

出國報告（出國類別：出席會議）

出席國際博物館協會「博物館庫房—近  
況與新挑戰」（ICOM Museum Storage -  
Current situation and new challenges）  
國際研討會  
出國報告

服務機關：國立故宮博物院

姓名職稱：鄭邦彥 / 副研究員兼科長

派赴國家：法國

出國期間：113 年 10 月 25 日至 11 月 3 日

報告日期：114 年 2 月 3 日

## 公務出國報告提要

出國報告名稱：出席國際博物館協會「博物館庫房—近況與新挑戰」(ICOM Museum Storage - Current situation and new challenges) 國際研討會

頁數 8 含附件：否

出國計劃主辦機關/聯絡人/電話

國立故宮博物院/蔡啟發/28812021ext2586

出國人員姓名/服務機關/單位/職稱/電話

鄭邦彥/國立故宮博物院/登錄保存處/副研究員/28812021ext2235

出國類別：其他

出國期間：113 年 10 月 25 日~11 月 3 日

出國地區：法國

報告日期：114 年 2 月 3 日

分類號/目：

關鍵詞：國際博物館協會、博物館庫房、ICOM、Museum Storage

摘要：

2024 年國際博物館協會 (ICOM) 主辦「博物館庫房—近況與新挑戰」(Museum Storage - Current situation and new challenges) 國際研討會，10 月 28 至 31 日於法國巴黎新索邦大學召開。大會安排專題演講 (Plenary sessions) 12 場次、兩時段的分組討論 (Parallel Sessions)，同時段進行 5 個子題討論，共 71 篇論文發表。本人除出席會議，並以「國立故宮博物院庫房的挑戰：登錄員觀點」(Addressing Challenges of the National Palace Museum (Taiwan) Storage: A Registrar's Perspective) 為題，宣讀論文，有機會能夠直接與國際博物館專業社群和實務工作者，分享本院庫房的發展歷程與挑戰。

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## 壹、目的及過程

### 一、年會主題、議程說明

2024 年國際博物館協會 (ICOM) 主辦「博物館庫房—近況與新挑戰」(Museum Storage - Current situation and new challenges) 國際研討會，10 月 28 至 31 日於法國巴黎新索邦大學 (Université Sorbonne Nouvelle) 召開。大會安排專題演講 (Plenary sessions) 以 3 項主題的 12 場次，以及兩時段的分組討論 (Parallel Sessions)。其中，每個時段同步進行 5 個子題的討論，共 71 篇論文發表 (議程、專題演講、分組討論，請參考表 1 至 3)。除出席會議，本人並以「國立故宮博物院庫房的挑戰：登錄員觀點」(Addressing Challenges of the National Palace Museum (Taiwan) Storage: A Registrar's Perspective) 為題投稿，經審查通過，宣讀論文，有機會能夠直接與國際博物館專業社群和實務工作者，分享本院庫房的發展歷程與挑戰。

表 1：議程

時間	說明			
10 月 28 日				
全天	博物館庫房參訪 I：巴黎境外			
10 月 29 日				
開幕式				
上午	專題演講	主題 1：Storage around the world: current situation (1)		
		1 Museum storage around the world: a survey		
		2 The situation: A survey on the museum storages in Germany		
下午	分組討論	3 Professional storage dynamics and environmental interactions: towards new models?		
		I Museum Storage through a Curatorial Lens		
		II Collections		
		III Transforming Spaces		
		IV Opening Up Storages		
晚上	專題演講	V National Surveys: An Overview		
		主題 2：New infrastructures, new architectures		
		4 ART Storage KMM		
		5 Advancing Sustainability in Preventive Conservation: The KEEP Concept		
10 月 30 日	6 Depot Boijmans Van Beuningen: A new infrastructure to share the collection with an engaged audience			
		10 月 30 日		
		上午	專題演講	續主題 1：Storage around the world: current situation (2)
				7 The Oil Stain Effect: Spreading the RE-ORG Method Through an Adapted Strategy – Impact and Success Factors
8 Storage facilities in Canada: challenges and solutions				
9 The national collections project in Benin: issues and challenges				
下午	分組討論	10 The management of security deposits of movable heritage in Italy. Guidelines and examples		
		VI Transformations in Professional Practices and Skills		
		VII Reorganizing: Management, Inventory		
VIII Contemporary Issues: Digital, Environment				

時間	說明	
	XI	Reorganizing: The RE-ORG Project
	X	Management, Rationalization, Planning
晚上	專書單元	
	贊助單元	
10月31日		
上午	主題3：Challenges and prospects	
	11	Museum Storage in the Age of Repatriation: Chances and Opportunities for Decolonial Museum Practice
	12	The Right to Store: Politics of Collecting and Making Museums
	閉幕式：總結與未來計畫	
下午	博物館庫房參訪 II：巴黎市區	

表 2：專題演講

場次	講題	講者	服務單位	現職			
子題 1：Storage around the world: current situation (1)／全球博物館庫房現況(1)							
1	Museum storage around the world: a survey	全球博物館庫房設施：調查報告	Francois Mairesse	Université Sorbonne Nouvelle (Paris 3)	巴黎第三新索邦大學	Professor of Museology and Cultural Economics	博物館學與文化經濟教授
2	The situation: A survey on the museum storages in Germany	現況：德國博物館庫房調查	Patricia Rahempour	Institute for Museum Research, Staatliche Museen zu Berlin	柏林國立博物館研究所	Director	所長
3	Professional storage dynamics and environmental interactions: towards new models?	專業庫房的動態發展與環境互動：朝向新模型？	Hélène Vassal	Musée du Louvre	羅浮宮	Director of Collections Support	藏品支持部門主任
子題 2：New infrastructures, new architectures／新設施、新建築							
4	ART Storage KMM	庫勒慕勒博物館的藝術品庫房	Jean Hilgersom	Kröller-Müller Museum (KMM)	克羅勒-穆勒博物館	Extension Project Manager	擴建專案經理
5	Advancing Sustainability in Preventive Conservation: The KEEP Concept	以預防性保存，推動永續性：KEEP 概念	Wouter Hijnberg	Dutch Conservation Group	荷蘭文保集團	Founder, Director, and Senior Consultant	創始人、主任及資深顧問
6	Depot Boijmans Van Beuningen: A new infrastructure to share the collection with an engaged audience	鹿特丹博伊曼斯·范·伯寧恩美術館：將藏品與觀眾分享的新設施	Sandra Kisters	Museum Boijmans Van Beuningen, Rotterdam	鹿特丹博伊曼斯·范·伯寧恩美術館	Director of Collections and Research	典藏與研究部門主任

場次	講題	講者	單位	現職	
子題 3：Storage around the world: current situation (2)／全球博物館庫房現況(2)					
7	The Oil Stain Effect: Spreading the RE-ORG Method Through an Adapted Strategy – Impact and Success Factors	滲透效益：透過調整策略，擴展 RE-ORG 方法—影響和關鍵因素	Marjolijn Debulpaep	Royal Institute for Cultural Heritage, Belgium 比利時皇家文化資產研究所	Head of the Preventive Conservation Unit 預防性保存主任
8	Storage facilities in Canada: challenges and solutions	加拿大庫房設施：挑戰與解決方案	Simon Lambert	Canadian Conservation Institute (CCI) 加拿大文物保存協會	Manager of the Preventive Conservation Division 預防性保存經理
9	The national collections project in Benin: issues and challenges	貝寧國寶計畫：議題與挑戰	Alain Godonou	Agence nationale des patrimoines touristiques (ANPT), Benin 貝南國家旅遊文化資產中心	Director of the Museums Program 博物館專案主管
10	The management of security deposits of movable heritage in Italy. Guidelines and examples	義大利有形文化資產的安全庫房管理：指引與實例	Marica Mercalli	Ministry of Culture, Italy 意大利文化部	Consultant to the Director General for Cultural Heritage Security 文化資產安全總部顧問
子題 4：Challenges and prospects／挑戰與展望					
11	Museum Storage in the Age of Repatriation: Chances and Opportunities for Decolonial Museum Practice	文物歸還時代下的藏品庫房：去殖民博物館實作的機會與挑戰	Mirjam S. Brusius	German Historical Institute 德國歷史研究所	Research Fellow in Colonial and Global History 殖民與全球歷史研究員
12	The Right to Store: Politics of Collecting and Making Museums	庫房的權利：蒐藏與製造博物館的政治	Bruno Brulon Soares	University of St Andrews, Scotland 蘇格蘭聖安德魯斯大學	Lecturer in Museum and Heritage Studies 博物館與文化資產研究講師

表 3：分組討論

組別	分組子題	論文篇數	
I	Storages through a Territorial Lens	從地域視角探究庫房	7
II	Collections	藏品	6
III	Transforming Spaces	轉型空間	7
IV	Opening Up Storages	開放庫房	8
V	National Surveys: An Overview	國家調查：總覽	7

組別	分組子題		論文篇數
VI	Transformations in Professional Practices and Skills	專業實踐與技能的轉變	8
VII	Reorganizing: Management, Inventory	統整：管理與盤點	8
VIII	Contemporary Issues: Digital, Environment	當代議題：數位與環境	5
XI	Reorganizing: The RE-ORG Project	統整：RE-ORG 專案	8
X	Management, Rationalization, Planning	管理、理性化與規劃	7
			小計 71 篇

## 二、行程表

日期	行程內容
10 月 25 日	搭機啟程，前往巴黎。前往下榻飯店。 臺灣（桃園國際機場，長榮航空 BR87）→至法國巴黎（戴高樂機場（Aéroport Paris-Charles-de-Gaulle））。
10 月 26-27 日	1. 準備論文發表之英文稿、簡報檔（於飯店）。 2. 回復本院相關業務資料。
10 月 28 日	1. 參訪斯特拉斯堡市立博物館聯盟（Museums of the City of Strasbourg）庫房（巴黎→斯特拉斯堡，巴黎境外，當天來回）。
10 月 29-31 日	1. 參加研討會（於新索邦大學） 2. （31 日下午）參訪法國國家自然史博物館庫房（National Museum of Natural History – New Paleontology Storage）（巴黎市區，當天來回）。
11 月 1-2 日	參訪凱布朗利博物館（Musée du quai Branly）、吉美國立亞洲藝術博物館（Musée national des Arts asiatiques-Guimet）、賽奴奇博物館（Musée Cernuschi，以上館所，皆為本院近期合作借展的博物館）。
11 月 3 日	搭機返台。 法國巴黎（戴高樂機場，長榮航空 BR88）→臺灣（桃園國際機場）。

## 三、與會過程

考量大會活動安排與議程主題相當多元，僅依個人研究興趣與實務需要參加不同場次，以下摘要部分精彩議程。

10 月 28 日全天，至斯特拉斯堡市立博物館聯盟庫房。

10 月 29 日上午，大會首先安排「全球博物館庫房現況(1)」三場專題演講，以全球博物館儲藏空間調查，作為開場；依 ICOM 調查顯示，多數博物館面臨空間不足、資源匱乏、環境控制困難等問題，並預測氣候變遷將在未來 10 至 15 年對庫房空間帶來重大影響（圖 1 至 4）。接著的兩場次，分別介紹德國與法國博物館庫房的發展與趨勢。其中，德國博物館的儲藏空間從早期的簡陋存放發展到現代化的專業管理，現今更強調安全指導方針、聯合儲藏設施、區域合作與公眾參與；而法國博物館則朝向管理外部化、

更重視永續性與公眾參與，同時重新評估傳統的博物館文物典藏的保存標準，能否適度調整，以減少對環境的衝擊與影響（圖 5、6）。

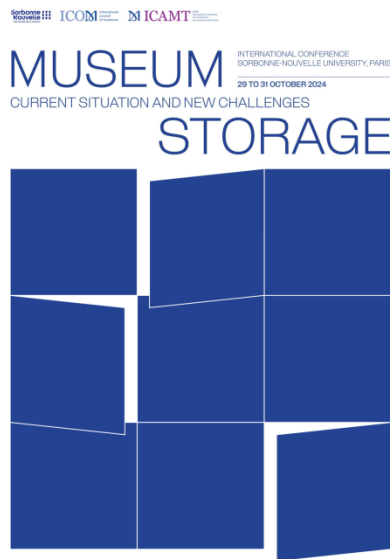


圖 1 大會海報



圖 2 開幕式



圖 3、4 「全球博物館庫房設施：調查報告」專題演講



圖 5、6 「專業庫房的動態發展與環境互動：朝向新模型？」專題演講

10月29日下午，同時有五個主題的分組討論，依個人實際業務需要，選擇參加第一組的「從地域視角探究庫房」場次，聆聽了七篇論文發表。其中，10月28日所參訪「斯特拉斯堡市立博物館聯盟庫房」也為發表案例，令人印象深刻。斯特拉斯堡市博物館的「社會聯合」(L'Union Sociale)計劃，是一項大規模的工業遺產再利用模式，試



圖將一座原本的舊工業建築，轉型為現代化的博物館庫房，以及兼具典藏與研究雙重功能的發展中心。該建築不僅強調水資源的管理和再利用、植被的景觀設計，以及精準的空調設計與能源供應，展現了其於環保和技術層面的創新與應用。特別是其建築外牆以大型玻璃展示的設計巧思，讓訪客能近距離觀看博物館庫房的管理流程，成為城市景觀的一部分，進而強化博物館與社會的連結（圖 7、8）。當天晚上的「新設施、新建築」三場專題演講，則聚焦於荷蘭私人博物館的庫房設施及其創新，包括：庫勒慕勒博物館、鹿特丹博伊曼斯·范·伯寧恩美術館等案例，以及試圖在博物館庫房與永續性兩者之間，提出一個名為 **KEEP** 的抽象框架（圖 9、10）。這三場專講嘗試呈現公立博物館在庫房管理在本質上的異同，然而私立博物館似乎是更有機會能夠靈活的經營，以展現多元樣貌和專業創新。

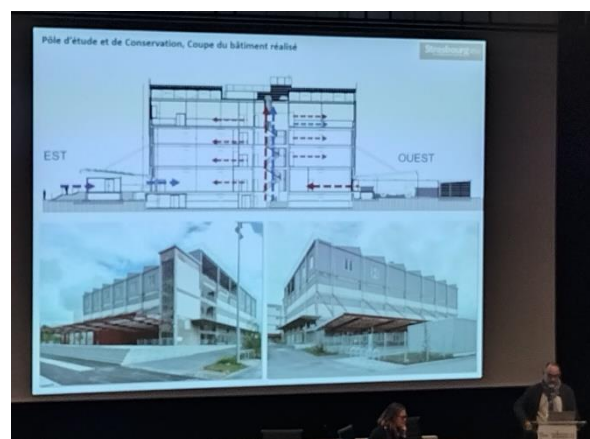


圖 7、8 「斯特拉斯堡市立博物館聯盟：經營博物館的不同策略」論文發表

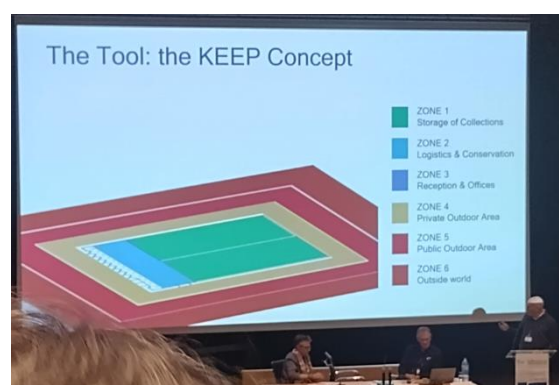
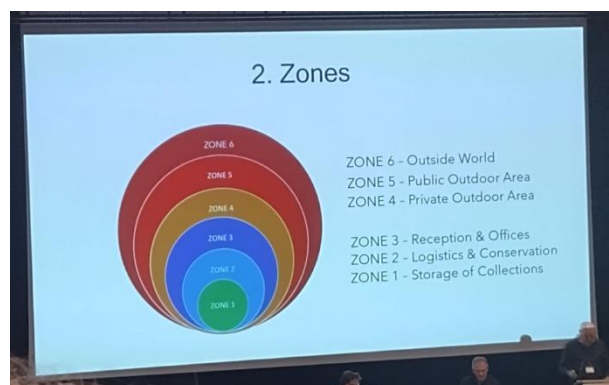


圖 9、10 「以預防性保存，推動永續性：KEEP 概念」專題演講

10 月 30 日上午，接續是「全球博物館庫房現況(2)」專題演講，側重於兩個主題：其一關注以 **RE-ORG** 作為方法論，應用於世界各地博物館庫房的挑戰，並以加拿大與比利時兩國為例說明；其二則以國家為單位，以歐洲的義大利、非洲的貝南共和國作為分析案例。當天下午，也是同時有五個主題的分組討論，本人於「統整：管理與盤點」第七組宣讀論文，題目為「國立故宮博物院庫房的挑戰：登錄員觀點」（圖 11、12）。晚上則安排「Les réserves des musées. Écologie des collections」專書與贊助廠商兩單元。

10 月 31 日上午為閉幕式，下午參訪法國國家自然史博物館庫房。



圖 11、12 「國立故宮博物院庫房的挑戰：登錄員觀點」論文發表

## 貳、心得

參加本次會議，印象最深刻的是——法國羅浮宮藏品支持部主任（Director of Collections Support, Musée du Louvre）Hélène Vassal 女士，以「專業庫房的動態發展與環境互動：朝向新模型？」為題的專題演講。她以「何謂新模式」破題，提出三個問題：1.博物館如何在守護藏品與永續性（sustainability）間，取得協調？2.如何識別協調時的障礙並加以克服？3.如何引導博物館的實踐，邁向更加節制的守護？同時，提出「綠化博物館」（Greening the museum）的概念，作為解決方案。於此概念下，Vassal 女士特別以一張插圖（圖 6）進一步闡釋，博物館不再是以自我（EGO）為中心，而是生態（ECO）的一部分。在以生態作為前提下的「新模式」乃是指綜合考量生態永續、技術創新、社會責任與博物館專業發展的運作方式，旨在為博物館於現代社會中，提供更符合永續性

與時代需求的庫房管理模式。

此研討會所涉及個案，初步整理，分別來自歐洲（法國、德國、英國、西班牙、義大利、葡萄牙、希臘、荷蘭、比利時、丹麥、挪威、瑞典、馬爾他、賽普勒斯）、美洲（美國、加拿大、智利）、亞洲（臺灣、中國、印度、印尼）、非洲（貝南、布吉納法索、奈及利亞）、中東（阿拉伯聯合大公國）、大洋洲（紐西蘭）等不同地區，至少有 70 餘個博物館、美術館等館所，作為分組討論的案例。雖個案討論議題不一，然而應可作為管窺「全球博物館庫房的『文化地景』」之基礎研究材料。再者，本人因緣參與研討會，且是來自臺灣的唯一與會者和發表人，進而對「不同『國家』或『區域』的博物館庫房」有更深刻的觀察與體察，特別是每個博物館庫房背後都有特定的故事，交織如氣候變遷、安全管制、天然災害等不同的決策因素，同時，反映不同世代博物館（學）專業對庫房的理論與實踐，國立故宮博物院亦不例外。透過首次參與 ICOM Storage 會議並論文發表，不僅提昇個人博物館專業視野，更可以有機會能夠直接與國際博物館專業社群和實務工作者，分享臺灣特有的故宮經驗與實務操作，進行國際交流。期待日後有機會能夠與國內博物館專業社群，分享這次難得的出席經驗。

## 參、建議

2023 年，ICOM 新成立的「博物館永續發展國際委員會」(International Committee on Museums and Sustainable Development, 簡稱 SUSTAIN)，試圖為全球博物館搭建共同邁向永續發展的資訊和行動交流平臺。同年，「藏品庫房工作小組」(Working Group on Collections in Storage, 簡稱 WGCS) 亦開始運作。若再加上 ICOM Storage 國際研討會的召開，無非是具體展現：ICOM 有意引導全球博物館將關心面向擴展至過去往往視為幕後且不足與外人道的庫房空間。若細讀會議五個徵稿主題：1. 全球博物館庫房：現況、2. 庫房管理的重新組織與解決方案、3. 庫房的詮釋與溝通、4. 新庫房、新技術、新挑戰、5. 藏品在未來博物館中的地位（請參見附錄 2），其中第 1 個主題旨在探究「不同國家或區域的博物館庫房，面臨哪些如氣候、安管、天然災害和資金等特定的問題？以及為藏品管理及其相關風險，採取了哪些具體措施？」值得我們持續關注。配合本院百年院慶正規劃登錄保存國際研討會，「庫房管理」應是個值得探究的題目，謹此由衷建議。

## 肆、附錄

附錄 1、ICOM Storage 2024 年會 分組討論

附錄 2、ICOM Storage 2024 年會 徵稿主題

## 附錄 1、分組討論

組別	編號	題目	
I	1.	Le design sort de sa réserve: le Vitra Schaudapot	設計走出庫房：維特拉設計博物館
	2.	Plaidoyer pour des réserves à Chauvigny (France): les enjeux et les défis d'un musée de France de province	法國尚維尼博物館庫房的呼籲：法國外省博物館的挑戰和機遇
	3.	Narbo Via. Entre Réserves visibles, propos expographique et expérience architecturale	納博維亞博物館：在可見式庫房、展覽設計和建築體驗之間的
	4.	Le Centre Pompidou Francilien: un projet culturel au cœur d'un pôle d'excellence pour la conservation et la gestion d'une collection	法蘭西龐畢度中心：以卓越藏品保護和管理為核心的文化專案
	5.	L'Union Sociale, Pôle d'Etude et de Conservation des Musées de la ville de Strasbourg: Faire musée autrement	斯特拉斯堡市立博物館聯盟：經營博物館的不同策略
	6.	'But it's not a museum!' What does accessible storage mean for tomorrow's museum?	「但這不是博物館！」開放式庫房對未來博物館的意涵為何？
	7.	Collections are about people and stories. New ways of communicating museum collections in visitable storages and its challenges.	藏品是關乎人與故事：可見式庫房中藏品溝通的新方式及挑戰
II	1.	The Sleeping Beauty Scenario: orderly forgetting collections in an oubliette	睡美人情境：井然有序地將藏品遺忘於庫房深處
	2.	Quelles réserves pour les biens restitués ? Les fonctions des objets comme facteur d'aménagement des réserves.	歸還物品的儲藏庫為何？物件功能作為庫房規劃的考量因素
	3.	Exposer l'accumulation. Le dépôt comme catalyseur de nouvelles méthodes dans la muséographie contemporaine.	展示累積：庫房作為當代博物館學新方法的催化劑
	4.	Long-term storage, material conservation and securing object information: Challenges of value preservation in the field of 'contextual value'	長期儲放、物質保存與藏品資訊安全：「語境價值」下保存價值的挑戰
	5.	The National Museums NI Collections Access Plan — Putting collections access at the heart of collections storage and management solutions	北愛爾蘭國家博物館藏品近用計畫：以近用為核心的藏品庫房與管理的解決方案
	6.	Rethinking the accumulation of the past: inherent vice & creative conservation in tomorrow's museum	重新思考過去的累積：未來博物館中的內在缺陷與創新保存
III	1.	Adaptable solutions and new opportunities: conservators' journey from bespoke Victorian repository to sustainable storage	可調適方案與新機會：從維多利亞時期的專屬倉庫到永續庫房，修護師的旅程
	2.	Storage spaces within the War Heritage Institute and their future	戰爭文化資產中心的庫房及其未來
	3.	A Century of Collecting and Storage at The Museum of Modern Art: Current Realities and Critical Questions	現代藝術博物館的百年蒐藏與庫房：現狀與未來策略
	4.	A room of one's own: storage of the archeo-paleontological collection at CENIEH. Past, present and future of the archeo-paleontological collections from Sierra de Atapuerca sites at the National Research Centre on Human Evolution (Burgos, Spain) storages rooms	專屬空間：CENIEH 的考古-古生物庫房——阿塔普埃爾卡山脈遺址考古-古生物藏品的過去、現在與未來
	5.	Paleoanthropological and Paleontological Collection Management in Sangiran Museum Storages	桑吉蘭博物館的庫房管理：一個藏品儲放空間與旅遊點
	6.	The Conservation Building of Louvre Abu Dhabi: hosting a developing collection	阿布達比羅浮宮維護大樓：作為發展中藏品的管家

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	7.	L'Artothèque de Mons: bilan après 10 ans de fonctionnement et projection pour les dix prochaines années	蒙斯藝術圖書館：未來十年的回顧和展望
IV	1.	Visible and Visitable Storage: Reflections on the Prince Philip Maritime Collections Centre, 5 years on	可見與可參訪的庫房：菲利普親王海事博物館的五年反思
	2.	Sharing the hidden jewels of the Australian Performing Art Collection	分享澳大利亞表演藝術館藏的隱藏瑰寶
	3.	Outside the Box. Trees in and Objects out of Storage	跳脫框架：庫房內與外的樹木與展示物件
	4.	Museum storages and public access: notes from a bibliographic review	博物館庫房與公眾新用：文獻回顧筆記
	5.	Storage + Fluxus: A Paradoxical Partnership? Establishing a Visitable Storage for ANDERSCH COLLECTION/ARCHIVE at Museum Abteiberg, Monchengladbach, Germany	儲存與弗魯克斯運動：矛盾的合作關係？德國阿布泰貝格博物館為安德斯藏品與文獻建立可見式庫房
	6.	Literal Transparency and the Ends of Immediacy	字面上的透明化與即時性的終結
	7.	Beyond the Gallery: The Museum Storage Experience at the Peabody Essex Museum	超越展廳：皮博迪艾塞克斯博物館的庫房體驗
	8.	The Open Depository Project at the Museum of the Slovak National Uprising	恰爾托雷斯基博物館的可見式庫房：個案研究
V	1.	Public Access to Reserve Collections: challenges, dilemmas, and future potential in Museums in Malta	馬爾他博物館庫房的公眾近用到守護藏品：挑戰、困境與未來潛力
	2.	Storages in transition: a Romanian perspective	庫房轉型：羅馬尼亞的觀點
	3.	Current State of Collection Storage in Nigerian Museums	奈及利亞博物館的藏品庫房現狀
	4.	The storage conditions for 100 Danish museums and their 350 storage buildings. Results of a national survey and how to follow up	丹麥 100 家博物館及 350 座庫房的庫房狀況：國家調查報告的結果與後續行動
	5.	Museum storage in Paraguay: a case study at the Museo Etnografico Dr. Andrés Barbero	巴拉圭博物館庫房：安德烈斯·巴貝羅民族博物館的個案研究
	6.	Insight into museum storage: collection managers' points of view	博物館庫房洞察：以藏品管理者的管窺
	7.	Shared Storage Management Practices in Small and Medium-Sized Museums in China	中國中小型博物館共享式庫房的管理實踐
VI	1.	Matériaux dangereux dans les collections. Focus sur l'évolution de la gestion de l'amiante et de la radioactivité au sein des réserves du musée des Arts et Métiers	藏品中的危險物質：聚集於藝術與工藝博物館庫房中石棉與放射物的管理演變
	2.	Gestire i depositi / Gérer les réserves: retour sur les apports d'une formation internationale	管理庫房：國際培訓帶來的啟發
	3.	Le rôle des musées dans la formation des professionnels des réserves. Expériences au Musée National du Prado, Madrid	博物館在庫房專業人員培訓中的角色：馬德里普拉多博物館的經驗
	4.	Le Centre de conservation du Louvre (CCL): de la méfiance à l'efficacité ? Comment un équipement technique dernier cri bouleverse les pratiques professionnelles du plus grand musée du monde	羅浮宮保護中心：從質疑到效率？尖端技術設備如何顛覆全球最大博物館的專業實踐
	5.	Storage management in Greek archaeological museums: improvement through training	希臘考古博物館的庫房管理：透過培訓的改善

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	6.	Integrating Indigenous Practices with Modern Storage Techniques for Manuscripts	整合傳統實作與當代庫房技術的手稿修護
	7.	Our Duty of Care: Ethical Storage of Indigenous Culture	守護職責：美國原住民文化資產庫房倫理下的 NAGPRA 法規初步實施
	8.	Le médium photographique, le passage du statut de « document utilitaire » à celui d'archive et d'œuvre à conserver — une gestion complexe et une problématique pour les conservateurs ?	攝影媒介，從「實用文件」地位轉變為檔案和需要保存的作品——對策展人，是個複雜的管理和問題？
VII	1.	Re-organising the collection of a Norwegian consolidated museum	奧羅利滕藏品保存中心：重組挪威聯合博物館的藏品
	2.	Addressing Challenges of the National Palace Museum (Taiwan) Storage: A Registrar's Perspective	以登錄員觀點，試論國立故宮博物院庫房的挑戰
	3.	How to eat an Elephant: challenges and innovation in large-scale collections storage planning	如何吃掉一隻大象：大規模藏品庫房規劃的挑戰和創新
	4.	Réserves des Musées d'Almada: inventories, organiser et conserver	阿爾馬達博物館庫房：盤點、組織與保存
	5.	Fighting against dissociation in stored artworks. The experience of Registrar's Department in Sculpture and the inorganic materials storage of Museu Nacional d'Art de Catalunya	對抗館藏品的分散：加泰隆尼亞國立藝術博物館雕塑與無機質材料庫房的登錄員經驗
	6.	RFID in Action: Artifact Storage and Tracking at the Archaeological Museum of Thessaloniki, Greece	RFID 實際應用：希臘塞薩洛尼基考古博物館的文物庫房與追蹤
	7.	Museum deposits in Italy. Toolkit and prospects.	義大利博物館庫房：工具與展望
	8.	Les solutions liées à la « Réorganisation » et à la gestion des réserves: le cas du Musée National du Burkina Faso	「重組」和庫房管理相關的解決方案：以布吉納法索國家博物館為案例
VIII	1.	Reduce, re-use, recycle: an application of circular economy in the management of museum storage. How circular economy can be applied in the management of museum fittings	減量、重用、回收：循環經濟在博物館庫房管理中的應用／如何在博物館設備管理中應用循環經濟
	2.	Gordailua (2011), une réalité partagée: attentes, réalisations, difficultés et défis	Gordailua (2011)，一個共享的現實：期望、成就、困難和挑戰
	3.	Vers l'émergence de réserves frugales et respectueuses de l'environnement	朝向節能及對環境友善庫房的出現
	4.	Les réserves de négatifs sur nitrate et acétate de cellulose réévaluées à travers le filtre de l'éco-responsabilité	硝酸鹽和醋酸纖維素底片的庫房，以生態責任視角的重新評估
	5.	The Empty Museum: Transforming Museum Collections through Digitization	空無一物的博物館：透過數位化改造博物館藏品
IX	1.	RE-ORG, l'engagement de l'ICCROM pour changer ensemble le futur des collections en réserve	RE-ORG：ICCROM 對改變藏品未來的承諾
	2.	Re-Org Nigeria Project: Examples from Nigeria	RE-ORG 奈及利亞專實：來自奈及利亞的實例
	3.	Le programme Re-ORG et la participation du public	RE-ORG 計畫與公眾參與
	4.	Off-site Storage: from passive temporality to dynamic permanence	異地庫房：從被動的暫存到動態的永存
	5.	Storage evolution in the National Museum in Poznan	波茲南國家博物館庫房的演變
	6.	IGNCA's Journey with Re-org methodology: 2011 to 2024	IGNCA 應用 RE-ORG 方法的旅程：2011 至 2024 年



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	7.	Implementation Re-Org Method for Indonesian Prehistoric Museums. Project with limited budget created a new attraction for Museum	印尼史前博物館的 RE-ORG 方法實作：以有限預算為博物館創造新的吸引力
	8.	The re-org cono sur experience: team on the move	「南錐體重組」經驗：行動團隊
X	1.	Collection in Transit: Transforming the storage, care and use of the Science Museum Group Collection	文物遷移：改造科學博物館群藏品的庫房、照護和使用
	2.	An Evil for a Good ? Storage as a Symptom and a Remedy for (Re)thinking the Museum	以惡促善？庫房作為反思博物館的病症與解方
	3.	Preserving the Memory- the new Yad Vashem Museum Storage Facilities: a case study	保存記憶——新耶路撒冷大屠殺紀念館的庫房設施：個例研究
	4.	Solving Old Problems with New Storage: introducing the British Museum Archaeological Research Collection (BM ARC)	以新庫房解決舊問題：介紹大英博物館考古研究藏品(BM ARC)
	5.	Netherlands Collection Center (CC NL): sharing the joys as well as the burdens	尼德蘭藏品中心：共享喜悅與承擔
	6.	Designing the storerooms of the new Cyprus Archaeological Museum: facts and challenges	新的賽普勒斯考古博物館庫房設計：事實與挑戰
	7.	New Depot, New Solutions and New Challenges: Storage in Shanghai Museum East and North	新庫房、新方案與新挑戰：上海博物館東館與北館的庫房

## 附錄 2、徵稿主題

<https://icom.museum/en/news/conference-reserves-current-situation-and-new-challenges/>

### **The ICOM Working Group on Collections in Storage, the International Committee for Museum Architecture and Technology (ICAMT), and Sorbonne Nouvelle University are organising an international conference in Paris from 29 to 31 October to address global museum storage challenges.**

This event follows an international survey on museum reserves conducted by the Working Group, with results disseminated by ICOM. The conference aims to unite professionals and researchers to discuss the current state of museum storage, pivotal to the museum ecosystem, and its key challenges. Nearly one hundred speakers from around the world will participate in plenary and five parallel sessions, covering topics such as the current condition and organisation of reserves, management solutions, mediation, new reserves, and the future role of collections in museums.

The aim of this conference is to bring together professionals and researchers to discuss the issue of museum storage, to debate the current state of this sector at the heart of the museum system, its evolution and the main challenges associated with it, so that ICOM can best respond to these issues. It will bring together nearly a hundred speakers, in plenary sessions and parallel sessions. The themes addressed by the Conference, which was advertised in the call for papers and attracted more than 200 proposals, 80 of which were selected, are as follows:

1. Museum storage around the world: the state of play
2. (Re)organisation and solutions for the management of reserves
3. Mediation and communication around reserves
4. New reserves, new challenges
5. The place of collections in the museums of tomorrow

Among the Keynotes speakers : Bruno Brulon Soares, Mirjam S. Brusius, Marjolijn Debulpaep, Alain Godonou, Wouter Hijnberg, Jean Hilgersom, Sandra Kisters, Simon Lambert, Marica Mercalli, Massimo Osanna, Patricia Rahemipour and H el ene Vassal.

# **Museum Storage Current Situation and New Challenges**

**International Conference  
Sorbonne Nouvelle University, Paris  
29 to 31 October 2024**

## **CALL FOR PAPERS**

From 29 to 31 October 2024, the ICOM Working Group on Collections in Storage will be organizing a symposium on the subject of museum storage worldwide. The symposium, to be held at the Université Sorbonne Nouvelle, follows the launch of an international survey on museum storage, the results of which will be shared and discussed during the symposium.

The functions of museums, as they have developed since their inception in the 18th century, are largely based on collections of material objects. The principle of accumulation, on which this logic is based, presupposes the creation of storage to house objects that are not on public display and the constitution of databases, whether tangible or intangible, to enable the development of knowledge. For a long time, museum functions have revolved around the information-bearing object, and the functional model of preservation, research and communication associated with the collection. Since the 1960s, the evolution of the museum world has led to a rethinking of the museum in terms of its socializing function, a "forum" at the service of society and its development. Today, for a large number of establishments, exhibition spaces or reception and entertainment areas are regarded as essential as the collections. This new concept of museum introduces the idea of storage as a space deeply connected with all museum activities and also allows for the rotation and renovation of collections on public display.

As early as the 1970s, the problematic state of many storerooms led some museums to build new structures with specific management resources, but also spaces better adapted to the management of collections. This latter trend has become increasingly important over the last few decades, as many establishments have been forced to find new spaces to accommodate their growing collections. Sometimes shared between several museums, but also with other institutions (libraries or archive centers), or even with private collectors, these spaces have gradually taken on more and more autonomy, as witnessed by the Depot at the Boijmans van Beunigen Museum in Rotterdam or the Conservation and Resource Center at the MuCEM in Marseille. ICOM devoted a special



issue of *Museum International* journal to museum storage spaces in 2021. In addition, new shared storerooms have been created to house collections that have been recovered during the emergencies such as earthquakes, floods etc.

Technology dedicated to the development of storage and the preservation of collections has continued to develop, both in terms of the architecture of spaces and innovations in preventive conservation, particularly in terms of adapting to climate change. It is in this context that, following the resolution of the 34th General Assembly, ICOM created a Working Group on Collections in Storage in March 2022, made up of members from ICOM's various National and International Committees. The Working Group launched an international survey in 2023, aimed at taking stock of the museum storage situation worldwide. This report is not an end in itself, but the beginning of a discussion that ICOM intends to continue, by inviting professionals and researchers to discuss the current storage situation around the world, the communication and interpretation actions that are organized around them, the technological transformations and new types of storage that have been set up, as well as their possible evolution in the coming years and the means best suited to meeting tomorrow's challenges.

**Researchers and museum professionals interested in the issue of museum storage are invited by the scientific committee to meet and discuss the challenges facing this particular museum sector and/or submit in French or in English a paper proposal for the symposium, which will be held in person in Paris. Unfortunately, submissions in other languages cannot be taken into account.**

## **Paper topics**

All papers must address one of the following five themes:

### ***1. Museum storage around the world: current situation***

The survey launched by ICOM in 2023 sought to create an initial, essentially qualitative assessment, of the state of museum storage around the world. This initial view, generally presented on a global or continental scale, needs to be refined by more precise interventions, carried out in the field, on the actual state of storage. What are the particular problems (climate, security, natural disasters, funding) facing museums in specific countries or regions? What practical measures have been adopted to manage the risks associated with collections management?

### ***2. Storage (re)organization and solutions relating to storage management***

Day-to-day storage management is a complex activity that is often neglected in many establishments, as shown by the ICOM survey: inadequate equipment, unperformed inventories, poorly preserved collections, etc. Beginning in 2011, ICCROM developed a program for reorganizing storage (Re-org), which has been used in a large number of countries. On a smaller scale, many museums have put in place practical methods aimed at managing the problems of storage classification and overcrowding, managing conservation constants or preventing natural hazards. What are the main problems encountered in this context? How have they been resolved? What solutions are there for museums whose budgets do not allow them to support costly investments?

### ***3. Interpretation and communication about storage***

Many of the storage structures that have been developed in recent years include mediation areas designed to welcome a non-specialist public and raise awareness of the challenges of heritage preservation and collections management. This new perspective

on interpretation, which has also influenced the design of visitable storage in the permanent exhibition space, responds to the curiosity of the general public about these generally inaccessible spaces, sometimes shrouded in mystery. Communication and interpretation initiatives during the Covid-19 pandemic also focused on these special spaces. How were these initiatives received by the general public? Are visible or visitable storage an appropriate response to the need to showcase collections that are generally not visible? Can we draw up an assessment of the communication and interpretation initiatives surrounding the reserves?

#### **4. *New storage, new technologies, new challenges***

In recent years, new storage building projects have been launched or are about to see the light of day: visitable storage, autonomous or shared with several establishments, storage developed in partnership with the private sector, and so on. Museum technology has developed considerably in this area, in particular to address the issue of ecological transition, but also to ensure better material management of collections. What are the advantages and disadvantages of these new buildings? Have they met expectations in terms of collections reception and management? What challenges must be met in the coming years?

#### **5. *The place of collections in tomorrow's museums***

On a more theoretical level, the management of storage calls into question the place of collections within the museum. While the storage survey reveals a high level of confidence in the existence and importance of collections for museums, a number of new museums have distanced themselves considerably from the management of collections, or even their existence. This is the case of many community museums and ecomuseums, or establishments committed to social inclusion or participation. Is there a place for collections in the museum-forum? What role have digitization and social networking played in changing the museum's relationship with its collections? Is the "empty museum", to quote the title of a recent book, the future of the institution? Could museum reserves become so autonomous as to detach themselves from museums?

## **Proposals for papers**

Proposals for papers and/or articles will be accepted up to and including **15 May 2024**.

Papers should be presented in English or French.

They should be addressed to **storage@icom.museum**

They must include for each author (two-part papers are also welcome):

- 1) Your full name;
- 2) Session number;
- 3) A title and, if applicable, a subtitle;
- 4) An abstract (maximum 3000 characters including spaces, approximately 450 words), including the main references used;
- 5) Your intention to present the paper in person at the Paris symposium, if accepted;
- 6) Your status (museum professional (and title), researcher (PhD student, doctorate), teacher-researcher (and title), etc.);
- 7) Your institution(s) (Museum, University, Laboratory, Institution, etc.);
- 8) Your e-mail address.