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Students enthusiastically respond to the prompting of a museum educator as they explore sensory exhibits at the Children's Museum Jordan, in Amman. Photo: Margaret May

From Cultural Capital to Cultural Careers

By: Christina Sjoberg, Recruitment Project Manager, Lord Cultural Recruitment

Founded in 1981, Lord Cultural Resources was formed out of the need for planning and management expertise within the museum, cultural and heritage sector. Close to three decades later, having completed over 1600 assignments in more than 40 countries, we are seeing traditional museum roles evolve and broaden to meet the needs of more complex institutions and audiences. A generation of Baby Boomers is nearing retirement and new cultural markets are emerging worldwide. As this issue of Cultural Capital attests, there is a pressing need around the globe for recruitment and training of professionals to serve this increasingly dynamic sector.

Lord Cultural Resources has responded to this need by establishing Lord Cultural Recruitment, a new joint venture with Culture and Leisure Recruitment Global (CLR Global) to recruit qualified museum and cultural professionals within the international market.

Established in 2001, CLR Global is an industry leader in professional recruitment services, currently operating in more than 20 countries worldwide, providing professional consultancy services to a variety of clients in both the culture and leisure and international business sectors.

Lord Cultural Recruitment offers a range of recruitment and human resources services

for both new and established clients. We provide efficient, cost-effective solutions such as basic recruitment, executive recruitment and supplementary human resources services. Our clients benefit from the years of experience that we bring to the task in human resources, planning and management for cultural institutions and programs around the world. ●

To learn how our range of services can add value to your organisation, visit our website at www.lordculturalrecruitment.com or contact Christina Sjoberg at csjoberg@lordculturalrecruitment.com.

Summer Journey for Teens

By: Mijbil S. Almutawa, Chairman and Managing Director, The Scientific Center of Kuwait

The Scientific Center of Kuwait (TSCK) opened in April 2000 and consists of three main attractions: an Aquarium which highlights the ecosystem of the Arabian Peninsula, a Discovery Place which displays interactive, hands-on exhibits, and an IMAX 3-D Theatre. As well, there are supporting facilities including a gift shop, food court, and a dhow harbour that contains

historical wooden sailboats. Nearly half a million people visit the Center yearly. TSCK offers many programs, activities and workshops such as enrichment programs, special events, fun days, sleepover camps, outreach programs, live shark feedings, diving with the sharks, birthday parties and Summer Journeys.

The Summer Journey initiative is a July to August volunteer program oriented to high school students between the ages of 15 and 17. Every year 500 students apply to the program and the various TSCK departments review the applications to choose 75 volunteers.

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Demand for Leadership Training

By: Juliet French, Research Associate, Client Relations and Marketing, Lord Cultural Resources

Various studies have identified a recruitment crisis particularly in North American institutions – a surprising number of museum director vacancies, and serious questions about who can fill them. Some Boards of Directors have chosen to fill the top spot in their museums with executives drawn from outside the museum sector, and others are considering the possibility. A recent advertisement seeking a director for the Aga Khan Museum, which will house collections of Islamic art and heritage, did not offer a single preferred qualification, apparently in order to cast the net as wide as possible.

Small museums in particular may have a problem attracting candidates with the right mix of skills because they are not in large urban centres or burgeoning cultural destinations. Alexandra Montgomery, Executive Director of Toronto's Gardiner Museum, a specialized ceramics museum, comments that museum leaders are drawn to institutions based on the quality of their collection, the quality of the museum building

and the quality of the human resources in key positions. To ensure that the Gardiner continually has leadership in key positions, a professional development budget is maintained in order to invest in the museum's staff and keep individuals competitive and motivated.

Rita Davies, Executive Director of the Culture, Arts and Heritage Division of the City of Toronto observes that the profile of the executive director of a successful cultural institution is changing. "These institutions need someone in a leadership position who has a combination of vision, audacity and capability," she says, adding that a good leader may not necessarily have to be a good manager, but must have a keen understanding of how to develop a team. In this respect there is not a marked difference between leaders in the cultural sector and those in other areas.

Understanding how the cultural workforce operates is crucial to visionary leadership and

the future. Greg Stevens, Assistant Director of Professional Education for the American Association of Museums, insists on the importance of understanding the contemporary workforce as vital to the operation of a museum in the 21st century. In developing educational programs for museum professionals, Stevens knows first-hand the characteristics of the Boomer Generation, Generation X and now "Millennials". Each group has its own strengths and weaknesses. He adds that it is the responsibility of the director to pay attention to the needs of each employee in order to retain them for the long haul.

Visionary leadership continues to be in demand in a sector where status and standing will be profoundly influenced by the ability to mentor a new generation of leaders worldwide. There is clearly a pressing demand for training and development opportunities that go beyond management to the broader horizon of visionary leadership. ●

International Dimensions at Lord Academy

By: Rina Zigler, Intern, Exhibition Studio, Lord Cultural Resources

In 2005, I moved from Montreal to Jerusalem to begin an internship at the Israel Museum. There was no formal internship program established at the Museum and I had no previous museum experience. However, arriving six months before a major exhibition opening, there was a lot to get done and I wanted to help.

Because I had proficiency in English and strong computer skills, I became Assistant to the Curator. My responsibilities included overseeing international communications and coordinating logistics for an exhibition that focussed on Contemporary Art from Japan and its influences. This opportunity and first-hand exposure taught me about the intricate details of how museums and major exhibitions are run.

Some said it was rare for a twenty-year-old to move across the ocean to work long hours in the basement of a museum. But I feel I was lucky to have this opportunity to gain perspective and experience, and my hard work paid off. I have now applied my learning at the Israel Museum to a wider canvas of museum practice through my subsequent internship with Lord Cultural Resources. ●



Visitors enjoy the exhibition *Rising Sun, Melting Moon: Contemporary Art from Japan*, December 2005 – June 2006 at the Israel Museum, Jerusalem. Photo: Rina Zigler

By: Anne Seignot, Assistant Curator of Modern Department (ATHENA project), Army Museum

Lord Academy allows interns the opportunity to work within an international group dedicated to the cultural sector. Interns are integrated into a project team and each month they can attend a lecture given by a senior member of the Lord Cultural Resources team. I worked within a multidisciplinary team, with staff at all levels and had the opportunity to meet leaders and experts in the cultural sector. I was considered a professional team member with challenging tasks and responsibilities.

During my internship at Lordculture in Paris, I participated in the development of the exhibition plans for the Emile Hermès Museum in Paris and the Jeongok Prehistory Museum in Korea. I also worked as an assistant exhibition client representative for the Museum of Civilizations and Reunion Island Unity in the Isle de la Reunion in the Indian Ocean. Throughout my internship I developed many transferable skills such as project management, client relationship management, collection and information analysis, and proposal development.

Today, I am working at the Army Museum in Paris on the ATHENA project. This project will transform this collecting institution into a museum focussed on the history of French land forces. My job consists of working with multimedia and panel illustrations within the new eastern wing of the museum.

I now have a broader perspective of museum work, including an understanding of different project stages and the role of the various project members. My internship at Lordculture offered me the opportunity to gain a holistic view of the process of developing museum exhibitions. ●

For more information on Lord Academy, visit www.lord.ca.

Recruitment and Training Needs and Education Resources in the Arabian Gulf

By: Ian Duckworth, Project Manager, Lord Cultural Recruitment

As the Arabian Gulf region gains cultural momentum, the development of sustainable leadership through recruitment and training programs backed by higher education is becoming a critical priority.

Many infrastructure developments for arts and culture are emerging throughout the Gulf region. Among them are the ambitious Saadiyat Island arts and cultural district in Abu Dhabi with its group of national and international museums, the projected Museum of Middle East Modern Art in Dubai, the Museum of Islamic Art that is scheduled to open within the next year in Qatar, the National Monument under construction in Bahrain, and heritage and cultural centre developments in Saudi Arabia. For these cultural complexes, recruitment and training are needed, supported by specialised education programs that will cultivate the leaders and staff they require to sustain them over the longer term.

Gulf countries such as the United Arab Emirates and Qatar are creating innovative programs in an effort to become educational hubs for the region. Western universities, such as those in the Education City in Qatar (including Cornell, Carnegie Mellon, Georgetown, Texas A&M and Northwestern), New York University and the Sorbonne in Abu Dhabi, and Michigan State University in Dubai are

at the forefront in providing the required excellence in education. The challenge will be to relate these programs to the requirements of the new cultural institutions.

A particularly pressing need in this region is the demand for recruitment and training of nationals of the various Gulf countries. Expatriates are making a vital contribution now, but in the long run it is most important that their own nationals are recruited and trained for staff positions. Their goal should be to ultimately take over the leadership of these institutions, to ensure that they develop and retain the unique features of the area's remarkable cultural heritage, as well as meeting international standards.

The new schools of the Middle East can be an opportunity for museums and cultural institutions to obtain a proper balance between financial priorities and human resources needs. The Arabian Gulf will not be simply an arena for North American or European models. The challenge and the opportunity is to create something recognisable, but different, that suits the region and works effectively for each Gulf country, as well as internationally. ●



Weill Cornell University in Qatar's Education City

Principal Ted Silberberg spoke at the **Florida Association of Museums** conference in September, 2008 on "Implications to Strategic Business Planning of Comparative Survey Data."

In September 2008, President Barry Lord spoke on Museum Management at the **International Conference on the**

Future of Spain's National Archaeological Museum in Madrid.

Barry is also participating in the **Vienna Artweek**, November 17–23, 2008. This year's conference theme "Ahead of Time" is expected to attract over 700 international opinion leaders from the art world. Barry will participate in a discussion panel on "The Museum of the Future."

On October 17, 2008, President Gail Lord will be presenting a public lecture at the Sentralistanbul campus of **Bilgi University** on "The importance of the Public Realm". Lord Cultural Resources is working with this innovative university in Istanbul on planning the future for their museums.

In Spain, María Fernandez Sabau, Lordcultura Managing Director, will participate in the October 2008 **10th Galician Colloquium of Museums** organised by the Department of Culture and Museum of the Galician Government at the Ribadavia Museum. The focus is on "Museums and Communication" and María will speak about visitor diversity in the 21st century museum and the evolution of interpretation and function.

In November 2008, Angela González de Vallejo, Lordcultura Consultant, will participate in the **Annual Congress of Museums, Cultural Heritage and Local Development**, organised by the Basque Country University and the Ojasso Roman Museum. She will speak about how community participation can be involved in the definition and planning of museum concepts and cultural projects.

Sharing with the World: Combining Training with Exhibition Development in Aruba

By: Dennis Keefe, Director of Marketing and Client Relations, Lord Cultural Resources



Selecting artifacts for the National Archaeological Museum Aruba. Photo: Yvonne Tang

The National Archaeological Museum Aruba is dedicated to researching, preserving, interpreting and raising awareness of the material history of Aruba from prehistoric times to the late 19th century. With the construction of a new cultural complex in downtown Oranjestad, the Museum will be

housed in a beautiful new museum space in the heart of the busy and cosmopolitan capital. Lord Cultural Resources was commissioned to lead the development of the permanent exhibitions, including interpretive planning, content coordination and complete design.

"While our original proposal was to help spearhead the redevelopment of the museum with modern,

hi-tech exhibits, we also wanted to include a series of half-day courses and seminars on interpretative planning, collections development and educational programming," said Maria Piacente, Executive Vice-President of Exhibitions. These sessions were open not only to staff of the National Archaeological Museum Aruba but also to other cultural institutions, both public and private, and to individual citizens as well. These seminars were held in combination with trips to the island to complete project work and adopted a practical, informal approach.

The new permanent exhibition will educate and excite residents, tourists, indigenous peoples and immigrants about Aruba's rich cultural heritage. "Sharing our knowledge and expertise with the island's residents was important to us as a way to help educate, motivate and inspire visitors to learn, preserve and respect this unique heritage," said Piacente.

Lord Cultural Resources sees this as one more way to meet its mandate of contributing to the growth of the museum, heritage and cultural sector – truly creating cultural capital around the globe. ●

News Items

Miami's historic **Virginia Key Beach Park** played an important part in the civil rights struggle of African Americans in southern Florida. Lord Cultural Resources completed the cultural institutional planning for the museum and park. With the grand reopening of the park in February 2008, families are now able to create new memories while appreciating the sacrifices of the past. We congratulate the Trust that is managing the project upon the reopening of the park and look forward to the opening of the museum in the future.

The **Contemporary Jewish Museum** in San Francisco opened its new building on June 8, 2008. In 2000, Lord Cultural Resources reviewed concept and feasibility plans for the new Museum, which is in a renovated and expanded former power station designed by architect Daniel Libeskind. We congratulate the Museum Board for attaining its objective with an outstanding new facility.

Congratulations to the **Wing Luke Asian Museum (WLAM)** in Seattle on the opening of its expanded new facility in June. Lord Cultural Resources' Principal Ted Silberberg prepared the business plan for the new museum. In a letter of appreciation Board Chair, Paul Mar, said, "We truly believe that Lord [Cultural Resources] as a firm and you as our lead consultant have done an exemplary job in painting a realistic picture of our financial future. Without the breadth of practical experience and thorough efforts you provided WLAM, there is no way that we could move forward."

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Volunteers are grouped into one of seven training categories: public relations, group sales, Discovery Place, Aquarium, administration, finance and IT. Volunteers learn many skills, including customer service, visitor reception, equipment maintenance, exhibit interpretation and public relations. They speak to the public about animal behaviour and explain the scientific theories of the interactive exhibits. In the Aquarium they clean tanks, prepare food for animals, prepare dive gear and learn related skills.

A completely new renovated and expanded **BMW Museum** opened recently in Munich. Lord Cultural Resources assisted first with planning and later with project management over many years. Lordeurop, which completed our work for BMW, congratulates the company on the launch of this exciting new museum.



Museum at Bethel Woods

The **Museum at Bethel Woods**, through the use of multi-media and immersive exhibits, aims to explore the unique experience of the Woodstock festival. In 2005, Lord Cultural Resources completed a Market and Financial Feasibility Analysis Study for the client's proposed museum. This year we were awarded a second contract to assist in readying the museum for opening by ensuring a high quality visitor experience at the museum, and coaching the museum staff on how to successfully manage opening day crowds. Our best wishes for the success of the new museum.

The **Sterling and Francine Clark Art Institute** in Williamstown, Massachusetts opened **Stone Hill Center**, designed by architect Tadao Ando, on June 22, 2008. Lord Cultural Resources was involved over several years, first with planning and finally

with preparing a detailed program for the expansion, including a conservation centre, much of which is underground.



Estonian Art Museum. © Kaido Haagen

Congratulations to the **Estonian Art Museum** in Tallinn for winning the 2008 European Museum of the Year award. Lord Cultural Resources reviewed and advised on the exciting design by Finnish architect Pekka Vapaavuori, and also recommended a management structure for the Museum.

Visit us in Liverpool!

If you are attending the **Museums Association Conference** in Liverpool in the week beginning October 6, 2008 don't miss the Lord Cultural Resources stand.

Our UK Associate Peter Wilson is participating in a panel discussion entitled "Cultural Quarters: Town Planning and City Vitality" on October 6.

Dr. Claudia Haas, Lordeurop Associate Consultant, will present a case study within the theme "Space and Place: life behind (and in front of) the facade" on October 7.



Summer volunteers demonstrate a shark cart. Photo: The Scientific Center of Kuwait

Volunteers work side by side with TSCK staff and are exposed to state-of-the-art equipment and methods. These skills undoubtedly help form their ideas for future career decisions. At the end of the program, TSCK selects five to ten outstanding volunteers to continue working through the year. Following graduation they are offered full time employment. Thus a program that starts as a revenue generator ends as a recruitment and training tool that

enables the Center to enhance and refresh the staff. ●

Cultural Capital

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