

NATIONAL MUSEUM OF THE AMERICAN INDIAN

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2006 ACTUAL	263	32,193	4	1,281	15	3,771	0	28
FY 2007 ESTIMATE	283	31,266	5	1,038	16	6,458	0	498
FY 2008 ESTIMATE	283	32,000	5	1,038	16	6,458	0	498

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Performance Category	FY 2007		FY 2008		Change	
	FTEs	\$000	FTEs	\$000	FTEs	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	54	5,260	54	5,407	0	147
Provide reference services and information to the public	41	4,733	41	4,836	0	103
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	44	5,290	44	5,400	0	110
<i>Collections</i>						
Improve the stewardship of the national collections	33	3,972	33	4,053	0	81
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	21	2,505	21	2,556	0	51
Enhanced Management Excellence						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	14	1,742	14	1,779	0	37
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	24	2,808	24	2,867	0	59

Performance Objective/ Performance Category	FY 2007		FY 2008		Change	
	FTEs	\$000	FTEs	\$000	FTEs	\$000
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	32	3,232	32	3,327	0	95
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	4	371	4	378	0	7
Modernize the Institution's financial management and accounting operations	8	650	8	672	0	22
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	5	427	5	442	0	15
Modernize and streamline the Institution's acquisitions management operations	3	276	3	283	0	7
TOTAL	283	31,266	283	32,000	0	734

BACKGROUND AND CONTEXT

The National Museum of the American Indian (NMAI) is committed to advancing knowledge and understanding of the Native cultures of the Western hemisphere—past, present, and future—through partnerships with Native people and others. The Museum works to support the continuance of culture, traditional values, and transitions in contemporary Native life.

To achieve the goal of Increased Public Engagement, NMAI will focus its resources to support community-curated gallery rotations each year in the three core exhibits, and to present contemporary works of art to the public in a fourth gallery in the Mall Museum. These exhibits, along with significant educational and public programming, are expected to attract an anticipated 1.5 million visitors annually. The offering of crafts demonstrations, educational presentations, seminars, and symposia throughout the building will ensure a meaningful visitor experience. Web content based on these programs will reach distant “virtual visitors” to the Museum, who may not be able to come to the East Coast but can avail themselves of technology and written materials developed at NMAI. Through its community-curated exhibitions and public programming, the Museum continues to present the contemporary voices of Native peoples to educate and inform the public while countering widespread stereotypes.

The FY 2008 budget estimate includes an increase of \$734,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, NMAI is directing its resources to: 1) activities that will result in increased visitation to the Mall Museum, the Cultural Resources Center in Suitland, Maryland, and the George Gustav Heye Center (GGHC) in New York City; 2) public programming that will encompass the indigenous peoples of the Western hemisphere (as mandated in the NMAI legislation) and will demonstrate the presence of contemporary Native peoples today; and 3) outreach to Native communities, tribes, and organizations, through technology, internships, seminars, and symposia.

Outreach efforts will continue to bring the Museum and its resources to audiences through media such as radio and the Web, and via innovative outreach and training programs. These contacts will link external communities to audiences at the Mall Museum through technology and involvement in planning and programming. The Film and Video Center will present the variety and excellence of Native productions at both the Mall Museum and the GGHC.

In education, funding will continue for planning and operating programs seven days a week, including interpretive activities, cultural arts performances, demonstrations, and resource materials about Native American history and cultural heritage. The Resource Centers will continue to provide daily information about Native peoples of the Western hemisphere, including Hawaii, thereby providing opportunities to correct stereotyping and expand knowledge. Various tribal educational resources, including curricula, will be made available to local Washington, DC-area teachers.

In addition, staff will make research, film, video, audio, and photographic content developed for Mall exhibitions broadly available both in the Mall Museum and to Native American communities and public audiences, through the Web, printed materials, and collaborative activities with other groups and organizations.

NMAI staff will continue to oversee group and school tour programs, and volunteers, and direct presentations in galleries and all public space and program areas to ensure maximum use of all the educational resources of the building to enhance the visitor experience.

The goal of Enhanced Management Excellence will be addressed by efficiently and economically designating resources to meet the mission of the Museum, implementing the goals of the Smithsonian Institution, and enhancing the collection through the acquisition of contemporary works.

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (54 FTEs and \$5,407,000)

- Continue to develop and administer a community services program plan and involve 10–15 new communities in program activities
- Maintain a continual NMAI outreach presence in Native communities, by attending 10–15 outreach venues year-round; outreach activities will serve as a constant reminder about the services available through art and internship programs, training activities, and other NMAI opportunities
- Develop a formal process for traveling approximately 3–4 NMAI exhibitions on tour to the communities represented in those exhibitions, including training in exhibition installation, and a community brochure or exhibition guide to assist the community in its own education and outreach efforts
- Develop a formal process for community-curated exhibitions, working with 1–2 communities per year to loan NMAI objects to a tribal museum, cultural center, or related entity, including training in exhibition development and object curation, and related assistance for the community to develop its own education and outreach efforts
- Follow a proposed Memorandum of Understanding (MOU) with the Smithsonian Institution Traveling Exhibition Service (SITES) to develop a small panel exhibition traveling show that has relevance for Native communities; under this proposal, a set of panels will travel to tribal museums, cultural centers, or related entities, and include general assistance for the community to develop its own educational and outreach efforts
- Solidify and expand Latin American programming efforts by developing a consistent and targeted program for Latin American constituencies, including internships, visiting professional appointments, radio, visiting artists, youth mural projects, and annual workshops, and by alternating virtual museum workshops with museology workshops
- Provide consistent and accurate translations of NMAI materials in Spanish, including website materials, to serve constituents in Latin America and the Spanish-speaking public in the United States
- Maintain strong personal relationships with the international community in and around Washington, DC for the purposes of developing relevant and interesting programming and serving constituent needs throughout the Western hemisphere, including

the Ball State University initiative serving more than 20 million students via satellite broadcasting

- Present (through the Cultural Arts Department) at least six programs that serve the international community in and around the Washington, DC area and at least three programs in collaboration with embassies from Latin American countries and Canada
- Develop a public access Film and Video Center at the GGHC that supports access to and increases the awareness of the NMAI Film and Video Center and its collections.
- Develop and conduct a varied menu of tours, cultural demonstrations, teaching art programs, family programming, and workshops for students and teachers
- Build the Cultural Interpreters Program to include 20–30 volunteer interpreters
- Arrange to have symposia and seminars staff host two significant symposia or seminars annually in support of the Museum as a place of civic engagement
- Develop a Native Museum Alliance Network to facilitate the loan of NMAI objects to tribal museums and cultural centers
- Increase the GGHC's community outreach initiatives within the metropolitan New York City area, with special focus on targeted programs in the Pavilion to reach local Native populations
- Present diversified and ongoing publications and cultural arts programs (e.g., music, dance, storytelling, drama) which will educate the public about the history and significance of Native cultures, including 10–15 cultural arts programs each month that encompass craft demonstrations and theatrical performances
- Continue cultural arts programs and author programs, as well as collaborations with other Smithsonian bureaus and Washington-area cultural institutions, and supplemental programs for approximately 20 schools in the local and regional communities
- Continue monthly programs presenting performing arts (at least one per month), arts and craft demonstrations (at least one per month), and writers' programs (one per month). Programs in the Museum and in local communities will serve at least 30 schools
- Maintain a diversified and ongoing publications program that educates the public about the history and significance of Native cultures through the production of books, recordings, children's and educational materials, brochures, retail products, and other printed matter
- Conduct approximately 12 educational workshops annually
- Analyze requirements, design, and implement a new website component to provide Americans with educational resources tied to grade levels and national curriculum standards

- Undertake electronic community-based outreach efforts to bring the Museum's resources to more American communities. Electronic information projects, video conferencing, podcasts, and Web casts will link communities to Museum activities and programming in Washington, DC and New York City
- Develop Web broadcasts and podcasts derived from various cultural arts programs, and implement them throughout FY 2007 and 2008
- Support multi-department use of a customer relationship management system to email electronic newsletters to subscribers to present quarterly information about the Museum and its diverse programs. Increase electronic newsletter subscriptions by 5 percent through provision of more relevant and personalized information
- Maintain a computer system that supports data collection from a wide variety of NMAI public program activities to create an institution-wide system for collecting educational program outputs
- Increase the size of the Museum's Cultural Registry at a rate of 20 percent per year, with a goal of 5,000 total, current records by the end of 2008. An improved data system will enable NMAI to capture a wide variety of information on performing artists, writers, and artisans, which will be made available on demand to Smithsonian systems

Provide reference services and information to the public (41 FTEs and \$4,836,000)

- Conduct activities that are responsive to the needs of Native communities by serving as a national leader in the area of training in museum practices. This will involve refining internship, visiting professional, technical assistance, Traditional Artist, and Workshop programs to strengthen their effectiveness and inclusiveness; serving 30–35 interns, 4–5 visiting professionals, and 1–2 technical assistants; and offering 4 workshops annually
- Solidify the Native Arts Program to include visiting artist, community symposia, and youth mural programs; maximize efforts by developing associated opportunities in the areas of community-based activities, exhibitions (physical and virtual), public programs, and publications; and expand contacts and relationships with fellow museum institutions
- Establish an effective radio production and Webcasting schedule that ensures the delivery of compelling and relevant audio programming to audiences throughout the world, and build partnerships with other Native media organizations, including American Indian Radio on Satellite (AIROS), Koahnic Broadcasting, Aboriginal Voices Radio, and Radio Bilingüe

- Expand the NMAI Interactive Learning Center's (ILC) interface to provide daily information services about NMAI and Native peoples to the public, including access to electronic resources and in-depth content about the Museum's exhibitions and events in New York City and Washington, DC, as well as educational resources for teachers and information about NMAI's collections
- Develop and incorporate recordings and other media from artists, community visitors, presenters, and field projects, related to NMAI's public programs or outreach efforts, into the Resource Centers through interactive educational presentations. Collect program-related recordings, books, and website information for incorporation into Resource Center delivery systems
- Collect and make accessible materials from at least 40–50 programs, including audio and video recordings, photographs, recorded interviews, etc., per year to all relevant NMAI units and efforts. This includes archives, Resource Centers, websites, recordings, books, etc.
- Develop an integrated plan for using technological tools to deliver connections and services to Native communities via the Web, including the Museum's collections resources, approximately six new feature stories, 2–3 underserved new communities on Indigenous Geography, versions of the virtual exhibitions produced in the Virtual Museum Workshops, and Web-based training materials and classroom support (for distance-education applications)
- Conduct 2–3 week Virtual Museum Workshops with Native students who access culturally relevant objects in the collections to provide virtual exhibits for the communities and the ILC
- Conduct 1–2 video conferencing programs with Native communities that provide access to culturally relevant objects in the NMAI collections, and record the sessions for use in other Museum and community projects
- Work with local schools to conduct one semester-long student project that connects Latin American immigrant students with NMAI collections to which they have cultural connections
- Develop non-commercial publications—in alternate text-file formats, including PDFs and PODs—to support the activities of various Museum departments (e.g., Public Programs, Cultural Resources, and Community Services) and to promote outreach to the general public by augmenting awareness of Native American life and educating the public about the history and significance of Native cultures
- Provide analysis and programming support to maintain and enhance public access kiosks in NMAI's Interactive Learning Centers at the

Museum on the National Mall and the GGHC. Maintain interactive resources in the ILC and the Resource Center work-study areas and classrooms to ensure that 95 percent of the kiosks are available for public access 95 percent of the time

Offer compelling, first-class exhibitions and other public programs (44 FTEs and \$5,400,000)

- Provide research support and assistance for the development of exhibits and public programs based on NMAI's collections. Support development of three exhibitions a year. Exhibits under development for FY 2008 include a collaborative exhibit with the Heard Museum, *Identity by Design*, and *Fritz Scholder*. The latter exhibition is scheduled to open simultaneously in New York City and Washington, DC. Provide websites for new exhibits
- Provide daily technical support for exhibits, interactive kiosks and NMAI's Lelawi Theater, replace and repair outdated equipment, and ensure that the kiosks and the theater are available for public access 95 percent of the time
- Expand and develop NMAI's website to provide in-depth content about all exhibitions and events in New York City and Washington, DC. Increase the number of website visits by 5 percent yearly
- Expand NMAI's capacity to disseminate information to all audiences by offering access to approximately 7,000 NMAI collections records
- Rotate communities into the three permanent galleries (each approximately 300 square feet), and install one major exhibition in the 8,500-square-foot Changing Gallery
- Continue exhibition planning/curatorial/design with communities for the FY 2008 community rotation. This includes script development, design finalization, and object selection of up to 150 objects per community
- Install exhibits that interpret the building, grounds, and the Museum to the visitors. These exhibits will be located in the Potomac rotunda, a central gathering place for live presentations and a visitor information center situated at the point of entry to the Museum
- Initiate exhibition planning/management/design with communities for the FY 2009 community rotation. Include initial contact with communities, travel to sites for meetings, preliminary script development, and community visits to the Cultural Resources Center for object viewing and preliminary selection
- Complete the design, fabrication, and installation of the NMAI *Fritz Scholder* exhibit, scheduled to open in FY 2008 at both the GGHC and on the Mall

- Provide a year-round exhibition program at the GGHC for three major galleries, and the Photo Corridor Gallery, and offer daily cultural interpreter programs, major monthly programs, and a major film festival. Projects include the preparations for the collections survey in FY 2009, the *Fritz Scholder* exhibit, and a major film festival
- Organize four workshops and networking opportunities for Native film makers and Native media organizations with the television, film, and media industries
- Collaborate with Native educational organizations, such as Oyate, American Indian Library Association, National Indian Education Association, and the Canadian Arts Council. Work with them to identify video resource materials
- Present a regular, ongoing schedule of programs encompassing Native cultural arts in collaboration with communities and curatorial teams that complement and expand on exhibition themes
- Use the Museum's collections to produce various print and electronic products (e.g., books, posters, calendars, notecards, etc.) for sale and distribution to Museum visitors and the general public
- Continue to produce and provide print and electronic pieces to enhance the visitor experience with general information about the Museum, its exhibitions, programs, and other services. These resources will be available in alternate formats, including Braille and Web access, and will be evaluated by the responsible department
- Evaluate visitor services to ensure an effective orientation for public audiences at NMAI

Improve the stewardship of the national collections for present and future generations (33 FTEs and \$4,053,000)

- Provide information about NMAI's collections via a website. Review and update records for public access. Digitize objects needing higher quality digital images than those taken during the move of collections. Augment digitization, cataloguing, and electronic access to NMAI's collections resources
- Present a revised, NMAI Board-approved collections policy and collecting plan to the National Collections Office
- Continue to implement a pesticide research project to assess pesticide use in NMAI's ethnographic collections, in coordination with the Smithsonian's Museum Conservation Institute, leading to an enhanced understanding and actual use by Native communities to mediate the impact of contaminating materials
- Provide consultation and assistance to domestic and international indigenous communities for the research, repatriation, and management of specific kinds of culturally sensitive collections,

including approximately six consultations, four traditional care visits, and two to three repatriations

- Continue to provide physical access to the collections for Native visitors, teachers, and students
- Augment physical access to NMAI collections with virtual exhibitions from products created during Virtual Museum Workshops and recorded video conferences

Strengthened Research

Ensure the advancement of knowledge in the humanities through original research (21 FTEs and \$2,556,000)

- Undertake research for a collections survey exhibit to open at the GGHC in 2009
- Develop the intellectual component of the collections by performing collections-based studies that enhance existing electronic content, and increase the potential of the collections for future scientific inquiry and public use
- Develop procedures to include digital narratives provided by visiting researchers and Native experts to augment collections records
- Maintain and extend staff use of an NMAI collaborative, Web-based toolset to add knowledge and context to both individual collections records as well as related groups of collections objects. Undertake research for publications and media products to produce educational resource materials in connection with the Museum's public programs
- Continue ongoing research to add historic, geographic, and statistical content to all exhibitions and educational programs and resources

Enhanced Management Excellence

Improve the overall cleanliness and efficient operation of Smithsonian facilities (14 FTEs and \$1,779,000)

- Provide maintenance and visitor support services for a seven-day-a-week operation open to the public at GGHC in New York City
- Provide ongoing oversight and management of all NMAI facilities, including maintenance, security, and visitor support, in coordination with appropriate Smithsonian Institution offices and the General Services Administration

Modernize the Institution's information technology (IT) systems and infrastructure (24 FTEs and \$2,867,000)

- Ensure that NMAI personnel can rely on IT systems in three different locations (New York, Maryland, and Washington, DC) to undertake daily work activities. NMAI technical staff work locally to provide secure, reliable, and efficient systems, meeting federal

- standards, with less than 1 percent downtime
- Maintain three computer rooms, internal networks, servers, and Museum-based applications, including collections management, research, conservation, photo services, archives, electronic signage, welcome desks, group reservations, public programs, interactive exhibits, Webcasting, distance education, registries of cultural interpreters, community services events, as well as secure significant digital resources. Information and technology specialists work closely with NMAI staff to analyze processes and determine where economies of scale, integration across functions, and other efficiencies can be achieved
 - Maintain NMAI project and program management systems to effectively manage and coordinate programs across organizational lines, manage capacity, and ensure availability of staff, space, and fund-based resources

Strengthen an institutional culture that is customer centered and results oriented (32 FTEs and \$3,327,000)

- Align, integrate, and manage NMAI's physical, financial, human, management, and technological resources and systems to ensure effectiveness and measurable productivity in all aspects of the Museum's operations
- Provide effective and responsible fiscal management of NMAI's resources to meet all of the changing needs, obligations, and priorities of NMAI and the Smithsonian
- Develop and maintain training plans for all staff members; complete annual staff appraisal and performance plans with 100 percent participation; and provide staff with the results of a biennial NMAI Employee Survey

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (4 FTEs and \$378,000)

- Foster and sustain a productive work environment that supports the recruitment, retention, and recognition of NMAI's staff
- Foster and sustain a productive and supportive work environment for NMAI that values initiative, creativity and teamwork, and that reflects an awareness of and sensitivity to Native culture, values, and protocols
- Manage an active, supportive, and responsive human resources (HR) operation within NMAI, including recruitment, training, implementation of disciplinary actions, time and attendance tracking, maintenance of performance plans, and appraisals
- Provide special training opportunities for NMAI staff to gain and expand knowledge and proficiency in key areas related to their work, and career goals, consistent with NMAI needs and priorities
- Foster and implement HR policies and procedures to achieve a

diverse workforce

Modernize the Institution's financial management and accounting operations (8 FTEs and \$672,000)

- Manage all NMAI-related budgeting activities on an integrated basis, including support and technical assistance to NMAI staff and provision of information to Smithsonian Institution, Office of Management and Budget, and Congress, both for baseline operations and new funding for the operation of the Mall Museum
- Provide effective and responsive fiscal management to meet the changing needs, obligations, and priorities of NMAI and the Institution

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (5 FTEs and \$442,000)

- Continue to maintain high visibility in the press to ensure positive reviews in the local, national, international, and Indian Country media
- Focus programming on Native populations in the Western hemisphere
- Manage ongoing and proactive outreach programs, including public relations and media programs to enhance the Museum's visibility nationally, internationally, and among Native peoples

Modernize and streamline the Institution's acquisitions management operations (3 FTEs and \$283,000)

- Oversee all NMAI procurement and travel on an integrated basis
- Foster diversity in the procurement process

NONAPPROPRIATED RESOURCES—General trust funds provide support for salary and benefit costs for the Museum Director. Donor/sponsor-designated funds provide support for salaries and benefits for development staff; publications and special events for exhibition openings; and costs related to specific programs and projects, including educational programs, advertising, production of fundraising proposals, member- and donor-related special events, and outreach activities.