

# **AIC MEMBER BUSINESS MEETING MINUTES**

## **Miami, FL**

### **16 May 2015**

*Minutes of the meeting were submitted by AIC Board Secretary Sanchita Balachandran and approved by the AIC board of directors on January 11, 2016.*

AIC Board President Pam Hatchfield called the meeting to order at 7:38 a.m. and welcomed attendees to the member business meeting. She noted that it has been an amazing year for AIC and FAIC. She acknowledged the extraordinary work of the staff over the last year and emphasized the importance of incorporating Heritage Preservation programs into FAIC operations. Four new staff members from Heritage Preservation have joined us—two to support new FAIC programs, one to serve as the financial manager for AIC and FAIC, and one as the meetings associate for AIC.

The meeting agenda and related material were posted on the website prior to the meeting, but a show of hands revealed that few attendees had read this material. For those who saw the agenda, it was noted that the order of the agenda was changed to include additional topics.

Hatchfield announced that AIC and FAIC are about to embark on a new strategic planning process that will include broad thinking about our vision for the future of AIC and FAIC.

#### **Secretary's Report**

Sanchita Balachandran stated that the prior year's meeting minutes had been approved by the AIC board of directors last fall and have been posted on the AIC website since that time. With no comments or questions about the minutes forthcoming, Balachandran made a motion to approve the 2014 member business meeting minutes. Cathy Hawks seconded the motion, and it was passed by members present.

Balachandran announced that proposed revisions to the AIC Bylaws were approved by an electronic vote of Fellow and Professional Associate (PA) members of AIC. It was noted that the bylaws revisions vote did not include Section 2, Paragraph 12 of the bylaws, which pertain to the process by which allegations of ethical misconduct are handled.

#### **Nominating Committee Report**

Nominating Committee Chair Ellen Pearlstein announced the results of the AIC board elections on behalf of her committee, which includes members Nancie Ravenel and Victoria Montana Ryan. Pam Hatchfield and Peggy Ellis had both agreed to serve second terms as board president and vice president, respectively, and both were approved by a vote of Associate, PA, and Fellow members of AIC. The board position of director, committees & task forces was also on the slate, and it was announced that Tom Braun had been elected to this position, taking over from Sarah Stauderman.

Pearlstein then opened nominations for a new nominating committee member. Nominating committee members serve for three years, rotating off after serving as chair in the final year. Beverly Perkins nominated Jodie Utter, who agreed to serve. Cathy Hawks nominated Karen Pavelka, who also agreed to serve. The nominees were asked to introduce themselves to those present before ballots were distributed. Following a supervised tally of ballots, it was announced that Jodie Utter had been elected by AIC Associates, PAs, and Fellows present to serve on the nominating committee for a three-year term.

## **Treasurer's Report**

Jennifer Hain Teper presented the treasurer's report, providing an overview of AIC and FAIC revenues, expenses, and net assets at the close of 2014 and with projections for 2015. The AIC budget shows the impact that the specialty group (SG) projections and actuals have on net assets. Projected budget deficits in FY2014 and 2015 are either equal to or less than deficits projected by the SGs as a whole. The actual 2014 deficit is less than the actual SG deficit as a whole. It is good to see that many SGs are spending down excess reserves, as has been recommended by our auditor. AIC net assets remain stable and the organization is fiscally strong.

FAIC financial statements are more difficult to understand due to generally accepted accounting principles (GAAP) reporting. Grant income is booked on the date of the award, not necessarily when the actual money is received. Following year one, multi-year grant reports show only expenses and no revenue, which can be misleading. FY2014 ended in the black, which is primarily due to a multi-year Kress grant. Fundraising efforts have resulted in an increase in individual donations. However, continued member support of FAIC is important in securing grants and other donations, and donations at any level are greatly appreciated. FAIC's 2015 expenses are projected to be mainly in professional development and the Hermitage project, which wraps up at year-end. FAIC net assets remain stable and FAIC's finances are healthy.

Teper reminded the membership that there was a request at last year's business meeting that we look into socially responsible investing. Wentworth and Teper researched this topic and both TIFF (FAIC investments) and Morgan Stanley (AIC and FAIC investments) were contacted about their activities in socially responsible investing. Teper wrote an article about this research and current recommendations in the March 2015 issue of *AIC News*, which is available on the AIC website.

In summary, Morgan Stanley will invest wherever we direct our funds, but we need to determine how we define socially responsible investing before taking any action. In addition, we are not specialists in investing and are not comfortable taking on a responsibility that could adversely affect assets. At the same time, AIC and FAIC investment policies were recently updated on the advice of our financial advisory committee, and it is too soon to undertake this process again. TIFF does not currently offer packages for socially responsible investing, but is listening to investors and will determine how to address it in the long term. Current recommendations are to keep an eye on trends and to wait to make changes in our investment policies.

## **FAIC Programs and Strategic Planning**

Hatchfield opened the discussion on the FAIC strategic planning process, stating that this takes place every three years; the mission, vision, and core values of FAIC are reviewed regularly to ensure that they help guide decisions about FAIC's direction and priorities appropriately. The mission statement states that FAIC works to advance the conservation profession both nationally and internationally.

Goals for the FAIC professional development program are a significant component of the strategic plan. AIC Board Director Stephanie Lussier provided a short review of FAIC's professional development program, which includes courses, workshops, and scholarship support. FAIC professional development activities are guided by members of the education and training committee, specialty groups, Mellon photo advisory group, and the Connecting to Collections Care (C2C Care) advisory group. She urged everyone to celebrate our accomplishments and acknowledge the expert help of members. FAIC's activities are also enhanced by partnerships and co-

sponsorships, and, of course, grant funding is critical. FAIC is expanding online offerings, completing needs assessments, and analyzing intended audiences. She encouraged members to visit the FAIC portion of the website for more information and reminded members that their ideas for new and revised FAIC professional development activities are always welcome.

AIC Board Director Sarah Stauderman spoke about FAIC and its new programs, which will be incorporated into the strategic plan. These programs serve an advocacy role for AIC and FAIC in that they broaden our reach. The Connecting to Collections Care (C2C Care) online community is thriving, with the aid of Coordinator Susan Barger and the collection care network. Emergency programs from Heritage Preservation are also being incorporated into FAIC. To assist with this transition, NEH has transferred grants funds from Heritage Preservation to FAIC in support of Alliance for Response (AFR). The Department of the Interior is reviewing plans to transfer a contract to FAIC for the Risk Evaluation and Planning Program (REPP). The State Heritage Emergency Partnership (SHEP) will also come under FAIC. Given these new programs, it is fortunate that two Heritage Preservation staff members will join FAIC to work on emergency programs. While these transitions have been carefully planned, additional funds in the form of donations to FAIC are especially welcome, particularly as it takes on new programming.

Members in attendance noted that leadership and partnerships should be included in the FAIC mission and visions statements. Donated services to FAIC are important and should be documented appropriately. For example, a donated services statement could be crafted, and donated services documented as in-kind services on invoices. This is important, as in-kind services are included as revenue in organizational financial statements, when reporting matching funds in grant reports, and in reporting tax-exempt donations by individuals.

### **Bylaws Revisions**

Bylaws Committee Chair Cathy Hawks began her presentation by noting that the comprehensive review of the AIC Bylaws was a very long process that included the assistance and recommendations of legal counsel, auditors, and members. Many people contributed to the process, during which a draft table with original language and proposed revisions was developed. The proposed revisions were introduced last year, first on MemberFuse and then on a new member-wide discussion listserv. Changes were made to proposed revisions in response to member comments on gender neutrality and ethics and standards.

In April 2015, in a vote by PAs and Fellows, the AIC Bylaws revisions passed by an overwhelming margin. The newly approved bylaws are posted on the AIC website. With the work of the bylaws committee completed, it is being dissolved. It should be noted that Section 2, Paragraph 12 of the bylaws, which discusses allegations of unethical conduct, was not included in the vote. As there was a need for a fuller discussion of the ramifications of removing “process language” about how unethical conduct should be handled within AIC, a new bylaws committee will be formed to work with the board, executive director, and ethics and standards committee. They will determine appropriate bylaws language and a policy related to addressing complaints of unethical member conduct.

Hawks also discussed the ongoing conversations about creating new membership categories, defining professional status, and continuing education requirements for peer reviewed status in our organization. These issues will be discussed in detail by a to-be-formed task force. There will be a plan in place for exchanging information and creating a series of webinars to communicate these discussions with members. Marks that can be used by peer-reviewed members (i.e., PAs and Fellows) will also be instituted. Hawks ended by thanking her committee members—Brenda

Bernier, Tom Braun, and Martin Burke—and all those who care about AIC and took the time to participate in the process.

Hatchfield thanked Hawks for her presentation and service as chair of the committee, and noted that the new bylaws committee would be appointed soon.

### **FAIC Updates**

Hatchfield noted that the FAIC board works differently than the AIC board and has its own mission and goals that support and enhance AIC. Its only member is AIC. FAIC has been bringing on board members with a variety of skills and experience. Recently, two members had to resign and new members of the board are being sought.

The Charting the Digital Landscape of the Conservation Profession planning project, funded by The Mellon, Getty, and Kress Foundations, was created to help identify the information needs of the conservation profession and its allies. The project involved reviewing existing digital resources for conservation, while exploring directions in which the profession is moving. Most of the project materials are already posted on the website. The final report is expected this summer. At that time, solicitations will be made for additional comments. It is clear that reimagining the digital landscape in a way that allows the discipline to make significant advances within the profession and throughout a broader ecosystem of allied professions will necessitate ongoing collaborative efforts. The potential roles of AIC and FAIC in these efforts will be addressed in the upcoming strategic planning process.

Regretfully, Heritage Preservation closed its offices April 30, and the dissolution takes effect at the end of June. Many programs and resources have come or will be coming to FAIC. Four major programs—C2C Care, AFR, REPP, and SHEP—have already been mentioned, but FAIC is also going to maintain existing digital materials from Save Outdoor Sculpture! and Rescue Public Murals, in addition to other initiatives and the content on Heritage Preservation’s website. The Heritage Health Information report, HHI 2014, supported by the Institute of Museum and Library Services (IMLS), will be available in the fall. The Conservation Assessment Program (CAP) is being put on hold temporarily, but IMLS recognizes its value and considers it an important program that should be sustained.

Hatchfield reminded the membership all that FAIC does for members—programs and resources—could not be provided without the generous support of so many foundations and granting agencies.

### **2016 Annual Meeting**

AIC Board Vice President Peggy Ellis provided an update on the 2016 annual meeting taking place in Montreal, Canada from May 13-17 at the Palais des Congrès. One of the roles of the AIC vice president is to organize the general session. The program committee is being finalized and includes representatives of the Canadian Association of Conservators (CAC). The theme of the meeting is emergency preparedness and disaster response, in recognition of the 50<sup>th</sup> anniversary of the Florence Flood.

Ellis stated that the proposed title was “Rapid Response! Preparing for Disasters and Confronting the Unexpected in Conservation.” Related presentations are to address the impact of past, present, and future disasters on the protection of cultural property in a broad-based way. In addition, papers that address confronting the unexpected in conservation—whether it occurs during the treatment of an artifact or during a natural disaster—are requested. She further elaborated on possible interpretations of the theme.

*Rapid Response!* could encompass immediate reactions, such as the application of crowd-mapping technology to aid response efforts, as well as longer term developments stemming from disasters, such as the adoption of simple strategies, including effective risk assessment methodologies, the rapid transformation of damaged artifacts into objects of veneration, or thanks to social media today, the repercussions of instantaneous visibility of destruction.

*Preparing for Disasters* can include situations caused by natural disasters, accidents, terrorist activities, and climate change, and even well-intended, but misguided interventions that elicit global amusement and/or outrage.

*Confronting the Unexpected* can involve surprises encountered along the way in any treatment and can be expanded to include all stakeholders, even future ones, who are affected by a disaster. Communities affected can cross geographic boundaries, social and economic populations, cultural and historical perspectives, and inter-disciplinary expertise.

Ellis encouraged members to come to the closing reception taking place later in the day. Representatives from Montreal will be joining us there. She also noted that the 2017 meeting will be in Chicago, but the theme has yet to be determined.

## **Communications**

AIC Board Communications Director Carolyn Riccardelli chairs the publications committee, which is developing a digital policy for across the organization, and working with the specialty groups on their individual websites/pages. The book and paper group (BPG) has completed significant work in redesigning its website for incorporation into AIC website; perhaps other SGs can use the BPG page as a model or possibly even a template for their own pages. Riccardelli thanked Sarah Reidell for her work with the specialty groups on the AIC website.

It was noted that the AIC and FAIC website holds a great deal of content and serves various users ranging from members to those seeking advice to those who know little or nothing about conservation. Given how complex the site is, it can be difficult to find content. Even though the website is relatively new, an internal group has already been created to simplify the look of the website and its navigation. Member input will be sought throughout this design process.

## **AIC Strategic Planning Process**

Hatchfield introduced the topic of strategic planning for AIC, which like the strategic plan for FAIC, is revisited and revised every three years. In looking at the existing strategic plan and considering the year's activities, it is clear that the incorporation of Heritage Preservation programs into FAIC fits one of AIC's key goals—that of advocacy. Given changes in the world, our nation, and our profession and allied professions, it is important that we re-examine our strategic plan to better reflect our current needs and aspirations. While these changes may be overwhelming, planning for and responding to changes is an important part of the board's responsibilities. Furthermore, the board wants members to participate in the strategic planning process and is planning ways to allow and encourage participation. As the board begins the strategic planning process, other documents in addition to those already posted on the AIC website will be forthcoming. Hatchfield urged members to help by joining task forces or working groups, especially as a range of important issues will be considered as part of the strategic planning process.

AIC Board Secretary Sanchita Balachandran, who also serves as liaison to the standing committees, provided an overview of strategic planning. The AIC 2013-2015 strategic plan includes the AIC

mission statement, vision statement, core values, and seven 2013-2015 goals. This document is posted at <http://www.conservation-us.org/about-us/governance>. The planning process for 2016-2018 will focus particularly on Goals 1 and 7 as listed in the document.

Goal 1 is to enhance member services. The education & training and membership committees have already begun to examine membership categories and the possible introduction of continuing education requirements. Changing the name “Professional Associate” is also being considered. The collection care network is bringing and including collection care specialists in AIC. What structure is needed to support and enhance their participation as AIC members? How does this affect peer review? The board is also looking at the definitions of networks, specialty groups, and committees, and in particular determining way to financially support the work of networks and committees. These discussions will be expanded beyond the board and committees during the strategic planning process.

Goal 7 is to develop and promote professional standards for members. With the bylaws revisions approved, the use and dissemination of official marks for PAs and Fellows will be implemented. Discussion of Section 2, Paragraph 12 (Ethics) will begin between the new bylaws committee, the ethics and standards committee, and the AIC board. The draft Policy for Addressing Allegations of Unethical Conduct will be reviewed and revised in a collaborative effort by the ethics and standards committee, AIC board, and executive director. An additional component of the strategic planning process is to review AIC’s core documents, i.e., the *Code of Ethics and Guidelines for Practice* and the *Commentaries to the Guidelines for Practice*.

AIC Board Director Deborah Trupin opened a discussion about strategic planning by noting that this is an opportunity to take an overall look at AIC and its future. Comments from meeting participants included the following subject areas:

#### Changes to the Field

- Our planning needs to project into the future. AIC is already a diverse group. How is the organization changing to support changes in the field? Many members are retiring and new members are joining. What can AIC do to help with so many conservators moving to retirement and the fact that many of these positions are not being filled, but are being eliminated?
- We need to acknowledge “conservation” and “preservation” as different terms and be clear how these terms are used.
- AIC leadership was asked to rethink the mission statement and to focus not only on the object, but also preserving the history of the object as well as the people who create cultural material. Consider expanding the mission to include an international perspective.
- AIC was urged to look carefully at our relationship with other national and international organizations. We want to collaborate with them and support what they do without encroaching on their territory.
- Consider the wide range of conservation expertise, the types of conservators working today and what makes these conservators “qualified.”

#### Bylaws Process and Membership Categories

- AIC was asked to be careful about the number of categories of membership and the names. Moving from names such as “associate” and “professional associate” might be useful, but the appropriate alternatives should be carefully considered.

- The bylaws committee should look at process and approval by professional members. Think about the core documents and what they mean to members.
- It is important to take a long-range view of the work of the ethics and standards committee. Past members could be invited to provide perspective in the strategic planning process.

#### Conservators in Private Practice

- The board was congratulated for all it does to advance the profession. It was urged to think of the membership and the 50% that are in private practice and to enhance ways in which professionals in private practice can be in contact with each other (and to those conservators in institutions) and perhaps collaborate.
- The importance of including the voices of those in private practice was emphasized. Recognize how different it is for those in private practice and those in institutions.
- Consider an advisory group on ethical practice for conservators in private practice.

#### Other

- There is a need for more opportunities to present at the annual meeting in formats that allow more communication and sharing of information between SGs.
- AIC was urged to recognize the benefits provided by Heritage Preservation and funders, along with the impact made by volunteers. Put a monetary value on volunteer labor (such as Angels Projects) and use these as in-kind donations to the organization. A possible pay scale for this donated time could be \$23/hour.
- Members were urged to contribute to FAIC.

#### **Old Business**

No old business was raised.

#### **New Business**

One of the founding members of AIC-CERT asked the program committee to remove “rapid” from the theme title for the 2016 meeting. He emphasized the work that has taken place in order for AIC-CERT to be in conversation with FEMA and other responding agencies; this has required insisting on the need for deliberate and adequate planning rather than simply “responding.” Margaret Holben Ellis responded that the theme is not meant to focus on only on-ground “response” activities, but also on a nimble approach to advanced planning, preparation, and decision-making. Member input was requested on the semantics of the theme.

Members suggested other possible titles for the theme. These included replacing “Rapid Response” with “Reasoned Response” or “Timely Response.” Other changes to the theme title included “Emergency!” or “Help!” or “Effective Response.” Members emphasized that effective response means planning in advance so that the response can be appropriate and rapid as needed. Therefore, the focus should be on planning. It was pointed out that we do emergency response as conservators, and that the terms “rapid response” and “emergency response” have different legal meanings that should be clarified, especially when reaching out to national and international groups. Another member commented that the title “Emergency!” works well in terms of treatments, in addition to disasters.

Other new business included taking additional comments/queries from the membership.

### International Hires

- Can AIC help private conservators with the issue of the hiring of non-nationals? How can we bring non-nationals to work in the U.S. for private conservators? The Smithsonian, which used to be a resource, can no longer provide this help.
- This is an issue for institutions and private practice.
- Looking at the J-1 Visa Exchange Visitor Program online might be helpful.

### Archiving History

- We need a methodology and procedure for caring for and archiving conservation records. This was a topic that came up during the digital landscape project and will be addressed in follow-up. There are legal and confidentiality issues that must be addressed.
- An archives task force was in place in the past. Information about their work was to have been sent out, but it has not been disseminated. Can this information be sent out now? Is there the possibility of an archival service being offered to members?
- The AIC wiki has a section on the history of conservation. Members are encouraged to enter information about conservation practices and capture this information on the wiki.

### Other

- Funding from the insurance industry might be possible for the 2016 annual meeting.
- In order to remain (and increase) our relevance to cultural institutions, conservators must demonstrate the impact of preservation on collections and museums using data-driven decisions.
- Perhaps media coverage of our annual meeting through C-Span would increase our visibility.

Hatchfield apologized that there was no time for questions at the general session and offered a Q&A at the end of the day. She wrapped up the annual business meeting by noting the high attendance at the 2015 Annual Meeting. AIC and its Foundation are growing and maturing and members are involved. In conclusion Hatchfield stated: "We are all in this together. Please be in touch and thank you."

The meeting was adjourned at 9:43 a.m.