

ORDINARY GENERAL ASSEMBLY

31st SESSION

9 July 2016, 11:00 a.m. – 2:00 p.m.

24th General Conference, Milan, Italy

MINUTES

Hans-Martin Hinz, President of ICOM, opened the 31st Session of the ICOM Ordinary General Assembly and welcomed the participants.

Item 0: Agenda

The President reminded participants of the items on the Agenda, which he explained could not be modified at that point.

Item 1: Minutes of the 30th Ordinary General Assembly of 3 June 2015

The President invited participants to approve the Minutes of the 27th General Assembly of 3 June 2015, held in Paris, France, or to make comments and suggestions to amend the text of the minutes. The minutes were approved as presented.

Item 2: President's Report

The President presented his annual report and invited members to raise questions or comments at the end of his presentation.

Mr Ech-cherki Dahmali of ICOM Morocco raised a query concerning how ICOM evaluates training needs and maintains a network to allow members to benefit from this training.

The President replied that ICOM's policy on capacity-building is to bring people together on an international level, as with the ICOM International Training Centre in Beijing and Tanzania, now in its third year and set to continue, thanks to the support of the Palace Museum. He highlighted the need for a sustainable structure for such activity, adding that when the opportunity arises, ICOM also offers training in individual countries, as is now being carried out in Algeria.

Anne-Catherine Robert-Hauglustaine added that ICOM has started to focus a great deal on training, and that with the new Executive Council, feedback will be given on results and work will be continued on fine-tuning the practical training offer.

The President's report was approved by consensus. The complete version of the President's report is available in Appendix 1.

Item 3.1: Financial Statements 2015

The Treasurer of ICOM, Mr Peter Keller, presented the Financial Statements for 2015, which were part of the working documents made available to members of the General Assembly. He first

extended a special welcome to Mr Dominique Gagnard, the Statutory Auditor, Mrs Isabelle Demangeot, ICOM's Financial Accountant and Mr Florian Courty, Management Accountant.

The Treasurer began with a brief presentation comparing 2014 and 2015 Key Figures, listing expenses, revenues and results over a period of a year. He noted that 2015 income (taking into account the aggregation of 31 International Committees), at nearly €3,795,874, was slightly lower than in 2014 due to the fact that a legal provision of €300,000 was taken back; operating expenses rose by nearly €200,000, to more than €2,064,491, because of rent for the offices in the UNESCO building, and because 139 travel grants were handed out in 2016. Salaries and depreciation expenses & provisions dropped slightly in 2015, to €1,618,513 and €99,702, respectively. The final operating result amounted to €13,168. Joint operations for the journal *Museum International* amounted to €105,928. The Treasurer noted that while the financial result was negative, at –€58,016, the final overall result was positive, at €53,812, which he reiterated was lower than in 2014 because of the legal provision, rent and grants.

The Treasurer noted that the Management Report on Financial Statements 2015 still includes 31 International Committees because CIMAM was still a part of ICOM until May 2015. He explained that the aggregated result for 2015 decreased by €43,017 because the International Committees spent part of the money in their accounts.

ICOM remains an organisation largely financed by its membership, with €2,969,492 of its income derived from membership fees, which represents a 3.2% increase in membership dues and a 2.4% increase in members. Other sources of income are Museum International and subsidies from other entities such as the French Ministry of Culture, the ICOM Foundation, etc.

The total flow of income reached €3,932,952 in 2015. Membership dues counted for 75.5% of the total flow of income.

ICOM membership grew in 2015, notably in Italy, France and China.

Subsidies rose in 2015, notably thanks to €200,000 received from the ICOM Foundation, and €159,288 from the Getty Foundation, of which €75,000 was for travel grants.

The highest portion of ICOM's expenses goes to salaries, social charges and taxes, at 41.7%, or €1,651,235, while overhead costs amount to 10.9%. Activity expenses represent nearly 30% of total expenses.

The Red Lists for West Africa and Libya were financed in 2015, with the funds granted and used for this series amounting to €137,542.

In terms of Support to the Network, before the aggregation process, the budget allocated to Support to the Network increased from €446,913 in 2013 to €455,237 in 2015: €157,997 was allotted to annual subsidies to the ICs; €66,500 to subsidies for special projects; €102,758 to bursary programmes for young members and board members handled by the Secretariat; €52,982 by the Getty subsidy to International Committees; and €75,000 from the Getty Foundation for travel grants. Following the aggregation process, the Support to the Network in 2015 amounted to €220,258.

The Treasurer then invited questions and comments on the Financial Statements and Management Report.

Ms Emma Nardi of CECA and ICOM Italy wished to thank the ICOM Secretariat and all the people who deal with financial matters for their efficiency and ability to solve any problems that may have arisen. There were no further questions or comments.

The Treasurer then presented the report from the Statutory Auditor, signed that day, certifying that the accounts are in order as regards French accounting principles and regulations. In particular, he draw attention to the amounts transferred to the ICOM Endowment Fund.

He asked that the Financial Statements 2015 be submitted officially for the vote.

The General Assembly approved, as presented, the ICOM Financial Statements as of and for the year ended 31 December, 2015.

Item 3.2: Management Report on Financial Statements 2015 and discharge

The General Assembly approved the discharge (*quitus*) of the members of the Executive Council and the Bureau.

Item 3.3: Appointment of the Statutory Auditor for the period 2016-2021

The Treasurer stated that it would then be necessary to vote to renew the mission of the Statutory Auditor, as must occur every three years, and recommended maintaining the appointment of Dominique Gagnard, who had carried out satisfactory work for ICOM for a number of years.

The General Assembly approved maintaining the appointment of Dominique Gagnard as Statutory Auditor of ICOM.

Item 4.1: Information on Resolutions Procedure

The President invited Ms Dorota Folga-Januszewska, Chair of the Resolutions Committee, to present the Resolutions, which were part of the working documents made available to the General Assembly. Ms Folga-Januszewska thanked the International Committees, National Committees, Affiliated Organisations and Regional Alliances for their commitment and contributions, stating that 15 proposed Resolutions had been received by the deadline, and one following the deadline, all of which were analysed by the Resolutions Committee with an eye to the ICOM Code of Ethics and Strategic Plan. Four resolutions were retained.

The text of all Draft Resolutions was distributed to the General Assembly in the three official languages of ICOM, in hard copy, as additional working documents.

Item 4.2: Resolutions

Draft Resolution no. 1: The Responsibility of Museums Towards Landscape

Ms Folga-Januszewska read the Resolution and the President invited the audience to ask questions.

Mr Per Rekdal of ICOM Norway commented on the last paragraph of the Resolution, where it is stated that ICOM “*assumes the need* to emphasize the mention of cultural landscapes in its key documents”, questioning whether this implies changing the Statutes. The President replied that the discussion on the Statutes will be ongoing, and the new Executive Board will re-establish the Working Group on Governance to work on all of the comments from the day’s discussions.

The Draft Resolution no. 1 was adopted by the General Assembly as presented.

Draft Resolution no. 2: Inclusion, Intersectionality and Gender Mainstreaming in Museums

Ms Folga-Januszewska read the Resolution and the President invited the audience to ask questions.

Mr Daniele Jalla, Chair of ICOM Italy, stated that “persons with disabilities” should be added to point number 2.

The Draft Resolution no. 2 was adopted by the General Assembly as presented.

Draft Resolution no. 3: Strengthening the Protection of Cultural Heritage During and After Armed Conflict, Acts of Terrorism, Revolutions and Civil Strife

Ms Folga-Januszewska read the Resolution and the President invited the audience to ask questions.

Ms Nelly Decarolis of ICOM Argentina commented that this is a highly important proposal but that climate change should also be included in the Resolution.

Ms Folga-Januszewska stated that it was an interesting and important remark, but that the issue of climate change could warrant its own Resolution at the next General Assembly.

Mr Michael Henker of ICOM Germany stated that cybercrime should perhaps be included in point number 2 of the Resolution as well.

Ms Folga-Januszewska replied that it might not be entirely consistent with this Resolution, which is a continuation of Resolution 5 from Rio de Janeiro. She suggested that it might be a subject for another important Resolution at the next General Assembly.

Mr Ech-Cherki Dahmali of ICOM Morocco stated that the Moroccan National Committee had submitted a number of recommendations, none of which were accepted as is, and one of which was incorporated into Resolution no. 3. He wondered whether the proposals would be taken into account by the Executive Board.

Ms Folga-Januszewska reiterated that the Resolutions Committee had done its best to take into consideration all points received and look for reasons to formulate the Resolutions.

Mr John Barnes of DEMHIST stated that the wording of this Resolution and many of the others received is worthy; however, this wording entails resolving to do something that ICOM cannot do. He voiced the need to express in the wording of the Resolution what ICOM would specifically do to strengthen the protection of cultural heritage in armed conflict, and to draft the Resolution in such a way as to know exactly what is being voted on.

The Draft Resolution no. 3 was adopted by the General Assembly as presented.

Draft Resolution no. 4: Promotion and Protection of Cultural Objects on International Loan

Ms Folga-Januszewska read the Resolution and the President invited the audience to ask questions.

Ms Yuliya Lytvynets of ICOM Ukraine raised a question after voting had begun, as to whether this Resolution could also be used for a collection on a territory recognised as an occupied territory.

The President replied that the question would be taken into account when the new Executive Board drafts a policy position.

The Draft Resolution no. 4 was adopted by the General Assembly as presented.

Item 5: Strategic Plan 2016-2022

The Chair of the Strategic Planning Committee, Michael Ryan, presented the new Strategic Plan 2016-2022. He first introduced the context: the Strategic Planning Committee started its work at the 2013 ICOM General Conference in Rio de Janeiro, in dialogue with the National and International Committees, Regional Alliances and Affiliated Organisations, as well as the Strategic Allocation Review Commission and the Working Group on Governance and with the support of the Secretariat.

An online survey was subsequently conducted enabling these partners to comment and submit suggestions anonymously. Seventy-four responses were received, and the results were made available online and constitute the base of the new Strategic Plan. In 2015 it was decided to postpone the presentation of the plan to 2016 in order to check that the strategic objectives were in accordance with the updated Statutes, and there was close cooperation between the Strategic Planning Working Committee and the Working Group on Governance.

Michael Ryan highlighted the extreme disparities in ICOM membership distribution, with 82% of members in Europe, compared to 6% in North America, 5% apiece in Latin America and the Asia-Pacific region, and 1% apiece in Africa and the Arab States. He affirmed that ICOM's strength lies in its independence, with a non-governmental status, unbound to any given body or state; its integrity, with the *ICOM Code of Ethics for Museums* representing the single most important document in the history of ICOM; and its professionalism, covering all different types of competences and activities.

He then went on to describe ICOM's strategic objectives: enhancing membership value through improved participation, service, communications and capacity-building; enhancing ICOM's international profile and role; and auditing ICOM's needs in terms of staff and resources. He clarified what this means: attempting to provide equal benefits to members worldwide; supporting continued professional development for colleagues in regions in need through capacity-building programmes and short-term fellowships; strengthening existing initiatives in publishing and communications with the membership; development and clarifying the identity, achievements and potential of ICOM for the public stakeholders and decision-makers in national and regional governments; enabling timely debate of urgent issues; boldly advocating for the protection of natural and cultural property, including engagement with governments and inter-governmental bodies; and continuing internal reviews to ensure that ICOM's governance and management systems are in accordance with the revised Statutes.

Michael Ryan concluded by explaining that the strategic challenge for ICOM lies in the fact that 82% of its members come from a small corner of the world, emphasising the need less for a membership drive than development of the organisation's value for its members in order to readjust distribution to a more realistic representation of the world.

In response to this presentation, a number of questions and comments were raised.

Ms Lucía Astudillo Loor, Chair of ICOM Ecuador, thanked ICOM for the solidarity demonstrated following the April 2016 earthquake in Ecuador and wished to highlight the issue of visibility for ICOM that is particularly relevant when museums are facing situations of crisis.

Mr Ech-Cherki Dahmali of ICOM Morocco stated that the Objectives number 3 (Raising the visibility of ICOM) and 5 (Auditing ICOM's needs in terms of staff and resources) merited further development.

The President replied that the Strategic Plan and Resolutions Monitoring Group will oversee how members use the Strategic Plan and will give reports to the Executive Council addressing this point.

Mr Amareswar Galla, Director of the Inclusive Museum, commended the effort to enhance geographical diversity but stated that a well-defined approach was needed to improve this distribution.

Lynne Teather, former Chair of ICTOP, congratulated Michael Ryan and all involved in the new Strategic Plan. She stated that in terms of ongoing capacity-building activities, many initiatives are taking place across the organisation that are not necessarily well-known, and suggested that the ICOM Secretariat should be in charge of centralising information pertaining to training offers, in

order to develop and enhance capacity-building; in this respect, she noted that Item 5 (Auditing ICOM's needs in terms of staff and resources) is most welcome. She voiced ICTOP's willingness to contribute to the effort in any way possible.

In the absence of further questions and comments, the vote was held on the ICOM Strategic Plan 2016-2022. The document was approved with 85% of votes.

Item 6: Approval of a new Honorary Member

The President reminded members that the Executive Board had nominated Ms Bernice Murphy from Australia, and gave the floor to Regine Schulz, member of the Executive Board, to present a brief summary of the professional career of the nominated member.

The General Assembly approved and applauded the new Honorary Member of ICOM.

Item 7: The dates and venues of the 32nd Ordinary General Assembly and the 25th ICOM General Conference

The President announced that the 32nd Ordinary General Assembly would be held during the ICOM June meetings on 9 June 2017 in Paris, and that the 25th ICOM General Conference would be held in Kyoto, Japan, from 1 to 7 September 2019.

Item 8: Results of the election of the Executive Council and appointment of the President of ICOM for 2016-2019: List of candidates; Voting Procedure – In Situ

Ms Stéphanie Wintzerith, Co-Chair of the Nominations and Elections Committee, confirmed that the elections had been successful, and thanked the candidates, ICOM Secretariat staff, members of the Nominations and Elections Committee and volunteers. She stated that a participation rate of 89.32% had been recorded, with 569 votes out of 637 potential voters.

She then presented the following results for the election of the Executive Board 2016-2019:

President: Ms Suay Aksoy

Vice-Presidents: Laishun An
Alberto Garlandini

Treasurer: Peter Keller

Ordinary members: Carina Jaatinen
Diana Pardue
Inkyung Chang
Léontine Meijer-Van Mensch
Maria de Lourdes Monges Santos
Terry Simioti Nyambe
Hilda Abreu de Utermohlen
Emma Nardi
Carlos Roberto Ferreira Brandao
Vinod Daniel
Carol Scott

The newly-elected President, Ms Suay Aksoy, thanked the General Assembly for electing her for the three-year term. She thanked Kérya Chau Sun for her service to the ICOM community and contribution to make the race constructive. She voiced her enthusiasm at the prospect of working with the new Executive Board to advance ICOM's missions further, and stressed the need to work together to set priorities without prejudice, acknowledging and defending our values and common culture, and sustaining our shared heritage as the historical mission assigned to ICOM.

The General Assembly was closed at 3:00pm.

Appendix 1: President's Report 2015

Dear members of ICOM,

In keeping with the French law of 1901 on Registered Associations and the Statutes that govern ICOM, as President of ICOM, it is my duty and privilege to present the 2015 President's Report to this General Assembly, detailing the principal activities of our organisation for the year that ended on 31 December, 2015. We are now halfway through 2016, and so, I am also pleased to be able to present some of this year's achievements to date, as well.

I would first and foremost like to remark upon the incredible dynamism of our National and International Committees, Regional Alliances and Affiliated Organisations this year in organising conferences and workshops, sponsoring museums prizes and overseeing efforts for inclusion from all parts of the world. The multitude of projects and initiatives undertaken by the ICOM committees are detailed in the 2015 Annual Report that has been distributed to you here this week.

Over the course of the year 2015, ICOM's membership continued to grow, reaching a high of 36,678 museum professionals in 138 countries. This represents an increase of 1,814 from 2014, including 215 new institutional members. Membership growth was most substantial in North America and Africa in 2015, and new National Committees were notably established in Tanzania and Saudi Arabia, bringing the total number of ICOM National Committees to 120. Furthermore last year, our 30 International Committees saw a 14% rise in their membership, as more and more members seek to take advantage of this vital benefit allowing them to participate more fully in ICOM activities.

International Museum Day 2015 was a resounding success once again, with more than 35,000 museums in 145 countries around the world participating in this vital event on the annual cultural agenda. Guided tours and visits, cultural events, conferences, concerts, educational workshops and games were held for visitors of all ages, inspired by the theme, "Museums for a sustainable society". This was also the first year that ICOM launched an interactive map to keep track of activities around the world, inviting all National Committees and participating museums to register and add their activities in the months and weeks leading up to IMD; 376 activities were ultimately listed on the map in its inaugural year.

Generally speaking, ICOM's communication tools expanded and met with ever greater success in 2015, as digital solutions have been embraced to speak the language of museums and attract new audiences. In 2015, ICOM was proud to introduce a "hits of the month" section in its monthly newsletter to promote the museum community's favourite social media posts. Facebook "likes" to the ICOM and International Museum Day pages and Twitter "followers" of the ICOM account came to a total of over 30,000 in 2015, and continue to grow by the day. ICOM's committees continued to join social media initiatives in 2015, with 12 more creating a Facebook or Twitter handle, and they have been increasingly creative in curating their online presence and inventing digital practices.

With regard to budgetary monitoring (which will be developed in greater detail later on today's agenda), the current budget amounted to just under €3.8 million in 2015. In terms of subsidies, the search continued for funding to support the implementation of ICOM programmes and those of its network, with a level of external monetary resources amounting to €266,617. In 2015, revenue from ICOM membership dues increased by 3.2%, compared to 2014, coming to a total of some €2.97 million, driven by the increase in the number of ICOM members.

In terms of funding strategy, ICOM maintained existing partnerships (with the Getty Foundation, the US Department of State, the French Ministry of Culture and Communication, the Federal Office for

Culture of the Swiss Federation and more); and secured continued European Union participation, notably in the framework of a three-year EU support programme for ICOM's International Observatory on Illicit Traffic in Cultural Goods.

ICOM continued to establish and foster strategic partnerships with sister organisations in the framework of projects ranging from the enhancement and protection of cultural heritage to the training of museum professionals. ICOM notably signed a Memorandum of Understanding in 2015 with the Association of Science-Technology Centers, which has become an Affiliated Organisation in order to work together to strengthen ties between science centres and the museum community. ICOM also signed an agreement with the Smithsonian Institution for cooperation in the fields of emergency preparedness and response for museums, which led to joint capacity-building activities and museum rescue operations in 2015 in Nepal, Iraq, Syria and Egypt.

2015 was sadly marked by a high number of emergency situations due to natural and human-made disasters impacting museums and heritage. ICOM was highly active in terms of documenting and responding to these situations to protect museums and cultural heritage, through monitoring and assessment missions in affected areas of the world, hand in hand with its Disaster Relief Task Force for Museums. Efforts in Nepal following the earthquakes that rocked the country in April and May 2015 encompassed emergency assistance and evaluation of needs for the preservation of heritage; this was followed by a recovery and risk reduction workshop to respond to pressing needs of the collections of Nepalese museums. ICOM thus reinforced its commitment to leadership in the arena of cultural heritage protection in emergency situations.

ICOM's commitment to fighting illicit traffic in cultural goods was also reinforced in 2015 with the publication of two Red Lists: an updated and enriched version of the *Emergency Red list of Iraqi Cultural Objects at Risk*, originally published in 2003, was published in Arabic, English, French and German; and the *Emergency Red List of Libyan Cultural Objects at Risk* was published in English, French and Arabic. The Syrian Red List was also translated into Turkish. Furthermore, in December 2015, ICOM released the publication, *Countering Illicit Traffic in Cultural Goods: The Global Challenge of Protecting the World's Heritage*, which represents the culmination of three years of work by ICOM's International Observatory on Illicit Traffic in Cultural Goods, with the collaboration of 14 international experts from a variety of disciplines. In the framework of the Observatory, launched in 2012 to serve as permanent international cooperative network involving international organisations, law enforcement agencies, research institutions and other stakeholders, a number of on-site missions were conducted in 2012 to identify needs, priorities and expert resources in the fight against illicit trafficking. ICOM thus continued to affirm its leadership in this arena, maintaining its status as the only heritage organisation recognised as an international expert in the fight against the illicit traffic of cultural goods.

In 2015, ICOM sought to further expertise and knowledge in the museum sector, thanks to the special projects grants provided in the framework of the "Support to the Network" programme. These grants encourage collaboration among different ICOM committees and favour projects with a regional impact, allowing international committees to expand the scope of their research work, release publications and set up major events gathering international museum professionals from their respective fields of expertise. In 2015, 16 special projects were funded, some of which are spread over several years to achieve longer term objectives.

In keeping with its focus on inclusiveness and desire to broaden membership, ICOM and its committees always seek to encourage the participation of as many members as possible in their global activities. In 2015, more than 200 conferences and training workshops dedicated to shaping

the museum profession of tomorrow were carried out. The "Support to the Network" programme managed by ICOM's Strategic Allocation Recommendation and Evaluation Commission (SAREC) notably provided travels grants for 22 young museum professionals to travel to eight cities for the meetings of nine International Committees in 2015. Furthermore, more than 64 young professionals from 22 countries attended two sessions of the ICOM International Training Centre in Beijing, China. Their participation was made possible through the financial support of the Palace Museum, ICOM China and the ICOM Endowment Fund. The special African training workshop of the ICOM-ITC, held at the National Natural History Museum and the Arusha Declaration Museum in Tanzania, welcomed 29 grantees, thanks to the sponsorship of Taikang Life Insurance Fund, a private sponsor of the Palace Museum, and the ICOM Endowment Fund. The ICOM ITC was launched in 2013 to foster research and exchange and to develop museum expertise among professionals.

In preparation for the occasion gathering us here together this week in Milan, the 24th ICOM General Conference, two important international meetings were organised by ICOM Italy in 2015. *Museums, Cultural Landscapes and the Management of UNESCO Sites* was held in Catania, Italy in October, and the following month, *Museums, Territorial Systems and Urban Landscapes* was held in Brescia. Throughout the year, a call for contributions gathered a number of Italian best practices related to the theme "Museums and cultural landscapes", and around the world, many ICOM committees offered their own perspectives and held discussions on their interpretations of the theme.

ICOM's mission of cultural advocacy is central to its identity. In 2015, its efforts to ensure that museum voices are heard in national and international discussions on cultural policies, and to defend the interests of museums and museum professionals, led to a landmark event: the UNESCO *Recommendation on the Protection and Promotion of Museums and Collections, their Diversity and their Role in Society*, the fruit of ICOM's work in conjunction with its committees, was approved in November during the UNESCO General Conference. As the first international standard-setting instrument entirely dedicated to museums since 1960, this document has been eagerly anticipated by the international museum community.

Over the decades, ICOM has constantly strived to update its definition of museum, aware that it is an ever-changing concept reflecting societal transformations. The most recent definition dates to 2007, and 2015 brought fresh debate about the relevance of this definition and of the *ICOM Code of Ethics for Museums*, at the same time that ICOM was reviewing its Statutes and working on the new Strategic Plan for 2016-2022. The definition and promotion of ethical standards in the museum field is another core mission of ICOM: 2015 saw two new translations of the Code of Ethics, into Greenlandic and Estonian; while ICOM Iceland and ICOM Poland edited and republished the translations in Icelandic and Polish. The *ICOM Code of Ethics for Natural History Museums* was translated into Greek at the initiative of ICOM Greece.

Furthermore, for ICOM's 70th anniversary, the organisation spent 2015 preparing the book, *Museums, Ethics and Cultural Heritage*, co-published with British academic publisher Routledge, and focusing on a number of case studies to contextualise ICOM's ongoing work and support for ethics and standard-setting over the decades.

ICOM's publishing activity was extremely dynamic in 2015: the tally of conference proceedings, monographs, best practices and translations of important works in the field of museum studies demonstrates just how prolific ICOM and its committees have been. Having taken over the publishing rights of the journal *Museum International* following UNESCO's decision to stop publishing this journal, ICOM released two new issues in 2015. The first, entitled *Museum Collections Make Connections*, was prepared in conjunction with the International Committee for Collecting. The

second, entitled *Key Ideas in Museums and Heritage*, was the first issue to be published under the leadership of the new editorial board and editor in chief. Furthermore, three calls for papers were also launched in 2015 for issues to be published in 2016.

Moving ahead, 2016 has seen a number of noteworthy events: the ICOM International Training Centre for Museum Studies, housed at the Palace Museum in Beijing, China, held its sixth training session, devoted to "Current Practices in Museum Management"; the Libya and Iraq Red Lists were launched in German translation in Berlin and Vienna. The 39th edition of International Museum Day was celebrated in museums on all continents around the theme of this General Conference, "Museums and cultural landscapes".

The vast community of experts represented by ICOM has achieved an impressive amount in recent years. I take this opportunity to extend my sincere gratitude to all of the chairs and board members of the various committees, and notably, those who have completed their term. The importance of the work carried out at the level of the individual committees cannot be overstated, and their efforts have reaped substantial rewards. Last but not least, I wish to extend a special thank you to the Director General and to all of our colleagues at the Secretariat General, in recognition of the tremendous work that they carried out in 2015.

After two terms, my time as ICOM President has come to an end. I have seen ICOM grow in membership, with 8,000 new members in six years, and we have had stable finances for several years now. We are operating more globally and are present in underrepresented areas; during my terms I spent IMD especially with those committees where an ICOM President had never before been or where ICOM membership is still underrepresented. ICOM's programmes concerning the awareness and protection of cultural heritage have intensified in unprecedented fashion. ICOM is meeting the challenges of our times, and this success is possible thanks to our members. I greatly look forward to continuing to participate in this wonderful organisation, enhancing and promoting ICOM's presence around the globe. As the voice of museums and museum professionals worldwide, we will continue to move forward into the future, boosted by our substantial and ever-growing expertise, multiplying our accomplishments in the months and years to come.

Appendix 2: Executive Council elections results



Ordinary members | Membres ordinaires | Miembros ordinarios

elected élus electos	votes voies votos
1 Carina JAATINEN	385
2 Diana PARDUE	384
3 Inkyung CHANG	381
4 Léontine MEIJER-VAN MENSCH	371
5 Maria de Lourdes MONGES SANTOS	371
6 Terry Simioti NYAMBE	371
7 Hilda ABREU DE UTERMOHLEN	344
8 Emma NARDI	335
9 Carlos Roberto FERREIRA BRANDAO	318
10 Vinod DANIEL	312
11 Carol SCOTT	302
not elected pas élus no electos	
12 Ech-Cherki DAHMALI	291
13 Jean-Paul KOUDOUGOU	277
14 Hugues DREYSSE	274
15 Mikhail GNEDOWSKY	227
16 Aysen SAVAS	173

President | Présidente | Presidente

elected élue electa	votes voies votos
1 Suay AKSOY	421
not elected pas élue no electa	
2 Kéria CHAU SUN	142

Vice-presidents | Vice-présidents | Vicepresidentes

elected élus electos	votes voies votos
1 Laishun AN	351
2 Alberto GARLANDINI	329
not elected pas élus no electos	
3 Goranka HORJAN	189
4 Ossama Abdel MEGUID	128

Treasurer | Trésorier | Tesorero

elected élu electo	votes voies votos
1 Peter KELLER	558