

ARTHUR M. SACKLER GALLERY/FREER GALLERY OF ART

	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	50	5,659	0	0	56	8,074	0	9
FY 2007 ESTIMATE	57	5,720	0	51	58	9,895	0	0
FY 2008 ESTIMATE	57	5,867	0	1	58	9,895	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Performance Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	8	803	8	823	0	20
Provide reference services and information to the public	8	803	8	823	0	20
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	15	1,505	15	1,544	0	39
<i>Collections</i>						
Improve the stewardship of the national collections	14	1,405	14	1,441	0	36
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	4	401	4	412	0	11
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	3	301	3	309	0	8
<i>Management Operations</i>						
Modernize the Institution's financial management and accounting operations	5	502	5	515	0	13
Total	57	5,720	57	5,867	0	147

BACKGROUND AND CONTEXT

The Freer Gallery of Art and the Arthur M. Sackler Gallery (FSG) celebrate the artistic traditions of Asia and are widely regarded as one of the world's most important centers for collections of Asian art. The museums collect, study, exhibit, and preserve exemplary works of Asian art, as well as works by Whistler and other American artists represented in Charles Lang Freer's original gift. The combined resources of the museums are directed toward programs that advance understanding of the arts of Asia and of the museums' collections.

To achieve the goal of Increased Public Engagement, FSG will continue to maintain momentum in hosting exhibitions of international importance and complementary public programs, as well as expand the number and range of exhibitions and object loans offered to other museums and cultural and educational institutions throughout the nation and internationally. Associated with these activities will be a continued emphasis on exhibition-related scholarly research and an increased Web presence.

To meet the goal of Strengthened Research, FSG will devote resources to maintain the outstanding conservation and scientific research programs currently in place for the analysis, study, and conservation of Asian art and objects. Scholarly research on the collections, as well as broader research on Asian art and culture, will be further enhanced by maintaining a dedicated position to oversee scholarly programs and publications.

To support the goal of Enhanced Management Excellence, FSG will continue to participate in programs designed to improve the Institution's management and financial systems, and continue to evaluate and modernize its internal organization and systems.

For FY 2008, the estimate includes an increase of \$147,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, FSG has developed a long-range strategic plan that focuses on an aggressive, multi-year strategy of high-profile exhibitions and research projects to raise attendance and reassert FSG's pre-eminence in the field of Asian art.

For FY 2008, FSG will present three major international loan exhibitions and two contemporary installations, as well as continue with its thematic exhibitions drawn from the collection's permanent holdings. The

year will begin with the second rotation of *Highlights from the Price Collection*. Considered the finest collection of Japanese paintings in private hands, the exhibition is made up of some 150 screens, hanging-scrolls, and hand-scrolls from the 17th to 19th centuries. As the only venue on the East Coast, this visually stunning exhibition will highlight the artistic richness of the Edo period and introduce visitors to one of the most important collections of its kind in the Western hemisphere.

In the summer of 2008, FSG will celebrate the arts of South Asia with two major international exhibitions: *The Garden and the Cosmos: Art of Jodhpur* will present royal paintings from 19th century Rajasthan. Never exhibited and largely unpublished, these large-scale, dramatic works help rewrite the history of later Indian painting. Concurrently, the Sackler will host an exhibition on some of the finest 16th and 17th century paintings and calligraphies created at the courts of the Mughal emperors. These works will showcase the refinement of Mughal court painting at the height of the empire's political and economic power. *Falnama: Omens, Dreams, and Divination*, which was originally planned for 2007, has been moved to the fall of 2008. The exhibition will focus on a series of most unusual 16th and 17th century royal manuscripts from Turkey and Iran, which have not been widely studied despite their importance. The dramatic manuscript paintings will be complemented by textiles, ceramics, and metalwork, and will offer new insight into the rich artistic exchange between the Ottoman and Safavid empires at the height of their political rivalry.

To strengthen collegial ties and offer a regular program on the arts of Asia to new audiences, FSG will continue to develop a network of museum partners, often where collections and/or areas of expertise are lacking. The *Asia in America* program showcases the holdings of important American institutional collections of Asian art through an ongoing series of exhibitions presented at the Sackler, which will strengthen ties with other cultural institutions throughout the nation and with local audiences of program participants. For its *Perspective* series, which showcases contemporary Asian art, the Sackler will collaborate with the Queensland Museum in Australia to introduce FSG audiences to the exciting and ground-breaking work of contemporary artists from Asia and the diaspora.

To provide greater access to high-quality educational resources, FSG will be looking more carefully at state, county, and municipal learning mandates to ensure that FSG's programs support curricula. In addition, FSG will devote more effort to developing long-lasting teaching materials based on the FSG's world-renowned collections, and placing more educational resources on the FSG website to make it the premier online resource in the United States for information on the arts of Asia.

In the area of collections management, FSG plans to increase public access to the collections through digital technology, and to ensure data integrity in the digital collections management system. Additionally, the FSG will work toward effectively using grants for students to work on collections management records, providing for more timely and greater public access to the entire collection. FSG will implement recommendations from the current space allocation studies, thereby promoting efficient use of storage space and access to the collection by scholars and the public. Plans have been prepared to increase storage in the library, which is much used by the public, scholars, and staff, and which will enable FSG to avoid off-site storage for a major part of the collection.

Improvements in visitor services are expected during FY 2008, primarily as a result of continuing visitor surveys and improved signage and way-finding. FSG expects to survey visitors to determine their interest in the use of increased technology in exhibitions, as well as in the use of hand-held, electronic, self-guided tours. FSG will continue to focus on making its collections accessible to the public through its website. The website will offer an expanded number of objects for viewing and research by national and international audiences. FSG is also studying several of the Sackler galleries to determine if they could accommodate a future orientation center.

To achieve the goal of Strengthened Research, FSG will continue to devote resources to its internationally renowned conservation department and laboratory. Research work in the analysis, study, conservation, and long-term preservation of Asian art objects and materials of Asian art will help guarantee that objects from FSG's collections and many other museums remain accessible to future generations. In FY 2008, curators and researchers will continue to study and publish new research on the collections, including the recent gift of Japanese prints from the Robert O. Muller collection, ancient Chinese art donated by Dr. Paul Singer, the extensive collection of ancient Chinese jades, and the major collection of early biblical manuscripts. In addition, work will continue on five volumes of the Freer's collection of Song and Yuan paintings.

The addition in FY 2006 of a dedicated staff person to oversee and coordinate scholarly research and publications will enable FSG to continue to foster closer links with university partners, such as the University of Michigan, and supervise the publication of the *Ars Orientalis* journal and a newly revived scholarly monograph series. FSG also plans to present at least one symposium for serious art collectors, where curators will offer their expertise in analyzing the nature and provenance of collectors' objects, an investment that FSG hopes will open doors for future donations to enhance the collections. To safeguard the conservation department's reputation as

one of the world's finest scientific research and conservation centers in Asian art, FSG also will begin a program to modernize its equipment inventory through upgrades, enhancements, or replacement of outdated equipment.

To meet the goal of Enhanced Management Excellence, FSG expects to play a continuing leadership role in developing sophisticated collections management systems. In addition, as implementation of the new Institution-wide financial and human resources systems is expanded, it is anticipated that they will result in improved administrative efficiencies and reporting mechanisms within FSG. This will enable FSG to improve accountability by linking the strategic plans and goals of the museums directly to departmental activities and outputs to ensure that resources are effectively deployed and managed.

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (8 FTEs and \$823,000)

- Increase the number of attendees at family programs by 10 percent from FY 2007
- Develop and refine plans for a self-guided tour for the permanent collection by the end of FY 2008
- Use the FY 2007 visitor survey results to implement at least two recommended improvements in visitor services

Provide reference services and information to the public (8 FTEs and \$823,000)

- Develop one new curriculum based on state-mandated guidelines and distribute the curriculum to schools by the end of FY 2008
- Increase by five percent the number of website visitors from FY 2007
- Increase by 10 percent the number of FSG objects available for viewing on the website from FY 2007

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (15 FTEs and \$1,544,000)

- Mount three major exhibitions and two contemporary installations to increase visitation from FY 2007 attendance
- Increase the number of exhibit displays and rotations, emphasizing recent additions to the permanent collections
- Provide family-friendly educational programming for each major exhibition
- Place FSG objects in at least two non-FSG exhibitions at other institutions in FY 2008

Improve the stewardship of the national collections for present and future generations (14 FTEs and \$1,441,000)

- Initiate at least one new fellowship or scholarly award in FY 2008
- Raise the profile of the conservation department through a five percent increase in publications from FY 2007
- Complete conservation on at least 100 FSG objects

Strengthened Research

Ensure the advancement of knowledge in the humanities through original research (4 FTEs and \$412,000)

- Study and publish new research on recent collections, including Dr. Singer's gift of ancient Chinese art; the extensive collection of ancient Chinese jades; the Freer collection of Song and Yuan paintings; the Muller collection of Japanese prints; and the collection of early biblical manuscripts
- Organize one symposium for serious art collectors

Enhanced Management Excellence

Modernize the Institution's information technology (IT) systems and infrastructure (3 FTEs and \$309,000)

- Modernize and standardize all IT desktop and peripheral platforms to single-faceted footprints
- Initiate desktop and peripheral support for all Macintosh Apple workstations
- Finalize installation of the latest software for The Museum System (TMS), FSG's collections information system

Modernize the Institution's financial management and accounting operations (5 FTEs and \$515,000)

- Use the new and enhanced Enterprise Resource Planning system modules to enhance management reports for senior staff and Board members
- Use purchase card improvements and consolidation of orders to reduce by 10 percent the number of purchase card orders made

NONAPPROPRIATED RESOURCES—General trust and donor/sponsor-designated funds are generated from memberships, museum shop sales, special events, unrestricted and restricted gifts and grants, and endowment income. The Freer Gallery of Art and the Arthur M. Sackler Gallery are highly dependent upon nonappropriated sources to fund the programs and support necessary to provide the quality of exhibitions, programs, and publications expected by visitors and scholars.