



**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. Borrower initiates inquiry with the Loans Program.

Responsible	Accountable	Consulted	Informed
Borrower			Division POC Loans Office (email) Affiliations (if affiliate)

Procedure:

- Potential borrowers interested in borrowing items from NMAH are directed by all parties and the Museum's website to contact the Loans Program office. An inquiry includes direct contact from potential borrowers who have previously reviewed NMAH loan process; inquiries passed along from curators, possibly including an object list; and affiliate inquiries passed along from affiliate program.

Timeline:

- Initial inquiries should be received well in advance (at least 4 months, ideally) of the Loans Program lead-time of 8 months before the borrower wishes to receive the object.

Notes:

- An "Inquiry" is an intentional, targeted request for a loan that includes a minimum of information to allow us to proceed, including; exhibiting venue information, topic or title of exhibition, dates of exhibition, and required objects or types of objects. Inquiries may come into the museum in many ways, but must be funneled through the Loans Office to initiate this process.

### 2. Loans Program creates a loan record in XG.

Responsible	Accountable	Consulted	Informed
Loans Specialist	LPM	Division POC	

Procedure:

- The Loans Program Specialist creates a Loan Activity Record for all loan inquiries with all available information. Minimal information should include borrowing institution, contact information, and exhibition dates. Capture as much information as possible from borrower inquiry. Determine which division will be working with this borrower. Following entry of

initial information into XG, the entering staff member creates an Inquiry Acknowledgment Letter via XG report, saving the pdf for email to the potential borrower. In addition to a Loan Activity Record, the Loans Program Specialist creates an object group to which divisions can link objects available for the loan.

- **XG Loan Status Update:** Inquiry (Loans Program Specialist)

Timeline:

- At this stage, much of the specific information regarding objects to be borrowed is unlikely to be known and detailed information relating to the exhibition and venue have probably not been provided.
- If the borrower provides a set date is for the exhibition opening, the Loans Program will advise on the necessary deadlines for submission of object information to the potential borrower and the loan application package to the Loan Program.

Notes/Questions:

- In XG, the Loans Program creates a group without anything in it, designates the purpose as “Loan,” and uses the loan number (YYYY.9NNN) in the title. Details may be added to the note to further identify the loan. Group name and loan number are sent to the Division POC. The Division, through POC or curator, will add all objects discussed with the borrower that are available for loan to the group.

Report generated/required documents

- Inquiry Acknowledgement Letter

**3. The Loans Program emails an Inquiry Acknowledgement Letter and Loan Application packet to the borrower and copies the Division POC.**

Responsible	Accountable	Consulted	Informed
Loans Specialist			Division POC Borrower

Procedure:

- Loans Program emails potential borrower with pdf of Inquiry Acknowledgement letter and cc’s and the appropriate Division POC. The email should inform the potential borrower that the process is still in the inquiry stage and is not yet considered a formal request. The letter describes what is required to proceed to the formal request, including the application packet. Loans Program Manager directs the borrower to the website for additional information on loan policies and procedures.
- **XG Loan Status Update:** Inquiry – Inquiry Acknowledged/Loan Application Sent (Loans Program Specialist)
- **XG Action:** Notification – Inquiry
  - Sent from Loans Program Specialist to Division POC/Curator and Loans Program; informs Division of inquiry, Loan Activity Record number and name
- **XG Action:** Due Date – Share object availability with borrower
  - Sent from Loans Program Specialist to Curator to set deadline for Curator to send required object information to the potential borrower (at least 2-4 weeks ahead of 8-month lead time).
- **XG Action:** Due Date – Loan Application

- Sent from Loans Program Specialist to Borrower; informs borrower of Loan Application deadline (giving Loans Program at least an 8-month lead time)

Timeline:

- The Loans Program will respond with an Inquiry Acknowledgement Letter within 5 days of receiving the initial inquiry. Object availability should be shared at least 2-4 weeks ahead of 8-month lead time. Loan Application is due at least 8 months ahead of requested delivery. Should happen upon creation of XG record

Report generated/required documents

- Loans Application packet

Notes/Questions:

- At this stage, we introduce the Loans Program as the principal point of contact and provide information as required (possibly all of it for expediency). Any communications with the potential borrower may use an inquiry number, not the internal loan number.
- All communications are occurring as an INQUIRY not a FORMAL REQUEST.

#### 4. Division and borrower negotiate available items.

Responsible	Accountable	Consulted	Informed
Borrower	Division (Curator)		Loans Specialist Division POC

Procedures:

- Curatorial divisions work with potential borrowers to identify objects available for lending and to provide borrowers with basic information about the objects being lent. Curators working with potential borrowers should keep in mind the condition, context, accession status, extent or cataloguing and description, and availability of collections when negotiating availability of objects. Curators should also communicate to borrowers that availability of objects and the transmittal of information do not indicate approval of the loan request. The Curator links objects available for loan and negotiated between the NMAH Division and potential borrower to the designated Loan Group in XG.
- **XG Action:** Notification – Objects linked to Loan Activity Record
  - Sent from Curator/Division POC to Loans Program.

Timeline:

- Information should be returned to borrower at least 2-4 weeks ahead of 8-month lead time.

Notes:

- Division POC works to coordinate the conversation between the borrower and the appropriate curator. POC isn't responsible for the communication and should not perhaps be relied upon to do the communication and the work. See Appendix A, Roles and Responsibilities for more information.

### INFORMATION COLLECTION AND EXCHANGE PHASE (DIVISION AND BORROWER)

#### 5. Divisions compile object information and description for the borrower.

Responsible	Accountable	Consulted	Informed
Curator			Loans Specialist

			Division POC
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Procedures:

- Division POC captures and enters basic object information into XG for transmittal to potential borrowers. Information must be entered into XG to facilitate data tracking and transmittal of information to the potential borrower as well as within NMAH. Required fields for review within XG include: XG ID, Accession Number, Catalogue number, Dimensions, Tier, Value, location, material, presence of hazardous material, country of origin, date of manufacture, maker, and a photograph.

### 6. Loans Program verifies object legal authority with NMAH Acquisitions Program.

Responsible	Accountable	Consulted	Informed
Loan Specialist		Acquisitions Program	Division POC

Procedures:

- Loans Program verifies legal title status of object in XG.
- **XG Loan Child Status Update:** Object Information Provided (Loans Specialist)
- **XG Action:** Due Date – Legal Title Check
  - Set for calendar review by the Loans Specialist, sending a calendar reminder/deadline for verifying legal title if not already in XG. To be completed within two weeks.

Notes:

- The NMAH Collections Management Policy requires that all objects placed on exhibition and lent to borrowing institutions be verified as part of the NMAH registered collection. Items on loan and on deposit to the museum cannot be lent to external museums. Collections that have not completed the acquisition process cannot be lent.
- This step is the one at which the division is indicating to the Loan Program that objects in the group created by the LP are ready to go and available for loan. Loan program as part of process of checking legal authority and working with acquisitions program to do this, links the objects to the loan activity and deletes the object group. At the end of this, loan program runs the report and sends the PDF to the division for approval and forwarding to the borrower.

Timeline

- 4 weeks required for review – group must be submitted to Loan Program at least 4 weeks before information is required by Borrower for submission of Loan application.

### 7. Loan Specialist completes and runs an Object Information Sheet in XG and sends as a pdf to the borrower.

Responsible	Accountable	Consulted	Informed
Loan Specialist	LPM		Borrower Division POC (email)

Procedures:

- Once the fundamental object information and Legal Title check are accounted for in XG, the Loan Specialist runs an XG Object Information Sheet report. The Object Information

Sheet is saved as a pdf and emailed to the potential borrower. The report summarizes all object information for the potential borrower and provides a consistent form for the potential borrower to include in their Loan Request and Application package.

Timeline:

- Completed application must be returned at least by 8-month lead time.

Notes:

- This information must be very clear that it indicates availability of objects, not approval.

Required Documents

- Object Information Sheet – priority form

**8. Borrower submits to the Loans Program a complete Loan Application package, including Loan Request pdf, Object Information Sheets, Facility Reports, Environmental Readings, and insurance information.**

Responsible	Accountable	Consulted	Informed
Borrower			Loans Program (email) Division POC

Procedures:

- The potential borrower electronically submits to the Loan Program a complete Loan Request including Object Information Sheets, facility reports, insurance information, and Loan Application packet.

Timeline:

- The Loan Request and accompanying documents should be submitted to the Loans Program no later than 8 months before the requested date of the loan.

Required Documents

- Object Information Sheet
- Borrower’s Facility Reports
- Borrower’s insurance information
- Loan Application Packet / Loan Request (pdf filled in by borrower)

Notes

- Include conservation standards for exhibitions as a list in application package and require initial or checkbox indicating they will meet the standards for the object, accompanied by submission of facility report (always) and exhibition design (preferred when available).

**REVIEW OF LOAN APPLICATION AND INITIAL ESTIMATES**

**9. Loans Office reviews Loan Application package for completion and schedules application review.**

Responsible	Accountable	Consulted	Informed
Loans Specialist	Loans Manager		

Procedures:

- Upon receipt of Loan Application/Request packet, the Loans Program updates all information in the XG Loan Activity Record and schedules review for next Loan Review

Committee meeting. In the time leading up to the review meeting, departments should proceed with reviewing the loan information (see steps 12a-e).

- **XG Loan Status Update:** Review – Loan Application Received (Loans Program Specialist)
- **XG Action:** Notification – Loan Application Received
  - Sent to the Curator and Loans Program to indicate receipt of completed application. Reminds Loans Program to create a Dropbox and insert application files.
- **XG Action:** Event – Loans Team Review of Application
  - Sent to Division POC, Loans Program, Preservation Services, and OPF to schedule the Loans Review Committee Meeting – usually the first Wednesday of every month, at least 2 weeks after receiving the application.

Timeline:

- Loan Applications will be reviewed during a meeting of the Loans Review Committee on the first Wednesday of every month from 9 am – 12 pm.

Notes:

- Add a second meeting if there are too many loans for one meeting.
- This step includes checking for completion – thorough review of information occurs at a later date, at the loan meeting.
- If borrower submits incomplete package, Loans Program sends an email that the package is incomplete and specifies missing information. Borrower is still expected to adhere to 8-month lead time when responding with additional information.
- If application package is submitted late, Loans Program can provide the earliest date at which the loan can be accommodated based on the 8-month lead-time. This message should include a 2-week deadline for response.

**10. Loans Program creates a Dropbox directory.**

Responsible	Accountable	Consulted	Informed
Loans Specialist			

Procedures:

- The Loans Program Specialist creates a Dropbox directory for the loan. The directory is labeled: "[NMAH loan number]\_[borrower institution name]". All materials from the Loan Application Package are saved into the directory. Dropbox sharing is modified to provide access to borrower POC, Loans Program staff, Preservation Services liaison, Division POC, Curators of items requested, OPF, and the Registrar. A Drafts folder with restricted access (only internal access) is created.

**11. The Loans Program generates a Loan Acknowledgement and Review letter and sends to the borrower. The Loans Program also includes an invitation to the Dropbox directory and indicates the review date for the Loan Request package.**

Responsible	Accountable	Consulted	Informed
Loan Specialist			Borrower Division POC

Procedures:

- Loans Program generates a Loan Acknowledgement and Review Letter from XG for notification of potential borrower confirming receipt of application. This notification also

includes access to the Dropbox directory and indicates the date of review by the Loan Review Committee.

- **XG Action:** Shared Document – Loan Request Acknowledgement
  - Sent to Borrower from Loans Program to confirm receipt of application and the date of review. The notification includes access and instructions for the DropBox directory, where the Loan Application Acknowledgement letter will be uploaded.

Required Documents

- Loan Request Acknowledgment and Review letter

**12. Loans Program proceeds with review of Loan Request and Application.**

**12a. General Loans Program Review**

Responsible	Accountable	Consulted	Informed
Loan Program Manager			

Procedures:

- Loans Program oversees the subtasks for the Loan Request and Application. In addition to the following subtasks, this includes the initial assessments of the proposed dates, loans process, staffing, security, insurance, and facilities.
- Loans Program Manager review includes facility report and insurance information.
- Questions about Facility, insurance or other components of the loan should be asked of the borrower at this time. The loan should come before the Loan Team with all relevant information available for review.

Timeline:

- Initial review and additional data gathering should be complete by the date of the Loans Review Committee meeting.

**12b. Preservation Review**

Responsible	Accountable	Consulted	Informed
Preservation Services Manager			

Procedures:

- Preservation Services engages in initial review of Loan Application focusing on review of material type and condition of the objects, proposed exhibition environment and required needs for conservation, handling, mounting and care. Preservation Services also reviews the plans for the exhibit and mounting designs.

Timeline:

- Initial review should be complete by the date of the Loans Review Committee meeting.

**12c. Handling/Packing & Shipping Review**

Responsible	Accountable	Consulted	Informed
OPF Manager			

Procedures:

- Objects Processing Facility engages in initial review of Loan Application focusing on review of object's handling, packing, and shipping needs.

Timeline:

- Initial review should be complete by the date of the Loans Review Committee meeting.

### 13. Convene Loan Team Meeting for Application Review.

Responsible	Accountable	Consulted	Informed
Loan Specialist (convenes)	LPM		Loan Team

Procedures:

- Loans Team convenes at appointed time with the object, if possible, for collaborative review of the Loan Application by representatives from Loans Program, Preservation Services, Objects Processing Facility, and Curatorial Division. The meeting provides an understanding of the full context for Loan Request including: Curatorial Division Priority; Loan Program review of restrictions, facility, and other liabilities; Preservation Services initial appraisal of object condition, material exhibition requirements, and estimated costs for conservation and mounting; Object Processing Facility review of object handling, packing, and shipping needs and estimated costs.
- Loan Specialist creates agenda, distributes, invites, holds everyone to task on meeting, takes notes as necessary in XG, documenting Special Exhibition Requirements.

Timeline:

- Loan Applications will be reviewed during a meeting of the Loans Review Committee on the first Wednesday of every month from 9 am – 12 pm.
- 20 minutes per loan review.
- We need to review for international loans timelines. CITIES permits, for example, can take up to six months. International often cannot actually be completed within the 8-month timeframe.

### 14. Preservation Services provides a preservation cost estimate to Loans Program, Division, and OPF.

Responsible	Accountable	Consulted	Informed
Preservation Services			Loan Tem

Procedures:

- At the Loan Team meeting, Preservation Services provides an informed cost estimate for the conservation and exhibit preparation of the requested objects based on past costs and loans. Costs are presented as a range of expected costs. Will include special requirements for exhibition of object.
- **XG Entry:** Information is captured in the Fees flexi (child) and Actual cost flexi (loan parent) as appropriate. For preservation, conservation and mounting estimates will likely fall within the Child record as they reflect the individual treatment of items. In the event that Preservation Services finds it most expedient to estimate overall costs for the loan, they may do so in the Parent record with costs noted as the whole. Information is captured in the Fees flexi (child) and Actual cost flexi (loan parent).



Timeline:

- Completed at or before the Loan Team meeting (20 minutes)

**15. OPF provides a shipping estimate to the Loans Program, Division, and Preservation Services.**

Responsible	Accountable	Consulted	Informed
OPF Manager			Loan Team

Procedures:

- At the Loan Team meeting, OPF provides a ballpark cost estimate for packing and shipping the object(s) to be loaned based on past costs and loans. Costs are presented as a range of expected costs.
- **XG Entry:** Information is captured in the Fees flexi (child) and Actual cost flexi (loan parent) as appropriate. For OPF, total packing and shipping estimates will likely fall within the Loan Parent as they reflect the entire conduct of the loan. In the event where OPF is able to break out individual costs in its planning, they may do so in the child portion with costs rolling into overall cost.

Timeline:

- Completed at or before the Loan Team meeting.

**16. Division POC or Curator determines the Curatorial Priority of the loan.**

Responsible	Accountable	Consulted	Informed
Division POC			Loan Team

Procedures:

- At the Loan Team meeting, Division POC/Curator determines curatorial priority of the object(s) to be lent. Division POC consults Loan Team regarding risks and liabilities for highly-rated, mission-critical loans and seeks authorization by the Associate Director of the Office of Curatorial Affairs.

Timeline:

- Completed at or before the Loan Team meeting.

Notes/Questions:

- Curatorial Priority is a measure of institutional priority and tolerance for accepting risk to collections. Create detailed chart of liability ratings. Highly-rated, mission-critical loans may require acceptance of liability and risk by the NMAH in order to see it completed. If the loan is approved with known risks accepted, the loan must have a highly rated priority, must have the risks and liabilities clearly detailed by the Loan Team, and must be ultimately authorized by the Associate Director of the Office of Curatorial Affairs.

**AGREEMENT PHASE**

**17. Loan Team determines recommendation for loan.**

Responsible: Loans Office (MG, EO, RP); Objects Processing (ER, CS); Preservation Services (AA, Conservator)

Accountable: Division (Curator, Liaison)

Responsible	Accountable	Consulted	Informed
Loan Specialist	Loan Team		

Procedures:

- Based on the input of the Loans Team, the Loans Program records the recommendation information and generates an XG report to send to the potential borrower communicating, through a letter accompanying the Loan agreement, the conditions of the proposed loan, including estimated costs, requirements for packing and shipping, specifications for mounting or exhibition changes.
- The accompanying letter clearly specifies that, while this Loan Agreement is offered between the institutions, the Agreement is subject to satisfactory completion and approval of all conditions laid out in the Agreement.

Notes:

- Recommendations to decline the Loan Request are presumed to be final with some statement of reason by the Loan Team. A decision to accept the Loan Request is subject to the following by the borrower:
  - acceptance of all documented conditions to the Agreement,
  - acknowledgement of estimated costs and agreement to pay them even if they should rise, and
  - acknowledgment that a survey by Preservation Services may provide further previously unknown information about collections that could contribute to a change in the conditions of the agreement, including: required environmental parameters; specifications for packing, shipping, handling, and mounting; and the overall approval of the loan.
- Many loans also required review and approval by the NMAH Collections Management Committee, Associate Director of the Office of Curatorial Affairs, and the Director. Approval at this level, when required, is a condition of the Loan Agreement.

Required documents:

- XG report notifying loan approval or rejection uploaded to DropBox with deadline for response
- Loan Recommendation Letter
- Loan Agreement
- **XG Entry:** Conditions are captured in the Loan Parent record field, “Special Exhibition Requirements.”

Notes:

- The condition survey is capable of uncovering new information about the objects and may change NMAH’s recommendation for the loan, as well as the costs and conditions required to move forward. While an initial review by Preservation Services is in place to minimize new and surprising information following the condition survey, review by Conservators may uncover information that will require the Loan Team to revisit and potentially revise the conditions for the loan.

**18. Loans Program issues the Loan Agreement with conditions and costs to the potential borrower.**

Responsible	Accountable	Consulted	Informed
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LPM			Borrower
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Procedures:

- Loans Program generates the Loan Recommendation Letter and Loan Agreement from XG report, indicating all estimated costs and conditions, and uploads to DropBox for printing by Borrower. Deadline for acceptance is set at two weeks. Borrower should return the Loan Agreement to Loans Program for counter-signature.
- **XG Status Update:** Agreement (Loans Program)
  - Indicates generation and delivery of the Loan Agreement.
- **XG Action:** Document Shared – Loan Agreement
  - Sent from Loans Program to Borrower, indicating that Loan Agreement has been uploaded to DropBox for approval and signatures. Due date is used to convey two-week deadline for acceptance of Loan Agreement terms and conditions.

Timeline:

- The Loans Program will set a 2-week deadline for review and response by the potential borrower agreeing to the conditions and costs. The borrower should acknowledge that these are estimates and the final numbers may be higher or lower.
- Loan Program Specialist contacts after two weeks with no response, gives an additional two weeks, at which point we need to know.
- Loan Agreements need to be happening around month 4 or 5 out of 8-month lead time.

Notes/Questions:

- Loan Agreements do not include costs as part of agreement – only an acknowledgment of estimated costs and agreement to pay the actual costs? Actual costs are controlled by outside contractors so should not be in agreement. Loan cost estimates are provided in the letter accompanying the Loan Agreement.

**19. Borrower signs and returns the Loan Agreement to the Loans Program.**

Responsible	Accountable	Consulted	Informed
Borrower			Loans Program

Procedures:

- Borrower signs the Loan Agreement and returns to the Loans Program agreeing to the conditions and estimated costs outlined in the Loan Recommendation Letter. Refusal of conditions or costs is considered a withdrawal of the Loan Request. Failure to respond and agree to conditions and costs within two weeks will be understood as a withdrawal of the Loan Request. Borrowers may petition review of conditions and costs within the review period, to be scheduled for review at the next Loan Team review meeting; the borrower should be aware that this could potentially push back delivery of the loan.
- The Loans Program countersigns and returns to the Borrower. The Loans Program sets deadlines for completion.
- The Loan Agreement should include language related to the borrower accepting the costs and agreeing to cover the costs by the vendors or approved vendors of their choosing provided they perform the exact same service.
- **XG Loan Status Update:** Fulfillment (Loans Program)
- **XG Action:** Notification – Loan Fulfillment (added by Loans Specialist)

- Sent from Loans Program to Division, OPF, Preservation Services; indicates Loan Agreement has been signed and returned; Preservation and OPF may proceed with loan preparation procedures. Due date can reflect expected delivery date.

Timeline:

- The deadline for acceptance of the Loan Agreement is two weeks.
- We should have this on a calendar as something that should be completed at least 3 months before the loan is to be delivered. Ideally we would have this completed at 4 months before delivery. [This is of course conditional on the nature of the loan. Conservation intensive items, international loans, etc will require more time.]

Notes:

- Questions from the borrower regarding the conditions and requirements of the Loan Agreement should be directed to the Loans Program Manager who is authorized to negotiate the conditions of the loan at her discretion. If significant changes are requested by the borrower and the priority for the loan is such that it is a Museum or Division priority, the Loans Program Manager may return consideration to the next meeting of the Loans Team. If the loan is of a modest priority, the LPM may decline to change conditions at her discretion.
- Satisfactory completion of conditions and Special Exhibition Requirements are determined at the discretion of the Loan Program Manager.

**20. Loans Program issues a notice to proceed with the loan.**

Responsible	Accountable	Consulted	Informed
Loan Specialist	LPM		OPF, PS, Division POC

Procedures:

- Upon receipt of acceptance of loan recommendation, the Loans Program issues a notice to proceed with the loan.
- **XG Action:** Notification – Proceed with surveys and cost estimates
  - Sent from Loans Program to OPF, Preservation Services, and Curator; includes a due date 4-5 months out from requested delivery as a reminder; notifies Loans Team to proceed with scheduling surveys and acquiring cost estimates

**PROCURE COST ESTIMATES AND SURVEYS**

**21a. Preservation Services schedules survey.**

Responsible	Accountable	Consulted	Informed
Conservator		Division Curator	Division POC OPF

Procedures:

- Preservation Services schedules a survey with Preservation Services conservation staff. Preservation Services sets and documents the date for the preservation survey in XG (where?).

- Notification goes to the Conservator with the deadline for survey. Conservator reaches out to Division curator to schedule survey based on mutual availability.
- **XG Loan Child Status Update:** Preservation Survey Scheduled (Preservation Services)
- **XG Action:** Notification - Preservation Survey Scheduled
  - Sent from Preservation Services to OPF and Loans Program; due date should convey date of survey (which should be conducted at least 4-5 months ahead of requested delivery). Notifies OPF to begin reviews/estimates.

Timeline:

- Treatment must be completed at least one month before packing and shipping by OPF. In order to move forward on schedule, curators must provide timely access to objects for review.

**21b. OPF Survey (as above, but OPF)**

Responsible	Accountable	Consulted	Informed
OPF	Loans Program	Curator	Division POC

Procedures:

- Preservation Services schedules a survey with Preservation Services conservation staff. Preservation Services sets and documents the date for the preservation survey in XG within the Status Note and on the Loan Program calendar.
- Ideally, OPF will have reviewed the item in person at the small group meeting. If object is not at the meeting, OPF will coordinate with the conservator and Carol to be included in the preservation survey for capturing required information for shipping estimates. If these cannot be accomplished and no additional appointment for review of the objects can be arranged between OPF and the division, then shipping estimates do not proceed until after the survey is completed.
- **XG Loan Child Status Update:** OPF Survey Scheduled (OPF)
- **XG Action:** Notification - Preservation Survey Scheduled
  - Sent from Loans Program; due date should convey date of survey (which should be conducted at least 4-5 months ahead of requested delivery). Notifies OPF to begin reviews/estimates.

Timeline:

- Treatment must be completed at least one month before packing and shipping by OPF. In order to move forward on schedule, curators must provide timely access to objects for review.

**22. Procure shipping estimates.**

Responsible	Accountable	Consulted	Informed
OPF	Loans Program	Curator	

Procedures:

- OPF submits requests for quotes to packing and shipping firms as appropriate for final quotes. Consistent object and borrower information should be generated via an XG report for distribution to the firms.
- If the treatment or prep is likely to change the dimensions of the objects, then this process does not start until the survey is completed.

- Considerable variation from estimate requires notification of the Loans Program.

### 23. Curator submits case for loan to Collections Committee Review (if necessary).

Responsible	Accountable	Consulted	Informed
Curator Division POC	Curator		Registrar LPM

#### Procedures:

- Curator or Division Point of Contact submits review of loan to Collections Management Committee as a case to be reviewed at the next Committee meeting. Curator informs Loans Program of submission, sends to chair of Collections Management Committee. Loans must go to the Collections Management Committee if they include objects that are tier 4, national treasures, or On-Demand loans.
- **XG Action:** Notification – Loan case submitted to Collections Committee
  - Sent from Curator to Loans Program; due date should reflect date of Collections Committee review

#### Timeline:

- Proposal should be made immediately after completion of Preservation Survey, at least 3 months before delivery of the loan.

### 24. Conservator completes Preservation Survey.

Responsible	Accountable	Consulted	Informed
Conservator	PS Coordinator		Curator Division POC

#### Procedures:

- The Conservator completes the preservation survey and enters availability of lab time, estimated time for preservation, and estimated cost into XG at the object level. A pdf of the survey report should be uploaded to Dropbox. XG child status is updated to Preservation Survey Completed, triggering a notification to the Preservation Services liaison for cost estimation and to the Division for review.
- **XG Loan Child Status Update:** Preservation Survey Completed (Preservation Services)
- **XG Action:** Notification – Preservation Survey Completed
  - Sent from Preservation Services to Loan Program, OPF, and Division. Notifies Loan Team of availability of lab time and estimated costs. A PDF summary will have been uploaded to DropBox.
  - Survey is made as a pdf, but information will be added to the notes field in the loan child, estimated costs, to the child fees flexi.

### 25. Determine preservation cost and vendor.

Responsible	Accountable	Consulted	Informed
PS Coordinator		Loans Program	Division POC

#### Procedures:

- Preservation Services Liaison identifies and secures quote from conservation vendor. Assessment, needs, hours, vendor, and anticipated costs are confirmed in XG. Costs include materials, exhibit prep, and treatment.
- Coordinator reviews special exhibition requirements to the Loan Activity record activity: Spec\_Exb\_Req\_. May include light levels, temperature, relative humidity, mounting, and handling instructions as required. If changes are required, Coordinator consults immediately with Loan Program Manager to determine if Amendment to the Loan Agreement is required.
- Loans Program reviews updated costs and conservation information and sends a soft notification to the Division POC with a deadline for review of information. This is when discussion and negotiation occurs related to when actual costs are somewhat different from the initial estimates.
- **XG Action:** Due Date – Review Preservation Surveys
  - Sent from Loans Program to the Division POC; requests review of Preservation Surveys; one-week deadline conveyed in due date.
- **XG update:** add cost of materials, exhibit prep, and treatment to flexi field dropdowns in loan record

Timeline:

- Timeline for completion of review is one week.

Notes:

- This information is sent to the Division for basic review and general information sharing – NOT for Division authorization. Coordinated for review by Division POC per Division practice.

**26. OPF determines shipping cost and vendor.**

Responsible	Accountable	Consulted	Informed
OPF			Loans Program

Procedures:

- Upon return of quotes from vendors and final evaluation by OPF, the cost, details, and vendor for packing and shipping are entered into XG. OPF completes survey after preservation survey in case liabilities are discovered. There is overlap in communication between OPF and conservators.
- **XG Loan Child Status Update:** OPF Survey Completed (OPF)
  - Update costs in Actual Cost flexi within Loan Activity Record.
- **XG Action:** Notification – OPF Survey Completed
  - Sent from OPF to Loans Program, indicating that the shipping estimate is complete. Include potential dates for packing and shipping.
  - Does cost estimate get added at the item or loan level.

**APPROVAL PHASE**

**27. The Collections Management Committee recommends approval of the loan (if necessary).**

Responsible	Accountable	Consulted	Informed
CMC		LPM, Curator	Loans Program Curator

Procedures:

- Collections Committee recommends approval of the loan. If OCA/Director approval is not required, the Loans Program can proceed to generating the Loan Agreement and notifying the potential borrower.
- **XG Status Update:** Approved by Collections Committee

Timeline:

- As soon as possible following Preservation Survey, at least 3 months before delivery of loan.

Notes/Questions:

- At present, anything requiring CC also requires Associate Director approval, and all Tier 4 loans require Director's approval.
- On Demand loans should go through Collections Management Committee.

**28. Office of Curatorial Affairs/Director approves the loan (if necessary).**

Responsible	Accountable	Consulted	Informed
OCA		LPM, Curator	Loans Program Curator

Procedures:

- OCA/Director approves the loan. Loans Program proceeds to generating the Loan Agreement and notification of Potential Borrower.
- **XG Status Update:** Approved by OCA/Director (Loans Program)

**30. The Division approves the treatment and display conditions; notifies Preservation Services and the Loans Program.**

Responsible	Accountable	Consulted	Informed
Division POC		Curator	Loans Program

Procedures:

- Division reviews the updated Preservation Services assessment/recommendations for conservation, mounting, packing, and shipping. Division POC updates XG child status to Approved by Division (indicating approval by Curator). XG Action notifies the Loans Program to prepare the Loan Agreement and notify Preservation Services they can proceed with treatment if approved.
- **XG Action:** Notification – Division Approval
  - Sent from Curator to the Loans Program and Preservation Services; indicates approval of the Curator and Collections Committee/OCA/Director (from earlier).
- **XG Status Update:** Treatment and Conditions Approved (Loans Program – after receiving notification from Division)
- **XG Action:** Due Date – Review Conditions (Loans Program)



- Sent from Loans Program to the Borrower – indicates that conditions for the loan have been uploaded to DropBox for review. Include due date of two weeks, allowing time for negotiation.

Timeline:

- This is due one week out from initial notification (previous task).

## LOAN PROCESSING AND PREPARATION PHASE

### 31. Preservation Services schedules preservation treatment with conservator contracted by the Borrower.

Responsible	Accountable	Consulted	Informed
PS Coordinator	Borrower	Division POC	

Procedures:

- Preservation Services, working with the Borrower who has contracted an approved conservator, works with contractor to schedule time in conservation lab for treatment of object. Preservation Services negotiates with Division for access to objects and transfer to lab. If no treatment is required, proceed directly to packing and shipping. Preservation Services Liaison updates XG with information about conservator, cost of treatment, and date/time of treatment following introductions with borrower.
- **XG Loan Child Status Update:** Preservation Scheduled (Preservation Services)
  - Indicates that the Borrower has reached an agreement with the conservator and noting the start and end date for treatment.
- **XG action:** Notification – Preservation Scheduled (Preservation Services)
  - From Preservation Services to OPF. Due date reflects date of preservation treatment.

### 32. Contractor proceeds with preservation treatment.

Responsible	Accountable	Consulted	Informed
Contractor	Borrower	Division POC	

Procedures:

- Object is transferred to the conservation lab for treatment.
- **XG Location Update:** Preservation Services Coordinator or Conservator updates location upon receipt in lab. ODRs no longer in use for this scenario.

### 33. OPF works with Borrower to schedule and plan shipping with approved contractor.

Responsible	Accountable	Consulted	Informed
OPF	LPM	Borrower Contractor	

Procedures:

- OPF schedules packing and shipping with the consultation of the Borrower and approved packing/shipping contractor. OPF updates XG status to Packing and Shipping Scheduled, indicating that the borrower has reached an agreement with the shipper. XG should capture dates for packing, shipping, and delivery. This update triggers the generation of an Outgoing Receipt, carnet, and other delivery documents.
- **XG Loan Child Status Update:** Packing and Shipping Scheduled (OPF)
  - Indicates borrower has reached an agreement with the shipped; note dates for packing, shipping, and delivery
- **XG Action:** Notification – Packing and Shipping Scheduled
  - Sent from OPF to Loans Program; use due date to reflect shipping date; note dates for packing, shipping, and estimated delivery. Reminder for Loans Program to create Outgoing Receipt, carnet, and other delivery documents.

Notes

- Access to objects depends on the completion of conservation and mounting and should be coordinated with Preservation Services and Division. This step includes planning and scheduling full documentation of objects for shipping (carnet, etc.), schedule and arrangements for security for objects in transit, schedule and arrangements for couriers, and other tasks required for planning and scheduling transportation of object to Borrower.

**34. Loans Program submits insurance information to SI Office of Risk Management.**

Responsible: Loans Office (MG, EO, RP)

Consulted: External (Risk Management)

Responsible	Accountable	Consulted	Informed
Loans Specialist	LPM		Office of Risk Management

Procedures:

- Loans Program fills out the SI Office of Risk Management database for applying for insurance. If Borrower’s insurance is used for coverage, Loans Program ensures a completed certificate of insurance coverage is received and uploaded to Dropbox prior to shipment.

**35. Contract conservator submits preservation report.**

Responsible	Accountable	Consulted	Informed
Contractor	Borrower	Conservaor	Division POC Curator

Procedures:

- Upon completion of conservation treatment and mounting, contract conservator provides Preservation Services with the preservation reports describing object treatment. Preservation Services enters relevant information (including?) into XG and uploads the preservation reports to Dropbox (or just to XG?).
- **XG Loan Child Status Update:** Preservation Completed
- **XG Action:** Notification – Preservation Completed (Preservation Services)
  - Sent from Preservation Services to the Division, indicating that the contractor has completed conservation treatment and mounting for shipping/exhibition. Division should review conservation report and physical object (if needed).

**36. Division reviews object condition and indicates its availability to OPF.**

Responsible	Accountable	Consulted	Informed
Division POC	Curator	PS Coordinator	OPF

Procedures:

- Division reviews and approves conservation and mounting, indicating availability of the object for packing and shipping. Per Division practice, can be handled by POC or curator, as appropriate.
- Best Practice calls for objects to go directly to OPF – Curators should review objects in the conservation lab. Object scheduled for photography, should be managed to and from Conservation Services by Division POC..
- **XG Loan Child Status Update:** Preservation Approved (Division)
- **XG Action:** Notification – Object Available for Packing and Shipping (Division)
  - Sent from Division to OPF, indicating that object is available for packing and shipping.

Timeline:

- Divisions have one week to review objects. After that time, objects are available to OPF for packing and shipping.

**37. Transfer to OPF for inspection, processing, packing and shipping.**

Responsible	Accountable	Consulted	Informed
OPF	Division POC		

Procedures:

- As scheduled, OPF works with Division to transfer objects to OPF storage for packing and shipping. OPF proceeds with condition reporting and standard processing. OPF confirms object identification and generates all XG reports required for outgoing objects including Carnet, Container list, Outgoing Condition Report, photographs, etc.
- This needs to happen 1-2 months before ship date. Needed by OPF to ship date-4 weeks (national); -8 weeks international.
- OPF records object storage location in OPF in XG.
- **XG Child Status Update [loan activity]:** Objects at OPF (where can we track this in XG? Also update location in addition to status)

Required/generated documents:

- Outgoing Receipt (generated by Loans Program)
- Carnet, container list, Outgoing Condition Report, photography, etc. (OPF)

**38. Loans Program generates Outgoing Receipt.**

Responsible	Accountable	Consulted	Informed
Loans Specialist OPF	LPM Registrar		

Procedures:

- The Loans Specialist generates the Outgoing Receipt for the loan in XG, indicating a formal notification that all documents are signed and the packing and shipping can move forward.
- Loan Program Manager reviews all Conditions and Special Exhibition Requirements for satisfactory completion.
- Outgoing receipt is signed by the Loans Program Manager or the Registrar as required.
- **XG Status Update:** Outgoing Receipt Issued (Loans Program Specialist)
- **XG Action:** Document Shared – Outgoing Receipt
  - Sent from Loans Program to OPF, indicating that Outgoing Receipt has been uploaded to DropBox and that packing and shipping can move forward. Use due date to confirm shipping date.

Required documents:

- Outgoing Receipt

Notes:

- This is the final critical step indicating the acceptance and meeting of all conditions of the Loan Agreement. Issuance and signature of this document represents acknowledgement by the NMAH that all required conditions enabling the Loan Agreement have been met and the loan may proceed.

### 39. OPF and contractor pack objects for shipment.

Responsible	Accountable	Consulted	Informed
Contractor	OPF		

Procedures:

- OPF, working with contractor, packs objects for shipment.
- Include within the shipment clear documents about what our expectations are for receiving the loan and timelines for reporting the loan and returning the loan. – make this a checklist that tells what people have to do.
  - Make this a cover letter that introduces the loan – gives contact information, gives unpacking and repacking instructions. Tells people to save the crates and packing materials, gives instructions for reporting and renewal and return.

### 40. OPF and contractor ship loan to borrower.

Responsible	Accountable	Consulted	Informed
Contractor	OPF		Borrower Loans Program Manager

Procedures:

- OPF, working with contractor, ships objects. OPF notes change in object location in XG and updates status to In Transit, indicating completion of packing and shipment of object and triggering notification of Division and Borrower.
- **XG Loan Status Update:** In Transit (OPF)
- **XG Action:** Notification – Objects Shipped
  - From OPF to Loans Program and Borrower, indicates completion of packing and shipment of object.

#### 41. Borrower receives loan.

Responsible	Accountable	Consulted	Informed
Borrower			Loans Specialist

Procedures:

- Borrower receives objects and notifies OPF and Loans Program immediately of initial receipt. Borrower also confirms handling and installation.
- Borrower signs and returns scan of Object Outgoing receipt.

**XG Loan Status Update:** Loan received by Borrower (Loans Program)

#### 42. Borrower installs objects.

Responsible	Accountable	Consulted	Informed
Borrower			Loans Specialist

Procedures:

- Borrower installs objects, documenting condition and installation as required.
- If the loan is being accompanied by a courier to oversee and guarantee installation, the courier is empowered to serve as an agent of the NMAH, reviewing satisfactory completion of all required Conditions and Special Exhibition Requirements. Variance from the Loan Agreement will be communicated immediately to the Loan Program manager at whose discretion delivery and installation may be halted if all conditions are not met.

#### 43. Loans Office updates all information in XG.

Responsible	Accountable	Consulted	Informed
Loans Specialist	LPM		

Procedures:

- Upon notification from Borrower, Loans Specialist updates all relevant information in XG and sets XG status to Completion. Loans Specialist schedules dates for return and renewal notifications within XG and generates a pdf of compiled correspondence to update to Dropbox and attach to Loan Activity as a media file.
- **XG Loan Status Update:** Completion (Loans Program)
- **XG Action:** Due Date – Monitoring
  - Scheduled by Loans Program according to Loan Agreement
- **XG Action:** Due Date – Request Loan Renewal (if applicable)
  - Scheduled by Loans Program 6 months in advance of loan termination
- **XG Action:** Due Date – Confirm return of object
  - Scheduled by Loans Program 2-3 months in advance of loan termination

### MONITORING PHASE

#### 44. Loans Office monitors the loan according to the Loan Agreement.

Responsible: Borrower

Accountable: Loans Program

Responsible	Accountable	Consulted	Informed
Borrower	Loans Specialist		

Procedures:

- According to the terms of the Loan Agreement, the Loans Program receives information from the borrower regarding object condition; environmental and display conditions; and insurance policies and updates this information in XG and Dropbox.

Notes:

- Responsibility is determined in Loan Agreement (i.e. borrower sends condition reports, monitoring data, etc. or coordinates an NMAH representative to view the objects in person).

## RENEWAL PHASE

### 45. The Loans Program reviews the possibility of renewal if requested by the Borrower.

Responsible	Accountable	Consulted	Informed
Borrower	Loans Specialist	Division POC PS Coordinator	

Procedures:

- The Loans Program reviews loan files 3-4 months in advance of loan termination date using the XG-generated renewal report.
- The Loans Program contacts the Curator to consider objects for renewal and inquire if objects are free to remain on loan pending conservation review.
- Only after curator approves, can the request go to the borrower, and then to Preservation services
- **XG Action:** Due Date – Curatorial Renewal Review
  - This pings 7 months ahead of termination of loan.
  - Replies should be requested within two weeks.
  - Include Affiliations in notification where appropriate, to work with Division POC

Timeline:

- Completed renewal request with all required information from Borrower must arrive at least 3 months ahead of loan termination date on Loan Agreement.

### 46. Curatorial Division advises on the renewal of loan.

Responsible	Accountable	Consulted	Informed
Division POC	Curator	LPM Borrower	

Procedures:

- Loans Program sends request to review renewal to Curatorial Division POC. Division reviews the file and discusses issues with Loans Program. Preservation Services sends email to Loans Program Manager advising for or against renewal (can we do this in XG?). Loans Program asks borrower for additional information, if necessary.
- This exists to ensure that the Curators don't need the items back and the renewal information can proceed. If the renewal cannot go forward, there is no information.
- Provisional review by Preservation Services happens at the discretion of the loans program who contacts Preservation Services Coordinator for initial review for objects that are known to be sensitive to environmental conditions and may require return on the basis of known sensitivities.

**47. Loans Program confirms renewal request with borrower.**

Responsible	Accountable	Consulted	Informed
Loans Specialist	LPM	Borrower	

Procedures:

- Loans Program requests renewal data (condition report, photographs, environmental data) and Loans Program Manager renegotiates terms of the Loan Agreement with borrower. Loans Program reviews any non-conservation items that may need to change (labels, display, etc.). Loans Program prepares paperwork and insurance register to process the loan renewal.
- Will also have to submit to borrower a notice via email. Phone calls are also appropriate here.
- Email should include dropbox information, where they can add this information.
- Email first, phone calls should be done for all returns if we don't hear back from them with this.
- **XG Action:** Due Date – Request Loan Renewal (if applicable)
  - Scheduled by Loans Program 6 months in advance of loan termination
  - Sends to Loan Program and to Borrower
- **XG Action:** Due Date – Confirm return of object
  - Scheduled by Loans Program 3 months in advance of loan termination
- 

Timeline:

- Borrowers failing to respond will receive a notice reminding them of the termination of the loan 3 months before return. From this point, extension of the loan is no longer possible.

**48. Preservation Services advises on the renewal of loan.**

Responsible: Preservation Services

Consulted: Loans Program, Borrower

Responsible	Accountable	Consulted	Informed
PS Coordinator		Division POC Conservator	

Procedures:

- Loans Program sends request to review renewal to Preservation Services Coordinator. Preservation Services Coordinator reviews the file and discusses issues with Loans Program, Division POC, and Conservators as required. Preservation Services sends email to Loans

Program Manager advising for or against renewal (can we do this in XG?). Loans Program asks borrower for additional information, if necessary.

**49. Loans Program extends insurance, if necessary.**

Responsible	Accountable	Consulted	Informed
Loans Specialist	LPM		

Procedures:

- Requires updated value information from Curator.
- Loans Program adjusts FAIRS database if the borrower is using SI insurance. If not using SI insurance, Loans Program requests certificate of insurance for loan renewal period.

**50. Loans Program creates a formal renewal notice to be signed by Loans Program Manager and Borrower.**

Responsible: Loans Program

Informed: Borrower

Responsible	Accountable	Consulted	Informed
Loans Specialist	LPM		

Procedures:

- Loans Specialist drafts a formal renewal notice for a signature from the Loans Program Manager. The renewal notice refers to all conditions in the original agreement and notes any amendments to the original agreement. The notice is uploaded to Dropbox as a pdf with instructions for the borrower to return the form.
- **XG Status Update (Renewal History):** Renewed (Loans Program)
- **XG Action:** Document Shared – Loan Renewal
  - Sent from Loans Program to the Borrower, indicating that the formal renewal notice has been uploaded to Dropbox. Use due date field to reflect when the notice should be signed and returned.

Timeline:

- Renewal must be signed by Borrower 4 weeks before termination of the loan. Failure to do so requires OPF to begin planning for the return of the loan.

**RETURN/CLOSING THE LOAN PHASE**

**51. Loans Program confirms and plans return of the object(s).**

Responsible	Accountable	Consulted	Informed
Loans Specialist		Borrower OPF	

Procedures:

- Loans Program contacts OPF to ensure borrower has started return process.
- **XG Loan Child Status Update:** Scheduled for Return (Loans Program)
- **XG Action:** Notification – Scheduled for Return



- Sent from Loans Program to OPF and Division, indicating that the return of the object has been verified and scheduled.

Timeline:

- Initiation of return should occur 6 weeks before the return is due.

**52. OPF arranges return shipping with borrower and shipping contractor as per the Loan Agreement.**

Responsible	Accountable	Consulted	Informed
OPF		Borrower Contractor Division POC Off-Site Manager	

Procedures:

- OPF consults the Borrower and Shipping Contractor to arrange shipping according to the Loan Agreement.

Notes:

- NMAH often works on borrower’s time, which sometimes creates difficulties with returning objects. Have to consider the borrower’s budget and offsite concerns (crating/not crating; storage vs. shipping crate).
- OPF should coordinate return of the item with Division POC. Items returning to Off-Site require coordination with Off-Site Manager

**53. OPF receives the object and updates loan information.**

Responsible	Accountable	Consulted	Informed
OPF Off-Site Manager			Loans Specialist Division POC

Procedures:

- OPF conducts an incoming condition report and updates XG. Object location updated to OPF location by OPF staff.
- **XG Loan Child Status Update:** Returned to OPF (OPF)
- **XG Action:** Notification – Returned to OPF
  - Sent from OPF to Loans Program and Division, indicating the location of object(s) at OPF; includes information about return to Division

**54. Division receives object from OPF and updates information.**

Responsible	Accountable	Consulted	Informed
Division POC	OPF		Loans Specialist

Procedures:

- Upon receipt of object, the Division updates the object location in XG.
- **XG Loan Child Status Update:** Returned to Division
- **XG Action:** Notification – Returned to Division

- Sent from Division to Loans Program, indicating that the Loans Program may close the loan file.

**55. Loans Program reviews the loan file before closing the loan.**

Responsible	Accountable	Consulted	Informed
Loans Specialist		Borrower	

Procedures:

- The Loans Program reviews the loan file for completion and compares outgoing/return receipts to ensure all objects have been returned. Loans Program invoices the borrower for any remaining costs agreed upon in the terms of the Loan Agreement.
- **XG Loan Status Update:** Closed (Loans Program)

## Appendix A. Loans Platform Roles and Responsibilities

### Loans Program

#### Loans Program Manager

**Authorities:** The Loans Program Manager is the Museum's responsible authority for ensuring the legal and ethical conduct of loans to and from the NMAH. The Loans Program manager is delegated authority to negotiate and sign Loan Agreements and supervises that role in the Loans Program. The Loans Program Manager sets priorities and manages workflow for museum loans and is responsible for delegating tasks to Loans Specialists and ensuring efficient communication with all colleagues inside and outside the Museum. The Loans Program Manager reviews and ensures that all conditions and special exhibition requirements outlined in the Loan Agreement have been met before the execution of the loan.

**Exemplar Tasks:**

- Review Facility Reports
- Review, negotiate, send and sign loan agreements
- Ensure conditions required by Loan Team are met, cancels loan if they are not

**Currently in Role:** Margaret Grandine

#### Loans Specialist

**Authorities:** Loans Specialist is a role responsible for facilitating communication, processing and conduct of loans to and from the museum. Working from several different positions (from designated loans specialists to registration specialists, or with the NMAH Affiliations Program on contract basis), Loans Specialists are delegated authority based on training and experience to communicate directly with partners inside and outside the museum, prepare and manage loans data within XG, review and prepare loan applications for processing and comment, prepare and draft loan agreements and other official communication, and communicate authorized decisions to partners inside and outside the museum.

**Exemplar Tasks:**

- Creates XG records for loans, enters data into record
- Communicates with lenders and borrowers, sending reports, letters and information
- Verifies object legal status
- Schedules, convenes, and conducts Loan Team meeting
- Sets deadlines for tasks as identified in Procedural documents

**Currently in Role:** Kristie Dafoe, Elle Olszewski, Rosemary Phillips, Stephanie Ruse, Meagan Smith (Rosemary and Meagan only work on Affiliates work)

#### Registrar

**Authorities:** The Registrar supervises the activities of the Loans Program, ensuring efficient, legal, and ethical conduct of NMAH Loans. The Registrar is

delegated authority to negotiate and sign Loan Agreements, though in practice that authority lies principally with the Loans Program Manager. The Registrar may authorize outgoing receipts as required.

Currently in Role: Josh Gorman

## **Objects Processing Facility (OPF)**

### **OPF Manager**

**Authorities:** The OPF Manager is the Museum's responsible authority for ensuring the legal, safe, and protected transit of collections materials lent to and from the Museum. The OPF Manager is responsible for identifying and maintaining relationships with and auditing the work of vendors selected to conduct the handling, packing, and shipping of collections materials to and from the Museum. The OPF Manager sets priorities and manages workflow of the OPF and is responsible for delegating tasks to the Outgoing Loans Coordinator and ensuring efficient communication with all partners inside and outside the Museum.

**Exemplar Tasks:**

- Reviews loan application materials, advising on propriety and cost of packing and shipping for proposed loans
- Coordinates cost estimates and procurement for packing and shipping
- Prints reports for packing and shipping including CITIES permits, outgoing receipts, others as required.

Currently in Role: Ed Ryan

### **OPF Outgoing Loans Coordinator**

**Authorities:** The OPF Outgoing Loans Coordinator is responsible for the safe handling and packing of collections materials lent from the Museum. The OPF Coordinator communicates with partners inside and outside the Museum to ensure safe handling and inventory control of collections outside Division control and works with Loans Specialists to update and manage loans data in XG for efficient communication and report generation.

**Exemplar Tasks:**

- Coordinates access to and review of objects after provisional approval
- Prints reports for outgoing materials including outgoing receipts, bills of lading, etc.
- Enters object location information in XG for materials outside Division control.

Currently in Role: Carol Slatick

## **Division Point of Contact (POC)**

**Authorities:** The Point of Contact is the principal point of contact for communication and distribution of information between the Division, Loans Program, and external partners. The POC coordinates the conduct of loans within divisions based on division procedures, ensuring Curators are aware of information requirements, deadlines, and deliberative needs for loans. Division POCs work with Curators to make collections available for review and handling by Preservation Services and OPF. Depending on Division procedures and authorizations, POCs are not responsible for procuring the information required for loans, designating the availability of objects for loan, or ensuring that information and decisions are delivered by established deadlines. At the Loan Team meetings where provisional loan decisions are negotiated within the NMAH, the POC is responsible either for representing the Division's interests for the collections materials under review, or ensuring the staff authorized to do so are in attendance. NMAH Divisions should establish clear guidelines within curatorial units of the authorities delegated to POCs.

The Loans Platform trusts that POCs, when they speak for the division, are doing so with the internal authorization of required to do so. POCs are responsible for communicating appropriate loans information with individual curators as required by Division custom and practice.

**Exemplar Tasks:**

- Informs division curators of loan requests
- Coordinates with Loans Specialists to ensure full entry of required information in XG
- Ensures responsible division parties are aware of loans information needs and deadlines
- Coordinates initial review and provisional approval of loans at the Loans Team meeting by either ensuring responsible authorities are present or by representing the Division
- Facilitates availability and movement of collections between division and distributed care areas (preservation labs, OPF, etc.)
- Tracks completion of object information in inquiry, updates Loans Specialists when information is available

**Currently in Role:** List of Div POCs

### **Curator**

**Authorities:** Curators are responsible for the care of objects within their collections. As such they are responsible for indicating the availability of Museum collections for loans and advising on the propriety of a loan within specific circumstances. Curators are responsible for providing required descriptive and cataloguing information about collections and reviewing the intellectual property of objects being proposed for loans. Curators are responsible for advising on the importance of a loan and are principal voices in mediating the acceptable circumstances of a loan.

Curators have the first say about the availability of an object for loan and offer important insight when negotiating conditions and special exhibition requirements.

- Exemplar Tasks:
- Negotiates availability and propriety of objects on loan
  - Identifies objects required for incoming loans, initiates inquires for those objects
  - Compiles and ensures entry of all required information in XG
  - Proposes loan to Collections Management Committee as required.
  - Authorizes treatment of collections after preservation survey.

## **Preservation Services**

### **Coordinator**

Authorities: The Preservation Services Coordinator provides initial review of the preservation needs of museum collections. Working with individual conservators, the Coordinator communicates broad preservation environment needs and anticipated preservation costs at the Loan Team provisional review meeting. The Preservation Services Coordinator works with Loans Specialists, Division POCs, and Conservators to schedule preservation surveys. The Preservation Services Coordinator helps ensure the availability and movement of museum for review and communicates deadlines for surveys, reports, and approvals. The Preservation Services Coordinator is responsible for identifying and maintaining relationships with and auditing the work of vendors selected to conduct the conservation treatment of museum collections. The Preservation Services Coordinator facilitates communication between external partners, vendors, and conservators to ensure the safe, efficient, and approved treatment of museum collections.

- Exemplar Tasks:
- Reviews loan application materials for conservation needs and propriety of preservation environment
  - Advises on propriety and cost of loan preservation
  - Works with Division POCs and Conservators to schedule survey
  - Works with Division POC, Borrower to contract and schedule treatment

Currently in Role: [vacant] Richard Barden, acting

### **Conservator**

Authorities: Museum Conservators are responsible for advising on the required treatment, mounting, and shipping needs of museum collections through the Preservation Survey. Conservators are the expert voice in the museum on the physical state and requirements for care of collections. Conservators set broad guidelines for the preservation environment and exhibition materials appropriate for collections and advise on the specific needs of surveyed collections within the specific context of the loan request. Conservators supervise and review the treatment of museum collections conducted by contracted conservators.

## **Loan Team**

The Loans Team conducts the initial review of loan applications to indicate provisional approval of a loan. The Loan Team is made up of representatives from the Loan Program, the Division whose object is being lent, OPF, and Preservation Services. The Division, based on their policy and practice, may delegate authority to the POC or to individual curators. Approval of a loan by the Loan Team assumes the loan is acceptable to the Museum provided there are no changes to the request by the borrowing museum, that the borrowing museum agrees to all conditions required of the loan, and that there are no unexpected liabilities to the collections discovered by the preservation survey. Provisional approval of a loan by the Loan Team, except where further approval is required by the Collections Management Committee and Associate Director of OCA, indicates that the Loan Program will proceed with the conduct of the loan.

## **Courier**

### Authorities:

Couriers accompany collections requiring additional handling oversight, security, or review of conditions. Couriers are assigned to loans in coordination with the Loans Program Manager and the responsible curator and should reflect the courier's specific knowledge about and experience handling collections; the courier's ability to safely handle the object and provide adequate care throughout the trip; the courier's suitability to serve as a liaison between NMAH, transportation agents, art handlers, exhibition installers, and the borrowing museum; the courier's knowledge of local languages, as appropriate, and previous experience working with lenders or serving as a courier. The courier, acting as the agent of the NMAH, has full authority to act in protection of the object, up to and including the termination of a loan agreement if the courier feels that it is necessary, until the object is officially released to the borrowing museum. Decisions regarding the conduct of the loan should be made in coordination with the NMAH Loans Program, though the courier is empowered to make decisions regarding the integrity of the lent materials on an emergent basis as required.

### Exemplar Tasks:

- Accompanies lent objects throughout travel, easing passage through transportation, and ensuring appropriate handling and care
- As required, provides complete oversight of collections at all time until lent items are deposited in agreed upon locations
- Attends to the needs of the lent collections on behalf of the NMAH at all times
- Ensures that required conditions of loans are met at the point of installation