### Application of Operating Resources

<table>
<thead>
<tr>
<th></th>
<th>Federal Appropriations</th>
<th>General Trust</th>
<th>Donor/Sponsor Designated</th>
<th>Gov’t Grants &amp; Contracts</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTE $000</td>
<td>FTE $000</td>
<td>FTE $000</td>
<td>FTE $000</td>
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<tr>
<td><strong>FY 2005 Actual</strong></td>
<td>58 5,292</td>
<td>2 618</td>
<td>4 1,238</td>
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<tr>
<td><strong>FY 2006 Estimate</strong></td>
<td>64 8,532</td>
<td>3 677</td>
<td>10 4,978</td>
<td>0 0</td>
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<td><strong>FY 2007 Estimate</strong></td>
<td>64 5,400</td>
<td>3 703</td>
<td>10 1,945</td>
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</table>

### 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>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FTE $000</td>
<td>FTE $000</td>
<td>FTE $000</td>
</tr>
<tr>
<td><strong>Increased Public Engagement</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Programs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engage and inspire diverse audiences</td>
<td>8 713</td>
<td>8 725</td>
<td>0 12</td>
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<tr>
<td>Provide reference services and information</td>
<td>6 796</td>
<td>6 530</td>
<td>0 -266</td>
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<tr>
<td>Exhibitions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Offer compelling, first-class exhibitions</td>
<td>11 1,466</td>
<td>11 944</td>
<td>0 -522</td>
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<tr>
<td>Collections</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Improve the stewardship of the national collections</td>
<td>19 2,443</td>
<td>19 1,508</td>
<td>0 -935</td>
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<tr>
<td><strong>Strengthened Research</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensure the advancement of knowledge in the humanities</td>
<td>4 621</td>
<td>4 369</td>
<td>0 -252</td>
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<tr>
<td><strong>Enhanced Management Excellence</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information Technology</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Modernize the Institution’s information technology systems and infrastructure</td>
<td>1 979</td>
<td>1 123</td>
<td>0 -856</td>
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<tr>
<td>Management Operations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strengthen an institutional culture that is customer centered and results oriented</td>
<td>12 1,170</td>
<td>12 1,035</td>
<td>0 -135</td>
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<tr>
<td>Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments</td>
<td>3 344</td>
<td>3 166</td>
<td>0 -178</td>
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<tr>
<td><strong>Total</strong></td>
<td>64 8,532</td>
<td>64 5,400</td>
<td>0 -3,132</td>
</tr>
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</table>

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BACKGROUND AND CONTEXT

The National Portrait Gallery (NPG) functions as a free public museum for the exhibition and study of portraiture depicting men and women who have made significant contributions to the history, development, and culture of the people of the United States, and the artists who created such portraiture. Congress established the NPG to be the pinnacle of national recognition, and the Gallery will continue to ensure that its collections honor the American people.

To achieve the goal of Increased Public Engagement, the NPG will evaluate its installations and programming for the July 2006 reopening of the Patent Office Building (POB), and will examine its plans to identify strengths and weaknesses and correct any deficiencies.

To achieve the goal of Strengthened Research, the NPG will continue its editing project of the Charles Willson Peale Family Papers. The project has collected copies of more than 6,000 documents, spanning three generations of the Peale family. The archive traces the family’s history from the arrival of Charles Peale, a transported felon, through the career of Charles Willson Peale—artist, Revolutionary soldier, naturalist and museum keeper, and Enlightenment polymath—down through the 19th-century careers and lives of his many children, including his sons Raphaelle, Rembrandt, Titian Ramsay, and Rubens. In addition to its richness as a source of biographical information on the Peale family, the archive is a matchless source of information on American family, social, and cultural history from the 1730s to the 1880s.

The goal of Enhanced Management Excellence will be achieved by using marketing results to direct improvements that meet the needs and expectations of visitors and stakeholders. With the achievement of fulfilling its mandate to successfully reopen the POB in FY 2006, the NPG will use FY 2007 to prepare an exhibition and educational programming outline for the future.

The FY 2007 estimate includes a net reduction of $3,132,000. This amount includes a reduction of $3,295,000 received in FY 2006 for the nonrecurring costs of reinstallation and reopening of the POB, and an increase of $163,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

The National Portrait Gallery’s 2006 inaugural exhibitions for the reopening of the Patent Office Building will be replaced with new shows ranging from the 4,000-square-foot Treasures from the National Portrait Gallery, London, to a photography show with 75 images of American women of the 20th century. Due to their fragile nature, most of the works on paper displayed in the Portrait Gallery’s permanent collection installation, numbering around 300 objects, will be
rotated off view, and new collection items will be matted and framed to replace them.

The long-awaited opening of the POB’s 21st century addition of the covered courtyard will be celebrated with special programming and events to commemorate the occasion.

Planning will commence for the second Outwin Boochever Portrait Competition to be held in FY 2009. The competition is a nationwide endeavor that enables artists—both known and unknown—to submit their works to compete for a portrait commission, a cash award, and an opportunity to participate in an exhibition of selected painted and sculpted works. The NPG will also oversee the 2006 portrait commission competition and the winning portrait will be presented to the public.

The fifth annual Peck Presidential Awards for “Service to a President” and “Portrayal of a President” will be announced in the fall of 2006, and the winners will participate in a session designed as an educational forum to further high school students’ understanding of the presidency and of those who have held, served, and portrayed that office. In FY 2006, the planning, nomination, and selection of the winners for the 2007 awards will be determined.

The NPG will continue to develop a broad range of national and regional educational programs for school and community audiences that will result in increased visitation. Programs designed for various ages will be presented, using such media as literature-based arts activities, musical performances, plays, historical actors, interactives, and workshops for teachers and museum professionals.

In addition, the NPG will continue to provide an important research base for portraiture at its award-winning website, and will continue its significant contribution to the visual history of our nation through the distribution of photographic and digital images from its collection for use in books, videos, CDs, and other media.

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 (8 FTEs and $725,000)

• Award two Peck Presidential Medals, one for “Service to the Presidency” and one for “Portrayal of the Presidency”
• Present two town hall sessions, with participation by the winners of the Peck Presidential Medals, to promote high school students’ understanding of the presidency
• Present the Edgar P. Richardson symposium on American portraiture and biography
• Publish four issues of Profile, the Gallery’s publication, to increase national awareness of NPG programs and research, with each issue including a special pull-out section featuring NPG’s upcoming programs
• Recruit and train two new corps of volunteers—gallery educators and teen ambassadors—to facilitate interactive programs throughout the Museum
• Design 25 education programs and 150 presentations for school and community audiences
• Have the curatorial departments present five Open House Collection Storage programs to provide opportunities for the public to view collection objects not on display
• Build on existing relationships with scholars, both inside and outside the Smithsonian, to develop collaborative ventures for the future, including public programs and exhibitions

**Provide reference services and information to the public (6 FTEs and $530,000)**
• Update the NPG website to include virtual tours of current exhibitions, an enhanced collection database, and program information
• Publish an NPG biographical reference volume that will introduce the public to the NPG collection and its emphasis on biography
• Produce a high-quality illustrated book on photographer Zaida Ben-Yusuf that will appeal to scholars and the museum-going public
• Write, edit, and publish up to 10 flyers and brochures and 500 labels for new exhibitions and programs
• Continue to provide individual responses to public inquiries about individual portraits and biographies

**Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (11 FTEs and $944,000)**
• Install a major exhibition of Treasures from the National Portrait Gallery, London
• Install seven smaller exhibitions that will reflect the Gallery’s mission to exhibit portraits of individuals who have made significant contributions to American history or culture or who have expanded knowledge of American portraiture
• Replace with new objects 300 works on paper in the permanent collection currently on view in public galleries

**Improve the stewardship of the national collections for present and future generations (19 FTEs and $1,508,000)**
• Ensure adherence to current Museum practices by conducting an inventory to track the collection and update 600 object records
• Acquire portraits of significant Americans when available, particularly from under-represented populations
• Conduct condition reports on 300 paper objects that will go on view to the public, and survey paper objects that will be removed from view to check for any damage which may have occurred during display
• Conduct conservation treatments for collection objects that require treatment
• Assess the new visible Conservation Lab in the POB to improve conditions for conserving the collection and programming for the public

Strengthened Research

*Ensure the advancement of knowledge in the humanities through original research, including research on collections, that is reflected in publications, exhibitions/displays, and public programs (4 FTEs and $369,000)*

• Continue research and writing for Volume 7 of the *Selected Papers of Charles Willson Peale and His Children*, the concluding volume of the series
• Continue research for images and biographies of significant Americans that should be added to the collection and included in exhibitions and publications
• Have staff serve on Smithsonian committees that select Smithsonian residential fellows (pre and postdoctoral fellows) and review nominations for the Secretary’s Distinguished Research lecturer
• Have staff serve on the editorial board of the Smithsonian American Art Museum’s periodical, *American Art*

Enhanced Management Excellence

*Modernize the Institution’s information technology (IT) systems and infrastructure (1 FTE and $123,000)*

• Manage and refine IT capabilities that will enhance the visitor experience and increase visitation
• Train and cross-train staff on various Smithsonian software programs and systems
• Manage services to secure reliable and efficient technological systems to meet federal standards, with less than one percent downtime

*Strengthen an institutional culture that is customer centered and results oriented (12 FTEs and $1,035,000)*

• Collect and report on audience/customer data for NPG programs and products, and introduce marketing planning, implementation, and controls to use for planning future programming
• Improve management of the NPG through increased staff communications, training, and reorganizations, as appropriate
• Coordinate efforts with other Smithsonian units to improve systems and procedures

*Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (3 FTEs and $166,000)*
• Conduct robust publicity and media campaigns at national and local levels to announce the opening of the POB’s covered courtyard and the Portrait Gallery’s exhibitions, programs, and special events

FY 2007 REQUEST — EXPLANATION OF CHANGE

The FY 2007 budget estimate includes a net decrease of $3,132,000. Included is an increase of $163,000 for necessary pay for existing staff funded under this line item, and a reduction of $3,295,000 received in FY 2006 to prepare the renovated Patent Office Building for its reopening to the public in July 2006.

NONAPPROPRIATED RESOURCES—General trust funds provide support to help defray costs of publications, public lectures, symposia, special events for exhibition openings, loan exhibition development, fund raising, management, and research. Donor/sponsor-designated funds provide support for costs related to specific programs and projects, including support of the NPG Director’s Circle.