Mission

The Montana Museum of Art & Culture (MMAC) acquires and preserves art that expresses the spirit of the American West and its relationship to the world. As a university and state museum, MMAC presents exhibitions and educational programs that explore local, regional and global themes.

Objectives

MMAC’s objectives include:

- Offering 4-7 interdisciplinary exhibitions annually
- Researching and designing educational interpretive materials and programs for each exhibition
- Creating programs with guest speakers, artists, tours, demonstrations
- Encouraging and managing donations of art and funds to further develop, preserve and research the Permanent Collection (PC)
- Developing audience involvement with the PC
- Cultivating vibrant partnerships internal and external to UM that promote visual literacy
- Reaching out to visitors and members through impactful marketing

Vision

MMAC’s vision includes service as a:

- Celebrated fine arts and cultural museum and beacon for UM
- Bridge between UM and the broader community
- Major contributor to UM research and scholarly activities
- Best possible steward of the PC, increasing its public value, integrity and accessibility using highest professional standards
- Creator of a legacy for future generations by honoring, preserving and developing the PC

Primary Functions
MMAC houses one of the oldest and most prominent fine art collections in the Rocky Mountain Northwest and the largest in Montana. The PC began in 1893, the museum founded in 1954 and state museum status achieved in 2001. With an international reputation, we maintain 11,000 historic and contemporary objects in ten locations. Additionally, we manage UM’s public art collection and the Art Siting Program.

**Identify the primary users of the unit:** Primary Users - Internal

- Students, e.g., First Year Seminar, Davidson Honors College “Night at the Museum”, Writ 101, School of Art classes, misc. classes from variety of disciplines
- Faculty
- Staff
- Alumni
- UM families
- VIPs, e.g., Sandra Day O’Connor, Ambassadors, Presidents lecturers, donors, guests
- Staff Ambassadors

**Primary Users – External**

- Missoula community
- Regional visitors
- International visitors
- K-12 classes, private and public schools
- School groups of all ages
- Home school groups
- Senior living groups
- Walking groups, dinner groups, church groups
- Volunteer docents
- Montana Osher Lifelong Learning classes

**Submit Organizational Chart**: [17Admin29_SubmitOrganizationalChart_0929104920.pdf](#)

**Complete the FTE Detail Excel spreadsheet provided in the link below**: [17Admin29_CompletetheFTEDetailExcelspreadsheetprovidedinthe.linkbelow_0929105724.pdf](#)

**Finance**: Budget and Financial Planning, Purchasing/Procurement, Accounts Payable, Manage Student Accounts in Banner

**Research**: Pre-award, Post-award, Research compliance

**Human Resources**: Employee Training, Employee Hiring (recruitment through on-boarding), Payroll Processing

**Communications**: Marketing and Communications, Website Maintenance/Development, Social Media, Event Planning

**Development**: Fundraising

**Information Technology**: Provide unit with server and desktop support.
Facility Services: Custodial Services

Criteria 1. - Bullet 1.: MMAC embodies UM’s liberal education philosophy, serves as a public face for UM and bridges town and gown while linking art with numerous and diverse disciplines. Our frequent media coverage promotes UM while our programs inspire visitors from around the world.

MMAC aligns with UM2020 in these ways:

Leadership

- MMAC is a service leader at UM. One of the only units open year-round, we serve as a tourist destination, visitor center and campus entranceway.
- Our traveling exhibitions promote UM nationwide.
- We estimate 70% of our audience is external but anticipate higher campus demand with new 2017-18 initiatives under way.

Diversity

- Exhibitions/programs feature diverse artists and artworks to a public of all ages, ethnicities, economic status:
  - Ancient Threads, Newly Woven: Art from China's Silk Road
  - Spirit Trails and Sky Beings
  - Weaving Cultures... Cappadocia Collection of Southeast Asian Textiles
  - This is Not A Silent Movie: Contemporary Native Artist

Engagement

- All engagement is based on interdisciplinary collaboration. On-campus examples:
  - Mansfield Library, MTPR, Theatre/Dance, spectrUM, PLS, MOLLI - Shakespeare Folio
  - Journalism, Art, History – Pulitzer Prize Photographs
  - African American Studies, DiverseU, Dew Series – Vanessa German
  - Faculty, staff, students - Campus Picks: Permanent Collection works selected by UM
- Off-campus examples:
  - Roxy Theater
  - MCT, Inc.
  - Humanities MT
  - Destination Missoula/Tourism Business Improvement District
- PC affords research opportunities for scholars/students
- Institutions borrow PC works for exhibitions, books, catalog

Sustainability

- MMAC reuses materials while maximizing dollars and use of technology, featuring the PC via an online database

Criteria 1. - Bullet 2.: Essentiality

Since 1893, donors have contributed to the richness of the MMAC Permanent Collection, a visual library. MMAC protects and maintains this resource for the public's use and enjoyment. The PC is the largest
collection of fine art in Montana. Its active development period began around 2000 with creation of a mission, institutional plans, increased staffing, advisories, policies, memberships and fundraising.

Museum ethics derive from the ownership, care and use of objects, and collections representing the world's cultural common wealth. This stewardship entails the highest form of public trust ensuring authenticity, permanence, care, documentation and accessibility.

**Thus, we are obligated to ensure that our:**

- Collections support our mission and public trust responsibilities
- Collections are documented
- Access to the collections and related information is permitted and regulated
- Acquisition, disposal, and loan activities conform to our mission and accountability to the public

**Consequences of reduced resources:**

- Closure or reduced access to the Permanent Collection. Without appropriate care and accessibility, it will languish in crowded storage and/or become damaged in inadequate facilities.
- The public and donors will be unable to trust UM’s stewardship standards.
- Artworks will not receive adequate conservation treatment.
- Exhibitions and programs will be less frequent resulting in reduced traffic, publicity, access, outreach.
- Less responsiveness to public inquiries and needs due to reduced staff.
- Collections will not be registered or accounted for due to lack of staff. Cataloging is currently conducted primarily by a summers-only volunteer.
- Research access will become even more limited since staff must be present to ensure security.

**Criteria 2. - Bullet 1.:** We measure demand through the quality of our exhibitions as linked to mission, audience feedback, attendance, numbers of exhibitions/programs/tours, publications, traveling exhibitions demand, loan requests, art gifts and financial support. Due to budget cuts resulting in diminished staff, we were able to produce 60% of the number of exhibitions in that period compared to the prior ten years. Demand for traveling exhibitions increased in FY17 and will increase again in FY18 and numbers of art gifts and publications were at an all-time high in FY17.

**NOTE:** Internal vs. external demand is challenging to segregate given free admission to all and a visitor policy that does not require signing in. An estimated 70% of visitors have been external over the past five years, yet, UM classes visit regularly and this internal demand will increase significantly within FY18 (see below).

***NOTABLE NEW INTERNAL DEMAND:***

Internal demand will increase significantly in FY18 and beyond as the museum embarks on Academic Initiatives to “increase interface of MMAC and the Permanent Collection and exhibitions with UM academics”. MMAC is working to achieve a new paradigm directed at maximizing student awareness and participation with the Provost’s Office and others including:

- MMAC Academic Advisory Council w/faculty/staff/volunteers
- Writ 101 – gallery tours for more than 1,000 freshmen during fall semester
- First Year Seminar – presenting MMAC to 600 freshmen – fall semester
- Davidson Honors College – touring a minimum of 150 students each semester
• MOLLI – tours for 80 participants in fall alone
• GLI – tours for undetermined numbers to date

Criteria 2. - Bullet 2.: PAST EXTERNAL DEMAND:

Beginning 10-11 years ago, MMAC experienced a strong growth in attendance, numbers of exhibitions and programs/tours, and artwork gifts. Between FY06 and FY15, attendance increased from just a few thousand visitors to 15,000 annually; approximately 70% of these visitors were external. However, staffing cuts have limited our ability to sustain programming as before. Audiences look for fresh exhibitions as they return to a museum again and again and campus traffic has decreased markedly over this time period, negatively affecting our numbers of walk-in visitors.

ANTICIPATED EXTERNAL DEMAND:

Without additional resources, especially reinstated staffing, we will likely not return to past external participation levels at MMAC. In order to achieve repeat visitors, new exhibition offerings must be in place along with vibrant programming. We must have the people power in place sufficient to respond to tour requests, special visits, UM or other classroom visits that may not occur during regular open hours, etc. Customer service is imperative as is consistent outreach to current and potential audiences.

Criteria 3. - Bullet 1.: MMAC employs best practices as a member of the American Association of Museums and the Association of Academic Museums & Galleries. Attendance, visitor feedback, focus groups, Advancement and Academic Advisory Councils, Gallery Attendants and newsletter/website feedback inform user satisfaction.

“The Montana Museum of Art & Culture is an exemplary museum. The quantity and quality of the work produced by the staff is first rate. The exhibitions, programs, research, and publications are of a high standard, effectively serving the university community as well as Missoula and the region. There are however, concerns, such as the limited budget provided by the university and inadequate facilities.” ~ 2014 External Review, Lorne E. Render (nine interviews)

“The pleasure was all ours - so great to be your colleague and partner. Positive reviews have been rolling in all day! This kind of collaboration holds the key to a successful future for UM. Let's start planning the next event. Cheers!” ~ Dean Brock Tessman, Davidson Honors College, September 2017 referencing “Night at the Museum”

“MMAC is meeting the objectives set forth in their mission statement as demonstrated by the activities described in the self-study and the reviewer’s assessment.” ~ UM 2013-2014 Faculty Senate

“Thank you and your curators, present and past, for supporting my classes with remarkably insightful gallery tours. Students remarked at how their eyes were opened to aspects of the works that they never would have noticed. I can’t imagine a more engaging tour for my students.” ~ UM Professor of English David Moore, 2017

Criteria 3. - Bullet 2.: Professional development

The demands of MMAC’s operations have severely limited conferences, travel and outside activities. However, in spite of finite hours and energy, MMAC’s staff is or has been involved in campus and off-campus service including:
Leadership Montana
UM Staff Ambassadors
IT short courses and other on-campus
Wellness seminars
Destination Missoula Board
Destination Missoula Arts Committee
SPARKS! Arts Ignite Learning Task Force
UM Art Siting Committee
Arts Missoula Board
Graduate Thesis Committees
ORSP grant writing training
Montana Arts Gallery Directors Association annual conference
Member – American Alliance of Museums
Member – Association of Academic Museums and Galleries (listserv participation)
Member – Montana Arts Gallery Directors Association
Member – Missoula Downtown Association
Member – Destination Missoula
Member – Montana Association of Museums
Training – Academic Advisor Certificate
Member - Missoula Symphony Association board

Criteria 3. - Bullet 3.: In each of the last five years, MMAC has presented 4-8 gallery exhibitions and 8-15 special programs to accompany each. Additionally, nationally traveling exhibitions market UM, and we manage satellite exhibitions in Main Hall, Mansfield, UC, Todd, President’s locations, Missoula Credit Union and other sites.

Documented Feedback:

- Shakespeare: “What a wonderful opportunity for UM. I am inspired to learn more. Thank you to all who worked so hard to bring this exhibit here.”
- Ben Steele: Human Condition: “Mr. Steele, Thank you for sharing your life experience. A part of your art will always stay in my heart forever. Also your smile.”
- Renoir, Magritte, Gauguin: “Exhibit raises the cultural bar for Missoula and Montana.” and “Please…do more exhibits like this.”

Whenever financially feasible, MMAC produces publications and catalogs that reflect and exhibitions:

- Over There! Montanans in the Great War, H. R. Chacón, PhD, 2017, MMAC
- The Art of the State: 120 Artworks for 120 Years, B. Reintjes, 2013, MMAC/UM Press
- Fra Dana: American Impressionist in the Rockies, V. Hedquist, PhD; S. Hart, PhD, 2011, MMAC
- Three Centuries of European Prints from the Collection, B. Reintjes, 2011, MMAC
- Figurative Modernists: Picasso, Chagall and other Masterpieces from a Private Collection, B. Reintjes, 2014, MMAC
- Renoir, Magritte, Gauguin and other Masterpieces from a Private Collection, B. Reintjes, 2010, MMAC
Criteria 3. - Bullet 4.: MMAC has mentored 21 interns in the past ten years with most having gone on to important museum, or university teaching positions in Montana. For example:

- Randi O’Brien [2010] earned her MFA and MA (Art History) and is Assistant Professor of ceramics at MSU Billings;
- Jennifer duToit-Barrett [2013] earned her BFA and is Assistant Curator & Collection Manager at the Holter;
- Having earned her degree in Museum Studies at Syracuse University, Michelle Gollehon [visiting student/intern summer 2009] relocated to Bozeman to work as Digital Resources Manager at MSU Library.

Documented intern testimonials attest to MMAC’s impact through offering these out of classroom experiences:

“…my experience as an intern was very informative and inspired me to pursue a career in collections management…My experience at MMAC was invaluable, and I thank the staff for allowing me such a great opportunity and experience.”

“…the emotion derived from my experience can be expressed as grateful and excited. …I have been lucky enough to be a part of such events as the Pulitzer exhibition, the WPA exhibition, and the Hale exhibition, but most of all the team of people that make up MMAC.”

“My time spent working with MMAC’s immense permanent collection and the exceptional staff enriched my experience at UM both personally and academically. I feel more confident in my abilities and interests thanks to my time at MMAC.”

NOTE: MMAC has never been remunerated for training interns. Interns earn credits but no income is realized by the museum to cover time and effort.

Criteria 4. - Bullet 1.: Revenues: MMAC receives general funds and designated funds. Other sources of funds include gifts, memberships, grants, Foundation support, sponsorships, traveling exhibition fees and publication sales. Important note: in-kind artwork gifts are considered another source of revenue, e.g., in FY17, in-kind art gifts were valued at $200,000. These in-kind figures are not included within the calculations that appear below. Expenses: The primary areas of expense are staffing, exhibitions/programming and operations. Note: years where expenses outweigh income, UM Foundation cash reserves were utilized to achieve a balanced budget.

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<tr>
<th></th>
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<td>Total Revenues</td>
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**Expenses:**

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**Criteria 4. - Bullet 2.:**

Five years ago our staff consisted of 5.0 FTEs; we are now at 2.5 FTEs (including part-time work-study students), a 50% staff reduction. This is in contrast to the Museum of the Rockies (MSU) with 33 FTEs and the MT Historical Society museum with 6.4 FTEs.

MMAC does not receive general funds other than 90% of our staff support. No additional general funds underscore operations; all operations are funded by other sources.

Our two remaining professional staff has absorbed duties of lost positions and both serve by necessity as generalists with role descriptions are blurred. Critical duties include:

- Researching and devising exhibitions, interpretive educational materials, didactics
- Installing exhibitions
- Managing Collection
- Researching Collection
- Maintaining facility safety, security
- Managing art loans: packing, shipping, crate-making
- Hiring, training, supervising, scheduling Gallery Attendants
- Framing, matting artworks
- Supervising interns
- Fundraising
- Marketing and public relations
- Cultivating/tracking memberships
- Overseeing programs, presenters, catering
- Managing outreach, website and social media
- Planning
- Budgeting
- Managing Overseeing financials: payments, invoicing, Procard, travel, payroll
- Supervising Art Siting Committee
- Presenting, e.g., MT Historical Society, Kiwanis, Rotary, City Club
- Grant writing and reporting
- Supervising volunteers
- Responding to public
- Conducting annual art valuation
- Conducting annual art inventory
- Maintaining technology
- Maintaining loan agreements
- Stewarding donors and related documentation
- Purchasing student artworks
- Evaluating programs
- Managing Art Siting Program
- Responding to requests for art in President’s/Provost’s offices and President’s home

Criteria 4. - Bullet 3.: MMAC has collaborated with the following UM units to create wider reach and greater impact:

- Office of the Provost
- College of Visual and Performing Arts
  - School of Art
  - Gallery of Visual Arts/Student Art Award Purchases
  - Odyssey of the Stars
- College of Humanities and Sciences
  - Anthropology
  - Modern and Classical Languages and Literatures
  - Women’s, Gender, and Sexuality Studies
  - African American Studies
  - English
    - Creative Writing
  - History
  - Native American Studies
- School of Journalism
- Alexander Blewett III School of Law
- W.A. Franke College of Forestry and Conservation
- Office of International Programs
- Global Leadership Initiative
- President’s Lecture Series
- DiverseU
- Facilities Services
- English Language Institute
- Mansfield Library
  - Archives and Special Collections
- Mansfield Center
- Montana Osher Lifelong Learning Institute
- Davidson Honors College
- Broadcast Media Center
- UM Art Collaborative: Gallery Visual Arts, University Center Gallery
- Printing and Graphics
- Montana Public Radio

Demonstrated impact:
Partnering with:
- Five UM partners and others, 3,500 visited the Shakespeare Folio in three weeks; another 3,000 program attendees
- CVPA, Odyssey of the Stars created economies of scale for promoting/scholarship fundraising while honoring a successful alumnus
- UM Press brought statewide marketing to UM, UM Press and MMAC
- MT Public Radio brought matched promotional dollars to MMAC and revenue to MTPR
- Mansfield Center for the Vienna International Ballet Experience created varied programming for international and local audiences

Additional efficiencies:
- More digital promotion and information, less paper
- Relying on volunteers for database maintenance advice and some curatorial work

Criteria 4. - Bullet 4.: General funds currently underscore 90% of MMAC’s 2.5 FTE staffing. Private dollars support 10% of staffing and are essential to continuing exhibitions, programs, collection restoration or office needs including printing, communications, technology, equipment, subscriptions or any other supplies.

MMAC therefore seeks and receives external funding through:
- grants (usually minor given public funding sources)
- Foundation gifts
- exhibition sponsorships
- individual gifts
- memberships
- traveling exhibition fees
- publication sales
- suggested donations at the galleries

Suzanne and Bruce Crocker, devoted UM fans, made Montana University System history when they determined to attract and retain MMAC’s Director and staff now and in the future by pledging additional salary beginning in 2015. This created a powerful tool to retain MMAC leaders. The Crockers’ promise of a $3 million future bequest will ensure future directors are continuing, strong, powerful leaders.

Unfortunately private dollars are restricted by UM hiring policies. Staffing ratios and requirements preclude the use of private funds to hire much-needed staff.

Criteria 5. - Bullet 1.: Strategic Vision

MMAC’s 2017-18 Action Plan targeted increased alignment with UM academics. As previously described, this effort is directly in line with UM’s Strategic Vision.

Engaging Students Where They Are
- 3.3 “Expand cross-disciplinary academic support systems that meet undergraduate student learning needs…”
  - First Year Seminar will bring more understanding of MMAC to classrooms.
  - Writ 101 and the Honors College will utilize MMAC exhibitions for assignments and projects
3.4 “…career and major-related experiences.”
  o Expand MMAC internships
  o Graduate research projects/independent study projects

Invest in People

2.0 “Invest in Professional Development”
  o Link MMAC staff to UM more effectively e.g., regular Director meetings or collection-based entity meetings to connect MMAC to shared governance
  o Increase focus on flexible scheduling
  o Seek funding for regional/national museum conferences
  o Encourage participation in community organizations and Staff Ambassadors

Partner with Place

1.0 “…Engage and Promote Our Setting”
  o Explore art/ecology partnering with School of Art
  o Design annual exhibition highlighting Montana artists

3.3 “Value Diversity…”
  o Use the PC to promote intercultural interactions and competency

4.0 “…Neighborhood Alliance”
  o Share the public PC in the new Msal County Public Library with exhibitions

Reinvent the Heart of the Curriculum

  See “Engaging Students Where They Are” above

Foster Knowledge Creation and Innovation

1.4 “Provide research mentoring…”
  o Engage students with the PC through research projects
  o Plan exhibitions around cross-disciplinary themes driven by internal curators across campus

Criteria 5. - Bullet 2.: Potentially work with other units on campus to collaboratively:

  Centralize and target economics of scale on security. MMAC’s galleries and primary storage are currently monitored with cameras and motion sensors by a private vendor.
  Register collections/potentially combine registrar duties for collections where/when possible, e.g., Anthropology, Biological, Mansfield Library, etc.
  Design grant proposals and manage projects

Potential centralized services:

  A travel bureau or vendor for purchase of air and other travel at potentially reduced rates given economics of scale
  Payroll processing services across units
Criteria 5. - Bullet 3.: MMAC experiences inefficiencies due to working in ten disparate locations and substandard facilities. Staff must delay art moves until outside weather permits and none of our facilities were built originally as art spaces.

Additional resources will allow:

- **Proper stewardship** of outstanding new artworks coming to campus in 2018 from a collection in Washington D.C. These works by internationally renowned artists will significantly elevate the importance and depth of the PC for UM and all Montanans. At minimum, these acquisitions will double the value of the PC. A security guard will be required to properly oversee this extraordinary Montana-related collection.

- Additional staffing to improve access to the PC. Physical access is extremely challenging presently given multiple locations and no accreditable spaces. With strategic investments in people, we can bring the 123-year-old PC to light with a broader online presence. Needed is a staff person committed to registering, photographing and imbedding the PC online.

- Meeting the **unmet need for additional open gallery hours**. For years viewers have expressed our limited and inconvenient hours. This lack of access is due to budget constraints.

- Reinstating a **part-time administrative assistant** so other staff members can focus on job descriptions, e.g., the Director will fundraise as a major priority; the Curator of Art will return to focusing more on collection management, curating exhibitions, etc.

- Hiring an at least part-time **Curator of Education** committed to increasing MMAC’s interface with UM academics, school districts, docents and new audiences across Montana.