



Daniel Jeremy Silver Collection Digitization Project

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Folder
191a

Cleveland Museum of Art, notebook, part 1, 1984.

ATTENDANCE at SPECIAL EXHIBITIONS

1919 - 1978

| | | |
|-------------------------|-------------------------|---------|
| MAY SHOW | May 2 - June 29, 1919 | 54,910 |
| MAY SHOW | May 20 - June 20, 1920 | 25,353 |
| MAY SHOW | May 2 - June 6, 1921 | 45,205 |
| MAY SHOW | May 1 - June 4, 1922 | 38,595 |
| MAY SHOW | Apr. 30 - June 3, 1923 | 40,213 |
| MAY SHOW | May 5 - June 8, 1924 | 33,059 |
| MAY SHOW | May 4 - June 8, 1925 | 32,530 |
| MAY SHOW | May 3 - June 7, 1926 | 39,530 |
| MAY SHOW | Apr. 26 - June 5, 1927 | 46,227 |
| MAY SHOW | Apr. 24 - June 3, 1928 | 45,975 |
| MAY SHOW | Apr. 23 - June 2, 1929 | 43,827 |
| MAY SHOW | Apr. 22 - June 1, 1930 | 49,698 |
| GUELPH TREASURE | Jan. 10 - Feb. 1, 1931 | 76,751 |
| MAY SHOW | May 5 - June 7, 1931 | 35,113 |
| MAY SHOW | Apr. 26 - June 5, 1932 | 61,306 |
| MAY SHOW | May 2 - June 11, 1933 | 62,535 |
| WORKS OF JAMES WHISTLER | Nov. 3 - Dec. 10, 1933 | 52,337 |
| MAY SHOW | Apr. 24 - June 3, 1934 | 58,922 |
| MAY SHOW | Apr. 23 - June 2, 1935 | 55,383 |
| VAN GOGH | Mar. 24 - Apr. 19, 1936 | 78,469 |
| MAY SHOW | May 5 - June 9, 1936 | 42,813 |
| TWENTIETH ANNIVERSARY | June 25 - Oct. 12, 1936 | 147,869 |
| GERMAN ART | Nov. 12 - Dec. 13, 1936 | 24,184 |
| MAY SHOW | May 4 - June 13, 1937 | 47,202 |

Attendance at Special Exhibitions
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| | | |
|---|-----------------------------|--------|
| AMERICAN PAINTINGS FROM 1860 UNTIL TODAY | June 22 - Oct. 4, 1937 | 60,727 |
| SCULPTURE OF OUR TIME | Nov. 4 - Dec. 5, 1937 | 25,429 |
| SWEDISH | Dec. 9, 1937-Jan. 2, 1938 | 14,051 |
| MAY SHOW | May 3 - June 12, 1938 | 52,416 |
| MAY SHOW | Apr. 30 - June 12, 1939 | 55,570 |
| 68 MASTERPIECES FROM THE NEW YORK and SAN FRANCISCO WORLD'S FAIRS | Feb. 7 - Mar. 7, 1940 | 49,533 |
| MAY SHOW | Apr. 30 - June 9, 1940 | 55,128 |
| PICASSO - FORTY YEARS OF HIS ART | Nov. 6 - Dec. 8, 1940 | 22,938 |
| MAY SHOW | Apr. 29 - June 8, 1941 | 54,113 |
| SILVER JUBILEE | June 23 - Sept. 28, 1941 | 49,357 |
| MAY SHOW | Apr. 28 - June 7, 1942 | 42,324 |
| CAN AMERICA BE BOMBED | July 13 - Sept. 13, 1942 | 40,526 |
| BEQUEST OF JOHN L. SEVERANCE | Nov. 12, 1942-Mar. 14, 1943 | 52,287 |
| ROAD TO VICTORY | Feb. 18 - Mar. 14, 1943 | 16,653 |
| ART of the AMERICAS | Mar. 18 - Apr. 11, 1943 | 21,101 |
| MAY SHOW | Apr. 27 - June 6, 1943 | 51,363 |
| THORNE ROOMS - EUROPEAN | Oct. 1 - Nov. 28, 1943 | 83,552 |
| TWO THOUSAND YEARS OF SILK WEAVING | Mar. 15 - Apr. 16, 1944 | 27,859 |
| MAY SHOW | May 2 - June 11, 1944 | 64,800 |
| LIFE WAR ART | Oct. 18 - Nov. 15, 1944 | 27,610 |
| ISLAMIC ART | Nov. 3, 1944-Feb. 2, 1945 | 69,100 |
| THORNE ROOMS - AMERICAN | Jan. 2 - Feb. 28, 1945 | 69,940 |
| ARTISTS FOR VICTORY - PEPSI COLA | Mar. 15 - Apr. 10, 1945 | 37,807 |

Attendance at Special Exhibitions
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| MAY SHOW | May 1 - June 10, 1945 | 69,331 |
| ART of AMERICAS | Nov. 9, 1945-Jan. 6, 1946 | 54,096 |
| MAY SHOW | Apr. 30 - June 9, 1946 | 89,116 |
| WORKS of EDGAR DEGAS | Feb. 4 - Mar. 9, 1947 | 40,231 |
| MAY SHOW | Apr. 29 - June 8, 1947 | 88,938 |
| EXHIBITION of GOLD | Oct. 30, 1947-Jan. 11, 1948 | 74,839 |
| CONTEMPORARY AMERICAN PAINTINGS-LA TAUSCA | Dec. 2, 1947-Jan. 4, 1948 | 27,391 |
| MEMORIAL EXHIBITION WORKS of PIERRE BONNARD | Mar. 2 - Apr. 11, 1948 | 57,520 |
| MAY SHOW | May 5 - June 13, 1948 | 95,679 |
| MASTERPIECES FROM BERLIN MUSEUMS | Oct. 6 - Oct. 24, 1948 | 151,240 |
| EXHIBITION OF WORK OF VINCENT VAN GOGH | Nov. 3 - Dec. 12, 1948 | 56,224 |
| EXHIBITION OF THE ART OF LITHOGRAPHY | Nov. 11, 1948-Jan. 2, 1949 | 59,095 |
| EXHIBITION OF MODERN WALLPAPER | Dec. 15, 1948-Jan. 5, 1949 | 17,489 |
| GEORGES BRAQUE, A RETRO- SPECTIVE EXHIBITION | Jan. 27 - Mar. 13, 1949 | 64,209 |
| LE COURBUSIER - NEW WORLD OF SPACE | Mar. 15 - Apr. 10, 1949 | 46,264 |
| MAY SHOW | May 3 - June 12, 1949 | 96,114 |
| AMERICAN PAINTING IN OUR CENTURY | Nov. 3 - Dec. 11, 1949 | 47,644 |
| DONATELLO | Nov. 15 - Dec. 16, 1949 | 31,989 |
| HENRY G. KELLER MEMORIAL EXHIBITION | Feb. 1 - Mar. 19, 1950 | 55,915 |
| MAY SHOW | May 2 - June 11, 1950 | 127,924 |

Attendance at Special Exhibitions
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|---|-----------------------------|---------|
| WILLIAM SOMMER MEMORIAL EXHIBITION | Nov. 1 - Dec. 10, 1950 | 38,764 |
| NEW IRISH PAINTERS | Dec. 15, 1950-Jan. 15, 1951 | 26,657 |
| EXHIBITION OF THE WORK OF TOULOUSE-LAUTREC | Jan. 5 - Feb. 11, 1951 | 34,471 |
| MODIGLIANI - SOUTINE EXHIBITION | Jan. 31 - Mar. 18, 1951 | 57,311 |
| MAY SHOW | May 1 - June 10, 1951 | 127,429 |
| KNIFE, FORK and SPOON | Oct. 30 - Nov. 25, 1951 | 28,543 |
| EXHIBITION of the WORK of LYONEL FEININGER | Nov. 2 - Dec. 9, 1951 | 42,322 |
| EXHIBITION of the WORK of JAMES ENSOR | Nov. 15 - Dec. 15, 1951 | 29,568 |
| EXHIBITION of the WORK of ODILON REDON | Nov. 29, 1951-Jan. 20, 1952 | 47,185 |
| EXHIBITION of the WORK of HENRI MATISSE | Feb. 5 - Mar. 16, 1952 | 75,815 |
| MAY SHOW | Apr. 29 - June 8, 1952 | 118,404 |
| WASSILY KANDINSKY | Nov. 7 - Dec. 7, 1952 | 33,524 |
| FRASCONI | Nov. 12, 1952-Jan. 4, 1953 | 51,224 |
| FRENCH DRAWING | Dec. 7, 1952-Jan. 11, 1953 | 31,784 |
| EXHIBITION OF GEORGES ROUAULT | Jan. 28 - Mar. 15, 1953 | 59,415 |
| EXHIBITION OF INGRES | Mar. 5 - Mar. 29, 1953 | 33,415 |
| MAY SHOW | May 5 - June 14, 1953 | 111,044 |
| CARL GAERTNER MEMORIAL EXHIBITION | June 23 - Aug. 2, 1953 | 60,815 |
| EXHIBITION of the WORK of JOSE CLEMENTE OROZCO | Nov. 10 - Dec. 13, 1953 | 33,423 |

Attendance at Special Exhibitions
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| EXHIBITION of the WORK of EDOUARD VUILLARD | Jan. 25 - Mar. 14, 1954 | 54,813 |
| MARISKA KARASZ EXHIBITION | Mar. 17 - Apr. 14, 1954 | 28,899 |
| MAY SHOW | May 4 - June 13, 1954 | 130,766 |
| DESIGN IN SCANDINAVIA | Sept. 1 - Oct. 3, 1954 | 57,055 |
| CHINESE LANDSCAPE PAINTINGS | Nov. 4, 1954-Jan. 2, 1955 | 73,117 |
| EXHIBITION of the WORK of JACQUES LIPCHITZ | Jan. 25 - Mar. 13, 1955 | 64,521 |
| MAY SHOW | May 3 - June 12, 1955 | 108,117 |
| EXHIBITION of GERMAN DRAWINGS | Nov. 11 - Dec. 18, 1955 | 56,134 |
| MEMORIAL EXHIBITION OF THE WORK OF JOHN MARIN | Nov. 17, 1955-Jan. 1, 1956 | 53,658 |
| THE FAMILY OF MAN - STEICHEN PHOTOS | Jan. 24 - Mar. 4, 1956 | 113,187 |
| MAY SHOW | May 1 - June 10, 1956 | 117,230 |
| THE VENETIAN TRADITION | Nov. 7, 1956-Jan. 1, 1957 | 61,201 |
| TREASURES FROM THE PIERPONT MORGAN LIBRARY, 50th ANNI- VERSARY EXHIBITION | Jan. 29 - Mar. 3, 1957 | 55,810 |
| MAY SHOW | May 15 - June 23, 1957 | 54,364 |
| MAY SHOW | May 13 - June 22, 1958 | 95,204 |
| SOME CONTEMPORARY WORKS OF ART | Nov. 12 - Dec. 31, 1958 | 40,270 |
| DUTCH MASTERS - FIVE CENTURIES | Feb. 24 - Mar. 22, 1959 | 28,160 |
| MAY SHOW | May 6 - June 14, 1959 | 72,443 |
| TWENTIETH CENTURY DESIGN: U.S.A. | July 15 - Aug. 23, 1959 | 47,461 |
| LYONEL FEININGER MEMORIAL | Feb. 17 - Mar. 20, 1960 | 33,091 |
| MAY SHOW | May 2 - June 12, 1960 | 80,489 |

Attendance at Special Exhibitions
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|---|------------------------------|--------|
| PATHS OF ABSTRACT ART | Oct. 5 - Nov. 13, 1960 | 55,788 |
| MAY SHOW | May 8 - June 11, 1961 | 87,100 |
| JAPANESE DECORATIVE STYLE | Aug. 30 - Oct. 15, 1961 | 55,507 |
| VINCENT VAN GOGH | Dec. 6, 1961-Jan. 14, 1962 | 53,826 |
| BEN HELLER COLLECTION | Mar. 14 - Apr. 8, 1962 | 39,877 |
| MAY SHOW | May 14 - June 17, 1962 | 75,382 |
| MARK TOBEY RETROSPECTIVE and TUTANKHAMUN'S TREASURES | Dec. 14, 1962-Jan. 13, 1963 | 50,690 |
| BARBIZON REVISITED | Jan. 22 - Feb. 20, 1963 | 28,162 |
| OLD MASTER DRAWINGS FROM CHATSWORTH | Feb. 27 - Mar. 31, 1963 | 42,085 |
| MAY SHOW | May 8 - June 16, 1963 | 75,275 |
| STYLE, TRUTH AND THE PORTRAIT | Oct. 2 - Nov. 10, 1963 | 58,341 |
| MAY SHOW | May 6 - June 14, 1964 | 96,155 |
| THE PRIVATE WORLD OF JOHN SINGER SARGENT | July 7 - Aug. 6, 1964 | 43,335 |
| NEO-CLASSICISM: STYLE AND MOTIF | Sept. 22 - Nov. 1, 1964 | 55,619 |
| ANCIENT SCULPTURE FROM INDIA | Nov. 24, 1964-Jan. 3, 1965 | 46,545 |
| 7000 YEARS OF IRANIAN ART | Feb. 16 - March 28, 1965 | 61,727 |
| MAY SHOW | May 5 - June 13, 1965 | 77,090 |
| YEARS OF FERMENT: THE BIRTH OF 20TH CENTURY ART | July 13 - Aug. 22, 1965 | 62,437 |
| JUXTAPOSITIONS | Sept. 10 - Oct. 10, 1965 | 37,352 |
| SKETCHES BY CONSTABLE | Nov. 30, 1965 - Jan. 2, 1966 | 34,341 |
| MASTER BRONZES FROM INDIA | Jan. 19 - Feb. 27, 1966 | 48,353 |
| MAY SHOW | Apr. 20 - May 22, 1966 | 92,855 |
| FIFTY YEARS OF MODERN ART | June 15 - July 31, 1966 | 72,207 |

Attendance at Special Exhibitions
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|---|-----------------------------|---------|
| GOLDEN ANNIVERSARY ACQUISITIONS | Sept. 10 - Oct. 16, 1966 | 62,775 |
| TREASURES FROM MEDIEVAL FRANCE | Nov. 16, 1966-Jan. 29, 1967 | 100,526 |
| CHINESE ART FROM THE COLLECTION H.M.KING GUSTAV VI ADOLF OF SWEDEN | March 1 - March 26, 1967 | 45,881 |
| MAY SHOW | May 3 - June 18, 1967 | 96,387 |
| CARPETS OF THE NEAR EAST | Sept. 20 - Nov. 12, 1967 | 70,824 |
| GEORGE CALEB BINGHAM | Jan. 24 - March 10, 1968 | 44,148 |
| LIGHT SCULPTURE | Feb. 27 - March 24, 1968 | 40,456 |
| MAY SHOW RETROSPECTIVE | Apr. 23 - June 16, 1968 | 95,466 |
| MAY SHOW | May 1 - June 16, 1968 | 94,334 |
| POPULAR IMAGES & SENSIBILITY | July 2 - Sept. 15, 1968 | 84,126 |
| OUTDOOR GARDEN COURT SCUL SCULPTURES | July 2 - Sept. 15, 1968 | 84,126 |
| AFRICAN TRIBAL IMAGES | July 10 - Sept. 1, 1968 | 66,173 |
| CHINESE ART UNDER THE MONGOLS | Oct. 1 - Nov. 24, 1968 | 12,900 |
| DESIGN AND THE CITY, CLEVELAND NOW AND TOMORROW | Dec. 11, 1968-Jan. 12, 1969 | 21,185 |
| MAY SHOW | Apr. 28 - June 16, 1969 | 76,280 |
| THE ART OF HENRY O. TANNER | Sept. 30 - Nov. 2, 1969 | 23,054 |
| JASPER F. CROPSEY | July 8 - Aug. 16, 1970 | 39,776 |
| GERMAN PAINTING OF THE NINETEENTH CENTURY | Dec. 9-Jan. 24, 1971 | 4,777 |
| COLOR & FIELD, 1890-1970 | Feb. 3 - Mar. 14, 1971 | 5,753 |
| MAY SHOW | May 3- June 13, 1971 | 91,653 |

Attendance at Special Exhibitions
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| TEXTILE ARTS CLUB ANNUAL EXHIBITION | June 3 - June 20, 1971 | 25,988 |
| THE POWERS COLLECTION | July 13 - Sept. 5, 1971 | 67,178 |
| ART FOR COLLECTORS | Oct. 5 - Nov. 7, 1971 | 46,937 |
| CARAVAGGIO & HIS FOLLOWERS | Oct. 29, 1971-Jan. 2, 1972 | 16,194 |
| PICASSO: MASTER PRINTMAKER | Nov. 9 - Dec. 19, 1971 | 54,389 |
| MIRO SCULPTURES | Feb. 2 - March 12, 1972 | no attendance taken |
| MAY SHOW | May 1 - June 11, 1972 | 79,124 |
| 19TH AND 20TH-CENTURY PAINTINGS FROM THE COLLECTION OF SMITH COLLEGE MUSEUM OF ART | Sept. 10 - Oct. 22, 1972 | no attendance taken |
| CONTEMPORARY CERAMIC ART OF JAPAN | Oct. 31 - Nov. 26, 1972 | no attendance taken |
| MASTERPIECES FROM THE SOLOMON R. GUGGENHEIM MUSEUM | Nov. 14, 1972-Feb. 11, 1973 | no attendance taken |
| THE SCULPTURE OF THAILAND | Jan. 10 - Feb. 11, 1973 | no attendance taken |
| OLD MASTER DRAWINGS FROM CHRIST CHURCH, OXFORD | Mar. 7 - Apr. 8, 1973 | no attendance taken |
| MAY SHOW | May 2 - June 10, 1973 | 74,445 |
| DUTCH ART AND LIFE IN THE SEVENTEENTH CENTURY | July 10 - Sept. 2, 1973 | no attendance taken |
| AFRICAN TEXTILES AND DECOR- ATIVE ARTS | Oct. 3 - Dec. 2, 1973 | 12,116 |
| MAY SHOW | May 1 - June 9, 1974 | 88,045 |
| POPPER & SACKLER SHOWS | July 10 - Sept. 1, 1974 | 6,121 |
| ALBERTO GIACOMETTI | Sept. 25 - Oct. 27, 1974 | 5,948 |
| NORBERT SCHIMMEL COLLECTION OF ANCIENT ART | Nov. 13 - Dec. 24, 1974 | 15,721 |

Attendance at Special Exhibitions
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|---|----------------------------|---------------------|
| GEORGE BICKFORD COLLECTION OF INDIAN ART | Jan. 14 - Feb. 16, 1975 | no attendance taken |
| NEVELSON: WOOD SCULPTURE | Jan. 29 - March 9, 1975 | 7,534 |
| YEAR IN REVIEW | Mar. 11 - Apr. 6, 1975 | no attendance taken |
| MAY SHOW | May 7 - June 15, 1975 | 84,929 |
| JAPONISM: THE IMPACT OF JAPANESE ART ON FRANCE | July 9 - Aug. 31, 1975 | no attendance taken |
| RENAISSANCE BRONZES FROM OHIO COLLECTIONS | Sept. 24 - Nov. 16, 1975 | no attendance taken |
| THE ART OF JOHANN LISS | Dec. 17, 1975-Mar. 7, 1976 | 8,653 |
| DRAWINGS FROM THE COLLECTION OF MR. AND MRS. EUGENE V. THAW | Mar. 16 - May 2, 1976 | no attendance taken |
| THE EUROPEAN VISION OF AMERICA | May 5 - Aug. 8, 1976 | 109,042 |
| HERITAGE AND HORIZON AMERICAN PAINTING 1776-1976 | Sept. 8 - Oct. 10, 1976 | 16,538 |
| MAY SHOW | Nov. 24, 1976-Jan. 2, 1977 | 46,121 |
| TSUTSUMU: THE ART OF THE JAPANESE PACKAGE | Jan. 18 - Feb. 20, 1977 | no attendance taken |
| THE YEAR IN REVIEW | Feb. 1 - March 6, 1977 | 13,777 |
| JAPANESE SCREENS | Mar. 23 - May 8, 1977 | 33,450 |
| ANAMORPHOSES: GAMES OF PERCEPTION AND ILLUSION IN ART | Mar. 30 - May 15, 1977 | 23,406 |
| MAY SHOW | July 13 - Aug. 21, 1977 | 48,351 |
| TURNER WATER COLORS FROM THE BRITISH MUSEUM | Sept. 27 - Nov. 27, 1977 | no attendance taken |
| FIBERWORKS | Oct. 5 - Nov. 20, 1977 | 65,514 |
| AFRO-AMERICAN TRADITION IN DECORATIVE ARTS | Feb. 1 - Apr. 2, 1978 | 26,478 |
| THE GRAPHIC ART OF FREDERICO BAROCCI | Feb. 15 - Mar. 26, 1978 | no attendance taken |

Attendance at Special Exhibitions
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|---|--------------------------|--------|
| MAY SHOW | May 3 - June 4, 1978 | 45,619 |
| KLEE FROM THE GUGGENHEIM | July 7 - Sept. 3, 1978 | |
| SASANIAN SILVER | July 7 - Aug. 13, 1978 | 28,847 |
| FOLK TRADITIONS IN JAPANESE ART | Sept. 20 - Oct. 29, 1978 | 22,314 |
| MIRRORS AND WINDOWS: AMERICAN PHOTOGRAPHY SINCE 1960 | Nov. 15 - Dec. 31, 1978 | 23,838 |
| OBJECTS OF BRIGHT PRIDE: NORTHWEST COAST INDIAN ART | Nov. 22 - Dec. 31, 1978 | 17,902 |



Special Exhibitions
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| | <u>organizer</u> | <u>cat.</u> | <u>attendance</u> | <u>gross cost</u> | <u>net cost</u> | <u>grant</u> | <u>amount of grant</u> |
|---|-------------------|-------------|-------------------|-------------------|-----------------|-----------------------------------|-------------------------------------|
| NOGUCHI'S IMAGINARY LANDSCAPES Jan. 24 - March 4, 1979 also shown: Minneapolis, Denver, Detroit, San Francisco, Portland | Walker Art Center | yes | 22,158 | \$ 41,765 | \$ 39,030 | | |
| IDEA TO IMAGE: PREPARATORY STUDIES FROM RENAISSANCE TO IMPRESSIONISM Jan. 31 - Apr. 1, 1979 | CMA | yes | N/A | \$ 5,891 | \$ 3,109 | | |
| THE YEAR IN REVIEW Feb. 13 - Mar. 18, 1979 | CMA | yes | 13,631 | \$ 1,388 | \$ 1,388 | | |
| THE DRAFTSMAN'S EYE: LATE ITALIAN RENAISSANCE SCHOOLS AND STYLES Mar. 6 - Apr. 22, 1979 | CMA | yes | N/A | \$ 8,586 | \$ 2,063 | OHIO PROGRAM IN THE HUMANITIES | \$ 6,523 |
| SELECTIONS FROM THE HISTORY OF THE POSTER Mar. 13 - May 6, 1979 | CMA | no | N/A | | | | |
| MAY SHOW Apr. 11 - May 13, 1979 | CMA | yes | 58,191 | \$ 13,172 | \$ 7,629 | | |
| CHARDIN, 1699-1779 June 6 - Aug. 12, 1979 also shown: Paris Boston | CMA and Paris | yes | 66,801 | \$ 213,681 | \$ 28,355 | NEA | \$ 184,820 \$ 184,820 |
| CHARDIN AND THE STILL LIFE TRADITION IN FRANCE June 6 - Aug. 12, 1979 | CMA | yes | N/A | \$ 18,452 | \$ 12,031 | | |

Special Exhibitions
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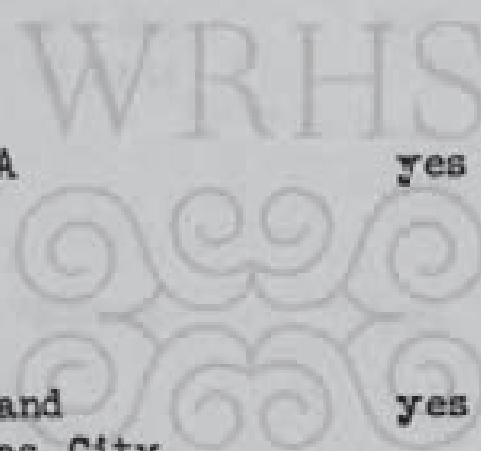
| | <u>organizer</u> | <u>cat.</u> | <u>attendance</u> | <u>gross cost</u> | <u>net cost</u> | <u>grant</u> | <u>amount of grant</u> |
|---|--|-------------|-------------------|-------------------|-----------------|--------------|------------------------|
| THE FACE OF CHINA AS SEEN BY PHOTOGRAPHERS AND TRAVELERS FROM 1860 TO 1912 July 11 - Aug. 26, 1979 also shown: Phila., St. Louis, UCLA Mus. of Art | Philadelphia Mus. of Art | yes | 24,610 | \$ 10,164 | \$ 8,746 | | |
| THE MONET TRIPTYCH: WATER LILIES Sept. 18, 1979-Feb. 17, 1980 also shown: St. Louis, Kansas City | St. Louis | no | N/A | \$ 790 | \$ 790 | | |
| THE SPIRIT OF SURREALISM Oct. 3 - Nov. 25, 1979 | CMA | yes | 48,443 | \$ 107,792 | \$ 23,761 | NEA | \$50,000 \$56,050 |
| SURREALISM IN PERSPECTIVE Oct. 3, 1979-Jan. 6, 1980 | CMA | yes | N/A | \$ 3,798 | \$ 2,552 | | |
| SCULPTURE FROM NOTRE-DAME, PARIS A DRAMATIC DISCOVERY Dec. 15, 1979-Jan. 27, 1980 also shown: Metropolitan Museum, New York City | Metropolitan Museum of Art New York City | yes | N/A | \$ 40,346 | \$ 38,916 | | |
| TRANSFORMATIONS IN MODERN ARCHITECTURE Dec. 19, 1979-Jan. 27, 1980 also shown: 4 other sites | Museum of Modern Art, New York | yes | 24,464 | \$ 23,621 | \$ 19,320 | | |
| SCIENCE WITHIN ART Feb. 13 - Apr. 20, 1980 | CMA | yes | N/A | \$ 4,423 | \$ 2,032 | | |
| CROSS CURRENTS: NEOCLASSICAL DRAWINGS & PRINTS FROM THE COOPER HEWITT MUSEUM Feb. 19 - Mar. 23, 1980 also shown: circulated by SITES to various other locations | Cooper-Hewitt Mus. | yes | N/A | \$ 5,071 | \$ 4,366 | | |

Special Exhibitions
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| | <u>organizer</u> | <u>cat.</u> | <u>attendance</u> | <u>gross cost</u> | <u>net cost</u> | <u>grant</u> | <u>amount of grant</u> |
|--|------------------------------------|-------------|-------------------|-------------------|-----------------|--------------|------------------------|
| YEAR IN REVIEW Feb. 13 - Mar. 9, 1980 | CMA | yes | 12,232 | \$ 2,949 | \$ 2,949 | | |
| MAY SHOW Apr. 16 - May 18, 1980 | CMA | yes | 45,013 | \$ 18,979 | \$ 12,980 | | |
| TEXTILE ARTS CLUB ANNUAL EXHIBITION Apr. 30 - May 25, 1980 | Textile Arts Club | no | N/A | — 0 — | — 0 — | | |
| GERMAN EXPRESSIONIST GRAPHICS May 3 - Oct. 5, 1980 | CMA | no | N/A | — 0 — | — 0 — | | |
| 5,000 YEARS OF KOREAN ART June 11 - Aug. 10, 1980 also shown: 6 other locations | Asian Art Museum, San Francisco | yes | 44,430 | \$ 21,959 | \$ 12,910 | | |
| KOREA: BRIDGE OF CULTURE June 11 - Aug. 10, 1980 | CMA | no | N/A | \$ 2,537 | \$ 2,537 | | |
| THE MOST REMARKABLE SCENERY: THOMAS MORAN'S WATERCOLORS OF THE AMERICAN WEST Aug. 5 - Oct. 5, 1980 also shown: Amon Carter Mus., Yale | Amon Carter Mus. Ft. Worth | yes | N/A | \$ 8,357 | \$ 6,925 | | |
| OLD MASTER PAINTINGS FROM THE COLLECTION OF BARON THYSSEN- BORNEMISZA Sept. 3 - Oct. 26, 1980 also shown: 8 other locations | United Technologies Corporation | yes | 51,387 | \$ 96,115 | \$ 64,921 | NEA | \$10,000. |
| JAPANESE WOODBLOCK PRINTS: THEMES AND TRADITIONS Sept. 3 - Oct. 19, 1980 | CMA | no | N/A | \$ 555 | \$ 555 | | |
| ENGLISH DECORATIVE ARTS fall, 1980-Feb. 1981; also shown: Aug. 13 - Nov. 2, 1981 | CMA | no | N/A | — 0 — | — 0 — | | |

Special Exhibitions
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| | <u>organizer</u> | <u>cat.</u> | <u>attendance</u> | <u>gross cost</u> | <u>net cost</u> | <u>grant</u> | <u>amount of grant</u> |
|---|------------------------|-------------|-------------------|-----------------------------------|----------------------------------|--|--|
| CLEVELAND COLLECTS MODERN ART Sept. 10 - Oct. 26, 1980 | CMA | no | N/A | \$ 2,366 | \$ 1,057 | CENTRAL NAT'L BANK | \$ 1,000.00 |
| THE REALIST TRADITION: FRENCH PAINTING AND DRAWING 1830-1900 Nov. 12, 1980-Jan. 18, 1981 also shown: Brooklyn, St. Louis, Glasgow | CMA | yes | 74,342 | \$296,764 \$510,949 | \$27,214 \$144,319 | NEH ASSOC. FRANCAISE D'ACTION ARTISTIQUE THE BUTRIN FOUNDATION | \$12,188 \$ 6,009 \$ 500 |
| THE DRAWINGS AND WATERCOLORS OF LEON BONVIN Nov. 12, 1980-Jan. 18, 1981 | CMA | yes | N/A | \$ 8,858 | \$ 6,588 | | |
| AMERICAN REALISM AND THE INDUSTRIAL AGE Nov. 12, 1980-Jan. 18, 1981 also shown: Lakewood, Columbus | CMA | yes | N/A | \$ 52,091 | \$ 19,533 | NEA | \$ 25,895 |
| EIGHT DYNASTIES OF CHINESE PAINTING: THE COLLECTIONS OF THE NELSON GALLERY- ATKINS MUSEUM, KANSAS CITY AND THE CLEVELAND MUSEUM OF ART Feb. 11 - Mar. 29, 1981 also shown: Kansas City, Tokyo, Asia Society, N.Y. | CMA and Kansas City | yes | 101,880 | \$270,126 \$273,826 | \$60,133 \$60,133 | C.B. BEULAH SUNG GEORGE GUND FND. CLEVELAND FOUNDATION NEH GRIES CHARITY FUND NELSON GALLERY FND. | \$ 3,500 \$ 2,000 \$ 6,000 \$ 15,000 \$ 2,000 \$ 20,965 |
| CHINESE PAINTING: THEMES AND TECHNIQUES Feb. 11 - Mar. 29, 1981 | CMA | yes | N/A | \$ 9,310 | \$ 8,026 \$ 5,613 | | |
| TEXTILES ARTS CLUB ANNUAL EXHIBITION Apr. 8 - April 29, 1981 | Textile Arts Club | no | N/A | - 0 - | - 0 - | | |



Special Exhibitions
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| | <u>organizer</u> | <u>cat.</u> | <u>attendance</u> | <u>gross cost</u> | <u>net cost</u> | <u>grant</u> | <u>amount of grant</u> |
|---|---|-------------|-------------------|-------------------|-----------------|--------------|------------------------|
| MAY SHOW May 6 - June 7, 1981 | CMA | yes | 49,547 | \$ 19,427 | \$15,010 | | |
| ART AND THE STAGE May 8 - Aug. 16, 1981 also shown: Beck Center, Lakewood | CMA | yes | N/A | \$ 8,384 | \$ 5,819 | | |
| YEAR IN REVIEW June 24 - Aug. 9, 1981 | CMA | yes | N/A | \$ | \$ 1,050 | | |
| SILVER IN AMERICAN LIFE June 24 - Aug. 16, 1981 also shown: Pittsburgh, Ft. Worth, Richmond, Los Angeles, Detroit | Yale Univ. Art Gal. Amer. Fed. of Arts | yes | 28,590 | \$ 35,918 | \$33,333 | | |
| KANDINSKY WATERCOLORS: A SELECTION FROM THE SOLOMON R. GUGGENHEIM MUSEUM AND THE HILLA VON REBAY FOUND. July 21 - Sept. 27, 1981 also shown: | Guggenheim Museum | yes | N/A | \$ 16,224 | \$14,861 | | |
| FREEDOM OF CLAY AND BRUSH THROUGH SEVEN CENTURIES IN NORTHERN CHINA: TZ'U-CHOU TYPE WARES, 960-1600 A.D. Aug. 5 - Sept. 6, 1981 also shown: Indianapolis, China House, N.Y. | Indianapolis Museum of Art | yes | N/A | \$19,592 | \$17,854 | | |

Special Exhibitions
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| | <u>organizer</u> | <u>cat.</u> | <u>attendance</u> | <u>gross cost</u> | <u>net cost</u> | <u>grant</u> | <u>amount of grant</u> |
|---|---|-------------|-------------------|-------------------|---|--------------|------------------------|
| PROMENADES, PAGEANTS, PROCES- SIONS, AND PILGRIMAGES Aug. 25, 1981-Jan. 3, 1982 | CMA | no | N/A | — 0 — | — 0 — | | |
| SELECTED DRAWINGS FROM THE COLLECTION Oct. 6 - Nov. 22, 1981 | CMA | no | N/A | — 0 — | — 0 — | | |
| THE TIEPOLOS AND THEIR WORLD Oct. 6 - Nov. 22, 1981 | CMA | no | N/A | — 0 — | — 0 — | | |
| CONTEMPORARY ARTISTS Oct. 21 - Nov. 29, 1981 | CMA | yes | 19,768 | \$ 15,112 | \$14,221 | | |
| ANIMALS IN ANCIENT ART FROM THE LEO MILDENBERG COLLECTION Oct. 21 - Nov. 29, 1981 | CMA | yes | 18,842 | \$ 69,331 | gross cost surplus } \$48,516 } | | |
| A CLEVELAND BESTIARY Oct. 14 - Dec. 15, 1981 | CMA | yes | N/A | \$ 1,191 | gross cost + 71 } SURPLUS } + 434 } | | |
| WHEN ANGELS BENT NEAR THE EARTH TO TOUCH THEIR HARPS OF GOLD: THE CHRISTMAS STORY Dec. 1 - Jan. 10, 1982 | CMA | no | N/A | + 434 | + 434 | | |
| DRAWINGS BY GIANLORENZO BERNINI FROM THE MUSEUM DER BILDENDE KUNSTE, LEIPZIG Dec. 1 - Jan. 17, 1982 | International Exhib. Foundation | yes | N/A | \$ 20,034 | \$14,787 ⁶ | | |
| R. B. KITAJ Dec. 16, 1981-Jan. 24, 1982 | Hirshhorn Museum | yes | 24,069 | \$24,089 | \$23,737 | | |
| HENRI CARTIER-BRESSON: PHOTO- GRAPHER Dec. 16, 1981-Jan. 24, 1982 | International Center for Photography, N.Y. | yes | 23,754 | \$ 2,946 2,969 | \$ 1,831 | | |

Special Exhibitions
p. 17

| | <u>organizer</u> | <u>cat.</u> | <u>attendance</u> | <u>gross cost</u> | <u>net cost</u> | <u>grant</u> | <u>amount of grant</u> |
|---|----------------------|-------------|-------------------|-------------------|-----------------|--------------|------------------------|
| MIRROR WITH A MEMORY Dec. 23, 1981-Mar. 7, 1982 | CMA | no | N/A | | \$ 497 | | |
| NORTH AMERICAN INDIAN WATERCOLORS Jan. 12 - Apr. 11, 1982 | CMA | yes | N/A | — 0 — | — 0 — | | |
| A GOLDEN AGE OF AMERICAN PRINTMAKING Jan. 12 - Apr. 11, 1982 | CMA | no | N/A | — 0 — | — 0 — | | |
| CLEVELAND SCHOOL Jan. 19 - May 30, 1982 | CMA | no | N/A | — 0 — | — 0 — | | |
| FRENCH PRINTS AND DRAWINGS FROM LOUIS XIII TO LOUIS XVI Feb. 2 - May 16, 1982 | CMA | no | N/A | — 0 — | — 0 — | | |
| YEAR IN REVIEW Feb. 17 - Mar. 21, 1982 | CMA | yes | N/A | | \$1,572 | | |
| VISIONS OF LANDSCAPE: EAST AND WEST Feb. 17 - Mar. 21, 1982 | CMA | no | 22,147 | | \$7,422 | | |
| TEXTILE ARTS CLUB ANNUAL EXHIBITION April 7 - May 9, 1982 | Textile Arts Club | no | N/A | — 0 — | — 0 — | | |
| MAY SHOW April 21 - May 30, 1982 | CMA | yes | 55,759 | \$19,533 | \$14,937 | | |
| 17TH CENTURY NETHERLANDISH GRAPHICS Apr. 27 - Aug. 1, 1982 | CMA | no | N/A | — 0 — | — 0 — | | |
| GRAPHIC HUMOR June 1 - Aug. 29, 1982 | CMA | no | N/A | — 0 — | — 0 — | | |
| THE AGNES GUND SAALFIED COLLECTION June 15 - Aug. 31, 1982 | CMA | no | N/A | | \$1,452 | | |

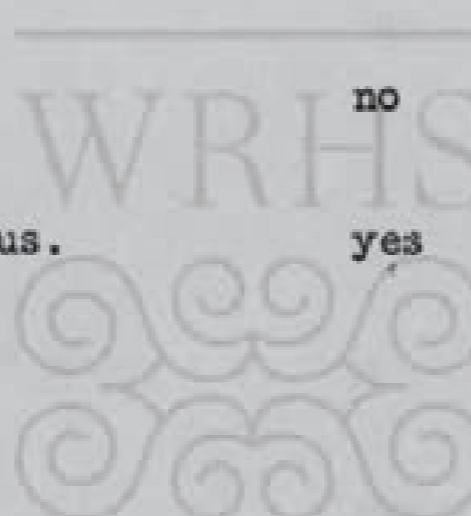


Special Exhibitions
p. 18

| | <u>organizer</u> | <u>cat.</u> | <u>attendance</u> | <u>gross cost</u> | <u>net cost</u> | <u>grant</u> | <u>amount of grant</u> |
|--|------------------------------|-------------|-------------------|-------------------|-------------------|--------------|------------------------|
| CONTEMPORARY GRAPHICS: A CURATOR'S CHOICE June 1 - Aug. 29, 1982 | CMA | no | N/A | — o — | — o — | | |
| MARCEL BREUER: FURNITURE AND INTERIOR DESIGN June 16 - July 25, 1982 also shown: MOMA, Winnipeg, Baltimore, Montréal | Mus. of Mod. Art New York | yes | 18,164 | \$15,919 | 14,281 | | |
| THE PORCELAIN CONNECTION June 22 - Aug. 15, 1982 | CMA | no | N/A | | \$ 957 | | |
| THE WORLD OF CERAMICS: MASTER- PIECES FROM THE CLEVELAND MUSEUM OF ART June 30 - Sept. 5, 1982 | CMA | yes | 33,127 | \$28,245 | 17,831 | | |
| THE ART OF BRONZE July 13 - Oct. 17, 1982 | CMA | no | N/A | | \$ 1,160 | | |
| THE IMPRESSIONIST ESTHETIC Aug. 10 - Oct. 31, 1982 | CMA | no | N/A | — o — | — o — | | |
| TAPA: PATTERNS OF PARADISE Aug. 18 - Oct. 17, 1982 also shown: | Field Mus., Chicago | yes | 20,392 | \$20,154 | \$19,624 | | |
| PAPER: THE CONTINUOUS THREAD Aug. 31 - Oct. 24, 1982 | CMA | yes | N/A | \$11,270 | 6,761 | | |
| GEORGE BELLWS PRINTS: CENTENNIAL EXHIBITION Sept. 7 - Oct. 31, 1982 | CMA | no | N/A | — . — | — . — | | |

Special Exhibitions
p. 19

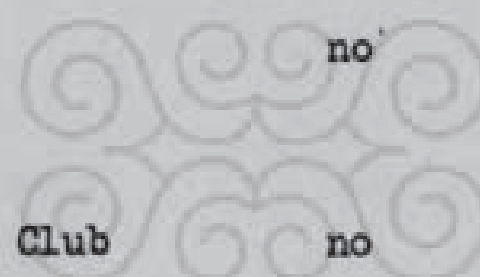
| | <u>organizer</u> | <u>cat.</u> | <u>attendance</u> | <u>gross cost</u> | <u>net cost</u> | <u>grant</u> | <u>amount of grant</u> |
|--|----------------------------|-------------|-------------------|-------------------|-----------------|--------------|------------------------|
| A CENTURY OF MODERN DRAWING Oct. 20 - Dec. 5, 1982 also shown: British Mus., Boston | Museum of Modern Art, N.Y. | yes | 25,415 | \$42,283 | \$38,800 | | |
| PAUL TRAVIS, AFRICA 1927-1928 Nov. 2, 1982-Jan. 2, 1983 also shown: Beachwood Mus., Beck Center, Lakewood | CMA | yes | N/A | — 0 — | — 0 — | | |
| MASTER GOLDSMITHS OF THE RENAISSANCE, THEIR MODELS AND DESIGNS Nov. 2, 1982-Mar. 20, 1983 | CMA | no | N/A | | \$ 833 | | |
| CONTEMPORARY ART Nov. 3 - Dec. 12, 1982 | CMA | no | N/A | | — 0 — | | |
| DURER TO CEZANNE: NORTHERN EUROPEAN DRAWINGS FROM THE ASHMOLEAN MUSEUM Nov. 16, 1982-Jan. 2, 1983 also shown: Rutgers, Ashmolean Mus., Oxford | Ashmolean Mus. | yes | N/A | \$15,171 | \$14,545 | | |
| THE CLEVELAND INSTITUTE OF ART: 100 YEARS Dec. 22 - Jan. 30, 1983 | CMA | yes | 23,286 | \$ 3,748 | \$12,117 | | |
| YEAR IN REVIEW Jan. 5 - Feb. 6, 1983 | CMA | yes | 13,041 | | \$ 3343 | | |
| SEVEN AMERICAN ARTISTS Jan. 11 - Feb. 13, 1983 | CMA | yes | N/A | \$7,036 | \$5,378 | | |
| GOYA, GERICAULT, AND DELACROIX Jan. 25 - Apr. 24, 1983 | CMA | no | N/A | — 0 — | — 0 — | | |



Special Exhibitions
p. 20

| | <u>organizer</u> | <u>cat.</u> | <u>attendance</u> | <u>gross cost</u> | <u>net cost</u> | <u>grant</u> | <u>amount of grant</u> |
|---|-------------------|-------------|-------------------|-------------------|-----------------|--|---------------------------------|
| THE LESSONS OF THE ACADEMY Feb. 8 - May 29, 1983 | CMA | no | N/A | — 0 — | — 0 — | | |
| JAPANESE PRINTS: REALITIES OF THE "FLOATING WORLD" Mar. 8 - May 8, 1983 | CMA | yes | N/A | \$ 12,248 | \$ 5,916 | | |
| REFLECTIONS OF REALITY IN JAPANESE ART Mar. 16 - May 1, 1983 | CMA | yes | 75,200 | \$ 286,949 | \$ 128,501 | NEA Japan Found. Japan-U.S. Friendship Comm. Asian Cult. Council | \$ 48,690 \$ 17,210 5,000 |
| CA. 1930 Apr. 12 - Aug. 21, 1983 | CMA | no | N/A | | — 0 — | | |
| THE PERENNIAL GARDEN: 18TH AND 19TH CENTURY BOTANICAL PRINTS May 3 - Aug. 2, 1983 | CMA | no | N/A | | | | |
| FOCUS:FIBER June 1 - July 17, 1983 | Textile Arts Club | no | N/A | | — 0 — | | |
| MAY SHOW June 8 - July 17, 1983 | CMA | yes | 53,017 | \$ 21,506 | \$ 13,413 | | |
| NATIONAL SCHOOL OF STYLE June 14 - Sept. 18, 1983 | CMA | no | N/A | — 0 — | — 0 — | | |
| CONSUMING PASSIONS: THE ART OF FOOD AND DRINK July 26 - Oct. 9, 1983 also shown: Beck Center, Lakewood; Beachwood Mus.; Toledo Mus. of Art | CMA | yes | N/A | \$ 5,884 | \$ 4475 | | |

WRHS



Special Exhibitions
p. 21

| | <u>organizer</u> | <u>cat.</u> | <u>attendance</u> | <u>gross cost</u> | <u>net cost</u> | <u>grant</u> | <u>amount of grant</u> |
|---|---|-------------|-------------------|-------------------|-----------------|--------------|------------------------|
| IMAGES OF AMERICA: PRECISIONIST PAINTING AND MODERN PHOTOGRAPHY Aug. 17 - Oct. 9, 1983 also shown: San Francisco, St. Louis, Baltimore, Des Moines | San Francisco Mus. of Modern Art | yes | 21,097 | \$ 26,676 | \$ 23,952 | | |
| CONTEMPORARY COLLECTION Aug. 17 - Nov. 6, 1983 | CMA | no | N/A | — | — | | |
| 15TH CENTURY PRINTS Aug. 16 - Nov. 20, 1983 | CMA | no | N/A | — | — | | |
| DURER: GERMAN MASTER PRINTMAKER Sept. 26, 1983-Jan. 8, 1984 | CMA | no | N/A | — | — | | |
| THE FIGURE: DEKOONING TO WARHOL Nov. 1, 1983-Jan. 8, 1984 | CMA | no | N/A | — | \$ 213 | | |
| FAIRFIELD PORTER (1907-1975): REALIST PAINTER IN AN AGE OF ABSTRACTION Nov. 9, -Dec. 31, 1983 | Mus. of Fine Arts, Boston | yes | 25,842 | \$ 17,290 | \$ 12,641 | | |
| PORTRAITURE: THE IMAGE OF THE INDIVIDUAL Nov. 22 - Jan. 22, 1984 | CMA | no | N/A | — | \$ 1,354 | | |
| HIGHLIGHTS OF THE ROCOCO Nov. 8 - June 3, 1984 | CMA | no | N/A | — | — | | |
| FRANK STELLA, A PRINT RETRO- SPECTIVE 1967-1982 Dec. 13, 1983-Feb. 5, 1984 | American Federation of Arts, Univ. of Mich. Mus. of Art | yes | N/A | \$ 9,505 | \$ 7,292 | | |
| REMBRANDT ETCHINGS Jan. 24 - April 22, 1984 | CMA | no | N/A | — | — | | |



Special Exhibitions
p. 22

| | <u>organizer</u> | <u>cat.</u> | <u>attendance</u> | <u>gross cost</u> | <u>net cost</u> | <u>grant</u> | <u>amount of grant</u> |
|--|-------------------------------|-------------|-------------------|-------------------|-----------------|--------------|------------------------|
| TWENTIETH CENTURY LITHOGRAPHS: PROCESS AND IMAGE Jan. 31 - Mar. 25, 1984 also shown: various local locations | CMA | yes | N/A | — 0 — | — 0 — | | |
| I AND THOU Feb. 21 - May 27, 1984 | CMA | no | N/A | — 0 — | — 0 — | | |
| CLARENCE WHITE PHOTOGRAPHS Feb. 21 - May 27, 1984 | CMA | no | N/A | — 0 — | — 0 — | | |
| YEAR IN REVIEW Feb. 22 - April 8, 1984 | CMA | yes | 24,473 | | \$ 2,084 | | |
| PHOTO SECESSION Feb. 22 - Apr. 1, 1984 | Currier Gal. New Hampshire | yes | 18,320 | | \$ 11,541 | | |
| LOIE FULLER Apr. 10 - June 3, 1984 | CMA | yes | N/A | | \$ 222 | | |
| LEPERE, LEGROS, AND BUHOT May 1 - Sept. 23, 1984 | CMA | no | N/A | — 0 — | — 0 — | | |
| MAY SHOW May 23 - July 1, 1984 | CMA | yes | 44,916 | \$ 25,994 | \$ 20,323 | | |
| EASTWARD FROM THE RHINE: ROMANTICISM TO ABSTRACTION, 1800-1924 June 12 - Sept. 9, 1984 | CMA | no | N/A | — 0 — | — 0 — | | |
| FOCUS: FIBER June 20 - Aug. 5, 1984 | Textile Arts Club | no | N/A | — 0 — | — 0 — | | |
| MIRRORS: ART AND SYMBOL July 3 - Nov. 18, 1984 | CMA | no | N/A | | \$ 457 | | |

Budget IDORS

1) 70/50T DEFECT Dining Room - not due to ✓
Employees

2) PARKING COST TO NON MEMBERS ✓

3) BRUCE TAKING PHONE FOR TICKETS

4) LOWER PARKING LOT - AUTOMATIC DOWN

5) ALLOCATION OF ACQUISITION COSTS.

6) Change for MICE, COST OF OPENING BLDG

7) CURU - Allocation of costs - CONTINUATION OF PROGRAM

8) 1-34 Section and unrelated cost - sometimes all
can cost

9) GET SCHEMATIC OUTLINE = Table of ORGANIZATION

10) Code of Personal Practices - RECOMMENDATION

point 11) REGISTRATION - Charge SERVICE FEE ✓

12) CUT RELATION TO 6 HOURS GOT

13) Hospitalized - Double - COST PREFERENCE

14) 79 Refused leave 76 ELEURLO next year -

15) Final report - MCL decision ✓

16) Found 5520 default membership of staff - 183

17) Private insurance LINE IT #5 - ADD
COST TO PRIVATE COUNCIL

18) Grants uniform - For all ✓

19) Try union circle - For help on FIVE AIR GARDEN

20) Separate Aba travel from conservation

21) ALL NEW EMPLOYEES - ONLY SINGLE MARRIAGE INSURANCE

22) Membership acquisition - THIRTY THIRTY ✓

23) ACTION PHOTOGRAPH

24) Policy Review: CURU

25) Where are MUNIO'S PIR - COUNCIL TRAVEL - SHEDUP

To change TRADITIONS

26) Ed. left overstuffed - GOT COMPENSATING FIGURES

27) Where is reality for LONG PROPER LATER
Ed left only 1d

28) Better lighting for slide tapes

29) Location of Film responsibility

30) Too much research in Ed. Acad

31) Do introductions on outline - Even on center

32) Review all affiliates - new groups -

33) Advisory Council - plus 12 A25

34) Ed. Council members Take much trouble

ownership of the library

- 1) cost of Beck Center Grant! only one
- 2) RA, & EXTENSIONS TO WORK TOGETHER -
- 3) Volunteers at conference exhibition / Beadwork / Beck
- 4) Review Publication Fund.
- 5) Portable Insurance Cost.



Summary

Bulletin Production Costs

| | | | |
|---|----|------------------|--------------------|
| A. Printing | | | |
| Keylining, printing, binding, inserting | \$ | 83,737.50 | |
| Color work | | 3,670.00 | |
| Type | | <u>8,206.00</u> | |
| | | | \$ 95,613.50 |
| B. Publication staff | | | |
| MW | | 6,000.00 | |
| JZ | | <u>19,100.00</u> | |
| | | | 25,100 |
| C. Mailing | | | |
| Envelope | \$ | 1,649.75 | |
| Postage | | 5,477.17 | |
| Addressograph | | <u>2,771.48</u> | |
| | | | \$ <u>9,898.40</u> |
| Total annual costs for 10 Bulletins | \$ | | <u>130,611.90</u> |

Total annual costs for 10 Bulletins

| | |
|----|-------------------|
| \$ | <u>9,898.40</u> |
| \$ | <u>130,611.90</u> |

Total press run 65,990. Unit cost \$1.98; Annual cost for 1 subscription \$19.80.

Distribution:

Ave. Month (Sept. 84)

| | |
|--|-------------|
| Members (Sustaining and higher) | 3,365 |
| Members (Annual members who subscribe) | 298 |
| Subscribers | 392 |
| Complimentary (Libraries, staff) | 968 |
| Bookstore | 50 |
| Misc. (Reserve) | 335 |
| | <hr/> 5,408 |

$$\begin{array}{r} 320 \\ \times 25 \\ \hline 1600 \\ 6400 \\ \hline 8000 \end{array}$$

AVERAGE COST PER COPY OF THE CMA BULLETIN

| Issue | Number of pages | Edition Size | Total Expense* | Cost per copy |
|--|-----------------|--------------|----------------|---------------|
| June 1984 (Annual Report) | 64 | 12,994 | \$16,170 | \$1.25 |
| May 1984 (May Show Catalogue) | 24 | 7,535 | 5,220 | .69** |
| April 1984 | 40 | 5,600 | 8,628 | 1.54 |
| March 1984 | 20 | 5,800 | 5,181 | 1.02+ |
| February '84 (Year in Review Catalogue) | 44 | 6,000 | 11,093 | 1.97+ |
| January '84 | 36 | 5,700 | 8,293 | 1.58+ |
| December '83 | 52 | 5,600 | 11,142 | 2.11+ |
| November '83 | 28 | 5,400 | 6,095 | 1.26+ |
| October '83 | 40 | 5,400 | 7,996 | 1.48 |
| September '83 | 40 | 5,400 | 8,907.25 | 1.65 |
| AVERAGE | | | | 1.45 |

*Expense is defined as those direct, out-of-pocket costs for typesetting, keylining, printing, binding, and inserting into envelopes for mailing by outside suppliers.

**The May Show catalogue is typeset by the Museum's Printing Department, and hence is 'cheaper' to produce.

+Indicates color cover or insert, which costs approximately \$.15 each unless the cards which are printed at the same time for sale at the Museum Bookstore are subtracted which could yield a \$.09 cost per copy. I arbitrarily chose \$.13 as a factor in determining these figures since the cards may or may not be printed with all color covers.

October 1984

CMA PLANNING COMMITTEE

Pro Gross Report I

Subject: A number of matters which would impact planning of 1985 budget.

Status: The committee has met eleven times since last May and has received written statements from most CMA departments. In addition, we commissioned specialized studies from:

- a) Ernst & Whinney - Museum operations - largely completed.
- b) Savage Engineering - energy use - completed
- c) Cini-Grissom Restaurant Inc. - Food management and costs - in process - due late November.
- d) Hospitalization coverage and cost - staff - with aid of Sohio-TRW - in process.

e) Library -



RECOMMENDATIONS

The Budget Itself.

1. A review of the budget format be undertaken so that a clearer picture of income (by sources) and expenditures (by department) would be presented.
2. A written explanation of costs involved in each line of budget be prepared for use of Finance Committee and Board.
3. Department heads be required to consider the cost of the fringe package (hospitality, security, pension) in making their annual budget submissions to Director and Finance Committee. These costs will continue to be combined into separate budget lines, but department heads must be aware of the true costs of their operations.
- 4.(?) A special travel line be developed to guarantee adequate travel monies for curators. One half of this sum to be provided from Accessions budget.

Action:

- a) Al Whitehouse has agreed to prepare such a budget format.
- b) The Director's written explanation of 1984 budget can be used as basis for the written explanation which will accompany future budgets.

IN EACH
DEPT.

TWILKA

RECOMMENDATIONS

Operations

Results Ernst & Whinney Report

1. Upgrade office of Plant Manager by hiring first-rate engineer-administrator. Request E & W to prepare job and skills description for this job. Establish pay scale (Yencho 35,000) commensurate with responsibilities. E & W estimate 30-50,000 can be saved by efficiency measures which could be established by right person in that office. Should CMA use a personnel search outfit?
2. Reverse supervision of plant operations from Associate Director for Finance and Operations and assign to new Associate Director for Operations who would report directly to Director.
3. Centralize purchasing and require use of single purchase system and order form for all items except books and perishables. Acquisition of art objects represent an entirely other matter and are not within scope of this committee.
4. Review work hours of various operations departments (grounds, painters, carpenters, guards, engineers, janitors, utility). These people are now brought in an hour before professional staff. Apparently some of these groups can operate fully only when curatorial or other supervision is available and such personnel should have an appropriate work schedule.
5. Mandate weekly meetings of Plant Manager and building crews.
6. Special attention be given to engineers, janitors and utility groups to correct lacks as indicated in E & W report.
7. Establish appropriate work order and schedule procedures for Print Shop.
8. Planning Committee to supervise feasibility study of possible enlargement of Print Shop (staff-equipment) to see if long term savings are possible by bringing more of CMA printing in house and to obviate backing of orders which run as much as several years in arrears (Museum guides etc.). This report to be prepared with validating data by June 1985.
9. A joint staff-planning committee review of sales desk stock selection policies and display procedures. Sales desk to be put under new Associate Director for ~~Operations~~ ^{Print} Shop.

RECOMMENDATIONS-Operations, cont'd.

10. Membership and Development offices to be moved into a single space -
Membership and contribution records to be centralized.

get money
WOP
A-X-1024
11. With the exception of Far Eastern and Prints and Drawing curators,
other curatorial offices to be moved near each other in old library space. This
would permit greater flexibility in use of assistants on telephones etc. and
perhaps make possible a secretarial pool.

12. An annual review of comparative long distance costs (AT&T, MCI,
Sprint) should be made to make sure that CMA is using cheapest available service.

13. Planning Committee should commission study work processing and elec-
tronic processing needs of CMA and prepare a report for Board by October 1985.

14. The various calendars of CMA activities prepared for internal con-
sumption to be coordinated.

15. On duty guards to be in recognizable uniforms.

16. Food service to be extensively reviewed not only for pricing but for
presentation. The budget deficit for this operation should be strictly limited
to subvention of staff meals.

17. Competitive recommendations and bids to Savage Engineering's museum
energy use proposal should be gathered and evaluated and a proposal made to
Finance Committee by March 1985. Finance Committee to determine whether cost/us
payback is worth our doing.

RECOMMENDATIONS

Membership

1.(?) Regular membership fees to be increased from 15 to 25/year; sustaining from 35 to 50; and Fellows from 100 to ²⁵⁰~~200~~. Present membership 5,322 regular; 1,696 sustaining; and 388 Fellows. *Director's Circle \$1000⁰⁰*

2. A regular program be devised to solicit those who now qualify as life (\$250) or higher category members (1,410) and are presently now solicited on an annual basis.

3. Endowment categories be separated from membership categories and Article 6 of CMA Code of Regulations be rewritten to a) so indicate; b) establish the setting of dues as a prerogative of Board rather than requiring revision of the Code; c) make the settings of dollar amounts for enrollment in Life and Benefactor categories a prerogative of the Board rather than a stipulation of Code.

4. Mandate Board to review dues structure annually and to review benefactor categories periodically. It is far easier to increase membership dues by small amounts on a regular basis than erratically by sizeable sums.

5.(?) A special committee of the Board be appointed to supervise Membership and Development Departments. As a first task (we have not yet reviewed development activities) this group should investigate cost, benefits and feasibility of a mass mailing program and report conclusions to Board before such a program is attempted. *305 Soan*

6. In order to make membership benefit package more attractive, the following benefits be added:

- + when open room*
- a) Free parking in upper parking lot.
 - b) Free advice by curators on objects (Trash Thursday). It follows that in the future this advice will be given only to CMA members.
 - c) Use of a members room. Staff to study feasibility of using Green Room for this purpose. *|| Feasibility Study -*
 - d) Priority in making reservations for meals (summer, Wednesdays etc.). *last evening*
 - e) Membership materials to be featured prominently in front lobby. Perhaps as a result of redesign of Information Desk. A properly prepared brochure of CMA benefits should be on display.

Miscellaneous Fees

1. Charge of \$25.00/item for handling of ~~a transaction~~^{TRANSACTION} by Registrar. This fee should be reviewed every 3 years.
2. Charge ~~parking~~ fee for non-members for use of upper lot. This fee to be set in line with ~~rates~~ in other University Circle lots.
- 3.(?) Raise charge for photographs from current \$5.00/photo for non-profit; \$10.00/photo for commercial purposes (includes reproduction rights) to
\$5.00/photo to students - no reproduction rights
\$8.00/photo to non-profit, no reproduction rights
\$15.00/photo to university presses - reproduction rights
\$25.00/photo to commercial press - reproduction rights.
- 4.(?) Raise charge for transparencies from \$25.00 three months use non-profit; \$80/3 months rental for commercial to \$35/3 months use non-profit; \$80. commercial - if transparency is lost. The borrower currently is charged \$150.00, this to be increased to \$175. Use of transparencies for major printings (calendars, cards etc.) raised to minimum of ~~\$200.00~~²⁵⁰.
5. Increase rate of Bulletin subscription to \$25.00. —

HOSPITALIZATION

CMA hospital service costs rose from \$382, 437 in '83 to \$516, 969 in '84.. We await the report of CMA staff and Sohio-TRW advisors as to appropriate hospitalization-medical cost containment program for CMA keeping in mind. Our hope is that such a program will not diminish the level of coverage now available to staff. After adoption a careful program of explanation to CMA staff and negotiation with union must be undertaken.



RECOMMENDATIONS

Construction

1. New signs in front lobby.
2. Rethink use of display case on way to Book Shop - could that area be turned into a small gallery?
3. Green Room turned into Members' Room.
4. Move curators and aides into old library space.
5. Move Membership and Development into single office.
6. Review storage in central arts storage areas. Get cost of such changes for Board.



PROGRESSION OF MEMBER AND DONOR CATEGORIES:

CURRENT AND PROPOSED (WITH REVISIONS)

CURRENT CATEGORIES

PROPOSED CATEGORIES

Annual dues-paying membership categories:

| | | | | | |
|------------|----|-----|-------------------|----|-------|
| Annual | \$ | 15 | Annual | \$ | 25 |
| Sustaining | | 35 | Sustaining | | 45 |
| Fellow | | 100 | | | |
| | | | Supporting | | 250 |
| | | | Director's Circle | | 1,000 |

Life memberships:

| | |
|-------------------|-----|
| Life (Individual) | 250 |
| Special Life | 500 |

Donor categories (elected by reason of gifts):

| | | | |
|------------------------|---------|------------------------|-----------|
| Fellow for Life | 1,000 | | |
| Fellow in Perpetuity | 5,000 | Patrons | 10,000 |
| Endowment Fellows | 10,000 | Endowment Fellows | 25,000 |
| Benefactors | 50,000 | Benefactors | 50,000 |
| Endowment Benefactors | 100,000 | Endowment Benefactors | 100,000 |
| Benefactor Fellows | 250,000 | Benefactor Fellows | 250,000 |
| Foundation Benefactors | 500,000 | Foundation Benefactors | 500,000 |
| | | (to be named) | 1,000,000 |

Membership Endowment Funds (amounts necessary to establish Funds):

| | | | |
|--------------|-------|--------------|-------|
| Contributing | 500 | Contributing | 800 |
| Individual | 1,100 | Individual | 3,000 |

Sept. 30, 1984

Dan,

Here are my thoughts on membership based on our recent deliberations.

I do feel that we must decide at the Board level, following the wishes of our present Director whether we would like to increase the total number of annual members. I myself favor broadening the base of active members in the community and making them feel welcome and of real value to the Museum.

We cannot continue to have membership fees that do not cover the cost of carrying the membership, but I would like to continue a relatively low cost membership that covers costs and invites a diversity of people to join. I don't think dollars alone should be the measure of respect one has for the Museum. Many of the people I know in teaching and similar professions care the most for the Museum and cannot afford a high priced membership.

Consequently I suggest the following:

| | | |
|------------------------------|---------|---|
| Annual membership | \$25.00 | This would entitle the member to all the present privileges and also to free parking if this suggestion to charge for parking is instituted. |
| Annual Family membership | \$35.00 | This would entitle the family to two membership cards which would entitle the two adult members to all the privileges including free parking and would also include minor children. If parking fees are instituted this would include two windshield stickers. |
| Annual sustaining membership | \$50.00 | This would entitle member and spouse to all the privileges of regular membership plus the subscription to the <u>Bulletin</u> . |

I would also like to see us provide some kind of publication that comes from our Museum included as a bonus, whether a catalogue or something one of our staff has published. I don't think this can be guaranteed, but perhaps it could be stated as publications from time to time. The other idea would be a CMA calendar which would go to Annual sustaining members free and be on sale for others, with members getting a slight discount over the public. It is a good way to make more visible our collection and highlight certain objects.

I don't know that it will take any Board action at this time, but I do hope we can move ahead with the addition of appropriate computerization in areas where it will be most essential such as membership, development and registration, but the system should have accessibility for most departments. In some areas word processing typewriters should be added immediately.

I think that a few things we've suggested are already underway and in other areas I don't think we are ready to finalized our thinking into specifics.

MEMORANDUM

DATE: 10/1/84

TO: PLANNING COMMITTEE MEMBERS

FROM: EVAN H. TURNER

SUBJECT: RESULTS

Herewith a list of the various matters that have directly or indirectly emerged as a result of the Planning Committee discussions:

I. Action and/or Decisions Essentially Agreed Upon to Date; for confirmation.

Centralize purchase orders (exceptions: works of art, library books, and perishables)

Establish more method in work order procedures for building crews; plus follow up (i.e. weekly meetings)

Establish work order procedures and scheduling in Print Shop

Centralize giving records and move Membership & Development offices into one space

Create new budget format, more clearly reflecting income and expenditures; circulate to Board/Finance Committee on quarterly basis

Establish more realistic subscription rate for Bulletin (\$22.00 if remains ten issues annually)
Write subscribers explaining change

Fee for Registrar's handling fee of art works passing through the Museum: (i.e. for Conservation, shipping, etc.)
\$25 per transaction

New signage at entrance area to create greater awareness of special exhibitions and activities throughout Museum

Coordinate Special Exhibitions implementation (including appropriate staff meetings) and financial supervision under A.D. for Administration

Allocate Yuji Abe costs for conservation to Conservation; costs for travel connected with acquisitions to appropriate acquisitions fund

Photograph fees: currently the Museum charges \$5.00 per photo for non-profit purposes and \$10.00 for commercial purposes, the \$10.00 includes reproduction rights. Staff proposes the following new rates:

\$5.00 for students
\$8.00 for non-profit (includes university presses)
\$25.00 for commercial with rights

As to transparency rental, staff proposes \$25.00 goes to \$35.00 for non-profit but the present \$80.00 for three months rental for commercial purposes be maintained. If transparency is lost, renter is charged \$150 to replace. Use of transparencies for calendars, cards, & related publications produced in great numbers are negotiable but always higher.

II. Next Steps for Discussion and/or Agreement (1984)

A. Current matters requiring decisions

Pros and cons of charging in parking lots (Note: If done, would need two stations)

"Trash Thursdays" as a membership inducement (see attachment)

Role of Bulletin: consistency in size of Bulletin to hold budget, reduce costs. Role of May Show Bulletin; Annual Report more modest?

Pros and cons of a Members Room - if so, the Green Room?

A. Current matters requiring decisions (cont.)

Desirability of "portable" pension plan (i.e. TIAA - EREF)

Mass mailing in pursuit of new members

- Establish
- (1) Membership categories, distinguishing between Annual and Permanent. Amounts must cover all costs, re-examine benefits
 - (2) Create "Director's Circle": \$1,000 annual donors to become base for further development efforts
 - (3) Corporate Memberships (Note: Have other museums found them practical--or, as Philadelphia and Hartford found, better to seek annual contributions?)

The title "Art History & Education" was created to respond to the needs of Ohio Sales Tax Bill in 1967. The law has now changed so the Museum can change the name of the Department.

Costs of Musical Arts program to be entirely self-supporting (i.e. including benefits)

B. Further Research

Organize initial meeting of Public Information professionals to advise; try to make it a group?

Analyze potential income from education programs - re-access

Successor for John Yencho

Restaurant alternatives - to be decided as part of fiscal '85 budget (Note: Study by Ciri-Grisson Associates, Inc. already underway; expect completion mid to late November)

B. Further Research (cont.)

Staff medical program alternatives (discussions underway;
results expected mid-November)

CWRU/CMA Program

Choose Word Processing system - reorganize to take advantage?

Are there any advantages to coordinating slide making of
Photography-Slide Library-Education? Any financial savings?

Library hours

Analyze relation of Museum to the Fine Arts Garden for budget

III. Further Study and/or Discussion (1985)

Examine financial implications of expanding Print Shop (i.e. capital expenditures; annual operating increase) to achieve savings through Shop's doing more of Museum's printing, for example, all of Bulletin rather than just May Show issue

Phase out Assistant Photographer and replace with person who can do candid shots for Public Information and special (non-slide) work for education as needed

Investigate projection equipment for film program; should it be updated - and for how much

Financial implications of computerization of such records as those of Registrar

III. Further Study and/or Discussion (1985) (cont.)

Phase out Sales Desk assistants and start up use of volunteers

Establish volunteer office - person in charge to be part of Director's office staff (or Assistant Director); examine volunteer usage throughout Museum (for example, Musical Arts to answer 'phones - sell tickets). (Note: EHT will discuss at mtg.)

Library study (to be done after new librarian is appointed)

Reorganize Personnel Office to handle more complex needs of today

Role of Extensions: new funding sources?, develop use of labels to make exhibiting in such areas as local libraries more involving for public; use of volunteers. Discuss this with Cleveland Foundation. Eliminate guard at Beck?

Development endowment for publications of collection (not for special exhibitions). Foundation challenge grant a possibility?)

Issue of labels, i.e. a central editor to assure consistency with which material is presented as well as in _____

CODE OF REGULATIONS OF
THE CLEVELAND MUSEUM OF ART

ARTICLE I

BOARD OF TRUSTEES

Section 1. In accordance with its Article of Incorporation, the property of the Corporation shall be held and controlled, and its affairs managed, by the Board of Trustees named in said Articles, and their successors chosen by the said Board.

Section 2. The Board of Trustees shall be a self-perpetuating body, and shall from time to time fill any vacancies in its number caused by death or resignation. The Trustees shall be the only "Members of the Corporation" who are authorized to meet and to exercise as such members any rights and powers in behalf of this Corporation under any statutory provision or rule of law relating to corporations not for profit.

ARTICLE II

OFFICERS AND AGENTS

Section 1. The Board of Trustees shall elect the following officers, to wit: a President, one or more Vice-Presidents, a Secretary and a Treasurer, all of said officers to be chosen from Members of the Board, excepting that the Secretary may but need not be a Trustee. The Board of Trustees may elect a Chairman of the Board who shall be chosen from the Board of Trustees. All such officers shall hold office for one year, or until their successors shall be chosen respectively and assume office. The said Board of Trustees may create such other offices and appoint such other officers as may from time to time be found necessary or advisable, and prescribe their tenure of office and duties.

Section 2. The Board of Trustees may also appoint a Director and such other agents and appointees as may from time to time be found desirable in the administration of the affairs of the Corporation. [No person shall be eligible for appointment as Director if he has reached the age of sixty-five years prior to the appointment date.]

*Deleted
Trustees
Mtg
11/17/77
P. 7*

Section 3. The President shall be the chief executive officer of the Corporation. It shall be the duty of the President to exercise general supervision of the affairs of the Corporation and to enforce the provisions of the Articles of Incorporation and of the Regulations, By-Laws or Rules, with discretionary power and authority in all cases not provided for therein. If there be no Chairman of the Board of Trustees, or in the absence of the Chairman of the Board of Trustees, the President shall preside at meetings of the Board of Trustees. The President shall, from time to time, call attention to such subjects as in his or her opinion require official action.

Section 4. In case of the death, absence, disability or resignation of the President, the Vice Presidents, in the order of their election, shall be charged with the powers and duties of the President.

Section 5. The Chairman of the Board, if there be a Chairman of the Board, shall preside at all meetings of the Board, and in addition thereto shall render such advisory and consultative services pertaining to the conduct, management and affairs of the Corporation as the Board of Trustees or the President may designate or request. In case of the death, absence, disability or resignation of the President and all the Vice-Presidents, then the Chairman of the Board shall be charged with the duties and powers of the President for the time being.

Section 6. The Secretary shall cause notice to be issued of all meetings of the Corporation and the Board of Trustees and Executive Committee, and a record shall be made of the proceedings thereof. He, with the

President or one of the Vice Presidents, shall execute all contracts and instruments on behalf of the Corporation. He shall keep the seal, archives, and correspondence of the Corporation, and affix the seal when authorized to do so by the President, Board of Trustees, or Executive Committee.

Section 7. The Treasurer shall receive and disburse the funds of the Corporation under the direction of the Board of Trustees or Executive Committee. He shall keep the accounts of the Corporation and books belonging to it, which shall at all times be open to the inspection of the Board of Trustees, and shall report the financial condition of the Corporation annually and at such other times as he may be requested so to do by the President, Board of Trustees, or the Executive Committee.

Section 8. The President or any Vice-President and the Secretary or the Treasurer of the Corporation are authorized to sell, assign and transfer any securities standing of record in the name of the Corporation, and any and all corporations issuing such securities, transfer agents and depositaries are authorized to rely on endorsements, transfers and deposits of securities in the name of the Corporation by such officers without requiring evidence of authority to act.

Section 9. The compensation of such officers and agents as the Board of Trustees decide should be entitled to receive compensation shall be fixed by the Board of Trustees or by the Executive Committee if authorized by the Board.

Section 10. The appointment of the curatorial staff shall be made by the Trustees or the Executive Committee on the recommendation of the Director.

ARTICLE III

ADVISORY COUNCIL

Section 1. The Board of Trustees may create, by annual appointment, an Advisory Council, composed of such persons,--Contributors to the Museum,-- as will in its judgment, by counsel and advice, assist in advancing the interests of the Museum.

Section 2. The Advisory Council shall hold such meetings as are called by the Board of Trustees, shall meet with the Board when so requested, shall receive such reports as to the affairs of the Museum as the Board shall submit, and shall consider and report to the Board upon all such questions as shall be submitted to it by the Board.

ARTICLE IV

COMMITTEES

EXECUTIVE COMMITTEE

Section 1. The Board of Trustees shall elect annually from its own number an Executive Committee of not less than five (5), to hold office until their successors are elected and assume office. The President and First Vice-President shall be ex-officio members of the Executive Committee.

Section 2. When the Board of Trustees is not in session, the Executive Committee shall have immediate charge, control and regulation of the Museum, and general charge of appropriations and of the affairs of the Corporation but neither the Executive Committee nor any officer or agent of the Corporation shall incur any expense, liability or indebtedness for the Corporation except pursuant to an appropriation or to a vote of the Board of Trustees at a regular or special meeting.

Section 3. At all meetings of the Executive Committee three (3) members shall constitute a quorum.

ACCESSIONS COMMITTEE

Section 4. The Board of Trustees shall elect annually not less than four (4) members of the Board who with the President and the Director, acting ex officio, shall constitute the Accessions Committee. This Committee shall have the following authority:

- (a) It shall have power to make purchases of works of art, or to employ experts for the purpose of making such purchases or reporting on objects offered for purchase or as gifts; provided that the Committee shall at no time exceed the appropriations made to it for such purposes by the Board.
- (b) It shall have power, on behalf of the Trustees, to decline or accept any gifts or bequests of works of art or books which may be offered without condition.
- (c) It shall report all other gifts or bequests of works of art or books to the Trustees for their action thereon.

FINANCE COMMITTEE

Section 5. The Board of Trustees shall elect annually not less than three (3) members of the Board to serve as a Finance Committee. This Committee shall be charged with the management, control, sale, purchase, exchange, investment and reinvestment of all funds, securities and other property of the Museum. The actual custody of securities may be entrusted to any bank or trust company selected as fiscal agent by the Board of Trustees or by the Finance Committee and there may be one or more such fiscal agents. The Finance Committee may also delegate other administrative duties in connection with the foregoing as it may from time to time deem advisable. The word "management" as used herein shall include the right to give proxies and to consent to mergers, sales and reorganizations and all proceedings in connection therewith respecting any securities or property owned by the Museum or in which it may have any interest.

For convenience in handling, the Finance Committee may authorize and cause any of the securities or property of the Museum to be registered or held in the name of a nominee which nominee may be one of their number or may be an officer or employee or other designee of the bank or trust company selected to act as fiscal agent.

The Finance Committee may act at any time upon resolution adopted at a meeting or upon written consent of a majority of its members without a meeting.

EDUCATION COMMITTEE

Section 6. The Board of Trustees shall elect annually not less than three (3) members of the Board to serve as an Education Committee. The President and the Director shall be members ex officio. This Committee shall be charged with supervision of all of the various educational activities of the Museum, including the operation of the Museum's Department of Art History and Education and the functioning within that Department of a regular faculty and curriculum for the teaching of the appreciation and history of the fine and useful arts to a body of regularly enrolled students to whom diplomas or certificates shall be conferred upon successful completion of the prescribed curriculum.

This Committee shall serve at the pleasure of the Board of Trustees, may act in the intervals between meetings of the Board of Trustees and shall be subject to the control and direction of the Board of Trustees.

The Education Committee may act by a majority of its members at a meeting or by a writing or writings signed by all of its members. An act or authorization of an act by the Education Committee within the authority hereby, or hereafter by the Board of Trustees, delegated to it shall be as effective for all purposes as the act or authorization of the Board of Trustees.

OTHER COMMITTEES

Section 7. The Board of Trustees may also elect such other Committees as they may deem proper and fix their duties.

ARTICLE V

MEETINGS

Of Members of the Corporation:

Section 1. The annual meeting of Members of the Corporation shall be held on the Third Thursday of November or on any day thereafter to which said annual meeting shall be adjourned.

Section 2. Special meetings of Members of the Corporation shall be called at any time by the Secretary upon the order of the President or upon the written request of any three (3) such Members. At least five (5) days' written notice of any annual meeting and at least three (3) days' written notice of any special meeting of Members of the Corporation shall be given by letter or telegram, unless such notice be waived.

Section 3. At all meetings of Members of the Corporation five (5) Members shall constitute a quorum.

Of The Board of Trustees:

Section 1. Regular meetings of the Board of Trustees shall be held at the Museum on the Third Thursday of each month unless some other time and place is designated in the notice thereof by authority of the President.

Section 2. Special meetings of the Board of Trustees shall be held at such time and place as is designated in the notice thereof by authority of the President or of any three (3) Trustees.

Section 3. At least five (5) days written notice of any regular meeting and at least three (3) days written notice of any special meeting shall be given by letter or telegram, unless such notice be waived.

Section 4. At any regular or special meeting of the Board of Trustees, five (5) Trustees shall constitute a quorum.

ARTICLE VI
CONTRIBUTORS
CLASSES OF CONTRIBUTORS

(Note: In accordance with the provisions of Article 7 of the Articles of Incorporation as amended on September 17, 1962, the Contributors shall be known as "Members of the Museum" as distinguished from "Members of the Corporation" and shall not as such be legal Members of the Corporation, nor shall they as such have any right to vote or exercise any other legal powers with respect to the Corporation.)

Section 1. Contributors of money, securities, or other property to the Museum, or in trust for its use, whether by gift, devise or bequest, shall be eligible to election by the Board of Trustees of the Museum to the following classes, corresponding to the value and nature of their respective contributions:

Founders: Those who were originally instrumental in providing for and promoting the foundation of the Museum.

Foundation Benefactors: Those whose contributions are of the value of not less than Five Hundred Thousand Dollars.

Benefactor Fellows: Those whose contributions are of the value of not less than Two Hundred and Fifty Thousand Dollars.

Endowment Benefactors: Those whose contributions are of the value of not less than One Hundred Thousand Dollars.

Benefactors: Those whose contributions are of the value of not less than Twenty-five Thousand Dollars.

Endowment Fellows: Those whose contributions are of the value of not less than Ten Thousand Dollars.

Fellows in Perpetuity: Those whose contributions are of the value of not less than Five Thousand Dollars.

Fellows for Life: Those whose contributions are of the value of not less than One Thousand Dollars.

Special Life Members: Those contributing the sum of Five Hundred Dollars in cash.

Life Members: Those contributing the sum of Two Hundred Fifty Dollars in cash, each membership to be deemed to belong to the person in whose name it is taken. To qualify both a husband and wife, the contribution shall be Five Hundred Dollars in cash.

Fellows: Those contributing the sum of One Hundred Dollars per year in cash.

Sustaining Members: Those contributing the sum of Thirty-Five Dollars per year in cash.

Annual Members: Those contributing the sum of Fifteen Dollars per year in cash.

Special Sustaining Corporation Members: Those corporations contributing the sum of One Thousand Dollars per year in cash.

Sustaining Corporation Members: Those corporations contributing the sum of Five Hundred Dollars per year in cash.

Annual Corporation Members: Those corporations contributing the sum of Two Hundred and Fifty Dollars per year in cash.

Organization Members: Those clubs and other organizations which shall contribute Fifty Dollars per year in cash.

Contributing Endowments: A member whose contributions in cash are of the value of not less than Five Hundred Dollars (and credited to the Membership Endowment Fund) may have these transferred to a Contributing Endowment Fund, in the name of the donor or such other person as he may designate.

Membership Endowment Fund: A member whose contributions in money are of the value of not less than One Thousand One Hundred Dollars (and credited to the Membership Endowment Fund) may have same transferred to a Membership Endowment Fund in the name of the donor or such other person as he may designate.

PRIVILEGES OF CONTRIBUTORS

Section 2. Annual Members shall have:

- (a) Invitations to receptions and previews of special exhibitions given by the Trustees.
- (b) Reservation in auditorium on Friday and Wednesday evenings and Sunday afternoons until ten minutes before each program begins.
- (c) Ten guest tickets each year for concerts and programs in the auditorium.
- (d) Study courses and clubs for adults, Saturday classes for children in art and appreciation.
- (e) An illustrated Bulletin which is mailed to each member ten months of the year. *see attached section of Trustees Mtg 11/17/74*
- (f) Saturday afternoon entertainments for children (over 6 years old) in the auditorium.
- (g) Registration of members and families of members in educational classes shall be restricted to those contributing fifteen dollars (\$15.00) or more per year.

Section 3. Life Members shall have all the privileges of Annual Membership during life.

Section 4. Sustaining Members shall be entitled to the same privileges as Annual Members with the same privileges for their families and two guests.

Section 5. Fellows shall be entitled to all of the privileges of Sustaining Members and, in addition thereto, to invitations for themselves and members of their families to special receptions given in the Museum by its Trustees.

Section 6. Fellows for Life shall be entitled to all the privileges of Fellows during life, and their names shall be carried perpetually upon the records of the Corporation as Contributors to the Museum.

The Board of Trustees may from time to time, in its discretion, elect Honorary Fellows of the Museum. They shall have the privileges of Fellows for Life.

Section 7. Founders, Foundation Benefactors, Endowment Benefactors, Benefactors, and Fellows in Perpetuity shall be entitled to all privileges accorded to other contributors and, in addition thereto, Founders and all classes of Benefactors shall have their names inscribed upon a tablet or tablets to be erected in or upon the Museum for that purpose. The names of Founders, all classes of Benefactors, Endowment Fellows and Fellows in Perpetuity shall be recorded and carried perpetually upon the records and publications of the Corporation under their respective classes, and any contributor in each of the said classes shall have the privilege of appointing a successor to all the privileges of his class, which said successor may in turn appoint a successor to such privileges and so on in perpetuity. No designation of a successor to such privileges shall, however, be valid unless the same shall be in writing and filed with the Secretary of the Museum, or provided for by Last Will and Testament; provided, however, that in case neither of these conditions shall be complied with, the executor or executors or administrator or administrators of the deceased may nominate a successor to such privileges, subject to the approval of the Board of Trustees.

Section 8. Each Special Sustaining Corporation Member shall be entitled to twenty (20) transferable individual memberships (the recipients of which shall be designated by such Special Sustaining Corporation Member), each such membership to confer all the privileges of an Annual Member; provided, however, that only one copy of each Museum Bulletin and only one copy of each Museum Calendar will be mailed to such Special Sustaining Corporation Member unless it shall request additional copies of the same not to exceed twenty (20) copies of the Bulletin and twenty (20) copies of the Calendar.

Section 9. Each Sustaining Corporation Member shall be entitled to ten (10) transferable individual memberships (the recipients of which shall be designated by such Sustaining Corporation Member), each such membership to confer all the privileges of an Annual Member; provided, however, that only one copy of each Museum Bulletin and only one copy of each Museum Calendar will be mailed to such Sustaining Corporation Member unless it shall request additional copies of the same not to exceed ten (10) copies of the Bulletin and ten (10) copies of the Calendar.

Section 10. Each Annual Corporation Member shall be entitled to five (5) transferable individual memberships (the recipients of which shall be designated by such Annual Corporation Member), each such membership to confer all the privileges of an Annual Member; provided, however, that only one copy of each Museum Bulletin and only one copy of each Museum Calendar will be mailed to such Annual Corporation Member unless it shall request additional copies of the same not to exceed five (5) copies of the Bulletin and five (5) copies of the Calendar.

Section 11. Each Organization Member shall be entitled to five (5) copies of all publications issued to annual members; to five (5) transferable individual membership cards which shall entitle any employee or member of the organization to admission to lectures; and to one hundred guest tickets for the use of such employees, members or their friends.

MISCELLANEOUS PROVISIONS

Section 12. Membership in all classes shall depend upon election by the Board of Trustees.

Section 13. Proper certificates or receipts, in form to be approved by the Board of Trustees, shall be issued to all classes of contributors hereinbefore mentioned, evidencing their respective contributions.

Section 14. The right to determine the value of all contributions to the Museum shall reside in the Board of Trustees. All classes of Fellows and Benefactors shall be credited with the value of their respective gifts until the same shall amount to the minimum value constituting eligibility to a higher class of contributors, at which time they may be elected to such higher class by the Trustees; provided, however, that this section shall not be applicable to election to the class of Founders, and provided further that annual payments by Fellows shall not be so credited unless the same are paid regularly in consecutive years. The Board of Trustees may, however, in its discretion and upon proper cause shown, reinstate lapsed fellowships and give such credits for contributions of all classes as it may deem just.

Section 15. Any contributor of Five Hundred Dollars or more may ask to have established a membership which shall exist not only through the life of the contributor, but also continue during that of the contributor's wife or husband.

ARTICLE VII

REGULATIONS AND BY-LAWS

Regulations or By-Laws not inconsistent with the Articles of Incorporation may be adopted, amended or repealed at any annual, regular or special meeting of the Members of the Corporation or of the Board of Trustees, as the case may be, by the vote of a majority of the Members or of the Board present at such meeting, provided that the proposed Regulations or By-Laws shall have been proposed at a previous regular or special meeting.

B 276 613

IN WITNESS WHEREOF, said EMERY MAY NORWEB, President, and
SHERMAN E. LEE, Secretary of THE CLEVELAND MUSEUM OF ART, acting for
and on behalf of said Corporation have hereunto subscribed their names
and caused the seal of said Corporation to be affixed this 14th day of
September, 1962.

THE CLEVELAND MUSEUM OF ART

By Emery May Norweb President

And Sherman E. Lee Secretary

B 276 608

By [Signature]
Date SEP 17 1962
Amount 25
224-41

CERTIFICATE OF AMENDED ARTICLES OF INCORPORATION

of

THE CLEVELAND MUSEUM OF ART,
A Non-Profit Corporation.

EMERY MAY NORWEB, President, and SHERMAN E. LEE, Secretary,
THE CLEVELAND MUSEUM OF ART, an Ohio non-profit corporation, with its
principal office located at Cleveland, Ohio, do hereby certify that at
meetings of the Board of Trustees and of the Voting Members of said
Corporation, duly called and held on the 14th day of September, 1962,
at each of which meetings a quorum was present, the following resolutions
were unanimously adopted:

WHEREAS, the Articles of Incorporation of The Cleveland
Museum of Art dated June 25, 1913, which were filed in the
Office of the Secretary of State of the State of Ohio on July
2, 1913 and recorded in Volume 170, Page 690 of the Records
of Incorporation, contained a Preamble stating the reasons
for the incorporation of the Museum, and

WHEREAS, said Articles were amended in certain respects by
a Certificate of Amendment dated December 27, 1948, recorded
in Volume 563, Page 683, by a Certificate of Amendment dated
April 25, 1955, recorded in Volume 706, Page 240, which con-
tained another Preamble stating the reasons for such Amendment,
and by a Certificate of Amendment dated November 28, 1956, re-
corded in Volume 755, Page 359 of the Records of Incorporations,
and

WHEREAS, it is the desire of the Trustees of The Cleveland
Museum of Art and of all the Voting Members of the Corporation
to adopt at this time these amended Articles and hereby consol-
idate the original Articles and all amendments thereto hereto-
fore and herein adopted,

NOW, THEREFORE, BE IT RESOLVED; That the following Amended
Articles of Incorporation be and the same are hereby adopted to
supersede and take the place of the existing Articles of Incor-
poration and all amendments thereto:

PREAMBLE "A"

(Excerpt from Preamble to Articles of Incorporation dated June 25, 1913)

"WITNESSETH, THAT WHEREAS, John Huntington, late of Cleveland, Ohio, did by his Last Will and Testament provide for and establish a trust, therein designated as the 'John Huntington Art and Polytechnic Trust', whereby he provided means for, and directed the Trustees of such Trust by him appointed to erect and maintain in the City of Cleveland, a museum of fine arts; and

"WHEREAS, Horace Kelley, late of the City of Cleveland, by his Last Will and Testament, did also establish a trust fund, and provide and direct that the Trustees by him appointed should cause to be erected and maintained in the City of Cleveland a museum of fine arts; and

"WHEREAS, it has been found legally impossible to consolidate the two said trusts, but to the end that they may be most advantageously administered for the benefit of the public of Cleveland, it has been arranged between the Boards of Trustees of said respective trusts that they shall unite in the erection and maintenance of a museum of art building upon land which has been donated by Mr. J. H. Wade of Cleveland, respective parts of which said building shall be owned in severalty by said Boards of Trustees, but which building shall be maintained and operated as a unit for museum purposes; and

"WHEREAS, to have said museum of art building so administered as a unit, it is necessary that said Boards arrange for and agree upon some common agency to manage and conduct said museum in behalf of said two trusts;

"NOW, THEREFORE, for the purpose of accomplishing the objects aforesaid and the carrying-out of said two trusts in a manner most conducive to the public interest, and which will, as well, give effect to the wishes and intentions of the founders, John Huntington and Horace Kelley, the undersigned, all of whom are, directly or indirectly, trustees of said trusts, have associated themselves together for the purpose of forming a corporation under the laws of the State of Ohio, with appropriate powers, to maintain and conduct said Museum of Art on behalf of said Boards of Trustees, and, as well, to accept any trusts of a similar character which may be committed to its charge; and to accept gifts and donations of works of art for exhibition purposes in said museum; and do, for such purpose unite to form a corporation."

PREAMBLE "B"

(Excerpt from Certificate of Amendment to Articles of Incorporation dated April 28, 1955).

"WHEREAS, the Trustees of The John Huntington Art and Polytechnic Trust created under the Will and Codicil of John Huntington, who died January 10, 1893, and the Trustees of

The Horace Kelley Art Foundation, an Ohio corporation not for profit, associated themselves together for the purpose of forming The Cleveland Museum of Art, an Ohio corporation not for profit under Articles of Incorporation dated June 25, 1913 recorded in Volume 170, Page 690 of the Records of Incorporations in the Office of the Secretary of State of Ohio, which Articles were amended as to Article 7 thereof by a Certificate of Amendment dated December 27, 1948, recorded in said Office in Volume 563, Page 683 of the Records of Incorporations, and

"WHEREAS, in accord with said Articles of Incorporation said Trustees of The John Huntington Art and Polytechnic Trust and The Horace Kelley Art Foundation erected a museum of art building in the City of Cleveland which was opened to the public on June 6, 1916, which building, although owned in severalty by said Foundation and by said Trust, has been operated continuously as a unit for museum purposes by The Cleveland Museum of Art as agent for said owners and also acting as a principal in its own behalf as owner of the service building and the appurtenances thereto, and of articles of personal property, including especially works of art, which have been acquired by the Museum for the carrying out of its corporate purposes, and

"WHEREAS, acting under authority given by its Articles of Incorporation to receive gifts, devises or trust funds for art purposes, The Cleveland Museum of Art, during the period of nearly forty-two years since its incorporation, has received various gifts, devises or trust funds which together with other promised gifts will enable the Museum to construct a much needed addition to the present museum building, together with appurtenant parking facilities, as well as to make various changes in the present museum building and in the service building and in certain facilities connected therewith, and

"WHEREAS, with the approval of the Trustees of The John Huntington Art and Polytechnic Trust and of The Horace Kelley Art Foundation, The Cleveland Museum of Art will make the improvements hereinabove mentioned and thereafter conduct and manage as an integrated unit for museum purposes the present museum building and service building, together with said addition and said appurtenant parking and other facilities, acting as agent for the Trustees of The John Huntington Art and Polytechnic Trust and The Horace Kelley Art Foundation and also acting for itself as owner of part of the property involved.

"WHEREAS, on August 11, 1953, by reason of certain proceedings in the Court of Common Pleas of Cuyahoga County, Ohio, in Case No. 650,055, the Trustees and Successor Trustees of The John Huntington Art and Polytechnic Trust were authorized to establish and administer a fund for charitable educational purposes to be known as The John Huntington Fund for Education in lieu of operating an industrial training school as provided by the Last Will and Testament of John Huntington,"

FIRST: The name of said Corporation shall be, THE CLEVELAND MUSEUM OF ART.

SECOND: Said Corporation shall be located at Cleveland, Cuyahoga County, Ohio, and its principal office there maintained and its principal business there transacted.

THIRD: The purposes for which said non-profit Corporation is formed are:

- (a) To maintain in the City of Cleveland a museum of art of the widest scope for the benefit of the public;
- (b) To manage and conduct as agent for the Trustees of The John Huntington Art and Polytechnic Trust and The Horace Kelley Art Foundation the museum building heretofore erected which is owned in severalty by them;
- (c) To manage and conduct as owner all additions to said building which may be erected by this corporation, together with appurtenant parking facilities, service buildings, improvements and facilities connected therewith;
- (d) To manage and conduct all the buildings and facilities hereinabove mentioned as an integrated unit for museum purposes;
- (e) To use said buildings and facilities in developing an ever widening public knowledge and appreciation of all branches of the fine and useful arts;
- (f) To acquire paintings, sculpture and other objects and works of art by gift, bequest or purchase or through loans, and to exhibit them to the public;
- (g) To receive in trust or otherwise gifts, bequests and devises of any property which will be useful in the carrying out of its corporate purposes;
- (h) To provide and maintain various educational activities, with a regular faculty and curriculum for teaching the appreciation, history and practice of the fine and useful arts to a regularly enrolled body of pupils or students, and in its discretion to award to such students appropriate certificates of the completion of certain courses of study;
- (i) In furtherance of its purposes, to acquire by deed or to lease for any term any land or interests therein which the Board of Trustees of the Corporation may find to be necessary or desirable;

- (j) To do all things necessary or incidental to the foregoing generally expressed purposes; and
- (k) To exercise any and all other powers, rights and privileges which are, or shall in the future, be permitted by law.

FOURTH: The Trustees shall be the only Members of the Corporation for the purpose of any statute or rule of law relating to corporations and as such shall be entitled to exercise all the voting power of the Corporation. Any person who is elected a Trustee shall also become and remain a Member of the Corporation until for any reason he ceases to be a Trustee.

The Board of Trustees shall be composed of not less than nine (9), nor more than eighteen (18) Trustees to be elected by the Members of the Corporation at the Annual Meeting of such Members in each year. Vacancies which may occur in said Board of Trustees may be filled by action of the Board of Trustees until the next Annual Meeting of the Members of the Corporation.

FIFTH: The Board of Trustees may elect the following Officers, to-wit: a Chairman of the Board, a President, one or more Vice Presidents, a Secretary and Treasurer, all of said Officers to be chosen from Members of the Board, excepting that the Secretary may but need not be a Trustee; may create such other offices and elect or appoint such other Officers as may from time to time be found necessary or advisable, and prescribe their tenure of office and duties; may appoint such agents from time to time as may be found desirable in the administration of the affairs of the corporation; and from its own number may create an Executive Committee, with such powers as the Board may delegate thereto.

SIXTH: Said Board may, in its discretion, appoint an Advisory Council or Board, of such number of persons as it may determine, and made up of persons having such qualifications as that, in the judgment of the Board, their advice and counsel would be of material aid in successfully carrying out the objects of the association, and may, by regulation, or by resolution, fix the tenure of office of such Advisory Council, or Board, provide stated meetings of the same, and the duties of its Members.

SEVENTH: The Board of Trustees may establish a class of persons (natural as well as artificial) to be known as Members of the Museum, as distinguished from Members of the Corporation referred to in Article Fourth. Members of the Museum shall not as such be legal Members of the Corporation, nor shall they have any right to vote or exercise any other legal powers with respect to the Corporation.

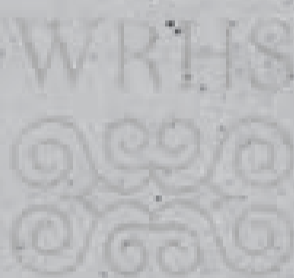
B 276 613

IN WITNESS WHEREOF, said EMERY MAY NORWEB, President, and
SHERMAN E. LEE, Secretary of THE CLEVELAND MUSEUM OF ART, acting for
and on behalf of said Corporation have hereunto subscribed their names
and caused the seal of said Corporation to be affixed this 14th day of
September, 1962.

THE CLEVELAND MUSEUM OF ART

By Emery May Norweb President

And Sherman E. Lee Secretary



CURATORIAL DEPARTMENTS

Ancient: Non Christian antiquity of the Mediterranean area including the entire Arabian peninsula, North Africa, and the far reaches of the Roman Empire.

Curator: Arielle P. Kozloff

1/2 Asst. Curator: Jenifer Neils (paid by a Mellon grant by the Univ., other 1/2 CWRU)

Assistant: Sharon Herene

Handwritten: E6777, CARRIED

| | 1984 Salary | Social Security 7% | Pension | Group Term Life Insurance | Blue Cross Blue Shield | Kaiser Found. | Dental Only Blue Shield | Total Cost |
|------------|----------------|--------------------------|---------|---------------------------------|------------------------------|------------------|-------------------------------|---------------|
| A. Brodkey | 31,000.00 | 2,170.00 | 576.00 | 28.44 | 2,628.13 | | | 36,402.57 |
| S. Herene | 15,050.00 | 1,053.50 | | 82.26 | | 791.52 | 99.72 | 17,077.00 |
| | 46,050.00 | 3,223.50 | 576.00 | 110.70 | 2,628.13 | 791.52 | 99.72 | 53,479.57 |

Handwritten: Had over 1000 pieces

Near East: Ancient Near East and the world of Islam from its Beginnings in the 7th century to the 19th century. (Note some 15 or so years ago responsibility for the Ancient Near East was transferred to the Ancient Dept.)

1/2 Curator (vacant) (note: former curator, Dorothy Shepherd, maintains over-view of the collections.)

Early
Western Art:

From early Christian through the Dark Ages to Romanesque and Gothic to the Renaissance and High Renaissance (ie. 1600]. In addition, the Department is responsible for all Arms and Armor.

Curator: Patrick M. de Winter

Curator of Paintings: (part time) Ann T. Lurie 13-18th Painting —
(Note her support staff included under Later Western Art)

Assistant: Stephen Fliegel

Handwritten: On Talley's need 10 exhibition 10

| | 1984 Salary | Social Security 7% | Pension | Group Term Life Insurance | Blue Cross Blue Shield | Kaiser Found. | Dental Only Blue Shield | Total Cost |
|--------------|----------------|--------------------------|----------|---------------------------------|------------------------------|------------------|-------------------------------|---------------|
| A. Lurie | 32,000.00 | 2,240.00 | 1,157.00 | 150.12 | 2,628.13 | | | 38,175.25 |
| P. de Winter | 31,500.00 | 2,205.00 | 1,285.00 | 150.12 | 2,628.13 | | | 37,763.25 |
| H. Osborne | 18,000.00 | 1,260.00 | 942.00 | 93.96 | 2,145.66 | | | 22,441.62 |
| M. Thomas | 17,550.00 | 1,228.50 | 832.00 | 93.96 | 1,014.27 | | | 20,713.73 |
| S. Fliegel | 15,600.00 | 1,092.00 | - | 87.00 | 2,628.13 | | | 19,407.13 |
| | 114,650.00 | 8,025.50 | 4,216.00 | 575.16 | 11,044.32 | | | 138,510.98 |

CURATORIAL DEPARTMENTS (Continued)

Later

Western Art: European and American works of art post-dating 1600 to works created by artists born before 1830; however, when works are anonymous, notably decorative arts, the stylistic characteristics establish whether they are seen as the purview of this department or of the Modern. (i.e., a rococo revival table is this department but a Herter table would be Modern) Also responsible for all musical instruments.

Chief Curator: Henry H. Hawley

Curator of Paintings (part time): William S. Talbot

Associate Curator: Virginia Crawford

(note: primarily responsible for pre-Columbian and American Indian material)

| | 1984 Salary | Social Security 7% | Pension | Group Term Life Insurance | Blue Cross Blue Shield | Kaiser Found. | Dental Only Blue Shield | Total Cost |
|-------------|----------------|--------------------------|----------|---------------------------------|------------------------------|------------------|-------------------------------|---------------|
| H. Hawley | 40,000.00 | 2,646.00 | 1,167.00 | 28.44 | 1,014.27 | | | 44,855.71 |
| L. Crawford | 23,500.00 | 1,645.00 | 463.00 | 28.44 | 1,014.27 | | | 26,650.71 |
| C. Ciulla | 13,550.00 | 948.50 | - | 75.24 | 2,628.13 | | | 17,201.87 |
| | 77,050.00 | 5,239.50 | 1,630.00 | 132.12 | 4,656.67 | | | 88,708.29 |

Modern: Artists born in 1830 or afterwards in Europe and the United States primarily but the occasional Eastern painting from this period is the responsibility of this Department. Decorative Arts post-dating 1830 are recorded by this department but Henry Hawley plays a focal role in the choice of this material.

Chief Curator: Edward B. Henning

Curator of Contemporary Art: Tom Hinson

Secretary: Patricia M. Krohn

| | 1984 Salary | Social Security 7% | Pension | Group Term Life Insurance | Blue Cross Blue Shield | Kaiser Found. | Dental only Blue Shield | Total Cost |
|------------|----------------|--------------------------|----------|---------------------------------|------------------------------|------------------|-------------------------------|---------------|
| E. Henning | 41,000.00 | 2,646.00 | 875.00 | 196.92 | 2,628.13 | | | 47,346.05 |
| T. Hinson | 31,000.00 | 2,170.00 | 528.00 | 28.44 | 1,014.27 | | | 34,740.71 |
| P. Krohn | 15,000.00 | 1,050.00 | - | 96.36 | 2,628.13 | | | 18,774.49 |
| Part Time | 2,366.00 | 165.62 | | | | | | 2,531.62 |
| | 89,366.00 | 6,031.62 | 1,403.00 | 321.72 | 6,270.53 | | | 103,392.87 |

CURATORIAL DEPARTMENTS (Continued)

Story design 1
Ward papers 1

Oriental/

Asiatic Art: Objects which originate in East Asia, Southeast Asia and the sub-continent of India, from pre-historic times to about 1920.

Chief Curator: Vacant

Curator of Japanese Art and Administrative Head: Michael R. Cunningham

Curator of Indian and Southeast Asian Art: Stanislaw Czuma

Curator of Chinese Paintings: Vacant

Assistant Curator- Chinese Art: Elinor L. Pearlstein

Administrative Assistant: Jean K. Cassill

Assistant in Indian Art: William E. Ward

Secretary: Jane S. Berger

| | 1984 Salary | Social Security 7% | Pension | Group Term Life Insurance | Blue Cross Blue Shield | Kaiser Found. | Dental Only Blue Shield | Total Cost |
|---------------|----------------|--------------------------|----------|---------------------------------|------------------------------|------------------|-------------------------------|---------------|
| M. Cunningham | 30,000.00 | 2,100.00 | - | 140.76 | | 2,374.56 | 303.36 | 34,918.68 |
| S. Czuma | 33,550.00 | 2,348.50 | 1,085.00 | 168.84 | 2,628.13 | | | 39,780.47 |
| E. Pearlstein | 22,500.00 | 1,575.00 | 311.00 | 28.44 | 1,014.27 | | | 25,428.71 |
| J. Cassill | 20,000.00 | 1,400.00 | 1,234.00 | 28.44 | 2,628.13 | | | 25,290.57 |
| J. Berger | 15,050.00 | 1,053.50 | 442.00 | 82.26 | 2,628.13 | | | 19,255.89 |
| Vacant | 32,550.00 | 2,278.50 | | | | | | 34,828.50 |
| | 153,650.00 | 10,755.50 | 3,072.00 | 448.74 | 8,898.66 | 2,374.56 | 303.36 | 179,502.82 |

Prints & Drawings: (Self-evident)

Chief Curator: Louise S. Richards

Assistant Curator: Jane Glaubinger

Assistant Curator: Hilliard Goldfarb (Paid by a Mellon grant by the Univ., other 1/2 CWRU)

Technical Assistant: Charles G. Eiben

Secretary: Robert Kurilla

*The - L. Richards
Per exhibition*

| | 1984 Salary | Social Security 7% | Pension | Group Term Life Insurance | Blue Cross Blue Shield | Kaiser Found. | Dental Only Blue Shield | Total Cost |
|-------------|----------------|--------------------------|----------|---------------------------------|------------------------------|------------------|-------------------------------|---------------|
| L. Richards | 40,000.00 | 2,646.00 | 1,052.00 | 28.44 | 1,014.27 | | | 44,740.71 |
| J. Schmidt | 22,000.00 | 1,540.00 | - | 103.32 | | 2,374.56 | | 26,017.88 |
| C. Eiben | 17,500.00 | 1,225.00 | - | 84.60 | 2,628.13 | | | 21,437.73 |
| R. Kurilla | 15,050.00 | 1,053.50 | - | 82.26 | 1,014.27 | | | 17,200.03 |
| | 94,550.00 | 6,464.50 | 1,052.00 | 298.62 | 4,656.67 | 2,374.56 | | 109,396.35 |

Not collected on computer!
Para computer

CURATORIAL DEPARTMENTS (Continued)

Textile Arts: (Self-evident)

Curator: Anne E. Wardwell

Textile Preparator: Jane C. Teasley

Secretary: Ellen Levine

| | 1984 Salary | Social Security 7% | Pension | Group Term Life Insurance | Blue Cross Blue Shield | Kaiser Found. | Dental Only Blue Shield | Total Cost |
|-------------|----------------|--------------------------|---------|---------------------------------|------------------------------|------------------|-------------------------------|---------------|
| A. Wardwell | 30,000.00 | 2,100.00 | 589.00 | 28.44 | 2,628.13 | | | 35,345.57 |
| H. Altmann | 9,720.00 | 680.40 | - | - | 1,030.85 | | | 11,431.25 |
| E. Levine | 16,750.00 | 1,172.50 | - | 28.44 | 1,014.27 | | | 18,965.21 |
| Research | 1,000.00 | 70.00 | | | | | | 1,070.00 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | | | <hr/> |
| | 57,470.00 | 4,022.90 | 589.00 | 56.88 | 4,673.25 | | | 66,812.03 |



George P. Bickford
Mrs. Edward A. Kilroy, Jr.
George Oliva, Jr.
Mrs. Denna S. Reid
Mrs. Frances P. Taft
Dr. Paul J. Vignos, Jr.
Alton W. Whitehouse, Jr.
Daniel J. Silver, Chairman

cc: James H. Dempsey, Jr.
George M. Humphrey II
James D. Ireland
E. Bradley Jones
Jack W. Lampl
S. Sterling McMillan I
Dr. Ruben F. Mettler
Severance A. Millikin
Mrs. Alfred M. Rankin
Lewis C. Williams
Dr. Norman W. Zaworski

Mrs. Norman S. Jeavons



Rabbi Silver

PLANNING COMMITTEE

Thursday, March 8, 1984 at
4:00 p.m. in the Board Room

| | | |
|-----------------|----------------------------|--------------------------------|
| | George P. Bickford | <u>YES</u> |
| | Mrs. Edward A. Kilroy, Jr. | <u>YES</u> |
| | George Oliva, Jr. | <u>YES</u> |
| <u>CHAIRMAN</u> | Daniel J. Silver | <u>YES</u> |
| | Mrs. Frances P. Taft | <u>YES</u> |
| | Dr. Paul J. Vignos, Jr. | <u>YES</u> |
| | Alton W. Whitehouse, Jr. | <u>YES</u> |
| <hr/> | | |
| | James H. Dempsey, Jr. | <u>NC</u> |
| | George M. Humphrey II | <u>NO</u> |
| | James D. Ireland | <u>NO</u> |
| | E. Bradley Jones | <u>—</u> |
| | S. Sterling McMillan III | <u>NO</u> |
| | Ruben F. Mettler | <u>NO</u> |
| | Severance A. Millikin | <u>YES</u> <i>No</i> |
| | Mrs. Alfred M. Rankin | <u>NO</u> (not able to attend) |
| | Lewis C. Williams | <u>NO</u> |
| | Norman W. Zaworski | <u>NO</u> |
| | | |
| | Mrs. Norman S. Jeavons | <u>YES</u> |
| | | |
| | Evan H. Turner | <u>YES</u> |

AGENDA

PLANNING COMMITTEE - MARCH 8, 1984

1. Introductory remarks by Chairman
2. Schedule of future meetings: 29 March, 12 April, 19 April, 10 May
3. Budget fiscal 1984;
4. Statistics re budget 1956 to 1983
5. Comparison of those statistics with peer institutions
6. Other comparative data
7. Proposed route for management study
8. Staff questionnaire; EHT initial meeting with staff
9. EHT on CMA mission

Passed - 4 votes -

AGENDA

MARCH 27

1) Schedule

2) Mission QUESTIONS

(Whitney Report update)

3) Budget

4) REGISTRATION - HERE - TOWN

30TH
 41m -
 Dinnon

29 March Registrar

19 April Photography
 Conservation

10 May Library

24 May Ernst & Whinney (first report)
 Extensions
 Music

31 May Education

A25
 P.I. TAKE YOU TO ED
 EXTENSION
 misc

14 June Public Information
 Publications

21 June ~~Special Exhibitions~~
~~Curators~~
 REC & II ED

A25 - TO NY

28 June Special Exhibitions
 Curators
 EXT
 EXTENSION
 EQ

12 July
 20 July
 [2 Aug
 16 Aug. -

~~EXT~~
~~EXT~~
 Publication

~~MAJOR DATES~~
 Special exhibition
 - SPEC(?)

MISSION

The Chairman has asked the Director to prepare a statement on the Mission of the Museum, listing the various items in some order of priority. The priorities that follow may well become some of the major matters for discussion during the ensuing meetings. The Director reserves the right to shift his own position on priorities and to add other items as information emerges!

1. The preservation of the objects

The Museum's primary responsibility is the objects in the collection being passed on in the condition with which they were received--or even, if possible, improved.

2. Basic Records

- a. The basic inventory information must be assimilated
- b. The object must be numbered
- c. The object must be photographed
- d. The whereabouts of the object must be recorded which must then be changed whenever it is moved

by CANDS

(Note there are approximately 45,000 objects in the collection. The number is increased by about 300 objects each year; of those, all but the prints are photographed.)

70 LmT 10
Ymna

3. Collecting

- Acquisition

Given the scale of the Museum's acquisition funds and given the responsibility imposed in accepting them, namely that the money be used as wisely and as effectively as possible to add to the stature of the Museum's collections, collecting would seem at The Cleveland Museum of Art a primary element of the mission. Significant expenses in carrying out that responsibility include:

- (a) library for research
- (b) travel for finding objects
- (c) conservation for checking on authenticity and condition

4. Passive presentation of collections for general visitor

- a. Installation (an on-going program)
- b. Labels (ranging from inventory information to much more ample statements explaining the object and its place in history)
- c. Security of objects
 - i. Mechanical (TV cameras, alarms, glazing of pictures, etc.)
 - ii. Manpower (guards)
- d. Visitor's sense of security
 - i. Neat grounds and roadways cleared of snow
 - ii. Supervised parking
 - iii. Restaurant

5. Scholarship

Role Fundamental

(Understanding the information that the collections represent is an essential first step in disseminating that information.)

- a. Library
- b. Research:
 - (a) Curatorial
 - (b) Conservation
- c. Publication of material:
 - i. Bulletin
 - ii. Collection catalogues (four of the projected 17 volumes have appeared)
 - iii. Handbooks and more general introductory material
 - iv. Give-aways (such as are strongly encouraged today by federal funding sources)

6. Active presentation of collections

(It has been fundamental to the philosophy of the Museum from its founding that the collections have been seen as a significant factor among the educational resources of the city.)

- a. Education
 - i. Tours for children
 - ii. Tours for general visitors
- b. Public Information: (which informs the public of (i) activities and events at the Museum and (ii) presents the Museum's point-of-view about events as well as the collections)
 - i. Interaction with the media
 - ii. News and Calendar

oldest on left. of my
Museum Museum

7. Programs at the Museum to complement and/or to extend understanding of the collections

- a. Special exhibitions
- b. Education:
 - i. Art historical lectures by Museum staff
 - ii. Art historical lectures by visiting guests
 - iii. Special events (i.e. films, music, etc.)

Note: The great importance attached to music as part of the life of the Museum is evident in the extent of the endowment, specifically given for that purpose, which has come to the Museum over the years. Today all actual costs are covered by that income or from ticket sales.

8. Programs within the city but outside of the Museum

a. Education

i. Educational activities

- a. with schools
- b. with universities
- c. graduate programs in art history

CWRU

- iii. Extensions (Note: This program, unique among America's museums today, was an early part of the Museum's education philosophy.)

b. Other activities

- (a) Curator Thursday (when public can bring works for opinions)
- (b) Participation in community commitments
(for example, Director as member of City of Cleveland
Fine Arts Advisory Committee)

(Curators
Director
collections)

9. Response to the art museum and/or art historical world

- a. Loans to exhibitions
- b. Responding to request for information: about the collections
about the administration
- c. Participating in seminars and/or learned gatherings
- d. Participating in committees

Conclusion: To varying degrees certain factors will have an impact upon every element of the Museum's mission. They are:

1. Standards: The quality with which any program is developed inevitably will have an impact upon the operating budget.
2. Fund-raising: The need for generating operating funds can have a significant impact upon priorities in programs. Also, certain programs which can be assured of outside funding may well have a higher priority.
3. Availability of staff: The extent of many programs will inevitably be affected by the numbers of people available to realize the declared goals.

Finally it is worth noting as a conclusion to this statement on the Museum's mission that its wide-spread international reputation depends upon:

- (1) The breadth and quality of the collection
- (2) The scholarly method with which the staff works with that collection.
- (3) The professionalism of the Museum's standards

DEPARTMENT QUESTIONNAIRE FOR PLANNING COMMITTEE

- I. 1. Please state the mission of your department. Explain the separate elements of this mission and indicate your order of priority. *On present priorities from immediate to future*
- II. 1. Prepare a Table of Organization for the department. List personnel by responsibility(ies) and set beside each staff assignment total cost of that person to CMA. (In listing the cost for each staff person include salary plus fringes, health benefits, Social Security, pension, overtime, a figure to be provided by Al Grossman.)
2. Is any work of your department farmed out to outside purveyors? If so, at what cost? Are there tasks presently done by the staff which could be done more cheaply and/or better by outside contractors? If so, please give details.
- III. 1. List the various services and activities of your department to (a) the public, (b) the Museum, and (c) the art historical and/or museum world, and indicate your priorities. Identify by function the professional staff involved in carrying out each service or function and estimate the number of hours per week each person is involved.
2. Are any of these services or activities jointly undertaken with other Museum departments? If so, specify. How are costs and manpower allocations determined?
3. Are there other services and activities which you believe should be a responsibility of your department but are not presently? Please identify and then indicate where each such service must rank within the list of priorities you have prepared; estimate cost.

- IV. 1. If The Cleveland Museum of Art should find it necessary to institute a 10 percent cut in your department's budget, how would you recommend this be achieved? How would you manage a 20 percent cut? Please list the specific functions and services you would cut and explain the impact of such cuts upon department goals; indicate the impact of such cuts upon personnel and/or programs: Identify the specific savings which would be involved.
2. Please list any suggestions you might have for general cost saving in another part of the Museum. Please feel free to talk about any area, including printing, postage, telephone, secretarial pools, maintenance, sharing of personnel or whatever.



PROPOSED BUDGET FOR THE YEAR 1984
COMPARED WITH BUDGET FOR 1983

| <u>DEPARTMENT</u> | <u>BUDGET FOR 1983</u> | <u>BUDGET FOR 1984</u> | <u>INCREASES AND (DECREASES)</u> | | <u>TOTAL</u> |
|---|----------------------------|----------------------------|----------------------------------|-----------------------|---------------------|
| | | | <u>SALARIES</u> | <u>OTHER EXPENSES</u> | |
| <u>ADMINISTRATION</u> | \$1,893,867.66 | \$1,974,260.14 | \$ 67,771.00 | \$ 12,621.48 | \$ 80,392.48 |
| <u>BUILDING & GROUNDS</u> | 2,739,542.85 | 3,056,457.41 | 194,614.56 | 122,300.00 | 316,914.56 |
| <u>LIBRARY</u> | 621,200.00 | 650,800.00 | 21,850.00 | 7,750.00 | 29,600.00 |
| <u>ART HISTORY & EDUC.</u> | 446,096.32 | 474,910.00 | 22,813.68 | 6,000.00 | 28,813.68 |
| <u>DEVELOPMENT AND MEMBERSHIP DEPT.</u> | 156,840.00 | 142,925.00 | (5,625.00) | (8,290.00) | (13,915.00) |
| <u>PUBLICATIONS DEPT.</u> | 148,166.66 | 179,250.00 | 14,383.34 | 16,700.00 | 31,083.34 |
| <u>SPECIAL EXHIBITIONS</u> | 151,168.58 | 212,950.42 | 9,000.00 | 52,781.84 | 61,781.84 |
| <u>EXTENSION EXH.</u> | 111,000.00 | 119,050.00 | 6,550.00 | 1,500.00 | 8,050.00 |
| <u>PRINTING SHOP</u> | 105,643.60 | 105,518.80 | 875.20 | (1,000.00) | (124.80) |
| <u>PHOTO SHOP</u> | 79,320.00 | 84,500.00 | 4,550.00 | 630.00 | 5,180.00 |
| <u>MUSICAL ARTS DEPT.</u> | 86,021.96 | 85,825.00 | 3,300.00 | (3,496.96) | (196.96) |
| <u>RESTAURANT</u> | 165,593.88 | 180,763.51 | 11,169.63 | 4,000.00 | 15,169.63 |
| <u>HOSPITAL SERVICE</u> | 382,439.50 | 516,969.91 | | 134,530.41 | 134,530.41 |
| <u>INSURANCE</u> | 15,737.50 | 17,600.00 | | 1,862.50 | 1,862.50 |
| <u>PENSION</u> | 186,091.00 | 197,516.00 | | 11,425.00 | 11,425.00 |
| <u>SOCIAL SECURITY TAX</u> | 318,368.08 | 345,788.06 | | 27,419.98 | 27,419.98 |
| <u>GRAND TOTALS</u> | <u>\$7,607,097.59</u> | <u>\$8,345,084.25</u> | <u>\$351,252.41</u> | <u>\$386,734.25</u> | <u>\$737,986.66</u> |

PROPOSED BUDGET FOR THE YEAR 1984
COMPARED WITH BUDGET FOR 1983

| DEPARTMENT | ADMINISTRATION | BUDGET FOR 1983 | BUDGET FOR 1984 | INCREASES AND (DECREASES) | | TOTAL |
|-------------------------|--------------------------|--------------------|--------------------|---------------------------|----------------|----------------|
| | | | | SALARIES | OTHER EXPENSES | |
| Salaries | | | | | | |
| 1 | Director | \$ 141,125.00 | \$ 120,500.00 | \$(20,625.00) | \$ | \$ |
| 2 | Modern Art | 84,320.00 | 89,366.00 | 5,046.00 | | |
| 3 | Ass't. Dir. for Admin. | 65,550.00 | 67,200.00 | 1,650.00 | | |
| 4 | Later Western Art | 71,500.00 | 77,050.00 | 5,550.00 | | |
| 5 | Textile Arts | 59,920.00 | 57,470.00 | (2,450.00) | | |
| 6 | Early Western Art | 107,050.00 | 115,150.00 | 8,100.00 | | |
| 7 | Prints & Drawings | 86,700.00 | 95,050.00 | 8,350.00 | | |
| 8 | Oriental Art | 137,500.00 | 155,600.00 | 18,100.00 | | |
| 9 | Ancient Art | 41,500.00 | 46,050.00 | 4,550.00 | | |
| 10 | Museum Designer | 57,500.00 | 60,550.00 | 3,050.00 | | |
| 11 | Ass't. Director for | 161,850.00 | 172,950.00 | 11,100.00 | | |
| Opr. & Fin. & Personnel | | | | | | |
| 12 | Total Salaries | \$1,014,515.00 | \$1,056,936.00 | \$ 42,421.00 | \$ | \$ |
| 13 | Entertainment | \$ 7,000.00 | \$ 9,000.00 | \$ | \$ 2,000.00 | \$ |
| 14 | Maintenance Contract | 6,400.00 | 11,148.00 | | 4,748.00 | |
| 15 | Photographs | 10,000.00 | 8,000.00 | | (2,000.00) | |
| 16 | Transportation | 10,000.00 | 10,000.00 | | | |
| 17 | Travel | 50,000.00 | 50,000.00 | | | |
| 18 | Insurance | 75,000.00 | 108,000.00 | | 33,000.00 | |
| 19 | Furniture & Fixtures | 21,000.00 | 25,260.00 | | 4,260.00 | |
| 20 | Director's Cont. Fund | 500.00 | 2,500.00 | | 2,000.00 | |
| 21 | Outside Security Pat. | 41,489.00 | 45,946.32 | | 4,457.32 | |
| 22 | Outside Bus Service (22) | 4,713.66 | 5,046.42 | | 332.76 | |
| Organizational Dues | | | | | | |
| 23 | and Contributions | 14,000.00 | 14,000.00 | | | |
| 24 | Miscellaneous | 15,000.00 | 15,000.00 | | | |
| 25 | Exchange Material | 2,000.00 | 4,000.00 | | 2,000.00 | |
| 26 | Accounting & Legal | 44,900.00 | 52,655.00 | | 7,755.00 | (move to 46) |
| 27 | Receipts | (6,000.00) | (6,500.00) | | (500.00) | |
| 28 | Office Supplies | 12,000.00 | 12,000.00 | | | |
| 29 | Equipment-Rental | 14,000.00 | 7,418.40 | | (6,581.60) | |
| 30 | Repairs | 4,200.00 | 3,000.00 | | (1,200.00) | |
| 31 | Printing | 200.00 | 200.00 | | | |
| 32 | Postage | 34,000.00 | 34,000.00 | | | |
| Telephone & Telegraph | | | | | | |
| 33 | Rentals | 45,000.00 | 5,000.00 | | (40,000.00) | |
| 34 | Tolls | 20,000.00 | 17,000.00 | | (3,000.00) | |
| 35 | Registration-Salaries | 100,500.00 | 107,700.00 | 7,200.00 | | |
| 36 | Supplies | 100.00 | 100.00 | | | |
| 37 | Collection Repair-Sal. | 175,500.00 | 185,050.00 | 9,550.00 | | |
| 38 | Supplies | 16,500.00 | 16,700.00 | | 200.00 | |
| 39 | Equipment | 3,500.00 | 4,150.00 | | 650.00 | |
| 40 | Restoration | 24,000.00 | 25,000.00 | | 1,000.00 | |
| 41 | Installation-Supplies | 20,000.00 | 25,000.00 | | 5,000.00 | |
| 42 | Publicity-Salaries | 102,850.00 | 109,550.00 | 6,700.00 | | |
| 43 | Photographs | 1,500.00 | 1,500.00 | | | |
| 44 | Printing | 11,700.00 | 10,200.00 | | (1,500.00) | |
| 45 | Transportation (45) | 900.00 | 900.00 | | | |
| 46 | Miscellaneous (46) | 7,800.00 | 7,800.00 | | | |
| 47 | Sales Desk-Salaries | 44,100.00 | 46,000.00 | 1,900.00 | | |
| 48 | Supplies | 60,000.00 | 65,000.00 | | 5,000.00 | |
| 49 | Receipts | (115,000.00) | (120,000.00) | | (5,000.00) | |
| 50 | TOTALS | \$1,893,867.66 | \$1,974,260.14 | \$ 67,771.00 | \$ 12,621.48 | \$ 80,392.48 |

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(Construction)

PROPOSED BUDGET FOR THE YEAR 1984
COMPARED WITH BUDGET FOR 1983

| DEPARTMENT | BUDGET FOR 1983 | BUDGET FOR 1984 | INCREASES AND (DECREASES) | | |
|--------------------------------------|--------------------|--------------------|---------------------------|----------------|--------------|
| | | | SALARIES | OTHER EXPENSES | TOTAL |
| <u>BUILDING & GROUNDS</u> | | | | | |
| 51 Salaries | \$ 285,255.94 | \$ 312,779.32 | \$ 27,523.38 | \$ | \$ |
| 52 Supplies | 11,550.00 | 12,000.00 | | 450.00 | |
| 53 Maintenance Contract | 44,000.00 | 44,000.00 | | | |
| 54 Repairs-Building | 50,000.00 | 50,000.00 | | | |
| 55 Uniform Rental | 6,000.00 | 7,500.00 | | 1,500.00 | |
| 56 Equipment | 11,675.00 | 7,500.00 | | (4,175.00) | |
| 57 Miscellaneous | 6,500.00 | 6,500.00 | | | |
| 58 Receipts | (4,500.00) | (2,500.00) | | 2,000.00 | |
| 59 Totals | \$ 410,480.94 | \$ 437,779.32 | \$ 27,523.38 | \$ (225.00) | \$ 27,298.38 |
| <u>Heat, Light & Ventilation</u> | | | | | |
| 60 Salaries | \$ 225,433.76 | \$ 245,893.24 | \$ 20,459.48 | \$ | \$ |
| 61 Supplies | 21,625.00 | 23,000.00 | | 1,375.00 | |
| 62 Steam | 269,000.00 | 270,000.00 | | 1,000.00 | |
| 63 Electric Current | 389,250.00 | 500,000.00 | | 110,750.00 | |
| 64 Lamps | 12,175.00 | 12,000.00 | | (175.00) | |
| 65 Water | 11,375.00 | 13,000.00 | | 1,625.00 | |
| 66 Repairs-Equipment | 65,000.00 | 65,000.00 | | | |
| 67 Receipts | (1,000.00) | (750.00) | | 250.00 | |
| 68 Totals | \$ 992,858.76 | \$1,128,143.24 | \$ 20,459.48 | \$114,825.00 | \$135,284.48 |
| <u>Cleaning</u> | | | | | |
| 69 Salaries | \$ 227,893.36 | \$ 250,432.44 | \$ 22,539.08 | \$ | \$ |
| 70 Supplies | 6,500.00 | 10,000.00 | | 3,500.00 | |
| 71 Window Washing | 3,000.00 | 3,000.00 | | | |
| 72 Repairs-Equipment | 300.00 | 300.00 | | | |
| 73 Totals | \$ 237,693.36 | \$ 263,732.44 | \$ 22,539.08 | \$ 3,500.00 | \$ 26,039.08 |
| <u>Grounds</u> | | | | | |
| 74 Salaries | \$ 104,547.44 | \$ 107,867.84 | \$ 3,320.40 | \$ | \$ |
| 75 Supplies | 18,000.00 | 20,000.00 | | 2,000.00 | |
| 76 Repairs-Equipment | 6,000.00 | 8,000.00 | | 2,000.00 | |
| 77 Oval Maintenance | 7,500.00 | 8,000.00 | | 500.00 | |
| 78 Totals | \$ 136,047.44 | \$ 143,867.84 | \$ 3,320.40 | \$ 4,500.00 | \$ 7,820.40 |
| <u>Shop</u> | | | | | |
| 79 Salaries | \$ 97,516.39 | \$ 101,447.33 | \$ 3,930.94 | \$ | \$ |
| 80 Materials | 24,000.00 | 25,000.00 | | 1,000.00 | |
| 81 Repairs-Equipment | 300.00 | 300.00 | | | |
| 82 Receipts | (5,200.00) | (5,500.00) | | (300.00) | |
| 83 Totals | \$ 116,616.39 | \$ 121,247.33 | \$ 3,930.94 | \$ 700.00 | \$ 4,630.94 |
| <u>Custodian</u> | | | | | |
| 84 Salaries | \$ 840,845.96 | \$ 957,687.24 | \$116,841.28 | \$ | \$ |
| 85 Miscellaneous | 5,000.00 | 4,000.00 | | (1,000.00) | |
| 86 Totals | \$ 845,845.96 | \$ 961,687.24 | \$116,841.28 | \$ (1,000.00) | \$115,841.28 |
| 87 TOTALS | \$2,739,542.85 | \$3,056,457.41 | \$194,614.56 | \$122,300.00 | \$316,914.56 |

PROPOSED BUDGET FOR THE YEAR 1984
COMPARED WITH BUDGET FOR 1983

| DEPARTMENT | BUDGET FOR 1983 | BUDGET FOR 1984 | INCREASES AND (DECREASES) | | TOTAL |
|---------------------------------------|--------------------|--------------------|---------------------------|----------------|----------------|
| | | | SALARIES | OTHER EXPENSES | |
| <u>LIBRARY</u> | | | | | |
| 88 Salaries | \$ 413,800.00 | \$ 435,650.00 | \$ 21,850.00 | \$ | \$ |
| 89 Supplies | 38,000.00 | 40,000.00 | | 2,000.00 | |
| 90 Periodicals | 40,000.00 | 45,000.00 | | 5,000.00 | |
| 91 Books | 85,000.00 | 85,000.00 | | | |
| 92 Binding | 12,600.00 | 12,600.00 | | | |
| 93 Photographs | 26,000.00 | 25,000.00 | | (1,000.00) | |
| 94 Lantern Slides | 3,000.00 | 8,000.00 | | 5,000.00 | |
| 95 Miscellaneous | 8,100.00 | 6,700.00 | | (1,400.00) | |
| 96 Receipts | (5,300.00) | (7,150.00) | | (1,850.00) | |
| 97 Totals | \$ 621,200.00 | \$ 650,800.00 | \$ 21,850.00 | \$ 7,750.00 | \$ 29,600.00 |
| <u>ART HISTORY & EDUC.</u> | | | | | |
| 98 Salaries | \$ 407,296.32 | \$ 430,110.00 | \$ 22,813.68 | \$ | \$ |
| 99 Supplies | 10,000.00 | 10,000.00 | | | |
| 100 Repairs-Equipment | 500.00 | 500.00 | | | |
| 101 Audio-Visual | 7,000.00 | 7,000.00 | | | |
| 102 Lecture Fees & Exp. | 25,000.00 | 20,000.00 | | (5,000.00) | |
| 103 Research | 8,000.00 | 12,000.00 | | 4,000.00 | |
| 104 Special Projects | 9,300.00 | 10,300.00 | | 1,000.00 | |
| 105 Miscellaneous | 3,000.00 | 3,000.00 | | | |
| 106 Receipts | (24,000.00) | (18,000.00) | | 6,000.00 | |
| 107 Totals | \$ 446,096.32 | \$ 474,910.00 | \$ 22,813.68 | \$ 6,000.00 | \$ 28,813.68 |
| <u>DEVELOPMENT AND MEMBERSHIP</u> | | | | | |
| 108 Salaries (109) | \$ 110,050.00 | \$ 104,425.00 | \$ (5,625.00) | \$ | \$ |
| 109 Supplies (109) | 6,000.00 | 6,000.00 | | | |
| 110 Collection Service | 6,000.00 | 6,000.00 | | | |
| 111 Postage | 7,100.00 | 6,500.00 | | (600.00) | |
| 112 Development Printing | 14,500.00 | 10,000.00 | | (4,500.00) | |
| 113 Miscellaneous | 13,190.00 | 10,000.00 | | (3,190.00) | |
| 114 Totals | \$ 156,840.00 | \$ 142,925.00 | \$ (5,625.00) | \$ (8,290.00) | \$ (13,915.00) |
| <u>PUBLICATIONS</u> | | | | | |
| 115 Salaries | \$ 56,366.66 | \$ 70,750.00 | \$ 14,383.34 | \$ | \$ |
| 116 Printing | 90,000.00 | 105,000.00 | | 15,000.00 | |
| 117 Postage | 6,000.00 | 7,000.00 | | 1,000.00 | |
| 118 Miscellaneous | 1,800.00 | 1,500.00 | | (300.00) | |
| 119 Receipts | (6,000.00) | (5,000.00) | | 1,000.00 | |
| 120 Totals | \$ 148,166.66 | \$ 179,250.00 | \$ 14,383.34 | \$ 16,700.00 | \$ 31,083.34 |
| <u>SPECIAL EXHIBITIONS</u> | | | | | |
| 121 Salaries | \$ 7,400.00 | \$ 16,400.00 | \$ 9,000.00 | \$ | \$ |
| 122 Photographs | 1,059.63 | 7,800.37 | | 6,740.74 | |
| 123 Printing | 31,035.00 | 33,341.00 | | 2,306.00 | |
| 124 Postage | 3,070.75 | 750.00 | | (2,320.75) | |
| 125 Catalogues | 83,222.35 | 43,873.15 | | (39,349.20) | |
| 126 Rental Fees | 41,914.00 | 8,946.00 | | (32,968.00) | |
| 127 Transportation | 80,126.00 | 98,914.00 | | 18,788.00 | |
| 128 Travel | 2,800.00 | 6,800.00 | | 4,000.00 | |
| 129 Insurance | 8,948.20 | 16,756.80 | | 7,808.60 | |
| 130 Installation | 59,071.75 | 27,993.25 | | (31,078.50) | |
| Miscellaneous (131) | 24,501.75 | 54,321.00 | | 29,819.25 | |
| Receipts (132) | (191,980.85) | (102,945.15) | | 89,035.70 | |
| 133 Totals | \$ 151,168.58 | \$ 212,950.42 | \$ 9,000.00 | \$ 52,781.84 | \$ 61,781.84 |

PROPOSED BUDGET FOR THE YEAR 1984
COMPARED WITH BUDGET FOR 1983

| DEPARTMENT | BUDGET FOR 1983 | BUDGET FOR 1984 | INCREASES AND (DECREASES) | | TOTAL |
|------------------------------|-----------------------|-----------------------|---------------------------|-----------------------|---------------------|
| | | | SALARIES | OTHER EXPENSES | |
| <u>EXTENSION EXHIBITIONS</u> | | | | | |
| 134 Salaries | \$ 106,000.00 | \$ 112,550.00 | \$ 6,550.00 | \$ | \$ |
| 135 Supplies | 1,500.00 | 2,000.00 | | 500.00 | |
| 136 Repairs-Equipment | 2,000.00 | 2,500.00 | | 500.00 | |
| 137 Miscellaneous | 1,500.00 | 2,000.00 | | 500.00 | |
| 138 Totals | <u>\$ 111,000.00</u> | <u>\$ 119,050.00</u> | <u>\$ 6,550.00</u> | <u>\$ 1,500.00</u> | <u>\$ 8,050.00</u> |
| <u>PRINTING SHOP</u> | | | | | |
| 139 Salaries | \$ 72,693.60 | \$ 73,568.80 | \$ 875.20 | | |
| 140 Supplies | 27,000.00 | 27,000.00 | | | |
| 141 Repairs-Equipment | 4,000.00 | 4,000.00 | | | |
| 142 Equipment | 2,500.00 | 1,500.00 | | (1,000.00) | |
| 143 Miscellaneous | 450.00 | 450.00 | | | |
| 144 Receipts | (1,000.00) | (1,000.00) | | | |
| 145 Totals | <u>\$ 105,643.60</u> | <u>\$ 105,518.80</u> | <u>\$ 875.20</u> | <u>\$ (1,000.00)</u> | <u>\$ (124.80)</u> |
| <u>PHOTOGRAPHY SHOP</u> | | | | | |
| 146 Salaries | \$ 66,500.00 | \$ 71,050.00 | \$ 4,550.00 | \$ | \$ |
| 147 Supplies | 18,370.00 | 19,000.00 | | 630.00 | |
| 148 Repairs-Equipment | 1,200.00 | 1,200.00 | | | |
| 149 Equipment | 750.00 | 750.00 | | | |
| 150 Receipts | (7,500.00) | (7,500.00) | | | |
| 151 Totals | <u>\$ 79,320.00</u> | <u>\$ 84,500.00</u> | <u>\$ 4,550.00</u> | <u>\$ 630.00</u> | <u>\$ 5,180.00</u> |
| <u>MUSICAL ARTS</u> | | | | | |
| 152 Salaries (152) | \$ 64,775.00 | \$ 68,075.00 | \$ 3,300.00 | \$ | \$ |
| 153 Repairs-Equipment | 3,500.00 | 3,500.00 | | | |
| 154 Lecture & Recital Exp. | 77,925.00 | 57,800.00 | | (20,125.00) | |
| 155 Musical Scores | 750.00 | 750.00 | | | |
| 156 Receipts | (60,928.04) | (44,300.00) | | 16,628.04 | |
| 157 Totals | <u>\$ 86,021.96</u> | <u>\$ 85,825.00</u> | <u>\$ 3,300.00</u> | <u>\$ (3,496.96)</u> | <u>\$ (196.96)</u> |
| <u>RESTAURANT</u> | | | | | |
| 158 Salaries | \$ 228,393.88 | \$ 239,563.51 | \$ 11,169.63 | \$ | \$ |
| 159 Supplies | 130,000.00 | 130,000.00 | | | |
| 160 Repairs-Equipment | 7,200.00 | 7,200.00 | | | |
| 161 Uniform-Rental | 4,800.00 | 4,800.00 | | | |
| 162 Equipment | 6,000.00 | 12,000.00 | | 6,000.00 | |
| 163 Miscellaneous | 7,200.00 | 7,200.00 | | | |
| 164 Receipts | (218,000.00) | (220,000.00) | | (2,000.00) | |
| 165 Totals | <u>\$ 165,593.88</u> | <u>\$ 180,763.51</u> | <u>\$ 11,169.63</u> | <u>\$ 4,000.00</u> | <u>\$ 15,169.63</u> |
| 166 HOSPITAL SERVICE | \$ 382,439.50 | \$ 516,969.91 | \$ | \$134,530.41 | \$134,530.41 |
| 167 INSURANCE | 15,737.50 | 17,600.00 | | 1,862.50 | 1,862.50 |
| 168 PENSIONS | 186,091.00 | 197,516.00 | | 11,425.00 | 11,425.00 |
| 169 SOCIAL SECURITY TAX | 318,368.08 | 345,788.06 | | 27,419.98 | 27,419.98 |
| 170 GRAND TOTALS | <u>\$7,607,097.59</u> | <u>\$8,345,084.25</u> | <u>\$351,252.41</u> | <u>\$386,734.25</u> | <u>\$737,986.66</u> |

I. ADMINISTRATION

1-34

1. Director (3 posts) Director, Executive Assistant; and Secretary
2. Modern (3 posts) Chief Curator, Curator, and Secretary. Budget includes one part-time salary, 2 days a week for 26 weeks, to handle May Show.
3. Assistant Director for Administration (3 posts) Assistant Director (who is also a part-time curator of 19th c. paintings) and two secretaries, one of who is essentially in charge of all matters related to the Board and various volunteer committees.
4. Later Western Art (3 posts) Chief Curator, Associate Curator (who also carries responsibility for African and pre-Columbian art) and Secretary.
5. Textile Arts (3 posts) Curator, Secretary, and Technician (who works three days a week conserving on maintenance of textiles)
6. Early Western Art (5 posts) Curator of Early Western Art, Curator of Paintings, Secretary for each curator, and Assistant (essentially a research person to maintain records). (Note: Of two secretaries, one is called Administrative Assistant/Secretary and the other is called Curatorial Assistant--the issue: the degree to which each secretary handles works of art.)
7. Prints & Drawings (4 posts) Chief Curator, Assistant Curator, Secretary, and Assistant (technical person carrying responsibility for all matting and handling of prints). (Note: temporarily the Dept. has as well a half-time assistant curator funded by CWRU through a Mellon Fellowship.)
8. Oriental Art (6 posts) Curator of Japanese Art is also Administrator of the Department, Curator of Indian Art, Senior Research Curator of Chinese Art (now vacant); Assistant Curator, Assistant (i.e., handler of objects), and Secretary.
9. Ancient Art (2 posts) Curator, and Assistant (i.e., Secretary/Handler) (Note: The department has as well a half-time Assistant Curator funded through CWRU through a Mellon Fellowship.)
10. Museum Designer (2 posts) Chief Designer, and Associate Designer
11. Assistant Director of Operations and Finance and Personnel: (8 posts) Assistant Director, Comptroller, Personnel Assistant, four Assistants, and Payroll Clerk.
12. Total
13. Entertainment: All staff entertainment for dealers, scholars, and visiting professionals from other museums, Director's entertaining at home; Museum receptions for visiting professional groups. (Note: Any entertaining in connection with an exhibition is charged to the appropriate exhibition budget; Education Department entertaining in connection with visiting lecturers is charged to line 102.)

14. Maintenance Contracts: This includes maintenance of one Museum-owned Xerox machine (cost of second machine in library carried in that budget (line 95); one Pitney & Bowes postage machine, one IBM printer (for payroll and payables); two cash registers; all Museum electric clocks in public spaces and elsewhere; one addressograph-multigraph; all typewriters and adding machines.

15. Photographs: For research all Curatorial Departments

16. Transportation: All costs for art objects sent on approval but which are not acquisitioned, transportation, customs fees, etc. (costs for objects acquisitioned are charged to appropriate acquisition fund).

17. Travel: All staff travel made in the name of the Museum, for research, quest for acquisitions, work on exhibitions, meetings and/or conventions. As a general principle, the staff person should travel to the object rather than have the object shipped to the Museum unless the decision to purchase the object seems firm. (Note: Frequently some part of the travel costs are charged against the acquisition funds.)

18. Insurance: (1) FA policy to cover single catastrophe up to \$20,000,000 with a \$50,000 deductible as well as works in transit up to \$5,000,000 with no deductible; (2) fire insurance on building and contents excluding art with 10% deductible (current value is stated as \$34,797,000); (3) general liability to cover visitors on premises, in restaurant, and in parking lots (\$1,000,000 each occurrence) as well as Museum vehicles; (4) Workmen's Compensation all employees; (5) miscellaneous art policies to cover Museum owned objects still with donors under life interest agreement (donor makes contribution to cover premium); (6) boiler insurance to cover heat piping and a/c units (\$500,000 with \$1,000 deductible); (7) travel insurance to cover all department heads and curatorial staff as business trips for the Museum (\$100,000) as well as support staff (\$25,000); (8) Comprehensive Dishonesty policy (\$50,000); (9) Chio Employment Compensation.

19. Furniture & Fixtures: As part of the budget process the various members of the staff indicate their needs and/or wishes for new equipment or new furniture (including file cabinets). Their requests are consolidated in one budget line, the expenditure being supervised by Albert Grossman. The advantage of this arrangement is, should a new need or different solution of a budgeted need be found during the year, the Director can re-allocate the funds. This year's allocation includes about 20 items, among them two unlimited memory typewriters (\$9,000), a storage cabinet for prints, six secretarial chairs, six file cabinets, three desk lamps. As a case in point, while funding for these expenses has been allocated, it will not in fact be spent until we research further re-use of equipment in the building. Much more important, the memory typewriters will not be acquisitioned until a broader study of word processing equipment has been made. (Note: Any new autos or trucks would be charged to this line. Currently the Museum has two panel trucks and one flat bed truck for grounds work, two vans for Extensions Department, and Director's car.)

20. Director's Contingency Fund: For unexpected expenses
21. Outside Security: The Museum's share of the University Circle police patrol (about 10% of the total annual cost)
22. Outside Bus Service: The Museum's share of the University Circle bus service which connects the various member organizations with the University Circle stop on the RTA.
23. Organizational dues and contributions: Long-standing commitments to such professional organizations as College Art Association (including Art Bulletin subscription), Art Museum Director, American Association of Museums, and its legislative program, the American Arts Association, AAMD, American Federation of Arts, Greater Cleveland Growth Association, Ohio Citizen's Committee for the Arts, American Arts Alliance, American Research Center in Egypt.
24. Miscellaneous: Included in fiscal '84 budget, to give an indication of the range of items, are: interdepartmental requisitions for museum publications and exhibitions catalogues, flowers for deceased employees, subscription Wall Street Journal, want-ads, moving allowances for new staff, and Computer Solutions Company (i.e. for solving computer problems) and about 40% for unanticipated expenses.
25. Exchange material: Library purchase of Museum publications from Museum Shop which is used in exchange for publications received. (Note: This will be moved to library budget fiscal '85.)
26. Accounting & legal: \$17,600 for auditing services of Ernst & Whinney; remainder for legal fees. (Note: between Poussin litigation and suit of former library employee, the anticipated costs are expected to be high. However, the President and Director have since agreed that the costs of the Poussin dispute should be charged against the appropriate acquisition fund. In any case, when legal advice/action is necessary, there can be no matter of economy.)
27. Receipts: All discounts taken on merchandise purchased. ((25 This really a budget item?))
28. Office Supplies: The normal office supplies for running a corporation
29. Equipment rental: IBM printer used by Business Office
30. Repairs: For secretarial/office equipment in building not under contract for maintenance by outside services (i.e. line 14.)
31. Printing: Virtually all of the Museum's considerable printing is done by the Museum's Printing Shop (lines 139-145). Occasionally something is printed outside and charged to this line. (why does 2400 LINE?)
32. Postage: All mail goes through the central mail room, postage being run through a new Pitney-Bowes machine. This amount does not include postage for News and Calendar (line 111), the Bulletin (line 117), or Sales Desk deliveries. No other department use has seemed sufficiently high to justify separation of cost.

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33. Rentals: Radically reduced with the new telephone system purchased outright.

34. Tolls: Long distance calls/telegraph. The Museum currently hooks into
such as SPRINT to reduce those costs.

II. REGISTRAR

35. Registration - Salaries (6 posts) Registrar, Assistant Registrar, Assistant, three clerk/typists.

36. Supplies: Minimal amount for sudden needs in connection with duties of office. (Recommend elimination of line)

III. CONSERVATION

37. Collection Repair (i.e. Conservation) - Salaries (8 posts) Chief Conservator, Assistant Conservator for Objects, Chief Conservator for Paintings, Paintings Conservator, Preparator for Textiles, Preparator (for all other objects), Assistant Preparator, Administrative Assistant (whose duties may be greater than a secretary but whose salary is that of a secretary.)
Also a Mellon funded Fellow for research (currently in second of two years).

38. Supplies: Solvents and chemicals, canvas, frames, plastics--all peculiar to the technical needs of the Department.

39. Equipment: Analytical glassware, miscellaneous hand tools, and maintenance for photography equipment and x-ray equipment.

40. Restoration: Outside conservation and analysis, i.e. services of Yuji Abe for the mounting of Far Eastern paintings, Keiko Keyes for western works on paper, photographic restoration at Philadelphia, and analytical tests, as well as I.C.A. membership.

41. Installation - Supplies: Material for installation of the collections, for example rag mat board, glass, plastic et al. The primary factor (this year \$10,000) is the expense of special security arrangements.

IV. PUBLIC INFORMATION

42. Publicity - Salaries (5 posts) Manager, Assistant Manager, two Assistants and Secretary/Assistant. (Note: This department carries responsibility not only for all handling of media relations but it also writes and publishes the News and Calendar and represents the Museum at functions within the city.)

43. Photographs: Photos for or commissioned for publicity purposes.

44. Printing (P.I.): Binding costs of News and Calendar (Note: The costs of paper are included in line 140.)

45. Transportation (P.I.): Costs of sending rush material to media by messenger.

46. Miscellaneous (E.I.): Main item is the Press Clipping Service (about \$ _____).

Fluoros
not used

Then what else?

Item for
Action 1.

V. SALES DESK

47. Sales Desk - Salaries: 3 posts: Supervisor; two Sales Persons; plus part-time help. (Note: the Sales Desk is manned by two people at all times when the Museum is open to the public.)
48. Supplies (Sales Desk): gross expenditures for books, post cards, reproductions, and other materials sold at the Sales Shop. (Note: approximately 25% of annual sales are publications of the CMA; The proceeds go directly to the revolving Publications Fund to help underwrite future publications; income from current exhibition publications are returned to the exhibition account.)
49. Receipts (Sales Desk): Monies received from sale of merchandise (Income for Museum publications being credited to current exhibition (line 132) or the special purpose non-budgetary Publications Fund.)
(GIT)

VI. BUILDING AND GROUNDS: A. ADMINISTRATION & UTILITY MEN

51. Salaries: 17 posts: Plant Operations Manager (i.e. Superintendent); Office Manager; two Secretaries; Museum Telephone Operator; Utility Foreman and nine Utility Men (one temporarily vacant pending Planning Study); (Note: this group handles art objects and carries out the installation work.); Painter, one Caulker, Plasterer; one Mailman (Note: Museum picks up all mail and takes out all mail to Post Office); plus misc. overtime monies of about 1 1/2% of this line.
52. Supplies: equipment needed for actual installation of objects (i.e. screws, wire, tapes, etc.)
53. Maintenance Contract: elevators, security control room apparatus; a/c equipment; computer to program machinery.
54. Repairs: non-recurring items which are defined as part of the budget process each year; it is recognized, however, that unexpected repairs can come up in an operation of this size which cannot be anticipated; thus there is a \$9,000 contingency. This year specifically we hope to fund (1) patch and replace stones on the roof on the west side of '57 building; (2) repair existing soffit in education offices court; (3) repair and repaint leaks in rotunda ceiling. Bronze letters of donors list are funded from this line.
55. Uniform Rental: The Museum provides two uniforms a week for all building and grounds employees.
56. Equipment: replacement of a 24" 6 year old lawn mower; purchase of new snow thrower; misc. tools and equipment.
57. Miscellaneous: main item is the cost of rubbish pickup from the compacter; also, gasoline for the trucks.
58. Receipts: income received for any work done by this department for outsiders (for example: a packing job for a Trustee or a collector friend in the city.)

on that basis is change made?