名稱	借展數量	展覽期間
國家圖書館	小時代—	7 件	108/09/28-
財團法人成陽藝術文化基金會	一個十七世紀的生活提案	1 件	109/01/05
法國凱布朗利博物館	法國凱布朗利博物館面具精品展	100 組件	108/11/15- 109/03/01
文化部蒙藏文化中心	呼畢勒罕—清代活佛文物大展	38 組 55 件	109/08/01-
揭諦樓		2 件	110/11/01;
卡盧文化		23 件	109/11/28-
雙清文教基金會		4 件	110/03/01 (南北院區)
國家圖書館		1 件	109/08/01- 110/03/01 (北部院區)
國立歷史博物館	樹：從信仰到抒情	5 件	109/12/25- 110/06/20
臺灣歷史博物館		12 件	
高雄市立美術館		1 件	

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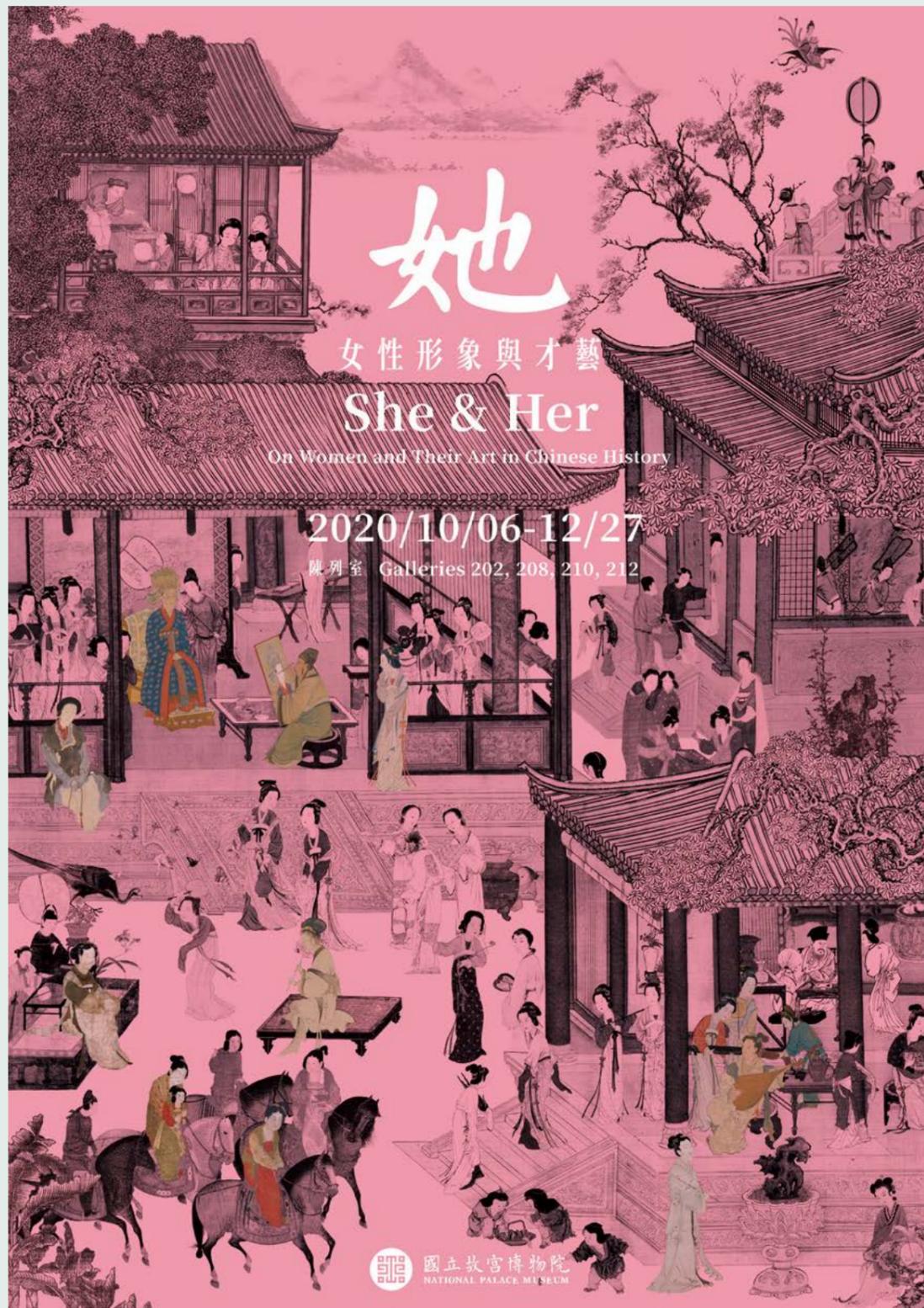
2020 故宮線上策展人計畫徵選活動
利用故宮Open Data資料開放平台的精選文物構築線上展覽

報名時間
06.20.六 - 08.20.四

金獎30萬 總獎金達百萬

國立故宮博物院
NATIONAL PALACE MUSEUM

■ 「2020 故宮線上策展人計畫徵選活動」海報
Poster, "2020 NPM Open Data for Online Exhibition Development Campaign"



■ 故宮年度大展「她—女性形象與才藝」清麗登場
National Palace Museum officially opens major exhibition
"She & Her: On Women and Their Art in Chinese History"

Exhibitions and Exchanges

NPM curates permanent and special exhibitions for its collections of paintings, calligraphy, bronzeware, ceramics, jades, lacquer wares, sculptures, rare books, and historical documents. Exhibitions are accompanied by catalogs, guidebooks, and pamphlets, offering visitors an overview of the rich and vibrant nature of Chinese art and culture. NPM also participates in art and artifact loans and exchange programs with local and international museums to serve its value as a museum.

NPM assembled a "Curators' Panel" in 2020 and invited cultural industry experts from Taiwan and abroad to help NPM organize future exhibitions. Seeking external involvement is intended not only to enrich exhibitions with diverse perspectives but also to facilitate a "dialog between curators and the audience." This is a main reason for the museum to organize its "2020 NPM Open Data for Online Exhibition Development Campaign" as a way to involve audiences in the planning process.

This campaign sought to cast a new light on NPM's "traditional" image as a museum and resulted in many inventive ideas proposed by the participants. As a result, NPM looks forward to adopting new museum management practices that are visitor-friendly, open, intelligent, and widely accepted.

■ Permanent Exhibitions

“Compassion and Wisdom: Religious Sculptural Arts”

In addition to religious values, Buddhist sculptures also carry distinctive artistic merits. Northern Wei sculptures tend to be modest and simple, whereas Tang sculptures are often rotund and lively. Starting from the Song era, sculptures became more closely associated with ordinary people. Through these sculptures, visitors are introduced to the creators' craftsmanship, perception of beauty, as well as the messages they wished to convey in different time periods. Thus, appreciating religious sculpture not only imparts ideological ideals but also sheds light on how people perceived beauty at a certain time.

“Legacy of Magnificent Glory: Usual Scenes from Qing Palace”

Furniture displays and cultural artifacts in the NPM's collection provide a glimpse of the Qing Palace royals' daily lives. Through the transitions among different spaces such as the living area, the study room, and the resting place, the exhibition offers a better understanding of the relationships between these functional and decorative items. Nonetheless, the Qing Palace royals' pursuit of a refined lifestyle remains certain: the exquisiteness of the furniture pieces and the beauty of artifacts showcase the finesse of the royal court.

“A Garland of Treasures: Masterpieces of Precious Crafts in the Museum Collection”

“A Garland of Treasures” was the title given in the Qing Dynasty by Emperor Qianlong to a curio box in his collection. As the name suggests, it means a collection of small but precious artifacts. This collection of treasures in the National Palace Museum was mostly used in daily life at the imperial court. Some were ritual objects and others diplomatic gifts. There are accessories used for ceremonial purposes, while others formed part of the dress and cosmetics

for those living in the ladies' quarters. Some crafts were displays placed in palace halls, some were tools used in the scholar's studio, and others were curios containing rare collectibles to be appreciated at leisure. All of which were cleverly designed and exquisitely crafted. As for decorations, they often interweave auspicious patterns, folk legends, and historical allusions, being profoundly steeped in the essence of Chinese culture to create a sense of dignity, elegance, and delight in life.

“The Magic of Kneaded Clay: Ceramic Collection of the National Palace Museum”

NPM's permanent exhibition “The Magic of Kneaded Clay: Ceramic Collection of the National Palace Museum” illustrates the colorful history of Chinese ceramics and its progression with time. The exhibition is divided into four sections: “Neolithic Age to the Five Dynasties,” “Song to Yuan Dynasties,” “Ming Dynasty,” and “Qing Dynasty.” Through the display of iconic works from different periods in history, the exhibition highlights changes in the glaze at various production sites as well as the progression of decorative styles over several stages. The exhibition presents an overview of the history of ceramics and some of the world's finest pieces, and is also intended as an inspiration for the exchange and creation of new ideas from the timeless pieces.

“A Gathering of Treasures in the National Palace Museum North and South”

The artifacts “Jadeite Cabbage” and “Meat-Shaped Stone” are popular favorites in the NPM's collection. These two pieces demonstrate exceptional craftsmanship, working the natural texture and color of each gemstone to their best advantage to create something extraordinary. For “Jadeite Cabbage,” the maker carved the green part of a jade stone to resemble the overlapping leaves of a Chinese cabbage, and turned the white part into the cabbage's round, watery stem. For “Meat-Shaped Stone,” a piece of translucent chalcedony jade with layered texture was dyed to resemble the color of meat cooked in soy sauce. The maker even poked countless tiny holes on the top surface to resemble pores, creating the illusion of a piece of Dongpo Pork with its soft, bouncy, and jelly texture all from a piece of hard rock.

“Rituals Cast in Brilliance: Masterpieces of Bronzes in the Museum Collection”

The Bronze Age is celebrated in “Rites and Music” with bells and cauldrons; in “Worship and Warfare” for honoring ancestors; and in the Zhou's “Newly Endowed Mandate” and “Elaborate Textual Repertoire.” The Bronze Age progressed through the Eastern Zhou period's splendors all the way to the ultimate unification of China under the Qin and Han Dynasties. After which, bronze gradually yielded its central role in the ritual system but transformed into a cultural legacy, both imbued with and manifesting the essence of thought and culture. It is amazing how such a genre of objects can be so extensive, elaborate, profound, and yet moderate at the same time. Through these bronze wares, visitors are introduced to the function and cultural significance of bronze vessels used in the daily lives of the noble classes of the Shang and Zhou Dynasties.

“Art in Quest of Heaven and Truth: Masterpieces of Jades in the Museum Collection”

The exhibition is divided into six sections: “The Spirit of Jade,” “The Virtue of Jade,” “The Blossoms of Jade,” “The Ingenuity of Jade Carvings,” “Jade without Grinding is of No Use,” and “Dazzling Gemstones and Jewelry.” With more than 400 objects, “Art in Quest of Heaven and Truth” conveys the uniqueness and religious significance of jade in Chinese culture dating back to ancient times.

“Treasures from the National Palace Museum's Collection of Qing Dynasty Historical Documents”

“Treasures from the National Palace Museum's Collection of Qing Dynasty Historical Documents” exhibits archives that were once guarded in the imperial palace and kept strictly out of bounds. Visitors can develop a thorough understanding of official documentation progression during the Qing dynasty through imperial decrees, official documents, palace memorials, biographies of eminent officials, maps, and illustrations. In addition, they offer a behind-the-scenes look into how the Qing government was administered, the secrets of court life, relationships between emperors and their officials, the politico-economic and cultural landscapes, and the rise and fall of the dynasty. The exhibition also features a dedicated section for archives related to Taiwan. During the Qing dynasty, the people's local affairs and living conditions on the island off the southeast coast of China caught the court's attention. Thus, many official documents, memorials, maps, and local gazetteers were produced. This gallery provides visitors with an overview of Taiwan's people, places, affairs, and products as documented during the Qing dynasty. It features a carefully selected range of artifacts that bear witness to the Qing court's reign in Taiwan for more than 200 years.

“Gems from the National Palace Museum's Collection of Rare and Antiquarian Books”

This exhibition features two key sections: “The Qing Imperial Libraries” and “The Continued Quest for Books Rare and Antiquarian,” with each branching out into several sub-topics. The former sheds light on the distribution of texts in the Qing palace, the size of the collections, the types of books collected, and the exquisiteness of their binding and decoration. The latter illustrates how the National Palace Museum has continued to broaden the scope of its collection since its founding by making acquisitions and receiving donations and bequeathals, many of which have high cultural and academic value and complement existing holdings. The works on view in this exhibition are some of the most precious in the collection. They offer visitors a glimpse into the history and provenance of the rare and antiquarian titles, their cultural significance, and the characteristics and techniques of traditional Chinese printing and bookbinding.

“Pictorial Songs of the Brush: A Guide to Paintings in the National Palace Museum Collection”

This exhibition illustrates the development of Chinese painting through the styles and traditions of figure, flower, and landscape paintings and the changes of different eras and schools. Contents of this exhibition are rotated quarterly, considering the maintenance work needed to preserve organic materials.

“The Expressive Significance of Brush and Ink: A Guided Journey Through the History of Chinese Calligraphy”

Calligraphy is a special artform of Han Chinese culture. From ancient times to the present, the history of Chinese calligraphy has fascinated Chinese people and foreigners alike, and this interest served as the impetus for the NPM to present the art of Chinese calligraphy and its progression over time. Contents of this exhibition are rotated quarterly, considering the maintenance work needed to preserve organic materials.

“Famous Paintings Donated and Entrusted to the National Palace Museum”

In appreciation to the generous donors who have supported the NPM with artworks in the past 50 years, NPM organized two exhibitions in 2020 that specifically showcased these amazing gifts to the museum. Paintings from renowned modern artists such as Qi Baishi, Wu Hufan, Xie Zhiliu, and Guan Lianchang were exhibited. NPM looks forward to further share its new acquisitions with the public in the future.

“Oversized Masterpiece Paintings in the Museum Collection”

NPM is world-renowned for having a rich collection of paintings and calligraphy. Some large-scale works of art can only be properly exhibited in custom display cases in Gallery 202. “Oversized Masterpiece Paintings in the Museum Collection” has emerged to become one of NPM’s most distinctive permanent exhibitions over time, making it a must-see exhibition for enthusiasts of Chinese art.

“Spotlight on National Treasures”

This was the first time that the NPM had dedicated a room to display the works of four renowned calligraphers from the Song, Yuan, and Ming Dynasties: Cai Xiang, Huang Tingjian, Zhu Xi, and Liang Kai were chosen for the exhibition this year. With the help of wall text and video introductions, visitors will be able to appreciate the artistic values of the artworks displayed.

“A Space for Brush and Ink: Appreciating Painting and Calligraphy in the National Palace Museum Collection”

This year, NPM dedicated a new gallery in its Southern Branch in Chiayi specifically to showcase paintings and calligraphy for the central and southern Taiwan audience. This exhibition features works of various dynasties from the NPM’s permanent collection, with detailed introductions to the evolution of painting and calligraphy styles. Since these rare works were created on fragile materials such as paper and silk, the displayed art are rotated every three months.

“Our Beloved Treasures”

NPM Southern Branch in Chiayi hosted the exhibition “Our Beloved Treasures” in Gallery S302 to provide central and southern Taiwan residents an opportunity to view NPM’s finest collections up close. Not only are the displays renewed on a regular basis, but the NPM also includes interpretation material and multimedia/interactive devices to describe each artifact in detail, giving visitors an in-depth understanding of Chinese art while keeping them engaged throughout the visit. Four different themes of “Our Beloved Treasures” were on display in 2020 and featured artworks by renowned authors including Fan Kuan, Huang Tingjian, Mi Fu, Fang Congyi, and Tang Yin from Song and Yuan Dynasties.

“Understanding Asian Art: Multimedia Gallery Guild”

This exhibition provides a view into Asia from Taiwan’s perspective. Three films titled “Getting to Know the Art of Asia,” “The Cultural Sphere of India,” and “The Cultural Sphere of China” were specifically produced for this exhibition and accompany the precious artworks and cultural artifacts on display in various galleries—thereby allowing audiences to understand Asian civilization in greater depth.

“Imprints of Buddhas: the Buddhist Art in the National Palace Museum Collection”

“Imprints of Buddhas” presents the richness of Buddhist art across Asia and educate viewers to the diversity of pan-Asian Buddhist artistic practices. The exhibition opens with a stupa railing from the Mathurā region of North India and is divided into five themes: “The Joy of Birth,” “The Wisdom of the Buddha,” “The Compassion of the Bodhisattva,” “Transmission and Transformation of the Buddhist Scriptures,” and “The Mystery of Esoteric Buddhism.” Included in the show is “Kanxi Manuscript Kangyur in Tibetan Script,” an important work in the NPM’s permanent collection that was completed in 1669 during the eighth year of the Kangxi emperor’s reign.

“Wearing Asia--The Exchange and Creation of Textiles”

This exhibition presents Asian textiles in NPM’s collection, including fabrics from East Asia, Southeast Asia, and Central and Western Asia. The exhibit introduces textiles from different cultures while exploring the cross-regional exchange and creation of fabrics facilitated by trade flow. In addition, an education area was installed in the exhibition to introduce different textile production techniques in an informative, easy-to-understand way.

“The Far-Reaching Fragrance of Tea: The Art and Culture of Tea in Asia”

This exhibition is divided into three sections: “The Homeland of Tea: Chinese Tea Culture,” “The Way of Tea: Japanese Tea Culture,” and “The Enjoyment of Tea: Taiwanese Gongfu Tea.” Selected artifacts from the NPM’s collection are showcased to illuminate Asia’s many unique tea cultures and approaches to tea appreciation. Through replicas of a Ming teahouse, Japanese tearoom, and modern tea table, visitors are introduced to tea appreciation in different settings. This exhibition intends to inform viewers about the dissemination and exchange of tea practices between different regions in Asia, and to demonstrate their distinct yet interconnected tea cultures.

2020 List of Permanent Exhibitions

Museum	Gallery	Permanent Exhibition Title
Northern Branch	101	Compassion and Wisdom: Religious Sculptural Arts
	103	Treasures from the National Palace Museum’s Collection of Qing Dynasty Historical Documents
	104	Gems from the National Palace Museum’s Collection of Rare and Antiquarian Books
	106	A Garland of Treasures: Masterpieces of Precious Crafts in the Museum Collection
	107	Spotlight on National Treasures
	108	Legacy of Magnificent Glory Usual Scenes from Qing Palace
	201, 205	The Magic of Kneaded Clay: Ceramic Collection of the National Palace Museum
	202	Oversized Masterpiece Paintings in the Museum Collection
	204, 206	The Expressive Significance of Brush and Ink: A Guided Journey Through the History of Chinese Calligraphy
	208	Famous Paintings Donated and Entrusted to the National Palace Museum
	210	Pictorial Songs of the Brush: A Guide to Paintings in the National Palace Museum Collection
	302	A Gathering of Treasures in the National Palace Museum North and South
	305,307	Rituals Cast in Brilliance: Masterpieces of Bronzes in the Museum Collection
306, 308	Art in Quest of Heaven and Truth: Masterpieces of Jades in the Museum Collection	

Museum	Gallery	Permanent Exhibition Title
Southern Branch	S202	The Far-Reaching Fragrance of Tea: The Art and Culture of Tea in Asia
	S203	A Space for Brush and Ink: Appreciating Painting and Calligraphy in the National Palace Museum Collection
	S301	Understanding Asian Art: Multimedia Gallery Guild
	S302	Our Beloved Treasures
	S303	Imprints of Buddhas: the Buddhist Art in the National Palace Museum Collection
	S304	Wearing Asia--The Exchange and Creation of Textiles

Special Exhibitions

“Pleasingly Pure and Lustrous: Porcelains from the Yongle Reign (1403-1424) of the Ming Dynasty”

Yongle porcelains in the National Palace Museum collection are considerable in terms of both quantity and quality. This exhibition features an exquisite selection of approximately 100 works divided into three sections. The first part, titled “Fired for the Court,” presents the character, appearance, and unique features of porcelains made in the Yongle reign. The second section, “Interaction with the Outside,” shows how the exchange between the Ming court and Tibet as well as Central and West Asia was manifested in porcelains. Finally, the third section on “Tradition and Imitation” demonstrates how porcelains of the Yongle and Xuande reigns in the Ming dynasty were emulated in the Kangxi, Yongzheng, and Qianlong reigns of the following Qing dynasty. Visitors will be able to appreciate the period and cultural significance of Yongle official porcelains that survive today through this exhibition.

“The Phenomenon of Yixing Ware - Treasured Legacy and Beyond Introduction”

“The Phenomenon of Yixing Ware” is presented in four separate sections. The first section, “Tea Ware from the Royal Court,” displays the exquisite enameled Yixing tea vessels. The second section, “The Charm of Painted Enamels,” consists of art objects with painted enamels on porcelain, metal, and glassware and illustrates Yixing ware’s craftsmanship and background, as well as how tea vessels in painted enamels were used for cultural exchange. The third section, “Ware of Yixing, Ou, and Guang,” presents works of Yixing ware and demonstrates how the interpretation of Yixing ware has evolved with time. Lastly, the fourth section, “The Ceremonial Event of Tea,” features a fictional tea ceremony for the Qing Emperor culled from the National Palace Museum’s permanent collection.

“Scents to the Heavens: A Special Exhibition on Agarwood and the Culture of Incense”

This exhibition is divided into two parts, the first of which is entitled “The Way of Incense.” From the agarwood found in the National Palace Museum’s permanent collection, we can see how this kind of rare and precious wood was treasured, worn, and used in the past. “The Way of Incense” is further subdivided into three sections on “Collecting and Display,” “Adorning the Body,” and “Utensils for Appreciation.” They show how people at the ancient courts used this kind of fragrant wood—which was more valuable than gold—to enhance their aesthetics of life. The second part of the exhibition is “The Taste for Incense,” which reveals how Taiwan has played an important role in reviving incense culture over the past few decades, aside from treating agarwood as collectible and wearable items. The art of incense has led to the

development of a complete set of utensils for appreciation. Two additional sections on “The Art of Incense Utensils” and “Space for Appreciating Incense” highlight the elegant creations defining the way that people nowadays use incense and, at the same time, convey an aesthetic unique to contemporary lifestyles.

“Betwixt Reality and Illusion: Special Exhibition of Jades from the Warring States Period to the Han Dynasty in the Collection of the National Palace Museum”

In this exhibition, 212 specially-selected jade artifacts from the Warring States period to the Han Dynasty are presented. These pieces reflect the brilliant and diversified aesthetics of their time and present a comprehensive narrative of jade artifacts from that era. From the Warring States period to the Han Dynasty, the pursuit of dynamic illusion remained consistent in jade craftsmanship, and decorative designs maintained the same sinuous shapes. Still, the illusory effects of works of different ages are clearly distinct. For example, jade dragons of the Warring States period were typical of a flat two-dimensional style, with misplaced legs and claws that could induce visual shifting between ambiguous states of movement and stillness. In contrast, jade beasts of the Han Dynasty were three-dimensional, with distorted bodies and varying changes in tension and slackness. To better explore these differences, this exhibition was further subdivided into four sections: “The Age of Dynamic Jade,” “Artistic Styles of Jades from the Warring States Period to the Han Dynasty,” “Dialogue Between the Perceived World and the Physical World,” and “Mesmerizing Illusory Art.”

“Curio Boxes of Qianlong Emperor”

The concept of “curio box” can be perceived as a combination of assorted items—and as the name implies, this exhibition presents such curio boxes formed under the order of Emperor Qianlong of the Qing dynasty. The deed of gathering objects into the assembled unit was not exclusive to the emperors, but considering that the collections of the National Palace Museum mostly came from the Qing Palace and were imprinted with traces of connoisseurship by generations of emperors, it was possible by comparing the Archive of the Imperial Workshops to conclude that most of the reassembling and formation of curio boxes were accomplished during the Qianlong reign (1736-1795). Therefore, the exhibition focuses on exploring how Emperor Qianlong had built on top of existing assembly mechanisms from previous collections and applied his creativity to achieve even more organized storage and display of Qing artifacts.

“Snuff: The Trend of Snuff Bottles from the Qing Court”

The National Palace Museum holds an extensive collection of the most exquisite snuff bottles from the Qing court. The exhibition selected snuff bottles of various materials and crafting methods that include carving, firing, and polishing to present production techniques and characteristics of that era. These snuff bottles of varied purposes—from collection to daily use and gifting—provide insight into Qing’s craftsmanship and are classic representations of miniature art from the Qing palace.

“Story of an Artistic Style: The Imperial Porcelain with Painted Enamels of the Kangxi Emperor”

Using porcelain as the base material, polychrome decorations are painted with enamel pigments and are baked into the final works firing in the kilns. This craft was originated during the Kangxi reign, and most of the pieces were marked with “Yuzhi 御製 (Imperial production).” This exhibition features two sections, “Testing Pieces from the Emperor’s Experimental Workshop” and “Style of Imperial Production,” and presents those samples originally stored at Jingyang Palace of the Forbidden City. It compares the test pieces to the finished ones to investigate the transformation of the imperial porcelain with painted enamels of the Kangxi Emperor from the beginning stages to the full development—and even discover stories embedded within.

“Story of an Artistic Style: Imperial Porcelain with Painted Enamels of the Qianlong Emperor”

Ever since the masterfully painted enamels were developed during the Kangxi reign (1662-1722), designs were made exclusively for the Imperials in the Yongzheng reign (1723-1735). As it reached the era of Qianlong (1736-1795), archival documents demonstrated the emperor’s enthusiasm for the production progress of the imperial workshops. Through continuous dialogue between the emperor and his pottery supervisor, it was apparent that imperial porcelain with painted enamel in the Qianlong era was intended to be made at a new level of perfection. The style, color, and pattern of imperial porcelain with painted enamels, as compared to those of Kangxi and Yongzheng eras, are explained through three sections: “Convergence of Tints,” “Novelty of Brilliance,” and “Storage and Collection.”

“Appraisal of the Past: The Imperial Bronze Collection during the Qianlong Reign”

Emperor Qianlong (r. 1736-1795) amassed an enormous collection of ancient bronzeware. The collection effort—which spanned 60 years during the Qianlong reign—resulted in three imperial bronze collection catalogs. This labor-consuming project produced visual documentation of a vast number of bronze antiquities at the Qing court in pre-modern China, at a time when photography and digital archives did not exist. With their mysterious décor and ancient inscriptions, bronze vessels have been the subject of ancients’ pursuit due to their intellectual curiosity for the Xia, Shang and Zhou periods. Selected and cataloged during Qianlong’s time, those vessels not only reveal thoughts on historical artifacts but also reflect intellectual changes in connoisseurship. With the new knowledge of the materials used and the assistance of scientific tests, we now have a better understanding of the names, dates, and regional styles of various bronzeware. These antiquities provide an additional learning path to ancient civilizations.

“The Khubilghan: The Incarnated Lamas of the Qing Dynasty and Related Artifacts”

Each Tibetan Buddhism school developed a system of reincarnation lineage, and the reincarnated spiritual teacher is known as tulku in Tibetan and hufo (living Buddha) in the Chinese world. The tulku tradition, non-existent in either India or China, was gradually established in Tibet over time. In the two primary periods of the development of Tibetan Buddhism, the snga dar (earlier dissemination) of the 7th-9th century and the phyi dar (later dissemination) revival in the late 10th century, leadership was transferred from teachers to disciples or through family bloodlines at all monasteries. In the 13th century, the Karma Kagyu School became the first to adopt the reincarnation system, and by the 15th century, the practice had spread to other schools. Today, it remains one of the main forms of leadership transfer in

Tibetan Buddhism. This special exhibition presents artifacts relating to the incarnated lamas of the Qing dynasty. It provides a systematic view of the Qing court’s interactions with important khubilghans as well as the features of Tibetan Buddhist works of art in the Qing imperial collection.

“The Beigou Legacy: The National Palace Museum’s Early Years in Taiwan”

The Beigou period was an important transitional stage in the history of the National Palace Museum. With the year 2020 marking the 70th anniversary of the relocation of NPM’s collection, the museum has organized an exhibition titled “The Beigou Legacy” to commemorate this momentous event. The exhibition consists of six sections: “Relocation of Important Artifacts to Taiwan,” “Safeguarding and Conservation,” “Taking Stock of the Collections,” “Cataloging and Publication,” “Exhibitions and Outreach,” and “Reinstatement of the Museum in Taipei.” Featuring historical documents and photographic images from the Museum History Archives and pictorial materials provided by descendants of those who carried the objects to Taiwan, the exhibition is intended to recreate history and give visitors a better understanding of NPM’s early years in Taiwan.

“The Four Quarters Come to Court: A Special Exhibition of Envoys Presenting Tribute”

Paintings of tribute-bearing envoys and official missions to China depict various nations’ peoples and tribes with diplomatic relations, of vassal states, and from border regions. Whether depicting envoys coming from afar to receive investiture, or tribute from different places to symbolize the four corners of the world paying homage to the court in China, these images can be broadly viewed as “tribute paintings.” As a whole, the works express a sense of great national power and symbolize ethnic fusion within the idea of a grand unity. Therefore, past rulers of China placed great emphasis on these tribute missions, frequently ordering court artists to illustrate the pomp and circumstance of such occasions. Twenty sets of tribute paintings from NPM’s collection were selected for this exhibition, with detailed analysis of the artists’ styles, footnotes, and events depicted.

“Introducing a Painting: Exploring the World of Museum Labels”

Over the past several decades, the National Palace Museum has prepared exhibit wall text and descriptions using various formats depending on the period and type of artifacts displayed. This exhibition takes a unique look at the subject of museum labels through seven paintings in the NPM’s collection by the Yuan dynasty artist Ni Zan (1301-1374) and subsequent artworks of similar style. These works spanning the Yuan to Ming and Qing dynasties appear at first glance to be quite similar. Still, each is accompanied by a different label that symbolizes a different time period. The exhibition allows visitors to compare different combinations of artworks and labels and the visual effect produced or experience their previous viewings before a display case.

“Embracing Sites/Sights: Scenic Landscape Painting in Modern Chinese Art”

Scenic painting has emerged as a popular activity since the 20th century due to the evolution of traffic infrastructures, the rise of popular photography and tourism, increased government support, and the introduction of outdoor painting as a hobby from Europe. Being able to travel great distances in a short period of time and take realistic pictures in the form of photos provided artists with the new inspiration of how to turn realism into abstract, and some even

managed to return to the exact spot where ancient paintings were created and developed a new style of presentation. The exhibition showcases scenic landscape paintings by modern artists, including Fu Juan-Fu and Chang Ku-nien, who are recognized for painting the landscape of Taiwan.

“She & Her: On Women and Their Art in Chinese History”

Women have played an important role and made undeniable contributions to the development of human culture and history. NPM prides itself on housing a collection of artworks on the subject of or created by women that are not only vast in size but high in artistic value as well. This special exhibition features a selection of 71 works of art from the National Palace Museum collection arranged by period and is divided into two categories: “Norms of Female Beauty” and “Ladies of Artistic Talent.” The first category features artworks that depict women’s many roles in history, whereas the second category presents works of art by female artists. Through this exhibition, the National Palace Museum champions the beauty of art and inspires diverse perspectives about gender among visitors.

“A Special Exhibition of 21st Century Museums at the Southern Branch of the NPM”

Planned in conjunction with NPM’s New Media Technologies Department, this virtual reality-only exhibition features VR galleries produced by the Louvre, Musée de l’Orangerie, Tate Modern, Alte Nationalgalerie, and Mucha Foundation in recent years.

“Cherished Objects: New Acquisitions of the National Palace Museum”

Human beings around the world have always traveled for various reasons since the dawn of time. Beyond leisure or commerce purposes, travel has historically included religious pilgrimages, international diplomatic missions, and even war and ethnic migration. Voyages like these facilitated exchanges between civilizations in disparate regions, especially between Asia and the civilizations in Europe and Africa. This exhibition tells the stories of 12 travelers, related to the NPM’s achievements in preparing for the Southern Branch. The scope of the exhibition includes East Asia, Southeast Asia, South Asia, Central Asia, the Himalayas, and other regions; with various artistic mediums that include copper, porcelain, lacquer, wood, textiles, paintings, and more. Nearly 30 artworks are debuting in the galleries for the first time since entering the museum’s collection.

“Special Exhibition of Up the River During Qingming”

“Up the River During Qingming” is a popular painting subject from the Song dynasty. The most famous work is the original by Zhang Zeduan of the late Northern Song period. In it, Zhang faithfully captured what many believed to be the prosperous and bustling scenes along the Bian River and the Northern Song capital of Bianjing. A large number and variety of versions of this painting appeared in subsequent dynasties, and the most renowned of all is the Qing court version held in NPM’s collection. This special exhibition presents NPM’s collection of “Up the River During Qingming (Qing Court Version)” in different forms, including “Painting Animation,” “Interactive Painting,” and “Short Film: Traveling Through Brush and Ink.” The exhibition enables the visitors to see, touch, hear, and feel the bustling city depicted in paintings and is intended to demonstrate NPM’s innovative accomplishments of incorporating technology into an art exhibition.

“Feast of Bronzes: Rituals and Music from Ancient Times”

This exhibition focuses on the ritual bronzeware of Chinese civilization from about 3,000 years ago and introduces the major types and sophisticated decorations. Not only are fine bronze artifacts from the museum’s collection showcased in this exhibition, a large-scale immersive theater has also been installed with the help of innovative multimedia technology. In addition, an area of bronze replicas is created where visitors are able to touch and experience for themselves the material and spiritual lives of people in ancient times.

“Trees: From Beliefs to Emotional Resonance”

Trees have always been intimately connected to all aspects of our lives, and for this reason, there is a wide variety of unique cultural creations related to arboreal themes. People have written poetry and lyrics about trees, vividly describing their forms. Some texts express awe at their heaven-touching enormity, while others worship trees as a token of faith. In addition to their ritualistic and political purposes, many more people seek to embed human emotions into trees and derive meanings that relate to life as a human being. This special exhibition presents trees as an important art element in ancient China and Asia, as well as their association with the heavens, religions, politics, and the lives of individuals. Through the artifacts’ backgrounds and historical settings, the exhibition explains how trees play a versatile role in the culture, scenery, and artistic creation of people in ancient times.

Masks — Beauty of the Spirits: Masterpieces from the musée du quai Branly - Jacques Chirac

The exhibition showcases more than 100 masks of widely different patterns, materials, and shapes from Musée du quai Branly’s collection. Together, they provide an insight into how cultures around the world create masks to materialize their imagination of the divine spirit and soul. The collection on display includes drama and ceremonial masks from Asian regions, including Japan, Korea, India, Thailand, Indonesia, and Vietnam. Through these masks, visitors can gain a good understanding of the dramas and rituals performed in different parts of Asia. This exhibition aims to present the diversity of cultures from around the world and introduce visitors to the level of creativity that people have expressed through the making of masks.

Assembly of “Committee of Curatorial Affairs, National Palace Museum”

Following the establishment of “Regulations of the ‘Committee of Curatorial Affairs, National Palace Museum’” in July 2020, NPM assembled a “Committee of Curatorial Affairs” and invited various industry experts and personnel from Taiwan and abroad to help NPM curate future exhibitions, and in doing so, enrich exhibitions with diverse perspectives.

“Online Exhibition Plan” Sourcing Campaign

NPM organized a “2020 Online Exhibition Plan Sourcing Campaign,” in which participants were invited to propose online exhibitions for a selection of artifacts posted on Open Data, and also suggest creative ideas for educational purposes.

The campaign received participation from 198 people, and of those 71 were shortlisted following the preliminary review in the second half of September. These shortlisted candidates

were given two online exhibition seminars on November 11 (including one hosted by Associate Curator Yuan-Ting Hsu of NPM's Department of Rare Books and Historical Documents titled "The Riches in Books: My Curation Experience," and another hosted by Associate Curator Shih-Hua Chiu of Department of Painting and Calligraphy on the topic "Small Cog in a Large Wheel: Sharing of Curation Experience") and were invited to complete their final proposals over NPM's online curation platform. The campaign concluded one silver winner, one bronze winner, five honorable mentions, two special winners, and one most popular award winner. An award ceremony was held on November 27, 2020 to present the awards.

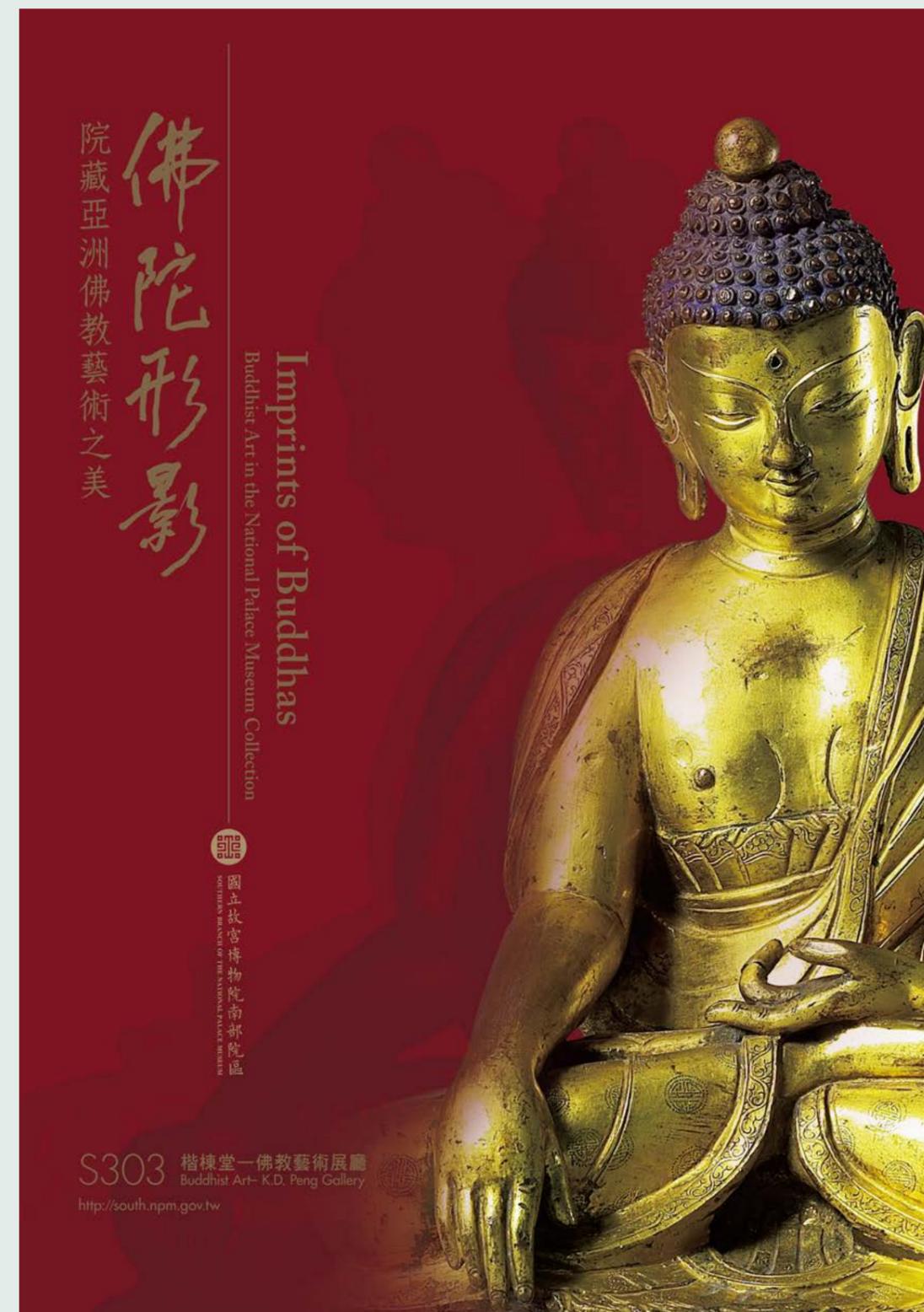
Cultural Artifact Lending and Borrowing

Outgoing Loans

Institution	Name of Exhibition	Number of Objects Loaned	Exhibition Dates
Los Angeles County Museum of Art	Where the Truth Lies: The Art of Qiu Ying	2 pieces	2020/02/09-2020/05/17

Incoming Loans

Institution	Name of Exhibition	Number of Objects Loaned	Exhibition Dates
National Central Library	The Literati's Ordinaries: A Proposal of Life from the 17th Century	7 pieces	2019/09/28-2020/01/05
Mai Foundation		1 piece	
Musée du quai Branly	Masks: Beauty of the Spirits - Masterpieces from the musée du quai Branly	100 sets	2019/11/15-2020/03/01
Mongolian & Tibetan Cultural Center, Ministry of Culture	The Khubilghan: The Incarnated Lamas of the Qing Dynasty and Related Artifacts	38 sets, 55 pieces	109/08/01-110/11/01; 109/11/28-110/03/01 (南北院區)
Ga-te Studio		2 pieces	
Garuda Tibetan Art Studio		23 pieces	
Hung's Arts Foundation		4 pieces	
National Central Library		1 piece	109/08/01-110/03/01 (Northern Branch)
National Museum of History	Trees: From Beliefs to Emotional Resonance	5 pieces	2020/12/25-2021/06/20
National Museum of Taiwan History		12 pieces	
Kaohsiung Museum of Fine Arts		1 piece	



「佛陀形影」院藏亞洲佛教藝術之美海報
Poster, *Imprints of Buddha: the Buddhist Art in the National Palace Museum Collection*



清顧繡桂子天香圖 局部

學術研究

為提升學術研究水準，本院同仁除於國際重要研討會發表論文，並廣邀國內、外學者專家來院進行學術交流及演講，以提振學術研究風氣、拓展專業研究領域。

■ 舉辦研討會及論文發表 / 評論

舉辦國際研討會計 1 場

項次	研討會日期	研討會名稱與說明
1	12/16-12/17	<p>「轉世利生—十七世紀以來的活佛體制」國際學術研討會</p> <p>本研討會聚焦於十七世紀之後的活佛體制發展，透過會議的交流，深入研析活佛體制的歷史發展，進一步討論它對西藏文化各層面的廣泛影響，配合同時於院內舉辦的「呼畢勒罕—清代活佛文物大展」，本院期盼與會者能從多面向思索探討此西藏佛教文化獨特內涵，傳揚本院典藏之藏傳佛教文物與典籍，並促進佛教藝術成果之多元應用。</p>



■ 轉世利生研討會 南院參訪合影
Group Photo at the Southern Branch of the National Palace Museum,
International Colloquium on Tibetan Buddhism

轉世利生
十七世紀以來的活佛體制
國際學術研討會

International Colloquium on Tibetan Buddhism
Benefitting Sentient Beings through Re-embodiment: the Development of the Tulku-recognizing System since the 17th Century

活動日期：109年12月16-17日
Dates: Dec. 16-17, 2020

地點：國立故宮博物院 北部院區文會堂
台北市士林區至善路二段 221號
Venue: Wenhuitang Auditorium, National Palace Museum
No. 221, Sec. 2, Zhishan Rd., Shilin Dist., Taipei City

國立故宮博物院 NATIONAL PALACE MUSEUM

會議官網 線上報名

■ 轉世利生研討會 海報
Poster, *International Colloquium on Tibetan Buddhism*

同仁於院內研討會發表 / 評論論文計 3 篇

項次	日期	姓名 / 職稱	發表 / 評論論文	主辦單位 / 研討會
1		劉國威 / 研究員	故宮院藏《諸品積咒經》與相關藏文《陀羅尼集》(gzungs'dus/bsdus)的比較研究	本院圖書文獻處 / 「轉世利生—十七世紀以來的活佛體制」國際學術研討會
2	12/16-12/17	陳慧霞 / 副研究員	清宮藏傳佛教供教的若干問題	
3		鍾子寅 / 助理研究員	不丹〈竹巴噶舉祖師藏巴甲熱及其相關傳承〉唐卡之初步研究	

參與院外國際學術研討會發表論文 13 篇

項次	日期	姓名 / 職稱	發表論文	研討會 / 主辦單位
1	02/19	許文美 / 助理研究員	Literary and Creative Aspects of Qiu Ying's Handscroll Paintings	Where the Truth Lies: The Art of Qiu Ying.
2	09/16	賴芷儀 / 助理研究員	「如何在社交距離世界裡重塑展覽」	美國國際藝術策展人協會 (AAMC) 線上國際會議 / 美國國際藝術策展人協會 (AAMC)
3	10/15	黃逸芬 / 助理研究員	"One Man's Search for Modernity: The Untold Story of Wu Meiling and Embroidery Education in Early Twentieth-Century Taiwan"	Hidden Stories/Human Lives: Textile Society of America 17th Biennial Symposium/ Textile Society of America
4	10/23	吳紹群 / 副研究員	博物館數位新媒體展示發展歷程研究：以故宮數位巡展示範計畫為例	2020 博物館展示新趨勢國際研討會 / 國立科學工藝博物館
5	10/30	鄭邦彥 / 副研究員	差異的凝視：以策展開啟未知	「歷史：覆蓋、揭露與淨化昇華—2020 年第九屆博物館研究國際雙年學術研討會」/ 國立臺灣博物館、國家人權博物館、國立臺灣史前文化博物館、國立臺北藝術大學共同主辦。
6	11/01	方令光 / 助理研究員	從〈鄭義下碑〉談南朝書法的影響	「移動：交會於五世紀」學術研討會 / 中央研究院中國文哲研究所
7	11/19-11/20	陳玉秀 / 助理研究員	黑石號：伊斯蘭教禁止像生紋飾的思考	唐宋時期的海上絲綢之路國際學術研討會 / 上海博物館
8	12/03	吳紹群 / 副研究員	Museum Digital Education During the Pandemic: Take National Palace Museum as an Example	'Inside-out, Outside-in: The Cross cultural exchange in weaving practice and the new normal after COVID-19' Online international conference. The Queen Sirikit Museum of Textiles, Thailand.
9	12/10	郭鎮武 / 副研究員	數位人文研究驅動下的館校跨領域應用趨勢探討	2020 國際大數據產學前沿應用教學研討會 / 國立政治大學綜合院館 (社科院)
10	12/10-12/11	林國平 / 處長	國立故宮博物院的數位人文應用研究與案例探討	

項次	日期	姓名 / 職稱	發表論文	研討會 / 主辦單位
11	12/11	許文美 / 助理研究員	宋代后像的「九龍花釵冠」	「道與藝合：道教與物質文化—道教圖像、藝術與文學論壇」國際學術研討會 / 政治大學宗教研究所、世界宗教博物館
12	12/11	林宛儒 / 助理研究員	〈清人《天開壽域》圖冊研究〉	「道教與物質文化—圖像、藝術、神話與文學」研討會 / 國立政治大學宗教研究所、世界宗教博物館
13	12/25	陳玉秀 / 助理研究員	走入黑石號文物的整理觀	唐代沈船與海上絲綢之路」圓桌論壇 / 上海博物館

學術交流

109 年本院參與及邀請國內外學術交流，計 22 項。

項次	日期	學術交流人員與內容
1	01/02	國立臺灣大學藝術史研究所陳芳妹兼任教授與其學生來訪，進行西周青銅藝術專題特別參觀。
2	01/07	紐約大學藝術史博士候選人許哲瑛來院參觀書畫作品，並與本院同仁進行學術交流。
3	01/07	國立清華大學歷史研究所毛傳慧教授與學生至本院登錄保存處參訪修護室與文物科學實驗室並進行交流。
4	01/09	英國劍橋大學 Fitzwilliam 博物館策展人 James Lin 來訪，進行學術交流。
5	01/14	國立臺灣師範大學化學系至本院登錄保存處參訪修護室與文物科學實驗室並進行交流。
6	01/15	文創行銷處林國平處長接待香港中文大學 EMBA 來訪並交流故宮文創推動相關事宜。
7	01/16	舊金山亞洲藝術博物館 Sally Liang 來訪參觀，並就兩館亞洲織品收藏進行研討。
8	02/05	韓國民族文化遺產研究院韓盛旭院長等一行來訪參觀
9	03/16	國立臺灣大學人類學系陳瑪玲老師來訪，參與北美原住民藝術策展會議。
10	04/24	國立臺灣大學藝術史研究所施靜菲教授及其研究生來訪，進行「清代宮廷工藝造作」專題特別參觀。
11	06/12	國立臺灣大學藝術史研究所講座教授謝明良來訪，進行黑釉瓷器特別參觀。
12	07/09	研究學者廖寶秀女士來訪，進行茶器類文物特別參觀。
13	07/10	中央造幣廠林文副廠長等二人至本院登錄保存處文物科學研究實驗室參訪交流。
14	07/14	耶魯大學古代中國美術史及當代中國美術史教授 Quincy Ngan 來院參觀書畫作品，並與本院同仁進行學術交流。
15	07/20	文創行銷處林國平處長應 ICOM 論文集編輯委員會邀請參與 Taiwan Delegate's Papers Presented at the ICOM Kyoto 2019 Conference: an Anthology 論文集審查。
16	07/23	國立屏東科技大學林曉洪教授來訪，進行清代通草畫研究，並與本院同仁進行學術交流。
17	08/21	國立國父紀念館館副館長同慧暨研究典藏組同仁參訪南部院區，針對「庫房與典藏環境」進行討論與實務交流分享。

項次	日期	學術交流人員與內容
18	08/31-09/03	「顯微電焊金屬技術之應用工作坊」講者至本院登錄保存處器物修護室進行參訪與金屬工藝技術交流。
19	10/14	國立中央大學中文系胡川安助理教授、國立臺灣大學中文系楊雅儒助理教授、原住民作家瓦歷斯·諾幹到訪，為北美原住民展策展諮詢交流。
20	10/26	國立清華大學歷史研究所毛傳慧所長率吳國聖老師、英家銘老師、謝艾倫老師及研究生等一行人前來本院圖書文獻處參訪，並由許副研究員媛婷講解清代檔案與善本古籍之提件。
21	12/16	美國芝加哥大學博士生趙夢來院參觀書畫作品，並與本院同仁進行學術交流。
22	12/18	國立中央大學文學院林文淇院長及歷史系所長蔣竹山教授師生一行來訪。

■ 專題研究計畫

109 年執行科技部之研究計畫共 9 項。

項次	計畫名稱 / 執行期間	計畫主持人
1	重建消失的官窯—明正統、景泰、天順三朝瓷器研究 /108/08/01-110/07/31	余佩瑾
2	青綠：清代乾隆朝古代及仿古銅器作色及修繕考察 /109/08/01-111/07/31	吳曉筠
3	爪哇密教造像研究之一 論東爪哇出土中世紀青銅造像之風格、時代與圖像學 /109/08/01-110/07/31	賴依縵
4	乾隆皇帝的書畫品味研究 (I) /108/08/01-109/07/31	何炎泉
5	清初平定三藩之戰的東南戰場與院藏《和碩康親王平定四省大功圖》(I) /108/08/01-109/07/31	周維強
6	博物館藏品管理的框架與主要作業程序：臺灣與英國之比較研究 /109/08/01-110/07/31	鄭邦彥
7	文物檢測用之 X 光 CBCT 電腦斷層掃描系統之優化及其應用 (II) /109/01/01-109/12/31	陳東和
8	展櫃微環境數值模擬探討及其應用 /106/08/01-109/07/31	翁誌勳
9	複層材質展品於微環境波動下之力學響應 /108/08/01-110/07/31	翁誌勳

■ 學術專題演講

本院 109 年學術專題演講共 52 場。

項次	日期	講者與講題
1	01/20	文創行銷處林國平處長應邀至國立臺南成功大學演講「故宮文創推動與案例分享」。
2	03/25	南院處翁誌勳助理研究員在國立嘉義大學木質材料與設計學系演講「文物保存概述與風險管理相關探討」。
3	03/25	南院處呂劍君助理研究員為「大專院校博物館人才培育計畫」進行藝術與博物館教育課程「從庫房到展場—從展覽流程談國立故宮博物院的預防性保存」講座。
4	04/16	南院處賴芷儀助理研究員為國立彰化師範大學演講「跨領域多元文化：赤壁三國之策展經驗分享」。
5	04/18	南院處賴芷儀助理研究員為「大專院校博物館人才培育計畫」進行藝術與博物館教育課程〈認識南院〉講座。

項次	日期	講者與講題
6	04/18	南院處黃韻如助理研究員為「大專院校博物館人才培育計畫」進行藝術與博物館教育課程〈亞洲茶文化〉講座。
7	04/25	南院處朱龍興助理研究員為「大專院校博物館人才培育計畫」進行藝術與博物館教育課程〈清明上河圖〉講座。
8	04/25	南院處王健宇助理研究員為「大專院校博物館人才培育計畫」進行藝術與博物館教育課程〈院藏書畫名品淺談〉講座。
9	05/07	器物處侯怡利副研究員在東海大學通識教育中心演講「皇帝的多寶格」。
10	05/09	南院處翁誌勳助理研究員為「大專院校博物館人才培育計畫」進行藝術與博物館教育課程〈文物保存概述暨風險管理〉講座。
11	05/12	圖書文獻處許媛婷副研究員受邀至元智大學演講，講題為「晚明城市文人的用物與生活態度」。
12	05/16	南院處賴玉玲副研究員為「大專院校博物館人才培育計畫」進行藝術與博物館教育課程〈嘉義文史概述〉講座
13	05/16	南院處鍾子寅助理研究員為「大專院校博物館人才培育計畫」進行藝術與博物館教育課程〈從印度健陀羅到山東青洲〉講座。
14	05/17	書畫處方令光助理研究員於福智教育園區專題演講「中國書法的三大流派」。
15	05/21	文創行銷處林國平處長應邀至國立高雄大學演講「數位時代故宮的新使命 -- 科技應用與文創產業」。
16	05/26	南院處鄭涵云助理研究員在國立嘉義大學演講策展案例分享：2016 年『日本美術之最—東京、九州國立博物館精品展』。
17	05/28	圖書文獻處許媛婷副研究員受邀至元智大學演講，講題為「如何策劃清代皇帝的個人展」。
18	06/01	教育展資處鄧欣潔助理研究員應邀至玄奘大學演講，講題為「共好：博物館與學校的「異」業結盟」。
19	06/03	文創行銷處林國平處長應邀至國立政治大學民族學博物館演講「故宮文創」。
20	06/08	文創行銷處林國平處長應邀至國立臺灣藝術教育館演講「故宮文創」。
21	06/08	登錄保存處洪順興副研究員至兩廳院導覽志工教育訓練課程「書畫的鑑賞與保存」。
22	06/11	文創行銷處林國平處長應邀至國立成功大學演講「故宮文創」。
23	06/11	文創行銷處林國平處長應邀至國立臺南藝術大學演講「故宮文創」。
24	07/27	教育展資處鄧欣潔助理研究員於國家教育研究院演講「故宮博物院館校合作之課程與教學領導」。
25	08/15	器物處侯怡利副研究員在中華文物學會演講「士拿乎—清宮鼻煙壺的時尚風潮」。
26	08/23	教育展資處張文玲研究員於中華文物學會演講「舍利·佛塔·本生」。
27	08/29	登錄保存處陳東和副研究員應國立臺灣博物館邀請，於博物館藏品修護及科學檢測工作坊主講「國立臺灣博物館藏〈鄭成功畫像顏料〉研究」。
28	09/01	文創行銷處郭鎮武副研究員應國立政治大學 109 年暑期國際課程：「文化探索·服務創新：博物館文物典藏與應用」計畫，演講「實物與幻真：故宮典藏文物的多媒體賞析」。
29	09/04	文創行銷處毛舞雲助理研究員應邀參與「文化探索 服務創新—文物典藏與應用」國際學術計畫演講「Artketing in National Palace Museum」。

項次	日期	講者與講題
30	09/27	余佩瑾副院長在中華文物學會演講「風格故事—康熙御製琺瑯彩瓷特展」。
31	09/29	登錄保存處陳東和副研究員於「108年度原子能科技學術合作研究計畫成果發表會」發表「文物檢測用之 X 光 CBCT 電腦斷層掃描系統之優化及其應用」專題演講。
32	10/07	南院處翁誌勳助理研究員在國立雲林科技大學文化資產保存學系演講「文物保存概述—博物館實務」。
33	10/08	書畫處邱士華助理研究員於國立臺灣科技大學演講「山水畫一百分」。
34	10/08	器物處黃蘭茵助理研究員在東海大學通識教育中心演講「能飲一杯無？古人生活中的陶瓷器」。
35	10/12	書畫處邱士華助理研究員於東吳大學演講「中國山水畫一百分」。
36	10/23	登錄保存處蔡旭清助理研究員應邀至輔仁大學無形文化資產繡花工藝技藝師培育計畫學科講座，講題為「織品衣飾保存維護的方法與考量」。
37	10/23	器物處張志光助理研究員在國立臺北大學中國文學系演講「故宮器物數位典藏及其應用」。
38	10/24	登錄保存處洪順興副研究員應國立政治大學大學邀請，主講「從新識舊—國寶〈董其昌書周子通書〉修復談起」。
39	10/24	余佩瑾副院長應國立清華大學文物館籌備處之邀，赴該館進行「從非典型思維探究經典文物」專題演講。
40	10/31	書畫處劉芳如處長至中華文物學會演講，講題為「故宮她—女性形象與才藝特展導賞」。
41	11/12	南院處黃韻如助理研究員中國文化大學 Eurasia 基金會「亞洲共同體：東亞學之建構與變容」國際講座，演講「日本服飾與亞洲交流相關研究—以江戶時代更紗為例」。
42	11/13	器物處侯怡利副研究員在國立臺灣藝術大學書畫學系演講「故宮策展經驗談」。
43	11/14	教育展資處康綉蘭科長受邀參加 2020 臺灣創齡藝術節—臺灣創意高齡跨域實務專業論壇，主講「故宮博物院如何實踐創意高齡」。
44	11/18	登錄保存處洪順興副研究員應國立宜蘭大學邀請，主講「國寶〈董其昌書周子通書〉修復談起」。
45	11/20	登錄保存處陳東和副研究員應東吳大學邀請，主講「文物科學鑑識在故宮」。
46	11/26	文創行銷處林國平處長擔任國立東華大學「博物館未來式：數位創新主題式課程工作坊」課程講座，演講「新世代博物館與文創行銷」。
47	11/27	登錄保存處林永欽助理研究員應邀赴國立東華大學博物館從業人員 level up 計畫 / 博物館未來式：數位創新主題式課程工作坊演講，講題為「古文物典藏：木質材料保存及修復實務」。
48	12/04	圖書文獻處劉國威研究員受邀至佛陀教育基金會演講「乾隆所書《文殊法身禮讚經》」。
49	12/08	圖書文獻處劉世珣助理研究員至中央研究院近代史研究所舉辦之「東亞文化意象的動物書寫」工作坊演講，講題為「蛇肉・龍膽・豬膽：從底野迦到得利亞咖」。
50	12/15	教育展資處康綉蘭科長至國立政治大學 190 學年度「傳統精緻藝術再創新 - 故宮博物院專案實作」以「故宮如何接地氣 - 創意教育推廣」為題授課。
51	12/17	器物處黃蘭茵助理研究員在國立臺北大學歷史學系演講「跨越時空—我們可以怎麼認識古人生活中的陶瓷器」。
52	12/18	文創行銷處毛舞雲助理研究員應邀赴國立交通大學科技法律學院進行「國際文創授權及開放授權」演講。



■ 「乾隆下午茶：器物新展座談」策展人余佩瑾副院長致詞
Address by NPM Deputy Director Yu Pei Chin and curator of
"Afternoon Tea With the Qianlong Emperor: New Exhibition on Period Artifacts"

Academic Research

NPM actively contributes to academic research and publishes theses in international conferences. The institution also invites experts and scholars from Taiwan and abroad to participate in projects, exchange of knowledge, and speaking engagements at the NPM, all of which enhance research activities and expand fields of expertise.

International Conferences

One International Conference Hosted at the NPM

No.	Date	Conference Title and Description
1	12/16-17	<p>International Colloquium on “Tibetan Buddhism - Benefiting Sentient Beings through Re-embodiment: the Development of the Tulku-recognizing System since the 17th century”</p> <p>This colloquium focused on the Tulku system after the 17th century. The participants exchanged knowledge on the history of the Tulku system and discussed its profound impact on Tibetan cultures on several levels while referencing NPM's ongoing exhibition of “The Khubilghan: The Incarnated Lamas of the Qing Dynasty and Related Artifacts.” The goals of this event were to engage participants in a more in-depth discussion about this unique tradition of Tibetan Buddhism, inspire new knowledge of NPM's collection of Tibetan Buddhist artifacts, and promote Buddhist art applications.</p>

Three Theses/Critiques Published in Association With Internal Conferences

No.	Date	Name/ Position	Paper Title	Organizer/ Conference
1	12/16-2/17	Kuo-Wei Liu/ Researcher	“Comparative Research of <i>The Collection of Various Mantras and Sutras</i> in the National Palace Museum's Collection and Other Related Tibetan <i>Collection of dhāraṇī</i> (gzungs 'dus/bsdus)”	Department of Rare Books and Historical Documents, National Palace Museum/ “International Colloquium on Tibetan Buddhism Benefiting Sentient Beings through Re-embodiment: the Development of the Tulku-recognizing System since the 17th Century”
2		Hui-Hsia Chen/ Associate Curator	“Issues of Tibetan Buddhism Offerings in the Qing court”	
3		Tzu-Yin Chung/ Assistant Curator	“Preliminary Study on Bhutanese Tangka 'Tsangpa Gyare of Drukpa Kagyü School and Lineage”	

Thirteen Theses Published in Association With External International Conferences

No.	Date	Name/ Position	Paper Title	Organizer/ Conference
1	02/19	Wen-Mei Hsu/ Assistant Curator	“Literary and Creative Aspects of Qiu Ying's Handscroll Paintings”	LACMA/ Where the Truth Lies: The Art of Qiu Ying
2	09/16	Chih-I Lai/ Assistant Curator	“Reshaping Exhibitions in a Socially Distanced World”	Association of Art Museum Curators (AAMC)/ AAMC International Online Conference
3	10/15	I-Fen Huang/ Assistant Curator	“One Man's Search for Modernity: The Untold Story of Wu Meiling and Embroidery Education in Early Twentieth-Century Taiwan”	Textile Society of America/ The Textile Society of America 17th Biennial Symposium; 2020/10/15-17

No.	Date	Name/ Position	Paper Title	Organizer/ Conference
4	10/23	Shao-Chun Wu/ Associate Curator	“Development Path of Museum's Digital New Media Exhibition: Traveling Digital Exhibitions of National Palace Museum as Example”	2020 International Conference on New Trends in Museum Exhibitions/National Science and Technology Museum
5	10/30	Pang-Yen Cheng/ Associate Curator	“Gaze into Differences: Discovering the Unknown Through Exhibitions”	“Histories: Covered, Uncovering & Catharsis -- 9th (2020) International Biennial Conference of Museum Studies”/Jointly organized by National Taiwan Museum, National Human Rights Museum, National Museum of Prehistory, and Taipei National University of the Arts
6	11/01	Ling-Kuang Fang/ Assistant Curator	“Influence of “Zheng Xi Xia Bei” on Calligraphy of the Southern Dynasties”	Conference on “Mobility: Encounter in the 5th Century”/Institute of Chinese Literature and Philosophy, Academia Sinica
7	11/19-11/20	Yuh-Shiow Chen/ Assistant Curator	“Batu Hitam Wreck: Discussion of Changsha ware and ornamentation forbidden by Islam”	Shanghai Museum/ International Symposium on the Maritime Silk Route during the Tang and Song Dynasties
8	12/03	Shao-Chun Wu/ Associate Curator	“Museum Digital Education During the Pandemic: Take National Palace Museum as an Example”	“Inside-Out, Outside-In: The Cross Cultural Exchange in Weaving Practice and the New Normal After COVID-19” online international conference. The Queen Sirikit Museum of Textiles, Thailand.
9	12/10	Chen-Wu Kuo/ Associate Curator	“Trends of Museum-Academia Collaboration Driven by Digital Human Culture Research”	International Workshop of Education on Digital Humanities Innovative Application in the Big Data Era 2020 (WEDHIA 2020)
10	12/10-12/11	Kuo-Ping Lin/ Department Head	“Studies and Cases of Digital Human Culture Application at National Palace Museum”	
11	12/11	Wen-Mei Hsu/ Assistant Curator	“‘Nine-Dragon Flower Hairpin Crown’ Depicted by Paintings of Queens of Song Dynasty”	International Symposium on “Daoism and Arts: Daoism & Material Culture -- Forum of Daoism Pictures, Arts, and Literature”/National Chengchi University Graduate Institute of Religious Studies, Museum of World Religions
12	12/11	Wan-Ru Lin/ Assistant Curator	“Study of ‘Tian Kai Shou Yu’ Album by Qing Artist”	Conference on “Daoism & Material Culture -- Pictures, Arts, Mythology, and Literature”/National Chengchi University Graduate Institute of Religious Studies, Museum of World Religions
13	12/25	Yuh-Shiow Chen/ Assistant Curator	“Artifacts from Batu Hitam Wreck”	Conference on the Tang Shipwreck and the Maritime Silk Route / Shanghai Museum

Academic Exchanges

NPM organized and participated in 22 academic exchanges locally in Taiwan and abroad in 2020.

No.	Date	Academic Exchange Staff and Content
1	01/02	Fang-Mei Chen, adjunct professor of the National Taiwan University's Graduate Institute of Art History and her students had a special viewing of the Western Zhou bronzes.
2	01/07	Art History Ph.D. candidate Che-Ying Hsu of New York University visited the NPM to view paintings and calligraphy works and engaged with museum staff in academic exchange.
3	01/07	Professor Chuan-Hui Mau and students of National Tsing Hua University Institute of History visited NPM's Department of Registration and Conservation, including the restoration room and artifact laboratory and engaged in knowledge exchange.
4	01/09	James Lin, Curator of Fitzwilliam Museum at University of Cambridge, visited NPM to engage in academic exchange.
5	01/14	Members of the National Taiwan Normal University Department of Chemistry visited NPM's Department of Registration and Conservation, including the restoration room and artifact laboratory and engaged in knowledge exchange.
6	01/15	Kuo-Ping Lin, Head of Cultural Creativity and Marketing, hosted visitors from the EMBA program of The Chinese University of Hong Kong to exchange ideas on promoting culture and creativity at NPM.
7	01/16	Sally Liang from the Asian Art Museum of San Francisco visited NPM and discussed the Asian textile collections of the two museums.
8	02/05	A group led by Han Sunguk, Director of Korea Cultural Heritage Center, visited NPM
9	03/16	Professor Ma-ling Chen from Anthropology Department of the National Taiwan University visited NPM to participate in the planning for the North American indigenous arts exhibition.
10	04/24	Ching-Fei Shih, professor of the National Taiwan University's Graduate Institute of Art History and her students had a special viewing of "The Imperial Workshops of the Qing Court."
11	06/12	Ming-Liang Hsieh, a distinguished professor of the National Taiwan University's Graduate Institute of Art History, had a special viewing of black ceramic wares.
12	07/09	Pao-Show Liao, a researcher, visited and had a special viewing of tea ceramic wares.
13	07/10	Deputy Director-General Wen Lin of Central Mint and guests visited NPM's Department of Registration and Conservation, including the artifact laboratory.
14	07/14	Ancient Chinese Art History and Contemporary Chinese Art History Professor Quincy Ngan of Yale University visited NPM to view paintings and calligraphy works and engaged with staff in academic exchange.
15	07/20	Kuo-Ping Lin, Head of Cultural Creativity and Marketing, responded to the invitation of the ICOM Thesis Editorial Committee and participated in the Taiwanese Delegate's papers that were presented at the ICOM Kyoto 2019 Conference.
16	07/23	Professor Sheau-Horng Lin from National Pingtung University of Science and Technology visited NPM to conduct a study on Qing Dynasty paintings and engage NPM staff in academic exchange.
17	08/21	Tung-Huei Yang, Deputy Superintendent of National Dr. Sun Yat-sen Memorial Hall, along with NPM's research and collection team visited the Southern Branch to discuss and exchange practical experiences on "storage and collection environment."
18	08/31-09/03	Speaker of "Microscopic Arc-Welding Technology Application Workshop" visited NPM's Department of Registration and Conservation and the restoration room to exchange metalwork technologies.

No.	Date	Academic Exchange Staff and Content
19	10/14	Assistant Professor Chuan-An Hu from National Central University Department of Chinese Literature, Assistant Professor Ya-Ru Yang from National Taiwan University Department of Chinese Literature, and indigenous author Walis Nokan exchanged thoughts and opinions on a North American indigenous art exhibition.
20	10/26	Dean Chuan-Hui Mau of National Tsing Hua University Institute of History led a group of visitors including lecturers Kuo-Sheng Wu, Chia-Ming Ying, and Ai-Lun Hsieh and postgraduate students to NPM's Department of Rare Books and Historical Documents, where Associate Curator Yuan-Ting Hsu introduced historical files and rare books from the Qing Dynasty.
21	12/16	Ph.D. student Meng Chao of the University of Chicago visited NPM to view paintings and calligraphy works and engaged with staff in academic exchange.
22	12/18	Wen-Chi Lin, Director of National Central University College of Liberal Arts, and Chu-Shan Chiang, Dean of History, led a group of teachers and students to NPM.

Research Projects

NPM conducted a total of nine research projects subsidized by the Ministry of Science and Technology in 2020.

No.	Project Name/Execution Period	Project Host
1	"Study on Zhengtong, Jintai, and Tianshun Porcelain in the Ming Dynasty: Reconstructing the Disappearing Official Ware"	Pei-Chin Yu
2	"Qinglu: A Research on the Making of Artificial Patina and the Repair to Ancient and Archaistic Bronzes in the Qianlong Court, Qing Dynasty"	Hsiao-Yun Wu
3	"Esoteric Buddhist Icons in Java I : On the Style, Date and Iconography of Medieval Bronze Statuettes Excavated From East Java"/August 1, 2020-July 31, 2022	I-Man Lai
4	"Study on Emperor Qianlong's Taste in Paintings and Calligraphy (I)"/August 1, 2019-July 31, 2020	Yen-Chuan Ho
5	"Southeast Battlefield in Revolt of the Three Feudatories During Early Qing Dynasty and NPM's Collection - 'Painting of Victory of Prince Kang of the First Rank over Four Provinces' (I)"/August 1, 2019-July 31, 2020	Wei-Chiang Chou
6	"Museum Collection Management Framework and Key Procedures: A Comparison Between Taiwan and UK" /August 1, 2020-July 31, 2021	Pang-Yen Cheng
7	"Optimization and Application of X-ray CBCT Computer Tomography System for Cultural Relics Detection (II)"/January 01, 2020-December 31, 2020	Tung-Ho Chen
8	"Numerical Simulation of the Micro Environment in a Showcase and its Application" /August 1, 2017-July 31, 2020	Chih-Li Weng
9	"Mechanical Response of Multilayered Collections to Fluctuation in Microclimate" /August 1, 2019-July 31, 2021	Chih-Li Weng

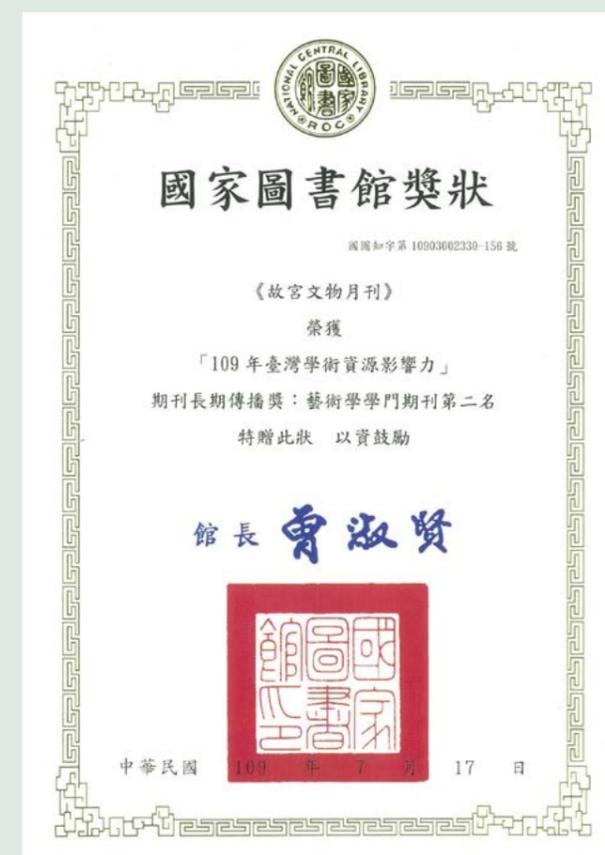
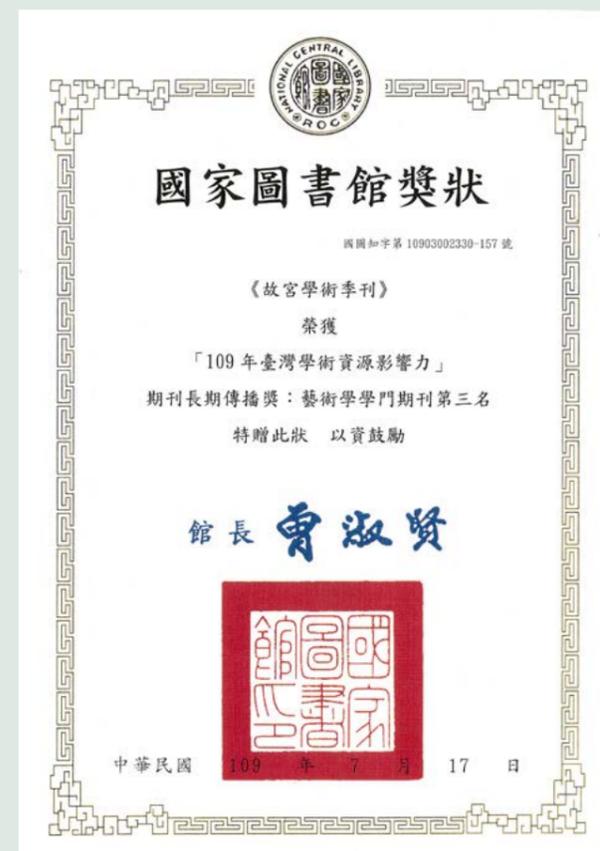
Special Academic Lectures

NPM was invited to speak on academic topics on 52 occasions in 2020.

No.	Date	Speaker and Topic
1	01/20	Kuo-Ping Lin, Head of Cultural Creativity and Marketing, was invited to deliver a speech at National Cheng Kung University on "Case Studies of NPM's Culture and Creativity Promotion Efforts."
2	03/25	Assistant Curator Chih-Li Weng of Southern Branch gave a speech at the National Chiayi University Department of Wood Based Materials and Design on "Introduction to Conservation and Risk Management."
3	03/25	Assistant Curator Chao-Chun Lu of Southern Branch hosted an art and museum course on the topic "From Storage to Gallery - Preventive Conservation in National Palace Museum" for the "Tertiary Institution Museum Talent Development Plan."
4	04/16	Assistant Curator Chih-I Lai of Southern Branch gave a speech at National Changhua University of Education on "Diverse Cultures: Experience from the Curation of Timeless Legend : The Red Cliff and Historic Figures of the Three Kingdoms."
5	04/18	Assistant Curator Chih-I Lai of Southern Branch hosted an art and museum course on the topic "Introduction to the Southern Branch" for the "Tertiary Institution Museum Talent Development Plan."
6	04/18	Assistant Curator Yun-Ru Huang of Southern Branch hosted an arts and museum lecture on the topic "Asian Tea Cultures" for the "Tertiary Institution Museum Talent Development Plan."
7	04/25	Assistant Curator Lung-Hsing Chu of Southern Branch hosted an art and museum lecture on the topic "Up the River During Qingming" for the "Tertiary Institution Museum Talent Development Plan."
8	04/25	Assistant Curator Chien-Yu Wang of Southern Branch hosted an art and museum lecture on the topic "Overview of NPM's Painting and Calligraphy Collection" for the "Tertiary Institution Museum Talent Development Plan."
9	05/07	Associate Curator Yi-Li Hou of the Department of Antiquities gave a speech at Tunghai University Center for General Education on "Curio Boxes of Qianlong Emperor."
10	05/09	Assistant Curator Chih-Li Weng of Southern Branch hosted an art and museum course on the topic "Introduction to Conservation and Risk Management" for the "Tertiary Institution Museum Talent Development Plan."
11	05/12	Associate Curator Yuan-Ting Hsu of the Department of Rare Books and Historical Documents was invited to deliver a speech at Yuan Ze University on "Belongings and Values of Literati in Late Ming Dynasty."
12	05/16	Associate Curator Yu-Ling Lai of Southern Branch hosted an art and museum course on the topic "Overview of the History of Chiayi" for the "Tertiary Institution Museum Talent Development Plan."
13	05/16	Assistant Curator Tzu-yin Chung of Southern Branch hosted an art and museum course on the topic "From Gandhara (India) to Qingzhou (Shandong)" for the "Tertiary Institution Museum Talent Development Plan."
14	05/17	Assistant Curator Ling-Kuang Fang of the Department of Painting and Calligraphy gave a speech at Bliss & Wisdom of America on "The Three Main Factions of Chinese Calligraphy."
15	05/21	Kuo-Ping Lin, Head of Cultural Creativity and Marketing, was invited to deliver a speech at the National University of Kaohsiung on "NPM's New Mission in the Digital Era--Technology Application and the Culture and Creativity Industry."
16	05/26	Assistant Curator Han-Yun Cheng of the Southern Branch gave a speech at National Chiayi University on the curation of the 2016 exhibition - "JAPANESE ART AT ITS FINEST—Masterpieces from the Tokyo and Kyushu National Palace Museums."
17	05/28	Associate Curator Yuan-Ting Hsu of the Department of Rare Books and Historical Documents was invited to deliver a speech at Yuan Ze University on "Planning of Individual Exhibitions for Qing Emperors."
18	06/01	Assistant Curator Hsin-Chieh Teng of Department of Education, Exhibition and Information Services was invited to deliver a speech at Hsuan Chuang University on "Mutual Benefits: Collaboration between Museums and Schools"

No.	Date	Speaker and Topic
19	06/03	Kuo-Ping Lin, Head of Cultural Creativity and Marketing, was invited to deliver a speech at National Chengchi University Ethnic Museum on "Culture and Creativity at NPM."
20	06/08	Kuo-Ping Lin, Head of Cultural Creativity and Marketing, was invited to deliver a speech at the National Taiwan Arts Education Center on "Culture and Creativity at NPM."
21	06/08	Associate Curator Shun-Hsing Hung of the Department of Registration and Conservation spoke during the training course for volunteer tour guides at the National Theater and Concert Hall on "Appreciation and Conservation of Paintings and Calligraphy."
22	06/11	Kuo-Ping Lin, Head of Cultural Creativity and Marketing, was invited to deliver a speech at National Cheng Kung University on "Culture and Creativity at NPM."
23	06/11	Kuo-Ping Lin, Head of Cultural Creativity and Marketing, was invited to deliver a speech at Tainan National University of the Arts on "Culture and Creativity at NPM."
24	07/27	Assistant Curator Hsin-Chieh Teng of the Department of Education, Exhibition and Information Services gave a speech at the National Academy for Educational Research on "NPM's Collaborative Teaching Program with Academic Institutions."
25	08/15	Associate Curator Yi-Li Hou of the Department of Antiquities gave a speech at the Chinese Culture and Fine Arts Association on "Snuff Bottles--The Trend of Snuff Bottles from the Qing Court."
26	08/23	Researcher Wen-Ling Chang of the Department of Education, Exhibition and Information Services gave a speech at Chinese Culture and Fine Arts Association on "Sarira, Pagoda, and Jataka."
27	08/29	Associate Curator Tung-Ho Chen of Department of Registration and Conservation responded to the invitation of National Taiwan Museum and delivered a speech during the Museum Collections Restoration and Testing Workshop on "Study of Paint Materials Used in Portrait of Zheng Chenggong - A Collection of National Taiwan Museum."
28	09/01	Associate Curator Chen-Wu Kuo of Department of Cultural Creativity and Marketing was invited to deliver a speech during the 2020 summer international course "Culture Exploration and Service Innovation: Collection and Application of Museum Artifacts" organized by the National Chengchi University on the topic of "Reality and Fantasy: Presenting Artifacts of National Palace Museum through Multimedia."
29	09/04	Assistant Curator Wu-Yun Mao of the Department of Cultural Creativity and Marketing was invited to deliver a speech on Marketing in National Palace Museum during the course "Culture Exploration and Service Innovation: Collection and Application of Museum Artifacts"
30	09/27	Deputy Director Pei-Chin Yu gave a speech on the special exhibition "Story of an Artistic Style: The Imperial Porcelain with Painted Enamels of the Kangxi Emperor" at the Chinese Culture and Fine Arts Association.
31	09/29	Associate Curator Tung-Ho Chen of Department of Registration and Conservation gave a speech on "Optimization and Application of X-ray CBCT Computer Tomography System for Cultural Relics Detection" during the "2019 Academic Collaboration Achievements Conference on Nuclear Power Technology," and received the Outstanding Project Award from Ministry of Science and Technology.
32	10/07	Assistant Curator Chih-Li Weng of Southern Branch gave a speech on "Introduction to Conservation - Museum Practices" to the National Yunlin University of Science and Technology Department of Cultural Heritage Conservation.
33	10/08	Assistant Curator Shih-Hua Chiu of the Department of Painting and Calligraphy gave a speech at National Taiwan University of Science and Technology on "The NPM's Landscape Paintings in 100 Minutes."
34	10/08	Assistant Curator Lan-Yin Huang of the Department of Antiquities gave a speech at Tunghai University Center for General Education on "Ceramics in the Lives of Ancient People."
35	10/12	Assistant Curator Shih-Hua Chiu of the Department of Painting and Calligraphy gave a speech at Soochow University on "The NPM's Landscape Paintings in 100 Minutes."
36	10/23	Assistant Curator Hsu-Ching Tsai of the Department of Registration and Conservation was invited to deliver a speech at Fu Jen Catholic University on "Conservation of Textile and Garments" for the Wrapping Flower Crafter Development Program.

No.	Date	Speaker and Topic
37	10/23	Assistant Curator Chi-Gwong Cheung of the Department of Antiquities gave a speech at the National Taipei University Department of Chinese Literature on "Digitalization and Application of the National Palace Museum's Artifact Collection."
38	10/24	Associate Curator Shun-Hsing Hung of the Department of Registration and Conservation was invited to deliver a speech at National Chengchi University on "Rediscovering [Dong Qichang's Manuscript of the Book of Zhou Zi]."
39	10/24	Deputy Director Pei-Chin Yu was invited to give a speech titled "Study on Classic Artifacts Through Untypical Thoughts" at the National Tsing Hua University Museum
40	10/31	Fang-Ru Liu, Head of Painting and Calligraphy, gave a speech at the Chinese Culture and Fine Arts Association on "Guide to NPM's Special Exhibition - She & Her: on Women and Their Art in Chinese History."
41	11/12	Assistant Curator Yun-Ru Huang of Southern Branch gave a talk at "The Asian Community: The Construction and Transformation of East Asiaology" lecture series held by Chinese Culture University Eurasia Foundation on the topic "Study on Japanese Clothing and Interactions with Asia - Sarasa in the Edo Period."
42	11/13	Associate Curator Yi-Li Hou of the Department of Antiquities gave a speech to the National Taiwan University of Arts Department of Painting and Calligraphy Arts on "Exhibition Experiences of the National Palace Museum."
43	11/14	Section Chief Hsiou-Lan Kang of Department of Education, Exhibition and Information Services was invited to speak on "NPM's Approach Towards Creative Aging" during the 2020 Taiwan Creative Aging Festival - Taiwan Creative Aging Interdisciplinary Practice Professional Forum
44	11/18	Associate Curator Shun-Hsing Hung of the Department of Registration and Conservation was invited to deliver a speech at National Ilan University on "Restoration of [Dong Qichang's Manuscript of the Book of Zhou Zi]."
45	11/20	Associate Curator Tung-Ho Chen of the Department of Registration and Conservation was invited to deliver a speech at Soochow University on "Artifact Forensic Analysis at National Palace Museum."
46	11/26	Kuo-Ping Lin, Head of Cultural Creativity and Marketing, was invited to deliver a speech during the course "The Future of Museums: Digital Innovation Workshop" organized by National Dong Hwa University on the topic "Museum Management and Culture/Creativity Marketing in the New Era."
47	11/27	Assistant Curator Yung-Chin Lin of Department of Registration and Conservation was invited to deliver a speech during the "Museum Staff Level Up Program/The Future of Museums: Digital Innovation Workshop" organized by National Dong Hwa University on the topic "Artifact Conservation: Conservation and Restoration of Wood Materials in Practice."
48	12/04	Researcher Kuo-wei Liu of the Department of Rare Books and Historical Documents was invited to deliver a speech at The Corporate Body of The Buddha Educational Foundation on "Qianlong's Manuscript of [Praises for Manjusri]."
49	12/08	Assistant Curator Shih-Hsun Liu of Department of Rare Books and Historical Documents gave a speech at Academia Sinica Institute of Modern History on the topic "Snake Meat, Giant Grouper, and Pig's Gallbladder: From Theriac to Theriaca" during the "Portrayal of Animals in East Asian Cultures" workshop.
50	12/15	Section Chief Hsiou-Lan Kang of the Department of Education, Exhibition and Information Services hosted a course on "How National Palace Museum Stays Relevant - Promoting Creativity Education" as part of the 2020 "Re-invention of Traditional Fine Arts - Practical Application at National Palace Museum" program organized by National Chengchi University.
51	12/17	Assistant Curator Lan-Yin Huang of the Department of Antiquities gave a speech at the National Taipei University Department of History on "Going Back in Time: Learning Ceramics in the Lives of Ancient People."
52	12/18	Assistant Curator Wu-Yun Mao of the Department of Cultural Creativity and Marketing was invited to deliver a speech at the National Chiao Tung University School of Law on "International Licensing and Open Licensing of Culture and Creativity."



■ 《故宮文物月刊》、《故宮學術季刊》獲 109 年臺灣學術資源影響力學術期刊「期刊長期傳播獎」
Both "The National Palace Museum Chinese Art Monthly" and "The National Palace Museum Academic Quarterly" publications received awards from the Taiwan Academic Resources organization in 2020



保存修護

文物保存維護係本院的核心業務之一，本院在保存環境、修護作業上，皆以達到文物預防性保存及維持文物最佳狀況為目標，具體工作分下列三大項：

■ 文物保存環境控管

項目	文物保存環境控管內容
文物展存環境溫溼度監測	本院「文物保存環境溫溼度感知監測系統」建置完成後，確實掌握保存環境的溫溼度動態變化，與空調機電相輔相成為文物展存環境切實勾稽，及時調控排除異常狀況，共 221 櫃次。此外，定時派人員進行展場及庫房溫溼度檢視，務使文物保存在恆溫恆濕的環境。
文物陳列櫃內微環境調控	109 年針對相對濕度敏感之文物進行櫃內微環境濕度控制，並調節文物借展運輸期間相對濕度之穩定，共 50 櫃次 / 箱次。
文物照明量測	配合各項展覽與文物專案照相前的燈具光源確認、光譜檢測及照度量測、調整，必要時執行減光作業，以符合本院文物展覽保存維護要點之照明規範。109 年度共計執行 825 件次。
文物展存環境生物檢查	109 年檢查北部院區正館陳列室、書畫處、文獻處、器物處庫房、修護室、前瞻計畫文獻大樓數位作業室等文物展存空間，及裝修木料、新製木展櫃共 492 次室，另南部院區檢查共 174 次室，確保展存環境無不利文物保存之有害生物入侵之虞。
測試展存用材之材質釋酸性	測試展存用材之材質釋酸性，防止酸性造成文物的損壞，測試項目包括裝修板材、角材、調和漆、各種墊片、地毯及壁布、黏著劑、批土、濾光片、各類輸出等，109 年北部院區共計 298 件、南部院區共計 279 件。
院區白蟻防治作業	101 年起在北部院區正館、行政大樓及圖書文獻大樓週邊設置專業型餌站共 441 個；南部院區於博物館建物週邊設置專業型餌站共 447 個。 109 年進行北部院區白蟻族群監測及防治作業計 25 次，防治率 100%；南部院區白蟻族群監測及防治作業計 12 次，防治率 100%。
有機文物預防性防蟲處理	109 年執行敏感性有機文物預防性除蟲，以脫氧劑脫氧處理、氮氣調濕櫃低氧處理、冷凍除蟲，北部院區共計 1,093 件；南部院區共計 69 件。
文物及展存用材冷凍或加熱防蟲處理	為確保無昆蟲被攜入展存環境之虞，109 年預防性冷凍或加熱防蟲處理展存用材，北部院區共 978 件次；南部院區共 9 件次。
文物展存空間清潔管理及環境消毒作業	定期督導清潔維護文物展存空間、調查有害生物之跡象；109 年配合三處換展、院外借展及年度特展展場裝修後環境消毒北部院區共計 15 展次，另南部院區共計 13 展次。

■ 文物修護作業與修護實習

執行本院藏品之修護作業及維護、修護資料紀錄保存等，維持院藏文物於最佳保存狀況，延續文物保存年限。此外，並配合本院文物抽點、文物徵集、文物借展等執行文物狀況檢視。

109 年文物修護情形與實習

項目	內容
圖書文獻類	共計 388 件，含圖書類 163 件、文獻類 225 件。
書畫類	共計 296 件，含書畫修護件 288 件、重裱件 3 件，國立歷史博物館委託修護 5 件。
器物類	共計 142 件，器物處木匣 / 木座 8 件、鑲嵌雜項 37 件、銅器 26 件、琺瑯器 9 件、瓷器 8 件、護經板 3 件、漆器 1 件；書畫處冊頁 2 件、軸頭 1 件、木匣 3 件；圖書文獻處木匣 14 件、護經板 13 件；南院處文物 2 件；教育展資處非院內典藏品 11 件；院外借展品 1 件；總統府委託維護文物 3 件。
織品類	共計 53 件。
借展文物狀況檢視	共計 912 件，含書畫展前檢視 490 件及特展借展文物展檢 422 件。
修護實習	共計 9 名。

■ 文物科學研析

為協助文物修護、維護、徵集等業務或為增進文物歷史或工藝技術的瞭解，本院除持續進行文物分析、建置實驗室儀器設備、與國內外專家進行交流與合作，並赴院外發表相關研究成果。

項目	內容
完成科學分析項目	1. 配合展覽、研討會、文物徵集及工藝史研究等，完成玉器 6 件、佛教文物 7 件、青銅器 4 件、書畫 1 件，及各類文物樣品 25 件、修護相關材料 12 件等，共 55 件之分析研究。 2. 文物標準樣品數據庫建立共分析 250 組以上數據。 3. 與日本大阪市立東洋陶磁美術館合作伊萬里青花分析研究，並於 109 年 8 月共同於日文期刊發表研究論文。
實驗室檢測技術建置及升級	1. 完成「文物鑑識儀器掃描載臺組」、「X 光光源電動平移系統」、「X 光三軸平移載臺」等之建置及 XRF 系統功能升級。 2. 執行科技部「文物檢測用之 X 光 CBCT 電腦斷層掃描系統之優化及其應用(II)」計畫，開發文物 CT 雙能檢測技術，提升文物影像品質。 3. 建置 XRF 元素定量分析標準樣品數據庫與校正檢量線。
與國內外研究單位合作交流	1. 與日本九州國立博物館合作進行本院寄存之「北魏太和銅佛像」及該館所藏之「銅造彌勒佛立像」三維電腦斷層掃描檢測後續影像分析研究。 2. 與日本大阪市立東洋陶磁美術館合作黑釉及伊萬里青花分析研究。 3. 與東海大學合作研究路思義教堂磁瓦調查、分析與修護探討，並發表於《國定古蹟路思義教堂修復及再利用計畫》成果報告書上（東海大學，2020 年 1 月，頁 240-284）。

Preservation and Conservation

Conservation and preservation of the permanent collection is paramount to the NPM's mission as a museum. From proper storage environments to using the latest conservation techniques, NPM makes every effort to maintain art and artifacts in their optimal conditions. The tasks in this regard are distinguished into three major categories below:

Control of the Artifact Environment

Project	Description
Monitoring Temperature and Humidity	Completion of the "National Palace Museum's Environmental Monitoring System" allows NPM to observe temperature and humidity changes in the storage environment. The monitoring system works in coordination with the air conditioning system to eliminate abnormal conditions throughout the exhibition/storage environment, and allows individual temperature and humidity settings for 221 displays. Temperature and humidity recording devices have also been deployed throughout exhibition and storage areas, thereby enabling employees to perform regular spot checks and ensure consistent storage temperature and humidity.
Micro-environment Regulation in Gallery Display Cases	Art and artifacts that are sensitive to changes in relative humidity and are placed inside displays that feature micro environmental control, where humidity can be stabilized even during transportation when loaned for exhibition. These specialized displays were used to house 50 different display contents in 2020.
Light Intensity Adjustments and Filtering Operations	Exhibition display lighting has to be measured, adjusted, reduced, filtered, and kept within standard range prior to exhibition and photography. A total of 825 measurements were taken at various rooms/spots in 2020.
Inspection of Exhibition Environment	A total of 492 inspections covering various display areas including the Main Exhibition Building, Department of Painting and Calligraphy, Department of Rare Books and Historical Documents, Department of Antiquities (storage room), conservation room, and Digital Studio of the Library Building, along with carpentry materials and new wooden cases for exhibitions, were made in the Northern Branch. The Southern Branch performed a total of 174 inspections in 2020. These inspections have been made to ensure that the exhibition/storage environment is free of pests that may pose a threat to the collection.
Acidic Release Testing of Materials for Display and Storage	The level of acidic gases released from display and storage materials are tested to prevent damage to art and artifacts, and NPM conducts comprehensive tests that cover an extensive range of materials from timber, paints, paddings, carpets, wall fabrics, adhesives, plaster, light filters, prints. NPM tested a total of 298 items in the Northern Branch and 279 items in the Southern Branch in 2020.
Termite Prevention	Since 2012, NPM has deployed a total of 441 termite monitoring stations near the Main Exhibition Building, Administrative Building, and Library Building of the Northern Branch and 447 termite monitoring stations near the main building of the Southern Branch. NPM arranged 25 termite monitoring and control treatments for the Northern Branch and 12 treatments for the Southern Branch in 2020, and achieved 100% effective rate in both branches.

Project	Description
Preventive Pest Treatment for Organic-based Artifacts	Anoxia, which nitrogen or oxygen absorbers are applied to humidity controlled chamber/bag to very low oxygen level, and freezing techniques are used as preventive pest control for organic artifacts. A total of 1,093 treatments were arranged for the Northern Branch and 69 were arranged for the Southern Branch in 2020.
Heating and Freezing Pest Treatments for Packaging/Exhibition Materials	Packaging and exhibition materials are treated to ensure the exhibition/storage environment against pests. NPM arranged a total of 978 artifacts for preventive freezing/heating treatments in the Northern Branch and nine treatments for the Southern Branch in 2020.
Cleaning Management and Environment Pest Treatment	Cleaning and survey for pests in the exhibition/storage are supervised on a regular basis. In 2020, NPM arranged disinfection treatments for a total of 15 exhibitions at the Northern Branch and 13 exhibitions at the Southern Branch, including rotations, loaned exhibitions, and annual special exhibitions.

Conservation of Cultural Artifacts

NPM is responsible for maintaining, restoring, and keeping accurate records of the art and artifacts in the collection, and ensuring that the items are kept under optimal condition to preserve longevity. Furthermore, the conditions of the art and artifacts are examined during occasions such as random inventory count, museum acquisition, and loaned exhibition.

Conservation Projects in 2020

Item	Description
Rare Books and Historical Documents	163 rare books and 225 historical documents, total 388 items.
Painting and Calligraphy	288 pieces were restored and 3 were reframed for a total of 291 pieces.
Antiquities	8 wooden cases/stands, 37 embedded items, 26 bronzeware, 9 enamelware, 8 porcelain, 3 Tibetan book covers, and 1 lacquerware from Department of Antiquities; 2 albums, 1 journal, and 3 wooden cases from Department of Painting and Calligraphy; 14 wooden cases and 13 Tibetan book covers from Department of Rare Books and Historical Documents; 2 artifacts from Department of the Southern Branch Museum Affairs; 11 non-NPM items from Department of Education, Exhibition and Information Services; 1 loaned exhibition item, and 3 artifacts outsourced by Office of the President for a total of 142 items.
Textiles	A total of 53 items.
Condition Inspection of Artifacts on Loan	A total of 912 items were examined, including inspections prior to the painting/calligraphy exhibition and inspections of artifacts on loan for a special exhibition.
Conservation Interns	A total of 9 interns.

Scientific Research and Analysis

NPM fully supports its art and artifact conservation, preservation, and acquisition efforts and is continually expanding its knowledge on the history and craftsmanship of its collections through ongoing scientific analysis that includes the installation of lab instruments and equipment and intellectual exchanges and research collaborations with Taiwanese as well as foreign experts. NPM also periodically publishes its research findings through journals outside of the institution.

Item	Description
Completed Scientific Tests	<ol style="list-style-type: none"> 1. Through participation in various exhibitions, conferences, artifact acquisition, and art history studies, NPM completed more than 55 analysis projects including 6 related to jade ware, 7 related to Buddhist artifacts, 4 related to bronzeware, 1 related to painting/calligraphy, 25 artifact samples, and 12 on restoration materials. 2. An Artifact Sample Database was created to support analysis for more than 250 sets of data. 3. NPM coordinated with The Museum of Oriental Ceramics, Osaka, for an analysis of Imari ware, and jointly published a thesis in a Japanese journal in August 2020.
New Laboratory Technology	<ol style="list-style-type: none"> 1. Completed installation of "artifact scanner," "shifting X-ray system," and "triple axis X-ray bed" and upgraded functionality of the XRF system. 2. Executed the project "Optimization and Application of X-ray CBCT Computer Tomography System for Cultural Relics Detection (II)," commissioned by the Ministry of Science and Technology, and developed dual-energy CT for improved image quality in artifact scanning. 3. Developed a standardized sample database using XRF quantitative analysis and adjusted the calibration curve.
Cooperation and Exchange with Foreign and Domestic Research Institutes	<ol style="list-style-type: none"> 1. Coordinated with Kyushu National Museum (KNM) to analyze 3D computerized tomography scans of NPM's "Northern Wei Taihe Bronze Buddha Statue" and KNM's "Bronze Maitreya Buddha Statue." 2. Coordinated with The Museum of Oriental Ceramics, Osaka, for an analysis of black-glazed porcelain and Imari ware. 3. Coordinated with Tunghai University for a study on the survey, analysis, and restoration of magnetic tiles at Luce Memorial Chapel. The study was published as part of the "Restoration and Reuse Project for National Heritage - Luce Memorial Chapel" (Tunghai University, January 2020, pages 240-284).



「故嘉愛嘉 宮創嘉」 故宮 x 嘉義縣 x 嘉義市 合作計畫合影
Group photo: launch of "NPM x Chiayi County x Chiayi City" arts and culture collaborative project



清緯絲群仙祝壽 局部

教育推廣

為發揮博物館之教育推廣功能，提升社會大眾認識故宮文物之美，本院針對不同年齡、特性及地區之對象，規劃辦理多元豐富的教育活動，以服務廣大民衆。

■ 參觀服務

本院延續 107 年 1 月起實施之參觀收費標準，並提供各項免費參觀服務，以提升博物館教育推廣功能，包括：年齡未滿十八歲、六十五歲以上（平日）及身心障礙證明、具教育部立案學校正式學籍學生等訪客。

109 年北部院區共計提供十八歲以下本國人士 43,226 人次、十八歲以下外籍人士 16,850 人次、本國學生個人 35,651 人次、身心障礙人士與陪同者 8,466 人次免費參觀；南部院區則共計提供十八歲以下人士 70,192 人次、學生個人 28,003 人次、學生團體 44,893 人次、身心障礙人士與陪同者 15,946 人次免費參觀。

為配合行政院「振興三倍券」措施，本院於 109 年 6 月底推出持「振興三倍券」實體券之套裝優惠組合，鼓勵國人持振興三倍券到院參觀，優惠項目包括門票、語音導覽租借、餐飲、禮品店等。

本院近五年參觀人數統計如下表：

近五年參觀人數統計表

年度	北部院區	南部院區
105 年	4,665,725	1,477,186
106 年	4,436,118	991,666
107 年	3,860,644	763,053
108 年	3,832,373	1,049,262
109 年	642,163	1,055,381

開館時間

為紓解參觀人潮，提升觀眾參觀品質，本院北部院區自 99 年起辦理延長開館服務，每日於 8 時 30 分開館，於下午 6 時 30 分閉館，週五、週六延後至下午 9 時閉館。惟因應「嚴重特殊傳染性肺炎 (COVID-19)」防疫措施，實施各項防疫及整備作業，自 109 年 2 月 14 日起，取消北部院區延長開館服務，開放時間調整為每週二至週日 9 時至 17 時，每週一休館，張大千紀念館暫停對外開放。南部院區開放時間維持不變，每週二至週日 9 時至 17 時，每週一休館。

導覽服務

北部院區

導覽種類		導覽時間	服務次數
定時導覽	華語導覽	09:30; 10:00; 14:30; 16:00	725 場次; 15,425 人次
	英文導覽	10:00; 15:00	88 場次; 825 人次
	週末親子導覽	週六、日 10:30; 15:30	66 場次; 600 人次
專人導覽	華、英、法、西、德、日、韓語	預約	200 場次; 3,457 人次
學生團體導覽		預約	415 團次; 9,253 人次
身心障礙團體導覽		預約	20 團次, 共 815 人次
張大千紀念館導覽		預約	27 次, 服務 246 人次
語音導覽	華、英、日、韓、臺、客、粵、西、法、手語、兒童語音	現場申請	109 年度受到疫情影響, 個人語音導覽計 210,782 人次; 團體語音導覽計 210,564 人次。

另於北部院區正館 1 樓入口設置導覽大廳，作為觀眾探索故宮的起點，透過「文物互動導覽牆」直覺友善的科技介面，提供觀眾探索故宮豐富多元的典藏文物及最新展覽訊息。

南部院區

導覽種類		導覽時間	服務次數
定時導覽	華語導覽	10:00 15:00	628 場次; 6,510 人次
	英文導覽	10:30 14:30	0 場次; 0 人次
	週末親子導覽	10:00 14:00	5 場次; 42 人次
學生團體導覽		預約	630 團次 / 61,447 人次
身心障礙團體導覽		預約	25 團次 / 1,388 人次
語音導覽	華、英、日、韓、臺、客、泰、印、緬、越語	現場申請	個人語音導覽計 38,647 人次; 團體語音導覽計 109,123 人次

另於南部院區二樓入口設置導覽大廳，結合數位科技與藝術典藏，以多媒體方式簡介南部院區、常設展覽以及樓層導引等。

觀眾服務

1. 服務臺諮詢：為觀眾提供中、英、日文參觀諮詢服務。
2. 走動式服務：於展覽大廳實施走動式服務，縮短觀眾尋找參觀資源與項目之時間。
3. 無線上網服務：於公共服務空間提供無線上網服務。

通訊摺頁編印

1. 編印《故宮展覽通訊》中文、英文及日文版，提供本院展覽、教育推廣、出版品及參觀最新訊息，寄贈圖書館、飯店、文化及旅遊等機構。109年共計發行4期76,000份。
2. 配合展覽、活動設計與印製摺頁/海報/告示牌/證書/感謝狀等，增進相關教育推廣之實效。
3. 109年編印中、英、日、韓、泰、越、印尼七國語版導覽圖，共計30萬份，並根據館內展覽、活動、設施之變動，進行圖文調整與編譯。

觀眾意見回應

1. 觀眾意見處理與回覆：109年北部院區處理觀眾反應意見與建議共計100件，經歸納後，與展覽有關之意見40件、設施方面11件、服務方面49件；109年南部院區處理觀眾意見共計處理222件，其中展覽45件、設施64件、服務113件；臉書諮詢共計2,378件。於facebook粉絲專頁達成平均1小時內回復、90%以上回復率之客服品質。
2. 召開「提升整體服務品質」會議：針對觀眾意見，不定期召開「提升整體服務品質」會議，研提改善及解決方案。
3. 辦理年度觀眾滿意度調查：109年度調查觀眾對故宮整體滿意度結果顯示，北部院區達98.1%，南部院區達99.4%的觀眾對故宮整體表現感到滿意。

文物研習

為培養社會大眾瞭解故宮文物及生活藝術美感，本院每年定期舉辦冬季及夏季講堂。北部院區因疫情取消109年冬季講堂；待疫情趨緩於暑假舉辦夏季講堂，並於109年7月27日至28日和臺北市立圖書館總館合辦「故宮國寶樂一夏」計畫；另於109年8月1日與國家圖書館共同舉辦「故宮寶藏，樂遊國圖」，以上共計17場研習場次，計2,240人次共襄盛舉，相關課程如下表。南部院區因疫情取消109年冬季講堂、夏季講堂；待疫情趨緩於「呼畢勒罕—清代活佛文物大展」開展後陸續辦理展覽系列專題講座。

109年北部院區夏季講堂課程

日期	講題	主講人
109「故宮國寶樂一夏」專題演講		
07/27	故宮國寶自由行	羅慎矩 / 本院資深導覽志工
07/27	故宮寶玉奇幻之旅	蔡慶良 / 本院器物處助理研究員
07/27	故宮繪畫方程式	劉宇珍 / 國立政治大學歷史系助理教授 (前本院書畫處副研究員)
07/28	書緣、書事、書香、書福	曾紀剛 / 圖書文獻處助理研究員
07/28	故宮山水畫 100分	邱士華 / 本院書畫處助理研究員
07/28	大自然的嚮往 故宮唐宋時期瓷器賞析	陳玉秀 / 本院器物處助理研究員

日期	講題	主講人
109「故宮寶藏*樂遊國圖」專題演講		
08/01	故宮寶玉奇幻之旅	蔡慶良 / 本院器物處助理研究員
08/01	花事 閑情 明清時期仕人的花器品味	陳玉秀 / 本院器物處助理研究員
「故宮學院—整個故宮都是我的充電站」(夏季文物研習會)		
08/27	攬勝—近現代實景山水畫	劉宇珍 / 國立政治大學歷史系助理教授 (前本院書畫處副研究員)
08/27	談「筆墨見真章—故宮書法導賞」與明董其昌〈臨十七帖〉卷的形成	陳建志 / 本院書畫處助理研究員
08/27	新媒體新視界—談故宮新媒體藝術展	浦莉安 / 本院教育展資處助理研究員
08/28	青銅大小事—青銅器的傳承與轉變	吳曉筠 / 本院器物處副研究員
08/28	士拿乎—清宮鼻煙壺的時尚風潮	侯怡利 / 本院器物處副研究員
08/28	淺談本院書籍裝幀與維護	高宜君 / 本院登錄保存處助理研究員
08/29	風格故事—康熙御製琺瑯彩瓷特展	余佩瑾 / 本院副院長
08/29	「我想你」之元·白—院藏善本古籍選粹	許媛婷 / 本院圖書文獻處副研究員
08/29	不讓疾病上身：院藏醫藥典籍中的防疫與養生論述	劉世珣 / 本院圖書文獻處助理研究員

推廣展覽系列專題演講及導覽活動

本院為落實博物館教育推廣，達到知識共享、共好及文化平權，吸引一般社會大眾走入本院欣賞展覽、聆聽講座，每年皆配合特展舉辦系列專題演講，邀請國內外專家學者到本院與民眾分享專題，同時搭配特展專題演講播放相關影片，使觀眾提升美學素養並且深入了解文物藝術歷史等內涵。

日期	講題	主講人
「四方來朝—職貢圖特展」講座		
02/04	日本的〈梁職貢圖〉研究—關於其史料價值	李成市 / 日本早稻田大學教授
「事天有務：院藏天文文獻與史事」專題演講		
06/24	事天有務：院藏天文文獻與史事	周維強 / 前本院圖書文獻處副研究員
「藏人文化及信仰特色」專題演講		
06/30	多識於草木鳥獸—故宮禽鳥展的回顧	劉國威 / 本院圖書文獻處研究員
「呼畢勒罕—清代活佛文物大展」系列專題演講		
07/10	「呼畢勒罕—清代活佛文物大展」中的歷史文化特色 (南院)	劉國威 / 本院圖書文獻處研究員
08/29	畫佛與化佛—從佛身思想談藏傳佛教的文化現象	陳百忠先生 / 卡盧文化創辦人
09/05	殊勝因緣·龍藏出世—康熙朝內府《泥金寫本藏文龍藏經》	馮明珠 / 前本院院長

日期	講題	主講人
09/26	三世章嘉、六世班禪與乾隆皇帝	鍾子寅 / 本院南院處助理研究員
10/16	清代藏傳佛教格魯派的特色	蘇南望傑 / 法鼓文理學院佛教學系兼任助理教授
10/17	蒙古音樂饗宴—蒙古的非物質文化遺產	紀慧貞 / 中華民國蒙古文化協會秘書長
11/16	「呼畢勒罕—清代活佛文物大展」中的歷史文化特色（北院）	劉國威 / 本院圖書文獻處研究員
12/03	格魯派活佛入貢文物與清代宮廷藝術	賴依縵 / 本院教育展資處副研究員
12/12	談章嘉的大國師印及甘珠爾瓦的大法印	海中雄 / 文化部蒙藏文化中心主任
12/19	西黃寺「班禪塔」建築形制探源	張文玲 / 本院教育展資處研究員
12/26	清代宮廷的無量壽佛造像	陳慧霞 / 本院器物處副研究員
12/30	作為「知識份子」的仁波切 (Rin-po-che) 的國際藏學研究	陳乃華 / 國立交通大學人文社會學系博士後研究員
人氣國寶展系列專題演講		
07/26	故宮山水畫 100 分	邱士華 / 本院書畫處助理研究員
07/26	「四季平安」、「高高亭圖」及「霜浦歸漁」國寶介紹	邱士華 / 本院書畫處助理研究員
「她—女性形象與才藝」特展系列演講		
10/22	談「她—女性形象與才藝」的策展經緯	劉芳如 / 本院書畫處處長
10/29	古代仕女畫怎麼看？	何炎泉 / 本院書畫處副研究員
11/12	明清傳記中的女性形象	衣若蘭 / 國立臺灣大學歷史學系教授
11/26	明清女性肖像畫—為什麼才女美女都難以留下她們的形影？	馮幼衡 / 國立臺灣藝術大學書畫藝術學系兼任教授
12/10	女性形象的文化意涵	馬孟晶 / 國立清華大學歷史研究所暨通識中心副教授
「2020 故宮亞洲藝術節—蒙古月」系列專題演講		
10/09	永遠的蘇力德	席慕蓉 / 詩人
10/17	蒙古音樂饗宴—蒙古的非物質文化遺產	紀慧貞 / 中華民國蒙古文化協會秘書長
10/17	聊蒙談古話從今—蒙古情懷那達慕	許傑克 / 前蒙古國觀光代表
10/24	蒙古的祭山與狩獵文化	海中雄 / 文化部參事
10/24	藍天大漠—蒙古國的世界文化遺產	陳國瀚 / 旅遊作家
10/31	你不可不知的蒙古人：蒙古社會、文化與現況	藍美華 / 國立政治大學民族系副教授
五週年系列—南院沙龍		
12/26	人氣國寶展暨樹的主題特展場	林容伊 / 本院南院處助理研究員 林宛萱 / 本院南院處助理研究員
110/01/02	皇帝的多寶格場	余佩瑾 / 本院副院長
110/01/10	佛陀形影暨亞洲茶文化場	鄭涵云 / 本院南院處助理研究員 鍾子寅 / 本院南院處助理研究員



■ 2020 故宮亞洲藝術節—蒙古月
2020 NPM Asian Art Festival – Mongolian Month

日期	講題	主講人
「千年一問」電影放映活動		
12/27	千年一問 電影放映	無
12/27	千年一問 電影放映	無

本院為推廣特展，結合策展團隊舉辦「策展人陪我看展覽」教育推廣導覽活動，每場次計 25 至 40 人參加，場次詳如下表：

日期	講題	主講人
01/22	「人氣國寶展及清明上河圖特展」與策展人有約	何炎泉 / 本院書畫處副研究員 童文娥 / 本院書畫處助理研究員 陳玉秀 / 本院器物處助理研究員 羅勝文 / 本院南院處助理研究員
06/09	「翰墨空間—故宮書畫賞析」與策展人有約	何炎泉 / 本院書畫處副研究員
08/18	「呼畢勒罕 清代活佛文物」與策展人有約	鍾子寅 / 本院南院處助理研究員 陳慧霞 / 本院器物處副研究員
09/05	「攬勝—近現代實景山水畫展」第 1 場導覽活動	劉宇珍 / 國立政治大學歷史學系助理教授
09/06	「國寶聚焦 (109-III)」第 1 場導覽活動	林宛儒 / 本院書畫處助理研究員
09/19	「攬勝—近現代實景山水畫展」第 2 場導覽活動	劉宇珍 / 國立政治大學歷史學系助理教授
10/17	「土拿乎—清宮鼻煙壺的時尚風潮」第 1 場導覽活動	侯怡利 / 本院器物處副研究員
10/17	「國寶聚焦 (109-III)」第 2 場導覽活動	林宛儒 / 本院書畫處助理研究員
10/31	「她—女性形象與才藝」第 1 場導覽活動	何炎泉 / 本院書畫處副研究員
11/07	「風格故事—康熙琺瑯彩瓷特展」第 1 場導覽活動	余佩瑾 / 本院副院長
11/14	「國寶聚焦 (109-IV)」導覽活動	陳建志 / 本院書畫處助理研究員
11/21	「她—女性形象與才藝」第 2 場導覽活動	張華芝 / 本院書畫處科員
11/28	「北溝傳奇—故宮文物遷臺後早期歲月」第 1 場導覽活動	李泰翰 / 本院圖書文獻處助理研究員
12/12	「她—女性形象與才藝」第 3 場導覽活動	鄭淑方 / 本院書畫處助理研究員
12/19	「呼畢勒罕—清代活佛文物大展」第 1 場導覽活動	劉國威 / 本院圖書文獻處研究員
12/26	「鑑古—乾隆朝的宮廷銅器收藏」第 1 場導覽活動	張莅 / 本院器物處助理研究員
12/26	樹：從信仰到抒情與策展人有約	林容伊 / 本院南院處助理研究員 林宛萱 / 本院南院處助理研究員
12/31	「風格故事—乾隆年製琺瑯彩瓷」第 1 場導覽活動	余佩瑾 / 本院副院長

109 年與國立臺灣科技大學合作「生活空間創意學分學程—文物與創新」課程

日期	講題	主講人
09/24	你所不知道的文物—重新認識國立故宮博物院	余佩瑾 / 本院副院長
10/08	中國山水畫 100 分	邱士華 / 本院書畫處助理研究員
10/15	美感的形式原則與中國書畫欣賞	方令光 / 本院書畫處助理研究員

日期	講題	主講人
10/22	慈禧太后的瓷器：樣稿設計的源起	陳玉秀 / 本院器物處助理研究員
10/29	古文物的創意與生活	侯怡利 / 本院器物處副研究員
11/05	作為一門藝術的書法	吳誦芬 / 本院書畫處 / 助理研究員
11/12	開箱故宮數量最多的收藏品—從圖書文獻找文化創意	許媛婷 / 本院圖書文獻處副研究員
11/19	從宮廷典藏到文創設計	高登賢 / 本院文創行銷處科長

109 年與國立臺灣博物館、宜蘭縣立蘭陽博物館合辦「學校沒教·令人抓狂的兒童博物館展示設計 實務交流工作坊」

日期	講題	主講人
12/18	博物館兒童展示拆解術	郭昭翎 / 國立臺灣博物館展示企劃組助理研究員
12/18	博物館兒童廳展示更新的浪漫與真實	彭仁怡 / 宜蘭縣立蘭陽博物館展示教育組研究助理
12/18	科技與美學融合的兒童展示空間探索	劉家倫 / 本院教育展資處助理研究員

109 年其他機關邀約之推廣演講

日期	邀請單位	講題	主講人
01/04	財團法人中華花藝文教基金會	你所不知道的文物：重新認識國立故宮博物院	余佩瑾 / 本院副院長
10/21	教育部國教署普通型高級中等學校歷史學科中心	從康熙朝琺瑯彩瓷的研發看東西文化的相遇與交流—以風格故事展為例	余佩瑾 / 本院副院長
10/21	教育部國教署普通型高級中等學校歷史學科中心	從「土拿乎」的歷史看世界文化的相遇與交融	侯怡利 / 本院器物處副研究員



故宮夏日藝術節—無獨有偶劇團表演飛船與海怪
NPM Summer Arts Festival – Performances by theater troupe The Puppet and It's Double
“The Flying Ship and the Sea Monster”

藝文表演活動

「邂逅南院—故宮下午茶」表演藝術活動

本院持續邀請雲嘉南地區藝文團體或學校團體到南院演出，加強在地合作與連結，活絡地方藝文活動。於每週六下午 3 時舉辦「邂逅南院 - 故宮下午茶」表演藝術活動，表演活動涵蓋中西音樂、舞蹈、戲曲、民俗技藝、魔術等多元藝文內容。109 年共辦理 31 場故宮下午茶，計 24,321 人參與。

故宮亞洲藝術節—蒙古月

南部院區自 106 年起辦理「故宮亞洲藝術節」，每年聚焦特定亞洲國家或地區，109 年以「蒙古」為主題，配合十月院慶的歡愉氛圍，以及隆重登場的「呼畢勒罕—清代活佛文物大展」，串連展覽推出大型蒙古包及文史主題展示、闖關遊戲、服飾體驗、主題書展、12 場創意課程、7 場藝文表演、8 場專題講座等全月不斷的精彩活動，邀請觀眾透過多元活潑的方式，認識蒙古文化的豐富面向。9 月 26 日至 11 月 1 日活動期間共計 134,414 人次參與。

跨域實驗展演計畫

為促進本院與當代文化共融，使故宮典藏文物與大眾更親近，本院北部院區邀請當代表演藝術、視覺藝術及其他各創意領域工作者進行跨領域合作，以本院展覽或文物為主題發展故宮客製化創新展演創作，於本院公共空間公開演出，打造故宮為當代文化展演平臺，提供社會大眾多元感官體驗之教育推廣活動，創造更豐富精彩的博物館經驗。



「邂逅南院 故宮下午茶」表演藝術活動
“NPM Southern Branch Afternoon Tea” Performing Arts Events

「2020 故宮夏日藝術節」於 8 月 15 日及 29 日推出《飛船與海怪》戶外偶戲表演，這是由無獨有偶工作室劇團打造的故宮限定版偶劇，院藏《海怪圖記》中的奇異怪魚，透過製偶師的巧手變身為立體的大型戲偶，為親子觀眾提供獨特的故宮夏夜看展體驗。

日期	表演名稱	展演團隊
08/15	《飛船與海怪》戶外偶戲表演	無獨有偶劇團
08/29		
10/10	「故宮亞洲藝術節—蒙古月」開幕特別表演閃耀於蒼茫之原—蒙古的歌、樂、舞	圖孟其其格、彭苙樺、林佩娟、當代舞團、烏尼德
NPM 南朋友—南亞、東南亞文化藝術表演		
12 月	NPM 南朋友系列活動 - 印尼語故宮及周邊旅遊景點參觀指南短片	社團法人臺灣四十分之一移工教育文化協會

「故宮文武會六藝」一定向體驗活動

為吸引青少族群，以跨域整合的方式，北部院區與社團法人桃園市定向越野協會合作辦理定向體驗活動，活動以文物為主軸，結合趣味競賽、知識問答等闖關方式，邀請臺灣創價學會、順益臺灣原住民博物館、臺北市立至善國中及私立衛理女中等鄰近館校共襄盛舉，邀請喜愛定向運動之專業人士、青少年及親子等不同族群親近故宮，藉由此活動結合故宮文物知識，規劃多元文化體驗吸引觀眾參與博物館教育活動，本活動於 109 年 10 月 17 日舉辦，近 700 人次參與活動。



「故宮文武會六藝」定向體驗活動記者會
“2020 Orienting NPM-Mastery of the Six Arts” Orienting Experience Activities – Press Conference

■ 教育培訓

教師增能與館校合作

1. 與歷史學科中心合作，於 109 年 10 月 21 日辦理「109 學年度專題演講—從物的歷史看世界文化的相遇與交融」師資培力工作坊，後於 11 月 25 日安排教師參訪北院特展，以「士拿乎—清宮鼻煙壺的時尚風潮」、「風格故事—康熙御製琺瑯彩瓷特展」二項特展，規畫北區社群教師共備，邀請策展人余副院長佩瑾及侯科長怡利分享策展理念、展品、展覽規劃，及展件背後的文化意涵，後續將由北區社群教師結合此兩檔展覽內容設計教案，發揮博物館資源與課堂融合的效益，總計 65 名教師參與。
2. 配合本院於 109 年推出以乾隆南巡為主題設計之桌遊教具，以及結合當期特展國寶聚焦、北溝傳奇、士拿乎及兒童學藝中心規劃之「解謎任務」題目，為幫助教師於課堂有效運用本院資源，擴散學習效益，於 109 年 12 月 5 日辦理「故宮桌遊及實境解謎教材運用」教師研習會，共計 60 名教師參與。
3. 本院與順益臺灣原住民博物館、臺大人類學博物館、國立臺灣博物館、中央研究院民族學研究所博物館、北投文物館、國立臺灣史前文化博物館等七館合作「原住民教育資源開發跨館合作案」，進行原住民典藏文物 3D 建模、跨文化教案開發及原鄉學校參觀前中後課程，自 10 月 20 日起，共舉辦教育活動 25 場，參與人次約 712 人次。



■ 學童參與「聖誕小隊大作戰 故宮解謎活動」，於兒童學藝中心專注討論解謎
School children participated in the "Christmas Squad Battle-NPM Mystery-Solving Activity," where they focused on solving puzzles at the Children's Gallery in NPM

4. 透過辦理「故宮藝起玩—數位微型特展」，至全臺 12 個展點(臺北醫學大學、中港國小、力行國小、虎林國小、華龍國小、大同國小、南投國中、林園國小、中興國小、地磨兒國小、花蓮智慧教育中心、臺東卑南國中)進行展出，展示主題為本院數位教育推廣成果，內容包含本院易攜式的數位互動展件以及遊戲式教案等。展件結合 STEAM 教育，並與 108 課綱連結整合，供國中小學老師教學參考。

兒童、親子及青少年活動

1. 本院為推動友善、開放的目標，持續辦理「兒童暨青年事務推動諮詢會」，且為因應開放政府及具體實踐青年文化公民權、賦權年輕世代等政策理念，13 位外聘委員，除來自網路社群、新媒體藝術、偏鄉教育、創新科技等領域之學術界、產業界專家學者外，亦包含海選計畫遴選出的 2 位青年代表。於 109 年 1 月 1 日完成第二屆青諮會諮詢委員聘任，並於 109 年 1 月 16 日及 7 月 2 日召開 2 次諮詢會。
2. 為擴大本院與青年族群之連結，於 109 年開始辦理「故宮校園大使計畫」，藉由校園大使在同儕當中的推廣，以達到吸引青年學子親近故宮、善加利用本院開放資源之目的。共計 80 名大專院校學生參與徵選，經書面審查及面試遴選後錄取 14 位學生擔任校園大使。
3. 南部院區為推廣「清明上河圖特展」，並配合院區花海活動，於 109 年 3 月 14 日辦理第一屆故宮南院兒童暨青少年「看畫、賞花、畫畫」寫生比賽，以吸引民眾入館參觀，參與人數共計 321 人，得獎作品共 47 件於南部院區兒童創意中心前廣場展出 2 週。



■ 圖為本院與臺灣大學人類學博物館合作「原住民教育資源跨館合作案」，屏東望嘉國小開發動物主題跨文化教案，引導學生觀察故宮青銅器及排灣族陶壺中的蛇，創作屬於自己的古代神獸

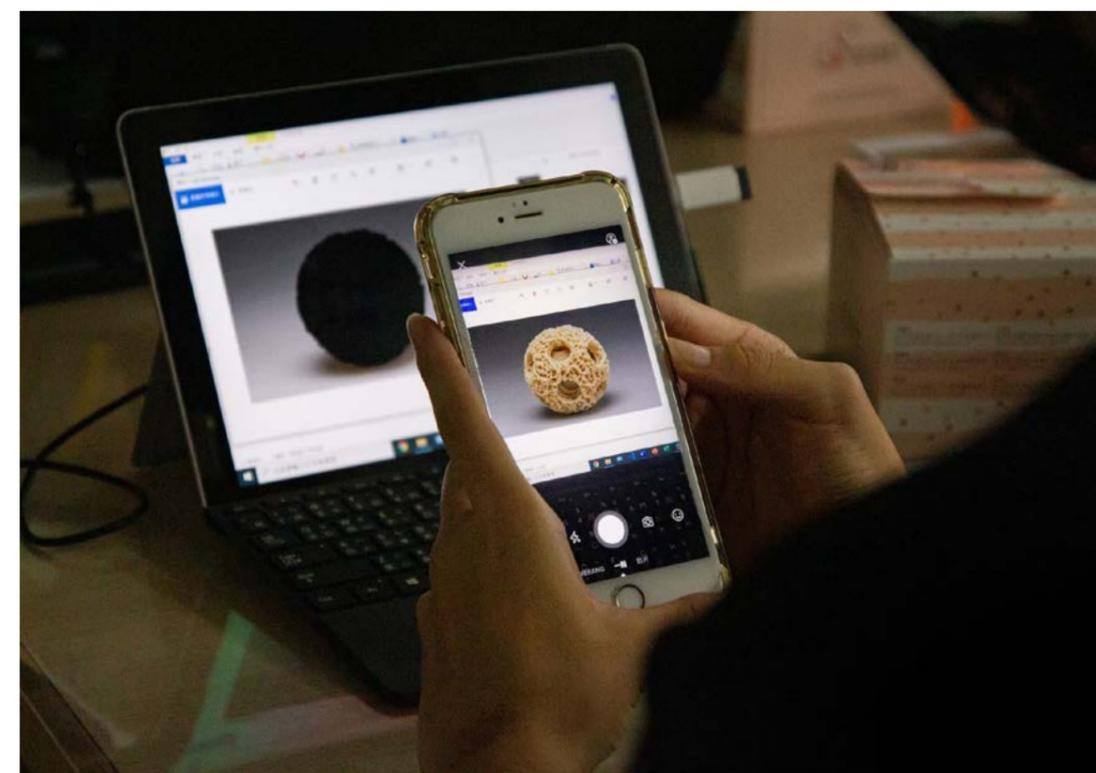
The image shows the "NTU-NPM Joint Project on Aboriginal Education Resources" in collaboration with the National Taiwan University Museum of Anthropology. The project team developed an animal-themed, cross-cultural lesson plan for Wangjia Elementary School in Pingtung County. Students were asked to observe bronze wares from the National Palace Museum and snake motifs in traditional Paiwan ceramic pottery. The students were then asked to create their own "ancient mythological creatures".

- 南部院區兒童創意中心配合本院各項特展舉辦親子活動，活動內容以多元學習方式，如辦理說故事劇場、親子體驗及手做 DIY 等各項教育推廣活動，提升親子觀眾對故宮文物及展覽之認識，109 年南部院區辦理 88 場活動，計 12,274 人參與；南部院區兒童創意中心 109 年更將環型劇場空間規劃「蒙古文化主題」，輔以環型劇場影像，帶領民眾暢遊蒙古。109 年參觀人次為 288,890 人。
- 南部院區辦理「2020 夏日親子藝術月」活動，以「皇帝的多寶格」展覽為主題，推出展廳實境解謎—巨型多寶格迷宮、2 天 1 夜夏令營、立體紙雕書創作、五感體驗親子藝術工作坊等，並搭配戶外繽紛美妙的動感水舞秀，首創 400 臺無人機結合特技、現代舞的水上互動劇場，更安排有《老鼠娶親之公主不想嫁？》親子音樂劇等活動，暑假期間吸引大小朋友一同到南院闖關、遊玩，活動期間自 7 月 10 日起至 8 月 30 止，總參觀人數共計 410,033 人。



■ 兒童學藝中心 2.0 開幕，親子友善設施及數位展廳全面升級 - 發現股珍寶展區
 Launch of Children's Gallery 2.0. Family-friendly facilities and digital galleries are now upgraded – Discover Treasures Exhibition Zone

- 為響應嘉義天文盛事，本院於 109 年 6 月 21 日在南部院區辦理「一生一遇 藝齊觀日」日環食觀測活動，邀請國立中正大學天文專家，陪伴來自雲嘉地區二百多位學子同遊南部院區，並辦理科普天文講座，講解「百年罕見天文現象的科學與觀測」，深入淺出介紹「日環食」現象，並於戶外備有四臺望遠鏡，搭配專業人員解說，本次活動全程線上直播，並與嘉義縣北回歸線太陽館連線報導，約 2 萬人參與。
- 北部院區兒童學藝中心 109 年封館半年進行全面展示更新，7 月 1 日重新開館，109 年 7 月至 12 月參觀人次為 53,999 人。本次更新著重於空間規劃及展示設計上，強化「代間學習」及「無障礙」機能，希望能滿足不同世代、年齡等老少觀眾之參觀需求。並辦理教推活動：7 月文會堂「老鼠搖滾—故宮限定光影音樂劇」2 場共 462 人參加。9 月與兩廳院合辦「小耳朵穿越時空親子音樂課」8 場共 320 人參加。10 至 12 月辦理「海怪小學堂假日戲劇導覽」40 場共 2,224 人參加。
- 107 年故宮與國內公部門博物館共同發起「博物館友善親子串聯行動」以倡議博物館兒童與親子觀眾權益、促進同業專業發展與實務交流為宗旨，至今已累計有 18 館所加入。109 年以「博物館兒童展示設計」為議題，分別針對自然科學類、歷史人文類、藝術類博物館之兒童廳改建歷程，舉辦「學校沒教·令人抓狂的兒童博物館展示設計實務交流工作坊」，以凝聚專業社群及社會大眾對博物館兒童教育、展示、親子友善議題之關注與討論。



■ 國、高中學生於「故宮 AR 工作坊」學習運用故宮文物元素製作手機 AR 濾鏡
 Middle school students learned how to utilize elements from the National Palace Museum to make their own customized mobile phone camera AR filters during the "NPM AR Workshop".

9. 於 109 年 7-8 月辦理「青少年暑期藝想工作坊－故宮 AR 工作坊」，以故宮文物內涵為主軸，結合趨勢媒介、新媒體轉化展示，使用「Spark AR」軟體，規劃教案製作手機「AR 濾鏡」，透過手機鏡頭可顯示「走入畫中」或「古人服飾換裝」的效果，跨領域整合並與年輕族群接軌，普及至生活應用，5 場次共 100 名國高中青年參與。另辦理 6 場次「夏日藝術節－青年工作坊」，包含 4 場次「小文青香氛工作坊・手作擴香石」，以及 2 場次「墨然回首・製墨 DIY 體驗」，6 場次共 170 名青年觀眾參與。
10. 故宮青少年文化大使培力計畫：呼應 108 新課綱「素養導向」的教學精神，109 年度「故宮青少年文化大使培力計畫」鼓勵青少年透過公民志願服務實際參與博物館實務，培養「自主行動」、「溝通互動」與「社會參與」三大核心素養，同時增進故宮與青少年觀眾間的互動連結。本屆培訓課程於 109 年 8 月 4 日至 7 日、8 月 11 日至 12 日舉辦，課程首度加入「身體感知」，並結合「探索文物」和「解說分享」共三大主軸，讓學員以身體為媒介，與博物館空間、文物產生新關係，學員在博物館的不同空間裡，以肢體演繹院藏文物如「紅山文化晚期 勾雲形珮」、「商後期 亞醜方鼎」和「春秋中期 子犯甌鐘」等，並將過程拍攝成紀錄短片，呈現新詮釋下的美感體驗。培訓完成的青少年文化大使並於 9 月至 12 月間擔任「經典之美－新媒體藝術展」解說服務的工作。

志工招募培訓

結合民間資源，不定期招募對藝術文化有興趣又有意願協助博物館教育推廣之社會各階層人士，積極辦理培訓與教育訓練，投入志工業務。截至 109 年 12 月底止，本院北部院區志工總數計 481 名（含成人志工 451 人、高中志工 30 人）；南部院區志工總數計 250 名（含成人志工 220 人、青年志工 30 人）。

推動美感教育

1. 配合教育部中等學校以下執行十二年國民基本教育課程綱要總綱，進行彈性課程規劃，與新北市政府簽訂教育推廣合作計畫，實際將文物展覽融入課程教學，發展以故宮文物為素材之主題課程，以增進本院展覽多元運用成果及文物與學校課程連結，強化博物館與學校正式教育之互動，培養學校教師利用本院教育資源開發之能力。促進學校教師對本院資源之瞭解與運用。總計 3,935 名師生參與，辦理情形詳如下表：

參與學校	課程主題	課程說明
新北市創客社群	「新北上河圖－故宮新北創客市集」	以清明上河圖為素材，由新北市創客教師社群發揮創意，規劃食衣住行育樂等六大主題，並於故宮廣場及至善園舉辦為期二日之創客市集。
新北市金山科技中心	「新北創藝通－新北小漾偏鄉巡迴列車」	順應當前防疫時事及學校生活科技課程，結合故宮醫藥、工藝等相關文物，由故宮與新北市教師共同規劃課程，以行動專車概念，將故宮文物知識帶進偏鄉學校。
新北市立板橋高中	《觸動生活好品味－國寶「Eye」無礙》館校合作課程計畫	以 110 年第一季「權力的形狀－南薰殿帝后像」特展，與新北市板橋高中於展前進行館校合作專案，將院藏帝后像融入課程教學，以培養同理心及解決問題的能力為宗旨，導入設計思考、輔具開發與數位自造技術，讓學生瞭解視障者看展的需求，並以嘗試優化視障者參展體驗，本次同步展陳學生成果作品，希望藉此讓視障觀眾享有「感受故宮書畫國寶」的權利，以達文化平權之效。



「故宮創客魔幻列車」城鄉巡迴教育活動榮獲美國博物館與網路年會 GLAMi 獎
 "Magic STEAM Train Project" Urban and Rural Area Educational Tour won the GLAMi Awards
 (Galleries, Libraries, Archives, and Museums Innovation Awards)



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2. 109 年申請教育部補助，延續前期計畫，與新竹市香山國小共同規劃執行美感體驗館校合作計畫，結合本院文物融入課程，配合 12 年國民基本教育理念，透過美學向下扎根，發展主題性跨學科整合課程，總計 186 人次參與。
3. 配合本院「天香茄楠—香玩文化特展」針對國小升一年級至國小六年級兒童及家長所組成的親子團體，舉辦「『香』一夏—擴香瓶手作課程」親子活動，除介紹收藏的宮廷茄楠沉香，瞭解歷代香具的使用與古代香道體驗，更進一步拉到現代生活，瞭解現代香氛於生活中之保健放鬆之應用。共計辦理 4 梯次，每梯次招收親子觀眾 32 名，共有 128 名親子觀眾參加。
4. 歷史情境教材教具設計：利用故宮書畫作品為素材，乾隆皇帝南巡為主題，規劃「巡覓·尋秘」桌遊式教材教具，製作 1000 組教具，並開放全臺學校申請，藉此吸引學生認識故宮重要書畫作品及參訪故宮之動機。
5. 特製南部院區「教具箱」，本院為落實美感教育及文化扎根，特別於 109 年度製作「逛市集」、「品茶趣」、「穿時尚」、「收好物」及「玩奇珍」等 5 組教具箱，將故宮精緻有趣的文物內容，及亞洲豐富的文化特色，以親身體驗為主要概念，推廣至學校教育中。自 109 年 5 月起到 9 月止，為推廣教具箱與教案之使用，於北、中、南部不同的偏鄉國民中小學，已進行 20 場的示範教學活動。

實習生培訓

為培育大專院校學生博物館教育推廣相關領域之實務經驗與職場技能，本院提供大專院校學生寒暑假實習，109 年共 33 位實習生，包含國立臺灣師範大學、國立雲林科技大學、國立嘉義大學、國立成功大學、國立臺南藝術大學、國立臺北教育大學、國立臺北藝術大學、國立中央大學、國立臺灣藝術大學、國立臺灣大學、國立臺北大學、國立政治大學、國立臺灣海洋大學、東吳大學、輔仁大學、淡江大學、實踐大學、大同大學、文藻外語大學以及美國賓州州立大學等。

博物館人才培育計畫

1. 本院執行「博物館人才培育計畫」，目的為結合大學院校或社會資源，針對博物館專業需求，共同推動博物館事業之人才培育，並透過擴大文化參與及產業合作連結，提升學生的博物館專業知能，以加強博物館營運之專業效能。
2. 109 年共補助臺北醫學大學、亞東技術學院、東海大學、國立雲林科技大學、國立嘉義大學、國立中正大學、臺南應用科技大學、南臺科技大學、文藻外語大學等 9 校辦理「探索文物中的故事：東海大學通識課程『故宮與明清史話』的教學與實作」等 9 案計畫，開設專業工作坊與專題講座、參與故宮實務研習、提供導覽服務、製作文創遊具商品與開發數位導覽，及辦理教育推廣等內容。
3. 為使各校執行計畫內容，實際運用於博物館觀眾服務，於 109 年 12 月至 110 年 1 月於南部院區開設「Museum Showcase 大專院校博物館人才培育計畫成果展」，分別以創新數位多元體驗、適齡適性服務方案及博物館實習與服務等三大項為主題，為觀眾介紹各校執行成果，並展出相關作品；同時，各校於 109 年 12 月起陸續於各週末辦理計畫成果之教育推廣活動，共計辦理 21 場次。



■ 青少年文化大使 - 身體感知課程

NPM Youth Culture Ambassador Training Program – Somatic Perception Course

文化平權服務

為提升多元族群文化參與之機會，秉持社會共融 (Social Inclusion) 理念推動各項參觀導覽與教育活動，積極與國際博物館專業交流，以提升能見度，本院 109 年文化平權服務辦理狀況說明如下：

109 年為推動平權和易讀資訊普及，參考歐盟及各國推行的易讀易懂原則 (Easy Read) 設計 2 款導覽手冊，圖片排版、文字大小皆以心智障礙者需求為考量，由智青擔任顧問協助測試、審訂，提供第一手使用經驗，規劃文物尋寶路線。手冊亦適用於兒童、樂齡、親子及一般觀眾。今年本院首創國內「心智障礙」和「易讀」識別圖示，作為心智障礙者參觀各博物館、藝文及其他場館使用的友善指南，並可從官網分享及自行下載運用。

接駁服務

1. 南部院區為提升文化平權服務品質，除依法設立無障礙專用停車服務設施外，另建立全方位無障礙接駁服務流程，由現場保全人員主動通報或遊客自行通報遊客服務中心，本院即派遣免費接駁車到院區協助接駁到館內參觀，並由館內第一線服務人員協助購票及參觀。
2. 為使民眾來往嘉義縣市交通更便捷，與嘉義縣市政府合作，共同促成無障礙高鐵快捷公車 (BRT 7212) 增設故宮南院站點，以連結嘉義市景點及嘉義 2 大交通樞紐，亦將新設站點調整於南部院區靠館處，便利民眾參觀使用，另鼓勵民眾多加使用大眾運輸交通工具，自 109 年 12 月 25 日試運行起至 110 年 12 月底，於故宮南院上車或下車之民眾皆可享有免費搭乘之優惠。

提供身心障礙團體導覽及輔具

本院持續服務身心障礙團體，109 年度提供來院參觀身心障礙團體導覽解說服務共計 45 團次，2,203 人次參與。此外，本院亦主動走出故宮服務身心障礙學童，以本院典藏及展覽為基礎，結合國內各級特殊教育學校及在地文化團體或單位，共同走進特殊教育學校的場域，依照各身心障礙類別之特殊需求，並結合在地文化特色，設計主題教育活動。另本院近年來致力於提升各類觀眾的文化近用權，例如聽障朋友參觀時可以使用多媒體手語導覽機，視障人士參觀時除了可以使用口述影像語音導覽、觸覺地圖、點字參觀手冊等輔具，也配合常設展及特展，增設視障輔具。

持續院外無障礙教推活動

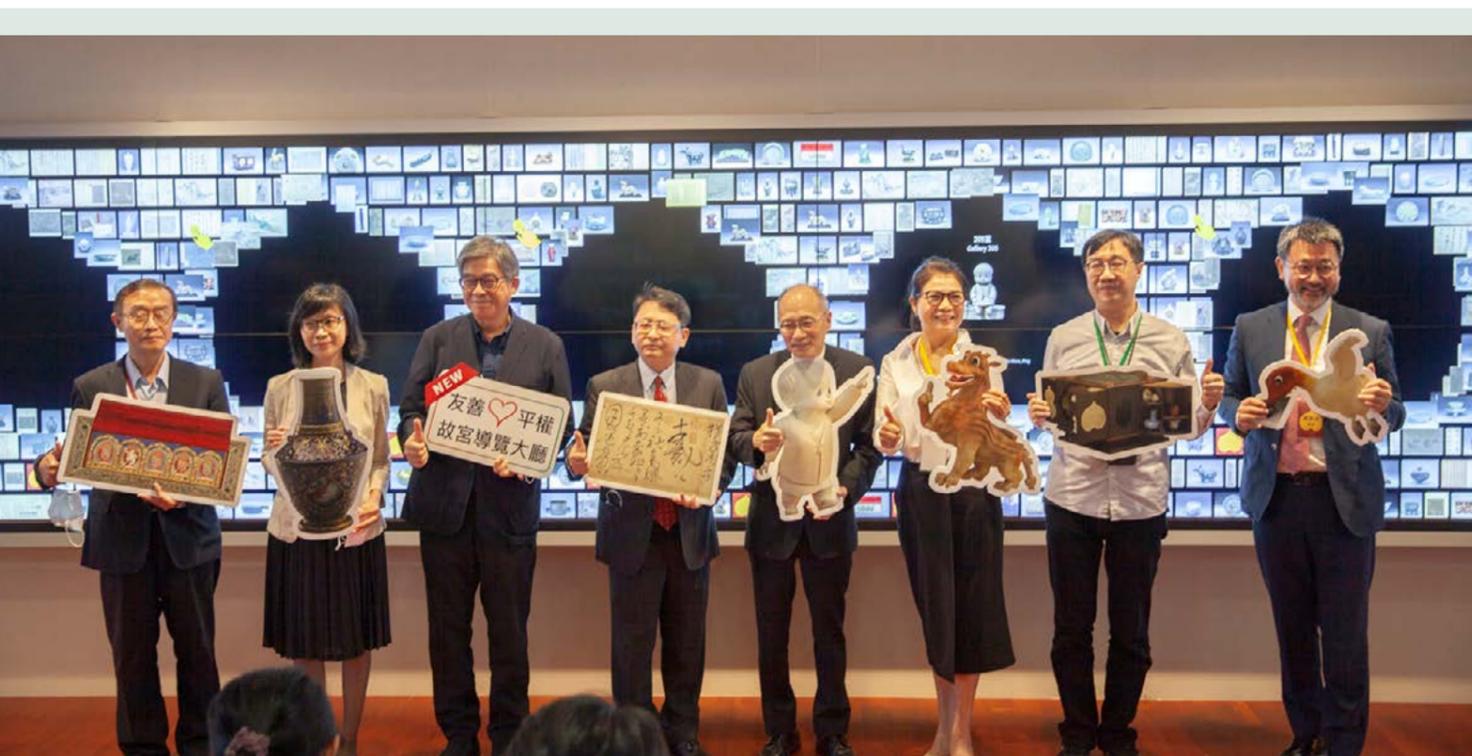
本院持續辦理赴院外服務身心障礙學生之教育推廣活動，109 年 10 月於國立新竹特教學校舉辦「跨越障礙・觸摸美麗—風城金秋樂逍遙」，服務該校師生與鄰近身心障礙學校及社福團體共 18 場次，總計 459 人次參與。本次活動以新竹當季名產柿子為主題，以及茶文化、動物園等地特色，藉由活潑的動畫影片、陶瓷及書畫類複製文物的觸摸導覽、DIY 柿汁刷染杯墊等方式，為特教生打造多感官趣味站點。

推動樂齡觀眾服務

1. 109 年持續擴大樂齡觀眾服務對象，推出多元樂齡教育推廣面向，深化與在地和跨區域機構合作，如臺北仁濟院、大龍老人住宅、至善安養護中心、中崙教會松年大學、朱崙老人公寓、萬華區仁德里、國立臺北護理健康大學社會責任實踐計畫等單位合作辦理樂齡族群客製化系列課程與活動，並邀請學員來院參觀及安排長者專屬導覽。本院亦參與 2020 臺灣創齡藝術節博物館串連，推出樂齡專屬活動，如「來故宮走走—55+ 參觀路線」，將長者參觀博物館之需求與本院設施涵蓋於路線中，期能創造貼心的參觀經驗。
2. 為推廣本院於 108 年與職能治療師共同開發為長者設計之「故宮國寶動動操」，與臺北市士林區健康服務中心、愛迪樂職健康促進團隊職能治療師進行跨領域合作專案，以促進長者身心健康為目標，結合文物欣賞與健康操之概念，設計規劃國寶動動操系列課程。另發展適合長者操作之文物拼圖、國寶動動操遊戲卡等教材，以作為樂齡推廣活動強化長者腦力與手作之輔助。為實踐博物館友善平權之理念，本院與臺北市立聯合醫院合作辦理失智友善藝文組織與藝文天使培力課程，成為失智友善藝文組織，以服務日益趨增的失智人口。109 年樂齡教推活動服務長者共 41 場次。

擴大低度參與觀眾服務

1. 為增進偏鄉學子到訪故宮參訪學習機會，實踐文化平權，提升臺灣學子之美感體驗及文化藝術鑑賞能力，引發學子對藝術興趣，透過「故宮遊藝思—學子嗨 FUN 參訪北部院區」專案，邀請全國高中以下學子參訪故宮北院，總計 260 間學校，7,355 名師生受惠。



故宮 2020 國際博物館日友善平權新實踐

2. 為發揮博物館的教育功能，落實文化近用權，本院開發百萬學子遊故宮教案，特以南院區豐富的典藏文物或展覽為中心開發文化體驗課程，豐富中南部地區文化資源較缺乏的學子藝文體驗活動，並邀請附近學校來院參觀導覽及進行手作體驗課程。109年共159間學校參訪，計13,260人次參與體驗課程；原住民地區及偏鄉學校參訪專案共81間學校來訪，計3,974人次參與課程。
3. 「2020夏日親子藝術月」夏令營，活動保留20位弱勢孩童參與名額，並加開專場藝術工作坊；另親子音樂劇演出邀請天仁扶幼社及善牧基金會等在地弱勢團體參與，以行動落實藝術扎根及文化平權；「2020故宮亞洲藝術節—蒙古月」期間邀請社團法人嘉義市關懷自閉症協會及國立雲林特殊教育學校參觀南院，共計70人參與。
4. 實現本院朝向在地化施政方向，呼應在地需求，提升在地居民交通之便利性及推動在地觀光，實施「敦親睦鄰南院接駁服務案」，接駁鄰近縣市之社區團體及機關至故宮南院參訪，109年接駁服務共計91趟次。
5. 延續「非行少年藝術飛行計畫」，結合本院文物賞析、藝術手作、戲劇、音樂等專業師資，為新竹矯正機關誠正中學青少年收容人規劃跨領域課程，自11月12日起，執行教育活動16場，參與人次共計約420人次。

■ 辦理多元互動的教育推廣活動

為推動本院友善的博物館政策，於109年12月至110年1月辦理「聖誕小隊大作戰—故宮解謎任務」實境解謎遊戲，活動設定結合當期特展「土拿乎—清宮鼻煙壺的時尚風潮」、「國寶聚焦」、「北溝傳奇—故宮文物遷臺後早期歲月」、「兒童學藝中心」，創造觀眾與文物的創意互動方式，並強化觀眾來訪的意願。截至109年12月底，逾3,500名民眾成功兌換過關禮品，推估逾2萬民眾參與遊戲。

於8月辦理兩場次「我在故宮畫畫·文物寫生活動」，提供畫紙與畫筆供觀眾使用，並開放觀眾於正館內進行文物寫生，共吸引550名觀眾共襄盛舉，利用用畫筆記錄所見文物的美好與精巧。

結合時下喜愛拍攝美照的興趣，搭配網路擴散效果，辦理「夏日光影」故宮攝影比賽，邀觀眾至故宮拍攝包含建築物、至善園、至德園、展館空間、展示文物、觀眾、現場服務人員等攝影作品，呈現故宮「夏日光影」的美麗丰采。活動分為專業攝影獎及網路人氣獎，共徵得180件作品，並頒發42項獎項。

本院獲國立臺灣科學教育館邀請，於10月31日至11月15日參與「2020年第一屆臺灣科學節科學市集」，透過文物與科學的跨界結合，提供跨域觀點。據國立臺灣科學教育館統計，10月31日至11月1日及11月14日至11月15日的市集活動總人數逾15,500人次。

於109年12月辦理18場次「故宮創藝家工作坊」活動，以「我的傳家寶」、「隨手好袋」、「杯墊彩繪趣」課程，打造參觀故宮的獨特有趣的經驗，18場次共224名觀眾參與。

本院與臺灣路跑賽會服務協會第二次合作，於10月3日在南院區辦理以「博物館」為主題的賽事—「2020故宮南院馬拉松」，本次活動，跑者除了欣賞南院白天園區之美，更將路跑動線延伸至週邊鄉鎮景點，期帶動南院週邊觀光活絡，本次共計2,500人參加。

■ 打造新型態的智慧服務

為開發博物館與青年觀眾溝通新工具，自109年起開辦「國立故宮博物院 Podcast」節目，與聽眾分享關於故宮的最新展覽、文物故事與博物館任務等內容，邀請院內同仁及各界人士於節目共同對話，以現代生活連結、轉化文物，達到友善、開放、智慧、普世的目標。截至110年1月4日止共上架21集、收聽次數逾26萬，並獲選為Apple Podcast 平臺「年度最愛推薦」。

本院為增進與新世代數位青年族群溝通，自109年1月1日起開辦國立故宮博物院Instagram帳號，以展覽推介、教育活動及文物介紹等，成功吸引年輕族群追蹤，截至109年12月31日粉絲數達2萬餘，將持續以新的數位媒體形式，建立故宮數位新形象，提供國內外觀眾專注故宮相關資訊。

北部院區全新的導覽大廳於109年2月10日對外試營運，並於5月27日正式開幕，成為觀眾探索故宮正館的新起點。新建置的導覽大廳透過直覺友善的科技介面，提供觀眾探索故宮豐富多元的典藏文物及最新展覽訊息。其中長達12公尺的「文物互動導覽牆」，結合了本院歷來所發展的數位典藏元素，可供多位觀眾同時自由瀏覽故宮精選典藏文物，透過基本文物資料與數位資訊，包括圖像、影片、動畫、360度環物模型、釋文等，以多樣角度欣賞文物細節。

南部院區S301導覽大廳於109年12月28日五週年慶之際開展，推出全新開發之「亞洲藝術互動年表」、「沉浸式互動劇場」及「策展人導覽」系列影片專區，以開放資料、提供多元文化宏觀視野、藝術轉譯帶動體驗及情意學習、深入導讀等概念及方式，歡迎所有大小觀眾的到訪及探索，落實博物館智慧、友善、寓教於樂之目標。



■ 故宮北部院區導覽大廳 名品燈箱 清院本 清明上河圖
National Palace Museum Orientation Gallery Interactive Wall – Qing Court Version of “Up the River During Qingming”

Educational Outreach

Despite the COVID-19 pandemic in 2020, NPM continued to fulfill its educational mission by organizing a wide range of programs for audiences of all ages, characteristics, and locations.

Visitor Services

NPM continues to implement its entrance fee structure that has been in place since January 2018. Meanwhile, free admissions are offered as part of NPM's educational mission to the following visitors: ages 18 and under; ages 65 and over (on weekdays); with proof of physical or mental disability; and students in schools that are officially registered with the Ministry of Education.

In 2020, the Northern Branch offered a total of 43,226 free admissions to Taiwanese nationals 18 and below; 16,850 free admissions to foreigners 18 and below; 35,651 free admissions to domestic students; and 8,466 free admissions to persons with disability and their companions. In addition, The Southern Branch offered a total of 70,192 free admissions to persons 18 and below; 28,003 free admissions to individual students; 44,893 free admissions to student groups; and 15,946 free admissions to persons with disability and their companions.

NPM supported the Executive Yuan's "Triple Stimulus Voucher" by introducing a temporary discount package at the end of June 2020. Visitors who used the voucher for their visits were entitled to discounts on admission fee, audio guide rental, dining, and gift shop purchases.

NPM's attendance record for the last five years is detailed in the following chart:

Visitor Statistics 2016–2020

Year	Northern Branch	Southern Branch
2016	4,665,725	1,477,186
2017	4,436,118	991,666
2018	3,860,644	763,053
2019	3,832,373	1,049,262
2020	642,163	1,055,381

Extended Opening Hours

NPM continues to extend opening hours as a means to alleviate overcrowding and improve the quality of the visitors' experience. The Northern Branch opens daily from 8:30 AM and closes at 6:30 PM. Closing time is extended to 9:00 PM on Fridays and Saturdays. However, due to the spread of COVID-19, NPM has temporarily adjusted its opening hours beginning on February 14, 2020 to accommodate museum health and safety maintenance work. The Northern Branch now opens Tuesday to Sunday from 9:00 AM to 5:00 PM and is closed on Mondays; Chang Dai-chien's Residence is closed until further notice; while opening hours of the Southern Branch remain unchanged.

Tour Services

Northern Branch			
Type of Guided Tour		Scheduled Time	No. of Sessions
Scheduled Daily Guided Tours	Chinese language guided tours	09:30; 10:00; 14:30; 16:00	725 tour sessions; 15,425 people
	English language guided tours	10:00; 15:00	88 tour sessions; 825 people
	Weekend family tours	Saturdays and Sundays 10:30; 15:30	66 tour sessions; 600 people
Special Guided Tours	Available languages: Chinese, English, French, Spanish, German, Japanese, Korean	Reservation required	200 tour sessions; 3,457 people
Guided Tours for School Groups		Reservation required	415 groups; 9,253 visits
Guided Tours for Groups of Visitors with Disabilities		Reservation required	20 groups; 815 visits
Guided Tours for Chang Dai-chien's Residence		Reservation required	27 sessions; 246 visits
Audio Guides	Chinese, English, Japanese, Korean, Taiwanese, Hakka, Cantonese, Spanish, French, sign language, audio guides for children	Available for rental	Due to the pandemic, tour guide services were provided to a total of 210,782 individuals and 210,564 groups in 2020.

* An Orientation Gallery was set up at the 1F entrance of Exhibition Hall 1 to be used as visitors' starting point at NPM. Featuring an "Artifacts Interactive Guide" with an intuitive and user-friendly interface, the Orientation Gallery guides visitors through NPM's rich and diverse collection as well as information for the latest exhibitions.

Southern Branch			
Type of Guided Tour		Scheduled Time	No. of Sessions
Scheduled Daily Guided Tours	Chinese language guided tours	10:00 15:00	628 tour sessions; 6,510 people
	English language guided tours	10:30 14:30	N/A
	Weekend family tours	10:00 14:00	5 tour sessions; 42 people
Guided Tours for School Groups		Reservation required	630 groups/61,447 visits
Guided Group Tours for Visitors with Disabilities		Reservation required	25 groups/1,388 visits
Audio Guides	Chinese, English, Japanese, Korean, Taiwanese, Hakka, Thai, Indonesian, Burmese, Vietnamese	Available for rental	Audio guide services were provided to a total of 38,647 individuals and 109,123 groups

* Located on the 2nd floor entrance of the Southern Branch, the Orientation Gallery provides an overview of the NPM Southern Branch, its permanent exhibitions, and gallery floor plans with digital technology.

Visitor Services

1. Information Desk: Information about NPM and its exhibitions is available in Chinese, English, and Japanese.
2. Gallery Service: Service personnel are available on exhibition floors to provide immediate assistance to visitors.
3. Wireless Internet Service: Wireless Internet access is available in all public areas.

Brochures and Pamphlets

1. NPM Newsletter is available in Chinese, English, and Japanese. They provide readers with the latest on exhibitions, outreach activities, publications, and visitor information. Copies of the newsletter are mailed to libraries, hotels, cultural institutions, and travel agencies. A total of four issues and 76,000 copies were published in 2020.
2. Pamphlets, posters, signboards, certificates, and certificates of gratitude are designed and printed for various exhibitions and events to promote NPM's educational outreach efforts.
3. In 2020, 300,000 copies of museum maps were printed in seven languages, including Chinese, English, Japanese, Korean, Thai, Vietnamese, and Indonesian. The content has been revised accordingly to align with changes in exhibitions, events, and facilities in the museum.

Response to Visitors' Feedback

1. Visitor Suggestions: In 2020, the Northern Branch received 100 visitor suggestions and comments: 40 of them were related to exhibitions, 11 were related to facilities, and 49 were related to service quality. The Southern Branch received 222 visitor suggestions and comments in 2020: 45 of them were related to exhibitions, 64 were related to facilities, and 113 were related to service quality. A total of 2,378 inquiries were made through the Facebook page. NPM averaged a less than one hour response time and maintained an above 90% response rate on the Facebook fan page.
2. "Service Quality Improvement" Meetings: NPM organizes internal "Service Quality Improvement" meetings on occasion to explore improvements and solutions to visitors' opinions.
3. Annual Visitor Satisfaction Survey: According to the 2020 Annual Visitor Satisfaction Survey, 98.1% of respondents at the Northern Branch and 99.4% of respondents at the Southern Branch were overall satisfied with their visits to NPM.

Art Seminars

NPM organizes Winter and Summer Art Seminars every year to introduce the public to NPM's collections and to promote art appreciation in daily life. However, due to the pandemic, the Northern Branch canceled its 2020 Winter Art Seminar and only hosted a Summer Art Seminar instead. In addition to the art seminars, NPM collaborated with Taipei Public Library Main Library to organize "A Gathering of National Treasures" on July 27 and 28, 2020, and later cooperated with National Central Library on August 1, 2020 to host a "Treasures of the NPM × Pleasures of Learning in National Central Library Art Course." A total of 17 of the above workshop sessions were held for 2,240 participants; course details are provided in the following

chart. Southern Branch canceled both its 2020 Winter Art Seminar and Summer Art Seminar, and will begin hosting exhibition-related seminars after the opening of "The Khubilghan: The Incarnated Lamas of the Qing Dynasty and Related Artifacts."

2020 Summer Art Seminars

Date	Topic	Speaker
2020 "A Gathering of National Treasures"		
07/27	Tour Through NPM Treasures	Shen-Heng Luo/NPM Senior Volunteer Tour Guide
07/27	"Between Real and Imaginary--Jade at the NPM"	Ching-Liang Tsai/Assistant Curator of NPM's Department of Antiquities
07/27	"Paintings of NPM"	Yu-Chen Liu/Assistant Professor of National Chengchi University Department of History (former Associate Curator of NPM's Department of Painting and Calligraphy)
07/28	"The Margins, Things, Fragrances, and Blessings of Books"	Chi-Kang Tseng/Assistant Curator of Department of Rare Books and Historical Documents
07/28	"The NPM's Landscape Paintings in 100 Minutes"	Shih-Hua Chiu/Assistant Curator of NPM's Department of Painting and Calligraphy
07/28	"Longing for Nature: NPM's Porcelain Collection from Tang and Song Dynasties"	Yuh-Shiow Chen/Assistant Curator of NPM's Department of Antiquities
2020 "Treasures of the NPM × Pleasures of Learning in National Central Library Art Course"		
08/01	"Between Real and Imaginary--Jade at the NPM"	Ching-Liang Tsai/Assistant Curator of NPM's Department of Antiquities
08/01	"Flowers and Leisure: Vases from Government Officials of Ming and Qing Dynasties"	Yuh-Shiow Chen/Assistant Curator of NPM's Department of Antiquities
"NPM Academy--A Museum Full of Knowledge" (Summer Artifact Workshop)		
08/27	"Embracing Sites/Sights: Scenic Landscape Painting in Modern Chinese Art"	Yu-Chen Liu/ Assistant Professor of National Chengchi University Department of History (former Associate Curator of NPM's Department of Painting and Calligraphy)
08/27	"The Expressive Significance of Brush and Ink: A Guided Journey Through the History of Chinese Calligraphy" and Dong Qichang's Manuscript of [Shiqi Tie]	Chien-Chih Chen/Assistant Curator of NPM's Department of Painting and Calligraphy
08/27	"New Media, New Horizon--NPM New Media Art Exhibition"	Li-An Pu/Assistant Curator of NPM's Department of Education, Exhibition and Information Services
08/28	"Events Cast in Bronze--Legacy and Changes of Bronzeware"	Hsiao-Yun Wu/Associate Curator of NPM's Department of Antiquities
08/28	"Snuff: The Trend of Snuff Bottles from the Qing Court"	Yi-Li Hou/Associate Curator of NPM's Department of Antiquities
08/28	"Overview of NPM's Book Design and Maintenance"	I-Chun Kao/Assistant Curator of NPM's Department of Registration and Conservation
08/29	Special exhibition of "Story of an Artistic Style: The Imperial Porcelain with Painted Enamels of the Kangxi Emperor"	Pei-Chin Yu/Deputy Director of NPM
08/29	"Thinking of You' between Yuan Zhen and Bai Juyi -- Gems from the National Palace Museum's Collection of Rare and Antiquarian Books"	Yuan-Ting Hsu/Associate Curator of NPM's Department of Rare Books and Historical Documents

Date	Topic	Speaker
08/29	"Preventing Illnesses: Theories on Disease and Health in NPM's Medical Book Collection"	Shih-Hsun Liu/Assistant Curator of NPM's Department of Rare Books and Historical Documents

Lectures and Guides

Through its educational outreach efforts, the NPM shares knowledge about its collection, promotes cultural equality, and attracts audiences into the museum, where they can enjoy exhibitions, lectures, and other programs. Every year, NPM organizes lectures that relate to special exhibition themes and invites Taiwanese and international experts and scholars to share their information with visitors. The museum also produces videos related to its special exhibitions to promote a deeper understanding of Chinese art history and aesthetics.

Date	Topic	Speaker
Lecture on "The Four Quarters Come to Court: A Special Exhibition of Envoys Presenting Tribute"		
02/04	"Japan's Study on 'Portraits of Periodical Offering of Liang' -- About Historical Values"	Lee Songsi/Professor at Waseda University
Speech on "NPM's Collection of Astronomical Literature and Historical Events"		
06/24	Speech on "NPM's Collection of Astronomical Literature and Historical Events"	Wei-Chiang Chou/Former Associate Curator of NPM's Department of Rare Books and Historical Documents
Speech on "Tibetan Culture and Faith"		
06/30	"Learn More about Plants, Birds, and Animals--A Look at the NPM Bird Show"	Kuo-wei Liu/Researcher of NPM's Department of Rare Books and Historical Documents
Speeches Related to "The Khubilghan: The Incarnated Lamas of the Qing Dynasty and Related Artifacts"		
07/10	"Historical and Cultural Highlights in 'The Khubilghan: The Incarnated Lamas of the Qing Dynasty and Related Artifacts'" (Southern Branch)	Kuo-Wei Liu/Researcher of NPM's Department of Rare Books and Historical Documents
08/29	"Painting and Embodiment of Buddha -- Buddha Body and Effects on the Tibetan Buddhism Culture"	Mr. Pai-Chung Chen/Founder of Garuda
09/05	"[The Tibetan Dragon Sutra Compiled] from Kangxi's Court"	Ming-Chu Feng/Former Director of NPM
09/26	"The 3rd Changkya, 6th Panchen Lama, and Emperor Qianlong"	Tzu-Yin Chung/Assistant Curator of NPM's Southern Branch
10/16	"Characteristics of Geluk School of Tibetan Buddhism in Qing Dynasty"	Sonam Wangyal/Part-time Assistant Professor of Dharma Drum Institute of Liberal Arts Department of Buddhist Studies
10/17	"Mongolian Music Fest -- Intangible Cultural Heritage of Mongolia"	Huei-Chen Chi/Secretary-General of Mongolian Culture Association, R.O.C.
11/16	"Historical and Cultural Highlights in 'The Khubilghan: The Incarnated Lamas of the Qing Dynasty and Related Artifacts'" (Northern Branch)	Kuo-Wei Liu/Researcher of NPM's Department of Rare Books and Historical Documents
12/03	"Offerings from Geluk Tulku and Arts of the Qing Court"	I-Man Lai/Associate Curator of NPM's Department of Education, Exhibition and Information Services
12/12	"Seal of Changkya and Seal of Kanjurwa"	Chung-Hsiung Hai/Chief at Mongolian & Tibetan Cultural Center, Ministry of Culture

Date	Topic	Speaker
12/19	"Structure of 'Panchen Pagoda' in Xihuang Temple"	Wen-Ling Chang/Researcher of NPM's Department of Education, Exhibition and Information Services
12/26	"Figures of Amitayus Buddha in Qing Court"	Hui-Hsia Chen/Associate Curator of NPM's Department of Antiquities
12/30	"International Tibetan Buddhism Studies on Rin-po-che as an 'Intellect'"	Nai-Hua Chen/Postdoctoral researcher of National Chiao Tung University Department of Humanities and Social Sciences
Speeches Related to "Our Beloved Treasures" Exhibition		
07/26	"The NPM's Landscape Paintings in 100 Minutes"	Shih-Hua Chiu/Assistant Curator of NPM's Department of Painting and Calligraphy
07/26	Introduction to National Treasures: "Bamboo of Peace Through the Year," "Kiosk High and Lofty," and "Fishermen Returning on a Frosty Bank"	Shih-Hua Chiu/Assistant Curator of NPM's Department of Painting and Calligraphy
Speeches Related to the Special Exhibition "She & Her: on Women and Their Art in Chinese History"		
10/22	Planning for the exhibition of "She & Her: On Women and Their Art in Chinese History"	Fang-Ru Liu/Head of NPM's Department of Painting and Calligraphy
10/29	"How to Appreciate Ancient Paintings of Women?"	Yen-Chuan Ho/Associate Curator of NPM's Department of Painting and Calligraphy
11/12	"Women as Portrayed in Bibliographies in Ming and Qing Dynasties"	Jolan Yi/Professor at National Taiwan University Department of History
11/26	"Portrait Paintings of Women in Ming and Qing Dynasties -- Absence of Talented Beauties"	You-Heng Feng/Adjunct Professor at National Taiwan University of Arts Department of Painting and Calligraphy Arts
12/10	"Cultural Implications of the Feminine Image"	Meng-Ching Ma/Associate Professor at National Tsing Hua University Institute of History and Center for General Education
Speeches relating to "2020 NPM Asian Art Festival :Mongolian Month"		
10/09	"Forever Sulide"	Muren Hsi/Poet
10/17	"Mongolian Music Fest -- Intangible Cultural Heritage of Mongolia"	Huei-Chen Chi/Secretary-General of Mongolian Culture Association, R.O.C.
10/17	"Mongolia of the Past and Current Day -- Naadam"	Jack Hsu/Former representative of tourism, Mongolia
10/24	"Mongolian Culture of Mountain Worship and Hunting"	Chung-Hsiung Hai/Counselor for the Ministry of Culture
10/24	"Vast Desert under a Blue Sky -- Cultural Heritage of Mongolia to the World"	Kuo-Han Chen/Travel writer
10/31	"Essential Knowledge on Mongolians: The Society, Culture, and Current State"	Mei-Hua Lan/Associate Professor at National Chengchi University Department of Ethnology
Fifth Anniversary of the Southern Branch		
12/26	Special exhibitions of "Our Beloved Treasures" and "Trees"	Jung-I Lin /Assistant Curator of NPM's Southern Branch Wan-Hsuan Lin/Assistant Curator of NPM's Southern Branch
2021/01/02	"Curio Boxes of Qianlong Emperor"	Pei-Chin Yu/Deputy Director of NPM

Date	Topic	Speaker
2021/01/10	"Imprints of Buddhas and The Art and Culture of Tea in Asia"	Han-Yun Cheng/Assistant Curator of NPM's Southern Branch Tzu-Yin Chung/Assistant Curator of NPM's Southern Branch
Screening of film - The Legacy of Chen Uen		
12/27	Film screening: "The Legacy of Chen Uen"	None
12/27	Film screening: "The Legacy of Chen Uen"	None

The curatorial team hosted special guided tours titled "A Walk With the Curator" to promote NPM's special exhibitions. The size of each tour is between 25 and 40. Details of special guided tours are presented in the following:

Date	Topic	Speaker
01/22	Interview with the curators for "Our Beloved Treasures" and "Up the River During Qingming" exhibitions	Yen-Chuan Ho/Associate Curator of NPM's Department of Painting and Calligraphy Wen-E Tung/Assistant Curator of NPM's Department of Painting and Calligraphy Yuh-Shiow Chen/Assistant Curator of NPM's Department of Antiquities Sheng-Wen Luo/Assistant Curator of NPM's Southern Branch
06/09	Interview with curators of "A Space for Brush and Ink: Appreciating Painting and Calligraphy in the National Palace Museum Collection" exhibition	Yen-Chuan Ho/Associate Curator of NPM's Department of Painting and Calligraphy
08/18	Interview with curators of "The Khubilghan: The Incarnated Lamas of the Qing Dynasty and Related Artifacts" exhibition	Tzu-Yin Chung/Assistant Curator of NPM's Southern Branch Hui-Hsia Chen/Associate Curator of NPM's Department of Antiquities
09/05	First guided tour for "Embracing Sites/Sights: Scenic Landscape Painting in Modern Chinese Art"	Yu-Jen Liu/Assistant Professor at National Chengchi University Department of History
09/06	First guided tour for "Spotlight on National Treasures (109-III)"	Wan-Ru Lin/Assistant Curator of NPM's Department of Painting and Calligraphy
09/19	Second guided tour for "Embracing Sites/Sights: Scenic Landscape Painting in Modern Chinese Art"	Yu-Jen Liu/Assistant Professor at National Chengchi University Department of History
10/17	First guided tour for "Snuff: The Trend of Snuff Bottles from the Qing Court"	Yi-Li Hou/Associate Curator of NPM's Department of Antiquities
10/17	Second guided tour for "Spotlight on National Treasures (109-III)"	Wan-Ru Lin/Assistant Curator of NPM's Department of Painting and Calligraphy
10/31	First guided tour for "She & Her: On Women and Their Art in Chinese History"	Yan-Chiuan He/Associate Curator of NPM's Department of Painting and Calligraphy
11/07	First guided tour for the special exhibition "Story of an Artistic Style: The Imperial Porcelain with Painted Enamels of the Kangxi Emperor"	Pei-Chin Yu/Deputy Director of NPM
11/14	Guided tour for "Spotlight on National Treasures (109-IV)"	Chien-Chih Chen/Assistant Curator of NPM's Department of Painting and Calligraphy
11/21	Second guided tour for "She & Her: On Women and Their Art in Chinese History"	Hua-Chih Chang/Officer of NPM's Department of Painting and Calligraphy
11/28	First guided tour for "The Beigou Legacy: The National Palace Museum's Early Years in Taiwan"	Tai-Han Lee/Assistant Curator of NPM's Department of Rare Books and Historical Documents

Date	Topic	Speaker
12/12	Third guided tour for "She & Her: On Women and Their Art in Chinese History"	Shu-Fang Cheng/Assistant Curator of NPM's Department of Painting and Calligraphy
12/19	First guided tour for "The Khubilghan: The Incarnated Lamas of the Qing Dynasty and Related Artifacts"	Kuo-Wei Liu/Researcher of NPM's Department of Rare Books and Historical Documents
12/26	First guided tour for "Appraisal of the Past: The Imperial Bronze Collection During the Qianlong Reign"	Li Chang/Assistant Curator of NPM's Department of Antiquities
12/26	Interview with curators of "Trees: From Beliefs to Emotional Resonance" exhibition	Jung-I Lin/Assistant Curator of NPM's Southern Branch Wan-Hsuan Lin/Assistant Curator of NPM's Southern Branch
12/31	First guided tour for "Story of an Artistic Style: Imperial Porcelain with Painted Enamels of the Qianlong Emperor"	Pei-Chin Yu/Deputy Director of NPM

"Living Space Creativity Course - Artifact and Innovation" introduced in collaboration with the National Taiwan University of Science and Technology in 2020

Date	Topic	Speaker
09/24	"Artifacts You Don't Know About - Rediscover the National Palace Museum"	Pei-Chin Yu/Deputy Director of NPM
10/08	"Chinese Landscape Paintings in 100 Minutes"	Shih-Hua Chiu/Assistant Curator of NPM's Department of Painting and Calligraphy
10/15	"Basic Forms of Beauty and Aesthetics in Chinese Painting and Calligraphy"	Ling-Kuang Fang/Assistant Curator of NPM's Department of Painting and Calligraphy
10/22	"Porcelain of Empress Dowager Cixi: The Design Origin"	Yuh-Shiow Chen/Assistant Curator of NPM's Department of Antiquities
10/29	"Creativity of Ancient Artifacts and Lifestyle"	Yi-Li Hou/Associate Curator of NPM's Department of Antiquities
11/05	"Calligraphy as An Art Specie"	Sung-Fen Wu/NPM Department of Painting and Calligraphy/Assistant Curator
11/12	"Unboxing NPM's Most Abundant Collection -- Creativity in Books and Documents"	Yuan-Ting Hsu/Associate Curator of NPM's Department of Rare Books and Historical Documents
11/19	"From Court Collection to Cultural and Creative Design"	Teng-Hsien Kao/Section Chief of NPM Department of Cultural Creativity and Marketing

"Children's Gallery and Exhibition Design Practical Workshop" organized in conjunction with National Taiwan Museum and Lanyang Museum in 2020

Date	Topic	Speaker
12/18	"Breakdown of Children's Exhibition"	Chao-Ling Kuo/Assistant Curator of NPM's Exhibition Planning Team
12/18	"Imaginations and Realities of Updating Children's Gallery"	Ren-I Peng/Research Assistant of Exhibition and Education Team, Lanyang Museum
12/18	"Blending Technology and Aesthetics in Children's Exhibition"	Chia-Lun Liu/Assistant Curator of NPM's Department of Education, Exhibition and Information Services

Speeches delivered per invitation from other institutions in 2020

Date	Organizer	Topic	Speaker
01/04	Consortium Chinese Floral Arts Foundation	"Artifacts You Don't Know About: Rediscover the National Palace Museum"	Pei-Chin Yu/Deputy Director of NPM
10/21	History Education Resource Center	"Encounter and Exchange of Eastern and Western Cultures through Porcelain with Painted Enamels of the Kangxi Emperor -- From the Perspective of Story of an Artistic Style"	Pei-Chin Yu/Deputy Director of NPM
10/21	History Education Resource Center	"Encounter and Exchange of World Cultures through the History of Snuff Bottles"	Yi-Li Hou/Associate Curator of NPM's Department of Antiquities

Artistic Performances and Activities

"NPM Southern Branch Afternoon Tea" Performance Arts Event

NPM continues to cooperate with Yunlin County Government, Chiayi County Government, Tainan Municipal Government, and other local cultural and educational institutions to organize performances at the NPM Southern Branch— thereby strengthening connections with the Central and Southern Taiwan region and at the same time, promoting artistic and cultural activities in the local communities. "NPM Southern Branch Afternoon Tea" is held every Saturday at 3:00 PM, during which a variety of performances, including Chinese and Western music, dance, opera, folk art, and magic shows are performed. A total of 31 sessions of "NPM Southern Branch Afternoon Tea" were held in 2020 to a total audience size of 24,321.

2020 NPM Asian Art Festival: Mongolian Month

The NPM's Southern Branch has been hosting the "NPM Asian Art Festival" every year since 2017, featuring a specific Asian country or region each year. The 2020 festival focused on Mongolia and included a replica of a traditional Ger house as well as programs on Mongolian culture and history such as games, costumes, book fair, 12 creative workshops, seven art performances, and eight lectures. They were planned in conjunction with the museum's anniversary and the opening of "The Khubilghan: The Incarnated Lamas of the Qing Dynasty and Related Artifacts" exhibition throughout October. These diverse activities offered visitors the opportunity to experience many aspects of Mongolian culture. The festival attracted 134,414 participants between September 26 and November 1.

"Cross-Domain Experiment Show" Plan

In an effort to further relate the NPM to contemporary culture and make its collection more accessible to the public, the museum introduced "NPM Weekend Night Performing Arts Activities" in 2018, which later transitioned into the "Cross-Domain Experimental Performance" program. This program invites contemporary performance artists, visual artists, and other industry professionals to produce events inspired by the NPM's exhibitions and collections, then showcase inside the NPM's common areas, thus turning the museum into a contemporary cultural performance platform. For example, an outdoor puppet show titled "Flying Ships and Sea Monsters" was performed on August 15 and 29 during the "2020 NPM Summer Arts Festival." The show was produced by The Puppet and It's Double Theater

exclusively for NPM, and it turned many of the sea creatures depicted in NPM's "Illustrated Album of Sea Oddities" into large puppets to deliver a unique viewing experience. The addition of these educational activities and multi-sensory experiences help enrich visitors' experience at NPM.

Date	Performance Title	Performer(s)
08/15	Outdoor puppet show - "Flying Ships and Sea Monsters"	Puppet & Its Double Theater
08/29		
10/10	"2020 NPM Asian Art Festival: Mongolian Month" National Day special performance - "Songs, Music, and Dances of Mongolia"	Tumeng Qiqige, Li-Ting Peng, Pei-Chuan Lin, Contemporary Dance Troupe, Unid
"NPM Friends from the South" -- South and Southeast Asian Art and Cultural Performances		
December	NPM "Friends from the South" series - Short video of NPM and nearby places of interest in Indonesia	Taiwan One-Forty Migrant Education and Cultural Association

"2020 Orienteering NPM-Mastery of the Six Arts"

NPM, in association with the Taoyuan City Orienteering Association, organized a series of orienteering activities with fun competitions and quizzes centered around NPM artifacts. The explored areas not only include the NPM campus, but also nearby institutions and schools such as the Taiwan Soka Association, Shung Ye Museum of Formosan Aborigines, Taipei Municipal Zhishan Junior High School, and Wesley Girls High School. Through this event, NPM hoped to engage orienteering enthusiasts, teenagers, and parents in diverse cultural experiences and present them with interesting knowledge about NPM's artifacts that may help attract visitors to the museum. This event was held on October 17, 2020 and attracted nearly 700 participants.

Education and Training

Teacher Empowerment Programs and Educational Resources

1. Together with the History Education Resource Center, the NPM hosted a teachers' workshop on October 21, 2020 titled "Encounter and Exchange of World Cultures Through Artifact History" for the 2020 academic year. Later on November 25, NPM invited teachers to visit special exhibitions "Snuff: The Trend of Snuff Bottles from the Qing Court" and "Story of an Artistic Style: The Imperial Porcelain with Painted Enamels of the Kangxi Emperor." Deputy Director and exhibition curator Pei-chin Yu and section chief Yi-Li Hou shared the concepts, displays, plans, and cultural implications of the respective exhibitions. A total of 65 teachers participated with the intention of designing teaching materials related to the learnings from the workshop.
2. Following the design of a board game themed around Qianlong's tour to Southern China, the introduction of "Real-Life Puzzle Game" for the Children's Gallery, and special exhibition openings such as "Spotlight on National Treasures," "The Beigou Legacy," and "Snuff Bottles" in 2020, NPM organized a teachers' workshop titled "NPM Board Game and Real-life Puzzle Game as Teaching Materials" on December 5, 2020. It tied all the above elements into practical teaching materials. A total of 60 teachers participated in the workshop.

3. NPM worked with six other museums—including Shung Ye Museum of Formosan Aborigines, NTU Museum of Anthropology, National Taiwan Museum, Academia Sinica Museum of the Institute of Ethnology, Beitou Museum, and National Museum of Prehistory—in an “Inter-Museum Collaboration Project for Education Resources of Indigenous People” to provide services including 3D modeling of indigenous artifacts, development of cross-cultural teaching materials, and museum visits for schools with indigenous students. A total of 25 educational sessions have been organized since October 20 for a total of 712 visitors.
4. By organizing the “National Palace Museum – Pop Up Exhibitions” at 12 locations throughout Taiwan (Taipei Medical University, Zhonggang Elementary School, Lixing Elementary School, Hu Lin Primary School, Hua Lung Primary School, Datong Elementary School, Nantou Junior High School, Lin-Yuan Elementary School, Chung-Shing Elementary School, Timur Elementary School, Hualien Smart Education Center, and Pei Nan Junior High School), the NPM showcased the fruitful results of its digital education outreach initiatives. The exhibition includes portable digital interactive tools and gamified educational programs. The featured works have been designed under STEAM educational principles and the 2019 Curriculum Guidelines set by the Ministry of Education to facilitate teaching by middle school and elementary school teachers.

Creative Workshops for Children, Families, and Youth

1. Driven by accessibility goals, NPM continues to organize the “Children and Youth Affairs Promotion Panel” as a means to empower young people’s rights to cultural education. Thirteen experts and scholars from academia industry influencers from across various fields such as social media, new media and arts, digital education, innovation, and technology were invited to the panel, including two youth representatives chosen from the Small Business Innovation Research program. Members for the second edition of the Children and Youth Affairs Promotion Panel were appointed on January 1, 2020, and the panel held two meetings on January 16 and July 2, 2020.
2. NPM also introduced an “NPM Campus Ambassador Program” in 2020 to expand connections with the younger generation. By having a campus ambassador promoting NPM’s activities among their peers, the museum hopes to attract students and make itself a resource for their studies. The program received applications from a total of 80 students from higher educational institutions, and 14 of whom were chosen as campus ambassadors after interviews.
3. In an effort to promote the special exhibition “Up the River During Qingming” and attract visitors to enjoy the scenery of blossoming flowers, NPM’s Southern Branch held its First “Children and Teenager Sketching/Painting Competition” on March 14, 2020 and received a total of 321 participants. Forty-seven winning artworks were displayed on the square outside of Southern Branch Children’s Creative Center for two weeks.
4. NPM’s Southern Branch Children’s Creative Center organized a variety of family activities related to the themes of its special exhibitions. These activities used a diverse range of learning approaches such as storytelling, family coordination, and handicraft to enrich visitors’ understanding of the art and artifacts exhibited. The Southern Branch organized 88 of such activities in 2020 and received a total of 12,274 participants. The Southern Branch’s Children’s Creative Center also decorated its theater space with a Mongolian theme in 2020 to celebrate its culture. The event received 288,890 visits in 2020.

5. The Southern Branch hosted “ NPM’s 2020 Children’s Art Festival “ based on the exhibition “Curio Boxes of Qianlong Emperor,” where one of the galleries was transformed into a giant curio box-like maze for an escape room game. Other activities including an overnight summer camp, paper-carving, family art workshop, light and fountain show, a theatrical performance featuring 400 drones and modern dance, and a musical performance called “The Wedding Mouse” were also held at the Southern Branch during this time period to keep children and parents entertained throughout the summer season. The event began on July 10 and ended on August 30, attracting a total of 410,033 visitors.
6. NPM organized a “Solar Eclipse Viewing” event on June 21, 2020, in anticipation of this rare astronomical phenomenon. Astronomy experts from National Chung Cheng University and more than 200 students from Yunlin and Chiayi areas were invited to a visit at the NPM’s Southern Branch. A seminar titled “Scientific Explanation and Observation of Rare Astronomical Phenomenon” was held to introduce participants to solar eclipse. The Southern Branch also deployed four telescopes outdoors, assigned professionals to provide information, streamed the entire event online, and coordinated with Solar Exploration Center to provide coverage. Approximately 20,000 people had participated in the event.
7. The NPM Children’s Gallery was temporarily closed for six months in 2020 for reinstallation, and reopened on July 1 to receive 53,999 visits by December 2020. The gallery has a new emphasis on spatial planning and exhibition design, with enhanced intergenerational learning and accessibility features for visitors of all generations and characteristics. The gallery also uses new technology to showcase ancient art and artifacts, and making the exhibition space into an immersive digital experience. Each interactive learning device has been customized to further enhance NPM’s artifact and painting collections. The gallery has adopted a game-based experience design that mimics an animated book of NPM’s collections.

Two sessions of the NPM-exclusive musical performance titled “Mice Rocker” were held in July at Wenhuitang Auditorium to a total audience size of 462. NPM also jointly organized eight sessions of “NTCH Arts Playland” with the National Theater and Concert Hall in September to a total audience size of 320. Forty sessions of “Sea Monster Workshop - Holiday Drama Guide” were held between October and December to a total of 2,224 participants.

8. In 2018, NPM joined other museums in Taiwan for a “Hand-in-Hand Family Friendly Museum Action” initiative to advocate support for visitors’ interests, including children and parents, and to facilitate the exchange of professional practices with peers. A total of 18 museums have joined the initiative to date.

In 2020, the NPM hosted a number of forums on the topic “Museum Children’s Exhibition Design” at various natural science, history, human culture, and art museums that had undergone similar programs. This included a “Children’s Gallery and Exhibition Design Practical Workshop” that encompassed one workshop session to exchange practical experience and three sessions of on-site visits. These events enabled participants to personally learn how each museum has adopted new technologies to make children’s exhibition space a friendly place to play and learn.

9. NPM held a “Youth Summer Creativity Workshop - National Palace Museum AR Workshop” between July and August 2020 to demonstrate how to incorporate modern technologies to present ancient art and artifacts in a new way. Using the “Spark AR” software, participants were taught to create “AR filters” on mobile phones and use cameras to achieve effects such as “entering the painting” or “changing character outfits.” This workshop has been part of NPM’s efforts to connect with a tech-savvy, younger audience and teach them the importance of art in everyday lives. A total of five sessions were held, and 100 junior/senior high school students participated in the event.

NPM also held six handicraft sessions as part of its “Summer Arts Festival - Youth Workshop.” These included four sessions of “Aroma Stone Workshop,” and two sessions of “Ink-Making Workshop”. A total of six sessions were held, and 170 youth visitors participated in the event.

10. NPM Youth Culture Ambassador Training Program: Inspired by the “character-driven” focus of the 2019 curriculum, the 2020 “NPM Youth Culture Ambassador Training Program” was designed to encourage a younger audience to volunteer and take part in museum services. In addition to developing characters of “autonomy,” “communication,” and “social engagement,” these cultural ambassadors also facilitate NPM’s connection with the young audience. This year’s training courses were held on August 4–7 and August 11–12. For the first time ever, the courses incorporated elements of “sensory,” “artifact exploration,” and “description and sharing,” in which the participants were guided towards establishing new connections with museum space and its collections through different senses. In different areas within the museum, participants were asked to use body language to express artifacts including “Jade Hooked Cloud-Shaped Pei Ornament,” “Square Ding Cauldron with Ya Chou Emblem,” and “Chime-Bell of Zi-fan,” and their expressions were documented on film to serve as a new presentation for the timeless pieces. Youth culture ambassadors that completed the training were assigned to tour guide services for the “The Epitome of Aesthetics – New Media Art Exhibition” between September and December.

Volunteer Recruitment and Training

NPM draws support from private resources and consistently recruits individuals who have a keen interest in arts and culture and are willing to assist in educational volunteer work. NPM also trains its volunteers. By the end of December 2020, the Northern Branch had 481 volunteers (including 451 adult volunteers and 30 high school volunteers). In addition, the Southern Branch had 250 volunteers (including 220 adult volunteers and 30 youth volunteers) total.

Aesthetic Education Promotion

1. Working with Taiwan’s Ministry of Education’s 12-Year Basic Education Curriculum Guidelines, the NPM collaborated with schools below the senior high level in planning a flexible curriculum of aesthetic education. In addition, the NPM also signed an education promotion agreement with the New Taipei City Government to introduce courses that integrate the museum’s art and artifacts—therefore bringing art exhibitions into the classrooms. Through these efforts, the NPM was able to associate its mission and art collection with school courses, engage in a dialogue with the education sector, present itself as a viable resource to school teachers, and facilitate better understanding and use of NPM’s vast resources among school teachers. A total of 3,935 teachers and students participated in the program. Please refer to the following chart for details:

Participating Schools	Course Title	Course Description
New Taipei City Makers' Party at NPM	"Maker Party - Up the Rivers of New Taipei City "	Inspired by “Up the River During Qingming,” the New Taipei City Makers' Market community organized a two-day event at NPM square and Zhishan Garden featuring six distinctive themes: food, clothing, living, travel, education, and entertainment.
New Taipei Jin-Shan Maker Education and Technology Center	"NTPC Maker - Tour Bus Maker"	NPM planned a course in conjunction with teachers from New Taipei City specifically for remote schools in Taiwan. Traveling by a dedicated bus and bringing along medical and artisanal-related artifacts from the museum's permanent collection, the teachers delivered knowledge about Covid disease prevention.
New Taipei Municipal Banqiao Senior High School	Museum-school collaborative teaching program “An Eye for National Treasures”	In preparation for “Facets of Authority: A Special Exhibition of Imperial Portraits from the Nanxun Hall,” scheduled to open during the first quarter of 2021, NPM engaged New Taipei Municipal Banqiao Senior High School in a museum-school collaborative teaching program to incorporate imperial portraits into classroom courses. Furthermore, elements such as design logic, assistive tool development, and digital fabrication technology were introduced so that students could better understand the needs of the visually impaired, have empathy towards them, as well as develop the ability to solve problems. Students were also instructed to come up with ideas to optimize the visitors' experience for the visually impaired, and their creations were presented along with this exhibition. Through this event, NPM hoped to provide visually impaired audiences with better access to the museum's treasures and promote cultural equality.

- In 2020, NPM applied for a subsidy from the Ministry of Education to continue its collaborative aesthetics program with Hsinchu Municipal Hsiangshan Primary School. The program incorporated NPM’s artifacts into the school’s courses and aims to help students develop a sense of aesthetics in line with the 12-year basic curriculum that may grow to benefit other subjects. A total of 186 students had participated in the program.
- In conjunction with the exhibition - “A Special Exhibition on Agarwood and the Culture of Incense,” NPM organized a “Scent Bottle Making” activity for first to sixth grade elementary school students and their parents, and took this opportunity to introduce participants from the court’s agarwood collection, uses of scented wood furniture, appreciation of scent in ancient times, and finally the health and relaxation uses of scent in modern days. Four sessions of this activity were held each with an audience size of 32 (children + adult) per session and 128 total.
- Design of teaching materials based on historical scenarios: Inspired by NPM’s painting collections and Emperor Qianlong’s inspection in southern China, NPM produced 1000 sets of “Seek and Search” board games as teaching aids and accepted order requests from schools all over Taiwan. Through these teaching aids, NPM hoped to arouse students’ interest in the museum and its collections.

- In an attempt to promote aesthetics and culture education, NPM produced five special “Teaching Toolboxes” for the Southern Branch in 2020, each carrying a distinctive theme including “Market Place,” “Tea,” “Fashion,” “Storage,” and “Treasure.” Through these toolboxes, NPM has made many of its artifacts and elements of Asia’s rich cultures into items that can be held and observed up close for educational purposes. Between May and September 2020, NPM demonstrated the use of these teaching toolboxes at 20 rural junior high/elementary schools in northern, central, and southern Taiwan.

Internships

The NPM’s Department of Education, Exhibition, and Information Services in Taipei, in conjunction with the NPM’s Southern Branch in Chiayi, offer summer and winter internship programs to help tertiary students develop practical work experiences in the museum field. A total of 59 interns from National Taiwan Normal University, National Yunlin University of Science and Technology, National Chiayi University, National Cheng Kung University, Tainan National University of the Arts, National Taipei University of Education, Taipei National University of the Arts, National Central University, National Taiwan University of Arts, National Taiwan University, National Taipei University, National Chengchi University, National Taiwan Ocean University, Soochow University, Fu Jen Catholic University, Tamkang University, Shih Chien University, Tatung University, Wenzao Ursuline University of Languages, and Pennsylvania State University participated in the internship program in 2020.

Museum Talent Development Plan

- NPM introduced a “Museum Talent Development Plan” that draws resources from tertiary institutions and society to develop talents specifically for the professional needs of museums. Through broadened cultural participation and industry collaboration, the plan aims to expand students’ knowledge about museums and ultimately contribute to its operation.
- In 2020, NPM supported a total of nine academic institutions, including Taipei Medical University, Oriental Institute of Technology, Tunghai University, National Yunlin University of Science and Technology, National Chiayi University, National Chung Cheng University, Tainan University of Technology, Southern Taiwan University of Science and Technology, and Wenzao Ursuline University of Languages for a total of nine projects including “Stories of Artifacts: Tunghai University General Knowledge Course of National Palace Museum and Tales of Ming and Qing Dynasties.” NPM’s researchers and staff members were invited to contribute in hosting workshops and seminars, internship, tour guide, production of cultural/creative merchandise, development of digital guides, and educational promotion.
- Between December 2020 and January 2021, the Southern Branch hosted “Museum Showcase” not only to demonstrate the progress of the Museum Talent Development Plan but also to help participating institutions apply their progress and learnings to actual visitors. Visitors were introduced to this in three main areas: innovative digital experience, age and gender-friendly solutions, and museum internship. The participating institutions have also been showcasing progress on their own during weekends since December 2020, and a total of 21 showcase sessions have been organized to date.

■ Educational Activities for Disadvantaged Groups

NPM has been a champion for guided tours and education programs based on social inclusion to provide opportunities for diverse groups of people to participate in cultural activities. NPM also actively interacts with museums around the world to enhance visibility. Below is a summary of NPM’s culture equality efforts undertaken in 2020:

NPM designed two guidance handbooks in 2020 using Easy Read principles advocated by the European Union and various nations as part of its effort to make information more understandable to visitors. Picture layouts and font sizes of the handbook have been arranged to address the needs of people with mental disability. NPM had engaged Taiwan Friends of Youths With Intellectual Disabilities to assist in content review to make sure that they are suitable for everyone including children, elders, families, and general visitors. NPM was the first among Taiwan’s museums to adopt the use of “Accessible” and “Easy to Read” icons this year. These icons serve as useful guides for individuals with mental disabilities while visiting museums, galleries, and similar venues. The guidebooks can be downloaded for free from the official website.

Transportation Services

- The Southern Branch has been actively improving accessible parking facilities in accordance with laws and introducing a complimentary accessible shuttle bus service, in which security staff or visitors may utilize this service to facilitate the transportation of individuals in need of assistance. Frontline service staff can also assist them with ticket purchases and visits.

- NPM worked with the Chiayi City Government to include the NPM’s Southern Branch as an additional stop for its accessible THSR Shuttle Bus service (BRT 7212), therefore connecting the museum to other places of interest plus two main traffic hubs in Chiayi City. The new stop also has been designated close to the Southern Branch for visitors’ convenience. To encourage the use of public transportation, all passengers boarding or alighting the shuttle service at NPM Southern Branch may ride free of charge during the trial run (from December 25, 2020 to the end of December 2021).

Guided Tours and Assistive Devices for Visitors with Disabilities

NPM continued to provide service for visitors with disabilities and gave guided tours to a total of 2,203 people (45 groups) in 2020. In addition to making the museum accessible to all visitors, NPM also takes the initiative to serve children with disabilities outside its premises. By working with special education schools and local non-profit organizations, NPM designs programs to bring its collections and exhibitions to schools in ways that cater to the special needs of people with disabilities and allow them to connect with local culture. In recent years, the NPM has been committed to improving the cultural accessibility for various audiences, such as providing multimedia devices with sign language for the hearing-impaired, audio description guides, tactile maps, and braille handbooks for the visually impaired. NPM has also installed aids for the visually impaired throughout its permanent and special exhibitions and reaches out to the public by organizing a wide variety of learning activities for elders and people with disabilities.

Accessibility Extension Activities for Those Outside the NPM

NPM has been promoting education for students with disabilities outside the museum for many years. In October 2020, NPM hosted a program called “Cross Barriers Touch the Beauty—a Carefree Autumn in the City of Winds” at National Hsinchu Special School to serve the school’s students, teachers, as well as special schools and social welfare organizations in the region. A total of 18 service sessions were held for 459 participants in total. Featuring persimmon (seasonal fruit of Hsinchu) as the main theme, the event incorporated local elements such as the tea culture and zoo. It introduced a variety of multi-sensory activities, including animation viewing, touch experience with porcelain and artwork replicas, and arts and craft activities with persimmon juice to entertain and educate special students in Hsinchu.

Senior Programs

1. NPM continued to expand its service and education for the elderly population in 2020. Through close collaboration with local and interregional institutions such as Taipei Jen-Chi Relief Institution, Talung Home of Elders, Taipei City Zhishan Senior Home, Zhong Lun Presbyterian Church Songnian University, Zhu-Lun Senior Apartment, Wanhua District Rende Li, and Social Responsibility Fulfillment Program of National Taipei University of Nursing and Health Sciences, NPM introduced several activities that were customized for this audience and invited seniors for visits and guided tours at the museum. In addition, NPM also took part in the 2020 Taiwan Creative Aging Festival and organized the “Explore The National Palace Museum Through the Eyes of Age 55+ Adults” program, which covers topics such as engagement and accessibility for the older visitors.
2. In 2020, NPM teamed up with the Taipei City Shilin District Health Center as well as occupational therapists of the Activities of Daily Life (ADLer) to launch a new physical fitness and art-making program aimed at the senior population. Titled “Animated Artifacts: Let’s Exercise,” the moves incorporate elements found in NPM’s artworks in the permanent collection, in addition to promoting health and wellness of the elderly population through a series of courses. Teaching aids especially designed for seniors such as puzzles that feature objects from the NPM’s collection and “Animated Artifacts: Let’s Exercise” game cards were also developed to help elders engage brain activity and coordination.

Another component of Senior Programs includes learning about dementia and brain functions in aging adults. Inspired by the museum’s value towards accessibility and equality, NPM staff and volunteers received proper training by professionals from Taipei City Hospital on how to best accommodate visitors with dementia—thus earning the status of dementia-friendly arts organization.

A total of 41 sessions of senior programming were implemented in 2020.

Socially Disadvantaged Groups Outreach Service

1. Through the “NPM Tour - Student Visit to Northern Branch” program, NPM welcomed all students of senior high school level and below nationwide to visit the museum. The program not only helped students experience and develop an appreciation for the arts and culture, but it also promoted culture equality as it provided those living in remote areas an opportunity to visit and learn at NPM. A total of 7,355 teachers and students from 260 schools benefited from this program.
2. “Million Student Visits” Program: NPM introduced a “Million Student Visits” program to better fulfill its role as an educational institution and make cultural heritage more accessible

to the public. Several cultural experience courses have been designed in relation to the museum’s collection and ongoing exhibitions at the Southern Branch. They were offered to students in central and southern parts of Taiwan who have less access to cultural resources. The Southern Branch also invites nearby schools to view exhibitions and take handicraft courses at the museum. In 2020, a total of 13,260 students from 159 schools visited and participated in the experience courses, including 3,974 students from 81 schools located in indigenous and remote areas.

3. To promote art education and cultural equality towards disabled visitors during the “2020 Summer Family Arts Month,” NPM reserved summer camp enrollment and arranged additional art workshops for 20 underprivileged children. Tian-Zen Fund for Children and Good Shepherd Social Welfare Foundation were invited to participate in the family musical performance organized by the Southern Branch. During the “2020 NPM Asian Art Festival: Mongolian Month,” 70 members from Chiayi City Autism Society and National Yunlin Special Education School were invited to visit the Southern Branch.
4. In support of the museum’s localization policy and the needs of local residents with respect to transportation and incoming tourists, NPM executed its “Southern Branch Shuttle Service” project that aimed at shuttling visitors from communities, organizations, and institutions of neighboring counties and cities to the Southern Branch. This shuttle service made a total of 91 trips in 2020.
5. NPM continued its “Misguided Youth Arts Program” and collaborated with Hsinchu Chengzheng High School, a correctional institution, to organize a broad range of courses that include artifact appreciation, arts and craft, drama, and music for the school’s students. Sixteen educational sessions were organized from November 12 onwards for a total participant size of 420.

Diverse and Interactive Educational Activities

1. NPM introduced a gallery game called “Christmas Challenge - NPM Puzzles” that was implemented from December 2020 to January 2021 as part of its visitor-friendly initiative. The challenge uses creative ways to interact with various art and artifacts displayed in exhibitions such as “Snuff: The Trend of Snuff Bottles from the Qing Court,” “Spotlight on National Treasures,” “The Beigou Legacy: The National Palace Museum’s Early Years in Taiwan,” and “Children’s Gallery” to attract visitors to the museum. By the end of December 2020, more than 3,500 visitors had completed the challenge and claimed their rewards. The game is expected to receive more than 20,000 visitors in total.
2. NPM held two sessions of “Artifacts Drawing at National Palace Museum” in August, during which Exhibition Hall 1 was available for drawing in the galleries. The event attracted 550 visitors, and they captured the beauties and details of their favorite art and artifacts with nothing but pencils and paper.
3. NPM held a photo competition titled “Summer Time,” in which young visitors were invited to share photos taken of the NPM—including the main building, Zhishan Garden, Zhide Garden, gallery spaces, art and artifacts on display, visitors, and service staff to showcase images of the museum during the summer season. The campaign offered two award categories: Artistic Quality and Online Popularity. A total of 180 submissions were received, and 42 winners were chosen.

4. NPM received an invitation from the National Taiwan Science Education Center to participate in the “2020 (First) Taiwan SciFest” that was held between October 31 and November 15, during which it showcased how science can be used to create new perspectives related to artifacts. According to statistics from the National Taiwan Science Education Center, the 2020 Taiwan SciFest received more than 15,500 visits from October 31 to November 1 and November 14 to 15.
5. NPM held 18 sessions of the “NPM Art Makers Workshop” in December 2020, during which participants were invited to create “heirlooms,” “utility bags,” and “coasters” with characteristics that were unique to NPM. The workshop received participation from a total of 224 visitors.
6. NPM and Taiwan Running Game Service Association collaborated for a second time. It held the “2020 NPM Southern Branch Marathon” on October 3 at Southern Branch with a “museum” theme. This time around, the race route took runners on a stunning view of the Southern Branch in the daytime and through nearby points of interest in an effort to bring business opportunities to the locals. The event received a total of 2,500 participants.

■ New Forms of Smart Service

1. NPM has been producing a “National Palace Museum Podcast” since 2020 to further connect with a wider audience. The show shares information about NPM’s latest exhibitions, stories of NPM’s art and artifacts, and its mission as a museum. Furthermore, museum staff and guests from various fields of expertise are invited to speak during the show about how the museum’s collection is relevant to modern life and promoting the NPM as a friendly, intelligent, and welcoming place to visit. By January 4, 2021, NPM had uploaded 21 episodes and received more than 260,000 hits, and received “Most Recommended for the Year” on Apple Podcast.
2. NPM created its own Instagram account on January 1, 2020 to facilitate communication with the digital generation. Through images of museum exhibitions, education activities, and art and artifacts, this Instagram account successfully attracted more than 20,000 followers by December 31, 2020. NPM will continue to build its digital presence by using new media and disseminating information of interest to audiences locally and abroad.
3. NPM’s new Orientation Gallery began its trial run at the Northern Branch on February 10, 2020 and officially launched to the public on May 27 to serve as the new starting point for visitors seeking to explore Exhibition Hall 1. The new Orientation Gallery features an intuitive and user-friendly interface that visitors can use to explore NPM’s rich and diverse collection of art and artifacts as well as learning about latest exhibition news. It includes a 12-meter long “Collection Wall” that allows visitors to browse through digital information about NPM’s artifacts collected over the years—including data, images, videos, animations, 3D models, and interpretations, all in multiple angles and different levels of detail.
4. As the Southern Branch celebrated its fifth anniversary, NPM opened the S301 Orientation Gallery on December 28, 2020 with new displays of “Interactive Timeline of Asian Art,” “Immersive Interactive Theater,” and “Highlights by Curators” that have been developed upon the notions of open data, cultural diversity, art interpretation, affective learning, and introductory reading. With the Orientation Gallery, NPM welcomes visitors of all ages to explore the wisdom and fun that the museum has to offer.



■ 「夏日親子藝術月」戶外兒童劇表演超過 4000 位民眾參與
An outdoor children's theater performance attracted more than 4,000 audience members during the “Summer Family Arts Festival”



文創發展

本院典藏文物蘊含無盡的藝術價值，更是我國發展文化創意產業最重要的活水源頭。近年來積極鼓勵文創業者利用本院文化創意資產開發商品、協助產業活用典藏文物，讓富涵文物元素之創作走入民間生活；另加強多元行銷及授權推廣，並加強文創人才之培養，健全文化創意法令，對我國文創行銷工作之推廣與落實，成效顯著。

■ 鼓勵廠商利用故宮文化創意資產開發文創商品

合作開發

109年與本院合作開發各類文創商品之廠商，最高時期有113家，截至12月底為101家，合作開發商品品項共2,026種；營業總額約新臺幣71,168,855元整，總計銷售268,584件。

出版授權

109年底仍在契約期限內共計12家廠商，授權出版品52種，權利金收入共計新臺幣29,178,764元。

品牌授權

品牌授權統計109年度，履約中之品牌授權廠商共計30家，品牌授權簽約金收入合計新臺幣1,500,000元，商標授權金（即銷售回饋金）為新臺幣22,696,961元。

圖像授權

圖像授權案件統計至109年12月31日止，共計165件，權利金收入共計新臺幣2,109,720元。

■ 多元行銷商品及授權推廣故宮文化創意資產

引進專業廠商經營博物館商店

北部院區商店、南部院區商店及網路商城服務委託經營管理案於106年8月整合成本院附設博物館商店暨網路商城服務委託經營管理案，107至109年持續履約執行，並於109年12月1日起無縫接軌改由新營運團隊—臺灣碩網網路娛樂股份有限公司繼續經營；109年營業總額因受COVID-19疫情影響約新臺幣121,853,354元（含稅）。

參與國內展會活動，拓展營銷通路

本院原規劃參與臺北國際書展、臺灣文化創意設計博覽會、日本國際授權展及新加坡華文書展等國際展會，因受COVID-19疫情影響暫停參展，為持續推廣本院品牌及文物衍生商品形象，配合本院「故宮國寶遊彰化—故宮文物X新媒體藝術展」、故宮藝術節及臺北國際旅展活動，設置故宮精品專區，以展售推廣本院優質文創商品。

透過網路行銷，擴大推廣面向

本院已建置網路商城多年，每月約170萬營業額。另故宮精品Facebook在109年底已累積約12萬多名粉絲人數，擁有豐沛之社群網路能量。此外，108年11月於Pinkoi電子商務設計平臺上架，藉此電子商務平臺吸引不同族群客戶，有助於提升基金經營績效及本院文創品牌形象效益。

委託承銷

為擴大本院文創商品通路，本院除本院北部院區、南部院區及網路商城外，同時與其他承銷商簽訂委託承銷契約，透過各特色廠商設置專櫃之方式行銷推廣，達成博物館教育推廣之目的。109年履約中之委託承銷商計20家，承銷商設店位置遍及全臺各地。

國際圖像授權代理商授權合作

109年合作廠商為法國RMN公司、北美地區Art Resource公司、亞洲地區朗智品牌公司及日本地區DNPAC公司，另有授權臺灣之藝拓公司、祥龍公司、碩網網路娛樂股份有限公司及Alfilo Retail Solutions於日韓、北美、歐洲及大陸地區代理跨國之國際圖像加值授權。

資料庫加值應用

本院自108年1月1日開放院內學術刊物及圖錄等出版品對外開放各界申請非專屬授權，可進一步規劃為資料庫產品或服務。



■ 故宮與在地品牌「黑丸嫩仙草」聯名推出「墨戲仙草」
NPM co-branded with Taiwanese dessert brand Blackball to launch a grass jelly dessert inspired by calligraphy ink

■ 發行及銷售出版品

109 年本院出版品銷售營業額為 43,780,762 元，總計銷售 232,358 冊。出版之新書包括圖書類 14 種、期刊類 17 冊（如下表），以及創意出版品如故宮文物大月曆等。

項次	名稱
圖書類	
1	故宮概覽
2	The National Palace Museum Guidebook（故宮概覽英文版）
3	国立故宮博物院総合ガイド（故宮概覽日文版）
4	四方來朝—職貢圖特展
5	皇帝的多寶格
6	實幻之間—院藏戰國至漢代玉器特展
7	攬勝—近現代實景山水畫
8	琉球史料彙編—琉球國志略 續琉球國志略
9	她—女性形象與才藝
10	北溝傳奇—故宮文物遷臺後早期歲月
11	呼畢勒罕—清代活佛文物大展
12	南薰殿歷代帝后圖像（上）
13	古物瑰寶考說文集（月刊叢書續編）
14	生肖圖騰文化趣談（月刊叢書續編）
期刊類	
1	故宮文物月刊 442-453 期
2	故宮學術季刊 37 卷 1-4 期、38 卷 1 期

■ 生活產業品牌專案合作

為推廣本院文化創意資產，積極與國內生活產業品牌專案合作，以吸引更多族群認識故宮。

109 年 4 月本院與日本超人氣手遊《Fate/Grand Order》繁中版（簡稱《FGO》）聯名合作「聖遺物聯動活動」，該公司將本院典藏文物圖像「無名氏書諸葛亮出師表」、「杜爾噶斫殺魔牛」、「呂布戲貂蟬八角平金納紗」、「春秋晚期—戰國 鏤空蟠虺紋柄短劍」等融入線上遊戲中，同時製作宣傳影片介紹本院文物及線上文物拼圖小遊戲等吸引玩家注意；

另外更以「翻轉字體」的方式，將「FGO」與「故宮」兩者結合，展現二次元文化與傳統文的融合精神。本次聯名合作成功引起手遊玩家們的熱烈討論，讓本院的典藏文物透過該手遊，成功觸接廣大的線上遊戲族群，落實年輕化政策。

109 年 7 月本院與和德昌股份有限公司（麥當勞）聯名合作，該公司使用本院文物圖檔「清姚文瀚歲朝歡慶圖軸」，於 7 月 22 日起至 8 月 18 日期間限定推出麥當勞分享盒「歡聚好食雞」限定包裝及「歡聚食雞令」限定桌遊，全臺限量 23 萬份，市場反應熱烈，搶購一空，本院文物圖像巧妙融入該公司商品包裝，有效提升本院文物之能見度並且深入民衆生活。

■ 侵權維護

本院於 109 年分別委託 2 家專業律師事務所積極處理國內外包含海峽兩岸、跨境侵權案件，及智慧財產權及其他權利受侵害之法律諮詢專業服務案，維護本院權利。

主動侵權查緝

109 年以本院人氣文物及暢銷商品，如：朕知道了紙膠帶商品、翠玉白菜、肉形石、毛公鼎、郎世寧、臺北故宮、四庫全書等關鍵詞為查緝範圍，查察大陸地區網路購物平臺侵權商品皆已下架。

本院智慧財產權維護機制

積極於實體與虛擬通路及相關網站查緝：未申請或未經同意即使用本院典藏文物圖像，以及侵害依本院文物所開發設計出之商品與出版品所衍生之著作權，本院依各國智慧財產權法規、公平競爭法規及相關民事進行追訴，並追償依相關規定之懲罰性賠償金，以維護本院權益。

■ 深耕在地，創造文創產值

109 年 11 月 17 日與嘉義縣政府共同召開「嘉義縣地方創生 × 故宮文創」合作說明會，邀請在地廠商與文創業者介紹故宮各項文創合作機制，並已有廠商申請成為本院合作廠商。

■ 檢討法規，完善廠商與本院之合作機制

本院於 109 年 3 月 13 日修正「國立故宮博物院出版品、文創商品委託承銷公開徵求須知」，另配合修訂「國立故宮博物院出版品、文創商品委託承銷契約書」（一般承銷）、「國立故宮博物院出版品、文創商品委託承銷契約書」（政府機關、政府機關轄下之財團法人、公立學校、公營事業）相關條文，俾使委託承銷規定與時俱進。



■ 故宮 × 臺灣老店聯名新品記者會

Press Conference, National Palace Museum and Taiwanese Legacy Business Collaborations

NPM's Cultural Assets, Merchandising, and Product Development

NPM's vast permanent collection—which encompasses 8,000 years of ancient Chinese imperial artifacts and artworks—is one of the most foremost resources for Taiwan's merchandising and product development industries. In recent years, the museum has taken a proactive approach in encouraging Taiwanese companies to create new products inspired by NPM's artworks, thus bringing cultural heritage into everyday life through consumer goods. NPM is also proud to have made significant contributions to Taiwan's cultural and creative businesses through multidimensional marketing, licensing, cultural/creativity training, and legislative support for cultural/creativity laws.

■ Promoting the Use of NPM's Cultural and Creative Assets for Product Development

Collaborative Product Development

As many as 113 local businesses had joined forces with NPM for creative merchandising at one point in 2020—with 101 businesses remaining by the end of December. These partnerships generated 2,026 new products, and 268,584 pieces were sold across the country for a total revenue of NT\$71,168,855.

Publication Licensing

NPM had outstanding contracts with 12 publishing houses by the end of 2020, which licensed a total of 52 publications and generated royalty income of NT\$29,178,764.

Brand Licensing

NPM had outstanding brand licensing agreements with 30 businesses by the end of 2020. Brand licensing arrangements generated NT\$1,500,000 in licensing fees and NT\$22,696,961 in trademark royalties (i.e. sales commission).

Images Licensing

A total of 165 image licensing agreements were made in 2020 through December 31, generating NT\$2,109,720 in royalty fees.

■ Promoting NPM's Cultural and Creative Assets Through Licensing and Product Multi-Marketing

NPM's Museum Store and Third-Party Management

In August 2017, NPM's Museum Shop operations for e-commerce and brick-and-mortar stores at both the Main Campus in Taipei and the Southern Branch in Chiayi were consolidated into one singular NPM Museum Shop and Online Shop Management Outsourcing Project. The

project remained active from 2018 through 2020, and a new operator, So-net Entertainment Taiwan Limited, took over the management of Museum Shops on December 1, 2020. COVID-19 pandemic negatively impacted Museum Shop revenues by approximately NT\$121,853,354 (tax-inclusive).

Participation in International Fair Activities and Expanding International Marketing Channels

NPM had initially planned to participate in a number of international fairs—including Taipei International Book Exhibition, Creative Expo Taiwan, Licensing Japan, and Singapore Book Fair— but all of which were suspended due to the COVID-19 pandemic. Nevertheless, NPM continued to promote the museum's brand and products in Taiwan and through booths established at the “National Palace Museum Treasures Tour Changhua - Artifacts and New Media” art exhibition, National Palace Museum Art Festival, and Taipei International Travel Fair.

Expanding Marketing and Promotions Through Online Resources

NPM's long-established online Museum Shop generates approximately NT\$1.7 million per month in revenues. Combined with its partnership since 2019 with Pinkoi, an e-commerce “good design” platform, this added exposure helps reach customers from different segments and ultimately improve business performance as well as the museum's brand image. In addition, with more than 120,000 followers tallied at the end of 2020, NPM Shop's Facebook account has attracted quite a following over the Internet.

Merchandising

Apart from Museum Shop operations, NPM also engages featured businesses in various distribution agreements to market cultural/creative merchandises through specialty booths, and in doing so, accomplish the museum's educational objectives. NPM maintained relationships with 20 businesses in 2020, which enabled merchandise to be marketed through brick-and-mortar shops all over Taiwan.

Collaborations with International Image Licensing Agents

NPM's overseas business partners in 2020 included RMN in France, Art Resource in North America, Long Wise Inc. Ltd. in Asia, and DNPAC in Japan. By engaging Taiwanese agencies including Artimize Worldwide Co., Ltd., Artsource Corp., So-net Entertainment Taiwan Limited, and Alfilo Retail Solutions, NPM was able to license images internationally to Japan, Korea, North America, Europe, and China.

Database Marketing

On January 1, 2019, NPM opened its academic publications and catalogues for non-exclusive licensing to the public, with the goal to inspire ideas for new products or services.

Museum Publications

In 2020, 232,358 volumes of NPM's publications were sold and generated NT\$43,780,762 in revenues. New publications produced during this year include 14 catalogues and guidebooks, 17 periodicals (please refer to the following chart), and creative publications such as calendars.

No.	Name
Books	
1	The National Palace Museum Guidebook
2	The National Palace Museum Guidebook (English version)
3	The National Palace Museum Guidebook (Japanese version)
4	The Four Quarters Come to Court: A Special Exhibition of Envoys Presenting Tribute
5	Curio Boxes of Qianlong Emperor
6	Betwixt Reality and Illusion-Special Exhibition of Jades from the Warring States Period to the Han Dynasty in the Collection of the National Palace Museum
7	Embracing Sites/Sights: Scenic Landscape Painting in Modern Chinese Art
8	Historical Materials on Ryukyu-A Brief History of the Ryukyu Kingdom and Supplement to A Brief History of the Ryukyu Kingdom
9	She & Her: On Women and Their Art in Chinese History
10	The Beigou Legacy: The National Palace Museum's Early Years in Taiwan
11	The Khubilghan: The Incarnated Lamas of the Qing Dynasty and Related Artifacts
12	Facets of Authority: A Special Exhibition of Imperial Portraits from the Nanxun Hall (Volume 1)
13	A Collection of Ancient Gems (Sequel to The National Palace Museum Monthly of Chinese Art)
14	Amusing Stories of the Chinese Zodiac Totem Culture (Sequel to The National Palace Museum Monthly of Chinese Art)
Periodicals	
1	The National Palace Museum Monthly of Chinese Art (issues no. 442-453)
2	The National Palace Museum Research Quarterly (vol. 37/1-4 and 38/1)

Lifestyle Brand Partnerships to Attract a Younger, Diverse Audience

In an effort to attract a younger and more diverse demographic to learn about NPM and its collection, the museum has actively partnered with popular lifestyle brands on specialized, non-traditional marketing campaigns. In April 2020, many NPM's artifacts including “Zhugeliang's Marching Remarks,” “Figure of Durga Slaying the Buffalo-Demon,” “Octagonal Embroidery of Lubu and Diaochan,” and “Dagger with Openwork Decor of Coiled Dragons, Middle to Late Spring and Autumn Period to Warring States Period” were showcased in the popular Japanese mobile game called Fate/Grand Order (FGO). Promotional videos and online puzzle games were produced to attract players' interests and introduce them to NPM's artifacts; and in addition, both the “FGO” and “NPM” logos were intermorphed in the opening sequence of the game, resulting in an imaginative blend of binary and traditional cultures. This unorthodox mash-up successfully fostered discussion in the mobile gaming community and enabled NPM's timeless collection to reach younger audiences who otherwise would not visit the museum.

In July 2020, NPM entered into an agreement with Prospect Hospitality Co., Ltd. (McDonald's), granting permission for the company to use images of NPM's painting collection “Joy at the

New Year Yao Wen-han Ch'ing Dynasty” for packaging and board games to be given away with purchases of McDonald’s chicken meal. Available in 230,000 sets and sold for a limited time from July 22 to August 18, the offering was met with an overwhelming response and sold out in an instant. By blending images of NPM’s artifacts into product packaging, NPM has effectively increased the visibility of its artifacts and made them a part of people’s everyday life.

■ Anti Counterfeit Merchandise and Maintaining Intellectual Property

Standards

In 2020, NPM engaged two law firms for consultancy and legal actions against cross-strait and cross-border infringements of intellectual property rights and other rights of NPM.

Active Infringement Investigation

NPM began infringement claims in 2020 by targeting keywords of its popular artifacts and top-selling merchandise such as “Washi Tape,” “Jade Cabbage,” “Meat-shaped Stone,” “Mao Gongding,” “Lang Shining,” “Taipei National Palace Museum,” “Siku Quanshu,” and more. All merchandise that violates intellectual property laws sold online in China have since been removed.

Protecting NPM’s Intellectual Property Right

Any unauthorized use of NPM’s art and artifact images and any infringement against the copyright of merchandise and publication derived from NPM’s art and artifacts will result in legal actions according to intellectual property rights laws, fair competition laws, and civil/criminal laws of the local country, in addition to compensation claims for the protection of NPM’s interest. This clause pertains to both online and offline channels.

■ Partnership Opportunities Offered to Local Creative Businesses

On November 17, 2020, NPM held a seminar titled “Chiayi County × NPM Culture and Creativity Collaboration,” sponsored in conjunction with the Chiayi County Government. Local businesses including the creative industries were introduced to various collaborative opportunities offered by NPM. Some of those who attended the presentation have already applied to become NPM’s business partners.

■ Improving Cooperation Between Manufacturers and the NPM and Regulation Reviews

NPM amended its “National Palace Museum Notes on Outsourced Distribution of Publications and Cultural/Creative Merchandise” on March 13, 2020. At the same time, the museum made corresponding changes to the terms of “National Palace Museum Distribution Contract for Publications and Cultural/Creative Merchandise” (for general distributors) and “National Palace Museum Distribution Contract for Publications and Cultural/Creative Merchandise” (for government institutions, state-owned non-profit organizations, public schools, and state-owned enterprises), thereby ensuring that distribution agreements are relevant to the prevailing circumstances.



■ 聯名產品「花漾綠豆糕」

Debut of new NPM co-branded Taiwanese mung bean cake dessert product at the National Palace Museum Shop



安全管理

本院典藏者皆為世界重要文化資產，是以妥善保存文物、落實安全管理係本院重要任務之一。其中，監控中心作為院區安全維護之核心，採全年無休、24 小時值勤方式運作，由專人搭配七大安全系統等各式科技設備複式監控院區內外；建築周邊亦設有嚴密警衛守望巡邏，全天候保護文物安全，並由安管專業人員執行文物進出戒護和天然災害防備；又為因應日益增加的觀眾，本院亦加強陳列室安全管理及展場秩序維護，以提升參觀品質。另有鑑於防災科技、設備及觀念日新月異，本院除舉辦各項教育訓練、演習外，亦逐步規劃更新各項安全設備，以強化並確保院區典藏文物安全。

院區安全維護（含文物運送）

為強化院區安全管理維護，本院於 109 年 6 月 1 日整合「國立故宮博物院防颱指揮中心設置要點」、「國立故宮博物院疑似爆裂物處理作為及注意事項」、「國立故宮博物院陳列室緊急搶救文物實施要點」、「國立故宮博物院陳列室緊急疏散遊客實施要點」及「國立故宮博物院院區傳染病防治作業注意事項」等五項規定，訂定「國立故宮博物院災害防救作業要點」，俾一致南北院區救災作業規範，統合救災能量、提高救災效率。

由監控中心、駐警隊及展場管理員配合執行院區各項安全維護事宜，以防制及排除院區內一切危安狀況；監控中心全年無休，全天候 24 小時作業，由中央電腦監控系統掌握院區安全及預警情報資料之蒐集，一旦遇有危安狀況發生，立即以最迅速、最妥適之方式應變處理。其次，駐警隊負責守護文物、執行警戒巡邏、門禁管制，全面防竊、防搶、防制一切不法破壞；管理員負責陳列室之巡查及秩序維護等狀況之發現、反應、通報、初步處理與紀錄，並於災害發生時，負責緊急疏散遊客及逃生應變。

北部院區 109 年實施博物院內移動戒護勤務計 296 趟次；與警察機關合作，共同實施博物院外移動道路警衛勤務計 23 趟次。南部院區 109 年執行文物運送戒護共計 18 趟次，勤務執行均正常，零意外事故發生。

展場秩序維護

入口安全檢查：驗收票口及排隊入口處隨時注意是否有可疑人士，展場入口處設置安檢門，並使用金屬探測器，必要時得視情形要求遊客自行打開皮包或背包受檢，以防制觀眾攜帶違禁品入場；另每日定時及不定時實施陳列室及櫃門安全檢查，確保展場安全。

入場人流管控及分流機制：為維護展場秩序，提升遊客參觀品質，於驗收票口設置「流量辨識系統」，當進入展場遊客人數達 2,800 人次時，展場會啟動人流控管措施，分流個人票及團體票依序進入展場，而大門驗票同仁會機動視出館人數控管進入展場參觀人數，俾利維持展場安全。另針對熱門參觀展間實施動線管制，減少擁擠情形，並搭配走動式積極服務，適時舉牌勸導或疏導管理，維持展場秩序。

院區安全系統

導入智慧監控系統：持續更新北部院區內數位閉路監視攝影機、擴充影像管理系統 (VMS) 容量、更新視訊儲存設備，施做土木管道連通北側基地與南側基地院區俾行全面鋪設專用光纖骨幹纜線完善監控網路，將全院攝影機更新為高解析數位化裝置；優化中央電腦控制安全預警系統，整合火警預警系統以構建安全自動化 (SA) 資訊平臺，以科技智慧化監控文物安全，確保本院文物安全無虞。

辦理北部院區弱電、消防設施保養維護，確保設備可靠度，院內各棟建築均設置完善消防設施，所有主機、感應器及機構裝置，係由專業技術小組人員以每月為循環週期逐一巡檢保養，以確保該設備功能正常且使用無虞。

辦理南部院區水電、空調及消防系統設施操作維護案。另為強化消防安全，增購防煙面罩、滅火器等設備，並於重要機房增設監視器等設備，以增加預警時間。

防災應變及強化安管知能教育訓練

項目	日期	防災應變及教育訓練內容
1	01/21	因應農曆春節期間，來院遊客人數激增，為有效防範可能滋擾院區維安情事之發生，本院辦理 109 年重要節日安全維護工作。
2	03/03-06/04	北部院區因應疫情展場一線工作人員分組值勤，並實施分區教育訓練，課程內容包含安全、服務、團隊及專業技能等四大面向，共計 129 場次。
3	04/22 09/28 12/11	北部院區為確保典藏文物以及參訪遊客安全，本院依消防法規定辦理自衛消防編組訓練共 3 場，計 467 人參訓。
4	06/08	南部院區辦理自衛消防編組演練、AED 緊急救護教育訓練及火災預防搶救講習，增進一線同仁應變能力，維護遊客及展廳安全。
5	07/14	本院配合 109 年軍民聯合防空 (萬安 43 號) 執行演習計畫。
6	09/14	南部院區辦理防護團常年訓練暨自衛消防編組演練，增進一線同仁應變能力，維護遊客及展廳安全。
7	09/21	本院配合內政部於 9 月 21 日舉辦「109 年國家防災日全民地震網路演練活動」。
8	09/28	北部院區辦理防護團常年訓練，強化同仁防護國家重要文化資產能量邀請前國防大學戰爭學院陳主任永全教官演講「守護家園，思危居安」。
9	12/31	召開本院 109 年災害防救會報。

Safety and Security

NPM is recognized as one of the premier art museums in the world for housing an exclusive collection of cultural assets unique to Chinese history. For this reason, conservation, preservation, and safeguarding of artifacts have been top priorities of our institution. Among them, the Surveillance and Control Center serves as the core of the museum's security. It operates year-round, 24 hours a day and uses seven different security systems featuring technologically advanced equipment and specialized operators to monitor both the interior and exterior of the museum campus. An impervious patrolling system is enforced to protect the safety of the collections under all circumstances, and both art and artifact transportation and disaster prevention are planned and executed by highly trained and experienced professionals. Due to the increasing number of visitors in recent years, the NPM has also strengthened the safety and management in the galleries and exhibition halls to improve the quality of the visitors' experience. In response to rapid improvements in disaster prevention technology, equipment, and concepts, NPM has made progressive plans to renew security equipment over time in addition to conducting various educational training exercises, all to protecting NPM's vast collection against modern threats.

Gallery Security (Including the Transportation of Art and Artifacts)

On June 1, 2020, NPM consolidated the terms of "Directions for the Establishment of Typhoon Command Center by National Palace Museum," "Working Guidelines for Suspicious Explosives by National Palace Museum," "Directions for the Emergency Rescue of Displayed Artifacts by National Palace Museum," "Directions for the Emergency Evacuation of Visitors at Galleries by National Palace Museum," and "Directions for the Epidemic Disease Prevention and Control by National Palace Museum," into a singular "Directions for Disaster Prevention and Response by National Palace Museum" document for enhanced security management of museum premises. The directions are applied uniformly to both the museum's Northern and Southern Branches, and is intended to coordinate resources between them for optimal efficiency in terms of disaster prevention and response.

The NPM's security is implemented by a surveillance and control center and highly trained security personnel in and around the museum campus to prevent any security breach. To ensure the security of all activities at the NPM, the Surveillance and Control Center operates a 24-7 centralized computer system. It monitors and controls the property by collecting alert information to guarantee that any emergency situations would be dealt with immediately and accordingly. Security personnel are in charge of protecting the collection, patrol duties, and access control, as well as the prevention of theft, robbery, and other illegal activities. Gallery administrators are responsible for daily gallery checks, reports, and preliminary responses to any unusual situations; maintaining order in the galleries; and evacuation in the event of emergency or disaster.

In 2020, art and artifacts in the Northern Branch were transported by security guards within the museum a total of 296 times, and between the NPM and other exhibition venues with local police officers 23 times. Art and artifacts in the Southern Branch were transported by guards a total of 18 times. Overall, service execution was normal and no incidents occurred.

Maintaining Order in the Gallery Spaces

Security inspection at museum entrance: The ticket gate and queue entrance are constantly monitored for suspicious activities. Security checks are performed at gallery entrance with the use of metal detectors, and visitors may be asked to open their bags or backpacks for inspection when necessary, in order to prevent visitors from carrying contrabands into the exhibition area. The gallery administrators inspect exhibition rooms and display cases both on a regular and unscheduled basis every day to ensure security within the galleries.

Capacity control and diversion: To maintain order in exhibition areas for an optimal visitor experience, NPM implemented a "traffic flow detection system" at the ticket gate for headcounts as visitors enter. When the number of visitors reaches 2,800, the administrators will initiate traffic flow control measures to divert individual and group visitors at the entrance. Ticket inspectors can also control the entry numbers depending on the visitors who have exited the premise, therefore maintaining crowd control of the exhibition floor. In addition, gallery administrators also direct traffic at popular exhibitions areas by raising signs and directing visitors.

Museum Security System

As part of NPM's new plans to incorporate a smart monitoring system for improved security of the collection, ongoing upgrades are being made to Northern Branch's digital CCTV system, video management system (VMS) capacity, and video storage equipment. In addition, civil engineering projects were performed to connect the museum campus with dedicated fiber optic cables, therefore allowing the use of high-resolution cameras for the surveillance system. Lastly, the centralized security alert system has been optimized and linked with the fire alarm system to create a Security Automation (SA) platform. By incorporating smart technologies, NPM strives to monitor and secure the artifacts held in its possession.

Low voltage systems and fire safety facilities are serviced regularly at the Northern Branch to ensure their reliability. All buildings within the museum are equipped with adequate fire safety facilities. All servers, sensors, and devices are inspected and serviced by a team of professional technicians on a monthly basis to ensure that all equipment functions properly as intended.

As for the Southern Branch, the water, electrical, air conditioning, and fire safety systems maintenance program has been initiated for 2020–2021 to ensure that all above systems remain operational. Furthermore, additional gas masks and fire extinguishers have been purchased for enhanced fire safety, while key electrical rooms have been fitted with surveillance equipment to increase alertness to potential threats.

Disaster Prevention and Response Training

No.	Date	Disaster Prevention and Response Training
1	01/21	In response to the high number of visitors during the Lunar New Year holiday, and to effectively prevent possible disturbances to the security of the museum, "Security Maintenance Work for 2020 Important Holidays" was accomplished.
2	03/03-06/04	Due to the ongoing pandemic, frontline workers of the Northern Branch were divided into groups and trained in separate areas on matters concerning security, service, teamwork, and professional skills. A total of 129 training sessions were held.
3	04/22 09/28 12/11	For the safety of NPM's collection and visitors, the Northern Branch organized three training sessions for its in-house fire safety team according to the Fire Services Act, and trained a total of 467 people.
4	06/08	The Southern Branch organized fire safety drills for its in-house fire safety team, and arranged a series of training on AED, fire prevention, and rescue to enhance frontline employees' response for the safety of visitors and museum premises.
5	07/14	The NPM cooperated with the North District to conduct the "Wan An No. 43 Exercises" for the air defense and evacuation drill.
6	09/14	Southern Branch organized an annual training for its protection team and drill for its in-house fire safety team to enhance frontline employees' response for the safety of visitors and museum premises.
7	09/21	The museum cooperated with the Ministry of the Interior to hold the "National Earthquake Disaster Prevention Exercise 2020."
8	09/28	The Northern Branch conducted the 2020 Annual Defense Force Training on "Being Prepared for Danger in Times of Peace, and the Safeguarding for the National Cultural Relics", given by Yung-Chuan Chen, the former military instructor of War College in National Defense University.
9	12/31	Conducting NPM's 2020 disaster prevention and response council conference.



「2020 故宮遊藝思活動起跑暨龍山寺贊助簽約記者會」
Press conference: debut for a middle school arts education program,
with generous support from Longshan Temple in Taipei



縲絲花鳥 局部

數位推展

為因應電腦科技發展趨勢，本院在「加速行動寬頻服務及產業發展計畫 - 故宮 4G 行動博物館」、「服務型智慧政府推動計畫」與「前瞻基礎建設計畫」等計畫支持下，完成多項數位成果。透過數位科技與多媒體應用，本院以無牆博物館「數位故宮」的角色逐步發展為服務大眾的「行動故宮」，並更進一步發展為「雲端故宮」，期望透過故宮資訊化服務，提供偏鄉民衆透過網路及行動載具觀賞故宮藝術典藏，藉由網路及數位資訊創新政府服務內容，達到文化平權，縮減城鄉數位落差之效益。

■ 故宮 Open Data 專區

本院為提升政府資料開放品質、促進故宮資料在教學、個人賞析及營利使用之傳播，特別自 106 年起更新文物精選圖像下載等功能，所有圖像民衆無需申請，不限用途，不用付費，可直接下載使用。迄 109 年 12 月 31 日止，本院 Open Data 專區已開放 140,000 餘張低階文物圖像及 17,007 張中高階文物圖像。109 年 Open Data 專區全區瀏覽量計 2,287,598 頁，使用者計 205,868 人次。



■ 數位故宮再創佳績！故宮榮獲美國休士頓影展 14 項大獎

Digital NPM makes another landmark achievement! The National Palace Museum won 14 awards at the WorldFest-Houston International Film Festival

■ 普及高畫質服務

- ◆以億萬像素 (Gigapixel) 之高品質，增加重點文物高解析數位化影像產製數量器物類，109 年預計目標數量 3,132 件，實際達成數量計有 3,356 件，增加圖書文獻類重點文物高解析數位化影像產製數量 109 年預計目標數量 85,900 頁，實際達成數量計有 101,251 頁，皆超前年度目標值。
- ◆完成 41 件 3D 文物建模，含合作館所之原住民文物 21 件，本院器物建模 20 件，以作為未來多媒體展示、學術研究及教育推廣使用。
- ◆109 年製作完成布農族影片 1 支。
- ◆109 年製作青銅器動畫影片《匠心神技》。

■ 服務型智慧政府推動計畫

國家發展委員會於 106 年提出「服務型智慧政府推動計畫」(原「第五階段電子化政府計畫」)，將本院「博物館館校合作教育資料鏈結服務計畫 (107-109)」納入子項。本計畫推動以本院資料為核心，和既有各個機構之教育系統進行鏈結、API 介接、建立博物館各教學體系之間的資料鏈，以求教育資料利用之最大化。透過積極提供更多元之資源線上分享與服務，推動本院、學校、教學系統方、教育主管單位合作，建立資源共享的館校合作教育資料生態圈。根據上述理念，109 年本院教育團隊透過「創客魔幻列車」搭載教案與團隊的方式，巡迴走訪全國 80 所城鄉中小校，共計服務師生人數為 2,794 人，執行博物館 STEAM 教育實地推廣，並辦理博物館數位教育資源教育工作坊 2 場、民間合作教育活動 4 場，產製 30 式數位教育內容套件，同時進行博物館教育資料之轉製、開發、介接及陸續開放使用等，期擴大博物館資料應用效益，達到館校合作、跨單位教育資料鏈結之計畫目標。

■ 數位行銷

影音平臺成為當今數位內容共享的主體之一，因應此趨勢，本院強化數位行銷宣傳，以期透過數位曝光及精準行銷，更有效觸及目標觀眾，傳達本院精彩特展及優質數位資源。本院數位行銷可分國內、國際及 OTT 三方面。

國內宣傳

以年度特展為宣傳重點，強化展覽溝通，聚焦年度特展「士拿乎—清宮鼻煙壺的時尚風潮」、「她—女性形象與才藝」、「呼畢勒罕—清代活佛文物大展」等，量身打造廣告宣傳影片，並以「相遇·過去的未來」主軸貫穿各影片，傳達本院新穎氣象。上揭各項展覽素材除了在本院 Facebook、Instagram、Youtube 等自媒體宣傳以外，亦在國內數位主要媒介進行廣告投放，透過精準行銷，接觸國內對各特展有興趣之潛在目標觀眾。

國際宣傳

以 108 年榮獲休士頓電視廣告及公共服務廣告白金獎殊榮的「未來·不期而遇」影片為宣傳主體，於 109 年 10 月係針對 108 年臺灣主要入境觀光客國籍如美國、加拿大、英國、德國、澳洲、日本、韓國等進行形象廣告投放，並導引至本院 720 度虛擬遊故宮介面，另透過印尼、泰國 IG 國際網紅拍攝使用 720 度虛擬遊故宮影片，鼓勵國際潛在旅客在疫情期間仍能透過數位資源遊覽故宮，繼續維持本院在國際旅遊市場與藝壇聲量，以期在疫情緩解以後，吸引國際旅客來院參訪。

OTT 行銷

本院為擴大影視行銷推廣效果，於 109 年度首次跨足線上串流平臺 (OTT)，推出將文物擬人化的原創迷你劇集《故事宮寓》，全劇十集，每集約五分鐘，每集邀請不同的知名演員演繹。劇情發生在一棟因意外而成為孤島的公寓，其中住戶在隔離期間的生活百態，類比今年全球因新冠肺炎疫情而動盪的處境，將故宮文物巧妙地連結劇中角色，共譜各種奇思妙想或感動人心的人生故事，期待透過富含創意的影視作品，讓故宮文物以生活化、大眾化的面貌親近人群。該劇集於 109 年 12 月 20 日晚間 9 點在八大電視臺與 myVideo 平臺首播，並陸續於各合作之 OTT 播映平臺及公共電視上映。



【故宮 × 中港藝起玩—數位微型特展】
National Palace Museum Pop Up Exhibition – NPM x Zhonggang Elementary School

故宮全球資訊網與社群網站服務

- ◆本院全球資訊網提供展覽、參觀、交通、活動及學習等各項即時資訊，109 年瀏覽人數計 9,167,708 人次，另南部院區資訊網於 109 年瀏覽人數計 392,389 人次。而為強化社群網站之服務，以本院正式名稱成立之 facebook 粉絲專頁，主要負責北部院區，截至 109 年 12 月 31 日止粉絲數為 210,760 人，以平均每日新增 70 至 75 位粉絲 (平均每月新增 2,200 名粉絲) 穩定成長中；南部院區粉絲專頁，至 109 年 12 月 31 日止，已吸引超過 150,308 名粉絲，年度總觸及量為 33,582,996 次、Intasgram 專頁已吸引 10,730 名粉絲追蹤。本院粉絲專頁已成為網友與本院間高效率之溝通平臺，在假消息及合併部分真假消息的不實訊息攻擊下，更作為本院主動及積極澄清之有效途徑。除經常作為各級政府機構之表彰案例外，更屢獲報章雜誌報導與推薦，以上互動均能有效與民衆溝通，宣導本院訊息及政策執行的確實成效及實績，更增進民衆對於本院文物的認知達到推廣教育之效。
- ◆配合本院南、北院區各項展覽、教育活動及服務空間的推出與開放，製作主題導覽網站，透過無遠弗屆的網際網路，將博物館最新的服務資訊提供予民衆，成為民衆觀展前的線上參觀指南、觀展時的數位導覽服務資源及觀展後的線上延伸學習資源，讓民衆快速的、輕鬆的悠遊於博物館優質的網路服務中，享受文化美學終身學習的樂趣。109 年共完成 41 款主題導覽網站，內容如下：

項次	主題導覽網站
1	四方來朝—職貢圖特展
2	婉而通—篆書的故事
3	受贈名畫展 (第一季)
4	巨幅名畫 (第一季)
5	故宮國寶遊彰化—故宮文物 X 新媒體藝術展
6	國寶聚焦 (第一季)
7	筆墨見真章—故宮書法導賞 (第二季)
8	巨幅書畫 (第二季)
9	話畫—說明卡片探索記
10	筆歌墨舞—故宮繪畫導賞 (第二季)
11	受贈書畫展 (第二季)
12	國寶聚焦 (第二季)
13	貴胄榮華—清代宮廷的日常風景
14	導覽大廳
15	筆墨見真章—故宮書法導賞 (第三季)
16	攬勝—近現代實景山水畫展
17	筆歌墨舞—故宮繪畫導賞 (第三季)

項次	主題導覽網站
18	古畫動漫—明文徵明仿趙伯驩後赤壁圖
19	國寶聚焦 (第三季)
20	繪製世界—故宮文物藝術中的科學與科技
21	藝想獸譜—故宮 × 新竹 241 新媒體藝術展
22	士拿乎—清宮鼻煙壺的時尚風潮
23	風格故事—康熙御製琺瑯彩瓷特展
24	筆墨見真章—故宮書法導賞 (第四季)
25	古畫動漫—明仇英漢宮春曉
26	她—女性形象與才藝
27	北溝傳奇—故宮文物遷臺後早期歲月
28	國寶聚焦 (第四季)
29	敬天格物—院藏玉器精華展
30	吉金耀采—院藏銅器精華展
31	呼畢勒罕—清代活佛文物大展
32	風格故事—乾隆年製琺瑯彩瓷特展
33	鑑古—乾隆朝的宮廷銅器收藏
34	經典之美—故宮數位印象展
35	古畫動漫—清院畫十二月令圖
36	筆墨見真章—故宮書法導賞
37	線上策展人徵選計畫人氣票選網站
38	線上故宮
39	皇帝的多寶格特展
40	芳茗遠播—亞洲茶文化展
41	佛陀形影—院藏亞洲佛教藝術之美

◆發送「故宮電子報」，積極將各項博物館即時資訊，分享予社會大眾。展現成效方面，本院電子報雙週刊至 109 年 12 月底已有 291,810 訂閱數。

數位成果推廣

本院運用院藏珍品題材作為創作元素，結合新影像技術與互動型態，持續開發多媒體互動裝置、推出新媒體藝術展、建置故宮書畫多媒體室與古畫動漫展示區、發展數位文創影片等，利用豐富多元的數位內容，提供博物館虛實互補之教育經驗，達到寓教於樂的目的，屢獲海內外獎項肯定。本院依上述成果為基礎，積極推廣教育服務，提升博物館專業功能與服務品質，獲得民衆廣大迴響。

109 年數位展覽

展覽名稱	展覽日期	地點	展覽內容
上河藝影： 故宮 × 衛武營新 媒體藝術展	108/11/05— 109/01/30	高雄衛武營國家 藝術文化中心	本展展示由故宮與 HTC 團隊共同研發、甫獲美國博物館與網路協會 GLAMi 獎肯定的清明上河圖 VR 等，期待透過數位展演的方式，讓故宮典藏開展出新的脈絡和姿態。截至 109 年 1 月 30 日止，總參觀人數為 81,838 人。(109 年 25,143 人)
動物藝想—故宮 新媒體藝術展	108/11/08— 109/04/19	高雄佛光山佛陀 紀念館	本展為本院與高雄佛光山佛陀紀念館合辦，展出包括本院以動物為題的珍藏、香港城市大學針對動物醫學生命的研究、富批判性的新媒體藝術，展覽同時指向動物所面臨的危機，最終改變不利於動物的惡習。總參觀人數為 1,180,459 人。(109 年 865,318 人)
故宮南院奇幻嘉 年華：21 世紀博 物館特展	108/12/17— 109/05/26	故宮南院 2-3 樓 廊道	「故宮南院奇幻嘉年華：21 世紀博物館特展」，將策展方向設定為「探索虛擬實境內容於相異文化脈絡下的科技美感敘事」。本展覽邀集法國羅浮宮、法國橘園美術館、泰特現代美術館、德國舊國家美術館、捷克慕夏基金會。展區座落於故宮南院寬闊挑高的廊道，打造開放式數位幻境。
故宮國寶遊彰 化—故宮文物 × 新媒體藝術展	109/01/21— 109/04/05	彰化縣立美術館	本展為彰化縣政府向本院申請「國寶出遊去」計畫，精選出五件院藏文物，以「故宮國寶遊彰化」為主題，呈現故宮院藏文物與彰化在地特色的共通點，接力出遊到彰化縣立美術館，與故宮新媒體藝術展一同展出。總參觀人數為 24,417 人。
亞熱帶花園—陶 博 × 故宮聯合彩 繪特展新媒體藝 術展	109/05/27— 109/10/11	新北市立鶯歌陶 瓷博物館	本展覽由本院與新北市立鶯歌陶瓷博物館共同主辦、國立歷史博物館協辦，透過陶博館及史博館所典藏的陶瓷器、當代藝術家作品，以及故宮享譽國際之數位人文豐碩成果，呈現彩繪陶瓷的歷史源流及多元風貌。總參觀人數為 92,074 人。
繪製世界—藝術 中的科學與科技 特展	109/08/14— 109/11/15	基隆國立海洋科 技博物館深海影 像廳	整合故宮與海科館兩館特色與展示資源，將數位互動展件與生物（活體展示或標本）並陳於展覽中，將傳統藝術博物館與海科館的展示資源彙整成一虛實整合、跨領域主題的沉浸式展覽，同時達成兩館教育使命、加乘教育推廣工作之效果。總參觀人數計有 23,509 人。
藝想獸譜—故宮 × 新竹 241 新媒 體藝術展	109/08/21— 109/11/08	新竹 241 藝術空 間	本專案探索故宮新媒體藝術發展中逐漸完成的「數位動物志」，結合新竹動物園的動物成員，詮釋並轉譯故宮的動物圖像，在新媒體藝術的展演敘事中體驗一場不同於故宮文物展覽的創意之境。總參觀人數計 25,884 人。
經典之美—故宮 數位印象展	109/12/19— 110/03/07	臺中市港區藝術 中心	本展應用數位科技，邀請觀眾一同找尋觀看經典文物的新取徑。展覽以故宮的典藏精選為核心，討論現代人如何透過 AI 人工智慧與 8K 高解析影像等，重新解讀包括〈海錯圖〉、〈早春圖〉、〈谿山行旅圖〉及〈富春山居圖〉等經典文物。



余副院長與黃子佼先生參與 Podcast 之錄音花絮
Behind-the-scenes image of NPM Deputy Director Yu Pei-Chin and Mickey Huang in a podcast session.



故宮 Podcast 第一集由吳院長親自上線揭密
NPM's first official online podcast was unveiled by NPM's Director Mr. Wu Mi Cha



推出「藝想獸譜—故宮 × 新竹 241 新媒體藝術展」
Launch of "Bestiarum Vocabulum – NPM x Hsinchu 241 New Media Art Exhibition"

北部院區正館 210 書畫多媒體室新媒體藝術展示

藉由新媒體科技展示，呈現本院國寶文物數位創新內容，並超越時空限制，將本院典藏國寶推向國際，俾利世界各地來院觀展遊客，更能親近及欣賞本院文物，共享人類共同文化遺產。108 年推出「經典之美—新媒體藝術展」，本展以故宮典藏精選文物為核心，從美感學習的六個構面（色彩、比例、質感、結構、構造、構成）及文物賞析的六個觀點（裝裱、主題、意境、故事、技法、風格），以新媒體藝術引導觀眾感受文物蘊藏的美感及文化意涵。本展覽並透過與教學研究單位及友館共同合作，包含國立臺灣師範大學美術學系、國立政治大學轉注藝術計畫辦公室、國立臺灣藝術大學多媒體動畫藝術學系、國立臺北藝術大學戲劇學院、香港城市大學，以及國立海洋科技博物館等，期將美感體驗結合創新思維，呈現館校合作及跨域鏈結之多元風貌。

古畫動漫展示區

本院 102 西側長廊「古畫動漫展示區」，以高規格投影機與無接縫融接技術打造全幅動畫光牆，讓觀眾置身於全新視野的科技畫境。此展覽精選九件院藏名品，包含清院本清明上河圖、清徐揚日月合璧五星聯珠圖、明仇英漢宮春曉圖、明文徵明做趙伯驩後赤壁圖、明人畫出警入蹕圖、清院本十二月令圖，以及數位百駿圖、宋黃庭堅花氣薰人帖、宋蘇軾書黃州寒食詩等作品，每季更換作品播出，每季換展。

藝心耳目—故宮多媒體體驗展

本院南部院區自 109 年 4 月起，擇選故宮獲得國內外獎項的數位互動作品，透過新媒體技術展現國寶的核心價值及藝術性。現正展出取材自唐代〈明皇幸蜀圖〉、宋代馮大有〈太液荷風〉、范寬〈谿山行旅圖〉、元代趙孟頫〈鵲華秋色〉、清代郎世寧〈百駿圖〉等院藏書畫文物的互動作品，帶給民眾視覺、觸覺、聽覺、體感等多重感受，賞析傳統書畫歷代風格的演變，感受故宮典藏名作之意境與美感。

南部院區 S301 導覽大廳

本院藉由新媒體科技展示，呈現國寶文物數位創新內容，本區以亞洲藝術年表、精選策展人導覽影片及沉浸式美感體驗互動空間營造等方式，創造具吸引力、啟發性、令人耳目一新的參觀體驗，並為觀眾認識南院各展廳及典藏精品提供概念式、探索式、活潑創意的互動導覽服務。

嘉義文史展

本院於南部院區特設嘉義文史廳，並辦理嘉義文史展，為了以嶄新的視野觀照嘉義，本院結合故宮典藏與多媒體聲光、影像效果，呈現嘉義空間與歷史事件交織的人地互動和人文發展。在「羅山記影—嘉義文史互動地圖」裡，以 GIS 地理資訊技術、3D 列印、光雕投影及觸控投影，展現百年來人地互動；另「嘉義文史互動桌」則運用內政部開放資料、國內外館所典藏文獻古圖與光雕投影技術，提供嘉義地表的時間、空間資訊，讓我們藉由現代科技，見證嘉義從梅花鹿樂園逐漸長成現代的風貌。

109 年數位多媒體作品得獎紀錄

參賽名稱	得獎作品	類別	獲得獎項	主辦單位	日期
2020 美國博物館與網路協會	創客魔幻列車	教育計畫類	GLAMi 獎	美國博物館與網路協會	109/04/02
第 53 屆美國休士頓獨立製片與國際影片影展	經典之美系列影片	網路系列影片	銅獎	休士頓影展	109/04/25
第 53 屆美國休士頓獨立製片與國際影片影展	海錯奇珍—新媒體藝術展	互動-兒童	金獎	休士頓影展	109/04/25
第 53 屆美國休士頓獨立製片與國際影片影展	經典之美—新媒體藝術展	互動-教育-兒童	金獎	休士頓影展	109/04/25
第 53 屆美國休士頓獨立製片與國際影片影展	故宮 × 高美館：國寶新境—新媒體藝術展	高清晰科技	銀獎	休士頓影展	109/04/25
第 53 屆美國休士頓獨立製片與國際影片影展	上河藝影：故宮 × 衛武營新媒體藝術展	高清晰科技	金獎	休士頓影展	109/04/25
第 53 屆美國休士頓獨立製片與國際影片影展	「實幻之間—院藏戰國至漢代玉器特展」網站	網站	白金獎	休士頓影展	109/04/25
第 53 屆美國休士頓獨立製片與國際影片影展	「經典之美—新媒體藝術展」網站	最佳首頁	銀獎	休士頓影展	109/04/25
第 53 屆美國休士頓獨立製片與國際影片影展	「以文會友—雅集圖特展」網站	最佳首頁	金獎	休士頓影展	109/04/25
第 53 屆美國休士頓獨立製片與國際影片影展	雅集鏡遇 AR 導覽	互動-成人/專業	白金獎	休士頓影展	109/04/25
第 53 屆美國休士頓獨立製片與國際影片影展	生態想想—故宮 × 蘭博 × 臺博 聯合特展	互動-兒童	白金獎	休士頓影展	109/04/25
第 53 屆美國休士頓獨立製片與國際影片影展	「文獻行旅」數位展覽—從清代文獻漫遊歷史中的水沙連	高清晰科技	白金獎	休士頓影展	109/04/25
第 53 屆美國休士頓獨立製片與國際影片影展	未來，不期而遇	電視廣告和公共服務廣告(文化機構)	白金獎	休士頓影展	109/04/25
第 53 屆美國休士頓獨立製片與國際影片影展	龍藏經文物知識影片	文化	金獎	休士頓影展	109/04/25
第 53 屆美國休士頓獨立製片與國際影片影展	文物 3D 再現行動劇場	互動-兒童教育	銀獎	休士頓影展	109/04/25
第 31 屆繆思獎	經典之美—新媒體藝術展	現地數位體驗	金獎	美國博物館協會(AAM)	109/07/08
第 31 屆繆思獎	「文獻行旅」數位展覽—從清代文獻漫遊歷史中的水沙連	研究與創新	銅獎	美國博物館協會(AAM)	109/07/08
109 年度標竿學習案例	創客魔幻列車	所有類別	佳作	行政院人事行政總處公務人力發展學院	109/11/24
109 年第三屆政府服務獎	創客魔幻列車	社會關懷服務	政府服務獎	國家發展委員會	109/12/17

充實數位內容基礎架構，擴大線上應用

辦理典藏資料庫詮釋資料優化計畫

本院各項文物的典藏資料庫系統已建置多年，為提升使用者經驗，於 109 年逐步進行 metadata 欄位的新增與調整，並新增文物英文品名，優化民衆端查詢介面，以提供新穎的查詢功能及呈現方式。

運用 Podcast 等新媒體載具及平臺，進行網路推廣

1. 故宮外送到你家：109 年 6 月推出 5 集「故宮外送到你家短片」，由故宮策展人親自線上外送，讓民衆在家即可享受故宮外送服務，介紹古物奧秘及背後的傳奇故事。
2. 有系統地整合本院 YouTube 平臺，並於首頁增加中英文影像分類項目，如「文物故事」、「故宮劇院」、「故宮好客」等等，讓國內外觀眾更容易尋找並觀看本院產製的各種影片。

深化 Google Arts And Culture 合作計畫

109 年持續深化與 Google 文化學院之合作、擴充本院 Google Arts and Culture 平臺之線上展示內容，提供更多高解析文物影像選擇與線上展覽，如〈小時代的日常：一個十七世紀的生活提案〉、〈品牌的故事〉、〈話畫一說明卡探索記〉、〈院藏清明上河圖特展〉、〈花事·閒情一品味花器與生活〉等，期藉此與全球共享本院數位典藏資源，提供國際觀眾認識本院策展內容與文物知識之多元管道，並有效提升本院之國際能見度，達到博物館教育推廣的使命。

持續推動「720°VR 走進故宮」計畫

本院「720°VR 走進故宮」專區網站，讓民衆可以隨時隨地自由參觀故宮院區及院內常設展覽，觀看或聆聽精選藏品的深入介紹，或是選擇精選導覽路線，快速瀏覽不同主題的重點展件。109 年專區網站不僅增設 30 個資訊點及 2 條精選路線（網站計 90 個資訊點及 4 條精選路線），亦增設文字解說及語音功能，為身障民衆提供更具友善性及親和性的網站瀏覽介面。

辦理數位典藏與數位人文系列課程

本院於 109 年舉行數位典藏與數位人文系列課程，課程內容針對數位人文時代對於數位資料的使用方法，從基礎概念至案例分析做深入淺出的介紹。尤其強調各種數位工具與檔案類研究議題分析方法的對應性。包括介紹如何客製化文獻檔案的詮釋資料、多重脈絡的文本分析系統、地名標記以及詞彙擷取等一系列關於藏品數位化的發展與應用課程。期對有志了解數位人文與博物館藏品研究之研究者們，提供最實際與直接的課程。

109 年數位典藏與數位人文系列課程列表

課程名稱	數位人文視角下的文獻檔案	中國歷代人物傳記資料庫在文本標記上的應用	電子全文的研究詞彙擷取、標記與分析	地名標記與地理空間資訊 (GIS) 的運用	在多少大小之間游移 - 我的數位人文研究案例
講師	國立臺灣大學數位人文研究中心 項潔主任	國立臺灣大學數位人文研究中心 胡其瑞博士	國立臺灣大學數位人文研究中心 洪一梅博士	國立臺灣大學數位人文研究中心 胡其瑞博士	國立清華大學中國文學系祝平次副教授
日期	7 月 17 日	7 月 24 日	7 月 31 日	8 月 7 日	8 月 14 日
課程目標	<ol style="list-style-type: none"> 1. 數位典藏與數位人文關聯的基本介紹 2. 以 THDL 中的明清臺灣相關行政檔案介紹如何運用全文資料庫從事數位人文研究 3. 以國史館系統為例，介紹如何運用只有詮釋資料的資料庫從事數位人文研究 	<ol style="list-style-type: none"> 1. 介紹中國歷代人物傳記資料庫 (CBDB) 的內容與功能 2. 探討如何透過 MARKUS 古籍半自動標記平臺，利用 CBDB 進行文本中的人名標記，以及透過 DocuSky 中的工具能夠產生的文本脈絡 	<ol style="list-style-type: none"> 1. 運用擷詞工具在電子全文中進行各類詞彙的擷取 2. 運用批次標記工具將擷取到的詞彙在文本中進行標記與後續運用 	<ol style="list-style-type: none"> 1. 說明詞彙標記帶入地理坐標並在圖層上顯示 2. 說明文本與 GIS 如何進行互動 	<ol style="list-style-type: none"> 1. 說明人文研究與數位的結合 2. 數位人文研究實際案例操作及分享



「藝想歌譜—故宮 × 新竹 241 新媒體藝術展」
“Bestiarum Vocabulum – NPM x Hsinchu 241 New Media Art Exhibition”



■ 推出原創迷你劇集《故事宮寓》

National Palace Museum launches original miniseries "Palace of Serendipity"

Digital Initiative

NPM has made several accomplishments and advancements related to digital technologies with the support of numerous government initiatives such as "the NPM is accelerating the implementation of broadband services and technology development projects through the 4G Action Museum of the NPM," "the Service-based Smart Government Promotion Project," and "the Prospective Infrastructure Plan." Through the use of digital technology and multimedia, NPM has gradually progressed from a "Digital NPM" to a "Mobile NPM" and is taking steps toward becoming a "Cloud NPM" to make the museum more accessible for the general public. With enhanced information services, NPM hopes to provide people living in remote areas the opportunity to view its art collection using only the Internet and mobile devices. By making optimal use of available networks and digital technology, NPM strives to bring innovations to government services, promote cultural equality, and narrow the digital divide between urban and rural areas.

■ Open Data Area of the NPM

NPM supports the government's initiatives in improving the quality of publicly accessible information and has been updating its database of downloadable art and artifact images for education, private usage, and even for-profit purposes since 2017. All "Open Data" images can be downloaded and used directly, without prior request or payment, and without limitation on the purpose of use. As of December 31, 2020, NPM Open Data had more than 140,000 low-resolution art and artifact images and 17,007 medium/high-resolution art and artifact images available for download.

■ Popularizing High-Quality Services

- ◆ NPM had set its goals to produce high-resolution, giga-pixel images for 3,132 key artifacts and 85,900 pages of historical documents in 2020 and managed to produce images for 3,356 artifacts and 101,276 pages in total. Both of which had exceeded the targets set in the previous year.
- ◆ NPM completed 3D modeling for 41 artifacts, including 21 indigenous artifacts from partner museums and 20 artifacts from NPM's collection. These models will be used for purposes such as multimedia display, academic research, and education.
- ◆ One video was produced for the Bunun people in 2020.
- ◆ An animation about bronzeware entitled "Spirited from Hands and Nature" was produced in 2020.

Service-Oriented Smart Government Promotion Plan

The “Service-Based Smart Government Promotion Project” (formerly known as “Stage 5 e-Government Project”) introduced by the National Development Council in 2017 included NPM as part of the “Museum-School Cooperative Education Service Plan (2018-2020)” sub-project. This plan actively promotes the use of museum materials and links them with learning institutions using APIs to achieve the maximal use of educational resources. Through online delivery and sharing of diverse resources and services, NPM promotes cooperation among schools, teaching systems, and education authorities. In doing so, it creates an ecosystem where educational resources are shared. Inspired by the above vision, NPM’s education team executed “The Magic STEAM Train Project” in 80 junior high and elementary schools throughout Taiwan in 2020, serving a total of 2,794 teachers and students. Throughout the STEAM project, NPM held a total of 2 museum digital resource workshops, 4 collaborated education events with the private sector and produced 30 sets of digital teaching materials (including 20 STEAM teaching programs, 3 AI multi-field teaching programs, 3 education APIs, and 4 e-books). Meanwhile, steps were taken to convert, develop, interface, and make NPM’s education resources available for maximum outreach and to achieve productive sharing of educational resources across government institutions.

NPM Education Channel Optimization

The rise of cloud computing services and video streaming has made online video platforms one of the most ideal and dominant ways of sharing digital content today. In response to this trend, NPM has shifted its focus towards digital marketing, using digital exposure and precision marketing as a more effective means to disseminate news on special exhibitions and share its collection of quality digital resources with target audiences. NPM’s digital marketing efforts take place on two levels: domestic and international.

Domestic Promotion

NPM focuses its promotional efforts on special exhibitions. Promotional videos on the current year’s major shows such as “Snuff: The Trend of Snuff Bottles from the Qing Court,” “She & Her: On Women and Their Art in Chinese History,” and “The Khubilghan: The Incarnated Lamas of the Qing Dynasty and Related Artifacts” were produced and presented through an overarching theme titled “Rendezvous With the Past & Future” to convey NPM’s transition into a new image. Materials related to the above exhibitions were distributed not only through NPM’s social network channels such as Facebook, Instagram, and YouTube, but also through the local mainstream digital media in the form of advertisements. Furthermore, NPM adopted a precise marketing approach to ensure that it reaches the right target audience who are potentially interested in the special exhibitions.

International Promotion

After winning a Platinum Remi Award in the TV Commercials and Public Service Announcements Category for the video “The Future, Unexpected Encounters” during the 2019 Annual WorldFest, NPM proceeded to use this as part of its advertising campaign in October 2020 and began airing to travelers from the USA, Canada, UK, Germany, Australia, Japan, and Korea. These made up the majority of Taiwan’s incoming tourists in 2019. The video

was also incorporated into the website’s interface, 720° VR in the National Palace Museum, as an introduction. Meanwhile, Instagrammers from Indonesia and Thailand were invited to make videos of them experiencing the 720° VR in order to demonstrate how to enjoy NPM’s digital resources during the pandemic. By keeping the world engaged in the NPM through digital resources, the museum hopes to welcome back visitors from abroad once the pandemic subsides.

OTT Promotion

NPM also made its first marketing attempt on an over-the-top (OTT) streaming platform in 2020 with the introduction of an original 10-episode TV mini-series titled “Palace Tales.” The series takes a personification approach to tell the stories of selected artifacts; each episode is approximately five minutes in length and is played by different performers. The plot is centered around an apartment that became a secluded island due to an accident and the lives of its residents while being isolated from the rest of the world, similar to how people’s lives have been disrupted following the outbreak of COVID-19. Attributes of NPM’s artifacts are cleverly introduced into the show’s characters to create interesting and heart-warming life stories. Through this video production, NPM hopes to present its artifacts in an approachable and relevant way to people’s lives. The series premiered on GTV and myVideo at 9 pm, December 20, 2020, and was later shown on partner OTT platforms and Public Television Service.

The National Palace Museum Website and Social Media Presence

- ◆ NPM provides up-to-date information related to exhibitions, visitors, traffic, events, and education over its website. The website received 9,167,708 visits in 2020, whereas the Southern Branch website received 392,389 visits in 2020. NPM also created a Facebook fan page using the official name to strengthen its presence in social networks. This fan page mainly targets visitors of the Northern Branch; it had accumulated a fan base of 210,760 by December 31, 2020 and is growing at a rate of 70 to 75 per day (averaging 2,200 new fans a month). The fan page of the Southern Branch, on the other hand, had accumulated a fan base of 150,308 by December 31, 2020. Overall, the Facebook fan pages achieved an annual reach of 33,582,996, whereas the Instagram page attracted 10,730 fans. NPM’s fan pages have emerged as a direct way of communication between NPM and Internet users. NPM is using them to combat fake news and misleading information about the museum that is circulating the web. NPM prides itself on receiving frequent commendations from various government institutions and being covered by various press outlets through the years. These accomplishments, along with NPM’s transparency with its messages, policies, progress, and performance are effectively communicated with the public through the interactions mentioned above, which promotes the public’s interests and knowledge towards the NPM.
- ◆ NPM created portal websites to promote exhibition openings, educational activities, and service spaces at Northern and Southern Branches. NPM’s goal is to leverage the far-reaching properties of the Internet to deliver information about NPM’s services to the public and provide useful introduction before the visit, practical guidance during the visit, and additional learning resources after the visit. NPM advocates lifelong learning about arts and culture by delivering a responsive, informative, and satisfying online browsing experience. NPM completed portal websites for a total of 41 themes in 2020, including:

No.	Thematic Websites
1	The Four Quarters Come to Court: A Special Exhibition of Envoys Presenting Tribute
2	Flowing with Grace: The Story of Seal-Script Calligraphy
3	Famous Paintings Donated and Entrusted to the National Palace Museum (Q1)
4	Oversize Scrolls of Painting and Calligraphy (Q1)
5	National Palace Museum Treasures Tour Changhua — Artifacts and New Media Art Exhibition
6	Spotlight on National Treasures (Q1)
7	The Expressive Significance of Brush and Ink: A Guided Journey Through the History of Chinese Calligraphy (Q2)
8	Oversize Scrolls of Painting and Calligraphy (Q2)
9	Introducing a Painting: Exploring the World of Museum Labels
10	Pictorial Songs of the Brush: A Guide to Paintings in the National Palace Museum Collection (Q2)
11	Famous Paintings Donated and Entrusted to the National Palace Museum (Q2)
12	Spotlight on National Treasures (Q2)
13	Legacy of Magnificent Glory Usual Scenes from Qing Palace
14	Orientation Gallery
15	The Expressive Significance of Brush and Ink: A Guided Journey Through the History of Chinese Calligraphy (Q3)
16	Embracing Sites/Sights: Scenic Landscape Painting in Modern Chinese Art
17	Pictorial Songs of the Brush: A Guide to Paintings in the National Palace Museum Collection (Q3)
18	Painting Animation: Imitating Zhao Bosu's "Latter Ode on the Red Cliff"
19	Spotlight on National Treasures (Q3)
20	Imagining the World: Science and Technology in the Art of NPM
21	Bestiarum Vocabulum: NPM x Hsinchu 241 New Media Art Exhibition
22	Snuff: The Trend of Snuff Bottles from the Qing Court
23	Special exhibition of "Story of an Artistic Style: The Imperial Porcelain with Painted Enamels of the Kangxi Emperor"
24	The Expressive Significance of Brush and Ink: A Guided Journey Through the History of Chinese Calligraphy (Q4)
25	Painting Animation: Spring Dawn in the Han Palace
26	She & Her: On Women and Their Art in Chinese History
27	The Beigou Legacy: The National Palace Museum's Early Years in Taiwan
28	Spotlight on National Treasures (Q4)
29	Art in Quest of Heaven and Truth: Masterpieces of Jades in the Museum Collection
30	Rituals Cast in Brilliance: Masterpieces of Bronzes in the Museum Collection
31	The Khubilghan: The Incarnated Lamas of the Qing Dynasty and Related Artifacts

No.	Thematic Websites
32	Special exhibition - Story of an Artistic Style: Imperial Porcelain with Painted Enamels of the Qianlong Emperor
33	Appraisal of the Past: The Imperial Bronze Collection during the Qianlong Reign
34	The Epitome of Aesthetics: Digital Impressions
35	Painting Animation--Activities of the Twelve Months
36	The Expressive Significance of Brush and Ink: A Guided Journey Through the History of Chinese Calligraphy
37	Polling website for popular online exhibition plan
38	NPM online
39	Special exhibition - Curio Boxes of Qianlong Emperor
40	The Far-Reaching Fragrance of Tea: The Art and Culture of Tea in Asia
41	Imprints of Buddhas: the Buddhist Art in the National Palace Museum Collection

- ◆ The museum shares updated information to the general public by distributing the "NPM e-Newsletter." Issued on a fortnightly basis, NPM e-Newsletter had accumulated 291,810 subscribers by the end of December 2020.

■ Promoting Digital Outcomes

NPM draws creative inspirations from its collection, and by incorporating state-of-the-art imaging technologies and innovative forms of interaction, NPM is able to consistently come up with new programs such as multimedia interaction devices, "New Media Art" exhibition, multimedia gallery of painting and calligraphy, "Painting Animation" display zone, culture and creativity videos, and more. This diversity of digital content complements NPM's mission and collection and delivers a well-rounded visitor experience while bringing fun into learning—for which the NPM has been honored locally and internationally time and time again. The above accomplishments provide a foundation that NPM may leverage to extend educational services outside its premise and improve its function and service quality as a museum. NPM's progress to date has been highly praised among the public.

Digital Exhibitions in 2020 (Including New Media Art Exhibitions in Taiwan and Abroad)

Exhibition Title	Exhibition Date	Location	Content
Reflections Along The River: NPM× Weiwuying New Media Art Exhibition	2019/11/05-2020/01/30	National Kaohsiung Center for the Arts (Weiwuying)	This exhibition, jointly developed between NPM and HTC, featured a VR presentation of "Up the River During Qingming" that won the GLAMi Awards from Museums and the Web. Through this digital exhibition, NPM is looking to explore new presentation opportunities for its invaluable collection. By January 30, 2020, the exhibition had received 81,838 visits. (25,143 in 2020)

Exhibition Title	Exhibition Date	Location	Content
ANiMAL-Art Science Nature Society	2019/11/08-2020/04/19	Fo Guang Shan Buddha Museum	This exhibition was jointly organized between NPM and Fo Guang Shan Buddha Museum. It showcased NPM's art and artifacts related to animals, studies of veterinary medicine and animal life by the City University of Hong Kong, critiques in the form of new media arts, crises encountered by animals, and human behavior that adversely affected the lives of animals. The exhibition received a total of 1,180,459 visits. (865,318 in 2020)
NPM Southern Branch - A Special Exhibition of 21st Century Museums at the Southern Branch of the NPM	2019/12/17-2020/05/26	2F and 3F corridor, NPM Southern Branch	"NPM Southern Branch - A Special Exhibition of 21st Century Museums at the Southern Branch of the NPM" emphasized "exploring the beauties of different cultures through virtual reality technology." Foreign museums, including the Louvre Museum, Musée de l'Orangerie, Tate Modern, Alte Nationalgalerie, and Mucha Foundation, were invited to participate in the exhibition. The exhibition was set up in a wide, high-ceiling corridor in NPM Southern Branch and featured a digital virtual display and experience.
National Palace Museum Treasures Tour Changhua — Artifacts and New Media Art Exhibition	2020/01/21-2020/04/05	Changhua County Art Museum	This exhibition was organized due to a request submitted by Changhua County Government for the "NPM Treasures Tour" program. In response, NPM planned a project called "National Palace Museum Treasures Tour Changhua" and lent five artifacts from its collection that shared common characteristics with the Changhua region to the Changhua County Art Museum. They were on view alongside NPM's New Media Art Exhibition. The exhibition received a total of 24,417 visits.
New Media Art Exhibition - Subtropical Gardens: YCM x NPM Joint Exhibition	2020/05/27-2020/10/11	New Taipei City Yingge Ceramics Museum	This exhibition was jointly organized between NPM and New Taipei City Yingge Ceramics Museum with assistance from the National Museum of History. Through the display of porcelain collections of the ceramics museum and museum of history, works of contemporary artists, and NPM's world-renowned accomplishments in digital assets, the exhibition brought to life the history and colors of porcelain. The exhibition received a total of 92,074 visits.
Imaging the World - Science and Technology in the Art of NPM	2020/08/14-2020/11/15	Deep Sea Theater, National Museum of Marine Science & Technology	The exhibition combined the resources of NPM and the National Museum of Marine Science & Technology (NMMST) to display marine creatures in digital and real forms (living or specimen). This integration between traditional arts and marine themes using virtual and physical presentation achieved an immersive experience for the visitors and enhanced the educational efforts of both museums. The exhibition received a total of 23,509 visits.
Bestiarum Vocabulum: NPM x Hsinchu 241 New Media Art Exhibition	2020/08/21-2020/11/08	Hsinchu 241 Art Gallery	This project introduced the audience to the "Digital History of Animals" that is progressively being completed as part of NPM's New Media Art project. By referencing animals at Hsinchu Zoo, the event sought to reinterpret NPM's collection of animal images and bring novel ideas to the New Media Art Exhibition that was different from NPM's usual display of artifacts. The exhibition received a total of 25,884 visits.

Exhibition Title	Exhibition Date	Location	Content
The Epitome of Aesthetics: Digital Impressions	2020/12/19-2021/03/07	Taichung City Seaport Art Center	This exhibition used digital technology to provide visitors with fresh perspectives of classic artifacts. It explores how modern technologies such as AI and 8K high-resolution images can be used to reinterpret NPM's collections, including "Illustrated Album of Sea Ornaments," "Early Spring," "Travelers Among Mountains and Streams," and "Dwelling in the Fuchun Mountains."

New Media Art Exhibition Room 210: Painting and Calligraphy Multimedia Gallery in the Northern Branch

Gallery 210 uses new media technology to present digital and innovative content related to NPM's treasured artifacts. It allows the NPM's collections to be closely examined by users worldwide without the limitations of time or space. In 2019, the NPM introduced "The Epitome of Aesthetics – New Media Art Exhibition" that sought to introduce visitors to the six aspects of aesthetics (color, scale, texture, structure, composition, and construction) and the six approaches of appreciating artifacts (framing, theme, concept, story, technique, and style), and guide them towards appreciating the beauty and cultural implications of NPM's permanent collections. This exhibition was organized in collaboration with teaching institutions and other museums, including the National Taiwan Normal University Department of Fine Arts, National Chengchi University TransArtistry Office, National Taiwan University of Arts Department of Multimedia and Animation Arts, Taipei National University of the Arts School of Theatre Arts, City University of Hong Kong, and National Museum of Marine Science & Technology. It was an attempt to incorporate innovative ideas into the aesthetics learning experience and to explore new collaborative opportunities between museums and learning institutions.

Painting and Calligraphy Multimedia Gallery and the Painting Animation Exhibition Area

NPM's Gallery 102 at the West Corridor has been designated the "Painting Animation Display Zone," where high-caliber projectors are used to create animated walls that put visitors at the center of a moving picture. Nine of the NPM's treasured artworks including: "Up the River During Qingming (Qing Court Version)," "Syzygy of the Sun, Moon, and the Five Planets," "Spring Morning in the Han Palace," "Imitating Zhao Bosu's 'Latter Ode on the Red Cliff,'" "Departure Herald and Return Clearing," "Activities of the Twelve Months," "One Hundred Horses (digital version)," "Calligraphy Animation--Besotted by Flower Vapors," and "The Cold Food Observance" were selected for this exhibition, and were rotated quarterly.

Pleasing to the Senses: NPM Multimedia Experiences

Since April 2020, NPM's Southern Branch has been displaying the museum's internationally recognized multimedia productions to highlight national treasures from the collection. The exhibition currently displays interactive versions of "Emperor Ming-huang's Flight to Sichuan" from the Tang Dynasty; "Lotuses in the Wind at T'ai-yeh" by Feng Dayou of the Song Dynasty; "Travelers among Mountains and Streams" by Fan Kuan; "Autumn Colors on the Ch'ueh and Hua Mountains" by Zhao Mengfu of the Yuan Dynasty; and "One Hundred Horses" by Lang Shining of the Qing Dynasty—all of which are part of NPM's permanent collection. By producing displays that visitors can see, touch, hear, and interact with, NPM sought to highlight changes in painting styles over time and enable visitors to appreciate the concepts and beauty of NPM's treasures.

S301 Orientation Gallery of Southern Branch

NPM actively adopts new media technology to present digital and innovative content relating to its treasured artifacts. This section uses a combination of Asian art timeline, curators' videos, and immersive/interactive displays to deliver a visitor experience that is as attractive as it is inspiring and refreshing. The gallery also provides conceptual, exploratory, creative, and interactive guides to visitors through the various galleries and collections the Southern Branch offers.

Chiayi History Gallery

NPM has created a Chiayi History Gallery at Southern Branch specifically for hosting the exhibition "The Culture and History of Chiayi." Customized audio, lighting, and visual effects are installed in conjunction with the NPM's collections to present Chiayi's geographical features, history, and human culture, thus recreating historical events in a whole new light. "Remains of the Landscape: An Illuminated Historical Map of Chiayi" uses a number of modern technologies, including GIS, 3D printing, projection mapping, and projection touch control, to recreate a century of human history in the local area. The "Chiayi History Interactive Desk," in particular, combines open data from the Ministry of the Interior, historical documents and maps from local and foreign museums, and projection mapping technology to present changes in the Chiayi area. Thanks to modern technologies, we are able to experience how Chiayi transformed from a rural land populated by deers to its modern state today.

Award-winning digital multimedia productions in 2020

Name of Competition	Winning Production	Category	Awards Won	Organizer	Date
Museums and the Web 2020 (MW20)	"The Magic STEAM Train Project"	Education program	GLAMi Awards	Museums and the Web	2020/04/02
53rd Annual WorldFest-Houston International Film Festival	"Digital Impression" series videos	Online series videos	Bronze Remi Award	WorldFest-Houston International Film Festival	2020/04/25
53rd Annual WorldFest-Houston International Film Festival	"Marvels within the Sea" - New Media Art Exhibition	Interactive - Children	Gold Remi Award	WorldFest-Houston International Film Festival	2020/04/25
53rd Annual WorldFest-Houston International Film Festival	"Digital Impression" - New Media Art Exhibition	Interactive - Educational - Children	Gold Remi Award	WorldFest-Houston International Film Festival	2020/04/25
53rd Annual WorldFest-Houston International Film Festival	NPM x KMFA New Horizons - New Media Art Exhibition	Hi-Def/New Technology	Silver Remi Award	WorldFest-Houston International Film Festival	2020/04/25
53rd Annual WorldFest-Houston International Film Festival	"Reflections Along The River": NPM x Weiwuying New Media Art Exhibition	Hi-Def/New Technology	Gold Remi Award	WorldFest-Houston International Film Festival	2020/04/25

Name of Competition	Winning Production	Category	Awards Won	Organizer	Date
53rd Annual WorldFest-Houston International Film Festival	Website for "Betwixt Reality and Illusion: Special Exhibition of Jades from the Warring States Period to the Han Dynasty in the Collection of the National Palace Museum"	Website	Platinum Remi Award	WorldFest-Houston International Film Festival	2020/04/25
53rd Annual WorldFest-Houston International Film Festival	Website for "Digital Impression - New Media Art Exhibition"	Best Homepage	Silver Remi Award	WorldFest-Houston International Film Festival	2020/04/25
53rd Annual WorldFest-Houston International Film Festival	Website for "Friends Through Culture: A Special Exhibition of Paintings on Elegant Gatherings"	Best Homepage	Gold Remi Award	WorldFest-Houston International Film Festival	2020/04/25
53rd Annual WorldFest-Houston International Film Festival	"Elegant Encounters" - AR In-Gallery Guide	Interactive - Adult/Professional	Platinum Remi Award	WorldFest-Houston International Film Festival	2020/04/25
53rd Annual WorldFest-Houston International Film Festival	Eco-Rethink NPM x LYM x NTM Joint Exhibition	Interactive - Children	Platinum Remi Award	WorldFest-Houston International Film Festival	2020/04/25
53rd Annual WorldFest-Houston International Film Festival	"A Journey through Historical Documents: Wandering in Ancient Sazum through Qing Dynasty Documents"	Hi-Def/New Technology	Platinum Remi Award	WorldFest-Houston International Film Festival	2020/04/25
53rd Annual WorldFest-Houston International Film Festival	"The Future, Unexpected Encounters"	TV Commercials and Public Service Announcements (Cultural Institutions)	Platinum Remi Award	WorldFest-Houston International Film Festival	2020/04/25
53rd Annual WorldFest-Houston International Film Festival	"The Tibetan Dragon Sutra"	Cultural	Gold Remi Award	WorldFest-Houston International Film Festival	2020/04/25
53rd Annual WorldFest-Houston International Film Festival	NPM 3D Action Theater	Interactive - Children's Education	Silver Remi Award	WorldFest-Houston International Film Festival	2020/04/25
31st MUSE Awards	"Digital Impression" - New Media Art Exhibition	Onsite Digital Experience	Gold Remi Award	American Alliance of Museums (AAM)	2020/07/08
31st MUSE Awards	"A Journey through Historical Documents: Wandering in Ancient Sazum through Qing Dynasty Documents"	Research and Innovation	Bronze Remi Award	American Alliance of Museums (AAM)	2020/07/08

Name of Competition	Winning Production	Category	Awards Won	Organizer	Date
2020 Model Learning Example	"The Magic STEAM Train Project"	All categories	Honorable Mention	Civil Service Development Institute, Directorate-General of Personnel Administration, Executive Yuan	2020/11/24
3rd (2020) Government Service Award	"The Magic STEAM Train Project"	Social Care Service	Government Service Award	National Development Council	2020/12/17

Digital Content Infrastructure Advancements and Online Application and Marketing Expansion

Metadata Optimization Project for Collection Database

NPM has been building its collection database for many years. In 2020, progressive steps were taken to add and adjust metadata fields, add English names for artifacts, and optimize the search function with a new interface for improved user experience.

Use of New Media Devices and Platforms for Social Network Marketing

1. In June 2020, NPM released five short videos in a series titled "NPM Express." These videos were hosted by NPM curators to introduce viewers to the secrets and stories behind NPM's art and artifacts.
2. NPM's videos have been successfully integrated into the YouTube platform; Chinese and English headings such as "NPM Collections," "NPM Stories," "A True Taiwanese Welcome," and more have been created under the home tab of NPM's YouTube channel to categorize its proprietary videos for easy searching and viewing.

Reinforced Collaboration With Google Arts and Culture

NPM continued to work closely with Google Cultural Institute in 2020 to bring more online exhibitions to Google Arts and Culture, including high-resolution artifact images and contents from "The Literati's Ordinaries: A Proposal of Life from the 17th Century," "Story of A Brand Name," "Introducing a Painting: Exploring the World of Museum Label," "Special Exhibition of Up the River During Qingming," and "Floral Art for Pleasure: Appreciation of Flower Vessels and Lifestyle." It is NPM's intent to use the Google Arts and Culture platform to share its digital assets with the world and introduce international audiences to various exhibitions organized by the NPM for greater global visibility and more profound influence as an educator.

Ongoing support for "720° VR in the National Palace Museum"

"720° VR in the National Palace Museum" is a separate website created by NPM, through which visitors can freely explore NPM's premises and permanent exhibitions, watch or listen to in-depth introductions of selected artifacts, or choose pre-arranged tour routes for a quick browse of key displays across different themes. In 2020, NPM added 30 new information stops and two new tour routes to the website (for a total of 90 information stops and four tour routes) along with additional text descriptions, audio features, and optimized interfaces for a more accessible and approachable experience for people with disabilities.

Digital Data and Human Culture Application Courses

NPM launched a series of courses in 2020 to introduce how human cultured data can be used in the digital era, from basic concepts to real applications. These courses particularly show how each digital tool can be used for research and analysis of a certain genre of files, as well as the techniques required for the development and application of the collection database. These include the customization of metadata for literature and documents, the use of multidimensional text analytics, location name tagging, and keyword capturing. They are intended to be the most practical and the most relevant courses to anyone interested in the digitalization of human culture data and the study of museum collections.

List of digital data and human culture application courses organized in 2020

Course name	"Literature and Documents from A Digital Human Culture Perspective"	"Text Tagging the China Biographical Database (CBDB)"	"Capturing, Tagging, and Analyzing Digital Research Text"	"Location Name Tagging and Use of Geographic Information System (GIS)"	"Finding the Optimal Scale - Real Cases of Digital Human Culture Research"
Facilitator	Jieh Hsiang, Head of National Taiwan University Research Center for Digital Humanities	Dr. Chijui Hu, National Taiwan University Research Center for Digital Humanities	Dr. Yi-mei Hung, National Taiwan University Research Center for Digital Humanities	Dr. Chijui Hu, National Taiwan University Research Center for Digital Humanities	Associate Professor Ping-tzu Chu, National Tsing Hua University Department of Chinese Literature
Date	July 17	July 24	July 31	August 7	August 14
Course objective	<ol style="list-style-type: none"> 1. Basic introduction to digitized collection data and digital human culture 2. Introduction to using a full-text database for digital human culture research - from administrative files of Taiwan in Ming and Qing Dynasties contained in THDL 3. Introduction to using metadata-only databases for digital human culture research - a look into the system of Academia Historica 	<ol style="list-style-type: none"> 1. Introduction to contents and functions of CBDB 2. Name-tagging CBDB using MARKUS - a semi-automated tagging platform for historical documents, and generating context with DocuSky tools 	<ol style="list-style-type: none"> 1. Capturing words in the digital text using word-capturing tools 2. Using batch-tagging tools to tag captured texts for subsequent uses 	<ol style="list-style-type: none"> 1. Generating geographical coordinates with word tags and displaying on map layers 2. Interactions between text and GIS 	<ol style="list-style-type: none"> 1. Combination of human culture research and digital technology 2. Real cases of digital human culture research

新故宮計畫

The New NPM Project



清丁觀鵬仿韓滉七才子過關 局部

新故宮計畫

計畫目標

推動故宮公共化，營造世界級觀光亮點。

促進臺灣博物館觀光資源整合。

帶動觀光產業升級與創新。

整體規劃內容

本院擘劃未來六年發展藍圖，以「新故宮－故宮公共化帶動觀光產業發展中程計畫（107-112年）」提報國家公共建設發展計畫，全案總計投入 87.82 億經費，期能打造具公共性的「新故宮」並成為世界級觀光亮點，帶動臺灣觀光產業發展。本案於 106 年 12 月 6 日經行政院核定同意，預期建設完成後，將提高南、北院區參觀人數、創造門票與文創收入成長、增加國際及國內參觀者消費產值。

為擴大本院外溢效益、深化故宮國際觀光能量並整備在地觀光質能，本計畫明訂「推動故宮公共化，營造世界級觀光亮點」、「促進臺灣博物館觀光資源整合」及「帶動觀光產業升級與創新」，整體透由景觀優化、展覽創新、活動整合、交通串連、行銷國際 5 個面向，具體規劃子計畫執行內容。預計於建設完成後，將能創新故宮價值，建立臺灣以博物館為核心的觀光產業環境，進而提升臺灣品牌形象，並提供完善資源與服務，讓國際旅客體驗臺灣多元文化，更主動將臺灣文化推介至國際社會。

109 年計畫執行情形

分項計畫一「故宮北部院區整(擴)建計畫」

1. 北部院區南側基地主要工程包括：物耐震補強工程、室裝工程、環境整合工程及空調統包案於 109 年皆已完工；此外圖書文獻館亦完成電動式密集書櫃等採購並進行館藏書刊及書架設備搬遷作業。
2. 北部院區北側基地：北部院區整(擴)建計畫委託先期規劃及專案管理技術服務案已於 109 年 6 月完成先期規劃作業，整(擴)建工程設計監造案建築師已於 11 月完成圖書文獻大樓、第二行政大樓及研究大樓等基本設計圖說提送，安全設施中央電腦控制系統升級汰換案及監視攝影系統改善案於 12 月完工。

分項計畫二「故宮國寶文物修復展示館建設計畫」

1. 國寶館及其相關工程：由營建署代辦之國寶館建築工程委託設計監造，基本設計報告書於 109 年 12 月函送工程會審議，細部設計中；本院自辦之國寶館先期規劃案已於 109 年 4 月份完成，既有五大管線遷移工程施工中。

2. 景觀藝術化工程：

- (1) 景觀藝術化親子互動區工程於 109 年 5 月完工。
- (2) 景觀橋及園區動線整合工程於 12 月開工，景觀橋工程環差案業經嘉義縣政府審查通過。
- (3) 光環境營造工程於 12 月完工。
- (4) 花園景觀及花藝廊道佈置工程於 109 年 10 月完工。
- (5) 新故宮公共化帶動觀光產業 - 建置人文觀光交通設施計畫案已於 109 年 5 月全數結案。

分項計畫三「博物館群國際觀光網絡系統建置計畫」

展覽創新面向：引入新時代世界級博物館策展美學，展現文物新文脈，創造國內外參觀磁吸效益。

1. 子計畫「國際策展合作」

- (1) 「法國凱布朗利博物館面具精品展」(108.11.15-109.03.01)。
- (2) 「奇幻嘉年華—21 世紀博物館特展」(108.12.17-109.05.26)。
- (3) 「呼畢勒罕—清代活佛文物大展」(109.08.01-11.01 南院展出、109.11.28-110.03.01 北院展出)。



■ 故宮國寶遊彰化 - 故宮文物 X 新媒體藝術展開幕合照

Group Photo, opening ceremony of "National Palace Museum Treasures Tour Changhua — Artifacts and New Media Art Exhibition"

2. 子計畫「故宮國寶出遊去」

與彰化縣文化局合作展覽「故宮國寶遊彰化」(109.01.21-04.05)。

活動整合面向：策進博物館觀光資源整合，發展區域優質深度文化觀光。

3. 子計畫「博物館群國際觀光聯盟服務設施友善化」

- (1)「國立社教機構及文化機構聯合行銷」，舉辦寒假(109.1.20-3.31)聯合行銷活動，北部院區推出「我的故宮藏卡」任務、南部院區推出「清明上河趣」任務；舉辦暑假(109.7.15-9.30)聯合行銷活動，北部院區推出「小翠尋寶記一貼紙地圖」活動、南部院區則推出「文人開箱蓋章」闖關活動，吸引親子團體於博物館進行寓教於樂的學習之旅。本年度共計約 24,000 人次參與集章活動。
- (2)「故宮遊藝思—學子嗨 FUN 參訪北部院區」，109 年度共計 261 所學校、9,926 名師生報名參加。
- (3)「百萬學子悠遊博物館」，109 年度共計 159 所學校參訪、13,260 名學子受惠。
- (4)「原住民地區及偏鄉學校參訪專案」，109 年度共計 81 所學校來訪、3,974 名師生參與。
- (5)「博物館 AI 導覽員計畫」，已完成《上河藝影：故宮 X 衛武營新媒體藝術展》大型機器人導入、微型展中小型機器人導入，本院兒童學藝中心大型機器人導入。
- (6)「清宮傳世多寶格文物展」(108.12.25-110.12.26)。



■ 更新士林捷運故宮藝文空間
Renewal work on National Palace Museum Exhibit at Shilin MRT Station

4. 子計畫「博物館群國際觀光聯盟數位化加值運用」

- (1)「清明上河圖特展」(109.1.22-4.26)。
- (2)「故宮南院 S204 數位展廳建置」已於 109 年 4 月 2 日完成並開放參觀。
- (3)「S301 沉浸式導覽廳製作」已於 109 年 9 月 30 日完成導覽大廳建置並於 12 月 28 日完成沉浸式導覽廳建置及開放使用。
- (4)「高創新虛擬實境內容與系統製作案」，完成 3 支虛擬實境影片，「坤輿藝境」於「故宮 x 新竹 241 新媒體藝術展」展出、「神遊富春江」於「經典之美—故宮數位印象展」展出、「四季百駿」預計用於本院其他新媒體藝術展。
- (5)「故宮文物帶狀影視音內容製作」已完成所有影片及廣播製作。

5. 子計畫「臺灣博物館聯合大展」

- (1)「南部院區 2020 戶外美術館」，本案藝術家自 109 年 9 月 7 日起陸續駐村創作，並於 11 月 5 日辦理開幕式活動。
- (2)「繪製世界-藝術中的科學與科技特展」(109.8.14-11.15 國立海洋科技博物館展出)。
- (3)「藝想獸譜—故宮 x 新竹 241 新媒體藝術展」(109.8.21-11.8 新竹 241 藝術空間展出)。
- (4)「經典之美—故宮數位印象展」(109.12.19-110.3.7 臺中市港區藝術中心展出)。



■ 「愛臺灣博物館卡」再加入 11 間超夯館所
"Taiwan Museum Pass" adds another 11 popular museums into its list.

交通串連面向：交通串連，豐富觀光路線，營造便利體驗臺灣文化的旅遊。

6. 子計畫「愛臺灣博物館卡」、「體驗臺灣文化套裝行程 APP」、「博物館便利行」

- (1)「愛臺灣博物館卡 (iTaiwan Museum Pass) 暨周邊交通遊程服務整合及行銷推廣勞務委託採購案」完成中英日韓四語版本之品牌攻略短片、網紅體驗踩線、網路社群 / 論壇行銷推廣、國內旅展參展、與 15 個以上旅客電商通路與實體據點合作，辦理 7 月與 7-11 進行聯合促銷活動及 7-12 月週末體驗活動、並與 < 臺中紅點文旅 > 合作優惠活動，109 年 11 月 20 日發行愛臺灣博物館卡國際版，邀請藝人吳姍儒進行臺北博物館景點踩線之旅體驗行銷，第 4 季辦理聖誕新年慶，並於 12 月 19 日辦理《故宮之夜》邀請愛臺灣博物館卡友免費參加。
- (2)「2020 故宮南院帶團懶人包製作暨導遊培訓勞務委外案」，完成帶團懶人包製作並公告於故宮官網，供國內旅行社導遊帶團使用，並於 9 月 11 日及 9 月 17 日辦理導遊培訓。

7. 子計畫「青少年、兒童教育中心服務升級」

- (1)「兒童學藝中心暨親子友善區」展示設計製作案，109 年 5 月 27 日完工並於 7 月 1 日開館試營運，9 月正式提供團體導覽預約。
- (2)「兒童創意中心 109 年展示更新」於 109 年 7 月 28 日完工開放。

行銷國際面向：故宮品牌行銷國內外，提升臺灣形象，開發觀光新客源市場。

8. 子計畫「故宮整體行銷及媒宣推廣」

- (1)「109 年展覽廣告影片及平面視覺宣傳設計委外製作案」，已完成年度宣傳主軸、鼻煙壺展、她展、呼畢勒罕特展南院版、北院版廣告影片及平面視覺設計。
- (2)「109 年展覽暨形象宣傳媒體採購委託專業服務案」，已完成展覽廣告與綜合形象數位廣告投放及議題行銷。
- (3)「捷運士林站及臺北車站故宮藝文空間」完成捷運士林站及臺北車站展出空間維護並定期更新媒宣影片。
- (4)國內旅展參展「臺北國際旅展」(10.30-11.2)、「秋季臺中國際旅展」(11.13-16)、「高雄市旅行公會冬季國際旅展」(12.18-21)。
- (5)「2020 故宮藝術節」(109.11.14-110.1.3)。
- (6)「故宮亞洲藝術月 - 蒙古月」(109.9.26-11.1)。
- (7)「故宮南院 2020 夏日親子藝術月」(109.7.10-8.30)。
- (8)「故宮南院開館五週年紀念」(109.12.22-110.1.10)。

9. 子計畫「國際青年旅客客源開發」

國際青年旅客客源開 - 新加坡、馬來西亞、泰國、菲律賓等，完成 6 條參觀南北院配套遊程及 2 種套票優惠方案，透過 OTA 網路平臺及飛亞旅行社 My Taiwan Tour 平臺販售相關遊程，辦理相關媒宣並邀請國際青年採線團約 400 人參觀故宮南北院及周邊景點。

10. 子計畫「新南向行銷及媒宣推廣」

東南亞語導覽種子培訓已於 9 月 11-12 日辦理「南得一見」東南亞語導覽共創工作坊，並拍攝東南亞語導覽影片及辦理「當新住民遇見她」特展交流參訪活動。



■ 戶外美術館 甘銘源 【忘筌 捨筏】

“Neither a Bamboo Raft, Nor a Bamboo Fish Trap” Ark of Art, NPM's Southern Branch

NPM's New Plan

Project Goal

Complete a capital improvement project that would raise NPM's stature as a world-class tourist attraction.

Facilitate resource integration across museums in Taiwan.

Inspire upgrades and innovation within the tourism industry.

Long Range Plan Overview

Inspired by a six-year, long-range planning roadmap, the "New NPM Publicization and Tourism Industry Development Project (2018-2023)" was originally proposed as part of a larger national public construction program. With an estimated budget of NT\$8.782 billion, the "New NPM" project strives to transform the museum into a world-class attraction that would drive the growth of Taiwan's tourism industry. This project was approved by Taiwan's Executive Yuan on December 6, 2017 and is scheduled for completion by 2024. By then, both Northern and Southern Branches are expected to see increases in terms of visitorship, ticket revenue, merchandise sale, and local spending from foreign as well as domestic tourists.

The project has been designed to maximize NPM's spillover effect and direct its global visibility in ways that would benefit local tourism, as mentioned in the project's goals to "promoting the the NPM brand and creating world-class sightseeing highlights," "promoting the integration of tourism resources of Taiwan museums," and "driving the upgrade and innovation of the tourism industry." The makeover will proceed in five main pillars: landscape design, innovative exhibitions, campaign integration, transportation enhancement, and global marketing. Each topic is explained separately in sub-projects.

President Tsai Ing-wen's pledge to support the tourism industry has prompted NPM to respond with its own efforts to be in line with the government. The museum requested national infrastructure funding in order to fulfill the President's commitments to supporting NPM's Southern Branch and a new Southern Taiwan expansion policy by the central government. The new construction projects aim to have NPM create new cultural values and promote museums as main attractions for tourism activities in Taiwan. In addition, with adequate resources and services, NPM hopes to put Taiwan on the map for international travelers by leveraging its cultural heritage and showcasing its diversity in the collections.

Capital Improvement Implementation in 2020

Sub-Plan 1 - "Renovation and Expansion Plans for NPM's Northern Branch"

1. Major museum infrastructure improvements included earthquake proofing reinforcement, interior renovations, environmental engineering, and turnkey installation of HVAC systems. All five existing buildings on the museum campus are now even better equipped to withstand seismic events. The renovation project experienced a few complications when the original contractors failed to perform their duties and were replaced accordingly. Due to this situation, the interior renovation, environmental engineering, and HVAC installation projects were slightly delayed but still completed before December 2020. As a part of this museum-wide capital improvement, the library also received new electronic shelving systems to properly store its massive collection of books, many of them rare volumes. The library is currently in the process of relocating all its books.
2. The preliminary planning and project management technology services of the Building Plans for the Renovation (Expansion) was completed by early June 2020. The schematics of the library building, the Second Administrative Building and the research building were designed in November 2020, and reviewed in January 2021. Upgrades to the security control center and its video surveillance system were completed in December 2020.

Sub-Plan 2 - "Design of the NPM National Treasures Conservation and Exhibition Hall"

1. National Treasures Conservation and Exhibition Hall and related projects: The Construction and Planning Agency has been engaged to design and supervise the construction of the new National Treasures Conservation and Exhibition Hall. The first iteration of the plan and design was reviewed and finalized on September 28, 2020. The general design report was then submitted to the Public Construction Commission for review on December 25, 2020, and design details are still being developed. Preliminary planning of the National Treasures Conservation and Exhibition Hall had already been completed by NPM in April 2020; plans to redirect five existing major pipelines resumed on December 31 after the Chiayi County Government reviewed and approved NPM's effluent plan. "Environmental Impact Comparative Analysis Report for the Construction of National Treasures Conservation and Exhibition Hall" is expected to be submitted to the county government for review in 2021.
2. Landscape Beautification Project:
 - (1) Landscape beautification for the outdoors family activities area was fully completed in May 2020.
 - (2) Tender for bridge and park trails construction was awarded on December 14, 2020, with work commencing on December 31. The environmental impact comparative analysis report for the bridge has been reviewed and approved by Chiayi County Government. A finalized version of the report was submitted to the county government on record on December 31.
 - (3) Installation of decorative lighting was completed in December 2020.
 - (4) Landscaping for both the garden and flower corridors were completed in October 2020.
 - (5) Tourism Industry Development through NPM Capital Project - Construction of tourist transportation facilities was fully completed in May 2020.

Sub-Plan 3 - “Museum Group International Tourism Network System Construction Plan”

The goal of this plan is to introduce innovative exhibition concepts from world-class museums, and present artifacts in a different perspective.

1. Sub-project - “Collaboration with International Exhibition Counterparts”

- (1) “MASKS - Beauty of the Spirits, Masterpieces from the Musée du quai Branly” (November 15, 2019 to March 1, 2020).
- (2) “A Special Exhibition of 21st Century Museums at the NPM Southern Branch” (December 17, 2019 to May 26, 2020).
- (3) “The Khubilghan: The Incarnated Lamas of the Qing Dynasty and Related Artifacts” (August 1 to November 1, 2020 at the Southern Branch; November 28, 2020 to March 1, 2021 at the Northern Branch).

2. Sub-Project - “NPM National Treasures Go Out”

NPM collaborated with Changhua County Cultural Affairs Bureau on the exhibition - “NPM Treasures Tour Changhua” (January 21 to April 5, 2020).

Integrating museum resources for in-depth, culture-focused tourism in the local area.

3. Sub-Project - “Improving Accessibility Service Facilities International Tourism Alliance of Museums”

(1) NPM and Taiwan’s national education and cultural institutions organized a series of joint marketing events including “My NPM Treasure Card” at the Northern Branch and “Up the River During Qingming” at the Southern Branch during winter break season from January 20 to March 31, 2020; and “Tsui’s Treasury Hunt - Map Stickers” at the Northern Branch and “Scholar’s Stamping Challenge” at the Southern Branch during summer break season from July 15 to September 30, 2020. The above activities were intended to attract parents and their children for fun-filled and informative tours of the museum. These initiatives attracted approximately 24,000 participants.

- (2) A total of 9,926 teachers and students from 261 schools participated in the “NPM Tour - Student Visit to Northern Branch” in 2020.
- (3) A total of 13,260 students from 159 schools participated in the “Students Museum Visit and Cultural Experience Program” in 2020.
- (4) A total of 3,974 teachers and students from 81 schools took part in “Museum Tour for Schools from Indigenous and Remote Locations” in 2020.
- (5) “AI Museum Guide Project” - Large-size robots were featured in the “Reflections Along the River - NPM × WEIWUYING New Media Art” exhibition and at NPM Children’s Gallery; medium- and smaller-size robots were used for micro exhibitions.
- (6) “Legacy of the Qing Court - Curio Box” exhibition (December 25, 2019 - December 26, 2021).

4. Sub-Project “Digital Value-Adding for International Tourism Alliance of Museums”

- (1) “Special Exhibition of Up the River During Qingming” (January 22 to April 26, 2020).
- (2) “Construction of “NPM Southern Branch S204 Digital Exhibition Hall” - completed on April 2, 2020 and opened to visitors.

(3) “Creation of S301 Immersive Orientation Lobby” - construction of Orientation Gallery was completed on September 30, 2020, whereas immersion equipment was installed on December 28 and opened to the public.

(4) “Production of Creative Virtual Reality Contents and Systems” - Three virtual reality videos were produced; “The Realm of Kunyu” was showcased during “NPM x Hsinchu 241 New Media Art” exhibition; “Traveling Around Fu-Chun River” was showcased during “Digital Impression - The Beauties of Classics”; and “Myriad Stallions in Four Seasons” is expected to be showcased in NPM’s other new media exhibitions.

(5) “Video Production for NPM Artifacts” - all videos and broadcasts have been produced; NPM plans to host a press conference on December 14, 2020 for the release of TV mini series - “Palace Tales,” which will premiere on GTV and myVideo at 9pm, December 20.

5. Sub-Project - “Joint Exhibition of Museums in Taiwan”

- (1) “Southern Branch Outdoor Gallery 2020” - artists were invited to create artworks on spec which began on September 7, 2020, and the event held its opening ceremony on November 5.
- (2) “Special Exhibition of Imagining the World: Science and Technology in the Art” (August 14 to November 15, 2020 at National Museum of Marine Science & Technology).
- (3) “Bestiarum Vocabulum: NPM x Hsinchu 241 New Media Art” exhibition (August 21 to November 8, 2020 at Hsinchu 241 New Media Art Exhibition).
- (4) “The Epitome of Aesthetics: Digital Impressions” (December 19, 2020 to March 7, 2021 at Taichung City Seaport Art Center).

Transportation enhancements: connecting different tourism transportation methods for a streamlined experience of Taiwanese culture.

6. Sub-Projects - “Taiwan Museum Pass,” “Experience Taiwan Culture Package Tour App,” and “Museum Facility.”

(1) “Integration and Marketing of iTaiwan Museum Pass and Nearby Transportation Services” - Introductory short videos were produced in Chinese/English/Japanese/Korean and released to a worldwide online audience. The videos were also promoted on social media, various discussion forums, and domestic travel fairs. Further collaborative efforts were made with more than 15 e-commerce and physical merchants; with 7-11 for joint promotions in July and weekend experience between July and November; and finally with Taichung Red Dot Hotel for discount offers. The international version of the Taiwan Museum Pass was released on November 20, 2020, and to celebrate the launch, Taiwanese celebrity Sandy Wu was invited to a tour through museums in Taipei. NPM also held a series of Christmas and New Year celebrations in Q4 that included the event “Dress Party at the National Palace Museum” on December 19, where complimentary admission was offered to holders of Taiwan Museum Pass.

(2) “Tour Information Summary and Tour Guide Training for NPM Southern Branch - 2020” - Tour information summary has been produced and published onto NPM’s website for use by domestic travel agencies. Tour guide training was organized on September 11 and September 17.

7. Sub-Project - “Adolescent and Children’s Education Center Service Upgrade”

- (1) Creation of “Children’s Gallery and Parental Area” - construction was completed on May 27, 2020, opened for trial operation on July 1, and began accepting group reservations in September.
- (2) “Display Renewal for Children’s Creativity Center - 2020” - completed and opened to the public on July 28, 2020.

Global marketing: market the NPM brand locally and abroad to improve Taiwan’s global image, and explore new tourist sources.

8. Sub-Project - “Overall Marketing and Media Promotion of the National Palace Museum”

- (1) “Outsourced Design and Production of Exhibition Promotional Video and Printed Advertisements - 2020” - promotional videos and printed advertisements have been completed for this year’s themes and exhibitions including “Snuff Bottles,” “She & Her,” and “The Khubilghan” for both Southern and Northern Branches.
- (2) “2020 Exhibition and Image Promotion” - exhibition and image advertisements have been placed and followed up with additional marketing efforts.
- (3) “NPM Arts and Culture Space at MRT Shilin Station and Taipei Main Station” - exhibition spaces at MRT Shilin Station and Taipei Main Station were maintained and updated with new promotional videos on a regular basis.
- (4) Participated in domestic travel fairs including “Taipei International Travel Fair” (October 30–November 2), “Taichung International Travel Fair” (November 13–16), and “Kaohsiung International Travel Fair” (December 18–21).
- (5) “2020 National Palace Museum Art Festival” (November 14, 2020 to January 3, 2021).
- (6) “NPM Asian Art Festival - Mongolian Month” (September 26 to November 1, 2020).
- (7) “Southern Branch 2020 Summer Family Art Month” (July 10 to August 30, 2020).
- (8) “Five Year Anniversary of the Southern Branch” (December 22, 2020 to January 10, 2021).

9. Sub-Project - “Exploration of International Young Tourists”

Exploration of International Young Tourists -six packaged tours covering Northern and Southern branches and two discount packages have been designed for visitors from Singapore, Malaysia, Thailand, and The Philippines. Tours are being marketed through OTA and My Taiwan Tour and are supported with media coverage. A group of approximately 400 international young travelers were invited to a trial visit of NPM’s Northern and Southern Branches and nearby points of interest.

10. Sub-Project - “Marketing and Promotion to Southeast Asia”

“View of the South,” a guide to Southeast Asian languages, was organized on September 11–12. Introductory videos have been produced in various Southeast Asian languages, and a special exhibition was organized to target new immigrants.



■ 109 年 國際青年旅客客源開發活動合影
Group photo: international youth ambassadors promoting Taiwan tourism and the National Palace Museum to the world



一般行政業務

人事業務

編制及異動

本院 109 年預算員額職員 351 人、駐警 66 人、工友 6 人、技工 47 人、駕駛 2 人、聘用 7 人、約僱 23 人，合計 502 人（如下表）。為健全博物館專業及發揮組織綜效功能考量，本院配合業務情形妥適配置各處室人員職務，以提升員工向心力及工作士氣。109 年科長級以上人員計 13 人調動（含單位調整及職務調整）、2 人陞遷、2 人退休，異動人數共計 17 人。

機關	職員	駐警	工友	技工	駕駛	聘用	約僱	合計
國立故宮博物院	351	66	6	47	2	7	23	502

註：行政院 109 年 12 月 29 日院授人組字第 10900484813 號函核定。

教育訓練紀事

序號	日期	紀事摘要
1	01/31	辦理「藝文採購革新作業」課程。
2	05/14	辦理「博物館網路數位資源分享」專題演講。
3	05/26 05/28	辦理「資安趨勢與社交工程防範」專題演講。
4	06/22	辦理「google 雲端及 odf 轉檔」專題演講。
5	07/03 07/08	辦理北院同仁環境教育戶外學習「自來水博物館」。
6	07/13	辦理南院同仁環境教育戶外學習「向禾休閒漁場」。
7	07/14	辦理「採購契約保險約定要領與常見錯誤」課程。
8	07/22 07/31	邀請心窩文創有限公司總經理蔡緯昱，專題演講「109 年員工協助方案 - 職場人際溝通及適應」。
9	08/11	辦理主管人員共識營，邀請行政院科技會報辦公室執行秘書蔡志宏及主任張文櫻等 2 人專題演講「當前科技施政布局」及「應用科技提升博物館服務之案例」。
10	08/26	邀請本院書畫處助理研員方令光，專題演講「美感原則與中國書畫欣賞」。
11	09/21	辦理科長班研習營，邀請行政院科技會報辦公室主任張文櫻專題演講「運用科技提升博物館服務之案例」，及主題式分組討論與成果分享。
12	09/21	辦理「NPM_ISMS 資安宣導」專題演講。
13	10/30 11/04	依資通安全法規定，辦理二梯次資通安全教育訓練，講題為「資訊安全威脅與防範」。
14	11/05 11/12	分別於北院及南院辦理宣導及賞析影片「她們」。
15	11/06	辦理兩公約人權教育，課程為：「從獨立專家的結論性意見談兩公約」。

序號	日期	紀事摘要
16	11/13	辦理兩公約人權教育，課程為：「兩公約人權之實踐」。
17	11/19	辦理「伺服器管理與安全」專題演講。
18	11/19 11/26	分別於北院及南院辦理宣導及賞析影片「首席指揮家」。
19	11/20	兩公約人權教育課程：「國際人權公約：有自由的地方，就是家園」。
20	12/07	辦理 109 年度公文講習，課程為「公文撰寫案例分析」及「文書作業與檔案管理」。
21	12/09	邀請僑光科技大學許淑惠助理教授辦理專題講座，講座主題「服務品質與接待應對技巧」及「性平知多少～淺談性別平等」。

預算執行

公務預算

1. 歲入預算數 12 億 7,869 萬 7 千元，執行結果，決算數 2 億 8,400 萬 3 千元，執行率 22.21%，較預算數短收 9 億 9,469 萬 4 千元，主要係受嚴重特殊傳染性肺炎疫情影響，國際觀光客來客數驟減，致門票收入較預期減少所致。

109 年歲入預決算表

單位：新臺幣千元

科目名稱	預算數	決算數	比較增減	執行率 %
罰款及賠償收入	7,700	3,778	-3,922	49.06
規費收入	1,050,000	101,743	-948,257	9.69
財產收入	126,147	82,909	-43,238	65.72
營業盈餘及事業收入	92,500	92,500	-	100.00
其他收入	2,350	3,073	723	130.76
合計	1,278,697	284,003	-994,694	22.21

2. 歲出預算數 16 億 9,671 萬 7 千元，執行結果，決算數 15 億 1,209 萬 1 千元，執行率 89.12%，較預算數節餘 1 億 8,462 萬 6 千元，主要係：

(1) 一般行政：主要係因預計進用員額尚未補實，致人事費節餘所致。

(2) 新故宮計畫：

A. 主要係受嚴重特殊傳染性肺炎疫情影響，部分原定辦理計畫項目停辦或緩辦所致。

B. 主要係因北部院區整擴建計畫委託設計、監造技術服務案於公開閱覽期間，依廠商意見修正招標文件並延長等標期至 45 天，致相關作業期程增加約 2 個月，除影響基本設計作業核定進度及付款時程，亦影響該案先期規劃及專案管理技術服務案進度，實際執行較預期減少所致。

109 年歲出預算表

單位：新臺幣千元

科目名稱	預算數	決算數	比較增減	執行率 %
一般行政	783,456	717,945	-65,511	91.64
文物研究、展覽與推廣	125,307	119,733	-5,574	95.55
文物徵集與管理	20,571	20,139	-432	97.90
南院文物研究、展覽與推廣	52,069	49,176	-2,893	94.44
南院文物徵集與管理	12,157	11,911	-246	97.98
安全管理維護	135,673	133,405	-2,268	98.33
新故宮計畫	565,990	459,713	-106,277	81.22
一般建築及設備	70	69	-1	98.81
第一預備金	1,424	-	-1,424	0.00
合計	1,696,717	1,512,091	-184,626	89.12

故宮文物藝術發展基金

- 業務總收入 (包括銷貨收入、業務外收入) 預算數 7 億 6,979 萬 1 千元，執行結果，決算數 1 億 5,877 萬 2 千元，執行率 20.63%，較預算數減少 6 億 1,101 萬 9 千元，主要係受嚴重特殊傳染性肺炎疫情影響，來院參觀人數減少，致銷貨收入減少。
- 業務總支出 (包括銷貨成本、行銷及業務費用、管理及總務費用等) 預算數 6 億 1,178 萬 4 千元，執行結果，決算數 1 億 9,918 萬 4 千元，執行率 32.56%，較預算數減少 4 億 1,260 萬元，主要係博物館商店銷貨收入減少，銷貨成本隨同減少及擲節行銷費用所致。
- 以上業務收支相抵後決算短絀數 4,041 萬 2 千元，與預算賸餘數 1 億 5,800 萬 7 千元比較，相差 1 億 9,841 萬 9 千元。

109 年收支餘絀預算表

單位：新臺幣千元

科目名稱	預算數	決算數	比較增減	執行率 %
業務收入	701,732	137,153	-564,579	19.54
銷貨收入	701,732	137,153	-564,579	19.54
業務成本與費用	611,784	199,183	-412,601	32.56
銷貨成本	326,127	89,882	-236,245	27.56
行銷及業務費用	268,622	92,514	-176,108	34.44
管理及總務費用	17,035	16,787	-248	98.54
業務賸餘	89,948	-62,030	-151,978	-68.96
業務外收入	68,059	21,619	-46,440	31.77
業務外費用	-	1	1	-
業務外賸餘	68,059	21,618	-46,441	31.76
本期賸餘 (短絀)	158,007	-40,412	-198,419	-25.58

廉政成效

推動「璀璨故宮、廉能永續」專案計畫

政府採購法、政府採購法施行細則分別於 108 年 5 月 22 日、11 月 8 日修正施行，文化部於 108 年 11 月間陸續發布施行「文化藝術採購辦法」、「機關辦理藝文採購作業要點」，考量本院 109 年度持續推動「新故宮計畫」、「前瞻基礎建設計畫」，各類型採購案件增加，為落實前項採購相關法規之執行，提升採購品質及效率，進而推動行政透明措施，本院提報 109 年「璀璨故宮、廉能永續」專案廉政法紀宣導實施計畫，邀請專家學者或實務工作者至本院講授政府採購法及貪污治罪條例等相關宣導課程，期藉此提升同仁反貪觀念，達到防貪之效能。

廉政紀事

序號	日期	紀事摘要
1	01/31	邀請文化部秘書處採購科燕科長奕峰擔任講座，講授「藝文採購革新作業」課程。
2	07/14	邀請本院前科長張錦川先生擔任講座，講授「採購契約保險約定要領與常見錯誤」課程。
3	08/06	邀請財團法人工業策進會資安科技研究所周副主任哲賢擔任講座，講授「重大資安事件探討暨行動裝置管理」課程。
4	08/27	邀請法務部調查局臺北市調查處曾組長銘全擔任講座，講授「安全防護工作介紹」課程。

陽光法案執行情形

- 依「公職人員財產申報法」及其施行細則規定，本院 109 年度受理定期申報者計 13 人、到(就)職申報者計 4 人、無離(卸)職申報者、無代理申報者，均於期限內完成申報。且 109 年 1 月 15 日辦理 108 年度公職人員財產申報實質審查及前後年度申報財產比對抽籤，經抽中者 2 人，由本室審查結果，均無故意申報不實之情形。
- 本院 109 年受理定期財產申報人數計 13 人，辦理授權介接財產資料者計 13 人，授權比例達 100%。
- 本院 109 年無違反公職人員利益衝突迴避法事件，已達「零裁罰」目標，成效良好。

General Administration

Personnel

Organization and Changes

NPM had a budgeted employee headcount of 502 in 2020, including 351 staff, 66 security guards, 6 maintenance workers, 47 technicians, 2 drivers, 7 contract-based employees, and 23 contracted workers (as shown in the following chart). Duties have been appropriately assigned across departments and offices in a synergistic manner that enforces NPM's professionalism and promotes unity and work morale among employees. A total of 17 personnel changes took place in 2020, including reassignment (department transfer and role adjustment) of 13 section chiefs and above, 2 promotions, and 2 retirements.

Institution	Staff	Security Guards	Maintenance Workers	Technicians	Drivers	Contract-based Employees	Contracted Workers	Total
National Palace Museum	351	66	6	47	2	7	23	502

Note: Approved under Letter No. Yuan-Shou-Ren-Zu-10900484813 issued by the Executive Yuan on December 29, 2020.

Staff Education and Training

No.	Date	Event Summary
1	01/31	Organized course on "Arts and Culture Procurement Reform."
2	05/14	Organized seminar on "Museum Digital Resource Online Sharing."
3	05/26 05/28	Organized seminar on "Information Security Trends and Prevention Against Social Engineering."
4	06/22	Organized seminar on "Google Cloud and odf File Conversion."
5	07/03 07/08	Organized an environmental education trip to the Museum of Drinking Water for employees from the Northern Branch.
6	07/13	Organized an environmental education trip to Hsiang Ho Recreational Fish Farm for employees from the Southern Branch.
7	07/14	Organized course on "Key Notes and Common Mistakes in Acquiring Insurance Coverage."
8	07/22 07/31	Invited President Andy Tsai from 4 Core Cultural and Creative Co., Ltd. to deliver a speech on "2020 Employee Assistance Solution - Workplace Communication and Adaptation."
9	08/11	Organized retreat for managerial personnel, during which Executive Secretary Zse-hong Tsai and Director Wen-Ing Chang from Board of Science and Technology were invited to deliver a speech on "Administration Planning with Prevailing Technologies" and "Case Studies of Improved Museum Service through Technology Application."
10	08/26	Invited Assistant Curator Ling-Kuang Fang from NPM's Department of Painting and Calligraphy to deliver a speech on "Aesthetics in Chinese Painting and Calligraphy."

No.	Date	Event Summary
11	09/21	Organized section chief workshop, during which Director Wen-Ing Chang from Board of Science and Technology was invited to deliver a speech on "Case Studies of Improved Museum Service through Technology Application," and was followed by group discussions and opinion sharing.
12	09/21	Organized speech on "NPM_ISMS Security Awareness."
13	10/30 11/04	Organized two sessions of information and communication security training and a speech on "Information Security Threats and Prevention" in accordance with the Cyber Security Management Act.
14	11/05 11/12	Held screening sessions for "Little Women" at the Northern Branch and Southern Branch.
15	11/06	Organized course - "Independent Experts' Opinions on UN Human Rights Covenants" to educate employees on the implications of UN human rights covenants.
16	11/13	Organized course - "Practical Enforcement of UN Human Rights Covenants" to educate employees on the implications of UN human rights covenants.
17	11/19	Organized speech on "Server Management and Security."
18	11/19 11/26	Held screening sessions for "The Conductor" at the Northern Branch and Southern Branch.
19	11/20	Organized course - "UN Human Rights Covenants: Home Is Where Freedom Exists" to educate employees on the implications of UN human rights covenants.
20	12/07	Held the 2020 correspondences seminar on topics - "Examples of Official Correspondence Drafting" and "Documentation and File Management."
21	12/09	Invited instructor Shu-Huei Hsu from Overseas Chinese University to host seminars on "Service Quality and Hosting Techniques" and "Introduction to Gender Equality"

Budget Execution

Official Budget

1. NPM generated total revenues of NT\$284,003,421, representing a 22.21% accomplishment and falling NT\$994,693,579 short of the NT\$1,278,697,000 budgeted revenues. This deviation from budgeted revenues was primarily caused by the spread of COVID-19, which led to a drastic reduction in international tourists and admission fee revenues.

2020 Brief Chart of Annual Revenue Statistics

Unit: NT\$1,000

Item	Budget	Final Accounts	Difference	Ratio %
Fines and compensation income	7,700	3,778	-3,922	49.06
Service income	1,050,000	101,743	-948,257	9.69
Property income	126,147	82,909	-43,238	65.72
Earnings from operations and business income	92,500	92,500	-	100.00
Other income	2,350	3,073	723	130.76
Total	1,278,697	284,003	-994,694	22.21

2. NPM incurred total expenses of NT\$1,512,090,922, representing 89.12% of the NT\$1,696,717,000 budgeted expenses. Actual expenses were NT\$184,626,078 below budget mainly due to:

(1) General administration: budgeted headcounts were not fully filled, which resulted in personnel cost savings.

(2) NPM Renewal Project:

The spread of COVID-19 resulted in the suspension or postponement of certain parts of the plan.

Design and construction supervision of the Northern Branch Refurbishment (Expansion) Plan has had tender documents amended. The tendering period extended to 45 days as per contractors' opinions during the public viewing period. These changes prolonged the work duration by approximately two months, which affected the design approval and payment timelines and delayed preliminary planning and project management services. Some of the budgeted expenses were not executed as a result.

Budget and Actual Expenses for 2020

Unit: NT\$1,000

Item	Budget	Final Accounts	Difference	Ratio %
General Administration	783,456	717,945	-65,511	91.64
Collection Research, Exhibition, and Promotion	125,307	119,733	-5,574	95.55
Collection Levy and Management	20,571	20,139	-432	97.90
Southern Branch Collection Research, Exhibition, and Promotion	52,069	49,176	-2,893	94.44
Southern Branch Collection Levy and Management	12,157	11,911	-246	97.98
Security System Management and Maintenance	135,673	133,405	-2,268	98.33
New NPM Long Range Plan	565,990	459,713	-106,277	81.22
General Construction Equipment	70	69	-1	98.81
First Preparatory Fund	1,424	-	-1,424	0.00
Total	1,696,717	1,512,091	-184,626	89.12

The NPM's Art Development Operation Fund

1. The fund generated total revenues of NT\$158,772,143.88 (including sales revenue and non operating revenue), representing a 20.63% accomplishment and falling NT\$611,018,856.12 short of the NT\$769,791,000 budgeted revenues. This deviation from budgeted revenues was primarily caused by the spread of COVID-19, which led to a drastic reduction in visitors and sales.

2. The fund incurred total expenses of NT\$199,184,524.18 (including cost of goods sold, selling expenses, general and administrative expenses, non-operating expenses), representing 32.56% of the NT\$611,784,000 budgeted expenses. Actual expenses were NT\$412,599,475.82 below budget, mainly due to lower sales from the museum shop, which simultaneously reduced cost of sales and saved marketing expenses.

3. The above revenues and costs netted a deficit of NT\$40,412,380.30, which fell NT\$198,419,380.30 short of the NT\$158,007,000 surplus budgeted for the year.

Budgeted and actual surplus/deficit for 2020

Unit: NT\$1,000

Item	Budget	Final Accounts	Difference	Ratio %
Operating Revenue	701,732	137,153	-564,579	19.54
Sales Revenue	701,732	137,153	-564,579	19.54
Operating Costs and Expenses	611,784	199,183	-412,601	32.56
Cost of Goods Sold	326,127	89,882	-236,245	27.56
Selling Expenses	268,622	92,514	-176,108	34.44
General and Administrative Expenses	17,035	16,787	-248	98.54
Operating Surplus	89,948	-62,030	-151,978	-68.96
Non-Operating Revenue	68,059	21,619	-46,440	31.77
Non-Operating Expenses	-	1	1	-
Non-Operating Surplus	68,059	21,618	-46,441	31.76
Surplus	158,007	-40,412	-198,419	-25.58

■ Ethical Administration Results

Promoting the “Cross-Generational Sustainable Ethics at the NPM” Project

Following amendments of the Government Procurement Act on May 22, 2019, and Enforcement Rules of the Government Procurement Act on November 8, 2019, Taiwan’s Ministry of Culture introduced its “Regulations for Cultural and Arts Procurements” and “Notes on Cultural and Arts Procurements for Government Institutions” later in November 2019. Considering the fact that NPM had increased the number of procurements planned throughout 2020 as part of the “NPM Renewal Project” and “New Infrastructure Projects,” many transparency measures have been implemented internally to ensure compliance with the procurement regulations mentioned above while at the same time improve the quality and efficiency of the procurement process. In 2020, NPM introduced an “NPM Integrity and Sustainability” program. It invited experts, scholars, and field workers to give speeches at NPM on the implications of the Government Procurement Act and Anti-Corruption Act. By raising employees’ anti-corruption awareness, NPM hopes to prevent acts of corruption.

Timeline of Ethics-Related Affairs

No.	Date	Event Summary
1	01/31	Chief I-Feng Yen of the Procurement Section, Secretariat, Ministry of Culture, was invited to host a course on “Arts and Culture Procurement Reform.”
2	07/14	Former Section Chief Chin-Chuan Chang of NPM was invited to host a course on “Key Notes and Common Mistakes in Acquiring Insurance Coverage.”
3	08/06	Deputy Chief Che-Hsien Chou from Cybersecurity Technology Institute, Institute for Information Industry, was invited to host a course on “Major Information Security Incidents and Mobile Device Management.”
4	08/27	Team leader Ming-Chuan Tseng from Taipei City Field Division, Investigation Bureau, Ministry of Justice, was invited to host a course on “Introduction to Security and Protection Tasks.”

Executing Transparency Policies

1. According to the “Act on Property-Declaration by Public Servants” and enforcement rules thereof, NPM was due to receive regular property declarations from 13 existing employees, new declarations from four employees, no declaration from resigned (departed) employees, and no proxy declaration in 2020. All declarations were completed before the prescribed due dates. NPM conducted its 2019 due diligence review of public servant property declaration on January 15, 2020, during which two employees were selected at random to compare property declarations made in the current and previous years. The Civil Service Ethics Office found no deliberate attempt to make false declarations.
2. NPM received regular property declarations from 13 employees in 2020, and 13 (100%) of whom had given their authorization to have property information shared across government agencies to facilitate the property declaration.
3. NPM encountered no violation against the Act on Recusal of Public Servants Due to Conflicts of Interest in 2020 and managed to achieve its “penalty-free” goal with good results.



■ 首創文物桌遊「巡覓尋秘 乾隆皇帝要出巡」發表會
Launch for a new board game inspired by the major NPM exhibition “The Tours of Emperor Qianlong”

大事紀要

Calendar of Major Events



清朱憲章花卉

大事紀要

月份	大事紀要
一月	01/01 「愛臺灣博物館卡 (Taiwan Museum Pass) 國內版」啟用
	01/01 「巨幅名畫」、「婉而通—篆書的故事」、「四方來朝—職貢圖特展」於北部院區開展
	01/01 聘任本院第二屆青諮會諮詢委員
	01/01 故宮 Instagram 帳號開辦
	01/02 故宮磨課師「走近故宮國寶」榮獲教育部 ELOE 2019 優質課程獎項
	01/02 本院「故宮 × 中港藝起玩—數位微型特展」在新北市新莊區中港國小開展
	01/08 本院辦理「博物館評鑑會—108 年度小組會議」到院複評事宜。
	01/15 「2020 故宮遊藝思活動起跑暨龍山寺贊助簽約記者會」
	01/20 教育部、文化部及故宮所共同主辦的「Muse 大玩家—國立社教機構及文化機構 109 年寒假活動」登場
	01/21 本院與彰化縣文化局共同主辦「故宮國寶遊彰化—故宮文物 × 新媒體藝術展」於彰化縣立美術館開幕
01/22 本院「人氣國寶展」、「清明上河圖特展」於南部院區開展	
01/23 本院「國寶聚焦」(宋蔡襄書尺牘〈陶生帖〉、宋燕文貴奇峰萬木)於北部院區開展	
二月	02/04 本院《來禽圖—翎毛與花果的和諧奏鳴》圖錄榮獲 2020 年金蝶獎 臺灣出版設計大獎之「榮譽獎」
	02/09 故宮二件仇英作品於美國洛杉磯郡立美術館「真相所在—仇英藝術特展」展出
	02/14 因應嚴重特殊傳染性肺炎 (COVID-19) 疫情，北部院區自 109 年 2 月 14 日起調整開放時間
三月	03/14 本院於南部院區舉辦兒童暨青少年「看畫、賞花、畫畫」寫生比賽
	03/25 防疫措施升級！109 年 3 月 25 日起管制展場內觀眾不超過百人
四月	04/01 本院「巨幅名畫」、「筆墨見真章—故宮書法導賞」於北部院區開展
	04/02 本院「藝心耳目—故宮多媒體體驗展」於南部院區開展
	04/08 本院「筆歌墨舞—故宮繪畫導賞」、「話畫—說明卡片探索記」、「受贈書畫展」於北部院區開展
	04/09 本院訂定國立故宮博物院學生實習業務管理要點
	04/14 「故宮创客魔幻列車」城鄉巡迴教育活動榮獲美國博物館與網路年會 GLAMi 獎
	04/24 南部院區戶外親子遊戲區開放使用
	04/25 本院「國寶聚焦」(宋黃庭堅書七言詩〈花氣薰人〉、元吳鎮墨竹譜)於北部院區開展
	04/29 本院聯名合作人氣手遊《Fate/Grand Order》繁體中文版舉辦「聖遺物聯動活動」

月份	大事紀要
五月	05/01 本院「貴胄榮華—清代宮廷的日常風景」於北部院區開展
	05/04 故宮 × 新北市：溫故知新 We are teams！故宮與新北市攜手展開全方位合作計畫
	05/18 指尖上的故宮！故宮 Podcast 讓你居家防疫不無聊！
	05/18 南部院區配合 518 博物館日「20 館聯合活動：你要去哪裡？」
	05/20 數位故宮再創佳績！故宮榮獲美國休士頓影展 14 項大獎
	05/21 用翠玉白菜妝點你的美好家園！故宮 Open Data 專區加入《動物森友會》
	05/27 故宮 2020 國際博物館日友善平權新實踐北部院區導覽大廳重新打造，亞洲最酷智能導覽牆磅磅落成！
05/27 本院「亞熱帶花園—故宮 × 陶博 聯合彩繪陶瓷特展」於新北市立鶯歌陶瓷博物館開幕	
六月	06/05 「愛臺灣博物館卡」，首度釋出大利多！買年卡、季卡加贈效期！
	06/08 「故宮藝起玩—數位微型特展」巡迴臺南市大同國小
	06/09 本院「翰墨空間—故宮書畫賞析」在南部院區開展
	06/15 故宮與在地品牌「黑丸嫩仙草」聯名推出「墨戲仙草」
	06/15 本院開放申請「故宮遊藝思—學子嗨 FUN 參訪北部院區」109 年第一學期參訪時段
	06/20 本院啟動「2020 故宮線上策展人計畫徵選活動」
	06/21 南部院區辦理「一生一遇，藝齊觀日—日環食觀測」
	06/22 本院開放申請「百萬學子悠遊博物館文化體驗教育專案」109 年第一學期參訪時段
	06/23 行政院蘇貞昌院長參訪故宮！行銷以「振興三倍券」來一趟充實、安全又優惠多多的博物館文化之旅！
	06/25 南部院區「青銅饗宴：古代的禮儀與樂曲」開展
七月	07/01 北部院區兒童學藝中心 2.0 版全面升級 重新開館試營運
	07/04 故宮 × 慈芳推出「#有精神—失序人生試驗場」藝術共融特展
	07/04 南部院區無人機群飛首場展演
	07/04 北部院區「筆墨見真章—故宮書法導賞」開展
	07/05 「故嘉愛嘉 宮創嘉話」故宮 × 嘉義縣 × 嘉義市 攜手啟動合作計畫
	07/09 「愛臺灣博物館卡」再加入 11 間超夯館所
	07/10 北部院區「攬勝—近現代實景山水畫特展」及「筆歌墨舞—故宮繪畫導賞」開展
	07/10 南部院區 2020 夏日親子藝術月—「玩具國大冒險」開幕活動
	07/15-09/30 國立社教及文化機構 109 年暑假活動「Muse 大玩家—防疫不停學 探索 ING」，本院於北部院區推出「小翠尋寶記—貼紙地圖」活動、南部院區推出「文人開箱蓋章」闖關活動
	07/18-19 本院邀請「好劇團」於文會堂演出限定版光影戲《搖滾老鼠》
	07/27 本院推出「2020 故宮線上策展人計畫徵選活動」
	07/27-28 本院於臺北市立圖書館辦理「故宮國寶樂一夏」講座

月份	大事紀要
七月	07/29 北部院區「國寶聚焦」(宋朱熹〈易繫辭〉、明唐寅〈採蓮圖〉)開展
	07/29 本院與內政部移民署臺北市服務站合作，為新住民提供參訪故宮及藝術手作課程
	07/31 北部院區「士拿乎—清宮鼻煙壺的時尚風潮」開展
八月	08/01 本院於南部院區推出「呼畢勒罕—清代活佛文物」大展
	08/01、08 本院於南部院區辦理「嬉遊南院—仲夏夜星幻」無人機水上藝術展演
	08/11 美國衛生及公共服務部部長艾薩 (Alex Azar) 參訪本院北部院區。
	08/11、12、13 本院與嘉義縣政府消防局於南部院區合作辦理「消防夏令營活動」
	08/13 本院於北部院區舉辦第四屆青少年文化大使結業典禮暨成果發表會
	08/14 本院與國立海洋科技博物館聯合推出「繪製世界—藝術中的科學與科技特展」
	08/18 本院於北部院區推出「風格故事—康熙御製琺瑯彩瓷」
	08/20 本院舉辦北部院區 2020「夏日光影」故宮攝影比賽
	08/21 本院於新竹市 241 藝術空間，推出「藝想默譜—故宮 × 新竹 241 新媒體藝術展」
	08/21 本院於南部院區辦理「國立故宮博物院-博物館聯合教具箱巡迴教學」成果發表會
	08/31 本院《故宮文物月刊》、《故宮學術季刊》榮獲國家圖書館 109 年臺灣學術資源影響力學術期刊「期刊長期傳播獎」
九月	09/02 捷克參議院議長韋德齊 (Miloš Vystrčil) 訪問團參訪本院北部院區
	09/04 本院與臺北市政府合作推出「藝術游牧計畫—密室逃脫活動」
	09/09 本院舉辦「故宮文武會六藝」定向體驗活動記者會
	09/11 本院《小時代的日常—一個十七世紀的生活提案》圖錄榮獲第 44 屆金鼎獎政府出版品類「優良出版品推薦政府出版品圖書類」
	09/11-12 本院辦理「南得一見」東南亞語導覽共創工作坊
	09/16 本院舉辦「故宮 × 臺灣老店聯名新品發表記者會」
	09/21 本院舉辦「109 年科長班研習營」
	09/24 北部院區「筆墨見真章—故宮書法導賞」例行展開展
	09/26 南部院區「翰墨空間—故宮書畫賞析 II」開展
09/26 本院「2020 故宮亞洲藝術節-蒙古月」於南部院區登場	
十月	10/03 本院於南部院區辦理第二屆「2020 故宮南院馬拉松」活動
	10/06 北部院區「她—女性形象與才藝」特展開幕
	10/09 北部院區「北溝傳奇—故宮文物遷臺後早期歲月特展」開展
	10/10-11 本院於南部院區辦理「2020 故宮亞洲藝術節—蒙古月：那達慕盛會」活動
	10/13-15 本院於國立新竹特教學校活動中心舉辦「跨越障礙·觸摸美麗—風城金秋樂逍遙」身心障礙教育活動
	10/17 本院於臺灣文化日在北部院區舉辦「故宮文武會六藝」定向體驗活動

月份	大事紀要
十月	10/20 本院辦理「2020 年臺北市觀光遊憩景點督導考核」到院考核事宜。
	10/30 蔡英文總統蒞臨本院「2020 ITF 台北國際旅展」展位參訪
	10/31 北部院區「國寶聚焦」(宋蔡襄〈書尺牘〉、宋梁楷〈潑墨仙人〉)開展
	10/31 南部院區「人氣國寶展」開展
十一月	11/05 南部院區戶外美術館「藝術方舟」啟航開幕
	11/05 本院志願服務協會北部院區分會榮獲文化部第 27 屆全國績優文化志工團隊獎
	11/06-07 本院與新北市政府攜手舉辦「新北上河圖」創客市集
	11/09 本院出版之《四方來朝—職貢圖特展》圖錄榮獲 2020 年第 14 屆金印獎「圖書類—平裝類」第二名。
	11/12 本院與國家人權博物館於南部院區合辦「我是兒童 我有權利-兒童權利公約頒布 30 週年主題特展」
	11/13-16 本院參加「2020 台中國際旅展」
	11/14 本院於 109 年 11 至 12 月在北部院區舉辦「女子時光—2020 故宮藝術節」
	11/20 本院舉辦首創文物桌遊「巡覓尋秘—乾隆皇帝要出巡」發表會
	11/28 本院「呼畢勒罕—清代活佛文物大展」於北部院區盛大開展
	11/28 本院「呼畢勒罕—清代活佛文物大展」於北部院區盛大開展
十二月	12/01 本院附設博物館商店暨網路商城服務委託經營管理案由得標廠商「臺灣碩網網路娛樂股份有限公司」開始營運
	12/01 北部院區「風格故事—乾隆年製琺瑯彩瓷」、「鑑古—乾隆朝的宮廷銅器收藏」開展
	12/03 本院於北部院區舉辦「乾隆下午茶：器物新展座談」
	12/05 本院辦理「故宮桌遊及實境解謎教材運用」教師研習會
	12/05 本院「2020 故宮藝術節—女子時光」戶外藝術裝置正式開展，並特別邀請國際知名表演團體「優人神鼓」進行擊鼓表演。
	12/08 本院推出 8K 超高解析度「國寶新視界」系列影片
	12/11 《來禽圖—翎毛與花果的和諧奏鳴》圖錄榮獲 2020 年金點設計獎「傳達設計類 / 出版品」之設計獎項。
	12/14 本院推出原創迷你劇集《故事宮寓》
	12/15 南部院區「嘉義文史展」開展 / 「嘉的記憶」嘉義歷史景物票選活動
	12/16-17 本院舉辦「轉世利生—十七世紀以來的活佛體制」國際學術研討會
	12/19 本院舉辦夜間限定「穿越古今 故宮之夜」古裝宮廷派對 (愛臺灣博物館卡)
	12/19 本院於臺中港區藝術中心舉辦「經典之美—故宮數位印象展」
	12/22 南部院區推出「五年一瞬·預約下一個十年-南院時光紀念展」，展示南部院區自開館營運至今的時光回顧
	12/25 南部院區推出「樹：從信仰到抒情」特展 / 高鐵快捷公車 (BRT 7212) 延駛南部院區
12/26 北部院區「筆墨見真章—故宮書法導賞」開展	
12/28 南部院區五歲生日派對 /S301 沉浸式導覽大廳正式啟用	

附表一、本院 109 年重要記者會一覽表

項次	日期	記者會名稱
1	01/07	故宮文物伴你行！故宮捷運藝文空間換新裝
2	01/22	「人氣國寶展及清明上河圖」特展媒體專場
3	05/04	故宮 × 新北市：溫故知新 We are teams！ 故宮與新北市攜手展開全方位合作計畫
4	05/27	故宮 2020 國際博物館日友善平權新實踐 導覽大廳重新打造，亞洲最酷智能導覽牆磅礴落成！
5	05/28	「亞熱帶花園—故宮 × 陶博 聯合彩繪陶瓷特展」開幕 輕觸彩陶實幻繽紛
6	06/09	「翰墨空間—故宮書畫賞析」特展媒體專場
7	06/23	蘇貞昌院長遊故宮宣傳「振興三倍券」
8	07/01	故宮兒童學藝中心 2.0 版全面升級 打造世代共融的參與式學習空間
9	07/03	用藝術打造社會議題倡議平臺：故宮 × 慈芳推出「#有精神—失序人生試驗場」藝術共融特展
10	07/05	「故嘉愛嘉 宮創嘉話」宣示合作記者會
11	07/10	「夏日親子藝術月」開幕記者會
12	08/12	奇幻、時尚、科技「2020 故宮夏日藝術節」與您相遇新潮故宮
13	08/14	故宮 × 海科館聯合推出「繪製世界特展」探索藝術中的科學與科技
14	08/18	「呼畢勒罕 清代活佛文物」特展媒體專場
15	08/21	期間限定的新竹動物園！故宮「藝想獸譜—故宮 × 新竹 241 新媒體藝術展」打造大型數位獸園
16	09/04	故宮 OPEN DATA 讓課程變得更有意思！故宮與臺北市政府合作推出「藝術游牧計畫—密室逃脫活動」
17	09/09	「故宮文武會六藝」定向體驗活動，與國寶文物來一場君子之爭！
18	09/16	故宮摩登老派的復古新玩法！故宮 × 臺灣老店聯名新品開放預購
19	09/26	「2020 故宮亞洲藝術節—蒙古月」開幕記者會
20	10/06	女子有才 故宮年度大展「她—女性形象與才藝」清麗登場
21	10/29	「故宮南院發表新館設計方案」記者會
22	10/30	故宮連結國旅首次參加臺北國際旅展 年度壓軸展覽活動接力登場！
23	11/05	「藝術方舟—戶外美術館開幕」記者會
24	11/06	故宮 × 新北創客市集 再現清明上河圖市集風華
25	11/12	2020 故宮藝術節—女子時光 藝術市集、行動劇場、跨界表演帶來冬日好時光
26	11/20	跟著乾隆去旅行！故宮首創文物桌遊「巡覓尋秘—乾隆皇帝要出巡」
27	11/27	故宮「呼畢勒罕—清代活佛文物大展」盛大開展 飽覽清代藏傳佛教藝術

項次	日期	記者會名稱
28	12/04	「2020 故宮藝術節—女子時光」裝置藝術及優人神鼓隆重登場 參觀優惠同步推出
29	12/08	故宮推出 8K 超高解析度「國寶新視界」系列影片，展現國寶級文物極致之美
30	12/14	故宮跨足影視！年度強檔《故事宮寓》壓軸上映
31	12/19	故宮數位印象展臺中登場 探索故宮文物的「經典之美」
32	12/28	「南院開館五週年」記者會

附表二、本院空間設施一覽表

院區	類別	名稱	地點	服務項目
北部院區	休閒	至善園	位於北部院區左側	供民眾休憩
		至德園	位於北部院區右側	供民眾休憩
		文會堂	行政大樓	供會議、表演、演講、研習等活動使用
	餐飲	富春居	第 2 展覽區 1 樓	供應飲料、簡餐等。
		閒居賦	第 1 展覽區 1 樓	供應飲料、輕食等。
		故宮晶華	北部院區	供應精緻美饌。
	文創商店	玲瓏館商店	第 1 展覽區 2 樓	銷售精美的文創商品等。
		寶繪廊商店		銷售故宮畫冊、手卷及書籍等。
		停雲書店		銷售本院出版各式精裝書本。
		多寶格	第 1 展覽區地下 1 樓	販售故宮出版之書籍、文物複製品，以及精美的文物禮品及紀念品等。
南部院區	休閒	景觀園區	博物館戶外園區	供民眾休憩
		集賢廳	博物館 1 樓	供會議、表演、演講、研習等活動使用
	餐飲	嘉會廳	博物館 1 樓	供應鍋物、鬆餅、霜淇淋、伴手禮及飲品等。
		文創商店	萬葉書屋	博物館 1 樓
萬物雅集	銷售故宮出版之書籍、文物複製品，以及精美的文物禮品及紀念品等。			

Calendar of Major Events

Month	Event
January	01/01 Activation of "Taiwan Museum Pass - for Residents"
	01/01 "Oversized Masterpiece Paintings in the Museum Collection," "Flowing with Grace: The Story of Seal-Script Calligraphy," and "Special Exhibition of The Four Quarters Come to Court: A Special Exhibition of Envoys Presenting Tribute" opened at the Northern Branch
	01/01 Appointed members for NPM's Second Youth Affairs Advisory Committee
	01/01 Launched NPM's official Instagram account on social media
	01/02 NPM's online study course - "Approaching the National Treasures of the NPM" received ELOE Quality Course Award 2019 from the Ministry of Education
	01/02 NPM's "Pop-Up Exhibition" opened at Zhonggang Elementary School, Xinzhuang District, New Taipei City
	01/08 NPM organized and hosted the 2020 annual committee meeting for Taiwan's Ministry of Culture
	01/15 "Press conference: Opening of NPM Tour 2020 and Signing of a Sponsorship Agreement With Longshan Temple"
	01/20 Launch of "Muse Tour - 2020 Winter Vacation Event for National Education and Cultural Institutions" jointly organized by the Ministry of Education, Ministry of Culture, and NPM
	01/21 "National Palace Museum Treasures Tour Changhua - Artifacts and New Media Art Exhibition" jointly organized by NPM and Changhua County Cultural Affairs Bureau, opened at Changhua County Art Museum
February	02/04 NPM's "Of a Feather Flocking Together: Birds, Flowers, and Fruit in Melodic Harmony" catalogue won "Honorable Mention" during the 2020 Golden Butterfly Awards
	02/09 Two of Qiu Ying's artworks in the NPM's collection were showcased during the exhibition "Where the Truth Lies: The Art of Qiu Ying" held at Los Angeles County Museum of Art
	02/14 Due to the spread of COVID-19, the Northern Branch adjusted its opening hours beginning February 14, 2020

Month	Event
March	03/14 NPM held a drawing competition titled "Artworks, Flower Viewing, and Painting" for children and teenagers at the Southern Branch
	03/25 Tightening of disease control measures! No more than 100 people are allowed in exhibition areas at any time beginning March 25, 2020
April	04/01 NPM's "Oversized Masterpiece Paintings in the Museum Collection" and "The Expressive Significance of Brush and Ink - A Guided Journey Through the History of Chinese Calligraphy" opened at the Northern Branch
	04/02 NPM's "Pleasing to the Senses: NPM Multimedia Experiences" opened at the Southern Branch
	04/08 NPM's "Pictorial Songs of the Brush: A Guide to Paintings in the National Palace Museum Collection," "Introducing a Painting: Exploring the World of Museum Labels," and "Painting and Calligraphy Donated to the National Palace Museum" opened at the Northern Branch
	04/09 Established National Palace Museum Guidelines on Internship Management
April	04/14 NPM's "The Magic STEAM Train Project" education program won the GLAMi Awards
	04/24 Outdoor family playground at the Southern Branch opened to the public
	04/25 NPM's "Spotlight on National Treasures" (Seven-character poem: "Fragrance of Flowers" by Huang Tingjian of Song Dynasty and "Ink Bamboo" by Wu Zhen of Yuan Dynasty) opened at the Northern Branch
	04/29 NPM collaborated with the popular mobile game - "Fate/Grand Order" to organize a "Relics Collection Campaign"
May	05/01 NPM's "Legacy of Magnificent Glory: Usual Scenes from the Qing Palace" opened at the Northern Branch
	05/04 NPM x New Taipei City: We are teams! Collaboration between NPM and New Taipei City
	05/18 National Palace Museum at your fingertips! Enjoy NPM's Podcasts during quarantine
	05/18 Southern Branch joined the "20-museum joint campaign: Where would you go?" during International Museum Day (May 18) (to delete)
	05/20 Digital NPM wins again! NPM receives 14 big awards during WorldFest-Houston International Film Festival
	05/21 Decorate your home with Jade Cabbage! NPM Open Data project joins "Animal Crossing"
	05/27 NPM promotes equality on 2020 International Museum Day. Northern Branch's Orientation Gallery installs Asia's coolest smart display wall!
05/27 NPM's "Subtropical Gardens: YCM x NPM Joint Exhibition" opened at New Taipei City Yingge Ceramics Museum	

Month	Event
June	06/05 "Taiwan Museum Pass" introduces extra benefits! Buy both annual and quarterly passes for an extended validation period!
	06/08 NPM "Pop-Up Exhibition" made its stop at Tainan Municipal Datong Elementary School
	06/09 NPM's "A Space for Brush and Ink: Appreciating Painting and Calligraphy in the National Palace Museum Collection" opened at the Southern Branch
	06/15 NPM and Taiwanese dessert brand "Black Ball" launched a co-branded product called "Black Ink Grass Jelly," inspired by Chinese calligraphy
	06/15 NPM began accepting application for "NPM Tour - Student Visit to Northern Branch" for the first semester of 2020
	06/20 NPM launched "2020 NPM Online Exhibition Plan Sourcing Campaign"
	06/21 The Southern Branch organized "Solar Eclipse Viewing" event
	06/22 NPM began accepting application for "Students Museum Visit and Cultural Experience Program" for the first semester of 2020
	06/23 Premier Tseng-chang Su visited NPM to promote value-for-money usage of Taiwan's "Triple Stimulus Vouchers" and museums as satisfying, safe places to visit!
06/25 "Feast of Bronzes: Rituals and Music from Ancient Times" opened at the Southern Branch	
July	07/01 Northern Branch's Children's Gallery undergoes 2.0 upgrade and re-opens for trial operation
	07/04 Inclusive arts exhibition - "#Museum Lab of Lives in Disorder" launched by NPM×Cihfang Care Center
	07/04 Southern Branch held its first synchronized drone performance
	07/04 "The Expressive Significance of Brush and Ink - A Guided Journey Through the History of Chinese Calligraphy" opened at the Northern Branch
	07/05 NPM, Chiayi County, and Chiayi City engaged in an "NPM-Chiayi Collaborative Program"
	07/09 An additional 11 popular museums were included in "Taiwan Museum Pass"
	07/10 Special exhibitions of "Embracing Sites/Sights: Scenic Landscape Painting in Modern Chinese Art" and "Pictorial Songs of the Brush: A Guide to Paintings in the National Palace Museum Collection" opened at the Northern Branch
	07/10 2020 Summer Family Arts Festival -- "Toy Kingdom Adventure" opened at the Southern Branch
	07/15-09/30 In support of the 2020 summer season event - "Muse Tour - Learning Amidst Pandemic" organized by the National Education and Cultural Institutions, NPM organized "Tsui's Treasure Hunt - Map Stickers" at the Northern Branch and "Scholar's Stamping Challenge" at the Southern Branch
	07/18-19 NPM invited Hao Theater Company to deliver an exclusive performance of shadow puppetry called "Mice Rocker" at Wenhuitang Auditorium

Month	Event
July	07/27 NPM launched "2020 NPM Online Exhibition Plan Sourcing Campaign"
	07/27-28 NPM held a seminar "NPM Treasures for the Summer" at Taipei Public Library
	07/29 "Spotlight on National Treasures" ("Yixici" by Zhu Xi of Song Dynasty and "Picking Lotus" by Tang Yin of Ming Dynasty) opened at the Northern Branch
	07/29 NPM cooperated with Taipei City Service Center of the National Immigration Agency, Ministry of the Interior, to offer NPM visits for immigrants and arts and craft courses
	07/31 "The Trend of Snuff Bottles from the Qing Court" opened at the Northern Branch
August	08/01 NPM launched an exhibition "The Khubilghan: The Incarnated Lamas of the Qing Dynasty and Related Artifacts" at the Southern Branch
	08/01, 08 NPM organized the performance "Taiwan Drone 100" at the Southern Branch
	08/11 Alex Azar, United States Secretary of Health and Human Services, visited NPM Northern Branch.
	08/11-13 NPM and Chiayi County Fire Bureau jointly held a "Fire Safety Summer Camp" at Southern Branch
	08/13 NPM held a graduation ceremony and published results of the Fourth Youth Cultural Ambassador at Northern Branch
	08/14 NPM and the National Museum of Marine Science & Technology jointly organized "Special Exhibition of Imagining the World"
	08/18 NPM launched exhibition - "Story of an Artistic Style: The Imperial Porcelain with Painted Enamels of the Kangxi Emperor" at the Northern Branch
	08/20 NPM held the 2020 "Summer Photography Contest" at the Northern Branch
	08/21 NPM organized "Bestiarum Vocabulum: NPM x Hsinchu 241 New Media Art" exhibition at Hsinchu 241 Art Gallery
	08/21 NPM published results of "National Palace Museum - United Teaching Toolbox Tour" at the Southern Branch
08/31 NPM's "The National Palace Museum Monthly of Chinese Art" and "The National Palace Museum Research Quarterly" received "Long-term Communication Award" during the 2020 Taiwan Academic Resources Influence Conference held by National Central Library	
September	09/02 Miloš Vystrčil, Senator of Czech Republic and guests visited NPM Northern Branch
	09/04 NPM and Taipei City Government introduced "Art Nomads Project - Room Escape"
	09/09 NPM hosted a press conference for the event - "NPM Tournament of the 6 Skills"
	09/11 NPM's catalogue "A Proposal of Life from the 17th Century" was named "Highly Recommended Publication - Government Publications Category #4" during the 44th Golden Tripod Award

Month	Event
September	09/11-12 NPM organized "View of the South," a guide to Southeast Asian languages
	09/16 NPM hosted a "Press conference for co-branded merchandise between NPM and long-established Taiwanese stores"
	09/21 NPM organized its "2020 Section Chief Retreat"
	09/24 The exhibition "The Expressive Significance of Brush and Ink – A Guided Journey Through the History of Chinese Calligraphy" opened at the Northern Branch
	09/26 "A Space for Brush and Ink: Appreciating Painting and Calligraphy in the National Palace Museum Collection II" opened at the Southern Branch
	09/26 "2020 NPM Asian Art Festival: Mongolian Month" debuted at the Southern Branch
October	10/03 NPM held its Second Annual (2020) "National Palace Museum Southern Marathon" at the Southern Branch
	10/06 Special Exhibition - "She & Her: On Women and Their Art in Chinese History" opened at the Northern Branch
	10/09 Special exhibition - "The Beigou Legacy: The National Palace Museum's Early Years in Taiwan" opened at the Northern Branch
	10/10-11 NPM held "Naadam Festival" at the Southern Branch
	10/13-15 NPM organized "Cross Barriers · Touch the Beauty--a Carefree Autumn in the City of Winds," an educational activities program for persons with disability, at the National Hsinchu Special School
	10/17 NPM organized "NPM Tournament of the 6 Skills" at the Northern Branch on Taiwan Culture Day
	10/30 President Tsai Ing-wen visited NPM's booth during "2020 Taipei International Travel Fair (ITF)"
	10/31 "Spotlight on National Treasures" ("Letter" by Cai Xiang of Song Dynasty and "Immortal in Splashed Ink" by Liang Kai of Song Dynasty) opened at the Northern Branch
	10/31 "Our Beloved Treasures" opened at the Southern Branch
November	11/05 Southern Branch opens outdoor gallery - "Ark of Art"
	11/05 NPM's Volunteer Service Association Northern Branch won the 27th National Cultural Volunteer Group Award issued by the Ministry of Culture
	11/06-07 Makers' market - "Up the Rivers of New Taipei City" by NPM and New Taipei City Government
	11/09 NPM's publication of "The Four Quarters Come to Court: A Special Exhibition of Envoys Presenting Tribute" ranked second in the "Pictorial Book - Paperback" category of the 14th (2020) Golden Print Awards.

Month	Event
November	11/12 NPM and National Human Rights Museum jointly organized "Special Exhibition: Rights for Children - CRC 30th Anniversary Exhibition" at the Southern Branch
	11/13-16 NPM participated in the "2020 Taichung International Travel Fair"
	11/14 NPM hosted "Times of women - 2020 National Palace Museum Art Festival" at the Northern Branch from November to December 2020
	11/20 NPM hosted the release of its first artifact-inspired board game - "The Tours of Emperor Qianlong"
	11/28 NPM launched an exhibition - "The Khubilghan: The Incarnated Lamas of the Qing Dynasty and Related Artifacts" at the Northern Branch
December	12/01 So-net Entertainment Taiwan Limited, the winner of NPM Museum Shop and Online Shop Management Outsourcing Project, commenced operation of the museum shop
	12/01 Exhibitions "Story of an Artistic Style: Imperial Porcelain with Painted Enamels of the Qianlong Emperor" and "Appraisal of the Past: The Imperial Bronze Collection during the Qianlong Reign" opened at the Northern Branch
	12/03 NPM hosted a symposium on new exhibitions of antiquities at the Northern Branch.
	12/05 NPM hosted a teachers' workshop on "NPM Board Game and Reality Puzzle as Teaching Materials"
	12/05 Outdoor art installations of "2020 National Palace Museum Art Festival - Times of Women" opened to the public; U-Theatre, an internationally renowned performance group, was invited to deliver a drum performance.
	12/08 NPM launched a series of 8K resolution videos titled "A New Vision of National Treasures"
	12/11 NPM's catalogue - "Of a Feather Flocking Together: Birds, Flowers, and Fruit in Melodic Harmony" won the 2020 Golden Pin Concept Design Award in the "Communication Design/Publication" category.
	12/14 NPM launched "Palace Tales," a TV mini series
	12/15 "Chiayi Culture and History Exhibition" opened at the Southern Branch
	12/16-17 NPM hosted International Colloquium on "Tibetan Buddhism - Benefiting Sentient Beings Through Re-Embodiment: the Development of the Tulku-Recognizing System Since the 17th century"
	12/19 NPM hosted an evening-only event, "Dress Party at the National Palace Museum" (in conjunction with Taiwan Museum Pass)
	12/19 NPM organized "Digital Impression - The Beauties of Classics" at Taichung City Seaport Art Center
	12/22 The Southern Branch organized "5 Years On - NPM Southern Branch 5th Anniversary" exhibition to showcase a collection of images since its opening
	12/25 The Southern Branch organized a special exhibition - "Trees: From Beliefs to Emotional Resonance"
	12/26 "The Expressive Significance of Brush and Ink - A Guided Journey Through the History of Chinese Calligraphy" opened at the Northern Branch
12/28 The Southern Branch held its Fifth birthday party	

Major Press Conferences in 2020

No.	Date	Press Conference
1	01/07	"NPM Artifacts by Your Side!" NPM revamps MRT stations
2	01/22	Special exhibition of "Our Beloved Treasures" and "Up the River During Qingming"
3	05/04	"NPM x New Taipei City: We Are Teams!" Collaboration between NPM and New Taipei City
4	05/27	"NPM Promotes Equality on 2020 International Museum Day"—The Orientation Gallery installed with Asia's coolest smart display wall!
5	05/28	Opening of "Subtropical Gardens: YCM x NPM Joint Exhibition"- Unveiling of colorful ceramics
6	06/09	Press preview of "A Space for Brush and Ink: Appreciating Painting and Calligraphy in the National Palace Museum Collection"
7	06/23	Premier Tseng-chang Su promotes "Triple Stimulus Vouchers" at NPM
8	07/01	NPM Children's Gallery undergoes 2.0 upgrade for cross generation-inclusive learning
9	07/03	Social issue engagement through the arts exhibition: "#Museum Lab of Lives in Disorder" by NPMxCihfang Care Center
10	07/05	Announcement for NPM-Chiayi collaborative program
11	07/10	Opening of "Summer Parental Arts Festival"
12	08/12	Fantasy, fashion, and technology at "2020 NPM Summer Arts Festival"
13	08/14	NPM×National Museum of Marine Science & Technology: explore the arts in science and technology through the special exhibition "Imagining the World"
14	08/18	Special exhibition: "The Khubilghan: The Incarnated Lamas of the Qing Dynasty and Related Artifacts"
15	08/21	At Hsinchu Zoo for a limited time only! Visit NPM's vast digital zoo at "Bestiarum Vocabulum: NPM x Hsinchu 241 New Media Art" exhibition
16	09/04	NPM's OPEN DATA brings fun into learning! NPM and Taipei City Government introduce "Art Nomads Project - Room Escape"
17	09/09	"NPM Tournament of the 6 Skills" invites you to a battle!
18	09/16	Pre-order for co-branded merchandise between NPM and long-established Taiwanese stores
19	09/26	Opening of "2020 NPM Asian Art Festival - Mongolian Month"
20	10/06	Talented Women: Unveiling of NPM's annual exhibition "She & Her: On Women and Their Art in Chinese History"
21	10/29	Design plan for new building at NPM Southern Branch
22	10/30	NPM participates in Taipei International Travel Fair for the first time in support of domestic tourism!
23	11/05	Opening of outdoor gallery "Ark of Art"
24	11/06	Maker's Market: Recreating Up the River During Qingming with NPM at New Taipei City
25	11/12	2020 National Palace Museum Art Festival - "Times of Women" Arts marketplace, mobile theater, and cross performance for the winter season

No.	Date	Press Conference
26	11/20	Follow Qianlong's footsteps! NPM's first artifact-inspired board game - "Seek and Search-Qianlong Emperor is Going to Patrol"
27	11/27	Opening of "The Khubilghan: The Incarnated Lamas of the Qing Dynasty and Related Artifacts" and "Arts of Tibetan Buddhism in the Qing Dynasty"
28	12/04	Placement art and U-Theatre at "2020 National Palace Museum Art Festival - Times of Women" with admission discounts
29	12/08	NPM launches a series of 8K resolution videos titled "A New Vision of National Treasures," to showcase national artifacts
30	12/14	NPM enters showbiz! "Palace Tales" screens for the first time
31	12/19	NPM Digital Impressions arrives in Taichung: Explore the Aesthetics of NPM's artifacts
32	12/28	"Fifth Anniversary of the Southern Branch"

List of Recreational Facilities

Area	Category	Name	Location	Services Options
Northern Branch	Leisure	Zhishan Garden	Located to the left of the Branch	Rest and relaxation
		Zhide Garden	Located to the right of the Branch	Rest and relaxation
		Wenhuitang Auditorium	Administration Building	Meetings, performances, lectures, seminars, etc.
	Dining	Fuchunju Café	Floor 1 of Exhibition Area 2	Serves drinks, light meals, etc.
		Xianjufu Café	Floor 1 of Exhibition Area 1	Serves drinks, light meals, etc.
		Silks Palace Restaurant	Northern Branch grounds	Fine dining
	Shopping	Linglongguan Store	Floor 2 of Exhibition Area 1	Sells exquisite cultural/creative merchandise.
		Baohuilang Store		Sells NPM-licensed coloring books, scrolls, and books.
		Tingyun Bookstore		Various NPM books
		Duobaoge Gift Shop	Floor B1 of Exhibition Area 1	Books published by the NPM, replicas of cultural relics, exquisite gifts inspired by cultural relics, souvenirs
Southern Branch	Leisure	Landscape Area	Museum outdoor park	Rest and relaxation
		Jixian Hall	Museum building first floor	Meetings, performances, lectures, seminars, etc.
	Dining	Jiahui Hall	Museum building first floor	Light meals, snacks, souvenirs, drinks, etc.
	Shopping	Wan Ye Bookstore	Museum building first floor	Various NPM books
		Wan Ye Boutique		Books published by the NPM, replicas of cultural relics, exquisite gifts inspired by cultural relics, souvenirs

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