# National Museum of the American Indian

## Application of Operating Resources

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<th>FTE</th>
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<tr>
<td><strong>Federal Appropriations</strong></td>
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<td>FY 2005 Actual</td>
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<td>5,014</td>
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<td>FY 2006 Estimate</td>
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<td>30,470</td>
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<td>1,758</td>
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<td>FY 2007 Estimate</td>
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<td>31,159</td>
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<td><strong>Gov't Grants &amp; Contracts</strong></td>
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## Strategic Goals: Increased Public Engagement; Strengthened Research; and Enhanced Management Excellence

Federal Resource Summary by Performance Objective and Program Category

<table>
<thead>
<tr>
<th>Performance Objective/Program Category</th>
<th>FY 2006</th>
<th>FY 2007</th>
<th>Change</th>
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<tbody>
<tr>
<td></td>
<td>FTE</td>
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<td>FTE</td>
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<tr>
<td><strong>Increased Public Engagement</strong></td>
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<td><em>Public Programs</em></td>
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<tr>
<td>Engage and inspire diverse audiences</td>
<td>71</td>
<td>5,397</td>
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<tr>
<td>Provide reference services and information to the public</td>
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<tr>
<td><strong>Exhibitions</strong></td>
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<tr>
<td>Offer compelling, first-class exhibitions</td>
<td>42</td>
<td>5,204</td>
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<tr>
<td><strong>Collections</strong></td>
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<td>Improve the stewardship of the national collections</td>
<td>59</td>
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<td><strong>Strengthened Research</strong></td>
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<td><strong>Enhanced Management Excellence</strong></td>
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<td><strong>Facilities</strong></td>
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<tr>
<td>Execute an aggressive, long-range revitalization program and limited construction of new facilities</td>
<td>16</td>
<td>1,150</td>
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<td><strong>Information Technology</strong></td>
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<tr>
<td>Modernize the Institution’s information technology systems and infrastructure</td>
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<td>3,014</td>
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<td><strong>Management Operations</strong></td>
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<tr>
<td>Strengthen an institutional culture that is customer centered and results oriented</td>
<td>38</td>
<td>4,110</td>
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<tr>
<td>Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse</td>
<td>5</td>
<td>370</td>
<td>5</td>
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<tr>
<td><strong>Total</strong></td>
<td>325</td>
<td>30,470</td>
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BACKGROUND AND CONTEXT

The National Museum of the American Indian (NMAI) is committed to advancing knowledge and understanding of the Native cultures of the Western Hemisphere—past, present, and future—through partnerships with Native people and others. The Museum works to support the continuance of culture, traditional values, and transitions in contemporary Native life.

To achieve the goal of Increased Public Engagement, NMAI will focus its resources to support community-curated gallery rotations each year in the three core exhibits, and to present contemporary works of art to the public in a fourth gallery in the new Mall Museum. These exhibits, along with significant educational and public programming, are expected to attract an anticipated 3–4.5 million visitors annually. The offering of crafts demonstrations, educational presentations, seminars, and symposia throughout the building will not only ensure a meaningful visitor experience, but will help control crowd flow. Web content based on these programs will reach distant “virtual visitors” to the Museum, who may not be able to come to the East Coast but can avail themselves of technology and written materials developed at NMAI. Through its community-curated exhibitions and public programming, the Museum continues to present the contemporary voices of Native peoples to educate and inform the public while countering widespread stereotypes.

For FY 2007, the budget estimate includes an increase of $689,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, NMAI is directing its resources to: 1) activities that will result in increased visitation to the Mall Museum, the Cultural Resources Center in Suitland, Maryland, and the George Gustav Heye Center (GGHC) in New York; 2) public programming that will encompass the indigenous peoples of the Western hemisphere (as mandated in the NMAI legislation) and will demonstrate the presence of contemporary Native peoples today; and 3) outreach to Native communities, tribes, and organizations, through technology, internships, seminars, and symposia.

Outreach efforts will continue to bring the Museum and its resources to audiences through media such as the radio and the Web, and via innovative outreach and training programs. These contacts will link external communities to audiences at the Mall Museum through technology and involvement in planning and programming. The Film and Video Center will present the variety and excellence of Native productions at both the Mall Museum and the GGHC.
In education, funding will continue for planning and operating programs seven days a week, including interpretive activities, cultural arts performances, demonstrations, and resource materials about Native American history and cultural heritage. The Resources Center will continue to provide daily information about Native peoples of the Western hemisphere, including Hawaii, providing opportunities to correct stereotyping and expand knowledge. Various tribal educational resources, including curricula, will be made available to local teachers. This will help NMAI achieve the goal of Strengthened Research by ensuring the advancement of knowledge in the humanities.

In addition, staff will make research, film, video, audio, and photographic content developed for Mall exhibitions broadly available both in the Mall Museum and to Native American communities and public audiences, through the Web, printed materials, and collaborative activities with other groups and organizations.

NMAI staff will continue to oversee group and school tour programs, and volunteers, and direct presentations in galleries and all public space and program areas to ensure maximum use of all the educational resources of the building to enhance the visitor experience.

The goal of Enhanced Management Excellence will be addressed by efficiently and economically designating resources to meet the mission of the Museum, implementing the goals of the Smithsonian Institution, and enhancing the collection through the acquisition of contemporary works.

**STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS**

*Increased Public Engagement*

Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (71 FTEs and $5,397,000)

- Support NMAI’s Interactive Learning Center’s interface to provide public access to electronic resources. Maintain public computing facilities in the Interactive Learning Center and the Resources Center work study areas and classrooms
- Present diversified and ongoing publications and cultural arts programs (e.g., music, dance, storytelling, drama) that will educate the public about the history and significance of Native cultures, including 10–15 cultural arts programs each month that encompass craft demonstrations and theatrical performances
- Continue cultural arts programs and author programs, as well as collaborations with other Smithsonian bureaus and Washington-area cultural institutions, and supplemental programs for 20 schools in the local and regional communities
• Develop and publish titles in the illustrated children’s book series *Tales of the People*, and in the series for educators and young adults, *My World: Young Native Americans Today*

• Provide editorial support in the production of educational materials to inform the public about Native cultures

• Develop and publish books arising out of the Museum’s scholarly symposia series

• Provide 364 interpretive gallery programs per year, and one major symposium annually

• Conduct 12 educational workshops annually

*Provide reference services and information to the public (55 FTEs and $4,530,000)*

• Expand NMAI’s website to provide in-depth content about exhibitions and events in New York and Washington, DC, as well as educational resources for teachers, and more information about NMAI’s collections

• Increase the number of website visits by 15 percent

• Undertake electronic community-based outreach efforts to bring the Museum’s collections resources in Washington, DC and New York to Native American communities

• Support staff use of a customer relationship management system to email electronic newsletters about the Museum to subscribers, with quarterly information, and to solicit participation in and contributions to Museum activities. Increase electronic newsletter subscriptions by 15 percent by providing more relevant and personalized information

• Provide an online, Web-based, electronic ordering capability of NMAI media resources through participation in the Office of the Chief Information Officer’s digital repository effort (delayed from FY 2005 to FY 2006)

• Continue the Native American Film Festival, showcasing works introduced by film makers and community members, in order to gain higher visibility for NMAI with teachers, students, and scholars

• Provide daily information services about NMAI and Native peoples to the public, using technology-based capacity at the Resources Center

• Incorporate recordings and other media material from artists and presenters, which are related to NMAI’s public programs, into the Resources Center; and collect program-related recordings, books, website information, etc., for incorporation into Resources Center delivery systems

• Expand the Museum’s Cultural Registry database and integrate it with the Museum’s Contact Management System. Refine methodology and criteria for including Native cultural presenters (e.g., music, dance, literature, drama, storytelling, etc.) in the database; and determine the best methods for keeping the database current and for making information widely accessible
• Develop non-commercial publications—in alternate text file formats, including Portable Document Format (PDF) and Print on Demand (POD)—to support the activities of various Museum departments (e.g., Public Programs, Cultural Resources, and Community Services) and promote outreach to the general public by augmenting awareness of Native American life and educating the public about the history and significance of Native cultures

• Solidify Native Arts Program components of Visiting Artist, Community Artist, Community Arts Symposia, and Youth Mural programs. Maximize efforts by developing associated opportunities in the areas of community-based activities, exhibitions (both physical and virtual), public programs, and publications

• Establish an effective Native Media Program including oral histories, radio production, and Web-casting, which ensures the delivery of compelling, relevant audio programming to audiences throughout the world

• Develop an integrated plan for using technological tools to deliver connections and services to Native communities, including the formation of creative linkages to existing NMAI resources

• Continue to maintain high visibility in the press to ensure positive reviews in the local, national, international, and Indian country media

• Focus programming in Indian Country in North, South, and Central Americas

• Manage ongoing and proactive external affairs, including public relations and media programs to enhance the Museum’s visibility nationally, internationally, and throughout Indian Country

Offer compelling, first-class exhibitions and other public programs (42 FTEs and $5,495,000)

• Rotate communities into the three permanent galleries (each approximately 300 square feet)

• Install one major exhibition in the 8,500-square-foot Changing Gallery on the Mall

• Continue exhibition planning/curatorial/design with communities for the FY 2008 community rotation. This includes script development, design finalization, and object selection of up to 150 objects per community

• Initiate exhibition planning/management/design with communities for the FY 2009 community rotation. Include initial contact with community, travel to site for meetings, preliminary script development, and community visits to the Cultural Resources Center for object viewing and preliminary selection

• Install three exhibitions of contemporary art in the Changing Gallery at GGHC, including the Collection Survey exhibition

• Design and fabricate the NMAI Fritz Scholder exhibit, scheduled to open in FY 2008 at both the GGHC and on the Mall
• Provide a year-round exhibition program at the GGHC for three major galleries, including the Pavilion (with an education focus) and the Photo Corridor Gallery, and offering daily cultural interpreter programs, major monthly programs, and a major film festival. Projects for FY 2007 include Ways of Knowing, preparation for the Scholder exhibit, and a major film festival
• Organize four workshops and networking opportunities for Native film makers and Native media organizations with the television, film, and media industries
• Collaborate with Native educational organizations, such as Oyate, American Indian Library Association, National Indian Education Association, and the Canadian Arts Council. Work with them to identify video resource materials
• Present a regular, ongoing schedule of programs encompassing Native cultural arts in collaboration with communities and curatorial teams that complement and expand on exhibition themes
• Produce the third bi-annual Powwow for the general public
• Use the Museum’s collections to produce various print products (e.g., books, posters, calendars, notecards, etc.) for sale and distribution to Museum visitors and the general public
• Provide technical support for exhibits and public programs, interactive kiosks, and the Preparation Theatre; replace and repair outdated equipment; and ensure that 95 percent of the kiosks are available for public access 95 percent of the time
• Continue to produce and provide print pieces to enhance the visitor experience with general information about the Museum, its exhibitions, programs, and other services. These resources will be available in alternate formats, including Braille and Web access, and will be evaluated by the department responsible for them
• Evaluate visitor services to ensure an effective orientation and ticketing process for public audiences at NMAI
• Increase the GGHC’s community outreach initiatives within the metropolitan New York City area, with special focus on targeted programs in the Pavilion to reach local Native populations

*Improve the stewardship of the national collections for present and future generations (59 FTEs and $5,555,000)*

• Provide system development for data enhancement and public access, maintain NMAI’s Collections Information System (CIS) for objects, and provide technical support to augment digitization, cataloguing, and public access to NMAI’s photo, audio, film, and video archival resources
• Enhance physical access to the collections for diverse audiences, such as Native visitors, researchers, students, and the general public.
• Maintain and refine the Registration Information Transaction System (RITS), within the Registrar’s Office, of the complete collections inventory
• Prepare and execute the migration of the RITS to the CIS
• Sustain acquisition programs with a focus on historical collections as well as contemporary art and modern traditional arts
• Digitize 5,000 historical images and work with the Information Technology Department to provide an image bank of collection images via the Internet for easier public and scholastic access
• Enforce comprehensive pest management controls to identify captured pests within the collections at both the Mall Museum and the Cultural Resources Center where the collections are housed, and take corrective measures to counter repeated infestation or damage
• Increase the size of the archives through donations and purchases of printed materials as well as film and photos
• Continue mandated repatriation of sensitive collections to Native communities and develop a comprehensive collections management policy for sensitive materials

Strengthened Research
Ensure the advancement of knowledge in the humanities through original research (10 FTEs and $1,193,000)
• Conduct pilot program for film and video resource materials at tribal colleges
• Present educational information in schools across the country for grades 4–8 via collaboration with Scholastic Magazine
• Produce a directory of Native film makers
• Research publications and media products, and use them to produce educational resource materials in connection with the Museum’s public programs

Enhanced Management Excellence
Execute an aggressive, long-range facilities program, with increased emphasis on maintenance and revitalization (16 FTEs and $1,164,000)
• Provide maintenance and visitor support services for a seven-day-a-week operation open to the public at the Heye Center in New York
Modernize the Institution’s information technology (IT) systems and infrastructure (29 FTEs and $3,063,000)
• Ensure that NMAI technical staff works locally (in New York, Maryland, and Washington, DC) to provide secure, reliable, and efficient systems, meeting federal standards, with less than one percent downtime
• Arrange for information and technology specialists to work closely with NMAI staff to analyze business processes and determine where efficiencies in scale can be achieved through application of
information and technology tools. NMAI technology staff will train and support staff’s effective use of various information systems to support Museum-based applications such as electronic signage, welcome desks, visitor passes, group reservations, public programs, distance education, community services events, and digital resources.

**Strengthen an institutional culture that is customer centered and results oriented (38 FTEs and $4,392,000)**

- Respond to all internal, OMB, congressional, and other budgetary requirements accurately and on time
- Meet all NMAI and Smithsonian needs for procurement/travel management and reporting, including support for a Mall Museum, GGHC, and the Cultural Resources Center at full operational levels
- Provide training and orientation to staff to ensure their knowledge level is sufficient to support programmatic efforts

**Ensure that the Smithsonian’s workforce is efficient, collaborative, committed, innovative, and diverse (5 FTEs and $370,000)**

- Continue to manage an active, supportive, and responsive human resources operation within NMAI to achieve the following: provide training budget at a level that is one percent of NMAI’s salary allocation; provide performance plans to all applicable staff; ensure that all supervisors conduct at least one mid-year performance review, and provide a venue for Native American recruitment effort

**NONAPPROPRIATED RESOURCES**—General trust funds provide support for salary and benefit costs for the Museum Director. Donor/sponsor-designated funds provide support for salaries and benefits for development staff; publications and special events for exhibition openings; and costs related to specific programs and projects, including educational programs, advertising, production of fundraising proposals, member- and donor-related special events, exhibition openings, and outreach activities.