

2018-20 Executive Progress Report

Commonwealth of Virginia
Secretary of Education

Virginia Museum of Fine Arts

At A Glance

The Virginia Museum of Fine Arts (VMFA) is a state-supported, privately endowed educational institution created for the benefit of the citizens of the Commonwealth of Virginia. Its purpose is to collect, preserve, exhibit, and interpret art, to encourage the study of the arts, and thus to enrich the lives of all.

Staffing 217 Salaried Employees, 0 Contracted Employees, 344.5 Authorized, and 489 Wage Employees.

Financials Budget FY 2019, \$41.98 million, 24.11% from the General Fund.

Trends

Legend

↑ Increase, ↓ Decrease, → Steady

Key Perf Areas

Productivity

Legend

➔ Traveling Exhibitions

➔ Virginia Planning Districts

↑ Improving, ↓ Worsening, → Maintaining

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

Background and History

Agency Background Statement

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, Title 23, Chapter 32, Article 6.

Major Products and 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 nearly than 40,000 works of art spanning 5,000 years of world history. The VMFA 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 Art and Education Division provides programs to museums, arts centers, library galleries, schools and universities throughout the Commonwealth. Programs 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 VMFA is committed to supporting professional artists as well as art students who demonstrate exceptional creative ability in their chosen discipline.

Museum members play a part in the 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.

Customers

Customer Summary

The Virginia Museum of Fine Arts was created to benefit the citizens of the Commonwealth. In FY 2018, approximately 494,587 people had a museum art experience in their own communities — many of them miles from Richmond. The 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 Richmond campus, in FY 2018, the museum served approximately 1,188,305 people.

Customer Table

Predefined Group	User Defined Group	Number Served Annually	Potential Number of Annual Customers	Projected Customer Trend
Consumer	Museum visitors in Richmond and throughout Virginia(FY 2018)	1,188,305	0	Stable
Consumer	Participants served statewide excluding Richmond campus (FY 2018)	494,587	0	Stable
Consumer	Museum visitors in Richmond (FY 2018)	693,718	0	Stable
Consumer	Virginia Citizens, Grade K-12 (FY 2018)	164,915	1,240,110	Stable
Consumer	Virginia Public School Divisions (FY 2018)	129	133	Stable
Consumer	VMFA Partner Organizations (FY 2018)	1,150	0	Stable
Consumer	VMFA Members (FY 2018)	39,036	0	Stable
Consumer	Website Visitors (FY 2018)	887,700	0	Stable

Finance and Performance Management

Finance

Financial Summary

The Virginia Museum of Fine Arts operates with support from both the public and private sectors with approximately 24.1 percent of its revenue coming from the state, another 33.2 percent by the museum, 42.1 percent provided by private donations to the museum's independent Foundation, and the final 0.6 percent from Federal trusts. 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 some support for the museum budget and are typically 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

Fund Code	Fund Name	FY 2019	FY 2020
01000	General Fund	\$10,119,079	\$10,263,432
02238	Vmfa Special Revenue Fund	\$6,452,595	\$6,452,595
05238	Vmfa Enterprise Fund	\$7,479,910	\$7,479,910
09014	Vmfa Private Donations Fund	\$17,677,512	\$17,677,512
10000	Federal Trust	\$250,000	\$250,000

Revenue Summary

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.

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.

Performance

Performance Highlights

Selected Highlights 2017-2018:

Yves Saint Laurent closes, 2017

72,068 visitors experienced the energetic sights and sounds of the fashion runway during *Yves Saint Laurent: The Perfection of Style*, which closed on August 28, 2017. Drawn from the archives of the Fondation Pierre Bergé—Yves Saint Laurent and other private collections, the exhibition featured nearly 100 examples of haute couture and ready-to-wear garments to reveal Saint Laurent's artistic genius. VMFA was the only East Coast venue, organized by the Seattle Art Museum in partnership with the Fondation Pierre Bergé – Yves Saint Laurent in Paris.

Southeastern Art Museum Directors Conference, 2017

The Southeastern Art Museum Directors met at the Virginia Museum of Fine Arts in May of 2017. This meeting included more than 25 museum directors and participants from leading institutions in Mississippi, Florida, Georgia, Louisiana, Alabama, North Carolina, Virginia and even Washington, DC. Agenda topics ranged from Strategic Planning in the 21st Century to Care and Conservation of Collections. Additional events included tours of the Institute for Contemporary Art at Virginia Commonwealth University and Colonial Williamsburg. Participants left with an understanding of VMFA and its role as a leading art institution in Virginia, building VMFA's reputation amongst its peers.

Hear My Voice, 2017

Based on the notion of dialogue, *Hear My Voice: Native American Art of the Past and Present* explores conversations between Native American artists and their art across centuries, a continent, and 35 indigenous cultures. A total of 56,267 visitors between August 19 – November 26, 2017 experienced the 56 works that illustrated the ways in which Native American art speaks of a shared knowledge and shared history. A major Statewide traveling exhibition organized by the VMFA, *Hear My Voice* was presented at the Museum of the Shenandoah Valley in Winchester and the Taubman Museum of Art in Roanoke

Terracotta Army, 2017-18

Gathered from fourteen museums and archaeological institutes across Shaanxi Province, China, the incredible works included in *Terracotta Army: Legacy of the First Emperor of China* drew 211,376 visitors. This resulted in attendance of 98,142 for educational programs and VMFA Family Day, the highest ever recorded at the VMFA. The exhibition featured ten majestic terracotta figures, including a cavalry horse, among 130 works that told the story of China's birth and one man's lasting imprint on a nation. *Terracotta Army* is also representative of the success VMFA is experiencing in reputation building, as this was the highest attended exhibition to be organized by a VMFA senior East Asian curator (Li Jian). It also demonstrated our success in securing international partnerships, since this exhibition was organized with the Shaanxi Provincial Cultural Relics Bureau, Shaanxi History Museum, and Emperor Qin Shihuang's Mausoleum Site Museum of the People's Republic of China.

Designed to complement *Terracotta Army*, *Dig It!* – a virtual archaeological site to study ancient works of art was created for the VMFA Teaching Gallery space. This project correlated with Virginia's third grade social studies curriculum, which includes ancient China. From September 3, 2017 through September 16, 2018, *Dig It!* served about 113,445 visitors, including the 10,000 students who visited the *Terracotta Army* exhibition.

Winter Antiques Show, 2018

VMFA showcased a century of art patronage, including some of the most important and recognized pieces in its collections, in a special exhibition at the Winter Antiques Show January 19-28, 2018. *Collecting for the Commonwealth/Preserving for the Nation: Celebrating a Century of Art Patronage, 1919-2018* exhibited 48 works and traced the evolution of VMFA's collections, which have been shaped by donors' varied personal interests and leadership roles at the museum. Held at the historic Park Avenue Armory in New York, the Winter Antiques Show is the leading art and antiques fair in the United States and invites one institution to showcase its collection during the show each year, which benefits the East Side House Settlement.

The Horse in Ancient Greek Art, 2018

Organized by VMFA and our Statewide partner, the National Sporting Library & Museum, *The Horse in Ancient Greek Art* featured Greek vases, sculpture, and coins from the 8th through the 4th centuries BC drawn primarily from private collection and the Virginia Museum of Fine Arts. The exhibition attracted a total of 103,226 visitors while on view February 17 – July 8, 2018, exploring the significance of the horse in ancient Greek culture, and imagery of the horse in ancient myth, war, sport, and competition.

Mellon French and British Sporting exhibitions begin tour, 2018

The esteemed French Impressionist Art and British Sporting Art collections at the VMFA began their international tours in March 2018, creating the opportunity for thousands of visitors to view these important paintings and sculptures that were donated to the museum by Mr. and Mrs. Paul Mellon. *Van Gogh, Monet, Degas: The Mellon Collection of French Art* includes 74 19th- and 20th-century masterpieces from every important school of French art—from Romanticism through to the School of Paris. *A Sporting Vision: The Paul Mellon Collection of British Sporting Art* includes 84 representative masterpieces of the genre, including works by George Stubbs, Sir Francis Grant, John Frederick Herring, Benjamin Marshall, and George Morland. While these collections are on tour, VMFA will renovate and refurbish its Mellon Galleries with new wall materials and flooring, as well as updated air-handling systems, all aimed at ensuring the best possible long-term environment for displaying these collections. The Mellon Galleries closed to the public on January 2, 2018, and reopen in 2020.

Embassy of Portugal, 2018

As part of the Month of Portugal, a nationwide initiative developed by the Embassy of Portugal to celebrate the country's art and culture in June 2018, VMFA presented *Contemporary Art from Portugal* May 19 – July 22, 2018. Featuring 20 works by six contemporary Portuguese artists, the exhibition coincided with a state visit by Portuguese President Marcelo Rebelo de Sousa. The opportunity to host this exhibition was presented by Nancy Rodrigues, deputy director of the American Evolution 2019 Commemoration and former Virginia Secretary of Administration under

~~Gov.~~ Governor Terry McAuliffe, and was made possible through the generosity of the Fundação Luso-Americana, a private foundation created in 1986 to strengthen cultural and economic ties between Portugal and the United States.

Evans 360°

VMFA received a \$1.0 million grant from the Evans Foundation for the support of the Museum's Digital Learning initiative of the strategic plan. Evans Learning 360° is a multipronged approach through digital media to bring art education to students and visitors within VMFA's galleries, in the classroom, or on the road. VMFA Collections Search site and Learn Portal launched in December 2017, and has since had more than 362,395 page views. Collections Search gives users digital access to VMFA's permanent collection, as well as the rare book collection, and portions of the museum's archives, and provides users the ability to browse via collection area, genre, material, origin, and more. Each VMFA's Learn Portal serves as the hub for all the museum's digital education initiatives, including educational content and the Lettie Pate Evans Distance Learning Program. VMFA's Collections Search is constantly being updated and will soon become the pathway for virtual access to the museum's entire collection of more than 40,000 works of art. The Lettie Pate Evans Distance Learning Program launched its pilot program on schedule in summer 2017 with an offering of 25 sessions organized into four thematic units: Global Viewpoints, Looking to Build Skills, Media and Visual Literacy, and STEAM at VMFA. The Distance Learning Program has had a remarkable first year, serving 2,000 students over 74 sessions. Sessions included students from four middle schools, nine high schools, and two colleges, with reach as far as Virginia Beach. Evaluation is a strong component for these programs and Evans 360° as a whole.

VMFA on the Road: The Artmobile for the 21st Century

In 1953, VMFA was among the first in the world to create what was then called the *Artmobile*. During its lifetime, the *Artmobile* program circulated 60 exhibitions and served more than 2.5 million people. Due to conservation concerns related to transporting fragile works of art, the program was abandoned in the early 1990s and replaced with a strategy to develop stronger partnerships with schools, community centers, and museums around the state. Since that time, museums around the country, and throughout the world, have embraced new adaptations of a mobile museum in engaging ways. As the originator of this concept, VMFA will now offer its own, 21st-century version of the famed traveling exhibition vehicle. Working with a robust network of more than 1,000 statewide partner organizations, *VMFA on the Road* is poised to equal and surpass the impact of its predecessor.

Both a mobile museum and art studio, the *VMFA on the Road* vehicle is outfitted with a themed exhibition based on Virginia Standards of Learning. It will display original works of art created by VMFA Fellowship winners alongside digital interactives featuring selections from VMFA's permanent collection; this incorporation of both physical and digital objects will allow educational exploration between and among these works of art. In-depth interviews with artists, VMFA curators, and educators, will also be included in the interactive experience. In addition, visitors will have an opportunity to experiment with hands-on activities in the exhibition studio. Activities will include a collaborative project to be completed over the course of the annual tour of *VMFA on the Road*, as well as take-home projects.

For over 75 years, VMFA has contributed to the evolution of the visual arts in Virginia through its Statewide Fellowship Program. Since 1940, the museum has given away more than \$5.0 million in fellowships to more than 1,300 undergraduate, graduate, and professional artist residents of the Commonwealth and each year 26 new artists receive approximately \$162,000 in fellowship support. Throughout its history, the program has identified Virginia artists of the highest caliber, and VMFA Fellows include world-famous artists such as painters Cy Twombly and Benjamin Wigfall, photographers Sally Mann and Emmet Gowin, and television writer and director, Vince Gilligan.

Launching on October 30, 2018, *VMFA on the Road*'s first exhibition, *How Far Can Creativity Take You: VMFA Fellowship Artists*, will explore the history and impact of this unique program, including the role these fellowships have played in the lives of Virginia artists, and the influence it has had on Virginia communities. Through the work of artists from across the Commonwealth, the exhibit will explore how different mediums and techniques are used to achieve unique works of art. From drawing with alternative tools and mixed media to digital technology, such works transform collective world views and help make connections with a range of curricular areas, including language arts, literacy, math, science, social studies, and, of course, the visual arts.

Education Programs

VMFA's Education public programs serve audiences of all ages with a wide-range of offerings from performing arts to large-scale family and teen events, artist talks, films, and symposia. In FY2018, nearly 53,198 visitors participated in our programs many of which are free and open to all. Nearly 19,000 guests attended four community Family Day events that celebrated the art and culture of China, Ethiopia, the Caribbean, and indigenous Americans. Programs during the year also included a wealth of offerings related to the Terracotta Army: Legacy of the First Emperor of China Exhibition. Over 400 guests attended our Archaeology Forum on the topic of the Terracotta Army, which featured six internationally recognized archaeologists and scholars. We also coordinated a full-day symposium on the Horse in Ancient Greek Art, with eight speakers who presented on research they contributed to the related special exhibition. VMFA is committed to making our programs accessible to all Virginians. In FY2018, VMFA recorded videos of nine lecture programs and have made the content available to on our website; we plan to continue to add to this resource and will record all major lectures.

Andrew Mellon Foundation Grant

VMFA was awarded a \$1.5 million grant to support a 36-month conservation initiative for African art. This project is the kickoff for the museum's Susan and David Goode Center for Advanced Study in Art Conservation as a part of the 2020 initiatives. It is designed to bring conservators and curators together with scientific specialists, art scholars, and global constituents in conducting studies including radiographic imaging, materials analysis metals testing pigment analysis and stylistic consideration. A project of this magnitude will likely generate income for continued support of the Center in future years.

Selected Measures

Measure ID	Measure	Alternative Name	Estimated Trend
23814507.002.002	Maintain the annual number of patrons served by the Food Service/Special Events enterprise.	Food Services - Patrons Served	Maintaining
23814507.002.001	Maintain a baseline of 50,000 annual purchase transactions made by visitors in the museum gift shop.	Shop Purchase Transactions	Maintaining
23814503.002.001	Increase number of museum members by five percent every biennium.	VMFA Members	Maintaining
23814503.003.001	Maintain the number of Virginia Planning Districts that receive Virginia Museum of Fine Arts educational programming and/or exhibitions.	Virginia Planning Districts	Maintaining
23814501.001.001	Maintain at least 20 special and traveling exhibitions annually.	Traveling Exhibitions	Maintaining

Key Risk Factors

The 2020 Strategic Plan involves strategic and operational risks. The museum's investment strategy addresses these risks, tying new investment to revenue targets. In addition, the Museum faces ongoing environmental risks which could also impact the Plan. The museum will monitor these risks and adjust strategy as needed.

Strategic risks

- The plan assumes Commonwealth support at historically comparable levels. The Commonwealth is the indispensable foundation for the VMFA as a state agency, providing the core annual operating budget and facility expenses.
- The plan will require upfront financial support from those closest to the museum. Over time, increased major donor support, which includes members of the Boards, is integral.
- The plan also assumes the visitor response to the engagement strategy will increase earned revenue. The plan calls for managing attendance risk by building visitor data, continually improving its engaging strategies, and analyzing attendance returns versus marketing investment.

Operational risks

- 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 salary freezes in recent years. As the economy recovers, staff are beginning to leave the VMFA 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.
- In the first year of the plan, the museum must improve operational efficiency and reprioritize existing resources to support the Plan. The VMFA must also develop a long-term debt plan to prepare for the budgetary impact of interest and principal payments.

Environmental risks

Environmental risk comes from external changes, such as the economic markets, tax policy, and the political environment. These risks are typically outside an institution's control, and therefore best mitigated by building operating reserves and strengthening financial management systems. Any significant economic downturn or changes in inflation potentially would reduce earned revenue, philanthropic gifts and Commonwealth support. Poor market conditions could affect the organization's investments, depressing the capacity of acquisition funds, creating pressure on the operating budget and threatening the museum's ability to repay the debt.

Agency Statistics

Statistics Summary

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:

Statistics Table

Description	Value
Number of Objects in the Museum's Care	40,000
Number of Objects on View at Richmond Campus	3,950
Number of Galleries Open	80

Management Discussion

General Information About Ongoing Status of Agency

The Collections and Facilities Management Division plans to create a multi-year master plan for the entire museum grounds including the renovation of the 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 800,000 visitors to Richmond and statewide combined and drive membership to exceed 45,000.

Major information technology initiatives for the museum include distance learning with a focus on K-12 students, increasing visitor's digital connections to the museum's collection in order to enhance the public experience and investing in software and services to capture and analyze audience and member data at multiple levels.

Information Technology

Increased VITA fees have been an ongoing issue for the museum as we continue to digitize our collections, and improve our website to comply with state requirements.

Workforce Development

As of July 1, 2018, the Virginia Museum of Fine Arts' employment level is authorized at 344.5 full-time positions with 217 salaried positions currently filled. The largest employee populations are in law enforcement, housekeeping and food service. The average age of the museum's workforce is 48.4 years old, with an average state service of 8.6 years. As part of an ongoing initiative to diversify, the museum is creating new professional development opportunities for existing staff, holding job fairs for veterans, and working to recruit people with disabilities, among other strategies.

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 VMFA 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. Several departments have also started to develop business plans that outline specific goals and career paths for new hires.

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.

Space Study

A recently completed a space study identified how the museum could reconfigure existing departments to maximize efficiency and address ongoing space needs.