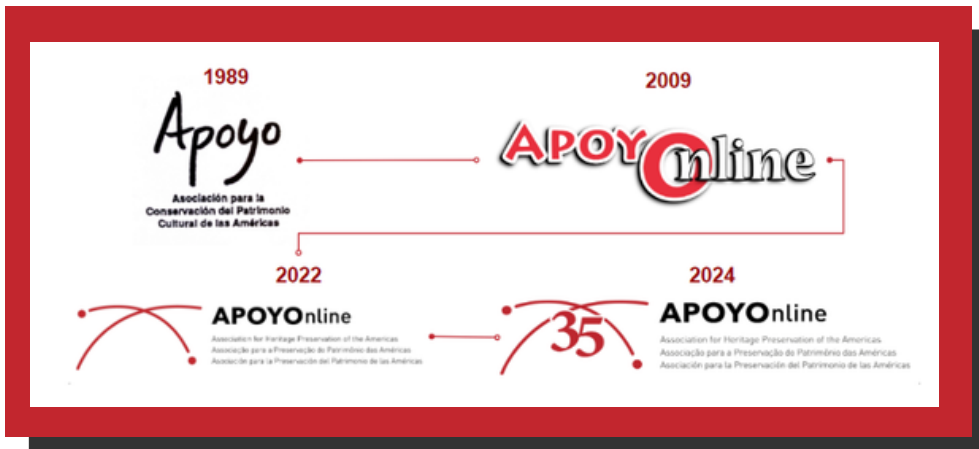


July, 2026 - English Version

# APOYOnline Newsletter

The Portuguese and Spanish versions can be found [here](#).



## Welcome!

In 2026, APOYOnline celebrated a significant milestone: 37 years of dedication to the preservation of cultural heritage and the dissemination of knowledge in the Americas. Since its establishment, APOYOnline has been committed to carrying out communication, exchange and professional development actions in the field of cultural heritage preservation in the Americas. Over more than 3 and a half decades, we have witnessed great achievements and overcome challenges, always with the goal of gathering and disseminating information, both technical and general, on conservation and preservation for the Latin American community, in their native languages. Thanks to the support of our partners, volunteers and community, we have been able to achieve our goal with quality and mastery!

In this edition of the newsletter, in a new format, we will take a look back at our achievements in recent years, bring interesting articles for the community and news for APOYOnline. Join us in celebrating this amazing story and continue to support our mission so that together we can grow and continue to foster connections between professionals around the world involved in the conservation and preservation of the cultural heritage of the Americas.

Thank you for being part of this story!

[www.apoyonline.org](http://www.apoyonline.org)



## Highlights

### Working Groups

There are 10 working groups responsible for APOYOnline's activities. Become a Volunteer!

### Feature Articles

In this special newsletter, you will find interesting articles about different topics in the field of preservation.

### Regional Conferences

All about APOYOnline's last conferences.

### Highlights of 2025

Highlights of what APOYOnline accomplished in 2025.

### Opportunities for the community

Open job positions, internships, workshops, next conferences, and more!



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# Who we are

APOYOnline is a nonprofit organization and community of over 6,000 members with the mission of building bridges of communication for the preservation of cultural heritage across the Americas and in Spanish and Portuguese speaking countries. To achieve this mission, we develop specialized training, multilingual events, and networking opportunities and also specialize in the technical translation of preservation-related publications. Collaborations and partnerships with other international organizations have also allowed us to award over 1,600 career development grants to cultural heritage professionals and students.

## **Ways to get involved**

---

There would be no APOYOnline without your input and support. Many volunteers, members, and sponsors around the world have contributed to making dreams a reality and the future of this organization depends on that continued effort. You too can donate your time, knowledge, or money so that APOYOnline can further advocate for cultural heritage preservation.

[\*\*Become a Member\*\*](#)

[\*\*Become a Volunteer\*\*](#)

[\*\*Become a Sponsor\*\*](#)

## **Donate!**

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Our thank you goes out to all of those who continue to support cultural heritage preservation in the Americas. You can support the efforts of APOYOnline by donating through our page:

[\*\*Donate now!\*\*](#)

# FROM THE PRESIDENT

*By Amparo Rueda*



The return of the APOYOnline Newsletter is a very important and significant milestone.

Almost 37 years ago, we began publishing the APOYOnline Newsletter. This was our first activity as a newly formed small non-profit organization. The intention was to connect professionals who work in the conservation and preservation of the cultural heritage of Latin America by sending them translations of important texts on the subject and fresh international and regional news. The APOYOnline Newsletter was very well received and became an important reference material for training programs and for individuals working in relative isolation. All this material is still in our archives and is accessible on our [website](#).

Due to different circumstances we had to stop publishing the newsletter for several years but now that APOYOnline has grown, strengthened and professionalized, we can publish it once again. I must emphasize that everything we have done in 37 years has been with the selfless and faithful contribution of hundreds of volunteers.

I want to sincerely thank the entire [APOYOnline Core Team](#) that today has 20 volunteers from different areas and specialties from various countries, who work for our cultural heritage and who in many ways have contributed to bring about the return of the Newsletter. In particular, my thanks to the Publications Working Group who have worked tirelessly in the design and production of this Newsletter.

I am very proud of what we have achieved in the last 3 decades; APOYOnline has achieved international recognition and has made a permanent contribution. We will continue to advance steadily. A warm hug to the fabulous volunteers who contribute in an extraordinary way to make all the dreams of 37 years ago come true.

**Amparo Rueda**  
**APOYOnline President**

# EXECUTIVE DIRECTOR CORNER

*By Beatriz Haspo*



I am delighted to welcome all readers to our online Newsletter, especially as we celebrate our 37th anniversary. This is an important moment for APOYOnline as a grassroots non-profit organization and for our entire community, who have worked tirelessly toward the sustainable preservation of our shared cultural heritage.

Our commitment to diversity, equity, inclusion, access, and social justice remains strong and ever relevant. We are proud to have built a vibrant network across the region that continues to connect and empower people. We hope this newsletter will be yet another way to strengthen these connections, reaching every corner of the Americas, the Caribbean, Spanish- and Portuguese-speaking countries, and beyond.

Over the past years, we have launched special initiatives, including the APOYOnline Award, APOYOnline Internship Program and the APOYOnline Oral History Program. We are deeply inspired by and grateful to all the volunteers who helped revamp this newsletter in its online format and to everyone who has contributed to our programs and activities over the years. APOYOnline's success over more than three decades is truly their achievement.

So, let's celebrate!

**Beatriz Haspo**  
**APOYOnline Executive Director**

# APOYOnline Team

Board and Core Team Members



## **BOARD MEMBERS**

- Amparo Rueda - President
- Francisco Vieira - Vice President
- Leah Bright - Secretary
- Ann Seibert - Treasurer
- Sandra Baruki
- Laura Branden
- Beatriz Haspo - Executive Director (ex-officio)

You can find more information about our Board Members [here](#).

## **CORE TEAM MEMBERS**

- Aline Zornoff
- Beatriz Gondim
- Carolina Ferreira
- Caroline Lodi
- Claudia Carvalho
- Cristina Lara Corrêa
- Dina Noite
- Elaina Snyder
- Gabriela Lúcio
- Giorgi Medellín
- Irene Delaveris
- Josefa Orrego
- Lénia Fernandes
- Mateus Cocco
- Nathália Pamio
- Patricia Marreiro
- Sakis Efthimiadis
- Sarah Sequeira
- Teresa Lança Ruivo
- Yazmin Miranda

You can find more information about our Core Team members [here](#).



# Working Groups

*APOYOnline's main groups*



This is the APOYOnline's Working Groups and their main activities. Driven by volunteer engagement and the collaborative spirit that defines our network, these groups contribute to organizing events, producing publications, developing educational resources, supporting professional development, and strengthening connections among cultural heritage professionals across different countries and communities.



## Branding

This working group has been updating APOYOnline's overall public image – its logo, website, presentations, etc. – and works closely with the members of the Marketing & Communication teams.



## Community Engagement

The role of this group is to create a closer bond between APOYOnline and the community it collaborates with, including its members, students, emerging professionals, regional groups and volunteers. This group also has an overview of the APOYOnline membership and mailing lists and often collaborates with the Marketing & Communication team. [You too can become an APOYOnline member.](#)



## Events

[You can find more information about upcoming events by going to APOYOnline website and following us on social media.](#)

# Working Groups

*APOYOnline's main groups*



## **Fundraising**

The goal of the fundraising working group is to explore sustainable means to fund APOYOnline's organizational and programming activities, including regional conferences, professional development activities, translations, and other special projects. The working group focuses on grant writing, donor management, and national and international collaborations. We hope to continually develop and discover creative means to support APOYOnline's mission.



## **Legal, Compliance, & Finance**

This group works closely with the Executive Director and the Board, with expertise to key areas such as governance, finance and organizational development, helping ensure that APOYOnline operates with accountability, transparency, and full legal compliance while advancing its mission.



## **Marketing & Communication**

APOYOnline uses its social media platforms to keep you informed about our activities and other opportunities from cultural heritage institutions that might be of interest to our community. The way we present ourselves is connected to the work developed by the Branding team. Join our community on [Facebook](#), [Instagram](#), [Linkedin](#), [YouTube](#), [Threads](#) and [TikTok](#). We look forward to seeing you there!



## **Professional Development**

This group works alongside the Events and Community Engagement teams to provide learning opportunities for all cultural heritage professionals.

# Working Groups

*APOYOnline's main groups*



## Publications

APOYOnline coordinates the production of its newsletter and event post-prints. This would not be possible without the continuous collaboration with the Translations group. Learn more about our Publications on our [website](#).



## Technical Support

Because our volunteers are spread around the world, it is essential that we have a secure digital infrastructure. This group helps ensure secure communications via social media and business platforms for online meetings and assists during APOYOnline events. The group also maintains the APOYOnline website.



## Translation

APOYOnline produces content in Portuguese, Spanish, and English. One of our most important activities is to provide access to translated technical literature, both created by us and by international cultural institutions. This group is constantly exchanging information with the Publications team and provides interpretation services during our events. Take a look at the work we've done so far on our [website](#).

We hope that learning about these activities will inspire you to discover the many ways to get involved with APOYOnline. If any of these groups spark your interest, we invite you to send an e-mail to: [info@apoyonline.org](mailto:info@apoyonline.org) and join our network sharing your knowledge, experience, and ideas.

Your participation can help build new projects, strengthen existing initiatives, and expand the impact of cultural heritage preservation throughout our region and beyond.

# Feature Articles

## “Leading with Influence for Impact”

*Bob Norris*



*Picture from Author's LinkedIn.*  
<https://www.linkedin.com/in/bob-norris-95635a/>

### **About the Author**

Executive Director for the First Tee of Delaware where we focus on youth development by providing educational programs that build character, instill life enhancing values and promote healthy choices through the game of golf. This provides me with the opportunity to give forward and pay back the community I have lived in all my life and provide children a strong foundation to be a positive force for the country in the future. As a former Senior Executive, I led teams focused on delivering value and improved business results to my internal and external "clients" through the use of improvement techniques focusing on process and the customer aligned to strategy and plans. Expertise includes executive coaching, strategic planning and execution, program design and deployment of Six Sigma, Lean, Organizational Change Management, and Baldrige assessment - methodologies and principles, and the Customer Experience.

My approach to all I do is to develop pathways to solve problems: educate/train/coach for sustainability; work with employees at all levels from CEO suite to line personnel to make a difference. I bring this expertise now to make a difference for our participants (ages 4-17), their parents, and our community and business partners.

Information from the Author's LinkedIn.  
<https://www.linkedin.com/in/bob-norris-95635a/>

## Introduction

As the cultural heritage professionals focus on developing core competencies within the field of the Preservation of Cultural Heritage: the examination, documentation, analysis, treatment, and preventive care of cultural heritage from archeological artifacts to contemporary photographs – they must also strengthen their ability to lead.

What is needed is the understanding of critical leadership skills – how to influence people to follow, and to motivate them to strive for excellence.

By doing so, cultural heritage professionals become managerially stronger and more effective ensuring collections and holdings are preserved. Such skills allow the individual to be fully engaged and excite public and professional audiences through a shared vision centered on the value and urgency of cultural heritage preservation, locally and globally.

## Leading for Impact: A Framework for Success

Effective leaders, to be successful, need to understand and apply critical skills: influencing; authentically communicating; how to collaborate: and, applying the art of advocacy – bringing to life the importance of your mission and purpose to those outside the organization. The Leadership Influence Impact Model has four primary areas where an individual must focus on to be an effective leader:



**Collaboration.** Serving others; gaining collective agreement on “what winning looks like;” being open to sharing information, and organizational strengths and limitations to develop opportunities for teaming to achieve success.

Influence. Ability to convince individuals to get something done that is a priority for results was their idea. The approach of “walking in their shoes” or showing empathy, trading items of “value” are powerful influencers.

Advocacy. At its core, building and nurturing relationships is vital for effectiveness. Keys to success are to regularly communicate the relevance of your effort to meet needs of a community; connect to societal needs and the need is compelling; and openly share your passion, your vision, your plan for making a difference.

Communication. Being authentic, active listening, understanding priorities, and aligning these with shared goals. Being candid, confident, concise, and compassionate is essential for effective dynamic communication.

## **The Influential Leader – Effectiveness Essentials**

There have been countless theories on what makes a good leader. Research had identified the effective leadership skills needed to be a great leader:

- Communications/listening skills projecting empathy and passion;
- Trust in employees or colleagues to do their jobs well;
- Flexibility and agility to continuously understand the need to change;
- Coaching and working collaboratively to drive learning and development;
- Common sense “intelligence” listening to/interpreting diverse points of view;
- Promoting teaming as a vehicle to drive results;
- Even temperament – calmness in the face of a storm.

Leaders are viewed as those who hold high positions in organizations. But a leader could also be an individual, who lacks organizational stature, but whom others gravitate to and/or admire. These “informal” leaders (without the title or senior hierarchical position) are just as important for an organization to help motivate others and to ensure the work gets done in alignment with a strategy and objectives. Leadership skills also apply directly to informal leaders. The power of informal leaders comes from their ability to influence.

At its core, leadership is inspiring people to follow. Good leaders provide their followers with the opportunity to maximize their efforts and to achieve the goals and objectives of the organization. The bottom line is that leadership is all about helping others to succeed.

A person's willingness to follow is all about perceived shared values and beliefs. People first observe what a leader does and believes in. They then use observation, insights to determine if the leader is someone that they feel will help them be successful; that the leader shares their personal values.

Therefore, to be a respected honorable leader, one needs to be true to who and what is internal to them, the core of their being:

- “Be”. Beliefs and values the leader inherently has that motivates people to achieve and/or go beyond expectations;
- “Know.” Breadth and depth of experience in terms of key job, critical tasks, and human nature/common sense to bring reality to “moment of truth” situations;
- “Do.” Ability to inspire implementation; provide an assurance you have “walked in your people’s shoes;” and, provide an understanding of changes needed.

If a formal or informal leader can develop their leadership style/approach that is their own with the aforementioned personal principles, demonstrate personal accountability, create an “attitude” in their followers to strive for excellence that individual will possess the essentials necessary to be a successful leader.

## **Collaboration – Building Trust Through Serving Others**

A successful leader effectively collaborates by serving their team to achieve. An influential leader is one whose success is helping develop, grow, and aid the individual in both accomplishing their individual goals but also the mission, goals of the organization.

Effective leaders enhance the personal growth of workers and improve the quality and care for their followers through a combination of teamwork and belonging to a community, personal involvement in decision making, and ethical/caring behavior. To effectively serve those one is leading, a leader demonstrates these personal skills and traits:

1. Active listening – asking for input to fully understand;
2. Empathy - understanding and sharing the feelings of another;
3. Healing – working together to find solutions, overcome perceptions;
4. Awareness – knowing the situation, the environment where one operates;
5. Influence – helping shape outcomes for a positive impact;
6. Foresight – anticipating/conceptualizing what is next down the road;
7. Stewardship – caring for collections of: people, principles, artifacts, finances;
8. Personal Growth – providing opportunities for development, to flourish;
9. Building Community – bringing groups together to realize, achieve success.

Success as a leader is fully focused on “your team” achieving levels in success in their goals and objectives. Influential Leaders put the welfare of the group ahead of their own self-interest. An essential part of leadership is to teach, mentor, and guide a group so that they can visualize the pathway for success.

## **Influence: The Art of Diplomacy**

Influence in the context of leading is very similar to the practice of diplomacy ... “the art of getting what you want by convincing those that need to make a decision it was their idea.” The source of the influence power is: (1) how you build positive relationships; and, (2) discovering shared value so both parties can cultivate relationships, mutually win and achieve.

Influence is the ability to change or affect the behaviors of others without ordering or threatening them so as to convince them to follow. Influencing strategies are defined by the outcomes the leader wants to achieve.

If outcomes are defined by the agreement of both parties that there is a “win-win” in the outcome. Influence is based on a key principle that underlies almost all positive human interaction, the “law of reciprocity” – or people should receive something of value for what they do (i.e. gratitude or a thank you, networking opportunities). Therefore, at its core, influence is all about trades, and exchanging something (“currencies”) the other values in return of what you want.

The most critical part to aid the ability to influence is the concept that we all possess “currencies of exchange” to help create and deliver shared value. Currencies represent resources that can be offered to a potential stakeholder or in exchange for support.

Examples of different types of currencies that can be used to influence are - grouped in various categories: Inspiration-related (i.e. compelling vision); Personal-related (i.e. gratitude, networking); Position-related (i.e. reputation, status); Task-related (i.e. resources, budget or organizational support).

The more currencies the leader can cultivate the greater the odds of finding the right individuals in the right situation to make the right trades for cooperation to help influence outcomes. This can be thought of as goodwill necessary to obtain what the leader may want in the current state or in the future given anticipated events to come.

Influence is about negotiations; it isn't persuasion, nor coercion to get someone to do something for you that maybe you don't want to do. Remember that influence is all about the intended outcome encouraging others to do what you want them to do but by their own choice.

## **Advocacy: Building a Bridge Through Relationships**

Advocacy is the bridge between influence and communication. A critical part in the ability to influence is to establish strong relationships. Simply, relationships matter. Effective influencing is directly proportional to the strength of the relationships you establish and sustain. Advocacy helps create relationships. Relationships start with a shared perspective or a cause to collaborate and pursue. Relationships are built on trust, respect, follow-through, and effective and active communication.

Being an advocate with impact is about effectively communicating your cause, passion, vision, foresight. While advocacy is driven with the belief you can make a difference, its foundation is conceptualizing what the end state looks like and developing a plan with critical milestones to help people join and support you to progress towards that vision. Ultimately, advocacy is being accountable to yourself, to cause or the field of interest, and/or people that follow you. Core to accountability is planning, and openly effectively communicating status, progress, constraints or barriers, and accomplishments.

## **Communication: Be Authentic - Confident, Compassionate & Caring**

As mentioned in section on leadership essentials, communications is #1 as having the most impact on how people determine your effectiveness as a leader.

The diagram provides tips on the “how” to convey the key messages that will resonate with audiences.



Some communication “how’s” worth highlighting:

1. WIIFM – any communication should answer for the recipient of the messages – What’s In It For Me. If the person can see the value of the message – they will understand.
2. Don’t Delay - Timely communication is a real expectation of everyone today.
3. When possible communicate face to face – in person, via video (i.e. Zoom). Being authentic is having a person see you, read your body language, hear the tone of your voice to sense a commitment, integrity, and a passion for your messages.

The real key to ensure your messages will be impactful is to plan out how you will be delivering messages that are clear, concise, contextual, candid, and compassionate. Having a communications plan before you communicate is a best practice.

When delivering messages, it is essential to communicate the most important ones using the “Rule of 3.” This communication guideline says that for your message to be impactful, and to drive action, the sender of the message should repeat the message (in different ways, using different methods) 3 times:

1. First time the message is communicated, it will be just heard by the receiver.
2. Second time, they will understand it.
3. Third time, they will know it (importance, purpose) and will act on it.

The aforementioned Be/Know/Do approach also applies in communications. To effectively influence and show the depth of your advocacy you need to be authentic –real in the moment, empathic, and truthful. Effective leaders communicate with an approach, the way they feel most comfortable, in a way that defines a Leader as a person – the receiver of the message will get a true read if the message(s) is genuine or not.

### **Summary – Today Leaders Serve, are Authentic and Advocates**

Countering popular belief, leaders are not born. Everyone can be an effective leader be it of an organization, a group, a team or informally helping others achieve success. Leaders are not effective if the majority of their constituents chose not to follow them.

Effective leaders understand how they can influence others to determine it was their idea to “come onboard. Collaboration through being a servant leader will create ownership and accountability for collective achievement. Success will breed success through service to others.

Establishing authenticity through disciplined and real communications, as well as being reliable and dependable, will help the Leader be seen as an advocate for a shared cause, cultivating relationships that will make being a Leader rewarding and most importantly help the team, group, organization thrive and survive.

Acknowledgements:

1. Allan R. Cohen and David L. Bradford, *Influence Without Authority*, 2nd Edition (New York: John Wiley & Sons, 1989).
2. Getty Institute/Publications: *Managing Collection Environments: Technical Notes and Practical Guidance*; article – Leadership Strategies. 2018.
3. IIC 2020 Congress - Getty Workshop: *Essential Leadership Fundamentals and their Application for Emerging Global Leaders in Museum and Heritage organizations*. (November, 2020)

# Featured Articles

## “Revisiting an Interview for Indigenous Collections Management”

*Elaina Snyder*



Picture from Author's LinkedIn:  
<https://www.linkedin.com/in/elaina-snyder-675707bb/>

### About the Author

Elaina Snyder holds a bachelor's degree in Villanova University (USA), Master of Library & Information Science - MLIS; Master of Arts MA, Archives and Digital Preservation; Museum and Material Culture, 17 Century Ireland. Government Information Specialist, U.S. Office of Personnel Management (OPM) and Archivist in U.S. National Archives and Records Administration. Archivist in the Accessioning, Basic Processing, and Holdings Security and Space Management Branch, part of the Textual Records Division within Research Services under the Chief Operating Officer carrying out complex professional assignments involving accessioning, processing, and description activities pertaining to the textual holdings of the National Archives.

Information from the Author's LinkedIn.  
<https://www.linkedin.com/in/elaina-snyder-675707bb/>

I joined APOYOnline in the Fall of 2020 as the team's first intern. The following article is one of the projects I completed with APOYOnline to include in my graduate final practicum, "Postcolonial' Museums and Indigenous Institutions: Traditional Care as Preservation Practice." It is a joint interview I conducted with Irene Delaveris (APOYOnline Spanish Translation Team Coordinator) who has worked with indigenous communities around the world, and Cali Martin, who is a collections manager at the National Museum of the American Indian (NMAI), a part of the Smithsonian Institute in Washington, D.C.

Together, we discussed what challenges indigenous community museums face and what opportunities larger institutions like the Smithsonian should or do provide.

We opened our conversation with what I consider to be the most-discussed topic: What are challenges faced by museum staff when creating exhibitions about indigenous peoples? Delaveris believes that larger, centralized museums "don't have knowledge about the significance and values of the collections from Native American communities... there is a very big emphasis on objects and very little on people." She added that, as professionals, conservation can be difficult, "because you disturb information that is essential for the Nations, but, from a conservator's point of view, is not information at all." Martin agreed, further saying that "museum staff...are generally not the experts in that material." Museums struggle with telling these stories because they "don't know who to contact" or they simply just don't.

So, then, how can you provide collection care? Before Martin and Delaveris met, they each had different conceptions of what the greatest challenges might be. Martin believed "resources and authority," which come from "the foundational purpose of museums" and the "overwhelming... white male voices"; Delaveris, on the other hand, focused on community survival: "Of course funding and materials are going to be a challenge, but the museum should not have resources before the community. Many [community members] are just trying to get by." The rest of our conversation explored how we, as a field, might move forward.

First, Martin and Delaveris laid out what issues are frequently found in community museums, and how "best practices" can be achieved under those conditions. Delaveris, who works primarily with and for community museums, identified "lack of staff, lack of funding, and lack of institutional tools" as the main problems she sees, but also the belief in the community that "tourists will come, and then they will have another economic source." Unfortunately, this is not as successful as communities might wish it to be.

Martin, who works in a large museum system, quite succinctly said: “the issues that smaller museums face are the same issues that big museums face, but they’re bigger because the resources aren’t there, like Irene mentioned.” As for best practices, both agreed that it was “a goal to achieve, but not reality,” and that imposing large institution ‘best practices’ to low-resource institutions could actually be more harmful.

So the question then becomes what can those larger museums with more resources do to support museums with less resources appropriately? Fortunately, there are many avenues.

Delaveris suggested that these larger museums could host exhibitions curated by smaller institutions; this could help generate interest in the community itself by utilizing their wider public reach. Martin, who has advocated for support between NMAI and community museums, suggested that retired cases or displays could be donated; however, she put more emphasis on the staff. Museum professionals should be willing to educate and train staff in smaller museums and cultural institutions. Delaveris confirmed the need to support staff: “Often, many small institution staff feel very alone. When they come together, they can discuss their problems and how others have managed or repaired.”

Finally, we discussed how the Smithsonian could assist indigenous community museums and vice versa. Martin stated that the staff at NMAI currently offer virtual consultations for First Nations communities as well as print resources for underserved communities, but there is also a strong need for access, grants, and personnel training. Delaveris returned to the concept of temporary or traveling exhibits and how these may fulfill these needs by providing access to their collections and providing both resource education and hands-on training.

In return, the Smithsonian has just as much to gain from indigenous communities. Martin, pointing back to her first answer, immediately said tribal members could tell staff how to preserve their material culture, that “traditional care is collections care.” Delaveris, further stressing how “their realities are different,” believes that teaching is bilateral. Large museums just need to create “a horizontal space” where it encourages bilateral learning.

As our conversation dwindled down, we of course needed to address the proverbial elephant in the world-theater: COVID-19. Martin said, “heritage is a public service,” which Delaveris continued:


***Tourism is a large source of funding for many, large or small, however COVID has made clear we don't manage to live without heritage, art and culture, we need it! We must change our values [to support museums as a societal necessity]...Heritage creates this social tissue...it's another kind of nutrition—sensory nutrition. It's essential for us as beings. We have thrown the earth out of balance; this is reflected in us, with war, criminality, and disease. Heritage restores our balance.***



Regardless of the size or available resources of the institution, “museum standards” are flexible, and there are viable solutions to challenges all museums face at varying intensities. Museums and their staff need to support each other, either in training, resource access, or, according to Martin simply “being human,” in order to balance and restore ourselves in this time of isolation, community distance, and the unknown.

# Updates on the Recognition of the Profession of the Conservator-Restorer

*Brazil*

In 2020, APOYOnline in collaboration with the Assembleia de Conservadores-Restauradores Autoconvocados (ACRA) from Argentina organized three meetings to discuss the “Path towards the recognition of the profession in Latin America;” a big step toward the future, of the conservator-restorer’s profession in Latin America. The meetings were broadcasted on Youtube and there were five people invited to speak, and two moderators. The subject was the challenges for recognition of the profession, and ways to seek the labor rights for conservators. You can find the link for our APOYOnline Youtube channel [here](#), and [here](#).

Today we are proud, and extremely happy to share some updates on this fight for the recognition of the profession of the conservator-restorer in Latin America! We have invited Mariana Onofri, a professional from Brazil that are actively working on making this happen to tell us more about the updates on what has been done in her country!

*UFPA's students supporting the recognition of the profession of the conservator-restorer at the Parque Cemitério Soledade in Belém do Pará, Brazil. Picture from Stephanie Nascimento.*



# Feature Articles

## “Updates on the process of regulating the profession of Conservator-Restorer in Brazil”

*Mariana Onofri*



Picture provided by the author



### About the Author

Mariana Onofri holds a Master's degree in Arts with an emphasis on Cultural Heritage Preservation (PPGArtes/EBA/UFGM) and is a Conservator-Restorer of Movable Cultural Assets. She worked as a Conservator-Restorer of Works of Art at the Chamber of Deputies in Brasília/DF and was Coordinator of the Commission for the Approval of Bill 1.183/2019. She is associated with APOYOnline and is part of the communications team at the International Institute for Conservation of Historic and Artistic Works (IIC). She creates content about Conservation-Restoration at @marianaonofri.restauro.

The process of regulating the profession of cultural property conservator-restorer in Brazil has been underway for several years through Bill No. 1,183/2019, authored by Congresswoman Fernanda Melchionna (PSOL-RS). However, it was from 2022 onward that the agenda of conservation-restoration professionals gained greater visibility in the media, driven mainly by the efforts of undergraduate, technical, and technologist students in the field across the country, as well as emerging conservator-restorers. This mobilization strengthened the profession's unity around a common goal: advocating for more dignified working conditions while defending Brazilian history, memory, and cultural heritage.



*Public hearing on the importance of regulating the profession of conservator-restorer at ALMG. Photo: Willian Dias.*

To be approved, Bill No. 1.183/2019 must pass through two committees in the Chamber of Deputies: the Committee on Labor, Public Administration and Public Service (CTASP) and the Constitution, Justice and Citizenship Committee (CCJC). The first is mandatory for bills concerning professional regulation, while the second is responsible for verifying the proposal's constitutionality, legal soundness, and legislative adequacy in accordance with the 1988 Federal Constitution. After this stage, the bill will proceed to the Federal Senate and subsequently to the Executive Branch for enactment.

In 2022, the bill was approved by the CTASP under the rapporteurship of Congresswoman Erika Kokay. In 2023, the profession gained even greater visibility due to the swift response of trained conservator-restorers following the acts of vandalism that occurred on January 8, 2023, contributing to the recovery of important cultural assets that had been damaged. Upon reaching the CCJC, the bill was assigned to different rapporteurs and is currently under the responsibility of Congresswoman Sâmia Bomfim (PSOL-SP).

During its review by the committee, the need to revise certain provisions of the text was identified in order to ensure full compliance with the 1988 Federal Constitution and to avoid a potential veto. In response, the National Committee for the Regulation of Bill No. 1.183/2019 organized a working group to discuss and revise the bill's content.

In addition to the support of the Council of Architecture and Urbanism, the regulation of the profession currently also has the support of the Federal Council of Museology. On April 13, 2026, Congresswoman Sâmia Bomfim, the bill's rapporteur, issued a favorable opinion regarding the constitutionality, legal soundness, and legislative technique of the bill and the CTASP substitute text, with a substitutive amendment.

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For more information about Bill No. 1.183/2019, follow:

- Official Instagram @regulamentaja\_cr
- [Chamber of Deputies' ProposiçõesWeb system](#)



Website of the Brazilian Chamber of Deputies containing the details of Bill 1.183/2019. Photo: official site.



# Regional Conferences

## ***5th Regional Conference 2025 “Sustainable Connection for the Cultural Heritage”, in Panamá City - Panamá.***



**APOYO**online  
**Sustainable Connections  
for Cultural Heritage**  
5th Regional Conference 2025  
Panama City, Panama

APOYOonline successfully organized and held its 5th Regional Conference and Workshops, Sustainable Connections for Cultural Heritage, from June 30 to July 4, 2025, in Panama City and online.

The event was organized in collaboration with the Museo del Canal and other local and regional institutions, bringing together students, emerging professionals, and established specialists in cultural heritage preservation from the Americas, the Caribbean, Portuguese- and Spanish-speaking countries, and beyond.

The program was structured around 4 topics: Innovation & Trends, Education & Training, Climate Change & Collections at Risk, and Community Engagement & Connections. These themes guided discussions on sustainability, innovation, professional development, risk management, community participation, and the contemporary challenges facing cultural heritage on a global scale.



The conference welcomed participants from 28 countries and provided a dynamic platform for international collaboration and knowledge sharing.

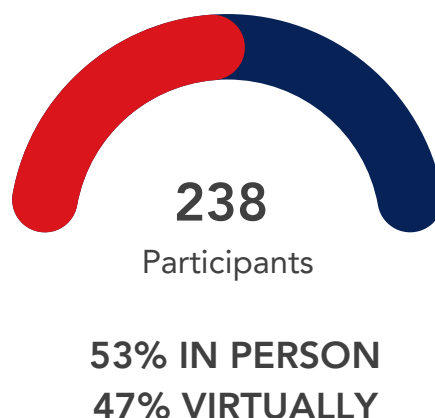
The conference featured approximately 170 authors, presenting more than 60 oral presentations and 50 posters representing universities, libraries, museums, archives, scientific and cultural institutions, historical societies, and private practitioners. More than 60% of participants were students and emerging professionals attending an APOYOnline event for the first time, reinforcing the organization's commitment to supporting the next generation of cultural heritage professionals.

The program included Professor Jane Henderson as keynote speaker, as well as more than 20 international specialists, students, and emerging professionals from nine countries serving as speakers, panelists, and invited guests. The conference also offered in-person and virtual workshops, technical visits to important Panamanian heritage institutions, an exhibitors' area, and networking opportunities.



*Some moments from the 5th Regional Conference. Photos: APOYOnline team*

For the first time, the conference was held in a hybrid format, significantly expanding its reach and enabling participation from professionals and students around the world. All activities were offered in English, Spanish, and Portuguese, reflecting APOYOnline's commitment to accessibility, linguistic inclusion, and the exchange of knowledge among different cultures and professional communities.





During its regional conferences APOYOonline organizes MANOS A LA OBRA events – a call to action to help local institutions in the preservation of their collections through the help of conference attendees.

On July 4, 2025, nearly 40 volunteers from 11 countries joined a special preservation effort at the library group of volunteers participated in the MANOS A LA OBRA project at the Biblioteca Presidente Roberto F. Chiari, Panama's first public library. The space holds a rich collection of books, pamphlets, and artifacts related to the Panama Canal's history. Located in the historic former Balboa School, it stands as a symbol of national memory.

Divided into 3 groups, they helped clean and store photographs, large-format documents, and books. This day of service highlighted the power of international collaboration in preserving cultural heritage and strengthening connections across borders.



[Click here to watch the video and learn more about MANOS A LA OBRA](#)

### Other editions



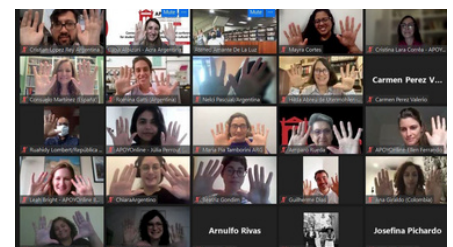
Archivo Histórico Municipal de la Ciudad de la Antigua  
2018



Arquivo Público do Estado do Rio de Janeiro  
2019



Biblioteca Ateneo Amantes de la Luz (virtual edition)  
2021



The 5th Regional Conference marked an important milestone for APOYOnline, further advancing its mission to promote communication, exchange, and professional development in the field of cultural heritage preservation while fostering sustainable connections for the future of the profession.

You can find more information about the Conference and the Postprints [here](#). APOYOnline extends its sincere gratitude to all members, volunteers, partners, and collaborators who dedicated their time, expertise, and energy to making this event possible. We also wish to recognize our sponsors, whose support was essential in bringing the conference to life and expanding its reach and impact. The collective commitment of everyone involved was fundamental to the success of this edition and helped create a meaningful, inspiring, and memorable experience for all participants.

**“** *I am deeply grateful for the effort behind organizing the Conference. It was a wonderful week full of learning and networking opportunities. You can feel the care put into every activity and throughout the organization of this great event. I also appreciate the support provided that enabled us to attend.* **”**  
**Attendee from Chile.**

**TESTIMONIAL**

**ORGANIZERS | ORGANIZADORES:**



**PLATINUM SPONSORS | PATROCINADORES PLATINO | PATROCINADORES PLATINA:**



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**SPECIAL THANKS | AGRADECIMIENTOS ESPECIALES | AGRADECIMENTOS ESPECIAIS:**



*A special thank you to our collaborators and sponsors.*

# Regional Conferences



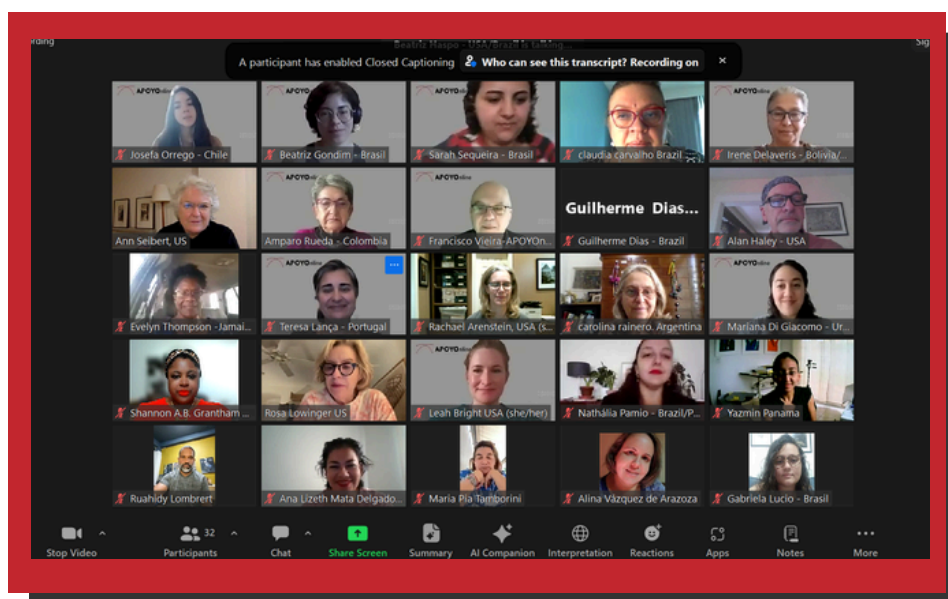
## 2023 APOYOOnline Regional Stewardship Summit

APOYOOnline is proud to share the results for the organization of the 2023 APOYOOnline Regional Stewardship Summit held virtually on October 28, 2023. For the event, we selected a group from our heritage preservation community for a 1-day virtual summit to discuss future key programming activities of APOYOOnline. Our main goal was to foster community engagement for the sustainable benefit of the cultural heritage and the natural resources in the region through APOYOOnline activities.

We had 42 people total from 17 different countries who were divided into 6 rooms where they were able to share, discuss, and brainstorm about cultural heritage in their region and APOYOOnline's activities for the community.

- ID** Positioning and become more visible, but this also done through all the diferent activities that we have discussed today. Things go together.
- CR** En consolidar la red Latinoamericana a través de acciones conjuntas por subareas
- AH** Professional development in tandem with mentorinnng. Preservation education for more general audience as well.
- LB** In the nexto two years APOYOOnline shold focus on organizing another regional conference and outlining guidelines/goals for a mentorship program

Messages from the chat during the virtual summit.



To find more information about the regional summit, [click here](#).

# Highlights of 2025



## COLLECTIONS 2030 AND BEYOND

APOYOnline participated as a co-organizer of the international conference “Collections 2030 and Beyond: Activating Heritage Collections for Sustainable Development through Cross-Sector Partnerships”, held virtually from September 22–26, 2025, in partnership with ICCROM, the International Institute for Conservation (IIC), the University of Valencia, and other international institutions.

Over 5 days, cultural heritage professionals, museums, libraries, archives, and organizations from around the world came together to discuss the role of heritage collections in advancing sustainable development, exploring themes related to the United Nations 2030 Sustainable Development Goals (SDGs). The program featured keynote presentations, panel discussions, and case studies that highlighted innovative approaches and the potential of cross-sector partnerships to enhance the social, cultural, and environmental impact of cultural heritage.

The Conference featured approximately 950 unique registrations from 110 countries, including government representatives, local policymakers, professionals from museums, libraries, and archives, civil society organizations and leaders from across sectors working to advance sustainable development.

For more information about the conference, [visit the site of event](#).



All 5 days of the conference are available on APOYOnline's YouTube channel.

## COLLECTIONS 2030 & BEYOND

Activating heritage collections for sustainable development through **cross-sector** partnerships

22-26 September 2025 | Virtual Conference



# Highlights of 2025



## COP-30

As part of the activities leading up to COP-30 in Brazil, APOYOnline's Executive Director represented the organization at the Roundtable on International Partner Insights, Commitments, and Partnerships of the Weavers of the Future project, held during the EcoLivre International Meeting.

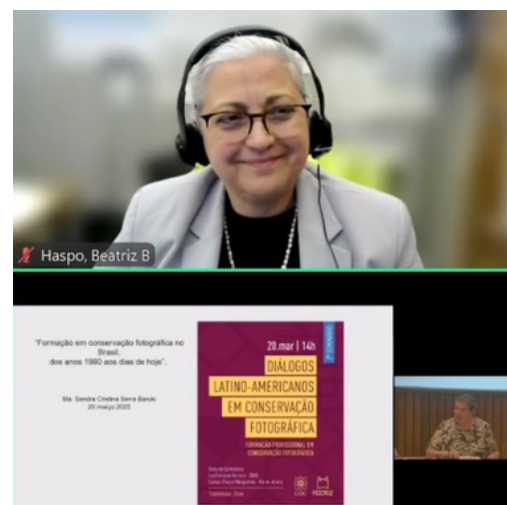
The roundtable brought together international partners and stakeholders to exchange perspectives on collaborative initiatives, discuss shared commitments.



## LATIN AMERICAN DIALOGUES IN PHOTOGRAPHIC CONSERVATION

APOYOnline participated in the Latin American Dialogues in Photographic Conservation Seminar, organized by Fiocruz in Rio de Janeiro, Brazil. The event brought together professionals, researchers, and students from across Latin America to exchange knowledge and discuss current challenges and opportunities in photographic conservation.

Representing APOYOnline, Executive Director Beatriz Haspo presented the organization's initiatives aimed at creating collaborative networks and supporting the training of emerging students and professionals.



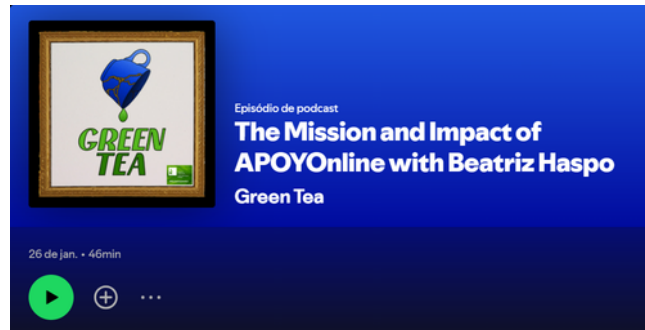
# Highlights of 2025



## PODCAST GREEN TEA

APOYOnline's Executive Director, Beatriz Haspo, was featured on a conservation-focused podcast to discuss the organization's mission, recent initiatives, and the themes explored during APOYOnline's 5th Regional Conference in Panama. The conversation highlighted the importance of expanding access to training opportunities, fostering knowledge exchange across Spanish- and Portuguese-speaking regions, and strengthening international collaboration within the cultural heritage field.

The episode also emphasized the value of inclusive, community-centered approaches to preservation, recognizing cultural heritage conservation as a shared responsibility that benefits from diverse perspectives, experiences, and forms of expertise. Through this participation, APOYOnline continued to promote its commitment to accessibility, professional development, and global dialogue in cultural heritage preservation.



A key theme of the discussion was the importance of breaking down linguistic, geographic, and professional barriers to create a more connected and equitable conservation community. By sharing APOYOnline's experiences and initiatives, the episode reinforced the organization's role in supporting emerging professionals, encouraging cross-cultural exchange, and building resilient networks dedicated to the preservation of cultural heritage.

To listen to this full episode, [click here!](#)

Visit [Green Tee](#), one of the AIC Sustainability Committee initiatives, to listen other equally interesting ones!

# Highlights of 2025



## APOYONLINE AWARDS 2025

As part of the 5th APOYOnline Regional Conference, held in Panama City, APOYOnline hosted the APOYOnline Awards 2025, celebrating individuals, organizations, initiatives, sponsors, and supporters whose contributions have advanced cultural heritage preservation and strengthened the organization's mission.

A total of 124 awardees were recognized during the ceremony across several categories, including the President's Award, Publications Award, Community Engagement Award, Emerging Professionals Award, and Innovation Award. APOYOnline also honored its sponsors and funders for their essential support in expanding programs and strengthening the heritage community throughout the Americas and beyond.



## PUBLICATIONS

APOYOnline has published some very interesting articles.

Here you will find a list of some important publications in 2025:

- Guardianes del Patrimonio (Translation into English and Portuguese. Review of Spanish)
- UNIRIO/APOYOnline Book Cleaning Guide for Archival Storage Environments (Translation into English and Spanish)
- Postprints APOYOnline 5th Regional Conference: Sustainable Connections for Cultural Heritage



## ***Job Opportunities - Open positions***

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### ***Getty. Los Angeles, CA (U.S.)***

- Preventive Conservator, Office of the Associate Director for Collections

The J. Paul Getty Museum seeks an experienced professional for the new position of Preventive Conservator at the Getty Center and Getty Villa locations.

[More information here](#)

- Associate Conservator of Decorative Arts Conservation

The J. Paul Getty Museum seeks a limited term (2-year) qualified furniture conservator to join the Department of Decorative Arts and Sculpture Conservation located at the Getty Center.

[More information here](#)

### ***MET. New York, NY (U.S.)***

- Sherman Fairchild Conservator in Charge, Photographs Conservation

The Conservator in Charge of the Department of Photograph and Time-Based Conservation, is responsible for the conservation of the collections of Photographs and Time-Based media.

[More information here](#)



## **Academic Opportunities**

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### ***Investigación en Historia del Arte Basada en la Comunidad, Connecting Art Histories of Getty***

This initiative aims to train art historians and students from related fields to conduct participatory research with traditional communities in Latin America. We are currently selecting graduate students from Latin America to participate in the program, who will be involved in ongoing participatory research projects on Marajó Island (Brazil), the Tikuna indigenous territories (Brazil), and Oaxaca (Mexico).

Registration: July 30th, 2026

[More information here](#)

## **Training**

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### ***Cultural and Creative Economy, Indicators and Cultural Heritage, Ministry of Culture of Brazil***

This training is free and offered online (distance learning). In partnership with the Ministry of Culture (MinC), the course is an initiative of the Center for Culture, Languages and Applied Technologies (Cecult) of the Federal University of Recôncavo da Bahia (UFRB). The central objective is to train professionals for a strategic understanding of the economic dynamics governing the cultural sector, integrating the use of data and statistics in the planning of projects and public policies.

Registration: April 14th to July 14th, 2026

[More information here](#)

# Opportunities for the Community



## ***Upcoming Events***

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### ***2ª Semana do Patrimônio Cultural de Curitiba***

Organized by the [ARCO.it e Fundação Cultural de Curitiba](#)

In-person - Curitiba, Paraná (BR)

August 10th - 14th, 2026

[Click here](#) and check the program!

### ***IIC Congress Ghent 2026***

Organized by the [IIC and local partners](#)

Hybrid - Ghent, Belgium & virtual access

September 8th - 11th, 2026

[Click here](#) and check the program!

### ***12º Encuentro Iberoamericano de Museos***

Organized by the [Ibermuseos](#)

In-person - Santo Domingo, República Dominicana

September 14th - 16th, 2026

[Click here](#) and check the program!

### ***21st ICOM-CC Triennial Conference***

Organized by the [ICOM-CC](#)

In-person - Oslo, Norway

September 14th - 18th, 2026

[Click here](#) and check the program!

APOYOnline have supporting emerging conservation professionals at ICOM-CC Oslo 2026. For those who would like to express interest please contact [info@apoyonline.org](mailto:info@apoyonline.org).

# What's new



## APOYOnline's activities



Manitos a la Obra is APOYOnline's intergenerational community outreach initiative, designed to introduce children, youth, and families to the importance of cultural heritage preservation through hands-on activities.

Led by APOYOnline volunteers and heritage professionals, the initiative combines educational activities, practical demonstrations, and interactive experiences that explore topics such as agents of deterioration, climate change, preventive conservation, and careers related to cultural heritage and STEAM fields (Science, Technology, Engineering, Arts, and Mathematics).



*Arcola Elementary School, November 2025. Photos: APOYOnline team*

Beyond its educational component, the initiative reflects APOYOnline's commitment to expanding access to knowledge and encouraging community participation in heritage preservation. By creating inclusive spaces for learning and dialogue, the program helps cultivate greater awareness of the value of cultural heritage among younger generations.

For more information about the initiative, [visit the webpage!](#)

# What's new

## *APOYOnline's activities*



### ***New Social Media Series: We Need Your Participation!***

#### ***#APOYOnline\_ObjectsOfMemory***

What objects tell the story of your journey with APOYOnline?

Inspired by the concept of a reliquary - a special place where treasured memories are kept - this new video series invites participants to share meaningful objects, photographs, conference materials, souvenirs, or personal mementos connected to their experiences with APOYOnline.

Through short, cinematic videos, we will open these "digital reliquaries" and discover the stories, memories, and personal connections that have helped shape our community over the years.

#### ***#APOYOnline\_Shortcast***

Our new Shortcast series will feature brief video reflections (up to 2 minutes) from members of the APOYOnline community.

Participants are invited to answer simple but meaningful questions such as:

- What is your most memorable moment with APOYOnline?
- How did you become involved with the organization?
- Why is APOYOnline important to you?
- How has the organization contributed to your professional journey?

Videos can be recorded using a mobile phone and filmed in any pleasant location, such as your workplace, museum, library, conservation lab, garden, or another meaningful setting.

We would love to hear your story! Send your experiences to the e-mail: [gabriela.lucio@apoyonline.org](mailto:gabriela.lucio@apoyonline.org)

# What's new

## Global Heritage Updates



### ***New Toolkit Connects Heritage, Education and Human Rights***

ICCROM has launched a new toolkit that explores how human rights can be integrated into collections-based education. Designed for museums, libraries, archives, and heritage professionals, the resource offers ideas and strategies for creating more inclusive, participatory, and sustainable learning experiences. The publication encourages institutions and educators to rethink the role of cultural heritage in promoting citizenship, diversity, and lifelong learning.

Visit the [website](#) to learn more and access the full toolkit!

### ***Atlas of Latin American Heritage Explores New Perspectives on Preservation***

Our understanding of cultural heritage is evolving. The Atlas of Latin American Heritage brings together reflections on contemporary meanings of cultural and natural heritage across the region. The publication highlights how researchers and communities in Latin America are expanding the concept of heritage beyond monuments and historic buildings to include collective memories, intangible heritage, territories, and cultural practices. Through 29 entries written by specialists from different countries, the Atlas explores topics such as ancestral memories, cultural landscapes, and the challenges posed by urbanization and climate change. The publication offers an engaging opportunity to understand how Latin America is developing its own critical perspective on heritage.

Check its out the full publication [here](#)!

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