

**Minutes of the 73<sup>rd</sup> Session of the Advisory Committee,  
ICOM General Conference, Shanghai, China,  
7 November, 2010**

At the opening of the session, the Chair of the Advisory Committee asked the Committee to observe a minute's silence in memory of ICOM members that passed away since the last meeting in June 2010: Andrzej Tomaszewski (ICOM-CC, Chair ICOM Poland), Marcel Evrard (ICOFOM, ICOM France), Bruce Craig (ICOM USA, ICTOP), Itzhak Brenner (CAMOC, ICOM Israel), Karl-Heinz Lampe (CIDOC, ICOM Germany).

**Item 1: Approval of the Agenda**

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The Chair proposed that Item no. 16 regarding the presentation of the candidate for the election of ADCOM Chair and voting procedure for the election of ADCOM Chair and Vice-Chair be moved to before lunch break.

The Advisory Committee approved the agenda presented on page 5 of the working document, with Item 16 moved to before the lunch break.

**Item 2: Welcome address by ICOM China Chair**

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Zhang Bai, Chairperson of the Chinese National Committee of ICOM and Co-Chairperson, Executive Council of ICOM 2010 Organising Committee, addressed the Advisory Committee, confirmed his enthusiasm for the General Conference and noted that the 3,600 participants registered demonstrated that the international and national museum communities were highly motivated.

**Item 3: Approval of the minutes of the Advisory Committee 2009 session**

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The Advisory Committee approved the minutes of the 72<sup>nd</sup> session, as presented on page 7 of the working document.

**Item 4: Introduction of the new members of the Advisory Committee**

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The new members of the Advisory Committee were acknowledged and welcomed.

### **Item 5: Presentation by WFFM (World Federation of Friends of Museums)**

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President of ICOM, Alissandra Cummins, spoke of the Memorandum of Understanding (MoU) between ICOM and ICOMOS signed in October 2010 and the MoU between ICOM and the World Federation of Friends of Museums (WFFM) signed in May 2010.

Alissandra Cummins introduced Daniel Ben-Natan, WFFM President, and invited him to address the Committee.

Daniel Ben-Natan summed up the WFFM's mission, established in 1975, to foster international cooperation between associations of friends of museums worldwide. He invited members to attend a joint forum with the Chinese Association of Museums on 8 November during the General Conference in Shanghai.

Knut Wik noted that the MoU between ICOM and WFFM was well received.

### **Item 6: Presentation of the new Dictionary of Museology**

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On behalf of ICOM's International Committee for Museology (ICOFOM), Martin Schaerer, Vice-president of ICOM, was invited to present the publication *Key Concepts of Museology*, defining the main museology-related ideas used by museum professionals today. This project, launched with ICOFOM in 1993 under the coordination of François Mairesse and André Desvallées is the result of many years of work defining 21 concepts and terms that are important for the profession. This first edition is a preview of the larger *Dictionary of Museology* to be published in 2011 and is the result of a successful coordination between ICOM Secretariat, ICOFOM and the authors. ICOM contributed to the project significantly providing financial, technical and human resources over the year 2010.

Julien Anfruns, Director General of ICOM, confirmed that 2,000 copies would be available in four languages (Chinese, English, French and Spanish) and distributed to members during the Conference. The publication will also be available on ICOM's website.

### **Item 7: 2007-2010 Triennial Report of ICOM**

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Knut Wik invited the President of ICOM, Alissandra Cummins, to present ICOM's Triennial Report to the Committee.

The President of ICOM's presentation was structured around the four main development areas in the ICOM Strategic Plan 2008-2010, approved by the General Conference in Vienna in 2007. These areas are: ICOM's international presence, promotion of heritage, development of standards of excellence in museums and development of ICOM's resources and member services.

She stated that the report illustrated ICOM's function as an agent for promoting museums and their purpose on an international level, and the extent of services provided to its members.

Within the second development area, the promotion of heritage, two of ICOM's activities are noteworthy: strengthening partnerships and International Museum Day.

The third line of development, promoting standards of excellence in museums, produced many workshops on ethics around the world in relation to the illicit trafficking in cultural objects and on emergency preparedness and risk management. Numerous museum publications have also been produced by ICOM's International Committees, as well as several conferences, seminars and study sessions on best practices organised by ICOM's National Committees. Three main accomplishments were highlighted: the conservation standards of ICOM's International Committee on Conservation (ICOM-CC), the *Key Concepts of Museology* edited by ICOM's International Committee for Museology (ICOFOM) with support from the Secretariat, as well as the *International Journal of Intangible Heritage* produced by ICOM South Korea with a transcontinental editorial board. All this input makes a significant contribution to the network.

Finally, the development of ICOM's resources and services prompted a number of achievements, including the completion of the new membership database, which facilitates ICOM's efforts in membership management, the completion of the reorganisation of the Secretariat and the acquisition in 2010 of new premises to house the majority of the Secretariat's services.

In conclusion, Alissandra Cummins expressed her wish for ICOM to become the most influential international network of museums.

Nancy Hushion, Treasurer, was then invited to present her report, an overview of the 2004-2010 period, which explained specific initiatives that have been taken to increasingly ensure that ICOM's resources are directed towards its programmes and network.

Three strategic areas were assessed: transparency and accountability, new management, and a new budget format. In order to limit large deficits caused by currency fluctuation, ICOM made the decision to use the Euro exclusively. A reserve fund with tight approval procedures and rules made the purchase of the new headquarters possible. Major improvements in financial management include meeting cash flow needs, hiring professional financial staff, clarification of the organisation's rules; a clear investment strategy was put in place and budgetary standards were developed. The Treasurer mentioned that the Standing Committee on Finance and Resources had been very helpful in its guidance.

The Advisory Committee confirmed that the Triennial Report had been received.

(10:30-11:00 coffee break)

#### **Item 8: Intervention of the President of ICOM and report on the Executive Council's Actions & Governance**

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The President of ICOM invited the members to consult the summaries of the decisions of the 114<sup>th</sup>, 115<sup>th</sup>, 116<sup>th</sup> and 117<sup>th</sup> sessions of the Executive Council to be found, respectively, on page 19, 22, 24 and 26 of the working documents.

After discussion of the minutes, the President of ICOM confirmed that the Executive Council had decided to publish records of decisions. With regard to the dissemination of working documents before the meeting of the Advisory Committee, she understood the need to provide the information in due time and early enough for everyone to be prepared.

#### **Item 9: Information on elections procedure (moved to earlier)**

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The Chairperson of the Advisory Committee, Knut Wik, explained that his role as Elections Officer was to supervise the election process.

He stated that since 2002, electronic voting had been discussed, and that it was being implemented during this General Conference. He confirmed that the electronic procedure was impressive, safe and effective.

ICOM Secretariat provided information on the elections procedure.

Knut Wik introduced himself as the only candidate for Chairperson of the Advisory Committee. He said that although ICOM had made improvements since 2007, there were important and interesting actions to be taken in the next three years.

## **Item 10: Information on the Resolution Procedure and the Open Forum for the Resolutions**

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The Chairperson of the Resolutions Committee, Robert Spickler, explained that the function of his committee was to facilitate the transmission and presentation of the resolutions to the General Assembly. The Committee is made up of six members: Henry Bredekamp, Koeshi Hikarachi, Emma Nardi, Lourdes Mandes Sancho, Michael Ryan and Robert Spickler.

He explained that its role was to receive and regroup recommendations when need be, and to rewrite and translate. It was announced that the Open Forum for resolutions would take place on Wednesday from 2pm to 5pm and that the deadline for receiving any requests for amendments was 9 November at 5pm.

When asked where a copy of the resolutions could be obtained, the Chairperson of the Resolutions Committee responded that 11 of the texts had already been distributed to the Chairs of the Committees. The remaining resolutions had been received more recently, even just the day before, and it was therefore not possible to publish these documents. For this same reason, he stated that obtaining a copy in advance of the resolutions would not be possible.

The point was raised that the Open Forum was taking place when most committees were holding their annual meetings, making attendance difficult. It was suggested that technology be used to ensure earlier and easier communication between members for the next conference. The question was raised about how the deadlines for the resolutions had been established. The Chairperson of the Resolutions Committee explained that the first deadline was to table the resolutions, but given that some committees could not meet earlier, it was decided to give them the opportunity to express themselves.

## **Item 11: Presentation of the budget 2010 and year-end projections**

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The Director General noted that the 2010 budget was approved by the Executive Council at its 116<sup>th</sup> session and that close monitoring throughout the year had allowed the following projections for year end: income of €2.9m and a €26,000 surplus.

He specifically highlighted a major rise in earned revenues (+125% in two years), excluding the membership fees, including funding support from the European Union, increased support from the French Ministry of Culture, in-kind support for the World Expo and the database, a 37% increase in subsidies to the Network, the completion of several projects (new *ICOM News* format, the launch of ICOM's new website and the implementation of the database) in accordance with the cost optimisation strategy, including renegotiation with providers as presented on page 43 of the Working Document.

Answers were given to questions raised by members in relation to the increase in membership revenue driven by a quantitative effect, ongoing reflection on the *ICOM News* format including the electronic version, training for the Secretariat staff with reimbursement of a French tax on training fees, savings on translation costs made possible thanks to in-house resources and collaborative work with language schools, although such savings have reached their limits.

The Director General concluded that ICOM had made substantial improvements since the 2009 budget compared to past budgets in serious deficit. He said that this was the result of collective efforts and a decision to optimise costs and improve resources management.

## **Item 12: Presentation of the budgetary projections for 2011**

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The Treasurer presented the guidelines for the 2011 budget based on four priorities:

- Investment in Programmes
- Reinforcement of the ICOM Network
- Implementation of the membership fee policy and the membership database
- Development of funding partnerships

The Director General then presented a balanced budget which would be reached through regular monitoring of both income and expenses. He highlighted the 2011 context, specifically the first year of operations in ICOM's new premises, and a will to develop programmes further while continuing to support the Network.

He commented that it had taken almost a year and a half to find suitable premises within the adequate budget. He explained that as the lease contract of the premises located on 26, rue François Bonvin was coming to an end that it had been necessary to find another solution. He further explained that the Executive Council had decided that new premises should be acquired and that the new premises would provide twice the space for the same price, with a fixed loan repayment rate for the next 25 years. The direct acquisition costs and equipment costs are estimated at €2.6m and considered as capital expenditures subject to amortization.

The Chairperson of the Advisory Committee noted that there were no other questions on the presentations of the 2010 and 2011 budgets.

After lunch break, Professor Peter Aronsson from Sweden was invited to talk about the European National Museums project involving 35 researchers in Europe and the study on Museum Social Change he is coordinating. The project started in 2010 and will run until December 2012. It will deal with issues pertaining to museum public, development and management. Professor Aronsson invited committee members to contact him directly to contribute to the study.

### **Item 13: Discussion on the role of the Advisory Committee and of the General Assembly on ICOM's annual budget**

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The discussion dealt mainly with the budget procedure. It was suggested from the floor that providing an anticipated vision of the budgetary components at the Advisory Committee before the budget was voted by the Executive Council would be useful. It was thought that reflection on the relevant tools or procedures necessary should be carried out.

Concerns were also raised with regard to identifying a relevant process that would not be too bureaucratic. Given that ICOM already has many layers of financial procedures that ensure rigorous budgetary control, it was suggested that adding another layer would undermine the efficiency of ICOM.

As a result of the discussion, it was advised that a balanced solution be sought, which would comply with the future Strategic Plan 2011-2013 and provide the right balance between anticipation and efficiency.

The Chairperson of the Advisory Committee suggested an answer be given to this question at the meeting scheduled for June 2011.

### **Item 14: Presentation of the organisation for the Evaluation of the 2008-2010 Strategic Plan and for the conception of the new Strategic Plan 2011-2013**

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The President of ICOM was excused and Vice-President Martin Schaerer replaced her.

The Strategic Plan 2008-2010 Evaluation Committee Chairperson confirmed the Committee was reviewing the results of the Plan and exploring possible improvements for the 2011-2013 Strategic Plan. In order to establish the methodology of the evaluation, he informed the floor that a questionnaire would be sent to different committee presidents by 1 December, 2010. The final report of the Evaluation Committee, including evaluation and recommendations, should be submitted by 1 February, 2011. All members were encouraged to submit their ideas to the Committee at [evaluation.committee@icom.museum](mailto:evaluation.committee@icom.museum)

The Strategic Plan 2011-2013 Evaluation Committee Chairperson announced that the first meeting of the Committee would be held on Saturday 13 November, 2010 in Shanghai.

#### **Item 15: Report on Project Support for the ICOM Network Programmes 2010**

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ICOM Brazil Chairperson presented the report on the Peer Jury meeting held on 26-27 January, 2010 as included in the working documents on page 56. He noted that the Peer Jury reviewed all the requests submitted by National Committees, International Committees, and Regional Alliances as part of the Programme Support for Special Projects and made recommendations for 21 projects. He explained that ICOM also authorised two additional grants subsequently, specifically for the preparation of International Museum Day 2011 and the funding of the publication *Key Concepts of Museology*. He also mentioned that the Peer Jury made recommendations for the bursaries' programme based on the four categories of country determined as per the World Bank grid and provided input for the feedback to be given to the Committees and Regional Alliances. He thanked the Secretariat for organising the meetings and for the relevant documents prepared.

#### **Item 16: Presentation of the candidate for the election of ADCOM Chair and voting procedure for the election of ADCOM Chair and Vice-Chair**

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The ADCOM Chair announced that anyone who is Chairperson of a National or International Committee may put themselves forward as a candidate for Vice-Chair. He invited the committees' Chairs to declare their candidacy by the end of the day on Wednesday 10 November, 2010.

#### **Item 17: Presentation by Eudonet of the new ICOM membership database**

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The General Secretariat presented the new ICOM membership database together with Bertrand de la Villegeorges, Managing Director of Eudonet, database provider.

The Secretariat summarised the expectations of the project: timely access to updated data on members for the Secretariat and the Committees, a more automated and integrated process, functions including flexible searching and extraction of member data. The Secretariat also highlighted some of the challenges: data recovery from the previous database, compliance with deadlines and budget constraints, and the appropriation of the tool by users.

Members expressed their gratefulness for this achievement and asked about its availability, the security measures concerning personal data, access to the information, and how National Committees will fit into that new membership database.

Confirmation was given that each committee would access the respective data of its members through a web service application which will be developed in 2011, once the data is accurate and secured. This is also linked to the website project, which included two steps: the internet site launched last September and the extranet which will be secure in 2011 and include an interface system with the database. It was also confirmed that the project would integrate careful management and protection of individual information which is subject to French legislation.

With respect to the impact on the admission process for new members, it was confirmed that the process would continue to be a two-step approach, i.e. initial approval by the National Committee and then by the Secretariat. It was also confirmed that new members would be given the option to join an International Committee as part of the registration process.

#### **Item 18: Presentation of International Museum Day 2011**

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ICOM has begun organising International Museum Day (IMD) 2011. For 2011, the preparation has been done through close cooperation between the Secretariat and ICOM's International Committee for Literary Museums (ICLM).

The Chairperson of ICLM described how ICOM had developed for the first time a partnership with UNESCO and others NGOs for IMD 2011, whose theme is *Museum and Memory*.

### **Item 19: Discussion on International Museum Day Themes for 2012 and for 2013**

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ICOM Secretariat explained that International Museum Day (IMD) is traditionally organised every year around 18 May. Different tools and strategies have been developed by ICOM to help museums include the event in their agenda.

Members were invited to participate in the workshop scheduled during the Conference on Wednesday 10 November at 1 pm.

ICOM Secretariat revealed the four themes proposed by ICOM's Committees for IMD 2012:

- Museums: Accessibility
- Museums: Connecting continents
- Museums in a changing world
- Museums: Get connected

### **Item 20: Results of the election of ADCOM Chair & Item 21: Remarks of the newly elected ADCOM Chair**

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The Advisory Committee Chairperson announced that the result of the election of Advisory Committee Chairperson would be announced later that evening or the following morning.