



Foundation of the American Institute for  
Conservation Historic and Artistic Works (FAIC)

*January 1, 2013 – December 31, 2015*  
*Strategic Plan*

Approved by the FAIC Board of Directors  
31 January 2013

*Development of the FAIC 2013-2015 Strategic Plan was made  
possible with the generous support of the Getty Foundation.*

## **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.

Development of the current FAIC plan was assisted in large part by the work of the FAIC Board of Directors undertaken at an August 9-11, 2012 retreat held jointly with the AIC Board of Directors and benefiting from the perspectives of the members of both boards and AIC and FAIC staff members.

During the retreat, time was taken to review the structure, operations, and finances of both organizations so that board members could reflect on FAIC and AIC missions and goals, along with their similarities and differences. As the FAIC board is being expanded to include a greater number of non-conservators, it is particularly important for all board members to understand how the two organizations work together and support each other.

A review of the FAIC and AIC 2010-2012 Strategic Plans focused on major accomplishments, deferred activities, and unexpected occurrences that affected work plans over the past three years. Board and staff members then assessed the impact and implications of these accomplishments or revisions on the next strategic planning cycle. Included in the 2010-2012 plans was a situation analysis of the environment in which FAIC and AIC work. This, too, was reviewed and discussion revolved around what has remained the same and what new influences on the work environment have taken place in recent years. Following wide-ranging discussion about the opportunities and challenges facing FAIC, the board and staff confirmed the priorities that will serve as a guide in the coming years. These priorities are reflected in the FAIC 2013-2015 Strategic Plan that follows.

The FAIC Strategic Plan incorporates both existing FAIC programs and services and new initiatives. An annual status review of activities in relation to the strategic plan will be prepared by staff and presented to the board.

## **Mission Statement**

The Foundation of the American Institute for Conservation of Historic and Artistic Works (FAIC) undertakes and underwrites programs and initiatives to advance the conservation profession nationally and internationally in all its facets and applies the expertise of the profession in addressing global artistic, cultural, and historic preservation priorities.

## **Vision Statement**

FAIC envisions a world that values the conservation profession as a means to preserve international cultural materials and to increase knowledge of our shared cultural heritage for future generations.

## **Core Values**

### *Preservation of Cultural Heritage*

FAIC promotes the preservation of cultural heritage as a means toward a deeper understanding of our shared humanity—the need to express ourselves through creative achievement in the arts, humanities, and sciences. We honor the history and integrity of these achievements through the preservation of cultural materials for future generations.

### *Advancement of the Field*

FAIC promotes the advancement of expert knowledge of materials and technologies, and mastery of conservation and preservation. We promote the understanding of the values and contexts of cultural heritage and stress informed decision-making in conservation. We are dedicated to service in the field, research, sharing knowledge, and continued education.

### *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 cultural heritage preservation agenda. FAIC supports and enhances the goals of AIC, and in turn builds on the achievements of AIC and its members.

## Situation Analysis

The following observations, trends, developments, and indicators drawn from the summit discussions and related activities 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

- The outlook for the national economy continues to point to uncertainty and, at best, a very slow recovery. This is certain to influence conservation practice in all settings.
- Employment opportunities have diminished as a consequence of the economy. More training in business and marketing skills will be needed as more conservators enter private practice.
- 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 resources available to support the delivery of these services.
- The growing and changing impact of emerging technologies—particularly the internet— and expectations for instant access to information will continue to be a growing force for conservators, their clients, the institutions they serve, and the public-at-large whose tax dollars and contributions underwrite history, art, and cultural organizations.
- Training programs in conservation are flourishing.

### AWARENESS

- 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 and in communities.
- Awareness and appreciation of conservation is lacking among many leaders of art, science, and humanities institutions, including some that maintain conservation departments.
- The general public is misguided by the perception that conservation practice is limited to major art museums.

### INTERNAL FACTORS

- Conservators in many specialty areas characterize the profession as having made many advances (principally as the result of the application of new and emerging technologies), but also claim that the profession suffers from a sense of disparity between institutional and private conservators and a disconnect between those who have been trained in a program versus those who are apprentice trained.
- Conservation departments are being pressured to increase production rather than to engage in research and study.
- There is a recognized need among conservators for a cross-disciplinary approach and recognition of the importance of new, expanded alliances.
- While the Foundation has operated for more than thirty years, its operations, purposes, and priorities are not particularly well understood in the conservation community, even within the ranks of AIC. Those features that distinguish FAIC from AIC appear to be a particular source of internal confusion.

## **2013-2015 Goals and Strategies**

All the goals below reflect agreed on priorities for FAIC, and the order in which they are listed in the strategic plan does not indicate a greater or lesser level of importance.

### **Goal I**

#### **Strengthen the Organization**

*With federal and state support decreasing with each year and revenue from investments remaining unsteady, it is critical that the Foundation increase its unrestricted income. While challenging given current staffing levels, marketing and fundraising efforts must be greatly increased to support current and planned activities.*

#### **Strategies**

Create and implement a marketing plan to raise awareness of and support for FAIC and its programs that targets media outlets, corporations, and individuals.

- Conduct targeted interviews to determine financial and program priorities and to gain leadership consensus.
- Develop language for rebranding and positioning FAIC.
- Develop list of targeted media outlets, corporations, and individuals.
- Create a marketing plan that is incorporated into a business/development plan.
- Actively engage the board of trustees in the work of the Foundation.

Create a business/development plan.

- Set annual priorities and goals.
- Create budgets for each component of the plan.
- Develop a timeline of activities.

Implement the business/development plan.

### **Goal II**

#### **Advance the Profession**

*The Foundation's mission is to "... advance the conservation profession nationally and internationally in all its facets. . ." and has created programs that support this mission. These are reflected below and in each goal of the strategic plan.*

#### **Strategies**

Strengthen emergency response efforts.

- Market the AIC-CERT program more aggressively to potential funders and users.
- Secure funding for continuing education programs for team members.
- Secure funding to support future deployments.

Continue to advance the Hermitage Museum initiative.

- Manage the Hermitage Museum initiative finances and reporting through to the completion of the initiative in 2014.
- Assist in guiding the initiative as a participant in the advisory committee.
- Request funds for the Daguerre Triptych colloquy and oversee this related project.

- Publicize the Hermitage Museum initiative by promoting mainstream media coverage, in addition to publicizing on AIC outlets and CoOL.

Support the Latin American and Caribbean Program.

- Take advantage of San Francisco and Miami Annual Meeting locations by requesting funds from the Getty Foundation for 2014 and 2015.
- Manage the program and report on it.
- Publicize the program as broadly as possible.

Maintain quality scholarship and fellowship programs.

- Review all current guidelines and processes and revise to standardize and simplify.
- Seek additional funding for the programs.
- Publicize the program and the work of the recipients.

Support the Oral History Program in collaboration with Winterthur.

- Support transcriptions of interviews, creation of electronic versions of typed interviews, and annotations of these interviews.
- Publicize the program as broadly as possible.

### **Goal III**

#### **Provide Information Resources**

*High quality FAIC publications in both print and electronic format are critical to effectively serve AIC's membership, attract new members, and maintain credibility in the field and with the general public. FAIC will continue to improve its publications through regular review and adherence to policies that provide consistency, assure quality, and maintain standards.*

#### **Strategies**

Transform CoOL.

- Develop a multi-year business plan for CoOL and the DistList, including staffing, expenses, and revenue sources.
- Identify specific strategies to advance CoOL's role as a broad international education and outreach tool, in order to bolster fundraising for operations.
- As funding allows, transform CoOL according to specified goals and continue to add content.

Increase literature in the field.

- Continue to manage the Kress Conservation Publications Grant program and support development of manuscripts and articles. Re-apply in 2014 for multi-year funding (for 2015-2018 Fellowships).
- Support the publication of print and online conservation literature, including AIC Specialty Group publications.
- Seek partnerships to revive out-of-print publications and create new publications, both in print and online.

## **Goal IV**

### **Strengthen the Professional Educational Program**

*One of the core missions of FAIC is to develop, refine, and support continuing educational opportunities to serve conservation professionals throughout their careers. The FAIC Strategic Plan for Professional Development, updated regularly, provides guidance for this effort.*

### **Strategies**

Strengthen current programs.

- Continue to assess all FAIC educational programs to ensure relevance, focus, value, and need, building on past assessments.
- Continue existing programming.
- Seek appropriate sponsorships and other funding for programs.

Expand online programming.

- Revise and migrate existing online courses to new platform.
- Create additional online courses and webinars.
- Develop cost-effective online learning modules.

## **Goal V**

### **Expand Outreach Activities**

*FAIC seeks to apply “. . . the expertise of the profession in addressing global artistic, cultural, and historic preservation priorities,” as part of its mission. The Foundation does this, in part, through outreach activities that are critical in increasing the awareness of allied professionals and the public of the importance of the preservation of cultural heritage for future generations. Pursuing this goal fully is dependent on securing sufficient funds to provide staff and resources.*

### **Strategies**

Maintain and expand allied professional education.

- Work with AIC and partner organizations to leverage resources.
- Develop online collection care courses.
- Continue emergency preparedness online programming.

Promote public education.

- Work with AIC and partner organizations to leverage resources.
- Create a plan to disseminate conservation and preservation information to the public.

Continue to support and expand regional Angels Projects.

Continue in partnerships in Preservation Week and other national outreach initiatives.

Broadly publicize FAIC initiatives as appropriate.