

MUSEUM CONSERVATION INSTITUTE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2007 ACTUAL	19	3,167	0	36	0	195	0	0
FY 2008 ESTIMATE	24	2,983	0	12	0	32	0	0
FY 2009 ESTIMATE	24	3,047	0	12	0	0	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED RESEARCH; AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Performance Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	1	88	1	89	0	1
Provide reference services and information to the public	1	110	1	113	0	3
<i>Collections</i>						
Improve the stewardship of the national collections	9	1,149	7	1,067	-2	-82
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	8	903	10	1,028	2	125
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	4	633	4	648	0	15
Modernize the Institution's financial management and accounting operations	1	100	1	102	0	2
Total	24	2,983	24	3,047	0	64

BACKGROUND AND CONTEXT

The Smithsonian's Museum Conservation Institute (MCI) is the center for multi-disciplinary technical research and conservation for all Smithsonian museums, collections, and research centers. MCI combines knowledge of materials and the history of technology with state-of-the-art instrumentation

and scientific techniques to conduct in-depth studies of artistic, anthropological, and historic objects. These studies aim to elucidate the provenance, composition, and cultural context of Smithsonian collections, and to improve Smithsonian conservation and collection storage capabilities. In addition, MCI provides specialized knowledge of natural history and Native American ethnographic collections in assessing and remediating collections hazards, including pesticide contamination.

MCI is the only Smithsonian resource for technical studies and analyses for most of the Smithsonian's collections. These services are available to Smithsonian units at no charge. MCI has unique analytical capabilities and collections knowledge, as shown by requests for consultations from within the Smithsonian, from Smithsonian affiliates, and outside organizations, such as the White House, U.S. House of Representatives, Defense Intelligence Agency, the U.S. Secret Service, World Monuments Fund, and other federal, museum, and academic organizations.

For FY 2009, the budget estimate includes an increase of \$64,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, MCI, in collaboration with Smithsonian museums and affiliates, will offer public programs to present the results of MCI research, heighten awareness of the problems of preserving cultural heritage, and gain information about the nature and scope of problems that our constituencies encounter. In particular, MCI will develop new programming for the public, based on the content of the best-selling book *Saving Stuff* coauthored by an MCI senior conservator. MCI's audiences are increasingly concerned with the preservation of family heirlooms and other artistic and historic collections. MCI will partner with Smithsonian museums and affiliates to offer media events, printed and Internet materials, presentations, workshops, and demonstrations to reach new audiences, especially those that will be targeted by the Institution's newest museums.

In addition, MCI will continue to promote career development for Smithsonian conservators and other collections care providers by offering colloquia, symposia, and workshops, as well as distance-learning opportunities. The Institute's technical information office will continue serving the museum community, the cultural heritage management community, museum studies students, and the public. The technical information office answers direct inquiries and distributes general guidelines

in printed and electronic formats, handling more than 1,500 information requests annually. MCI's website will be maintained and updated to increase the impact of the Institute's research and outreach programs.

The Institute will support the efforts of Smithsonian museums and research centers in their efforts to care for the national collections and disseminate that information to the larger museum community and the public. MCI will pursue collaborative conservation treatment projects with other Smithsonian units to meet these ends, especially by providing conservation guidance and art history technical consultations to the art and history museums on their more challenging and unique objects. Through continuing communication and interaction with the Smithsonian museum conservators, special training needs and research projects will be identified and research and symposia will be developed to address the most urgent collection preservation needs, such as museum environments (involving light, temperature, and humidity) and collections storage.

To achieve the goal of Strengthened Research, MCI will provide increased technical and research assistance to the science units, and art history technical studies and analyses to the art and history museums. MCI will facilitate and support collaborative research projects on modern museum and collection materials such as plastics, biodeterioration, and historical and archaeological technologies. MCI will continue its study of the assessment and remediation of collection hazards. In particular, MCI will provide specialized knowledge and analytical capabilities to natural history and Native American ethnographic collections in assessing and remediating pesticide contamination. In addition, MCI will use its website, publications, hosted symposia, presentations, invited seminars, and lectures to disseminate the results of its long-term basic materials research program.

To achieve the goal of Enhanced Management Excellence, MCI will use its strategic plan to guide allocation of its budgetary and human resources, and to secure additional financial resources for its high-priority programs. Resource allocations will be tracked against performance metrics in each of the strategic areas, and against the needs and strategic goals of the Smithsonian's museums and research centers. MCI will encourage appropriate staff to participate in budget-performance integration, succession management, and leadership development programs.

STRATEGIC GOALS AND FY 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (1 FTE and \$89,000)

- Offer six presentations, programs, or supporting materials in partnership with Smithsonian museums and affiliates, which are directed toward general audiences to advance their knowledge of and interest in collections care and conservation
- Host three internships/fellowships to advance the knowledge and skills of conservation and science graduate and postdoctoral students
- Offer nine or more training seminars, workshops, or lectures to advance the knowledge and skills of professionals in the museum community

Provide reference services and information to the public (1 FTE and \$113,000)

- Increase the number of webpage hits by 5 percent by updating and adding new information to the MCI website to increase the guidelines and other information readily available to general audiences
- Respond to more than 500 inquiries from Smithsonian staff and the public

Improve the stewardship of the national collections for present and future generations (7 FTEs and \$1,067,000)

- Respond to requests for conservation treatment assistance and consultations from 10 units within the Smithsonian
- Answer 80 requests for technical studies, conservation treatment assistance, and consultations from other Smithsonian units

Strengthened Research

Engage in research and discovery (10 FTEs and \$1,028,000)

- Enable 100 percent of research scientists to disseminate research results through peer-reviewed papers, invited chapters, or full-length proceedings
- Initiate new projects in the technical studies of objects from Smithsonian museums and collections
- Develop research programs in response to high-priority issues in the care of Smithsonian collections
- Provide more than 1,000 analyses/year for other Smithsonian units

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (4 FTEs and \$648,000)

- Focus conservation and science research on MCI's strategic plan, and link to Institution-wide scientific planning processes
- Maintain an excellent working relationship with MCI stakeholders, including Smithsonian museums and research centers, by providing briefings at least annually
- Encourage innovation by annually securing financial resources for internal research and development, and allocating these resources through a merit-based process
- Plan for budget-performance integration, succession management, and leadership development, and train staff accordingly

Modernize the Institution's financial management and accounting operations (1 FTE and \$102,000)

- Enable staff responsible for financial, budget, procurement, and human resources (HR) transactions to keep up to date and respond to new policies, procedures, and ERP modules.

NONAPPROPRIATED RESOURCES — Annually, MCI receives non-appropriated resources from gifts and endowments, grants and contracts, discretionary income, and business ventures. These sources provide, on average, \$50,000 for specific programs and projects in research, education, and outreach designated by the donor/sponsor and \$15,000 for general activities at the discretion of the director. In FY 2007, MCI was awarded more than \$70,000 in non-government grants for sponsor-designated research and training of Conservation and Conservation Science Fellows, which will be spent in FY 2008. In FY 2008, MCI will receive \$25,000 through a contract to support costs associated with an exhibit traveling to a Smithsonian Affiliate, and almost \$20,000 in a designated gift for purchase of small equipment. Accrued unit discretionary funds of an estimated \$40,000 will support publication of outreach materials, including a major illustrated book titled *Zinc Sculpture in America: 1850–1950* to be published by the University of Delaware Press, and a small amount of expenses associated with outreach. In addition, The Andrew W. Mellon Foundation has awarded MCI a challenge grant of \$1.75 million. The Smithsonian Institution agreed to match the Mellon grant by raising \$3.25 million in additional funds within four years to establish a restricted endowment of \$5 million. The funds released by the endowment income will remain in the MCI budget for strengthening conservation science research.