

SMITHSONIAN AMERICAN ART MUSEUM

	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	92	9,050	6	898	21	7,913	2	148
FY 2007 ESTIMATE	98	8,330	5	992	18	5,459	2	172
FY 2008 ESTIMATE	98	8,601	5	757	18	5,699	2	173

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	19	1,645	19	1,700	0	55
Provide reference services and information	2	118	2	122	0	4
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	20	1,700	20	1,760	0	60
<i>Collections</i>						
Improve the stewardship of the national collections	30	2,470	30	2,550	0	80
Strengthened Research						
<i>Research</i>						
Ensure advancement of knowledge in humanities	3	340	3	352	0	12
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	7	640	7	660	0	20
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	5	485	5	500	0	15
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	1	93	1	96	0	3
Modernize the Institution's financial management and accounting operations	4	225	4	230	0	5
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	6	545	6	560	0	15
Modernize and streamline the Institution's acquisitions management operations	1	69	1	71	0	2
Total	98	8,330	98	8,601	0	271

BACKGROUND AND CONTEXT

The Smithsonian American Art Museum (SAAM) is the nation's Museum dedicated to the arts and artists of the United States from colonial times to the present. It is the home of the largest and most inclusive collection of American art in the world, and its holdings of more than 40,000 works spanning three centuries and paralleling the nation's cultural development tell the story of America through the visual arts. The Museum's programs make the collection available to national audiences and beyond, as well as to those who visit its two historic landmark buildings in Washington, DC: the newly renovated Donald W. Reynolds Center for American Art and Portraiture (shared by SAAM and the National Portrait Gallery [NPG]) and the Renwick Gallery, dedicated to American crafts and decorative arts.

To achieve the goal of Increased Public Engagement, SAAM devotes most of its federal resources to exhibitions, education, collections care and enhancement, Web and research resources, publications, and information to the public. The renovated historic landmark building reopened in July 2006 with newly installed collections and exhibitions designed to attract old friends and new. Increased exhibition spaces, a restaurant, and shops provide visitors with a broader menu of activities, encouraging more frequent return visits to the Museum. The Lunder Conservation Center provides a window on collections care, and the Luce Foundation Center for American Art makes an additional 3,500 collection objects accessible in densely installed glass cases. The Museum is implementing cell phone tours and other technology to mine the rich vein of content on SAAM collections and American culture in general. A 350-seat auditorium makes possible a vastly expanded range of public programming that includes lectures and films as well as music, theater, and dance performances. A glass atrium over the courtyard will create a grand, year-round gathering space for premier events when completed in FY 2008. SAAM's branch museum, the Renwick Gallery, continues to present public programs, exhibitions, and rotations of its permanent collection of American crafts, including a biennial exhibition series, the *Renwick Craft Invitational*.

The balance of SAAM's allocation is dedicated to achieving the goals of Strengthened Research and Enhanced Management Excellence. Curators and other staff will research collection objects and related topics, and disseminate their results through publications, symposia, and lectures. Managers will carefully plan, promote, and conserve the Museum's resources in the pursuit of Enhanced Management Excellence.

The FY 2008 estimate includes an increase of \$271,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

Education and public program offerings will continue to expand in 2008 as the Museum takes advantage of new facilities such as the auditorium and courtyard, and builds on successful programming at the Renwick Gallery. Audiences throughout the country will benefit from distance-learning and national education programs, and increased data and images will be made available on the Web. Innovative technologies, such as blogs and podcasts, will be used to promote the Museum as a destination as well as to provide content remotely, and SAAM will continue its online reference service, "Joan of Art."

Exhibition schedules will include two to three shows per year in each of six exhibition galleries at SAAM and the Renwick Gallery. Works in the permanent collection galleries will be rotated to show the many facets of American art and culture, as well as to encourage return visits. Interactive exhibition components will be developed to keep pace with technology-savvy audiences. National outreach will include four exhibitions which will tour to venues throughout the country.

The safe storage and display of collection objects continue to be a priority. SAAM will develop public interest and awareness of conservation issues through its visible conservation laboratory. Digital information and images will be expanded and made available on the Web, and new artworks will be acquired to fill gaps in the collection.

Research on the collections and related topics will be performed in support of exhibitions and the permanent collection, and results will be shared with the public in various ways.

Information technology and administrative processes will be strengthened through close monitoring of resources and processes, and strong partnerships with central offices will enable SAAM to provide an end-user perspective on policy changes.

Expanded marketing and media campaigns will promote the Museum's collections and programs to a growing general audience. Implementing a shared "brand" for SAAM and NPG will increase the impact and effectiveness of ad campaigns.

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 (19 FTEs and \$1,700,000)

- Plan, prepare, and produce successful public programs and lectures for Museum audiences, in person and remotely
- Maintain and improve SAAM's National Education Program, partnering with organizations nationwide to fulfill the need for quality curriculum and educational resources using visual arts in core disciplines
- Make effective use of SAAM collections and scholarship in education programs
- Make effective use of technology in educational programs. Include Web presence in the Museum's National Education Program and other distance-learning programs
- Continue development of SAAM research databases, disseminating information to scholars, educators, and the general public
- Publish catalogues and other high-quality publications related to SAAM's mission, collections and/or exhibitions in order to further academic criticism, as well as educate the general public on the importance of art in the American experience
- Publish three issues of the journal *American Art* to further scholarly research in the field of American art
- Continue curatorial and other staff participation in national conferences, symposia, and programs in order to share SAAM's knowledge and expertise
- Continue internship and fellowship programs
- Implement improved visitor services

Provide reference services and information to the public (2 FTEs and \$122,000)

- Continue SAAM's online reference service, Joan of Art, responding to information requests nation- and worldwide

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (20 FTEs and \$1,760,000)

- Plan, prepare, and produce successful exhibitions for the main building and branch Museum, including *Earl Cunningham, O'Keeffe and Adams, Sean Scully, War Bonds, Obata, Irving Penn, Asher Durand*, and *Color as Field* at SAAM, and *Going West!* and *Ornament as Art* at the Renwick Gallery
- Develop more interpretive elements for the Luce Foundation Center, adding to and refreshing content accessible on the hand-held devices, computer kiosks, and the World Wide Web

- Continue traveling exhibitions program of *Sean Scully, Joseph Cornell, Elihu Vedder, and Wm. H. Johnson* shows and loans of SAAM collections
- Increase curatorial support
- Continue implementation of wireless technology for interpretive elements in the galleries

Improve the stewardship of the national collections for present and future generations (30 FTEs and \$2,550,000)

- Ensure the physical safety of the collection to guarantee the longevity of the collections and preserve America's cultural heritage
- Provide secure and environmentally sound storage and display of collections, following established collection management policies
- Conserve and maintain objects according to professional ethics and standards of the American Institute for Conservation of Artistic and Historic Works
- Secure major artworks, revising the acquisitions priority list to address collection gaps, goals, and opportunities
- Maintain accurate, accessible, and useful information on collection objects, including cataloguing, images, and location tracking
- Enhance collections accessibility with digital photography and information for online retrieval, creating digital records for all new acquisitions, expanding biographical information and maintaining access to database from multiple SAAM locations and applications
- Maintain and improve website infrastructure and content to share exhibitions, collections information, and images with a larger audience than can see the collection in person

Strengthened Research

Ensure the advancement of knowledge in the humanities through original research (3 FTEs and \$352,000)

- Continue curatorial research on collections and the broader field of American art

Enhanced Management Excellence

Modernize the Institution's information technology (IT) systems and infrastructure (7 FTEs and \$660,000)

- Provide SAAM staff with the IT tools and support necessary to do their jobs
- Work collaboratively throughout the Smithsonian Institution to improve automated management systems
- Create and maintain the Web platform necessary for electronic outreach (i.e., for exhibitions, education, general museum, and collections information)

- Provide infrastructure to support the use of technology for innovative presentations in the Museum

Strengthen an institutional culture that is customer centered and results oriented (5 FTEs and \$500,000)

- Manage resources efficiently and responsibly, whether fiscal, human, or cultural, to ensure that core functions of SAAM are met
- Provide guidance, leadership, direction, and oversight to staff and unit activities to ensure that organizational mission and program objectives are met
- Provide SAAM staff with the administrative tools and support necessary to do their jobs
- Work closely with central Smithsonian Institution offices on implementation of new management systems and processes

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (1 FTE and \$96,000)

- Monitor Museum staffing and organization to ensure efficiency
- Train and cross-train staff for flexibility in responding to changing economies, technologies, and processes

Modernize the Institution's financial management and accounting operations (4 FTEs and \$230,000)

- Monitor financial transactions closely through monthly review, reconciliation and reports to management, ensuring allowability and allocability of expenses

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (6 FTEs and \$560,000)

- Publicize SAAM and Renwick Gallery exhibitions, events, and programs to local and national media to ensure widest possible awareness of collections and resources
- Ensure successful placement of publicity for Renwick Gallery activities with general media, as well as in craft publications
- Implement a shared "brand" for SAAM and NPG to target the ultimate goal of attracting two million annual visitors

Modernize and streamline the Institution's acquisitions management operations (1 FTE and \$71,000)

- Ensure efficient processing and monitoring of procurement activity at SAAM

NONAPPROPRIATED RESOURCES—General trust funds provide support for salaries and benefits of personnel, fund raising, and other related costs. Donor/sponsor-designated funds provide support for specific programs and projects. All of SAAM's programs, including exhibitions, education, and public programs, depend on support from individuals, foundations, and corporations.