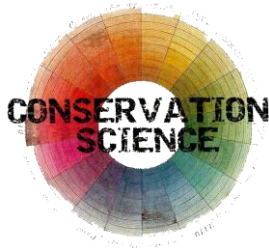


# Planning and Performance in Heritage Conservation Science Research

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Results of an international survey  
on evaluation practices



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## Introduction & background

This report presents the results of a worldwide online survey undertaken by ICCROM trace the ways in which heritage conservation science institutions plan their research activities and evaluate their performance.

The survey is part of ongoing research by ICCROM to enhance the relevance and effectiveness of heritage science research, through developing tools and metrics to support needs and impact assessment. A key objective of this initiative is to raise awareness about the merits of systematic evaluation as a means to ensure good governance, and to foster communication and collaboration between the heritage conservation science community and diverse stakeholders, from conservators to the public.

The survey ran from 14th September to 16th November 2015, and was distributed via Survey Monkey ([www.surveymonkey.com](http://www.surveymonkey.com)) to over 188 institutions actively involved in heritage conservation science research from 60 countries, largely identified through the ICCROM multilingual survey of conservation literature (1992-2012), the ICCROM database and through the networks of ICCROM programmes.

Institutions were asked to provide information about:

- their institutional profile;
- the ways in which they identify research needs;
- how they evaluate and disseminate the results of their research activities;
- challenges that hinder such processes;
- the type of evaluation tools that would, if available, be useful to them.

We received 94 responses from 89 individual institutions from 38 countries (57 institutions from Europe & North America; 22 institutions from Asia & the Pacific; 6 institutions from Latin America & the Caribbean; 2 institutions from Africa; and 2 institutions from Arab States- fig.1). The majority of respondents are public institutions.

Data processing, analysis and visualization were undertaken using spreadsheet software (Microsoft Excel) and Tableau Public (version 9.1).

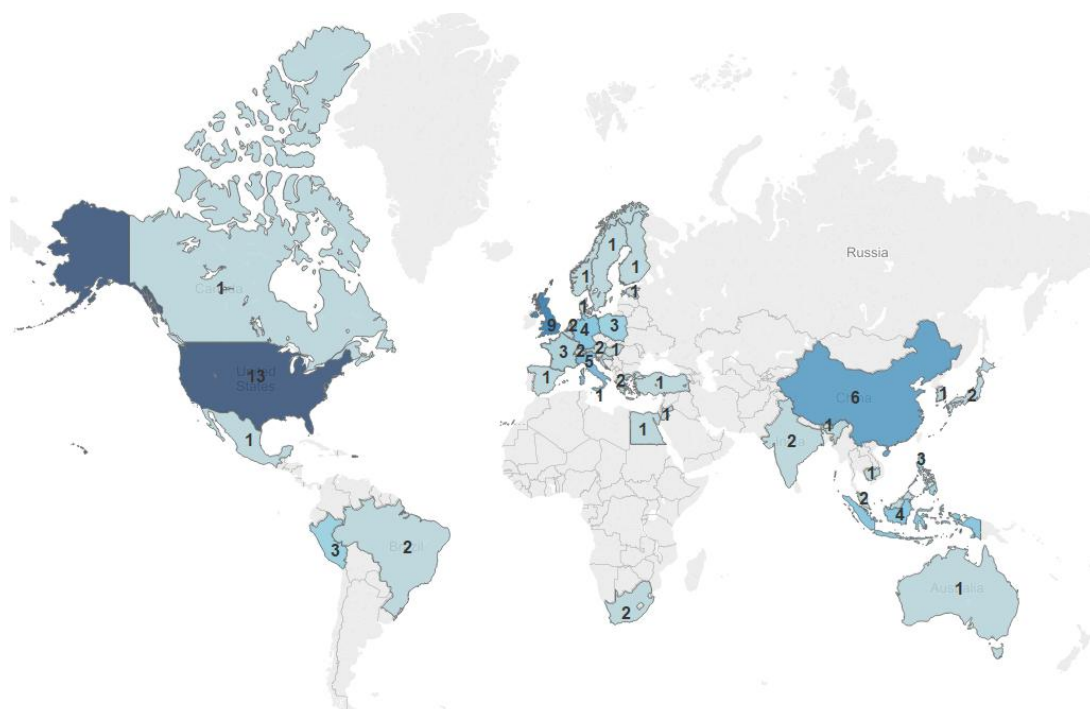


Fig. 1 Geographic distribution of the respondent institutions

**Acknowledgements:**

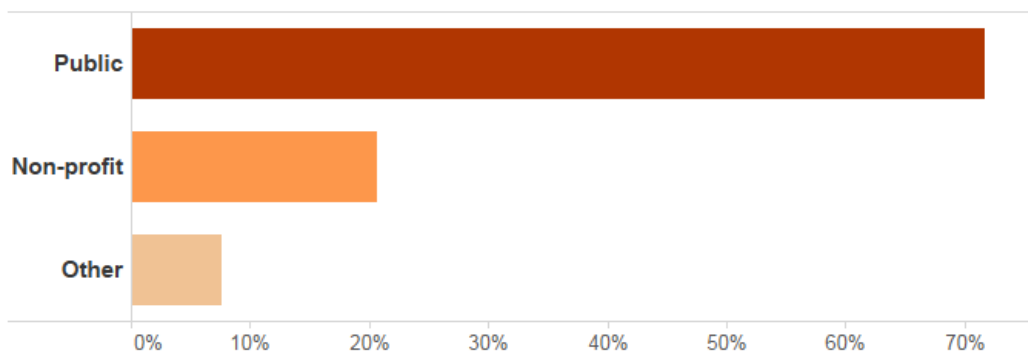
*Thanks are due to all those who kindly took the time to complete the online questionnaire; and to the individuals who advised on the survey objectives and provided constructive comments on the questionnaire drafts.*

# Results<sup>1</sup>:

## A. Institution profile

### Question 3:

Please indicate the legal status of your institution

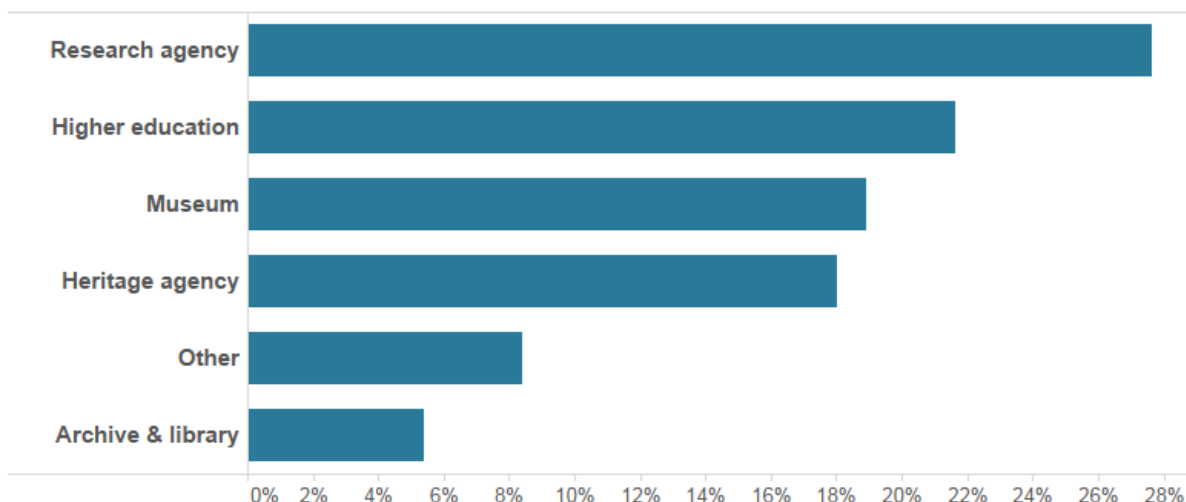


#### *Other (please specify):*

- Museum for the State
- Federal
- Trust instrumentality
- Charitable
- Government
- Academic
- Trust - public benefit organisation
- Intergovernmental

### Question 4:

Please indicate the nature of your institution (you may select more than one category)



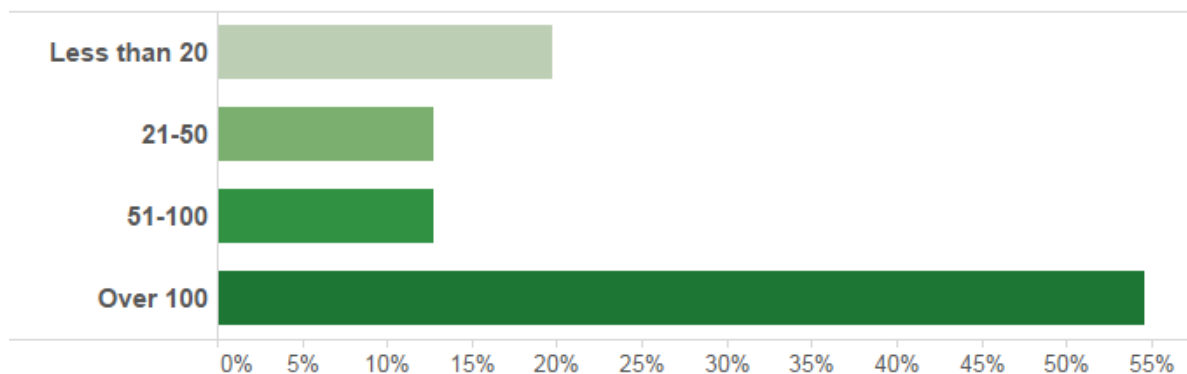
<sup>1</sup> In the interest of preserving the anonymity of the survey respondents, certain questions (i.e. question 1, 2, and 15) and/or specific comments have been omitted.

**Other (please specify):**

- University Museum
- Analysis and Characterization of Materials of Archaeological places
- Museum Conservation and Technical Studies
- Research institute
- Conservation institute
- Labores de conservación y restauración
- The Conservation Office provides crucial and expert conservation support to Leisure and Cultural Services Department museums and also promotes conservation awareness in the community through its extension programmes.
- also with restoration studios (free lance restorers)
- Research institution
- Foundation
- A centralised conservation service for heritage and museums
- Conservation science agency

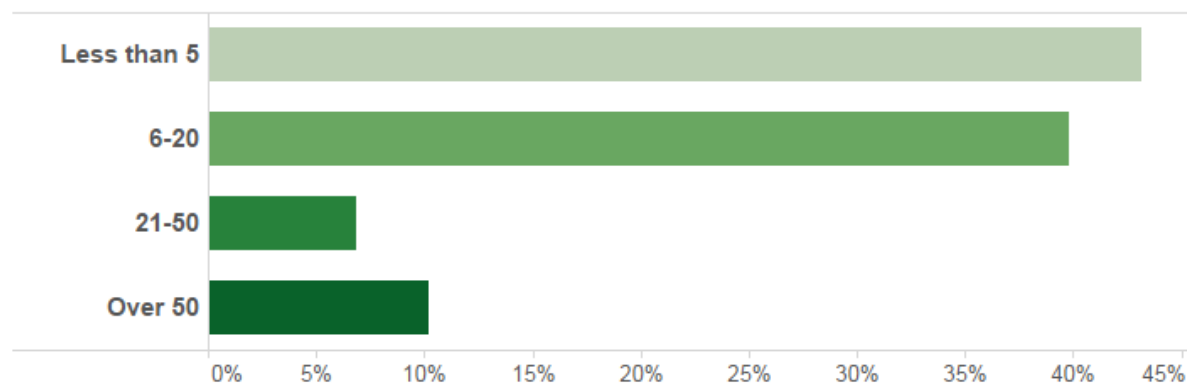
**Question 5:**

What is the total number of staff (including part-time, full-time, short-term and permanent employees) employed in your institution at the moment?



**Question 6:**

What number of the staff employed by your institution is actively involved in conservation science research?



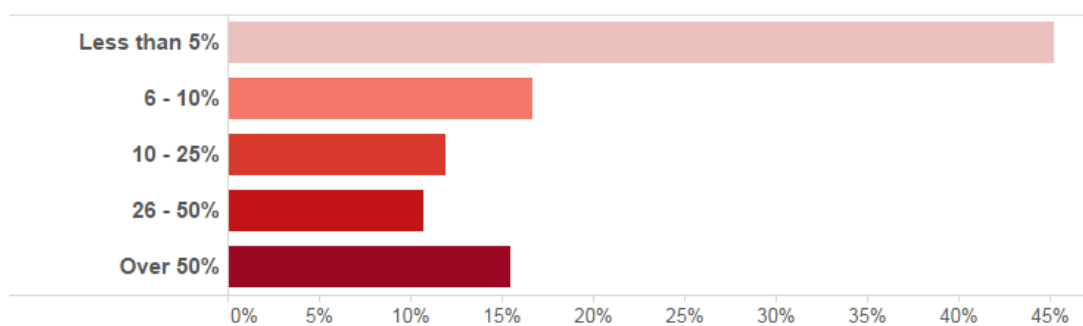
### Question 7:

What was the average annual budget of your institution for 2014 and 2015 (including staff costs)?



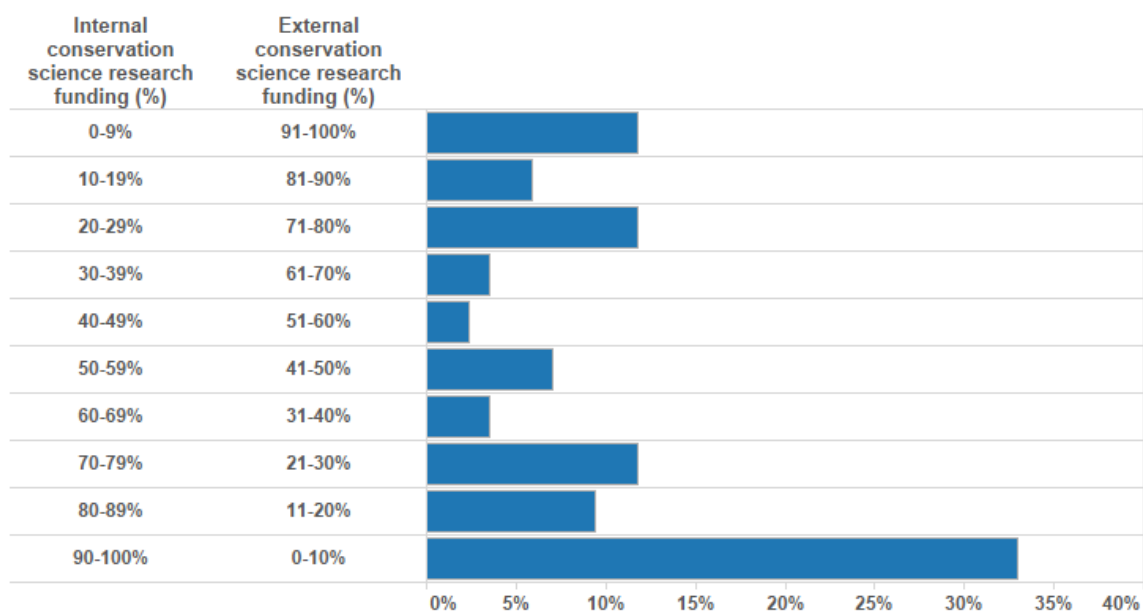
### Question 8:

What percentage of the average annual budget of your institution was allocated for heritage conservation science research activities in 2014 and 2015 (including staff costs)?



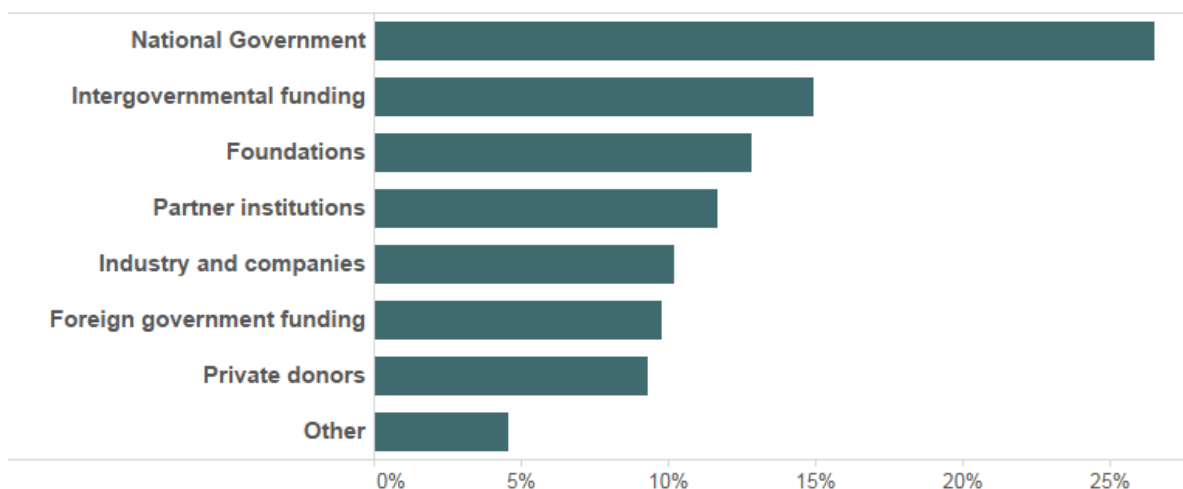
### Question 9:

Which are the sources of funding for heritage conservation science research activities in your institution? Please indicate an approximate relative proportion of internal and external funding (%).



### Question 10:

Which are the main sources of funding for 2014 and 2015? Please rank the following categories by order of contribution.

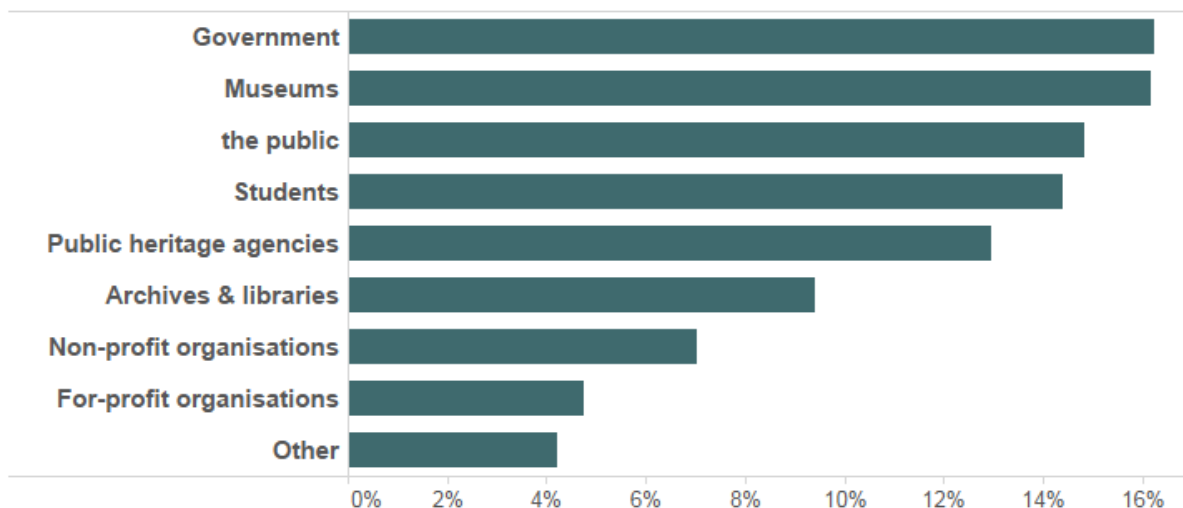


#### *Other (please give brief details here):*

- Clients may fund goal-orientated research
- Local governments
- Most of our funding comes from endowment income, revenue generating operations, and annual fundraising
- Project based support by World Heritage Municipalities, Federal Ministries
- Public institution clients pay for services and consultancy
- EU research projects, Consultancy and Conservation Studies
- University
- Contracts from museums to carry out investigations
- Works for customers
- Private clients

### Question 12:

Who are the primary clients that your institution currently serves? Please rank the following categories in terms of who your institution spends more time serving.





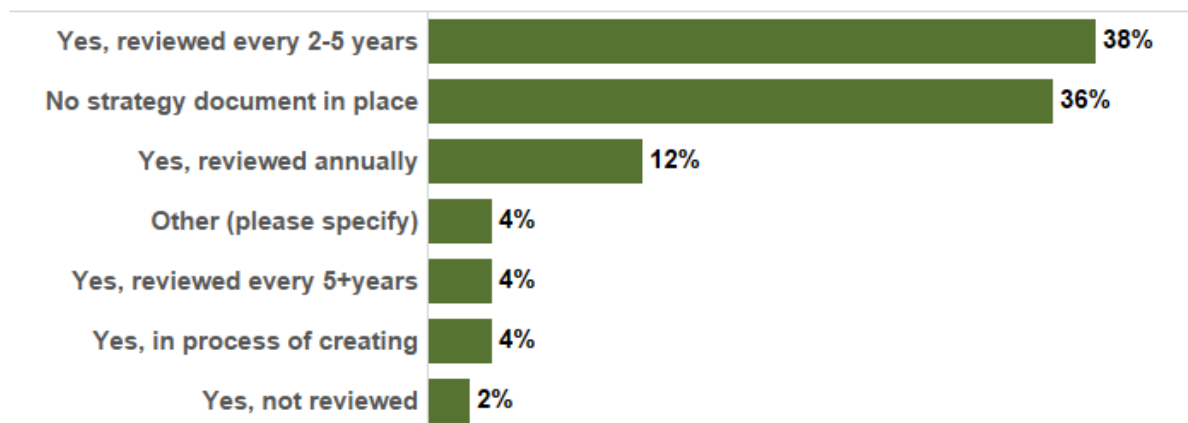
**Other (please give brief details here):**

- Federal Public Prosecutor's Office; Regional Public Prosecutor's Office
- American Indian Tribes
- Private owners and collectors
- Private donors
- The department serves primarily internal needs of the museum
- Depending on the definition 'owners of monuments' are an important category of clients.
- Own collection
- We serve our museum and library first, then the public second
- Owners of heritage buildings that apply for restoration subsidies
- Instituciones de la iglesia ( arzobispado)
- Private companies
- Local Governments (Provincial & Regency)
- Free-lanced restorers and collectors
- Academic and/or independent researchers
- Private clients
- Free lance conservators

## B. Needs Assessment

### Question 14:

Does your institution have a strategy document that guides its research, and how often is this reviewed?

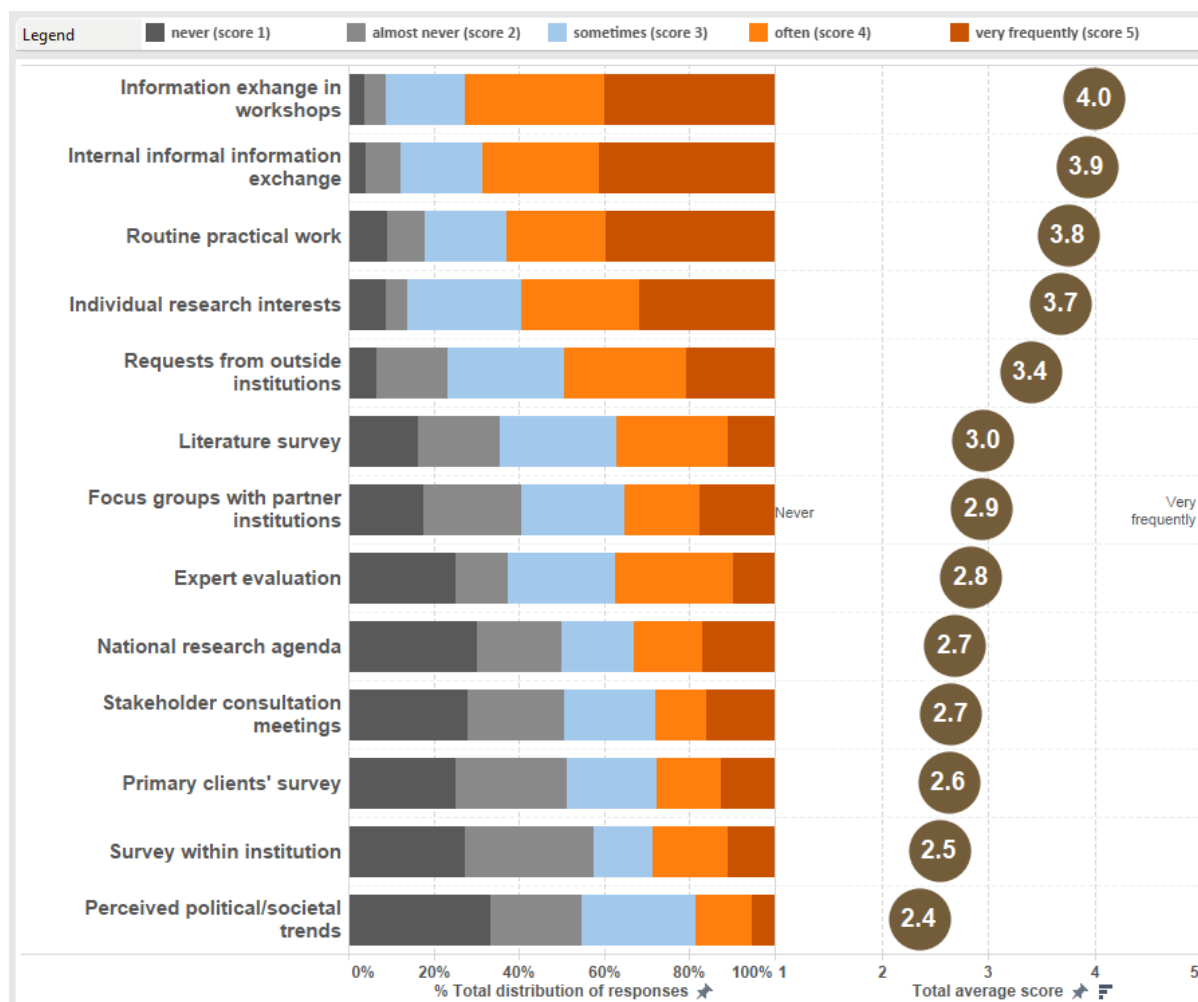


**Other (please specify):**

- Currently under review but this is not a public document.
- Existe propuestas pero no un documento oficial

## Question 16:

How does your institution identify areas of focus for conservation science research? Please rate each category in terms of frequency (where never= 1, and very frequently= 5).



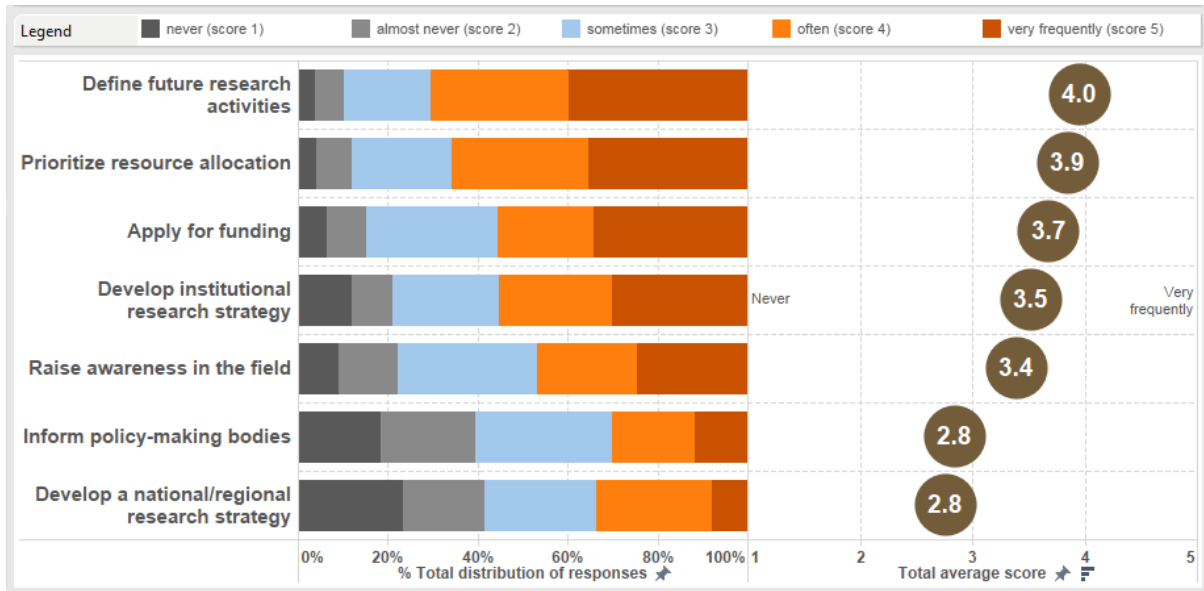
### Other (please specify)/ further comments:

- No national research agenda for USA
- We have tried to respond in terms of 'frequency' but in terms of impact stakeholder consultations and client surveys would rate higher (1 or 2)
- Research related to the Gallery Collections and to conservation practice for paintings
- Our research needs are identified by the professional judgement of senior conservators exercised in their jobs and through their professional contacts.
- Through priorities identified in World Heritage periodic reporting for Africa and SOC reports
- JPI Strategic Research Agenda, 'Cultural Heritage and Global Change' <http://www.jpi-culturalheritage.eu/2014/02/strategic-research-agenda-sra/>
- There is no single well defined national research agenda for conservation science.

### Question 17:

How are the needs assessment findings used by your institution?

Please rate each option in terms of frequency (where never= 1, and very frequently= 5).



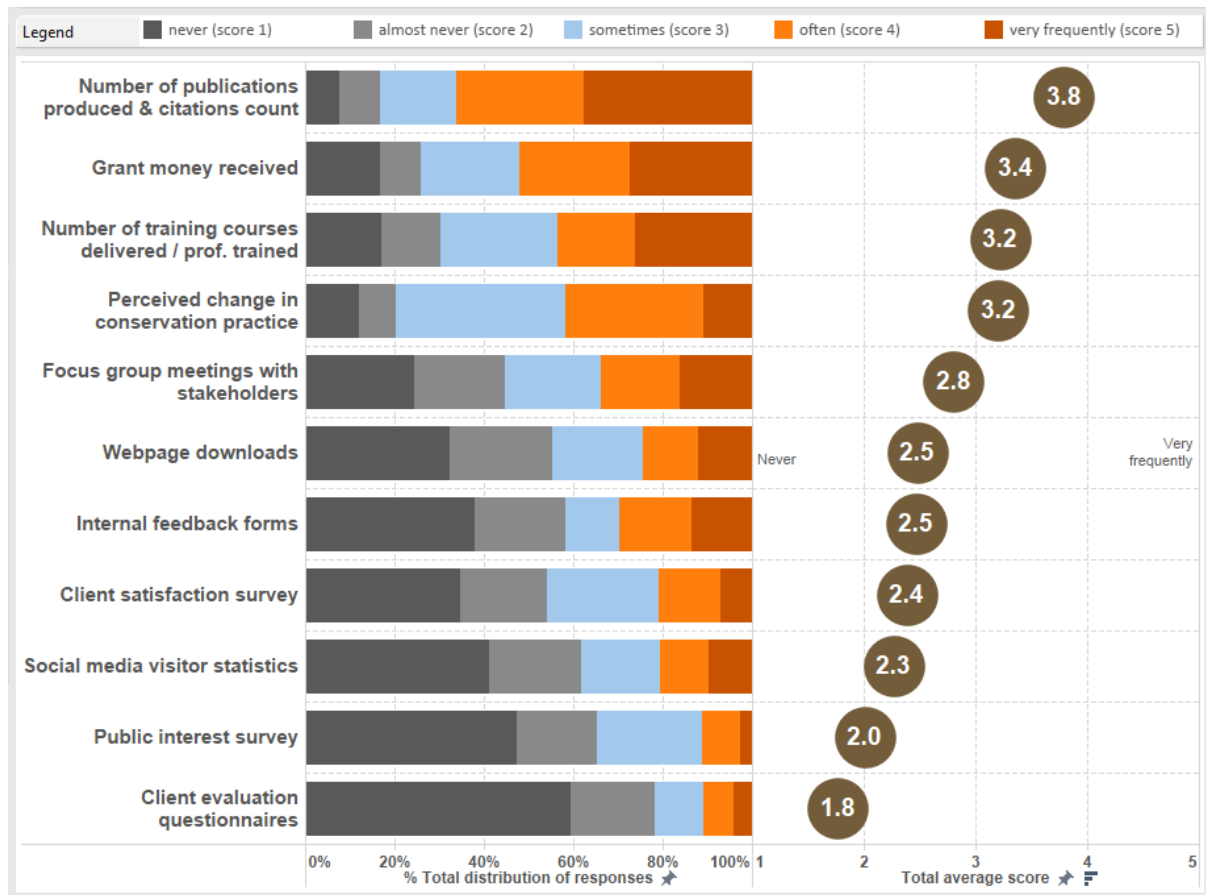
**Other (please specify)/ further comments:**

- As US Federal employees, we are not allowed to make national policy.
- Again, the word 'frequency' is confusing
- I do not understand this question
- Our assessments and their application are more informal than this suggests.

## C. Outcomes evaluation

### Question 18:

How does your institution assess the results of its heritage conservation science research activities? Please rate each category in terms of frequency (where never= 1, and very frequently= 5).



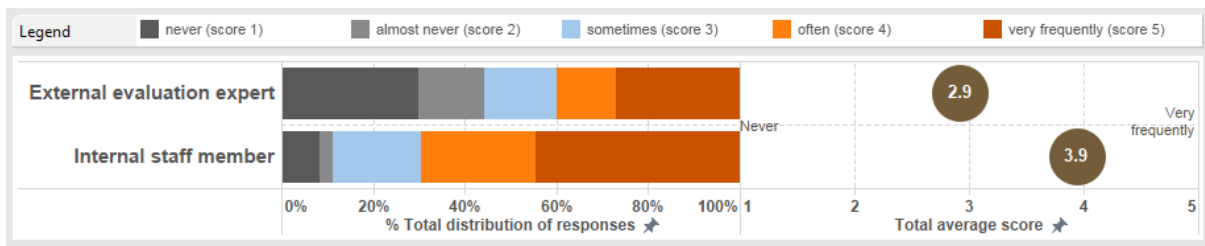
### Other (please specify)/ further comments:

- Peer review is an important component; manager review of quality is also an ongoing evaluation process
- Press and media attention, number of commissions by private / public institutions, communication with "heritage decision-makers"
- The Research evaluation exercise includes all research active staff including those involved in heritage research.
- As we are not a research institution evaluation of research is done through other means: internally performance appraisal and externally peer review/collaboration.
- External comments given to student reports

### Question 19:

Who undertakes the evaluation at your institution?

Please rate each option in terms of frequency (where never= 1, and very frequently= 5).



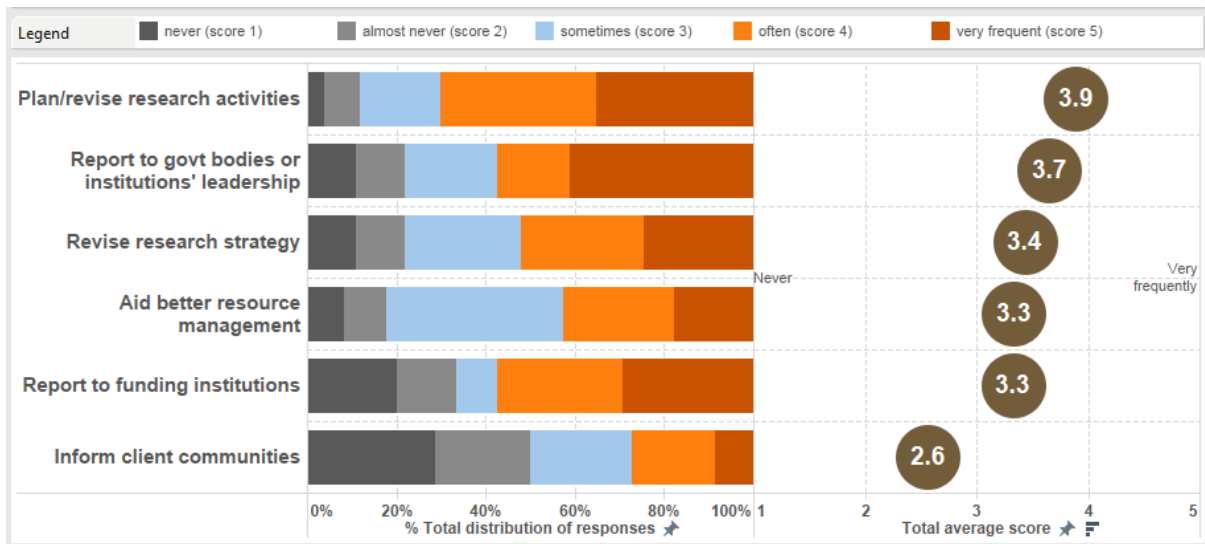
**Other (please specify)/ further comments:**

- External institutional accreditation every 7 years
- The evaluation is carried on by university bodies.
- External is primarily peer reviewers; formal external evaluation of the organization takes place every 5 years and includes the science and research functions
- External auditors
- Formal evaluation mostly through the feedback of those appointed to review internationally funded grants programmes
- Note that the answers are for our Conservation team, not the whole of the university

### Question 20:

How does your institution use this evaluation information?

Please rate each category in terms of frequency (where never= 1, and very frequently= 5).

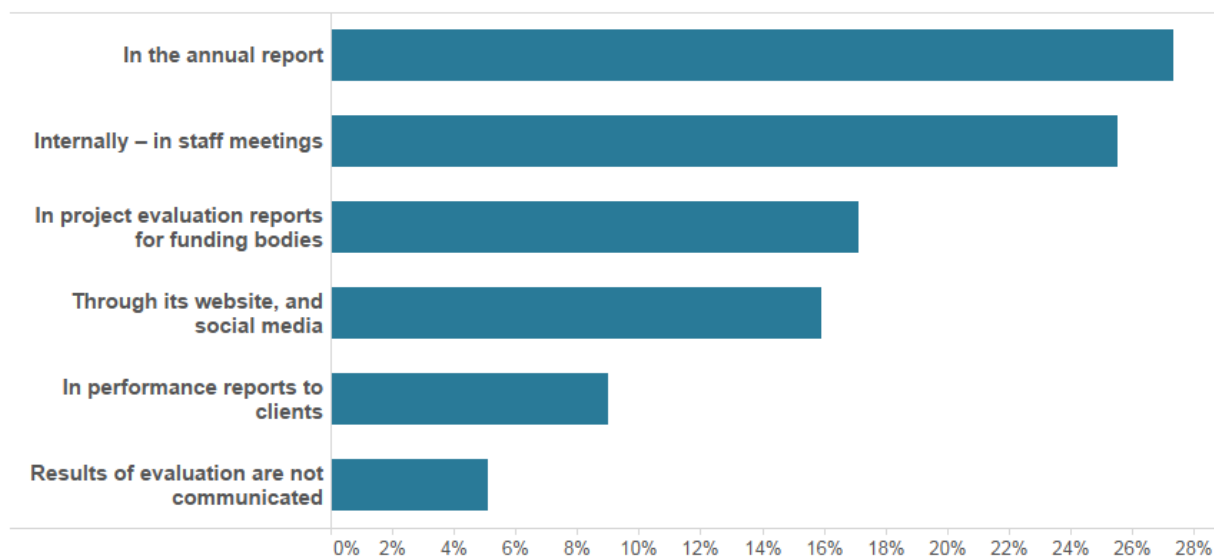


**Other (please specify)/ further comments:**

- Mostly N/A because we are not a research institution.

### Question 21:

In which ways does your institution communicate the results of its evaluation? (You may select more than one category).



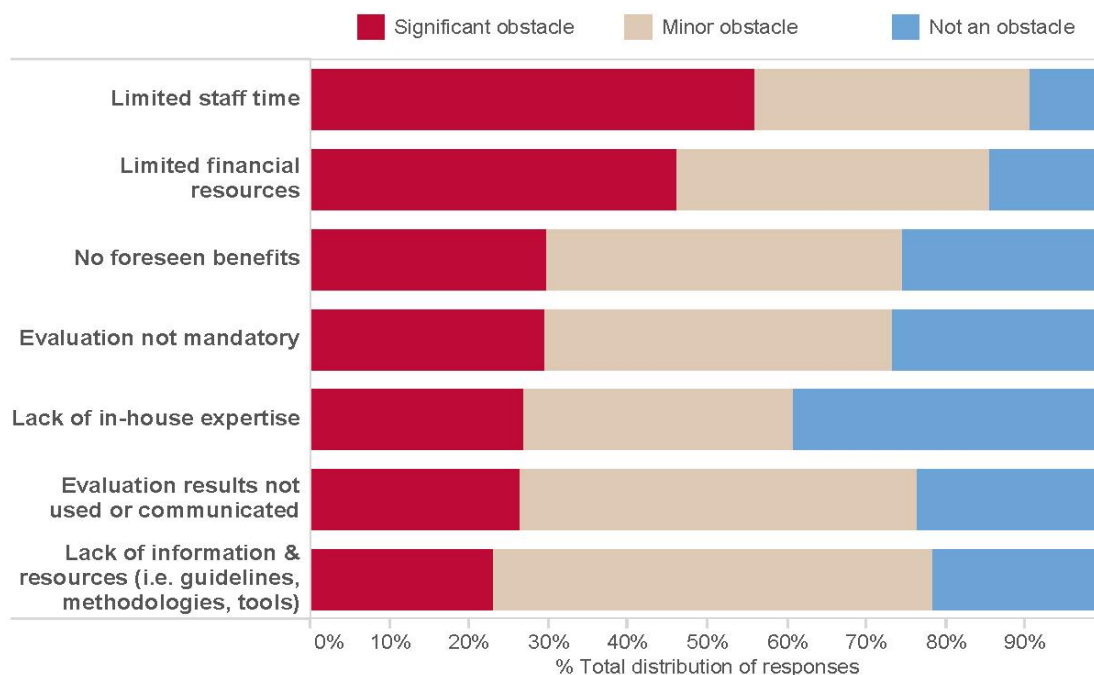
#### ***Other (please specify)/ further comments:***

- Publications
- Annual Performance Evaluations of all staff
- An annual publication gathers many of the research results.
- Only in the context of institutional evaluation (see above)
- Education, lectures, conferences, workshops, publications
- Through publication
- Peer reviewed publications; conferences
- Through publications, brochures, stakeholder meetings and through reports during World Heritage Committee meeting
- Conferences and publications

## Question 22:

### *Impediments and challenges to evaluation*

To which extent do the following issues affect the capacity of your institution to evaluate the results of its heritage conservation science research activities?

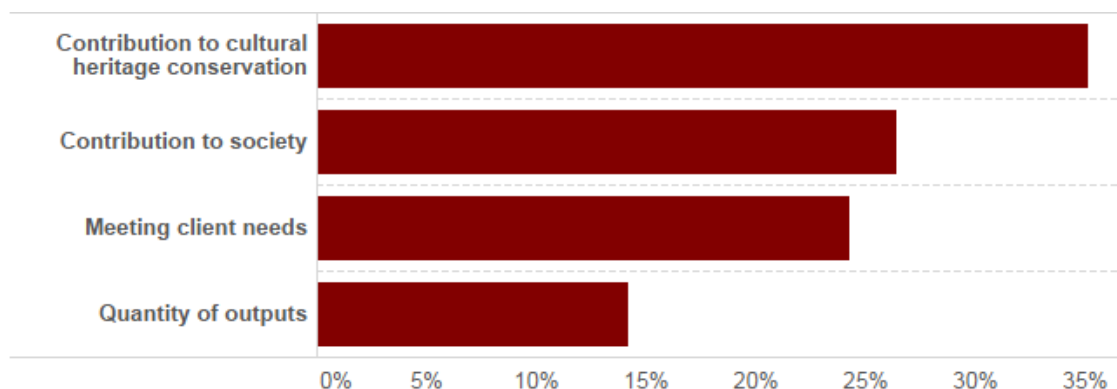


### *Other (please specify)/ further comments:*

- Being within a polytechnic university means that conservation science receives little attention.
- We are interpreting 'results' in this context as being immediate results (e.g. publications). We do not have a good methodology or data to evaluate long term-results (impact).
- Scientific and heritage science research contributes to the Institutes research profile.
- Again, not really relevant as we are not a research institution but carry out research to inform our charitable activities, in my case, conservation.
- The suggestions of evaluation are not mandatory.

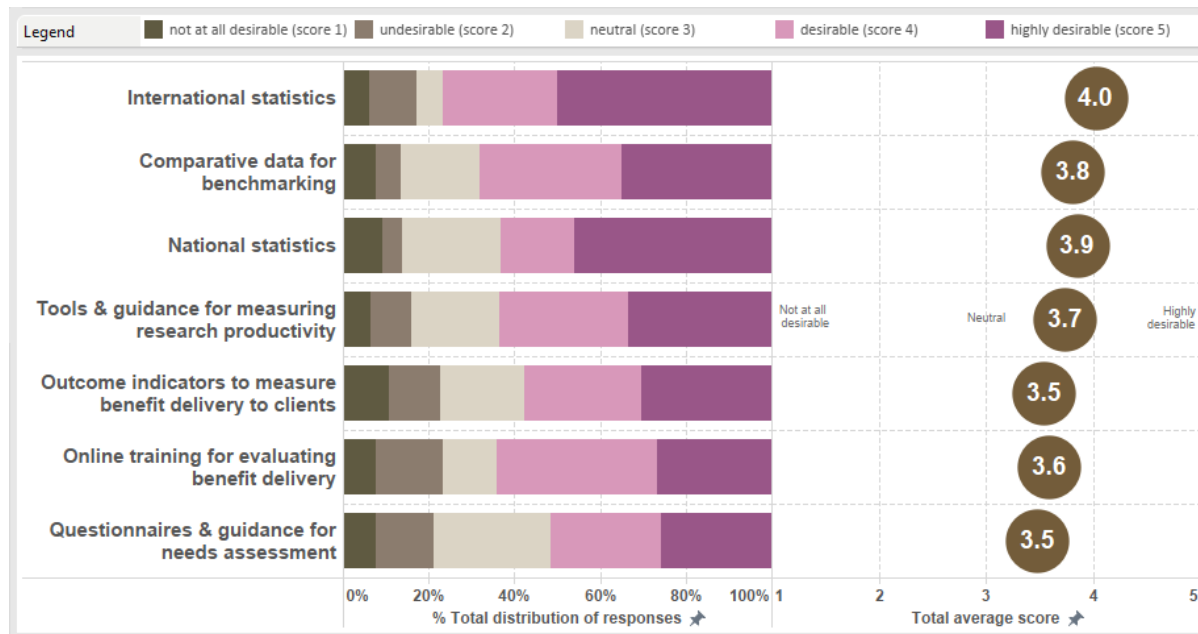
## Question 23:

What would your institution be most interested to know about? Please rank the following options by order of significance to your institution (where 4= most significant, and N/A= not applicable).



## Question 24:

If an evaluation tool was readily available, which of the following features would be most desirable to your institution? Please rate each option on a scale of desirability, from 1 (not at all desirable) to 5 (highly desirable).



**Please share any additional thoughts about desirable features of an evaluation for your institution:**

- The national research funding guidance already solidly exists. It would be most desirable to have an international and field focused evaluation which would help my institute to link, share and compare our research to the other similar.
- To secure grants and attract Post graduate research in conservation science.
- The evaluation tools should be developed and vetted by groups that are representative of all types of providers/ practitioners of conservation science research. For example, I do not feel that many of the questions in the present survey were particularly relevant to the case of a private, not for profit, U.S. Museum, such as the institution where I work.
- Information about internal strategies of World Heritage Centre, Advisory Bodies, and possibilities to co-operate on scientific level.
- Physical evaluation is much desired than the online. This evaluation can bring in much desired results and changes perceived.
- Qualified external evaluators are always in short supply. Otherwise I need to be convinced of the advantages of such an evaluation tool to my institution.
- I'm not sure that an evaluation tool is particularly useful for an institution that engages in heritage science to support its purposes, but is not a research institution.
- El numero de publicaciones realizadas en temas de investigación para la conservación y restauración sería un buen medio para la evaluación
- All these answers above were checked from my personal view point. These answers are not officially confirmed by the institute.