



INTERNATIONAL COUNCIL OF MUSEUMS
MINUTES OF THE
24th SESSION OF THE GENERAL ASSEMBLY
Held in Paris (France) on 9th June 2009

Agenda

1. Approval of the Agenda
 2. Approval of the minutes of the 23rd session of the General Assembly, June 3rd 2008
 3. Report of the President
 4. Director General's Report: Activity & Programmes
 5. 2010 Election – Resolution to extend the deadline for submission of candidatures until December 31st, 2009
 6. Treasurer's Report: Approval of the 2008 Audited Financial Statements
 7. Presentation of the 2009 Budget
 8. ICOM Membership
 - 8.1 Report on 2008 Membership
 - 8.2 Report on ICOM National Committees' Panel for the review of membership fees
 - 8.3 Resolution to approve the new membership policy and the new membership fee structure
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Opening of the 24th Session

The President of ICOM, Alissandra Cummins, welcomed the delegates and reminded the participants that the General Assembly held in August 2007, in Vienna, confirmed the holding of an annual General Assembly as per ICOM statutes and in accordance with the French law (1901) on "Associations déclarées".

The President also informed the participants that on the present Session Agenda some items would require a formal approval from the members while others would be presented for information.

Further to the President's opening remarks, Knut Wik, Chair of the Advisory Committee, requested one minute of silence to honour prominent ICOM members, including former members of the Advisory Committee, who passed away during the year.

- M. Sid Ahmed Baghli – honorary member of ICOM, former member of the Executive Council, former Chair of ICOM Algeria, co-author of the *History of ICOM* (1946-1996)
- Mr. Per Uno Agren – former Chairperson of ICOM Sweden
- M. Jan Fissoré – former Chairperson of ICOM Monaco
- M. Joel Nachum Bloom – former President of the American Assn. of Museums and of the US National Committee
- Mr. Mohd. Kassim bin Haji Ali – former Secretary of ICOM Malaysia
- Ms. Clare Moorhead – former Trustee & Chair, Ethics Committee of the US Federation of Friends of Museums
- Mrs. Julia Michel Dabdoub – President, Bethlehem Arab Union Women's Union

1. Approval of the Agenda

The Agenda was approved as presented.

2. Approval of the Minutes of the 23rd Session of the General Assembly, June 3rd, 2008

ICOM Treasurer, Nancy Hushion, requested the following amendments to the Minutes:

- Page 3, Item 4, second paragraph, line 1: Replace “President” by “Treasurer” ;
- Page 3, Item 4, third paragraph, line 4: Replace the words “between the three key reports” by “between three years”;
- Page 3, Item 4, the fifth paragraph should be written as follows:
“The section on financial returns (line 187 to 195) indicates that the deficit composed of the provision for losses due to exchange rate fluctuations, primarily from the US\$ to the € and back, has been further reduced due to various financial instruments and a small operating surplus.”

The Minutes of the 23rd Session of the General Assembly were approved as amended.

3. Report of the President

The President read her report to the General Assembly. (*The complete report is available at Appendix n°1*)

On a point of order, Daniele Jallà, Chair of ICOM Italy, requested that the President report be formally approved.

Subsequently,

The President’s report was formally approved by the General Assembly.

4. Director General’s Report: Activity & Programmes

The Director General expressed his great pleasure of attending his first Annual General Assembly since his appointment in October 2008. He indicated his strong commitment to contributing to the attainment of ICOM Strategic Plan objectives and stressed the need of working in close collaboration with ICOM members. In this respect, he reported on the numerous meetings he had, over the past 7 months, with Chairs of National and International Committees as well as with UNESCO representatives, the civil society and the press.

4. Director General's Report: Activity & Programmes (cont'd)

In order to better serve ICOM's membership and in accordance with the objectives set forth in the Strategic Plan, the Director General described and explained the new structure of ICOM Secretariat, established around three operational Divisions: "Administration and Finance"; "Communication and Network Promotion" and "Development of Programmes". He then referred to the document, entitled "*Progress report*" in the Participants' Handbook, which described the present state of completion as well as the upcoming priorities and lines of actions, notably:

- 70% of the reconfiguration of the Secretariat has been completed;
- Improvement brought to the format and the content of General Assembly and Advisory Committee meetings;
- The implementation of ICOM membership database;
- The need to further debate the role and the needs of International Committees with a view to better integrate their activities into ICOM's global actions;
- The development, in collaboration with ICOM constituencies, of a new Website to improve ICOM means of information, communication, promotion and outreach;
- The allocation, since 1st January 2009, of one Secretariat staff member, to support the work of ICOM Standing Committee on Ethics, its research requirements, the production of case studies with a view to better respond to numerous requests from the membership on ethic issues;
- The development of a comprehensive marketing plan to revisit ICOM's positioning, image and branding to be undertaken in 2010-2011;
- The upholding of ICOM programmes on Museum disaster preparedness and risk management, on Illicit Traffic and on the production and publication of Red lists of stolen objects;
- The development of a new Editorial Policy;
- The undertaking of an analysis to identify the most appropriate ways of handling the ".museum" domain.

Following the Director General's report, while some members expressed their satisfaction on his presentation and on the numerous initiatives undertaken in a short period of time, other members expressed their concern on the late distribution to the General Assembly of the pertinent documentation and reports which should normally be made available to the delegates well in advance of the meeting.

This latter concern was echoed by other members requesting that information on the Secretariat activities, on ICOM activities as a whole as well as on the action taken by the Executive Council should be accessible to the membership, throughout the year.

The Director General thanked the members for their remarks, comments and suggestions. He confirmed that, in the future, all relevant documentation will be made available to the delegates in due time.

5. 2010 Election – Resolution to extend the deadline for submission of candidatures until December 31st, 2009

Diana Pardue, Chairperson of the Nomination and Election Committee, presented a recommendation to the effect of postponing until 31st December 2009 the deadline for filing candidatures for the election of officers (member of the Bureau) and ordinary member of the Executive Council.

Referring to a report included in the participants' handbook, she explained that, in order to encourage and facilitate candidatures from all regions of the world and from all museum professions, the postponement to a later date would allow more time for candidates to prepare their applications.

In conclusion she reported that the members of the Nomination and Election Committee felt that The closing of the nomination of candidates almost two years before the actual election, which will only take place in November of 2010, would be a significant limitation to the spirit of inclusiveness.

The General Assembly unanimously approved the postponement to 31st December 2009 for filing candidature applications to the election of officers (members of the Bureau) and ordinary members of the Executive Council.

6. Treasurer's Report: Approval of the 2008 Audited Financial Statements

The Treasurer referred to the participants' handbook, specifically:

- The Auditor's Certificate for the year ended as of 31st December 2008 (Exhibit 1a, page 3);
- The 2008 Audited Financial Statement including the balance sheet and statement of activities (Exhibits 1b and 1c, pages 5 and 6);
- The 2008 revised budget (Exhibits 2a, 2b and 2c pages 7, 8 and 9);
- The allocation of resources to each of the 4 objectives of the 2008-2010 Strategic Plan, (Page 7).

She reminded the members that the General Assembly is required to approve only the 2008 Audited Financial Statement.

With respect to the Auditor's report, the Treasurer noted that it is presented without reservation and certifies that *"the annual accounts are regular and accurate, and give a true and fair view of the operations results of the past exercise, as well as the financial situation and the asset of the Association at the end of this (2008) financial year."*

On a point of order members noted to the Chair that most of the budget documents in the participants' handbook could not be read because of bad printing quality and that some figures between the French and English versions were different.

The President took note of the remarks.

The Treasurer commented on the 2008 Audited financial statements noting that most of the budget items were similar to one of the 2008 revised budget projections. The deficit of 222,386 Euros is mainly due to:

- The shortfall of fundraising revenues, attributable to a longer than projected period for the recruitment of the Director General whose arrival at the end of 2008 made the fundraising revenue expectations unrealistic, under these circumstances;
- A provision set aside, as recommended by the Auditor, to cover the cost of any foreseeable litigation against ICOM database supplier.

A discussion ensued during which some members expressed concerns on the presentation of the financial documents, requested more transparency from ICOM Secretariat in the financial and budget reports as well as providing more detailed information.

Questions were then asked concerning:

- The state of implementation of ICOM Membership database and the present state of the working relationship between ICOM and DBF, its database system supplier;
- The cost for the recruitment of the Director General;
- ICOM working capital and the state of investments of its Reserve Fund;
- The level of contribution of ICOM Foundation to ICOM budget;
- The breakdown of the expenses merged into “*Travel and related expenses*” budget line;
- The source and the nature of fundraising revenues;
- Expenses for Musedoma.

Answers were given by the Director General on the Database, the Working Capital and Reserve Fund, ICOM Foundation and on “*Travel and related expenses*”; by the Vice-President, West, on the cost of recruiting the Director General; by the Treasurer on Musedoma.

The 24th Session was suspended at 11.45am.

The 24th Session resumed at 02.15pm.

6. Treasurer’s Report: Approval of the 2008 Audited Financial Statements (cont’d)

The Director General provided the Assembly, as requested, with additional information on the breakdown of the budget item: “*Travel, Other expenses and external charges*”.

It was again noted that some figures on the French and English new documents were different.

The Director General committed that all financial documents would, in the future, be consistent in each of ICOM official languages.

A vote was requested for the approval of ICOM 2008 Audited Financial Statement.

410 votes were cast.

228 in favour

39 against

143 abstentions

The President confirmed the approval, by majority, of the 2008 audited financial statement.

The Director General and the Executive Council were invited to find the appropriate means to inform the members on the 2009 Audited Financial Statements, in a timely manner, since the General Assembly will only take place in November of 2010, at the very end of the year.

The General Assembly, by majority, approved the 2008 Audited Financial Statement, as per the auditor's certification.

7. Presentation of the 2009 Budget

The President invited the Director General to present the 2009 budget for information.

The Director General referred to participants' handbook and introduced the budget. He drew the members' attention, notably on the projected balance budget for 2009 and on the increase in revenue forecast, mostly due to a projected increase in fundraising, which funds would be allocated to the implementation of the new membership database as well as to the new Website.

He noted that the relative share of Membership dues, which represented 85% of global income in 2008, was forecast to drop to 70% in 2009. He ended his presentation by referring to Exhibit 2c which describes the allocation of income and expenses between the four main Strategic Plan objectives.

Following the budget presentation the Director General provided additional information and answered questions from the Assembly concerning the feasibility for ICOM to attaining the fundraising objectives set for 2009; the grants anticipated or confirmed by the French Ministry of Culture and from UNESCO; the provision set aside for the "Reconfiguration of the Secretariat", set as one of the objectives of the Strategic Plan. He also provided information on the percentage of the budget allocated for Staff salaries, on ICOM contribution to International Committees, on the use of a portion of the Reserve Fund for relocating the Secretariat offices and Documentation Centre through either buying or renting new spaces.

Members also stressed, in the present state of the world's economy, the importance of managing ICOM budget rigorously for the years to come and on the need to revise and accurately update the triennial budget projections approved by the General Assembly, in Vienna, in 2007.

At the end of the discussion, some members requested that measures be taken to insure the Spanish translation of the Budget documents.

8. ICOM Membership

8.1 Report on 2008 Membership

The Director General stated that in accordance with ICOM Statutes, a report on the state of ICOM membership must be presented to the General Assembly every year. As of 1 June 2009, ICOM counted some 27,000 active members, in 112 countries. He noted that while the number of countries represented has decreased, compared to 2008, the number of members has increased.

He also noted that during 2009, ICOM welcomed a new National Committee from the United Arab Emirates. He also drew members' attention on the comparative tables for 2007 and 2008 membership, which includes information on the geographic distribution of ICOM members as well as some data on ICOM Foundation.

A short discussion ensued on the need to find means of attracting more individual and institutional members to ICOM.

8.2 Report on ICOM National Committees' Panel for the review of membership fees

Considering that the report of the Panel is implicitly included in the next sub item of Item 8, the General Assembly unanimously decided to immediately move to sub-item 8.3 of the Agenda.

8.3 Resolution to approve the new membership policy and the new membership fee structure

The Director General stated that in accordance with ICOM Statutes, any changes brought to ICOM membership fees structure requires the approval of the General Assembly. He stressed the importance of approving the revised fee structure at this General Assembly since the next General Assembly, which will take place only in November of 2010, would not allow for any changes to the fee structure before 2012.

He informed members that a group of National Committees was brought together into a Panel and, through conference calls, have worked since April on the proposal set forth in the participants' handbook. He expressed his gratitude to the panel, emphasized the solidarity they have shown in participating in this very difficult exercise during which the main concern for the Panel was to develop an equitable membership fee structure for ICOM.

He also noted that the proposed fee structure has been approved by the Executive Council.

The Director General then described the 3 principles set by the Panel in its proposal for changing ICOM membership fees:

1. ICOM must abide to the principle of equity and take into account the economic wealth and capacities of each participating nation;
2. ICOM must avoid any excessive fee increases by establishing progressive triennial increments tied to a four year development plan of services to be provided to members;
3. ICOM must undertake a comprehensive reflection on the recruitment of new members and the development of services.

Taking into account these principles, the proposal includes a slight increase of 4 Euros for 2010 for individual members of 26 National Committees, but a reduction for all other members.

For institutional members, the fee would, from now on, be based on the annual budget rather than on the number of employees. For the larger institutions this will entail a larger increase than for smaller organisations while for the more 'fragile' institutional, the annual fee would not increase.

Thus, the categories of members and their corresponding fees would now be based on the International Monetary Fund data rather than on the World Bank figures published with a two-year delay.

This proposal to revisit ICOM membership fee structure would apply only to individual and institutions. The fees for other categories of membership would remain the same.

A long discussion and debate took place during which some members indicated their support to the proposal while others expressed their disagreement.

Some members of National and International committees, while acknowledging the merit of decreasing or freezing membership fees for the less fortunate individuals or institutions, expressed reluctances on increasing the fees for the next three consecutive years. It was felt that this proposal would lead to a substantial reduction of existing members or would impact on the recruitment of new ones. Other members felt that increasing some categories of members while freezing others might encourage members to review their membership options.

Concerns were also expressed on the complexity of the grid as presented and on the difficulty of explaining it to National committee members.

Finally some members reminded the Assembly that the proposed increases would have a larger impact in the countries using other currencies than the Euro.

At the end of the debate,

The Chair of ICOMAM presented an amendment to the proposal and requested its endorsement by the General Assembly. The amendment read as follow:

"The General Assembly approves the new membership fee grids for individual and institutional members as proposed on a trial basis for 2010 only, and requests the Executive Council to immediately reflect on the best long term fee structure in consultation with the members, and to undertake a full budgetary review with the intention of finding savings to assist the National Committees and International Committees most in need."

The President stated that the procedure requires a vote on the amendment prior to any vote on the initial proposal.

The vote was called on the amendment and casted as followed:

410 votes were casted

348 votes in favour

18 votes against

44 abstentions

The President confirmed the approval of the amendment, by majority.

The General Assembly, by majority, approved the new membership fee grids for individual and institutional members as proposed on a trial basis for 2010 only, requested the Executive Council to immediately reflect on the best long term fee structure in consultation with the members and to undertake a full budgetary review with the intention of finding savings to assist the National Committees and International Committees most in need.

(The approved membership fee grid is available in Appendix n°2)

It was the consensus of the General Assembly that the approved amendment did not require a vote on the initial proposal

The President thanked the participants and invited all ICOM members to gather in Shanghai in November of 2010, for ICOM General Conference and for its next General Assembly.

There being no other business to address, the meeting ended at 04.30pm.

Alissandra Cummins, President of ICOM

Appendix

1. Report of the President

REPORT OF THE PRESIDENT
PRESENTED TO THE GENERAL ASSEMBLY
OF THE ICOM MEMBERS,
9 JUNE 2009

Dear Colleagues,
Chers Collègues,
Estimados colegas,

L'assemblée annuelle d'aujourd'hui est la seconde, depuis l'adoption par la Conférence générale tenue à Vienne en 2007, de ce rendez-vous annuel statutaire. Elle se déroulera dans le respect des dispositions de la Loi française sur les « Associations déclarées » et des Statuts qui régissent notre Organisation.

L'année 2008 aura été pour l'ICOM une année de transition, une année de défis et une année de changements, tout en étant aussi une année de continuité, la 63^{ième}, depuis que les musées du monde se sont dotés d'une institution internationale de services.

Yo añadiría, no sin orgullo, que el 2008 fue también un año de realizaciones importantes, como lo atestiguan las numerosas actividades de los Comités Nacionales e Internacionales, la participación activa de los miembros del ICOM en los Comités Permanentes, Task Forces y Grupos de Trabajo, el esfuerzo sostenido de nuestra Secretaría y el apoyo firme de los amigos del ICOM.

En primer lugar, 2008 fue un año de transición, en particular en la Secretaría donde dos de nuestros miembros, Piet Pouw y Robert Spickler, han realizado a su turno la interinidad del mando de la Secretaría, mientras el Comité de búsqueda del Consejo Ejecutivo realizaba la contratación de un Director general permanente. Deseo saludarles todos y otra vez expresar nuestros sinceros agradecimientos y nuestra grande apreciación.

Then, 2008 was a year of challenges and changes:

- The first year of implementation of the triennial Strategic Plan, approved in Vienna in 2007, which an impressive number of ICOM members had previously participated in drafting.
- The year of the nomination of the new Director General, Julien Anfruns, who assumed his functions on 1st of October last, and to whom was entrusted the most important mandate, which is also a sizeable challenge, of implementing ICOM's Strategic Plan and, accordingly, developing an action plan in order to meet its objectives, acting as ICOM's spokesperson to various institutions, the media and civil society, undertaking in systematic fashion the restructuring of the Secretariat, consolidating the programmes, modernising the membership services, while, at the same time, increasing ICOM's earned revenues through fundraising.

After barely 8 months since assuming his position, might I be permitted, not merely on my own behalf, but on behalf of the Executive Council members and, I am sure, on your behalf, to express our full support and satisfaction to Julien for his leadership and for the work accomplished to date. In the report he will be presenting to the General Assembly, the Director General will describe the actions

undertaken under his direction, with the support of a dedicated staff in the Secretariat who all deserve an accolade.

I also wish, at this time, to acknowledge the support of the Friends of ICOM, in particular that of the ICOM Foundation, presided with great generosity and passion by Madame Christine Boël. The financial support of more than 270 ICOM Foundation members is for us all a source of inspiration and encouragement in the pursuit of ICOM's mission.

As President of ICOM, it is incumbent on me to now briefly describe the activities of the Executive Council for the year 2008. Let me first thank each of its members for their ongoing involvement to ICOM's cause.

A good portion of our work has been to complete the search and to finalize the selection and the hiring of the new Director General.

Since his appointment, the Council concentrated primarily on the most pressing actions reflected in our Strategic Plan, notably:

- expanding ICOM's presence on the international scene,
- participating in various conferences and international symposia;
- strengthening our relations and intensifying our collaboration with various partner organisations, notably with UNESCO with whom we have now signed a new framework agreement, ICOMOS and WFFM, through continuous exchange of information on museum and heritage issues, especially through the vigorous protection of the cultural heritage of many countries, and through our ongoing international campaigns of public information programmes.

The Executive Council also approved a comprehensive plan for reconfiguring ICOM Secretariat. This decision was taken after a thorough analysis of its impact on ICOM's finances and functionality.

It was made with the conviction that there was a great need to improve ICOM's services and to support more adequately and efficiently ICOM's National and International Committees, as well as our institutional and individual members.

2008 was also the year for nominating and/or renewing the membership of ICOM Standing Committees, Working Groups and Task Forces for the next three years. These appointments were made following an invitation which, in the spirit of democracy and transparency, was sent out to all members, via ICOM's Web site, to join one or another of these committees.

I wish to thank all the members who responded to this call for candidatures.

The Executive Council also took into consideration the recommendations made by the Advisory Committee, by its sub-committees of National and International Committees as well as those formulated by the Standing Committees on Ethics, Legal Affairs, Finances and Resources, and the Committee on the International Committees. In this regard, on May 22nd last, I have responded, jointly with the Chair of the Advisory Committee, Knut Wik, to the pertinent issues raised by ICOM Advisory bodies. Most of our answers and clarifications will be reflected in greater detail in the Director General's progress report.

The Executive Council held its December meeting in Shanghai at which time the framework agreement for the next General Conference, which will be held in November 2010, was officially signed with ICOM China National Committee and the Chinese organising committee. The Conference, for which a progress report will be presented to the Advisory Committee, bears the theme **"Museums for Social Harmony"**.

While in China, the Council also concluded an agreement for ICOM's participation to the Cultural Program of the prestigious Shanghai 2010 World Exhibition.

Finally, the Executive Council responded to various invitations extended by ICOM's International Committees, Regional Alliances, Affiliated Organisations and partners organisation through participating in various meetings, conferences and symposia, when it was felt strategically important by the organizing Committees or Museums, and when it met ICOM's general objectives.

I personally attended Conferences and meetings in South Africa, the Netherlands, Korea, China and Croatia – while other members of the Executive as well as the Director General represented the President in similar manifestations in Brazil, Canada, Belgium, the United States of America and Switzerland.

Dear colleagues, ICOM has now embarked on a series of positive reforms. I firmly believe that it will pave the way for enabling our Organization to improve ICOM's services to its members, to better promote the museum's role in civil society and to better foster its contribution to the cultural environment and the safeguarding of the tangible and intangible heritage.

Chers Collègues, au cours des trois prochains jours, l'Assemblée générale, le Comité Consultatif et ses sous-comités sont appelés à débattre de diverses questions qui concernent l'avenir de notre Organisation, à choisir le thème de la Journée internationale des Musées pour les deux prochaines années, et à sélectionner le pays et la ville de la Conférence générale de 2013.

Esto será también una oportunidad para los Comités Nacionales e Internacionales de compartir informaciones sobre sus proyectos actuales y futuros.

Espero sinceramente que nuestros intercambios serán enriquecedores y fructuosos y que nuestros debates serán constructivos y estimulantes.

At the end of this week's meetings, ICOM must itself be enriched by your insights to better pursue its role and to better convey the outcome of our discussions to our museum colleagues of the world.

Thank you. Merci. Gracias.

Alissandra Cummins
President of ICOM
9 June, 2009

2. Approved membership fee grids for individual and institutional members

	INDIVIDUALS			
	Category 1	Category 2	Category 3	Category 4
Regular	62 €	50 €	23 €	20 €
Retired	29 €	20 €	11 €	10 €
Student*	29 €	20 €	11 €	10 €
Associate	130 €	130 €	130 €	130 €
Contributor	187 €	187 €	187 €	187 €
Supporting*	261 €	261 €	261 €	261 €

	INSTITUTIONALS		
	Operating budget	Category 1	Categories 2, 3 and 4
Regular	< 30 000 €	250 €	200 €
	30 000 € – 100 000 €	310 €	250 €
	100 000 € – 1 000 000 €	460 €	360 €
	1 000 000 € – 10 000 000 €	630 €	500 €
	> 10 000 000 €	1 300 €	1 300 €
Sustaining		1 912 €	1 912 €
Contributing		3 975 €	3 975 €
Supporting*		4 809 €	4 809 €

* These members do not have voting right