COMPACT FOR WEISMAN ART MUSEUM
FY 2005-2006

Introduction
The compact between the Senior Vice President for Academic Affairs and Provost and the Director of the Weisman Art Museum for 2005-06 includes the following:

A. Unit Mission
The Board of Regents approved the mission of the Weisman Art Museum (WAM) in November 1992. It is longer than one paragraph. It was succinctly, though unofficially, restated in 1994 as:

The Frederick R. Weisman Art Museum at the University of Minnesota is a teaching museum that links the educational mission of the University and the cultural life of Minnesota in a dynamic and congenial place, for the discovery, understanding, and enjoyment of art in all its facets.

The Museum’s website is http://www.weisman.umn.edu/. Because it is intended for the general public, it does not include our strategic plan or structure, but does include our programs.

A new strategic plan will be formulated over the next few months. We purposefully waited to begin a new planning process until the University’s new strategic plan was announced so our plan could support the University’s goals.

B. Performance Scorecard
1. Enrollment Management Measures NA
2. Other Performance Measures
   Reputation or rankings of staff: In addition to publications, museum staff reputations can be measured by activities at the state and national levels in which they are asked to participate. Director has been elected to boards of both major national museum organizations and serves on steering committee of an international museum organization. She, and other staff, regularly jury exhibitions locally and nationally, and lecture locally and nationally.
   Ranking of museum: There is no organization that formally ranks university art museums, but informally, WAM’s name is always mentioned when museum colleagues are asked to name the top university museums in the United States.
   Attendance: WAM’s attendance has been between 100,000 and 190,000 annually since we moved to our new facility in 1993. A 2004 comparison of 15 benchmark university museums, mostly urban, shows WAM had the largest attendance of the group.
   Press: the Star Tribune, the most important venue for arts reviews in the state, reviews all WAM’s major exhibitions. In her 2004-year roundup, Mary Abbe of the Star Tribune noted that the two most important shows of the year had both been at WAM.
   Student and Faculty Involvement: We measure our performance in terms of faculty and student involvement. We collaborate with 30 different University departments and community groups annually. Our art study room is used 45 times per year by more than 300 students who come with classes.
   Financial: We measure success by grants received from national and local foundations, as well as individuals. However, the gross amounts may seem small compared to other areas of
the University because a large grant from the NEA is $25,000. Last year we received a grant of $98,000 from the federal Institute of Museum and Library Services.

C. Update Strategic Goals from 2004-2005
Because we were not asked to participate in the compact process in 2004-2005, we have no strategic goal to carry forward from that process. However, in our annual report to the Associate Provost, we summarized the past year’s accomplishments and reported on goals that were met as well as those we needed to carry forward.

D. New Strategic Goals
Strategic Goal 1: To integrate Museum collections and programs more fully into University teaching through on-line access for faculty and students, and eventually, the public and through new programs to broaden and deepen student involvement in the Museum.

Impact: Will improve academic quality by allowing faculty to use object-based learning in classes across disciplines, from medicine to art. There is no impact on revenues. The initiatives will require expenditures for staff and equipment. WAM productivity will be reduced during first phase, particularly of digitization initiative, but will then increase. All these initiatives will increase service by allowing easier access to the Museum’s collections and programs.

Significant initiatives to achieve the goal
a. Initiative: Collection Digitization will make the collection of the Museum accessible to faculty, students, scholars, and the public through distribution of collection records and digital images on the Museum’s website. The initiative requires acquiring digital images of all of the Weisman collection of approximately 20,000 objects. We are very far behind most museums in making digital images of our collection available on our website. One reason is that many university museums were included in a larger, library initiated digitization initiative. This did not happen at the University of Minnesota. Other major museums in Minnesota received direct state appropriations for digitizing their collections. We were not able to participate because we are part of the University. Achievement will be measured by number of objects successfully digitized. Progress depends on levels of funds raised for project but we expect substantial completion by 2010. Contact person: Karen Duncan, Museum Registrar.

Financial Information

<table>
<thead>
<tr>
<th>Initiative a--Collection Digitization Initiative-</th>
<th>Total from Previous Years</th>
<th>FY 2005-2006</th>
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<tbody>
<tr>
<td></td>
<td>Recurring Cost</td>
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<tr>
<td>Collections assistant</td>
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<tr>
<td>Student/Interns for art handling and metadata</td>
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<td>Equipment</td>
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<tr>
<td>Photography consultant</td>
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<td></td>
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<tr>
<td>Create temporary studio within existing space</td>
<td>$2,500</td>
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<tr>
<td><strong>Total Cost</strong></td>
<td><strong>$52,200.00</strong></td>
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</table>
Other Contribution | We will apply for outside grants to continue project beyond FY 2005-2006
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Unit contribution | We will provide management oversight for project; cost is not calculated
Central contribution | $52,200 in non-recurring support provided by the Provost’s office.

**Strategic Goal 2: Continue the presence of art in the campus environment.** The public art program has placed more than 40 site-specific works of art on campus, outside and inside buildings in the last ten years. The program has operated by accessing an administrative fee from the 1% for public art attached to capital projects funded by the legislature. For a number of reasons, that formula has not worked for the last few years and a deficit has developed. We have provided details on the deficit to the Provost’s office. Changes to limit public art legislative allocations to $100,000 per project rather than 1%, means that even in the best of situations, public art could no longer operate on the old funding model. The public art coordinator’s position is now vacant. We will not move to fill position until funding for the position is identified.

The Weisman convened a public art task force including art, art history, architecture, landscape architecture, University Services, and community members of the Weisman’s advisory board. Their conclusions follow.

**Impact:** Our task force listed impacts of public art as follows:
- Builds loyalty, alumni support and pride
- Creates a campus that will attract prospective students and their parents—we know that campus appearance is as important as research rankings in the college decisions of undergraduates
- Connects the university to other communities; creates community engagement
- Creates an entry, through art, to the intellectual activity of many disciplines
- Contributes to faculty productivity by creating a stimulating and aesthetically engaging environment
- Encourages student awareness of art and incorporates it into their daily life
- Creates forums for artists to create art that does not fit into the confines of traditional gallery and museum spaces
- Manifests that the University is a place where issues can be debated and new approaches to public engagement realized
- Functions as a place marker to commemorate important people or events, or to recognize the important intellectual activity of the campus.
- Helps define the University as a place
- Inspires participation, interaction, and contemplation; forges partnerships

**Significant initiatives to achieve the goal:** Funding the public art coordinator from central sources will allow the program to continue. The task force also recommended structural changes that will need to be agreed upon with University Services. Initiatives are divided between funding, structure, and procedures.

**a. Initiative: Stabilize funding for public art administration.** Contact persons: Lyndel King, WAM; Lori-Anne Williams, University Services
- Provost’s office provided recurring funds for half time public art coordinator. A job is posted at the University for a half-time public art coordinator for six
months. A broad search committee will be formed when a full-time position is posted. This search committee will include representatives from architecture, art, and University Services as well as WAM.

- Fund all other administrative costs of program from a 10% fee from the 1% for art allocation. This includes maintenance of digital image and slide bank, meetings, travel for artist interviews, etc. If coordinator’s position is not included in this administrative fee, it should easily cover all other administrative costs.
- Discussions have begun with University Services, about a public art maintenance fund at approximately $15,000 annually.

b. Initiative: Make structural changes to make project administration more efficient. Contact person: Lyndel King, WAM.

- Centralize administration of public art on all campuses in the position of the public art coordinator. Informal conversations with VP Jones indicate his support for this. Formal follow-up is underway.
- Public art coordinator takes responsibility for all public art on campus, not just new projects funded through legislative appropriations. This will require policy support from the Provost and VP for University Services. Discussions are scheduled on this topic.

c. Initiative: Make procedural changes to ensure that projects are completed in more timely and efficient way: Contact persons: Lyndel King, WAM; Lori-Anne Williams, University Services. Discussions have begun but are not yet finalized on these topics. Lori-Anne Williams and Lyndel King have met. Lori-Anne Williams is reviewing the issues with others in University Services. Both Williams and King agree that changes in procedure need to be made but the details are not yet finalized.

- It is recommended that the public art coordinator be invited to attend University Services capital planning and project management (CPPM) steering committee. This will require agreement with University Services
- It is recommended that public art coordinator be notified of projects early, preferably after pre-design and before architect selection, so projects can be more efficient. This will require discussion and agreement with University Services.
- Integrate and connect public art master planning to University master plan. This will require agreement with University Services.
- Transfer state percent-for art allocations from CPPM to WAM upon allocation of public art money to ensure that public art money is spent according to public art policy. This will also allow construction projects to close before public art is completed. Weisman will report quarterly to CPPM on all public art expenditures. This will require agreement with University Services.

Financial information
Public Art Initiative
### Item Information

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<th>Item</th>
<th>Total from Previous Years</th>
<th>FY 2005-2006</th>
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<tbody>
<tr>
<td></td>
<td>Recurring Cost</td>
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</tr>
<tr>
<td>Public Art Coordinator</td>
<td>$66,500</td>
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<tr>
<td>Maintenance Fund</td>
<td>$15,000</td>
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<td><strong>Total Cost</strong></td>
<td><strong>$81,500.00</strong></td>
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**Other contribution:** We will work with University Services to find $15,000 for maintenance.

**Unit contribution:** We will provide oversight for public art program; cost not calculated.

**Central contribution:** $40,000 in recurring support committed by the Provost’s office for a half time position, with verbal indications that support for a full-time position will be considered when structural and procedural goals are achieved.

This does not include reducing the deficit. If central funding is found for the coordinator’s position, the deficit might (slowly) begin to be reduced through annual surpluses in the administrative fee.

### Strategic Goal 3: Increase community support for WAM

**Strategic Goal 3: Increase community support for WAM:** We intend to increase community support and build new donors through significant increase in membership, now at about 1,100. We will measure accomplishments by number of members, and number of members who renew at a higher level. Our average membership is $175. Our goal is to add 105 members each year and retain those members, for a total of 315 additional members by 2008.

**Impact of the goal:** Goal will increase annual membership gifts by $17,500 to cover 50% of membership manager position.

**Significant initiatives to achieve the goal**

- **a. Engage membership manager who will be able to recruit new members as well as service current members.** This will require increasing membership position from 50% to full time. At half time, membership manager is only able to service members—to manage basic renewals. At full time, membership manager will be able to create new recruiting initiatives and programs to encourage renewal at higher levels. Accomplishments will be measured in same way as for goal. Contact: Karen Casanova

### Financial Information

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<th>Item</th>
<th>Total from Previous Years</th>
<th>FY 2005-2006</th>
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<tbody>
<tr>
<td></td>
<td>Recurring Cost</td>
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<tr>
<td>50% Membership Manager</td>
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<td><strong>Total Cost</strong></td>
<td><strong>$17,500</strong></td>
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**Other contribution:** none

**Unit contribution:** We will continue $17,500 from memberships plus $1,900 available from this year’s allocation for this position, available because the position was vacant for a time.

**Central Contribution:** $15,600 recurring support provided for this goal.

### E. Diversity Assessment and Planning
We always advertise staff positions in minority publications. At the moment 75% of our staff members are women, 4% are African American, and 4% are Latino. We have made increasing minority representation on our Advisory Board a priority. At the moment, 46% are women, 6% are African American, and 6% are Asian.

The museum staff is relatively small and all staff members meet together weekly. The director interacts with every member of the staff at minimum twice weekly, and usually daily. Director personally monitors conduct and speech at the weekly all staff meetings and in all interactions with staff to ensure that civil discourse and interactions are the norm and that all persons, whatever their ethnicity, culture, gender, or sexual preference, feel comfortable. The Director has issued and discussed policy statements with all staff that make clear that disrespectful conduct and speech are not tolerated. Staff members are actively encouraged to discuss any situations in which they feel uncomfortable or disrespected with their supervisor or directly with the director. The director has instructed all supervisors to monitor the environment in his or her area to make sure that conversations and actions are respectful.

F. Outreach and Public Engagement
The mission of the museum emphasizes outreach and public engagement—a link between the University and the community. Accessibility is a key word at the Weisman—physical, intellectual and emotional accessibility to art. Attendance at the Weisman is about 150,000 a year, with half of our visitors from outside the University. Admission is always free.

The Weisman has collaborated with more than 300 different groups, many of them more than once. They range from the United Cambodian Association of Minnesota to Pathways: A Health Crisis Resource Center. We also collaborate widely within the University, with units as diverse as the Department of Chemical Engineering and Material Sciences to the Institute for New Media Studies.

A significant outreach effort is with K-12 students. Last year more than 18,000 students from around the state took part in guided tours. We also offer curriculum packets for use in the classroom. We have become a national leader in the use of the visual arts to increase writing skills for middle and high school students. In 2004 we received a grant from the federal Institute for Museum and Library Services to expand these programs.

The Weisman reveals the diversity of contemporary society by regularly presenting exhibitions and programs that feature women and minorities. Last year’s Chicano Visions: American Painters on the Verge brought over 32,000 visitors to the museum in its three-month run and offered an opportunity to partner with the Latino community, the fastest growing minority group in our state.

The Weisman helps provide to the community an understanding of important societal issues through the arts. A recent success was Gene(sis): Contemporary Art Explores Human Genomics, described by the Star Tribune as one of the two best exhibitions of 2004 (the other was our Chicano exhibit.) WAM collaborated with the departments of medicine, law, ethics, biology, philosophy, women’s and cultural studies, art, and art history to organize programs for the community and the University.

To make the community aware of the rich artistic resources of our state, the Weisman presents at least one exhibition every other year that features the work of Minnesota artists, both contemporary and historical. The Feminist Art Movement in Minnesota: Early Members of W.A.R.M., (exhibit and
publication, 2006) will place Women’s Art Registry of Minnesota (W.A.R.M.) in a national context and reveal its importance in shaping feminist art discourse on both local and national levels. The Weisman Art Mob collectors’ group of more than 100 members from the community educates novice collectors and connects them with artists and galleries in our community.

G. **Space and Facilities Issues**

1. **Compact Initiative Impacts and Space Management**
   The only facility impacts of the initiatives will be that the museum must transform an existing space temporarily into a studio where ongoing digital photography of the collection can take place for the next few years. This space has been identified and funds requested to cover the costs. Office space for the positions requested already exists.

2. **Major Capital Investment Priorities**
   This is to **reconfirm** that our major capital priority is to add four new galleries and a small café to the Museum. The museum has completed pre-design and began a capital campaign about three years ago in the amount of $11.5 million with $10 million for the building and the remainder for program endowment. We have raised about $4.2 million to date and have several major requests pending. At a time agreed on with the Provost, we will begin to explore a request that the University provide funding for infrastructure changes that are part of the project.

H. **Significant Financial Issues**

The museum is experiencing increasing difficulty in fundraising. We always have difficulty raising general operating funds—unrestricted funds—because we are part of the University. The perception is that the University should provide the basics for the operation of the Museum. In the last three years, agencies that provided unrestricted funds, such as the Minnesota State Arts Board and the Federal Institute of Museum and Library Services, have been cut drastically or eliminated their general operating support programs. Several major capital campaigns in the Twin Cities have made donors careful about making new commitments to our capital campaign until their pledges to other organizations—made before the economic downturn—are completed.

The Weisman suffers from University budget cuts because we have no tuition income to offset them. Unfunded salary increases hit us particularly hard. Ninety-eight percent of our O&M goes for salary and fringe benefits. We don't have the "float" possible in larger units that may come from always having some people on sabbatical, or always having a certain number of vacant positions.

I. **Faculty and Staff Consulting**

All senior staff at the Weisman were involved in discussions of the compact and most in actual preparation of the compact.

J. **Report Summary and Allocation Summary**

1. **Tuition** – The Weisman Art Museum does not generate any tuition revenue.

2. **ICR** – The agreed-upon FY 2005-06 ICR revenue estimate for the Weisman Art Museum is $4,950 (49.5% of $10,000).
## Historical Allocation Summary
### FY 2003 through 2005 Compact Investments

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<th>FY 2003</th>
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<th>FY 2005</th>
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<td><strong>Total</strong></td>
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## Central Allocation Summary – FY 2005-06

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<td>Collection digitalization</td>
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<tbody>
<tr>
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