



NATIONAL  
ENDOWMENT  
FOR THE  
HUMANITIES

DIVISION OF PRESERVATION AND ACCESS

## **Narrative Section of a Successful Application**

The attached document contains the grant narrative and selected portions of a previously funded grant application. It is not intended to serve as a model, but to give you a sense of how a successful application may be crafted. Every successful application is different, and each applicant is urged to prepare a proposal that reflects its unique project and aspirations. Prospective applicants should consult the NEH Division of Preservation and Access application guidelines at <https://www.neh.gov/grants/preservation/preservation-and-access-education-and-training> for instructions. Applicants are also strongly encouraged to consult with the NEH Division of Preservation and Access staff well before a grant deadline.

Note: The attachment only contains the grant narrative and selected portions, not the entire funded application. In addition, certain portions may have been redacted to protect the privacy interests of an individual and/or to protect confidential commercial and financial information and/or to protect copyrighted materials.

**Project Title:** Regional Preservation Field Services Program

**Institution:** Midwest Art Conservation Center

**Project Director:** Colin D. Turner

**Grant Program:** Preservation and Access Education and Training

## Preventive Conservation: Regional Field Services in the Upper Midwest

### Narrative

#### 1. SIGNIFICANCE AND IMPACT

The Midwest Art Conservation Center's Preventive Conservation program trains and educates staff and volunteers from institutions throughout the Upper Midwest and beyond to improve care and increase access to public and Native-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 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) for the Preventive Conservation program from 3/2022-2/2024.

To achieve the goal of strengthening preservation practices throughout the region, the Preventive Conservation staff provides training and education; emergency response and salvage assistance; a full range of collections care information resources; loans of environmental monitoring equipment; general preservation needs assessments; disaster response and long-range conservation plans; grant preparation assistance for preservation and conservation projects; individual project consulting and research; and collaboration with regional and national organizations. The program incorporates the significant knowledge of all the MACC conservators, works cooperatively with other preservation educators throughout the nation, and is a leader in the growing field of Preventive Conservation.

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

**Historical** – The collections within Historic House Museums and local Historical Societies reflect the region's development from Native land, through colonial exploration and a largely immigrant agricultural society, to contemporary culture. They contain a variety of materials including archaeological collections, decorative arts, furniture, household artifacts, clothing, farm tools, machinery, documents, and photographs.

**Native American**– Many ancient, 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 improve preservation and access around those collections.

**Community Focused** – This region also contains nonprofit organizations that focus on collecting and exhibiting diverse materials from a single community or 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 or a momentous cultural event. Examples of these include Swedish and Norwegian heritage societies, the Somali Museum of Minnesota, and the George Floyd Global Memorial.

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

**Fine Art** – The Upper Midwest is also home to many 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 2019 – 2020.)*

All of these collections, particularly the small and mid-sized institutions, face preservation challenges similar to those in other parts of the country but with additional difficulties imparted by severe seasonal environmental fluctuations, less income from tourism 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 these 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. *(Compiled data from the IMLS Heritage Health Index (2014, 2019); North Dakota Collection Conversations Report, Wisconsin Connecting to Collections Survey, Iowa Connecting to Collections, Minnesota C2C Survey; South Dakota Connects to Collections; Convening Culture Keepers (Native-held collections) Survey; MACC Surveys (2014, 2016, 2018, 2020.)*

The Preventive Conservation program addresses the most significant needs shown in these surveys. Since 2004, the program has presented 220 collections care workshops to 3,261 participants and completed 143 general needs assessment surveys. During the past fourteen years, the program has presented 60 disaster preparation and training workshops throughout the region. The program also maintains a cache of emergency response supplies and equipment; provides aid for collection emergencies and disasters; and assists institutions in preparing long-range conservation plans and preventive conservation research. 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 IMLS 2014 Heritage Health Index Survey and its 2019 results. However, many institutions continue to struggle - particularly small organizations and collections held by communities that have historically not been in control of their representation.

From its foundation, MACC has been dedicated to field services and preventive conservation. This includes general assessments, emergency planning and response, research, individual consultations, and workshop

programming designed for collections care professionals at all levels of training. 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. 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.

## **INSTITUTIONAL PROFILE**

MACC is located within the Minneapolis Institute of Art in Minneapolis, Minnesota. Founded in 1977 as the Upper Midwest Conservation Center, today MACC serves hundreds of institutions and is one of only three regional nonprofit conservation centers in the U.S. that provides services for all major artifact and media types. MACC has thirteen dedicated, full-time staff members committed to high-quality services, up-to-date techniques, on-going professional development, and *The Code of Ethics and Guidelines for Practice of the American Institute for Conservation of Historic & Artistic Works*.

*Mission: The **Midwest Art Conservation Center** (MACC) is a non-profit organization 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.*

The all-volunteer Board of Directors includes representatives from regional humanities organizations, local corporations, artists and the community-at-large. 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 volunteers with specialized experience. (See appendix 02 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 private foundation, government and corporate grants, and individual donations. The total MACC budget for FY 2021 is \$1,364,559.

## **2. METHODOLOGY AND WORK PLAN**

During the proposed NEH grant period, the following key elements of the program are: preventive conservation training and education; sustained emergency preparedness, disaster response and salvage assistance; the provision of collections care information and monitoring equipment; general preservation needs assessment surveys; research and assistance with emergency plans 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. (See Attachment 4 for Work Plan)

### **2.1 Preventive Conservation Training**

The program builds skills and disseminates information to collections care professionals and volunteers from a range of backgrounds through engaging and practical workshops on a variety of preservation topics. Prior to the coronavirus pandemic, these workshops were exclusively in-person and hands-on. The necessary adaptations of 2020 have expanded these offerings to several topics that lend themselves well to an online format and remove the burden of travel from the participants. This two-year schedule will incorporate a number of these virtual workshops in addition to the hands-on offerings that have

characterized the program for decades. MACC hosts workshops at their base in Minneapolis, and Preventive Conservation staff also travel to bring in-person workshops directly to institutions, conferences, and meetings throughout the region with an emphasis on Iowa, Minnesota, North Dakota, South Dakota, and Wisconsin.

The program divides preventive conservation training into these categories: 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, this two-year schedule offers workshops in a new category: Community Led Preservation. A total of 27 workshops will be provided on 18 different topics. A general explanation of each type of training and the specific workshop titles are provided below. (*See appendix 03 for full descriptions and agendas.*)

#### Emergency Preparedness and Training

These workshops are designed to address 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, that emphasize assessment, preparation, and practice, and that have resulted in completed disaster plans and training for hundreds of locations.

- 1. *Emergency Preparedness: Write or Update Your Emergency Plan* x2 online**
- 2. *Emergency Response: The Deep End of Wet Salvage* x2 in WI and IA**
- 3. *Health & Safety: Hazardous Materials in Your Collection + Arsenic Testing* x1 in ND**

#### Funding and Grant Resources

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 preparing grant applications that emphasize collections care priorities.

- 4. *Writing Grants for Preservation and Conservation Projects* x2 online**

#### Collections Care

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. In-person workshops emphasize practical, hands-on experiences and basic preservation techniques. Online workshops are offered in multiple sessions that combine lecture and small group discussions with independent work and feedback between sessions.

- 5. *Art & Artifact Handling* - x2 in SD and IA**
- 6. *Concepts in Preventive Conservation* - x2 in ND and IA**
- 7. *Core Documents: Collections Management Policies* - x2 online**
- 8. *Core Documents: Looking Ahead with a Long-Range Preservation Plan* - x2 online**
- 9. *Integrated Pest Management* - x1 in MN**
- 10. *Introduction to the Care of Paintings* - x1 in MN**
- 11. *Museum Environments 101: Sustainable Solutions* - x2 in SD and WI**
- 12. *Hinging Works of Art on Paper* - x1 in MN**

**13. Guidelines for Cleaning Collection Materials: Focus on Decorative Arts and Historic House Collections**  
- x1 in MN

Community Led Preservation

These workshops are planned in response to the recognized needs of communities that have historically not been in control of their representation in cultural heritage institutions. MACC has for many years directed opportunities towards the needs of Native American collections, and the upcoming two-year schedule sees the continuation of this and expansion to include collections caretakers and volunteers in Black and People of Color communities. This programming continues MACC's work with local communities and includes fledgling organizations preserving materials and artwork created in response to the killing of George Floyd in Minneapolis in 2020. These requested workshops are customized and offered to partner BIPOC-led groups interested in sustained collections care mentoring. Topics include the following:

**14. Core Documents for Black History Collections: Preserving Your Stories** – x1 in MN

**15. Guidelines for Cleaning Collection Materials: focus on Native Collections** – x1 in WI

**16. Art and Artifact Handling for Sensitive and Triggering Materials** – x1 in MN

**17. Caretaking Guidelines for Community Collections** – x1 in MN

**18. Preventive Conservation for Native Collections: Fellowship Workshop Series** – x2 online

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

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 past year has seen institutions seeking advice on emergencies related to extended closures from the coronavirus pandemic as well as intense civil unrest. The staff has assisted in more than 300 emergency response and salvage events at institutions, including burst pipes, leaking roofs, fires, flooding, mold outbreaks, and wind damage. MACC conservators and preservation experts remain accessible at any time and the program maintains a cache of emergency supplies for use by regional organizations. (See appendix 04 for samples of emergency response database logs.)

**2.3 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, 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 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. (See appendix 05 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 upcoming two-year schedule, the program will continue distributing, updating, and developing technical leaflets as needed to fill gaps in current collections care literature. *(See appendix 06 for sample technical leaflet and infographic.)*

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 popular site and 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. *(See appendix 07 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 5,900 locations. *(See appendix 08 for sample MACC Preventive Conservation Update e-mail blasts.)*

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.

Loans of UV/Visible Light Meters, Dataloggers and Psychrometers: The Preventive Conservation program maintains two Elsec 765 UV and Visible Light Meters, two Conserv 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. *(See appendix 09 sample datalogger and light meter loans.)*

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

Through general preservation needs assessments, the Preventive Conservation program provides prioritized strategies and preventive measures for ongoing collections care at institutions. These assessments 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. The assessments provide each participating institution with a site visit and a comprehensive written report that includes prioritized recommendations. The reports focus on *overall collections care* rather than the condition of individual artifacts. Additionally, preventive conservation staff research and assist with emergency plans, long-range preservation plans, and provide collections care consulting on projects such as storage reorganizations and collection moves. *(See appendix 10 for example selections from a General Preservation Needs Assessment Survey and Long-Range Conservation Plan.)*

## 2.5 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 may 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. Independent of the grant-writing workshops, in 2020 and 2021 the program assisted 26 institutions in their preparation of grant applications. *(See appendix 11 for sample grant assistance database logs.)*

## 2.6 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.

**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. In 2020, MACC partnered with the Minnesota Historical Society to expand the Alliance for Response network statewide in Minnesota. During the proposed NEH grant period, MACC's Preventive Conservation program will maintain and build its cooperative relationships with regional organizations.

**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 2019-2020, MACC directly reached over 1,100 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 12 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.

## **2.7 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, awarding one fellowship each year for a three-month period to candidates 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 three-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; and third, to broaden the program's understanding of the unique needs of tribal collections. *(See appendix 13 for a full description of Native American Collections Care Fellowship.)*

## **3. PARTICIPANT RECRUITMENT AND OUTREACH**

MACC invites participation in educational programming through social media and targeted emails drawn from a contact list of 5,900+ non-profit collecting institutions. This contact list, which includes 195 Native American tribal collections and a growing number of BIPOC-led non-profits, has been built over four decades by a work philosophy that prioritizes long-term relationships. As an independent non-profit organization without a collection, MACC is well-positioned to provide preservation services that are guided by a mission dedicated entirely to conservation.

Our recruitment strategy prioritizes practical training to respond to real-world problems. In addition to existing partnerships with Black-led collections such as the George Floyd Global Memorial and Save the Boards to Memorialize the Movement, program staff members work actively to pursue connections with caretakers and volunteers from historically under-represented communities and have on-going

relationships with several local universities, colleges, and tribal nations for the purposes of identifying BIPOC individuals with an interest in the museum field and preservation work opportunities.

#### **4. EVALUATION**

The program uses several tools to assess advancement 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 at MACC Board of Directors and MACC Membership meetings; and the analysis of inquiries.

##### **4.1 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 14 for sample of database records with tracking information.)*

##### **4.2 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.

##### **4.3 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 15 for sample workshop evaluation forms and evaluative data.)*

##### **4.4 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.

##### **4.5 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.

#### **4.6 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 05 for samples of database inquiry and assistance logs.)*

Beyond formal evaluations and programming oversight, MACC sees continued and rising demand for the programming and regularly receives letters of appreciation and support for the Preventive Conservation program. *(See Attachment 5 for regional support letters regarding the continuation of the Preventive Conservation program.)*

### **5. 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 a portion of her salary and benefits.

Colin Turner, MACC's Executive Director for the past 18 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 a portion 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 a portion of her salary and benefits.

Melissa Amundsen, Assistant Preventive Conservator, devotes 100% of her time to the program conducting assessments, assisting with workshop instruction, responding to general inquiries, and developing technical leaflets. Ms. Amundsen joined MACC in 2020 after completing a Master of Arts from the Patricia H. and Richard E. Garman Art Conservation Department at SUNY-Buffalo. NEH funds are requested for a portion of her 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), Megan Randall (Objects Conservator), and Liz Sorokin (Paper 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 a portion of their salaries and benefits.

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. He has organized and spoken at museum pest meetings world-wide and holds a Master of Science in Entomology.

Lisa Scholten, Collections Management Policies Workshop Instructor, is a private museum consultant and former curator at the South Dakota Art Museum. A former peer reviewer for the AAM Museum Assessment Program, Ms. Scholten has extensive experience evaluating collections management policies from small- to mid-size collecting institutions.

*(See Attachment 3 for resumes of MACC Preventive Conservation staff, consultants, and commitment letters.)*