



**130th Session of the Executive Council
Milan, 11-12 December, 2014**

Minutes and Records of Decisions

Members attending:

Prof. Dr Hans-Martin Hinz (Germany), President
Prof. George H. Okello Abungu (Kenya), Vice-President
Prof. Dr Tereza Cristina M. Scheiner (Brazil), Vice-President
Peter Keller (Austria), Treasurer
Dr Ossama A. W. Abdel Meguid (Egypt)
Prof. Dr Laishun An (China)
Inkyung Chang (Republic of Korea)
Alberto Garlandini (Italy)
Goranka Horjan (Croatia)
Merete Ipsen (Denmark)
Diana Pardue (USA)

Excused members:

Suay Aksoy (Turkey), Chair of the Advisory Committee, *ex-officio* member of the Executive Council
Luisa de Peña Diaz (Dominican Republic)
Dr Willem De Vos (Belgium)
Prof. Dr Regine Schulz (Germany)

Anne-Catherine Robert-Hauglustaine was present as Director General.
Sara Heft was recording secretary for the meeting.

The session began on 11 December, 2014 at 2.00 pm.

PRESIDENT'S OPENING REMARKS

The President welcomed members of the Executive Council and announced that Suay Aksoy, Luisa de Peña Diaz, Dr Willem De Vos and Prof. Dr Regine Schulz would not attend this session. He said that the previous day, he, the Director General, Alberto Garlandini and ICOM Italy Chair, Daniele Jalla, had met with the Italian Minister of Cultural Affairs and the Undersecretary of State of the Ministry of Foreign Affairs and International Cooperation in Rome to discuss support for the 2016 General Conference.

The President summarised recent activities in the ICOM network, highlighting the *Museum and Politics* conference in Saint Petersburg, Russia in September 2014, a joint initiative of ICOM Germany, ICOM USA and ICOM Russia, held amidst the current context of military conflict. Through his participation in the conference, he said that he relayed the message that it is important for ICOM to be a leader in promoting dialogue faced with such a crisis. This was reiterated by the President at an international ICOM Ukraine conference in Lviv in November 2014.

1/ Agenda

The agenda for this session was presented. Tereza Scheiner requested that an update on the 25th anniversary of ICOFOM-LAM be included in other matters, and Diana Pardue requested that a short update on the mediation programme also be included.

Decision 130-01

The Executive Council approved the agenda, including an item on ICOFOM-LAM and on the mediation programme under other matters.

2/ Minutes of the 129th Session, 31 May-1 June, 2014, Paris

The minutes were distributed to all members and the following amendments were requested:

- ✓ Peter Keller asked that in paragraph 3 of item 6, *Final Report from the Finance and Resources Committee 2011-2013*, the mention of an €80,000 limit for the endowment fund be removed as this limit does not exist, and the sentence should simply read: “A discussion followed among some members on the need to be more specific regarding the objectives of the ICOM Foundation.”
- ✓ The issue of mentioning Executive Council member names in the minutes was raised in terms of the need to balance transparency and diplomacy. The President raised the point that decisions are collective while discussions reveal the different opinions of the members. While the decisions are the main focus, it is useful for others to see what goes on in the discussions. Peter Keller suggested that it be up to individual members to decide whether they wish for their name to appear when the draft is sent.
- ✓ On page 10, the last sentence of the third paragraph should be amended to read: “ICOM should also ask the Chair of CIMCIM to meet *with* the AMM&C...” rather than “*within* the AMM&C”.

Decision 130-02

The Executive Council unanimously approved the Minutes of the 129th Session, taking into account the requested changes, which will be integrated into the online version.

3/ Revised Budget 2014

The Treasurer outlined the revised budget for 2014, highlighting the positive result at the fiscal year's end. He stated that ICOM had not once again made a provision for legal expenses related to the two pending labour court cases in the accounts in 2014, as according to ICOM's legal consultants, this wouldn't be necessary. With regards to the decrease in membership dues, he said that membership is growing particularly in category 3 and 4 countries.

The Treasurer explained that 'Other income' for the ICOM Secretariat increased due to the reversal of a provision for the litigation case by a former employee, resolved in 2014. Furthermore, overhead costs are lower than planned especially because rent for the UNESCO premises was free in 2014.

The Treasurer stated that the sum of €280,000 transferred to the Endowment fund is an expendable contribution intended to finance projects such as the training session in Tanzania and the ICOM Training Centre in Beijing.

There were several questions regarding the Endowment Fund. The Treasurer confirmed that the fund is not considered to be for-profit, and that the money it receives must be spent on projects; it must not serve as a savings account. The Director General confirmed that there is no deadline for using the money placed in the Endowment Fund.

The revised operating budget for 2014 was unanimously approved.

Decision 130-03

The Executive Council approved a) the revised operating budget for 2014 totalling €3,697,722 for the General Secretariat activities, with a net loss of €57,699; b) the revised operating budget for 2014 totalling €3,850,007 on an aggregated basis with the International Committees' activities, with a net surplus of €15,301; c) a grant of €280,000 to the ICOM Endowment Fund for the year 2014; and d) capital expenditures of €30,000.

4/ Budget 2015

The Treasurer presented the 2015 budget, highlighting the following points:

- ✓ The sum presented under "Membership dues" has decreased, as the dues of ICOM Foundation members are now presented under the item "Grants and donations";
- ✓ A rise in costs due to the rental of offices located in UNESCO headquarters, for which €100,000 has been allotted in 2015;
- ✓ Fees for legal services should be lower in 2015 due to the resolution of one of three litigation cases;
- ✓ The drop in support to the network from the Getty Foundation is essentially due to the non-renewal of the subsidy for the ICOM-CC triennial conference, and CIMAM's desire to leave ICOM; CIMAM will thus cease to receive funds in the name of ICOM.

In response to certain questions regarding the ICOM Foundation, the Treasurer specified that the term "member" is used for the ICOM Foundation because its members pay annual dues. He emphasised that the ICOM Foundation is not the Endowment Fund. The Director General stated that up until now, Foundation members paid their dues directly to the ICOM Secretariat, and that starting in 2015, these dues are to be collected by the ICOM Foundation, which will then transfer all revenues to ICOM, for legal reasons.

Tereza Scheiner voiced surprise regarding the absence of subsidies for ICOM Regional Alliances in Item II.9 of Appendix 3, pertaining to Support to the Network. The President stated that in 2014, a pilot programme was initiated in order to cover operating expenses or allow members to attend meetings, at a cost of €3,000. He explained that their annual reports must be studied before deciding whether to maintain this programme for the years to come.

The Director General requested one year to study the annual reports from the RAs and decide how to proceed. She expressed concern about the fact that this sum may in reality only be helping one particular individual attend a meeting, rather than funding the overall operations of RAs, as the Executive Council had hoped.

Alberto Garlandini voiced the need to gain a clear idea of the role of RAs, which could be crucial in developing ICOM in countries where ICOM and museums poorly represented. The President stressed that RAs should stimulate the international work of National Committees, creating closer cooperation among member countries.

Other members of the EC agreed that it would be best to take time to evaluate the use of this money and see how this support could be useful to colleagues rather than restrictive, given out with clear guidance for RAs.

Diana Pardue expressed the desire for ICOM to redefine the criteria of RAs so that all countries could have the possibility of belonging to one, i.e. lifting the requirement of five countries to be an RA. The President replied that RAs should be very flexible and practical tools allowing for geographical overlap.

George Abungu enquired as to why certain costs in the detailed breakdown available in Appendix 3 are not combined – notably “missions of the President” and “missions on behalf of the President”. The Director General responded that for accounting reasons, it is preferable to separate the costs of missions for and by the President (and countersigned by the Treasurer) from those undertaken by members appointed by the president on his behalf. The Director General recalled that the President has a credit card in his name, which he must use with care. Furthermore, the Director General stated that a provision for missions undertaken by the President has been calculated based on the average of the past two to three years

The question was also raised as to why the budget for missions of the whole of the Secretariat staff is more or less equal to the amount budgeted for the missions of the Director General, and why, as regards support to the network, bursaries represent a mere €75,000 out of a budget of €3.7m.

The Director General responded that the budget for Secretariat missions is a fair amount, but is not even reached because of the huge amount of work to be undertaken at the Secretariat; the Director General and President travel because this is part of their job, and the budget for their missions is now lower than ever. She stressed that the mission budget for staff does not take into account dedicated programmes funded by other parties – i.e. the Observatory project, funded by the E.U. She also stated that bursaries are to be discussed with SAREC, and can be expanded. However, she emphasised that if ICOM wishes to increase the number of bursaries, more members need to apply following the proper procedure.

Decision 130-04

The Executive Council approved a) the operating budget for 2015 totalling €3,591,312 for the General Secretariat activities; b) a grant of €70,000 to the ICOM Endowment Fund for the year 2015; and c) capital expenditures of €30,000.

5/ Update on AVICOM and CIMAM (item 8 on the agenda)

Samia Slimani, Head of the ICOM Legal Affairs Department, provided an update on the situation of two ICOM International Committees whose legal situation has changed in 2014. AVICOM was asked to dissolve as a French association in order to avoid any legal risk due to recent management difficulties encountered and reported to ICOM. Over the past three years, the IC has held no general assembly or proper accounts, and in late September, an extraordinary general assembly and unanimous vote were held on its dissolution with the help of the Secretariat, which handled all proceedings with the French Prefecture; confirmation that this dissolution has been registered was received on Wednesday, 10 December.

In response to queries about AVICOM’s current status, the President confirmed that it remains an ICOM International Committee but without separate legal status.

The Head of the Legal Affairs Department then presented the situation of CIMAM, which, following requests the past few years to split with ICOM, is transitioning from an IC to an Affiliated Organisation, to be created in 2015 after CIMAM registers as a not-for-profit organisation in Spain.

A memorandum of understanding prepared by the Head of the Legal Affairs Department has been sent to the CIMAM board to prepare this transition.

The Director General had the opportunity to discuss the new framework agreement terms with the CIMAM board during its annual meeting in November 2014 in Doha. She summarised that her interlocutors understood that ICOM is willing to work with them and to understand their needs, and that they will maintain ties with ICOM. She stressed that if ICOM colleagues request another IC for contemporary art, this will be a possibility, and said that the next step will be a meeting in early 2015 with the CIMAM board, with their new statutes and the MoU to be signed by the ICOM President and CIMAM Chair, Bartomeu Mari. ICOM is not asking directly for the dissolution of CIMAM but will evaluate the situation in a few years' time; in the meantime, although the name CIMAM belongs to ICOM, the new entity will be allowed to use it, but will have to stop the use of 'International Committee'.

The question was raised as to the legal responsibility of ICOM if something goes wrong during this transitory phase. The Head of the Legal Affairs Department stated that CIMAM is a separate legal entity and thus, ICOM has no say and no liability in their functioning. She highlighted the need to be cautious in the transfer of the name and trademark, i.e. to avoid the misuse of the name in contradiction with the ICOM code of ethics, and said that nevertheless, the change to a separate legal entity is positive. She recalled that not all CIMAM members are museum professionals, and that some of them work for auction houses, etc. EC members voiced perplexity as to the ambiguous new position of CIMAM as part of ICOM without being part of it, with members acting in ways of which ICOM does not necessarily approve. It was stated that when member institutions do not work in accordance with ICOM values, they should be let go.

The Head of the Legal Affairs Department responded with the specification that two-thirds of Affiliated Organisation members must be museum professionals and a certain percentage must become ICOM members within the first year.

Goranka Horjan highlighted the prestigious position of CIMAM, which encompasses major art museums and highly influential members, wondering how this change in its status will affect access to contemporary art museums for ICOM members. The Director General responded that the question of the ICOM card had been discussed, that most institutions are members of ICOM and CIMAM, and this will not change. It was suggested that this stipulation be included in the MoU.

6/ Update and future of ICOM India (Item 7 on the agenda)

The President explained that over the past several years, ICOM India has faced major problems. The second term of the NC's Chair, Mr Chatterjee, ended long ago, and deadlines for new board elections have not been respected; as a result, there is currently no functioning board for ICOM India.

During the President's official visit to Delhi and Kolkata in February 2014, Indian colleagues expressed frustration at the long-overdue elections and lack of respect for ICOM rules. An ad hoc meeting was held with many ICOM members, and the President was asked to stand as an arbiter in the internal conflicts; he requested that new elections be held by the end of May 2014. This was accepted and welcomed by the participants. The President summarised that over the three-month elections preparation period, a number of irregularities were reported. A letter was sent from Paris declaring the election invalid and requesting that a fair and transparent new election process be undertaken; nevertheless, the candidate Mr Nair was unilaterally declared as the new Chair, and has launched a court case against ICOM-appointed election officials in order to halt the new

election process. Vinod Daniel has been appointed as a mediator and presented several compromises for a solution, but in recent months, Indian colleagues appointed as elections officials are stepping down because they do not wish to go to court.

It was suggested that the court cases be withdrawn and another election be organised with observers from ICOM headquarters. The President explained that Mr Nair refused the mediators' recommendation to comply with ICOM's request that he act as an appointed interim co-Chair for a one-year period, organising new elections and working on by-laws in collaboration with Vinod Daniel.

The Council members expressed concern as to the poor impression that this chaotic situation will give, stating that ICOM must find a model that is to be respected by its entities, which will be dissolved otherwise. Some members suggested that disciplinary procedures be undertaken by ICOM.

Other members suggested that the Indian members should sort out the situation themselves, and in the meantime, so long as there is no board, individual members should be recognised and dues sent directly to Paris.

It was explained that not only is ICOM India dysfunctional, but the committee's legal situation is unclear: so long as it exists, ICOM India is a risk, as no one is authorised to run it but it is reported that individuals can contact the bank, get information and operate on the accounts.

It was suggested that a letter should be sent to ICOM members in India suggesting they pay directly to Paris, and that potential new members should be told to apply directly to Paris. This option should be assessed and validated by the local Indian lawyers. An audit of ICOM India should be undertaken and the situation reviewed in six months, with the assistance of a liaison in Paris.

It was therefore concluded that ICOM India not be dissolved but its operations suspended by the EC, and that members be informed that they are to pay dues directly to ICOM as individual members. This solution must be temporary.

The President thanked all for the discussion and decision.

Decision 130-05

The Executive Council approved the temporary suspension of ICOM INC as the Indian local entity operating the ICOM Indian National Committee, with members to be in direct contact with the ICOM Secretariat to pay dues.

7/ Report from the Working Group on Governance (Item 9 on the agenda)

The President invited Per Rekdal, Chair of the Working Group on Governance, to present the *Draft Statutes and By-Laws with comments and alternatives*, which the group has been preparing since its establishment during the 127th session of the EC in December 2013.

Per Rekdal began by thanking all of those who have been working on the statutes and by laws, stressing that this is not yet a finished proposal but they are getting close. He highlighted one of the major obstacles to this effort: the fact that the 1995-2001 Statutes, the 2007 Statutes, and the Internal Rules & Regulations (IR&R) are not structured in the same way and the latter is locked into a given structure, complicating modifications. He stated that a solution could be to connect each part of the IR&R to the related part of the Statutes, thus melding the two structuring logics into one

flexible structure. He also noted that the working group has so far opted to rename the IR&R the “By-laws”.

Per Rekdal proposed discussing each article one by one. Comments and questions were raised, pertaining to the following items:

✓ Article 3 – Definition of Terms/Section 3 – Museum Professionals:

Per Rekdal stated that the issue of volunteers seems covered by existing text, but opening up to volunteers in general could create a flow of members of a kind that could discredit the ICOM card. Therefore, volunteers accepted as members should be limited to those whose functions within their museums are akin to those of museum employees. Alberto Garlandini commented that a number of museums are professionally run by individuals on a voluntary basis, that these people are part of the ICOM community and must be properly thanked.

Per Rekdal raised the issue of members not employed in museums but selling services used by museums (consultants, outsourced conservators, etc.) seeking to gain access to information on members and wondered whether the ethical obligation not to use ICOM as a means of self-promotion should be mentioned. EC members concurred with this viewpoint.

EC members agreed on the importance of inclusiveness in the by-laws. George Abungu stated that in Africa, there is a problem attracting younger members, and that restrictiveness must be left by the wayside in favour of the liberty to decide on a case-by-case basis, as membership issues vary from country to country and continent to continent.

✓ Article 4 – Membership/Section 2 – Approval of Membership/By-law 4.2.A – Application for membership:

The Director General stated that point 8 needs reformulation, as frequently, an NC will accept a membership application that will be rejected by the Secretariat. She requested that progress be made on membership criteria so that the membership department has a very clear idea of who can be a member. As rejection is quite frequent for now, going directly to the President seems unmanageable as a solution. As a result of information from the Director General, Per Rekdal will work with the Secretariat to explore what can be done to define more precise criteria for membership than what is currently laid out in the Statutes and IR&R.

✓ Article 5 – Annual Membership Fee/Section 1 – Amount and Payment of the Membership Fee:

In response to the proposed change in wording for the deadline to forward membership fees to the Secretariat, the Director General summarised the current inefficient situation for paying dues and sending/receiving stickers: provisional amounts of stickers are sent to NCs and the Secretariat staff is forced to follow up to ensure that all stickers are accounted for or returned. The Statutory Auditor has stated that a 3% margin of error is permitted between stickers sent and money received. The issue of lost cards is also highly problematic. She is currently working to improve the situation on both of these fronts, and the membership staff is preparing a note which will be ready by early 2015. Per Rekdal enquired as to the target deadline for the NCs which tend to pay on time, and the Director General replied that ideally, payment could be received in three instalments: the majority before March, a portion in May/June, and another portion at the year’s end.

It was proposed that the wording to be changed to “within the fiscal year”.

✓ Article 7 – Voting Rights/Section 2 – Committee Vote

The question was raised as to why the principle of one member, one vote cannot be applied. Per Rekdal replied that this would not be feasible and that the five votes per committee seems to be a symbolic way of representing the 32,000 members.

The Director General stated that the database and ICOM staff are not equipped to allow for one vote per member, but that in the future this could be a way for ICOM to represent itself as an association.

✓ Article 8 – Components of ICOM

In response to the recommended name change of Advisory Committee to Advisory Assembly, the Treasurer suggested Advisory Council to avoid confusion with the General Assembly, because the Advisory Committee is a delegate rather than a representative body. The Director General stated that this point must be reviewed by the lawyer.

✓ Article 10, General Assembly

The Chair clarified the differences between an extraordinary session of the ordinary General Assembly, unable to be summoned according to the 2007 Statutes, and an Extraordinary General Assembly, the only body with the authority to change the statutes, and which should be called a minimum of one month in advance. He stated that at present ordinary matters are placed into the Extraordinary General Assembly.

In response to the two alternative proposals, a) that the General Assembly be invested with the power of Statutes revision triennially in the year of the General Conference, and b) that every General Assembly be invested with this authority, the need to consult with the lawyer was voiced, and the Director General stated that the last solution would be legally unacceptable.

✓ Article 11, Executive Council – Section 1, Organisation

The working group's recommendation that the Advisory Committee Chair be an ex-officio member of the EC with voting rights elicited the question by the Director General of whether other members could be ex-officio members as well, via a change in the statutes. Per Rekdal replied that this had been viewed as a bad idea by members of the working group, but that the idea of welcoming guests could be envisaged, although not recommended for several reasons.

The issue of a conflict of interest was raised, arising in the event that the Advisory Committee Chair votes according to a certain position in the EC and faces a majority opposing opinion in the Advisory Committee, and it was suggested that the Chair could be protected by not having voting rights.

Per Rekdal noted that it is common for a chair to deal with a majority not of the same opinion as him/herself. He commented that an ex-officio member of the EC without voting rights should perhaps be called an observer instead.

The Director General asked for clarification on the overarching methodology of statutes modification, unrelated to the articles at hand but to how the revised statutes will ultimately be decided upon, i.e. in a single document to be voted upon by the General Assembly in 2016 rather than voting between a number of alternatives. Per Rekdal stated that the forthcoming Advisory Committee would act as a testing ground to reduce the alternatives leading up to the 2016 vote.

The Working Group has raised the question of whether or not the Advisory Committee should become a preparatory session of the General Assembly. This would imply that the ICOM President would then chair the Advisory. Perk Rekdal stated that the eventual legal implications of this question should first be discussed with a lawyer.

- ✓ Article 11 – Executive Council/Section 3 – Duties of the Council/By-law 11.3.B – Executive Council members' duties

Regarding the rule that EC members bear their own costs, Per Rekdal highlighted the draft's suggestion that to ensure that being a member of the EC is fully accessible by all, travels costs for EC meetings could be covered by ICOM. The President voiced his support for covering EC meeting travel costs but said that the limits must be made clear in order to avoid unmanageable demands for funding from elsewhere. A number of EC members voiced support for a budget line for EC meeting travels costs, which could potentially correspond to the €58,000 budgeted for support for NC members to come to the General Assembly.

The Director General said that this would be costly but it will be done if voted upon, on the condition that travel plans are managed by the General Secretariat via a travel agency. The Treasurer voiced his support for continued voluntary status of EC members, as their work is for personal benefit rather than that of their museums, and a situation in which people think that they will be paid to travel around the world should be avoided. He estimated the cost of EC travel at €70,000 per year, which would equal the sum of the Special Project grants. Per Rekdal commented that it is important to find the balance between practicalities and principles.

- ✓ Article 12 – Executive Council Bureau

A discussion ensued on the role of the Executive Council Bureau. Per Rekdal solicited the President and Director General to suitably formulate within the Statutes the function of the Bureau. The Treasurer expressed his opinion that it would be better to define more clearly the function of the President, Vice President, Director General and Treasurer rather than defining the Bureau, leaving it up to praxis. Per Rekdal reiterated that according to the Statutes, decisions in the EC are made by a majority of the full EC.

- ✓ Article 15, National Committees

Peter Keller requested creating the possibility of dissolving an NC, rather than merely suspending it. The Director General replied that this is a legal issue, as ICOM cannot dissolve a legal entity that is not its own.

Furthermore, unmentioned in the Statutes, the question of Technical Committees was raised in discussion. The President asked that the term "technical committee" be replaced by "standing committee", and the term "task force" was suggested as well.

Inkyung Chang commented that a glossary will be necessary.

Advisory Committee members will receive the Draft Statutes and By-Laws for comments before June and discussion at the June Meetings. The President stated that before sending the document, it must be checked by a lawyer.

Per Rekdal stated that he would prefer for an online discussion to take place prior to the June Meetings, as conversation tends to be more fruitful and reflected when opinions must be expressed in writing.

The Director General noted in closing that, as pertains to Article 27 – Validation and Amendment/Section 2 – Official Document, that as ICOM is a French association, the French version rather than the English must be the reference.

The President thanked Per Rekdal for his presentation of the draft proposals and the enriching discussions that took place.

8/ Creation of National Committees (Pakistan) and Status of the Affiliated Organisations (item 6 on the agenda)

The Director General presented the report on the re-establishment of the Pakistani National Committee of ICOM prepared by Dora Eszter Peter, Head of the Membership Department, which informs EC members that in January 2013, the Secretariat staff received an application for ICOM institutional membership from the Pakistan Museum of Natural History. In response, ICOM encouraged the museum's director, Mr M. Akhter Javed, and research associate, M. Imran, to reactivate the country's NC, inactive for more than 15 years. In January 2014, Mr Javed informed ICOM that approval for the establishment of ICOM Pakistan was received from the Ministry of Science and Technology of the Government of Pakistan, and consequently, 18 new applications for individual membership were received. Board elections were held and the new board was announced on 27 May, 2014, with membership of 10 rather than 6 members, each of whom represents a province of Pakistan. At present, 36 institutional members and 5 institutional members have been accepted, with 15 pending for 2015, including 2 additional institutional members. The Director General confirmed that all legal criteria have been fulfilled and suggested that the EC approve the creation of the Pakistani National Committee of ICOM.

George Abungu requested that the Secretariat follow through with Mauritius about the creation of an NC there, containing just one member for now, and voiced his satisfaction that ICOM Kenya has been revived with over 20 members, and that ICOM Zimbabwe is getting back on its feet. He stated that pressure needed to be put on the latter to help them move forward.

The Director General then provided a report on the Status of the Affiliated Organisations, prepared in follow-up to a global survey carried out by the Membership Department on the members of the 20 current ICOM AOs. She stated that it was found that most AOs no longer fulfil the requirement of 50% ICOM membership, confirming that a detailed breakdown of total respective members (individuals and/or institutions) of each AO, as well as the percentage of those members who are also active members of ICOM, could be found in the report. Extensive detailed information on those AO members who are also members of ICOM was made available in Annex 1, compiled via cross-checking of each AO member with the ICOM membership database.

A number of comments were raised in response to these findings and the Director General's suggestion that other criteria for AOs may be more appropriate than the 50% ICOM membership requirement. Per Rekdal said that it has been clear for several decades that the percentage of ICOM members has not been monitored, and that the wording in the Statutes focuses not on the percentage of members but on the usefulness of AOs; it would be dangerous for ICOM to exclude AOs.

EC members agreed that they are crucial to ICOM's development and that member numbers are less important than how ICOM can engage with them in dialogue not as competitors but partners.

Furthermore, the need to identify important relevant organisations and actively seek them out was expressed by several members.

George Abungu suggested lowering the ICOM membership requirement to 25%. The President asked EC members on how best to proceed, and the consensus was that the Statutes should not yet be modified, but AO chairs should be informed of the recommended change in the requirement of ICOM membership to 25%. It was suggested that voting rights be discussed down the line.

Decision 130-06

The Executive Council unanimously approved the re-establishment of the National Committee of Pakistan. Concerning the Affiliated Organisations, the Executive Council recommends lowering the requirement of ICOM membership from 50% to 25% and informing them that they will be invited, as every year, to participate in the June Meetings in the future in an effort to strengthen ties with ICOM.

9/ Activities for Africa (item 5 on the agenda)

The President presented this item, recalling the EC's longstanding desire to develop and support ICOM programmes and activities in Africa and recent examples that have been carried out with success. He stressed the need for sustainable structures, and said that in the wake of the successful launch of the ICOM International Training Centre in Beijing, the idea emerged to hold an extraordinary session of the ICOM-ITC in Arusha, Tanzania in September 2015. He announced that following discussions with Chinese colleagues from the Palace Museum, the organisation of this session could be made possible with support amounting to €70,000 secured by the chairperson of ICOM China and the Director of the Palace Museum, and further support coming from ICOM.

He explained that in the long term, a permanent training centre in Africa and potentially in Latin America could help strengthen ICOM's role in these regions, and said that the Angolan government has repeatedly voiced interest in creating such a centre. Luis Raposo, former Chair of ICOM Portugal and Vice-Chair of ICOM Europe, is currently looking into the feasibility of the project.

An extensive discussion ensued among EC members as to the wisdom of creating such a centre in Angola. Members pointed out that in Beijing, all of the infrastructure already existed, and facilities were not built from the ground up; appropriate infrastructure already exists in any number of African cities. Furthermore, the ICOM-ITC in Beijing was the fruit of previous dialogue among Asian colleagues and a joint decision that was made. It was suggested that ICOM Angola undertake discussions with other NCs in the region, in the name of sustainability and credibility. In response to enquiries about the absence of AFRICOM participation in the project, the President explained the affiliated organisation current situation and stated that it will be invited to work with ICOM on the content.

George Abungu stated that it would be necessary to carefully look into the Angolan funding, and other members shared his concerns about the proposal. Tereza Scheiner enquired as to the source of the museological expertise that would be involved in such an effort and said that this information must be made clear to ICOM.

Concerning the extraordinary ICOM-ITC in Tanzania, Laishun An explained that he has just recently received the green light from the Director of the Palace Museum and the Chair of ICOM China, which he had to push very hard to get. He reiterated that it would not have been possible to move forward on the extraordinary ITC without the money secured from various public authorities and private companies. He also recalled the two years of preparatory work necessary to launch the permanent ITC in Beijing and agreed that more patience is called for, but that this is a positive first step.

The President then summarised that for the forthcoming extraordinary session of the Beijing ITC in Arusha, technical and logistical issues need to be clarified with Tanzanian museums, and the programme content will be defined by the ITC programme committee and Tanzanian host museum.

As for the permanent ITC in Africa, he will seek to glean further information from Luis Raposo and ask that he contact Ossama Abdel Meguid and involve African NCs as well as representatives of training institutions more closely in the conversation, before a final decision is made later. He concluded by stating his intention to tell ICOM's Angolan contact that interest remains but a number of steps must be taken first. He expects a report on any decisions or recommendations to be made at the next Executive Council.

10/ Report from the Advisory Committee

The report from the Advisory Committee was presented by the Director General in the absence of Chair Suay Aksoy, encompassing a) preliminary ideas for the Advisory agenda in June 2015, b) listing recommendations from the Advisory and Separate NC and IC meetings in June 2014, and c) other matters. The following questions and comments were raised in response:

- ✓ A draft of the museum definition is needed for the statutes and by-laws.
- ✓ The branding presentation could be useful in considering the question, "where we want ICOM to be in ten years?"
- ✓ It must be made clear that there is no charge for joining an IC.
- ✓ As pertains to Recommendation 2: It does not make sense to fund the Technical Committee on Membership Database.
- ✓ As pertains to Recommendation 4: The Korean delegation to UNESCO and ICOM Korea are preparing a resolution to lobby for a Year of the Museum; the idea of stamps for ICOM's 70th anniversary was suggested as sure to interest a number of countries.
- ✓ As pertains to Recommendation 6, the fund to cover start-up expenses for the General Conference was rejected. The Treasurer recalled that such a fund has never existed before and there is no reason for it to start now; it was stated that if an NC cannot be financially responsible from the beginning they should not apply to host the General Conference in the first place.
- ✓ As pertains to Recommendation 7, listing Affiliated Organisations on the membership application form would lead to confusion and International Committees must be promoted first and foremost.

In her absence, EC members congratulated Suay Aksoy for her report.

11/ Report on the 3rd Seminar of the ICOM International Training Centre, Beijing, 27 October-4 November, 2014

Laishun An and Yu Zhang gave a summary on the 3rd Seminar of the ICOM International Training Centre held in Beijing from 27 October to 4 November, 2014, on the theme *Learning in Museums*. Thirty-six participants from Asia-Pacific, Africa, Europe and Latin America attended the seminar, as well as nine lecturers, including four from China and five from abroad.

Laishun An noted certain innovations introduced in this seminar in order to improve quality and service for participants:

- ✓ the seminar included a 'show-and-tell' session allowing each participants to present a successful learning programme from their own museum in three minutes;

- ✓ all participants and lecturers stayed in the same hotel to facilitate comfort and communication;
- ✓ evening entertainment activity was included in the programme.

He stated that lecturers and participants expressed unprecedented levels of satisfaction with the workshop, and as has been the case with the two previous sessions, participants filled out evaluation questionnaires at the end, which are now being analysed. A separate evaluation is also being conducted by the Chinese organisers, and the comments, observations and suggestions will be summarised for subsequent discussion on how to improve forthcoming workshops.

He announced that the next seminar will be held from 13 to 21 April, 2015, on the theme *Exhibitions in Museums*.

He concluded his report with praise for the outstanding leadership of the Palace Museum and the hard work of the ITC team, so essential to making the workshops a great success, and for the ongoing support and contribution of ICOM Secretariat and ICOM China. He expressed particular appreciation for the tremendous input in terms of ideas and energy from Claude Faubert, ICOM-ITC Coordinator, and Yu Zhang, Head of the Communications and Publications Department of ICOM, which has ensured the high professional quality of the seminar.

Yu Zhang noted that she has seen substantial improvement in the programme and logistical functioning since the ITC's launch in November 2013. She has had the opportunity to speak extensively with participants, noting efforts to continually improve the workshop and highlighting the success of Chinese partners in creating a sustainable budget model for the workshop.

She explained that efforts are now focused on improving the gathering of input from participants, of which there have now been more than 100. Facebook and ICOMMUNITY are notably being used for the sharing of comments and documents, facilitating dialogue upon the return of participants to their respective museums. She stated that detailed evaluations are now needed from the first 30 participants on how they have been able to use the knowledge gained in Beijing in their museums and share it with their colleagues over the past year. She noted budgetary success in the form of partial grants from Japan, South Korea and Ireland, which allowed for more participants this time than in previous sessions.

EC members congratulated ITC colleagues for their great success, expressing satisfaction with opportunities provided by the training centre in allowing a younger generation of museum professionals to act as ambassadors for ICOM. It was suggested that stronger links be created between ITC participants and ICs – notably ICTOP – in order to raise visibility on these trainees and facilitate the exchange of experiences.

The President thanked Laishun An and Yu Zhang for their report.

12/ Report on the Organisation of the 24th ICOM General Conference 2016, Milan

Alberto Garlandini presented the item, firstly announcing that financial and operational support will be secured from the Italian Government via approval of a recent bipartisan motion by the Italian Parliament. He said that a series of institutional meetings between the ICOM President, Director General and national and local authorities and partners were being held to coincide with the Executive Council meeting, noting that the previous day's meetings in Rome with the Minister of Cultural Affairs and the Undersecretary of State for the Minister of Foreign Affairs and International Cooperation had been extremely successful. A memorandum of understanding will notably be signed between ICOM and the Ministry of Cultural Affairs concerning the latter's support for ICOM. He also

highlighted that the Ministry of Foreign Affairs will ensure a fast track for visa obtainment by conference participants, with a dedicated office within the ministry.

He announced that the prestigious Milanese monument, the Castello Sforzesco, will be provided free of charge by the City of Milan as the venue of the Opening Party on 4 July, 2016. The Palazzo dell'Arte of the Foundation la Triennale di Milano will serve as the venue for the Closing Party on 9 July, 2016, also offered free of charge.

Additionally, an agreement will be signed with national tourist organisation Touring Club Italiano for quality pre- and post-conference tours, and with the Foundation Collegio delle Universita Milanese for reasonably-priced student rooms to be made available to participants.

He stated that an Italian Business Development Manager for the conference had recently been recruited, and that she is employed and paid by Kit-Group, dividing her time between Milan and Berlin.

He concluded by highlighting that a promotional print and e-book on the General Conference and its theme, *Museums and cultural landscapes*, had been published in English, French, Spanish and Italian, and requesting that the Secretariat contact all ICOM members to share this information with them. He said that the Organising Committee had promoted and would continue to promote ICOM 2016 and discussions of its theme in a number of international conferences, noting the July 2014 international conference organised by ICOM Italy in Siena, which resulted in the approval of the Siena Charter, encompassing the Italian view on the responsibilities of museums towards the heritage and landscapes that surround them.

The President said that in attending a number of international committee meetings, he had recommended that ICs invite someone from the Organising Committee to their respective forthcoming annual meetings and encouraged them to prepare activities on the theme leading up to the conference, with the help of Italian colleagues.

Tereza Scheiner enquired as to the possibility of Italian language courses through the Italian cultural institute in different countries. Alberto Garlandini confirmed that this had been discussed with the Minister of Foreign Affairs, and a document on ICOM 2016 will soon be sent out to all Italian embassies and consulates presenting the 2016 General Conference and recommending that special services be offered to ICOM members, including language courses.

The President thanked Alberto Garlandini for this update on the preparations for the next 2016 ICOM General Conference.

13/ Update on the UNESCO/ICOM Agreement and Update on ICOM offices in UNESCO-Miollis (item 14 on agenda)

The Director General presented this item, summarising progress made since April on the new agreement between ICOM and UNESCO. She recalled that a first draft had already been signed by Francesco Bandarin but was unacceptable and the ICOM President had been advised not to sign it.

She recently met with the new Assistant Director General for Culture, Alfredo Pérez, explaining to him that ICOM would like to slightly modify article 2 and close the discussion on the ICOM premises prior to signing. She informed EC members that she would thus speak about item 14 (Update on ICOM offices in UNESCO-Miollis) at the same time.

She explained that the decision on the offices falls not to the UNESCO Secretariat, but to a committee of member states. She was informed that a meeting will be organised soon regarding the establishment of fair rent for the UNESCO offices, stating that this is an improvement in that UNESCO realises that it had set the rent too high, with problems arising for a number of NGOs due to the fact that member states are changing rents from year to year.

She highlighted that since UNESCO has closed its museums section, they are asking ICOM to support its strategy and politics regarding museums. She had requested not free but fair rent, to be detailed in an agreement that will provide more office space than is currently the case as well as an office for the DG, which will hopefully be reached by early 2015.

The Director General stressed that it would be best not to sign the agreement yet, but to wait for negotiations to conclude and to sign a general framework agreement, recalling that the second point of the agreement concerns a normative instrument on museums. This has been in the works for two years and a second draft, prepared with the help of François Mairesse, had just been sent to UNESCO and will be finalised by 20 January, 2015. A meeting to finalise the recommendation will take place in May 2015, just prior to the next Executive Council meeting.

She concluded by saying that ICOM is doing its best to cooperate and communicate with UNESCO, which has been weakened due to the closure of its museums section, while being careful to remain independent and fulfil its specific ICOM missions.

14/ Update on ICOM Foundation (item 15 on agenda)

The Director General then presented this item, stating that it is necessary to work differently with the ICOM Foundation for legal reasons: dues are currently sent directly to the ICOM Secretariat, while in fact they should be collected separately by the Foundation and transferred to ICOM at the year's end. She said that she had recently met with the Foundation President, Christine Boël, who understood the need for change in this respect.

She stated that henceforth, ICOM will need to clearly state how it is using the money from the Foundation, listing specific projects rather than having a general 'donation' line in the budget.

The next step is to make clear to the Foundation President the obligation for the Foundation to deal with its own members, rather than ICOM doing so.

There are currently some 800 Foundation members, largely individuals rather than institutions. The goal now is to develop institutional membership and increase the fundraising potential of the Foundation. The Director General stated that a written report will be presented next June on the modifications in the ICOM Foundation financial issues, and the Foundation President may be invited to be present at the December EC meeting.

In response to Inkyung Chang's query, the Director General confirmed that the ICOM Foundation is a wholly independent entity.

15/ Update on 'Fonds de Dotation' (Endowment Fund) (item 17 on agenda)

The Director General then introduced this item, presenting the budget of the Endowment Fund and explaining that it is a new independent body, administered by the ICOM President, Treasurer and Director General. She explained that this entity has been created for French associations as the law does not allow them to record a profit, otherwise they have to change status from non-profit to

for-profit organisations. The money in the fund must thus be used to express the body's strategy, and display results. ICOM's Statutory Auditor has made it clear that ICOM cannot continue to do nothing with the money in its endowment fund, which was created in 2013.

The Director General thus explained that the money in the fund is to be used to develop activities for ICOM members, from training development to bursaries. One staff member will be hired in January 2015 to run the fund, which currently holds some €300,000, although this amount will decrease in the coming years as the money is spent.

In response to questions from EC members, the Director General stated that the EC is not legally called upon to vote on matters concerning the Endowment Fund, as this is an entity separate from the EC, but may work together with those in charge of the fund. The fund may be dissolved by the Board (the ICOM President, Treasurer and Director General together).

Inkyung Chang clarified that the EC votes whether to transfer excess money at the year's end to the endowment fund, as had happened the previous day. The Director General responded that in doing so, this is ensuring that the money will be spent, as otherwise, taxes must be paid on the surplus. She stressed that the fund is not a bank account or a reserve, and that it is also the responsibility of the Statutory Auditor to ensure that ICOM is properly using the fund.

The Director General said in response to queries from EC members that there are few restrictions on how the ICOM Endowment Fund may be used: in addition to bursaries and programmes that uphold a clear strategy related to that of ICOM, it may be used for salary for the staff member(s) managing it, noting that the work contract is directly with the endowment fund and not with ICOM.

The Treasurer suggested enlarging the fund's board of administrators to make it more transparent, including two members not from an ICOM governing body but from the Finance and Resources Committee, for example.

Tereza Scheiner enquired whether Special Projects could fall under the ICOM Endowment Fund and the Director General replied that this possibility will be looked into for next year.

16/ Update on MUSEDOMA

The Director General presented this item for information, relating that MUSEDOMA is now a separate non-profit organisation (French Association Loi 1901) run by the President and Treasurer, with the Director General as Secretary, and that its annual general assembly had been held the previous day. The body's purpose is to sell the .museum domain name.

She stated that as its commercial activity is not consistent with the association's non-profit status, the accountant suggested creating a commercial branch allowing for the possibility of gaining financial resources from .museum. She stressed that it would be strategic for ICOM to explore the possibility of marketing and commercial activities with the help of skilled staff to be recruited, and that it had been decided the previous day to adopt a three-year plan to do so. If, by 2017, these objectives have not been reached, this project will be abandoned.

Goranka Horjan suggested using the ICOM Endowment Fund to find a qualified staff member to work in this online marketing domain.

The Treasurer voiced the need to have an agreement with ICANN, the body coordinating the Internet's naming system, and cautioned against focusing too much on commercial activities, which could lead to a loss of non-profit status, stressing the importance of maintaining an exit strategy.

17/ Update on ICOM Branding/Publications (item 18 on agenda)

The President introduced Bastien Noël from the ICOM Secretariat to present the first part of this item. He described the branding audit he had undertaken in recent months on ICOM's identity, discussing a number of aspects pertaining to his methodology and findings.

He stressed the distinction between brand and logo, explaining that the ICOM brand has never been clearly defined and faces challenges from within and outside the organisation. An internal as well as external audit provided an overview of ICOM's offer, missions and activities and the evolution of these aspects over time, enabling an analysis of the current status of the ICOM brand and the drawing-up of a segmentation of brand users (i.e. members and other stakeholders) and their expectations.

The objectives of the rebranding are to clarify ICOM's offer, targets and missions; and to unite people within the organisation and the network. This is to be expressed in a brand platform, guiding the strategic direction of the institution, ultimately leading to the implementation of a campaign and the creation of visual guidelines with the help of a communications agency.

EC members had a number of comments and questions in response to the presentation. George Abungu highlighted the need to attract younger members in order to be sustainable and stressed that, as is visible in the multiplicity of ICOM logos, the organisation speaks different languages to different people. He stressed that diversity is also a matter of survival, as is capitalisation of heritage as opposed to a conservative non-profit position. Bastien Noël responded that clear brand architecture should allow the ICOM identity to express itself within this framework.

Inkyung Chang suggested that clear aims and goals in terms of branding and marketing should be determined leading up to the 70th anniversary of ICOM, developed in the framework of a strategic plan.

Ossama Abdel Meguid commented that organisations such as UNESCO and the UN have nothing to sell, but that ICOM's branding is a tool for the promotion of museums, contributing to the issue of financing for museums and helping them function.

The President then asked the Director General to present the update of publications.

The Director General summarised the current situation with the scholarly journal *Museum International*, which is now co-published by ICOM and Wiley-Blackwell following the transfer of publishing rights from UNESCO to ICOM in 2013. The two-year transfer negotiation process led to delays in the publishing of issues, and she stressed that legal responsibility for the journal's publishing does not fall squarely on the shoulders of the General Secretariat, where three full-time staff members are working on publications; the co-publisher is not currently living up to its duties in terms of reactivity. Discussion among the newly-created Editorial Board for the journal is creating extensive back-and-forth as well.

She then stated that it is necessary to distinguish between *Museum International* and *ICOM News*, which is a communication tool with contributions from the network. The decision had been made to stop printing *ICOM News* for category 1 and 2 countries, but the Director General said that the current situation is frustrating in that it is neither a print nor a digital publication. A strong decision is necessary to decide on the form that it will take, as it is unfortunate to have print for some and

digital for others. If the future lies in digital publishing alone, then she would request a one-year transition period in order to transform the work process, conceiving of a truly digital publication; in the meantime, she would ask for permission to print the magazine for all members for one year.

The President asked how *ICOM News* would differ from the e-newsletter, should it become all-digital. The Treasurer suggested distinguishing the academic and print *Museum International* from all other publications, which should be digital, and even suggested combining the newsletter and *ICOM News*.

George Abungu warned against the risk of alienating a small audience sector without the digital access that may be considered standard by those in the room. The Director General replied that the Secretariat staff is able to handle print publications but that training and/or other human resources would be necessary for a digital publication, which would also be costly. She recognised the need to reach all members and not simply those with Internet. She also sought to clarify that *Museum International* is for sale and is not an automatic member benefit, and thus, if *ICOM News* is no longer printed, members will receive no benefits in the form of a paper publication.

The President suggested that the decision on the format of *ICOM News* should be postponed in order to allow for deeper research into the issue. Inkyung Chang commented that the issue must be tied in with the overarching issue of member benefits as well.

The Director General stated that a report would be prepared for the next Executive Council meeting providing more information on the potential digitisation of *ICOM News*, with a budget showing the difference between a print-only versus digital-only publication, aggregated with staff costs. She requested authorisation to print *ICOM News* for all members in 2015.

Decision 130-07

In anticipation of a decision on the future of *ICOM News* in June 2015, the Executive Council approved the decision to print *ICOM News* for all ICOM members in 2015.

18/ Update on the preparations for the 70th anniversary of ICOM (item 19 on agenda)

The President introduced the item, summarising progress pertaining to the following aspects:

- ✓ the proposed exhibition entitled 'ICOM turns 70' to be held at the 2016 General Conference in Milan, organised by François Mairesse;
- ✓ the book on ICOM ethics being prepared by Bernice Murphy;
- ✓ a new ICOM membership card and pins to be distributed at the General Conference.

In response to this update, George Abungu commented that these 70th anniversary activities should lead ICOM into the future and not strictly focus on everything ICOM has accomplished thus far in the field of ethics. The book on ethics could be an opportunity for self-critique and used to improve the workings of ICOM in general. Diana Pardue added that the exhibition should look to the future of ICOM as well. Further topics for the book were suggested, including ethics and the digital world, and ethics and intellectual property.

Merete Ipsen commented that it is impossible to write ethics for the future, but suggested addressing contemporary uses of ethics, and for the exhibition, to invite some young members to participate, providing their views on what museums will be like in 70 years.

Peter Keller said that following up from the conversation on branding held that afternoon, a thick book is geared for an older audience, and he suggested completely rethinking communications tools for the anniversary.

Laishun An recalled that at one point, ICOM had produced a very short, highly effective video presentation of the organisation, and that this could be highlighted by ICOM committees leading up to 2016.

The President said that he would request that François Mairesse and Bernice Murphy provide an update for the next Executive Council meeting, and that in the meantime, the General Secretariat will consider the new ideas suggested for the 70th anniversary celebrations.

19/ Next Meeting of the Executive Council (item 20 on agenda)

The President informed members that the next Executive Council meeting will be held on 30-31 May, 2015, and that the Annual Meetings will be held on 1-3 June.

The Director General noted that an additional voting session will have to be organised in 2015 concerning the 2019 General Conference location.

20/ Other matters (item 21 on agenda)

The President announced that applications to host the 2019 General Conference had been received from Kyoto, Japan and Cincinnati, Ohio, US.

Tereza Scheiner announced that commemorations for the 25th anniversary of ICOFOM-LAM had been held in 2014 and highlighted the success of this self-sustaining regional network of museum theorists, which has produced 7 issues of its newsletters and 21 books over the past quarter-century. She stressed that this success has come despite no specific budget being allocated to the network, and added that a number of young and student members participate in it.

George Abungu pointed out that the time contributed by members for activities is worth something, and to say that the organisation has no budget is to do it a disservice. Tereza Scheiner explained that this is taken into account, and that the contribution of national committees in the Region for specific meetings and some of the publications is clearly recognised. She also added that on one or two occasions, ICOFOM has allocated small funds to this network. Nevertheless, ICOFOM LAM may be considered self-sustainable not only because of voluntary work, but also due to the amount of personal members funding, which has permitted its development over 25 years.

In terms of the point she wished to raise on the mediation programme, Diana Pardue stated that she simply wanted to clarify whether the mediation programme could be used to resolve situations that have arisen in a number of US museums.

The Director General responded that a point on the mediation programme would be prepared for the next Executive Council meeting.

The Advisory Chair enquired (in writing) as to whether the scope of the ICOM International Observatory could be extended to comprise something like a "Museum Watch on the Preservation of Urban Heritage", or if this could be developed as a totally different project. The enquiry was not supported.

The meeting was concluded at 7pm.