



foundation
for advancement
in conservation

**50 Years of Protecting
Cultural Heritage**

Foundation for Advancement in Conservation (FAIC)

Strategic Plan 2023-2025

**Approved by the FAIC Board of Directors
November 30, 2022**

The Foundation for Advancement in Conservation (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 (AIC), a national membership organization representing the multi-faceted conservation profession.

Mission

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 all participants, including public audiences, as we work together to protect cultural heritage for humanity.

Core Values

Equity, Inclusion, and Access: We welcome, engage, and support all voices, backgrounds, and perspectives to catalyze change in the field and foster a deeper understanding of our shared humanity. We support equity and equitable decision-making and opportunity. We strive to provide an inclusive environment and accessible opportunities for all partners and participants, especially those that are underrepresented or marginalized.

Partnerships, Collaborations, and Connections: We create and sustain private, public, and community partnerships based on trust and inclusivity that advance the preservation of tangible and intangible cultural heritage. We are the best advocates for the field when we connect and speak in a collective voice.

Climate Impact, Environment, and Sustainability: We recognize the unprecedented environmental perils to cultural heritage and the need to support climate resiliency, to mitigate our environmental impact, and to be sustainable in our actions. We strive to advance sustainable practices to fight the impact of the climate crisis, preserve heritage at risk, and improve our field.

Operational Resilience and Excellence: We embrace the strategic management of our organization, reflecting the responsibility to our mission, and are committed to doing so ethically, sustainably, and transparently.

Strategic Priorities (with Related Actions)

1. Demonstrate the Value and Relevance of Cultural Heritage Preservation

- In collaboration with AIC, build a coordinated media strategy that expands the value and visibility of the conservation profession, conservation research, and the preservation of cultural heritage
- Lead and support initiatives to advance the outcomes of the *Held in Trust* initiative (developed 2021–2023)
- Bring awareness to the impact of the climate crisis on our cultural heritage and support climate resiliency
- Strengthen federal support for the field of cultural heritage preservation via advocacy campaigns
- Partner with AIC on a user-experience study of the F/AIC website
- Identify ways to advance FAIC’s mission in celebration of the 50th anniversary in 2023
- Collaborate with AIC to organize, over time, already-incoming data that is related to the field’s geographic, operational, and economic reach, potentially for use in future FAIC communications efforts

2. Develop Inclusive and Accessible Programming that Aligns with our Core Values and Advances our Field

- Review and develop DEIA priorities across all programming
- In partnership with AIC, develop a process for program development and implementation, with a focus on programs for every career level
- Create professional development programs that acknowledge geographic and economic challenges, while embracing creativity and innovation
- Identify communities experiencing accessibility barriers and find opportunities to reduce or eliminate these barriers
- Review and adapt program guidelines to foster respect for all voices
- Examine the organization’s capacity for supporting research and producing publications both independently and in partnership with others

3. Support the Collaborative Community of Collections Caretakers and Allied Practitioners

- Connect collections caretakers and allied professionals through programs such as Connecting to Collections Care (C2CC) and the Collections Assessment for Preservation (CAP) program
- Strengthen our core relationship with AIC as well as relationships with partner organizations and allied disciplines
- Support timely and legacy community preservation and partnership initiatives

4. Strengthen FAIC's Financial Stability and Continue to Invest in Our Mission with Good Governance

- Create a board diversity and expansion plan
- Review policies, procedures, and guidelines with a DEIA lens
- Complete the \$2 million campaign for the Cultural Heritage Fund for unrestricted support
- Leverage the outcomes of the *Held in Trust* initiative to seek support for new initiatives
- Create a new and dynamic strategic development plan that:
 - reaffirms and leverages current supporters
 - pursues expanded and new funding for existing and new programs and initiatives
- Strengthen and expand FAIC's development function through new staff positions
- Establish an advisory Development Committee to include non-board members

Situation Analysis

The strategic priorities identified above were informed by the following situation analysis, which was conducted by members of the F/AIC staff and board of directors. It includes AIC member feedback, provided during formal strategic planning conversations conducted in 2021-2022, and it briefly summarizes knowledge of external opportunities and threats, as well as internal strengths and weaknesses.

Relevant External Conditions

- Inflation, supply chain issues, and the COVID-19 pandemic have created unprecedented uncertainty in global financial markets, and a global recession seems likely, with a strong possibility of reduced funding for the arts and preservation. New and flexible funding streams are required for FAIC to be nimble and responsive over the next 3-year term.
- Climate impact poses a rapidly increasing threat to the planet, its people, and its many cultural heritage sites. Increased work in disaster response and recovery and a focused commitment to environmental sustainability and at-risk heritage are necessary.
- Global conflicts are an additional increasing threat that continue to have profound impact on people and their cultural heritage.
- Public awareness of cultural heritage preservation and its varied practitioners remains low, and a strong focus on outreach, advocacy, and storytelling is required.
- Cultural heritage continues to be valued and appreciated for its ability to foster personal and collective well-being, enhance teaching and learning, and advance cultural understanding. FAIC programs preserve this key societal good, and we need to link our work to it in the minds of policy makers and the public.

Relevant Internal Conditions

- F/AIC staff are currently working at or beyond capacity, which means that any programs or functions to be added must be staffed appropriately through new or adjusted funding.
- FAIC programs depend on a large number of volunteers, both AIC members and non-members, to support program oversight.
- The findings of the *Held in Trust* initiative (undertaken 2021-2023) will inevitably inform the development of FAIC's medium-term activities.

Non-discrimination Statement

FAIC is an equal opportunity organization, complies with all applicable federal and state laws regarding nondiscrimination, and is committed to a policy of equal opportunity for all persons. In our internal operations and provision of services, we will not allow discrimination based on age, ethnicity, ancestry, gender, national origin, disabilities, race, size, religion, sexual orientation, political orientation, marital status, veteran status, socioeconomic background, or any other status protected by applicable law.