



ASEMUS

Asia - Europe
Museum Network

ASEMUS Executive Committee Meeting

23-24th November 2017

Weltmuseum Wien, Heldenplatz, 1010 Vienna, Austria

Present

Ireland	Ms Fionnuala Croke	ASEMUS Chair 2015-2017 Director, Chester Beatty Library, Dublin
Singapore	Mr Kennie Ting	ASEMUS Chair 2018-2020; ASEMUS Vice-Chair 2015-2017 Director, Asian Civilisations Museum and Peranakan Museum Singapore Group Director of Museums, National Heritage Board Singapore
Sweden	Ms Ann Follin	ASEMUS Vice-Chair 2018-2020 Director General at National Museums of World Culture, Stockholm
Austria	Dr Steven Engelsman	Director, Weltmuseum Wien, Vienna
Austria	Dr Bettina Zorn	Curator, East Asia, Weltmuseum Wien, Vienna
France	Ms Marie Escot	Head of International Affairs, Musée du Quai Branly, Paris
Germany	Dr Bruno Richtsfeld	Deputy Director at Museum Fünf Kontinente, Munich
Ireland	Dr Mary Redfern	Curator, East Asian Collection, Chester Beatty Library, Dublin
Japan	Dr Kenji Yoshida	Director-General, National Museum of Ethnology, Osaka
Japan	Dr Toshio Yamanashi	Director-General, National Museum of Art, Osaka
Malaysia	Mr Hans van de Bunte	Senior Project Leader, Sarawak Museum, Sarawak
Malaysia	Mr Ipoi Datan	Director, Sarawak Museum, Sarawak
Netherlands	Mr John Sijmonsbergen	Deputy Director, National Museum of World Cultures, Amsterdam
Philippines	Dr Ana Maria Theresa Labrador	Assistant Director, National Museum of the Philippines
Republic of Korea	Professor Bae Kidong	Director-General, National Museum of Korea, Seoul Chair, ICOM-Asia Pacific
Republic of Korea	Mr Kim Jongsok	Curator, Cultural Relations and Publicity Division, National Museum of Korea, Seoul
Republic of Korea	Ms Kong Hyeonji	VCM Liaison / International Relations Coordinator National Museum of Korea, Seoul
ASEF	Ms Anupama SEKHAR	Director, Culture Department, Asia-Europe Foundation
Singapore	Ms Jackie Yoong	Secretary, ASEMUS Curator, Asian Civilisations Museum and Peranakan Museum



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Absent with apologies

China	Dr Yang Zhigang	Director, Shanghai Museum, Shanghai
China	Dr Zhou Yanqun	Shanghai Museum, Shanghai
France	Mr Stéphane Martin	Director, Musée du Quai-Branly, Paris
Netherlands	Stijn Schoonderwoerd	Director, National Museum of World Cultures, Leiden
UK		The British Museum

Absent

India	Dr B.R. Mani	Director, National Museum, New Delhi
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MINUTES

DAY ONE – 23rd November 2017, 2 pm

8th ASEMUS General Conference

1. YB Datuk Abdul Karim Rahmah Hamzah, (Minister of Tourism, Arts and Culture; Malaysia) formally announced that the 2018 ASEMUS General Conference (GC) would be hosted by Sarawak Museum and would take place from 14-16 Nov 2018. He invited Exco members to Sarawak to attend the Conference. The Sarawak Museum is undertaking a major revamp and expansion project which will see it become the second largest museum in Southeast Asia, after National Gallery Singapore, when completed in end 2019.
2. Mr Hans Van de Bunte updated the Exco on preparations for the GC preparations, which will be modelled on the Delhi GC in 2017. There will be a three day programme – the first day will consist of workshops targeted at museum professionals, the second day would be the conference proper, and the third day will consist of sightseeing.
3. The Exco discussed and agreed that the GC would feature ethnographic collections and a curatorial theme. The format could consist of up to four panels, exploring the following topics pertaining to collections and curatorial perspectives:
 - a) **“The Big Picture” and Museum Curatorial Narratives** – this was in response to a point made by a few members of the GC as to how ethnographic museums are transitioning dramatically, with some adopting cross-cultural / thematic curatorial frameworks, rather than emphasising geography. The intent is to discuss and contrast the pros and cons of a geographical versus thematic approach.
 - b) **The Ethics of Curation** – this pertains to issues of collection ownership and the matter of restitution; in particular, different perspectives of ethics in Asia, Europe and the world
 - c) **Communities** – Shifts in the nature of museum audiences and the challenges to curating for and engaging communities. This would include the “digital” community.



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- d) **Curatorial Practice & the Curatorial Profession** – how the role of the curator has shifted, in light of all the above. Mr Van de Bunte proposed that Ms Jette Sandahl as a possible speaker on this subject.
4. Mr Van de Bunte shared that the expected audience would probably be ASEMUS member museums, with a focus on museum professionals in Sarawak and Southeast Asia. Mr Kennie Ting and Ms Sekhar offered to reach out and engage SPAFA and ANMA, to encourage their members to also attend the GC.
 5. Dr Bae Kidong, who is also the Chair of ICOM-ASPAC, reminded the Exco that November was peak conference season, and that ICOM-ASPAC (Asia-Pacific) would also be planning their annual conference around the same time. He advised that Mr Ting check in with ICOM-ASPAC on the confirmed date of the ICOM-ASPAC Conference in order to deconflict the dates between the two conferences. He noted that even should the dates not be in conflict, there would still be a certain impact on attendees since the two conferences would be very close to each other and attendees might choose to attend one over the other.
 6. Mr Van De Bunte, Mr Ting and Ms Sekhar would meet in Singapore in January to work out further details of the conference, and produce a simple flyer soon that the Exco members' could use to promote the GC. [AFTERNOTE: Mr Van de Bunte, Mr Ting and Ms Sekhar are meeting 19th January 2018 in Singapore to discuss the GC.]

Confirmation of minutes of last ExCo meeting (2017, New Delhi, India)

7. The minutes of the last Exco meeting were reviewed and finalised with no amendments.
8. Ms Sekhar updated on the progress of the short overview on the History of ASEMUS. She will circulate the draft of this overview when it is completed for Exco members to give feedback on.

Remarks on the achievements of ASEMUS 2014-2017, and handover of ASEMUS Chair and Vice-Chair

9. Ms Fionnuala Croke thanked the Exco for their support during her term as ASEMUS Chair, and shared four key milestones ASEMUS achieved during her term:
 - a) Revised and adopted the formal ASEMUS Guidelines
 - b) An agreement to integrate the Virtual Collection of Asian Masterpieces (VCM) with ASEMUS, such that the VCM was overseen by ASEMUS, and the VCM website integrated into the ASEMUS website.
 - c) An agreement on the transfer of the ASEMUS Secretariat from the Asian Civilisations Museum (ACM) to ASEF in 2018.
 - d) An agreement to expand and open up the Exco to other members of ASEMUS who were interested to contribute.
10. Ms Croke handed the Chair-personship over formally to Mr Ting, who thanked the ExCo members for their warm welcome as the new ASEMUS Chairman (2018-2020). He noted that since June, he had made an attempt to meet with as many of the Exco members in person as possible to seek their feedback and ideas as to ASEMUS's future direction,



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and he thanked everyone for their generous time and feedback. He noted that Singapore and the Asian Civilisations Museum have benefitted tremendously from ASEMUS, particularly in terms of the networks and partnerships that ASEMUS has facilitated. As such, the Chairmanship was a privilege and an opportunity to give back to ASEMUS.

11. Mr Ting shared that Ms Ann Follin had graciously agreed to take on the Vice-Chair position. Ms Follin thanked the Exco members and noted that she looked forward to working together with everyone.
12. Ms Croke, Mr Ting and Ms Follin led everyone in welcoming Dr Bruno Richtsfeld to the Exco, in welcoming back Dr Kenji Yoshida to the Exco (Dr Yoshida replaces Dr Toshio Yamanashi), and in thanking Dr Yamanashi for his contribution to the Exco.
13. Ms Croke, Mr Ting and Ms Follin also led everyone in thanking Dr Steven Engelsman and Weltmuseum Wien for hosting this meeting. They also wished Dr Engelsman all the best for his retirement, and expressed their hope to still be able to consult him in the future. Dr Bettina Zorn will take over Dr Engelsman on the ASEMUS Exco. A surprise video of well-wishes by ASEMUS members was presented, courtesy of ASEF.

ASEMUS moving forward: ASEMUS Strategic Plan 2018 – 20 (Part I of Discussion)

14. Mr Ting shared that he had drafted the ASEMUS Strategic Plan 2018-2020 taking into consideration ideas and feedback that he had received from almost all of the ASEMUS Exco members he had managed to meet in person since June 2016. He thanked the Exco members again for their time and feedback, and apologised to Exco members he had not managed to meet in person before this meeting.
15. The Strategic Plan takes into account the changing world and context for museums, as well as, for practical purposes, the need to not further impinge on increasingly busy museum directors. Mr Ting noted that ASEMUS would be 20 years old come 2020, and the motivation for drafting the plan was to explore how else ASEMUS could be relevant to its members and to the international museum world, given that ASEMUS' initial objective of forging strong professional ties and collaborations between Asian and European museums has already been successfully met. These professional networks, facilitated initially through ASEMUS, now allow for collaborations to take place regularly without ASEMUS facilitation.
16. Fundamentally, the plan represents a return to essentials: i) collections and how they remind the world of Asia and Europe's shared heritage; ii) museum professionals and their professional development; as well as iii) advocacy, in terms of championing issues of importance to Asian and European museums at higher level platforms such as UNESCO and ICOM.
17. **The Exco members discussed the Strategic Plan in detail, agreeing collectively on the three proposed Strategic Focus Areas, fourteen proposed initiatives and proposed Roles and Deliverables.** The full Strategic Plan, updated to take into account the views of and decisions made by the ExCo, is attached as ANNEX A; while the slides presented at the Meeting are attached as ANNEX B.

Strategic Focus Areas

18. Members expressed support for the Strategic Focus Areas of Collections and People.
19. In relation to the Strategic Focus Area of Advocacy, more clarification was requested. Dr Kenji Yoshida enquired about ASEMUS' financial situation and its relationship to ASEF. To the latter point, Ms Sekhar noted that there would be a mutually beneficial relationship for ASEF and ASEMUS in the area of strategic cultural diplomacy and advocacy, due to ASEF's existing networks in international diplomatic forums. She shared more background on ASEF and ASEMUS, noting that ASEF had been established as the cultural arm of ASEM in 1996, and worked to ensure the voices of the arts and culture organisations of member countries are represented at ASEM meetings and other major international forums like UNESCO. ASEMUS had been initiated as a major project of ASEF, and continues to be funded by ASEF. Ms Croke recognised the importance of the strong ties to ASEF while maintaining the need for ASEMUS' independence – this point Ms Sekhar agreed on.
20. On the former point, Dr Yoshida mentioned that ASEMUS had funded major projects in the past like the *Self and Other* travelling exhibition. Mr Ting shared that ASEMUS had changed since then – the budget was much smaller and no longer able to support such major projects as joint travelling exhibitions. In any case, member museums are now able to embark on exhibition partnerships directly with each other without recourse to ASEMUS. The ASEF funding model has thus shifted towards more developmental outcomes, such as to professional training and development. Ms Sekhar also shared that ASEF receives much less funding these days, but still wished to support ASEMUS in such ways as funding and operating the ASEMUS website and taking over the Secretariat (from 2018).
21. Ms Croke noted that financial contribution to ASEMUS by member museums was voluntary, and that some museums contributed more than others. She suggested that ASEMUS members be encouraged to consider making more generous contribution to ASEMUS and to also make an appeal for greater financial support from their own countries' towards this contribution, where possible.

Proposed Initiatives supporting Strategic Focus 1: COLLECTIONS

22. *General Conference*: Mr Ting proposed changing the regularity of the GC to once every three years from once every two years, coinciding with the handover of the Chairmanship. This is so that it would be less resource-intensive for the ExCo and host museum, and so that there would be a significant differentiation in the key issues addressed at each meeting. Mr Ting added that this arrangement would only commence after the 2020 General Conference and handover of Chairpersons (i.e. the 9th GC will take place in 2020, two years after the 2018 GC, and the 10th GC in 2023). Ms Sekhar also assured Dr Bae that while the Asia-Europe Meeting (ASEM) would still take place every two years, there would be no problem if the ASEMUS GC regularity was not aligned to that of the ASEM.
23. *Joint Publication on Asian Export Art*: Mr Kennie Ting explained that a joint publication project may be more manageable for member museums rather than a full exhibition. He volunteered to helm the project on Asian Export Art as this was also an area that ACM



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itself was keen to explore; the focus on Asian Export Art also expands the scope of ASEMUS beyond Asian Art and Ethnographic collection to embrace other genres of art that link Asia and Europe.

24. *VCM and ASEMUS Digital Strategy*: Mr Ting thanked ASEMUS Exco members, and in particular, Dr Bae, Mr Kim Jongsok and Ms Kong Hyeonji from the National Museum of Korea (NMK), for having driven the VCM project. He noted that the VCM project had been ahead of its time, and had been successful in driving the digitisation of collections across Asia and Europe. He proposed that building on the success of VCM, the next phase of development could be to explore strategies to expand the user base and for Exco Members to support in promoting VCM as much as they can. Beyond the VCM, he also proposed that it was timely for ASEMUS to have a more comprehensive Digital Strategy that explored how digital technologies can be used to bring collections and content to new audiences.
25. Dr Bae noted that at present there were 2500 digitised and placed online, and that the immediate priority continued to be to encourage more ASEMUS members to digitise their collections and to place more collections online. Agreeing with Dr Bae, ExCo members also discussed how to drive traffic to the website and maximise exposure for the 2500 objects online. Dr Bae suggested that another avenue to explore for expanding the reach of VCM could be through the use of mobile devices. Mr Hans Van de Bunte and Dr Bettina Zorn recommended adding provenance information to the objects, which also helped to link collections across museums better.
26. Mr John Sijmonsbergen and Ms Follin suggested exploring increasing the physical and digital presence of VCM, for example, by placing VCM-related collateral in ASEMUS museums, and including the VCM logo and link on ASEMUS member museum websites. In that light, Mr Ting asked if the VCM project managers could offer some simple guidelines that Exco Members and ASEMUS members in general could adhere to in order to promote VCM better. Ms Follin and Mr Sijmonsbergen also suggested that ASEMUS explore the possibility of releasing VCM images for free for non-commercial use, in order to increase ASEMUS' impact.
27. Ms Sekhar proposed the setting up of a Digital Committee to devise digital strategies for ASEMUS, including strategies to expand the reach of VCM. Mr Ting noted that museums in the Republic of Korea were way ahead in terms of the adoption of digital and other technologies in museums, and he expressed a hope for ASEMUS to learn more from the Republic of Korea in this area. In that light, he proposed that the Digital Committee be led by himself, Ms Follin, Ms Sekhar, as well as colleagues from NMK, and including any other ASEMUS Exco or member museums interested to join in. Dr Bae indicated that Mr Kim would represent NMK on the Digital Committee.
28. *ASEMUS Website and Culture 360*: Members suggested postponing discussion on this item to the Update on the Asemus website report further down the meeting agenda.

Proposed Initiatives supporting Strategic Focus 2: PEOPLE

29. Mr Ting noted that the PEOPLE Strategic Focus addressed the need to ensure that ASEMUS was relevant and useful to its member museums, both Asian and Europe, and beyond the Exco members. One of the most pressing needs of member museums,



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particularly in Asia, was training; while in Europe, what was lacking was opportunities for curators to deepen their research and knowledge capabilities.

30. *Research Fellows*: Mr Ting noted that the ASEMUS research fellow programme was differentiated from the professional exchange programme in that it was specifically catered to the professional development of curators. He added that most of the museums in the Exco already offered a research fellowship programme, and sought the Exco's agreement in allowing for one of their research fellowship positions in each 3-year term to be "branded" as an ASEMUS Research Fellowship. ASEF might be able to fund the travel for the Research Fellow on a case to case basis, while the host museum would offer hospitality in accordance with its own guidelines and policies. The Exco agreed to this arrangement, noting also that there was no need to limit fellowships only to curators below 35.
31. The Exco further suggested that ASEMUS Research Fellows should present their research at the General Conference, and also be ready to be called upon as a trainer (see para 33). ASEMUS Research Fellows' research topics should furthermore be guided by the subject of the ASEMUS General Conference and ASEMUS Joint Publication. In other words, ASEMUS research fellows for the 2018 – 2020 term would focus their curatorial research onto ethnographic collections and Asian Export Art. Mr Ting suggested that formal guidelines and selection criteria needed to be drafted for the ASEMUS Research Fellowships, and that this would be one initiative that he hoped members of the Exco might choose to drive.
32. *Professional exchanges*: This was clarified to refer to all non-curatorial staff, including programmers, educators, marketing and digital professionals. As with the Research fellows, ASEF might be able to fund travel on a case to case basis, while the host museum offers hospitality in accordance with their own hospitality guidelines and policies. Beneficiaries of the professional exchange programme would also be expected to present at the GC and to be called upon as trainers.
33. *ASEMUS Trainers Network*: Mr Ting proposed that more trainers be identified within the network of ASEMUS member museums, both Asian and European; and be deployed, in particular, to Asia where there are more training needs. Ms Sekhar shared that ASEF can also fund travel for trainers, whether Asian or European, and that this initiative of ASEMUS trainers can start from the 2018 GC. To identify specific training needs, ASEMUS museum members would be surveyed on preferred training needs in the upcoming survey (see para xx).
34. The meeting was adjourned to the following day when the museum closed at 6pm.

DAY TWO – 24th November 2017, 9 am

ASEMUS moving forward: ASEMUS Strategic Plan 2018 – 20 (Part II of Discussion)

Proposed Initiatives supporting Strategic Focus 3: ADVOCACY



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35. *Policy Positions*: The Exco agreed that the policy positions ASEMUS would champion should be aligned to the issues and concerns addressed at the GC and the Exco. In other words, these policy positions would pertain to i) shifts in curatorial narratives and practice, ii) ethics, iii) community accessibility and iv) digitalisation.
36. *Calendar of High-Level Events*: Ms Sekhar offered for ASEF to draw up and circulate, an annual calendar of high-level events where ASEMUS ought to be present.
37. *ICOM Affiliation*: The Exco agreed to ASEMUS joining ICOM as an affiliate, noting that NEMO was also embarking on this. Dr Bae informed the Exco that there were specific requirements pertaining to ICOM-affiliates, including the need for a formal governing board and constitution. Mr Ting and Ms Sekhar noted that they would check in with ICOM on the detailed requirements and follow-up on this initiative.
38. *New Exco Members*: There were no objections to opening up the Exco to new members in the ASEMUS network.
39. *ASEMUS Secretariat*: Ms Sekhar noted that there were benefits to ASEF taking back the Secretariat role as it had the resources and the skillsets to coordinate across multi-lateral organisations in a diplomatic context. She suggested that the Exco review the arrangement again at the next GC, particularly if there were any Exco member museums keen to take the Secretariat role.
40. *Satisfaction and Needs Survey*: Ms Sekhar shared that ASEF would be administering a satisfaction survey for members at the end of each 3-year term and that the first survey would be initiated in January 2018.
41. *ASEMUS Review*: Members agreed that it was timely to formally review ASEMUS achievements and impact in time for its 20th anniversary in 2020.

Roles and Deliverables

42. There was general agreement on the deliverables, roles and responsibilities proposed in the Strategic Plan. Mr Ting suggested that Exco members choose one initiative each from the fourteen that they would be interested to lead or be involved in, and inform himself and Ms Follin of their choice. For a start, Mr Ting and Ms Follin would send out their areas of interest in early 2018.
43. There being no other queries or comments, the ASEMUS 2018 – 2020 Strategic Plan was accepted and endorsed.

Future Plans and Upcoming Events

44. Given that the 2019 ICOM General Assembly would be in Kyoto in the first week of September 2019, Dr Yoshida offered to host the next ASEMUS ExCo meeting in Osaka, around the time of the ICOM General Assembly. The Exco thanked Dr Yoshida and agreed that the ASEMUS Exco meeting could be shifted to September. However, considering both the distance between Kyoto and Osaka, and the necessary



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transportation, Dr Yoshida and the ExCo members agreed to further discuss about the place and venue of the ExCo meeting in 2019 for the final decision.

45. Ms Ann Follin offered for the National Museums of World Culture in Stockholm / Gothenburg to host the next General Conference in 2020.

Reports: Past Activities – a) VCM progress report

46. Ms Kong Hyeonji updated on improvements to the VCM website, including minimising overlaps, simplification and introducing design unity between websites. She appealed to ExCo members to do more to promote the website. She noted that she found national museums to be more responsive, and encouraged the ExCo to reach out to smaller local museums if possible.
47. According to 2016 statistics, the VCM user profile was mainly European and American, in related fields like museums and archaeology. These users typically spend a long time on the website, indicating that the website is academically helpful. Mr John Sijmonsbergen asked for more recent user statistics and whether ASEMUS was still following the 2015 user roadmap for VCM. Ms Kong Hyeonji would update on this.
48. Ms Sekhar offered to update the current ASEMUS brochure with the list of benefits of joining ASEMUS and having one's collections on VCM. Mr Kim highlighted the need for a good English-language editor with a museum background, since the previous Editor, the late Manus Brinkman was no longer with us. Dr Bae suggested to consider asking Dr Steven Engelsman. Dr Bae asked how we, ASEMUS would plan to use or manage the remaining fund of 45,155 euros from the VCM Board of Trustees' bank account in future. Ms Sekhar answered that it would be used for the integration of VCM and ASEMUS websites.

b) ASEMUS website report

49. Ms Sekhar updated that the website was currently part of the larger ASEF 360 website, and that there had been a 6.9% increase in visitorship since last year. Since 2011, the website served as institutional memory for ASEMUS, and served the wider museum community in terms of promoting professional opportunities in the museum world and allowing for public enquiries. Besides the website, ASEF was also supporting four social media channels for ASEMUS. Thus far, ASEF had been funding the website and a website editor, whose responsibility it was to keep the website current.
50. Ms Sekhar suggested that future directions for the website also be taken up by the Digital Committee proposed in para 27. She highlighted three issues for the ExCo and the Digital Committee to consider:
- a) Target audience for website - for ASEMUS members or for museum professionals?
 - b) Should ASEMUS consider a facebook page instead of a website as main online platform?



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- c) VCM integration – the need to revise the roadmap and consider content (and technical) issues to integration of website with VCM

- 51. Mr Hans van de Bunte said that it was important to keep the website to promote the organisation and its professional image. Mr Kennie Ting suggested that for the website to work, all ExCo and ASEMUS members should be proud of it and promote it on their own museum websites and channels. It was insufficient for just ASEF and the Secretariat to update and promote it.
- 52. Mr Sijmonsbergen said there were too many social media platforms, and suggested to focus social media on just one key audience. Ms Follin also suggested the need to consider online and social media platforms that were suitable for Asian or European audiences. Facebook, for example, was not available in China at all.
- 53. Mr Ting suggested that all these issues raised be addressed by the Digital Committee, and he invited Mr Sijmonsbergen to also join the committee, considering the Museum Volkenkunde Leiden had been the European partner of the VCM.

c) New ASEMUS members

- 54. Ms Jackie Yoong shared the list of new members joining ASEMUS in the past year, with three observations:
 - a) Out of fourteen new members, eleven were from Asia and three from Europe. Generally, a third of ASEMUS 144 members were from Europe. Most of these members came from countries with an ExCo member.
 - b) The fourteen new members reflect a diversity in their focus – besides ethnographic museums, which formed the bulk of ASEMUS membership, new members included contemporary art museums, applied arts museums and local history museums.
 - c) Most of the new members were relatively new (i.e. below thirty years), reflecting the appeal of ASEMUS to newer museums.
- 55. Dr Bruno Richtsfeld of the Museum of Five Continents was confirmed and welcomed as a new ExCo member, and Dr Yoshida was welcomed back to the ExCo. Mr Kennie Ting encouraged ExCo members to consider suggesting other members on the ExCo.
- 56. There being no other matters, the meeting concluded at 11:00 a.m.

Documents at this meeting

ANNEX A – ASEMUS Strategic Plan 2018 (updated to take into account ExCo's views)
ANNEX B – ASEMUS Strategic Plan 2018 Slides
ANNEX C – ASEMUS ExCO Meeting Minutes in Delhi 2017
ANNEX D – List of new ASEMUS Members

Drafted by: Ms Jackie Yoong, ASEMUS Secretary



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With inputs from: Ms Anupama Sekhar, Director / Culture Department, ASEF

Cleared by: Ms Fionnuala Croke, ASEMUS Chair 2015 – 2017
Mr Kennie Ting, ASEMUS Chair 2018 - 2020