Executive Director

The Opportunity

The American Institute for Conservation (AIC) is the nation’s largest 501(c)6 membership organization for conservation professionals, with more than 3,000 members in the United States and across the globe. AIC’s foundation, the Foundation for Advancement in Conservation (FAIC), is a 501(c)3 not-for-profit which supports conservation education, research, and outreach activities that increase the understanding of global cultural heritage. Together, AIC and FAIC (F/AIC) advance cultural heritage preservation through education, publications, and events.

AIC and FAIC (F/AIC) seek an engaging, visionary, and collaborative Executive Director (ED) to serve AIC’s members and ensure the continued protection and appreciation of cultural heritage. The ED will have the opportunity to partner with the Boards and AIC membership to lead AIC and FAIC’s strategic
plans to further enhance and expand the organizations’ vision and impact. The successful candidate will have commitment and passion for cultural heritage and its preservation, with the knowledge and expertise required to create and build partnerships with internal and external constituencies. S/he/they will develop and lead policies and procedures to ensure F/AIC’s continued operational and financial success.

The ED will serve as the organization’s chief spokesperson and advocate with a fluent passion and commitment for F/AIC’s organizational priorities, including conservation, preservation, advocacy, and equity and inclusion. As a passionate leader, s/he/they will inspire support and promote F/AIC’s achievements to the conservation community, allied professionals, and general public. The ED will partner and collaborate with AIC membership to enrich and support the profession of conservation. The ideal candidate will lead effective and inventive communications to increase F/AIC’s national and international visibility and brand recognition.

The Executive Director will report to the AIC and FAIC Board of Directors. S/he/they will have five direct reports and oversee a team of 12 professionals, in addition to contractors and volunteers. The ideal candidate will recruit and foster a highly effective and diverse leadership team, ensuring a collaborative organizational culture with a demonstrated commitment to diversity, equity, inclusion, and access initiatives.

The American Institute for Conservation / Foundation for Advancement in Conservation has retained Freeman Philanthropic Services, LLC to assist with this critical recruitment.

ABOUT THE AMERICAN INSTITUTE FOR CONSERVATION

AIC is the leading 501(c)6 membership association for current and emerging conservators and professionals who preserve cultural heritage. Headquartered in Washington, D.C., AIC represents approximately 3,100 members in 40 countries who work in the domains of art, science, and history. Of this overall number, 72% are conservation professionals, while others are institutional members, allied professionals, and interested members of the public. Many of AIC’s members pursue treatment, research, collections care, and education in a wide range of settings, including museums, private practice, libraries and archives, regional laboratories, historical societies, academia, and government.

CORE VALUES

AIC is committed to a series of core values:

- **Honoring Cultural Heritage**: AIC promotes the preservation of cultural heritage as a means toward a deeper understanding of shared humanity.
- **Advocacy**: In collaboration with its affiliate FAIC, AIC is the voice for cultural heritage preservation. AIC advocates for responsible public policy founded on the enduring evidence of human creation.
- **Professionalism**: AIC supports the attainment of the knowledge and skills necessary to provide responsible conservation services while abiding by the AIC Code of Ethics and Guidelines for Practice.
- **Education and Lifelong Learning**: AIC encourages informed decision-making in conservation through an understanding of the values and contexts of cultural heritage. AIC is dedicated to supporting research, sharing knowledge, and fostering life-long learning to advance the fields of preservation and conservation.
- **Service to Members**: AIC welcomes any individual, organization, or institution to become a member. AIC encourages education and networking for professionals, allied professionals, and individuals interested in supporting conservation. AIC provides and develop services that are responsive to the professional needs of AIC’s members.
- **Equity and Inclusion**: AIC is committed to the premise that the preservation of cultural heritage is inseparable from AIC’s belief that the creations and histories of all peoples must be acknowledged and honored. Through AIC’s support of all conservation and heritage
professionals, AIC actively strives to create an inclusive and equitable environment in which all members of AIC’s community are valued and respected.

- **Governance**: AIC practices the strategic management of AIC’s organization, reflecting its responsibilities to its membership, allied professions, partners, the public, and AIC’s cultural heritage preservation mission.

## KEY PROGRAMS AND INITIATIVES

To support the organization’s members, AIC leads programs to uphold professional standards, promote research and publications, provide educational opportunities, and foster the exchange of knowledge. AIC is presently committed to the programs and projects below:

- **Professional Designation** program for conservation professionals.
- Review of AIC’s Code of Ethics, which guides conservation professionals in their work.
- Leadership opportunities for AIC members on committees, networks, and specialty groups.
- **Journal of the American Institute for Conservation**, AIC’s vehicle for the publication of peer-reviewed studies, papers, and discussions related to conservation.
- **AIC News**, a member-only newsletter published online six times a year to provide members with up-to-date news on conservation and preservation.
- **Books and Periodicals** published to provide information on current topics in conservation and insight into conservation treatments.
- A conservation wiki to share working knowledge on materials and conservation techniques.
- AIC’s **annual meeting**, the largest gathering of conservation professionals in North America, designed to foster dialogue, network with professionals, and learn about new products in the industry.
- **Conservation Outreach** tools to promote conservation to the general public.
- **Find a Professional**, an online tool used to identify and locate AIC members with professional designation.
- Online **member directory** which allows members to search for, and connect with, fellow conservation professionals.
- **Survey reports** to share information on current trends in conservation, including salaries and compensation, education, social media, job functions, future annual meeting themes, and public use of conservation services.
- **Social media** presence to connect members with conservation professionals, programs, and knowledge about the field.

For a complete description of AIC’s member programs, visit: [https://www.culturalheritage.org/about-us/association/programs](https://www.culturalheritage.org/about-us/association/programs).

## ABOUT THE FOUNDATION FOR ADVANCEMENT IN CONSERVATION

FAIC is AIC’s 501(c)3 foundation responsible for empowering conservation professionals, strengthening cultural institutions, and engaging stakeholders in the work to protect cultural heritage. As AIC’s foundation, FAIC and its board of directors are responsible for securing the philanthropic revenue and grants needed to support AIC’s programs and members.
CORE VALUES

In addition to AIC’s core values, FAIC is committed to the following values:

- **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. FAIC promotes understanding of the values and contexts of cultural heritage, alongside collaborative, values-driven 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 FAIC’s organization, reflecting FAIC’s responsibilities to conservators, allied professions, partners, the public, and its mission.

KEY INITIATIVES

FAIC supports a suite of initiatives and programs to advance the conservation profession around the world. To ensure that cultural heritage is better protected and appreciated by future generations, FAIC is committed to the initiatives below:

- A robust **professional development program** that includes intensive courses, workshops at the AIC annual meeting, and self-guided online study opportunities.

- 18 different **grants and scholarships** for individuals and organizations that promote professional development, outreach to the public, publications, and conservation projects.

- **Conservation OnLine** (or CoOL) and the associated Global Conservation Forum, a full text library of conservation information.

- Research initiatives, such as **Life Cycle Assessment** and the “**Held in Trust**” programs (see above).

- An **oral history archive** to document the history of the field through interviews with conservators, conservation scientists, and related professionals.

- The **Friends of Conservation** program, which provides an opportunity for members of the general public to learn about different aspects of conservation and support the field.

- **Collections care programming**, including the **Connecting to Collection (C2C) Care Online Community**, to aid the work of protecting irreplaceable evidence of the human story, and the **Collections Assessment for Preservation** program to provide conservation assessments to 100 smaller museums annually.

- Initiatives that support **emergency preparedness and response**.

For a complete description of FAIC’s key initiatives and programs, visit: [https://www.culturalheritage.org/about-us/foundation/programs](https://www.culturalheritage.org/about-us/foundation/programs).

“HELD IN TRUST” PROGRAM

FAIC’s “**Held in Trust**” program is a groundbreaking three-year partnership with the National Endowment for the Humanities. This project considers the current state of conservation and preservation in the United States and anticipates the long-term direction, opportunities, challenges, and resource needs for the future of cultural heritage. “**Held in Trust**” considers the intersectionality of preservation with the cultural and social landscape, including sustainability, social and racial justice, equity and diversity, climate change, and environmental resource preservation.

“**Held in Trust**” anticipates presenting the outcomes of the project in 2023. The project will serve as a crucial component of the National Endowment for the Humanities’ key strategic initiative, “**A More Perfect Union**,” which demonstrates the critical role and contribution of the humanities to our nation as reflected during the 250th anniversary of the signing of the Declaration of Independence.
STRATEGIC PLAN

AIC and FAIC are presently committed to three-year strategic plans, concluding December 31, 2021, focusing on key organizational priorities to ensure their continued growth and success. AIC’s five strategic priorities are as follows:

1. **Increase membership and enhance member services**, with a focus on improving equity and inclusion across the conservation profession and strengthening membership through improved recruitment, retention, and programming;
2. **Advocate for the field** to support the work of AIC members and ensure the long-term care of the world’s cultural heritage;
3. **Promote professional standards and advance the skills of conservation professionals**;
4. **Increase AIC information resources** to provide consistency, assure quality, and maintain standards for AIC’s membership; and
5. **Maintain the fiscal health of the organization** to effectively serve AIC’s membership.

FAIC’s four strategic priorities are as follows:

1. **Build operational strength and sustainability** to position FAIC for leadership and sustainability;
2. **Advance and elevate the conservation profession**;
3. **Strengthen professional development, research, and publications** to effectively serve the conservation community, allied professionals, and the general public; and
4. **Engage and partner with collecting institutions** to strengthen collections preservation strategies and practice.

VOLUNTEER LEADERSHIP

Suzanne Davis, President, AIC Board of Directors

Suzanne Davis leads the conservation department at the Kelsey Museum of Archaeology at the University of Michigan, Ann Arbor. Located on U-M's central campus, the Kelsey is a research and teaching driven museum focused on the cultures of the ancient Mediterranean world. Suzanne oversees preservation of the museum’s 100,000+ artifacts and historic building; directs conservation for Kelsey Museum field projects in Egypt, Sudan, and Turkey; and serves as affiliated faculty for the University’s Museum Studies Program. As AIC president, Suzanne is committed to fostering organizational excellence and a welcoming and supportive environment. She also serves in various capacities for the American Schools of Overseas Research and the Archaeological Institute of America. Her research includes preservation of archaeological sites and collections, community-engaged archaeological practice, and archaeological site presentation and visitor experience. Recent publications and projects are listed in her CV.

AIC Board of Directors

The American Institute for Conservation (AIC)’s Board of Directors is comprised of acknowledged leaders who are dedicated to the organization's mission, vision, members, and continued growth. The Board is a diverse group of conservators, scientists, and collections care professionals.

For a complete list of members of the Board of Directors, please visit: [https://www.culturalheritage.org/about-us/association/leadership/aic-board-of-directors](https://www.culturalheritage.org/about-us/association/leadership/aic-board-of-directors).
Peter Trippi, President, FAIC Board of Directors

Peter Trippi is editor-in-chief of *Fine Art Connoisseur*, the national magazine that serves collectors of contemporary and historical realist art, and president of Projects in 19th-Century Art, a firm he established to pursue research, writing, and curating opportunities. Based in New York City, previously directed the Dahesh Museum of Art (New York City), headed development teams at the Brooklyn Museum and Baltimore Museum of Art, and created international touring exhibitions and publications devoted to the 19th-century painters J.W. Waterhouse and Lawrence Alma-Tadema. His curatorial project, the exhibition *Artful Stories: Paintings from Historic New England*, closed recently in Milton, Massachusetts, and his next project will focus on the fine art now displayed in the home of the 19th-century poet Henry Wadsworth Longfellow (Cambridge, Massachusetts).

FAIC Board of Directors

The Foundation for Advancement in Conservation (FAIC)’s Board of Directors is comprised of successful leaders who are dedicated to the organization’s continued growth, mission, and vision. The Board is a diverse group of conservation, artistic, not-for-profit, corporate, philanthropists, and community leaders.

For a complete list of members of FAIC’s Board of Directors, please visit: https://www.culturalheritage.org/about-us/foundation/leadership.

**FINANCIAL OVERVIEW**

In fiscal year 2020, FAIC raised $177,769 in contributions and $1,095,500 in grants. FAIC’s projected income for fiscal year 2021, separated by sources of support, is included below:

**FAIC FY2021 Income**

<table>
<thead>
<tr>
<th>Source of Support</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investments</td>
<td>$400,950</td>
</tr>
<tr>
<td>Grants</td>
<td>$8,400</td>
</tr>
<tr>
<td>Donations</td>
<td>$127,397</td>
</tr>
<tr>
<td>In-Kind</td>
<td>$25,000</td>
</tr>
<tr>
<td>Workshop</td>
<td>$9,250</td>
</tr>
<tr>
<td>Sponsorship</td>
<td>$263,609</td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>

FAIC’s projected income for fiscal year 2021 is included below:

**AIC FY2021 Income**

<table>
<thead>
<tr>
<th>Source of Support</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investments</td>
<td>$65,760</td>
</tr>
<tr>
<td>Membership Dues</td>
<td>$126,398</td>
</tr>
<tr>
<td>Meetings</td>
<td>$232,000</td>
</tr>
<tr>
<td>Publications</td>
<td>$500,000</td>
</tr>
<tr>
<td>Specialty Groups</td>
<td>$170,000</td>
</tr>
<tr>
<td>FAIC Overhead</td>
<td>$4,000</td>
</tr>
<tr>
<td>Other</td>
<td>$50,000</td>
</tr>
</tbody>
</table>
REPORTING AND IMPORTANT RELATIONSHIPS

The Executive Director will report to the AIC and FAIC Board of Directors. S/he/they will have five direct reports and oversee a team of 12 professionals, in addition to contractors and volunteers. The ideal candidate will recruit and foster a highly effective and diverse leadership team, ensuring a collaborative organizational culture with a demonstrated commitment to diversity, equity, inclusion, and access initiatives.

The ED will partner and collaborate with AIC membership to enrich and support the profession of conservation. S/he/they will partner with the Boards to envision and lead the strategic direction for F/AIC. The candidate will serve as an ex-officio member of the AIC and FAIC Boards.

ORGANIZATIONAL CHART

OPPORTUNITIES AND CHALLENGES

As a key leader of F/AIC, the Executive Director will contribute broadly to all aspects of the fulfillment of F/AIC’s mission and goals. The successful candidate will have the capacity and demonstrated track record to lead effectively in the following areas:

Vision and Strategic Planning

- Rapidly gain a thorough understanding of the scope, history, current initiatives, and goals of F/AIC;
- Embrace F/AIC’s mission and proactively articulate the importance of conservation;
- Partner with the Boards and AIC membership to create and lead the execution of short- and long-term strategic and operational plans;
- Address organizational growth and fundraising needs, set priorities, and allocate resources to achieve performance goals and expectations;
Work with the Boards and staff to establish annual philanthropic goals to support general operations and programs; and
Assist with the identification, engagement, recruitment, and onboarding of new Board members, as well as encourage and inspire current Board members.

Branding and Marketing
Serve as the chief spokesperson and advocate for F/AIC to national and international constituencies;
Communicate clearly and persuasively to enhance and expand F/AIC’s national and international visibility, audiences, and brand;
Promote strategic, effective, and inventive communications and partnerships to internal and external constituencies;
Establish effective cases for support for fundraising initiatives; and
Inspire support and promote public awareness of F/AIC’s achievements and successes to the conservation community, allied professionals, and the general public.

Financial, Programmatic, and Staff Leadership
Partner with the Boards to regularly update strategic and long-range financial plans;
Develop initiatives to increase diversity of membership and reach underserved communities;
Submit annual budgets for approval by both Boards and oversee budget execution;
Ensure the operational and financial success of F/AIC;
Build an engaged and diverse leadership team through recruitment, development, evaluation, and mentorship;
Evaluate, lead, and motivate staff; support and maintain a collegial environment of teamwork, support, and accountability;
Address organizational growth needs, set priorities, and allocate resources to achieve performance goals and expectations; and
Delegate appropriate responsibility and establish clear performance goals and expectations for staff.

**KEY QUALITIES**
In addition to the demonstrated ability to meet and exceed the responsibilities listed in the preceding section, the ideal Executive Director will possess the following experience and attributes:

Dedication to the values and members of F/AIC with a commitment and passion for conservation;
Passionate advocate who brings the proven ability to engage leaders, cultural and artistic professionals, and colleagues in a manner that generates excitement, shared purpose, and meaningful action;
Track record of providing successful strategic leadership and day-to-day operational management, including the development and execution of a strategic plan, budget preparation, financial acumen, and stewardship;
Ability to build and lead relationships with AIC members, built upon trust and transparency;
Credibility and professional acumen to garner the confidence of F/AIC leadership, Board members, conservators, volunteers, donors, prospects, and colleagues;
Proven track record in financial planning, budgeting, analysis, reporting, and operational management;
Demonstrated ability to raise funds and cultivate relationships with government agencies, foundations, individuals, and corporate sponsors;
- Familiarity with national/international cultural heritage stakeholders;
- Commitment to lead and expand diversity, equity, inclusion, and access initiatives;
- Excellent communication (speaking, writing, presentation, and listening) skills and an ability to effectively communicate with all levels of the organization, as well as diverse external constituencies;
- Management and team-building skills to help guide a nationally recognized organization, while maintaining best practices, collaboration, and shared accountability;
- Fearless diplomat with demonstrated skill in negotiation, organization, planning, and governance;
- Cultural sensitivity, emotional intelligence, and commitment to the highest standards of professionalism;
- Professional and personal integrity, self-awareness, and optimism, combined with a sense of humor and perspective;
- Commitment to, and advocacy for, conservation and preservation, the arts, and/or cultural heritage; and
- Bachelor’s degree required.

**DIVERSITY**

The American Institute for Conservation is committed to the premise that the preservation of cultural heritage is inseparable from the belief that the creative achievements and histories of all peoples must be acknowledged and honored. Through the support of conservation and heritage professionals, AIC actively strives to create an inclusive and equitable environment in which all members of the community are valued and respected. The AIC supports efforts to increase diversity at all stages of education and professional development to attain the highest levels of professional integrity. AIC believes that a diverse workforce provides the multi-faceted perspectives, skills, and knowledge necessary to achieve excellence in the conservation of our shared heritage. In the promotion of the preservation of cultural heritage, AIC commits to valuing diversity, promoting equity, and creating an inclusive environment where all members can participate in the organization’s full range of educational and professional opportunities.

AIC and FAIC are equal opportunity organizations and will not allow discrimination in their 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.

**COMPENSATION AND BENEFITS**

The compensation and benefits package will be competitive and commensurate with the selected candidate’s background and experience.
CONFIDENTIAL INQUIRIES AND HOW TO APPLY

The American Institute for Conservation / Foundation for Advancement in Conservation has retained Freeman Philanthropic Services, LLC to assist on this recruitment. FPS is a national leader in executive recruitment for the not-for-profit sector and brings a proven track record of recruiting top talent to diverse institutions. Please send all confidential inquiries, applications, and nominations directly to FPS via email at FAIC@glfreeman.com.

All applications must include: (1) an up-to-date resume or curriculum vitae; (2) a formal letter of interest (addressed to Gail L. Freeman, President of FPS) that specifically cites the experiences that best prepare the applicant for this role and why this particular opportunity at F/AIC is the logical and desired next step in their career, and (3) a list of references. Additional materials and information will be requested during the search and interview process.