



MINISTERO
PER I BENI E
LE ATTIVITA'
CULTURALI



O. P. D.

inp Institut national
du patrimoine

Centro Conservazione e Restauro
La Venaria Reale



SHARING CONSERVATION DECISIONS 2008

ICCROM - International Course - Rome, 3 - 28 November 2008

COURSE INFORMATION DOCUMENT

BACKGROUND

Cultural heritage has grown in size and diversity, as have the professions responsible for its protection and use. More than ever, there is a need to engage in a constructive and critical dialogue the various professions and stakeholders who can contribute to conservation and restoration decisions.

There is a continuous need to strengthen further interdisciplinary decision-making in conservation and restoration, to develop common discourses and unifying themes, while recognizing and celebrating approaches and methods, which are rooted in different cultures.

In response to that need, ICCROM, in collaboration with other leading institutions in the field of conservation of cultural heritage, such as the Istituto Superiore per la Conservazione ed il Restauro (ISCR, Rome-Italy), Opificio delle Pietre Dure (OPD, Florence-Italy), Centro Conservazione e Restauro La Venaria Reale (Turin-Italy), and the Institut National du Patrimoine (INP, Paris-France), developed the international course on *Sharing Conservation Decisions* in order to offer an opportunity to professionals to share and build upon their experiences and approaches in conservation decisions.

THE COURSE

The course begins with a brief look at the mechanisms of decision-making by individuals and organizations, and then analyses decision processes within our own field of cultural heritage. Issues include value systems and their application, professionals and their responsibilities, users and their expectations, resources and their availability - all within diverse social, cultural, legal, and economic contexts. Working from cases brought by participants, and examples in situ, the course will explore both the universal and the specific nature of decisions made.

The aim is to improve conservation decisions by ensuring transparency, traceability, and the effectiveness of the process.

OBJECTIVES

At the end of the course, participants will have improved their competences in leading or participating in conservation decisions. In particular, they will be better able to:

- Identify and engage the various actors and stakeholders, recognizing their respective roles and influence in the decisions;
- Ensure that cultural heritage values are at the core of any conservation decisions;
- Explore the cultural, social, legal, institutional, and physical contexts of cultural heritage, and consider their implications in the decision making process;
- Identify tools, mechanisms, and strategies within and beyond the cultural heritage field, and make use of them to ensure an inclusive, informed, and effective decision making process;
- Facilitate effective communication during the process and when sharing the resulting decisions.

Thanks to the contribution of



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TARGET AUDIENCE

The 21 course participants are from Albania, Argentina, Canada, China, Congo, Cuba, Egypt, Estonia, Great Britain, Guatemala, Iran, Israel, Italy, Malawi, Malaysia, Mexico, New Zealand, Palestine, Romania, United States of America.

They represent a range of heritage and conservation professions dealing with collections in museums, conservation departments and specialized centers, with archaeological and built heritage. They are collection managers, conservators and conservator-restorers, conservation scientists, curators, directors, architects, archaeologists, many of them involved in teaching and training activities at university level. Participants' list and profiles are attached.

PROJECT TEAM

The project team is composed of professionals from ICCROM, INP, ISCR, OPD, Venaria, and other international guest experts. Information on the Project team is attached.

WORKING LANGUAGE

Although it is not the mother tongue of the majority of the group, participants are required to be fluent in English. The course team will be available at all times to help in overcoming language barriers during the workshops, case studies, seminars, study visits and other practical sessions.

COURSE STRUCTURE

The course is focused on the discovery, discussion and practice of the concepts underlying the conservation decision-making processes. The structure is linear and progressive, with opportunities for participants and teachers, at various stages, and as the course develops, to refine and integrate the various notions. This year the course will also include a core case study in which participants will work throughout the whole month. It will be an opportunity to put into practice the tools and concepts addressed in the course.

Following an induction session, the course is structured into 5 units. Each unit includes 2 to 7 modules which in term include 1 to 4 sessions.

Generally, each course day is divided into modules composed of 4 sessions of 90 minutes (2 in the morning, 2 in the afternoon).

Every week, on Monday morning, one half an hour is dedicated to a review of the course so far (usually led by volunteer participants). Time is also allocated for individual study every morning (08.30-09.30), and two or three afternoons over the month. In that time it would be possible use the ICCROM library or arrange individual appointments with the available resource-persons and colleagues. A detailed course schedule is attached.

UNIT 1: PRINCIPLES OF DECISION MAKING AND CONSERVATION (3 - 9 NOVEMBER)

MODULE 1: THE PSYCHOLOGY OF DECISION MAKING

Introduction of the notion of Decision-making science in the wider context with a particular emphasis of human factors.

MODULE 2: DECISION MAKING IN ORGANIZATIONS

Presentation & discussion of the implications of decisions in an organization, and of some models to interpret them and to face up the DM processes.

MODULE 3: THE COM GROUP COMMUNICATION TECHNIQUE TO FACILITATE SHARED UNDERSTANDING AND PROBLEM SOLVING

Presentation and use of the COM System (a moderation system) in order to develop communication skills and acquire particular techniques to specify and investigate the causes and effects of a problem, highlight the relationships between them, find and formulate shared solutions.

MODULE 4: ANALYSIS OF CONSERVATION DECISIONS

Discussion on the ability to understand why conservation decisions go wrong, and to critically analyze conservation decision processes and highlight the fundamental role of communication in the practice of decision-making.

MODULE 5: OVERVIEW OF DECISION MAKING CONCEPTS AND TOOLS

Overview of existing decision making concepts and tools commonly used in other fields than Conservation.

MODULE 6: CONSERVATION PRINCIPLES & ETHICS

Presentation and discussion of conservation principles and ethics, their use and interpretation in different contexts.

MODULE 7: ANATOMY OF DECISIONS – MINI-CONFERENCE

Presentation & discussion of course participants' specific experience of conservation decision in order to share and discuss critical reviews of past conservation decision-making approaches and experiences in different contexts.

CASE STUDY: INTRODUCTION

General introduction to the course core case study.

UNIT 2: ANALYZING CULTURAL HERITAGE ITEMS AND THEIR CONTEXTS (10 - 16 NOVEMBER)

MODULE 1: WHY DO WE CARE? VALUES & VALUES ASSESSMENT IN CONSERVATION

Presentation, application and discussion of different systems of values assessment. Analyze values and change of values of heritage through the understanding of institutionalised value assessments and statements of significance, criteria, procedures and terminology included.

MODULE 2: WHO CARES? IDENTIFYING & ANALYZING STAKEHOLDERS & ACTORS

Discussion of the definition of "stakeholder" and the different possible types of stakeholders and actors involved conservation decision-making, recognize the importance of identifying, analyzing and monitoring the relevant stakeholders and actors in the DM process.

MODULE 3: WHAT IS IT? FINDING OUT ABOUT CULTURAL HERITAGE ITEMS

From looking to reading cultural heritage items: different approaches, different way of analysis (scientific methods included), in order to explore the essence of a cultural object, constituted by a sum of elements exposed to continuous changes, developing skills for visual examination. Consequently trace the biography of an object in order to appreciate the importance of knowing, as much as possible, the various changes (material, in meaning, values, context, etc) heritage items have undergone since their creation and inform present decisions concerning their conservation.

MODULE 4: EXPLORING AND ORGANIZING INFORMATION

The module aims to optimizing the use of information and give examples and tools to design processes on the basis of information flow.

Investigate of how the documentation (written & graphic, information system) can inform decisions, and critical review of the role of the scientific analysis and techniques in informing decisions.

MODULE 5: INTERNATIONAL CHARTERS

Presentation, discussion and illustration of the role of international charters in guiding decision making in conservation; with a particular emphasis to discuss the complementarity and existing conflicts between international charters and local traditions in conservation in different contexts.

MODULE 6: LEGAL FRAMEWORKS

Increase awareness and understanding of existing legal frameworks to regulate conservation actions on cultural heritage, their scope and role in decision-making.

CASE STUDY: LEGAL ASPECTS

Identify within the range of legal documents related to the case study (charts, conventions, and laws at international, European, and national levels) elements that might influence decisions for its conservation.

UNIT 3: EXPLORING CONSERVATION OPTIONS (17 NOVEMBER - 24 NOVEMBER)

MODULE 1: DECISIONS IN EMERGENCY SITUATIONS

A practical exercise, and discussion to analyze conservation decisions made under emergency circumstances.

MODULE 2: FORMULATING OPTIONS

Present, discuss and agree with participants about the necessary elements to be taken into account when formulating conservation options.

MODULE 3: ANALYZING OPTIONS

Discussion of different criteria and aspects to consider in the analysis of the options: Social discount rate, Use and conservation, Integrated decision making.

MODULE 4: REVIEW OF DIFFERENT DECISION -MAKING TOOLS

Application of different decision-making tools to analyze/evaluate their options developed for the case-study exercise.

CASE STUDY: EXPLORING & ASSESSING CONTEXTS, FORMULATING OPTIONS & EVALUATING OPTIONS

SATURDAY 22 NOVEMBER

Optional visits

UNIT 4: INTERDISCIPLINARITY IN DECISION-MAKING (25 - 26 NOVEMBER)

MODULE 1-2: STUDY VISIT TO ITALIAN INSTITUTES FOR CONSERVATION

Introduction and visit to the Opificio delle Pietre Dure, Florence and the Istituto Superiore per la Conservazione e il Restauro, Rome, both specialized institutes & schools of the Italian Ministry of Cultural Heritage. Presentation and discussion with participants and colleagues concrete examples to illustrate challenges and benefits of an interdisciplinary approach to decision-making in conservation.

MODULE 3: INTERDISCIPLINARITY IN DECISION-MAKING

Panel discussion.

UNIT 5: COMMUNICATION IN DECISION-MAKING (27 - 28 NOVEMBER)

MODULE 1: INVOLVING THE PUBLIC

Improve awareness and understanding on the importance of involving and communicating with the public in conservation DM, including different possible modalities and approaches.

MODULE 2: COMMUNICATION WITH DECISION MAKERS

Improve awareness and understanding on the importance of having effective communication strategies to reach and sensitize decision makers in conservation decision-making.

MODULE 3: COMMUNICATION WITH FUNDERS

Enhance and analyze the importance of having effective communication strategies and channels to reach and sensitize funders in conservation decision-making, with special emphasis to maximising scarce resources.

MODULE 4: CONSERVATION OF CULTURAL HERITAGE – WHAT FUTURE FOR CONSERVATION?

MODULE 5: SHARING CONSERVATION DECISIONS BACK HOME

EVALUATION WRAP UP & COURSE CONCLUSION

VARIETY OF TEACHING AND LEARNING ACTIVITIES

In order to tap and to develop the participants' wealth of learning and communicating skills, the course offers a variety of teaching and learning activities. It includes a balance of illustrated lectures, practical work, study visits, case studies, group works, seminars and discussions. Most sessions promote interactive learning.

PARTICIPANTS' CONTRIBUTION TO THE COURSE

The course will bring together a group of professionals from very diverse backgrounds. The past experience and the challenges they face in their work will be an important contribution to the course content, and the exchange of experience, concerns and ideas is a major aim of this project.

A separate document "Participants' contribution to the course" describes a variety of items that participants are invited to collect or prepare in view of their contribution to the course.

COURSE EVALUATION SYSTEM

As for all ICCROM courses, a formal course evaluation system is in development. It will address course content and approach as well as the learning environment. It will involve the participants and their institutions, the coordinating and teaching team, as well as the partners. It will follow course impact and outcomes well after the end of the event.

In practical terms, the course evaluation will consist of questionnaires to participants and teaching team, during and after the course. Six months after the course, participants will be asked for final feedback.