

## 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 2006 ACTUAL	18	3,000	0	0	0	29	0	0
FY 2007 ESTIMATE	24	2,940	0	61	0	173	0	0
FY 2008 ESTIMATE	23	3,029	0	5	0	52	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 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Engage and inspire diverse audiences	2	231	2	238	0	7
Provide reference services and information to the public	1	105	1	110	0	5
<i><b>Collections</b></i>						
Improve the stewardship of the national collections	8	1,008	8	1,031	0	23
<b>Strengthened Research</b>						
<i><b>Research</b></i>						
Engage in research and discovery	8	896	7	917	-1	21
<b>Enhanced Management Excellence</b>						
<i><b>Management Operations</b></i>						
Strengthen an institutional culture that is customer centered and results oriented	4	603	4	633	0	30
Modernize the Institution's financial management and accounting operations	1	97	1	100	0	3
<b>Total</b>	<b>24</b>	<b>2,940</b>	<b>23</b>	<b>3,029</b>	<b>-1</b>	<b>89</b>

### BACKGROUND AND CONTEXT

The Smithsonian's Museum Conservation Institute (MCI), formerly the Smithsonian Center for Materials Research and Education, 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 the majority of Smithsonian 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 2008, the budget estimate includes an increase of \$89,000 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 best-selling book *Saving Stuff* coauthored by an MCI senior conservator. This audience is 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 our 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.

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, such as the preservation of natural history collections and 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 2008 ANNUAL PERFORMANCE GOALS

### Increased Public Engagement

***Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (2 FTEs and \$238,000)***

- Offer six presentations or programs 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 \$110,000)***

- 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 (8 FTEs and \$1,031,000)***

- Respond to requests for analytical services, treatment assistance, and consultations from 10 units within the Smithsonian
- Answer 80 requests for analytical services, treatment assistance, and consultations for other Smithsonian units

### Strengthened Research

***Engage in research and discovery (7 FTEs and \$917,000)***

- 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 \$633,000)***

- Focus conservation and science research based on MCI's strategic plan, and link to Institution-wide science 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 \$100,000)***

- Train staff responsible for financial, budget, procurement, and human resources (HR) transactions by familiarizing personnel with the Enterprise Resource Planning (ERP) and HR-ERP systems

**NONAPPROPRIATED RESOURCES**—General trust funds support research and outreach activities. Donor/Sponsor-designated funds and grants provide support for costs related to specific programs and projects in research, education, and outreach. The Samuel H. Kress Foundation continues to support the archaeological conservation training program and an additional fellowship.