



## **Minutes of the 80<sup>th</sup> Session of the Advisory Committee, ICOM June Meetings in Paris, France on 2 & 3 June, 2015**

The ICOM June Meetings opened on 1 June with the welcoming words of the ICOM President, Hans-Martin Hinz followed by the introduction and greetings by the Advisory Committee Chair, Suay Aksoy. The highlight of the opening event was the participation of Jean-Pierre Changeux, French neurobiologist, who delivered a keynote speech on *Beauty in the Brain: The Neuroscience of Artistic Creation*. The morning session ended with the introduction of the staff of the General Secretariat by the Director General. The afternoon of 1 June was devoted to the separate meetings of the NCs and ICs.

The session opened with an address by Suay Aksoy, Advisory Committee Chair. The Chair advised participants that this year's Advisory Committee would include a focus on three thematic workshops devoted to topics of crucial importance to ICOM: an update on governance, the next strategic plan, and the definition of museums. She announced that two votes would be held over the course of the session concerning the host city for the 2019 General Conference, and the themes of International Museum Day (IMD) 2017 and 2018.

She recalled the colleagues and members that had passed away since the last session of the Advisory Committee in Paris, and emphasised the great contribution they had made to ICOM. A minute's silence was observed by all participants in memory of these members:

Glyn BALKWILL (South Africa)  
Paolo CADORIN (Switzerland)  
Leticia Concepción ESCOBAR DE VASQUEZ (El Salvador)  
Florence HOLLANDE (France)  
Marcia LORD (US/France)  
Niels OXENVAD (Denmark)  
Daniel W. PAPUGA (Norway)  
Max TAUCH (Germany)

The agenda was then approved.

### **Item 1: Approval of the minutes of the 79<sup>th</sup> sessions of the Advisory Committee, held in June 2014**

The minutes of the 79<sup>th</sup> sessions of the Advisory Committee were approved as presented.

## **Item 2: Introduction of the new members of the Advisory Committee**

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The Chair asked all new Chairs of National and International Committees and Affiliated Organisations to stand, and she welcomed them.

## **Item 3: Presentation of the Thematic Panels**

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The Chair presented the Thematic Panels to be held in the afternoon, explaining how they would be organised and highlighting their purpose as a democratic platform to discuss important ICOM issues. She provided an overview of the themes: “An update on Governance”, chaired by Per Rekdal; “The next Strategic Plan/Where we want ICOM to be in 10 years”, chaired by Michael Ryan; and “An update of the museum definition for the new era”, presented via an introductory text by Bernice Murphy, who was unable to be in attendance and chaired by Merete Ipsen.

Concerning the first panel, Per Rekdal, Chair of the Working Group on Governance, explained that the group has been working since January 2014 to identify inconsistencies between the Statutes and the Internal Rules and Regulations, and ambiguities and contested sections of these two documents, discussing options and proposing revisions. It is also seeking to identify issues that represent challenges to the present governance structure and practices, highlighting those that should be addressed down the line and proposing potential improvements for the immediate or distant future. The associated panel would examine a number of specific points, including: membership criteria; the right to seek election; the meaning of proposed amendments to the Statutes section pertaining to the General Assembly; and the specific role of the Executive Council, and interplay between the Advisory, Executive and General Assembly.

Michael Ryan, Chair of the Committee on Strategic Planning, provided an overview of the questions to be examined by the afternoon’s panel as part of the process of drawing up the next ICOM Strategic Plan, to be presented at the 2016 General Conference in Milan. The issues notably include ICOM’s ability to be recognised as a leader in the museum world; its capacity to provide equal value for all members worldwide; needs in terms of revision of ICOM structures and governance; the relevance of ICOM publications and programmes and annual and triennial meetings; and ICOM’s ability to become a more effective advocate for museums worldwide.

The text providing an overview of the issues for the panel on an update of the museum definition for a new era, prepared by former Ethics Committee Chair Bernice Murphy, was presented briefly. With the goal of formulating a new definition of museums that will be unveiled to coincide with ICOM’s 70<sup>th</sup> anniversary, to be celebrated at the 2016 General Conference in Milan, it was proposed to use as a reference point the list of possible definitions resulting from discussions held on ICOM-L in 2003, led by Gary Edson. The need for a comprehensive reappraisal of ICOM’s museum definition was voiced, given that many elements of the current one have been in place for more than four decades, and the context today is much-changed, with thousands of new institutions and a multitude of bodies, communities, processes and activities now interconnected by the term ‘museum’.

## **Item 4: Keynote speech on ‘Museum Definition’**

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Mark O’Neill, Director of Policy and Research at Glasgow Life Museums then gave a keynote speech entitled *Defining the Museum for a New Era*. He retraced the development of museums from private study collections to the great ‘universal’ museums of the Enlightenment, museums as instruments of democracy, expressions of nationalism, and spaces for ‘romanticising the everyday’ – embodying and at times combining contradictory purposes of presenting objective knowledge alongside myths of

city, nation or empire. The keynote speaker emphasised the point that as museum staff professionalised, they began to define museums as the work they did, but these functions, while critical, do not encompass the purpose of museums and as such are insufficient for the definition of museums in the 21<sup>st</sup> century. The utopian ideal of museums as holding a meaning-making role which contributes to human fulfilment is countered by a 'dark mirror' of museums as exclusionary and imperialist institutions. In the new era, museums must embrace the ambiguous histories present in their collections and work to determine who is missing, from both collections and audiences. The ability to do so is inextricably tied to the human capacity to tell stories and demonstrate empathy, and in order for museums to truly fulfil their roles as centres for human development they must be anchored in values committed to human rights. In carrying out their missions, museums rely on money, as well as non-market values such as trust and justice, and must remain separate from the market as institutions of civil society. Visitors have taken on a role as co-creators of knowledge and active participants in their own experience, with institutions and objects viewed less as things in themselves than as nodes in relationships, with the nurturing of relationships among groups in society as one of the core goals of museums in the 21<sup>st</sup> century.

In response to this keynote speech, no questions or comments were raised. The Chair thanked the speaker for his presentation.

#### **Item 5: ICOM membership 2014 annual report**

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Dora Eszter Peter, Head of the Membership Department, greeted members and gave a report on the 2014 membership. She stated that ICOM had 34,864 active members in 2014, as compared to 32,969 in 2013, representing a 5.7% increase in the number of members and a 4.9% increase in membership dues. ICOM members were present in 136 countries, as compared to 135 in 2012. There were 114 National committees updated with regard to their dues for 2014, as compared to 113 in 2012, and 22 countries where members were located without National Committees in 2014, the same as in 2013.

She noted that the overall increase in membership was balanced among individual members (7.7%) and institutional members (5.6%). Institutional members represented 6.7% of the membership in 2014, a slight increase from 2013.

In response to the report, no questions or comments were raised.

#### **Item 6: Presentation of the work of Technical Committees and Working Groups**

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The report from the Working Group on Governance was presented by its Chair, Per Rekdal. He explained that the Working Group focuses on identifying contested or ambiguous parts of the Statutes and Internal Rules & Regulation as well as inconsistencies between the two documents; pinpointing issues that represent challenges for the Governance; and coming up with proposals to resolve these problems and issues. The overarching goal is to have Statutes that are simple and easy to understand, enabling the governing bodies of ICOM to make well-informed decisions. He stated that over the course of the process, the question of what needs to be improved has changed, and noted a selection of important issues that must be resolved, notably: categories of members are not mentioned in the Statutes; the rights of institutional members – i.e. whether they are able to be members of the Executive Council – are not clearly defined; it is unclear what the amendments pertaining to the General Assembly, agreed upon by all, will mean in practice; and the interplay between the Advisory Committee, Executive Council and General Assembly is a pressing issue that must be laid out. He raised the issue of the three official ICOM languages and the question of whether all documents should be provided in all three languages, which is a financial as well as political issue, stating that change may be inevitable.

In response to this report, questions and comments were raised. Goranka Horjan, member of the Executive Council, stated that the definition of museums is crucial, as it will affect the ways decision makers address policy in the future. She voiced the need to retain a non-for-profit status in order to expect ongoing governmental support. The Chair of ICOM Ecuador commented on the inclusion of Spanish as an official ICOM language, which was a victory in the wake of a struggle to grant it this status, and emphasised the importance of keeping Spanish as an official ICOM language. Per Rekdal voiced his agreement with the Chair of ICOM Ecuador but stated that discussion is essential on the use of the three official languages.

The report from the Working Group on the Strategic Plan was presented by its Chair, Michael Ryan. The final draft of the Strategic Plan will be presented at the 2016 General Conference for consideration, following three years of work to gain insight into the values, missions and vision of ICOM in order to draft an appropriate Strategic Plan with the help of voluntarily provided opinions from members over the course of the process. The Chair emphasised that ICOM must be an advocate for museums worldwide, and that this advocacy role is even more important than it was a decade ago due to major social and political changes around the world.

No questions or comments were raised in response to this report.

The report from the Strategic Allocation Review Commission (SAREC) was made by its Chair, Peter Keller, Treasurer of ICOM. He stated that in 2015, the Support to the Network budget amounted to €305,400, or a 5% increase from the previous year. Twenty-four young members received grants to attend International Committee meetings, with most grantees hailing from Africa and Eastern Europe. Subsidies to ICs came to an average of €5,300. The Chair concluded his presentation by asking two questions: What is the right balance between travel and costs? How can we enhance our performance? He added that the question of improving the process of application selection should be part of the discussion on the Strategic Plan. He raised the question of creating new ICs or changing the range of themes that they cover, stating that this is for Advisory Committee members to decide.

In response to this report, questions and comments were raised. The Chair of ICOM-CC enquired as to when new SAREC guidelines could be expected. The Chair responded that SAREC members were in the process of reviewing them as a group, and striving to make them as transparent as possible. The Chair of ICOM Costa Rica noted that successful applications are available online and can be consulted as models to follow.

The Disaster Relief Task Force report was made by its Chair, Corine Wegener. She highlighted the many challenges for museums and cultural heritage over the past year, with disasters and emergency situations in countries including Syria, Egypt, Ukraine, Iraq, Tunisia and Yemen. She stated that the use of satellite technology for monitoring emergency situations is useful for providing information on the situation for archaeological sites, while museum buildings mask visibility. She presented the Museum Watch Lists currently used for six countries, with more in development, and highlighted other DRTF accomplishments in 2014, including: the damage assessment mission to the Museum of Islamic Art in Cairo carried out in the aftermath of the car bomb attack that damaged extensive portions of the museum's collections; the Syria Emergency Training Workshop held in Turkey; the Ma'aara Museum stabilisation project in Syria; and most recently, the joint assessment mission being carried out in earthquake-stricken Nepal by ICOM, ICCROM, ICOMOS, the Smithsonian Institution and UNESCO. She outlined the DRTF's objectives for the forthcoming year: developing advance museum watch lists; focusing less on response than on disaster risk reduction training; doing more advising on the 1954 Hague Convention, as the greatest risk for many museums is armed conflict; increasing coordination with International Committees; increasing DRTF funding; and organising a disaster workshop at the 2016 General Conference in Milan.

In response to this report, no questions or comments were raised.

Before moving on to Item 8, Executive Council member Regine Schulz gave a brief report on the 1<sup>st</sup> International Tutankhamun Grand Egyptian Museum Conference held in Cairo in May 2016, gathering experts for the preservation of the cultural heritage of the tomb of Tutankhamun. A 2<sup>nd</sup> conference will be held in May 2016.

#### **Item 7: Presentations by Affiliated Organisations**

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The Association of European Open-Air Museums (AEOM) was presented by its President, Jan Carstensen. AEOM gathers some 100 members who meet every two years in different countries to share their experiences and expertise in the field of house and building research, and garden heritage. It will celebrate its 50<sup>th</sup> anniversary in 2016 in Belgium.

The International Association of Agricultural Museums (AIMA) was presented by its president, Merli Sild. AIMA promotes the role and importance of agricultural museums in a global context, striving to make an educational contribution through research, collection and representation of agricultural development through the present day. It also works for food security, maintaining a critical position vis-à-vis intensive agriculture which destroys the environment and harms poorer populations.

The Association of Science-Technology Centers (ASTC) was presented by its President and CEO, Anthony Rock. ASTC counts 660 institutions in 50 countries, providing a collective voice and professional support for science centres, museums and related institutions, using innovative approaches to science learning to build public awareness and trust of the role of science in people's lives. It is based on a strategic framework promoting professional development and the acquisition of skills for success, as well as interplay between science and society, and the building of key alliances and partnerships in order to support, extend and add perspectives on the work of ASTC.

The Commonwealth Association of Museums (CAM) was presented by its Secretary General, Catherine Cole. CAM reaches out to the 53 countries of the Commonwealth, and celebrated its 40<sup>th</sup> anniversary in 2014. It focuses on post-colonial museology and contemporary issues such as those identified in the UN post-2015 development goals and the Millennium Development Goals. In June 2015, it will hold a *Museum Education* workshop in Barbados, and over the next two years will revise its successful *Distance Learning Program* which this year saw 20 students graduate. March 2016 will see a workshop on *Museum Access* in India.

The International Committee for Museums and Collections of Modern Art (CIMAM) was presented by its President, Bartomeu Mari. CIMAM was established in 1962 and changed status from an International Committee to an Affiliated Organisation this year. It currently counts 441 individual and institutional members from 63 different countries and is devoted to theoretical, ethical and practical issues concerning the collecting and exhibiting of modern and contemporary art. Its major objective is to develop cooperation and knowledge by identifying and responding to the needs and issues faced by modern and contemporary art institutions. It requires members to accept and respect the ICOM Code of Ethics for Museums and CIMAM's Principles of Deaccessioning.

The Federation of International Human Rights Museums (FIHRM) was presented by its Coordinator, Françoise McClafferty. FIHRM was founded in 2010 as a membership network for museums dealing in human rights, examining how to address controversial, sensitive and political issues in museums, and how museums can challenge contemporary racism, discrimination and other human rights abuses. Its forthcoming annual conference will be held in September 2015 at Te Papa Tongarewa – Museum of New Zealand, with the future objective of increasing dialogue and collaboration with

ICOM ICs and NCs and other ACs, increasing online resources and improving networking and exchange among members.

The International Association of Museums of History (IAMH) was presented by its President, Sladjana Bojkovic. IAMH was founded in Paris in 1991, and has been an ICOM Affiliated Organisation since 2003, gathering over 60 institutional and individual members. It targets museums of contemporary social and cultural history, aiming to stimulate professional debate about topics relevant to history museums on a theoretical as well as practice level. It has organised 10 international conferences and since 2005, an annual workshop for reflection and discussion of new museum and exhibition projects.

The International Confederation of Architectural Museums (ICAM) was presented by its President, Rebecca Bailey. Founded in 1979, ICAMT promotes historical and contemporary architecture, communicating its work through its website and biannual journal. It holds a weeklong biannual conference, which will be held in Ljubljana in 2016. The organisation is particularly interested in the changing nature of museums today.

The Museums Association of the Caribbean (MAC) was presented by Catherine Cole, on behalf of MAC President Sherilyne Jones. MAC was founded in 1987 to create a visible and accessible regional museum network in a part of the world that counted few ICOM members, allowing museums and related organisations and societies in the Caribbean to share experiences, expertise, knowledge and skills. MAC aims to enable meaningful collaborations among Caribbean museums through its web presence, educational programmes, annual conferences and more. It will participate in the Museums Education Workshop being held in Barbados in June 2015 hand in hand with CAM, ICOM Barbados and ICOM-ICTOP. Its forthcoming Annual Conference will be held in St. Lucia in October 2015, and it is currently preparing the launch of the Virtual Caribbean Museum.

#### **Item 8: Vote of recommendation of the host city of ICOM's 25<sup>th</sup> General Conference in 2019**

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Samia Slimani, Head of the ICOM Legal Affairs Department, provided the Advisory Committee with instructions on how to vote using the electronic voting box. Those voting by proxy were given a second voting box. She recalled that as the Advisory Committee is not a decision-making entity of ICOM, members would vote for a recommendation that would then be voted upon by the Executive Council. Members were invited to activate their electronic voting box.

Cincinnati was designated as the first presenter by the draw, followed by Kyoto. Elizabeth Duggal, Co-Chair of ICOM US, opened the presentation of Cincinnati's bid to host the 2019 General Conference with the proposed theme *Curate. Connect. Change*. She stated that 50 years have gone by with no General Conference in the US, and that Cincinnati contains an extraordinary diversity of collections and represents a robust confluence of cultures, with over 2,000 museums in a 160-mile radius of the city. Clarence Newsome, President of the National Underground Railroad Freedom Center, highlighted the stories of racial freedom and justice told by his institution, with Cincinnati's history linked with the history of human bondage in the US, and the country's fight for freedom overall. Douglass MacDonald provided insight on the concrete implications of a Cincinnati General Conference: partnerships with international corporation such as Proctor & Gamble and Macy's; free excursions for participants; travel grants for up to 240 participants; translation services for all committee needs; and inclusive, significant representation from all National and International Committees.

Tamotsu Aoki, Chair of ICOM Japan, opened the presentation of Kyoto's bid to hold the 2019 General Conference, announced that the proposed theme was *Museums as Cultural Hubs: The Future of Tradition*. He described Kyoto's rich landscape of over 200 museums as well as 40 universities,

making for a wealth of possible venues for events and activities. He stated that 200 travel grants would be made available to participants and that visas would be granted to all ICOM members. Kanako Suzuka, Managing Director of traditional Kyoto sweetshop Shogoin Yatsushashi, presented Kyoto's rich cultural heritage and numerous UNESCO World Heritage sites, stating that people in Kyoto wish not only to preserve peace and traditions, but would like to adapt these traditions to the contemporary world. Jōhei Sasaki, Director General of the Kyoto National Museum, reiterated the invitation extended by the people of Kyoto to ICOM for the 2019 General Conference.

The ICOM Head of Legal Affairs then reminded the Advisory Committee participants of the decision-making process. The vote of recommendation was held to determine the host city for the 25<sup>th</sup> ICOM General Conference in 2019. Cincinnati garnered 28 votes; Kyoto garnered 72 votes; and there were 2 abstentions. The Advisory Committee Chair stated that the Executive Council would meet at 6:30pm that day to vote on the host city of the 2019 ICOM General Conference.

### **Item 9: Vote of the themes of International Museum Day 2017 and 2018**

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The ICOM Head of Legal Affairs once again presented instructions on how to vote for the themes of International Museum Day 2017 and 2018 using the electronic voting box. The Advisory Committee Chair presented the proposed themes. A single theme was proposed for 2017 alone: "Museums and hard history"; and a single one for 2018 alone: "Democracy and museums" or "Museums and democracy". Ten themes were proposed for either year: "Museums as mediator", "Museums and the African heritage"/"Museums and colonial relations"/"Museums: present relations and the colonial past", "Museums and universities: Beneficial cooperation and development", "Museums and the digital world", "Museums and human rights", "Preserving museum collections: Highlighting its important role"/"Conservation in museums: Caring for the past, looking to the future", "Museums and regional development", "Museum users/goers and non-users/goers. Establishing bonds"/"Museum bonds: approaching users and non-users", "Pop-up museums: Museums everywhere/anytime", and "Accessibility in Museums".

In the discussion that ensued, a number of further suggestions were made. The Chair of ICOM Chile suggested the theme of "Indigenous heritage in colonised countries". The Chair of ICOM Burkina Faso suggested the theme of "Museums and intangible heritage". The Chair of ICOM Egypt suggested the theme of museums and networking collections; in response, the Chair of COMCOL suggested using the term "collection mobility" instead. The Chair of ICOM Germany then read out list of list of IMD themes from 1992 onward, to remind members of themes that have been used in the recent past. The Chair of ICOM Colombia stated that the world has changed and that it could be appropriate to revise past themes rather than always seeking out new ones. The Chair of ICOM Australia suggested the theme of "Museums for everyone" and the Chair of ICOM Italy suggested the wording "all and everyone" instead; the Chair of ICOM Australia replied that the term "everyone" seemed more personal to him. The question was raised as to whether "museums for all and everyone" implied the theme of "inclusiveness", and the Chair of ICOM Australia replied that "inclusiveness" is a term used by museum professionals, whereas the IMD theme needs to speak to all. The Chair of the Working Group on the Strategic Plan suggested sifting through the many suggestions and voting the next day. The Advisory Committee Chair replied that voting equipment would not be available the next day. The Chair of ICOM Sweden recommended that the vote take place as planned and that the Executive Council be entrusted to come up with appropriate formulations for the winning themes.

Five additional proposals were added to the initial list: "Museums for everyone", "Museums and indigenous heritage", "Museums and inclusiveness", "Museums and climate change", and "Museums and collection mobility".

The vote for 2017 was opened, including all of the submitted and five newly suggested proposals, and the theme of “Museums and hard history” won the largest share of votes with 20.7%.

The 2017 winner was deleted from the list of proposals and the vote for 2018 was then opened. The theme of “Museums and the digital world” won the largest share of votes with 19.8% (for final wording of the themes see item 18).

#### **Item 10: Progress report on ICOM 24<sup>th</sup> General Conference in Milan, Italy in 2016**

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The report on the progress of the 2016 General Conference in Milan was made by ICOM Executive Council member Alberto Garlandini. He stated that Expo 2015 is being held in Milan from May to October 2015, bringing with it new infrastructure, new museums and new cultural offers. He presented Milano Congressi, the conference venue, which is located in the heart of the city, making it simple to move around Milan, visiting monuments and sites. He also detailed some highlights of the programme, including visits to museums and monuments, the opening party at the Castello Sforzesco and the closing party in the Palazzo dell’Arte, and special events every evening, including a concert at the Duomo. He emphasised that Milan is easily connected to a number of other Italian cities via high-speed train, that the Friday of the General Conference will be an excursion day, with no meetings planned, and that a number of high-quality pre- and post-conference tours will be available for participants. Online registration will begin in June 2015. He stated that an international meeting would be held on 28-29 November, 2015 in Brescia and Milan to discuss the General Conference theme of *Museums and cultural landscapes*, and that there will be a call for papers for an issue of *Museum International* wholly devoted to this theme. He requested that International Committees not organise meetings elsewhere than in Milan in 2016 so as not to detract from attendance, and recalled that ICOM’s 70<sup>th</sup> anniversary will also be celebrated during the General Conference. The organisers are expecting 4,000 participants, and are aiming to make Milan 2016 the most-attended General Conference in ICOM’s history.

The Chair of ICOM Italy then presented the General Conference theme of *Museums and cultural landscapes*, sketching out a brief chronology of the ways in which the concept of landscape has been used in the past. He situated the concept within the context of the Siena Charter, drafted in 2014 during a conference on the theme held in the Tuscan city, defining landscape as comprising the geographic, historic, economic, social and cultural context in which museums exist and operate. He stated that in 2016, reflection will be carried out on museums in their “fourth age” – responsible for tangible and intangible, natural and cultural heritage inside and outside of their walls, but with their action broadened to encompass cultural and natural heritage. He concluded by highlighting the assumption of the landscape as the museum’s responsibility. Forthcoming conferences in Catania and Brescia will continue the examination of the theme leading up to the 2016 General Conference. ICOM National Committees are encouraged to analyse and select best practices in this field, and International Committees are encouraged to reflect on the relationships between museums and natural landscapes in different contexts.

No questions or comments were raised in response to this report.

#### **Item 11: Progress report on ICOM-ITC**

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Executive Council member Laishun An presented the progress report on the ICOM International Training Centre for Museum Studies at the Palace Museum in Beijing. The third and fourth workshops were successfully held in October 2014 and April 2015. An extraordinary session of the ITC will be held in Arusha, Tanzania in September 2015 under the guidance of the ICOM President



and Executive Council, focusing on the theme *Museums today: From collecting to marketing*, and gathering 40 participants (10 Tanzanian, 20 from other African countries, 5 Chinese, 5 from other category 3 and 4 countries). The session is supported by the Palace Museum Beijing, ICOM China, ICM and the National Museum of Tanzania, and will be held in the Declaration Museum and the National History Museum, Arusha.

The regular sessions are also being prepared through 2017, with the help of sustained support from different ICOM bodies. The October 2014 session on the theme *Learning in Museums* counted 36 participants, including 20 international and 16 Chinese participants. The April 2015 workshop on the theme *Exhibitions in Museums* counted 32 participants, including 16 international and 16 Chinese participants. The workshops use diversified teaching methods, including lectures as well as case studies, group discussions, group events, excursions and more. Feedback from both sessions, collected in anonymous questionnaires filled out at the end of each workshop, has been extremely positive, revealing that almost all participants have been satisfied with the format, length and schedules, as well as facilities and services provided. Across the board, the workshop experience has met or surpassed participant expectations.

Forthcoming sessions of the ICOM-ITC in Beijing will focus on the themes of *The engaging museum* (November 2015), *Museum management* (April 2016), *Collections (and curatorship)* (November 2016), *Museum education and interpretation (or Public programming and visitor services)* (April 2017) and *Museum interpretation and exhibitions* (November 2017).

No questions or comments were raised in response to this report.

#### **Item 12: Proposal of UN's Year of the Museum**

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The proposal of UN's Year of the Museum was presented by Ki-dong Bae, Chair of ICOM Korea. This proposal was formulated by 20 ICOM National Committees at the 2013 General Conference in Rio de Janeiro in Resolution 6, approved in the 2014 Advisory Committee. The aims are to raise public awareness of the role of museums within society; enhance government recognition of the value of museums for improving the sustainability of society; and developing a strategic plan for the future. In a context of globalisation, museums educational practices are multi-fold: education of global citizens, education to nurture the creativity of youth, which are highly recommended by UN and UNESCO. In this regard, the Year of the Museum is highly recommendable. He stated that ICOM Korea has organised a meeting with the Korean delegation to UNESCO and the Ministry of Culture, Sports and Tourism in September 2014 in Seoul, in order to discuss how to proceed. At this stage, ICOM needs to work hand in hand with UNESCO in order to activate this agenda at the UN. This could be an important vehicle for the enhancement of the aims being laid out in the museums recommendation being prepared with UNESCO. He recalled the importance of the collective effort of ICOM members to move forward with this proposal.

No questions or comments were raised in response to this presentation.

#### **Item 13: Draft Recommendation on the Protection and Promotion of Museums and Collections**

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The Draft Recommendation on the Protection and Promotion of Museums and Collections was presented by François Mairesse, Chair of ICOM. He stated that in late May, an intergovernmental category 2 experts meeting had been held at UNESCO on the text, which is the first such project specifically devoted to museums since 1960. It will be presented at the UNESCO General Assembly in November 2015 and may be adopted then. ICOM has been involved in the preparation of the text since 2013. It is important in detailing the many missions of museums and their social role, harking

back to the Santiago round table of 1972; it furthermore contains connections with the ICOM Code of Ethics for Museums. As the fruit of a joint effort with UNESCO, the recommendation also strengthens the ties between ICOM and UNESCO.

No questions or comments were raised in response to this presentation.

#### **Item 14: ICOM-CC: Presentation of the environmental project and presentation of celebrations of its 50<sup>th</sup> anniversary**

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The presentation on ICOM-CC's environmental project was made by its Chair, Kristiane Straetkvern. The ICOM-CC Strategic Plan 2011-2014 included the development of guidelines on environmental standards, intended to serve as a reference tool for museums globally. In collaboration with the International Institute for Conservation of Historic and Artistic Works, this resulted in a declaration on Environmental Guidelines, available on its website. In the framework of the Strategic Plan 2014-2017, ICOM-CC will continue to investigate climate conditions in different parts of the world, as well as the impact of flexible guidelines, and guidelines for environmental conditions for permanent display and storage for local climates. The ICOM-CC Chair asked the audience about their observations and concerns regarding their museums' climate/environmental conditions in their respective regions. She also asked how flexibility in the provision of environmental conditions would impact their museums' loan (and exhibition) policies. The preliminary results of these investigations will be presented at the 2016 General Conference in Milan.

The presentation on the celebration of ICOM-CC's 50<sup>th</sup> anniversary was presented by Joan Reifsnnyder, Secretary of ICOM-CC. She recalled some major dates over ICOM-CC's half-century of existence, including the 17 major international conferences that have been held since 1967. She highlighted the committee's rich collection of publications, including the Triennial Conference Preprints, the Study Series, and hundreds of publications by the 21 specialist Working Groups in ICOM-CC. An anniversary publication will be released in 2017, and the official 50<sup>th</sup> anniversary celebrations will occur during ICOM-CC's 18<sup>th</sup> Triennial Conference in Copenhagen, Denmark in September 2017.

No questions or comments were raised in response to this presentation.

#### **Item 15: Presentation on Intangible Heritage International Journal**

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The presentation of the *International Journal of Intangible Heritage*, Vol 10 was given by Kiwon Yi of the National Folk Museum of Korea. A call for papers has been put out for Volume 11, with a deadline set for 15 December, 2015. She stated that submissions may be made directly on the website. She added that all papers may be downloaded for free online.

No questions or comments were raised in response to this report.

#### **Item 16: Recommendations from the National and International Committees' Separate meetings**

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A presentation of the report and recommendations from the separate meetings of the National and International Committees was made respectively by Ki-dong Bae for the National Committees and Carina Jaatinen for the International Committees, as outlined in Appendix 1 and 2.

### **Item 17: Reports from the Thematic Workshops**

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A presentation of the report from the Thematic Workshop “An update on Governance” was made by its moderator, Per Rekdal, Chair of the Working Group on Governance, and is outlined in Appendix 3.

A presentation of the report from the Thematic Workshop “The next Strategic Plan/Where we want ICOM to be in 10 years” was made by its moderator, Michael Ryan, Chair of the Working Group on the Strategic Plan, and is outlined in Appendix 4.

A presentation of the report from the Thematic Workshop “An update of the museums definition for the new era” was made by its spokesperson, Raphaël Roig, from the ICOM Secretariat, and is outlined in Appendix 5.

### **Item 18: Announcement of the host city of ICOM’s 25<sup>th</sup> General Conference in 2019 and International Museum Day 2017 and 2018 themes**

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The Advisory Committee Chair announced that the Executive Council decision was in line with the Advisory Committee recommendation, and that Kyoto has been selected to host the 2019 ICOM General Conference.

The reformulated themes for International Museum Day 2017 and 2018 were then announced: *Museums and contested histories* for 2017, and *Hyperconnected museums: new approaches, new publics* in 2018.

### **Item 19: Date and place of the next Advisory Committee meeting in July 2015**

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The next session of the Advisory Committee will be held during the forthcoming ICOM General Conference, from 3-9 July, 2016 in Milan.

The Advisory Committee session was then officially closed.

## **Appendix 1: National Committees' Recommendations**

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- 1) The National Committees recommend that in the face of increased threats of new, increasingly sophisticated acts of terrorism and vandalism on museums, ICOM should undertake preventive actions to counter such acts, working hand in hand with organisations such as the Blue Shield to strengthen the position of museums against these threats. A focus on training is necessary for museum professionals in order to enhance preparedness for such events. Consideration of dangers from changing political situations and cultural values should be taken into account in training and awareness-raising activities.
- 2) As regards the ways in which museums are making use of technology, the National Committees would like to emphasise the complementary (rather than contradictory) nature of real and digital collections while highlighting the overarching importance of the authentic object as part of the visitor experience. Experiences are transmitted via objects and are collective; knowledge of objects may be disseminated via digital pathways. Museums must strive to make their collections available online when possible. Additionally, technological means could be used for meetings in order to cut travel time and costs.
- 3) In order to enhance the work of ICOM National Committees, the National Committees recommend that basic guidelines be drafted and best practices disseminated, in order to encourage improved organization and management of NC functioning/operations. Each NC should develop a strategic plan detailing their own specific needs and guidelines based on the best practices made available by ICOM, providing comparative experiences and points of view.
- 4) The National Committees recommend that collaborative work between NCs be enhanced and encouraged by ICOM through support. Collaboration between NCs and ICs should also be strengthened, following good examples that could inspire future activities.
- 5) In terms of the implication of the Code of Ethics in National Committees, the National Committees recommend that the Code be translated as widely as possible; that case studies of how the code is applied to respond to legal problems in different countries be disseminated; and that training in ethics be provided for museums professionals on a larger scale than is currently the case. Reflection should be undertaken on how the Code of Ethics must be revised and updated, notably concerning the ways in which it is used and applied in different countries (as a reference, as a legally binding tool, etc.). ETHICOM should collect information on the translation and dissemination of the code of ethics.
- 6) ICOM Czech Republic suggests devoting attention to the history of ICOM National Committees. In 1946, 14 states founded ICOM: Australia, Belgium, Brazil, Czechoslovakia, Denmark, Canada, France, Great Britain, The Netherlands, Norway, New Zealand, Sweden, Switzerland and the USA. We would like to prepare texts on the history of these 14 founders, to be researched and drafted by the respective National Committees, subsequently translated into English (French and Spanish as well if possible), published and presented in 2016 in Milan.
- 7) In order to enhance recognition of ICOM in its respective countries and on an international level, the ICOM Secretariat and its National Committees are tightly collaborating to develop programmes for

the commemoration of the 70<sup>th</sup> anniversary of ICOM in 2016, such as the ongoing project for the 'UN International Year of the Museum'.

## **Appendix 2: International Committees' Recommendations**

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- 1) The ICs would like to receive an annual presentation on the management of IC finances, in keeping with the information presented at this year's meeting.
- 2) It is recommended that the Executive Council support the Working Group on membership issues, so that they may continue and conclude their work resulting in concrete proposals for development.
- 3) ICs recommend considering that the online membership applications and renewals be made a priority for the General Secretariat.
- 4) It is recommended that a delegation of power be provided as an option for all ICs until the next meeting at the General Conference in Milan.
- 5) It is proposed to establish a working group among the ICs in cooperation with the ICOM Documentation Centre to study the archiving of IC material, taking into account both digital and print, and to develop concrete proposals and estimate the required resources.
- 6) ICs recommend that the Executive Council consider launching a research project focusing on IC activities, with participation of Ph.D students, in connection with the celebration of ICOM's 70<sup>th</sup> anniversary next year.
- 7) ICs recommend that the existing toolkit for the management of the ICs should be developed together with the General Secretariat to match the needs of the ICs and to function as a constantly updated source for general facts, tools and practices.
- 8) It is recommended that at the General Conference in Milan, ICs would have a separate facilitated workshop to create the vision and roadmap for the future of the ICs.
- 9) It is recommended that an extensive survey of the membership be developed and implemented in order to find out their wishes and needs for the future. The work would be carried out by a specialised professional led by a dedicated steering group with representation from International and National Committees, and other members.
- 10) ICs recommend considering the development of different work methods for the triennial meetings in order to allow the ICs to hold more joint sessions and to enhance ICOM's interdisciplinary approach.
- 11) It is recommended that the IC meetings be informed explicitly by the Executive Council of the adoption of the ICs' recommendations of June 1<sup>st</sup> 2015, and that the ICs be involved in the implementation of the adopted items.

### **Appendix 3: Report from Thematic Workshop “An Update on Governance”**

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#### **Changes in ICOM Governance from 2016?**

In January 2014 *The Working Group on the Statutes, Internal Rules and Regulations and Governance* – soon shortened to **Work Group on Governance** – started its work with the following task:

- **To** identify inconsistencies, contested and ambiguous parts of and between the Statutes and the Internal Rules and Regulations, discuss options, and finally a present a proposal for revision.
- **To** identify issues that represent challenges to the present governance structure and practices, point at possible governance issues that should be addressed in the future and propose eventual improvements for the near or more distant future.

Proposed amendments will be presented to the Extraordinary General Assembly in 2016.

The background was that the General Conference in Rio had shown a need for improving both rules and practices.

Frequent reforms are natural for an expanding organisation in a changing world. However, the changes did sometimes introduce new part solutions based on one philosophy, while keeping earlier ones based on other philosophies. For instance, about 15 years ago, the Reform Task Force opened for General Assemblies every year, but kept a political practice that in reality still is adapted to General Assemblies every third year. In 2007 a shortened version of the Statutes were adopted, replacing a long version where details had been added to details over many decades. The parts taken out of the pre-2007 Statutes were supposed to become lower level regulations, but this was only partly followed up in the 2010 Internal Rules and Regulations. In addition parts of the Statutes were reformulated and reinterpreted in the Internal Rules and Regulations, causing uncertainty and disagreements.

**How can we hope to do it better?** Our work form has been open discussions where disagreements, doubts and dilemmas have been hailed as a virtue. Praised have also those been that found inconsistencies and contradictions. At the outset, I was pretty sure about what needed to be “improved”, but throughout the process – I as well as we – have had to see ourselves be corrected again and again.

Who are we? The original group have consistently been enlarged; at first by borrowing the members of the Strategic Plan Committee and then adding those that have shown interest in participating or just listening to the discussions, which is also valuable because it gives insight. As of now, we are about 62.

At the very start two-three eager discussers were invaluable in encouraging others in taking part, playing the role of the first on a dancing floor. Without them, we would have got nowhere.

Why say so much about our work form? Because the work form is decisive for revealing weaknesses and seeing better solutions. We are discussing how to improve reality through words. Our task is to see how each formulation functions in practice. What will its consequences be? Are the contents consistent throughout, are they in harmony, are they complementary? Do they lead us where we want to go?

Participating in a discussion about this is demanding – I use to say that our group is for fanatics. But then again, someone with insight in a particular field can suddenly make a huge difference.

**Do we propose a revolution?** No. Some would say that the major weaknesses are still there. This is true if one thinks the main structure of the organisation represents a weakness. Personally, I think we need to find good routines for using optimally the existing structure before we eventually do major changes. As we know, eventual bad habits tend to follow to new structures.

The aim is to make the Statutes and lower level regulations into practical tools for the governance of ICOM. We want every sentence of the Statutes and regulations to have a meaning which corresponds to a reality. We'd like to avoid sentences that need be analysed by lawyers. We want formulations that are easy to understand, also for members communicating internationally in a language that is not their own.

The above is not a matter of course. When going through the Statutes and Internal Rules and Regulations we've found sentences that ask us to do things that never have been followed up, as well as undiscovered inconsistencies and contradictions. Both the proposal for the 2007 Statutes and the 2010 Internal Rules and Regulations were probably made in a greater haste than what was optimal for the result (What the future will say about our proposal, remains to be seen).

### **What are our major proposals?**

#### **From Internal Rules and Regulations to By-laws**

We have taken away all rewritings of the Statutes from the Internal Rules and Regulations and have connected each part that is left to the relevant part of the Statutes. Then we have (so far) re-named them By-laws. We have also created By-laws from the redundant parts of the pre-2007 Statutes. The By-laws give more detailed instructions for how to use the Statutes.

#### **Who and what can be members of ICOM and with which rights?**

With the increasing outsourcing of services, membership in ICOM is also open for those working for museums. But where do we draw the line? Many tell us it is important to be more inclusive, others to be more exclusive. There are obvious dangers in both directions. We try to walk the line, perhaps by being somewhat strict in our criteria, but with an opening for exceptions. The different varieties of institutional membership are also causing concern; should a company selling goods or services to museum be able to be an institutional member and with voting rights? This also raises the question of what is meant with "not for profit". A perfect solution to the questions above does not exist, but we'll have to try to find the best possible.

**Should also those who cannot pay for their attendance be given the possibility to serve in the Executive Council?** Up to now, the rule is that every member of the Executive Council shall be able to pay for her/his attendance. But to put it somewhat provocatively: Shall participating in ICOM's democracy be reserved for the "rich", or for those from the rich parts of the world? An almost unanimous majority of those having responded says that economy shall not be a hindrance. We are exploring how this can be done in practice.

#### **A new role for the Affiliated Organisations: a positive possibility for ICOM and a challenge for the International Committees?**

Up to now, an independent organisation can be affiliated to ICOM if 50% of its members are members also of ICOM. This figure is in practice impossible to control and it is suggested that the criterion shall be changed to be "international organisations with a purpose of interest for museums and the museum profession", which again has won unanimous acclaim among those that have responded and will be proposed as a new formulation in the Statutes.



Keeping ICOM flexible and able to incorporate into its sphere new developments is decisive for ICOM's survival in the long run. The ease with which international organisations can be established today and the many interesting and professionally marketed initiatives within the museum field coming up are a challenge and hopefully an inspiration for ICOM's International Committees.

#### **Clearer roles and practices for the General Assembly**

If one goes into the present Article 10 about General Assembly one cannot help wondering whether it is a draft and were not quite finished. We have tried to clarify roles and practices.

#### **Governance recommendations for the future**

The work group should also point at possible governance issues that should be addressed in the future and propose eventual improvements for the near or more distant future. Admittedly, most of our time has been spent on the Statutes and regulations below the Statutes, simply because it turned out to be necessary.

However, one thing is important to remember:

Not every governance problem **can** be solved through good Statutes formulations.

Not every governance problem **should** be solved through good Statutes formulations.

The recommendations that we will eventually present regarding post-2016 governance issues will be in complementary cooperation with the Strategic Plan Committee. We will come back to this during the coming autumn.

A few issues are clear though:

**The interplay between Advisory, Executive and General Assembly is of major importance.** A key must be to avoid repetitions of the same problems, and ensure that topics are developed in one direction or the other. The question has been raised by many as to whether the Advisory is still needed when we have yearly general assemblies.

“How can ICOM provide equal value for all its members worldwide?” ask the Strategic Plan Committee. This can be reformulated into a governance issue into: **How can ICOM ensure equal representation possibilities for its members worldwide?**

If a possible scenario for the future is that a higher number of museum organisations outside ICOM become affiliated to ICOM in order to maintain ICOM as the hub of the museum world, and ICOM meet this challenge also by opening up for a wider range of International Committees in order to keep new initiatives as much as possible within ICOM, **what options need be explored on the governance side?**

Thanks to everyone for their invaluable contributions so far. You have made a real difference!

#### **Appendix 4: Report from Thematic Workshop “The next Strategic Plan/Where we want ICOM to be in 10 years”**

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Questions posed in advance

1. How can ICOM be recognized as a *thought leader* in the museum world?
2. Has ICOM a sufficiently high profile in the world of cultural heritage?
3. How can ICOM provide equal value for all its members worldwide?
4. Are ICOM’s current structures fit for purpose?
5. Does ICOM’s governance require revision?
6. Do ICOM’s publications provide an appropriate platform for debate?
7. Are the programmes of annual and triennial meetings effective?
8. Given the wide range of sister-organisations throughout the world, can ICOM become a hub for exchange of ideas and co-operation?
9. Can ICOM be a more effective advocate for museums worldwide? If so, how?

These are the questions submitted in advance for the Strategic Planning Workshop. Questions 4, and 5 were not discussed as the late start shortened the workshop by approximately 50 minutes. The members present concentrated on a small number of themes. It was acknowledged at the outset that ICOM achieves a great deal every year through specialised meetings and programmes. In particular, the work of the international committees and the range of conferences and publications is impressive. The work of ICOM in preparing the Red Lists and the Observatory of the Illicit Traffic in heritage materials were singled out for praise. Members made the following points on these issues: “We need to be seen to serve society and send out the message of the importance of museums and heritage to civil society.”

“ICOM needs to invest in education and training of its members.”

“...underlying any actions is ICOM’s dispersed governance and autonomous or almost autonomous committees and the constraints on members’ time and ICOM’s resources.”

“ICOM has to find ways to equalize membership value throughout the world.” This does not mean doing identical things everywhere but finding ways to support members in low GDP countries whose access to membership benefits may be restricted.

There was a trenchant comment on the unequal division of discussion time at the annual meeting. In particular it was pointed out that the report on destruction of archaeological sites and widespread theft in the Near East was a burning issue that required much more time. It was bundled with a report on the situation in Nepal which likewise needed more time. This was compared unfavourably with the time devoted to electronic voting and the debate of the theme for International Museum Days which produced numerous interventions on topics which had not been submitted by the deadline. This was a blemish on an otherwise excellent and much improved annual meeting. The reports from Syria/Iraq and Nepal were noted as an excellent example of ICOM partnerships as Ms Corinne Wegener was working in Nepal representing both the Smithsonian Institution and ICOM.

ICOM has a poor or absent institutional memory because of the dispersed nature of its activities. This tends to narrow discussion because consensus already reached and decisions made are sometimes forgotten and the organisation seems doomed to listen to certain trivial debates year after year. It is important to fix on what is important and make sure that the membership and the wider museums community know what ICOM does. ICOM’s image is outdated and does not reflect the range and quality of the work bring done.

Expertise across the network is varied. Independence of members and of ICOM as an organisation is important.

The workshop recommended that the Strategic Plan should concentrate on a small number of issues which can be tackled over the timescale of the plan and resolved. This is particularly so of the wide range of publications issued by or on behalf of ICOM. Some concentration of the higher order publications in a consistent series – ISSN numbers, place of publication. Perhaps outsourcing to an appropriate commercial publisher and distributor could be considered. This should help to achieve higher recognition of the range of publications and highlight the immense amount of work accomplished by ICOM. The dispersal of the production of these publications around the world tends to lessen impact.

There strong consensus on ICOM's strategy fixing on two (at most) significant goals and working through a period of three/five years to ensure that they are achieved and then tell the world about them.

Actions to raise the profile of ICOM would be desirable on many counts. Improved communications and the intended re-branding exercise discussed by the EC, would be welcomed. However, ICOM will have to demonstrate that its work is relevant to the profession worldwide. ICOM's leadership should be more visible.

ICOM needs Fundraising from official governmental and inter-governmental sources is well-developed and provides essential resources for the work on Red Lists and other related practical actions. There may be scope for ICOM to fundraise more widely but this would require investment in staff and other resources and success may be slow in coming. Existing fundraising efforts have proved their worth and should be supported.

The structural proposals being considered by the Statutes and Governance Committee are being exhaustively considered by the WG and will enjoy widespread support.

*Summary – the main message*

*The Strategic Plan should be relevant to worldwide membership, concentrate on promoting recognition of the significant results being achieved by committees and should select a small number of important actions capable of successful conclusion within the chosen timeframe.*

**There will be a further round of consultation on the Strategic Plan beginning after the Paris meeting.**

If you wish to comment, criticise or make suggestions, please email me at [gmfryan@gmail.com](mailto:gmfryan@gmail.com)

Michael Ryan  
Chair SPWG

## **Appendix 5: Report from Thematic Workshop “An Update of the Museums Definition for a New Era”**

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On the occasion of the 2015 ICOM Annual Meetings, ICOM General Secretariat has organised three Thematic Workshops for the participants. One of the workshops was about the definition of museums.

More than 30 ICOM members from different National and International Committees participated in this workshop, which was organised in the afternoon of Tuesday, June 2<sup>nd</sup>. Several members from the Secretariat also participated in the workshop as facilitators for the participants.

The participants were divided in different groups, according to their language.

The workshop lasted more than two hours. The participants had a route map to follow in order to facilitate discussions on a subject that is wide, complex, and sensitive.

The participants were firstly asked to answer two questions:

- Why is it important (for you) to discuss museum definitions?
- Why are the new museum definitions important (for you)?

Afterwards, they were asked to think about what could be added to or delete from the 2007 definition, and how museums could be rethought.

Finally, the participants had to answer on how ICOM could continue the discussion on museum definition.

Most of the participants didn't follow the route map that was provided, and jumped directly to discussions on the shape that could have a new definition of the museum.

### **Three dimensions, three uses**

The participants first noticed that there were two different definitions of the museum: the definition given by the museum and the heritage professional community, and the definition given by the public, the audience. These two definitions are often different. This gap between the professional and the public point of view also raises the issue of the purpose of the ICOM definition of the museum.

The definition addresses three different dimensions of the museum:

- Its nature
- Its functions
- Its role

These dimensions correspond to three uses of the definition. Firstly, a legal use that pertains to the nature of the museum. In certain countries, ICOM's definition has actually inspired the drafting of the legal definition of the museum, sometimes in consultation with ICOM National Committees. Such use is of paramount importance for recognition, accreditations, and subventions. Secondly, a technical use, that corresponds to the functions of the museum, and finally a social use of the definition, which correlates to the role of the museum.

In view of these elements, the participants reminded that the definition provided by ICOM in 2007 is mostly technical and legal. Though it reflects the necessity for ICOM to answer a legal need at the

international level, ICOM could think of a hybrid definition that takes more into account the social role and the missions of the museum.

### **The nature of the museum**

Generally speaking, the participants agreed with the legal aspect of the 2007 definition. Concerning the nature of the museum, the participants made several observations. They agreed on the fact that the museum need to stay universal, with a plural and interdisciplinary dimension. They also added that the museum should look towards the past and the future, and should remain a public space.

They also proposed to replace several terms in the definition, such as the word “institution”, which could be replaced by “organisation”. They also suggested replacing the word “permanent” by “continuous” in order to avoid misinterpretations. Finally, they reminded that the word “non-profit” has different meaning depending on the country, and offered to replace it by “mission-driven”.

Several participants mentioned that museums should be presented as “honest” and “transparent” in the definition, and their collections should stay “tangible and intangible” in view with the development of virtual collections and virtual museums.

### **The functions of the museum**

The functions of the museum, as expressed in the 2007 definition, also still met a consensus among the participants. They all acknowledged that the technical functions of the museum are of paramount importance for the definition.

According to the workshop participants, the essential functions of the museums should stay as follows:

- Conservation, preservation
- Researches, investigation
- Communication
- Exhibition

The participants suggested that the function of the promotion of cultural heritage could be added to the definition. They also wondered if the acquisition of cultural objects should still be considered as a fundamental function of the museum.

### **The role of the museum**

The participants particularly insisted on the social dimension of the definition that should address the role of the museum.

In the first place, they recalled that museums have a social and human dimension: they are in the service of society and communities, as it is already stated in the 2007 definition. They added that museums should be “loveable” places dedicated to the well-being of the people. Moreover, museums are agents of social change, and should show empathy for the communities.

For the participant, museums should help people investigate, understand, and experience the world and their heritage. They should be places raising questions instead of providing answers.

In the 2007 definition, the word “education” could also be replaced by “lifelong learning”, and the word “enjoyment” by “inspiration” and or “stimulation”.

In the area of the role of the museums, the participant particularly insisted on the fact that museums should involve people. Nowadays, museums are still in a top-down relation with their audience, in which they are the ones owning the cultural/scientific authority. The 2007 definition reflects this situation, as it is mostly focused on the museum.

Therefore, the participants suggested that the definition of the museum should address the fact that audiences participate in the museum. There should be a mention of the interaction, the inter-relation between the museum and the public, fostered by the development of e-culture. In this new paradigm, museums receive and absorb knowledge, ideas and creativity from their audience. They become co-creative places.