



Kristie Short-Traxler MA MSc ACR AMRSC

EXECUTIVE PROFILE

Senior collections leader with more than twenty years' experience across major cultural organisations in the UK and New Zealand.

Track record of delivering complex conservation and collections programmes, leading organisational transformation, managing significant collections risks and influencing major capital investments.

Expertise spans museums, libraries, archives and historic properties, with leadership responsibility for collections ranging from hundreds of thousands to over twelve million collection items across multi-site environments.

Accredited Conservator (ACR), experienced senior leader and sector advocate

Details

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Areas of Expertise

Conservation Management
Collections Care Management
Preventive Conservation
Conservation Science

Links

[Traxler Conservation Services](#)

PROFESSIONAL EXPERIENCE

National Trust | National Conservator, Conservation Science

- Established the National Trust's microfade testing capability, undertaking assessments of more than 200 objects and over 1,000 colours across nationally significant collections.
- Created an evidence base supporting future preservation policy, display strategies and risk-based access decisions.
- Provided evidence that informed adaptive lighting strategies for the Beatrix Potter Doll's House.
- Served as Environmental Advisor for the National Trust loan programme, reviewing borrowing institutions and providing risk-based recommendations.
- Provided strategic support across 27 Discovery Houses and other major properties.
- Created and delivered specialist training, mentoring and technical guidance.

MOTAT | Conservation and Collection Care Manager

- Member of the Senior Leadership Team with responsibility across three museum sites.
- Established MOTAT's first dedicated conservation function, building and leading teams including direct reports, indirect reports, interns and project staff.
- Managed operational budgets exceeding NZ\$500,000 and delivered a NZ\$250,000 conservation laboratory project.

- Led conservation planning and move methodology for the relocation of approximately 30,000 collection objects.
- Provided leadership to multidisciplinary teams of up to fourteen staff during the collections decant programme.
- Developed governance frameworks for approximately 300 radioactive collection objects and secured regulatory approval through the New Zealand Office of Radiation Safety.
- Designed and implemented organisation-wide environmental monitoring and collections information systems.
- Embedded conservation as a strategic organisational function supporting exhibitions, acquisitions and institutional planning.

Bodleian Libraries | Head of Preventive Conservation

- Led preservation strategy across approximately twelve million collection items distributed across thirty library sites.
- Provided preservation leadership throughout a seven-year redevelopment programme incorporating the £86 million Weston Library transformation and associated storage and laboratory developments.
- Influenced capital investment decisions worth tens of millions of pounds from concept design through handover and proving.
- Secured support and funding for specialist nitrate storage facilities protecting approximately 22,000 nitrate collection items.
- Designed and implemented environmental monitoring systems across the Bodleian estate.

Bodleian Libraries | Preventive Conservator, Sites & Collections

- Led environmental monitoring, emergency planning and preservation initiatives across twelve special collections sites.
- Developed cross-departmental training programmes and contributed to nationally significant preservation research projects.
- Established risk assessment and preparedness frameworks strengthening collections protection.

Science Museum Group | Conservation Manager (Maternity Cover)

- Provided leadership continuity during a maternity-cover management appointment supporting a collection of approximately 315,000 objects.
- Managed a team of three direct reports and four indirect reports.
- Managed an operational budget of approximately £120,000.
- Delivered major exhibition programmes including Science for the Nation and Watts Workshop to agreed timescales and budgets.
- Supported collections planning, storage strategy and redevelopment activities.

NZCCM | President

- Chaired the governing Board and oversaw budgets, strategic planning and operational delivery.
- Led governance and organisational reform programmes that strengthened accountability and professional standards.
- Supported delivery of the 2023 IIC Congress in New Zealand and expanded professional development opportunities.

NZCCM | Vice President

- Led a membership reform programme increasing fee-paying membership by 30% within two years.
- Directed member consultation programmes informing organisational priorities and training provision.
- Managed a constitutional review and rewrite, modernising governance arrangements.
- Organised professional development opportunities and delivered three national conferences.

PROFESSIONAL SERVICE

CPD Reader & Mentor, Institute of Conservation (ICON), 2017–Present

- Volunteer role to support professional accreditation, continuing professional development and mentoring of conservation professionals.

EDUCATION & PROFESSIONAL ACCREDITATION

- MSc Conservation for Archaeology and Museums, UCL Institute of Archaeology
- MA Principles of Conservation and Collection Care, UCL Institute of Archaeology
- BA (Hons) History, University of Alabama
- Accredited Conservator-Restorer (ACR), Institute of Conservation
- Associate Member, Royal Society for Chemistry (AMRSC)

SELECTED PUBLICATIONS & CONFERENCES

Publications Delivered

Short-Traxler, K. (2025) 'The Star Atlas', Iconnect, Spring 2025, pp. 18–25.

Short-Traxler, K. (2024) 'The conservation and display of Aotearoa New Zealand's first particle accelerator', AICCM Bulletin, 45(1), pp. 45–57.

Thickett, D. and Short-Traxler, K. (2011) 'Practical application of sorbents'. In: Mardikian, P., Chemello, C., Watters, C. and Hull, P. (eds.) Metal 2010: Proceedings of the Interim Meeting of the ICOM-CC Metal Working Group, Charleston, South Carolina, US, 11–15 October 2010. Clemson University, pp. 414–420.

Short-Traxler, K. (2005) 'Developing an emergency control plan for Oxford University Library Services', SCONUL Focus, 35, pp. 45–51.

Conference Forthcoming

Shreeve, N. et al. (2026) 'The Dolphin Chairs from Ham House: finding connections with the past through a deeper understanding of materials and craftsmanship derived from technical analysis and audience insights'. In: 21st ICOM-CC Triennial Conference Preprints, Oslo, 14–18 September 2026. Co- author. Forthcoming.

Short-Traxler, K. (2026) 'Tapestry microfading measurements at Powis Castle and application of microfading at the National Trust', Conservation Science for Wales Network Day, Cardiff University and hybrid online, 7 July 2026. Forthcoming.

Conference Delivered

Blades, N. et al. (2026) 'Redisplay of Beatrix Potter's Dolls House at Hill Top', Blinded by the Light – A Webinar on Lighting in Heritage Environments, Icon, online, 21 April 2026. Co-author.

Short-Traxler, K. (2026) 'Shedding light on change: how microfading informs heritage lighting decisions', Blinded by the Light – A Webinar on Lighting in Heritage Environments, Icon, online, 21 April 2026.

Short-Traxler, K. (2026) 'Illuminating heritage lighting decisions', Discovering Heritage Science: What it is and Why it Matters, British Science Week, online, 13 March 2026.

Short-Traxler, K. (2025) 'The application of microfading results for lighting strategies', Joint Research Conference for Historic House Collections, Knole Conservation Studio, UK, 15 July 2025.

Short-Traxler, K. (2025) 'Shared Threads – the application of microfading as a tool in balancing preservation and access to textile collections', Woven Worlds Conference, Blickling, UK, 28–29 April 2025.

Short-Traxler, K. (2024) 'Developing a Microfade testing program for the National Trust', Joint Research Conference for Historic House Collections, English heritage Rangers House, UK, 15 July 2024.

Short-Traxler, K. (2021) 'Risk assessment models for environmental management', NZCCM Conference, online, New Zealand, October 2021.

Short-Traxler, K. (2019) 'Dangerous moves: managing and moving hazardous collections', NZCCM Conference, Christchurch, New Zealand, October 2019.

Short-Traxler, K. and Walker, A. (2014) 'Anoxibug®: application of a static reduced oxygen system for treatment of infested library and archive collections at the Bodleian Library', MuseumPests Conference, Colonial Williamsburg, Virginia, US, 27–28 March 2014.

Short-Traxler, K. and Decoux, S. (2008) 'Developing an emergency control plan for Oxford University Library Services'. In: Risk Assessment and Management Strategies in Preventive Conservation: Abstracts of the International Congress, Aschaffenburg, Germany, 15–16 February 2008, p. 42.

Additional Conference contributions available on request