

Trends

No Data Available

Legend:

↑ Increase, ↓ Decrease, ↔ Steady

Key Performance Areas

No Data Available

Productivity

No Data Available

Legend:

↑ Improving, ↓ Worsening,

↔ Maintaining

For more information on administrative key, and productivity measures, go to www.vaperforms.virginia.gov/agencylevel/index.cfm

Background & History

In the midst of the Great Depression, on January 16, 1936, Virginia's political and business leaders demonstrated their faith in the future and their belief in the value of art by opening the Virginia Museum of Fine Arts in Richmond. The Museum serves as the state's flagship art museum and as the headquarters for an educational network that brings the best of world art, past and present, to every corner of the Commonwealth.

In 2010, the museum completed its fifth expansion with a historic redesign that features the McGlothlin Wing that knits together additional new elements: the E. Claiborne and Lora Robins Sculpture Garden, the Mary Morton Parsons Plaza, and a landscaped parking deck with the original museum and three other historic buildings on the museum's grounds.

The Virginia Museum of Fine Arts' enabling legislation is found in the Code of Virginia, §§ 23-253.1 through 23-253.7.

Primary Product & Services

The Virginia Museum of Fine Arts is open 365 days a year and general admission is always free. The Museum ranks as one of the top ten comprehensive art museums in the United States with a permanent collection that encompasses more than 33,000 works of art spanning 5,000 years of world history. The Museum actively supplements its permanent collections with special exhibitions that place the permanent collection in a larger context and brings unfamiliar artists or cultures to Virginia. The McGlothlin Wing includes a 12,000-square-foot gallery space for special exhibitions and can accommodate as many as three exhibitions at a time.

The Museum's Art and Education Division provides educational exhibitions and programs to museums, arts centers, library galleries, schools and universities throughout the Commonwealth. Programs at the museum include educational activities and studio classes for all ages, plus fun after-hours events. From gallery talks to art classes, seminars, teacher programs and family fun, learning is a colorful and compelling experience. The museum also offers free walk-in guided, self-guided and audio tours. Since 1940, the endowed Fellowship Program has been a vital source of funding for the visual arts and art history in Virginia. The museum is committed to supporting professional artist as well as art students who demonstrate exceptional creative ability in their chosen discipline.

Museum members play a part in the museum's mission by providing crucial support for educational programs, exhibitions, art conservation and daily operating expenses.

The Museum is also supported by its enterprise operations, the gift shop and two restaurants. The Museum Shop searches the world to provide a diverse selection of unique jewelry, home accessories, toys, stationery, and books, focusing on merchandise related to the museum's collections and exhibitions as well as educational items and work from Virginia artists. Amuse Restaurant is a lively, contemporary fine dining restaurant. An innovative menu featuring regionally sourced Virginia products is served daily. The Best Café offers a casual dining and light fare. Net profits from all enterprises support museum operational and mission-related needs.

Customer Base

The Virginia Museum of Fine Arts was created to benefit the citizens of the Commonwealth. In FY 2012, more than a half a million people had a museum art experience in their own communities — many of them miles from Richmond. The Museum's Art and Education Division provides educational exhibitions and programs to museums, arts centers, libraries, galleries, schools, colleges and universities, and retirement facilities throughout the Commonwealth. Combined with visitation at the

Agency Executive Progress Report

Richmond campus, in FY 2012, the Museum served more than one million people.

Customer Listing

No Data Available

Key Agency Statistics

As stewards of the Commonwealth's art collection, care and preservation of the art and accessibility to the collections are key priorities. The museum hopes that Virginians will not only experience art moments in the communities that we serve through our statewide outreach, but be inspired to visit the Richmond campus and engage with original artworks at the museum.

The following statistics offer some insight to the permanent collections at the Virginia Museum of Fine Arts:

Finances

The Virginia Museum of Fine Arts operates with support from both the public and private sectors with approximately one-third of its revenue coming from the state, another third earned by the museum and the final third provided by private donations to the museum's independent Foundation. All artwork is donated or purchased using income from privately endowed funds in the Foundation.

General Fund

Continued general fund support is critical to keeping the museum open 365 days a year with free admission to the collection. These funds cover basic operating expenses including utilities, building maintenance, outreach programs and many staff salaries. State support is never used to support the special exhibitions.

Dedicated Special Revenue

This revenue is a combination of income from the endowments held by the Museum Foundation and gifts, both private and corporate. Donors typically support: educational and outreach programs, conservation projects, and exhibitions. Usually, endowment income is designated to support specific programs or staff positions.

Enterprise

The museum manages two enterprise operations: the gift shop and food services/special events. These self-supporting enterprises are intended to provide important amenities to museum visitors. Their revenues are required to cover their operating expenses. After that, all net profits support other museum needs.

Federal Trust

Federal grants provide minimal support for the museum budget and are designated for educational and curatorial projects.

Special Revenue

The museum earns money through its core functions. The largest component of special revenue is membership dues followed by ticket sales for special exhibitions. Other sources of earned income are: fees for programs and classes offered at the museum and around the state, parking fees, sales of catalogues produced by the Museum and photographic rights for artworks. Revenue from these activities supports special exhibitions and outreach programs as well as the museum operations.

Fund Sources

No Data Available

Revenue Summary Statement

Admission Receipts

Approximately 90 percent of the admissions revenue comes from ticket sales for special exhibitions. Visitor parking fees account for the remaining 10 percent.

Agency Executive Progress Report

Gifts & Grants

This figure reflects the total value of funds received from the Museum's independent Foundation. It includes annual giving as well as designated gifts to support exhibitions, educational programs and new initiatives. It also includes the income from endowments that support museum operations, exhibitions and select staff positions.

Miscellaneous Revenue

The revenue earned by the Museum's two enterprise operations, the gift shop and food services/special events, is reflected here. These revenues must cover all operating expenses for the two businesses, and then the net profits support other museum needs.

Sales-Miscellaneous

The largest component of this category is the revenue earned through the sales of museum memberships. Sales for classes in the Studio School or for other educational programs, sales of books and photographic rights make up the remainder.

Parking Fees

The revenue in this category represents the total amount collected from fees for employee parking.

Proceeds from Sale of Surplus & Refund Expenditures

These small revenue streams reflect any income from the sale of surplus property and any money received in one fiscal year as payment for expenses incurred in the final month of the previous fiscal year.

Key Risk Factors

Slowing economic recovery or double dip recession

The Museum assumes that the economic recovery will continue at a slow and steady pace. However, if that pace slows significantly, or worse, reverses course and plunges Virginia into a double dip recession, then all three of the museum's revenue streams will be negatively impacted. Lower state revenues may require cuts to state support while citizens with less disposable income may choose to spend less on purchases of tickets, programs, merchandise and meals at the museum. Philanthropic donations may also decline. Usually declines in one area can be bolstered by revenues in another area, but a recession will impact all three.

Retaining and hiring a professional workforce

Being a top ten museum that both attracts tourists to the central Virginia region and shares resources with schools and museums around the state requires that the Museum hire highly educated, professionally trained staff. However, salaries have stagnated with four years of salary freezes. As the economy recovers, staff are beginning to leave the museum for better paying positions elsewhere. The Museum is finding it challenging to hire appropriately trained staff within salary ranges equivalent to those for the existing staff.

Need for Greater Technological Innovation

The museum's technological weaknesses are evident both through comparisons to other peer institutions and through the growing number of complaints the museum receives from visitors. Many of the museum's technological needs are relatively unique among state agencies and require the museum to invest in specific products that are not supported by VITA, and so the museum is challenged by both the financial and personnel costs of implementing cutting edge technology. A recent federal grant is providing a crucial first step towards improvements in this area, but ongoing challenges remain.

Performance Highlights

Selected Highlights:

Picasso Exhibition Boosted Virginia's Economy, 2010

The Virginia Museum of Fine Arts' landmark exhibition Picasso: Masterpieces from the Musée Picasso, Paris brought \$26.6 million to the Richmond region and an additional \$2.3 million across Virginia, totaling nearly \$30.0 million.

Named 2011 Travel Attraction of the Year by Southeast Tourism Society

The Shining Example Awards recognize outstanding contributions in tourism in the Southeastern states of Alabama, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Virginia and West Virginia. This marked the first time this prestigious award had been given to a museum.

Mummy Exhibition Connected Students to Virginia Standards of Learning, 2012

Agency Executive Progress Report

More than 10,000 students expanded their classroom studies of Egypt and visited the Mummy: Secrets of the Tomb exhibition.

Museum Fellowship Milestone, 2012

During the Virginia Museum of Fine Arts Fellowship Program's 72-year history, the museum has awarded more than \$4.6 million and 1,174 awards to Virginia art students and professional artists. The museum received 755 applications, which marked the highest number of applications received in the program's history.

Performance Measures

Management Discussion & Analysis

General Information about the Ongoing Status of the Agency

Major strategic initiatives for the next biennium include:

The Virginia Museum of Fine Arts' campus will be further improved with the completion of three new permanent galleries. The Museum's Collections and Facilities Management Division also plans to create a multi-year master plan for the entire museum grounds and complete the planning phase for renovation of Robinson House. The Robinson family farmhouse, erected around 1850, is the oldest structure on the museum grounds. This renovation will expand the visitor experience and create a regional partnership with the Richmond Metropolitan Convention and Visitors Bureau and the Virginia Tourism Corporation.

The museum also strives to execute a portfolio of exhibitions and programs that attract an audience of at least one million visitors to Richmond and statewide combined and drive membership to exceed 30,000.

Major Information Technology initiatives for the museum include increasing visitor's digital connections to the museum's collection in order to enhance the public experience and investing in software and staff training to capture and analyze audience and member data at multiple levels.

Information Technology

The Virginia Museum of Fine Arts currently has two proposed but unfunded non-major technology investments: The Collection Management System and the Digital Asset Management System. Investing in these systems will transform the way staff works by providing the needed tools to manage intellectual capital that is created and maintained for each work of art entrusted to the museum care. It will also provide ready access to this intellectual capital for users within the museum and audiences around the world.

Currently, the Museum maintains information related to collection objects in paper-based and digital files that are distributed in physically disparate locations. As a result, the Museum lacks a centralized compilation of reliable and updated object data available internally to staff and externally to the public. Staff has resorted to creating their own local databases. The increasing use of digital photography has caused data to proliferate in a haphazard manner that requires resources to track and does little to further the museum's strategic goals. Access to content that is core to the museum's mission remains difficult.

The Collection Management System and the Digital Asset Management System will create a centralized, high-quality digital repository of the museum's information assets, including the collections, that is based on museum digital-image policy and standards. The Collections Management Division, together with the Curatorial, Education, Publications, and Product Development Departments, will realize significant productivity gains that will enable them to:

1. Provide greater public access to the entire collection through the Museum's web site.
2. Greatly expand the ability of the education staff to develop electronic programs using the entire Museum's collection.
3. Enable the Curatorial and Publications departments to meet their near and long-term departmental publishing goals.

Workforce Development

As of October 1, 2012, the Virginia Museum of Fine Arts' employment level is authorized at 214.50 full-time positions; 181.00 positions are filled and 33.50 are vacant. Thirteen of these vacancies are funded, and the Museum is in the process of recruiting or requesting permission to fill these positions. The largest employee populations are in law enforcement, housekeeping and food service. The average age of the Museum's workforce is 48, with an average state service of 11.7 years.

The Museum has 53.00 faculty positions, which represents 29 percent of the total workforce. These positions require specialized education in an academic discipline and/or specialized technical or professional training and experience. The supply of individuals with

Agency Executive Progress Report

the competencies that are needed to fill entry to mid-level faculty rank positions is unknown. However, the museum can determine which employees may be eligible for promotion into higher-level positions when they become vacant by more senior staff.

It is important for the museum to support the development of its less senior staff and to fill vacancies in the higher ranks. For succession planning, the Museum must have both sufficient staffing and competitive pay to attract qualified candidates and retain existing staff. To address these issues, a task force has been formed to develop a museum-wide orientation program to expand educational opportunities for both hands-on and online training through the VMFA Knowledge Center.

Physical Plant

Renovation of the Robinson House

The Robinson House was constructed around 1850 as the family farmhouse for a large expanse of property around what is now the Virginia Museum of Fine Arts. The proposed programmatic use will include a regional visitor's center to promote tourism in central Virginia, a gallery dedicated to the interpretation of the Home for Confederate Veterans, and administrative space for the museum. The 9,000 square feet of space is unusable now due to the failure of the heating system and inability to comply with the Americans with Disabilities Act. This project will complete a renovation with an exterior stair tower containing emergency egress stairs, restrooms, and an elevator.

Replace roof of 1985 addition

The Virginia Museum of Fine Arts is entrusted with care of the Commonwealth's world-class art collection. As good stewards, the Museum needs to ensure that the facilities that house the collection are safe for both visitors and the art collection. These works are among the most valuable in the collection and would be impossible to replace if they were damaged or destroyed because of the collapse of the roof directly above the galleries. Even a relatively minor leak could cause extensive damage to the collections. The museum needs to replace the roof in its entirety within the next two years. The project has recently been authorized and funding included in the 2012 Appropriation Act.

Renovate and expand the Fabergé Gallery

Visitors from all over the world come to see the collection of Fabergé. The museum has the largest holdings of Imperial Easter Eggs outside of Russia and is arguably one of the VMFA's most important collections. The current installation is underwhelming at best and none of the most significant objects are featured in the round. Given the size of the current gallery, less than half of the collection can be displayed. The project to renovate the Fabergé Gallery has recently been authorized for private funding in the 2012 Appropriation Act.