

## NATIONAL MUSEUM OF AFRICAN 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	30	4,182	1	353	0	307	0	0
FY 2007 ESTIMATE	37	4,298	2	445	1	437	0	0
FY 2008 ESTIMATE	37	4,400	2	445	1	442	0	0

### STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT 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	9	998	7	893	-2	-105
Provide reference services and information to the public	2	224	2	226	0	2
<b><i>Exhibitions</i></b>						
Offer compelling, first-class exhibitions	15	1,625	17	1,854	2	229
<b><i>Collections</i></b>						
Improve the stewardship of the national collections	4	490	4	485	0	-5
<b>Enhanced Management Excellence</b>						
<b><i>Information Technology</i></b>						
Modernize the Institution's information technology systems and infrastructure	1	118	1	128	0	10
<b><i>Management Operations</i></b>						
Strengthen an institutional culture that is customer centered and results oriented	3	484	3	463	0	-21
Modernize the Institution's financial management and accounting operations	2	288	2	248	0	-40
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	71	1	103	0	32
<b>Total</b>	<b>37</b>	<b>4,298</b>	<b>37</b>	<b>4,400</b>	<b>0</b>	<b>102</b>

## **BACKGROUND AND CONTEXT**

The National Museum of African Art (NMAfA) fosters and sustains—through exhibitions, collections, research, and public programs—an interest in and understanding of the diverse cultures in Africa as they are embodied in aesthetic achievements in the visual arts. The Museum collects and exhibits the arts, ancient to contemporary, of the entire continent. Museum-developed research, publications, and educational programs reflect NMAfA’s mission and strategies and are in accordance with them.

To achieve the goal of Increased Public Engagement, NMAfA is dedicating resources to digital technology, with an emphasis on the Museum’s website, online educational resources, and access to the Museum’s object and photographic collections. The Museum also is focusing resources on the presentation of four temporary exhibitions, as well as the planning and preparations for three exhibitions scheduled to open in FY 2009. In addition, planning will begin for organizing a traveling exhibit of the Walt Disney-Tishman African Art Collection. NMAfA will add new educational programs that combine the content of these exhibitions with the goal of expanding community outreach, and will continue its successful film program series.

NMAfA will achieve its goal of Enhanced Management Excellence by focusing on information technology (IT) operations, staff performance, and media relations and marketing. A comprehensive IT plan will integrate all of the Museum’s IT operations for administration, collections, exhibitions, and public access. As a way to establish the staff as stakeholders in the success of NMAfA, the goals of the Smithsonian and NMAfA, as outlined in their respective strategic plans, have been integrated into the performance plans of all staff members. To increase efficiency in financial management, all department heads have budgetary responsibilities included in their performance plans. The Museum will increase its public visibility through enhanced relationships with media outlets and various stakeholders, including local teachers and volunteers in the metropolitan Washington, DC area.

For FY 2008, the estimate includes an increase of \$102,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

To achieve the goal of Increased Public Engagement, NMAfA is directing resources to activities that will result in larger and more diverse audiences. Through enhanced navigation features and multi-media

applications, additional image/catalogue databases on the Museum's redesigned website will provide greater digital access to collections, including the Walt Disney-Tishman African Art Collection. In addition to virtual exhibitions and podcasts, an online resource guide for the Eliot Elisofon Photographic Archives and special children's "play sites" are planned for the website in FY 2008. Web stations throughout the Museum will provide interactive opportunities to enhance the visitor's experience while in the Museum.

NMAfA will continue to commission regular visitor surveys and hold "town hall" meetings with representatives from the community and from various age groups (such as college students and adolescents) to provide input for future exhibitions and activities. These efforts will result in more effective planning and development of programs and services for diverse audiences, enabling the Museum to more effectively reach its target groups. In addition, marketing strategies will be reviewed and tested for the most effective communication to diverse audiences.

Ongoing educational programs will include "Sights and Sounds" musical performances, "Let's Read Africa," film series for adults and children, storytelling, Community Day, and exhibition-related teacher/student workshops. NMAfA will also use lectures and film series based on the Museum's current exhibitions to target mixed-generation audiences. Conservation and curatorial clinics will continue to provide staff expertise to the general public.

To increase public access to NMAfA's collections, the Museum will continue online cataloguing of its art and photographic collections; priorities will be the Walt Disney-Tishman African Art Collection and the Eliot Elisofon Photographic Archives. Digital access will facilitate research and study by students, teachers, scholars, conservators, and the general public. Preservation and copying of the Paul Tishman film collection will allow public viewing and scholarly research of footage that complements the Walt Disney-Tishman African Art Collection.

In FY 2008, five new exhibitions are expected to attract general audiences, collectors, scholars, and educators by presenting traditional and contemporary art of various media from virtually the entire African continent. With approximately 90 works dating from ancient to modern times, *Inscribing Meaning: The Power of African Scripts* will present the ingenuity and creativity of African artists who incorporate script and graphic forms of communication into a wide range of artworks. A catalogue will accompany this exhibition, which will travel to UCLA's Fowler Museum of Cultural History in the fall of 2007. *Treasures II*, the second exhibition of that series,

will continue to highlight distinctive works of art from NMAfA and U.S. private collections, with the signature publication *Treasures Folio* accompanying this show. *The Art of Being Tuareg: the Blue People of the Sahara*, organized by the Cantor Arts Center of Stanford University, will be the first such comprehensive survey of the Tuareg culture. The youth/family-oriented exhibition entitled *Thinking with Animals* will provide an introduction to how Africans perceive and organize their world by using animals as symbols and metaphors. A family guide is planned to accompany this exhibition, and interactive stations will be installed in the exhibit galleries to target younger audiences. Internationally known artist Fred Wilson will explore the representations of African culture and history in his exhibition, *Fred Smith, African Reflections*. During FY 2008, a series of publications and brochures will be printed to orient visitors to NMAfA exhibitions.

NMAfA will also direct resources toward planning, design, and preparation of exhibitions scheduled to open in FY 2009. *African Cosmos* will look at how the celestial universe affects diverse cultures and inspires learning and teaching in Africa. *Mami Wata, Arts for Water Spirits in Africa and the African Atlantic World* is an exhibition of 150 objects, organized by the Fowler Museum of Cultural History at UCLA, which will present the visual arts associated with the African and African diaspora water spirits throughout the African continent as well as in the Caribbean, Brazil, and the United States. The Museum will also present new contemporary art installations drawn from its collection.

In FY 2008, NMAfA will perform the first annual review of the Museum's collections management and care policy, making updates as needed. Deaccessioning efforts will continue to reduce the number of objects in the collections.

To address the goal of Enhanced Management Excellence, NMAfA is focusing resources in several areas: IT operations, staff performance and accountability, and relations with the media. The Museum's IT plan has integrated information technology functions for administration, collections management, exhibitions, and public access. The IT plan will be reviewed on an annual basis, with updates made as needed. Using the Museum's recent five-year strategic plan and feedback from visitor surveys, annual reviews and updates to NMAfA's operational plan are intended to ensure quality public programs and experiences for all audiences.

Accountability is being achieved by integrating NMAfA and Smithsonian performance goals into performance plans for all Museum staff members. In addition, financial management responsibilities have been incorporated into the performance plans of all department heads to provide

more effective budgetary control at the departmental level. The Museum will continue to enhance its relations with the media by expanding the number of its contacts with media representatives and outlets.

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

### **Increased Public Engagement:**

#### ***Engage and inspire diverse audiences (7 FTEs and \$893,000)***

- Enhance the Museum's website to increase the number of virtual visitors by 20 percent
- Increase Museum offerings through the website by adding virtual exhibits and podcasts
- Plan and develop three new public outreach and educational program strategies
- Present at least six types of public programs/activities (such as lectures, films, workshops) with broad appeal to expand audiences of adults and children
- Implement visitor surveys for each exhibition scheduled in FY 2008 to measure overall satisfaction with visitors' experiences at the Museum
- Achieve 85 percent favorable response in visitor surveys for exhibitions and public programs

#### ***Provide reference services and information to the public (2 FTEs and \$226,000)***

- Make available online 100 percent of all printed educational resources, such as family guides, gallery guides, program brochures, and artists' interviews to increase public access to Museum activities and offerings
- Increase online cataloguing and digital images in the Eliot Elisofon Photographic Archives by 10 percent to provide greater access to the collection to audiences outside the Washington, DC area

#### ***Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (17 FTEs and \$1,854,000)***

- Present five exhibitions with broad appeal to attract more diverse audiences, including children, adults, target schools, educators, and collectors
- Secure for display at least 30 loans of significant works of African art from domestic and international private and public collections
- Develop at least one innovative exhibition design/installation to enhance audience appeal
- Install the Walt Disney-Tishman African Art Collection as a permanent installation
- Initiate tour of one major NMAfA exhibition

- Complete 95 percent of the planning and design of three exhibitions to open at NMAfA in FY 2009

***Improve the stewardship of the national collections for present and future generations (4 FTEs and \$485,000)***

- Complete permanent storage of the Walt Disney-Tishman African Art Collection not on permanent display
- Perform first annual review of collections management and care policy
- Deaccession three percent of objects designated as leaving the collection

**Enhanced Management Excellence**

***Modernize the Institution's information technology systems and infrastructure (1 FTE and \$128,000)***

- Perform first annual review of the Museum's five-year IT plan and perform upgrades as required

***Strengthen an institutional culture that is customer centered and results oriented (3 FTEs and \$463,000)***

- Perform first annual update of the Museum's three-to-five-year public program plan
- Review all staff performance plans to ensure conformance with the goals and priorities of the Institution and the Museum

***Modernize the Institution's financial management and accounting operations (2 FTEs and \$248,000)***

- Prepare quarterly financial reports for the NMAfA Advisory Board, according to established Smithsonian guidelines

***Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (1 FTE and \$103,000)***

- Establish contact with at least four new media representatives to publicize NMAfA's activities and programs
- Attain positive media coverage for all exhibitions scheduled in FY 2008

**NONAPPROPRIATED RESOURCES**—General trust funds provide support for staff salaries, benefits, and travel. Funds raised from individual and corporate donors will support NMAfA's major exhibition efforts in FY 2008, including exhibition-related publications, educational programming, and outreach. Corporate and foundation sponsorship provides support for the planning and implementation of exhibitions, including installation expenses and exhibition-related public programming, travel, and curatorial collaboration.