

**NARRATIVE****Preventive Conservation: Regional Field Services in the Upper Midwest****SIGNIFICANCE AND IMPACT**

The Midwest Art Conservation Center's Preventive Conservation program trains and educates staff and volunteers from institutions throughout the Upper Midwest to improve care and increase access to publicly held humanities collections. Serving a large geographic region including Iowa, Minnesota, North Dakota, South Dakota, and Wisconsin, the program provides high-level services from professional conservators and preservation specialists to some of the most under-resourced yet object-rich institutions in the nation. The Midwest Art Conservation Center (MACC) requests continued support from the National Endowment for the Humanities (NEH) to continue and enhance its Preventive Conservation program (formerly titled Preservation Services) from 3/2020-2/2022.

To achieve the goal of strengthening preservation practices throughout the region, the Preventive Conservation staff provides: preservation training and education; emergency response and salvage assistance; a full range of collections care information resources; loans of environmental monitoring equipment; general preservation needs assessment surveys; disaster response and long-range conservation plans; grant preparation assistance for preservation and conservation projects; and shares materials and expertise with regional and national organizations. The program has experienced and dedicated personnel; incorporates the significant knowledge of all the MACC conservators; consults with other nationally recognized conservation and preservation specialists; and works cooperatively with other preservation educators throughout the Midwest and the nation.

The following types of humanities-based collections receive services from this program:

**Historical Collections** - The historical collections in this region are rich in variety and complexity. They reflect the region's development from colonial exploration to a largely immigrant agricultural society to contemporary culture. They contain a variety of materials including decorative arts, furniture, household artifacts, clothing, farm tools, machinery, documents, and photographs.

**Native American Collections** – Many prehistoric, historic and contemporary Native collections are located in the Upper Midwest. These are particularly rich in material from the Great Lakes and Northern Plains communities. The last decade has seen many tribes initiate projects to build museums, galleries, and cultural centers that showcase collections within their communities and to wider audiences. Additionally, many non-Native institutions hold collections and are increasingly collaborating with local tribal communities to develop educational programming around those collections.

**Non-Indigenous Culturally Focused Collections** – This region contains a number of museums that focus on collecting and exhibiting materials and artifacts from a single culture, often to tell the history of an immigrant population to the region, or in some cases a direct interpretation of a single culture's survival. Each holds diverse collections, from Swedish heritage societies to a new Somali Museum, as well as culturally focused collections that relate to the African American experience in the region.

**Libraries** - The libraries in this region range from large research collections and state university libraries containing several million volumes to very small public libraries that serve rural communities. Many contain historic rare book and manuscript collections of great importance to researchers.

**Archival Collections** - This region has significant archives and manuscript collections, including early explorer accounts and maps. Each state has a large State Historical Society, as well as numerous map, photograph, manuscript, and public record collections disbursed throughout the region's small and mid-sized historical societies.

**Fine Art Collections** – The Upper Midwest is also home to a number of nationally renowned art museums and regionally important collections. These include historic, modern, and specialized art collections in both metropolitan and rural settings. (See *appendix 01 for a listing of nonprofit institutions receiving direct Preventive Conservation programming from 2016 – 2018.*)

All of these institutions, particularly the small and mid-sized institutions, face collection and preservation challenges similar to institutions in other regions of the nation but with the additional difficulties imparted by severe seasonal

environmental fluctuations, less tourism income than the coastal regions, and long distances separating collection stewards from one another. At the core of these challenges is a lack of staff and volunteers trained in preservation and conservation. Small and mid-sized institutions often depend on graduates in humanities fields with little or no formal preservation or collections training. Many of these cultural institutions also depend on volunteers, often retired from other careers, to keep them open and functioning. Both the hired staff and volunteers at these institutions need training and information on up-to-date preservation techniques to add to their other skills and enthusiasm. By offering accessible education on well-identified needs, the Preventive Conservation program provides both immediate and long-term preservation improvements for their important collections.

Many separate assessments have been instrumental in MACC's development of its Preventive Conservation program and in its determination to continue and enhance its work. Results from recent surveys show the following information: 1) Over 90% of the institutions in this region are considered small to medium in size; 2) Over 55% rely on volunteers or have no staff assigned to conservation or preservation responsibilities; 3) Over 65% believe staff training in collections care is needed; 4) More than 70% of the institutions have not had general preservation needs assessment surveys; 5) Over 70% of these institutions do not have up-to-date long-range conservation plans; 6) More than 60% do not have up-to-date disaster response plans; 7) Approximately 40% of the institutions have no temperature controls, over 50% have no relative humidity controls and over 45% have no light level controls. (*See appendix 02 for select data from the Heritage Health Index (2005), North Dakota Collection Conversations Report (2010), Wisconsin Connecting to Collections Survey (2011), Iowa Connecting to Collections (2011), Minnesota C2C Survey (2011); South Dakota Connects to Collections (2010); Convening Culture Keepers (Native-held collections) Survey (2015); IMLS Heritage Health Index (2014); and MACC Surveys (2014, 2016, 2018).*)

The Preventive Conservation program is designed to address the most significant needs shown in these surveys. Since 2004, the program has presented 199 hands-on, collections care workshops to 2,648 participants and completed 119 general needs assessment surveys. During the past twelve years, the program has presented 57 disaster preparation and training workshops throughout the region. The program also: maintains a cache of emergency response supplies and equipment; has provided aid for hundreds of collection emergencies and disasters; and has provided instruction to hundreds of regional institutions in preparing long-range conservation plans and storage plans. This work has resulted in the completion of disaster preparedness plans at hundreds of institutions, increased collection assessments, and improved professional training and assistance for thousands of collections care specialists. This regional work has contributed to the nation's improvements in collections care as evaluated by the 2014 Heritage Health Index Survey, but more is needed - especially at small organizations which continue to struggle. (*The Institute of Museum and Library Services, Washington, DC. 2019 - Protecting America's Collections: Results from the Heritage Health Information Survey.*)

MACC's Preventive Conservation programming: responds to over 35,000 preservation-related inquiries each year; develops and improves the website [www.preserveart.org](http://www.preserveart.org), which receives over 5,000 visits per month; publishes email up-dates and technical leaflets to an ever-increasing mailing list of over 8,700; assists institutions in identifying local, regional, and national grants for preservation funding; assists with grant preparation and funding strategies for preservation activities; helps with donor fundraising efforts; and assists institutions to achieve new building and large renovation projects. Additionally, a new program piloted in 2018-2019 provides two 12-week Native American Collections Care Fellowships.

## **INSTITUTIONAL PROFILE**

The Midwest Art Conservation Center (MACC) is a nonprofit 501(c)(3) organization. It was founded as the Upper Midwest Conservation Association (UMCA) in 1977. At that time, the National Endowment for the Arts (NEA), concerned about the lack of accessible conservation facilities, provided funds to launch regional conservation centers at strategic locations throughout the country. Twelve cultural repositories in neighboring Upper Midwest states agreed to create this non-profit facility to serve museums, historical societies, libraries and archives across state lines.

Throughout its 40+ years conserving and preserving cultural resources, MACC has grown to serve hundreds of institutions. Today, there are only a few regional nonprofit conservation centers in the U.S. and MACC is one of only two that provides services for all artifact and media types. MACC has the following Mission Statement: *The Midwest Art Conservation Center is a non-profit regional center for the preservation and conservation of art and artifacts, providing treatment, education, and training for museums, historical societies, libraries, other cultural institutions, artists, and the public.* MACC has twelve dedicated staff members committed to educational advancement, high-quality services, up-to-date techniques, and *The Code of Ethics and Guidelines for Practice of the American Institute for Conservation of Historic & Artistic Works.* The Preventive Conservation program is fundamental to MACC's provision of education and training opportunities.

MACC has an optional, institutional membership for publicly held collections, which is available to non-profit organizations and government entities that are custodians of works of art or objects of cultural value. The low-cost and sliding fee scale of annual membership dues allows for even the smallest institutions to be MACC members. Preventive Conservation programming is available to all institutions regardless of membership status, but the optional MACC membership offers these publicly held collections a set of benefits including discounted rates on treatments, certain pro bono services such as in-lab examinations of artifacts, and vested participation in the elections for the Board of Directors. (See appendix 03 for MACC Member Organization list.)

The all-volunteer Board of Directors includes regional representatives from humanities institutions along with community and corporate representatives. This structure ensures that museums, libraries, historical societies, archives, and other cultural institutions participate in the governing of the organization, while at the same time engaging the skills and knowledge of community and corporate volunteers. The Board sets policy and assumes fiduciary responsibility for the organization. Financial statements are prepared regularly for the Board Treasurer, and an independent accounting firm conducts annual audits. MACC's Board members are committed to the Mission of the organization and have the skills appropriate for proper oversight and planning. (See appendix 04 for MACC Board of Directors list.)

Income sources for MACC include 69% earned income from laboratory and on-site conservation treatment services, 4% earned income from the Preventive Conservation program, and 27% from grants and donations. The total MACC budget for FY 2019 is \$1,323,104. MACC has been successful in obtaining additional outside funding sources to help support the Preventive Conservation program from private foundations, corporations, and individual contributors.

Since its inception, MACC has prioritized regional education on preservation and conservation topics. However, the limited resources of small and mid-sized organizations in this large geographic region make the necessary trainings and educational activities impossible to support through fees and regional contributions alone. When NEH funding became available, MACC sought this funding to improve accessibility to its education and training programs. The NEH has supported this preservation field service program since 1997 in the form of Preservation and Access Education and Training Grants. With primary support from the NEH along with additional support from other sources, MACC's Preventive Conservation programming can continue to be accessible to even the smallest institutions.

MACC is a unique resource in this region and is ideally suited to serve as the institutional base for the Preventive Conservation program for many reasons. MACC provides services for all artifact and media types; has a large clientele base and an excellent reputation; is centrally located in Minneapolis, MN, and leases its space from the Minneapolis Institute of Art, a well-respected, major museum; and has preservation education and training as an essential component of its mission. Each year, MACC serves hundreds of this region's institutions and maintains a growing database of over 5,700 institutions with over 8,700 individual contacts. MACC keeps extensive records on collection histories and institutions' preservation activities. Since MACC has years of successful preservation activities specifically through the field services program, both the content and the systems are in place to continue delivering and enhancing its Preventive Conservation program to this region. (See appendix 05 for sample database records with tracking information.)

## METHODOLOGY AND WORK PLAN

MACC requests NEH support for the following key elements of the program: preventive conservation training and education; sustained emergency preparedness, disaster response and salvage assistance; the provision of information and monitoring equipment; general preservation needs assessment surveys; assistance in developing disaster and long-range conservation plans; support with grant preparations; on-going resource sharing with regional and national organizations; and the continuation of the successful Native American Collections Care Fellowship piloted in 2018-2019.

### Preventive Conservation Training

Providing hands-on training through workshops is one of the primary ways the program builds skills and disseminates practical information on preservation and preventive conservation measures. These workshops also foster collegial relationships and vital networks between the region's collection stewards and sustain motivation for improving institutional collections care programs. Additionally, Preventive Conservation workshops have assisted institutions in identifying and securing funding for many preservation and conservation projects and have made the other informational resources of the program known to a broader network of cultural repositories.

Preventive Conservation staff travels throughout the region bringing workshops within reach of institutions as well as hosting workshops in centrally-located Minneapolis. MACC sponsors and conducts all of the workshops. Co-sponsorships are offered to institutions and regional associations. Co-sponsoring institutions and associations often provide workshop space, assist with local arrangements, and help to publicize the workshops for their members and nearby institutions.

Because of the identified categories of need, the program structures its regional trainings into three separate types: Disaster Preparedness and Training; Funding and Grant Resources; and Collections Care. As needs continue to evolve in the region and in response to participant requests, the 2020-2021 plan offers additional Disaster Preparedness and Training workshops and several longer Collections Care workshops to provide more in-depth coverage. Participant fees for workshops are as follows: half-day workshops - \$50; one-day workshops - \$95; two-day workshops - \$195; three-day workshops - \$275. (See *appendix 02 for survey data on training topics needs and interests.*)

The program staff members and consultants are exceptionally qualified to provide the instruction for this series of workshops based upon their advanced education, preservation and conservation training, and years of experience. (see Staff, Faculty and Consultants section on pg. 10) NEH funds are requested to cover development and production costs, travel and subsistence costs, staff time and materials. A general explanation of each type of training and the specific workshop titles are provided here:

#### Disaster Preparedness and Training Workshops - 6 Total for 105 Participants from MN, ND, SD, IA, WI

These workshops are designed to address the disaster preparation and response needs at cultural institutions in a practical and accessible manner. This will be a continuation of on-going disaster workshop trainings first initiated in 2006 as a step-by-step progression of assessment, preparation and practice that has resulted in completed disaster plans and training for hundreds of locations.

- **Disaster Preparedness: Building a Disaster Supply Cache for Your Collection** (half-day, 2020-1 ND, 2021-1 WI) (See *appendix 06 for full description and agenda.*)
- **Health & Safety: Preparing for and Handling Dangerous Materials in Your Collection** (1-Day, 2020-1 SD) (See *appendix 07 for full description and agenda.*)
- **Health & Safety: Testing for Arsenic in Collections** (1 Day, 2021-1 MN) (See *appendix 08 for full description and agenda.*)
- **After a Disaster: Response and Salvage of Collection Materials and Artifacts** (2-Day, 2020-1 WI, 2021-1 IA) (See *appendix 09 for full description and agenda.*)

#### Funding and Grant Resources Workshops - 2 Total for 30 Participants from MN, ND, SD, IA, WI

Funding for specific preservation activities at many institutions in this region must be sought from local, state and federal agencies, as well as private foundations and individuals. The Preventive Conservation program began providing Funding and Grant Resources Workshops over 20 years ago to assist institutions in developing funding strategies and writing grant applications that emphasize collections care priorities.

- **Getting Started: Writing Grants for Preservation and Conservation Projects** (1-Day, 2020-1 MN, 2021-1 MN) (See appendix 10 for full description and agenda.)

Collections Care Workshops - 16 Total for 213 Participants from MN, ND, SD, IA, WI

These workshops are focused on the care, handling, and preservation of different types of materials and artifacts common to many collections located in this region. This series of workshops will provide individuals with a sound foundation in preservation theory and practice, as well as technical knowledge and practical hands-on experiences with basic preservation techniques.

- **Describing What You See: Condition Reports** (1/2-Day, 2020-2 SD, WI, 2021-1 MN) (See appendix 11 for full description and agenda.)
- **Art & Artifact Handling** (1/2-Day, 2020-1 SD, 2021-2 WI, MN) (See appendix 12 for full description and agenda.)
- **Museum Environments 101: Sustainable Solutions** (1/2-Day, 2020-2 IA, MN 2021-1 ND) (See appendix 13 for full description and agenda.)
- **Integrated Pest Management 101** (1-Day, 2021-1 MN) (See appendix 14 for full description and agenda.)
- **Introduction to the Care of Paintings** (1-Day, 2021-1 MN) (See appendix 15 for full description and agenda.)
- **Identification and Care of Still Photographic Materials** (1-Day, 2020-1 MN) (See appendix 16 for full description and agenda.)
- **Crash Course: Concepts in Preventive Conservation** (2-Day, 2020-1 WI, 2021-1 IA) (See appendix 17 for full description and agenda.)
- **Guidelines for Cleaning Collection Materials: focus on Native Collections** (3-Day, 2020-1 MN) (See appendix 18 for full description and agenda.)
- **Guidelines for Cleaning Collection Materials: focus on Decorative Arts and Historic House Collections** (3-Day, 2021-1 WI) (See appendix 19 for full description and agenda.)

### **Emergency Preparedness, Response and Salvage Assistance**

In the addition to the above regional trainings, the MACC Preventive Conservation program maintains a 24/7 phone line and responds with immediate, practical instruction for damaged and threatened collections. Many emergencies are due to the region's climate extremes, such as heavy snowfalls, below-zero temperatures, and floods which can result in power outages and access issues. The staff has assisted in more than 300 emergency response and salvage events at institutions, including burst pipes, leaking roofs, fires, flooding and wind damage. MACC conservators and preservation experts remain accessible to collections managers at any time of day or night. The program maintains a cache of emergency supplies and replenishes these materials as necessary. NEH funds are requested to cover costs associated with providing these services in staff time and materials. (See appendix 20 for samples of emergency response database logs.)

### **Provision of Information and Monitoring Equipment**

During the proposed NEH grant period, the program will continue to provide cultural repositories with up-to-date, practical and accurate information and assistance for the preservation of their collections. This component of the program includes one-on-one inquiry response, technical leaflets, a website, e-mail broadcasts, books and procedural materials, and loans of environmental monitoring equipment with data interpretation.

Inquiry Response: The Preventive Conservation program offers technical and reference assistance via telephone, e-mail, and in-person communication. The program has become widely known as a resource for information and the staff has decades of experience assisting collection stewards. The staff responds with specialized information, resources

and technical guidance on a complete range of preservation and preventive conservation-related activities including: the handling, shipping, storage, and exhibition of specific artifacts; proper storage and housing material recommendations; direction in environmental management; security; pest control; grant application and funding source information; and disaster and long-range planning assistance. The staff also directs some questions to specialized educators, other experts, and appropriate organizations, as needed. During this proposed period, the program will continue to provide this extensive information service. Based on the number of inquiry requests being received, the program will furnish more than 35,000 e-mail, telephone and in-person responses each year. NEH funds are requested to cover staff time, materials, and office expenses for these activities. *(See appendix 21 for sample inquiry logs and response statistics.)*

Technical Leaflets: The program collects, maintains, distributes and writes technical leaflets based on regional surveys and client requests for information. Topics range from detailed handling and collection care methods, to useful exhibition and storage strategies. New leaflets are added to a continually growing collection of technical documents which are distributed on request and at appropriate workshops and presentations. During the proposed NEH grant period, the program will continue distributing, updating, and developing technical leaflets as needed to fill gaps in current collections care literature. NEH funds are requested to cover development costs, staff time and distribution. *(See appendix 22 for sample technical leaflet.)*

MACC Website and Social Media: The site at [www.preserveart.org](http://www.preserveart.org) provides another means for cultural institutions and the public to access information provided by the Preventive Conservation program. This site and an active social media presence include information about training opportunities, grant opportunities, emergency response, local and regional association programs, and links to other preservation related websites. During the proposed NEH grant period, the program will continue to upgrade and update MACC's website with listings of workshops, granting opportunities, and other information. NEH support is requested to continue to update and improve the website. *(See appendix 23 for sample website pages on grants, resources and workshops.)*

E-mails: Preventive Conservation e-mail 'blasts' broadcast upcoming granting opportunities, local and regional programs, and workshop schedules. These e-mails serve as a broad-based method of communication between the Preventive Conservation program and cultural repositories in the region. These communications now reach collections care professionals at over 5,700 locations. NEH funding is requested to continue distribution of the e-mail updates. *(See appendix 24 for sample MACC Preventive Conservation Update e-mail blast.)*

Access to Books and Technical Materials: The program maintains a large reference library of books, pamphlets and unpublished literature that are available for loan. The library enables staff of cultural repositories in the region access to books and other technical materials that would not otherwise be readily accessible. NEH support is requested to maintain subscriptions and purchase publications to improve the library.

Loans of UV/Visible Light Meters, Dataloggers and Psychrometers: The Preventive Conservation program maintains two Elsec 765 UV and Visible Light Meters, two PEM2 dataloggers, and two HOBO U10 dataloggers, which are available for loan free of charge to institutions that need to monitor light levels and environmental conditions but cannot afford to purchase this equipment on their own. Preventive Conservation staff trains institutions in using these environmental monitoring tools and consults and assists in analyzing the findings and making recommendations for improvements. Loaning this equipment allows many institutions to quantify environmental conditions and light levels to make immediate improvements in the preservation of their collections, as well as to raise funds to make long-term improvements and purchase this equipment for their own ongoing use. NEH support is requested to help maintain this service and purchase additional, newer monitoring equipment. *(See appendix 25 sample datalogger and light meter loans.)*

### **General Preservation Needs Assessment Surveys, Disaster and Long-Range Plans, and Consulting**

By offering general preservation needs assessment surveys, the Preventive Conservation program provides prioritized strategies and preventive measures for ongoing collections care at institutions. These surveys concentrate on

humanities collections of all types; they identify and provide recommendations on a wide variety of preservation needs ranging from improved storage and handling practices to modifying building environments; and they ensure continuity for institutions through staff and volunteer changes. These surveys provide each participating institution with a site visit, a comprehensive written report including digital image documentation, an executive summary, and a list of prioritized short-, medium-, and long-term recommendations. These reports focus on overall collections care rather than the condition of individual artifacts. Additionally, the program staff are available to assist with the development of disaster preparedness plans, long-range conservation plans (LRCPs), and to provide collection care project consulting as needed. The Preventive Conservation program will complete 20 surveys and associated plans during this proposed grant period. NEH funds are requested to cover staff time and materials. *(See appendix 26 for selections from a General Preservation Needs Assessment Survey, LRCP and Disaster Plan.)*

### **Grant Preparation Assistance**

The program regularly receives questions from small to mid-size institutions regarding funding sources for preservation-related projects and how to pursue them. Assistance with grant preparation is an important need in the pursuit of improved preservation practices at these institutions. Many small institutions are unfamiliar with the types of funding available for these projects and some find grant applications intimidating. The program works with institutions to complete successful preservation-related Federal grant applications (e.g. NEH Preservation and Assistance Grants for Smaller Institutions, NEH Sustaining Cultural Heritage Collections, IMLS Museums for America, IMLS-funded CAP surveys, and NEA Our Town grants), along with state level grant applications (e.g. North Dakota Cultural Heritage, Minnesota Legacy, Iowa Historical Resource, and Wisconsin Certified Sub-Grants), as well as grants from regional and private foundations. In 2017 and 2018 the program assisted over 50 institutions in their preparation of grant applications. *(See appendix 27 for sample grant assistance database logs.)*

MACC's Preventive Conservation program will continue to provide current and helpful assistance for this important aspect of collection preservation. During this proposed NEH grant period, the program anticipates helping over 50 institutions in their preparation of grant applications for submission to various funders. NEH funds are requested to cover staff time and materials for these activities. *(See appendix 28 for sample federal funding for preservation projects guide and a sample state grant guide.)*

### **Resource Sharing**

National: The program coordinates activities and shares information with national preservation and cultural organizations, such as the American Institute for Conservation (AIC), the Association of Regional Conservation Centers (ARCC), the Regional Association for Preservation (RAP), the Connecting to Collections Care Online Community, the Sustainable Heritage Network, the Emergency National Task Force, the American Association of Museums, and the American Association for State and Local History. Beginning in 2013, MACC's Preventive Conservation program hosted a large Emergency National Task Force Alliance for Response forum in Minneapolis and continues further collaboration with them on related activities. By sharing workshops, technical leaflets, referral services and other expertise, organizations reduce costly duplication of efforts and broaden access to resources. During the proposed NEH grant period, the program will continue to present and share technical information and expertise with national preservation and cultural organizations, provide content for the Sustainable Heritage Network and other on-line video offerings, as well as collaborate in other training and outreach activities. NEH funds are requested to cover the cost of participating in one RAP/ARCC planning meeting each year.

Regional: The program coordinates its activities and shares information with regional and state organizations. Preventive Conservation works with the Midwest Regional Conservation Guild, the Midwest Art History Society, the Association of Midwest Museums, the Wisconsin Federation of Museums, Wisconsin Library Services, the South Dakota Museum Association, Iowa Conservation and Preservation Consortium, the Midwest Registrars Committee, Iowa Museums Association, the North Dakota Heritage Foundation, the North Dakota Art Gallery Association, the South Dakota Museums Association, the Minnesota Alliance of Local History Museums, the Minnesota Association of Museums, and the five state historical societies in the service region. Each year, Preventive Conservation staff members serve as panelists and presenters at several of these organizations' annual meetings. During the proposed

NEH grant period, MACC's Preventive Conservation program will maintain and build its cooperative relationships with regional organizations. NEH funding is requested to cover costs of participating at four regional meetings each year.

Public Audiences: The program engages the general public in preservation education with tours and presentations for community groups, college students and faculty, as well as for the docents and boards of directors of regional institutions. At these events, Preventive Conservation activities are always highlighted, their essential role in preservation care explained, and NEH support credited. In 2017-2018, MACC directly reached over 1,400 individuals in this manner. These activities help ensure public awareness and generate community enthusiasm for the development and continuation of preservation activities at all regional cultural repositories. *(See appendix 29 for example photos of MACC Preventive Conservation public programming.)*

Native American: The program continues to share resources and build strong relationships in Native American communities. Through long-standing work with specific tribal representatives and communities, and more recently through national and regional tribal associations, Preventive Conservation has expanded programming to these collections significantly. In 2011 and 2012, work with Wisconsin's multi-tribal Convening Culture Keepers organization led to participation at meetings in 2013 (Ho-Chunk Nation), 2014 (Lac du Flambeau), and 2015 (Mille Lacs Band of Ojibwe). This group then expanded to become the multi-state, multi-tribal *Great Lakes Convening Culture Keepers (GLCCK)* group. Work with other regional organizations, such as the First Peoples Fund of South Dakota, the Tiwahe Foundation, and the Minneapolis American Indian Center encourages the development of additional partnerships with Native nonprofits and individuals to provide relevant programming to other Native clients, such as Native artists and college students. Nationally, MACC's Preventive Conservation program has presented and conducted workshops at the annual Association of Tribal Archives, Libraries, and Museums (ATALM) conferences since 2013. The Preventive Conservation staff benefits from the opportunity to continue broadening their understanding of the cultural needs of American Indian peoples, while contributing their unique skills and resources to local, regional and national tribal communities. Over 100 tribal communities receive Preventive Conservation programming updates and participate in workshops and presentations. As a result of this outreach, many Native American tribal entities have been assisted by the program, receiving general assessment surveys, recommendations on storage improvements, culturally relevant training for collections handling, and grant writing assistance. NEH funding is requested to cover costs of participation at two regional tribal events and one national (ATALM) tribal association meeting each year.

#### **Native American Collections Care Fellowship**

In response to an acute and substantiated need for collections care resources and training within regional tribal communities, the program will continue to offer the Native American Collections Care Fellowship Program piloted in 2018; awarding one fellowship each year (2020-1, 2021-1) for a three-month period to a candidate demonstrating both an interest in preservation and strong ties to a tribal community. MACC's Preventive Conservation program recognizes that there are a wide variety of qualifications and backgrounds for collection stewards in these communities. In selecting candidates, priority will be given to Upper Midwest/Great Lakes area community members, as well as candidates with a college degree in-progress or completed. The goals of the program are four-fold: first, to advance the skills of individuals for an on-going or potential career in collection stewardship; second, to contribute specialized skills and resources toward a tribal community; third, to broaden the program's understanding of the unique needs of tribal collections; and fourth, to prepare for expanded opportunities with additional Fellows in the future. NEH funding is requested to cover staff time, a stipend, regional travel, and ATALM conference attendance for one fellow each year. *(See appendix 30 for a full description of Native American Collections Care Fellowship.)*

#### **EVALUATION**

The program uses several tools to assess the advancements in preservation at the region's institutions including: follow-up communications and database tracking of practical outcomes; formal written grant funding reports; written evaluations completed by workshop participants; surveys and independent assessments; formal presentations to the MACC Board of Directors and MACC Membership meetings; and the analysis of inquiries. NEH funds are requested to cover time and material costs of evaluation activities.

### **Follow-Up and Database Tracking of Practical Outcomes**

Preventive Conservation tracks outcomes and advancements of institutions that have completed up-to-date overall general assessment surveys, long-range conservation plans, disaster preparation plans for collections, object-by-object surveys of specific collections, successful grant funding for preservation and conservation projects, and the workshop experiences of individual staff members. Tracking these outcomes allows Preventive Conservation staff to follow up with institutions, encouraging them to complete additional steps for the long-term preservation of their collections and to continue improving the educational and training programming to meet the needs of a majority of regional institutions. The Preventive Conservation program will continue to use database tracking to follow up with workshop participants and survey recipients to assess and record their progress, offer additional support, and encourage advancements. *(See appendix 05 for sample of database records with tracking information.)*

### **Formal Written Grant Funding Reports**

Many funders, including the NEH, require periodic performance reports. These provide funders with a detailed measurement of programming effectiveness and the achievement of established goals. Preventive Conservation also uses these reports to analyze its regional service and to assist in the development of future programming improvements. *(See appendix 31 for a recent NEH performance report.)*

### **Workshop Evaluations**

Participants complete written evaluations following all workshops. The Director of Preventive Conservation, the Preventive Conservator, and the Executive Director analyze all comments and feedback. Together they discuss the workshops and evaluations and make improvements to the content, process, and administration of the workshops. *(See appendix 32 for sample workshop evaluation forms and evaluative data.)*

### **Independent Assessments**

Comprehensive online service satisfaction surveys are distributed to all institutions that have recently received services. An evaluation team consisting of regional member institution professionals is assembled biennially to review survey results, logs, and summaries of activities. The team meets with MACC's Executive Director and Preventive Conservation staff for discussion about programming effectiveness and client satisfaction. These meetings help provide an objective assessment of programming effectiveness and lead to improvements in service.

### **MACC Board of Directors Meetings and Membership Meetings**

The MACC Board of Directors and Membership maintains oversight and evaluation of the Preventive Conservation programming. The Executive Director makes a formal presentation regarding the programming accomplishments and its financial analysis at each meeting of the MACC Board of Directors. The staff also makes presentations at the MACC Membership Meetings and discusses the program's goals, programming for the year, strategies for enhancing services, areas for improvement, and the year's accomplishments.

Program evaluation is also based on continued and rising demand for the programming. Long-standing use histories with institutions and the continued use of services by new clients are the baselines for measurement. The volume and trends of this assistance are recorded and help clarify other evaluative data.

### **Inquiry Analysis**

Logged inquiries from e-mail, telephone, and other sources are categorized and analyzed to assist in measuring regional needs, programming effectiveness and in developing future programming services. *(See appendix 21 for samples of database inquiry and assistance logs.)*

Beyond formal evaluations and programming oversight, MACC regularly receives letters of appreciation and support for the Preventive Conservation program. *(See appendix 33 for regional support letters regarding the continuation of the Preventive Conservation program.)*

## **STAFF, FACULTY AND CONSULTANTS**

During the proposed NEH grant period, each role as it pertains to the MACC's Preventive Conservation program is described below:

Nicole Grabow, Director of Preventive Conservation, devotes 100% of her time to the program preparing curricula, presenting and instructing, providing in-depth consultations, responding to general inquiries, conducting assessments, and ensuring fulfillment of the work plan described above. Ms. Grabow joined MACC in 2006 as an Objects Conservator and served as Senior Preservation Conservator from 2016-2018. She holds a Master of Science from the Winterthur/University of Delaware Program in Art Conservation, specializing in Objects Conservation; a Bachelor of Arts from Sarah Lawrence College in Bronxville, New York; and she is a Fellow of the American Institute for Conservation. NEH funds are requested for her salary and benefits.

Colin Turner, MACC's Executive Director for the past 17 years, will spend 10% of his time serving as the Project Director of the program. In this capacity, he is responsible for administering staff, salaries and benefits, planning and monitoring budgets, raising funds from public and private sources, fostering cooperative relationships with other regional and national organizations, and providing institutions with state, regional and private foundation grant preparation assistance. He holds BA degrees in Anthropology and History from the University of Minnesota and an advanced degree in Non-Profit Business Management from the University of St. Thomas. NEH funds are requested for 10% of his salary and benefits.

Jennifer Wollner, as MACC Operations Manager and Institutional Grant Administrator since 2014, spends 20% of her time working on grant related accounting, database management and written material preparations for the program. She has a BA degree in Classical Archaeology and History from Macalester College, accounting and finance training, and office management and business administration experience. She is a Certified Non-Profit Accounting Professional, a member of the Minnesota Nonprofit Financial Group and the Minnesota Council of Nonprofits. NEH funds are requested for 20% of her salary and benefits.

Preventive Conservator Position (open/to be hired)

The Preventive Conservator will devote 100% of their time to the program. This two-year position will be offered at the Assistant or Associate Conservator level to a candidate with an advanced degree in art conservation with a major or minor specialization in preventive conservation. Additionally, the selected candidate will demonstrate a strong interest in history and the ability to work collaboratively with professionals from a range of backgrounds. The Preventive Conservator will work closely with the Director of Preventive Conservation on all aspects of Preventive Conservation programming. NEH funds are requested for their salary and benefits.

MACC treatment conservators are important contributors to the Preventive Conservation program; Megan Emery (Chief and Senior Objects Conservator), Courtney Murray (Objects Conservator), Kristy Jeffcoat (Senior Paintings Conservator), Rita Berg (Paintings Conservator), Alexa Beller (Associate Paintings Conservator), Dianna Clise (Senior Paper Conservator), Liz Sorokin (Associate Paper Conservator), and Beth McLaughlin (contracted Senior Textile Conservator). They contribute at least 10% of their time to the Preventive Conservation program. In this capacity, their responsibilities include answering inquiries on storage, shipping and exhibition needs and the handling and care of specific objects. They also assist with emergency response activities, conduct and contribute to the workshops and technical leaflets, and consult with institutions on best practices in material selections for displays and housings. Continued access to the combined expertise of these conservators significantly enhances MACC's Preventive Conservation program. NEH funds are requested for 10% of their salaries and benefits.

Amber Kehoe, Identification and Care of Photographic Materials Workshop Instructor, is currently a Photograph Conservation Fellow at Heugh-Edmondson Conservation Services LLC in Kansas City and will soon become the Suzanne Deal Booth Fellow at The Harry Ransom Center (University of Texas - Austin) where she will focus on the world-renowned Gernsheim Collection. Kehoe is an experienced presenter and lecturer. She holds a Master of Science degree in Photographs and Preventive Conservation from the Winterthur/University of Delaware Program in Art

Conservation and has worked at the Museum of Modern Art (MoMa) in New York City and the Midwest Art Conservation Center in Minneapolis. Her professional affiliations include Associate Conservator with the American Institute for Conservation including membership in the Photographic Materials Group, Electronic Media Group, Collections Care Network, and the Emerging Conservation Professionals Network. NEH funds are requested to cover her fee and expenses as outlined in the letter of commitment.

Patrick Kelly, Integrated Pest Management Workshop Instructor, has been working in the Integrated Pest Management (IPM) field since 1986 and began working closely with museums in 1993. He is the President of Insects Limited, Inc., currently heads the IPM strategies for several large museums, and is a regular consultant to the museum industry. Mr. Kelly is also the chair of the "Insect Identification" subgroup of the IPM Working Group. This group is responsible for creating and maintaining the website: [www.museumpests.net](http://www.museumpests.net) He has organized and spoken at museum pest meetings world-wide. He is the co-author of a chapter on Pheromones in the Mallis Handbook of Pest Control, 10<sup>th</sup> Ed. and holds a Master of Science in Entomology degree. NEH funds are requested to cover his fee and expenses as outlined in the letter of commitment.

*(See appendix 34 for résumés of MACC Preventive Conservation staff, consultants and commitment letters.)*

## **BUDGET**

### **Income**

MACC's Preventive Conservation program operates on a combination of NEH funding, earned income, local foundation support, and individual contributions. For the past 22 years, the program has received funding through the National Endowment for the Humanities (NEH). The program exceeds the expectations of the NEH by maintaining an income level above 20% from sources other than the federal grant and has been increasing support from third-party sources. Still, operating on fees for service and local support alone would force the exclusion of service to the vast majority of the collections held by communities in this region, and the program depends on the NEH to meet the region's needs.

### **Rationale for Fees**

The fee structure proposed for the educational elements outlined in the above curriculum and work plan reflect past experience and is based on the surveys and evaluations by member and non-member institutions discussed above, as well as comparisons with other workshop offerings in the region. One of the primary goals has been to keep educational opportunities reasonably priced and especially affordable for small and mid-sized museums and cultural collections. The Preventive Conservation program works with many small historical societies and other organizations with extremely limited budgets.

### **Broadening the Base of Financial Support**

Aside from the workshop fee structures outlined above, additional earned income to support the program is an element of MACC's Preventive Conservation program. These include charges set at standard rates for other types of services that are specifically contracted, such as on-site, specialized consulting assistance.

MACC has and seeks a broad range of philanthropic support for its Preventive Conservation activities. The Board of Directors and Executive Director organize public events in the Twin Cities and at regional institutions to highlight preservation and conservation work and explain Preventive Conservation programming. Mailings and annual donor requests to individuals are managed accurately and methods to increase support are constantly sought. As with individual contributor campaigns, best methods to seek grants from local foundation sources for the program are continually being developed, and individual donor and foundation support overall has been gradually increasing. Through continued efforts and with an improving philanthropic environment, individual contributions and local foundation support for the Preventive Conservation program can continue to grow.

### **Expenses**

The expenses associated with producing Preventive Conservation programming are based upon its history of work and efficiency refinements over the years. MACC maintains thorough compliance with Federal grant requirements for

internal controls with precise accounting and staff records. The vast majority of expenses are covered by the sources mentioned above, but some peripheral program expenses are incurred which are covered by the organization's general operations and without recompense. Support in this manner has included consultant fees for database enhancements, software purchases, unique administrative costs and additional supplies. MACC works to ensure the programming is most efficient in its use of all sources of support.

### **Fixed and Predicted Costs**

Fixed costs for salaries, consultant fees and other preset amounts are incorporated into the budgeting along with other predicted costs such as travel expenses, telephone charges and office supplies. All predicted costs are based on the accounting experiences of the recent past and inquiries with vendors. These costs consider the specific programming requirements of each year, such as travel distances and specific supplies. MACC's Preventive Conservation program has a demonstrated ability to accurately forecast and budget expenses while fulfilling or exceeding the programming plan of work. (See attachment 5 for the NEH Descriptive Budget Form.)