

0.1 Mission, Structure and Personnel

1. What is the name of the organization¹, and what is its primary purpose or mission?

The Kennedy Museum of Art is an integral part of the educational, research, and public service missions of Ohio University. The purpose of the Kennedy Museum of Art is to enhance the intellectual and cultural life of Ohio University and the region through quality national and international exhibitions, collection-based research, and diverse formal and informal learning opportunities. The Kennedy Museum of Art exercises its public trust by focusing its collections on those works of art that it has the resources and capabilities to house, preserve, study, and exhibit.

2. How is the organization structured?

Kennedy Museum of Art is divided into three departments: (1) Administration, which includes the director and administrative associate (2) Curatorial, which includes a curator, registrar/preparator, and curatorial assistant and (3) Education, which includes a curator of education and school programs coordinator.

3. What are the key elements of the leadership and governance structure?

The Museum is an Academic Support Unit of the College of Fine Arts. The director oversees Museum staff and daily operations, and reports to the dean of fine arts.

4. Who are the senior leaders, and what are their primary areas of responsibility?

Senior leaders are: the director, who directs operations, Museum staff and OU students, tactical and strategic planning, the annual budget and articulates the vision; the curator who cares for, interprets and manages exhibitions, staff and OU students; and the curator of education who develops and implements tour and educational programming, and oversees education staff and OU students.

5. To whom does the senior leader of the organization report?

The director reports to the dean of fine arts.

6. Does the organization have advisory or governing boards, and if so, what are their roles and responsibilities?

There are two boards associated with the Museum. 1) The Friends of the Kennedy, which is a long established private 501c3, supports membership and education programming through fundraising events. Funds subsidize school bus transportation and a Museum education department intern. The Friends also volunteer for Museum events. 2) The Kennedy Museum of Art Advisory Board, which was established by Ohio University's Board of Trustees this past year (2008) represents a cross-section of constituencies (local and Ohio University communities) to advise and assist the Museum on various matters including exhibition, educational programming, the collections, fundraising, marketing, etc. Among the Board's first responsibilities is to review and approve documents pertaining to the Museum's practices and policies in preparation for application for accreditation by the American Association of Museums.

7. How many full- and part-time faculty and/or staff work in the organization? Briefly describe the responsibilities of each employee group. Which groups are unionized?

¹ 'Organization' refers to the unit, department or program being reviewed

Total positions: administrative = 4, classified = 1, contracted = 2 (part-time) No unionized personnel.

Administration staff oversees daily operations including, but not limited to: the budget; fundraising and cultivation of donors; educational programming (e.g., tours, art activities, education galleries, printed materials, and outreach); care, documentation and interpretation of the collections; transportation of artworks; scheduling and installing exhibitions; security of facilities; negotiating terms and securing travelling exhibitions; Program to Aid Career Exploration (PACE) and intern students; making reports to the Friends and Advisory Boards; researching and writing scholarly materials; public speaking; providing and hanging artworks in selected administered buildings; etc.

Classified staff: maintains and monitors the budget; schedules and coordinates work study, PACE students and volunteers; trains weekend and weekday managers; coordinates special events (e.g., exhibition openings); coordinates, writes and disseminates marketing materials; schedules the facilities; maintains membership records; etc.

Contracted part-time staff assists the curatorial and education departments. The curatorial assistant documents aspects of the collections, helps care for the collections and assists with gallery installations; etc. The School Programs Coordinator coordinates school tours and programs; gives tours; acts as a liaison to the K-12 school community.

8. What are the major facilities, equipment, and technologies for which the organization has responsibilities?

The Museum is located in Lin Hall, which is the four-story administration building of the former State Hospital. At this point, the first floor is fully renovated and includes reception and main halls, security systems room, public restrooms, exhibition and education galleries; administrative desk area, staff offices, student workspace and print and photography vaults. The second floor is three-quarters renovated and houses the Christine Demler Brown Center for Art (studios, lecture hall and education storage), hallway gallery, African and Foster Harmon collection vaults. The sub-levels are partially renovated and include the Native American, ceramics, sculpture and miscellaneous collection vaults, work and frame shop and storage spaces. Passenger and freight elevators serve these floors. The third, fourth and attic floors are not renovated.

Environmental and building control systems include monitoring heating/cooling systems, security alarm systems, and video monitoring system. Offices are furnished and include computers and printers. There is an assortment of workbench tools and gallery equipment (light cans, lights, AV equipment, ladders, frames, etc.)

The most important University assets are the nearly 8,000 art objects, which have an estimated value of \$16,320,000.

9. What is the legal, regulatory, licensing, and/or accrediting environment in which the organization operates? Briefly describe any mandated standards, review processes, and financial or environmental regulations that apply.

The Museum operates in accordance with the policies of Ohio University. In addition, the facilities meet Americans with Disability Act (ADA) mandates.

Currently, the Museum is beginning the process of applying for accreditation by the American Association of Museums, which requires established polices for the care, interpretation and exhibition of collections. Other American Association of Museums requirements include, but are not limited to: qualified and adequate personnel; proper monitoring and environmental controls; an effective organizational structure; proper handling and storage of artwork procedures; adequate operating budget and other resources; current strategic plan; and properly documented and secured permanent collection records. If advanced, the accreditation approval process will conclude with a site visit by a panel comprised of two museum directors from similar institutions. Their written report to the American

Association of Museums accreditation review committee determines whether or not accreditation is granted. The complete process takes two and a half to five years to complete.

The Museum's financial activities are monitored by the College of Fine Arts and the Office of Finance and Administration, which conducts audits.

10. Has the organization participated in self-assessments, external assessments, or other reviews within the past five years? What were the major conclusions and recommendations, and what, if any, actions have been undertaken in response to those assessments?

Fall 2008: Risk Assessment conducted by Alexandra Allardt of ArtCare Resources on behalf of Heritage Preservation for the Risk and Evaluation and Planning Program. The assessment concluded Kennedy Museum of Art has multiple risk/problems associated with the building's condition and environmental controls. The report has just arrived and is being reviewed by staff at this time. Policies created or updated during the accreditation process will establish better procedures and controls.

March 2006: A Report of Future Potential conducted by Aldona Jonaitis, director of the University of Alaska Museum of the North. The report recommended: crafting a collections policy; seeking accreditation by the American Association of Museums; celebrating the building; making the museum relevant through partnerships; encouraging the Friends of the Kennedy and creating a Museum Advisory Council and Campaign committee. The report concluded by stating the Museum should embark on an ambitious capital campaign to renovate the building in 2007. Unfortunately, the director's position was vacated in late 2006 and not filled until February 2008. Since then: an Advisory Board has been established, which will focus on American Association of Museums accreditation; a partnership agreement was formed with the School of Art and is pending final approval (currently supported by the dean of fine arts and provost); the security system has been expanded so the second floor can be accessible to the public during operating hours; the relationship with the Friends of the Kennedy has deepened and the board has committed to providing additional funds for programs and activities; a case statement for support has been written; and a task force has also been formed by the director (comprised of Friends and Advisory board members) to examine the potential of a joint museum /coffee and dessert shop.

0.2 Programs, Services and Constituencies

1. What are the major programs and/or services provided by your organization?

Major services fall into two categories, exhibitions and educational programming. Six to eight exhibitions, consisting of works from the collections and travelling shows, are installed in the galleries each year. Exhibitions also include interpretive materials including text panels, videos and other computer generated media, gallery guides, and catalogs. Education programming is offered year-round and is designed to complement and enhance museum exhibitions. The Museum also provides a laboratory environment for Ohio University students as a career training ground and service learning opportunities.

2. Who are the customers of your programs and services? What is the approximate size of each of these groups, and in general terms, what are their expectations and/or requirements?

- a) "" Who are your main suppliers?
- b) "" Who are your main stakeholders?

a) The major suppliers to the Museum are Ohio University, the College of Fine Arts, School of Art, the Aesthetic Technologies Lab, Museum staff, volunteers, artists who participate in exhibitions and donors who give objects to the collections and provide financial support, Friends of the Kennedy, Ohio Arts Council.

- b) The Museum's main stakeholders are: Ohio University students (19,500), faculty and staff, Museum members (180), public and private schools (2,000) and residents in southeastern Ohio (279,604) and the western-most counties in West Virginia, and tourists (3,000). Expectations include the Museum's ability to meet Ohio's K-12 educational fine arts standards, dynamic exhibitions that would be otherwise unavailable or affordable within the region.

3. With what other organizations does the unit have formalized collaborative relationships, alliances, or partnerships? Briefly describe the nature and purpose of each. Also list and describe any key informal relationships with external groups or organizations. List other institutions or units with which the organization interacts on a regular basis?

The Museum recently reached an agreement with the School of Fine Arts to consolidate and share the positions of curator and gallery director. The combined position is titled curator and is supervised by the Museum director. The Museum and School will also share staff, graduate assistants and work study students for installations of exhibitions in the Museum, Ohio University and Trisolini Galleries. In addition, Museum staff holding M.F.A. degrees will teach classes in the School of Art.

Other collaborations:

- Internship and Service Learning opportunities with the College of Fine Arts, College of Communication, College of Arts and Sciences and College of Education.
- College of Fine Arts: School of Art (Ohio University School of Art Biennial Faculty Exhibition); Art History Department (Faculty guest curators), Studio, Art Education from 1996-2007.
- College of Communication (in particular Visual Communications and Journalism); College of Arts and Sciences (in particular the English Department); and the College of Education.
- Athens City School District.
- The College of Fine Arts Residential Learning Community: Museum related experiences for first year fine arts majors.
- The Dairy Barn: Shared and complementary educational programming.
- The Friends of the Kennedy: Inside/Outside Art Talks.
- The Aesthetic Technologies Lab.
- Partnership and shared learning experiences with Zuni and Navajo tribes.
- The Trisolini Gallery: The Museum and School of Art have worked with collections from all colleges on campus in connection with artist Mark Dion's fall 2009 exhibition.

0.3 Peers, Competitors and Leaders

1. What other organizations are considered to be peers, competitors, and leaders in the field or discipline?

There are no comparable art museums situated in southeastern Ohio. Peer organizations within Ohio are Miami University Art Museum and Kent State University Museum. On a national scale, leaders include the Beach Art Museum at Kansas State University, The Wexner Center of Arts at Ohio State University, The Weatherspoon Art Gallery of University of North Carolina/Greensboro, and Weisman Art Museum at the University of Minnesota.

2. In terms of overall quality, stature, or standing, how does your organization compare with peers, competitors, or leaders?

Kennedy Museum of Art has outstanding holdings, such as our Native American and contemporary prints collections, which surpass many comparable and larger institutions. Exhibitions and educational

programming exceed the quality of museums with similar budgets. In addition, the staff is equal in quality and expertise to its peer organizations. The director and department heads have held elected and appointed leadership positions in state, regional and national museum and arts associations. When compared to other peer museums, the Kennedy suffers in terms of staff size, annual budget and marketing capacity.

3. What are the principle factors that influence the organization's standing relative to others in the field?

The principle factors are universal within the museum field. They include the significance of the collections, quality of exhibitions and supportive educational programming, credentials and experience of the staff, scholarly publications, American Association of Museums accreditation, number of visitors and annual budget.

0.4 Challenges and Opportunities

1. What are the most critical organizational challenges at this time?

The most critical challenges are the lack of financial and staff resources. Since its inception over 13 years ago, the Museum's annual budget has steadily declined. Currently, the Museum is facing an 8 to 12 % budget reduction for FY 2010. The Museum is currently short two positions, a curator (vacant) and a development/marketing person (lost position). Additionally, the two part-time positions need to be full-time. Staff has been working to fill in the gap to address these staff shortages.

2. What special opportunities exist for advancing the quality, stature, or standing of the organization?

Financial: Currently, a strategy is underway to launch a Museum shop and coffee/pastry service as a means of earned income and to boost visitor numbers. Major donors are being cultivated with the assistance of the development director of the College of Fine Arts. A case statement is prepared which outlines the Museum's history and the vision. Naming and other opportunities for donors to contribute are identified. Funds would be designated for endowment, capital improvements and staff positions.

Collections: New areas of collecting are being considered. For example, one consideration is collecting figurative ceramics, which would complement the School of Art's nationally recognized ceramics program. Although it would be international, such a collection would also complement the regional tradition of working with clay. Ceramics is still an affordable area to collect and a prominent collection, if marketed properly, would make the Museum a tourist destination.

Facilities: The Museum is submitting plans, designed to renovate the upper floors, to the vice president of advancement for Ohio University's future capital campaign. The campaign would finance additional badly needed gallery, activity and storage spaces, as well as renovation of the former hospital's ballroom.