

## HIRSHHORN MUSEUM AND SCULPTURE GARDEN

	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	42	3,999	2	475	9	5,358	0	0
FY 2007 ESTIMATE	47	4,137	1	1,082	10	6,981	0	0
FY 2008 ESTIMATE	47	4,254	1	942	10	4,501	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
<b>Increased Public Engagement</b>						
<b><i>Public Programs</i></b>						
Engage and inspire diverse audiences	8	699	8	718	0	19
Provide reference services and information to the public	3	265	3	273	0	8
<b><i>Exhibitions</i></b>						
Offer compelling, first-class exhibitions	17	1,532	17	1,576	0	44
<b><i>Collections</i></b>						
Improve the stewardship of the national collections	5	465	5	478	0	13
<b>Strengthened Research</b>						
<b><i>Research</i></b>						
Ensure the advancement of knowledge in the humanities	3	287	3	295	0	8
<b>Enhanced Management Excellence</b>						
<b><i>Management Operations</i></b>						
Strengthen an institutional culture that is customer centered and results oriented	5	392	5	403	0	11
Modernize the Institution's financial management and accounting operations	2	184	2	190	0	6
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	4	313	4	321	0	8
<b>Total</b>	<b>47</b>	<b>4,137</b>	<b>47</b>	<b>4,254</b>	<b>0</b>	<b>117</b>

## **BACKGROUND AND CONTEXT**

The mission of the Hirshhorn Museum and Sculpture Garden (HMSG) is to collect, preserve, and exhibit the art and artists of our time; to develop educational materials and conduct programs to increase public understanding of and involvement in the development of modern and contemporary art on an international scale; and to conduct and disseminate new research in the study of modern and contemporary art.

HMSG dedicates a significant portion of its resources toward the Institution's goal of Increased Public Engagement, specifically by producing a compelling array of exhibitions and public programs based on its collections and loaned works of international modern and contemporary artists. To achieve this same goal, HMSG resources also support national and local outreach initiatives through community development projects, website development, catalogues and brochures, outgoing loans, collaborations with other museums, and traveling exhibitions. Associated with these activities is a continued emphasis on the refinement, care, and management of the national collections.

To further the goal of Strengthened Research, the Museum will continue to emphasize the development of educational materials, public programs, collections, and exhibitions based on scholarly research.

Building upon progress made in meeting the goal of Enhanced Management Excellence, the Museum will coordinate initiatives to respond to the needs of an ever more diverse audience with high expectations for cultural experiences. Staff training and improved visual aids will be created to provide high-quality visitor service. HMSG will further leverage Institution-wide information systems to anticipate and manage the financial demands of producing dynamic programs, promote and maintain a diverse workforce and culture of equal opportunity, and continue with capital improvements and planning.

For FY 2008, the estimate reflects a net increase of \$117,000 for necessary pay for existing staff.

## **MEANS AND STRATEGY**

To engage and inspire diverse audiences, HMSG will sustain its program offerings that enable educators, families, and young people to understand and explore the permanent collection in unexpected ways, and to supplement personal arts studies. The Museum will offer teacher workshops throughout the year, related to either a current exhibition or permanent

collection, which help teachers incorporate contemporary art themes into curricula. Family workshops geared to a younger audience and led by practicing artists will offer hands-on components and enable children of diverse backgrounds and ages to experience the visual arts. In addition, HMSG will expand the production of information resources. A quarterly calendar that includes educational information about exhibitions, art works, programs, artists, and films will be produced. The Museum will also build a content-rich, multi-media website that provides public access to a database of collection images and text, articles by staff, interviews with artists, and information regarding programs. One or more portable collection guides on DVD or comparable media will bring the highlights of the collection, supplemented by staff commentary, to portable digital devices commonly found in the general population.

To assist the public, HMSG will make the Museum galleries more accessible by improving signage. The Museum will present "Meet the Artist" programs that will provide public audiences with the opportunity to hear working contemporary artists speak about their ideas and approaches. HMSG will also offer "After Hours" programs that will make the Museum's exhibitions and related educational programs available to a broader audience through extended evening hours. In addition, the public's viewing of exhibitions will be augmented by gallery talks and tours, and by films that examine exhibition themes or contemporary art issues.

Upcoming exhibitions at HMSG will range from collaborative projects with artists and small focused exhibitions to major retrospectives and thematic shows. In FY 2008, the Museum will present two cinema exhibitions to continue its in-depth study of contemporary film. The year will also feature an exhibition of the work of Alberto Giacometti and publication of a catalogue for the FY 2009 exhibition of Guillermo Kuitca. HMSG will continue its innovative collections-based initiative, *Ways of Seeing*, inviting renowned artists to interpret and install works from the permanent collection to provide visitors with new connections and visions of art of the last 100 years. The curatorial staff will also conduct rotations of the permanent collection that will be supported by regularly scheduled public tours led by docents, curators, and artists.

To improve the stewardship of the national collections, HMSG will develop plans to cope with limited collections storage space and simultaneously arrange the outdoor sculptures for a renewed visitor encounter with the Museum. Nearly all of the collections are currently housed at the Museum. Due to cramped conditions, the collections cannot be adequately cared for and are not sufficiently accessible for research and cataloguing. As a result, 60 percent of the collections are expected to be

moved to a remote storage location (Pod 3 of the Museum Support Center in Suitland, Maryland) in FY 2008. In anticipation of this move, the Museum will develop a space plan for the approximately 40 percent of the permanent collections that will remain on site, thereby safeguarding these works while improving accessibility. The design and plan for rearrangement of the sculpture garden will be completed in conjunction with a restoration project for all outdoor sculpture. In addition, conservators will complete a survey of the entire paintings collection, a prerequisite to establishing collections care, research, and storage priorities, and will conduct a survey of the works on paper. The Museum will also continue the documentation of the permanent collections by adding new images and/or expanded records to the collections database, which is linked to the public website.

To achieve the goal of Strengthened Research, ongoing scholarship will identify new publication and exhibition opportunities for key artists represented in the collection. In addition, as a national center for works on new media, HMSG will further practical application of conservation techniques of these emerging materials and disseminate findings through national and international professional meetings and publications.

To enhance the goal of Enhanced Management Excellence, HMSG will continue to place the individual's personal experience with art at the center of what it does. In FY 2008, improving amenities, gallery labeling, floor plans, and interpretative aids will be crucial projects. Visitor surveys conducted on site and through the Web will help focus efforts to increase the quality of visitor experiences at the Museum. Staff development will create an outcomes-based culture that always puts the visitor first.

HMSG will continue to capitalize on continuing enhancements to the Institution-wide finance reporting system to manage financial resources and people more efficiently, as well as to grow more agile in an era of evolving patterns of revenues and expenses. The Museum will develop stronger and more frequent contacts with local, national, and international media by conducting press previews, in-person interviews, and mailings.

## **STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS**

### **Increased Public Engagement**

#### ***Engage and inspire diverse audiences (8 FTEs and \$718,000)***

- Offer two teacher workshops throughout the year related to either a current exhibition or the permanent collection
- Offer two to four family workshops geared to children of diverse backgrounds and ages

- Produce and mail a quarterly calendar that provides information about the Museum's exhibitions and educational programs
- Expand the Museum's multi-media website to provide public access to a database of collection images and other educational information
- Produce one or more portable collections guides on DVD or comparable media

***Provide reference services and information to the public (3 FTEs and \$273,000)***

- Offer three "Meet the Artist" programs
- Offer two "After Hours" programs
- Schedule eight films annually that are directly related to an exhibition theme or address current conversations in contemporary art

***Offer compelling, first-class exhibitions at the Smithsonian and across the nation (17 FTEs and \$1,576,000)***

- Develop and mount four exhibitions
- Consider touring one exhibition to other sites throughout the nation and possibly internationally
- Develop one exhibition in collaboration with another art museum
- Complement exhibitions with family workshops, film programs, gallery lectures, artists' talks, and catalogues
- Offer a *Ways of Seeing* installation that presents various selections from the permanent collection in new contexts
- Install two exhibitions or rotations of the permanent collection that are conceptualized by the curatorial staff and supported by regularly scheduled public tours

***Improve the stewardship of the national collections for present and future generations (5 FTEs and \$478,000)***

- Complete the design and plan for rearrangement of the sculpture garden in conjunction with the restoration project for all outdoor sculptures
- Add 500 more new images and/or expanded records to the Museum's collections database
- Develop a space plan for the approximately 40 percent of the permanent collection that will remain onsite after the remote storage location opens
- Complete a survey of the entire painting collection

**Strengthened Research**

***Ensure the advancement of knowledge in the humanities through original research (3 FTEs and \$295,000)***

- Deliver at least three original research presentations or reports on conservation techniques for new emerging media at national and international professional meetings or in professional publications

- Research the collection to determine publication and traveling exhibition possibilities for key artists represented in the collection

#### **Enhanced Management Excellence**

##### ***Strengthen an institutional culture that is customer centered and results oriented (5 FTEs and \$403,000)***

- Improve the visitor experience through better coordination of docents and Museum orientation
- Improve visitor amenities by working with other Smithsonian offices to better direct visitors with welcome and orientation guides, and to enhance their visit with better capabilities and positioning of coat check, dining facilities, and retail shop
- Improve gallery interpretation for two exhibit floors by rewriting and redesigning gallery labels and/or developing other interpretative aids for installations of the permanent collection
- Create leadership development training and train 50 percent of staff by close of FY 2008

##### ***Modernize the Institution's financial management and accounting operations (2 FTEs and \$190,000)***

- Create monthly budget reporting system and institute a schedule of monthly reviews of operating results versus budget with department heads and project leaders

##### ***Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (4 FTEs and \$321,000)***

- Host two annual press events to share information on upcoming exhibitions and programs with members of the media
- Maintain or increase frequency of contact with members of the media through mailings, in-person meetings, and electronic communications
- Offer educational events for congressional staff and conduct outreach to members of the Congressional Arts Caucus through communications and targeted event invitations

**NONAPPROPRIATED RESOURCES**—General trust funds provide support for salaries and benefits of administrative and development personnel, as well as for some programs and public relations staff, development activities, and exhibition and program-related costs. Donor/sponsor-designated funds support development, exhibitions, public programs, communications, and marketing.