

RIT | College of Art and Design **Image Permanence Institute**

Operational Growth Plan **Executive Summary of Findings Report from E-Survey and** **Strategic Discussions**

January 15, 2020



INTRODUCTION

Overview

- This presentation is the Findings Report of the Operational Growth Plan e-survey and strategic discussions conducted for RIT's Image Permanence Institute from **November 12, 2019** through **December 20, 2019**.
- The e-survey and strategic discussions investigated perceptions of IPI and preservation research priorities.
- This report is based on **3 strategic discussions with RIT leadership, 4 strategic discussions with external constituents, and 473 electronic survey responses**.
- Statistical information presented in charts and tables is based on survey responses, except where noted.

Operational Growth Plan Timetable

- Kickoff: September 19, 2019
- Launched E-Survey: November 12, 2019
- E-Survey Close Date: November 29, 2019
- Commenced Strategic Discussions: December 2, 2019
- Strategic Discussions Completed: December 20, 2019
- Findings Report Delivered: January 15, 2020
- RIT Colleague Focus Group: February 7, 2020
- Research Colleague Focus Group: March 10–11, 2020
- Collection Colleague Focus Group: April 7–8 2020
- Education Colleague Focus Group: April 28-29, 2020
- Final Report Delivered to IPI: June 15, 2020

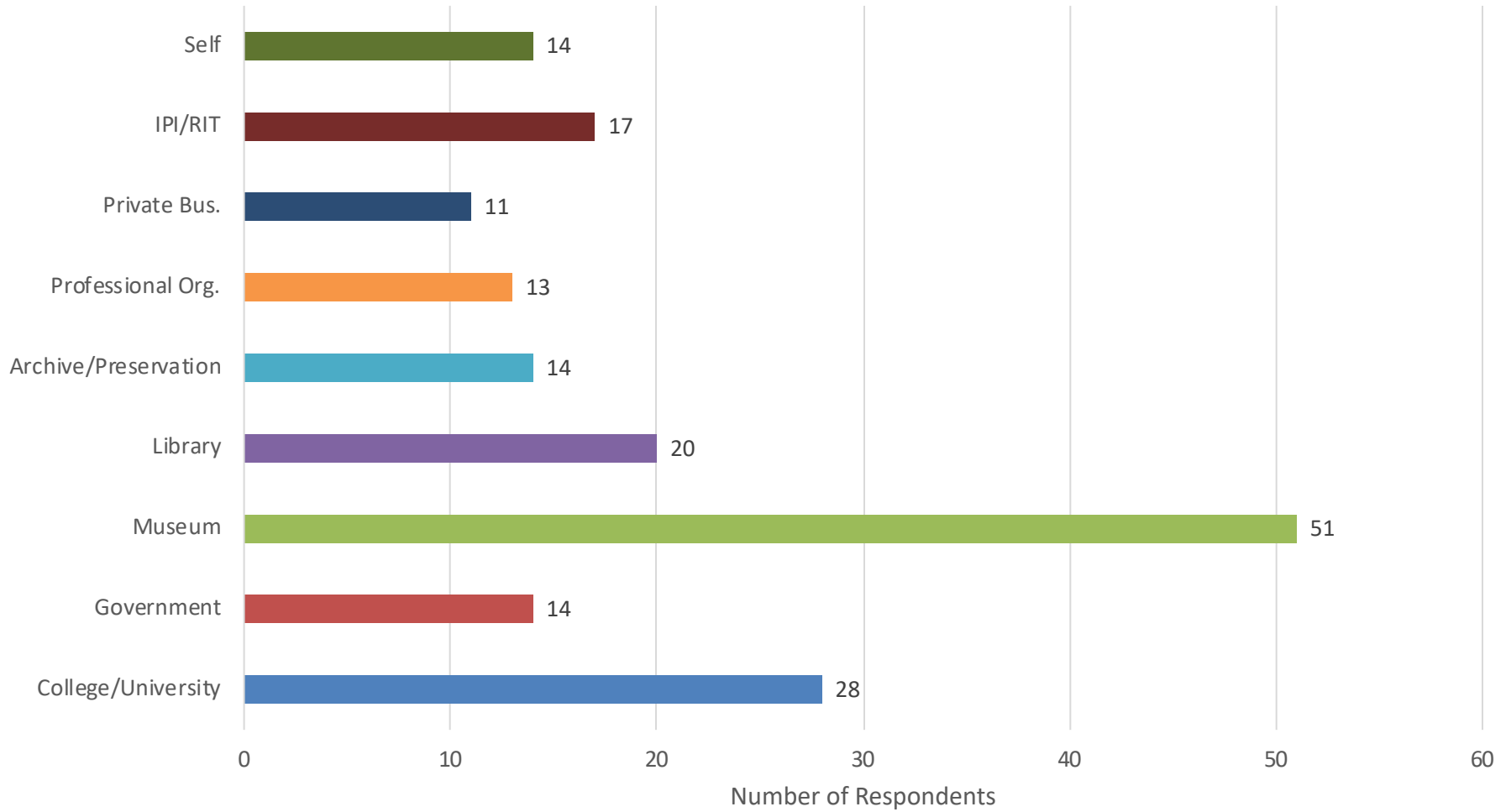
Strategic Discussion and E-survey Participants

Strategic Discussion Target	5
External Strategic Discussions Conducted	7
Total E-Survey Responses	473 (16% response rate)
Total Individual Study Participants	480

Notes:

- 214 surveys were fully completed and 259 were partially completed.
- Not all participants answered every question. Percentages in this report are calculated based on the number of responses to each question.
- Percentages do not always equal 100% due to rounding or multiple answers.
- The e-survey was sent to 2,972 IPI newsletter subscribers and other key stakeholders.

Primary Affiliation of Electronic Survey Participants

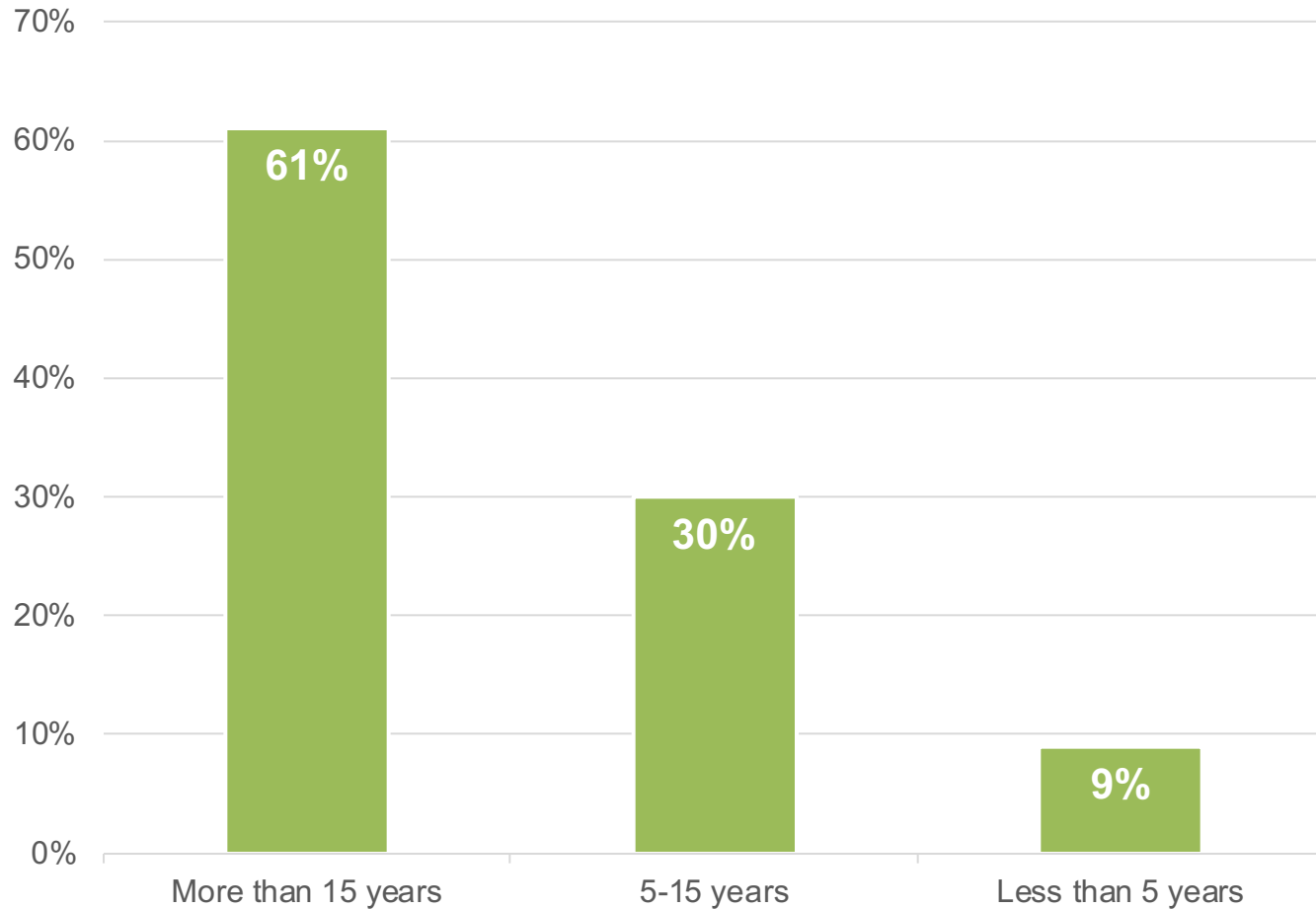


Note: Not all e-survey participants indicated an affiliation.

List of Survey Respondents' Titles (edited for clarity)

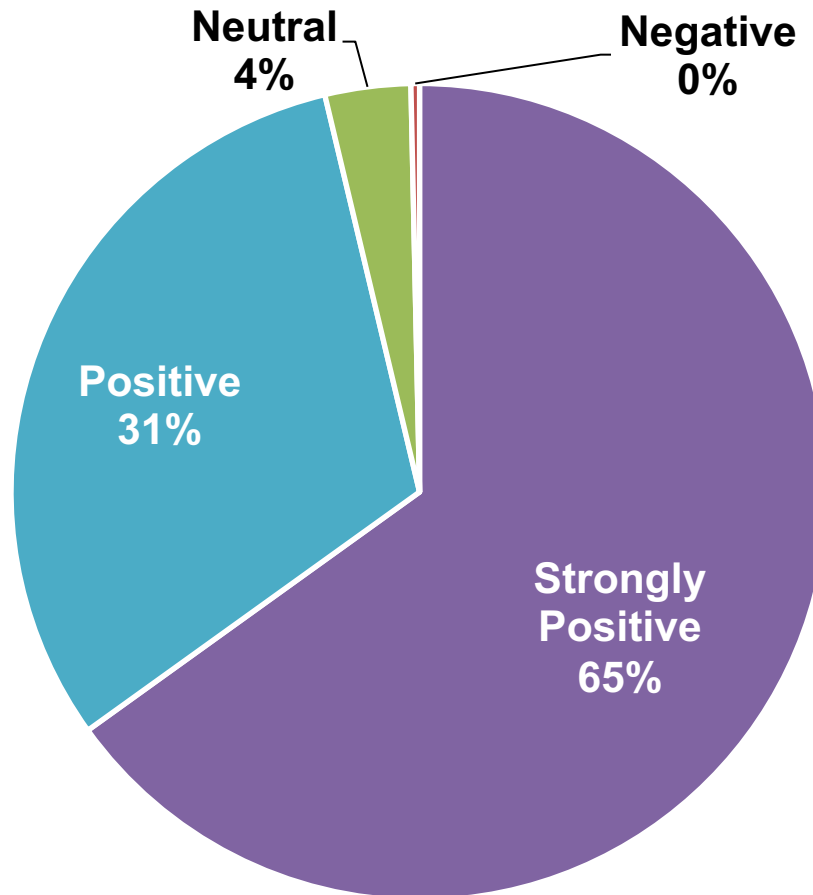


How long have you worked in preservation or an allied field? (survey)

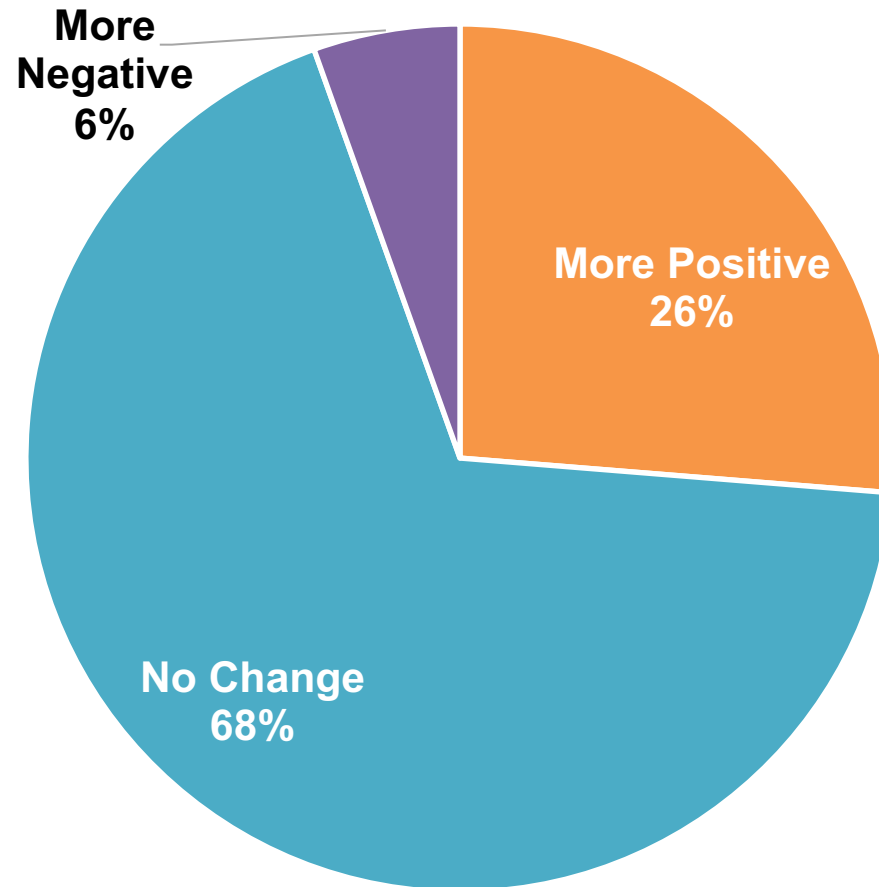


PERCEPTIONS OF IPI

How would you describe your current attitude toward IPI? (survey)



How was your attitude about IPI changed over the past five years? (survey)



If your attitude has changed, what has most influenced that change? (survey)

- “Attended great workshops and symposiums IPI presented.”
- “Attending a conference, touring IPI lab.”
- “I attended one of IPI’s Digital Printing workshops and came away learning so much.”
- “Interaction with IPI consultants on a grant project.”
- “While the underlying science is good, the technological resources are out of date. For example, ECBN needs an update and dpcalc needs to be optimized for the phone.”
- “New leadership that is more open to collaboration with other groups.”
- “Most of the staff I had previously built relationships with have left. (Not all, but many) and I have not yet re-established relationships with some of the new programs in the way I had previously.”
- “We have had an excellent experience with IPI overall; however, the longevity of the PEM2s is a bit disappointing.”
- “The past few years has been a period of growth and change for the institute. I feel communication between staff has improved and we are headed in a good direction.”

Most Often Cited Responses (in order of frequency) (survey)

Positive

1. Workshop quality
2. New leadership
3. Great communication / more positive attitude

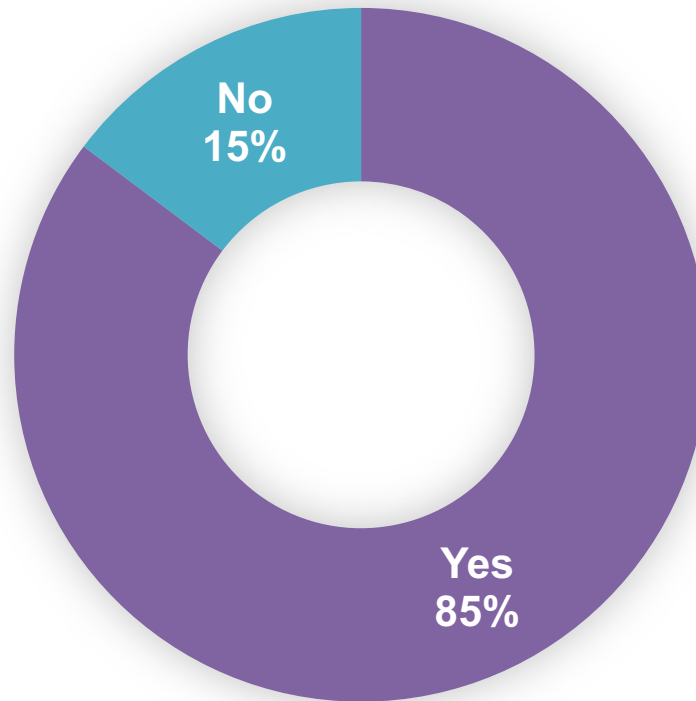
Negative

1. PEM / eClimateNotebook problems – low priority – out of date
2. Delays with implementation / lack of direction or support

Overall Perception of IPI (discussions)

- “IPI as an organization is well respected in the field and has regularly turned to their resources to answer questions from school to now professionally.”
- “All the IPI resources and research are very applied to the field. IPI was the leader for preservation. No other institution producing research that is actually applicable.”
- “Best kept secret around here, pretty stellar work with libraries and museums, but not as well known locally as internationally.”
- “The visibility of IPI internally—vast majority of those on campus are not sure it is there—but externally IPI is doing the most internationally with outreach comparatively to other RIT research centers.”
- “I have been impressed by the quality of the research that IPI has produced over the years. Even more impressive is how well regarded IPI is in the community.”

Do you believe IPI's mission is clear to its audiences? (survey)



In your own words, what is IPI's mission? (survey)

- “To educate institutions on the preservation for their collections, and to provide the tools that assist in this endeavor.”
- “To enhance and promote the development of technologies and methods that help ensure the long-term viability of information resources.”
- “Research and education outreach related to materials, preservation, and processes related to photography, both historic and contemporary.”
- “The preservation of photographic collections.”
- “As far as I understand, IPI's mission is to help preserve photography and moving image through education and research; IPI is the ultimate hero for image preservation.”
- “To provide clear guidance on the best collection care for motion picture film and photographs, and to advance this agenda with ongoing and rigorous preservation research.”
- “Researching the care of cultural materials in a way that is most up to date, but also sustainable and reasonable.”

Mission Word Cloud (survey)



Rate your level of agreement with each of the following statements. (survey)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
IPI's goals and priorities are communicated regularly to me	19%	29%	39%	11%	2%
I feel like an important part of the IPI community	11%	20%	51%	14%	4%
I share and believe in the values of IPI	55%	33%	12%	0%	0%
I would recommend involvement to other professionals	57%	32%	10%	0%	0%
I am grateful for what IPI has provided to me and/or my organizations	68%	23%	8%	1%	0%
I believe the programs of IPI are of a high quality	72%	20%	8%	0%	0%
I receive professional-level interactions from the IPI staff with whom I engage	50%	21%	25%	2%	2%

On a scale of 1 to 5, where 5 is most useful/beneficial, to what extent do you rate each of the following statements? (survey)

	5	4	3	2	1	N/A
IPI as a whole	60%	31%	6%	0%	0%	3%
Research publications	52%	30%	10%	1%	0%	8%
PEM2 datalogger	34%	21%	16%	3%	1%	25%
eClimateNotebook software	38%	21%	15%	2%	1%	23%
A-D strips	39%	19%	17%	1%	0%	24%
Workshops/ Professional education	53%	25%	11%	1%	0%	10%
Testing services	23%	12%	21%	1%	1%	42%
Consulting	29%	19%	18%	2%	1%	31%
IPI customer support	30%	17%	20%	3%	1%	29%

Word Cloud: What are three words you would use to describe IPI? (survey)



As IPI looks to expand its impact to meet the preservation needs of its constituents, what do you think IPI should focus on? (survey)

Most Cited:

New areas of research that include indoor pollution, mold prevention, and display management

Sustainability of preserving cultural heritage collections with diminishing resources for institutions

Climate change and its impact on collection preservation

Addressing digital native photographs and challenges of preservation

More workshops across greater geographic locations

Collaboration with other institutions

As IPI looks to expand its impact to meet the preservation needs of its constituents, what do you think IPI should focus on? (discussions)

- “Updated Pem2 Datalogger, eClimateNotebook to be more user friendly for staffs at small to mid-size institutions where training is limited.”
- “Tackling the challenge of sustainable preservation in collections environments.”
- “Still a tremendous need to focus on physical photograph and print materials given the explosion in digital format.”
- “Need to better job of telling their story—as visibility and recognition increases, greater resources will follow, then in better position to meet the needs of its constituents.”
- “Significant need for small and mid-size museums to have consultant help to understand their environments and how to approach with sustainable preservation.”

Please describe ways in which existing IPI products or services, or new ones, could better serve preservation needs. (survey)

- “There could be more customer surveys, so that IPI could get feedback frequently from customers.”
- “We’ll wait and see what IPI offers with next generation loggers. I think IPI focusing on eClimateNotebook and enhancing service to directly upload other file formats is more important than focusing on loggers.”
- “Selling complete ID kits.”
- “It would be helpful to have clear preservation research with pictures that can be used to illustrate concepts to administrators. For example, the video of the book expanding under elevated RH is very useful.”
- “More in-person workshops offered throughout the country.”
- “Make the PEM2 so that you can download data wirelessly.”

Are there any obstacles to using IPI products and/or services? (survey)

- “The accounting system through RIT is a pain!”
- “Products and services need promoting.”
- “Location and cost of training opportunities.”
- “Cost.”
- “Integration of eClimate with BAS.”
- “I think IPI could do a better job letting people know that they exist.”
- “Subscription costs can be hard to defend to our admin when they want to eliminate subscriptions across the board.”
- “PEMs are expensive compared to the alternatives.”
- “As a preservation consultant, the only pushback that I get when I recommend IPI products and services is pricing. I believe that the prices represent good value for the products, but it is still a hard sell with smaller institutions where the total cost is the primary driver of decision making.”

COMMUNICATION AND ENGAGEMENT PREFERENCES

Please rate your level of agreement with the following statements related to your engagement with IPI's research. (survey)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A
I think IPI should have a membership program	8%	10%	36%	12%	20%	14%
I used IPI research in complementing my PhD dissertation or master's thesis	9%	3%	4%	2%	9%	73%
IPI's products are important to my work	54%	22%	11%	2%	2%	9%
IPI has been hired to consult for my organization	11%	5%	4%	3%	11%	66%
I plan to hire IPI over the next 12 months for a project	3%	1%	10%	5%	16%	65%

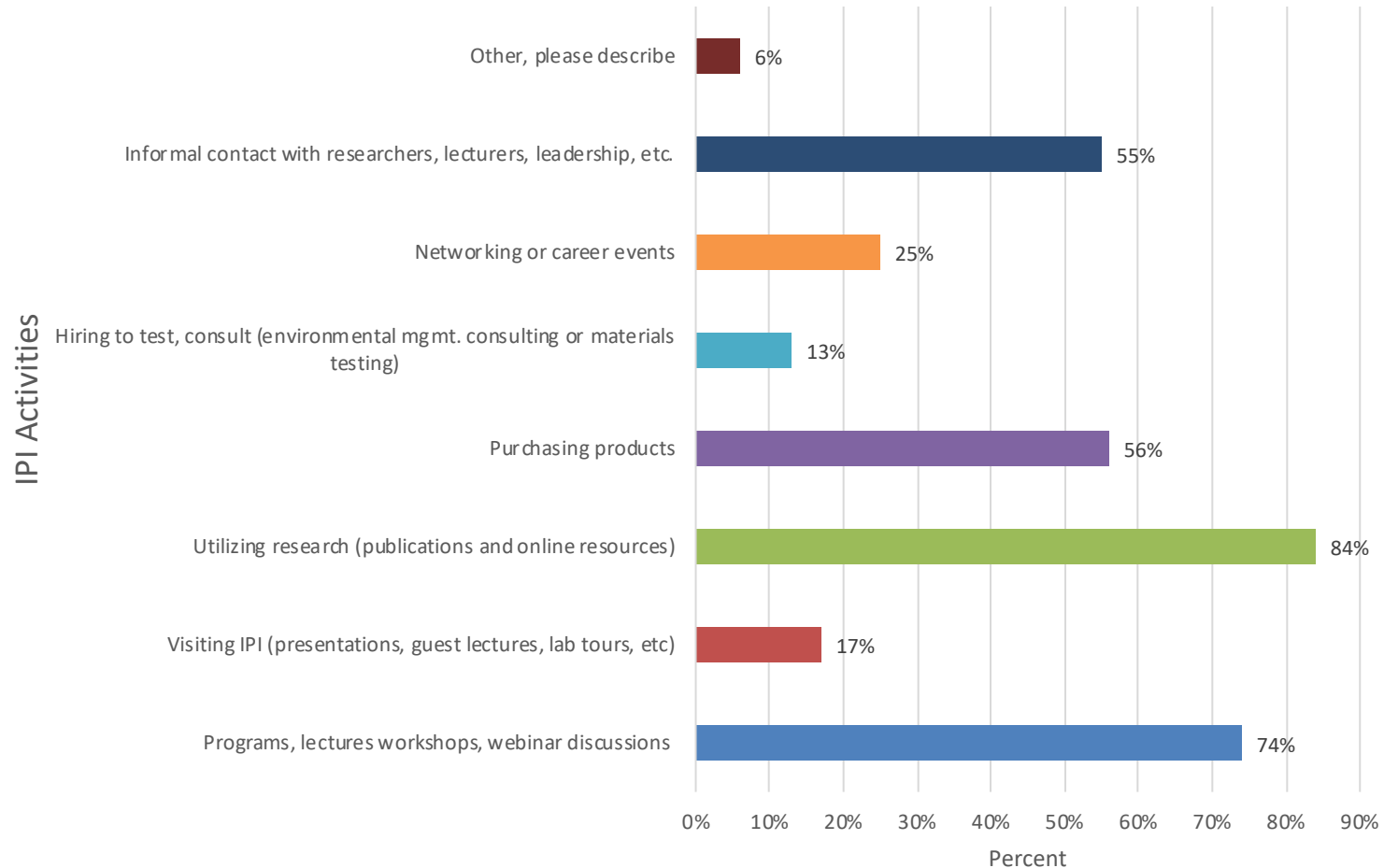
Additional Feedback (survey)

- “While I would have used IPI heavily in my master’s thesis, the services and ease of access and possibly IPI in general did not exist or was not known to me at that time.”
- “I am not sure what a membership program would look like. Also, I use the IPI website often in my daily work to look things up. I also use the IPI website for the graduate school class I teach.”
- “Government procurement process interferes with hiring IPI as a consultant.”
- “We are in Australia so we are not sure what sort of consultancy we might be able to access.”

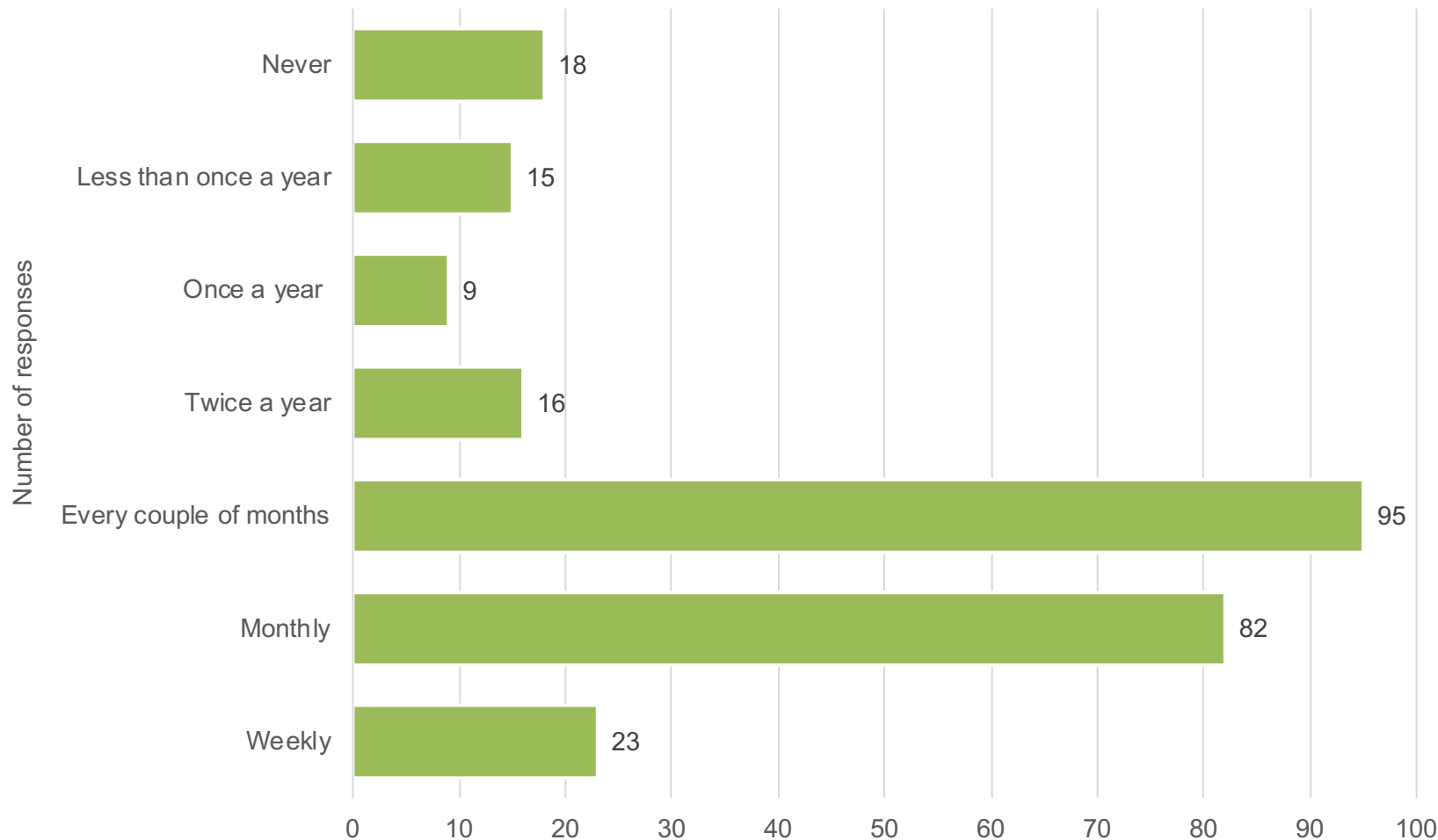
In the last year, have you: (survey)

	Yes	No
Participated in IPI's in-person programs, lectures, or workshops (training and education programs)	17%	83%
Participated in IPI's remote webinars (training and education programs)	32%	68%
Visited IPI for either a presentation as a guest or for a lab tour	9%	91%
Utilized IPI's research (publications and online resources)	84%	16%
Purchased IPI products	40%	60%
Hired IPI to test, consult, or problem solve (environmental management consulting or testing services)	6%	94%
Had informal contact with researchers, leadership, etc.	44%	56%

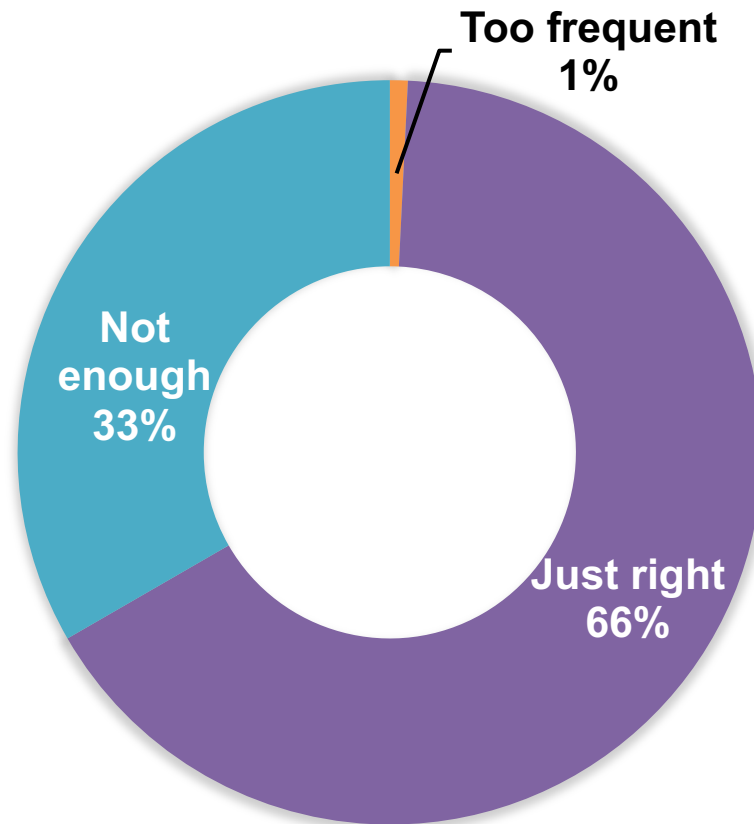
Which of the following IPI activities do you plan to participate in over the next five years? Please select all that apply (survey)



How often do you receive information from IPI about upcoming events, activities, and other news? (survey)



Which best reflects your feelings about the frequency of communications from IPI? (survey)



What do you consider IPI's top strengths? (survey)

Research

Expertise
(people)

Accessible
resources

Products
(specifically
eCNB and
materials testing)

Training and
education

Commitment to
the preservation
of cultural
heritage

**On a scale of 1 to 6 where 1 is your greatest preference, please rank the following communication vehicles in terms of your preference for staying connected to IPI.
(survey)**

These were very closely ranked with only a few percentage points between the highest and lowest preferences.

- 1 { • IPI newsletter
- 2 { • Emails
- 3 { • IPI website
- 4 { • Picture of the Month
- 5 { • Social media
- 6 { • Director mail

Is there anything else you would like to share about new ways we can connect with and support our constituents? (survey)

- “I follow IPI on Instagram, really enjoy the posts (I don’t use Facebook), love the past Picture of the Month archive—is there an archive of newsletters?”
- “Webinars are by far the easiest method of disseminating information, for IPI and for participants.”
- “There is not enough international focus. For example, there is no photo conservator living in Asia! Spread your wings. Partner with other universities in areas which need image professionals.”
- “Sponsor film festivals, and #FilmMakers.”
- “Email notifications of upcoming training opportunities may encourage engagement leading to better-equipped collection managers.”
- “As a fine art printer in NYC, I think the artist community, galleries, museums, conservators would benefit in knowing about IPI’s data on archival longevity. I just took a phone call from a leading gallery, regarding techniques to recommend to a blue chip photographer. I think being able to point them to IPI’s website or relay longevity/archival data would be very beneficial to every party.”

RESEARCH NEEDS, PRIORITIES, AND DISSEMINATION

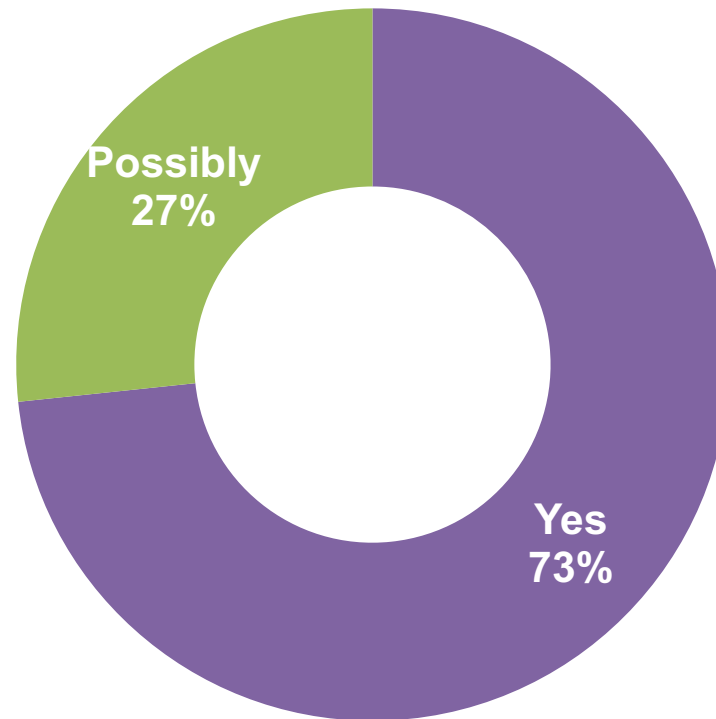
Rate your level of agreement with the following statements related to your engagement with IPI's research activities and resources. (survey)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
IPI's research is or has been critical to my work	56%	24%	14%	4%	2%
IPI's research programs are useful and impactful	65%	27%	6%	0%	2%
IPI's research is easily accessible	49%	36%	11%	2%	2%
I consider IPI to be a leader in preservation research	74%	19%	7%	0%	0%
I expect IPI to lead the field in terms of new thought leadership in preservation research and applications	67%	22%	11%	0%	0%

Does the field need new practical resources that support preservation activities? (survey)

Most Cited:

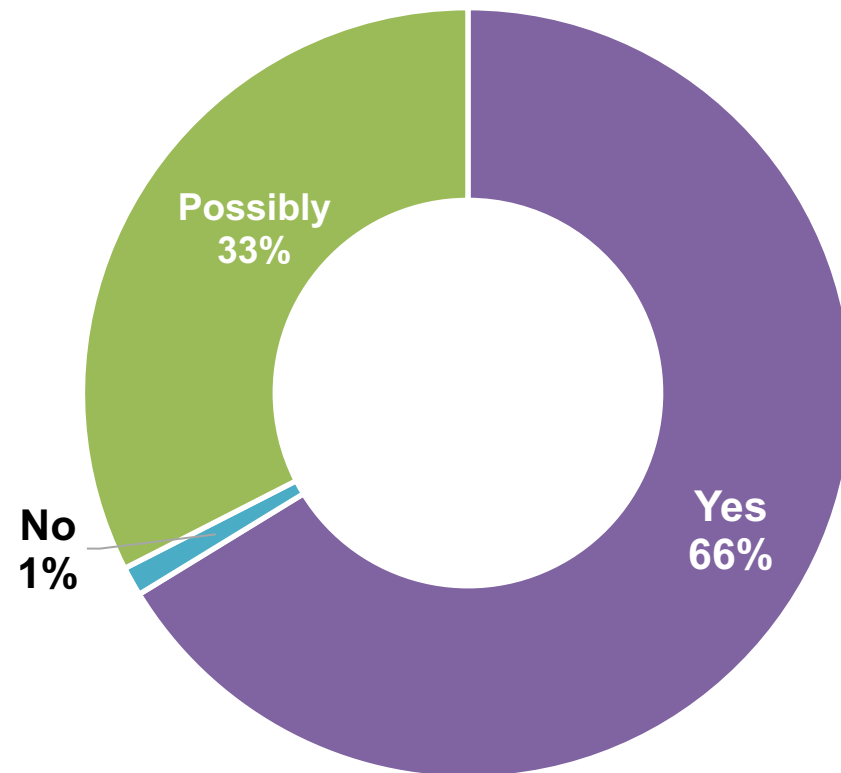
- Risk management for collections
- Digital image and digital moving preservation fields
- Keep up with evolving technology



The field needs new tools that support critical preservation activities. (survey)

Most Cited:

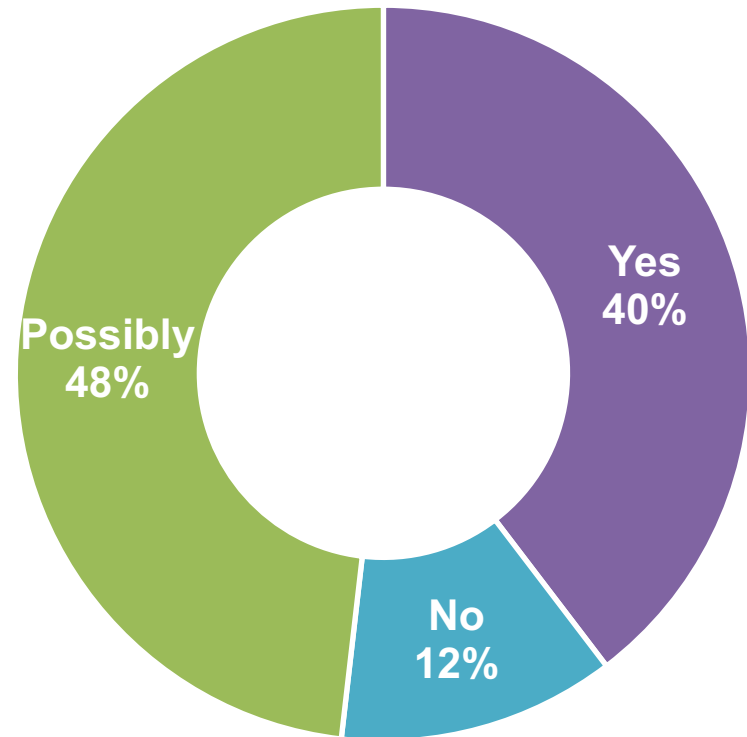
- Datalogger that does not need a manual download
- Affordable light meters



The field needs new conference and forums for regular exchanges of current research. (survey)

Most Cited:

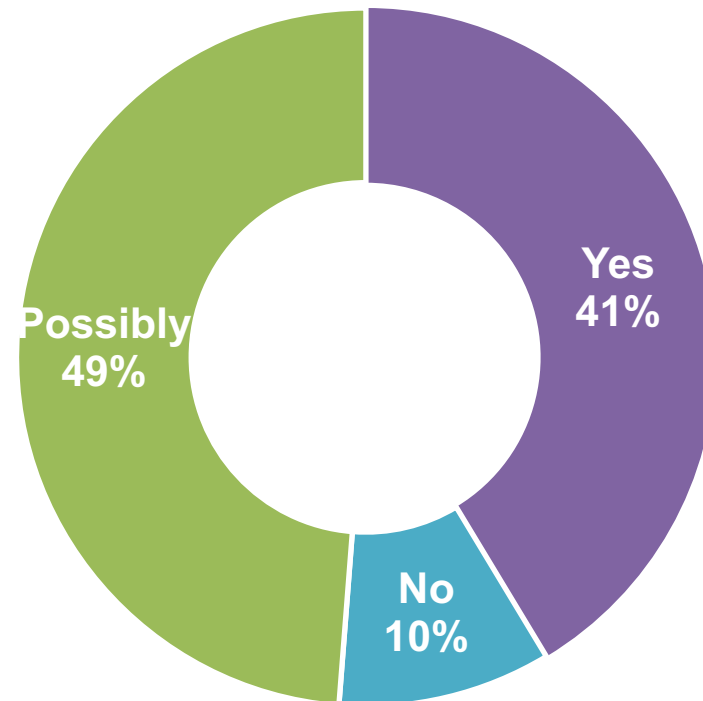
- Digital forums that do not require travel are preferable to the budget and the planet
- Too costly, hard to get market share, better to integrate into current conferences
- In the digital image preservation field



The field needs new publication options for sharing preservation research findings with collections staff. (survey)

Most Cited:

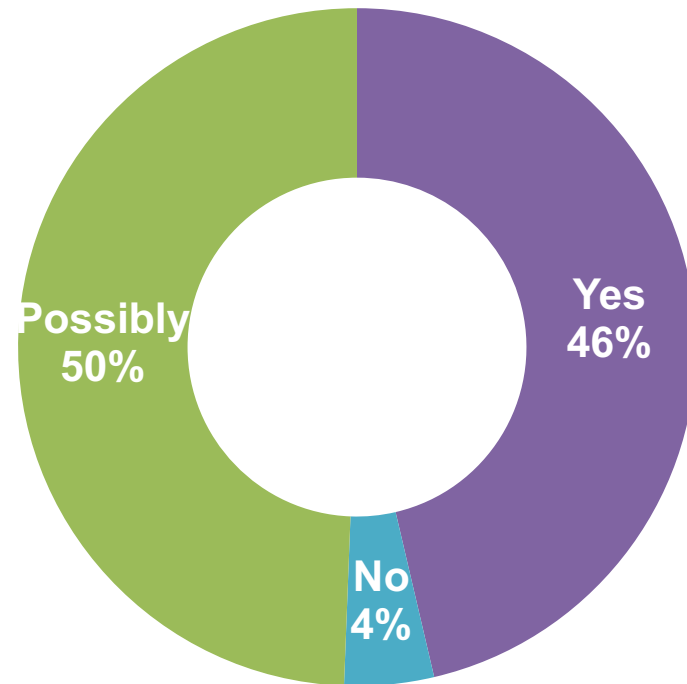
- Central peer-reviewed digital repository of preservation research would be beneficial
- Integrate into existing, become part of their language
- I would prefer to see IPI research published in current journals



The field needs new testing services to address questions related to materials used for the storage and display of collections. (survey)

Most Cited:

- Plastics in modern collections
- IAQ or mold
- Pollution detectors
- Sustainable or environmentally conscience material choices
- Testing nitrate film degradation



What sources do you use most to find recent publications and research on preservation and conservation? (survey)

- Society of American Archivists
- American Institute for Conservation
- Modern Art Conservation
- Getty
- Google search with topic Foundation Advancement in Conservation
- IPI website
- Canadian Conservation Institute
- Northeast Document Conservation Center
- Library literature
- Professional Listservs
- International Centre for the Study of Preservation and Restoration of Cultural Property
- Library & Information Science Source
- Bibliographic Database of Conservation Information Network
- Graphics Atlas

What do you think is the best way to disseminate research today? (survey)

- Website
- Social media
- Listservs
- Conferences/Webinars
- Articles
- Print/Online journals and other media outlets
- Newsletter/emails
- Conservation Wiki

From your perspective, what are the most important emerging trends in the field that collecting institutions must be paying attention to today? (survey)

Most Cited:

Environmental sustainability

Acquisition of color photography from the 1960s–1990s

Preservation of digital information

Lack of space

The cost of collection management options such as cool storage and digitization

Preventative conservation

Rapid growth of digital assets

New technology

What are the top research issues you think IPI should focus on over the next five years? (survey)

Most Cited:

Digital file
preservation

Preventative
mitigations when
HVAC solutions
are not ideal

Disaster
recovery

Plastics

Preservation of
composite
objects

Mold
identification

Movie film
preservation

Climate control

Climate change
and effects on
preservation

Identifying
pollutants in
collection
storage areas

Sustainable,
cost-effective
preservation
products

Long-term
effects of sub-
zero storage on
media

Standardized
conservation
data exchange
formats

What are the greatest professional development and/or training needs of allied professionals in the preservation community that IPI might address? (survey)

Most Cited:

- Keeping up with changing technology
- Material testing
- Climate control
- Environmental sustainability/standards
- Minimum preservation interventions for institutions with limited budgets
- Training archivists to work in digital environments
- Mold mitigation
- Preservation of contemporary printing techniques
- Training for collections storage upgrades and photo process ID
- Basic skills for beginners and small institutions with mostly volunteer staff

From your perspective, what are the opportunities for partnership that could strengthen IPI's research activities? (survey)

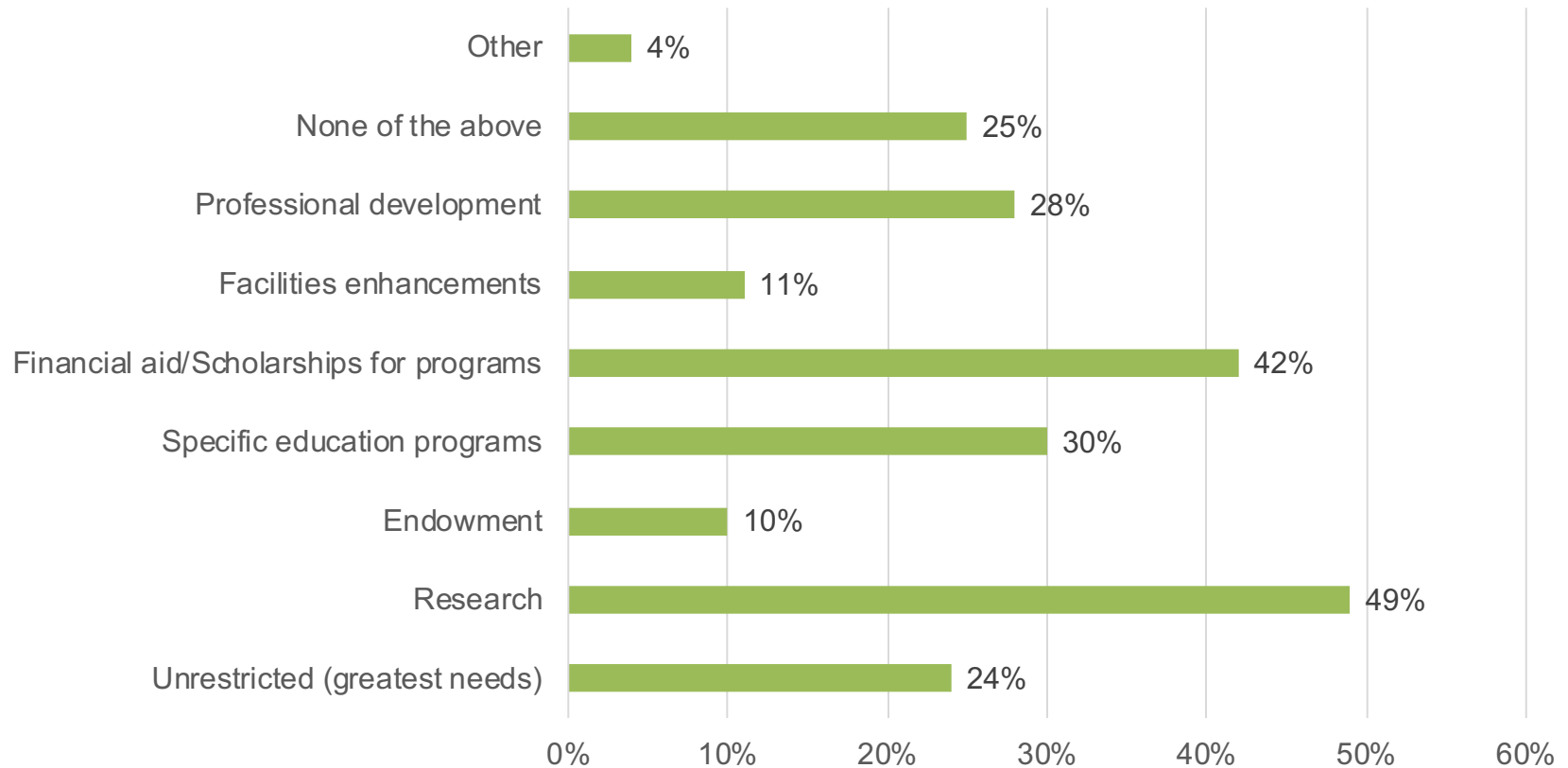
- “Partnering with collecting institutions might better link lab research with actual storage areas where risks are rarely singular and questions about mitigations are best.”
- “Long-term preservation monitoring programs or sustainability programs to evaluate/research-controlled models.”
- “Collaboration with mature professionals and students in the form of research placements and/or internships.”
- “Graduate schools in art conservation. Museum studies graduate programs.”
- “IPI is a national leader. Partnership with higher education—MIT and others who are doing important work with digital media and imaging science.”
- “Making joint projects, open new labs in Europe, South America, and maybe Asia to attract stakeholders, potential clients, etc.”

PHILANTHROPIC INTERESTS

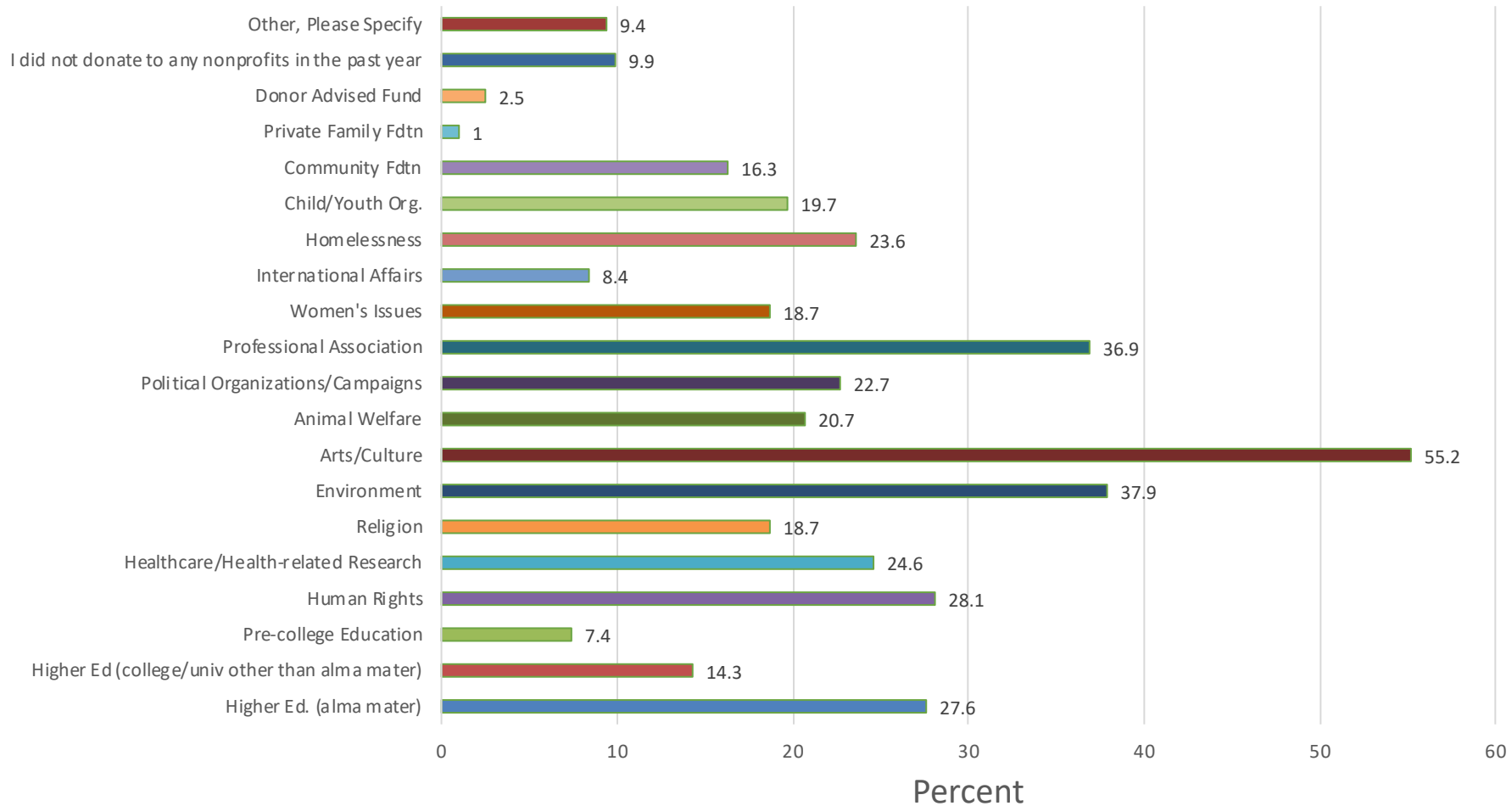
The following are reasons that donors often consider when making a philanthropic gift. What do you feel are the most important reasons someone might give to IPI? (survey)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
To support the overall mission and priorities	65%	22%	12%	0%	1%
To enhance reputation	9%	23%	46%	13%	9%
To support specific programs and initiatives	64%	25%	11%	0%	0%
To maintain my connection to people or groups in IPI	14%	25%	45%	10%	6%
To support the needs and aspirations of the preservation community	46%	34%	17%	2%	1%
I do not think there is a reason to give	2%	3%	25%	10%	60%

Which areas of opportunity at IPI are you most interested in supporting? (survey)



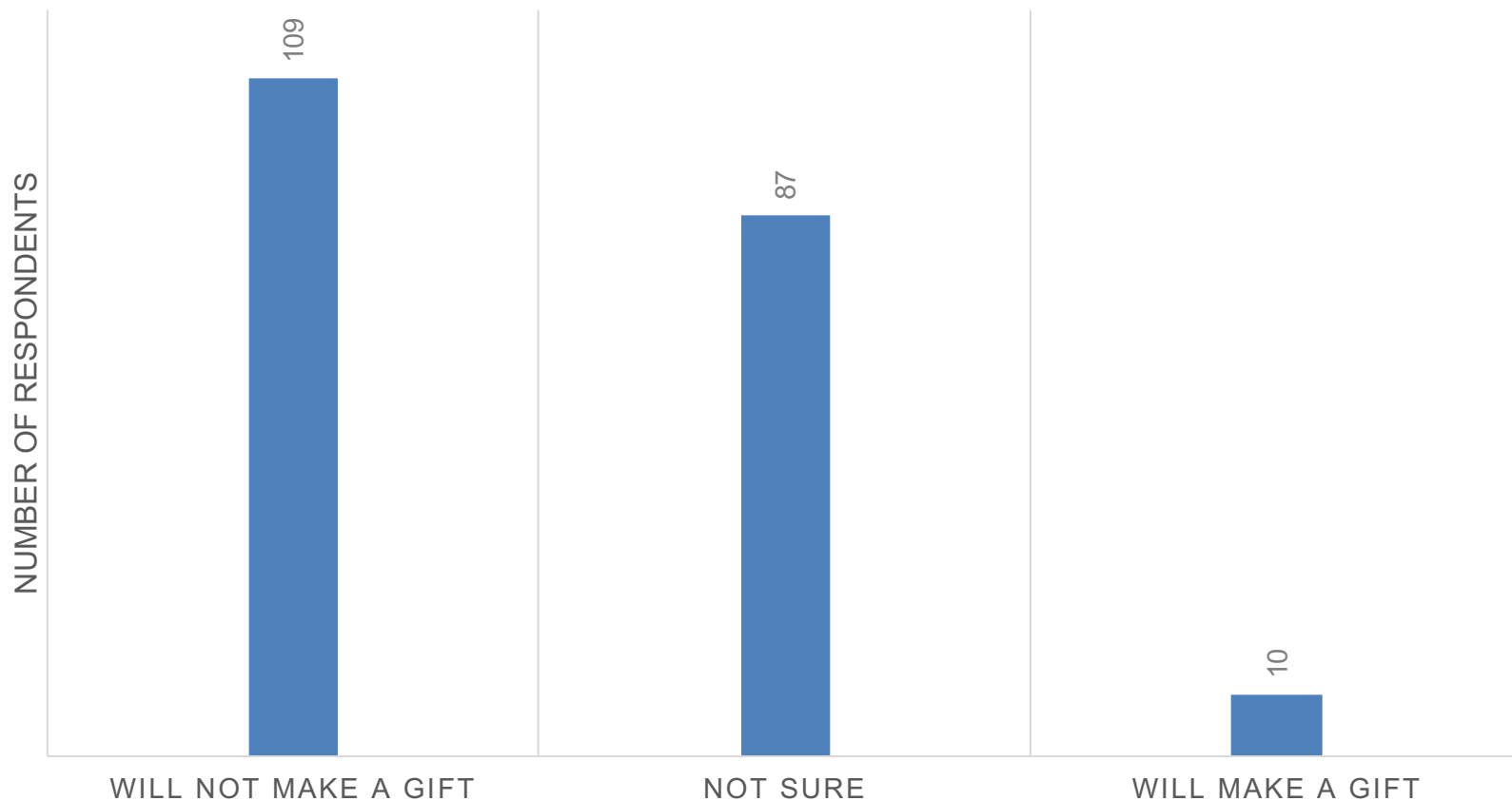
To what types of nonprofit organizations have you donated in the past few years? Please select all that apply (survey)



The following are reasons you might not make a gift to IPI. Please rate your level of agreement with each of the following statements. (survey)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
No one has asked me to make a gift	40%	17%	28%	3%	12%
I am not currently financially able to make a donation	32%	18%	33%	11%	6%
My giving priorities are focused on other causes	30%	27%	29%	5%	9%
IPI does not need my money as much as other organizations do	8%	18%	51%	9%	14%
I prefer to donate to other organizations with missions that are more important to me	12%	15%	47%	11%	15%
My lack of confidence in the stability and growth of the economy	4%	8%	36%	14%	38%

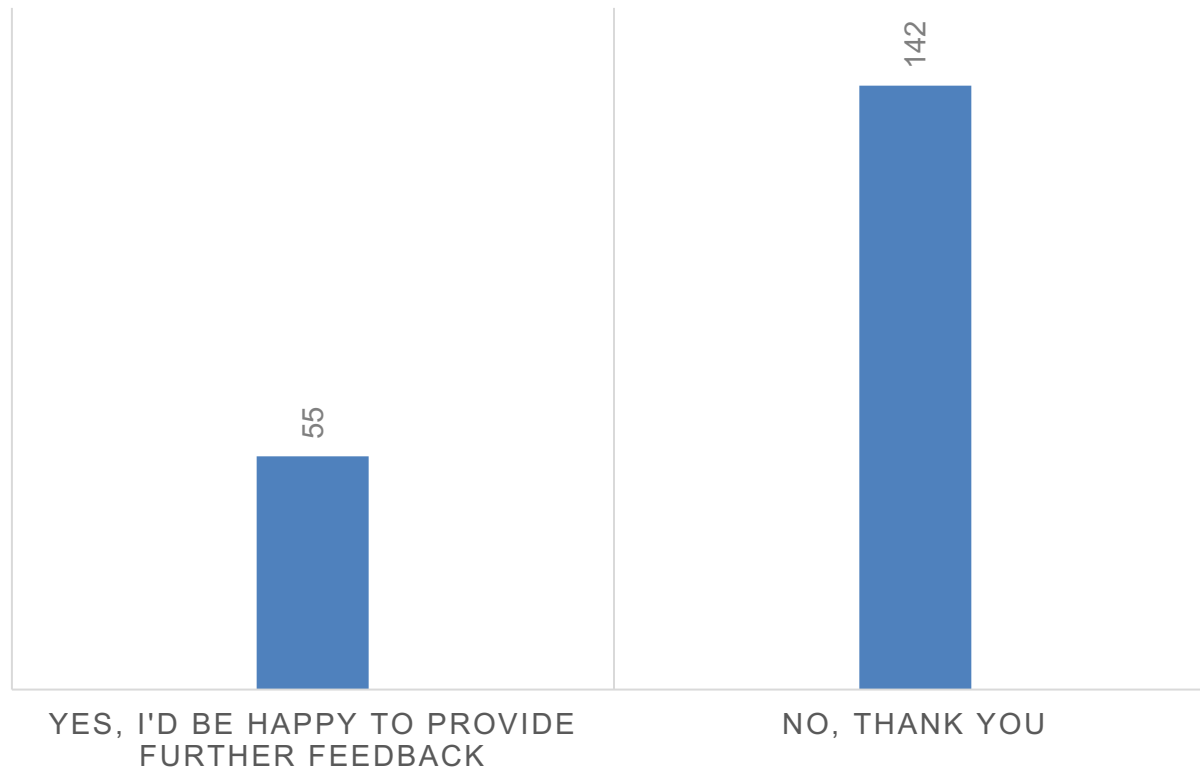
Please indicate your likelihood of making a gift to IPI in the next year. (survey)



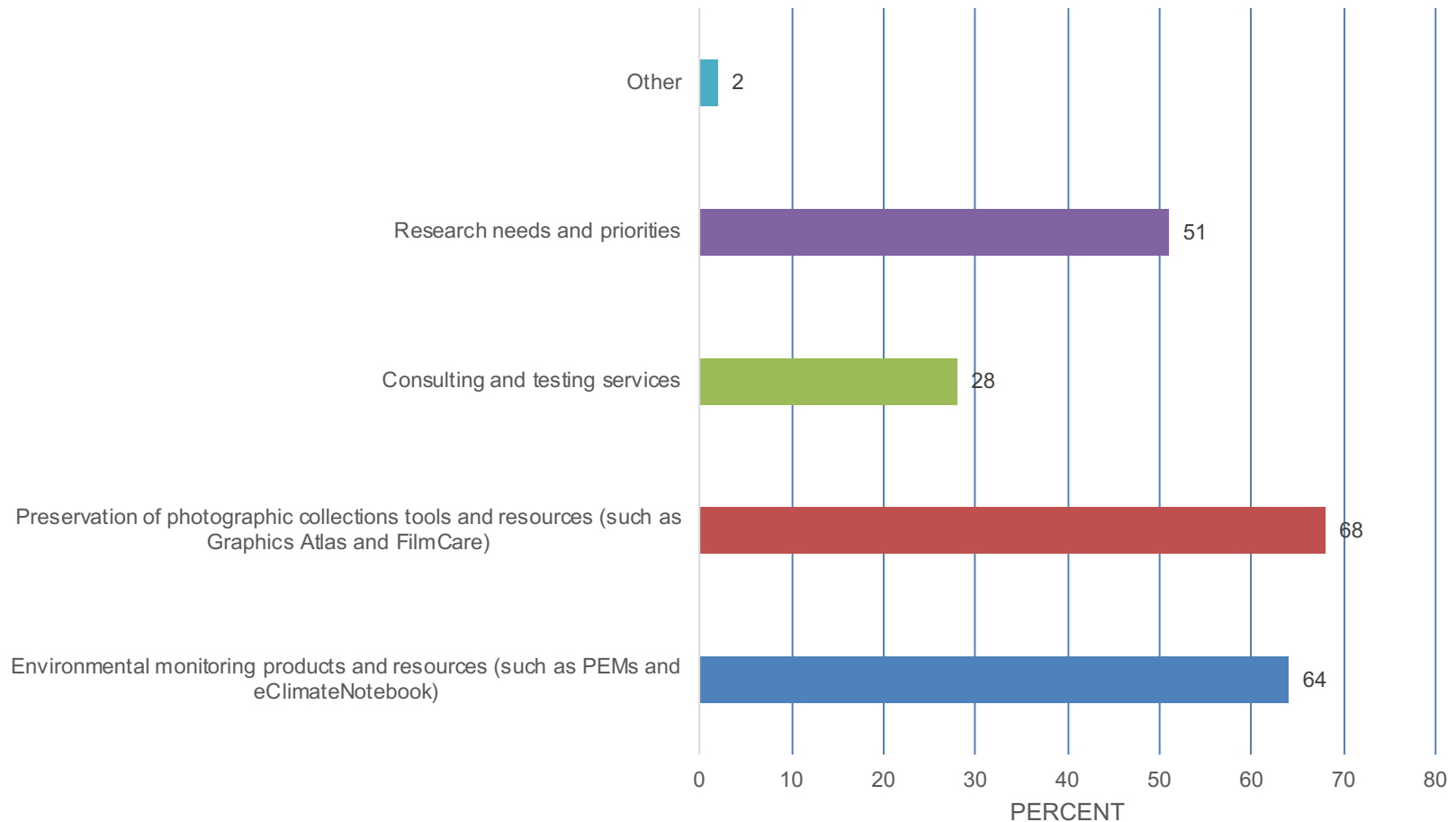
Is there anything else you would like to share about your support of IPI? (survey)

- “I think IPI is fantastic. Although I will not be making a charitable gift, I would support IPI by attending workshops.”
- “I’d consider a gift if there is a compelling case. Why fundraise now? Have grant sources become untenable? Is the university no longer funding? What has changed?”
- “I think IPI is great. The research and publications over the years are top notch. Their resources are very accessible. Speaking as someone who teaches preservation to both students and my clients, it is a very valuable resource.”
- “Good organization but has a fairly narrow field of focus.”

Would you like to be contacted by IPI to share your opinions more personally? (survey)



Please select the topics you are interested in discussing further. (survey)



**QUALITATIVE DATA
EMERGING TRENDS**

SOAR FRAMEWORK

SOAR Framework



Theme 1: Visibility

Strengths

- Incredible brand trust in preservation community
- Track record of applicable research that is highly valued in the field
- Perceived as one of the best performing research centers on campus

Opportunities

- Increased collaboration and partnerships (internally and externally)
- Cross-pollinate disciplines with targeted organizations and/or academic areas
- Significant need to increase overall visibility and awareness in marketplace for products, consulting, etc.

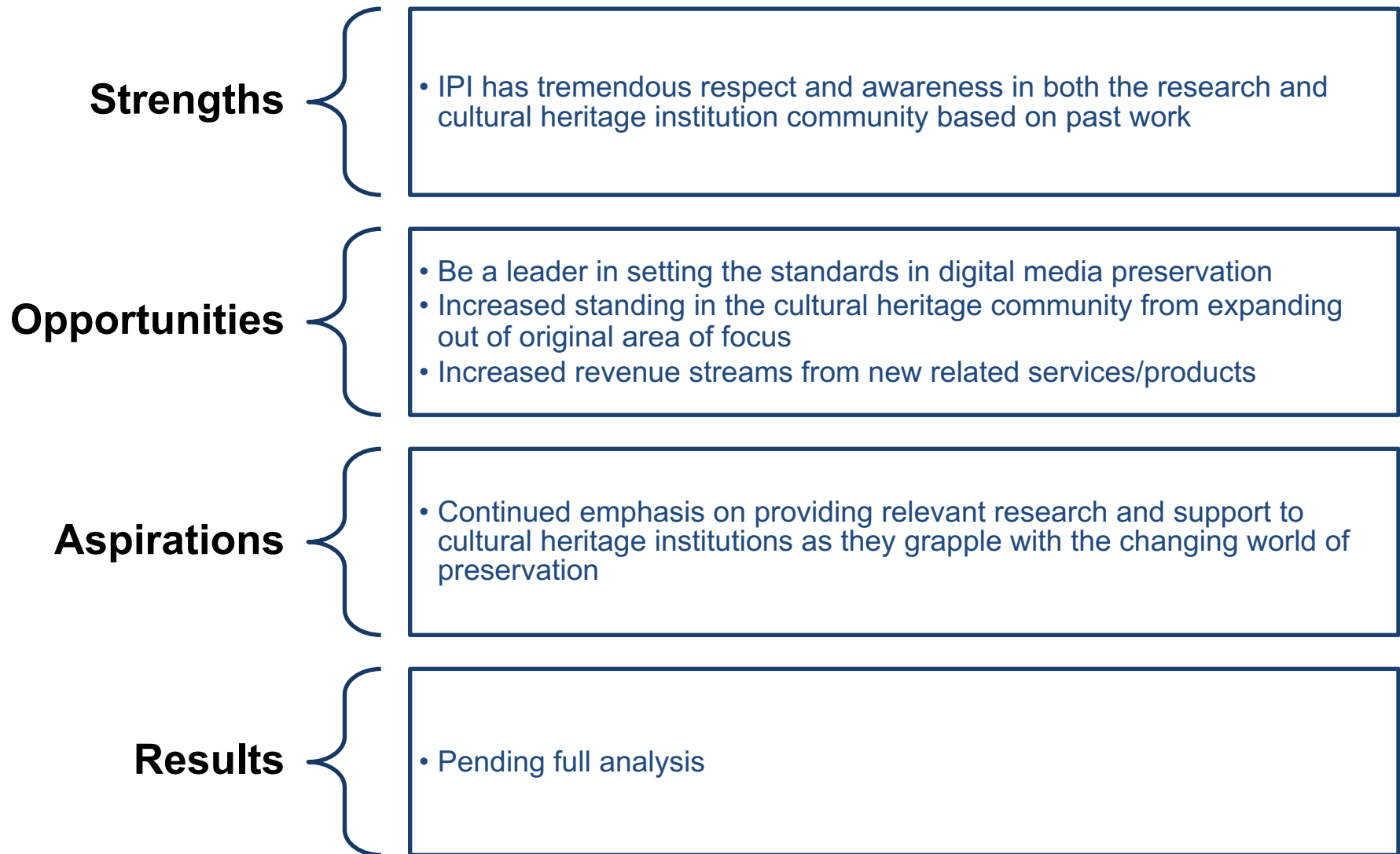
Aspirations

- Continuing to provide action-based research to the preservation community and first-rate products and services to cultural heritage institutions

Results

- Pending full analysis

Theme 2: Digital Challenges



Theme 3: Building on History and Moving Forward

Strengths

- History of providing first-class research in photographic and now cultural heritage preservation
- RIT has strategic plan priority of increased research in order to grow the university's standing as a research university

Opportunities

- There is still a tremendous volume of analog material that needs preserving
- New and existing challenges in preservation can occupy IPI's resources for another 30 years
- Consulting and fees for education/workshop programs have significant growth opportunities

Aspirations

- Continue to be the preeminent research center for cultural heritage preservation as you expand your purview to other materials needing preservation

Results

- Pending full analysis



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