



foundation
for advancement
in conservation

**Protecting Cultural
Heritage**

Foundation for Advancement in Conservation (FAIC)

***January 1, 2019 – December 31, 2021
Strategic Plan***

**Approved by the FAIC Board of Directors
November 28, 2018**

Introduction

The Foundation of the American Institute for Conservation Historic and Artistic Works (FAIC) was incorporated in 1973 as a tax-exempt organization under Section 501(c)(3) of the tax code. It was formed by, and is affiliated with, the American Institute for Conservation Historic and Artistic Works (AIC), a national membership organization representing the multi-faceted conservation profession. In November 2018, the FAIC Board of Directors approved changing FAIC's name to Foundation for Advancement in Conservation.

Development of the current FAIC plan was assisted in large part by the work of the FAIC Board of Directors during strategic planning sessions undertaken on August 1 and 2, 2018, in part with the AIC Board of Directors and benefiting from the perspectives of the members of both boards, AIC and FAIC staff members, and strategic planning consultant Robert Berendt.

The Situation Analysis on pages 3 and 4 is an informal forecast based on the understanding and perceptions of FAIC and AIC leadership. It underpins the organizational priorities outlined in the plan and will affect decision making in the coming years. Overarching issues that were discussed by both boards included key organizational opportunities and challenges facing both organizations that will influence strategic activities.

The FAIC board was asked to consider, primarily, five key topics. These discussions played a significant role in shaping the language and focus of the plan.

- Advancing equity and inclusion across the conservation profession
- Preventive conservation and the changing environment for collections care
- Marketing, branding, and identity: reinforcing the value of professional, peer-reviewed conservation
- Promoting leadership positions and strengthening the voice of conservators in their workplace and with allied professionals
- Building and sustaining greater organization capacity

The FAIC Strategic Plan incorporates both existing FAIC programs and services, drawing on the prior plan, in addition to new initiatives. The board and staff confirmed the priorities that will serve as a guide in the coming years, and these priorities are reflected in the FAIC 2019-2021 Strategic Plan that follows.

An annual status review of activities in relation to the strategic plan will be prepared by staff and presented to the board prior to November board meetings.

Mission Statement

Our mission is to save cultural heritage for future generations, protecting it from decay and destruction.

We advance research and education, lead treatment and collection care initiatives, and deploy conservation expertise to where it is most urgently needed. Our work empowers conservation professionals, strengthens cultural institutions, and engages stakeholders, including public audiences, as we work together to protect cultural heritage for humanity.

Core Values

Honoring Cultural Heritage

FAIC promotes the preservation of cultural heritage as a means toward a deeper understanding of our shared humanity.

Equity and Inclusion

FAIC seeks, values, and embraces diverse backgrounds, experience, and perspectives.

Advancement of the Field

FAIC promotes advancement of expert knowledge and skills centered on the examination, documentation, analysis, treatment, and preventive care of cultural heritage. We promote understanding its value and context and stress informed and shared decision-making.

Partnership and Community Engagement

FAIC creates and sustains private and public partnerships that enrich and advance the preservation of cultural heritage.

Building Operational Strength and Sustainability

FAIC embraces sustained, strategic management of our organization, reflecting our responsibilities to conservators, allied professions, partners, the public, and our mission.

Non-discrimination Statement

FAIC is an equal opportunity organization and will not allow discrimination in its internal operations or in provision of services based on age, ethnicity, ancestry, gender, national origin, mental or physical disability, race, size, religion, sexual orientation, political orientation, marital status, veteran status, socioeconomic background, or any other status prohibited by applicable law.

Situation Analysis

The following observations, trends, developments, and indicators are drawn from strategic planning discussions based on the AIC and FAIC boards' experiences and interactions with allied professionals and members, as well as recent events and activities. They serve to describe key considerations that are likely to influence FAIC's direction and success over the next three years.

THE ECONOMY AND SUPPORT FOR CONSERVATION

- Political and economic realities indicate threats to support for funding the arts and culture in future years. This along with the uncertain economic environment will continue to affect conservation practice in all settings.
- Growing numbers of conservators and collection care professionals and shifting opportunities or priorities in institutions have led to more conservators entering private practice. Therefore, more training in business, administrative, and marketing skills will be needed.
- A limited universe of private foundations support conservation education, research, and practice, and they will continue to adjust their priorities and giving patterns based upon their individual areas of interest.

NEED AND DEMAND FOR CONSERVATION SERVICES

- The need and demand for conservation services will continue to outstrip financial resources available to support the delivery of these services.
- The growing and changing impact of emerging technologies and expectations for instant access to information will continue to be an important consideration for conservators, their clients, the institutions they serve, and the public-at-large.
- University-based degree-granting programs in conservation continue to be in demand and must continue to be responsive to emerging disciplines.
- With access to quality education and training, collection care professionals can provide positive preservation outcomes for cultural materials.

AWARENESS

- Awareness and appreciation of conservation, and its role in keeping collections accessible as core resources, is lacking among many leaders of art, science, and humanities institutions.
- Public awareness of conservation is gradually expanding, in part due to increasingly informed coverage by the press and a greater use of technology and social media showing conservation activities in labs, public spaces, and archaeological sites.
- Major international and national political and military conflicts that have destroyed, and even specifically targeted, cultural heritage are increasing awareness of the fragility of cultural heritage and the need for protection and preservation.
- Climate change and related natural disasters, now occurring with more intensity and frequency, are affecting personal and private collections as well as public collections and are increasing public awareness of cultural heritage emergency response efforts.

INTERNAL FACTORS

- The conservation profession lacks the diversity needed to ensure multiple cultural perspectives and inclusive decision-making.
- Conservators in many specialty areas characterize the profession as having made many advances, but also claim that the profession suffers from a sense of disparity between institutional and private conservators with regard to research and advances in technology.
- Conservation departments are contributing actively to public outreach and audience development without a commensurate increase in staffing levels, which has resulted in an erosion of opportunities to advance research and scholarship.
- There is a recognized need among conservators to develop cross-disciplinary approaches through expanded relationships with allied professionals.
- An awareness of the community-based and interdisciplinary nature of conservation today is increasing, along with the need to garner buy-in from many different stakeholders.
- Climate change and concern over the loss of both national and cultural heritage highlights the need for collaborations with environmental conservation organizations as well as emergency management entities.
- While the Foundation has operated for nearly fifty years, its operations, purposes, and priorities are not well understood in the conservation community, even within the ranks of AIC.

2019-2021 Goals and Strategies

The goals below reflect agreed on priorities for FAIC. While they are not listed in order of importance, Goal 1, building operational strength and sustainability, is critical to the success of Goals 2-4.

Goal 1

Build Operational Strength and Sustainability

The Foundation must increase unrestricted revenue to build capacity, to be positioned to lead and embrace new opportunities, and to be sustainable into the future.

Strategies

Build a Fund for Unrestricted Use in Support of Our Mission

- With fundraising counsel, establish the Cultural Heritage Fund. Create and promote a compelling case for supporting it and the need it addresses to provide unrestricted funds and to ensure FAIC can support its goals and be nimble in response to new opportunities.
- Consider leveraging efforts within the campaign to build the Cultural Heritage Fund in recognition of the 50th anniversary of AIC and FAIC in late 2022 and early 2023.
- Develop compelling language to encourage bequests and planned giving.

Expand Fundraising Base

- Encourage participation and giving from non-preservation professionals, allied fields, and the general public.
- Use the case for support and new messaging to strengthen communications and broaden the base of support.
- Register FAIC as a charity with appropriate states to enable wider fundraising.
- Take advantage of new fundraising and communication technology, including donor management software.

Develop a New Sponsorship Program

- Create a plan and implement an annual, comprehensive, multi-tiered Partnership Program with a streamlined management structure.

Cultivate and Recruit Board Members

- Cultivate new board members who can increase awareness among and outreach to their networks and identify new funding opportunities.
- Strengthen the board initiative to expand outreach and fundraising opportunities.

Goal 2

Advance and Elevate the Conservation Profession

Through programming, exchanges, advocacy, and outreach activities, the Foundation works to increase awareness of the importance cultural heritage preservation and to engage a diversity of stakeholders.

Strategies

Advance Equity and Inclusion in the Conservation Profession

- Implement outreach recommendations of the Equity & Inclusion Working Group.
- Build awareness of the field among underrepresented groups and create opportunities for education, training, collaboration, and participation in leadership.

Establish a Friends of Conservation Program

- Launch and nurture the Friends of Conservation Program for individuals outside of the conservation profession, providing those members with information about conservation, how and when to engage a conservator, and how to support the field.
 - Brand the program, creating a distinctive and welcoming membership opportunity through engaging with the target audience and defining needs and wants.
 - Establish a communication plan and strategically identify and connect with potential Friends.
 - Create messaging to appeal to Friends, including working with AIC members to capture their work in stories that can be utilized for other fundraising needs and platforms.
 - Create member benefits, including branded goods and publications, to raise awareness and better educate members about conservation, encouraging further giving and advocacy on behalf of the field.
 - Maintain and expand member benefits of the Friends program, leading to renewal of Friends membership and growth of membership base.

Expand Outreach Activities

- Raise awareness and increase the engagement of allied professionals and the public through programming, communications, and advocacy, while promoting conservation and conservation professionals.
- Identify strategies to promote FAIC and AIC online resources, including the AIC wiki, Connecting to Collection Care, CoOL, and STASH, internationally.
- Highlight AIC, FAIC, and our programs in publications in allied fields, creating greater awareness and potential opportunities for collaboration.
- Strengthen FAIC's social media presence by sharing stories about the achievements of conservation professionals and FAIC initiatives through engaging social media content.
- Promote awareness of conservation resources available to the public.

Support and Promote Conservators in Outreach Activities

- Create opportunities for AIC members to present in a variety of venues, such as in galleries, centers of learning, community events, and to art collector groups, to raise awareness of the field.
- Support and promote regional Angels Projects.

Raise the Profile of Cultural Heritage in the Response and Recovery Phases of Disasters

- Leverage membership in National Voluntary Organizations Active in Disaster (NVOAD) to improve skills, knowledge, and networks for emergency response efforts.
- Advocate for cultural resources within the emergency management community, encouraging cultural resources to be included in emergency support functions and recovery support functions on the state and local levels.
- Expand impact by creating collaborations/partnerships with other responding organizations and agencies.

Advocate for Conservation Professionals to Assume Leadership Positions

- Develop education and training opportunities to strengthen leadership skills throughout the profession, with emphasis on supporting emerging conservators.
- Partner with organizations that provide leadership training in the cultural heritage sector.
- Create opportunities for conservators to showcase their expertise by serving as educators, authors, and presenters in professional development and public venues.

Support Expansion of the K-12 Program

- Collaborate with AIC in creating a plan and be open to new funding possibilities for an expanded K-12 Program.
- Promote equity and inclusion as part of the K-12 Program.

Explore Opportunities to Support Global Preservation Initiatives and Exchanges

- Identify, build, and maintain relationships with funding agencies and allied organizations to lead and support global preservation initiatives.
- Identify strategies and opportunities to strengthen international partnerships, education, and training centered on emergency preparedness and response.
- Strengthen the Latin American and Caribbean Program to create new opportunities for professional exchange and growth.

- Encourage and support international collaboration in research that can be shared with the profession, including through translations and hosting open data and other resources.

Goal 3

Strengthen Professional Development, Research, and Publications

High quality FAIC print and electronic resources are critical to effectively serve the conservation community, allied professionals, and the general public. FAIC will continue to improve its information resources through regular review and adherence to policies that provide consistency, assure quality, and maintain standards.

One of the core missions of FAIC is to develop, refine, and support continuing educational opportunities to serve and empower conservation professionals throughout their careers. Note that the FAIC Strategic Plan for Professional Development provides more in-depth guidance for this effort.

Strategies

Provide Professional Development Opportunities for Conservation Professionals

- Strengthen current programs.
 - Assess all FAIC professional development programs to ensure relevance, focus, value, and need, building on past assessments.
 - Streamline processes for administering professional development programs.
 - Seek opportunities to incorporate digital competencies into professional development and outreach programs. Promote digital competencies and resources.
 - Seek appropriate sponsorships and new funding streams for FAIC professional development programs.
- Expand online programming.
 - Revise and migrate existing online courses to Higher Logic and the LMS.
 - Create additional webinars and, as funding permits, online courses, such as moving emergency response team training to an online format.
 - Develop cost-effective online learning modules, as funding permits, such as the photo chemistry module.
- Expand opportunities for professional development grants and scholarships.
 - Work with AIC Specialty Groups and committees to identify mutual priorities and create an efficient process to distribute scholarships, grants, and stipends.
 - Consider ways to strengthen the impact of the Kress Conservation Fellowships for post-graduate training in collaboration with the Kress Foundation.
 - Assess funding opportunities to increase the number of scholarships to attend AIC annual meetings and other professional conferences.

Increase Research and Online and Print Resources

- Transform Conservation OnLine (CoOL).
 - Assess and implement a plan for CoOL and the management of its resources to provide broader access and sustainability.
 - Create a plan for the future of CoOL that includes both content and technology.

- Assess what content might be migrated to Higher Logic and the Conservation Wiki.
- Seek funding for the information architecture project to reorganize CoOL and implement the plan.
- Support and promote expanded content on the wiki and other content resources. Assist AIC in organizing the Higher Logic resource library to make resources accessible.
- Expand outreach efforts to promote digital activities and information sharing.
 - Be a convener of like-minded organizations to encourage exchanges and education in the digital field.
- Increase and improve access to print and electronic literature in the field.
 - Create and disseminate resources, harvesting what is available, on the creation, use, and management of information technology in the conservation profession.
 - Manage the Kress Conservation Publications Grant program and support development of manuscripts and articles.
 - Support, as is feasible, the publication of print and online conservation literature, including AIC Specialty Group publications.
 - Identify topics for digital resource content creation or dissemination.
- Support research in the field and its dissemination.
 - Create a plan to pursue and support research for the conservation profession.
 - Consider developing additional activities to continue the Life Cycle Analysis.
 - Assist the Working Group on Materials for Collection Storage, Transport, and Display identify strategic projects and potential funding sources.
- Continue the Oral History Program.
 - Support transcriptions of interviews, creation of electronic versions of typed interviews, and annotations of these interviews.
 - Create a working group of interested AIC members to develop a plan to promote and disseminate content from the oral histories.

Goal 4

Engage and Partner with Collecting Institutions

The Foundation seeks to connect to and partner with collecting institutions to strengthen collection preservation strategies and practice through shared education and training programming, new opportunities for external support, and greater advocacy.

Strategies

Advance the Connecting to Collection (C2C) Care Online Community

- Assess the long-term goals of the C2C Care Online Community to ensure it continues to meet the needs of collection care specialists seeking to become better stewards of global cultural heritage.
- Provide additional and curate existing C2C Care electronic resources for the broad community responsible for the care of collections.

- Create a plan to enhance the resources available through the C2C Care program.

Provide Conservation and Environmental Assessments for Collecting Institutions

- Explore ways to improve the efficiency and effectiveness of the Collections Assessment for Preservation (CAP) program in cooperation with the Institute of Museum and Library Services.
- Seek opportunities to support previous CAP participants in implementing collections care activities.

Provide Emergency Preparedness and Response Resources and Assistance to Collecting Institutions

- Strengthen the MayDay campaign to engage additional collecting institutions in emergency preparedness activities.
- Provide an updated list of suggested activities to encourage staff-wide preparedness (not only conservation and preservation professionals).
- Promote the Risk Evaluation and Planning Program with small to mid-sized collecting institutions to encourage risk assessment and planning.
- Share tools via C2C Care and CAP as appropriate.
- Publicize National Heritage Responders and the services provided.
 - Encourage institutions to include the NHR hotline in their planning documents.
 - Make sure that collecting institutions know that they can reach out to NHR when needed.

Promote Conservation and Collection Care Best Practices to Collecting Institutions and Serve as a Resource for Conservation Expertise

- Collaborate with AIC to populate Higher Logic's libraries with open access or sign-in-only access to trusted resources.
- Pursue opportunities to promote and encourage use of existing online resources and research through Higher Logic, CoOL and its ConsDistList, the AIC Wiki, and STASH.
- Promote the AIC Code of Ethics and Guidelines for Practice.
- Seek partnerships with other organizations to leverage efforts (such as the Americans for the Arts Public Art initiative).