



NOTE: All XG Actions are currently under review and not currently included in the process. Actions should be replaced by appropriate emails and positive notifications.

INQUIRY PHASE

1. Curator sends initial inquiry to lender.

Responsible	Accountable	Consulted	Informed
Exhibit Curator		Loans Program (email)	

Procedure:

- Curator or Exhibition Team POC (e.g. Collections Manager, Collections Support Office staff) initiates an inquiry with a potential lender about borrowing an object for research or exhibition. The Curator or Exhibition Team POC electronically (unless otherwise specified) sends to the lender a Loan Application form with required NMAH object information fields (basic object description, lender contact details) as well as a sample proposed Loan Agreement with NMAH conditions.

Timeline:

- The Curator or Exhibition POC must ensure they contact the lender in front of the potential lender's lead-time on loans. In practice, we advise initiating the process no fewer than 18 months in advance of exhibition, before 35% design review and authorization as possible.

Reports Generated/Required Documents:

- Loan Application (form sent to Lender by Exhibits POC with required NMAH object information fields)
- Sample proposed Loan Agreement

2. Exhibits Team forwards information to Loans Team for Loan Request

Responsible	Accountable	Consulted	Informed
Exhibit POC		LPM	Loan Specialist

Procedure:

- At the soonest reasonable opportunity (defined as when initial contact has been made with the lender and a loan is plausible), the Curator or Exhibition POC sends the Provisional Object List for the Loan Request to the Loans Program. The Object List should include a list of provisional loans and lenders, detailed object information, and lender contact information. The loan information can be conveyed to the Loans Program as a single delivery or on an ad hoc basis as negotiated with Loans Program. This list will be sent to the Loans Program via email and later uploaded to the Dropbox by the Loans Program.

Timeline:

- At 35% design phase or fewer than 18 months before installation, whichever is earliest, Curator or Exhibition POC should send a provisional loan list (list of lenders, number of objects, idea of objects) to the Loans Program. For major exhibitions with 5 or more loans, the Loans Program should be notified of scope at 10% design phase. At 65% design phase, Curator or Exhibition POC should send the final loans list; this should occur no later than 12 months before exhibition installation. For major exhibitions (5+ loans), the final loans list must be sent to the loans program at least 18 months before exhibition installation, allowing 12 months for partner deadlines and 6 months for NMAH handling.

Reports Generated/Required Documents:

- Provisional and Final Object List for loan request

3. Exhibit Team enters exhibit information into XG.

Responsible	Accountable	Consulted	Informed
Exhibit POC	Exhibit Team		Loan Specialist

Procedure:

- Once basic exhibit information is known and exhibit has been authorized to proceed, Exhibition Team POC enters data into XG. This data includes: Exhibition Title, Opening Date, Closing Date, Curator, Exhibition Team POC, and Location. This will facilitate linking local objects and loans into a coherent group for management in XG.
- **XG Action:** Notification – Exhibit Information Added
 - Sent from Exhibit Team to Loans Program to indicate the exhibition has been added to XG. Prompts Loans Program to create Loan Activity Record.

4. Loans Program enters Loan Information into XG.

Responsible	Accountable	Consulted	Informed
Loan Specialist			Exhibit POC

Procedure:

- The Loans Program enters the outlines of the loan information, assigns a loan number, and connects to the Exhibition POC. The Loans Program links the Exhibition Activity created by the Exhibits Team to the Loan Activity.
- **XG Status Update:** Inquiry (Loans Program Specialist)
- **XG Action:** Notification – Loan Inquiry (Loans Program Specialist)
 - Sent from the Loans Program to the Division, indicating that a Loan Activity has been created. Requests known object information.

5. Lender indicates availability and returns object information to Curator.

Responsible	Accountable	Consulted	Informed
Lender			Exhibition POC Loans Specialist

Procedure:

- Independent of the Loans Program, the Curator or Exhibition POC negotiates availability of object with Lender. Negotiation covers availability for dates in a certain location, not conditions of loans.
- Curators should seek from lending institutions as much information as possible, including contact information (all) object information (dimensions, photos, etc.). Curators should not enter into negotiations about exhibition requirements and restrictions.
- Curator notifies Loan Specialist of information.

Timeline

- After notification, Loan Program requests loan within two weeks. Information must be provided to Loans Specialist no fewer than 12 months before the opening of the exhibition

6. Loans Specialist enters Object Information into XG

Responsible	Accountable	Consulted	Informed
Loans Specialist			

Procedure:

- Loans Specialist enters object information into XG and assigns object-based loan numbers, linking authority to both Loan and Exhibition activities. Object entry will be through Entry Activity on XG.
- **XG Action:** Notification – Object Information Added (Loans Program Specialist)
 - Sent from Loans Program to Division, indicating that specific object information has been added at the object level to the loan record.

Notes:

- Object Information added to XG via the Entry Activity by the Loans Program. This step is still in development and will require training and communication between loans and exhibits team.

INFORMATION GATHERING PHASE

7. Loans Specialist compiles Loan request (object information, facility report, proposed insurance, proposed agreement).

Responsible	Accountable	Consulted	Informed
Loans Specialist	LPM		Exhibition POC OPF

Procedure:

- Loans Program compiles and prepares all required documents for Formal Loan Request. Loan Request Report is generated in XG using loan and object information in XG. Loans Program creates a Dropbox for sharing information with Lender, Curator, and Exhibition Team – this includes a drafts folder with restricted internal access.
- **XG Action:** Notification – Dropbox Created
 - Sent from Loans Program to Division, Exhibition Team, and Lender, including instructions for the DropBox.

8. OPF provides packing and shipping estimates.

Responsible	Accountable	Consulted	Informed
OPF			

Procedure:

- OPF obtains shipping estimates and sends to Loans Program via XG Action and uploads relevant documentation to Dropbox drafts folder.
- **XG Action:** Notification – Packing and Shipping Estimates
 - Sent from OPF to Loans Program, indicating initial packing and shipping estimates.

Notes:

- As a matter of best practice, we want objects to arrive 4-6 weeks before installation date. Recently, items have been arriving early for photography, this is inadvisable. Storage, handling, insurance, staging, are all a challenge given current staffing and space. We don't allow items to be lent 4-6 weeks in advance of installation, we believe we should adhere to this. Closer review of collections for mounting should happen within this timeframe, or be negotiated with the lenders at the home institution.
- Lender’s requirements need to be considered, documented, and negotiated as necessary for exhibition timelines and budgets.

9. Loan Program submits Loan Request.

Responsible	Accountable	Consulted	Informed
Loans Specialist	LPM		Exhibition POC

Procedure:

- Loans Program sends Formal Loan Request to lender and updates XG status. Loan Request should include the same information we request from borrowers in outgoing loans. Exhibition dates should be known and locked by this point, as any changes in dates require renegotiation of agreements, which equates to at least four hours of work per instance for the Loans Program. A copy of the loan request should be uploaded to Dropbox.
- Attached documents include: Standard AAM facility report, Exhibition design available at the time, schedule of materials used in case construction, description of insurance coverage, and available environmental readings.
- **XG Status Update:** Request (Loans Program)
- **XG Action:** Notification – Loan Request Sent
 - Sent from Loans Program to Division, notifying Exhibits Team of formal Loan Request. Indicates completed loan request and information sent to Lender. All information about exhibition and desired objects should come from the exhibition team via XG. Delivered request should be symmetrical to information requested from borrowers in outgoing process.

INFORMATION REVIEW PHASE

10. Lender reviews Loan Request.

Responsible	Accountable	Consulted	Informed
Lender			

Procedure:

- Questions about the loan from the lender should be addressed to Loans Program with Exhibits POC cc'd.

11. Lender negotiates conditions with Loans Program.

Responsible	Accountable	Consulted	Informed
LPM	Lender	OPF Exhibition Team	

Procedure:

- Questions from the lender regarding loan conditions, spaces, transit, and other questions should be directed to the Loans Program Manager for distribution to appropriate points of contact.

12. Lender sends final Loan Agreement.

Accountable: Lender (Curator and Registrar)

Informed: Division (Exhibit Team and Liaison), Loans Office (MG, EO, RP)

Responsible	Accountable	Consulted	Informed
LPM	Lender		Exhibition POC

Procedure:

- Typically, we prefer to use the NMAH Incoming Loan Agreement, as it includes terms and conditions favorable to our interests. If the lender's contract is used, it must be approved by the Loans Program Manager with serious questions forwarded to the Office of General Counsel. While loan agreements do include specific language regarding intellectual property, there should be a separate agreement to secure the rights and reproductions for photographs. Loan agreements cover the lending of objects; photography considerations should be separate.

Timeline:

- Loan Agreements should be signed, sealed, and delivered at the earliest opportunity and at least 6 months ahead of installation (see notes). This is required for contracting the shipper and vendors related to exhibition.

Notes:

- Timeline for this task needs to be revisited. Exhibit projects needs this at engagement of fabrication contract, possibly 10-14 months ahead of time. Naturally, we cannot completely control this timeline as the object, the process, and the agreement are ultimately determined by the lender. However, every effort should be made by the Exhibition POC and Loans Program Manager to communicate this desired timeline with the lender early and often.

COMPLETED AGREEMENT PHASE

13. Loans Program accepts and signs Loan Agreement.

Responsible	Accountable	Consulted	Informed
LPM			

Procedures:

- Loans Program Manager receives, signs, and returns Loan Agreement from Lender and uploads a copy of the digital agreement to Dropbox. Loans Program – the LPM or delegated to a Loans Specialist - adds all additional information (cost delivery window, restrictions, conditions, etc.) to Loan Information in XG and updates status to Fulfillment.
- All special exhibition requirements outlining handling, environmental, security, access, rotation schedules, communications, publicity, IP, and other conditions must be captured either in the loan agreement or within the “Special Exhibition Requirements” field in the Loan activity record.
- **XG status update:** Fulfillment (Loans Program Manager)
- **XG Action:** Notification – Loan Agreement Signed
 - Sent from Loans Program to Exhibit Team/Curator, indicates completion of loan agreement per lender’s requirements and entry of any new information (cost delivery window, restrictions, conditions, etc.). Includes submission of digital agreement within Dropbox.
- **XG Action:** Due date – Loan Renewal
 - Sent from Loans Program to Loans Program to schedule a reminder for contacting lender about renewal 2-3 months before loan expires.

Timeline:

- Loans Program signs and returns Loan Agreement from Lender at least 6 months before installation date and at least 4 months before shipping (see notes).

14. Exhibit Team schedules conservation as necessary.

Responsible	Accountable	Consulted	Informed
Exhibition POC		PS Coordinator	

Procedures:

- Curator or Exhibition POC schedules object conservation as necessary with contracted conservator or NMAH Preservation Services. Curator or Exhibition POC enters dates for conservation treatment into XG.
- **XG Action:** Notification – Conservation scheduled
 - Sent from Exhibit Team to Preservation Services and Loans Program, indicating that conservation has been scheduled and uses due date field to reflect date of conservation work on objects.

15. Exhibit Team schedules installation.

Responsible	Accountable	Consulted	Informed

Exhibition POC			Loans Program OPF
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Procedures:

- Curator or Exhibition POC schedules installation and required mounting for object into exhibition. Curator or Exhibition POC enters date into XG and updates status to Exhibit Preparation Scheduled.
- **XG Action:** Notification – Exhibit Prep Scheduled
 - Sent from Division to Loans Program and OPF, indicating that installation of objects has been scheduled and uses due date field to reflect scheduling of mounting and installation.

16. OPF schedules delivery.

Responsible	Accountable	Consulted	Informed
OPF	Lender	Exhibition POC	Loans Program

Procedures:

- OPF contacts lender to schedule delivery of objects. OPF enters data and dates into XG and notifies the Exhibition Team.
- Objects should be received no more than 4-6 weeks before scheduled installation. Many lenders may prefer to deliver loans only immediately before installation or even on the same day.
- Before items may be scheduled for delivery, Exhibition POC must specify a space for interim storage of materials or exhibition prep and staging.
- **XG Action:** Notification: Incoming Loan Delivery Scheduled
 - Sent from OPF to Division (Curator and Exhibition Team) and Loans Program, indicating schedule and arrangements for shipping. Include dates, carrier, etc. which have also been updated in XG and uploaded to Dropbox.

Timeline:

- Purchase orders for shipping require 4-8 weeks prior to shipment. Incoming loans should arrive 4-6 weeks before installation date, but not for the purpose of photography, measurement, or advance viewing.

LOAN PROCESSING PHASE

17. Conservation and mounting proceed as required.

Responsible	Accountable	Consulted	Informed
Contract Conservator	Lender	Exhibition POC PS Coordinator	

Procedures:

- Lender and contracted service professionals coordinate scheduled, required conservation, mounting, packing and shipping. Conservation is not generally conducted on incoming

loans. If bracketing and mounting require time beyond installation, this should be coordinated with OPF to schedule shipping appropriately.

Timeline:

- Objects are shipped 4-6 weeks in advance for OPF processing; additional time (e.g. for special bracketing or mountmaking) should be planned with OPF.

18. Packing and shipping proceeds.

Responsible	Accountable	Consulted	Informed
Contract Shipper	Lender		OPF

Procedures:

- OPF works with Lender to confirm shipping details before delivery is expected.

19. OPF receives object, and notifies Loans Program and Exhibit Team.

Responsible	Accountable	Consulted	Informed
OPF			Loan Specialist Exhibition POC

Procedures:

- OPF receives lent objects and processes objects. Processing includes unpacking shipping containers; completing condition reports, photography, and receiving report; and releasing object(s) to Exhibitions Team. OPF notes storage location in XG.
- **XG Action:** Notification – Incoming Loan Received
 - Sent from OPF to Division, Loans Program, and Lender, indicating completion of receiving protocol.

20. Exhibit Team coordinates installation.

Responsible	Accountable	Consulted	Informed
Exhibition POC			OPF

Procedures:

- Curator or Exhibit Team POC works with NMAH or contracted installers to install object into exhibition. If conservation work or object mounting is required before installation, all locations are positively controlled and noted in XG. Once installed, XG status is updated by Curators or Exhibitions POC to Objects Installed. Appropriate location information and “on view” designation are also updated in XG. Loans Team sets notification dates for reviewing conditions of the object per the Loan Agreement.
- **XG Loan Child Status Update:** Objects Installed (Exhibit Team)
- **XG Action:** Notification – Installation Completed
 - Sent from Exhibition Team (Curator?) to Loans Program and Lender, indicating that installation is complete.
- **XG Action:** Due Date – Monitoring Review

- Sent from Loans Program to ??? to reflect the first date of review of object conditions as per loan agreement.
- **XG Status Update:** Completion (Loans Program)
- **NEEDS**
 - We need a release mechanism for OPF to Exhibition to document chain of custody. Build a released by/to/date into location activity?

RENEWALS

Contact lender and send renewal request notice.

Responsible	Accountable	Consulted	Informed
Loans Specialist	Exhibition POC		

Procedures:

- The Curator or Exhibition POC will indicate their interest in a loan renewal to the Loans Program 3 months in advance of loan termination. The Loans Program will send the lender a renewal notice asking to extend or renew the loan at least three months prior to the expiration date of the initial loan. There should be an XG notification to review the condition of the object 4 months before expiration of the loan. The renewal request should be uploaded to Dropbox.
- **XG Action:** Notification – Renewal Request
 - Sent from Loans Program to Division, indicating that the official renewal request has been sent to the lender

Timeline:

- Loan renewals should be initiated by the Division at least 3 months ahead of original loan expiration.

Loans Program negotiates renewal in Loan Agreement.

Responsible: Loans Program

Informed: Division, Lender

Responsible	Accountable	Consulted	Informed
LPM		Lender	Exhibition POC

Procedures:

- Loans Program provides further information about loan extension as requested by lenders. This process may include: condition reports, photographs, environmental conditions, and schedule of curatorial review. The information provided should be parallel to the information we require from borrowers in outgoing loans.

Loans Program extends insurance on loan.

Responsible	Accountable	Consulted	Informed
Loans Specialist	LPM	Office of Risk	Lender

		Management	
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Procedures:

- Loans Program reviews insurance register for items on loan that will be here beyond initial loan date - sends new Insurance Register Transaction to Risk Management.

Loans Program amends Loan Agreement.

Responsible	Accountable	Consulted	Informed
Loans Specialist	LPM		

Procedures:

- New loan agreement is generated with updated renewal dates and conditions. If the Lender requires us to sign their agreement, this requires review by Loan Program and sometimes by Office of General Council.

Loans Program sends new Loan Agreement to Lender.

Responsible	Accountable	Consulted	Informed
LPM		Lender	

Procedures:

- XG Action:** Document Shared – Loan Agreement (Renewal)
 - Sent from Loans Program to Lender, indicates that updated Loan Agreement has been sent/uploaded to Dropbox.

Lender signs and returns updated Loan Agreement.

Responsible: Lender

Informed: Loans Program

Responsible	Accountable	Consulted	Informed
Lender			Loans Specialist

Procedures:

- XG status update** (Renewal History): Renewed (Loans Program)
- XG Action:** Notification – Loan Renewed
 - Sent from Loans Program to Division, indicating that the loan has been renewed and the new expiration date.

LOAN RETURN

Exhibits team coordinates deinstallation.

Responsible	Accountable	Consulted	Informed

Exhibition POC		OPF	LPM
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Procedures:

- Curator or Exhibit Team POC works with NMAH or contractor to deinstall the object from the exhibition.
- Three months before planned deinstallation, Exhibition POC must work with OPF to begin planning for the packing and shipping of the returning loan. OPF will require fund information and special instructions from existing loan documentation.
- **XG Loan Child Status Update:** Deinstalled (Exhibition Team)
- **XG Action:** Notification – Objects Deinstalled
 - Sent from Exhibits Team to OPF, indicating that Indicates objects have been removed from exhibition for return. Indicates location.

OPF packs and ships object, indicating shipping information in XG.

Responsible	Accountable	Consulted	Informed
Contract Packer	OPF	Lender	LPM

Procedures:

- OPF packs and ships the object in the manner in its original packing or in the same manner in which it was originally packed. OPF should update the return shipping information in XG.
- **XG Loan Child Status Update:** Returned (OPF)
- **XG Action:** Notification – Objects Returned
 - Sent from OPF to Loans Program and Lender, including date of shipment and shipping information. Indicates completion of return protocol, packing and shipping for object return.

Lender confirms receipt of object.

Responsible	Accountable	Consulted	Informed
Lender			Loans Specialist

Procedures:

- Lender receives object and notifies Loans Program of receipt. Lender indicates completion of Loan Agreement.

Loans Program closes the loan.

Responsible	Accountable	Consulted	Informed
Loans Specialist	LPM		

Procedures:

- Loans Program updates loan status in XG to Closed and determines which paper files are necessary to retain in file. Loans Program checks Dropbox file for completion and archives as appropriate.

- **XG Loan Status Update:** Closed (Loans Program)

Appendix A. Roles and Responsibilities

Exhibits (Incoming Loans)

Exhibit POC	Procedures for incoming loans specify coordination between the Loan Program and a given exhibition requiring incoming in a manner similar to the Division POC above, through a designated Exhibit POC. This role may be filled by an Exhibition Collections Manager from the Collections Support Office, a Division POC, or another individual identified by an exhibition curator or Project Director. Exhibit POCs serve as the principal point of contact for communication and distribution of information between the Division, Loans Program, exhibition team, and external partners. The POC coordinates the conduct of loans within divisions based on division procedures, ensuring Curators and exhibition teams are aware of information requirements, deadlines, and deliberative needs for loans. Exhibit POCs are responsible for the handling and installation of loaned collections when they arrive at the museum and for planning and managing staging and storage. Exhibit POCs are responsible for working with Loans Specialists to ensure consistent communication, management, and entry of data into XG and for ensuring continuity of the whole process. Exhibit POCs are crucial in communicating loan budget requirements, restrictions, and other limiting information with exhibition teams and Project Directors. Exhibit POCs are responsible for ensuring that lender's requirements are met in the management of an exhibition space.
Curator	Curators for incoming loans are responsible for reaching out to partner institutions to inquire about the availability and propriety of collections for loan. Curators are responsible for introducing NMAH exhibition and loan practices to the lending institution, but not for negotiating the conditions of that loan. Curators are responsible for ensuring the required exhibition information is entered into XG for hand-off to the Loans Program.
Project Director	lorem ipsum
Project Manager	lorum ipsum