



INTERNATIONAL COUNCIL OF MUSEUMS
CONSEIL INTERNATIONAL DES MUSEES

I N T E R C O M

INTERNATIONAL COMMITTEE FOR MANAGEMENT • COMITÉ INTERNATIONAL POUR LA GESTION

MAY 2001 NEWSLETTER

- *Ce numéro des Nouvelles d'INTERCOM est présentement en traduction; il sera expédié sous peu.* •

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1. MESSAGE FROM THE PRESIDENT OF INTERCOM

As this triennium draws to a close, it is possible to look back on the activities of INTERCOM and realize that we as a committee have been able to accomplish many of our goals. While we will have an opportunity to review these goals in more detail at our triennial meeting in Barcelona, the activities have included two meetings of the Committee, the first in Jerusalem with the active support of ICOM Israel, and the second in Ottawa/Hull, Canada organized jointly with the Management Group of the Canadian Museums Association. We have also succeeded in publishing 4 issues of the *INTERCOM Newsletters*.

The *Newsletter* has in fact been our biggest challenge as, in all honesty, it is not very cost-effective. The expense of printing (even with desk top publishing) and mailing of a single issue consumes the entire allocation which INTERCOM receives from ICOM.

The INTERCOM Board has therefore decided to concentrate its efforts on publishing its *Newsletter* through our new web site (www.chin.gc.ca/intercom). Voting members of INTERCOM who do not have access to the web or prefer to receive a printed copy are asked to indicate

this to Nancy Hushion, as soon as possible. We anticipate that the next issue of the *Newsletter* will be in the Fall of 2001 and we need to have our new distribution system in place by that time.

Like other International Committees, we also find it necessary to limit the distribution of the printed *Newsletter* to voting members only. If you wish to receive the *Newsletter* and are not a voting member, we are happy to send it to you but must ask for a financial contribution towards costs of \$10 US. Of course, all members of ICOM (as well as any interested persons) with access to the web can receive the *Newsletter* free of charge. We hope, in fact, to be able to communicate more often and with more up-to-date information than has been possible before.

In others areas of activity, as President of INTERCOM, I was selected as a member of the ICOM RTF as one of three representatives of International Committees and believe through this work that the needs of "one of the core activities of ICOM", as recognized by the President, Jacques Perot, will receive their due attention in the near

future.

I would like to thank both ICOM Israel and Avshalom Zemer for all their assistance with the Jerusalem meeting and the Canadian Museums Association and John McAvity for their collaboration in Ottawa. A young committee like INTERCOM has much work to do, especially when some ICOM members are not entirely certain of its raison d'être. The members of the Board: Arnout Weeda, Jean Michel Tobelem, John McAvity, Llewelyn Gill, Hector Rivero Borell and Stephen Weil have, each in their own way, provided me as President with invaluable assistance throughout the three year period, and I thank them all very much.

INTERCOM looks forward to growth and to greater awareness of management issues within ICOM in the future, and encourages its members to communicate their interests to the Board and to seek greater involvement (see Call for Nominations) in the work of the Committee.

Nancy Hushion
President, INTERCOM

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2. CALL FOR NOMINATIONS FOR THE INTERCOM EXECUTIVE BOARD

As detailed in INTERCOM's Rules, nominations for members of INTERCOM's Executive Board are sought from the membership prior to the Triennial Meeting of ICOM, at which time a new Board is elected.

The term of office is for three years; the Board numbers six persons in total, including the position of President and Treasurer.

Board meetings typically take place twice a year and every effort is made to try to combine such

meetings with other ICOM events. Candidates should be aware that there is unfortunately no financial assistance to help with travel costs. INTERCOM is actively looking for Executive Board members interested in the core of its work, the theory and practice of management within a museum context, and who are interested in working on such activities as the planning of the annual conference of INTERCOM; and contributing to its Newsletter and web site.

Please submit names for nomination to the Nominations Committee, c/o Nancy Hushion, fax 1 416 351 0217 or email hushion@istar.ca by **June 15, 2001** at the latest. Any enquires may also be directed to Ms. Hushion.

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3. ICOM 2001 BARCELONA and CALL FOR PAPERS

The following is the program which has been planned for the three days of INTERCOM meetings during ICOM 2001 in Barcelona, from July 2 - July 4, inclusive. Members are encouraged to verify everything with the printed (and on-line) programs.

Key INTERCOM contacts:
Nancy Hushion, *President*
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John McAvity, *Newsletter*
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Unless otherwise stated all meetings will be at the Palau de Congressos, Barcelona, where all main sessions will have simultaneous translation covering English, French, Spanish and Catalan. Simultaneous translation is also projected for the International Committee meetings.

Call for Papers

For its meeting in Barcelona, INTERCOM is issuing a Call for Papers. Proposals for papers addressing the conference theme and/or INTERCOM's sub-theme of *The Ethics of Management* are invited. The maximum duration for each paper is 15 minutes. Please submit a one page abstract to INTERCOM's President, Nancy Hushion, ideally via e-mail at hushion@istar.ca, or faxed to 1 416 351 0217. The deadline for receipt of these proposals is **June 1, 2001**. In the event that the number of submissions received exceeds the time available for presentation, the INTERCOM Board will select those which are most relevant to the conferences theme.

Please note that the timetable, including lunch breaks, has been established by ICOM 2001 which is also providing the meeting rooms and translation.

MEETING THEME: THE ETHICS OF LEADERSHIP

MONDAY, JULY 2: INTERCOM

9:00 - 9:30	Welcome remarks: the goal and focus of INTERCOM
9:30 - 10:00	The Ethics of Management
10:00 - 11:00	Challenges in Museum Leadership

11:00 - 11:30 Health break
 11:30 - 12:45 Panel Respondents on Challenges in Museum Leadership
 12:45 - 13:45 Call for Papers Session
 14:00 - 16:30 Lunch Break
 16:30 - 18:45 Scottish Museums Council: National Audit of Museums
 Updates: UNIDROIT, Looted Art, ICOM's Red List

TUESDAY, JULY 3: INTERCOM

9:00 – 10:00 Call for Papers Session
 10:00 - 11:00 The Museum Director of Today: Entrepreneur or Guardian
 11:00 - 11:30 Health break
 11:30 - 12:30 Panel respondents on Museum Directors of Today: Entrepreneur or Guardian
 12:30 - 13:45 Management and Marketing
 14:00 - 16:30 Lunch Break
 16:30 - 18:45 Strategic Planning Roundtables
 20:00 - 23:00 INTERCOM dinner (place to be determined)

WEDNESDAY, JULY 4: INTERCOM

9:00 - 14:00 Joint symposium with ICOFOM (Museology) and ICTOP (Training)
 International Committees on the policy, management and training implications of new trends in museum organization and management (reflecting the main ICOM 2001 General Conference theme). There will be three separate sessions; each session will have a keynote speakers from one of the Committee and two respondent, drawn from the other two committees.
 14:00 - 16:30 Lunch Break
 16:30 - 18:00 INTERCOM's Triennial General Assembly: reports, election of new Board for 2001 - 2004, future plans and policies.
 18:00 - 19:00 Meeting of the new INTERCOM Board
 21:30 Gala Dinner at the Poble Espanyol (free for all registered delegates and accompanying persons)



4. ACHIEVING EXCELLENCE: MUSEUM LEADERSHIP IN THE 21ST CENTURY

In early September, Canada hosted over 150 delegates to the first ever international conference on museum management; judging by the feedback received, it was most successful. This event involved close collaboration between INTERCOM and the Canadian Museum Association's (CMA) Management Special Interest Group.

A wide variety of issues were explored at both the international level and the Canadian level. These included issues surrounding: strategic planning, sponsorships, conflict resolution in museums, leadership development, succession planning, benchmarking.

Delegates from many countries including South Africa, Australia, New Zealand, Israel, many European nations, and the United States met with their Canadian colleagues to discuss leadership issues in museums during a four day period.

In addition, the delegates received updates on various Canadian and international issues from copyright to the illegal export of stolen art works; from human resource issues to art works that were spoils of World War II. Stephen Weil, Emeritus Scholar at the

Smithsonian Institute, gave the keynote address, *Beyond Management*, in which he articulated the shifting paradigm for museums, from concentration on collections to that of public service. Three respondents (Alissandra Cummings from Barbados, Mark Taylor from the UK, and Kate Davis of Canada) responded to his address, and included examples of their experiences with the new paradigm for museums. (Please visit the INTERCOM website: www.chin.gc.ca/intercom for copies of Mr. Weil and Ms. Cummings papers.)

The funding realities facing museums were widely discussed, as were the various strategies employed by museums to meet the decline in government sources. Claude Benoit of Montreal's iSci outlined their strategies for sustainability. Others, such as Harald Mehus from Norway, discussed various strategies museums in his country are following. Daniel Ben-Natar from the Israeli Museum in Jerusalem and John Nightingale from the Vancouver Aquarium gave a comprehensive picture of self-sustaining operations dedicated to research, conservation, and education which receives the vast majority of their funds from non-government sources. Examples of strategic planning problems and solutions were given by Robert Spickler from the Canadian Centre for Architecture in Montreal. Dr Arnold Love of Toronto spoke on how to use benchmarking and performance indicators in order to measure museum performance.

Leadership development was explored in a conference session by Dr. Sherene Suchy from Australia and was followed up with a special workshop on succession planning

after the conference.

As well, the voice of several new museum directors was heard. At the opening dinner William Thorsell discussed his observations as to why he may have been hired as the new President and CEO of the Royal Ontario Museum and of his transition from newspaper editor to museum director. Victor Rabinovitch, the new director of Canadian Museum of Civilization, reflected on his perspective as a recipient of government funds compared to his former role as a dispenser of funds.

The conference was a great success from all reports. The exchange helped to unite delegates and to crystallize the need for more exchange of information and techniques among members of the museum community, be-it nationally or internationally.

Sincere thanks to all those that helped organize the conference, including: Nancy Hushion, Chair of INTERCOM; James Lee, Chair of CMA's SIG on museum management; John McAvity, CMA executive director; Tom Lewis of Toronto; Ramsden and Associates; and Rick Darroch of CMA Secretariat.

Generous financial support was received from: Christie's International Auction House, AON Reed Stenhouse, the Museum Assistance Program of the Department of Canadian Heritage, The Expo Zone International, North American Logistics Ltd, the Canadian Museum of Civilization, the National Gallery of Canada, and many other contributors.

John G. McAvity

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5. EXCITING NEWS: INTERCOM'S NEW WEB SITE

INTERCOM will be launching its new web site on May 31, 2001. It can be found at www.chin.gc.ca/intercom; special thanks to the Canadian Heritage Information Network for the hosting of this site.

While certain sections of the site are still “under construction”, you will find up-to-date information of INTERCOM activities; the current issues of the *Newsletter*; and under the Archives button, copies of papers from past INTERCOM meetings such as *Beyond Management* by Stephen Weil, Smithsonian Institution; *Response to Beyond Management* by Alissandra Cummins, Barbados Museum and Historical Society; *The Norwegian Museum Authority and Strategic Planning* by Harald Mehus, Head of Administration and Deputy Director, Norwegian Museum Authority and *The Give and Take – What are Sponsors Looking For* by John Sadler, Genoa Communications Management, former Executive President of Newcourt Credit Group.

Submissions from INTERCOM members are welcome for the Web site; please see the Contact Us section.



6. MUSEUMS GET THEIR OWN INTERNET DOMAIN

In late November, ICANN (Internet Corporation for Assigned Names and Numbers) approved just seven new domains for Internet sites, despite heavy lobbying by various industries for more. One of these is the exclusive domain for museums, to be known by the suffix <.museum>.

This breakthrough is the result of considerable work by museum professionals working under the auspices of MuseDoma, a consortium formed by ICOM and the J. Paul Getty Trust.

Cary Karp of Sweden is the principle visionary for this new recognition for museums. At a recent meeting, he explained that museums will be able to register their names under this new domain soon. Registration will be made in a consistent manner for museums and related organizations which meet ICOM’s basic

definition as a preliminary step. Additional criteria may be necessary to ensure clarity of identity.

Why is the English word “museum” being used? This was chosen because of its Latin root. However, it will soon be possible to use other languages equivalents for museums, such as French, Greek, or Japanese due to technological breakthroughs. Furthermore, it should be possible in the future to add more suffixes to <.museum> in order to identify museum specialties, such as: art.uk.museum, (your name).ca.museum, or moma.us.museum. However, the process of awarding names for the new <.museum> domain must be done thoughtfully. It is critical that clarity is offered for each name registered so as to avoid confusion. For example, MOMA, standing for the Museum of Modern Art. There are numerous museums by this name

now, not just the well known one in New York City. Karp also predicted that other non-profit domain names will soon follow the lead of <.museum>, such as: library, hospital, and university.

Museums interested in registering their web sites with the <.museum> domain are urged to monitor developments with MuseDoma at www.musedoma.org. Information on how to register will be publicized in the near future.

Of course, it is not necessary for museums to register under this new domain but they

may wish to add a <.museum> domain in addition to their existing domains. The costs will be minimal. It is important to point out that the strength of the Internet lies in search engines so people can easily locate sites. However, the <.museum> domain is only for museums and it will add to a museums credibility to be registered under it. INTERCOM will publish information on how to do this as soon as it becomes available.

John G. McAvity

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7. UPDATE ON THE ICOM REFORM TASK FORCE

The Task Force on Strategic Reform for ICOM is nearing the completion of the mandate assigned to it by the General Assembly in Melbourne and subsequently the Executive Council. Under the very able chairmanship of Bernice Murphy, an important document with almost 100 recommendations on improving and expanding ICOM, *A Tool Box for Renovating ICOM: Report from Task Force for Review and Reform of ICOM*, plus a *Strategic Plan for the period 2001 - 2007* was presented to a special meeting of the Advisory Committee in December 2000, and posted on ICOM's web site. Many very

helpful comments and suggestions were received and have now been incorporated in the two documents. These will go forward to the General Assembly in Barcelona for approval.

Members of International Committees and specifically INTERCOM will be interested to know that one of the main recommendations which is already in the process of being implemented is the formation of a Task Force on International Committees, intended to address the many challenges such Committees are facing.

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