

# FACING UP TO THE CRISIS

## *Committed and innovative museums*

Friday 3 October 2025

Morning

### Opening Keynote: The Open Museum and Its Enemies

**Jean-François CHOUGNET**, Director General of Lille3000

A historian and graduate of the Paris Institute of Political Studies, he was assigned to the Ministry of Culture upon graduating from ENA and has devoted his entire career to cultural policy. He served as general director of the Public Institution of Parc de la Villette and Grande Halle de la Villette from 2001 to 2006, of the Berardo Collection Museum in Lisbon, and of Marseille-Provence 2013, European Capital of Culture. In 2014, he was appointed president of the Museum of European and Mediterranean Civilizations (Mucem). From 2023 to 2025, he led the programming for Lille3000.

### Session 1: Museums, an Adjustment Variable of Public Policy ?

**Guillaume DÉSANGES**, President of Palais de Tokyo

A curator and art critic, he has been president of the Palais de Tokyo since January 2022 and has organized numerous exhibitions at major French and international institutions (Centre Pompidou-Metz, Generali Foundation in Vienna, Pérez Art Museum in Miami). He also curated the artistic program at La Verrière – Fondation d'entreprise Hermès in Brussels from 2013 to 2022 and has taught at the École nationale supérieure d'arts de Paris-Cergy and the École nationale supérieure des beaux-arts de Lyon, as well as at Université Paris 1 Panthéon-Sorbonne.

**Valérie PERLÈS**, Director of the musée d'art et d'histoire Paul Éluard, Saint-Denis

With a doctorate in ethnology and member of the board of directors of FEMS, Valérie Perlès is engaged in long-term reflection on society museums. She notably led the renovation of the Albert-Khan departmental museum and currently directs the Museum of Art and History of Saint-Denis.

**Michèle RIVET**, Museologist and Scientific Director of the IRAPFM research project

A lawyer and museologist, she presided for twenty years as chief judge of the Quebec Human Rights Tribunal. She is vice-president of the board of directors of the Canadian Museum for Human Rights and is an associate researcher at the Chair in Museum Governance and Cultural Law (UQAM). Michèle Rivet works as a museology consultant.

**Jean-Michel TOBELEM**, Director of Option Culture; Associate Professor at Paris 1 Panthéon-Sorbonne

A graduate of Sciences Po Paris and advanced studies in public law, he holds an HDR doctorate in management and organizational sciences. A former member of the bureau of ICOM's INTERCOM committee, he is part of the board of directors of ICOM France and the editorial committee of the Journal Museum Management & Curatorship. Author of several opinion pieces published in newspapers such as *Le Monde*, *Libération*, *La Croix*, and *Les Échos*, he notably published *Politiques et gestion de la cultures. Publics, financement, territoire, stratégie* (Ed. Armand Colin).

**Laurent VÉDRINE**, Director of musée d'Aquitaine, Bordeaux

Chief Curator of Heritage and Director of the Musée d'Aquitaine in Bordeaux since 2017, Laurent Védérine is also an associate researcher at the Ausonius laboratory at the University of Bordeaux-Montaigne. From 1996 to 2004, he directed the Margeride ecomuseum and the museum of Haute-Auvergne in Cantal, then was project manager for the heritage development in the Basque Country and Béarn until 2008. He became director of the History Museum of Marseille from 2008 to 2017 and is an associate researcher at the Ausonius laboratory of the University of Bordeaux-Montaigne.

**Dominique DE FONT-RÉAULX**, Chief Curator and Advisor of the President-Director of the Louvre Museum

Dominique de Font-Réaulx is chief curator at the Louvre, serving as special advisor to the president-director. She was the director of the Eugène-Delacroix Museum and director of cultural mediation and programming at the Louvre. She has been teaching at Sciences Po since 2002 and represents the Louvre Museum on the board of directors of ICOM France.

## Session 2: Strengthening Local Roots: Museums in Their Communities

**Jean-Sébastien BÉLANGER**, Director of Philanthropic Development, mission Old Brewery, Montréal

An experienced cultural manager and philanthropist, he began his career at the Montreal Museum of Fine Arts, where he led several departments and developed the country's largest museum membership program, before taking on strategic roles at the National Theatre School of Canada. Since 2023, he has been directing philanthropy at the Old Brewery Mission and leading the major "Break the Cycle of Homelessness" campaign (\$50M), developing partnerships (foundations, corporations and donors) and overseeing major fundraising initiatives.

**Barthélémy ETCHEGOYEN-GLAMA**, Director of musée Bonnat-Helleu, Bayonne

He is director of the Bonnat-Helleu Museum in Bayonne, which is scheduled to reopen in November 2025. He previously taught at Colombia University in New York, worked for the French Embassy and the Ministry of Defense, and served as advisor to the president-director of the Louvre. Today, he is committed to making the Bonnat-Helleu Museum a vibrant, innovative space that is open to all.

**Hélène JAGOT**, Director of the Museums and Château de Tours

She is a heritage curator and holds a doctorate in art history, specializing in the 19<sup>th</sup> century. She directed the Municipal Museum of La Roche-sur-Yon from 2005 to 2018, where she developed projects around contemporary photography and 19<sup>th</sup> century art. Since 2020, she has been director of the Museums and Château de Tours, where she promotes programming that combines heritage, social issues, and contemporary creation.

**Corinne MEYNIEL**, Director of culture at the Urban Community of Saint-Quentin-en-Yvelines

After beginning as a teacher-researcher in theater history and aesthetics, Corinne Meyniel had pursued parallel careers as a dramaturg in theater and opera working with directors such as Thomas Jolly and David Bobée, as well as an administrative career at the Ministry of Culture (CRAC Haute-Normandie) and the Val-de-Marne departmental council.

**Cécilie DE SAINT VENANT**, Deputy Director General for Development at the National Chambord Domain

An expert in development strategy, Cécilie de Saint Venant first held the position of director of communication, branding and patronage at Chambord. Appointed in 2015 as deputy director general for development, she is responsible for developing the economic development plan, national and international promotion, seeking new resources, and overseeing digital transformation projects. She holds a DEA in philosophy and lectures at various institutions including Sciences Po-Paris, Paris Dauphine, and the University of Tours.

## Session 3: Creating Shared Narratives: Museums Aligned with Their Socioeconomic environment

**Etienne BONNET-CANDÉ**, Deputy Director of France Muséums Abu-Dhabi

A senior civil servant specializing in cultural public policy, he has worked for Marseille-Provence 2013, European Capital of Culture, the Court of Audit, and the Cultural Affairs Department of Seine-Saint-Denis, Lille and France Muséums. From 2018 to 2023, he served as General Administrator of the Palais des Beaux-Arts in Lille. Now based in Abu Dhabi, he is responsible for developing cultural and heritage relations between France and the United Arab Emirates for the benefit of the Louvre Abu Dhabi and Abu Dhabi's Department of Culture and Tourism.

**Philippe LE DIOURON**, Director of Transition and Consultant, expert in organizational and crisis management

He has 25 years of experience managing large-scale operational units within major national groups, particularly in services for individuals and communities, in highly regulated and sensitive sectors such as funeral services. A recipient of the Interior Security Medal, he has dealt with crisis situations (Nice attack, Storm Alex, and Covid).

**Fleur MORFOISSE**, Director of musée des Beaux-Arts de Valenciennes

A graduate of the INP in 2004, she began her career as a historic monuments curator at DRAC Pays-de-la-Loire before working for 11 years at the Palais des Beaux-Arts in Lille as head of antiquities and decorative arts collections. She is currently director of the Museum of Arts and Archaeology and the archaeological service of Valenciennes, where she oversees the museum renovation project and, in particular, the complete redesign of the visitor journey.

**Grégory PAGANO**, Director of musées de Niort agglomération

Deputy director of the Montansier Theater in Versailles, he joined the Culture & Diversity Foundation before taking on roles as director of cultural affairs for local authorities in Yvelines and Carpentras. There, Grégory Pagano oversaw the opening project of the Inguimbertain library-museum and organized major retrospective exhibitions dedicated to the C215 and then to Duplessis. He was appointed in 2025 as director of museums of Niort agglomération with the mission of developing the museums' territorial anchoring.

**Louis-Samuel BERGER**, Deputy General Administrator of the Établissement public du château, du musée et du domaine national de Versailles

A graduate in international relations, he served as chief of staff to the Deputy of Yvelines and Mayor of Élanecourt from 1998 to 2001. From 2001 to 2008, he held various senior management positions in local government (notably as deputy director general in charge of human resources for the city, the urban community, and the municipal social action center of Saint-Quentin). Director of human resources at the Établissement public du château, du musée et du domaine national de Versailles in 2008, he was appointed Deputy General Administrator in 2013.