

1. PAPER PROPOSAL FOR ICOM-ICTOP HANOI 2014

PAPER FOCUS:

The proposed paper could fit in the themes "Planning for Growth - City Museums" or "Ecomuseology and Sustainable Development".

PROPOSED TITLE (TENTATIVE):

Three pillars for museum sustainability: long-term strategy, capable personnel, and engaged community.

CONTENT:

The goal of the speech will be to foster discussion around the importance of three pillars/elements for museum's sustainability and efficiency: long-term planning, capacity building, and involvement of the community; as well as to present related valuable international examples that can be applied to the case of Asia Pacific's museum developments.

The speech will be divided in two parts:

- 1) A theoretical explanation of the three pillars:
 - a. **Long-term and realistic planning:** often, new museums are planned by putting the building/container first, instead of the content and the visitors' experience. The importance of planning the "software" (goals, themes, content, operations) before the "hardware" (architecture, technology, systems) will be highlighted, as well as the specific techniques to do so - such as visioning workshops and public consultations. Also, a consideration as to how much it will cost to maintain the infrastructure, personnel, collections and programs should be made for the long term, to ensure the sustainability of the institution.
 - b. **Capacity building of personnel,** following the new professional development techniques: museum personnel tend to be highly qualified and passionate about their job. However, in many cases the rigidity of public museums' protocols, the shift of museological goals from collections preservation to communication and the participation of visitors, and the fast evolution of digital media leads to museum personnel lacking the necessary skills to be successful facilitators between the object and the public. Strategies to keep pace in the face of these changes will be presented.
 - c. **Involvement of the community** to ensure inclusiveness and meaningful impacts: following new museological theories, the museum is becoming more and more a place for the people, and "agora" for interaction, knowledge creation and exchange. Ways in which the museum can reinforce its involvement with the community will be brought forward, including participatory programs, visitor

amenities that make the museum more open and accessible, and mechanisms to involve the community in the museum's decision making.

- 2) An illustration of each of the three pillars above in a practical and engaging way through an international best practices study, including:
 - a. **Long term planning - Guggenheim Museum Bilbao** (Spain): the museum prepares new strategic plans every 4 years to ensure that its mission and objectives remain relevant in a time of accelerated cultural and institutional change. Lessons: how to integrate the museum's strategy with that of the territory, including tourism, other cultural institutions, and economic impact.
 - b. **Capacity building of personnel - Bihar Museum** (Patna, India): a new iconic museum aimed at advancing one of the most depressed states of India. Lessons: how to build local capacity, how to bring together different agents.
 - c. **Involvement of the community - The King Abdulaziz Center** (Dhahran, Saudi Arabia): an example of a museum aiming to change a complex society through knowledge exchange, creativity and incipient tourism. Lessons: the challenge of stimulating cultural demand among a very young population that is not accustomed to visiting museums, and in the outskirts of Dhahran.

2. BIOGRAPHY OF SPEAKER: JAVIER JIMENEZ FIGARES



JAVIER JIMÉNEZ is specialized in cultural planning and urban regeneration through museum projects. He has experience in Europe, North America and Asia.

Javier has had a leading role in several museum projects with direct impact on the cultural vitality of cities/regions, including the Strategic Plan for the Guggenheim Museum Bilbao (Spain), the King Abdulaziz Center for World Culture in Dhahran (Saudi Arabia), or the Chicago Cultural Plan 2012.

Javier is Senior Consultant at museum planning firm Lord Cultural Resources (www.lord.ca) since 2008. He holds a Master's Degree in Cultural Management, and lives in Barcelona.

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