President’s Introduction

IIC Strategic Plan 2018-2021

Since 1950 IIC has lead the international discourse on the conservation of historic and artistic works. It is unique in covering cultural heritage conservation in its broadest sense, and includes conservation professionals who work on historic buildings, archaeological sites as well as museum collections. Our members include conservators and conservation scientists, conservation managers and related professionals such as art and architectural conservators, collections managers and curators. Studies in Conservation is the premier peer reviewed journal for our profession and the biennial Congresses the forum at which discussion can take place on a specialist area of interest.

This strategic plan has evolved from previous strategic plans, most recently informed by a perceptions study carried out for IIC in 2016 which helped us to identify six work streams: professional development; membership; publications; communications and marketing; fund raising and commercial; governance and operations. This strategy allows development beyond the day to day activities of IIC which continue to provide services to members, deliver publications and communications and organise congresses, student and emerging conservator conferences and dialogues.

Our vision is to make IIC an inspirational, relevant, distinctive and dynamic organisation.

None of this will be possible without the commitment of IIC staff, including our recently appointed Executive Director, whose primary focus is the delivery of this strategic plan, and the numerous volunteers who act as officers, council members, editors of Studies in Conservation, members of local organising committees for congresses and the providers of content for the website and social media. I am grateful to everyone who has given so much time to IIC.

Sarah Staniforth
April 2018

“OUR VISION IS TO MAKE IIC AN INSPIRATIONAL, RELEVANT, DISTINCTIVE AND DYNAMIC ORGANISATION.”
The IIC was established in 1950 by a group of men and women who witnessed dramatic events during WW2.

They were involved in saving many internationally important historic and artistic works from being lost forever. They became known as the Monuments Men.

We know many of them as our Founders.

Our Purpose

The IIC was established as a learned society to improve the knowledge, methods and working practices needed within the conservation profession to protect cultural works for future generations. We believe conservation is of great value. By looking after our cultural heritage and our own and others’ cultural identity we are helping to improve the richness and quality of life for everyone.

The purpose of IIC is based on our 1950 founding principles to promote the conservation profession. The way we do this is by bringing together conservators and heritage professionals from around the world within a shared and independent arena, educating, enabling and recognising excellence. This commitment drives everything we do.

The IIC in the 21st Century

Today we have a strong global network of distinguished Fellows, members and Institutions representing more than 70 countries. We have close relationships with thousands of Conservators and heritage professionals internationally.

The IIC has over 7,000 engaged supporters and 40,000 social media contacts globally. We have long-established partnerships with leading museums, Universities and heritage bodies all around the world.

Our work at IIC is guided by 3 overarching principles:

1. Independence
   - We hold a unique position in the world. We are an agile, leading independent charity working internationally to promote the conservation of historic and artistic works. We raise all our own funds and depend on the support of our Fellows, members and partners.

2. Exemplary Practice
   - As a learned society we promote excellence in practice and advancement in conservation through our leading peer reviewed Journal, Studies in Conservation, as well as International congresses, student and emerging conservators conferences, grants and prestigious awards as well as our IIC-International Training Centre for Conservation hosted by the Palace Museum.

3. Fellowship
   - Friendship, co-operation and a welcome generosity to share knowledge are at the heart of IIC’s Membership and Fellowship network. We support new talent and work with exceptional, dedicated conservators and heritage professionals, enabling them to develop and thrive at important stages in their practice, often in partnership with leading institutions all over the world.
Our Strategic Activities and Services

Tangible Marketing (2016)

Beyond: Out of Scope

Strech: Possible but not yet

Extension Activities

Core

Grants & Awards
Congress
Studies
IIC Masterclasses Online
IIC Talks
IIC Digests
IIC Ambassadors

Existing Activity
New Activity

Go
Accessible, Achievement focused.
Aspirational.
Inspirational.

No Go
Not Governmental.
Not Regulatory.

Go No Go

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Strategic Plan 2018-2021
Our immediate priorities include:

- Launching a new website in early 2018 and creating a Communications and Marketing Plan that reflects our mission and purpose.
- Establishing a Fundraising Committee to work with the Executive Director to activate supporters, enhance our resilience and help diversify our income streams.
- Turin Congress
- Exploring a new Masterclass Programme and online Academy Structure that incorporates existing IIC initiatives, e.g. pilot mentoring scheme.
- Growing our membership and Fellows base by engaging new people in everything we do, e.g encouraging participation in our Point of the Matter dialogue series and Special Interest Groups.

Our challenge is to make sure the organisation’s mind-set continues to reflect its purpose. So in order to grow we need to see members as participants in our purpose and through our activities find new ways to help them get closer to the IIC.

Sarah Stannage, Executive Director
We value our unique position in the world, so it is important that our strategic activities continue to reinforce our position globally as a leading independent organisation promoting fellowship and exemplary practice in the conservation of historic and artistic works.

**Tangible Workstream: Strategic High Level**

**Independence**
- To maintain our position internationally we will keep scanning the horizon for new opportunities to collaborate with others, raise our profile and extend our reach.

**Exemplary Practice**
- Through our prestigious awards, including the Forbes Prize lecture at Congress, we also want to showcase the stories that reflect our purpose, where conservation connects with society and champions the most distinguished achievements in the conservation profession.
- We will continue our partnership with the Palace Museum, implementing the arrangements agreed in the MoU with Beijing for an extended term to 2020.
- Co-operation with other international museums, heritage and cultural bodies will remain a focus for the IIC as it celebrates the founding ethos of IIC in the lead up to IIC’s 70th anniversary in 2020.

**Fellowship**
- Our funds and awards are used to help conservators all over the world, we hope to extend opportunities and increase support for conservators in difficult or poorly funded areas so that they can access the help they need.
- We want to reconnect and strengthen our working relationships with existing Regional Groups and explore special interest groups.
- We also hope to extend our reach into new territories for conservation including Mexico and South America.
- We will continue to promote our visibility through strong advocacy at the highest level internationally with the support of our Fellowship and Council Members.

**Tangible Workstream: Fundraising & Commercial**

**Independence**
- To move our commercial and fundraising ambitions forward we will set up a fundraising committee that will support the new Executive Director in developing and implementing a Commercial and Fundraising Strategy, with a focus on increasing advertising, sponsorship and grants.

**Exemplary Practice**
- We will seek funding and partnerships for major projects that promote excellence in practice.

**Fellowship**
- Over the next few years we will engage major donors and seek out grants and sponsorship for key initiatives including our Opportunities Fund, World Membership and Brommelle Funds.
- We will create a legacy campaign to promote individual giving from our supporters, individual members and Fellows.
**TANGIBLE WORKSTREAM: PROFESSIONAL DEVELOPMENT**

**Independence**
- Through our Biennial Congresses we will bring together conservators and professionals from around the world to explore important topics and provide a forum to exchange insights, ideas and innovation in practice.
- Talks at our AGM will be developed to explore the future of conservation and its importance to society with speakers from a range of sectors, from pioneers to policy makers.

**Exemplary Practice**
- We will continue in partnership with the Palace Museum to deliver a programme promoting excellence in conservation through courses at IIC-IITC.

**Fellowship**
- In order to help our members advance their careers we will scope out new approaches to delivering Masterclasses and Mentorship, e.g. through a digital Academy Structure providing an unprecedented source of expert advice.
- We will continue to evolve our Student and Emerging Conservator Conferences as an opportunity to support new entrants to the conservation profession.

**TANGIBLE WORKSTREAM: PUBLICATIONS**

**Independence**
- Studies in Conservation is the premier peer-reviewed journal for heritage conservation internationally, we will work to ensure it remains that way.

**Exemplary Practice**
- We also share in the passion for digital distribution so we will continue to work with our partners Taylor and Francis to increase access to Congress Preprints and our digital archives.
- Special Issues that reflect emerging trends and topics of interest to researchers, conservators and wider heritage profession.

**Fellowship**
- With the support of our partners we will demystify the publishing and peer review process by actively seeking out, promoting and nurturing editorial talent from within our members and Fellowship Network.

**TANGIBLE WORKSTREAM: COMMUNICATIONS & MARKETING**

**Independence**
- A new era of technologies is changing the way we physically interact with the world around us, blurring the line between the physical and the digital. We will relaunch our website and look to invest in platforms that provide opportunities for members to participate in our purpose.

**Exemplary Practice**
- We will develop News in Conservation so that it becomes one of the leading and freely accessible touch points of conservation information globally.
- Equally we will reposition our Point of the Matter dialogues as an opportunity to engage new people and encourage participation in IIC’s purpose.

**Fellowship**
- We will continue to build on our resources so they are translated in to multiple languages via our website and social media platforms.
- As technologies open up new possibilities with social media they offer more tailored and personalised engagement with our members, we will continue to create and cross post content that engages a new audience and encourages participation.
Tangible Workstream: Membership

Independence
• As a self-funded membership-based organisation we will focus on retention by ensuring our membership renewal mechanisms are effective and also redesign membership communications so they are not framed around payment prompts but engage members with IIC’s purpose and the important role of conservation in society.
• As new world zone rates and discounts for membership fees are implemented we will monitor their effect and impact on retention and growth rates.

Exemplary Practice
• We will publish and keep our Who’s Who Membership Directory up to date.

Fellowship
• Membership is our lifeblood. We will develop our membership categories and in particular extend opportunities for wider engagement at Corporate and Institutional levels.
• We also want to grow our membership base and we will provide an enhanced offer to individual members including early career professionals in practice as well as introducing campaigns to increase student member numbers.

Tangible Workstream: Governance & Operations

Independence
• We will ensure robust and proactive governance is in place including business continuity plans as well as promoting sustainability through sound financial management with five year forecasts and annual budget reviews.

Exemplary Practice
• We will make sure our Trustees and staff receive the very best inductions and training so that we keep abreast of new regulations and IIC remains compliant.
• We will implement a Diversity Policy for Council/board members and focus on Succession Planning.

Fellowship
• We will maintain effective dialogue between our board and the members whilst enhancing communication and encouraging participation in IIC’s AGM as well as its mission.
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