



# THE FUTURE OF MUSEUMS: RECOVER AND RE-IMAGINE

INTERNATIONAL MUSEUM DAY SYMPOSIUM 2021

20-21 MAY 2021

The theme for International Museum Day 2021, *The Future of Museums: Recover and Re-imagine*, invites museums to imagine and share new practices in the (co-)creation of value, new business models for cultural institutions and innovative solutions for the social, economic and environmental challenges of the present. At the Museum Roundtable, we hope to focus on two issues that NHB is committed to – investment in the development of new approaches in presenting our heritage, history, and culture, and a more inclusive approach to engaging future audiences through the re-imagining of the role museums play for our current and future audiences.



National  
Heritage  
Board



ICOM

international  
council  
of museums  
Singapore

# THE FUTURE OF MUSEUMS: RECOVER AND RE-IMAGINE

INTERNATIONAL MUSEUM DAY SYMPOSIUM 2021

## PROGRAMME

DAY 1 | 20 MAY 2021, THURSDAY



- 9.00am Registration
- 9.35am Opening Remarks by Ms Chang Hwee Nee  
*Chief Executive Officer, National Heritage Board & Chair,  
International Council of Museums Singapore & Museum Roundtable*
- 9.45am IMD 2021 Opening Remarks by Mr Alberto Garlandini  
*President of International Council of Museums*
- 9.50am Panel 1  
Post-Pandemic Business Models & Recovery Efforts by Museums
- 11.50am End of Morning Session
- 2.30pm Panel 2  
Re-imagining Future Audiences:  
A New Value Proposition for Museums
- 4.30pm End of Day 1

DAY 2 | 21 MAY 2021, FRIDAY



- 9.00am Special Opening Address by Youth Ambassador, Ms Neo Xiaoyun  
*Deputy Manager, International Policy,  
Civil Aviation Authority of Singapore*
- 9.20am Panel 3  
Conversations About Climate and Sustainability in Museums
- 11.30am Closing Remarks
- 11.45am End of Day 2

# THE FUTURE OF MUSEUMS: RECOVER AND RE-IMAGINE

INTERNATIONAL MUSEUM DAY SYMPOSIUM 2021

## OPENING REMARKS BY



**MS CHANG HWEE NEE**

*Chief Executive Officer, National Heritage Board & Chair,  
International Council of Museums Singapore & Museum  
Roundtable*

## IMD 2021 OPENING REMARKS BY



**MR ALBERTO GARLANDINI**

*President of International Council of Museums*

# THE FUTURE OF MUSEUMS: RECOVER AND RE-IMAGINE

INTERNATIONAL MUSEUM DAY SYMPOSIUM 2021

## PANEL 1: POST-PANDEMIC BUSINESS MODELS & RECOVERY EFFORTS BY MUSEUMS

The COVID-19 pandemic in 2020 has severely impacted museums in Singapore as well as around the world. This panel will explore some of the pandemic's effects on the museum sector and how museums, as exemplified by the Museum Roundtable in Singapore and the Metropolitan Museum of Art in Manila, have sought to cope with the situation. It also seeks to discuss and explore some of the new capabilities and skill sets needed by the sector as it confronts the reality of a Post-COVID world.

### SPEAKERS:

**Mr Gerald Wee**

*Director, International and Museum Relations, National Heritage Board*

**Dr Gog Soon Joo**

*Chief Skills Officer, SkillsFuture Singapore*

**Ms Tina Colayco**

*President, Metropolitan Museum of Manila*

### MODERATOR:

**Mr Thomas Wai**

*Chief People Officer, National Gallery Singapore & Singapore Art Museum*

# THE FUTURE OF MUSEUMS: RECOVER AND RE-IMAGINE

INTERNATIONAL MUSEUM DAY SYMPOSIUM 2021



**MR GERALD WEE**

*Director, International and Museum Relations,  
National Heritage Board*

Mr Gerald Wee joined the National Heritage Board (NHB) in January 2014, as its Deputy Director for International Relations. In this capacity, Gerald oversaw NHB's international engagements with ASEAN, the International Council of Museums and also contributed to Singapore's ratification of the 2003 UNESCO Convention for the Safeguarding of Intangible Cultural Heritage in 2018. In 2019, Gerald became NHB's Director for International and Museum Relations, and took on the stewardship of the Museum Roundtable. Before joining the NHB, Gerald held various positions focusing on international relations at the Infocomm Development Authority (IDA) and the Ministry of Defence. Prior to joining the Public Service, Gerald worked as an International Relations Executive at Singapore Airlines where he assisted the airline with air service negotiations.

## **Synopsis of Presentation**

The museum sector in Singapore continues to be severely impacted by COVID-19. This presentation will look at the current situation and explore the pandemic's effect on the museum landscape in Singapore, using the Museum Roundtable as a proxy for the sector as a whole. It will also provide an overview of the NHB's efforts to assist the museum sector through this trying time, and shares case studies on how some museums have sought to adopt new roles and deploy new and innovative approaches to service delivery in order to remain relevant to their audiences.



# THE FUTURE OF MUSEUMS: RECOVER AND RE-IMAGINE

INTERNATIONAL MUSEUM DAY SYMPOSIUM 2021



**DR GOG SOON JOO**

*Chief Skills Officer,  
SkillsFuture Singapore*

Gog Soon Joo is the Chief Skills Officer at the SkillsFuture Singapore Agency, and has held a number of posts in Singapore government. She leads a team of Jobs-Skills Analysts, Data Scientists, and Futurists, to identify global trends that impact business, jobs and skills. Soon Joo and her team work with local and international partners to prototype solutions in the areas of skills anticipation, skills prediction modelling, and skills measurement. Her research interests include capitalism in the digital economy, new economy firms, skills ecosystems and skills policies.

## **Synopsis of Presentation**

In the digital economy, Internet-of-things (IoT) started from manufacturing sector is fast permeating into other industries. In the past few years, IoT has created the offshoot of Internet-of-Communications (IoC) and Internet-of-Minds (IoM). What does this mean to the Arts-and-Culture sector? How has the operating model of Museum changed? How will this trend impact the job contents and the skills of Museum sector?

# THE FUTURE OF MUSEUMS: RECOVER AND RE-IMAGINE

INTERNATIONAL MUSEUM DAY SYMPOSIUM 2021



**MS TINA COLAYCO**

*President,  
Metropolitan Museum of Manila*

Florentina (Tina) Colayco's professional experience draws from over 35 years as an educator, book publisher/creative director, curator, and museum administrator.

Ms. Colayco has held the position of President of the Metropolitan Museum of Manila since 2013.

She has been involved in art and design education as a professor and a former dean of the College of Fine Arts at the University of the Philippines (2006-2012) where she continues to teach at the present time.

## **Synopsis of Presentation**

As with many museums across the world, The Metropolitan Museum of Manila closed its doors during the peak of the pandemic, and has remained closed as of May 2021. The museum however stepped up in the digital space : rallying communities, and launching a series of virtual tours, hybrid openings, and co-organising the Manila Museums Summit 2020 to recharge the community through this crisis. This sharing summarizes the work the museum has done, and what the museum envisions for its future when it reopens with new art spaces.

# THE FUTURE OF MUSEUMS: RECOVER AND RE-IMAGINE

INTERNATIONAL MUSEUM DAY SYMPOSIUM 2021



[MODERATOR]

MR THOMAS WAI

*Chief People Officer,  
National Gallery Singapore & Singapore Art Museum*

Thomas is Chief People Officer at National Gallery Singapore and Singapore Art Museum. A member of the Executive Leadership Team, he is responsible for leading the overall HR & Talent strategy and implementation, as well as the organisational development, culture & digital transformation, development, diversity, wellness, insurance and administration.

Prior to this, he was the Global HR Director for Blink Design Group, an award-winning luxury hospitality architecture design firm, to oversee HR in all countries.



# THE FUTURE OF MUSEUMS: RECOVER AND RE-IMAGINE

INTERNATIONAL MUSEUM DAY SYMPOSIUM 2021

## PANEL 2: RE-IMAGINING FUTURE AUDIENCES: A NEW VALUE PROPOSITION FOR MUSEUMS

The COVID-19 pandemic has accelerated the digital push and contributed to changes in the way that museums have had to engage their audiences. In this panel, the symposium will explore the ways that museum based learning has changed post-pandemic, with museums deploying new and re-imagined strategies to maintain their appeal to various audience groups.

### SPEAKERS:

**Ms Chung May Khuen**

*Director, National Museum Singapore, National Heritage Board*

**Mr Aaron Seeto**

*Director, Museum MACAN Indonesia*

**Dr Scott Hollier**

*CEO, Centre for Accessibility Australia*

**Ms Elaine Lim**

*Master Specialist, Humanities Branch, Ministry of Education*

### MODERATOR:

**Ms Cheryl Koh**

*Director, Heritage Institutions, National Heritage Board*

# THE FUTURE OF MUSEUMS: RECOVER AND RE-IMAGINE

INTERNATIONAL MUSEUM DAY SYMPOSIUM 2021



**MS CHUNG MAY KHUEN**

*Director, National Museum Singapore,  
National Heritage Board*

May Khuen began her career as an Assistant Curator (South Asia) at the Asian Civilisations Museum (ACM) in 1997 and in 2003, she joined the National Museum of Singapore (NMS; then Singapore History Museum). From 2014 to 2015, May Khuen helped to drive the SG50 curatorial revamp of the permanent galleries at NMS.

May Khuen was posted to the Heritage Conservation Centre (HCC) as Deputy Director overseeing both collections and conservation services from 2016 to June 2019. While there, she managed the daily operations of the centre and worked with over 60 staff, and was also in charge of organising HCC's first international conference on collections care in October 2019.

May Khuen rejoined the National Museum of Singapore in June 2019, and was subsequently appointed as Director later that year.

## **Synopsis of Presentation**

A museum's core is in its narratives told through research of its collections, and why these artefacts tell important stories about our civilisations. In NMS's latest exhibitions, *Home Truly*, and *Picturing the Pandemic: A Visual Record of COVID-19 in Singapore*, the collections took on a contemporary turn, and were presented as points of dialogue, reflection, and interaction, transforming the museum beyond an institution and into a space for civic engagement.

# THE FUTURE OF MUSEUMS: RECOVER AND RE-IMAGINE

INTERNATIONAL MUSEUM DAY SYMPOSIUM 2021



**MR AARON SEETO**

*Director,  
Museum MACAN Indonesia*

The Director of Museum MACAN, Aaron Seeto, has a vast experience working to advance the goals of contemporary arts organisations and curating significant exhibitions of artists from the Asia and Pacific regions. Seeto was formerly Curatorial Manager of Asian and Pacific Art, at Queensland Art Gallery | Gallery of Modern Art in Brisbane, Australia where he led the curatorial team at the eighth Asia Pacific Triennial of Contemporary Art (APT8) in 2015. For eight years prior, he was the Director of Sydney's ground-breaking 4A Centre for Contemporary Asian Art.

## **Synopsis of Presentation**

As a young institution that only opened its doors in November 2017, the COVID-19 Pandemic posed many challenges very early into Museum MACAN's operations. Director of the museum, Aaron Seeto will discuss how the museum's original study of visitors' needs has shifted in the past year, and what implications this may have on the museum into the new future.

# THE FUTURE OF MUSEUMS: RECOVER AND RE-IMAGINE

INTERNATIONAL MUSEUM DAY SYMPOSIUM 2021



**DR SCOTT HOLLIER**

CEO,  
*Centre for Accessibility Australia*

Dr Scott Hollier specialises in the field of digital accessibility and is the author of the book 'Outrunning the Night: a life journey of disability, determination and joy'. With a Ph.D. in Internet Studies and senior management experience across the not-for-profit, corporate and government sectors, Scott is an internationally-recognised researcher and speaker.

Scott's roles include CEO and co-founder of the Centre For Accessibility Australia, holds academic positions at Edith Cowan University and the University of South Australia, and is an Invited Expert for the World Wide Web Consortium Accessible Platform Architectures Research Questions Task Force. In addition, Scott is legally blind and as such has both a professional and personal understanding of the importance of accessibility.

## **Synopsis of Presentation**

Digital transformation had enabled many museums to share their programmes with wider and more international audiences, which was the silver lining of 2020. However, amidst the digital push, these programmes have also created gaps for individuals with disabilities with access to these digital forms. In this presentation, Dr Hollier takes a critical lens on how organisations can be more mindful in digital and web-based programming to consider the accessibility of these programmes.

# THE FUTURE OF MUSEUMS: RECOVER AND RE-IMAGINE

INTERNATIONAL MUSEUM DAY SYMPOSIUM 2021



**MS ELAINE LIM**

*Master Specialist, Humanities Branch,  
Ministry of Education*

Elaine loves museums, libraries and nature, having spent much of her childhood visiting the National Museum, National Library and nature reserves in Singapore, and subsequently experiencing these places internationally. As an educator of 32 years, she believes that any child can learn any subject matter, if the learning experiences are designed well. Elaine is currently Master Specialist (Humanities) in the Ministry of Education where she supports the design and implementation of the Humanities curriculum. She started her career as a Geography and History teacher and was a head of department, a school Principal and Director of the Humanities Branch. At her last posting, she cultivated partnerships with agencies, including the museums in Singapore, to create rich learning experiences for students in schools.

## **Synopsis of Presentation**

Museum-based Learning, where students experience the museum as an educational space, has been integrated into the design of the humanities and visual arts syllabuses. In light of COVID-19, field-based learning experiences for students were disrupted as learning moved to the digital space. This presentation discusses the fundamental principles and considerations that continue to be relevant in the design of museum programmes arising from COVID-19, and some possible shifts in future engagement strategies.



# THE FUTURE OF MUSEUMS: RECOVER AND RE-IMAGINE

INTERNATIONAL MUSEUM DAY SYMPOSIUM 2021



[MODERATOR]

MS CHERYL KOH

*Director, Heritage Institutions,  
National Heritage Board*

Cheryl oversees the strategic development of three heritage institutions at NHB, namely Indian Heritage Centre, Malay Heritage Centre and the Sun Yat Sen Nanyang Memorial Hall, a role she recently took over in January 2021. Prior to this, Cheryl managed the Strategic Communications & Digital team as well as the Strategic Planning portfolio at NHB. She managed all branding and media relations matters for the Board including national level campaigns such as the public engagement and communications plan for the Heritage Plan of Singapore and the inscription of Hawker Culture in Singapore on the UNESCO Representative List of the Intangible Cultural Heritage of Humanity. Having been with NHB for over a decade, Cheryl remains curious and grateful for Singapore's diverse heritage and multicultural roots.

# THE FUTURE OF MUSEUMS: RECOVER AND RE-IMAGINE

INTERNATIONAL MUSEUM DAY SYMPOSIUM 2021



## SPECIAL OPENING ADDRESS BY YOUTH AMBASSADOR

**MS NEO XIAOYUN**

*Deputy Manager, International Policy,  
Civil Aviation Authority of Singapore*

By day, Xiaoyun is a policy officer strategising for aviation recovery. When the office hat comes off, she's wielding her *chungkol* on the natural farm of nonprofit Ground-Up Initiative, or facilitating immersive ecological field-trips with The Untamed Paths. In all that she does, Xiaoyun strives to grow the purpose-driven organisations that she's part of, and through them, strengthen our collective ecological and social fabric. She authored the titular essay in the anthology *Eating Chilli Crab in the Anthropocene* (2020).



# THE FUTURE OF MUSEUMS: RECOVER AND RE-IMAGINE

INTERNATIONAL MUSEUM DAY SYMPOSIUM 2021

## PANEL 3: CONVERSATIONS ABOUT CLIMATE AND SUSTAINABILITY IN MUSEUMS

As museums explore contemporary approaches to audience engagement and collecting, they have also sought to re-imagine their roles in promoting awareness and civic action around pressing global issues. This panel seeks to spark conversations about the roles that museums can play in educating and engaging audiences on the key issues of climate change and environmental sustainability.

### SPEAKERS:

**Ms Honor Harger**

*Director, ArtScience Museum*

**Prof Lim Tit Meng**

*CEO, Science Centre Singapore*

**Mr Kelvin Wong**

*Director & Co-founder, Terra SG*

**Mr Edmund Chen**

*Founder, My Little Red Dot, Asiatainment Pte Ltd*

### MODERATOR:

**Ms Leong Cheng Yee**

*Director, Programmes and Festivals, NParks*

# THE FUTURE OF MUSEUMS: RECOVER AND RE-IMAGINE

INTERNATIONAL MUSEUM DAY SYMPOSIUM 2021



## MS HONOR HARGER

*Director,  
ArtScience Museum*

Honor Harger is the Executive Director for ArtScience Museum, where she charts the overall direction and strategy for the museum. She has over 15 years of experience of working at the intersection between art and technology, having held several key appointments in the United Kingdom, New Zealand and Australia, as well as curated many international exhibitions and events around the world. These include being the artistic director of Lighthouse in Brighton, UK; director of the AV Festival, the UK's largest biennial of media art, film and music; and the first webcasting curator for London's Tate Modern. She has also given lectures at TED and LIFT conferences, the European Agency, the Centre Pompidou in Paris, California Institute of the Arts and the American Film Institute.

## Synopsis of Presentation

Climate change and sustainability have been key themes of ArtScience Museum's programming over the past decade, with talks, exhibitions, film screenings and community actions taking place every year. In this presentation, executive director of the museum, Honor Harger, will share the museum's focus on public outreach and education surrounding climate change, and other environmental issues, and suggest ways that museums might contribute to this conversation.

# THE FUTURE OF MUSEUMS: RECOVER AND RE-IMAGINE

INTERNATIONAL MUSEUM DAY SYMPOSIUM 2021



**PROF LIM TIT MENG**

*CEO,  
Science Centre Singapore*

Dr TM Lim is the Chief Executive of Science Centre Singapore and concurrently an Associate Professor of Biological Sciences, National University of Singapore. A major contributor to science education and outreach, he has also championed the STEM Applied Learning Programmes in schools. He has given numerous talks to popularise science locally and globally. He is President of the Singapore Association for the Advancement of Science, President of the Singapore National Academy of Science, and the Vice President of the Association of Singapore Attractions Executive Committee. He is an elected Fellow of the Singapore National Academy of Science and Fellow of the Singapore Institute of Biology. He has been the President of the Asia Pacific Network of Science and Technology Centres since 2016. He has previously served on the Board of the US Association of Science & Technology Centers from 2013-2018.

## **Synopsis of Presentation**

The Science Centre Singapore is an educational space that partners schools to spark the curiosity of students and families in the study of science. As part of the centre's outreach efforts, education on climate change and sustainability is integrated into the galleries, and through the various youth empowerment programmes. CEO of the Science Centre will share the programmes that the centre has put in place to educate students on the climate problem.



# THE FUTURE OF MUSEUMS: RECOVER AND RE-IMAGINE

INTERNATIONAL MUSEUM DAY SYMPOSIUM 2021



**MR KELVIN WONG**

*Director & Co-founder,  
Terra SG*

Kelvin is a sustainability advocate, education professional who does multiple sustainability engagements in various parts of Asia. He founded Terra SG, a regional sustainability-driven social organisation that focuses on environmental education, campaigns, events, and manages the Sustainable Singapore Gallery to engage, educate and reach out to people to promote conscious living.

With more than 10 years in advocating sustainability, Kelvin has the practical knowledge & experience of how sustainability can be integrated and aligned to meet the changing needs of corporates, schools and the public.

## **Synopsis of Presentation**

TerraSG works with corporates, schools, and museums on educational programmes on sustainability and climate change, and through these engagements, different strategies are adopted to spread the importance of building a more sustainable future. This presentation discusses education on the two topics across audiences, and how museums can adopt them in or beyond their museum space.

# THE FUTURE OF MUSEUMS: RECOVER AND RE-IMAGINE

INTERNATIONAL MUSEUM DAY SYMPOSIUM 2021



**MR EDMUND CHEN**

*Founder,  
My Little Red Dot, Asiatainment Pte Ltd*

Edmund Chen is an artiste with over 31 years of experience in the media and entertainment industry. He has over 100 television appearances, 18 international and local films, 4 stage plays, 2 movies which he produced, and 4 solo music albums under his belt. With a strong passion for drawing since he was a child, Chen designed several local stamps and was appointed SingPost's Stamp Ambassador. More recently, his 'My Little Coral Garden' project, which aims to spread awareness of how our actions have an impact on our marine life and biodiversity, has travelled across multiple public spaces, reaching many pre-schoolers and families in Singapore.

## **Synopsis of Presentation**

*My Little Coral Garden* is a project by local artiste Edmund Chen, which highlights how the detrimental effects of our consumption patterns and waste disposal methods have caused harm to the coral reefs around Singapore. Through storytelling and reflections, Chen invites pre-schoolers and families to pen their pledges on how they can be more mindful of our actions on the environment. Chen will share how he was inspired to conceptualise this artwork and story, and how children can be engaged to be more civic-minded.

# THE FUTURE OF MUSEUMS: RECOVER AND RE-IMAGINE

INTERNATIONAL MUSEUM DAY SYMPOSIUM 2021



[MODERATOR]

MS LEONG CHENG YEE

*Director,  
Programmes and Festivals, NParks*

Cheng Yee has been actively involved in CSR and sustainability throughout her career, as a school educator and then with Gardens by the Bay and NParks. She has driven numerous projects with local and international partners to promote, reach out and create awareness.

Moving forward, Cheng Yee wants to work with partners on a more concerted and engineered effort to get the entire nation involved, and take action in achieving a sustainable Singapore.

# THE FUTURE OF MUSEUMS: RECOVER AND RE-IMAGINE

INTERNATIONAL MUSEUM DAY SYMPOSIUM 2021



## ABOUT THE MUSEUM ROUNDTABLE

The Museum Roundtable is a collective established by the National Heritage Board in 1996 to promote a museum-going culture amongst Singaporeans and to position museums as unique cultural destinations. The members comprise over 60 public and private museums and heritage galleries covering the subjects of national history, culture and community, art, defence, lifestyle and collectibles, healthcare, science and innovation. Together, members collaborate on exhibitions, festivals and programmes, share best practices and focus on raising the capabilities of members.



ILoveMuseums



MRADIO



National  
Heritage  
Board



ICOM

international  
council  
of museums  
Singapore