



Strategy Plan 2022-2025

**Challenging expectations
Memorable Experiences**

Author: Leela - Eleni Skitsa

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OUR MISSION

The museum opened its doors to the public in June 2017. Looking back today, we are proud to say that Museum managed to fulfill its dreams and build a bridge between Eastern and Western world.

With the aim to keep contributing to the awareness of preservation of Tibetan art and culture, exchanging values, promoting education, study and awareness to a local, national and international public, we carry on with our mission. Not only for the coming years but always, Museum would stand with pride providing an insight and a continuous interaction between the two cultures. The Museum will conserve, research and present the collection which has already been proven to be a platform for artistic and cultural activities not only between Tibetan Artists and Public but Between Tibetan Artist in the world and Western Artist, interested in Tibet, its story, its culture, its voice.

Our strategy objectives is a long term view that form the basis for the development and expansion, aiming to achieve the major challenging change, that suits the Museum. Our values for preserving the Tibetan Art and Culture would remain strong for the coming years. Both Contemporary Tibetan Art and the old Traditional become integrated and expressions of Tibetan Artists from all over the world take place.

Overall, Museum of Contemporary Tibetan Art aims to provide an engaging environment for Artists as well as to inspire, motivate and challenge its audiences, to attract new audiences and to be an accessible resource that would elevate the role of Tibetan Art and Art in general, in our contemporary world.

OUR VISION

The Museum is a regional one, and a center for artistic inquiry and appreciation, seeking to inspire more and more dynamic human experiences, creating passion for the Arts and celebrating Tibetan's rich and diverse culture in the West.

OUR CORE VALUES

The Museum of Contemporary Tibetan Art is committed to the following core values.

- Affirm the importance and primacy of the Art and Artists with the mission to provide inspirations that will reward the society's relationships.

- Retain significant works representing the core collecting areas of Tibet and Tibetan in Diaspora, Artists of the West inspired by Tibetan Art images, Tibetan Art, Tibetan art by Westerners, Contemporary Art and “Thangka” Traditional Art.
- Provide quality Art education and cultural experiences for people of all ages, abilities and backgrounds.
- Ensure that a culture of inclusion, diversity, equity and access is represented in the Museum’s collection; among exhibitions and educational programs as well as among members of the Management Team, staff and all volunteer groups.
- Serve as an incubator of ideas that link the Museum’s broad, diverse collection and its historical resources with the life of the society.
- Serve as a cultural cornerstone for economic development in the region.
- Foster a culture of financial and structural sustainability to ensure the museum’s viability for future generations.

We Make sure that the Museum complies fully

- with the practice guidance as described at the Governance Cultural Code,
- the ICOM -International Council of Museums-, Code of Ethics for Museums,
- the LAMO and the Heritage Act,
- the Diversity and Inclusion strategies at the Workplace
- with the WBT-the Management and Supervision of Legal Entities Act and all rules and norms or laws adjusted for the good of the Museum and its interaction with the public.

Our collection at present and future

As of today, the Museum houses collections which intends to preserve and exhibit for the coming years, as an example of a characteristic Tibetan Art.

Museum will be open to any innovation and evolution on Art in the following years and will expand its collection with even more interesting paintings of young Tibetan Artists; who would preserve all the best of the past. Making an effort to create a new world of a future inspirations based on their cultural heritage, to form Contemporary Tibetan Art in the 21st century.

The core collection focuses and would focus in future, to the complexity of Tibetan Artists movement, in response to mass ideology, to the violence of industrialization, to the disembodiment of the society; seeking a way to position man in our world, to be voiced in exile and communicate with each other for the need to love and be free.

Our Museum wouldn't be able to contribute to this exhibition without the kind assistance and inspirations of many individuals and Artists. Particularly acknowledging Artists from Tibet (Lhasa) and Artists in Diaspora who support the Museum and exhibit their Artworks in the Museum collection.

Our sub collections consist of Tibetan Buddhist artefacts, Tibetan Scriptures, Family Altar pieces, Historical bronze and iron statues, Cabinetry, Rugs, clothing, map of Tibet, fourteen panels of 14th Dalai Lama the spiritual Leader of Tibet and various objects of historical significance from Tibet.

Our PRIORITIES

The Museum of Contemporary Tibetan Art identifies four strategic planning priorities that support its mission and vision.

1. To Build core organizational and financial capacity

The Board and staff recognize that, in order the museum enter in a new era after the break out of Pandemic, has to be prepared to meet the opportunities available to a world-class Museum; they must commit to keep on building an organization that is financially strong and has appropriate infrastructure.

Museum of Contemporary Tibetan Art (MOCTA) will develop a sustainable model, that would provide a working environment that will attract the best talents and be supported by a comprehensive ideas and plans that would inspire its Directors empower. To provide appropriate guidance and to set a program of high generosity, engagement and support.

During the term of this plan, the Museum will prioritize policies that would enable the Museum to boldly enter into a new strategy of the next 20 years.

**GOAL:**

- Develop a model that is profitable.
- Empower the Supervisory Board to achieve key organizational goals and objectives.

TARGET:

- To pursue manageable growth and take advantage of future opportunities.
- An engaged Board that works seamlessly to provide appropriate oversight, revenue generation and best practices in the Cultural Governance Code and the ICOM Code of Ethics for Museums.
- A Board that reflects the museum's constituents and contributes needed skills and resources.

STRATEGY:

- develop a strategy to build the museum's overall capacity and increase contributed income with a focus on the business community.
- Create an environment where Management Team and Directors are actively engaged in the work of the museum

ACTIVITIES:

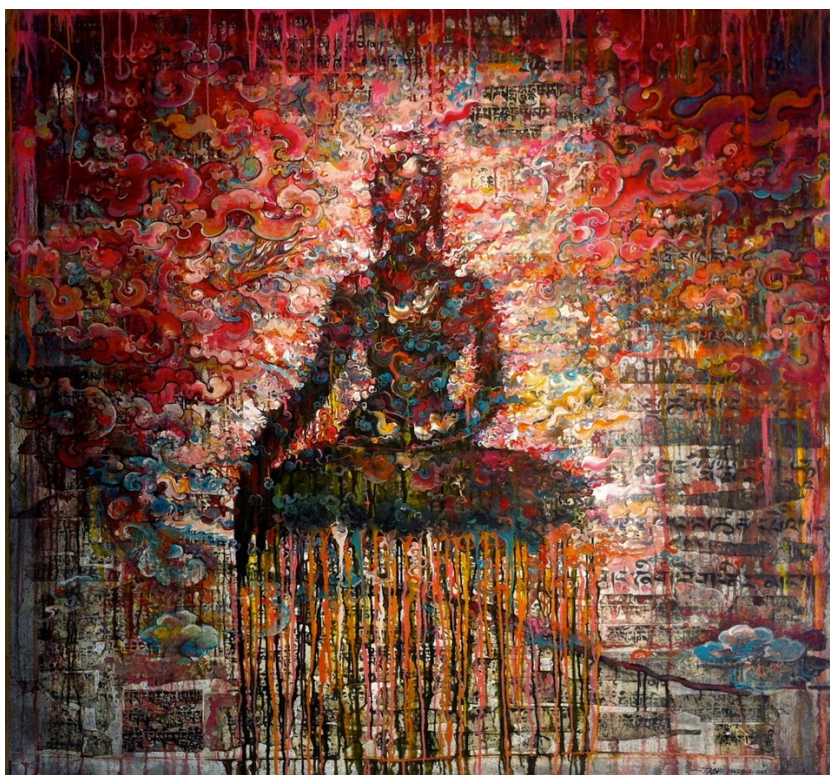
- Identify areas where the museum is lacking in skills, personal attributes and resources.
- Focus management and development strategies on increasing contributed income.
- Review bylaws and other governing documents for compliance with best practices.
- Ensure that all trustees have the adequate information on fundraising roles and provide them with regular updates on education and community programs, including impact and outcomes.
- Achieving annual net-positive operations and initiating a dedicated fundraising campaign.
- Minimize use of designated funds for purposes outside the museum's current priorities.
- Make a four-year maintenance schedule that identifies and addresses short- and long - term needs.
- Create a plan to inform the business community how the museum contributes to the quality of life in the community/society.
- Outline the benefits of the museum's education and outreach programs.
- Conduct a feasibility study among museum friends and family. Form a task force to focus on this initiative.
- Develop individual cultivation plans, studies, research.
- Expand fee-based education programming and classes.
- Focus on fundraising activities and donations.
- Investigate and focus on Funds and subsidies of various sectors; derived by the Municipality of Emmen, the Province of Drenthe, the Dutch Government or the European Community.
- Increase the donors by focusing on a major gift program.
- Expand fee-based education programming and classes.
- Activity seeks members from greater Drenthe Province and other provinces in the Netherlands where Museum can pass its message about Tibet, its voice, its culture, its Art.

2. To Strengthen Museum's Collection, Exhibitions and Programs

The museum will establish a museum-wide plan that will forth policies and procedures for collecting Artworks of Tibetan Artists in Diaspora and Asia including Indigenous art Traditional Tibetan Art and objects as well as Contemporary Art, including European and global art with Tibetan motivations.

The strategy will guide the Museum to make thoughtful and directed decisions for acquisitions and donations of artwork. Utilizing the collection and outside loans, the museum will organize exhibitions and programs that reflect its regional constituents.

The Museum will expand its interdisciplinary initiatives, partnerships and creative programs to become more inclusive and equitable in representation and to serve a wider community.



GOAL:

- Strengthen the museum's permanent collection.

TARGET:

- the scope of the museum's permanent collection to be defined to its best and improved.

STRATEGIES:

- The best quality of the permanent collection.

- Cultivate relationships to assist in building the permanent collection to its fullest.
- Establish a collecting plan.

ACTIVITIES

- A fully Complete assessment of the museum's collection led by experts.
- Review collection storage areas and identify Museum of Contemporary Tibetan Art needs.
- Clarify definition of "Contemporary Tibetan art" for a better understanding from the audiences.
- Review and update current Collections Management Policy manual.
- A stronger relationships with collectors and donors to acquire high-quality art.
- Work with support organizations to identify and acquire important artworks by nationally recognized Artists .
- Identify core collecting areas, emphasizing quality of acquisition.
- Apply established standards for core collecting areas to all acquisitions, including loans.

3. To Elevate visitor Experience by Fostering a Welcoming Environment



Museum of Contemporary Tibetan Art is undertaking steps to build its audience. For that to be successful, all visitors, whether members or casual attendees, must have a positive and engaging experience and feel welcome in the Museum.

Accessibility to people of all abilities, inviting signage, labels in languages most spoken in the community and friendly and knowledgeable staff.

The Museum will present its collection from multiple perspectives and will increase the cultural competency of all staff and volunteers to ensure that visitors from all backgrounds feel part of the Museum community. From their first encounter with staff to their departure from the Museum environment, visitors should experience warmth and a genuine sense that they are appreciated and belong.

GOAL:

- Develop and focus on the existing museum community “friends of the Museum” where everyone feels welcome.

TARGET:

- Museum is a welcoming public space that boasts dynamic connections with its members.

STRATEGIES:

- Consider the museum as a place for interdisciplinary and interacting experiences.
- Enhance connections and collaborations with various communities and society.

ACTIVITIES:

- Keep on Energizing the Museum, with the use of the Gallery space for special purposes based on Tibetan Art and Culture: i.e. Create live happening experiences and invents, including Tibetan Mantra Lounges, Tibetan Yoga classes, relaxing live music with Tibetan musical instruments such as Danyan (Tibetan guitar) or Tibetan singing bowls. Also organizing Traditional Tibetan celebrations such as Tibetan New Year, or 14th Dalai Lama’s of Tibet birthday party.
- Expand curatorial emphasis and exhibitions to include diverse and multidisciplinary Artistic experiences.
- Create inviting spaces for study and reflection on Art.
- Highlight tours and travelling programs to the Tibetan plateau (border with India) Bhutan, India (at the place where Tibetans found refuge in 1959) Nepal where Buddha was born, and Himalayas for a unique life-time experience.

- Review and revise aspects of visitor experience, as appropriate, based on responses.
- Create mutual beneficial relationships to build awareness, knowledge, participation and commitment to the Museum concepts.

4. To Define Museum's goal: this is an Essential Museum



We always have considered the Museum as the Essential Museum that sends a clear Message to the World about Tibet, its culture, its Art, its revolution, its commitments in life; and moral values as well as environmental awareness on the Tibetan plateau (as the 3rd Pole in Asia) talking at the same time about issues on other regions of the world (such as deforestation in Amazonius). Thus Museum aim is to have devoted memberships and a positive civic presence for its great goal.

It is the appropriate time to interpret “who we are” as an Institution, as a Foundation. To communicate all that we are, the Museum will develop strong communication strategies that clearly will define the organization for its local, regional and national audiences, or potential audiences, or audiences of the museums world.

Museum will have to increase further membership base, a one - time visitors and participation in the educational program as well as to maintain and grow its funding base.

GOAL:

- Establish clear and concise messaging about the purpose and scope of the museum and its historic aspects.

TARGET:

- The community/society understands that Museum is a center for artistic excellence, a convener, an educator, a cultural steward and a place for research and exploration for younger and older.

STRATEGIES:

- To Document and promote Museum diverse role in Drenthe and whole country.

ACTIVITIES:

- Develop key messaging to communicate history and continued relevance Present the museum as a collaborator with society and a place which is messaging about history and Tibetan Heritage.
- Promote educational programming in the community
- Adopt an evergreen language depicting Museum as a major cultural destination, that is focused not only on Tibetan culture but on environmental awareness -since the Tibetan plateau is considered as the 3rd pole of the world-; however occupied by forces which are exploiting it for materialistic purposes.
- Increase visibility of the Museum of Contemporary Tibetan Art in marketing publications, and various media sources.
- Highlight exhibitions and Museum scheduled programs and events

Continuity of the Museum of Contemporary Tibetan Art

In the fast changing world of the 21st century, the Museum of Contemporary Tibetan Art serves the purpose of preserving Tibetan Art and Culture, influenced by the pandemic hard times, which however proved to the public and its audience, that it is ready to face the challenge to its existence of operation.

Though MOCTA experienced the closing down, its Board and Directors' abilities

together with the valuable help of volunteers, ensured its survival in the long term. Measures at the Museum and the organized schedule, enabled visitors by appointments, sales at the Museum shop and workshops on line. The Municipality

Emmen sponsored the workshops which were given to the public thus contributing to the society at these hard times.

Artist Venerable Tashi Norbu, the Founder of the Museum, is a living Artist who during these hard times donated his income from workshops on line, Museum shop sales, and donations achieved, by “Tibetan Mantra Lounges”, as well as by meditation sessions happening at the Museum or at the surrounding nature. He was also able



to fundraise through F/B presentations and stories. The exhibition of Tibet Art Now 3.0 was challenging, attracting local and visitors from far and a new version of “Tibet 3.0 and beyond” is planned to happen during Spring of 2022

The above description applies **to a best and realistic scenario** which MOCTA finally experienced and is experiencing, proving its tendency to survive at difficult times.

At a worst case scenario, it is unlikely that Museum will not survive. During the pandemic it managed and still manages to turn things around. Its location helps a lot too. It is situated in an elevated location, overlooking the beautiful landscape of Rensenpark amongst tall trees and beautiful ponds. A best place

for a time out during the pandemic; and visitors at MOCTA were attracted by the environment of this Park. MOCTA is still run by volunteers in a variety, such as volunteers being at a risk group with medical issues, or elder, or healthy young volunteers, or students making practice from the nearby Stenden University or young fellows from Foundations such as Cherry Int'l Foundation. During our closing down times, most of the volunteers were present, feeling happy to assist, finding inner peace through creative experiences.

With a pandemic no one imagines the future will be all sunshine, but reminds ourselves that this will pass although we do not know when. That's why Museum makes sure that enough activities take place that would enable it to remain open for all. Activities could take place in the Museum such as creation of traditional Tibetan sand Mandala, or making exhibitions to attract visitors, or Live Painting performances with Tibetan Mantra Lounge. Two more exhibitions are organized for this year such as East meets West with Western non Tibetan Artists inspired by Tibetan Artists and their culture.

In various other scenarios: if the Museum has to close down for months, his Founder Ven. Tashi would perform what is already mentioned here above, in order to allocate income for it. He is an Artist who travels all over the world, especially to the U.S. If in future another destination occurs for him, he will share his time between the two destinations, living however permanently in Holland, where his main studio is and he has been living, since 2009. The main point is that the Museum of Contemporary Tibetan Art, would exist always.

If the Founder passes away, this Museum could carry on with its volunteers, most probably having the support of any Municipality that would host the Museum. In that case, the Artworks of the Founder which are under loan would pass to Museum Foundation. This Museum has artworks of Ven. Tashi Norbu on sale, in the Museum shop and the Gallery. As an Artistic Director of this Museum he will not make use of his title to sell his own Art since he is a renowned Artist and his artworks create good perspectives. The shop and the Gallery of the Museum would always operate through an interest and passion for the New Contemporary Tibetan Art movement, which has its roots in the traditional Tibetan culture yet in the urban art.

There is no worst case scenario for MOCTA, as will definitely, apart from what it is mentioned above about its operation, it is going to survive by the support from its donors and Museum friends. It has also followers in the media who support it financially.

MOCTA keeps its reporting open for all viewers, regardless of where they live, or what they can donate. Thus more people can be better informed and inspired

in order to take a meaningful action. Museum reputation has been enhanced on environmental awareness; thus creating art in sculpting with waste products, attracting this way people through Museum Artistic activities, sending messages of ecological issues across the globe.

We trust that our progress will be achieved and will grow by Museum registration in the lists of the Museums in the Netherland.

Notes about the MOCTA in connection with its Founder Venerable Tashi Norbu the engaged person for the Museum continuity.

The Museum of Contemporary Tibetan Art is a cultural place displaying objects of Art for study and enjoyment. It shares missions and statements involving the requirement to collect, exhibit and develop knowledge and insights, create inspirations and practices.

This is the aim of its Founder Ven Tashi Norbu who joined the monastic life in early February 2020, before the expansion of the pandemic in the West. For him, who is a Monk and an Artist now, the truth represents the beauty of art and the beauty of art, represents the truth.

Thus the Monk and the Artist are one for Ven Tashi Norbu. Monasticism, according to his view, cultivates the Artistic spirit. The basic qualities of monasticism are the very qualities that Art demands from the Artist: silence, contemplation, discernment of spirits, community and humility. This is what Vincent Van Gogh the son of a Priest gave to the world, motivated by a deep spiritual vision, finding a new way to express his solidarity and compassion for humanity, and to awaken people to the sacred depths of reality. This is also what Venerable Tashi Norbu gives to his audience: a spiritual vision in Art. Through his Tibetan Contemporary paintings, through his sculpting which talks about environmental awareness, his meditation sessions, his Tibetan Mantra recitations, his cultural events. Seeking to make connections between spiritual practice and creative expression.

Ven, Tashi Norbu says that “each one of us, carries within, archetypes which are found across all cultures and times; and the most powerful archetypes are the Monk and the Artist. The monk within us, is the mystical connection to the universal values, cultivating them through a commitment to spiritual practice. The Artist within us is the part of ourselves with passion and inspirations for awareness, creativity, beauty, or storytelling canvases”.

So far, the continuity of the MOCTA at these times is based on the activities of Venerable Tashi Norbu the Founder and Artistic Director. In the coming years, Museum, on a basis of meaningful strategies would be more independent. Ven Norbu is a Tibetan who joined the Monkhood of Mahayana Tradition, following the

spiritual leader of Tibet, 14th Dalai Lama's path, who is one of the most influential and beloved person across the globe; who talks about universal values and was awarded the Nobel Peace Prize for Human Rights in 1989. While he is not the only Leader to speak on artificial intelligence, he has taken to Twitter to share his wisdom with his 18.7 million followers, and collaborated with Neuroscientists and Ethicists in Technology, in research about the sciences and the actions of meditation for cultivating compassion and altruism.

Such values are displayed at the Museum, representing the four commitments in life by the 14th Dalai Lama of Tibet, brought all the way in a series of 14 panels, from the Tibetan Museum in McLeod Ganj, Dharamshala, India, to the Museum of Contemporary Tibetan Art. An asset for this Museum, since followers of 14th Dalai

Lama would potentially visit the Museum to see the combination of Art and spirituality through the Founder's initiatives, spreading to the world messages of awareness in

all aspects of the story of Tibet, its issues and its Heritage. Indeed, Dalai Lama represents the Tibetan culture, having no political or religious impact at the Museum since the 14 panels brought in MOCTA, speak about principles and moral

This is a Museum surrounded by the natural energy of a beautiful landscape. It offers and will always offer in future, a place of calm in an idealistic world, far away from the shifting terrain of the political world outside, evoking a dream-like vision of a promised land, an utopia as "Shangri – la"



