## NATIONAL PORTRAIT GALLERY

### 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></td>
<td>FTE $000</td>
<td>FTE $000</td>
<td>FTE $000</td>
<td>FTE $000</td>
</tr>
<tr>
<td>FY 2007 ACTUAL</td>
<td>51  7,203</td>
<td>3  471</td>
<td>6  1,585</td>
<td>0  0</td>
</tr>
<tr>
<td>FY 2008 ESTIMATE</td>
<td>59  5,523</td>
<td>3  653</td>
<td>7  4,001</td>
<td>0  0</td>
</tr>
<tr>
<td>FY 2009 ESTIMATE</td>
<td>59  5,680</td>
<td>4  653</td>
<td>7  4,001</td>
<td>0  0</td>
</tr>
</tbody>
</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 2008</th>
<th>FY 2009</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>Increased Public Engagement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engage and inspire diverse audiences</td>
<td>8  700</td>
<td>8  750</td>
<td>0  50</td>
</tr>
<tr>
<td>Provide reference services and information</td>
<td>5  570</td>
<td>5  610</td>
<td>0  40</td>
</tr>
<tr>
<td>Exhibitions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Offer compelling, first-class exhibitions</td>
<td>11  979</td>
<td>11  1,071</td>
<td>0  92</td>
</tr>
<tr>
<td>Collections</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve the stewardship of the national collections</td>
<td>18  1,536</td>
<td>18  1,621</td>
<td>0  85</td>
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<tr>
<td>Strengthened Research</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  382</td>
<td>4  386</td>
<td>0  4</td>
</tr>
<tr>
<td>Enhanced Management Excellence</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information Technology</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Modernize the Institution’s information technology systems and infrastructure</td>
<td>1  120</td>
<td>1  125</td>
<td>0  5</td>
</tr>
<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>9  1,071</td>
<td>9  952</td>
<td>0  -119</td>
</tr>
<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  165</td>
<td>3  165</td>
<td>0  0</td>
</tr>
<tr>
<td>Total</td>
<td>59  5,523</td>
<td>59  5,680</td>
<td>0  157</td>
</tr>
</tbody>
</table>
BACKGROUND AND CONTEXT

The National Portrait Gallery (NPG) functions as a free public museum for the exhibition and study of portraiture depicting women and men who have made significant contributions to the history, development, and culture of the people of the United States, and the artists who have 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.

The Gallery devotes a major portion of its resources to achieve its Increased Public Engagement goals. Compelling exhibitions, educational and public programs, publications, the management and growth of its collections and the use of innovative media in its galleries and website will attract new visitors and appeal to its diverse national and international audiences.

Strengthened Research resources will be used to produce scholarly publications to accompany exhibitions on Marcel Duchamp and NPG’s self-portraiture collection and the editing project of the Charles Willson Peale Family Papers. The Peale Papers’ archive is a matchless source of information on the American family, social, and cultural history from the 1730s to the 1880s.

NPG will continue to manage its resources for Enhanced Management Excellence by expanding its public media campaign to increase promotion of its exhibitions, programs, and website at national and local levels. Technological platforms and electronic outreach initiatives will be updated and human resources and management objectives will be examined to improve systems communication and training.

The FY 2009 budget estimate includes an increase of $157,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

Two major exhibitions are planned for FY 2009. *Reflections/Refractions: Self-Portraiture in the Twentieth Century* will include 75 works on paper and highlight the Bowman-Kahn Twentieth Century American Self-Portrait Collection acquired in 2002. The triennial *Outwin Boochever Portrait Competition* — a nationwide endeavor wherein known and unknown artists compete for a portrait commission and a cash award — will culminate in an exhibition of portraits by the 65 finalists. Four smaller exhibitions will be presented, as follows: *Inventing Marcel Duchamp: The Dynamics of Portraiture; Presidents in Waiting*, the story of the vice presidents who
ascended to the nation’s highest office will open during the 2009 Presidential inauguration; One Life: President James Monroe; and the third installation of the contemporary exhibition series of Portraiture Now will be presented. Scholarly publications for the Reflections/Refractions and Duchamp exhibitions and a book celebrating the finalists for the Outwin Boochever Portrait Competition will be produced.

The Gallery’s permanent collection galleries will undergo a significant change as 250 works on paper will be rotated off view for preservation, and new collection objects will be matted and framed and new labels will be researched, written, edited, and prepared for public display. Audio-visual elements installed in the permanent collection galleries will be refreshed as license agreements initiated for the 2006 NPG grand reopening of its public spaces expire. Research and planning for future exhibitions will proceed, particularly for a photographic exhibition on The Frontier Remade; Thomas Sully: the Theatre of His World; and Seeing Gertrude Stein.

Outgoing national and international loans provide a significant opportunity for outreach. Loans will be made available for the major exhibition on Man Ray, African Art and the Modernist Lens originated by the Museum of Fine Arts of Santa Fe, New Mexico, which will travel to the San Diego Museum of Art, Newark Museum, the High Museum of Art in Atlanta, Georgia, and the De Young Museum of Art of San Francisco, California; and for the Cezanne and American Modernism exhibition originated by the Montclair Art Museum in New Jersey, which will travel to the Baltimore Museum of Art and a third venue.

STRATEGIC GOALS AND FY 2009 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 $750,000)

- Award a portrait commission and cash award to the winning artist for the second Outwin Boochever Portrait Competition in 2009
- Present the Edgar P. Richardson symposium on American portraiture and biography
- Publish three issues of Profile, the Gallery’s publication, to increase national awareness of NPG programs and research
- Publish three high-quality, illustrated books in support of current exhibitions
- Recruit and train a corps of teenage ambassadors to serve as Museum mentors for fifth-grade students in the metropolitan Washington, DC area
• Design 25 educational programs and 150 presentations for school and community audiences
• Design 12 public programs and 72 presentations for community audiences
• Promote new — and build on existing — relationships with scholars, internal and external to the Smithsonian, to develop collaborative ventures for the future, including public programs, exhibitions, and publications
• Present a series of gallery talks and focus tours, highlighting objects on view in the permanent collection, special exhibitions galleries, and NPG collections storage sites
• Provide the public with insights into collection preservation at the Visible Conservation Lab by allowing visitors to observe conservation treatments in progress

Provide reference services and information to the public (5 FTEs and $610,000)

• Update the NPG website to include virtual tours of current exhibitions, an enhanced collections database, program information, and public programs, and pursue opportunities for electronic dissemination through other media
• Write, edit, and produce several hundred labels for rotating permanent collection exhibitions
• Provide individual responses to public inquiries about individual portraits and biographies
• Continue adding records of historically significant portraits of notable American subjects or by notable American artists from various public and private collections to NPG’s Catalog of American Portraits (CAP)
• Provide backlisted NPG publications to scholars and the general public via the NPG website

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (11 FTEs and $1,071,000)

• Install two major exhibitions: Reflections/Refractions: Self-Portraiture in the Twentieth Century and the 2009 Outwin Boochever Portrait Competition
• Install four smaller exhibitions that will reflect the Gallery’s mission to exhibit portraits of individuals who have made significant contributions to American history and culture or who have expanded knowledge of American portraiture
• Rotate 250 permanent collection works on paper in the public galleries and use preservation techniques to store the works going off-view
• Travel one major exhibition: Reflections/Refractions: Self-Portraiture in the Twentieth Century
• Make collection objects available as outgoing loans to significant non-NPG exhibitions
**Improve the stewardship of the national collections for present and future generations (18 FTEs and $1,621,000)**

- Ensure adherence to current museum best practices for proper storage and exhibition of collection objects
- Complete accession records on all objects acquired during the year (accessions average 190 per year)
- Prepare condition reports on all objects received from or going out on loan to other institutions
- Inventory the painting and sculpture collection
- Provide conservation treatments for collection objects as required
- Mat and frame 250 paper objects
- Acquire portraits of significant Americans when available, particularly from under-represented populations
- Ensure completion of digital coverage for 350 objects

**Strengthened Research**

*Ensure the advancement of knowledge in the arts and humanities through original research, including research on collections, which is reflected in publications, exhibitions/displays, and public programs (4 FTEs and $386,000)*

- Publish scholarly books on Marcel Duchamp and on NPG’s self-portraiture collection
- Continue research and writing for Volumes 6 and 7 of the *Selected Papers of Charles Willson Peale and His Children*
- Research images and biographies of significant Americans who should be added to the collection and included in exhibitions and publications
- Continue staff participation on Smithsonian initiatives such as the Congress of Scholars, the Smithsonian Photography Initiative Committee, the selection of Smithsonian residential Fellows (pre- and postdoctoral Fellows), the review of nominations for the Secretary’s distinguished research lecturer, and service 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 $125,000)*

- 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 ensure that reliable and efficient technological systems meet federal standards, with less than one percent downtime
Strengthen an institutional culture that is customer centered and results oriented (9 FTEs and $952,000)

- Collect and report on audience/customer data for NPG programs and products, and introduce marketing planning, implementation, and controls for use in planning future programs
- 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 $165,000)

- Increase national and local visibility through robust publicity and media campaigns to announce NPG exhibitions, programs, educational initiatives, and special events
- Conduct print and radio advertising campaigns in local outlets for two major exhibitions opening in FY 2009
- Promote NPG through public service announcements
- Coordinate publicity efforts with other Smithsonian units to leverage the distinct role of the Gallery

NONAPPROPRIATED RESOURCES — General trust funds support critical positions and 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 for exhibitions, collection acquisitions, educational programming, outreach, and support of the NPG Director’s Circle.