



## **131<sup>st</sup> Session of the Executive Council Paris, 30 - 31 May, 2015**

### **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

Prof. Dr Laishun An (China)

In-kyung Chang (Republic of Korea)

Luisa de Peña Diaz (Dominican Republic)

Alberto Garlandini (Italy)

Goranka Horjan (Croatia)

Merete Ipsen (Denmark)

Diana Pardue (USA)

Prof. Dr Regine Schulz (Germany)

Suay Aksoy (Turkey), Chair of the Advisory Committee, *ex-officio* member of the Executive Council

#### **Excused members:**

Dr Ossama A. W. Abdel Meguid (Egypt)

Dr Willem De Vos (Belgium)

Prof. Dr Anne-Catherine Robert-Hauglustaine was present as Director General.  
Aedín Mac Devitt was recording secretary for the meeting.

The session began on 30 May, 2015 at 10:00am.

### **President's opening remarks**

The President welcomed the Executive Council members and announced that Ossama Abdel Meguid and Wim de Vos were unable to attend the meeting.

He informed members of ICOM's mission to Katmandu, Nepal, and that Corine Wegener, Chair of the Disaster Relief Task Force, would inform the Advisory Committee of the results.

He also informed them that he and the Director General had attended the meeting on the ICOM-UNESCO Recommendation on the Protection and Promotion of Museums, their Diversity and their Role in Society, which was held with the UNESCO member states. He said the draft would be presented at the UNESCO General Conference in November, and if it is voted, ICOM would need to reflect on how to apply it.

### **1/ Agenda**

The President confirmed that the EC members had received the working documents on time. Regine Schulz asked if she could give a short report on the International Tutankhamun Conference she had attended in Cairo, Egypt. Suay Aksoy asked if the work plan proposed by the Working Group on Member Processing led by Nick Crofts could be discussed.

The agenda was approved with the above two extra items to be included under "other matters".

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#### **Decision 131-01**

**The Executive Council approved the agenda, with two extra items added.**

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### **2/ Minutes of the 130<sup>th</sup> Session, 14 – 15 December, 2014, Paris**

The President reminded participants that it was important that everyone give their comments on the minutes as soon as they receive the draft.

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## Decision 131-02

The Executive Council unanimously approved the Minutes of the 130<sup>th</sup> Session with no amendments.

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### 3/ Auditor's opinion on the 2014 financial statements and Sarec report

#### The 2014 Financial Statements

The Treasurer presented the 2014 Financial Statements.

In terms of income, he pointed to a 4.9% rise in membership dues, which makes up 75.5% of ICOM's income. He explained that the rise in membership numbers had been higher than the rise in membership dues due to the increase in numbers in certain country categories. Significant subsidies were also received for ICOM's programmes activity and he cited income received for the *Museum International* journal.

The reversal of two provision figures for contingency amounting to EUR 200,000 also boosted the income. He confirmed a total membership income of 3 million euros, including National Committees and the ICOM Foundation.

In terms of expenses, he stated that overhead costs accounted for 9.2% of the total, and that operating expenses, including salaries of the Secretariat staff, made up 44.4%. The result was total running costs of 53.6%. He commented that that figure would increase in 2015, as it would include the rent to be paid for the new UNESCO offices that ICOM will be occupying.

He stated that annual subsidies to the International Committees increased as did Special Project funding. He also pointed out that 7.5% of ICOM's total expenses was transferred to the Endowment Fund.

The figure for expenses related to missions was EUR 115,000, including the President's travel expenses, as well as the expenses of the Secretariat and the Director General.

He highlighted the large sum allocated to the maintenance of computers (EUR 42,000). He observed that this represented EUR 1,800 per staff member, and the figure increased if maintenance costs for the member database were included.

In response to this comment, the Director General suggested that instead of spending this money on an external service provider, it would make more sense to hire a full-time network administrator for the Secretariat. She said that this recruitment was a priority and that although it would increase salary expenses, operating expenses would be reduced, and she felt it would be an important addition to the team as he or she would provide support for ICOMMUNITY, the member database, etc.

### **Sarec report**

The Treasurer presented an oral report on SAREC. He explained that SAREC had met in February 2015 to discuss the various applications from the network for Special Projects, grants and subsidies to International Committees. He said that the budget allocation had increased by 5% from the previous year.

Out of 44 applications, a total of 24 grants were allocated to young museum professionals wishing to attend International Committee meetings, with EUR 43,700 distributed in total. The Treasurer explained that bursaries had been distributed equally all over the world and that members from country categories 2, 3 and 4 were prioritised.

He explained that one grant was allocated to a member from a category 1 country due to her unemployed status. It was clarified that members from category 1 countries could apply only under special circumstances.

Some 38 applications were received for Special Projects. The Treasurer explained that SAREC had prepared a ranking system with different categories for discussion. In analysing the applications, SAREC members tried to achieve a balance between the different criteria. Sixteen projects were selected.

SAREC discussed the activities and the potential of the International Committees. The Treasurer mentioned that a committee's size is not necessarily an indication of its level of activity. He concluded by commenting that the reports are a good tool for International Committees to analyse

their activities, and he expressed his hope that committees would be increasingly active in order to make ICOM more visible.

#### **4/ Creation and dissolution of National Committees (Item 5 on the agenda)**

The Director General explained that some of the National Committees in African countries were going through a difficult time due to the political context, so ICOM was not looking to dissolve them but rather to put them in reorganisation for now.

However, she clarified that in Zimbabwe the National Committee has been inactive for years, so this committee would be dissolved. She shared the good news about the National Committee in Tanzania, which was to be re-established.

When asked for clarification on what re-organisation meant for committees, the Director General explained that it meant that the Secretariat would work with them to see if there were actions that could be taken to improve their situation.

When asked about ICOM Indonesia, the Director General confirmed that it would remain a National Committee with the hope that their situation was improving.

The Executive Council approved the draft decision.

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#### **Decision 131-03**

**The Executive Council approved the re-establishment of the National Committee of Tanzania provided that all official documents are received. Concerning the National Committees of ICOM Benin, ICOM Congo (Brazzaville), ICOM Mali, ICOM Swaziland and ICOM Togo the Executive Council decided that they should remain 'under reorganisation' for one (more) year. ICOM Zimbabwe shall be dissolved.**

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#### **5/ Update on CIMAM and ASTC-Association of Science Technology Centres' requests to become Affiliated Organisations (Item 7 on the agenda)**

##### **ASTC**

The Director General explained how ASTC had requested a Memorandum of Understanding with ICOM last year. She said it was a well-known, large association with some 2,500 members. She felt that it would be good to have a science and technology component within ICOM as it was currently the weak link in the organisation.

She therefore asked the Executive Council to approve the MoU with ASTC.

The Treasurer queried the percentage (50%) of ICOM members required before an organisation can become affiliated that was quoted in the document as he thought this percentage had been lowered. The Director General said that this would be changed in the document, to 25%.

There was discussion as to whether some members of ASTC were truly museums. Others raised the concern that some members of Affiliated Organisations do business with museums.

In response, the Director General commented that this membership criteria discussion was also relevant to International Committees. She agreed that some of ASTC's members would see themselves as centres. Some EC members commented that they saw science centres as part of the museum community and felt the new museum definition should reflect this.

The Treasurer recommended asking for membership figures, including the number of ICOM members.

#### **CIMAM**

The Director General explained that CIMAM wants to create its own association and become an Affiliated Organisation of ICOM. She said that negotiations were still taking place due to some organisational changes/issues within CIMAM. She said that the agreement was almost finalised and that CIMAM would be given a two-year probation period as an Affiliated Organisation.

She also explained that for the moment ICOM would assist them in obtaining funding from the Getty Foundation. As they are not yet officially an association, this would otherwise have been impossible.

One member asked whether they would be present at the 2016 ICOM General Conference. The Director General answered that they were planning a meeting elsewhere. However, it was added that ICOM will be a partner of CIMAM's next annual conference in Tokyo. This will allow ICOM to deal directly with Getty on the administrative aspects regarding the travel grants.

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#### **Decision 131-04**

**The Executive Council approves the creation of ASTC as an affiliated organisation and the change of CIMAM status from an International Committee to affiliated organisation for a probationary period of two years.**

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## **6/ Activities for Africa (Extraordinary Seminar ICOM-ITC Tanzania, Permanent ICOM-ITC for Africa in Angola) (Item 4 on the agenda)**

The President first thanked everyone who had participated in the ICOM-ITC Tanzania project: George Abungu, Laishun An, Claude Faubert and Raphael Roig.

He said the ITC model in Beijing had been very well received, and will be a model for training centres in other countries. He said there had been proposals of other training projects in Arab and African states, and that the concept of international seminars seemed to be going very well.

He expressed his pleasure to see the seminar in Tanzania come to fruition, stating that it was a wonderful result of the Executive Council's policy for Africa.

Raphaël Roig, Senior Programmes Officer, explained that an international partnership had been created between ICOM, ICOM Tanzania, the Palace Museum, and the National Museum of Tanzania to bring about the seminar.

He described the location, the Arusha National Natural History Museum, which was equipped with all the necessary technical equipment. He said participants would come from all over Africa, not just Tanzania, but priority would be given to English speakers given that the content would all be in English.

The programme will include a nine-day training session with a two-day excursion. The themes will include collecting, marketing, community outreach, with a full day dedicated to community engagement.

He then presented a training project in progress with Algeria. He explained that the Algerian government had sent out a Call for Tender for a heritage training project in the country. ICOM was approached by Hydea, an architecture agency, who asked if they would answer the call. ICOM agreed and the consortium proposal was accepted. ICOM will therefore work on the project in partnership with the School of Avignon, French National Audiovisual Institute, and IBF (a consulting firm) and Hydea.

The plan is to develop a EUR 1.7-million training programme, including selecting a national system for inventory, a training programme to use this inventory and initial courses in heritage conservation. Raphaël Roig said there would also be a continuous training programme for museum professionals already working in Algerian institutions.

He said that although the contract was not yet signed, an advance payment had been received, which would allow work to start on the full programme.

One member expressed the need to ensure quality given that the project was to be in collaboration with other private companies. Raphaël Roig answered said that ICOM would bring expertise and content only, as all logistics would be taken care of by the other partners.

The Director General commented that this was new territory for ICOM, so a new member of staff would be hired with an experienced training profile, but said that Raphaël will coordinate the whole process.

Several members said that they were happy to see this programme being developed, and suggested it would be good to reflect on the experience afterwards and perhaps introduce a self-evaluation tool. When asked about income, Raphaël Roig confirmed that 10% income was expected to be generated from this programme.

Finally, he spoke about Planete Urgence (PU), an association that supports projects being implemented in vulnerable contexts. PU developed the *congés solidaires*, or solidarity leave, whereby an institution expresses a need and PU finds someone in the network with the required skill. The institution grants the volunteer paid leave to carry out the assignment. He said that ICOM could draft a MoU with PU in order to implement a pilot project, whereby ICOM would identify institutions in need of technical training, and would search for volunteers within its network able to provide this.

The President then welcomed Luis Raposo, Deputy Chair of ICOM Europe and former Chair of ICOM Portugal, who is working together with Ossama El Meguid to consider the proposal by the Angolan authorities to create an ICOM International Training Centre for Africa in Angola. He said he had some serious reservations about the initial proposal, which involved the centre being located in a very remote area of Angola, close to military installations, etc. However, he said that the second proposal was a dramatic improvement. The centre would be located in the capital, in a prestigious area close to universities. He described the centre, which would span 60,000m<sup>2</sup> and was quite luxurious, with a library, a museum, swimming pools, etc. He said their intention is to build a centre to train people in heritage in general, so ICOM ITC would be just one part of the project.

He and Ossama had prepared and sent a questionnaire to the Chairs of the ICOM National Committees in Africa and other heritage organisations in Africa asking for their opinion and potential support for the installation of a Permanent ICOM International Training Centre for Africa. He said the questionnaire was sent to 24 NCs, and 12 answers were received among those. He said all were favourable to the centre. He added that AFRICOM had responded in a very committed way. The President thanked Luis Raposo for the report and said that the Angolan delegation would have five representatives at the Advisory Committee meeting.

When asked what the viability of having the centre built in time for ICOM to accomplish this project was, Luis Raposo responded that they had suggested temporary installations while the centre was being constructed. He added that the project was being supported by the Ministry of Defence.



Some reservations on the project were discussed, but most members agreed that it was an opportunity that ICOM should not pass up, but that it should be very clear on the terms and objectives.

Luis Raposo commented that it would be critical to involve other museums. He added that after two years of talks, it was now necessary to go to an official level.

The President concluded by recommending that a letter be sent to the Angolan Minister of Culture thanking her and asking for further discussion on the matter.

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#### **Decision 131-05**

**The Executive Council asks the ICOM President to write an official letter to the Minister of Culture in Angola with a view to pursuing further discussions regarding the establishment of a permanent ICOM-ITC for Africa – following the Beijing model – in the country.**

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#### **7/ Report on the Art and Cultural Heritage Mediation Programme (Item 15 on the agenda)**

Samia Slimani, Head of the Legal Affairs Department at the ICOM Secretariat, presented an oral report on the ICOM-WIPO Art and Cultural Mediation Programme.

She first explained the background to the ICOM-WIPO partnership, which was created in 2011 for a five-year period with the potential to be renewed. The basis of the partnership is to collaborate on themes of common interest. One major aspect is to examine the restrictions and limitations to copyright, and the possibility for developing countries to have more access to information. In this context, ICOM's Legal Affairs Committee (LEAC) participated in three meetings at the WIPO headquarters in Geneva. This resulted in WIPO commissioning a study on museums and copyright issues for which ICOM recommended an expert (Mr Jean François Canat). The study was released and published on WIPO's website in June. It will be discussed among member states at the WIPO SCCRR meeting in December.

She distributed a statement by ICOM concerning exceptions to copyright, which was drafted by LEAC, and could serve as an initial position statement from ICOM.

She then presented the other aspect of the WIPO partnership, the mediation programme, which was created in 2011. The strategy adopted was to promote the programme through training sessions on a not-for-profit basis. The first year two training sessions were held in France, followed

by one in London. A subsequent training session was cancelled and it has since been a challenge to revitalise the programme due to limited financial resources.

She said there was a lot of work to be done in educating people about alternative dispute resolution (ADR). For instance, she said it took WIPO, who is the leader in the resolution of intellectual property issues, eight years to bring their first case forward. Over the last three years ICOM was presented with three pre-mediation cases that never led to concrete ones. However, she said the programme is still an opportunity for ICOM in terms of reinforcing its leadership in providing standards and norms, especially in the ADR field.

The Director General added that members of WIPO were present at the presentation of the ICOM-UNESCO Recommendation on the Promotion and Protection of Museums, their Diversity and their Role in Society, to UNESCO member states. She said the work ICOM is doing with WIPO could be emphasised with the recommendation.

The question was asked as to whether the programme's training sessions were very intellectual or if they could be relevant for those working in museums. Samia Slimani replied that previously a free training session had been organised for the community, which had been well received. She said that this is something that could possibly be repeated.

When asked how intangible heritage can be protected Samia Slimani said that it was difficult to get a legal consensus on that as it was not always clear how to define and identify intangible heritage and the community in relation to intellectual property rights. However, she said that WIPO is interested in learning more about these issues through museum practice and experience.

One member commented that there should be more open-mindedness about copyright as it's impossible to protect the knowledge of a community that has built up over hundreds of years, and added that mediation is important to give this a voice.

It was also suggested/recommended that National Committees should work with WIPO in their own states.

### **8/ 2016 Elections Calendar (Item 23 on the agenda)**

The President explained that the election of the Executive Council and the Chair of the Advisory Committee for the 2016-2019 term would take place at the ICOM General Conference in Milan in July 2016.

He said that improvements had been made on the previous schedule in 2013.

He said that for the next meeting of the Executive Council in December, the list of nominated candidates would be available.

He confirmed that Dominique Ferriot was nominated Chair of the Elections and Nominations Committee. The Co-Chair will be the Chair of the Advisory Committee.

The Executive Council approved the calendar for the elections of the Executive Council and the Advisory Committee 2016-2019:

#### **Executive Council election**

**1 September to 30 November 2015:** submission of candidacies for the Executive Council 2016-2019

**Early December 2015:** the number of candidacies received on ICOM Website will be published

**From December 2015 to January 2016:** the Secretariat and the Election Committee will check the validity of the candidacies

**March 2016:** a brochure of elections including the candidates profile will be published on ICOMMUNITY website

**Late April 2016:** ballots for voting by correspondence will be sent by post mail to non-attending and non-represented Members

**31 May 2016:** dead-line for the return of the ballots.

#### **Chair and Vice-Chair of the Advisory Committee**

**February 2016:** call for candidacies

**From February to March 2016:** submission of candidacies

**Late March to early April 2016:** the Secretariat and the Election Committee will check the validity of the candidacies

**Late April 2016:** the Director General of ICOM will communicate the candidates list to the Advisory Committee and the ballots for voting by correspondence will be sent by post mail to non-attending and non-represented Chairs

**31 May 2016:** dead-line for the return of the ballots.

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#### **Decision 131-06**

**The Executive Council approves the calendar for the elections of the Executive Council and the Advisory Committee 2016-2019.**

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## **9/ Update on the preparations for the 70<sup>th</sup> Anniversary of ICOM (Item 12 on the agenda)**

The President reminded members that an ICOM publication on ethics would be published for ICOM's 70<sup>th</sup> anniversary. It would be edited by Bernice Murphy. He explained that the final draft proposal was presented and it was members' last chance to intervene. Members agreed unanimously that the proposal was solid and well balanced.

François Mairesse, Chair of ICOFOM, then presented the 70<sup>th</sup> anniversary exhibition project.

He explained how the project had begun over a year ago, as he was keen to gather archives related to the history of ICOM before certain key living human treasures would pass away.

The idea was to gather figures, pictures, facts, testimonies, etc.

He explained that Bastien Noël at the Secretariat was working on gathering a lot of information in trying to build a representative sample of ICOM members (old and young). He is working with a company to interview 20 key figures.

He concluded by saying that the exhibition could also possibly be "movable", to be reproduced for instance by National Committees.

Alberto Garlandini said that all the space required for the exhibition would be provided in Milan, but he would need to know requirements as soon as possible. François Mairesse replied that they first had to think about how it could be designed in order to be adapted as a travelling exhibition.

The Director General explained that she and François Mairesse had made an agreement with their students from the Sorbonne to assist in preparing the exhibition at no cost. She said they would have more precise sketches to present in December.

François Mairesse added that professional designers would also be hired, and that that would represent the biggest expense of the project.

Many members emphasised the need to be forward-looking, especially as this exhibition would be housed in UNESCO, and under scrutiny from the world. Other suggestions included a focus on the conventions that marked ICOM's development, and human rights issues.

### **Branding**

Bastien Noël then gave an update on branding. He explained that since the last EC meeting, steps had been taken to work towards a branding strategy, including the recruitment of an agency. He

said the recommendations from the Strategic Plan Committee were always referred to when defining objectives.

He finished by presenting some initial new logo proposals.

#### **10/ Next Meeting of the Executive Council (Item 24 on the agenda)**

The President opened Sunday's session at 9:45 am. He said that following discussion with members the previous evening; he would like to suggest adding a day to the next EC meeting for a discussion on branding. Some members had commented that it was not logical to discuss logos before a branding policy was identified.

The Treasurer suggested inviting a branding specialist and said he would recommend somebody. Many members agreed that there should be professional input in developing ICOM's branding concept.

It was decided that the meeting would take place on Sunday, 13 December at 10:00 or 11:00 am, followed by the Executive Council meeting on 14 and 15 December.

#### **11/ Update on ICOM India (Item 6 on the agenda)**

The President welcomed Vinod Daniel, former deputy Chair of ICOM CC to join the meeting for this agenda item. The President and the Council thanked him for being ICOM's mediator in India.

EC Members discussed the current situation including the ongoing court case. The EC noted that the 2015 membership renewal for Indian ICOM members was done directly through the ICOM Secretariat, and that this arrangement is working well.

The President suggested the next step could be a meeting of current members in India who have renewed membership for 2015 (through the ICOM Secretariat). The Director General also reminded EC members to be aware that ICOM India currently had no voting rights within ICOM.

The President summed up the discussion by confirming that ICOM India would continue to be suspended and a mandate would be given to Vinod Daniel to facilitate a meeting of ICOM India members.

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**Decision 131-07**

***The Executive Council agrees that ICOM India will remain suspended and provides Vinod Daniel with a mandate to facilitate meetings of ICOM members in India.***

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**12/ ICOM Annual Meetings, 1 – 3 June, 2015 (Item 9 on the agenda)**

Suay Aksoy explained that although the response of the Affiliated Organisations to make a presentation at the Advisory June Meeting 2015 had been slow initially, there are now a high number of presentations on the agenda. She said that the most important component of the Advisory June Meeting was the thematic workshops this year and that ICOM should build on this tradition. She thanked Per Rekdal and Michael Ryan for setting a good example of participative work on two main issues – governance and strategic planning.

It was decided that Alberto Garlandini would carry out the draw to decide which of the two potential host cities for the ICOM General Conference in 2019 would present first.

Although the result of the vote is only a recommendation to the EC, it was nevertheless decided that the result should be publicised immediately rather than on Wednesday, following the EC meeting.

As for voting on the International Museum Day themes, she confirmed that there had been 13 proposals. She would ask the floor for more suggestions to a limit of 20. A theme would be chosen for 2017 and 2018.

She briefly presented the rest of the agenda and the working group sessions.

In relation to IMD participation, George Abungu reiterated that Mauritius did not have a NC, but that they were very enthusiastic and would like to create one. This point was noted by the Director General.

Many members stressed the importance of DRTF and their work, the need to communicate more on their actions and to support museums in vulnerable contexts.

The Director General thanked Suay Aksoy for her contribution. She said the organisation of the annual meetings represented a lot of work for the General Secretariat and suggested assigning someone from the Secretariat as an assistant to the Advisory Committee Chair from now on. Members agreed with this suggestion.

**13/ Report on the 4<sup>th</sup> Seminar ICOM International Training Centre, Beijing, 13 – 21 April 2015 (item 10 on the agenda)**

Laishun An presented this item. He confirmed that the April seminar in Beijing had been another great success. He added that the upcoming seminars in for autumn 2015 and spring 2016 were being prepared, with a special session to take place in Tanzania.

The theme of the 4<sup>th</sup> seminar was exhibitions in museums. There were 32 participants, including 16 Chinese and the rest from different continents. Nine lecturers had been invited from China, Canada, South Africa and France. The seminar programme included an introduction, case studies on different aspects of the exhibition process, group discussions, a “reading artefacts” session and brief presentations by the participants.

In terms of feedback, participants said that the seminar had exceeded their expectations, enhancing their knowledge and skills. Teamwork and group discussion were the most favoured formats.

He concluded by saying that in the coming years ITC special programmes could be organised in other countries depending on success of the Tanzania seminar.

Members observed that only positive comments had been received about the ITC seminars, which was a testament to the quality of the programme. It was suggested that someone could write on the topic for the ICOM newsletter.

**14/ Report on the Organisation of the 24<sup>th</sup> ICOM General Conference 2016, Milan (Item 11 on the agenda)**

Alberto Garlandini presented this item. He said that since April 2015 the ICOM Milan 2016 website was fully operational. In June the online registration would be open. He confirmed that the

registration fee included admission to plenary sessions, opening and closing parties, and social events in Milan.

He explained that a meeting was being organised in Brescia and Milan on 27 and 28 November. Chairs of NCs and ICs were invited to present papers at the conference, which will provide the basis of the ICOM declaration on Museums and Cultural Landscapes. A second day in Milan would take place in the 2016 conference venue. He said that he would be appealing to ICs to avoid organising any concurrent meetings elsewhere in 2016.

He briefly presented the programme and said that the 70<sup>th</sup> anniversary would be a major part of the conference.

He said the keynote speakers would include a designer, artist, economist, political leader from Africa, an architect and a writer. He said he had negotiated 200 rooms at a University in Milan at a discounted rate of EUR 45 per night. In terms of public support and sponsorship, he said several agreements had been finalised, and others were in the process of being finalised.

He confirmed that 4,000 participants were expected at the event.

Some members expressed the need for official participation from UNESCO and that ICOM should think about the protocol of inviting former ICOM presidents, etc. Alberto Garlandini confirmed that all former presidents would be invited.

When asked was there a special status for museum volunteers, it was suggested that museum professionals could perhaps take them as an accompanying person.

It was confirmed that Monday and Saturday would be set aside for the Advisory Committee in Milan, but if more time was required for a workshop that this was also possible.

It was suggested that the ICOM community work on the Museums and Cultural Landscapes declaration together. Alberto Garlandini confirmed that this would be the plan following the conference in November.

### **15/ Report on the Draft UNESCO Recommendation concerning the Protection and Promotion of Museums (Item 13 on the agenda)**

The Director General explained that a final draft of the recommendation was established, in English only for now. She explained that a two-day meeting had been held with the UNESCO member states to discuss the final draft of the recommendation. She said it was a very important step for ICOM as



UNESCO had asked for a recommendation for the first time since 1960, and ICOM prepared the draft, which was written by François Mairesse.

She said there had been discussions about wording, for instance whether to include the word 'collection' or not. She was careful to ensure that the ICOM definition of museum was respected. She said the draft would be presented for approval by the UNESCO General Conference in November.

The President recommended that it not be distributed officially until it has been approved. Many members said that they were pleased that ICOM was collaborating on this with UNESCO.

#### **16/Decision on ICOM offices in UNESCO-Miollis (Item 14 on the agenda)**

The Director General said that the negotiations with UNESCO had taken nine months but that an agreement had now been reached.

She explained that the rate negotiated was lower than the usual NGO rate, so she suggested to the President and Treasurer that more space be added for a total of 200 m<sup>2</sup> to allow a meeting room and sufficient staff offices to accommodate the growing numbers at the Secretariat. However, she pointed out that there was no solution yet for the documentation centre. The archives can be transferred to the National Archives of France, but the documentation centre will need to be discussed with UNESCO and the Ministry of Culture.

One member wondered what would happen if UNESCO needed these offices in the future. The Director General explained that it was a one-year renewable contract. This also allowed ICOM to think about whether it is best to keep two locations, or to acquire one single location for the entire Secretariat.

The EC members agreed that the contract should be signed with UNESCO for the rental of the offices starting 1 July, 2015.

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### **Decision 131-08**

**The Executive Council approved the report of the Director General about the new premises at UNESCO and agrees that the contract for rental of office space should be signed by ICOM President for the period starting on 1 July, 2015.**

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#### **17/ Update on the ICOM Foundation**

The Director General started by saying she would like to invite Mme Christine Boël, President of the ICOM Foundation, to the next EC meeting. She said that the collaboration had improved greatly. She explained that a specific account would be opened in Paris where the fees that are coming through the Foundation would go directly, and that once or twice a year they would be reversed to the ICOM account.

She said that Mme Boël had agreed that some membership fees could be used to fund a Red List for South East Europe, for instance. It would therefore be partially funded by the ICOM Foundation and partially by the countries involved.

She confirmed that the ICOM Foundation is now managed by the programmes department, with Marie Claverie in charge. She added that overall the Foundation's financial situation was very healthy and that the focus would not be on attracting new members, but on fundraising possibilities and new projects.

#### **18/ Update from the Working Groups on Governance and Strategic Plan (Item 8 on the agenda)**

##### **Governance**

Per Rekdal, Chair of the Working Group on governance, explained that the purpose of the Working Group was to amend the Statutes and Bylaws, making them more understandable for everyone. A new draft proposal for amendments to the Statutes and Bylaws had been sent out to the Advisory Committee and Chairs of Working Groups in March, along with a series of questions on particular topics.

He said that much of the dissatisfaction with the existing Statutes and Bylaws had to do with ICOM's governance structure, for instance whether the Advisory Committee should continue to exist or

become part of the General Assembly. He said his advice was not 'revolution', but to examine the Advisory Committee's functions and some of the authorities of the General Assembly.

He commented that as General Assemblies are held each year, the role of the Advisory Committee is less significant, although he added that many members were unaware that they were even part of the General Assembly. He said he felt that the role of the Executive Council within the current governance structure was no longer clear.

Although he conceded that all could not be resolved by amending the Statutes and Bylaws, he said if the amendment proposals are accepted, the General Assembly would have more general authority.

Members discussed at length the issue of institutional members being eligible for election to the position of president or member of the Executive Council. Many felt that this was a problem as it would allow, for instance, the Director of an elected institution to designate other individuals.

The President reminded EC members that the current session was intended to be an overview on the progress of the Working Group, which would be followed by a presentation to the Advisory Committee the following day and a special session of the Working Group. The additional comments that would follow would be integrated into a final draft to be presented at the EC meeting in December.

Per Rekdal concluded by asking the EC members to send him their comments so they could be part of the discussion.

### **Strategic Plan**

Michael Ryan, Chair of the Working Group on the Strategic Plan presented the latest proposals. He said a final draft would be presented during ICOM Milan 2016 and that the discussion in Paris in June 2015 would be an opportunity to contribute to this process. He said that questions had been sent out with the intention of sparking debate at the workshop in June.

He said the questions had been answered clearly and consistently. Some of the points highlighted included ICOM's profile, which is not always as high as one might imagine in different countries. He also spoke of the relative value issue, i.e. comparing the impact ICOM has in different regions of the world. For instance, in a country where a hinterland of museums does not exist, it was felt that

greater support is needed. It was also felt that ICOM could widen its range of institutions, in terms of partnerships and joint initiatives.

He said that at the June Advisory Committee it was important that people speak up. He said that criticism was needed to help the group decide what ideas to select in order to develop a concrete draft strategic plan, which remained only hypothetical for the moment.

Some members expressed that equal value between different countries was a core issue, for instance in terms of meeting attendance by members in developing countries, etc. Others suggested that members should all be generating more value and that they should be empowered to do so.

#### **19/ Update on MUSEDOMA (Item 17 on the agenda)**

The Director General presented the Executive Summary of the financial situation of Musedoma. She reminded members that Musedoma was an association created under the French Law of 1901, with the President and Treasurer of ICOM as members and the Director General as Secretary. For this reason, it had to be managed in a similar way to ICOM, on a much smaller scale, for instance with a General Assembly, records of decision, examination of accounts by the statutory auditor, etc.

She explained that the financial situation of Musedoma was not healthy. Although she acknowledged the potential, she said the dot museum system was very complex. She therefore requested an audit, and asked Bastien Noël and Samia Slimani to work on it. She said that this would help ICOM to decide on a future strategy, i.e. whether ICOM should continue with MUSEDOMA, for instance whether it should invest in it and eventually be in a position to sell dot museum to the whole museum community.

#### **20/ Update on Endowment Fund (Item 18 on the agenda)**

The Treasurer presented briefly the financial situation of the Endowment Fund. Total equity as of 31 December, 2014 was EUR 73,000. He said there had not been many expenses in 2014, but that it would change as Bastien Noël's salary was paid from the Endowment Fund. The ICOM subventions for Best in Heritage and the European Museum Forum would also come from the fund. The Treasurer recommended that ICOM reflect on a concrete strategy for the Endowment Fund. He suggested it could be used to fund capacity building programmes, for instance.

## **21/ Report on FIREC – Finance and Resources Committee (Item 19 on the agenda)**

The President began by reminding members that technical committees were a type of sub-committee of the Executive Council. He explained that FIREC's role is to make the budget development process more transparent; two members of the Advisory Committee are members since 2011.

The Treasurer said that there were some functional issues within the committee. For instance, at the last meeting, only three members were present and the Chair was absent.

He questioned what should be done with FIREC for the future, whether it should merge with SAREC for instance. A suggestion was made that the Treasurer should also chair FIREC.

The Treasurer concluded by saying that he would discuss these issues with the committee, and would ask them to give a report for the EC meeting in December.

## **22/ Report on Museum International (Item 20 on the agenda)**

Tereza Scheiner gave a report on the current situation of *Museum International*. She explained how the themes for the coming issues had been decided on by the Editorial Board during their meeting in October 2014. She said that the first issue would be a retrospective issue with a compilation of emblematic articles published over the years in the journal. The next one, entitled *Museums managing the tensions of change*, was underway with all articles commissioned and some received. A Call for Papers (CFP) had been sent out for the issue entitled *Museums, heritage and capacity building*, and the abstracts received were currently being examined. Next would be *The role of museums in a changing society*, which is a timely theme with the introduction of the new ICOM-UNESCO recommendation. Finally, she said an issue on the theme of the ICOM Milan 2016 conference would be published in December 2016. Calls for Papers for the last two would be sent out in June and July.

She thanked everyone involved for their contribution to Museum International.

One member commented that it was important to ensure inclusiveness and that rather than inviting colleagues and friends we know, to remember young professionals emerging, and all those involved in the debate on heritage and not just on museology.

Tereza Scheiner replied that authors had been invited for early issues in order to speed up the publishing schedule. She said that the calls for papers were being sent out for subsequent issues through all of ICOM's and Wiley's communications platforms.

When asked about the orientation of *Museum International* and whether it was only for ICOM members, Tereza Scheiner replied that it was not only for ICOM members. She said that initially she had wanted a purely academic publication but at the Editorial Board meeting it was decided that as not all members are academic, there should be a balance between academic papers and best practices. So a compromise was made to make the journal as open as possible while maintaining the procedures involved in an academic publication (peer review, etc.). She added that it was a great opportunity to have one magazine that is partially academic, and that this would attract authors.

Laishun An spoke of the Chinese edition of *Museum International*, which was a great success. He said that all articles were translated from the original edition, thus maintaining the high quality, and that some local content was added.

### **23/ Report on digital publishing (Item 21 on the agenda)**

Aedín Mac Devitt, Publishing Manager at the Secretariat, gave an update on ICOM's academic publishing. She said that to date, two issues of *Museum International* have been published by ICOM - the first in September 2014 on the theme of Brazilian museums, and the second earlier this month on the theme of International Museum Day 2014 (*Museum collections make connections*). According to the provisional publishing schedule, one more issue would be published in 2015 and four would be published in 2016.

She said that due to significant delays incurred in the UNESCO-Wiley publishing schedule, ICOM is still catching up with the publishing schedule since taking over editorial responsibility for *Museum International*. In addition, communication with the co-publisher, Wiley Blackwell, and their working methods continue to be challenging with unacceptable delays experienced in receiving proofs and corrections for the first two issues. She said these matters were being resolved through various conference calls and meetings with Wiley.

She then spoke about the ethics publication to be published for ICOM's 70<sup>th</sup> anniversary. She said that ICOM has been pursuing a potential co-publishing agreement with Routledge.

If an agreement is reached with Routledge, she said two scenarios could be envisaged:

1. a firm-sell agreement, whereby ICOM would agree to purchase a certain number of copies in advance at a discounted rate; or
2. a classic co-publishing agreement, with the possibility of a discount purchase rate for ICOM members.

The first scenario would allow ICOM to purchase up to 4,000 copies, with a view to distributing the book to each participant of the General Conference, but would require a substantial budget for the pre-purchase of these copies at an agreed discounted rate. Alternatively, a more limited number of copies could be purchased and distributed.

Finally, she said that ICOM's International Observatory on Illicit Traffic in Cultural Goods will publish a triennial Global Report presenting a range of case studies, statistics, analyses and reference articles. She said the publication was planned for 2016, and the editorial and publishing process will be coordinated by the Secretariat's publications team.

Yu Zhang then spoke about *ICOM News* and said that a study had been carried out taking into account EC members' concerns in the past. She said that although it had been decided to print for all members in 2015, membership was growing and this option was becoming too costly.

She said the communications team has therefore come up with a proposal to make *ICOM News* into an online platform with automatic translation of articles. Once a year a print compilation edition would be produced.

She said they still needed to publish two more issues of *ICOM News* this year and that Sara Heft, Publications Officer, was working on that as well as coming up with digital solutions. She said the new online platform would be branded as a communications tool.

Many members agreed that this was a logical path for *ICOM News* and that it was a convincing proposal. When asked if the material would be moderated, Yu Zhang replied that people are more inclined to share articles, but said that ICOM would adhere to a strict editorial policy.

When asked how it was different from Wikipedia, she replied that there would be a specific editor dedicated to the platform, who would find contributors.

## **24/ Report on ICOM Secretariat activities (Item 22 on the agenda)**

The Director General began by saying that she hoped the discussion and presentations over the last couple of days gave the EC an idea of all the work that has been achieved over the past year. She said she was still trying to improve processes and would need to hire more staff and improve the organisation of some departments where there is an overload of work.

In terms of recruitment, she spoke of the new publications assistant, Melanie Foehn, who has an academic background, which was a profile that was missing from the Secretariat up to now. Sarah Petrogalli was also hired as a membership administrator – this addition will help membership to deal with so many new applications, and with efforts to simplify the processing of ICOM cards. She said a digital ICOM card would eventually be introduced.

She explained that at the moment Communications and Publications was one department, but that it made organisational sense to have two separate departments as the content and working methods were very different. Therefore, Yu Zhang would head up the Communications and Network Promotion department and Aedín Mac Devitt would be in charge of the Publications and Documentation department. This means that Elisabeth Jani and the new archivist, Benjamin Paradis, would be part of the Publications and Documentation team. She reiterated, as mentioned the previous day, that ICOM also needed to hire a network administrator.

She also said that a lot of work had been done on processes, such as opening up the possibility for staff to work one day a week from home.

Among the tasks and projects to accomplish, she spoke of the move to the new UNESCO premises. In terms of programmes, she cited two new Red Lists that had to be launched, continued work of the DRTF, and implementing training programmes in Tanzania, Algeria and possibly Doha. She also cited the implementation of the UNESCO recommendation, while maintaining ICOM's status as an independent organisation working with UNESCO.

Finally, she cited the many joint meetings and joint missions to be organised, including a programme with ICCROM, as well as the 2016 and 2019 General Conferences.

Members congratulated the Director General on her achievements so far, with one member highlighting improved relations with UNESCO.



## **25/ Other matters, end of meeting**

Due to time constraints, it was decided that the additional items requested would be discussed at the extraordinary meeting of the Executive Council on Tuesday, 2 June.

The meeting was closed at 6:00pm.