

27GA

general assembly
15–16 October 2017
montréal *canada*

27GA report

2015–2017

ico-D

International
Council of Design

leading creatively

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2015–2017 term at a glance



Legend

- new Members
- ico-D meetings
- existing Members

A term is defined from the first Executive Board meeting until the General Assembly and typically constitutes of 24 calendar months.

The information on this map is accurate as of 14 September 2017.



Europe

23 Members

UNITED KINGDOM

Turin ITALY

Istanbul TURKEY
Izmir TURKEY

Middle East

17 Members

Asia

39 Members

Beijing CHINA

Chengdu CHINA

Shanghai CHINA

Zhejiang CHINA

Wuhan CHINA

South East Asia

8 Members

Jakarta INDONESIA

Africa

8 Members

Johannesburg SOUTH AFRICA

Melbourne AUSTRALIA

Oceania

5 Members

foreword

As the 2015-2017 term nears a close, this report encapsulates not only the activities of the past year, but sets the tone for the term to come. Many of the projects undertaken for this term will finally come together in Montréal this October—from the first World Design Summit to the proposal of a series of Bylaw changes that have taken much of the term to prepare. This report contains all the information needed to navigate the ico-D 27 General Assembly.

Even as we come together in Montréal, we are already looking forward with the next two meetings planned in Kuala Lumpur (Regional Meeting 5/6 February 2018) and Beijing (Platform Meeting and AGM, October 2018). We have 12 Candidates for the 2017-2019 ico-D Executive Board whom we wish luck and look forward to forming a new Executive Board; there are 19 New Members to ratify, and even as we plan to meet in a few weeks, we are already looking ahead to the continuation of the World Design Summit process and the next meeting in 2019.

Some changes are also being proposed. This term, the Secretary General, with the help of a Review Committee, has undertaken the daunting challenge of reviewing the Articles of Incorporation and the Council's Bylaws. This is a necessary process every so often as the needs of the organisation evolve and the Bylaws undergo small changes from year to year that start to accumulate inconsistencies. The process has been quite thorough and we are quite confident that the edits proposed will make the Bylaws clearer, easier to interpret, and more efficient. Please take some time to review them carefully.

We hope that you will enjoy looking back on this past term as much as we enjoyed documenting the work of the recent years. And we look forward to seeing you all soon.



SECTION 01

2015–2017 term

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2015–2017 executive board presentation

ico-D's Executive Board consists of individuals and experts from various design fields who are duly nominated and elected by ico-D Member organisations at the biennial ico-D General Assembly.

The ico-D Executive Board for the 2015-2017 term is composed of the following individuals:

David Grossman <small>ISRAEL</small>	President
Iva Babaja <small>CROATIA</small>	Past President
Zachary Haris Ong <small>MALAYSIA</small>	President Elect
Tyra Von Zweigbergk <small>SWEDEN</small>	Secretary General
Peter Florentzos <small>AUSTRALIA</small>	Treasurer
Antoine Abi Aad <small>LEBANON</small>	Vice President
Cihangir Istek <small>TURKEY</small>	Vice President
Heidrun Mumper-Drumm <small>UNITED STATES</small>	Vice President
Ziyuan Wang <small>CHINA</small>	Vice President
Rebecca Wright <small>UNITED KINGDOM</small>	Vice President

As the Bylaws allow, the elected Board chose to co-opt one member for the 2015-2017 term:

Des Laubscher <small>SOUTH AFRICA</small>	Executive Board Member
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David Grossman *ISRAEL*
President

“To change the way people look at design we need to talk more about ‘designing.’ The potency of a designer is not what he or she has designed, but their designing process.”

BIOGRAPHY

David Grossman is an environmental graphic designer and partner of Daedalos Design Studio in Tel Aviv. Also a partner of Israel Design Works, he has been involved in the development of the Chinese design industry infrastructure. David is President of the Israel Community of Designers—Israel’s multidisciplinary professional design organisation and is a founder of Vital, Tel Aviv Center for Design Studies (1987) and of the Graphic Design Department of Shenkar College in Israel (2000). He has played a key role as organiser, editor, lecturer and juror for international design festivals, conferences and exhibitions, catalogs and annuals.

David served as ico-D’s Treasurer and President between 1995–2003.



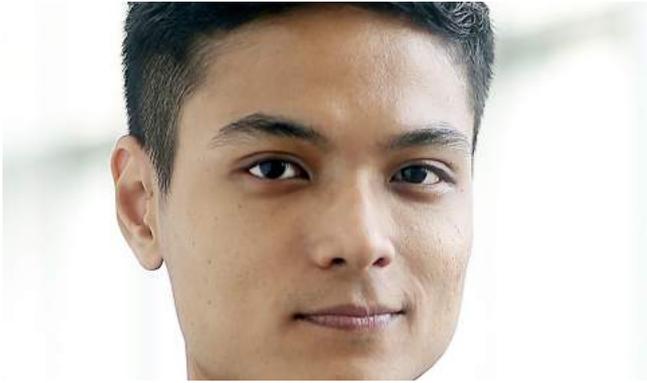
Iva Babaja *CROATIA*
Past President

“I am a strong believer in equality; the global picture is not complete without all of our voices, especially those championing the interests of smaller or developing countries. These values are built into ico-D’s new strategy—to be an active Council that gives voice to design in all contexts everywhere in the world.”

BIOGRAPHY

Born in Zagreb, Croatia, Iva studied at the Hochschule für Angewandte Kunst in Vienna. She has worked extensively as a photographer, art director and freelance designer for major advertising agencies, publishers and cultural institutions. Iva is the founder and president of the Association for Promotion of Visual Culture and Communications (VIZUM) and has worked extensively on the organisation and execution of ZGRAF and other international exhibitions and projects. She is a member of Croatian Designers Society (HDD), Association of Artists of Applied Arts (ULUPUH), and Art Directors Club New York, and is currently the Creative Director at Havas WW Zagreb agency in Zagreb. Her work has been included in exhibitions and publications both in Croatia and abroad.

In her previous terms as ico-D Vice President and Secretary General, Iva has advocated for Membership and Professional Practice issues, with a focus on spec work and best practices between 1995–2003.



Zachary Haris Ong MALAYSIA
President Elect

“In recent years, we have witnessed design becoming a widely accepted value proposition. The next real evolution is enabling world governments to participate and profit from the power of design to further bettering quality of life for all.”

BIOGRAPHY

Zachary Haris Ong is committed to the development of design impact on national GDP, and acts as an advisor to the Malaysian government for the development of its national design agenda. He was the catalyst in assembling all design associations under the Malaysia Design Council. For his work, he was nominated for the prestigious 7 Bintang Lifetime Achievement Award at the Kuala Lumpur Design Week, in recognition of individuals who are key contributors to the creative industry of Malaysia. He led the Rediscovery: Icoграда Design Week in Sarawak in 2012, and was recently the President of wREGA. He was listed in Prestige magazine’s Top 40 Movers and Shakers of Malaysia Under 40. Currently, he is a principal designer at Zachary Haris Ong & Associates based in Kuala Lumpur.



Tyra Von Zweigbergk SWEDEN
Secretary General

“I would like to build upon my knowledge, network and experience garnered from Nordic countries, with their individual cultural policies, to further develop favorable conditions for professional designers and their work internationally.”

BIOGRAPHY

Tyra von Zweigbergk works as a designer, illustrator, artist and lecturer and her work has been recognised with both awards and exhibitions. She is a regular guest lecturer at Konstfack University College of Arts, Craft and Design and board member of Svenska Tecknare since 2010, where she is currently Vice President and head of both International Relations and the Rights and Conflicts Fund. In 2013 she was elected to the Board of European Illustrator’s Forum, and in 2014 she initiated and co-organised the Sharing Possibilities symposium in Oslo with Grafill, Norway, as well as the Value of Design Seminar with participants from the Board of ico-D in Stockholm 2015.



Peter Florentzos
Treasurer *AUSTRALIA*

“I want to be in a position to make positive change, which will impact on the betterment of design. Real recognition of designers and the importance of design to all areas of humanity is long overdue.”

BIOGRAPHY

Peter Florentzos is a leading designer from Brisbane (Australia) with more than 20 years experience in the discipline of graphic design. His specialty extends to branding in the architectural, property development, retail design and interior design sectors. Currently a National Director of the Design Institute of Australia (DIA), and Co-President of the Queensland Branch, he is also a member of the Australian Graphic Design Association (AGDA) where he has previously served as National Councillor and Queensland Treasurer. Peter has also been a lecturer and tutor in graphic design at the Queensland College of Art, Griffith University.

Florentzos Design is an award-winning multidisciplinary design studio, proud of its collaborative approach to design.



Antoine Abi Aad
Vice President *LEBANON*

“In addition to my academic background, I am Mediterranean, Middle Eastern, Asian (as a citizen of Asia), Arab, Francophone, Eastern Christian, and I have studied in Japan. Consequently, I speak Arabic, French, English and Japanese. The diversity of languages and experiences I have garnered over the years are a big plus for a position that requires a multicultural perspective.”

BIOGRAPHY

Following his Advertising DES from the Académie Libanaise des Beaux-Arts (ALBA) (Lebanon 2000), Antoine moved to Japan and completed his Masters of Arts (2004) and his Ph.D. in Visual Communication Design (2007) at Tsukuba University. After a year of post-doctoral research, he returned to Lebanon to assume his duties as an instructor and coordinator of international cultural events and exchange programmes between universities at his Alma Mater, ALBA.

Antoine has worked, exhibited, taught and lectured in Bolivia, Brazil, China, Cyprus, Dubai, France, Germany, Greece, Hong Kong, India, Japan, Kenya, Korea, Lebanon, Morocco, Peru, Poland, South Africa, Switzerland, Taiwan, Thailand, Tunisia and United States.



Cihangir Istek
Vice President *TURKEY*

“Design is only relevant within interrelationships. Design—both as an end product and an action with impact—interconnects discourses, things and people. While this view informs how I think and approach design, my work combines research, education, and practice.”

BIOGRAPHY

After he gained his MSc. from University College London and a PhD from the University of Tokyo, Dr. Cihangir Istek has held several faculty positions and been teaching design based on ‘Learning-by-Doing’ and ‘Real-Life Projects’ with a focus on Space and Environments at various universities. Currently, he is a Vice-Chair of the Department of Communication Design and Management, and a Programme Director of VCD at Istanbul Bilgi University. In addition to his academic work, he has also worked internationally, holding several design professional and consultancy roles, including the founding and directing of an interdisciplinary design practice. Since 2008, he has been an Associate and Design Representative in Istanbul of the Institute for Information Design Japan (Tokyo).



Heidrun Mumper-Drumm
Vice President *UNITED STATES*

“Given the need to prepare for monumental change taking place in the world, on multiple levels [environmental, social and economic], design is uniquely qualified to prepare people to adapt to that change, ‘resilience’ being a new goal for designers that will require new and creative strategies. Exciting days ahead for design!”

BIOGRAPHY

Heidrun Mumper-Drumm is a professor and Director of Sustainability Initiatives at Art Center College of Design. Her integrative approach to design education is based on a multi-disciplinary career spanning science and design as an environmental engineer, graphic designer, publisher, letterpress printer, book artist and design educator.

As faculty and Director, Heidrun continues to teach and develop a Design for Sustainability curriculum, in which life cycle evaluation is integrated with design process to optimise product service system sustainability. She leads research, speaks, and conducts workshops on life cycle design innovation.



Ziyuan Wang
Vice President *CHINA*

“While working in the academic design field in China, I have witnessed a shift in the Chinese economic model due to changes in the the creative industry—particularly in professional design practice and education. I believe this change will have a great effect on the future of lifestyle in China, and worldwide.”

BIOGRAPHY

Wang Ziyuan, professor at China Central Academy of Fine Arts (CAFA), director of Graphic Design Dept., School of Design in 2003–2012. He has received design awards including 'Best Book Design of the Year' of China in 2004, 2010 and 2012. He was the main designer and project director for 2008 Beijing Olympic Games. In 2009, when Icofrada Congress was held in Beijing, Wang participated all intensive preparation as a key organiser.



Rebecca Wright
Vice President *UNITED KINGDOM*

“I am committed to design education and research and passionate about the power of design to improve lives and build futures.”

BIOGRAPHY

Rebecca Wright is a design educator, researcher and writer. She is Programme Director of Graphic Communication Design at Central Saint Martins, University of the Arts London, where she leads undergraduate and postgraduate study across specialisms that include graphic design, design and interaction, illustration, moving image, advertising, typography, digital media and communication design. She was previously Academic Director of Communication Design at Kingston University and her other academic positions include Visiting Professor at Musashino Art University, Tokyo. Rebecca is co-founder of GraphicDesign&, a pioneering publishing house exploring how graphic design connects with all other subjects and the value that it brings.



Des Laubscher

Executive Board Member *SOUTH AFRICA*

“I believe I can bring a strong contribution related to all design, and interior design in particular, to the ico-D Board because of my wealth of experience on the international design stage representing interior design & architecture. My international experience spans two and a half decades. As the World Design Summit 2017 approaches, I hope to connect many interior design professionals to participate and possibly partner in this event. I will pursue the possibility of getting industry involved as sponsors for the Summit.”

BIOGRAPHY

Professor Laubscher brings with him several decades of experience not only in design education, but also the running of professional organisations. He founded and is Past President of the African Institute for the Interior Design Professions (IID) and a Past President and Fellow of the International Federation of Interior Architects/Designers (IFI).

As one of ico-D's Members in Africa, the Greenside Design Center College of Design has been an active Member for almost 20 years. He organised and coordinated the Cumulus Education Conference for art, design and new media in Johannesburg, South Africa in 2014. The theme of the conference was 'Design with the Other 90%'. He is an advisor to the Department of Art and Culture and is at present on a panel to develop a national design strategy. With a background in Interior Design, Prof. Laubscher adds one more design discipline to the Board.

president's report

David Grossman

ico-D President 2015–2017

(Icograda President 1999–2001)

"Being President of ico-D provides one with priceless opportunities to learn about design, designers and designing all over the globe. In addition to the many friends and experiences I have been able to gain, it has been a continuing education providing valuable insight and perspective."

It has been my unique honor to serve this organisation as President—twice. Much has changed. Some things have not.

When first elected in the late nineties, Icograda, then celebrating its 34th year, was focused on graphic design, primarily active in Europe (particularly London) and had lost some of the relevance and vigor of earlier decades. During the nineties, the design world was changing dramatically, reflecting both radical changes in technology (in 1995 only 0.4% of the world's population had internet access!) and in the geo-political and economic order (dismemberment of the Soviet Union and dramatic economic development in Asia).

These developments could not but reshape Icograda. By the early years of the 21st century, fundamental changes had taken place. Icograda had become truly international with much more presence in, and membership from, Asia, Eastern Europe, the Middle East and other regions where rapid economic development generated challenges to nascent professional designer communities. Icograda's membership grew and became more diverse. These designers were facing challenges similar to those faced by professional designers in post-World War II Europe of the early 60's—challenges requiring cross-border collaboration that initiated the birth of Icograda and other sister organisations for related design disciplines.

By the turn of the century, it became clear to Icograda that the design community would be better served by a common voice representing the different design disciplines. Many Icograda Members had themselves become multidisciplinary. First steps were taken towards integration. This was to be a slow and sometimes difficult process. Among its positive outcomes for Icograda: a move to shared offices in Montréal, a more stable, sustainable and institutionalised organisational infrastructure, longer-term financial planning and more substantial multidisciplinary interactions.

But the goal of greater integration proved more difficult to achieve due to substantial cultural differences between the "sister" organisations. Icograda, the primary proponent of increased integration, suffered.

But historical forces could not be held back indefinitely. At the beginning of this decade, integration efforts first reached an impasse, and then caused a break. Released from restraints, Icograda was free to act independently and quickly raised the banner of international multidisciplinary design leadership. The "gra" (graphic) was removed from Icograda and we became ico-D—the International Council of Design.

The change did not reflect a diminution of our graphic design heritage, but quite the opposite. We recognised that the challenges faced by professional designers

today—across disciplines—are shared and can be much better addressed with a common voice. Collectively, we are much better able to serve all disciplines, and at the same time are better able to serve, and celebrate, each individual discipline.

This step impacted the entire design community, and reactions soon followed. Before long, inactive Members began to return to ico-D to join on its new course. (And we were not the only ones to change our name.)

A name change alone, of course, is not enough. To truly deliver international multidisciplinary leadership requires much more. Since 2013, ico-D has been focusing on implementing the multidisciplinary strategy in a number of ways.

COPING WITH GLOBALISATION

Recognising the fundamental impact Globalisation is having on designers everywhere (see page 63), ico-D has made efforts to better understand its implications, thus helping designers in both the developed and the developing economies to better cope. All designers are affected by the momentous upheaval in manufacturing and trading patterns. All designers are affected by a global market. All designers are affected by a communications revolution that is impacting local culture and heritage.

In recent years, ico-D has taken a number of steps to deal with these challenges.

In China, a focal point reflecting many aspects of the challenges of globalisation, we have devoted a great deal of attention to the need to develop the local design industry infrastructure. While the enormous economic development in China has resulted in substantial attention directed at design, and particularly industrial design, true advances require a more comprehensive approach. In order to truly benefit from the potential of design, Chinese government and business must better understand the process of designing and the true value of sophisticated design methodologies.

ico-D has actively been expanding our activities in China, with universities, in conferences and in discussions with government. It is a fascinating process. There have been valuable results and we are learning a great deal. Important Chinese design institutions have joined our ranks. Through ico-D's China activities, our international professional and educational Members have been able to expand their interaction with Chinese designers and design schools—a valuable benefit of ico-D membership.

The impact of Asian manufacturing affects designers everywhere. The opportunities of the Chinese internal markets (over the next twenty years equal in size to the total markets of Europe and North America combined) will affect designers everywhere—whether working locally or internationally.

Our activities in China therefore are of direct value to designers everywhere. Testimony to this is the growing interest by our international professional and educational Members in our China activities—wishing to utilise ico-D as a gateway to China.

Importantly, while China is a current globalisation focus, the same opportunities exist in other fast-growing economies. We intend to expand the same type of activities to other countries—Indonesia, India, Malaysia, Vietnam, etc. Each has its own attributes, but all are major players in the continuing globalisation story.

REGIONAL ACTIVITIES

Even as we recognise the effect of globalisation on all our Members, we understand that each region faces special problems requiring specific attention. In many regions, problems are shared by many neighboring designer communities, but organising collective action has been difficult. Again, ico-D is able to offer opportunities to foster common cause.

In this term, we have re-initiated Regional Meeting formats.

In January 2017 we conducted an ico-D Regional Meeting in Santiago, Chile (see page 54). This was not only an opportunity for the ico-D Board to learn first hand about challenges and opportunities facing Latin American design communities, but under the ico-D flag, entities from many countries sat down together. Speaking their common language, they reported many additional shared objectives and challenges. We hope that our Latin American colleagues will utilise the ico-D regional format to increase collaboration for the development of design education and for shared efforts to develop National Design Policies and that our Latin American members will utilise ico-D to become more active internationally.

In February 2018, an ico-D Regional Meeting is planned for Kuala Lumpur, Malaysia for design entities in the ASEAN countries.

FURTHER INTEGRATION OF THE DESIGN WORLD

In the last two years ico-D has also played a central role in further integration of the wider world of design, architecture and planning. As the representative of the design disciplines in the Steering Committee of the first World Design Summit Meeting, ico-D has invested a great deal of energy in establishing effective working relationships with many of the international organisations representing other design disciplines and the related disciplines of architecture and planning. Together, we have drafted the first World Design Declaration—a call to action and the initiation of important projects. As important as the Declaration itself, we have established trust, understanding and ongoing working relationships with a long list of organisations, including IFLA (International Federation of Landscape Architects), IFHP (International Federation of Housing and Planning), BEDA (Bureau of European Design Associations), SDN (Service Design Network), IxDA (Interaction Design Association), Cumulus (network of design education institutions), UIA (International Union of Architects) and others. Developing the Declaration also resulted in the establishment of working relationships with non-design players such as UNESCO, OECD, UNHabitat and others—also very important opportunities.

Unlike earlier attempts at integration where internal cultural

conflicts stymied progress, the current attempt has been characterised by generosity, self-confidence, and the understanding that we will all gain from common cause efforts. The challenges facing the design world are substantial. The potential of design to contribute to mankind is far greater. We have to face the fact that most individual designers cannot make sense of the many, seemingly overlapping organisations claiming to speak for them. This alphabet soup of organisations, mostly unrecognised by grass-roots designers, sometimes expend scarce resources resulting in a cacophony of messages that seldom serves the interests of designers.

ico-D sees the Declaration as an important first step in establishing a truly potent voice for the international design community as well as an unparalleled opportunity to establish an ongoing dialogue with international economic, social and environmental entities. We will continue to work with our colleagues in the coming years and hope that additional players will join the effort.

EXPANDING MEMBERSHIP

The membership in our organisation has always been cyclical. It is gratifying that in recent years, hopefully in response to the above strategies, membership is again on the rise. This is particularly true in terms of professional designer organisations, the traditional core of our organisation. Today, ico-D includes in its membership more professional designer associations than any other entity—by far.

This has been a busy term. The Board and the Secretariat have been efficient and productive. Enormous investment of time and resources is required to organise and maintain ico-D activities, most of which, like and iceberg, is hidden from view.

ADDITIONAL NOTABLE ACHIEVEMENTS

The Secretariat, with the support of Board member Heidrum Mumper-Drumm and ArtCenter College of Design, organised an excellent Platform Meeting/AGM in Pasadena in August 2016. The event was very well attended and provided an excellent opportunity for ico-D member interaction, sharing and networking. We plan another such meeting in 2017 in Montréal and in 2018 in Beijing (China).

Board member Cihangir Istek, with the support of Bilgi University, organised a fascinating conference on Lifelong Learning for Designers in Istanbul in October 2016. This is a very important area for designers, professional associations and educational institutions and is the start of an ongoing effort.

The National Design Policy Work Group, under the tireless leadership of Rebecca Blake continues to do very important work, supported by ico-D Members from around the world. I have no doubt that this effort will contribute greatly to, and will benefit from, the outcome of the World Design Summit Meeting in October.

INDIGO, an important project established during the days of Icoagrada, was revitalised this term under the leadership of Former

President Russell Kennedy with the support of Deakin University in Australia.

Several issues of the ico-D Communication Design [journal], under the able editorship of longtime ico-D collaborator Teal Triggs of the Royal College of Art were published.

In some important internal housecleaning, technical but critical, a special Board sub-committee invested a great deal of time in a review of the current Articles and Bylaws. Proposals for amendments will be discussed in Montréal.

—

As I complete my second term as President in ico-D's 54th year, I have described above what has changed. But some things have not changed.

From its establishment as Icoagrada and through today's ico-D, this organisation has always been unique in its culture. Our community has always been open, inclusive, socially responsible, mutually supportive and friendly. It has focused more on grass roots, practicing designers (the 99% of designers working for 99% of the public) rather than the celebrities. In a world fraught with political, social and cultural conflict, interaction between our Members has always been pacific and harmonious. We see the practice of design as an important calling. Designers have an important role to play and are obligated to serve the interest of people and the planet. These attributes are our heritage and permeate our activities. This was true in the 60's, is true today and must be preserved in the future.

Being President of ico-D provides one with priceless opportunities to learn about design, designers and designing all over the globe. In addition to the many friends and experiences I have been able to gain, it has been a continuing education providing valuable insight and perspective.

During this term I made 46 different visits to 26 cities in 14 countries. I was able to meet with dozens of designers and interact with numerous ico-D Members. This has been amazingly enriching.

A President quickly learns that one's power is limited. To a great extent, the course for the next term is very much determined in the previous term. Much effort is always required just to keep the ship afloat and on course. Urgent administrative problems often demand precedence over the truly important strategic considerations. One is gratified when small successes are achieved. At a certain point, one becomes most concerned with turning the wheel over to ones successor, with the ship still on course, going forward and with sufficient fuel in reserve.

So my predecessor turned the wheel over to me, and so, I hope, I turn the wheel over to my successor.

I can confidently say that we are today more international, more multidisciplinary and there is promise that the design community is more effectively integrating. Our profile is rising and we can be confident in our actions.

In our Secretariat we have a dedicated and unique resource of talent and potential that must be utilised effectively.

And we have to continue to change. We have to be focused and strategic. We should do only what we alone can do and collaborate with others who do other things better. We have to be relevant to our Members' members so as to be indispensable to them. We have to value and celebrate our long, unique heritage. But we have to realise that only through closer cooperation with others can the international design community play the role it deserves.

I would like to thank all those with whom it has been my honor to work. I thank the many Board Members with whom I have worked over the years. And I would especially like to thank the members of the current Board, Past President Iva Babaja and wish success to the incoming President Zachary Haris Ong. I thank the whole Secretariat team.

And finally, I want to thank our Managing Director, Ana Masut. It has been my extreme good fortune to serve as President at a time when ico-D is blessed with a tireless Managing Director, always alert, truly dedicated to the international design community and perhaps more important than anything else, uniquely representative of the ico-D culture of integrity, social responsibility and professional standards.

treasurer's report

Peter Florentzos
Treasurer

The ico-D Treasurer reviews and manages all of ico-D's finances for a given term.

It is again my pleasure to present my Finance Report to the General Assembly in Montréal, especially significant as we enter the World Design Summit events. In the last two terms as Treasurer of ico-D, the International Council of Design, it continues to amaze me at what has been achieved with such limited resources.

As reported at the last General Assembly in Gwangju, Korea 2 years ago, it is reassuring to know that due ico-D's carefully planned financial transformation programme, our current financial position again reflects certainty and confidence. With careful planning, management and monitoring, we are meeting our budgeted estimates and are financially well placed to ensure the ongoing viability and profitability of our organisation well into the next term.

Consistency continues to be the key financial pattern over the past term.

2016 FINANCIAL STATEMENTS

OVERALL CONSISTENCY

As you will ascertain from the enclosed documents, 2016 was a relatively uneventful year in terms of ico-D's finances. Consistency with the previous reported year being the key; there are no big changes or concerns worth noting. Looking at the Income Statement (or Statement of Operations, as it is called in some parts of the world) the on-the-books "loss" is not only small (\$14,499) but is actually an on-paper loss (to do with amortisation and write-offs rather than cash position). In 2016, the budget was very close to balanced in terms of spending and income, despite a decision to spend some of the cash surplus.

EXPENSES

The three main expenses posts—Salaries (71.7%), Rent (13.1%) and Meeting Expenses (4.5%)—have all increased since last year:

Salaries

The Montréal International agreement (see "Subsidy" in the Revenue column) is contingent on annual increases in staffing. In 2015 we increased staff from three full time positions to 5.5. This increase happened mid-year so the full impact is only visible in 2016, when the full salary load is carried all 12 months. This remained constant in 2016 and the 2017 payment was contingent on another increase (from 5.5 positions to 6.5 positions) this year.

Rent

The Secretariat move from shared offices with Icsid to its own office space, led to slight increase in costs. Some of the increases in rental expenses were absorbed by decreases



70% consulting fees and salaries

12% rent

03% amortisation

03% tax, interest, insurance and banking fees

04% project expense

03% office expenses

04% meeting expense

Graph 01: ico-D Annual Expenses. Figure refers to two-year average for 2015-2016 (Full term)

in other expenses (telecommunications, insurance, repairs and maintenance, office expenses). More importantly, the increase in productivity and employee well-being has been notable. The current lease runs until May 2018 with an option to renew.

Meeting Expenses

These include Board Meeting Expenses, GA and AGM Expenses and Platform Meeting Expenses. In 2016 the major increase in spending in this area was due to the Pasadena Platform Meetings. Board Meeting costs have been reduced as Board Meetings have been reduced in frequency from quarterly to three times per year.

REVENUE

Revenue has increased in 2016 (from 2015), although not significantly:

Membership

Despite what the reported Membership numbers say in the Revenue column, Membership collections were higher in 2015 than in 2016. Reported Membership income is the amount we invoice (whether the amount is collected or not); this has decreased from \$185K to \$175K. However, the percentage of invoiced revenues collected has gone up significantly as we have collected outstanding invoices more aggressively and also ceased to invoice non-paying Members. This year, we have also collected a substantial amount of old debt, due to increased efforts to do so.

Membership dues collected during 2015 CAD \$158,957.70
Membership dues collected during 2016 CAD \$177,762.00

Adobe

The amount of the Adobe income fluctuates a small amount due to exchange rate fluctuations. The contract, in USD, has remained constant for many years.

Subsidy

The amount received annually from Montréal International has been the same for the past three years, the way these amounts are attributed in the accounting has changed (the months the payments were attributed to in the financial exercise).

Congress Levy

The contract with the Montréal host was greater in value than that with Korea yielding a small increase in revenue from the previous cycle (from 10K to 17.5K).

CONCLUSIONS

In terms of the ongoing financial stability of the Council, it is important to realise that, being a non-profit, it is normal to try to break even or have years in which we save and years in which we invest. Continuing to have a good amount of cash reserves means that we continue to be buttressed against unexpected events (the approximate value of this cushion is CAD \$75K).

AN ACCURATE & RELIABLE BUDGET

The budget is the blueprint of ico-D's operations for the past term and sets the pathway for all of our activities. The Secretariat has worked diligently to keep within the budget presented and approved at the Montréal Board Meeting (IBM02) in January of 2016.



44% membership

32% sponsorship:
adobe

03% event income:
congress

19% subsidy:
montréal international

02% other
income

Graph 02: ico-D Annual Revenue. Figure refers to two year average for 2015–2016 (Full term)

SURETY AND RISK MITIGATION

ADDITIONAL CHECK MECHANISMS

In the previous term, ico-D adopted stringent new administrative procedures implementing a number of key financial check mechanisms:

Treasurer Meetings

The Treasurer conducts regular fortnightly finance update meetings with the Managing Director where there is oversight of basic fundamentals—from income and expenditure, Membership fee collection data, cash flow forecasting, and comparison our actuals to the budget.

ico-D Audit Committee

As an added check mechanism, which was approved and implemented at the 2013 Montréal General Assembly, we appointed an Audit Committee made up of three members, providing additional oversight and acting independently to the Treasurer, Secretariat and Board.

The current Audit Committee which was elected at the 2015 Gwangju General Assembly in October 2015 comprises Rita Siow (Australia), Rebecca Blake (United States) and Gediminas Lašas (Lithuania).

The Audit Committee operates independently under strict protocol with Board liaison through the Secretary General, Tyra von Zweigbergk.

Quarterly Financial Management Reports

ico-D financial results, commonly known as “Q” reports are internal management reports by the Secretariat and Bookkeeper—now, Controller—and reported Quarterly at each Board Meeting.

Annual General Meetings

In accordance with our yearly financial reporting requirements, ico-D presented its 2014 Financial Statements at the 2015 General Assembly in Gwangju, South Korea in October 2015 and the 2015 Financial Statements in Pasadena, California in August 2016.

The finances are thus reported to the Membership yearly, alternating between the General Assembly (in odd years) and the AGM (in even years).

ico-D’s Accountant

Official verification of ico-D finances under Canadian and Quebec law, including yearly tax returns, financial audits/verifications and compliance work is undertaken by APSV Société de Comptables Agréés Inc. Chartered Professional Accountants.

Financial Verification

Our accountants APSV undertake yearly financial reviews, either typically a standard Review Engagement or, rarely, a full Audit. A full audit of ico-D’s end of year 2015 finances was budgeted and completed in 2016.

Subsequent reviews will revert back to the standard Review Engagement. It is recommended that a full audit be undertaken approximately every five years, although this can vary.

New Controller

In May 2017, we appointed a new part-time Controller to take over the previous bookkeeper’s role. The ico-D Controller is responsible for monitoring, recording, verifying and reporting on ico-D financial transactions. The Controller guides financial decisions by establishing, monitoring, and enforcing policies and procedures. This protects assets by establishing, monitoring and



46% professional membership

38% educational membership

16% promotional membership

Graph 02: ico-D Membership Income. Figure refers to two-year average for 2015-2016 (Full term)

enforcing internal controls and confirms financial condition by providing information to Management to external auditors.

ONGOING

Adobe

The contract with Adobe for the Adobe Design Achievement Awards has been renewed, confidently providing similar ongoing income for 2017. Payments are again expected to continue.

Montréal International

We are currently meeting our obligations for staff requirements and thus continue to receive payments as part of our Montréal International agreement to base our operations in Montréal. Final payment relative to signed agreement has been received May 2017.

World Design Summit Montréal 2017

As part of our partnership contract with the World Design Summit 2017, we will continue to receive payments from the World Design Summit Organisation this year (2017).

Membership Payment Behaviour

Understanding Membership payment behaviour is critical to cashflow management of our organisation.

ico-D invoices Memberships annually from January, and it is important to review last year's payment history and breakdown of Membership payments by category.

THE FUTURE

It is critical that the financial focus of ico-D be on increasing income. This is a recurring matter which I again reiterate is of major importance.

Whilst we are currently in a stable state, we are aware of important future decisions and considerations, where there is a great legacy for the new Board to carefully and confidently bring the next term and terms forward.

Our budget projections from this term and last term have been accurate indicators of stability and assurance to ico-D, where I am extremely proud to say that next Treasurer and Board will inherit excellent foundations and an accurate benchmark which can be used to confidently guide the future ahead. What will be most critical is ongoing and continued Member investment. We are excited about the next phase where we must build on our multi-disciplinarity.

At this time, I take the opportunity to acknowledge the great efforts of the Secretariat, and the past and present Board where I am very proud of work done to achieve our current financial position.

As we look forward, we continue in our efforts to remain vigilant while planning for the future.

—

audit committee report

Rita Siow

Audit Committee Chair 2015–2017
(Audit Committee Chair 2013–2015)

**The Audit Committee (AC)
presents the ico-D Audit
Committee 2016 Report at the
27 ico-D General Assembly
(27GA) in Montréal (Canada) in
October 2017.**

INTRODUCTION

The Audit Committee operates on behalf of ico-D Members and under delegation of authority from the ico-D Articles and Bylaws. It plays a pivotal role in reviewing the Board's corporate governance obligations and the discharge of its financial integrity responsibilities. An independent Audit Committee is a fundamental component of good corporate governance. The ico-D Audit Committee maintains an arms-length relationship with the Board, and both the Board and the Audit Committee remain autonomous in their decision-making.

The aims and objectives of the Audit Committee are clearly defined in its Charter and its efficiency and effectiveness are measured in reference to its objectives.

Typically, the Audit Committee has oversight on:

- 01 Issues relevant to the integrity of financial reporting
- 02 Internal and external audits, risk management, internal control and compliance.

It has to ensure that key controls are operating, that ethical practices are being reinforced, that accounting estimates and judgments are properly made and that internal and external audits are transparent and effective.

In order to fulfill its role and its responsibilities, the Audit Committee has undertaken the following:

- 01 Periodic reviews of financial records, financial reports, minutes of the Executive Board meetings and the annual Financial Report
- 02 An annual evaluation comparing the Executive Board's performance to the Council's Articles and Bylaws and Governing Policies and against best practices
- 03 Nomination of the external auditor to be approved by the General Assembly
- 04 The Audit Committee annual report for submission to all Members prior to the Annual General Meetings and General Assemblies, and a summary to be presented at those meetings.

2015–2016 DOCUMENTS REVIEWED

Refer to the Appendix (page 116).

ASSESSMENTS

The following assessments were made upon review of ico-D's financial controls, risk management and corporate governance as performed by the Board, the Secretariat and accounting firm APSV.

- 01 The ongoing monitoring strategies of key internal and external financial controls by the Treasurer, the Managing Director and the Board have been effective in safeguarding the organisation from unexpected risk.
- 02 With respect to audit quality and financial reporting, the Board and APSV have exercised due diligence in their financial control systems and have complied satisfactorily with legal and statutory requirements.
- 03 The valuation of assets, liabilities and write-downs has been fair and realistic.
- 04 No new projects have been undertaken and the Sustainability and Website projects continue to be on hold, demonstrating the conservative risk appetite and responsible risk mitigation strategy adopted by the Board.
- 05 Membership revenue has improved by approximately 12% through more robust collection of membership dues and bad debts—despite membership numbers decreasing
- 06 Income is derived mainly from the following: Membership fees (42.6%), ADAA sponsorship (32%), Montréal International Host Agreement (Canadian government subsidy (19.4%), Congress levies (4.2%). Salary cost is 71.7% of outgoings, with rent, meetings, equipment and miscellaneous expenses making up the rest. The Montréal International Agreement concludes in May 2018 and continuity is not confirmed. Alternate income streams have not been addressed as of yet.
- 07 Responsiveness to all Audit Committee enquiries by the Secretary General and Managing Director has been punctual and informative.
- 08 Timely delivery of scheduled reports to the Audit Committee have been adequately met, with the exception of two reports:
 - Treasurer's Report (ICOD Treasurer Report Montréal 2017_21062017.doc)
 - Financial Report (report_ICO-D_December 31_2016.pdf).

RECOMMENDATIONS

- 01 A full financial audit should occur every 4 to 5 years.
- 02 The Audit Committee endorses the Board's recommendation to engage the services of Sebastien Vandal of APSV, accredited professional accountant, for the 2017 Audit.

03 Two recommendations from last year's 2015–2016 Audit Committee Report are reiterated here:

- a. Although the ongoing implementation of prudent financial strategies has achieved improved membership income, ico-D remains primarily reliant on membership dues as its major source of revenue. With increasing HR expenses, slower membership growth and challenging sponsorship landscape, the organisation must develop the capability and capacity for financial stability and sustainability via new income generation strategies.
- b. Budgets will have to continue to be carefully monitored via the scheduled budget forecasts for any significant variances in accounting and cash flow estimates.

CONCLUSIONS

The ico-D Board and Secretariat are congratulated on their diligent corporate and financial stewardship of the organisation. Members can have confidence in the integrity of financial reporting and performance of the internal and external audit processes.

The Audit period from January 2016 to June 2017 has been tempered with sound judgment, practice and delivery at every level by all parties, from the planning and management of budgets to the execution of compliance obligations.

No expenses have been incurred on the part of the Audit Committee during this term.

An annual review of the Audit Committee Charter has been conducted and a revised Charter and Procedures document has been developed.

In accordance with Board recommendation establishing the first Audit Committee, up to two Audit Committee members can continue to serve for consecutive terms. Rita Siow and Gediminas Lasas are willing to serve on the Audit Committee for the 2017–2019 term and will stand for nomination and election. Rebecca Blake will be vacating her position and her excellent contribution during her two terms on the Audit Committee is gratefully acknowledged.

The Audit Committee wishes to thank the ico-D Board, Secretariat and Members for the opportunity to contribute and to be of continued service to ico-D.

AUDIT COMMITTEE MEMBERS 2015–2017

RITA SIOW, Chair

Australian Graphic Design Association, Hall of Fame Committee Chair, University of South Australia, Art Architecture & Design Advisory Board Member

REBECCA BLAKE

Graphic Artists Guild, Advocacy Liaison
Optimum Design + Consulting, Design Director

GEDIMINAS LASAS

Lithuanian Graphic Design Association, President
Gediminas Lasas Design Studio, Design Director



operations report

Ana Masut

Managing Director

SECRETARIAT OFFICES

As the General Assembly will be held in Montréal this year, those of you attending the GA will have the opportunity to meet the Secretariat staff and visit our offices in Montréal. The location we inhabit, a space where we can share common areas with the graphic design agency orangetango, has proven to be quite beneficial for us as we can benefit from the support staff of a big agency with the independence of our own space. As of May 2017, we now share one staff person, our Controller, Frédéric Power, and arrangement that has allowed us to have a very qualified professional on retainer.

The Host City Agreement with Montréal International will conclude in May 2018. The lease agreement for the present Secretariat office will extend to 2019.

STAFF

Our team, eight people in total, have skills ranging from financial oversight, to visual and written communications, administration, project management and event planning. Perhaps the biggest strength we have is the diversity of our skills and viewpoints and the ability to solve new challenges by working together.

This term, a preponderance of Spanish-speaking members of staff have enabled us to both produce an event in Spanish (the Santiago RM) but also document and coordinate with Latin American Member organisations, thus reaching out to this region more effectively. Among the members of staff, we count English, French, Spanish and Russian fluency.

COMMUNICATIONS

In the past term, we have made considerable efforts to leverage our communications capacity through a variety of media tools. Our incursions into social media have paid off and the development of dedicated ico-D channels has allowed us to hone a clear voice and visual signature that carried over from one platform to another.

Social Media

In the last term we have expanded our Communications capacity significantly. A social media strategy for Facebook and Instagram has increased our reach in both platforms since 2015. On Facebook our following has increased by over 40% from 25K in October 2015 to over 35K followers in 2017. On Instagram following is presently at 1,2K; on Twitter—10,7K.

ico-D Channels

Other forms of communication have also drastically increased their reach: The Member newsletter “Dash D” was replaced by a more general newsletter increasing the distribution from around 300 to over 10 000. The new design of the newsletter, along with the increased capacity to measure the click and read rates have not only permitted us to have a far wider reach but be able to target our communications better. Website visit rates are also up 33% from an average of 4887 unique visitors per month in 2015 to 6519 in 2017.

The one constant issue remains the ico-D website, which could use some major upgrades in terms of usability, functionality and layout.

Visual Communication: Seals

We have developed a system of recognisable seals for the various categories of ico-D associated contents, these include the Endorsement, Career Centre and New Member seals, which are used prominently across our platforms to designate content.

Reports

This term we have produced two comprehensive meeting reports, for the 2016 Pasadena Platform and the 2017 Regional Meeting in Santiago, the latter produced in both Spanish and English. These reports not only allow the Members who were not able to assist to the meetings to have a record of the activities and content, they are a record for the Council to share with potential members, colleagues and potential collaborators.

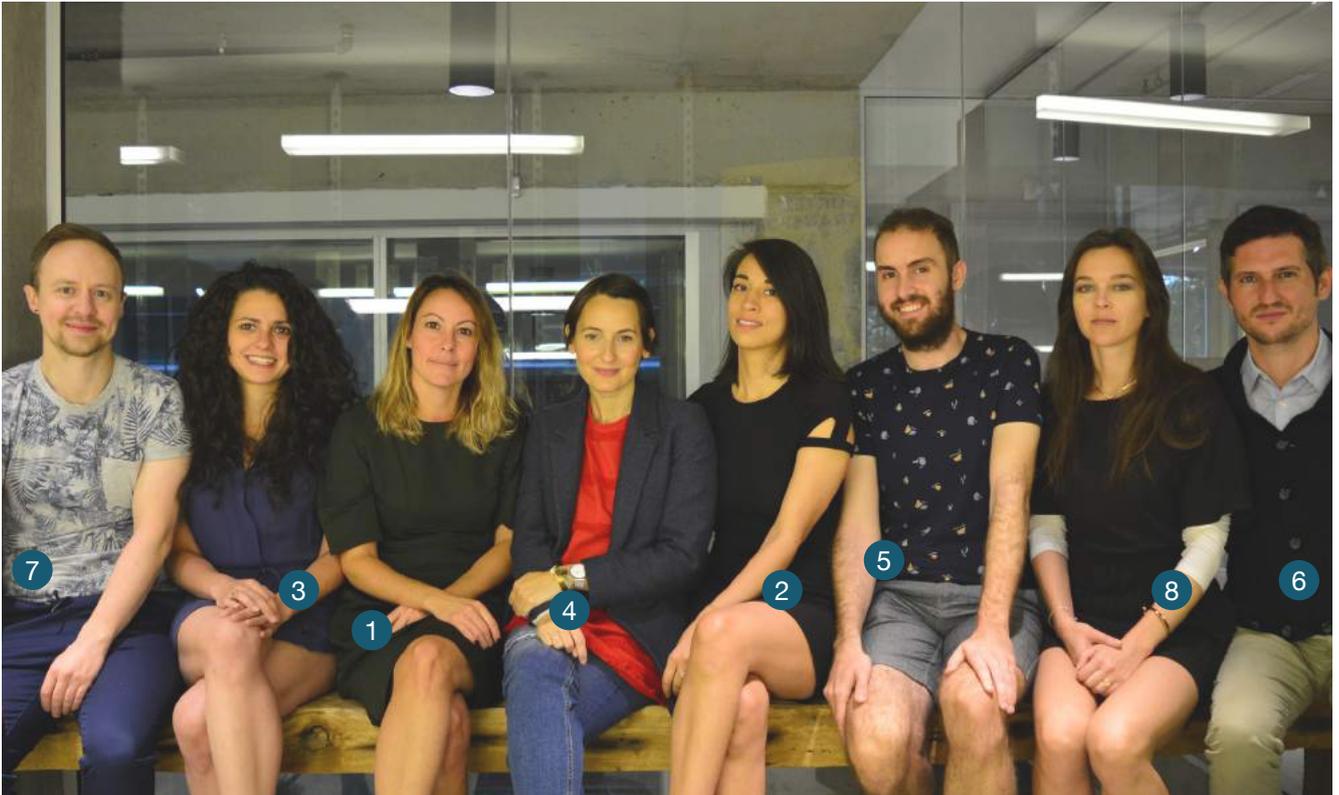
MEMBERSHIP OUTREACH

This term, increased efforts have been made to connect to the Membership directly. The face-to-face interactions are the basis on which this organisation was founded and we believe them to be the foundation of our relationship with our Members.

In addition to this, the Council has had two regional Member events, one regional meeting in Santiago, Chile hosted by Member Duoc UC and a seminar in Jakarta Indonesia, planned and hosted by ico-D Members Indonesian Graphic Designers Association (ADGI), Jakarta Institute of The Arts / Institut Kesenian Jakarta (IKJ) Multimedia Nusantara University (UMN), Tarumanagara University, Faculty of Visual Arts and Design (Untar).

Regional Meeting Latin America

From 19–20 January 2017, representatives from six Member organisations from throughout Latin America as well as 11 invited institutions, universities and entities gathered in the Estación Mapocho, a heritage site and the venue for the 6th Chilean



Design Biennale for discussions ranging from working with indigenous craft to implementing design policy. For a complete report, see page 53.

Jakarta Seminar

With participation from four Member organisations and over 100 participants from the local design community, the Jakarta seminar was a way to interface with a very specific regional context. Indonesia is a country that has in place precious government support for design initiatives and has a vast and growing community of designers who are gaining traction through both the advocacy efforts of their associations and the support of government for the development of initiatives like accreditation and policy.

PROGRAMMES

ADAA

After a drop in entries resulting from legal constraints in certain geographic regions—China being a major one—the contest rules of the Adobe Design Achievement Awards (ADAA) have been amended and, as a result, the ADAA are having their most successful years on record. The programme has expanded by about 30% in terms of its financial contribution to the ico-D budget.

INDIGO

The Council is pleased to announce that management of the Indigenous Design Network (INDIGO) has been transferred to Member Deakin University, under the supervision of Russell Kennedy (Icograda President 2009–2011). It is expected that the network, as well as the development of the International Indigenous Design Charter and related initiatives will take on renewed dynamism in the upcoming term.

Communication Design [journal]

ico-D was pleased to announce the release of Communication Design: Interdisciplinary and Graphic Design Research, a co-publication with Routledge Taylor & Francis Online Volume 3(1) in May 2015, with cover by Neville Brody, Volume 3(2) November 2015, with cover design by South Korean designer Ahn Sang-soo in November 2016 and Volume 4 (1+2) with cover design by the team of Niall Sweeney and Nigel Truswell who together form the London-based design studio, Pony, issued in May 2017. A call for papers for the next issues has also been announced: Special Issue on Education 5(2) and a General Issue Call for 2017/2018. Additionally, the journal announced the appointment of Marina Emmanouil as the new Editor in May 2017.

World Design Day

For World Design Day 2017 the Secretariat Partnered with Montréal-based designer Marc Kandalaft of We. Are. Rap studio to produce a design workshop for 10–11 years-olds. Entitled “Start Young” the workshop aimed to teach children about the design profession and give them some basic design methodology with which to tackle a project. The workshop was developed as a stand-alone pack that would enable educators to teach a module on their own. On 27 April 2017 (World Design Day), the workshop was given in South Korea, South Africa, Italy, Canada and Mexico in partnership with: Seoul Design Foundation, Open Design Cape Town, Triennale Design Museum and Casa Wabi. The workshop pack is available to all Members.

Endorsements

A review of the Endorsement procedures is underway, with a more streamlined application process, more clearly defined rules, a system of classification (including the now applied “seal”). This has unfortunately been paired with increased efforts to contact

ABOUT ICO-D SECRETARIAT STAFF

01 ANA MASUT, Managing Director

Ana is accountable for the overall operational and administrative management of the Secretariat, implementation of Board—directed strategy and policy, delivery of ico-D programmes, and development of membership, affiliations and partnerships.

02 ELIZABETH CARBONELL, Events Manager

Elizabeth is responsible for the event management of internal ico-D events: General Assembly, Annual General Meeting, Platform Meetings, Board Meetings. She also takes care of various programmes such as the Endorsement programmes and World Design Day (WDD).

03 TARA FARSKY, Special Meeting Coordinator

Tara acts as the central coordinator of the October Special Meeting of Design Weeks, Design Museums and Design Cities.

04 ANA GARCIA, Administrator

As Administrator, Ana carries out all administration duties, and fields all inquiries related to Member invoicing and payment, maintains up-to-date invoicing procedures, monthly Membership reports, and ensures that membership participation at ico-D remains active at all times.

05 FRÉDÉRIC POWER, Controller

Frédéric is responsible for monitoring, recording, verifying and reporting on ico-D financial transactions. He guides financial decisions by establishing, monitoring, and enforcing policies and procedures, protecting assets by establishing, monitoring, and enforcing internal controls.

06 EMLYN NARDONE, Programme Manager

Emlyn is responsible for the delivery of the annual Adobe Design Achievement Awards and for the development of the ico-D ADAA Mentorship programme, ico-D Endorsements and Sustainability Tool, and convenes the content, research and recruitment for the Platform Work Groups.

07 ALEXEY LAZAREV, Visual Communications Officer

As ico-D's Visual Communications Officer, Alexey's strategic role is to develop and implement the Council's unique visual language across multiple programmes, initiatives and communications channels.

08 ALISHA PIERCY, Communications Officer

As Communications Officer, Alisha facilitates the development and implementation of communications strategies for the Council and its Members. Alisha is responsible for the production of articles, news stories, and web-related content as well as managing ico-D's social media presence.

and challenge unauthorised usage of the ico-D logo and marks in reference to events that have not been Endorsed by ico-D.

ico-D Work Group

In 2014 four independent Work Groups were established as a mechanism for the Platforms. The Work Groups were meant to be a Member-driven opportunity to drive the ico-D Agenda. Though a staff member was allocated and a great deal of Secretariat time was invested, the Work Groups simply were not taken up by the Membership. One notable exception is the National Design Policy Work Group. Led by Rebecca Blake of the Graphic Artists Guild (United States), the NDP WG has not only thrived but also grown considerably over the term. See report on page 75.

With the on-going support of Programmes Manager Emlyn Nardone, the group meets regularly and is collecting information on various policy initiatives. Results of the continuing work of the National Design Policy Work Group will be presented at the Montréal Platform Meeting in October.

Procedures and Processes

With renewed human resource capacity, the past two years have been focused on establishing processes: better organisational procedures, an integrated database for invoicing and collections, a compilation and cataloguing of records. This has helped with more timely and efficient collections and record keeping on Member organisations and increased capacity to contact and, in many cases, interact with Members.

FINANCE

As an aftermath of the financial crisis faced in 2012, we continue to present extremely conservative budgets throughout this term. As a Manager I have worked closely with our Treasurer and Executive Board to ensure that expense projections covered all possible contingencies (something that has carried over to operation risk management and served us well overall). We also have retained a cash surplus as insurance towards contingencies. This term we have also continued to recover and eliminate bad debt—our collections rate has gone up and the number of Members in arrears has fallen. This is a resource-intensive process but it is paying off through clearer processes and more reliable budget projections.

—

It has been an exciting, interesting and quite frankly, on the whole, quite enjoyable two years since my last report. I remain amazed by the generosity of spirit of the design community and the ico-D family in particular. From the Members of the ico-D Board who tirelessly devote their precious time to the Council, to the volunteers on the Work Groups, our working committees on the Summit declaration, to the Members that we have met this term, who welcomed us, connected us to their communities and who they themselves tirelessly work for their own organisations, to the Audit Committee and Advisory Council. Everything that we have accomplished over the past two years was an important collective effort of passionate people.

remembrances

Whether we have worked closely at their side, studied their work, or been influenced and inspired by their vision and its impact on the world, it is always a shock to lose someone important to us from design world. It is with great sadness that we look back upon these pillars of the community—friends, collaborators, activists and friends—whose work and commitment to design has most inspired us and fueled our own drive to achieve and to become better designers. We thank them heartily for their legacy.



Hans Erni (1909–2015)

Swiss artist and designer Hans Erni (1909–2015), who died at 106. The creator of murals, banknotes, and dozens of postage stamps for the UN and Switzerland died on 21 February 2015. Erni was born in Lucerne, Switzerland, in 1909, and went on to study art in Paris and Berlin. His paintings, sculptures, lithographs, engravings, etchings and ceramics were heavily influenced by Pablo Picasso and George Braque's cubism. He also designed costumes and sets for the theater. In 1939, Erni moved away from abstraction when one of his most famous works, the mural "Switzerland, Holiday Land of the People," was commissioned for the Zurich National Exhibition.

Photo Credit: EPA/ALESSANDRO DELLA BELLA



Matthew Searle (1961–2015)

Design innovator and advocate Matthew Searle (1961–2015) passed away on 27 November 2015. Matthew was President of Searle & Company in Toronto, a boutique marketing and business consultancy for design and architectural industries in Canada, his work focusing on innovation in the collaboration between marketing, design and emerging technologies. Matthew was on the board of TO DO, the Toronto Offsite Design Festival, and directed marketing and business development at lighting design firm, Lightemotion. He was Chief Marketing Officer for the 2017 World Design Summit in Montréal. Previously, Matthew was Marketing and Conference Director of IIDEXCanada, co-founder of FaxSource, worked with the design team at Designers Walk's Resource Centre, in addition to serving as a juror on the OAA Awards, ARIDO Awards and Best of Canada Awards and being a board and committee member of the Toronto Outdoor Art Exhibition.



Jan Rajlich (1920–2016)

Award-winning Czech graphic designer Jan Rajlich (1920–2016) died on 27 November 2016 at the age of 96 years. Jan Rajlich was a founding member of Brno Biennale Association, long-standing Member of ico-D. He acted the President of the Brno Biennale (1–15) from 1963–1992, a post which was taken up by his son, Jan Rajlich Jr., who became President of the Brno Biennale (16–18) from 1993–1998.

Leading Graphic Designer, founder of the Brno Biennale, Mr. Rajlich graduated from School of Art in Zlín in 1944 and from 1950 forward was known for his pioneering of a coordinated visual style and renowned poster designs. Rajlich received three awards from Icograda: a Certificate of Appreciation in 1983, an Icograda Excellence Award/Presidents Trophy in 1985 for services to the Brno Biennale, and an Icograda Achievement Award in 2001–2002.



Giancarlo Iliprandi (1925–2016)

Former Icograda President and Italian graphic designer Giancarlo Iliprandi (1925–2016) served as President of Icograda from 1991–1993, serving as President Elect from 1989–1991 and Vice President from 1987–1989. Born 15 March 1925 in Milan, Iliprandi was one of Italy's leading graphic artists who dedicated over fifty years to an international legacy of graphic design and visual communication. During his term as President, Mr. Iliprandi played a key role in the establishment of The Icograda Foundation—created for the advancement of worldwide understanding and education through the effective use of graphic design.

Iliprandi was considered a master of Italian graphics, and has been called a 'multi-instrumentalist' for his creative range—he was a teacher, painter, photographer, art director and graphic designer as well as an activist for design. Over the course of his life he won four Compasso d'Oro awards, for typography design (the Modulo font) and for his work with notable brands like Fiat.



Madeline Lester (1948–2017)

Interior designer and former Design Institute of Australia national president Madeline Lester (1948–2017). Madeline Lester's outstanding contribution to the field of design both in Australia and internationally made her a leading voice on interior design, academia and design practice.

Madeline was President of IFI (International Federation of Interior Architects/ Designers) from 2005–2007, joining the IFI Board in 2002 and was IFI President Elect (2003–2005), IFI President (2005–2007) and IFI Immediate Past President (2007–2009). In these years she was dedicated to strategy that would push the profession of interior design in Australia onto the international stage.. Madeline was also a role model, supporting individuals to attend forums and give talks at conferences.



SECTION 02

membership



34 member development
36 new members
38 member outreach

member development

ico-D is a Council of independent Member organisations—a global network that shares common issues, commitments and standards. Members create a unified voice for the global design community and drive a high level dialogue on the leading role design plays in society, culture and the economy.

This term a particular focus has been made on establishing connections with Members. The design environment is changing, as are the needs of the organisations we group. The strength of the Council lies in its ability to not only understand these needs but allow for connections between the Members to be forged and fortified.

In the coming pages you will be able to read about meetings between ico-D and Member organisations, both in their own countries (ico-D coming to them) and at ico-D events (our Members coming to us). The ico-D Board has been quite active also in Outreach, connecting with potential members and other stakeholders in the design community. In addition to these efforts, at the Secretariat level, our team has connected by group and individual Skypes to a large number of Members, judging that this connection was a valuable way to get feedback and collect knowledge.

The results of these efforts are many. This General Assembly will be asked to ratify the provisional Memberships of 16 new Members. The Regional Meeting in January 2017 in Santiago was requested by Members during a regional Skype and started a process of alignment within the Members from that region. Our Members in South East Asia have also started to align with a Regional Meeting planned for Kuala Lumpur in early 2017.

Connecting with our Members and helping them to connect to each other, will always remain the most important thing we can accomplish.



new members

ico-D membership represents 120 organisations from over 50 countries. During 2015–2017 term 16 new members joined the Council.

AUSTRALIA

EDU **Deakin University**
www.deakin.edu.au

Deakin is one of Australia's fastest growing research universities. 89% of Deakin's research is rated at or above world class. The University is divided into four faculties, covering arts and education, business and law, health, and science, engineering and built environment. Within the Faculty of Arts and Education the three schools cover education, social sciences, humanities, communication and the creative arts. The Institute of Koorie Education also falls under the Faculty of Arts and Education.

CHINA

PROM **Beijing Design Week., Co.Ltd**
www.bjdw.org

Beijing Design Week (BJDW) is an annual citywide cultural event co-hosted by the Chinese Ministry of Culture and Beijing's Municipal People's Government. Attracting over 2,000 designers, institution representatives and industry experts, the event draws over 5 million visitors and more than 100 accredited news media annually. BJDW has become the largest and most influential platform in Asia for display, promotion, exchange and trading of creative designs.

EDU **Chengdu University of Technology**
www.cdut.edu.cn

The Industrial Design Department of Chengdu University of Technology was founded in 1997. Aiming at cultivating imaginative and decisive designers, the department emphasises inspiring and initiating students to understand art and design creatively with the aid of varieties of themes for training.

EDU **China Academy of Art Shanghai Institute of Design**
www.cdut.edu.cn

Founded in 1996, Shanghai Institute of Design is located in the center of PuDong Zhangjiang High Technology Park with four main teaching sections—Urban Space Design Department, Fashion Products Design Department, Digital Media Design Department and Department of Foundation. The school has 1600 students in total, including undergraduates and postgraduates.

EDU **Wuhan Institute of Design and Sciences**
www.hnctxy.com

Founded in 2006, Wuhan Institute of Design and Sciences (WIDS) is located on the East Lake of Wuhan, in Central China's Hubei province. In April 2015, the former Institute of Chutian of the Huazhong Agricultural University changed its name to the Wuhan Institute of Design and Sciences to reflect the vision for its new Bachelor programme, a multidisciplinary degree weighted equally in both design and science. The current building complexes, covering 250,000 square meters, include an ensemble of design and science laboratories, a library, an art gallery, a ceramic museum, a sports center, a stadium, dormitories, a medical service unit, and more.

PROM **Zhejiang Modern Intelligence and Manufacturing Promotion Center**

Zhejiang Modern Intelligence and Manufacturing Promotion Center (MIMP) is a civil non-profit organisation organised by China Academy of Art (CAA), registered in Civil Affairs Bureau of Zhejiang Province. MIMP was established in 2016 as an operational entity mainly for holding each session of Design Intelligence Award (DIA) with relevant activities including a conference, evaluation process, exhibitions and award ceremony, as well as providing services for research project consultancy, social training, design conferences and exhibitions, information communication services, etc.

COLOMBIA

EDU **Universidad Autónoma de Occidente**
www.uao.edu.co

The Autonomía de Occidente University was founded on 20 February 1970 in the city of Santiago de Cali (Colombia) as an institution of superior education with emphasis in accounting and engineering areas. 16 years later the university expanded the academic offer of undergraduates programmes in different areas of communication and environmental sciences. The faculty of Social Communication now includes a Visual Communication Design programme. The programme has four streams: Expression, Animation, Motion Graphics and Digital Media.

CYPRUS

EDU **Cyprus International University**
www.ciu.edu.tr

The Department of Graphic Design is part of Faculty of Fine Arts, Design and Architecture at Cyprus International University, specialising in graphic design theory, history and professional practices with a focus on conceptual problem-solving and experimental and new media treatments of typography and illustration.

INDONESIA

EDU **Jakarta Institute of the Arts/Institut Kesenian Jakarta**
www.senirupaikj.ac.id

The Jakarta Institute of the Arts (IKJ)— Faculty of Arts and Design is one of three faculty under Jakarta Institute of The Arts, a private Institution of higher learning in the Arts facilitated and subsidised by Jakarta Special Region City Government. It is one of the oldest faculty, Jakarta Institute of the Arts was founded in 1970. The faculty of Arts and Design consists of five programmes: Visual Communication Design Programme with three majors: Graphic Design, Illustration and Multimedia; Interior Design Programme; Product Design Programme majoring in Fashion Design; Fine Arts Programme and Craft Programme.

EDU **Universitas Multimedia Nusantara**
www.umn.ac.id

UMN is an institution of higher education specialising in information and communication technology. Visual Communication Design is one of many programmes in the New Media in the Faculty of Art & Design which includes Digital Advertising, Publishing, Information, and Interaction Design.

SOUTH AFRICA

PROF **The African Institute of the Interior Design Professions**
iidprofessions.org.za

The African Institute of the Interior Design Professions (IID) is the only professional body representing the Interior Design Industry in Africa. The Institute is dedicated to establishing, promoting and maintaining expertise, professionalism, sound business practice and high standards throughout the industry.

TURKEY

EDU **Istanbul Gelisim University**
www.gsf.gelisim.edu.tr

Founded in 2011, İstanbul Gelisim University is comprised of the Institute of Social Sciences, Science and Health Sciences Institute; the Faculties of Engineering and Architecture, Faculty of Economics and Administrative Sciences, as well as the Faculty of Fine Arts; four Colleges of Health Sciences, Applied Science, Foreign Languages, Physical

Education and Sports. Faculty of Fine Arts was established in 2011 and it aims to enable design students to be creative, visionary, theoretical and at the cutting edge of all technological and scientific developments.

EDU **Istanbul Medipol University**
medipol.edu.tr

Founded in 2009, Istanbul Medipol University, Communication Design Department aims to create a collaborative educational environment that combines theoretical knowledge with practical skills. The curriculum for students of the Communication Design Programme gives emphasis to social sciences and design research attempting to instill sensitivity to the local environment.

EDU **Izmir University of Economics**
www.ilt.fadf.ieu.edu.tr

Izmir University of Economics, Faculty of Fine Arts and Design aims to shape the new generation of design professionals and industry leaders by enabling them to contribute to a sustainable community and environment through design-oriented research, critical thinking and innovative practices.

UNITED KINGDOM

PROF **Chartered Society of Designers**
www.csd.org.uk

The Chartered Society of Designers is the only Royal Chartered professional body for designers practicing in all disciplines. We are a registered charity in the UK and exist to foster design education and promote professional design practice. The Society was founded in 1930 and in recognition of its achievements in the designs sector gained its Royal Charter in 1976 when HRH The Duke of Edinburgh became and remains its patron.

EDU **Ravensbourne**
www.ravensbourne.ac.uk

Ravensbourne is an innovative, industry-focused university sector college located in the heart of London—champions of creativity and collaboration, Ravensbourne is dedicated to giving students the specialist skills and opportunities they need for outstanding careers in digital media and design. Ravensbourne also hosts alongside its student community more than 100 creative technology businesses that utilise its leading edge technologies and media resources, and collaborate with its student body and industry partners.

member outreach

As valuable as it is to have our Members come together in one place for ico-D meetings, sometimes visiting them in their own cities—meeting their members, visiting their campuses and talking to their faculties and students—is the only way to understand the differences in context and the particularities of each region. Over the 2015-2017 term, ico-D representatives have visited many Members. These are some of these encounters.

SOUTH EAST ASIA (5 MEETINGS)

Universitas Multimedia Nusantara

Membership status: Member

Location: Jakarta (Indonesia)

Date: May 2017

Meeting Participants:

- David Grossman, ico-D President
- Zachary Haris Ong, ico-D President Elect
- Cihangir Istek, ico-D Vice President
- Management team and lecturers of Universitas Multimedia Nusantara

Indonesia Graphic Designers

Association (ADGI)

Membership status: Member

Location: Jakarta (Indonesia)

Date: May 2017

Bina Nusantara Universit

Membership status: Member

Location: Jakarta (Indonesia)

Date: May 2017

Meeting Participants:

- David Grossman, ico-D President
- Zachary Haris Ong, ico-D President Elect
- Management team and lecturers of Bina Nusantara University

Jakarta Institute of the Arts (Member)

Membership status: Member

Location: Jakarta (Indonesia)

Date: May 2017

Meeting Participants:

- Zachary Haris Ong, ico-D President Elect
- Design faculty of Jakarta Institute of the Arts

Tarumanagara University (Member)

Membership status: Member

Location: Jakarta (Indonesia)

Date: May 2017

Meeting Participants:

- David Grossman, ico-D President
- Zachary Haris Ong, ico-D President Elect
- Design faculty of Tarumanagara University

ASIA (3 MEETINGS)

Asia University

Membership status: Member

Location: Taipei (Taiwan [Chinese Taipei])

Date: 10 October 2016

Meeting participants:

- David Grossman, ico-D President
- Prof. Apex Pang-Soong Lin

Taiwan Amoeba Design Association (Member)

Membership status: Member

Location: Taipei (Taiwan [Chinese Taipei])

Date: 12 October 2016

Participants:

- David Grossman, ico-D President



Member outreach meeting with Nusantar in Jakarta (Indonesia)

Taipei International Design Award TIDA

Membership status: Endorsed Event
 Location: Taipei (Taiwan [Chinese Taipei])
 Date: 10–14 October 2016

Meeting participants:

- David Grossman, ico-D President
- Zachary Haris Ong, ico-D President Elect

EUROPE (4 MEETINGS)

AIAP

Location: Milan (Italy)
 Date: April 2016

Oyzeğin University

membership status: Member
 Location: Istanbul (Turkey)
 Date: 17 October 2016

Meeting participants:

- David Grossman, ico-D President
- Dr. Orhan Hacıhasanoğlu, Dean, Department of Communication Design, Faculty of Architecture and Design Professor, Architecture
- Dr. Simge Orhun Associate Professor, Department of Communication Design, Faculty of Architecture and Design

Medipol University

membership status: Member
 Location: Istanbul (Turkey)
 Date: 21 October 2016

Meeting participants:

- David Grossman, ico-D President
- Dr. Huseyin Atilla Dikbas, Dean, School of Arts, Design and Architecture
- Dr. Mehves Cetinkaya Sendas, Head, Department of Visual Communication Design

Izmir University of Economics

Location: Istanbul (Turkey)

Meeting participants:

- David Grossman, ico-D President
- Dr. Gokhan Mura



ico-D events



43 platform meetings pasadena 2016
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platform meetings pasadena 2016

“Platform Meetings” (PMs) were created by IcoGrada at the 25 General Assembly in 2013 as a way to give Members a format through which they could connect with each other on common issues. Platforms gather Members at one place and time, every year, to address transversal design issues among regions and categories and plan action for change.

DESIGN IS VALUABLE

The Platform Meetings Pasadena 2016: Design is valuable took place 24–26 August 2016 in Pasadena, California, hosted by ico-D Member ArtCenter College of Design. Presentations, roundtable discussions, panels, forums and workshops were given by speakers from 24 Member organisations (Professional, Promotional and Educational) representing 17 countries. The goal of this ico-D Member-based Meeting was to share, network, and explore the potential to collaborate on four key topics: National Design Policy (NDP), Communicating the Value of Design, Accreditation/Certification and Curriculum Development.

INTRODUCTION

Professional and Promotional Members across the globe face similar challenges to do with the recognition of the profession, giving their members value, protecting intellectual property rights or positioning the sector to local government. To explore these challenges, **Platform Meetings Pasadena 2016: Design is valuable** topic presentations from Professional/Promotional Members included National Design Policy (NDP), Communicating the Value of Design and Accreditation/Certification. Educational Members also face similar challenges: remaining current, preparing their students for industry, funding and sharing research as well as creating opportunities for exchange and benchmarking with other institutions. The main topic presented by these Members was Curriculum Development.

Design *is* valuable, but currently design is challenged to articulate this value in measurable currency: terms that are easily understandable to governments, industry and schools. A central tenet of the PMs was about how to better communicating the value of design. Through the four topics, Members discussed regional hurdles, reimagined new ways to connect and collaborate, discussed how to create tools and spaces to help governments be more open and receptive—as opportunity for civic entrepreneurship and to develop strategies for bridging the potency of design to its capacity for change. Most of all, Members attempted to position these strategies between long term goals and everyday solutions.

ABOUT PLATFORMS

“Platform Meetings” (PMs) were created by IcoGrada at the 25 General Assembly in 2013 as a way to give Members a format through which they could connect with each other. Platforms gather Members at one place and time, every year, to explore common challenges and action for change. The goal of Platforms is to address transversal issues among regions and



categories. The Platforms offer a range of expert perspectives from ico-D Members on what design does best: help Members from a diversity of contexts engage with each other and the world in ways that are more functional, democratic, and sustainable.

PLATFORM MEETINGS PASADENA 2016: DESIGN IS VALUABLE

HOST/VENUE

2016 Pasadena Platform Meetings were hosted by ico-D Member ArtCenter College of Design in Pasadena, California. Founded in 1930, ArtCenter is known for being at the forefront of questions regarding creative practice and design education. The college offers 11 undergraduate and 7 graduate degrees in a wide array of industrial design, visual and applied arts disciplines, as well as a joint MS/MBA programme with the Drucker School of Management. Over the course of three days, the Platforms gathered Members and Observers on the urban South Campus of ArtCenter in the renovated six-story aviation research facility in the heart of the city of Pasadena, and at the site of the pastoral acres of Hillside Campus in the iconic modernist building designed by Craig Ellwood Associates.

In the history of the evolution of the college, both campuses have been experiments in creating spaces for learning and interdisciplinary programming. The spaces and facilities provided by ArtCenter were organised by ico-D Vice President Heidrun

Mumper-Drumm and included, in addition to the Platform programme, an expert panel discussion, a graduate Studio Tour and a hands-on sustainability design workshop.

PARTICIPANTS

Among our Professional Members eight countries were represented by Board Members and Directors of design organisations from the US, Indonesia, Norway, Australia, Lithuania, Finland, Indonesia and Canada. Five Deans and Programme Directors represented their design universities from our Educational Member contingent, coming from Jordan, US, Mexico, UK, Chile and China. The Director of SEGAD, an interdisciplinary artist from Otis College of Art and Design, a design historian from ArtCenter and the Creative Strategist at NASA's Jet Propulsion Laboratory were among the many esteemed design experts, panel speakers and Observers present at the PMs.

PLATFORMS SESSIONS

Topic presentations

During the **National Design Policy** (NDP) sessions the Work Group Members provided a series of presentations discussing the importance of implementing design policies, the impacts of policies in different regions, an analysis of the types of policies that exist and some case-studies of policies in place or being developed.





Presentations on **Communicating the Value of Design** emphasised the centrality of design as a potent medium for change, where design acts as a translator, taking complex problems and turning them into transparent and navigable solutions. The main hurdle discussed by most Members was how to increase design effectiveness and meaningfulness across other sectors, particularly business, the media and governments. Ways of communicating design value included the creation of design awards and resources: codes of ethics, design manifestos, design indices and creative economy reports—official documents for facilitating meaningful dialogue and impact around the designer-client relationship whether the client is a business or a city. A key strategy to protect designers was to consolidate the design community as one voice.

In this technological age, there is a need for clear delineation between professional designers and amateurs, and **Accreditation/Certification** was the third topic session, addressing issues faced by Members around professional design accreditation/certification, the implementation of trademarks and how design organisations can best support appropriate models for their members. Various accreditation/certification models, bodies and programmes were presented particularly those initiated by national, membership-based design organisations. The presentations discussed how eligibility based on peer and quality review systems play a key role in standardising what it means to be professional. Other Members discussed how their governments have played a role in influencing accreditation/certification requirements for their designers in order to keep up with a global design standards—this often begins with the creation of a code of professional conduct and standardised mechanisms and committees to review the quality of portfolios. Discussions further addressed how accreditation/certification needs to be aligned with design education curriculum as well as industry standards. Challenges included how to signal

quality in a non-differentiated market, and where the creation of umbrella criterion in order to meet market sectors can lead to both opportunities and oversight when it comes to serving a multidisciplinary profession. Roundtables expressed the need for collaboration with academic and industry bodies taking into account inclusivity and diversity issues.

How do educators nurture and create the future ‘modern designer’? What is the best approach to reinvent the current model of design education? These questions fueled Member discussions during the **Curriculum Development** presentations, where Members shared the changes their institutions had undergone over recent years, and the reality of being a design educator during uncertain times. As the world increasingly transforms through advancements in communications and technologies, it is almost impossible for curriculums to keep up using pre-existing paradigms—compounded by the ever-expanding nature of design itself and its applications within new industries. In particular, Members shared experiences regarding the overwhelming task of keeping curriculum current and relevant; one of the main challenges educators of design face being a lack of adequate time to teach the design curriculum.

Members expressed the great value in sharing curriculum development experiences—another key factor in better preparing students to deal with the challenges of an increasingly integrated and global design culture. How to teach competency and leadership skills when working with clients as well as how to lead multidisciplinary teams and understand business contexts was a central issue. Standards and evaluation were noted as the primary concerns for Curriculum Development, as well as building multidisciplinary design ‘ecosystems’ in schools, where students cultivate skills in other fields to create a complementary skill base. Identifying weakness and strengths in the current systems, employing more open learning methods such as

collaborative labs and workshop and community-based models of practice and becoming more aware of the varied cultures that make up the student body and how their perspectives require representation, were considered within the hope to enrich student experiences within the “super complexity” world of design. The term “super complexity” was described as a world where nothing can be taken for granted, where no course of action can be viewed with any certainty, a world in which we are continually conceptually challenged.

Discussion forums

The discussion forums provided Members with a chance to connect with each other on common challenges. The topics included membership attraction and retention, enrolment, competition for students, and bilateral exchange. Some of the main talking points included the difficulty of member retention, particularly retaining solidarity among younger members; the importance of making design programmes less academic and involving industry and manufacturing throughout the stages of study to improve students chances in the workforce; and great interest in having more cross-cultural exchange and research collaborations between countries and design communities at both the student and professorial levels.

Design and Complexity panel

A speaker panel including emerging and distinguished designers shared their inter—and multi—disciplinary experiences and discussed why this integration approach to creative practice is so powerful. The panel included Jessie Kawata, Creative Strategist for Nasa’s Jet Propulsion Laboratory in Pasadena and Karen Zimmerman, Professor in the Graphic Design and Illustration Division at the University of Arizona School of Art, among others.

Lifelong Learning

ico-D Vice President Cihangir Istek (Turkey) presented a report on the workshop entitled Competences, Credentials, Actions: Blueprints for Designers’ Lifelong Learning, outlining the initiative as a first step towards drafting a proposal to be submitted for the Montréal World Design Summit. The workshop took place at ico-D Member Bilgi University and had invited professionals and experts from the fields of Social Sciences, Management, Urban Planning, Design, Communications, Education, Economics and Engineering.

ico-D Design Educational Project

ico-D President David Grossman (Israel) summarised the first steps undertaken by the ico-D Design Education Project and its pilot initiative in Chengdu as an ongoing activity that aims to forge new connections between ico-D’s international community of designers and Chinese Schools. Organised by ico-D and Sichuan Economic and Information Committee (SEIC), two ico-D Educational Members: Chengdu University of Technology (China) and Shenkar College of Engineering, Design and Art (Israel), launched an exchange aimed at supporting Chinese designers and Chinese design universities to help the Chinese industry better understand how to best furnish socially-conscious design in future.

Serious play workshop:

Nuts to butter; a sustainable design exercise

Finally, ico-D Vice President Heidrun Mumper-Drumm (United States) led a ‘play’ workshop that revealed how critical information may be missing from the design process and that more research around sustainability goals and a better understanding of the life cycle system will help address this knowledge gap. Starting with a peanut, a life cycle methodology was demonstrated and the workshop activities helped Members to work together to create innovative design solutions that address sustainability goals.





CONCLUSION

Platform Meetings Pasadena 2016: Design is valuable

offered a space for Members to make connections with each other, to share perspectives representative of 17 countries' design organisations. The aim of the 2016 Platforms was for Members to present and discuss their countries' failures, successes, strategies and commitments to meet tangible goals in Work Groups on the four key topics for the next Platform in Montréal 2017.

For three days, ideas moved freely, revealing country-specific hopes and hurdles, dreams and data regarding the global and regional state of design with a collective focus to ameliorate our understanding of the value of design. By empowering the profession of design to impact its countries' NDP, implement relevant accreditation and certification standards and create design curriculum that is cutting edge, it was shown how more opportunities to lead with a collective voice on issues of change in the world of business, industry and education can be possible.

The Meetings shed light on how, where and when design is valued, but moreover, gave a constructive critique on how, where, when and why design needs to be valued much more. How-to make that happen mainly, at the level of perception and ultimately, by implementing concrete policies, was the main focus of the 2016 PMs. The PMs opened the scope of this discussion wide, and commitments were made among Members to define tangible goals to meet for the PMs in Montréal 2017.

PRESENT AT THE MEETING WERE REPRESENTATIVES OF THE FOLLOWING MEMBER ORGANISATIONS:

- 01 AIGA *UNITED STATES*
- 02 ADGI *INDONESIA*
- 03 Design Institute of Australia *AUSTRALIA*
- 04 Grafia *FINLAND*
- 05 Grafill *NORWAY*
- 06 Graphic Artists Guild *UNITED STATES*
- 07 Lithuanian Graphic Design Association *LITHUANIA*
- 08 the One Club *UNITED STATES*
- 09 Society of Graphic Designers of Canada *CANADA*
- 10 Applied Science University *JORDAN*
- 11 ArtCenter College of Design *UNITED STATES*
- 12 Duoc UC *CHILE*
- 13 Greenside Design Center *SOUTH AFRICA*
- 14 London College of Communication,
University of the Arts London *UNITED KINGDOM*
- 15 Ravensbourne *UNITED KINGDOM*
- 16 Universidad de Monterrey *MEXICO*
- 17 DesignSingaporeCouncil *SINGAPORE*

lifelong learning workshop istanbul 2016

Cihangir Istek
Vice President 2015–2017

As one of the 3rd Istanbul Design Biennale activities, ico-D Member Istanbul Bilgi University organised a workshop entitled Competences, Credentials, Actions: Blueprints for Designers' Lifelong Learning in collaboration with ico-D, the International Council of Design, and IIDJ, the Institute for Information Design Japan. The workshop took place between 22–23 October 2016 at the santralistanbul campus.

BLUEPRINTS FOR DESIGNERS' LIFELONG LEARNING

Developments in society, professions and technology are driving change at a rapid pace, pushing both formal and informal education to adapt to new needs, constraints, and opportunities for learners, mentors, educators and facilitators from a wide range of age groups and disciplines⁰¹.

There are several statistics that strengthen these insights:

- According to Wells⁰², who says that, in Europe, only 25% of students are satisfied with the skills received in their formal education. This means that more than 75% of students question the quality of their education and how meaningful it is.
- Heffernan⁰³ quotes MacArthur Foundation's report that, 65% of today's school children will eventually be employed in jobs that do not exist yet.
- The McKinsey Global Institute⁰⁴ foresees that 20 to 23 million workers in advanced economies do not have the skills that employers will need in 2020.
- A projection in 2010 by Anthony P. Carnevale from Georgetown University⁰⁵ states that by 2018, 60% of job openings in the United States will require workers with at least some college education.

In the short-term, these changes ask that there be more inclusion across disciplines, which, up until recently, has not been considered relevant. They also afford new formats such as multichannel curricular offerings, virtual classrooms, real-time reviews—including monitoring and assessments by social media audiences. In the long-term, education/training schemes from kindergarten to post-profession groups of elderly are being reformatted.

As complexity and interconnectedness increases, the field of design also gains more recognition as a discipline of great relevance and potential for impact and there is not only an urgent need for new paradigms in design education—to employ a broader perspective/understanding for the learning, personal and professional development of designers—but also tremendous opportunities that go beyond 'schooling' as only one format of learning. It is now widely accepted that many other opportunities to further knowledge and enhance the skills that designers would need throughout life both for personal and professional development exist.

Reaching beyond traditional formats of learning, we think that designers' education should be understood from the holistic/broad perspective of "Lifelong Learning".

Our understanding of Lifelong Learning focuses on:

- Gaining competences across ages and disciplines in formalised and informal training
- Sharing of knowledge, recognition, and practice in learning throughout life
- Engaging outside the classroom/school within a diversity of settings and sectors



WORKSHOP

As first steps, Istanbul Bilgi University in collaboration with ico-D and IIDj, the Institute for Information Design Japan, organised a special workshop “Competences, Credentials, Actions: Blueprints for Designers’ Lifelong Learning” in Istanbul, Turkey organised an intense brainstorming on these views/insights of an extended Design Curriculum.

David Grossman, President of ico-D, Prof. Dr. Halil Nalçaoğlu, Dean of the Communication Faculty at Istanbul Bilgi University, and Sébastien Shahmiri, Corporate Communication Specialist/Consultant, joined the workshop as Work Groups moderators, while ico-D Vice President Cihangir Istek (Istanbul Bilgi University) and Andreas Schneider (IIDj and Guest Faculty of Istanbul Bilgi University) acted as curators.

METHOD

‘3Factors Model’—a structured method for assisting the modelling of design planning and developments, informed the conceptualisation and structure of the workshop, departing from the permutations of 3Factors⁰⁶. The Work Group sessions were organised around three aspects that we consider to be the core constituents (tracks) of Lifelong Learning: Competences, Credentials, Actions. Each of these core tracks was led by one of the moderators to provide cross-disciplinary brainstorm sessions and analysis of Contexts, Scenarios and Future Projections/Agenda.

DISCUSSIONS

Competences

Competences describe a person’s special abilities or qualifications for doing good work. Identifying and

communicating somebody’s competences successfully makes that person a desired partner to collaborate with. As there are many competences that defy standard categorisation, the workshop sought schemes to help give individuals appropriate recognition and valuation.

Personal development and fulfilment, active citizenship, social inclusion and safe employment require competences that complement knowledge with the motivation for long-term learning and holistic understanding of particular contexts.

Throughout the three sessions a common thread emphasised the significance of learning in the very early stages of a person’s development. Lifelong learning becomes a natural perspective for people who experience the cyclical patterns that hold observations, understandings, and models of knowledge. Seeded in primary education, such experiences drive a motivation and ability to learn throughout life, leading to the sustained growth of competences.

Credentials

Credentials are essential ingredients to a person’s motivation. Confirmation and appreciation of achievements by others become a seal of achievement and also a ticket towards taking next steps. Framing received credentials as proof of recognised competences is an active strategy in deal-making communications. While a range of standardised professional, national, and international certification schemes, such as ECTS (European Credit Transfer and Articulation System), WASC (Western Association of Schools and Colleges) and etc. exist, Lifelong Learning requires other protocols for endorsement. During the workshop, this track explored formats that can provide proper credit for achievements of varying complexity across different contexts as defined by age, expert domains, profession and other factors.

Actions

Lifelong Learning goes along with Evidence-based Education/



Learning. Blueprints—made up of new concepts for new vocational formats considers how project-driven learning within concrete use-cases can enhance the development of competences and produce meaningful credentials that help people bring about the best working environments for themselves.

The broad, ever-growing realm of competences required by professional designers is fairly easy to chart, as is the map of very diverse and multi-faceted spectrum of learning opportunities.

The challenge is to infuse a ‘culture’ of Lifelong Learning in the minds of designers as an accepted ‘professional/social more’. This can only be achieved by a concerted effort of the professional community, academic institutions, and perhaps governments, to engage in collaborations that span the development of curricula, the coordination of certification schemes, and the provision of working opportunities.

CONCLUSION: PRELIMINARY AGENDA

The workshop concluded with a Preliminary Agenda coupled with a diagram. The Preliminary Agenda lists the most critical points for the development of Blueprints for Designers’ Lifelong Learning—a list of actionable ideas on new curricular contents and formats for decision-makers, academicians, administrators, educators, government representatives, corporate specialists, and activists:

Competences

Seeding at an Early Stage
Mapping of Competences
Identifying within Contexts

Credentials

Holding Communities of Professionals to Account
Badges of Recognition
Patching Gaps left by Formal Education

Actions

Building a Culture of Learning
Lifelong Learning as Professional More
Engaging in Cycles of Actions

The final diagram reflects the participants’ shared understanding, that Lifelong Learning has a continuing relevance around people’s life trajectory. Recognising Lifelong Learning as the glue that holds a complex array of Competences, Credentials, and Actions together will help in the development of appropriate curricular concepts to sow, nurture, and cultivate models for lifelong learning.

FUTURE PROJECTIONS

This Istanbul workshop was the first of a series of multiple gatherings. The outcome of these expert-meetings will be summarised in a proposal made at the World Design Summit in Montréal 2017.

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regional meeting latin america 2017

The ico-D Regional Meeting (RM Latin America 2017) was conducted in Santiago, Chile on 19–20 January 2017 as a way to actively engage with Members in that region and the Latin American (LATAM) design community.

The ico-D Regional Meeting (RM Latin America 2017) was conducted in Santiago, Chile on 19–20 January 2017 as a way to actively engage with Members in that region and the Latin American (LATAM) design community. ico-D Member Duoc UC and Chile Design Biennale hosted the event at the Estación Mapocho, a former train station located on the south bank of the Mapocho River near the central market of Santiago, Chile. This historic landmark lends itself as a venue for local Chilean concerts and art exhibitions as well as events of international scope, including the 2017 Chilean Design Biennale.

President of ico-D, **David Grossman**, underlined the necessity of having regional gatherings as a way to connect meaningfully with Members and their unique, regional issues:

“The Santiago ico-D Regional Meeting was an important opportunity for the ico-D Executive Board to listen closely and learn about the issues facing our Members and the larger Latin American design community. Professional design organisations and representatives of universities reported on their activities and the difficulties they face. The meeting was presented with a report on the development of the National Design Policy slated to be adopted by Chile in 2017, an initiative of the Minister of Culture and Arts in collaboration with the local design association, Chile Diseño. We learned a great deal, and in the coming months the ico-D Board will consider how to continue the dialogue established in Santiago.”

A preliminary discussion focused on the post-colonial context in LATAM and how this has created some challenges for design in this region. Some common challenges brought to the table included:

- Countering the idea that design is aesthetic, elitist or superficial
- Valuing, promoting and encouraging local talent
- Working together regionally rather than competing
- Language as a barrier to the rest of the world
- Colonial context as it affects relationships between the entities and with ico-D and the international design community
- Finding a place for design in society through policy-building
- Funding for design research collaboration

To address the challenges faced by the region, six topics were discussed and summarised as following:



TOPIC 01: RESOURCE PARTNERS FOR DESIGN RESEARCH AND COLLABORATION

The issue of how universities can collaborate came down to:

- 01 Researchers need a way to collectively identify and share possible research topics
- 02 They need to be able to connect to each other to explore collaboration
- 03 They need to identify and obtain sources of funding

Mario Uribe (Member, Universidad Autónoma de Occidente Colombia) suggested an online directory to link ico-D Members more directly as beneficial as well as the promotion of visiting professors and faculty exchange as a good mechanism to provoke collaboration. Methods were discussed for collectively sharing information among ico-D Members and the measuring and tracking of key indicators was recommended. It was remarked that research and official documentation gives legitimacy to the profession which, in turn, makes funding more readily available.

TOPIC 02: DESIGN AND INDIGENOUS CRAFT: UNDERSTANDING THEIR INTERRELATIONSHIPS

Ana Masut (Managing Director, ico-D) and **Frida Larios** (INDIGO) presented the International Indigenous Design Network (INDIGO); an initiative of Icograda/ico-D, INDIGO is an open, global platform that connects both Indigenous and non-Indigenous designers worldwide to explore traditional design and its contemporary interpretations. INDIGO has started preparing best practice protocols of working with indigenous knowledge in communication design. The ethical challenges of engaging with indigenous iconography and imagery remain a challenging area to negotiate.

In the ensuing discussions, two distinct forms of collaboration emerge:

- 01 Co-creation between Indigenous craftspeople and a professional designer, where each contributes their expertise to create something new
- 02 Professional support by the designer for craft

Marco Garrido (Member, Universidad de Monterrey—UDEM, Mexico) shared two programmes initiated by UDEM which connect students with local artisans/entrepreneurs, including Proyecto Relieve and Proyecto Intervenciones. **Soledad Hoces** (Observer, Universidad Católica de Chile) emphasised the importance of rethinking terminology, noting that projects must be framed within the parameters of 'inclusion' and 'collaboration/co-creation'. **Frida Larios** (INDIGO) conferred with a discussion on de-colonialising language, and **Bárbara Pino** (Observer, Universidad Diego Portales, Chile) underlined how the construction of an identity is political and economic.

TOPIC 03: NATIONAL DESIGN POLICY

Ana Masut (Managing Director, ico-D) presented the work of the ico-D Work Group on National Design Policy, including an analysis of the policies that exist and their effects on the design industry. Ana showed how a government's level of involvement in the development process and enforcement of design policies will have an effect on how they are implemented.

Manuel Figueroa (Observer, National Council of Arts and Culture, Design Sector, Chile) presented the process his department underwent to create the Chilean Design Policy, to be presented in 2017 with research assistance from the Minister of Economics. **Piedad Gómez** (Member, RAD, Colombia) described how the Colombians are working with the Minister of Economy and Tourism to structure the design industry more strategically. **Guillermo Sánchez** (Observer, Pontificia Universidad Católica del Ecuador) noted the importance of having a champion within government, a process of engagement which had been successful in Ecuador with the Sub-Secretary of the Minister of Culture. **Marco Garrido** (Member, UDEM, Mexico) described the public policy situation in Mexico which remains at an impasse at present due to political change. **Bárbara Pino** (Observer, Universidad Diego Portales, Chile) added that, in Chile, the Bienal had been a motivating factor to create structures within the industry.

In discussions, organisations made it clear their preference to have an international body communicate directly to their governments rather than supporting regional efforts to communicate within their regions.

TOPIC 04: INTERNATIONAL EXCHANGE OPPORTUNITIES WITH LATIN AMERICA AND WITHIN LATIN AMERICA

Marco Garrido (Member, UDEM, Mexico) presented 'UDEM Centro,' a project developed to promote international co-creation between UDEM, private foundations and design studios. **Alexandra Faille** (Member, Duoc UC, Chile) remarked on the importance, for students, to test themselves, learn new methodologies and also life skills. She reported that Duoc UC has a number of bilateral exchange agreements around the world and that they receive more students than they send abroad. **Angelina Vaccarella** (Member, Duoc UC) added that incoming exchanges also carried great value. **Mario Uribe** (Member, Universidad Autónoma de Occidente Colombia) remarked upon the difficulties for smaller schools like his in setting up these bilateral exchanges.

TOPIC 05: CURRICULUM DEVELOPMENT AND PROFESSIONAL ACCREDITATION

The unique structure of RAD, the Red Académica Diseño (Academic Design Web) was presented by **Piedad Gómez**. In Colombia, Asociación Colombiana Red Académica de Diseño (RAD) functions as a kind of union of design programmes, including over 50 of them. By uniting themselves, they have increased negotiating power with governmental and private sectors. They work with the Board of Trade as well as industry sectors (eg. the leather industry). The schools work together, through RAD on things like curriculum development but also trend forecasting.

David Grossman commented that the schools could benefit from shared tools including a process for measurement, establishment of key parameters and shared certification tools and standards.

TOPIC 06: BILATERAL COLLABORATION AND DEVELOPMENT OF RELATIONSHIPS BETWEEN LATIN AMERICAN ENTITIES

Mariana Amatullo (Member, ArtCenter College of Design, United States) presented some of the projects ArtCenter carries out through DesignMatters with partner schools in Latin America—the purpose of these interactions being social engagement.



Bárbara Pino (Observer, Universidad Diego Portales, Chile) framed the issue as one of self-reflection. She observed that Latin Americans are a very diverse group living over a vast territory. Knowing and understanding their own systems and challenges and also objectives and strategies for long-term success are key. **Agustín Quiroga** (Observer, Chile Diseño, Chile) represented the local professional association in Chile. The association had worked closely with the Minister of Culture and Arts to push through the Design Policy and presented national awards to recognise industry leaders. Former Icsid President **Carlos Hinrichsen** (Observer, Pontificia Universidad Católica de Chile) spoke to the challenges of federating the industry.

CONCLUSION

The RM LATAM 2017 was a productive meeting which ico-D hopes to maintain in order to continue meaningful and ongoing discussion and collaboration with our LATAM Members.

PRESENT AT THE MEETING WERE REPRESENTATIVES OF THE FOLLOWING MEMBER ORGANISATIONS:

- 01 Duoc UC *CHILE*
- 02 Universidad Autónoma de Occidente *COLOMBIA*
- 03 Asociación Colombiana
Red Académica de Diseño (RAD) *COLOMBIA*
- 04 Universidad De Monterrey (UDEM) *MEXICO*
- 05 Universidad de Ciencias y Artes de América Latina *PERÚ*
- 06 ArtCenter College of Design *UNITED STATES*



TERMINADA

GODIGO

DE LA VISTA

PIZBU

SALA DE LAS ARTES

SALA DE LAS ARTES

SALA DE LAS ARTES

SALA DE LAS ARTES

UNIVERSIDAD DEL DESARROLLO

INSTITUTO VENEZOLANO DE INVESTIGACIONES CIENTÍFICAS Y TECNOLÓGICAS

MUESTRA ACADÉMICA

6

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communication design [journal]

Communication Design, Interdisciplinary and Graphic Design Research (formerly Iridescent) is the official publication of ico-D.

Communication Design is an international, peer-reviewed publication which aims to develop and critically examine the emerging discourses in research related to contemporary communication and graphic design practice, education and methods as well as their history, theory and criticism. Communication Design aims to enhance this new strategy by emphasising cross- and trans-disciplinary thinking and by including non-traditional academic approaches such as visual essays, archive features, and professional practice case studies. In this way, practice becomes central to the Journal's rationale.

ico-D was pleased to announce the release of Communication Design: Interdisciplinary and Graphic Design Research, a co-publication with Routledge Taylor & Francis Online, including the release of Volume 3 (1) May 2015 with cover design by Neville Brody, Volume 3(2) November 2015 with cover design by South Korean designer Ahn Sang-soo in November 2016, and Volume 4 (1+2) with cover design by the team of Niall Sweeney and Nigel Truswell who together form the London-based design studio, Pony, issued in May 2017.

Communication Design 5(1) is forthcoming. Additionally, a call for papers for the next issues has also been announced: Special Issue on Education 5(2) and a General Issue Call for 2017/2018.

The journal also announced the appointment of Marina Emmanouil as the new Editor in May 2017. Marina's academic and research interests lie in the area of visual communication and graphic design history, theory, methodologies and practice with a focus on the Balkans and expertise on tactile graphics, and social responsibility design works that involve tactile information design such as accessibility programmes for people who are blind and visually impaired.

Editorial notes from the most recent issue of Communication Design:

"This Volume Four double issue is published in the year that the term 'post-truth' entered the Oxford Dictionary. With political commentary being obsessed by 'fake news', Brexit and Donald Trump, 'post-truth' has come to mean the idea that public opinion is increasingly being shaped less by objective reporting than by emotion-driven personal beliefs. Some argue that the speed through which information is communicated on social media platforms has been the catalyst in a shift in politics from objectivity to subjective irrelevancy. And, with subjective irrelevancy comes a new (post-) aesthetic; you need only be reminded of the images of Donald Trump and his family in the Baroque and bling-filled home interiors of Trump Tower." —Teal Triggs, Editor-in-Chief, *Communication Design: Interdisciplinary and Graphic Design Research Volume 4 (1+2)*

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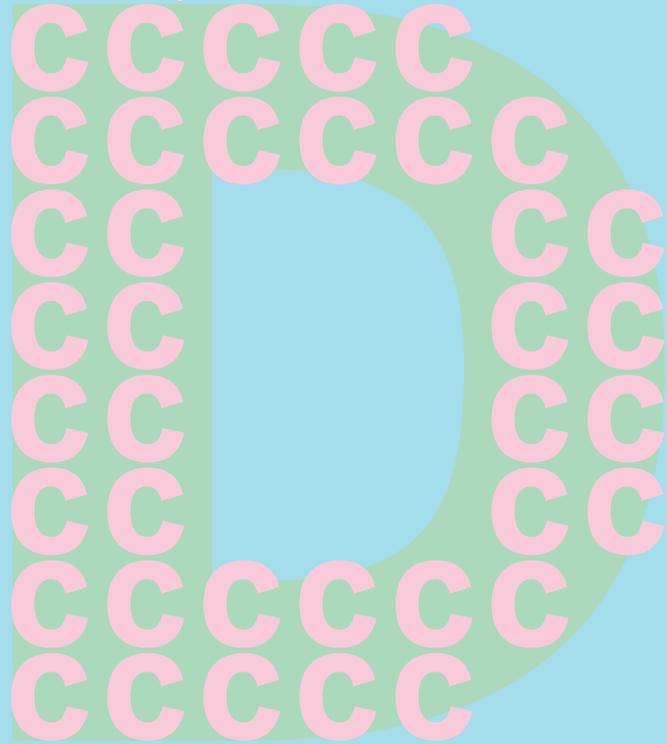
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adobe design achievement award (ADAA)

ico-D is a long-standing partner with Adobe Education on Adobe's main student competition, the ADAA—a funding project granted by Adobe to ico-D for their collaborative role as 'design award consultant.' ico-D works to ensure that best practice guidelines are upheld throughout all the stages of the contest to ensure fairness and equitability as they relate to the rules and regulations, the recruitment of judges and the monitoring of the judging process.

ico-D's global Membership means both judges and students on any given year represent a very diverse spectrum of the international design community, coming from up to 70 countries worldwide. ADAA and its programmes connect students to each other and the larger design community and its changing visions, from Austria to Algeria, Krygzstan to Nigeria, Pakistan to Korea, Denmark to Lebanon and more. Most of all, the project offers a valuable opportunity for Member students to get international recognition—and it's free to submit!

SUCCESS AND INCREASED ROLE

ADAA 2016 turned out to be the most successful year in the competition's history, nearly doubling submissions:

2014: 4419 submissions from over 70 countries

2015: 2617 submissions from over 30 countries

2016: 5304 submissions from over 60 countries from 218 colleges/universities

Adobe and ico-D's bold new move to shift strategy and branding over the last two years means that a top-notch student award is now also about "launching student careers." The programme takes aim in concrete ways to make the transition from student education into the professional sphere smooth and successful for all students, no matter their training or country of origin.

ADOBE ICO-D MENTORSHIP

Also free for students, the mentorship programme is an opportunity for Member students to get international mentoring from international experts and industry professionals.

2016 also saw a restructuring of the Adobe ico-D mentorship programme. Students are now paired with mentors close to where they live or work and when possible, students have more choice about who they want to mentor them—whether they choose a more skills- or career-based mentorship depending on what they need to launch their career post-student-life.

ADOBE CAREER BOOTCAMPS

The first official Bootcamp took place in Chicago in late November 2016 and was a great success. ico-D played a key part in the strategic development of the Bootcamp's curriculum, designing them to be an experience where they get advice on how to



become a professional designer, have their portfolio reviewed and hear talks from industry insiders with whom they meet and network with in-person. As soon as they've been trialed, Adobe will start to plan events in other countries and this should be announced in Spring of 2018.

ADAA 2016 CATEGORIES

There are 14 categories that include traditional and new media disciplines. They fall under the following main categories:

- Fine Art (Art for its own sake, for the craft)
- Commercial (Commercial art for a client, be it real or fictional)
- Social Impact (For a social/environmental purpose etc. or public information/education)

INCREASED ROLE AND SOME CHANGES

2016 saw ico-D resume full responsibility for recruiting the final judging panel, recruiting the largest and most gender balanced and culturally diverse pre-selection panel in the competition's history. The categories for entries were reformed to include more options for entrants while legal restrictions preventing certain countries from entering were also overcome thus increasing the potential pool of participants moving forward. Many judges,

mentors and pre-selection panellists have indicated interest in either hosting Adobe Career Bootcamp events at their universities or participating as speakers and experts, giving our professional Members the opportunity to connect with new streams of potential Members and a chance to get their voice heard.

ico-D has added current Vice President Heidrun Mumper-Drumm to the ADAA board. We canvassed for this and believe that having an ico-D presence will help maintain the integrity of the competition.

CALL TO ACTION FOR ADAA 2018

Members should encourage their students to submit their work for ADAA 2018 and access the vast career-enhancing benefits of the new ADAA programmes.

For more information and to view past projects see the ADAA—The International Design Competition for Students Official website:

WWW.ADOBEAWARDS.COM/US

globalisation project

David Grossman
President 2015–2017

The economic, social and cultural impacts of globalisation on all of our lives cannot be overstated. Today's globalisation reveals the final impact of the Industrial Revolution of the 18th-century as its effects finally overwhelm the entire planet at a rate and on a scale never seen before.

AN ICO-D STRATEGY TO HELP DESIGNERS COPE WITH GLOBALISATION

The Industrial Revolution gave rise to the professions of design as a response to the great harnessing of power, the emergence of manufacturing technology, due to changes in international trading patterns and the birth of middle-class consumer society as well as an outcome of the development of merchandising and advertising. The expansion of the economy, culture and eventually, the religion of consumption that has now spread round the world, has additionally accelerated urbanisation, environmental degradation and even caused radical climate change. As the Industrial Revolution tsunami, now labeled 'globalisation', finally broaches the shores of all countries, the resulting shifts in trade and manufacture continues to cause social disruption and political reaction. In cultural terms, globalisation greatly threatens cultural heritage and diversity.

Again, the professions of design were given birth to in response to the needs and opportunities of the industrialisation of manufacture. Designers were the specialists able to recognise the potential of mechanisation and to utilise the attributes of materials and devise new products to ignite consumption within the rising urban middle class. Other designers, responding to the need to merchandise these products, developed packaging, advertising and corporate identity. The seeds of modern branding were planted two hundred years ago.

From the beginning, designers found themselves very much the servants of producers. In the triangular manufacturer–designer–consumer relationship, the designer was heavily dependent upon the producer, focused on generating rapid short-term growth in consumption.

Not much has changed in two hundred years. Designers remain heavily dependent on a market format driven by producers who seek ever-greater consumption even as sensitivity to the price paid due to unfettered consumption in terms of the environment, climate and quality of life, grows.

The dramatic shifts in manufacturing and markets and the rise of Asian production and consumption have drastically affected design professionals wherever they reside. Developed economies with saturated markets see small incremental growth and a vanishing manufacturing base. This impacts the different design disciplines as focus shifts from product to service and experience.

Developments in the East further accelerate changes. Products manufactured in Asia now completely dominate world trade. The seemingly unlimited new Eastern markets represent the focus of the world's producers. In the coming two decades, more than a



billion people will enter the consumer market—that is far more than the markets of North America and Europe combined. No one knows what these new consumers will require and desire. But one can be sure their desires will not long mimic current “Western” trends. Their needs and desires will reflect their cultural heritage and will inevitably respond to environmental challenges.

As always, designers are the professionals best able to divine what these new products will be. Developing economies, especially China, have recognised the critical role played by design not only to ensure continued growth, but to better compete with increasingly competitive neighbors, as Chinese wages rise. Yet developing the required design industry infrastructure is more difficult than other infrastructure systems. It is possible to make quick progress in building “hard” infrastructures such as roads, bridges and transportation. Money can quickly buy unlimited amounts of steel and concrete. But the design industry infrastructure is “soft”, composed of humans and collective experience. No matter how many design schools are opened, a mature design industry takes a generation.

Individual designers, whether working locally or internationally, cannot individually cope with these historical forces affecting their daily livelihoods. National professional associations and universities are also hard-pressed to deal with these challenges to provide support for their members, students and faculty.

This situation provides ico-D with unique opportunities and responsibilities. By providing avenues for interaction between designers in developed and developing economies, there is benefit for all. Enabling international designers exposure and entrance to developing economies provides them with invaluable insight, just as their presence gives an instant, and welcome boost to the local design industry infrastructure. The experience they gain is immensely valuable when returning to their home countries, in terms of a vastly improved understanding of today’s manufacturing bases as well as a better understanding of the potentials of developing economy consumer markets—the engine of this century’s growth.

Schools also have much to gain by this interchange. International students and faculty, even during a short visit, gain substantial knowledge very quickly. Students returning home have a much better understanding of global opportunities. Local schools benefit from the methods and perspectives of the international students and teachers, which has a viral impact on local students.

In recent years, ico-D has substantially expanded its profile in China. ico-D Membership is rapidly increasing. ico-D speakers are featured prominently in numerous design events and conferences. ico-D insight is sought by industry and government and ico-D international Members recognise the potential pathway ico-D can provide to establish inroads.



For the past two years, we have conducted very productive ico-D student workshops in Chengdu. International and local students not only benefit from shared work on projects, but an innovative format focusing on providing insight on transitioning from Original Equipment Manufacture to Original Brand Manufacture has generated attention.

We are also seeking to establish “landing platforms” that would provide a unique format permitting international designers much easier exposure to local industry.

This “China model” is easily expanded to other Asian economies and in the coming term, a special focus will be placed on expanding this format to the ASEAN countries. Along the way, we realise that designers must adopt new approaches to reflect the importance of social and environmental responsibility and awareness of the special role played by designers in expressing, protecting and enhancing cultural heritage and diversity.

In this consolidated approach, ico-D feels we are providing valuable service to members. And along the way, we hope that we are assisting in altering that traditional triangular relationship by spreading the idea that rather than continuing to be the traditional servants of producers, designers better serve humanity, and themselves, by being the ambassadors of end-users, the citizens of the world.

world design day (wdd) 2017: start young

Every year on 27 April, the International Council of Design (ico-D) celebrates World Design Day (WDD), the anniversary of its founding.

A HANDS-ON DESIGN PRIMER FOR KIDS

The theme for World Design Day 2017 was Start Young: a project spanning five continents, in five languages, with the goal to introduce design concepts to kids through kickstarter educational workshops. For this project, ico-D worked in collaboration with Montréal studio We are Rap. and four worldwide partners—**Open Design Cape Town (South Africa), Casa Wabi (Mexico), Triennale Design Museum (Italy), Seoul Design Foundation (South Korea), Academe Saint-Anne (Primary) (Canada)**—who participated by running the workshop with local kids. A long-term goal of the project was to create a design-youth promoting resource for educators—a set of creative tools that fits a diversity of contexts and communities with methods that are innovative, practical, scalable, affordable, and easily understood when it comes to opening up a discussion about design and youth.

ico-D's hope in going forward is that the Start Young workshop will be integrated into early design education programming worldwide.

WHY TEACH DESIGN TO KIDS?

The concept for Start Young considers how Design is transformative and that the kids of today will be the leaders of tomorrow. Early awareness of design as a field of professional practice and of elemental design methodology is key: whether kids choose to become designers, or to apply design methodology in their approach to everyday problems, the designing mindset will be an invaluable asset for whatever future they choose.

Design changes for the better how we live and thrive in everyday environments like schools, parks, workplaces and hospitals. The profession of design and its ethics requires designers to consider context, culture, diversity and specificity before even starting to design, and this has become an essential way of thinking and being in the complex world we live in today. Why not start this process of learning and being young?

The Montréal-based design studio, We are rap. Start Young workshop is an open source educational resource. Designed by the ico-D Secretariat to educate about what design is and foster design skills for kids from all over the world, its first iteration was carried out in five continents worldwide based on two pilots carried out in Montréal in the months leading up to 27 April.





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START
YOUNG
WORLD
DESIGN
DAY
27 April 2017



The workshop was composed of two parts: a visual presentation and a hands-on workshop. A 50-page information pack was provided for educators (teachers, animators and supervisors) including instructions and reference material that was adaptable to each specific region. Through a design challenge, kids they would test their solutions by following this basic educational design model:

Observe > Analyze > Imagine > Solve > Model > Test.

The desired outcome of the workshop was to inspire and empower children to adopt innovative ways of thinking and to enhance their creative confidence. In the long-term, we also wanted to share the beginning concepts of design so they would understand that making things has a far wider impact than the object itself.

On World Design Day 2017 five organisations simultaneously carried out the workshop with children and adolescents ranging from age 10–15, in a nearly equal distribution of girls and boys, in the following languages: English, Spanish, Italian, Korean, and French composed the demographic of participants.

A range of venues were used by partners for the workshop, from the massive complex of the Dongdaemun Plaza to more intimate spaces of school classrooms like Académie St. Anne Primary. In most cases, the workshop was an opportunity to connect kids that wouldn't typically work together. The space became a design hub, important in numerous ways to connect kids from different grades or socio-economic brackets and even neighbourhoods.

OUTCOMES

The workshop targeted kids aged 10–12 and was designed for collaboration, and a range of socio-economic differences, diversity and notions of success. Across the board, reports suggested that the kids who participated were strongly motivated to learn about design. During the presentation, kids asked lots of questions, attempting to relate what they saw to their local situation. A common reflection pointed out that, due to logistics, diverse groups of kids who would otherwise not have the chance to connect or work together, were given this unique opportunity to collaborate over the course of an entire day. And they had so much fun doing it!

The main success from ico-D's perspective was that we developed a pack so that educators had all they needed—an open source resource (for designers and non-designers) developed with expertise to be adapted to local context and further a good understanding of design throughout the world.

COMMENTS FROM PARTICIPANTS

“It was impressive to see their innate capacity for practical thinking.” —Casa Wabi

“It was surprising to note that no child was disappointed by their mistakes or failures, even though some did not achieve the goals of the workshop.”

—Casa Wabi

“Participating in this initiative was very beneficial, the children we work with lived in an experience that left them with something to appreciate in their own environment in a different way. They also had fun while learning and that's a success.” —Casa Wabi

“Kids loved being part of something international. We do workshops in the design field almost daily here at Triennale, so we strongly believe that design thinking is a wonderful approach to life. One of the most important aspects to work on with students is thinking that you can find solutions to obtain a better life with a positive mind and spirit!” —Milan Triennale

“We joined forces of diverse groups, kids who came from very poor and disadvantaged communities while the rest came from very privileged backgrounds. Parents and kids absolutely loved the workshop and wanted to know when the next would be held!”

—Open Design Capetown

“The mother of one child who lives in Khayelitsha (one of the poorest communities where people make their homes out of cardboard and corrugated sheets) sent me a whats app image a few hours after they got home to show me what their son made straight after the workshop.” —Open Design Capetown

“The workshop was an opportunity for kids from diverse communities to collaborate. It also showed the importance and relevance of design in a developing country like South Africa. Participating in this global initiative adds enormous credibility to what we do and why we do it. It also means a lot for our children because it develops a sense of immense pride to feel part of an international event.”

—Open Design Capetown

“I felt that design could be a language for a global world. Even though kids are coming from different cultural backgrounds, in design thinking kids made wonderful results on their own.” —Seoul Design Foundation

INDIGO international indigenous design network

Russell Kennedy

Icograda President 2009–2011

INDIGO, International Indigenous Design Network was established by ico-D in 2007 as a broad platform for international exchange relating to indigenous design. In 2013 ico-D decided to defer the initiative indefinitely until sustainable funding or a partner host organisation could be found.

This report to the ico-D, International Council of Design General Assembly, provides an update on the status of INDIGO. It also outlines the aims and objectives of the initiative moving forward.

On 20 November 2016 ico-D Member Deakin University signed a Memorandum of Understanding (MOU) with ico-D as a part of a formal commitment to transfer management of INDIGO, the International Indigenous Design Network, to Deakin University for the next five years. The agreement included a plan to launch the International Indigenous Design Charter as a flagship project for INDIGO during the World Design Summit in Montréal 2017. The MOU signing happened at Greenland House, Copenhagen (Denmark), as part of the Was.Is.Always event organised by Deakin University and aligned with the 10-year anniversary of the pilot INDIGO project called MIX06 involving former ico-D Presidents Russell Kennedy from Monash University, Melbourne (Australia) and Robert L. Peters, a Koopman Distinguished Chair in Visual Arts at the University of Hartford (United States). INDIGO was officially launched a year later in La Habana (Cuba) at the ico-D World Design Congress 2007.

VISION

INDIGO, the International Indigenous Design Network, is an indigenous led, culturally inclusive network of designers and design stakeholders. INDIGO acts as a meeting place to share knowledge and discuss methods relating to the ethical and appropriate representation of indigenous culture in communication design practice. It is an open, global platform that connects both indigenous and non-indigenous designers worldwide to respectfully share knowledge and explore the contemporary interpretation of traditional design. INDIGO facilitates discussion, initiates collaborative projects, exhibitions and conferences, it will also showcase other relevant initiatives and case studies from around the world. INDIGO's mission respects and actively responds to the United Nations declaration on the rights of indigenous peoples:

“Indigenous peoples have the right to practice and revitalise their cultural traditions and customs. This includes the right to maintain, protect and develop the past, present and future manifestations of their cultures (incl. Designs).”⁰¹

INDIGO, an ico-D project, will be managed by Deakin University without any financial obligation to ico-D. This initiative will be lead through an international, indigenous advisory group. The operational structure includes the management team, indigenous advisory group and a network of regional ambassadors. INDIGO aims to stimulate conversations involving the contemporary interpretation and application of traditionally inspired indigenous design. To promote, encourage and facilitate relevance while respecting its historic and aboriginal legacy, INDIGO will also provide guidance through its Indigenous Design Charter programme. The Australian Indigenous Design Charter and the International Indigenous Design Charter have been developed by Deakin

University and supporting design organisations such as the Design Institute of Australia (DIA) and Indigenous Architecture Victoria (IADV). Further Indigenous Design Charters are in development.

INTERNATIONAL INDIGENOUS DESIGN CHARTER PROJECT

The International Indigenous Design Charter—Communication Design provides guidelines and best practice protocols for design practice. It outlines 10 points for non-Indigenous and Indigenous designers and buyers of design to follow through the various stages of the design process from the initial idea to the final product. The document emphasises the need for respectful exchange, open thinking, deep listening, and a genuine commitment to learning from both non-indigenous and indigenous parties.

The development of the International Charter is based on the Australian Indigenous Design Charter—Communication Design. The Australian Charter formed a starting point for a global discussion involving regional workshops and exchanges around the world.

The Australian Indigenous Design Charter—Communication Design was developed in collaboration with Deakin University's, Institute of Koorie Education (IKE), Indigenous Architecture and Design Victoria (IADV) and the Management and Executive Board of the Design Institute of Australia (DIA). The research workshops conducted in Greenland, Sweden and Denmark were officially endorsed by ico-D.

INDIGO is currently developing a separate website to house the International Indigenous Design Charter—Communication Design and supporting regional protocol documents such as the Australian Indigenous Design Charter. INDIGO will encourage other regions around the world to develop their own documents to compliment the International Indigenous Design Charter.

INDIGO will also support designers and encourage them to use the relevant charters website to ensure they follow best practice protocols when representing indigenous culture in their designs.

RESEARCH

Through its participants and projects, INDIGO will encourage and facilitate research to gain some insight into what makes design distinctive to its home, the connections to the place where it is made and for whom it is made.

The International Indigenous Design Charter—Communication Design will be the cornerstone of such research. It is an open document that will be reviewed on a regular basis and modified as required. Feedback and case study testimonials are welcome and will be acknowledged where appropriate and desired: aidc.feedback@deakin.edu.au. As more and more designers work within a global context seemingly without borders, this research becomes increasingly relevant.

INDIGO ACTIVITIES HISTORICAL OVERVIEW

2006

INDIGO was developed as a research project at Monash University (Australia).

A pilot INDIGO project called MIX06 (Migrant Indigenous Exchange 2006) was created as a collaboration between Monash University (Australia) and the University of Hartford (United States). MIX06 involved workshops and exhibitions at both universities. The exhibitions were titled, 'One Step Back, Two Steps Forward'.

2007

INDIGO officially launched at the ico-D World Design Congress 2007, La Habana (Cuba).

INDIGO became an ico-D-led initiative supported by the IDA (International Design Alliance) managed under license by the National Design Centre in Melbourne (Australia).

2009

INDIGO moves to ico-D's Montréal Secretariat in Canada.

2010

INDIGO establishes its first Indigenous Advisory Group and invites its first Ambassadors.

INDIGO launches its first community based website.

INDIGO introduces Mother Tongue, an online exhibition including more than 500 submissions received in response to an international call for entries.

2011

INDIGO 's Mother Tongue exhibition travels the world starting in Forlì, Italy and Taipei (Taiwan [Chinese Taipei]). INDIGO supports Originality 100, International Indigenous Cultural and Creative Design conference and Exhibition (inc. Mother Tongue and Native Wave)

2012

ico-D presents Rediscovery, ico-D Design Week in Kuching, Sarawak, an INDIGO-themed event developed in collaboration with wREGA, Graphic Design Association of Malaysia.

2016

INDIGO MOU signed between ico-D and Deakin University to manage INDIGO.

Research Workshops—Greenland, Sweden and Denmark (Was.Is.Always, on route to an International Indigenous Design Charter).

SUMMARY

In conclusion, INDIGO will aim to provide an on-going open a space for reflection, discussion and action regarding the representation of indigenous culture in design practice. INDIGO will continue to stimulate conversations and knowledge sharing involving the contemporary interpretation and application of traditionally inspired indigenous design. The key objectives are to:

- Build a network of individuals and Institutional partners/ supporters (education, corporate, government)
- Encourage participation, interaction and exchange between all indigenous design stakeholders
- Encourage the use of the International Indigenous Design Charter (IIDC)
- Gather feedback and research data for the effective use and further development of the IIDC.

INDIGO will maintain its vision to act as a knowledge hub that provides an online forum for sharing ideas and information. It will continue to foster discourse and cultural understanding regarding the ethical and respectful application of indigenous design in contemporary contexts.

REFERENCES

- 01 UN (2007). United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). Geneva/New York: United Nations. Retrieved 20 August 2017 from http://www.un.org/esa/socdev/unpfii/documents/DRIPS_en.pdf

2017

INDIGO presentation—ico-D Regional Meeting (RM Latin America) in Santiago (Chile). Presenters were Ana Masut, ico-D Managing Director (Canada/Argentina), Miguel Hernández (Chile) leading South American type designer, founder of Linotype and Frida Larios (El Salvador/United States) INDIGO Regional Ambassador [Americas].

INDIGO website development.

IDC, Indigenous Design Charter website development.

INDIGO presentation—Platform Meetings, Montréal 2017

International Indigenous Design Charter presentation—World Design Summit, Montréal 2017.



ico-D work group: national design policy (NDP)

Rebecca Blake
Work Group Lead

"What became clear from this investigation was that NDPs are greatly influenced, not only by the stressors that necessitate the creation of such a policy, but also by the economy, political structure, and even culture of each country."

Based on feedback from attendees at the Professional Platform Meeting New York 2014, the National Design Policy Work Group (NDP WG) was established in 2015. The WG met consistently during that year, establishing meeting guidelines and sharing a knowledge base that culminated in a successful session at the Platform Meetings Pasadena 2016. At the Meetings, an overview of National Design Policies, as well as presentations by WG members, provided a well-rounded background on NDP initiatives globally, from successful implementation through failed attempts.

The first year or so of the Work Group was focused on educating ourselves on what National Design Policies are: how they are structured, what goals they hope to achieve, and how they are implemented. To do so, they interviewed a number of people involved with either the creation or the evaluation of their NDPs, from countries as diverse as Australia, India, the USA, and South Korea. What became clear from this investigation was that NDPs are greatly influenced, not only by the stressors that necessitate the creation of such a policy, but also by the economy, political structure, and even culture of each country.

This year there was an influx of new members into the WG, with diverse backgrounds and experience which have greatly informed discussions:

- **Sami Niemelä** from Grafia is participating in reviewing Finland's National Design Policy.
- **Hanna Nilsson** from Svenska Teknare is providing comments on a proposed new Swedish National Design Policy.
- **Claudia Mas** works for ONDI, the Oficina Nacional de Diseño in Cuba, which is involved in evaluating their design sector.
- **Peter Florentzos** from Design Institute of Australia (DIA) is working on reviving the Queensland Regional Design Policy.
- **Bradley Schott**, also from DIA, reported to the Australian government on intellectual property protections for interior designers.
- **Zachary Haris Ong**, Past President from Graphic Design Association of Malaysia (wRega), has been approached by the Malaysian Prime Minister's office to coordinate discussions between design associations on a National Design Policy.
- **Zinnia Sompie** from Indonesian Association of Graphic Designers (AGDI) has likewise been working on the initial steps to implement a National Design Policy in Indonesia.
- **Ron Leung** from Hong Kong Designers Association, brings the perspective on an industrial designer to the Work Group, as well as a valuable connection.



The NDP WG meetings have focused on presentations by members of their local NDP initiatives or analysis of existing and fully evolved NDPs. Sami Niemelä gave an overview of the lauded Finnish NDP that included a clear perspective on what has not worked, and how the policy is being reconsidered for future success. Zachary Ong's presentation on the initial steps Malaysia is taking outlined the difficulty in corralling the energy and attention from policy makers. Likewise, Zinnia Sompie presented on efforts in Indonesia, and how daunting the task is in coming up with a coherent policy in a country with many cultures spread across many islands. In addition to these featured presentations, discussion by Work Group members has yielded insight into how the design sector has worked with local and national policy makers to varying degrees of effectiveness.

While the Work Group has been gratifying, we have not achieved all of our goals. However, overall, the NDP WG can continue to develop as a valuable resource for member associations. Key to that is having a smooth succession in leadership, with no significant interruption after the Platform Meetings. Secondly, maintaining best practices—timely meeting reminders, agendas for each meeting, action items for Work Group members, and meeting minutes—creates continuity from meeting to meeting. Lastly, stated goals can be dealt with realistically, with the scope and timeline adjusted to accommodate members' needs. As a forum for discussion and investigation, the NDP WG can continue to be a resource for ico-D Professional Members.

I'd like to thank our Work Group members for their participation.

ico-D achievement award

Created in 2001, the ico-D Achievement Award honours an outstanding career. The Award may be presented to an individual or a team in recognition of outstanding and consistent achievement in the practice, education or promotion of design.

While ico-D serves a global design network, it is important to recognise the work of the individuals in all the communities that we serve. This year we are proud to honour three Canadians for their outstanding contribution to the design community.

Achievement Award winners must be nominated by ico-D Members. This year's Achievement Award winners include **Louise St. Pierre**, Associate Professor of Design at Emily Carr University of Art and Design, nominated by Emily Carr University; **Rod McDonald**, CGD, FGDC and world-renowned Canadian typographer, nominated by Graphic Designers of Canada (GDC); and **Pierre Léonard**, Partner and Vice President, Creative BrandBourg, nominated by Société des designers graphiques du Québec (SDGQ).



Louise St. Pierre

Associate Professor of Design
Emily Carr University of Art and Design
Nominated by Emily Carr University of Art and Design

ACHIEVEMENT

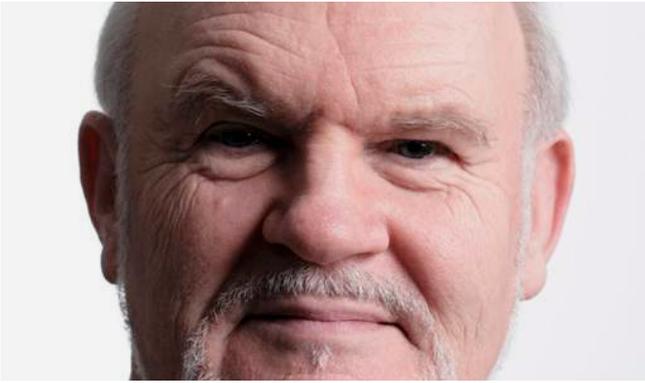
Louise St. Pierre is a mentor, educator, scholar, and all-round excellent colleague. Over the last decade at Emily Carr University, she has provided leadership and mentorship to both faculty and students, contributing to world-class design programmes at both the undergraduate and graduate level. Louise has been tireless in her supervision and mentorship of graduate students to help them develop socially innovative and interdisciplinary approaches to design, and has been crucial in the development of design research methodologies at the undergraduate level. Louise has provided leadership and engaged in the difficult discussions that come with significant paradigm shifts in curriculum, with a collaborative and positive spirit.

Louise's work in ecological design has been tremendously valuable to Emily Carr's design programmes. She approaches ecological design not only as a subject of study, but as a system of values and guiding principles in all that we learn and teach. She does not simply lecture about social and ecological sustainability, but practices them with principles of sharing and inclusivity within Emily Carr University, as well as with external partners and groups. Louise is an excellent teacher and mentor because she has never stopped learning. She models an inquisitive and curious spirit, and approaches any challenge with optimism and vigour.

BIOGRAPHY

Louise St. Pierre is Associate Professor of Design at Emily Carr University of Art and Design in Vancouver, Canada. Prior to coming to Emily Carr, she was the chair of the Industrial Design Programme at the University of Washington, where she researched participatory design methodologies and sustainable design. She is co-author of the internationally recognised *Okala Practitioner: Learning Ecological Design* and is the founder and coordinator of Emily Carr's DESIS (Design for Social Innovation and Sustainability) Lab.

St. Pierre has received awards and funding for Industrial Design, Exhibit Design and Ecological Design work from organisations such as the U.S. Environmental Protection Agency, the Industrial Designer's Society of America, and The American Center for Design. She continues to publish widely and lecture internationally on sustainable and ecological design with a focus on how design can embrace our interdependence with nature's systems. Her dissertation in progress at Simon Fraser University looks at how design curriculum can support design with nature: holistic ethics.



Rod McDonald

Graphic Designers of Canada (CGD), FGDC
Nominated by Graphic Designers of Canada (GDC)

ACHIEVEMENT

“Rod’s typefaces include Cartier™ Book, his interpretation of Canada’s first typeface, the Laurentian family, a highly successful magazine face originally developed for Maclean’s, Smart Sans™ named after Canadian design pioneer Sam Smart, his best selling Slate™ and Egyptian Slate™—families, ITC Handel Gothic™ and Gibson, a typeface he produced to honor John Gibson.”

In addition to his impressive list of professional accomplishments, GDC wishes to draw attention to Rod’s tireless championing of Canadian design. Since 2011, Rod has generously donated all proceeds from sales of his Gibson font to create two funds for the advancement of design and preservation of design history in Canada; one fund is administered by GDC, and the other by Sheridan College. This unprecedented act of benevolence will have multiple, lasting impacts upon the design profession in Canada.

A portion of the Gibson fund has been donated to support the Design Canada film: “.. a feature length documentary examining Canadian history through the lens of graphic design, detailing the creative processes and icons that defined generations and created a sense of unity in the 50s, 60s and beyond.”

This film’s focus on 20th century Canadian design history will enable 21st century Canadian designers an opportunity to recognise, fully appreciate, and take pride in the work and impact of Canada’s designer pioneers. Other portions of the fund will be used to assist up and coming Canadian typographers in obtaining higher education; making type and lettering workshops available to GDC chapters throughout Canada; and to developing type educational programming for Sheridan College.

Rod McDonald’s impact upon the Canadian graphic design community cannot be overstated. Our profession and country have and will continue to benefit greatly from his generosity. GDC has already bestowed upon him our highest honour, Fellowship, and we believe he is a fitting candidate for the Achievement Award.

BIOGRAPHY

With over forty years’ experience working with lettering and type, much of Rod’s career was spent providing hand lettering and typographic styling to the Toronto advertising and design community. He was one of the first typographers to switch to the “Mac” in the mid ’80s and was soon providing custom fonts to ad agencies and design studios. He has designed logos for many leading Canadian magazines including Applied Arts, Maclean’s and Toronto Life and taught typography at the Ontario College of Art & Design and NSCAD University in Halifax.

Rod is a fellow of the Society of Graphic Designers of Canada (GDC) and member of RGD Ontario, the Type Directors Club (TDC) and the Association Typographique Internationale (ATypI). He is a founding member of the Type Club of Toronto and an ex-board member of The Society of Typographic Aficionados (SoTA). In 2007 he was a judge at the Type Directors Club TDC2 show in New York. In 2011 his typeface Egyptian Slate was recognised by ATypI Letter.2. He writes a regular column on type for Applied Arts magazine.



Pierre Léonard

Partner and Vice President, Marketing & Design
Creative BrandBourg,
*Nominated by Société des designers graphiques
du Québec (SDGQ)*

ACHIEVEMENT

His name has been closely associated with strategic design in Québec for over 20 years and he is known for his ability to lead multidisciplinary creative and design teams in a wide variety of contexts. A graphic design graduate from the Université du Québec à Montréal (UQAM) in 1977, Pierre embarked upon his career in the summer of 1976 with Cabana Séguin, joining GSM Design in 1979. In 1981, the Cossette Group took him on as Creative Director for Graphème, its graphic design subsidiary. He worked as a branding and design consultant for Bell, Air Canada, Desjardins, CBC/Radio-Canada, the Université de Montréal, Ville de Montréal, Cavalia and Cirque du Soleil. His team's work won awards and distinctions in numerous competitions. He went on to be Vice President, Creative and General Manager. During his tenure with Cossette, he made a significant contribution to the company's rise, which saw offices spring up in Toronto, Vancouver.

BIOGRAPHY

Pierre taught at UQAM from 1992 to 1999. In May 2005 he signed on with Effigi, a firm specialising in fashion and home accessories, as Vice President, Branding and Design, which saw him lead a multidisciplinary team of 45-plus designers. In 2009, he joined Parallèle as partner, vice president and creative director, and ran its Montréal office.

In January 2014, Pierre founded BrandBourg with two longtime friends. The firm's mission is to achieve the total fusion of design and marketing in order to augment brand relevance and performance. A member of the Société des designers graphiques du Québec (SDGQ) since 1979, he was its chairman from 2000 to 2010. In 2004, he cofounded the Conférence interprofessionnelle du design du Québec, which brings together design and architecture professionals.

He has served as vice chairman of the board of Mission Design, an organisation for the promotion of design in Québec which he cofounded in 2008. In 2009, UQAM appointed him ambassador on the occasion of the institution's 40th anniversary. Pierre is currently on the Canadian board of Handicap International, a Lyon-based NGO with a presence in over 60 countries and co-recipient of the 1997 Nobel Peace Prize.

Over the years, he has proven to be a true catalyst for the industry, networking with players from all disciplines of design, the business community, the media and government bodies. A staunch advocate of multidisciplinary, he prefers working outside the traditional barriers that separate disciplines. Since he began his career, his work has been informed by a deep-rooted belief that the combined imagination of talented professionals produces far more interesting results.

ico-D president's award

David Grossman
President 2015–2017

The ico-D President's Award is an opportunity to recognise contributions made by individuals to our organisation, to our Members and towards the welfare of the greater international design community.

Over the past four years, a primary ico-D focus has been the World Design Summit Meeting. Our International Partners as fellow Steering Committee members in this effort have been the International Federation of Landscape Architects (IFLA) and the International Federation for Housing and Planning (IFHP). The two persons representing these organisations have been **Kathryn Moore**, President of IFLA, and **Regitze Marianne Hess**, Special Advisor to IFHP.

The intensive work on this effort has required many days and weeks of cooperation. As a result, our organisations have grown closer and we have come to know and respect each other.

Kathryn is dedicated to the membership of her organisation, insistent on raising recognition of the role of design in improving the state of mankind—especially in terms of increasing environmental degradation and climate change. Regitze brings substantial experience with international non-design entities and is acutely aware of the importance of broad social inclusion for realising the potential of design. Both have gone above and beyond what is required from them in their respective roles within their organisations and personally contributed their time, intellect and passion to a project that has been quite challenging.

In their dedication to the World Design Summit Meeting effort, they have not only well-served their own organisations, but have contributed to the welfare of the entire international design community, across all disciplines. In so doing, they have brought benefit to ico-D and all ico-D Members and are therefore deserving of the ico-D President's Award.

We look forward to many more years of fruitful collaboration and friendship.



Kathryn Moore
International Federation of Landscape
Architects (IFLA)

BIOGRAPHY

Kathryn Moore, President of the International Federation of Landscape Architects and Professor of Landscape Architecture at BCU, has published extensively on design quality, theory, education and practice. Her internationally renowned book *Overlooking the Visual: Demystifying the Art of Design* (2010) lifts the philosophical veil obscuring critical, artistic discourse. Her teaching and research, set within landscape architecture have clear implications for architecture, planning, urban design and other art and design disciplines, in addition to philosophy, aesthetics and education more generally.

Contributing as a creative director through her consultancy Design Muse on a number of significant UK projects, for the last 4 years she has been leading on the relationship between landscape, existing communities and new development for the HS2 stations and rail lines in the Greater Birmingham region.



Regitze Marianne Hess
International Federation of Housing and
Planning (IFHP)

BIOGRAPHY

Copenhagen-based, Regitze is the Special Advisor with International Federation for Housing and Planning [IFHP] working with IFHP in various capacities since 2005, now serving as IFHP key coordinator on UN initiatives and key figure on the World Design Summit Montréal 2017. Regitze was educated as an Architect, achieving her MAA at the Royal Danish Academy of Fine Arts, School of Architecture in Copenhagen (1993) with a B.A. in Civil Engineering from McGill University, Montréal (1985).

She has a long range of experiences advocating for better cities and built environments through the world of philanthropy, including over a decade with Realdania, non-profit organisations, in academia and private practice, as a conference organiser, curator, publisher, editor and writer including B Architectural Publisher, and as a teacher and critic including acting as Associate Professor with DIS—Study Abroad in Scandinavia. Positions of trust include Gehl Institute Board Member.

endorsements 2015–2017

Each year, ico-D endorses a select group of international activities that advance our objective to promote the value of design. Endorsed events demonstrate that they enhance the standards of design, ethics and professional practice. For design awards, exhibitions and conferences, an ico-D endorsement is recognition that it has been organised to meet international best practice guidelines as outlined (below) under ico-D's policies and best practices—including jury composition, evaluation criteria and intellectual property protection.

ENDORSEMENTS 2015

AUSTRIA

Joseph Binder Award 2016
Organiser: Design Austria
jba.submit.to/landing/award

ENDORSEMENTS 2016

CANADA

Information +: Interdisciplinary practices in information design & visualisation
Organiser: Emily Carr University of Art + Design
informationplusconference.com

Design Thinkers
Organiser: Association of Registered Graphic Designers (RGD)
designthinkers.com

CHINA

Touch: Hong Kong International Poster Triennial 2017 from the Hong Kong Heritage Museum (HKHM)
Organiser: Honk Kong Heritage Museum
[website: n/a](#)

Business of Design Week
Organiser: Hong Kong Design Center (HKDC)
bodw.com

CROATIA

The Exhibition of Croatian Design 1516
Organiser: The Croatian Designers Association
dizajn.hr

ZGRAF 12: International Exhibition of Graphic Design and Visual Communications
Organiser: Croatian Association of Artists of Applied Arts (ULUPUH)
zgraf.hr/en

CUBA

Festival del Cartel 2016
Organiser: Comite Prografica Cubana
facebook.com/festivalcartel

CYPRUS

Grafer 2016: Traffic Safety
Organiser: Cyprus International University, Department of Graphic Design
[website: n/a](#)

INTERNATIONAL

Hiiiibrand Awards 2016
Organiser: New Graphic Magazine
hiiiibrand.com

European Design Awards
Organiser: +design (IDMN)
europeandesign.org

The One Show
Organiser: The One Club
oneclub.org/awards/theoneshow

Was.Is.Always: South to North
Deakins University
[website: n/a](#)

Off Grid 17: An Experiential Journey
Organiser: DINZ
[website: n/a](#)

SOUTH AFRICA

Open Design Cape Town Festival
Organiser: Sune Stassen, Founder and Director of Rock City Foundation PTY LTD
opendesignct.com

TAIWAN (CHINESE TAIPEI)

Taiwan International Student Design Competition (TISDC)
Organiser: Asia University
tisdc.org/en

Taipei International Design Award (TIDA)
Organiser: China Productivity Center (CPC)
taipeidaward.taipei

ENDORSEMENTS 2017

CANADA

DesignThinkers Toronto 2017
Organisers: RGD
www.designthinkers.com

DesignThinkers Vancouver 2017
Organiser: RGD
designthinkers.com



INDONESIA

CONMEDIA 2017

Organiser: Universitas Multimedia Nusantara
conmedia.umn.ac.id

INTERNATIONAL

European Design Awards

Organiser: +design (IDMN)
europeandesign.org

ITALY

AIAP DESIGN PER International Graphic Design Week—Visible Cultures

Organiser: AIAP Associazione italiana design della comunicazione visiva
<http://www.aiap-designper.it>

SOUTH AFRICA

Open Design Cape Town Festival

Organiser: Sune Stassen, Founder and Director of Rock City Foundation PTY LTD
opendesignct.com

TAIWAN (CHINESE TAIPEI)

Taiwan International Student Design Competition (TISDC)

Asia University
tisdc.org

Taiwan International Graphic Design Award (TIGDA)

China Productivity Center (CPC)
tigda.org.tw/en

Taipei International Design Award (TIDA)

China Productivity Center (CPC)
 website: n/a

article & bylaw revisions

During the EGM on 15 October 2017 you will be asked to approve the revisions to the Articles of Incorporation of the Council. At the General Assembly the same day, you will be asked to approve the revisions to the Bylaw. On page 117 you will find the integral text of all the revisions being proposed.

The Articles of Incorporation are like the constitution of the organisation, registered with the government in Québec where the Secretariat is located. The Articles require a dedicated general meeting of the Members to make changes, which occurs at an Extraordinary General Meeting rather than a General Assembly. Thus, the changes that were made to the Articles in 2013 by the General Assembly at that time, are not in-line with what is presently registered. These changes, along with a few other small changes will be presented at the Extraordinary General Meeting on 15 October 2017.

The Bylaws correspond to the laws of our organisation. The Members can choose at the General Assembly to make changes to these laws as they see fit.

The Articles and Bylaws are critical documents and must be constantly reviewed to remain effective. During the 2015-17 term, the Executive Board established a Committee to review the Articles and Bylaws to ensure clarity, coherence, relevance to effective procedures and alignment with current Québec legal requirements.

This Committee was made up of:

- David Grossman
- Zachary Haris Ong
- Tyra von Zweigbergk
- Desmond Laubscher
- Ana Masut

After a careful review procedure that took into consideration both major and minor issues regarding changes to be made to the Articles and Bylaws, the opinions of the Review Committee, Executive Board, Committee of Former Presidents, a lawyer, as well as operational implications related to the governance of the Council and effective management of the Secretariat, have been presented as recommendations for amendments in the Appendix.

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At the General Assembly, the Members will be presented with two sets of proposed amendments to the Bylaws. The set **BLOCK 01** has a large number of mostly technical corrections that were unanimously supported by the Board and the Former Presidents Committee.

There is an additional set **BLOCK 02** that generated a lot of discussion among the members of the Board and in consultation with the Committee of Former Presidents, resulting in a position that is not unanimous.

In order to have an effective discussion at the GA, it was decided to treat **BLOCK 01** and **BLOCK 02** separately in order to make the best use of time and to permit Members to express their opinions in the most democratic fashion.

BLOCK 01

BLOCK 01 includes numerous instances requiring slight alterations for the sake of clarity, to correct minor textual errors, and to reflect more effective procedures. A few instances required changes to reflect current legal practice in Québec where ico-D is registered. Several small procedural changes were also proposed:

MINOR PROCEDURAL CHANGES

Governing Guidelines

The Governing Policies are referred to alternately as Governing Policies and “Governing Guidelines”. This error has been amended throughout.

Auditor

Under Québec law, the Council must have its financials reviewed by an external accountant or auditor. Legally, there is a difference between these two review bodies, though in actuality, the GA has approved the former for all but one of the last 13 years. The amendment to “Accountant or Auditor” reflects this operational reality.

Secretary General to Secretariat

There was a time, many years ago, when the Secretariat was managed by the (salaried) Secretary General. When the Secretary General became an unpaid Board position, many of the obligations of the Secretary General in the Bylaws continued to be carried out by the staff of the Council, the Secretariat. In those instances where these activities appear in the Bylaws, they have been amended to reflect current operational procedure.

Numbering

For legibility and sometimes for clarification, the numbering of both the Articles and Bylaws have been adjusted. This affects even those Bylaws not listed.

Definition of Design

Definition of “Design” was removed. While a definition of the term of design is important, the Articles of Incorporation are not the right place for this. The Council should have the flexibility in nuance when using the term Design — reflecting different situations and contexts. A definition within the Articles of Incorporation is registered with the Government in Québec and can only be changed by majority decision of the Members in an Extraordinary General Meeting, taking a few years to implement.

Electronic vote vs secret ballot

At some point, confusion was introduced in the Bylaws between an electronic vote (i.e. over email) and a (secret) ballot (the latter being the official procedure for the election of the Executive Board for instance). These instances were corrected and a clause was added to define the procedures for electronic voting.

Board Duties

The responsibilities of the Officers within the Bylaws have been adjusted to reflect new realities (i.e. the Secretary General now liaises with the Audit Committee).

Timelines

In some instances, the timelines have been adjusted to increase operational efficiency.

Approval of Minutes

When the alternate, ‘even year’ occasion of the Annual General Meeting (AGM) was instituted, the rules in the Bylaws about the ratification of Minutes became ineffectual. Approving GA Minutes

at a GA when there is an AGM in between is illogical. This has been amended so that GA Minutes can be approved at the next AGM.

Gender Neutrality

Several changes are proposed to either eliminate reference to gender or, where necessary, to be inclusive. In the case of titles (Chairman), we elected to keep them in their original form. A woman can be a Chairman or Director and feminizing these titles seemed to have the opposite effect of marking the difference rather than offering an equal respect to the position.

SIGNIFICANT PROCEDURAL CHANGES

Proxies

The number of proxies that can be assigned to a Member increased from two to three to help reduce total number of proxies assigned to Secretary General (Bylaw 33).

Quorum

Though only Professional Members can vote in certain instances (Bylaw changes), quorum for a general meeting does not take this into consideration. We suggest the following amendment to remedy this discrepancy: “No Article or Bylaw changes will be made in meetings unless a minimum of two-thirds of Professional voting Members are present.” (Bylaw 22)

GA Minutes (Audit Committee Report)

After ico-D 26GA in Gwangju (the first GA where the Audit Committee presented a report) it became apparent that the act of writing Minutes was an important part of the process of review (as the Audit Committee should have full control of their reporting to the GA). The following amendment is proposed to resolve this issue:

“In order to maintain full partiality, the Audit Committee shall transcribe and draft the Audit Committee component of the Minutes. Pending approval by the meeting Chairperson, the Audit Committee component of the Minutes will be circulated to the Members as part of the general meeting minutes not later than three months following such meetings.”

Board Meeting Minutes

Minutes of Executive Board Meetings will no longer be circulated to the Members in order to avoid circulation of important internal strategic information to a wide public, thus sometimes undermining ico-D objectives. Minutes will still be available to the Committee of Former Presidents and the Audit Committee to maintain awareness and review.

—

The Board unanimously approved these proposed amendments and the Committee of Former Presidents also supports the proposed changes.

Given these decisions, the Board now submits **BLOCK 01** for approval to the General Assembly as a whole. Members present at the General Assembly will be invited to comment and ask questions on any of the components of **BLOCK 01**. Depending on the discussion, a vote will be conducted on the block as a whole, or, individual articles can be separated for individual votes. Members wishing to provide proxies are invited to vote “Yes” or “No” on the entire block, or to submit votes on particular Articles and Bylaws by number.

BLOCK 02

NOMINATIONS FROM THE FLOOR

BLOCK 02 refers to one specific Bylaw, 41.4, which refers to Nominations from the floor. This was one issue that did not generate a unanimously agreed upon position by all. The discussion generated different alternatives. As the Members meeting in the General Assembly have the final authority to make a decision, it was decided that the proposed amendment supported by the majority of the Board opinions would be presented to the General Assembly for adoption, but that the different alternatives would also be presented in a process that would allow the Members to make a decision on three possible outcomes.

At present, the Articles direct that nominations for candidates for all positions on the Executive Board may be made from the floor of the General Assembly. The Article reads:

45.6

The Secretary General shall invite any additional nominations from the Members sitting in General Assembly. Any voting Member present may propose additional nominations providing the individual nominated is present at the meeting, complies with 51.4 and is willing to stand for election and that the nomination does not exceed the limitations outlined in 51.1.

The retention of the present Article will be called **ALTERNATIVE 01**.

It was suggested that nominations from the floor should be completely eliminated because Members not present, who might be voting by proxy, would not have the opportunity to consider these candidates.

However, it was pointed out that situations could arise, for various reasons, that on the day of the General Assembly there may not be candidates for particular Executive Board positions. In that case, it was argued, the Members present at the General Assembly, together with the proxies assigned to the Secretary General (without instructions) should have the opportunity to express their democratic right of nominating, and electing, candidates for the Executive Board. This was particularly relevant for the positions of President Elect, Secretary General, Treasurer and President (in the case of a vacancy in the position of President Elect). The Board therefore proposed an amendment that eliminated nominations from the floor except in special circumstances that were carefully described.

While this proposal received a majority support, it was not unanimous.

Therefore we suggest the following:

The issue will be raised at the General Assembly, Board representatives, Former Presidents and Members will be invited to discuss and ask questions about all of the proposals and the issues.

Because this vote is essentially a three-way option, and because it would be undemocratic to allow any vote of this importance to be carried by 33% + 1 (minority) of the electorate, we propose the votes be carried out in a slightly more complicated fashion that assures that the final result will be an expression of the majority.

VOTE 1: After general discussion, the General Assembly will be asked to **vote for or against Nominations from the Floor** (continuation of nominations from the floor).

ALTERNATIVE 01 Present. Unlimited nominations from the floor

45.6

The Secretary General shall invite any additional nominations from the Members sitting in General Assembly. Any voting Member present may propose additional nominations providing the individual nominated is present at the meeting, complies with 51.4 and is willing to stand for election and that the nomination does not exceed the limitations outlined in 51.1.

OR

ALTERNATIVE 02 Removal of the Bylaw: No more nominations from the floor

45-6

~~The Secretary General shall invite any additional nominations from the Members sitting in General Assembly. Any voting Member present may propose additional nominations providing the individual nominated is present at the meeting, complies with 51.4 and is willing to stand for election and that the nomination does not exceed the limitations outlined in 51.1.~~

Resolution: The General Assembly votes to maintain current article 45.6 permitting nominations from the floor. **ALTERNATIVE 01**

A majority vote of “Yes” means continuation of the current system, unlimited nominations from the floor.

A Majority vote of “No” means an end of nominations from the floor in any form. **That will be the end of the discussion and there will be no more nominations from the floor—after 2017.**

VOTE 2: In the case of a “Yes” vote on the previous resolution, the GA will then be invited to vote on **whether nominations from the floor should be limited or unlimited.**

Resolution: The General Assembly votes to amend article 45.6 to read:

ALTERNATIVE 03 Amendment to Nominations from the Floor

In the case that at the opening of the General Assembly there are no candidates for the positions of President Elect, President, Secretary General and/or Treasurer, the Secretary General shall invite any additional nominations from the Members sitting in General Assembly and/or the Board. Any voting Member present or the Board may propose nominations providing the individual nominated is present at the meeting, complies with 51.4 and is willing to stand for election and that the nomination does not exceed the limitations outlined in 51.1.

A vote of “Yes” means continuation of nominations from the floor, **but only in limited situations.**

A vote of “No” on Alternative 2 means that nominations from the floor **will continue in the current, unlimited manner.**

Members submitting proxies with instructions should indicate “Yes” or “No” on Vote 1 **and** “Yes” or “No” on Vote 2. Decisions as to how proxies without instructions assigned to the Secretary General will be cast will be decided by the Board.

Important note: Any change adopted by the GA concerning nominations from the floor will affect elections in 2019. The Article as written today is the relevant article in terms of nominations from the floor in 2017. Unlimited nominations are permitted.

2017–2019 term



candidates for 2017–2019 executive board

ico-D's Executive Board consists of individuals and experts from various design fields who are duly nominated and elected by ico-D Member organisations at the biennial ico-D General Assembly.

Following the public call for nominations, ico-D Secretariat received the following nominations to serve on ico-D Executive Board in 2015–2017:

Johnathon Strebly <small>CANADA</small>	President Elect
Tyra von Zweigbergk <small>SWEDEN</small>	Secretary General
Rebecca Blake <small>UNITED STATES</small>	Treasurer
G. Mauricio Mejía <small>COLOMBIA</small>	Vice President
Daniela Piscitelli <small>ITALY</small>	Vice President
Desmond Laubscher <small>SOUTH AFRICA</small>	Vice President
Wang Ziyuan <small>CHINA</small>	Vice President
Cihangir Istek <small>TURKEY</small>	Vice President
Joseph McCullagh <small>UNITED KINGDOM</small>	Vice President
Dahlia Zinnia Nizar <small>INDONESIA</small>	Vice President

The Executive Board members listed below assume their roles following previously held elections:

Zachary Haris Ong <small>MALAYSIA</small>	President
David Grossman <small>ISRAEL</small>	Past President



Zachary Haris Ong MALAYSIA
President

“In recent years, we have witnessed design becoming a widely accepted value proposition. The next real evolution is enabling world governments to participate and profit from the power of design to further bettering quality of life for all.”

BIOGRAPHY

Zachary Haris Ong is committed to the development of design impact on national GDP, and acts as an advisor to the Malaysian government for the development of its national design agenda. He was the catalyst in assembling all design associations under the Malaysia Design Council. For his work, he was nominated for the prestigious 7 Bintang Lifetime Achievement Award at the Kuala Lumpur Design Week, in recognition of individuals who are key contributors to the creative industry of Malaysia. He led the Rediscovery: Icoграда Design Week in Sarawak in 2012, and is currently the president of wREGA. He was listed in Prestige magazine’s Top 40 Movers and Shakers of Malaysia Under 40. Currently, he is a principal designer at Zachary Haris Ong & Associates based in Kuala Lumpur.



David Grossman ISRAEL
Past President

“To change the way people look at design we need to talk more about ‘designing.’ The potency of a designer is not what he or she has designed, but their design process.”

BIOGRAPHY

David Grossman is an environmental graphic designer and partner of Daedalos Design Studio in Tel Aviv. Also a partner of Israel Design Works, he has been involved in the development of the Chinese design industry infrastructure. David is President of the Israel Community of Designers—Israel’s multidisciplinary professional design organisation and is a founder of Vital, Tel Aviv Center for Design Studies (1987) and of the Graphic Design Department of Shenkar College in Israel (2000). He has played a key role as organiser, editor, lecturer and juror for international design festivals, conferences and exhibitions, catalogs and annuals.

David served as ico-D’s Treasurer and President between 1995–2003.



Johnathon Strebly CANADA
Candidate for President Elect

NOMINATED BY

Society of Graphic Designers of Canada (GDC)

STATEMENT OF INTENT

My interest in serving the Executive Board of ico-D is to further my contributions to the design industry through advocacy and public awareness to the value of design. The goals surrounding the understanding of the power of design in our community does not stop at the local level, or at the national level. The core principles behind social impact and design value is an international conversation, and one I wish to continue facilitating. In addition, recognition and reconciliation of the fragmented histories of indigenous First Nations culture, language, and design requires a stronger voice to regain the value and influence they deserve. These are the current drivers behind my personal design advocacy work, and I look forward to bringing recent learnings and tools, to support the ico-D executive board's current and future mandates.

BIOGRAPHY

As a design director, mentor, and creativity community advocate, Johnathon brings decades of experience and involvement in the applied arts. As Director of Creative Services for HCMA Architecture + Design, he both challenges and contributes to the contemporary fabric of design today, and tomorrow. Johnathon has directly engaged and influenced the design industry through curriculum design, advisory committees, and programming for design agencies and educational institutions. He founded brand strategy and communications agency The Notice Group and is the current president of the Society of Graphic Designers of Canada (GDC), GDC National Ethics Chair, and past president of Canadian Association of Professional Image Creators (CAPIC) Vancouver. He is also a co-founder of CreativeMornings Vancouver.



Tyra von Zweigbergk SWEDEN
Candidate for Secretary General

NOMINATED BY

Association of Swedish Illustrators and Graphic Designers

STATEMENT OF INTENT

In order to take design to its full potential in society, we need to create the best circumstances for designers to do their work. Despite the pervasiveness and importance of design, the position of the designer and the profession itself is often precarious. I believe demonstrating the value of design and good practice and ethics is critical.

With my experience and knowledge from the Nordic countries I would like to continue as a member of the ico-D Board to strive for, and on behalf of its immense network, endeavour that design and designers are recognised, protected and supported.

BIOGRAPHY

Tyra von Zweigbergk is currently acting president and head of the Rights and Conflicts Fund for the Swedish Association of Illustrators and Graphic Designers, where she has been on the board since 2010. Previously she was treasurer of the European Illustrator's Forum. She is a practising designer with focus on illustration and her work has been recognised with awards, national grants and exhibitions. In addition to her organisational engagement she has long experience in lecturing Communication Design at Konstfack University College of Arts, Craft and Design. Since 2015 von Zweigbergk has held the position of Secretary General on the board of ico-D.



Rebecca Blake UNITED STATES
Candidate for Treasurer

NOMINATED BY

Graphic Artists Guild

STATEMENT OF INTENT

During my years on the Audit Committee, I've witnessed ico-D adhere to good governance: the organisation has implemented sensible financial oversight and has pursued achievable, pragmatic goals. However, to ensure a healthy future, the organisation must envision broader revenue streams, and the means to make stronger impact.

This ties directly back to ico-D's core mission: to lead creatively by providing our Members a unified voice for design. A sound ico-D provides a platform for associations to interact, and to act collectively. I intend to support that mission by pursuing creative options for maintaining financial health, while adhering to best practices.

BIOGRAPHY

Rebecca Blake is design director at Optimum Design & Consulting, a small design firm in New York City, where she develops both print and Web design projects. She serves as advocacy liaison for the Graphic Artists Guild, where she monitors upcoming legislation on copyrights and issues relevant to graphic artists, and works with a coalition of associations on advocacy for visual artists. Previously, she served as the Guild's New York Chapter president and Chapter treasurer.

Since 2013, she has served on the Audit Committee for ico-D. She also heads the National Design Policy Work Group for ico-D's Professional Platform.



Cihangir Istek TURKEY
Candidate for Vice President

NOMINATED BY

Istanbul Bilgi University

STATEMENT OF INTENT

Design is only relevant within interrelationships. Design—both as an end product and an action with impact—interconnects discourses, artifacts and people. While this view informs how I think and approach design, my work combines research, education, and practice.

In the next term, I would like to continue my service as Vice President and the activities I already started in the previous term across the three membership platforms of ico-D, particularly in the areas of:

- Developing Design Education, especially Designers' Lifelong Learning
- Promoting design strategies and components of Cities, especially Smart Cities
- Exploring the relevance of Design Profession and Education with both design and non-design related actors and practices.

BIOGRAPHY

Cihangir Istek is Professor (Associate) of Design, Vice Head of the Communication Design and Management at Istanbul Bilgi University, where he currently leads undergraduate and postgraduate programmes in Communication Design. Both as a practice-led design researcher, Istek has taken part in projects and as an author published on the subjects of Architecture and Design Components of Cities; Densities and User Experience in Built-Environments; Design Thinking and Doing. Along with his active role in design education and research, he has also held several design professional and consultancy roles. Since 2008, he has been an associate and design representative in Istanbul of the Institute for Information Design Japan (Tokyo).



Desmond Laubscher *SOUTH AFRICA*
Candidate for Vice President

NOMINATED BY

Greenside Design Center (GDC)

STATEMENT OF INTENT

The greatest potential for design in the world today is in Africa, a continent with 1, 2 billion people who need design to improve the quality of life for all. During my short term on the ico-D board I have been building a network of individual designers across the continent in collaboration with Cumulus and I hope to extend this growth in the next term of the ico-D board. I also have the potential to bring many more interior architecture professionals to the table. My international experience in this regard spans two and a half decades.

BIOGRAPHY

Des Laubscher is a Past President and Fellow of the International Federation of Interior Architects/Designers.(IFI) He wrote the federation's position paper on Social Responsibility. He founded and is a Past President of the African Institute for the Interior Design Professions.(IID)

Des conceived, organised and coordinated the Cumulus Education Conference for art, design and new media in Johannesburg, South Africa in 2014. The theme of the conference was 'Design with the Other 90%'. 174 delegates attended including 104 from other countries.

He has presented papers around the world on many design issues and is an acclaimed international speaker.



Joseph McCullagh *UNITED KINGDOM*
Candidate for Vice President

NOMINATED BY

Manchester School of Art (MMU)

STATEMENT OF INTENT

I would very much like to be able to contribute within the purposeful impact of design globally as a Board Member. As someone, who has personally benefitted incredibly from IcoGrada and now ico-D over a sustained period of time, I fully realise the significance of such a role. Over a ten-year period, I have delivered papers, workshops and lectures at ico-D events. I now wish to be able to support, mentor and give my experience to aid our international design community. I am interested in how we provide local to global sustainable platforms for design through such an important community.

BIOGRAPHY

Joe is Head of Design at the Manchester School of Art, Manchester Metropolitan University in the UK and is a Senior Fellow of the Higher Education Academy. Joe sees his role as that of a pedagogic designer, having arrived in education circuitously after gaining a first-class degree in painting, drawing and print-making followed by a 'portfolio career' in related fields of the arts before focusing on graphic design and educational publishing. He currently sits on the advisory board of Design Manchester and is a Board Director of the Manchester Craft and Design Centre in the UK



G. Mauricio Mejía *COLOMBIA*
Candidate for Vice President

NOMINATED BY

Universidad de Caldas

STATEMENT OF INTENT

As a design educator, researcher, and practitioner I would like to serve as a Board member of the International Council of Design with the intention of bringing broad perspectives and emergent concepts. I have training and professional experience in both graphic design and industrial design. I am a Latin American with global experiences, and my interests are related to current and emergent design areas such as interaction design, strategic design, behavioral design, and transdisciplinary collaboration. I would be honored to debate policies and take actions that help to pursue the Council’s objectives connecting Latin America to this worldwide design community.

BIOGRAPHY

G. Mauricio Mejía is a design-oriented researcher and a research-oriented designer. He is an associate professor of design at the University of Caldas, Colombia. He is currently the programme director of the PhD in Design and Creation. He received his PhD in Design from the University of Minnesota and his Master of Design degree from the University of Cincinnati. His design and research work focuses on interaction design, behavioral change, strategic design, and transdisciplinary collaboration. He has publications in top design journals such as Visible Language, The Design Journal, Information Design Journal, and Art, Design & Communication in Higher Education.



Daniela Piscitelli *ITALY*
Candidate for Vice President

NOMINATED BY

Associazione Italiana Design della Comunicazione Visiva (AIAP)

STATEMENT OF INTENT

Rethinking how design can be a propulsive agent in contemporary society capable of supporting new life strategies and social behaviors.

I would like to try to put the focus of the discourse less upon design—which may seem like a paradox—but rather on some aspects of contemporaneity, the key aspects, which through a design-oriented approaches can be better understood and addressed: Borders, Extremity, Cooperation, Migrations, Horizons, Openness. I would like to contribute to the definition of new systems for living through the construction of an idea of social responsibility that through design, as it is a performative activity, can help to imagine new ways of living, producing, and acting consciously.

BIOGRAPHY

World Regional representative of IIID International Institute for Information Design, from May 2016 to present Vice-President POLI.design, from 2015 to 2017 May. President of AIAP—Italian council of visual communication design, from 2009 to 2015. associate professor, creator and scientific curator of “Design Per—International Graphic Design Week,” from 2009 to 2015; creator and scientific curator of “AIAP Women in Design Award,” from 2011 to the present; jury member in international design competitions.

Architect and graphic designer, Daniela’s worldwide research in design is focused upon the relations and historical perspectives of design, in particular Asian, Chinese, and African design. In addition to Daniela’s design work, she lectures at international conferences and several universities and design schools.



Dahlia Zinnia Nizar INDONESIA
Candidate for Vice President

NOMINATED BY

Universitas Multimedia Nusantara
Graphic Artists Guild
Indonesia Graphic Designers Association

STATEMENT OF INTENT

As a country of 17,000 islands, Indonesia taught me how tough it is working with different designers even when we are in one country. As our association became active as a Member of ico-D, I also saw the importance of connecting and networking with other designers around the world. Globalisation enables us to discuss various design problems or innovation, but actual connection and collaboration enables us to make things happen and it is a much stronger voice when it is one voice.

BIOGRAPHY

Zinnia studied graphic design at Art Institute of Seattle (1995) and School of Visual Arts (1998) in United States. She started her career in magazines and continues now to be one of the few designers that is sought out for editorial design in Indonesia. In 2009, she joined the Indonesia Graphic Designer Association and her love for their cause led her to become their president (2014–2017). Within her term, she helped establish the newly founded Indonesia Agency for Creative Economy and she is also active in Indonesia Committee for Economic Industry sector Creative Economy Workgroup as head for Design Sector. She currently teaches design in various universities and runs her own studio.



Wang Ziyuan CHINA
Candidate for Vice President

NOMINATED BY

Central Academy of Fine Arts of China (CAFA)

STATEMENT OF INTENT

In recent years, China's design education has advanced significantly. But the field of design is still under pressure culturally and economically and has yet to be accepted by the general public. The potential for design to be at the forefront by providing creative solutions to many of the country's problems is not yet recognised. As a member of CAFA, a top design academy in China, and in my role as design educator, practitioner and promoter of design in China, I have experienced the importance of international exchange as a necessary strategy for change both worldwide and at home. Interaction with the international design community offers benefits for all. And the Chinese experience in economic development is a model for other countries. Subsequently, CAFA is collaborating with ico-D to conduct a major event in Beijing in 2018. For all these reasons I wish to devote my efforts as a Board member to delivering the value of international interaction to Chinese designers and all ico-D members.

BIOGRAPHY

Upon completion of his Masters Degree in Tsinghua University in 1999, Wang Ziyuan moved to China Central Academy of Fine Arts (CAFA) to work as a professor and chair for the Graphic Design Department in the School of Design in 2003–2012. He received his doctoral degree for his comparative research on traditional Chinese calligraphy with modern typographic design in 2011. His book designs received the 'Best Book Design of the Year' Award of China in 2004, 2007 and 2011, and his designs have been exhibited in UK, Poland, Germany, Korea, Japan and Taiwan, etc. From 2003, Wang directed the design of the pictogram and other basic elements for the 2008 Beijing Olympics. Ziyuan has been Vice President of ico-D from 2015–2017.

world design summit (WDS) report

The World Design Summit is a historic gathering of 50 international organizations, all with a common objective: developing an international action plan for harnessing the power of design to address pressing global challenges. International organisations representing design, architecture, urban planning and landscape architecture, are coming together for the first time with representatives of intergovernmental and supranational organisations and specialized agencies.

Four years ago, at the 2013 General Assembly, the Board was officially mandated to seek an agreement with the World Design Summit Organization (WDSO) to arrange a multifaceted event including a Congress, Expo and Summit Meeting in 2017. Since that time much effort has been invested in this complicated and ambitious project.

From the very beginning, we have realised the particular importance and potential of the Summit Meeting component of this project and its alignment with the long term strategic objectives of ico-D in particular and the greater international design community in general.

The vision of the Summit Meeting was predicated on **two** reality-altering achievements—each one an intimidating challenge. The World Design Summit Meeting intended that the international “design-side” spectrum of design, architecture and planning disciplines agree to unite to develop a consolidated position in order to sit across the table from an alignment of international “non-design” entities representing the social, economic, cultural and environmental spheres to jointly seek the more effective utilisation of design in addressing critical issues facing humanity. Both objectives had never been achieved, and each by itself would be of enormous importance.

The route traveled over the past four years has been complicated and convoluted, requiring flexibility, determination and faith. There were some trying situations along the way.

ico-D represents the design professions on the five-member Steering Committee responsible for delivery of the Summit Meeting, along with IFLA (International Federation of Landscape Architects) and IFHP (International Federation of Housing and Planning) representing the architecture, landscape architecture and planning disciplines, the chair of the WDSO Board of Directors representing the Montréal organisers, and Secretary General, Alain Dufour, who has been the driving force for the WDS events for many years.

Starting with the dream alone, the Steering Committee had to chart a path to the objective, recruit the participants, initiate a process of interaction and eventually deal with the complicated details of convening an international Summit and composing a Declaration. Meanwhile, the WDSO and the Secretary General were responsible for organising the substantial financial and administrative resources required.

Progress, though slow at first, over time began to show results. An important milestone was achieved at the 2015 International Gwangju International Design Congress where ten international design-side entities signed a declaration of intent supporting the World Design Summit Meeting by jointly acknowledging the critical role of design in ensuring a world that is “environmentally sustainable, economically viable, socially equitable, and culturally diverse.”

Over the last 12 months, efforts accelerated. Two “Pre-Summits” were conducted in Paris, attended by a growing list of representatives of design-side and non-design-side international entities. Four specialised committees were formed, and working mostly by Skype, began to develop common

positions on “planks” for the eventual Declaration and to compile a list of possible projects.

The underlying understanding was that the World Design Summit Meeting, in order to have any impact or justification, had to be an ongoing process with additional meetings on the horizon and continuing projects to ensure continuity.

As difficult as such an effort is, having to overcome the particular agendas, cultures and viewpoints of the many different parties, it has been a very enlightening and productive experience.

The transformation of Icofrada to ico-D reflected our dedication to increased integration of the international design community. The World Design Summit is predicated on an even wider integration, reaching beyond designers to collaborate closely with other design disciplines, including architecture, landscape architecture and planning. While pre-2013 attempts to more closely collaborate within the design professions fell frustratingly short, this current effort proved more successful. Very close working relations, and trust, developed between ico-D, IFLA and IFHP, empowering us to go forward. Very positive cooperation also ensued with key international design representatives, including BEDA, IxDA, SDN and Cumulus. Collectively, this enabled realisation of the first desired achievement—the consolidation of the design-side of the Summit table. Working together, in a structured process, the World Design Summit Declaration was drafted—a landmark statement that will drive future efforts.

The reason that this effort of consolidation succeeded when previous efforts failed is, I believe, based on the mutual trust that has developed between the participants. Though each has its own agenda, short-term objectives and culture, we all approached this effort with confidence and generosity, understanding that a collective success in generating ongoing dialogue with the non-design international entities would bring enormous benefits to our community. And this is only possible through consolidation and speaking with a collective voice.

In the committee discussions, it quickly became clear that we have an enormous amount of overlapping agreement on many issues. We have particular positions that can differ in nuance, based on our particular agendas, but we quickly found that celebrating these differences added to the robustness of the statements we crafted together.

This consolidation and expression of common cause is a reaffirmation of ico-D’s stated strategy of increased collaboration, in terms of the multidisciplinary format of our own organisation, and expanding collaboration with associated disciplines. By acting together we are stronger and deliver greater value to our Members.

The Summit Meeting process also progressed in terms of the non-design side of the table. Working relationships developed with UNESCO, OECD, UN Habitat, UNEP and others. These organisations recognise the need to work with the design-side community, but can only do so when dealing with a consolidated effort. They recognise the Design Summit as an avenue for such dialogue.

The October Summit Meeting in Montréal will be a success as it will launch an historic process. The Declaration reflects this success and the potential of ongoing collaboration. In terms of ico-D, we see the Declaration as the expression of the aspirations of all our Members, and our Member’s members. This is, we believe, the delivery of tangible value and a worthy investment of our focus and resources.

The next Summit Meeting will be an even more important milestone.

The first reality-altering objective of consolidation of the design-side of the Summit table has been achieved. The second objective of developing the dialogue with the non-design side has been initiated. Full realisation is now the objective for the next two years.

We urge our Members to widely circulate the Declaration once ratified. We expect that several of the projects will be initiated, offering additional opportunities for Member participation and benefits.

acknowledgements & thanks

The 2015–2017 ico-D Executive Board would like to express its heartfelt gratitude to all those who contributed to the International Council of Design during the past term.

ico-D has the immense good fortune of having a network of individuals and organisations across oceans, disciplines and languages that work tirelessly to advance the international design community through the Council.

Indeed, our most heartfelt thanks go to all of our Members, this network of 140 organisations and the backbone of this organisation. This term we have been very fortunate to meet with a great deal of our Members, whether in their own countries through Board visits and activities or because they have been active and participated in meetings, physical or virtual. We thank you.

International Meetings would not be possible without the hosting and support of local Members. This term has been no exception. Our first Board Meeting was in Gwangju (South Korea) with the support of Don Chang, Former President and Organising Committee President of Eeum: “Design Connects” the 2015 International Design Congress, and to our Member Korea Craft and Design Foundation (KCDF). We would like to recognise Don and his team for their success in this event and support of ico-D. Member Art Center College of Design hosted the 2016 Platform Meeting as well as a Board Meeting and the 2016AGM in August of 2016. We would like to warmly thank them and, in particular, Vice-President Heidrun Mumper-Drumm, who devoted months of planning, moved mountains and hosted us with a personal touch. This January Member Duoc UC hosted the Regional Meeting Latin America and a Board Meeting with the Chilean Design Biennale (Bienal Diseño Chile). Our liaison Alexandra Faille was key in the success of these events and we are most grateful to her for her tireless planning, personal devotion to the project and for connecting ico-D to Chile. In May of 2017, the Indonesian Graphic Design Association (ADGI) partnered with three other Members in Indonesia: Jakarta Institute of The Arts/ Institut Kesenian Jakarta (IKJ), Multimedia Nusantara University (UMN) and Tarumanagara University, Faculty of Visual Arts and Design (Untar), to produce a Seminar on the Future of Design and host an ico-D Board Meeting. We would like to express our gratitude to Zinnia Nizar Sompie, past Chairperson of ADGI, who made this happen and hosted with great generosity and aplomb.

This term, we have had the good fortune to collaborate closely with two international organisations on the World Design Summit. Our personal thanks go to Kathryn Moore (President of the International Federation of Landscape Architects, IFLA), Regitze Marianne Hess (Special Advisor to the International Federation for Housing and Planning, IFHP) and our own Jovana Milović who took on the duties of Deputy Secretary General at a crucial time. We would also like to salute our fellow organisations for their support of this project and vision in bringing it forward.

The Board would like to express their gratitude to the members of the 2015–2017 Audit Committee: Rita Siow (Chair), Rebecca Blake and Gediminas Lašas for their tremendous

support in putting in place the Audit Committee procedures and continuity plan as well as their dutiful and thorough oversight on financials.

We would also like to thank the Committee of Former Presidents for the 2015–2017 term: Don Chang (President 2007–2009, South Korea), Russell Kennedy (President 2009–2011, Australia) and Jacques Lange (President, 2005–2007, South Africa) for their ongoing counsel, astute comments, long-term perspective and most importantly, for their determined and always generous support. Their ongoing dedication is a testament to the passion of the international design community and the individuals that power it along.

Special thanks go to Teal Triggs, the esteemed Editor-in-chief of Communication Design (the Journal of Interdisciplinary and Graphic Design Research). Teal has surrounded herself with a capable team of editors and has been the motor of this project through a multitude of challenges. Her determination has ensured the journal's growth and transition into its next phase of development.

We would also like to thank the Work Group Leads and participants, in particular Rebecca Blake who is leading the National Design Policy group, for their ongoing contributions.

Our particular gratitude goes to the individuals who support the Council as Friends, our affiliated organisations and the members of the International Design Media Network (IDMN). Thanks and acknowledgements are also due to this year's World Design Day partners, the Milan Triennale, Korea Design Promotion Agency, Capetown Open Design, Casa Wabi, St. Anne's Academy and also Marc Kandalaf and his studio We.Are.Rap who generously donated his time to develop the workshop content.

Since being in Montréal, the Secretariat has been supported not only financially, but also with encouragement, support and counsel by Montréal International. Benoît Lefebvre (Director, International Organisations) and Stéphanie Allard (Vice President, International Organisations) have been champions of ico-D and great friends to the Council. Orangetango, our hosts here in the Secretariat Office, have welcomed us warmly, kept everything running smoothly and stepped in whenever we needed extra resources. We are indebted to them and cherish their support.

Our thanks also to our Corporate Partner, Adobe, for their continued financial support. The Adobe Design Achievement Awards are more successful than ever and we are proud of the impacts this project is having on young designers embarking on exciting new careers.

Last but not least, we thank our dedicated staff in the Secretariat. With intensive growth and thorough organisational and structural changes, our amazing team in Montréal continues to effectively deal with many challenges. Ana Masut, our Managing Director, continues to provide great leadership, diligence and vision, and has a firm grip on ico-D's mission and activities. With expanded human resources and capabilities, Ana is working hard to ensure we continue to develop our service to Members. Ana, Elizabeth, Alisha, Tara, Emlyn, Ana, Frédéric and Alexey—a great big thank you, you are the best team we could imagine!

appendices

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income statement 2016

REVENUE CA\$	2016	2015
Membership	175,566	185,835
Adobe Design Achievement Awards (ADAA)	132,083	131,259
Subsidy and amortisation of deferred subsidy related to capital assets	80,000	71,842
Congress Levy	17,500	10,000
Other	3,757	3,044
Career Centre	1,975	—
Endorsements	1,350	3,375
TOTAL	412,231	405,355

ADMINISTRATIVE EXPENSES CA\$	2016	2015
Consulting fees and salaries	296,623	261,065
Rental expenses	54,000	47,161
Amortisation of intangible assets	7,529	8,866
Professional fees	6,714	5,978
Amortisation of fixed assets	6,497	5,464
General expenses	5,042	4,999
Tax expenses	3,288	3,212
Interest and bank charges	3,194	4,966
Printing and stationery	2,482	800
Insurance	1,634	4,550
Website	1,355	4,193
Telecommunications	1,103	1,414
Office supplies and expenses	764	2,906
Mailing and shipping	591	155
Tax and permit	316	157
Repair and maintenance	128	1,123
Marketing	—	339
TOTAL	391,260	357,348

MEETING EXPENSES CA\$	2016	2015
Board Meetings and Platform expenses	17,721	13,811
General assembly	875	514
TOTAL	18,596	14,325

PROJECT EXPENSES CA\$	2016	2015
Adobe Design Achievement Awards (ADAA)	3,920	29,674
Sustainability Standard	—	2,820
TOTAL	3,920	32,494

EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES BEFORE BAD DEBTS AND EXCHANGE GAIN (LOSS)	(1,545)	1,188
Bad debts	(15,181)	(14,150)
Exchange gain (loss)	2,227	—
DEFICIENCY OF REVENUES OVER EXPENSES	(14,499)	(12,962)

ASSETS CA\$	2016	2015
CURRENT ASSETS		
Cash	124,564	76,947
Term deposits	10,000	10,000
Accounts receivable	35,394	80,954
Prepaid expenses	13,880	14,770
	183,838	182,671
FIXED ASSETS	4,885	11,382
INTANGIBLE ASSETS	19,357	26,736
TOTAL	208,080	220,789

LIABILITIES CA\$	2016	2015
CURRENT LIABILITIES		
Accounts payable and accrued expenses	2,829	7,296
Deffered revenues	13,893	7,636
Deffered subsidy	33,333	33,333
TOTAL	50,055	48,265

NET ASSET CA\$	2016	2015
UNRESTRICTED	158,025	172,524
	208,080	220,789

ico-D members

AUSTRALIA

- EDU** RMIT University
rmit.edu.au
- EDU** Swinburne University of Technology
swin.edu.au
- PROF** Australian Graphic Design Association
agda.com.au
- PROF** Design institute of Australia
design.org.au

AUSTRIA

- PROF** Design Austria
designaustria.at

BELGIUM

- PROF** Union des Designers en Belgique (UDB)
udb.org

CANADA

- PROF** Association of Registered Graphic Designers (RGD)
rgd.ca
- EDU** Emily Carr University
ecuad.ca
- PROF** Society of Graphic Designers of Canada (GDC)
gdc.net
- PROF** Société des designers graphiques du Québec (SDGQ)
sdgq.ca

- EDU** University of Alberta
artdesign.ualberta.ca

CHILE

- EDU** Instituto Profesional Duoc UC
duoc.cl

CHINA

- EDU** Central Academy of Fine Arts of China (CAFA)
cafa.edu.cn
- EDU** Hong Kong Polytechnic University
sd.polyu.edu.hk/en
- EDU** Shandong University of Art and Design
sdada.edu.cn
- PROM** Hong Kong Design Centre (HKDC)
hkdesigncentre.org
- PROM** Asia Pacific Design Center
apdc-awards.org
- EDU** Jilin College of the Arts
jlart.edu.cn
- PROM** China International Design Industry Union (CIDIU)
- PROM** Beijing Industrial Design Center
bidcchina.com

COLOMBIA

- EDU** Asociación Colombiana Red Académica de Diseño (RAD)
radcolombia.org

- EDU** Universidad de Caldas
ucaldas.edu.co

CROATIA

- PROF** Croatian Association of Applied Artists (ULUPUH)
ulupuh.hr
- PROF** Croatian Designers Society
dizajn.hr

CUBA

- PROF** Comité Prográfica Cubana
prografica.cult.cu
- PROM** Centro Cultural Pablo de la Torriente Brau
centropablo.cult.cu

CYPRUS

- EDU** Eastern Mediterranean University (EMU)
vacd.emu.edu.tr
- EDU** Near East University
neu.edu.tr/en

CZECH REPUBLIC

- PROF** Brno Biennale Association
sbb-bienale-brno.cz

DENMARK

- PROF** Danish Design Association (DDA)
designdenmark.dk

EL SALVADOR

- EDU** Escuela de Comunicación Mónica Herrera
monicaherrera.com
- EDU** Universidad Don Bosco
udb.edu.sv

FINLAND

- EDU** University of Lapland
ulapland.fi
- PROF** GRAFIA—Association of Professional Graphic Designers
grafia.fi

GERMANY

- PROM** International Forum Design GmbH (IF)
ifdesign.de

HONG KONG SAR

- EDU** Hong Kong Design Institute (HKDI)
hkdi.edu.hk
- PROF** Hong Kong Designers Association (HKDA)
hongkongda.com

HUNGARY

- PROF** Association of Hungarian Fine and Applied Artists
mkisz.hu
- PROF** The Association of Applied Artists of Bosnia & Herzegovina (ULUPUBIH)
ulupubih.com.ba

INDIA

- EDU** Indian Institute of Technology Bombay
idc.iitb.ac.in/

INDONESIA

- EDU** Bina Nusantara University
dkv.binu/s.ac.id
- EDU** Tarumanagara University
untar.ac.id
- PROF** Indonesia Graphic Designers Association
adgi.or.id

IRAN

- PROF** Iranian Graphic Designers Society (IGDS)
graphiciran.com

ISRAEL

- PROF** Israel Community of Designers (ICD)
israel-designers.org

ITALY

- PROF** Associazione Italiana Design della Comunicazione Visiva (AIAP)
aiap.it
- PROF** Associazione per il Disegno Industriale (ADI)
adi-design.org

JAPAN

- EDU** Musashino Art University (MAU)
musabi.ac.jp
- PROF** Japan Graphic Designers Association Inc. (JAGDA)
jagda.or.jp
- PROM** Japan Institute of Design Promotion
jidp.or.jp

JORDAN

- EDU** Applied Science University
asu.edu.jo

KUWAIT

- EDU** American University of Kuwait
auk.edu.kw

LEBANON

- EDU** American University of Beirut
aub.edu.lb
- EDU** ALBA Académie Libanaise des Beaux Arts
alba.edu.lb
- EDU** Lebanese American University (LAU)
lau.edu.lb
- EDU** American University of Science and Technology (AUST)
aust.edu.lb

- PROF** Lebanese Graphic Design Syndicate
lgds.org.lb

LITHUANIA

- PROF** Lithuanian Graphic Design Association
lgda.it

MACEDONIA

- PROF** Association of Graphic Design (PLAKART)
skopjeposter.com

MALAYSIA

- PROF** Graphic Design Association of Malaysia (wREGA)
wrega.org
- PROM** Malaysia Design Council
mrm.gov.my

MEXICO

- EDU** Anahuac University
anahuac.mx/diseno
- EDU** Universidad de Monterrey (UEM)
udem.edu.mx
- EDU** Universidad Iberoamericana Ciudad de Mexico, A.C.
dis.uia.mx

NEW ZEALAND

- PROF** Designers Institute of New Zealand (DINZ)
dinz.org.nz

NORWAY

- PROF** Grafill
grafill.no
- PROM** The Norwegian Centre of Design and Architecture
norskdesign.no

PERU

- EDU** Universidad de Ciencias y Artes de América Latina (UCAL SAC)
tla.edu.pe
- EDU** Instituto San Ignacio de Loyola (ISIL)
isil.pe

PORTUGAL

EDU IADE-U Instituto de Arte, Design e Empresa—Universitário
iade.europeia.pt

REPUBLIC OF KOREA

PROF Korea Ensemble of Contemporary Design (KECD)
kecd.org

RUSSIAN FEDERATION

EDU Stroganov Moscow State University
mghpu.ru

PROF The Association of Designers of Russia (ADR)
sdrussia.ru

PROF Academy of Graphic Design (AGD)
agd.imadesign.ru

SAUDI ARABIA

EDU Dar Al-Hekma University
dah.edu.sa

SINGAPORE

EDU Nanyang Technological University (NTU)
adm.ntu.edu.sg

EDU Temasek Polytechnic
tp.edu.sg

PROM DesignSingapore Council
designsingapore.org

SLOVENIA

PROF Designers Society of Slovenia (DOS)
dos-design.si

SOUTH AFRICA

EDU Greenside Design Center
designcenter.co.za

EDU Stellenbosch Academy of Design and Photography
stellenboschacademy.co.za

PROM SABS Design Institute
design.sabs.co.za

EDU Durban Institute of Technology
dut.ac.za

EDU The Design School Southern Africa (DSSA)
designschools.co.za

PROF Brand Council South Africa
brandcouncilsa.org

SOUTH KOREA

EDU Hongik University
hongik.ac.kr

PROM Korea Craft & Design Foundation
kcdf.kr

PROM Korea Institute of Design Promotion
global.designdb.com

PROF Visual Information Design Association of Korea
vidak.or.kr

SPAIN

PROF Madrid Designers' Association (DIMAD)
dimad.org

SWEDEN

PROF Association of Swedish Illustrators and Graphic Designers (Svenska Tecknare)
svenskatecknare.se

SWITZERLAND

PROF Swiss Graphic Designers (SDG)
sgd.ch

TAIWAN (CHINESE TAIPEI)

EDU Asia University
vcd.asia.edu.tw

PROM China Productivity Center
cpc.tw

PROF Graphic Design Association of Taiwan
gda-tw.org

PROF Kaohsiung Creators Association

EDU National Taiwan University of Arts
vcd.ntua.edu.tw

PROF Taiwan Amoeba Design Association
amoeba.org.tw

PROF Taiwan Graphic Design Association
tgda.org.tw

PROF Taiwan Poster Design Association (TPDA)

TURKEY

EDU Bahcesehir University
bahcesehir.edu.tr

EDU Istanbul Bilgi University
vcd.bilgi.edu.tr

EDU Özyegin University
ozyegin.edu.tr

EDU TOBB University of Economics and Technology
git.etu.edu.tr

PROF Turkish Society of Graphic Designers (GMK)
gmk.org.tr

EDU Yeditepe University
vcd.yeditepe.edu.tr

UKRAINE

PROF Ukrainian Association of Graphic Designers
4block.org

UNITED ARAB EMIRATES

EDU American University in Dubai
aud.edu

EDU American University in the Emirates
aue.ae

UNITED KINGDOM

EDU Central Saint Martins, University of the Arts of London
arts.ac.uk/csm

EDU London College of Communication (LCC)
arts.ac.uk/lcc

EDU Manchester School of Art (MMU)
art.mmu.ac.uk

EDU Royal College of Art
rca.ac.uk

EDU University of Brighton
arts.brighton.ac.uk

UNITED STATES

EDU Art Center College
of Design (ACCD)
designmattersatartcenter.org

EDU School of Visual Arts
sva.edu

PROF American Institute of Graphic Arts
(AIGA)
aiga.org

PROF Graphic Artists Guild (GAG)
graphicartistsguild.org

PROF The One Club for
Art & Copy
oneclub.org

ZIMBABWE

EDU Zimbabwe Institute
of Vigital Arts (ZIVA)
ziva.org

PROF Graphics Association of
Zimbabwe (GRAAZI)
graazi.org

international affiliations

ico-D is a Council of independent Member organisations, forming a global network that extends to include an important community of non-members who join in a high-level dialogue about design's leading role in society, culture and the economy.

International Institute for Information Design

Vienna, Austria
iiid.net

United Nations Industrial Development Organisation (UNIDO)

Vienna, Austria
unido.org

Bureau of European Design Associations

Brussels, Belgium
beda.org

International Federation of Reproduction Rights Organisations

Brussels, Belgium
ifrro.org

World Design Organisation (former Icsid, International Council of Societies of Industrial Design)

Montréal, Canada
wdo.org

International Federation of Interior Architects/Designers

Montréal, Canada
ifiworld.org

International Association of Universities and Colleges of Art, Design and Media

Aalto, Finland
cumulusassociation.org

United Nations Educational, Scientific and Cultural Organisation (UNESCO)

Paris, France
unesco.org

Women Designers' Forum

Hamburg, Germany
designerinnen-forum.org

Office for Harmonisation in the Internal Market

Alicante, Spain
oami.europa.eu

Alliance Graphique Internationale

Zürich, Switzerland
a-g-i.org

European packaging design organisation

Basel, Switzerland
epda-packaging.com

International Organisation for Standardisation

Geneva, Switzerland
iso.org

World Intellectual Property Organisation

Geneva, Switzerland
wipo.int

International Society of Typographic Designers [ISTD Ltd]

London, United Kingdom
istd.org.uk

Association Typographique Internationale

San Diego, United States
atypi.org

Design Management Institute

Boston, United States
dmi.org

IDMN & partners

The International Design Media Network (IDMN) brings the world's design media together into a single online community. The network consists of IDMN participants and bona fide design publications and media.

This branch of the ico-D network is dedicated to establishing and promoting standards and ethics in design journalism. It is also a forum for sharing ideas and information, and is becoming a meaningful resource for the most forward-thinking practices in design.

IDMN

90+10 Magazine
Buenos Aires, Argentina
90mas10.com.ar

Curve
Mt Eliza, Australia
curvelive.com

abcDesign Magazine
Curitiba, Brazil
abcdesign.com.br

Zupi
São Paulo, Brazil
zupi.com.br

Ego Design
Montréal, Canada
egodesign.ca

Applied Arts Magazine
Toronto, Canada
appliedartsmag.com

Grafika
Montréal, Canada
infopresse.com/design

Netdiver
Montréal, Canada
netdiver.net

Urbania
Montréal, Canada
urbania.ca

BranD
Guangzhou, China
brandmagazine.com.hk

Design 360°—Concept and Design Magazine
Guangzhou, China
design360.cn

Package & Design
Guangzhou, China
package-design.net

Visionunion
Beijing, China
visionunion.net

TYPO
Prague, Czech Republic
typo.cz

étapes:
Paris, France
etapes.com

novum—World of Graphic Design
Munich, Germany
novumnet.de

+design
Athens, Greece
designmag.gr

IdN Magazine
Wanchai, Hong Kong SAR
idnworld.com

Newwebpick Magazine
Sheung Wan, Hong Kong SAR
newwebpick.com

Pool Magazine
Pune, India
poolmagazine.in

Neshan

Tehran, Iran

neshanmagazine.com

Arab Ad

Beirut, Lebanon

arabadmag.com

:output

Amsterdam, Netherlands

inputoutput.de

Arabic Typography

Hilversum, Netherlands

arabictypography.com

Information Design Journal

Amsterdam, Netherlands

benjamins.com

2+3D grafika plus produkt

Kraków, Poland

digital.2plus3d.pl

Identity

Moscow, Russian Federation

artgraphics.ru

DesignTAXI

Singapore, Singapore

designtaxi.com

Emzin Institute of Creative Production

Ljubljana, Slovenia

emzin.si

**KLIK Creativity and
innovations magazine**

Ljubljana, Slovenia

klikonline.si

African Design Magazine

Johannesburg, South Africa

africandesignmagazine.com

DESIGN>MAGAZINE

Monument Park, South Africa

designmagazine.co

d[x]i Magazine

Valencia, Spain

dximagazine.com

form

Basel, Switzerland

form.de

Grafik Tasarım magazine

Istanbul, Turkey

grafiktasarim.org

3x3

New York, United States

3x3mag.com

Aperture Magazine

New York, United States

aperture.org

Behance Network

New York, United States

behance.net

Communication Arts

Menlo Park, United States

commarts.com

**Creative Quarterly, The
Journal of Art & Design**

New York, United States

cqjournal.com

PARTNERS**Montréal International**

Since 2005, Montréal International represents the City of Montréal as the

host city of the ico-D Secretariat.

monrealinternational.com

Adobe

Since 2009, Adobe and ico-D have partnered in the delivery of projects such as the Adobe Design Achievement Awards (ADAA).

adobe.com

Routledge/Taylor & Francis

Routledge/Taylor & Francis is the publishing house for the ico-D publication *Communication Design [journal]*.

routledge.com

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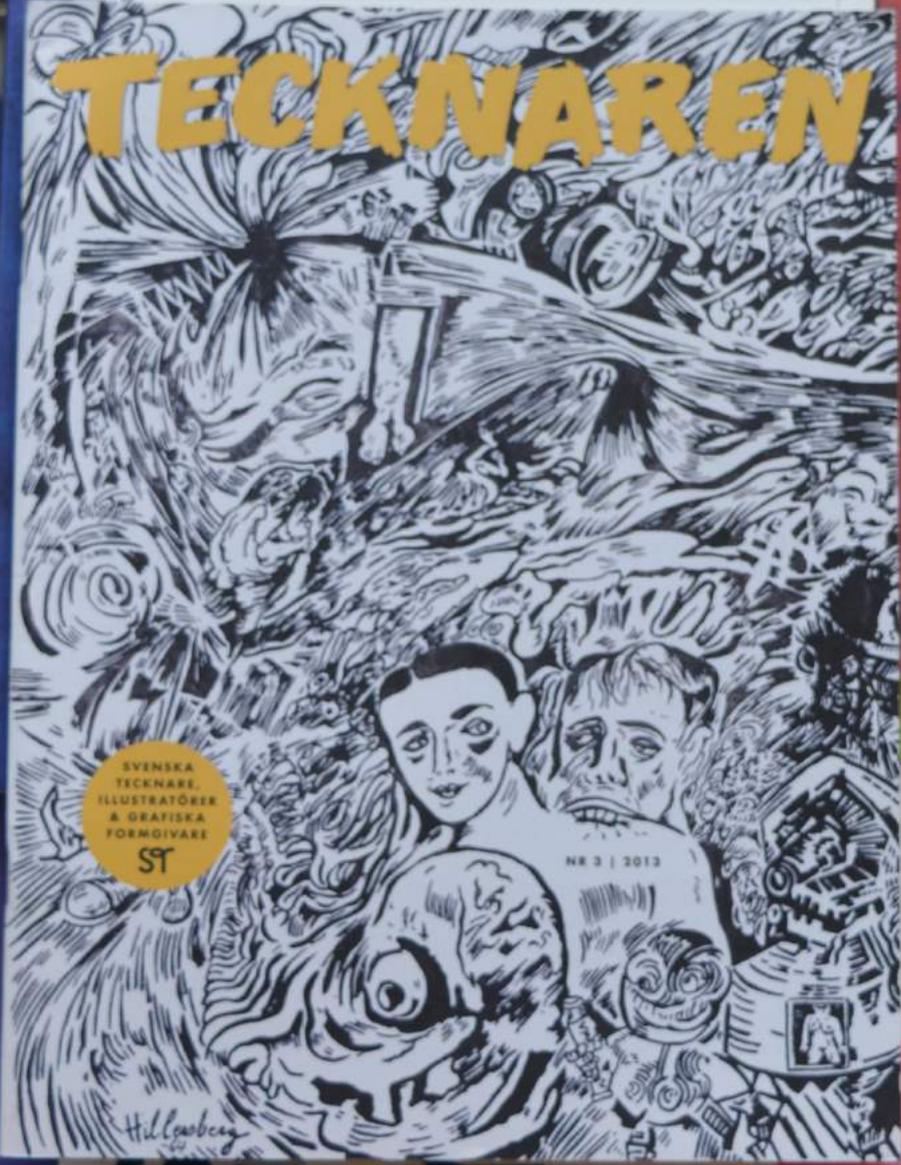
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animation och serier

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墨西哥城 Mexico City 墨西哥城
特拉維夫 Tel Aviv 980

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terminations & RFR

Members who chose to no longer participate in the activities of the Council by formally resigning are considered terminations.

TERMINATIONS

The following 12 Members of ico-D have ended their membership at the Council.

American University of Sharjah United ARAB EMIRATES
Instituto Toulouse Lautrec (ITLS SAC) PERU
Universidad Rafael Landivar GUATEMALA
Virginia Commonwealth University QATAR
National Taiwan Normal University (NTNU) TAIWAN
National Taiwan University of Science and Technology TAIWAN (CHINESE TAIPEI)
Universidad Autonoma de Guadalajara Campus Tabasco MEXICO
Ohio University UNITED STATES
Centro de Estudos Superiores Positivo BRAZIL
Berufsverband der Deutschen (BDG) GERMANY
International Design Center NAGOYA (IDCN) JAPAN
Taiwan Design Centre TAIWAN (CHINESE TAIPEI)

Members who break their Member Agreements, can be recommended for removal by the Executive Board. The General Assembly has the authority to ratify the removal of these Members.

RECOMMENDED FOR REMOVAL (RFR)

The following 18 Members of ico-D are recommended for removal from ico-D membership:

Yeditepe University TURKEY
Durban Institute of Technology SOUTH AFRICA
Instituto de Arte, Design e Empresa—Universitário (IADE-U) PORTUGAL
Universidad Don Bosco EL SALVADOR
Jilin College of the Arts CHINA
The Design School Southern Africa (DSSA) SOUTH AFRICA
National Taiwan University of Arts TAIWAN (CHINESE TAIPEI)
Academy of Graphic Design (AGD) RUSSIA
Danish Design Association (DDA) DENMARK
Graphic Design Association of Taiwan TAIWAN (CHINESE TAIPEI)
Society of Hungarian Graphic Designers & Typographers HUNGARY
The Association of Applied Artists of Bosnia & Herzegovina (ULUPUBIH) BOSNIA & HERZEGOVINA
Visual Information Design Association of Korea SOUTH KOREA
Union des Designers en Belgique (UDB) BELGIUM
Kaohsiung Creators Association TAIWAN (CHINESE TAIPEI)
China International Design Industry Union (CIDIU) CHINA
Beijing Industrial Design Center CHINA
Brand Council South Africa SOUTH AFRICA

audit committee charter and prodecures

The aims and objectives of the Audit Committee are clearly defined in its Charter. The Audit Committee Procedures establish how the Audit Committee operates and interacts with the Board, Management and General Assembly.

CHARTER

INTRODUCTION

The fiscal year for ico-D runs from 01 January to 31 December.

According to KPMG, “In the main, audit committees are constituted to help to discharge the board’s responsibility for adequate and effective risk management, financial reporting, control and governance.”

The ico-D Audit Committee (AC) operates on behalf of ico-D Members and under delegation of authority from the ico-D Articles and Bylaws via this Charter. The Audit Committee plays a pivotal role in reviewing the Board’s corporate governance obligations and the discharge of its financial integrity responsibilities.

ico-D complies with Canadian and Quebec law by undertaking yearly financial reviews in accordance with Canadian accounting and auditing standards, in the form of an annual Review Engagement, or an Audit in place of the Review Engagement every four to five years, though this can vary.

A Review Engagement Report expresses limited assurance that the appointed accounting firm has not noted any items that would require adjustments that should be made to the statements in order for them to be in conformity with accepted standards. The accountant must conduct a review and be satisfied as to the reasonableness of the statements through inquiry and analytical procedures.

An Audit Report gives an opinion as to whether the financial statements, taken as a whole, are fairly presented. This opinion is given after extensive tests of the accounting records are made. The tests include confirmation with outside parties, analytical procedures, inquiry of client personnel and a detailed study of the accounting records.

PURPOSE

The ico-D Audit Committee has an oversight role in providing the ico-D Membership with assurance as to the propriety of the Board’s processes and actions, by undertaking the following:

- 01 Review the effectiveness of the organisation’s financial governance and risk management systems.

- 02 Conduct an annual evaluation comparing the Executive Board's performance to the Council's Articles and Governing Policies and against best practices.
- 03 Nominate the external auditor to be approved by the Members at the General Assemblies and Annual General Meetings.
- 04 Issue an Annual Report that is submitted to all Members prior to the General Assembly or the Annual General Meeting, and present a summary of its report at those meetings.

RESPONSIBILITIES

- 01 Maintain an arms-length relationship with the Board, and to be not adversarial to the Board.
- 02 Remain autonomous in its decision-making and reporting, independent of the Board. [At the same time, the Board retains collective autonomy and paramount responsibility for all financial matters of ico-D].
- 03 Conduct independent macro and micro oversight of ico-D financial management and reporting to be consistent with Board responsibilities as indicated in Articles and Bylaws.
- 04 Review the soundness of Board decisions, including policies, performance and projects impacting on the financial and professional integrity of ico-D, to be consistent with Board responsibilities as indicated in Articles and Bylaws.
- 05 Monitor the Board's financial reports and plans against the organisation's operational resourcing, risks and liabilities, i.e. raise any red flags with the Board as they arise.
- 06 Review, comment and nominate the Board's recommendation of an independent Accountant to the General Assembly.
- 07 Provide an independent means of assuring Members of the appropriateness or implications of Board actions through an Annual Report at the General Assembly and Annual General Meeting.
- 08 Maintain a regular schedule of Audit Committee meetings and reports.

MEMBERSHIP

The Audit Committee is made up of three non-employee Member representatives in good standing not currently serving on the Board. This is to retain independence and distance in reviewing organisational finances and Board actions, and representing more accurately the views and perspectives of ico-D Members.

Each member of the Audit Committee is "independent" and financially literate, and at least one member has financial management or other related experience.

Audit Committee members are appointed every two years at General Assembly and are eligible to serve for a maximum of three consecutive terms.

A period of at least one term must pass before a former member of the Executive Board can be a candidate for the Audit Committee.

PROCEDURES

COMMUNICATIONS

In his/her oversight and assurance role, each Audit Committee member has the responsibility to independently review, make recommendations, and undertake tasks as delegated by the Audit Committee Chair or by the Audit Committee as a whole.

The Audit Committee Chair and the ico-D Secretary-General (SG) are the points of contact between the Audit Committee and the Executive Board.

Communications between the Audit Committee and the Board sit with the Audit Committee Chair and Secretary General, and not the Treasurer or the Managing Director as the primary points of contact. Specific questions regarding budget line items and operating procedures can be directed to the Managing Director.

The Audit Committee Chair is responsible for the production of the annual Audit Committee Report.

TERM OF OFFICE

Audit Committee members are elected by the General Assembly for a term lasting two years. Audit Committee members are eligible to serve for a maximum of three consecutive terms. No more than two of the sitting members of the Audit Committee can be elected to the Audit Committee for a consecutive term.

If an Audit Committee member is unable to serve the full two-year term, the Audit Committee Chair must inform the Secretary General immediately and the remaining members may co-opt a new member, who must fulfil the qualifying criteria and be approved by resolution of the Executive Board.

If all three Audit Committee members are unable to serve the following term, the AC Chair is to inform the Secretary General immediately and the exiting Audit Committee members can consult with the Board to identify qualified members to be approved and invited by the Board before the end of the term.

The Audit Committee Chair and Secretary General are responsible for the induction of the new Audit Committee member/s, and for the performance review of Audit Committee members.

FINANCIAL OVERSIGHT

In order to fulfil its objectives and obligations, the Audit Committee must ensure that these protocols are followed:

- 01 The Audit Committee reviews Council documents, raising questions and issues regarding financial reports, proposed budgets, minutes of meetings and project proposals and reports, including those brought to its attention by stakeholders and external parties or individuals.
- 02 The Audit Committee highlights any cost efficiencies and inefficiencies, cash flow issues, financially related suggestions and recommendations, as required.

- 03 At the start of each Audit Committee term, the ico-D Executive Board via the Secretariat provides a schedule of the monthly and annual documents that the Audit Committee is to receive. This is to ensure that all relevant documents are in hand in sufficient time for the Audit Committee to review and take action.
- 04 Timely submission of documents to and from the Audit Committee as per the agreed upon schedule are complied with, including the accountant's annual financial report, with a minimum of three weeks lead time for Audit Committee review and preparation of the Audit Committee Report to the General Assembly or Annual General Meeting.
- 05 The Audit Committee reviews the ico-D Treasurer's reports, Managing Director's reports, letters of engagement for appointing the accountant, and other Board reports to ensure that internal control of financial reporting is conducted.
- 06 The Audit Committee must ensure that the ico-D Board complies with financial regulatory requirements.
- 07 The Audit Committee reviews, comments and ultimately nominates the Board's recommendation of an independent accounting firm to perform a review engagement or audit to the General Assembly or Annual General Meeting for ratification. The procedure is as follows: The Board, which has ultimate fiduciary responsibility for the organisation, will recommend an accounting firm and present its proposed recommendation, based on professional criteria, to the Audit Committee. The Audit Committee can suggest reconsideration of the recommendation on objective grounds, i.e. qualifications, geography, independence, expertise, capacity or performance. Should the Audit Committee consider the Board's recommendation to be responsible, it will nominate the Board's recommendation to the General Assembly (or the Annual General Meeting, as the case may be). If the Committee does not approve of the recommendation, the Board may still request General Assembly (or Annual General Meeting) approval with full information to the General Assembly (or Annual General Meeting) on any reservations of the Audit Committee.
- 08 The Audit Committee reports alternately to the General Assembly or Annual General Meeting in its annual Audit Committee Report, indicating what questions were raised and satisfactorily resolved on behalf of the Members. In order to provide the Audit Committee with sufficient time to prepare its annual Audit Committee Report, all relevant financial reports, including the Treasurer's Annual Report and the accountant's Annual Financial Report, both in draft form, must be provided at least three weeks prior to the scheduled deadline for the Audit Committee Report (in draft form). The Audit Committee Report is provided to the Secretary General in draft form at least 60 days prior to the scheduled requirement for all materials to be distributed in advance of the General Assembly or Annual General Meeting, in order to provide the Board with sufficient time to respond to questions both to the Audit Committee (which may modify its draft report accordingly), or to the Members directly at the time of the report to the Members assembled.
- 09 Specific financial questions raised by ico-D Members during the General Assembly or Annual General Meeting are responded to by the Treasurer and not the Audit Committee.

AUDIT COMMITTEE MEETINGS

- 01 Meetings are scheduled once a month; additional meetings may be called as required.
- 02 The Audit Committee Chair and Minute-taker are elected at the first meeting of its term.
- 03 A schedule of ico-D Reports is available via ico-D Basecamp for the Audit Committee. The Audit Committee members are notified when the reports are uploaded to Basecamp. These Reports form the basis of Audit Committee Meeting agenda items for review.
- 04 Main subjects for Audit Committee to address during Audit Committee Meetings are: (A) financial governance and risk management (B) internal and external functions and control.
- 05 Audit Committee Meeting Agenda items consist of:
- 05.1 Acceptance of previous minutes.
 - 05.2 Review of actions arising from the previous meeting.
 - 05.3 Business arising from review of Board communications and reports uploaded to ico-D Basecamp for the Audit Committee:
 - 05.3.1 Board Meeting minutes and papers
 - 05.3.2 Budget(s) reports
 - 05.3.3 Any other available financial reports and financial statements e.g. cash flow reports, periodic and annual statements, membership reports, project results.
 - 05.3.4 Request for further information (missing, incomplete or not on the scheduled list).
 - 05.4 5.4 Any other items
 - 05.5 5.5 Items proposed for the next meeting agenda.
- 06 The Audit Committee Minute-taker circulates the minutes via email within one week of the meeting. The Audit Committee Chair reviews the minutes for amendments before it is ratified at the following meeting.
- 07 The Minutes are in the form of electronic files. The Audit Committee Chair is responsible for the electronic storage of Audit Committee Minutes, which are handed over annually to the Secretary General for the ico-D archiving and for the next Audit Committee's reference.

PERFORMANCE REVIEW

An induction and/or training process is arranged for Audit Committee members at the start of the term via the Secretary General.

The Audit Committee reviews its performance on an annual basis; this may be conducted as a self-review, or with external input, and is to be coordinated by the Audit Committee Chair and the Secretary General.

The Audit Committee Charter is an evergreen document, which can be amended annually by the Audit Committee to ensure that it remains consistent with the organisation's objectives and responsibilities. Amendments must be reported to the Executive Board for ratification. To be published in the Annual General Meeting Report or the General Assembly Report, these amendments must be received 60 days before the General Assembly.

list of documents supplied to audit committee

WEDNESDAY, 26 OCTOBER 2016

ICO_Budget_2016v11.xlsx
icoD_FIN_Cashflow_September 2016.xlsx
icoD_FIN_2016_Q2_Report_07252016.xls
ICOD_IBM04_PAS_Treasurers_Report14082016.pdf
ICO_15-17_IBM04_PAS_Minutes26102016.pdf

WEDNESDAY, 14 DECEMBER 2016

FIN_Cashflow_NOV2016.xlsx
FIN_2016_Q3_Report.xls

WEDNESDAY, 8 MARCH 2017

ICO_IBM05_SAN_TreasurersReport_16012017.pdf
ICO_DRAFTBudget_2017_14122016.xlsx
ICO_Cashflow_December 2016.xlsx
2016_Q4_Report_26022017.xls
2016_Q3_Report_02102016.xls
ICO_15-17_SpecialMemo.pdf
ICO_15-17_IBM05_SAN_Minutes.pdf

WEDNESDAY, 15 MARCH 2017

11_ico-D_WDS_sessions_proposal_2016.pdf
10_icoD_WGProcedures_14122016.pdf
09_HOST_MI contract_2015-2018.pdf
08_ICOD_Strat_Masterplan11102016.xlsx
07_icoD_27GA_DraftAgenda24222016.pdf
06_ICOD_27GA_GAReport_Contents20102016.xlsx
05_GOV_Actionnables_IBM04_PAS.pdf
04_icoD_Nomenclature_20102016.pdf
03_161114 - MOU - INDIGO_SIGNED.pdf
02_SPON_Patrons_Council_14112016.pdf
01_MEM_Exemption_ComitéPrografica.pdf
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SATURDAY, 6 MAY 2017

ICO_Cashflow_2017_April 2017.xlsx
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article and bylaws revisions

ARTICLES OF INCORPORATION

OLD	NEW	EXISTING TEXT	PROPOSED CHANGES	NOTES
3.1	4.0	The objects for which the Council is established are: While taking into account institutional, cultural and social differences throughout the world, the Council serves the worldwide community by aiming to:		Numbering
3.1.1	4.1	be the non-partisan and non-governmental representative and international advisory body for communication design;	be a non-partisan and non-governmental representative and advisory international body for design;	2013 edit
3.1.2	4.2	represent the interests of professional communication designers in a responsible manner, within the broader design community ;	represent the interests of professional designers in a responsible manner, within the broader cultural, social, environmental and economic spheres ;	2013 edit
3.1.3	4.3	define and increase awareness of professional standards and best practices governing communication design practice;	define and increase awareness of professional standards and best practices governing design practice;	2013 edit
3.1.4	4.4	advance the best interests of humanity and the ecology through design;	advance the best interests of humanity and the environment through design;	Clarity
3.1.6	4.6	facilitate knowledge management ;	facilitate knowledge sharing and transfer ;	Clarity
3.1.7	4.7	facilitate cooperation amongst organisations of designers and allied institutions, especially in promotion of the vision, mission and objectives of the International Design Alliance ; and	facilitate cooperation amongst organisations of designers and allied institutions; and	2013 edit
3.1.8	4.7	support the development of communication design education (theory, practice, and research).	support the development of design education (theory, practice, and research).	2013 edit

BYLAWS BLOCK 01

OLD	NEW	EXISTING BYLAW	PROPOSED CHANGES	NOTES
1	1	Definitions		
			Accountant: Firm responsible for "Review Engagement" (external verification)	Technical term
			Auditor: Firm responsible for Audit	Technical term
			Associated Entity: A non-Member entity associated to the Council by an annual subscription fee	
		Designer: Design is a constantly evolving and dynamic discipline. The professionally trained designer applies intent to create the visual, material, spatial and digital environment, cognizant of the experiential, employing interdisciplinary and hybrid approaches to the theory and practice of design. They understand the cultural, ethical, social, economic and ecological impact of their endeavors and their ultimate responsibility towards people and the planet across both commercial and non-commercial spheres. A designer respects the ethics of the design profession.	(remove)	While a definition of the term of design is important, the Articles of Incorporation are not the right place for this. The Council should have the flexibility in nuance when using the term Design—reflecting different situations and contexts. A definition within the Articles of Incorporation is registered with the Government in Québec and can only be changed by majority decision of the Members in an Extraordinary General Meeting, taking a few years to implement.
			Electronic Vote: Vote submitted digitally by the recognized Member representative.	Clarity.
			Annual General Meeting: General meetings of the Council held annually to fulfill legal obligations.	Clarity.
			General Assembly: The Annual General Meetings of the Council are called 'ico-D General Assembly' (GA) every alternating year.	Clarity.
			General Vote: A vote for which all Members can cast a vote.	Clarity.
			Professional vote: Only Professional Members are permitted to cast a vote on any matter of professional practice as determined by the Executive Board.	
		Voting Member: A Professional, Promotional or Educational Member.	Voting Member: A Professional, Promotional or Educational Member in good standing.	Clarity.
		Vote: An opinion on a duly proposed resolution cast by show of hands or electronic submission.	Vote: An opinion on a duly proposed resolution cast by show of hands, ballot or electronic submission.	Current procedure.
		Working languages: Languages to be used for the conduct of General Assemblies and for the provision of information to Members as determined by the Executive Board.	Working languages: Language(s) to be used for the conduct of all Council activities and official conduct of business including general meetings and for the provision of information to Members as determined by the Executive Board.	General meetings include all meetings of the Membership including General Assemblies, Annual General Meetings, extraordinary general meetings

OLD	NEW	EXISTING BYLAW	PROPOSED CHANGES	NOTES
4		Such organisations as the Executive Boards shall admit or appoint to provisional membership in accordance with the conditions hereinafter contained or as may be adopted occasionally by the Council in general meeting shall be Members, provided that their membership shall be confirmed by the Council in General Assembly, and that any organisation provisionally admitted to membership shall have been formally constituted for not less than twenty-four calendar months.	Such organisations as the Executive Boards shall admit or appoint to provisional membership, in accordance with the conditions hereinafter contained, or as may be adopted occasionally by the Council in general meetings, shall be Members , provided that their membership shall be confirmed by the Council in General Assembly, and that any organisation provisionally admitted to membership shall have been formally constituted for not less than twenty-four calendar months.	Clarity, spelling, capitalization and punctuation
7		Educational Members: Organisations engaged in the education and training of designers, the raising of standards, and design research may be admitted as Educational Members.	Educational Members: Institutions engaged in the education and training of designers, the raising of standards, or design research may be admitted as Educational Members.	Educational institutions and Design Research laboratories are eligible.
8		Non - Voting entities Such entities as the Executive Board shall recognize in accordance with the conditions hereinafter contained or as may be adopted occasionally by the Council in general meeting shall be non-voting entities.	Non-voting Entities Such entities as the Executive Board shall recognize in accordance with the conditions hereinafter contained or as may be adopted occasionally by the Council in a General Assembly shall be non-voting entities.	Only the General Assembly has the authority to make changes to the Bylaws. Spelling.
8.1		Patrons: Organisations or persons supporting the objects of the Council and contributing financially to its development may be recognized as Patrons.	Patrons: Organisations, corporate entities or persons supporting the objects of the Council and contributing financially to its development may be recognized as Patrons.	Clarity.
8.4		Corresponding Entities: Membership-based Professional organisations, Promotional Organizations or Educational Institutions whose objects are to influence and raise standards of design, whose activities are deemed important by the Council, but ineligible to be appointed to provisional membership, may be recognized as Corresponding Entities for a period of 24 months by the Executive Board.	Corresponding Entities: Membership-based Professional organisations whose objects are to influence and raise standards of design, whose activities are deemed important by the Council, but ineligible to be appointed to provisional membership, may be recognized as Corresponding Entities for a period of 24 months by the Executive Board.	This category is meant to support fledgling Professional organisations, the traditional backbone of our organisation.
10.1		Financial obligations of other categories of entities associated with the Council will be determined by the Executive Board.	Financial obligations of other categories of entities associated with the Council will be determined by the Executive Board.	Spelling.
11		Any Member or Associated Entity may withdraw from membership or association by six month's written notice to the Secretary General . No part of any subscription or financial obligation paid by such a Member or Associated Entity will be refundable. Any Member or Associated entity continues to be responsible for financial obligations incurred prior to announcement of withdrawal and must complete such payments within six months of the announcement.	Any Member or Associated Entity may withdraw from membership or association by six month's written notice to the Secretariat . No part of any subscription or financial obligation paid by such a Member or Associated Entity will be refundable. Any Member or Associated Entity continues to be responsible for financial obligations incurred prior to announcement of withdrawal and must complete such payments within six months of the announcement.	Procedural change. Spelling.

OLD	NEW	EXISTING BYLAW	PROPOSED CHANGES	NOTES
13		Any Member or Associated Entity whose conduct has been prejudicial to the objects of the Council or has not been in accordance with the Council's Articles of Incorporation and Bylaws may be removed from membership or association by special resolution of the Council in a general meeting . No part of any subscription paid by such a Member will be refundable. The Member or Associated Entity continues to be responsible for financial obligations incurred prior to removal and must complete payment within six months.	Any Member or Associated Entity whose conduct has been prejudicial to the objects of the Council or has not been in accordance with the Council's Articles of Incorporation and Bylaws may be removed from membership or association by special resolution of the Council in a General Assembly . No part of any subscription paid by such a Member will be refundable. The Member or Associated Entity continues to be responsible for financial obligations incurred prior to removal and must complete payment within six months.	Only the General Assembly has the authority to add and remove Members.
20		The entitlement of Non-voting Entities to attend as an observer or participate in the proceedings of general meetings is determined by category of association . Any entity or individual may be invited to attend a general meeting by invitation of the Executive Board . Such observers shall not be entitled to vote upon any matter.	The entitlement of Non-voting Entities to attend as an observer or participate in the proceedings of general meetings is determined by the Executive Board . Any entity or individual may be invited to attend a general meeting by invitation of the President or Executive Board . Such observers shall not be entitled to vote upon any matter.	Procedural change for operational expediency.
21		The business that shall be transacted at an Annual General Meeting shall include the consideration of the income and expenditure account and the balance sheet, the reports of the Council and of the Auditors , and the appointment and the fixing of the remuneration of the Auditors . The business that shall be transacted at a General Assembly shall additionally include the consideration of the policy and programme of the Council, any alteration in the categories of or qualification for membership of the Council, the confirmation of the admission of new provisional Members by the Executive Board, and any item proposed by any Member provided that notice in writing of such item shall be received by the Secretary General not less than two months before the date of the Annual General Meeting.	The business that shall be transacted at an Annual General Meeting shall include: the consideration of the income and expenditure account and the balance sheet, the reports of the Council and the Audit Committee and of the Auditors or Accountants , and the appointment and the fixing of the remuneration of the Auditors or Accountants as well as any item proposed by any Member provided that notice in writing of such item shall be received by the Secretary General not less than two months before the date of the Annual General Meeting.	Procedural change.
21	22	The business that shall be transacted at a General Assembly shall additionally include the consideration of the policy and programme of the Council, any alteration in the categories of or qualification for membership of the Council, the confirmation of the admission of new provisional Members by the Executive Board, and any item proposed by any Member provided that notice in writing of such item shall be received by the Secretary General not less than two months before the date of the Annual General Meeting.	The business that shall be transacted at a General Assembly shall additionally include the consideration of the policy and programme of the Council, any alteration in the categories of or qualification for Membership of the Council, the confirmation of the admission of new provisional Members by the Executive Board, the election of the Executive Board and Audit Committee, the fixing of the venue for the next General Assembly or assignment of such authority to the Executive Committee , and any item proposed by any Member provided that notice in writing of such item shall be received by the Secretary General not less than two months before the date of the General Assembly.	Numbering (for clarity). Difference between business transacted at the Annual General Meeting (every year) and business transacted at the General Assembly (every two years).

OLD	NEW	EXISTING BYLAW	PROPOSED CHANGES	NOTES
21.1	22.1	Any voting Member present at an Annual General Meeting or General Assembly shall be entitled to propose a motion from the floor provided that it is in response to an item on the agenda adopted for the meeting.	Any voting Member present at a general meeting shall be entitled to propose a motion from the floor provided that it is in response to an item on the agenda adopted for the meeting.	Redundant.
22	23	No business shall be transacted at any general meeting unless a quorum, which shall be no fewer than the authorised delegates of 25 per cent of voting Members, shall be present at the beginning of such meeting.	No business shall be transacted at any general meeting unless a quorum, which shall be no fewer than the authorised delegates of 25 per cent of voting Members, shall be present at the beginning of such meeting. However, no Article or Bylaw changes will be made unless a minimum of two-thirds of Professional voting Members are present.	Procedural change. Clarity.
23	24	If within one hour following the time appointed for the start of a general meeting a quorum is not present, the meeting, if convened on the requisition of Members, shall be dissolved. In any other case, it shall be adjourned to such other time and place as the Executive Board shall determine. If, within one hour following the time appointed for the start of such adjourned meeting, a quorum shall not be present, the authorised delegates of voting Members who are present shall be a quorum.	If within one hour following the time appointed for the start of a general meeting a quorum is not present, the meeting, if convened on the requisition of Members, shall be dissolved. In any other case, it shall be adjourned to such other time and place as the Executive Board shall determine within a period of 2 months . If, within one hour following the time appointed for the start of such adjourned meeting, a quorum shall not be present, the authorised delegates of voting Members who are present shall be a quorum.	Procedural change for operational expediency.
26	27	At any general meeting, a resolution put to the vote of the meeting shall save as hereinafter provided be decided by a show of hands, unless an electronic vote is, before or upon the declaration of the result of the show of hands, demanded by the Chairman or by the authorised delegates of at least three voting Members. Unless an electronic be so demanded, a declaration by the Chairman that a resolution has been carried or not carried by a particular majority, and an entry to that effect in the minute book of the Council, shall be conclusive evidence of the fact. The demand for an electronic vote may be withdrawn at all times before the mailing of the voting material.	At any general meeting, a resolution put to the vote of the meeting shall, save as hereinafter provided, be decided by a show of hands, unless a ballot is, before the declaration of the result of the show of hands, demanded by the Chairman or by the authorised delegates of at least three voting Members. Unless a ballot be so demanded, a declaration by the Chairman that a resolution has been carried or not carried by a particular majority, and an entry to that effect in the minute book of the Council, shall be conclusive evidence of the fact.	Correction/Clarification. The intention of this Bylaw is clearly to define the rules of a secret vote (ballot)
27	28	The election of members of the Executive Board shall be by secret vote in writing. All motions relating to individuals considered by the General Assembly shall be by secret vote in writing and require a simple majority to pass.	The election of members of the Executive Board shall be by ballot in writing. All motions relating to individuals considered by the General Assembly shall be by ballot in writing and require a simple majority to pass.	Clarity. Spelling.
28	29	Subject to the provisions of clause 35 of these Bylaws , an electronic vote of all voting Members shall be taken at such time and in such manner as the Chairman shall direct, and the result of the vote shall be deemed to be the resolution of the meeting at which the electronic vote was demanded.	An electronic vote of all voting Members shall be taken at such time and in such manner as the Chairman shall direct, or by a majority vote of Members present , and the result of the vote shall be deemed to be the resolution of the meeting at which the electronic vote has been demanded. Subject to the provisions of clause 35 of these Bylaws.	Clarity. Procedural Change.

OLD	NEW	EXISTING BYLAW	PROPOSED CHANGES	NOTES
32	33	Notification in writing of the appointment and particulars of the chief and other authorised delegates attending each General Assembly shall be received from voting Members by the Secretary General not later than one month preceding each General Assembly .	Notification in writing of the appointment and particulars of the chief and other authorised delegates attending each Annual General Meeting shall be received from voting Members by the Secretariat not later than one month preceding each Annual General Meeting .	Procedural change.
33	34	Any voting Member may appoint the Secretary General or another voting Member as proxy to vote on its behalf. Notification in writing of the appointment shall be received from voting Members by the General Secretary not later than one month preceding each General Assembly . A voting Member may carry no more than two proxies.	Any voting Member may appoint the Secretary General or another voting Member as proxy to vote on its behalf. Notification in writing of the appointment shall be received from voting Members by the Secretariat not later than one month preceding each Annual General Meeting . A voting Member may carry no more than four proxies.	This change is intended to reduce the number of proxies assigned to the Secretary General.
34	35	The chief authorized delegate of every voting m ember whose subscriptions are current may cast the vote of that m ember and additional proxies vote of other m embers as indicated.	The chief authorized delegate of every voting M ember whose subscriptions are current may cast the vote of that M ember and additional proxy votes of other M embers as indicated.	Grammar.
35	36	In the case of an equality of votes on a resolution requiring a simple majority on a show of hands or an electronic vote , the Chairman may exercise a casting vote.	In the case of an equality of votes on a resolution requiring a simple majority, the Chairman may exercise a casting vote.	Redundant.
36	37	Only a Professional Member may vote on any matter of professional practice as determined by the Executive Board.	Only a Professional Member may vote on any matter of professional practice as determined by the Executive Board. That vote may also be cast by proxy assigned to either the Secretary General or to any other Voting Member.	Clarity.
37	38	The business of the Council shall be managed by the Executive Board, who may pay the expenses of the formation, registration, administration and promotion of the Council. The Board may exercise all such powers of the Council, and it may do, on behalf of the Council, all such acts as may be exercised or done by the Council which are not by these Articles of Incorporation and Bylaws are required to be exercised or done by the Council in a general meeting.	The business of the Council shall be managed by the Executive Board, who may pay the expenses of the formation, registration, administration and promotion of the Council. The Board may exercise all such powers of the Council, and it may do, on behalf of the Council, all such acts as may be exercised or done by the Council which are not by these Articles of Incorporation and Bylaws required to be exercised or done by the Council in a general meeting.	Grammar.
	38.1		The appointment of the Officers of the Council, shall not be made by the Executive Board. The General Assembly shall appoint the Officers of the Council: the President Elect, Treasurer, Secretary General and Vice Presidents, in accordance with the rules herein.	According to Quebec law, the Executive Board Appoints the Officers among the Directors.
37.1	38.2	<i>Responsibilities of the Executive Board</i>		
		– Board members serve in a personal capacity and shall not represent any Member of the Council, or any other person or organisation, in any way which would be inconsistent with the Articles and Bylaws, or the non-partisan, nongovernmental and international nature of the Council.	(remove)	Redundant (appears in Bylaw 42).

OLD	NEW	EXISTING BYLAW	PROPOSED CHANGES	NOTES
41.1	42.1	<p><i>Responsibilities of President:</i> The President has to fulfill all obligations as determined in the Articles and Bylaws and Governing Guidelines and all the responsibilities and obligations of a member of the Executive Board, and abide by the Executive Board Code of Conduct. The President has a particular responsibility of serving as Chairperson of the Executive Board and Chairperson of the General Assembly. The President exercises the Council's and Executive Board's executive leadership and ceremonial functions. The President has a particular responsibility for overseeing management, the development of strategy and policy and for co-ordination of Council activities— reflecting the platform presented as a candidate.</p>	<p><i>Responsibilities of President:</i> The President has to fulfill all obligations as determined in the Articles and Bylaws and Governing Policies and all the responsibilities and obligations of a member of the Executive Board, and abide by the Executive Board Code of Conduct. The President has a particular responsibility of serving as Chairman of the Executive Board and Chairman of the general meetings. The President exercises the Council's and Executive Board's executive leadership and ceremonial functions. The President has a particular responsibility for overseeing management, the development of strategy and policy and for co-ordination of Council activities—reflecting the platform presented as a candidate.</p>	<p>Correction of document name.</p> <p>In consultation with legal counsel it was agreed that the term Chairman was non-gender-specific and could apply equally to a man or a woman.</p> <p>Procedural change.</p>
41.2	42.2	<p><i>Responsibilities of President Elect:</i> The President Elect has to fulfill all obligations as determined in the Articles and Bylaws and Governing Guidelines and all the responsibilities and obligations of a member of the Executive Board, and abide by the Executive Board Code of Conduct. The President Elect has a particular responsibility for developing plans to be implemented during his/her term as President—reflecting the platform presented as a candidate.</p>	<p><i>Responsibilities of President Elect:</i> The President Elect has to fulfill all obligations as determined in the Articles and Bylaws and Governing Policies and all the responsibilities and obligations of a member of the Executive Board, and abide by the Executive Board Code of Conduct. The President Elect has a particular responsibility for developing plans to be implemented during the term as President—reflecting the platform presented as a candidate.</p>	<p>Correction of document name.</p> <p>Gender neutrality.</p>
41.3	42.3	<p><i>Responsibilities of Secretary General:</i> The Secretary General has to fulfill all obligations as determined in the Articles and Bylaws and Governing Guidelines and all the responsibilities and obligations of a member of the Executive Board, and abide by the Executive Board Code of Conduct. The Secretary General has a particular responsibility to ensure that the Executive Board operates according to the Articles and Bylaws, Governing Guidelines and GA resolutions, including the vigorous pursuit of the Council's mission and objectives and adherence to its core values.</p>	<p><i>Responsibilities of Secretary General:</i> The Secretary General has to fulfill all obligations as determined in the Articles and Bylaws and Governing Policies and all the responsibilities and obligations of a member of the Executive Board, and abide by the Executive Board Code of Conduct. The Secretary General has a particular responsibility to ensure that the Executive Board operates according to the Articles and Bylaws, Governing Policies and resolutions of general meetings. The Secretary General reviews and approves applications for Endorsement, accepts new Member applications, is the liaison to the Audit Committee and is the repository for Member proxies.</p>	<p>Correction of document name.</p> <p>Procedural changes.</p>

OLD	NEW	EXISTING BYLAW	PROPOSED CHANGES	NOTES
41.4	42.4	<p><i>Responsibilities of Treasurer:</i> The Treasurer has to fulfill all obligations as determined in the Articles and Bylaws and Governing Guidelines and all the responsibilities and obligations of a member of the Executive Board, and abide by the Executive Board Code of Conduct. The Treasurer has a particular responsibility for supervising the finances of the Council, collaborating with the Managing Director on creation of an annual budget for approval by the Executive Board, monitoring financial management, reporting on financial activities at each meeting of the Executive Board, collaborating with auditing and the Audit Committee and reporting to the General Assembly.</p>	<p><i>Responsibilities of Treasurer:</i> The Treasurer has to fulfill all obligations as determined in the Articles and Bylaws and Governing Policies and all the responsibilities and obligations of a member of the Executive Board, and abide by the Executive Board Code of Conduct. The Treasurer has a particular responsibility for supervising the finances of the Council, collaborating with the Managing Director on creation of an annual budget for approval by the Executive Board, monitoring financial management, reporting on financial activities at each meeting of the Executive Board, collaborating with auditing and Engagement Review and reporting to the Annual General Meeting.</p>	<p>Correction of document name.</p> <p>Treasurer intentionally arms length from Audit Committee.</p>
41.5	42.5	<p><i>Responsibilities of Vice President(s):</i> The Vice President(s) has/have to fulfill all obligations as determined in the Articles and Bylaws and Governing Guidelines and all the responsibilities and obligations of a member of the Executive Board, and abide by the Executive Board Code of Conduct. The Vice President(s) has/have all the responsibilities and obligations of a member of the Executive Board. The Vice President(s) has/have a particular responsibility to ensure that his/her assigned responsibility is fulfilled and executed according to the Articles and Bylaws, Governing Guidelines and GA resolutions. This includes the vigorous pursuit of the Council's mission.</p>	<p><i>Responsibilities of Vice President:</i> Each Vice President has to fulfill all obligations as determined in the Articles and Bylaws and Governing Policies and all the responsibilities and obligations of a member of the Executive Board, and abide by the Executive Board Code of Conduct. Vice Presidents have a particular responsibility to ensure that their assigned responsibility is fulfilled and executed according to the Articles and Bylaws, Governing Policies and general meeting resolutions.</p>	<p>Correction of document name.</p> <p>Gender Neutrality.</p> <p>Grammar and redundancy.</p>
42	43	<p>The members of the Executive Board shall not act in any way which would be inconsistent with the Articles of Incorporation and Bylaws. They shall serve in a personal capacity and shall not represent any Member of the Council, or any other person or organisation, in any way which would be inconsistent with these Articles of Incorporation and Bylaws, or the non-partisan, non-governmental and international nature of the Council.</p>	<p>The members of the Executive Board shall serve in a personal capacity and shall not, within their Board duties, represent any Member of the Council, or any other person or organisation, in any way which would be inconsistent with these Articles of Incorporation and Bylaws, the Governing Policies or the non-partisan, non-governmental and international nature of the Council.</p>	<p>Redundancy, clarity.</p>
43	44	<p>All members of the Executive Board shall be elected at each General Assembly, except for the President—provided that he or she shall have been elected as President Elect at the previous General Assembly, the immediate Past President—who shall have served as President in the term immediately preceding such General Assembly, andco-opted members.</p>	<p>All members of the Executive Board shall be elected at each General Assembly, except for the President, provided that he or she shall have been elected as President Elect at the previous General Assembly, the immediate Past President, who shall have served as President in the term immediately preceding such General Assembly, and co-opted members.</p>	<p>Space missing</p>

OLD	NEW	EXISTING BYLAW	PROPOSED CHANGES	NOTES
45	46	The Secretary General shall invite all voting Members in good standing not later than six months before each General Assembly to make nominations for persons who are members or officers of voting members in good standing to be elected to the Executive Board at that General Assembly.	Not later than six months before each General Assembly , the Secretariat shall invite all voting Members in good standing to make nominations for persons who are members or officers of voting Members in good standing to be elected to the Executive Board at that General Assembly.	Procedural change. Clarity.
45.2	46.2	Nominations may be made in such manner for the office of President if the office of President Elect is not filled at such date or at a later date preceding the General Assembly. Nominations shall be received in writing by the Secretary General not later than three months before each General Assembly.	Nominations may be made in such manner for the office of President if the office of President Elect is not filled at such date or at a later date preceding the General Assembly. Nominations shall be received in writing by the Secretariat not later than three months before each General Assembly.	Procedural change.
	46.3		Nominations by the Executive Board shall be received in writing by the Secretariat not later than six weeks before each General Assembly.	To correct a mistake in the timeline that does not permit the Executive Board sufficient time to fulfill their obligation to supplement vacancies in the nominations after the Members have submitted their choices.
45.3	46.4	The Secretary General shall ascertain for all nominees whether they are willing to stand, will confirm that they understand and accept the obligations of service on the Executive Board as defined in the current Articles and Bylaws and shall advise all voting Members of the list of nominees not later than one month before each General Assembly.	The Secretariat , shall ascertain for all nominees whether they are in good standing with their organisation , whether they are willing to stand and will confirm that they understand and accept the obligations of service on the Executive Board as defined in the current Articles and Bylaws and shall advise all voting Members of the list of nominees not later than six weeks before each General Assembly.	Procedural change. Correction of timeline issue to permit Members time to provide instructions with their proxies and for the Secretariat to administer said proxies.
	46.7		An individual may be a candidate for only one position on the Executive Board at each General Assembly.	Procedural change.
47	48	The Executive Board may co-opt not more than three further members, subject to the agreement of no fewer than six members elected at the General Assembly or serving as Immediate Past President.	The Executive Board may co-opt not more than three further members, subject to the agreement of no fewer than six members elected at the General Assembly.	Redundancy.
48	49	No member of the Executive Board may serve more than two consecutive terms of office in each of the positions of co-opted member , Vice President, Secretary General or Treasurer. No member of the Executive Board, whether elected or co-opted, may serve for more than two consecutive terms of office except as hereinafter provided.	No member of the Executive Board may serve more than two consecutive terms of office in each of the positions of Vice President, Secretary General or Treasurer. No member of the Executive Board, whether elected or co-opted, may serve for more than two consecutive terms of office except as hereinafter provided.	co-opted member removed, may serve additional terms. See below.
49	50	A member of the Executive Board elected as President may serve an additional consecutive term and upon completion of his or her term will serve an additional consecutive term as immediate Past President as long as the total number of consecutive terms including service as immediate Past President does not exceed five.	A member of the Executive Board may be elected as President Elect and serve three consecutive terms as President Elect, President and immediate Past President as long as the total number of consecutive terms does not exceed five consecutive terms.	Clarity.

OLD	NEW	EXISTING BYLAW	PROPOSED CHANGES	NOTES
50	51	A Vice President member of the Executive Board may be elected to serve additional consecutive terms of office, provided that he or she is elected as Secretary General or Treasurer for such terms and the total number of consecutive terms does not exceed four . A co-opted member may be elected to serve additional consecutive terms of office, provided that the total number of consecutive terms does not exceed five.	A Vice President may be elected to serve two terms as Vice President and may be elected to additional consecutive terms of office, provided that the individual is elected as Secretary General or Treasurer for such terms and the total number of consecutive terms does not exceed four .	Clarity. Gender neutrality.
	52		A co-opted member may be elected to serve additional consecutive terms of office, provided that the total number of consecutive terms does not exceed five.	Numbering.
53	54	The President shall preside as Chairman at meetings of the Executive Board; or in his absence, the President Elect, Immediate Past President, or Vice President elected by the members who are present, shall preside.	The President shall preside as Chairman at meetings of the Executive Board; or in the President's absence, the President Elect, Immediate Past President, or a Vice President elected by the Members who are present, shall preside.	Clarity. Gender neutrality.
54	56	The quorum at meetings of the Executive Board shall be the physical presence of 50% of its current members, of whom at least 2/3 shall be elected members, and all decisions shall be taken by simple majority of its members who are present at each meeting. In the case of an equality of votes, the Chairman may exercise a casting vote.	The quorum at meetings of the Executive Board shall be the physical presence of half of its current members, of whom at least two-thirds shall be elected members, and all decisions shall be taken by simple majority of its members who are present at each meeting. In the case of an equality of votes, the Chairman may exercise a vote.	Clarity.
	57		The Executive Board may conduct an electronic vote. To be valid, two-thirds of the Executive Board must cast their vote. All decisions will be by a simple majority. In the case of an impasse, the President may exercise a casting vote.	Procedural.
55. a	58.1	if, by notice in writing to the President or Secretary General, he or she resigns his or her office. The resignation takes effect upon receipt of the resignation notification.	if, by notice in writing to the President or Secretary General, via the Secretariat , the Board member resigns their office. The resignation takes effect upon receipt of the resignation notification.	Procedural (for clarity) Gender neutrality.
55.c	58.3	if he or she becomes of unsound mind.	if the Board member becomes of unsound mind.	Gender neutrality.
57	60	The members of the Executive Board may act notwithstanding of any vacancy in their number, provided that if the number of elected members shall fall below five they may only act for the receipt of the Council's income and the payment of its expenses and debts, and for the purpose of convening a general meeting, which shall be deemed to be the next General Assembly. In this case, the periods of notice of such meeting and for nominations for election at it to the Executive Board shall be such periods as may be approved by a majority of voting Members.	The members of the Executive Board may act notwithstanding of any vacancy in their number. If the number of elected Executive Board members shall fall below five, they may only act for the receipt of the Council's income and the payment of its expenses and debts, and for the purpose of convening a general meeting, which shall be deemed to be the next General Assembly. In this case, the periods of notice of such meeting and for nominations for election of the Executive Board shall be three months.	Procedural change. Clarity

OLD	NEW	EXISTING BYLAW	PROPOSED CHANGES	NOTES
59		Company Secretary The Company Secretary required by the Act shall be appointed by the Executive Board upon such terms and conditions as it sees fit, provided that any member of the Executive Board so appointed shall not vote upon such appointment, terms and conditions.	(remove)	No longer relevant according to Quebec law.
60	61	the Committee of Former Presidents A Former President has the right to attend and address an AGM or General Assembly as an Observer . An FP will be sent all notices and materials associated with such meetings.	Former Presidents A Former President has the right to attend and address general meetings as an observer . All notices and materials associated with such meetings will be sent to all Former Presidents who maintain their contact information current with the Secretariat.	Clarity. Procedural change.
60.1	62	The «Committee of Former Presidents» (CFP) will provide counsel to the President and Executive Board and additional services as requested by the President and/or Executive Board. The CFP will also provide counsel on issues relating to Articles, Bylaws and Governing Guidelines .	Committee of Former Presidents The Committee of Former Presidents (CFP) will provide counsel, as requested , to the President and Executive Board and additional services as requested by the President or Executive Board. The Committee of Former Presidents will also provide counsel on issues relating to Articles and Bylaws.	Procedural change.
60.2	62.1	The CFP is composed of 3 FP's , selected by each Executive Board within three months of its election.	The Committee of Former Presidents is composed of three Former Presidents, nominated by the President of each term and approved by the Executive Board within three months of its election.	Clarity. Procedural change.
60.3	62.2	The CFP will pro counsel when requested to do so by the President and/or Executive Board. Such a request will be submitted in writing to all members of the CFP including a clear definition of the issue and an indication of line of reporting. The President and/or Executive Board may also request that the CFP, or any individual FP not a member of the CFP, undertake a specific task in the name of the Council. Such requests will be submitted in writing including a clear definition of the task, an indication of line of reporting and the scope, time frame and parameters of delegated authority. Any requests made to the CFP or a FP, whether for counsel or the undertaking of a task, will be recorded in the Board Minutes. Members of the CFP and any FP undertaking a task must maintain confidentiality and conduct themselves within the guidelines of ethical practice contained in the Council's Articles, Bylaws and Governing Guidelines.	Requests for counsel to the Committee of Former Presidents will be submitted in writing to all members of the Committee , including a clear definition of the issue and an indication of line of reporting and timeline for expected response.	Clarity.

OLD	NEW	EXISTING BYLAW	PROPOSED CHANGES	NOTES
60.3	62.3	The President and/or Executive Board may also request that the CFP , or any individual FP not a member of the CFP , undertake a specific task in the name of the Council. Such requests will be submitted in writing including a clear definition of the task, an indication of line of reporting and the scope, time frame and parameters of delegated authority. Any requests made to the CFP or a FP , whether for counsel or the undertaking of a task, will be recorded in the Board Minutes. Members of the CFP and any FP undertaking a task must maintain confidentiality and conduct themselves within the guidelines of ethical practice contained in the Council's Articles, Bylaws and Governing Guidelines .	<p>The President or Executive Board may request that the Committee of Former Presidents, or any individual Former President not a member of the Committee of Former Presidents, undertake a specific task in the name of the Council. Such requests will be submitted in writing, including a clear definition of the task, an indication of line of reporting and the scope, timeframe and parameters of delegated authority.</p> <p>Any requests made to the Committee of Former Presidents or a Former President, whether for counsel or the undertaking of a task, will be recorded in the Board Minutes. Members of the Committee of Former Presidents and any Former Presidents undertaking a task must maintain confidentiality and conduct themselves within the guidelines of ethical practice contained in the Council's Articles, Bylaws and Governing Policies.</p>	Clarity.
60.5		The first CFP to be established under the Council's Articles will define its operating procedures that will become part of the Council's Governing Guidelines. Changes in operating procedures made by future CFP's will be recorded in the Governing Guidelines.	(remove)	Not a bylaw.
61	63	Minutes of the proceedings of all general meetings and meetings of the Executive Board shall be prepared by the Secretary General, circulated to all voting Members of the Council and all members of the Executive Board respectively, not later than two months following such meetings. The minutes shall be kept permanently by the Secretary General as a proper record.	<p>Minutes of the proceedings of all general meetings shall be prepared by the Secretariat, circulated to all members of the Executive Board, the Audit Committee and the Committee of Former Presidents respectively, not later than three months following such meetings. The minutes shall be kept permanently by the Secretariat as a proper record.</p> <p>In order to maintain full partiality, the Audit Committee shall transcribe and draft the Audit Committee component of the minutes. Pending approval by the meeting Chairman, the Audit Committee component of the minutes will be circulated to the Members as part of the general meeting minutes not later than three months following such meetings.</p>	Clarity. Procedural Change.
	63.1		Minutes of general meetings should be approved at the next general meeting, unless there is insufficient time to have said minutes prepared. In that case, minutes can be approved at the following general meeting, provided that they are approved within 15 months of when the general meeting took place.	This change enables the appropriate ratification of Minutes of general meetings.

OLD	NEW	EXISTING BYLAW	PROPOSED CHANGES	NOTES
	64		Minutes of Executive Board Meetings shall be prepared by the Secretariat and circulated to all members of the Executive Board, the Committee of Former Presidents and the Audit Committee not later than two months following such meetings. The minutes shall be kept permanently by the Secretariat as a proper record.	Minutes of Executive Board Meetings will no longer be circulated to the Members in order to avoid circulation of important internal strategic information to a wide public, thus sometimes undermining ico-D objectives. Minutes will still be available to the Committee of Former Presidents and the Audit Committee to maintain awareness and review.
63	66	The books of account shall be kept at the registered office, or at such other place or places as the Executive Board shall see fit, and shall always be open to the inspection of the members of the Executive Board.	The books of account shall be kept at the registered office of the Council , or at such other place or places as the Executive Board shall see fit, and may be consulted by the members of the Executive Board and Audit Committee.	Procedural change.
65	68	At the Annual General Meeting, the Executive Board shall present before the Council a proper income and expenditure account for the period since the last preceding account, made up to the end of the financial year preceding the meeting, together with a proper balance sheet made up as at the same date. Every such balance sheet shall be accompanied by proper reports of the Executive Board and the Auditors according to local legal requirements. Copies of such account, balance sheet and reports—all of which shall be framed in accordance with any statutory requirements for the time being in force, and of any other documents required by law to be annexed or attached thereto or to accompany same—shall be sent to voting Members and the Auditors in the manner on which notices are hereinafter directed to be served.	At the Annual General Meeting, the Treasurer shall present before the Council a proper income and expenditure account for the period since the last preceding account, made up to the end of the financial year preceding the meeting, together with a proper balance sheet made up as at the same date, as approved by the Executive Board. Every such balance sheet shall be accompanied by proper reports of the Executive Board, Audit Committee and the Accountants or Auditors according to local legal requirements. Copies of such account, balance sheet and reports—all of which shall be framed in accordance with any statutory requirements for the time being in force, and of any other documents required by law to be annexed or attached thereto or to accompany same—shall be sent to voting Members and the Auditors in the manner on which notices are hereinafter directed to be served.	Correct terminology.
66	69	Once a year, the accounts of the Council shall be examined, and the correctness of the income and expenditure account and balance sheet shall be ascertained, by one or more properly qualified Auditor or Auditors according to local legal requirements. This report will be submitted to the Treasurer of the Executive Board and circulated to voting Members no later than two months following its adoption by the Executive Board.	Once a year, the accounts of the Council shall be examined, and the correctness of the income and expenditure account and balance sheet shall be ascertained, by the qualified Accountants or Auditors according to local legal requirements. This report will be submitted to the Treasurer of the Executive Board. Within two months of approval by the Executive Board, the Financial Report shall be circulated to the Audit Committee. It shall be circulated to voting Members no later than one month before the next Annual General Meeting.	Correct terminology. Procedural change.

OLD	NEW	EXISTING BYLAW	PROPOSED CHANGES	NOTES
67	70	<p>The Audit Committee is charged by the General Assembly with oversight of the Council's financial management, reporting and disclosure. It reviews financial records for accuracy, reviews periodic reports and reviews the annual financial report.</p> <p>The Audit Committee conducts an annual evaluation comparing the Executive Board's performance versus the Council's Articles and Governing Guidelines and against best practices.</p> <p>The Audit Committee nominates the external auditor to be approved by the General Assembly.</p>	<p>The Audit Committee</p> <p>The Audit Committee is appointed by the General Assembly for the review of the Council's financial management, reporting and disclosure. It reviews financial records for accuracy, reviews periodic reports and reviews the annual financial report.</p>	Clarity.
	70.1		The Audit Committee conducts an annual evaluation comparing the Executive Board's performance versus the Council's Articles, Bylaws and Governing Policies and against best practices.	Numbering. Clarity.
	70.2		The Audit Committee nominates the external Accountant or Auditor to be approved by the Annual General Meeting .	Numbering. Correct terminology.
67.1	70.3	<p>Appointment of the Audit committee: The Audit Committee will consist of three members selected at each General Assembly. Candidates for the Audit Committee will be nominated by the Council's members and/or by the Executive Board. Names of candidates will be announced at the opening session of the General Assembly. Each member will vote for two candidates by secret ballot.</p> <p>Candidates for service on the Audit Committee must be in attendance at the General Assembly. Candidates must be members in good standing of the Council's members. A period of at least one term must pass before a former member of the Executive Board can be a candidate for the Audit Committee. A member of the Audit committee cannot serve more than three consecutive terms.</p>	<p>The Audit Committee shall have three members. Audit Committee members for the term are elected at the General Assembly. A maximum of two members of the previous term's Audit Committee may serve in a current term. Candidates for the Audit Committee can be nominated by the Council's Members and by the Executive Board at the General Assembly. Members shall elect the Committee members by ballot if the number of candidates exceeds the number of places. Candidates nominated for election must be in attendance at the General Assembly. A serving member of the Audit Committee need not be present at the General Assembly for election to another consecutive term.</p> <p>Candidates must be members in good standing of the Council's Members. A period of at least one term must pass before a former member of the Executive Board can be a candidate for the Audit Committee. A member of the Audit Committee cannot serve more than three consecutive terms.</p>	Procedural change. Clarity
68	71	Auditors shall be appointed and their duties regulated in accordance with such other statutory provisions as may from time to time be in force.	Accountants or Auditors shall be appointed and their duties regulated in accordance with such other statutory provisions as may from time to time be in force.	Correct terminology.

OLD	NEW	EXISTING BYLAW	PROPOSED CHANGES	NOTES
69	72	<p><i>Notices</i></p> <p>A notice may be served by the Executive Board upon any Member, either personally or by sending it through the post, in a prepaid letter to such Member's address as appears in the register of Members.</p>	<p><i>Notices</i></p> <p>A notice may be served by the Executive Board or Secretariat upon any Member, either personally, by sending it through the post, in a prepaid letter or by electronic mail to such Member's address as appears in the register of Members. Members are responsible for keeping their information up to date in the register.</p>	Procedural change.
72	75	No Member other than a Professional Member shall vote upon any motions to alter the Articles of Incorporation and Bylaws.	No Member other than a Professional Member shall vote upon any motions to alter the Articles of Incorporation and Bylaws. That vote may also be cast by proxy assigned to either the Secretary General or to any other Voting Member.	Clarity.

BYLAWS **BLOCK 2**

No.		EXISTING BYLAW	PROPOSED CHANGES	NOTES
		ALTERNATIVE 01 Unlimited nominations from the floor		
45.4	46.5	The Secretary General shall invite any additional nominations from the m embers sitting in General Assembly. Any voting m ember present may propose additional nominations providing the individual nominated is present at the meeting, complies with 51.4 and is willing to stand for election and that the nomination does not exceed the limitations outlined in 51.1 .	The Secretary General shall invite any additional nominations from the M embers sitting in General Assembly. Any voting M ember present may propose additional nominations providing the individual nominated is present at the meeting, complies with 42 and is willing to stand for election and that the nomination does not exceed the limitations outlined in 46.1 .	Corrections to existing amendment that would not change anything procedurally
		ALTERNATIVE 02 Nominations from the floor are eliminated		
45.4	46.5	The Secretary General shall invite any additional nominations from the m embers sitting in General Assembly. Any voting m ember present may propose additional nominations providing the individual nominated is present at the meeting, complies with 51.4 and is willing to stand for election and that the nomination does not exceed the limitations outlined in 51.1 .	(remove)	Bylaw removed, effectively banning nominations from the floor of any kind
		ALTERNATIVE 03 Limited Nominations from the floor		
45.4	46.5	The Secretary General shall invite any additional nominations from the m embers sitting in General Assembly. Any voting m ember present may propose additional nominations providing the individual nominated is present at the meeting, complies with 51.4 and is willing to stand for election and that the nomination does not exceed the limitations outlined in 51.1 .	In the case that at the opening of the General Assembly there are no candidates in any of the Executive Committee positions of President Elect, President, Secretary General or Treasurer, the Secretary General shall invite nominations from the Members sitting in General Assembly and the Board. Any voting Member present or the Executive Board may propose nominations providing the individual nominated is present at the meeting, complies with 42 and is willing to stand for election and that the nomination does not exceed the limitations outlined in 46.1.	Change to the amendment that would allow Nominations to continue but only under specific circumstances

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