

## Daniel Jeremy Silver Collection Digitization Project

Featuring collections from the Western Reserve Historical Society and The Jacob Rader Marcus Center of the American Jewish Archives

MS-4850: Daniel Jeremy Silver Papers, 1972-1993.

Series II: Subject Files, 1956-1993, undated.

Reel Box Folder 16 6 201a

Cleveland Museum of Art, Planning Committee, correspondence, memoranda, notes, drafts of reports, and reports, 1972-1973, undated.

#### JOHN S. WILBUR 1460 UNION COMMERCE BLDG. CLEVELAND, OHIO 44115

March 3, 1972

Dr. Sherman E. Lee, Director The Cleveland Museum of Art 11150 East Boulevard at University Circle Cleveland, Ohio 44106

Dear Sherman:

At the last Trustees' meeting you said you would welcome comments on the report of the Professional Practices Committee of the Association of Art Museum Directors on Professional Practices in Art Museums, and I am happy to oblige because of my general interest in organizational matters and my deep and abiding feeling for the Museum.

First of all I would question the propriety of Directors of various art museums gathering to study, research, report and recommend to Trustees what they should do. After thinking it over, however, it seems perfectly natural, because, in business and industrial organizations much thought is given by "management" to the responsibilities, functions and duties of management versus Board Members and Board Members versus management. I realize that it is not always fitting to force all other organizations, procrustean-like, into perfect industrial models, but it is useful as a guide.

In general, I would think that you, as Director, are responsible to your Board of Trustees exactly the same way as the corporation executive, be he President or Chairman, is to his Board of Directors. It is generally assumed that the chief function of a corporate Board of Directors is to pick proper management and not to interfere in the detailed workings of the organization, leaving that up to the Chief Executive.

Of course, Members of the Board will question the Chief Executive and proffer advice on various matters but, in general, Board Members realize that their duty is to see that results are satisfactory and how these results are achieved is left up to the Chief Executive. Of course, a corporation differs from a museum in that the Chief Executive is almost always a Member of the Board, organizes and runs Board meetings and is aided and abetted by one or more "inside" Members of the Board who, of course, follow the Party Line.

It is true that a Board should set policy, but, as the report states, it is the responsibility of the Chief Executive to recommend policy. It is often prudent to re-exomine and re-affirm or revise policy at regular intervals. The Board will then delegate the carrying out of this policy to the Chief Executive but the Board still retains the responsibility, and therefore, must in some manner "supervise" the Chief to make sure. As you no doubt know, Members of the Boards of corporations are coming under more frequent attacks from stockholders and, with the consequent enhanced legal liability, business/are reluctant to assume the awesome responsibilities of corporation directorships, especially if the corporation appears a bit shaky. No longer will fat cats accept directorships like sugar plums because even the mighty Penn Central folded embroiling Members of the Board in expensive and time-consuming litigation.

Most corporations have a system of "controls" built into their procedures so the Board can keep track of what is going on. First of all, there is an auditing firm that certifies to the accounting, but most important is the P&L statement showing the earnings. If these rise gracefully year after year, everything is fine, but when earnings wane or disappear, the Members of the Board must get into the act pronto. Then too, there are items such as budgets for capital expenditures, operations, head count, salaries, administrative costs, R&D, etc. by which the Members of the Board can have a hand in establishing the program and then have a means of checking monthly to see how "actual" stacks up with "estimated."

The museum, too, has controls in the form of various operating and administrative budgets and the accession process is somewhat analogous to capital expenditures of corporations. But, where I fear we may be a bit weak is that we have no "earnings" to budget and to measure actual versus estimated. ("Contributions" or fund raising cannot be compared to the revenues of corporations.) I think what the museum needs is some standard measure ar touchstone to gauge its effectiveness. Before we can measure effectiveness we must identify our true objectives. Granted that this will, of necessity, be more intangible and pure of spirit than the crass, corporate crunch for dollars of earnings, it still is important that this objective, purpose or goal be identified and articulated in "policy".

For example, Paragraph 5 of the report lists the assets of museums as collections, plant, financial holding and staff which cannot be conveniently converted to dollars or some such medium of exchange as can corporate assets. Secondly, in all corporate "balance sheets" the assets are balanced by "liabilities" and "net worth". Possibly a more ingenious and more financially-minded Trustee than the author can indicate what the Museum's

liabilities and net worth might be, but the point is that here again another set of values must be identified so that Trustees, Director, staff and the public can alljudge the progress, the well being, the relative effectiveness of a museum.

It becomes even more difficult to tell who the stockholders or owners of a museum might be. In a sense, the donors who have made so much of the musuem possible through generous gifts might be considered as having a form of ownership. So might the community, because a museum to be of any value must have the good will and the favorable sanction of the community. The effort to gain the good will and backing of a community might be compared obliquely to the sales efforts of a corporation. Another important facet of a corporation is to identify competitors which, in the case of art museums is much easier, although I recognize that there is much variation in museums throughout the U.S. and throughout the world.

As I have indicated, it is difficult to measure the effectiveness of an art museum so that may be why there is so much "comparison" from museum to museum. This is probably the reason why comparisons seem to be mostly on the basis of taste, judgment and quality rather than on community acceptance, membership and visitations.

Throughout the report there is emphasis on the functions of art museums — Acquisition, Preservation and Presentation with lesser mentions of Scholarship, Interpretation and Education. In the way of "doodling" I tried to compare these functions with that of a corporation.

Acquisition - Equipment .

Preservation - Maintenance

Presentation - Sales

Scholarship - Basic Research

Interpretation - Applied Research

Education - Sales

In my position as Chairman of the Education Committee, I would like to see the role of Education built up to a higher status, because I believe community acceptance is going to be much more important in the future and the best way to get community acceptance is with more and better education.

While it might sound a bit "way out" it is true that some corporations are endeavoring to measure the "social value" of their charitable contributions, extra service activities, for the betterment of ghettos, minarities, etc., and, of course, efforts to clean up and, in fact, improve air, water, and landscape. It would be interesting to see what a subcommittee could come up with, although I suspect most would consider it an

exercise in futility.

After the above lofty preamble, I will now comment on those specific phases of the report which interested me.

Paragraph 5 - I would think it out of order or maybe gratuitous to say that the Board acts collectively "generally by majority vote", because it is seldom that there is a dissenter and anyway there is no particular point in mentioning it. In addition, I don't know that I would agree that it should be mentioned that the Board can delegate many decisions to committees of its members. For the most part the committees would report back to the Board with recommendations which are endorsed or rejected, as the case may be.

Paragraph 9 - I am not sure that I would agree to insert in writing that the Director has responsibility for creating particular "working conditions".

Paragraph 10 - As indicated, the analogy of the Board delegating responsibilities to committees as a Director delegates authority to his staff doesn't quite seem accurate to me.

Paragraph 13 - I was interested in this paragraph because, as in so many instances "policy" can be a living, breathing thing, modified by each small happening and adjusted to meet changed conditions. This is why it is so necessary to have periodic revisions.

Paragraph 16 - I agree that procedural or operating manuals should be prepared for the museum but my suggestion would be that a great deal of the "report" covered material that should more properly be spelled out in various operating and procedural manuals.

Paragraph 33 - Preservation - I agree that the Directors should report periodically on the state of the collections, because, frankly, I can't recall any such report.

Paragraph 36 - I doubt if anyone would object to the statement that "protection of the object must still take precedence over aesthetic advantage in display", but this would seem to me the sort of thing that should be covered in greater detail in a manual.

Paragraph 40 - The last sentence seems to me unnecessary.

Paragraph 50 - I heartily agree with the statement that the Director and Board should agree as to the "nature of the public being served" and think we certainly should look into this one.

Paragraph 51 - The reference to Directors' professional integrity would appear to me to be like a corporation specifying that its Chief Executive Officer should not cut corners or commit any illegal act.

Paragraph 52 - Here again I agree that the Board must "be aware of the needs of the community".

Paragraph 63 - Should we acquire a legal staff or lawyer to advise or a full-time lawyer to advise on routine legals matters?

Paragraph 78 - I disagree that members of the staff can appear before the Board.

Paragraph Bl and 82 - I don't agree with these.

In closing, I learned a great deal from the report and I have, I might add parenthetically, learned quite a bit in trying to articulate on paper my comments. Fortunately our museum is in excellent shape, but I still feel it would do the Board, the Director, and the staff some good to draft a "policy" based on the general guide indicated by the report:

Sincerely;

cc: Mr. L. C. Williams

August 25, 1972 Dr. Sherman Lee Cleveland Museum of Art 11150 East Blvd. Cleveland, Ohio Dear Sherman: I have tried to boil down our conversation to a few programatic notes and a series of questions. As I told you yours is the first and final say as to which areas we ought to explore and how you want us to proceed. I welcome any changes that you wish to make, additions, deletions. Will you have this mimeographed? Since rely, Daniel Jeremy Silver DJS:mp Encl.

Dr. Silver

PLANNING & DEVELOPMENT COMMITTEE 3:00 p.m. -- Board Room Monday, September 11, 1972

James H. Dempsey, Jr. YES

Mrs. Alfred M. Rankin YES

Daniel J. Silver YES

Paul J. Vignos YES

John S. Wilbur YES

Sherman E. Lee

A. Beverly Barksdale

YES

YES

#### MEMORANDUM

DATE: October 4, 1972

TO:

PLANNING & DEVELOPMENT COMMITTEE

FROM:

Sherman E. Lee

SUBJECT:

PREPARATION FOR NEXT MEETING --THURSDAY, OCTOBER 12 AT 4:00 P.M.

At the request of Dan Silver, I am circulating the attached confidential summary of our first meeting on September 11. In it you will find references to other documents.

Document A, the Agenda of questions submitted before the first meeting is also attached as is Document D. Documents B & C will be ready in time for the meeting of October 12.

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#### COMMITTEE ON PLANNING AND DEVELOPING CMA

- l. A first meeting was held at 3:00 P. M. Monday, September 11 in the Board Room of the CMA. All members were present: James H. Dempsey, Jr., Mrs. Alfred M. Rankin, Daniel J. Silver, Paul J. Vignos, John S. Wilbur. In addition, the Director, Mr. Barksdale, Mr. Grossman and Mr. Henning.
- 2. The Committee had received an agenda put together by the Chairman, listing various areas of concern (Document A). It is the purpose of the Committee to acquaint itself thoroughly with the operation, programs and possibilities of the Museum and to prepare a report on middle range trends (3-5 years) for the Board. It was generally agreed that the report should be presented as a whole and not piecemeal.
- 3. The Director spoke generally on the history and function of museums, particularly of the CMA, dealing with function, clientele and social purpose. The resume of his comments are enclosed (Document B).
- 4. There was general agreement that the purpose of the Museum is to acquire, preserve, display, study and explain objects which fall into the category of fine arts in order to preserve these for posterity, encourage awareness of artistic merit, to provide understanding of the accomplishments of the past and stimulate an awareness of artistic quality and of the importance of the beauty in man's living space for his well being. We agreed to find a more adequate phrasing for our consensus, but it expressed our feeling that the Museum, because of its historic functions and the nature of its professional personnel, must be accepted and understood in its own and historic terms and not primarily as

a direct service agency of social change or social welfare - though, obviously, the CMA must relate to the new possibilities and forms of artistic expression of modern society and speak to and about its tastes. What this means specifically for our Education Department, Extension Department, acquisition policies. remains to be explored.

- 5. It was agreed that the next meeting of the Committee would be at 4:00 P. M. Thursday, October 12 at the Museum when the Director will present an analysis of the operation, administration and budget of the Museum. We are particularly interested in current and potential sources of income, percentages of expenditure in various areas (acquisition, exhibition, staff, publication, direct service to clients . . .) and projections of middle range financial needs as well as the relation of our income to program and exhibition. The Chairman will work up a series of questions with CMA staff which will hopefully suggest areas of concern (Document C).
- 6. I would welcome any corrections, more felicitous wordings etc. Committee members may want to make in our minutes and documents. These will be as a record of our discussions and as the basis for our final report. It was agreed that until this report is submitted to the Board for whatever action they care to make our discussions and suggestions will be kept confidential, hence the tag at the top of the page.

October 18, 1972

Dr. Sherman Lee Cleveland Museum of Art 11150 East Blvd. Cleveland, Ohio 44106

DearSiberman:

Enclosed please find my notes on our last meeting and Document G, a set of questions which may be useful for our November 2 meeting.

I would like you particularly to go over the questions and add or subtract as you see fit. Perhaps we can spend a half hour some time before the meeting going over some of these areas. In any case, I would like these documents to be sent along with the notice of the meeting, but, as always, want them to meet your specifications.

Trusting this finds you in good health I remain

Since rely,

Daniel Jeremy Silver

DJS:mp

Encl.

## THE CHEVELAND MUSEUM OF ART

CLEVELAND, OHIO 44106 CABLE ADDRESS, MUSART CLEVELAND
SHERMAN E. LEE, DIRECTOR TELEPHONE, 421-7340

October 27, 1972

Dear Dan:

Enclosed are all the materials for our meeting on November 2.

You may be interested to note that there are two unfinished pieces of business on which I am prepared to report:

- The Joint Program with Case Western Reserve University: How much the University received for courses taught by our staff versus what the University pays us.
- The Statutes under which the Museum could seek financial assistance from Boards of Education.

A. Beverly Barksdale

Idiosyncratic and Confidential

Committee On Planning and Development - CMA - Work Sheet #1

It is my hope that you will use the enclosed work sheet to set down your suggestions, comments and criticisms about Museum policy and activities by category - so that we can begin to draw our opinions together. We were mandated to present a report to the Board and I should like this report to reflect a broad concensus on general Museum policy as well as some specific and concrete recommendations for future action. Please remember that our general frame of reference covers the next five years and that we have been allowed to range freely over all aspects of Museum finance and program but have scrupulously avoided discussion of persons. It is the job, not the man or woman, with which we are concerned. Other opinions we feel we just cannot keep to ourselves can be communicated privately to the Director.

I have tried to envisage a final draft and have set down items under general categories with an eye to our final submission. I hope to sit down with each of you privately before we go into our final drafting session. In some areas there may now be agreement. On other subjects we may find it necessary to call back certain people or reopen certain areas for clarification. Still others will need serious discussion among ourselves. We are not under any time limit. The important thing is for us to produce a useful document.

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## SECTION I - A General Frame of Reference

- (1) Would you agree with the following as a working description of the Museum's purpose?
  - a. The CMA is a general art museum.
- b. The CMA's primary purpose is to acquire, preserve, display, study and explain objects which fall into the category of the fine arts in order to preserve these for posterity, encourage awareness of artistic merit, provide understanding of the accomplishments of the past and stimulate an awareness of artistic quality and of the importance of beauty in man's living space for his well being.
- c. The CMA is not an agency of social change though, obviously, it must relate to new possibilities and forms of expression in modern society.
- d. The CMA is a regional Museum and as such has a responsibility not only to be part of the ongoing national art enterprise, but to bring to this area exhibits and objects for the benefit of those who cannot or do not travel.

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## SECTION II - The Museum Extra-mural Relationships

Would you agree with the following:

- (1) Never has the reputation of the CMA been higher in the art and museum worlds. Though a regional museum our major exhibits receive a most favorable national press which "pays off," particularly in terms of our ability to hire first rate personnel despite the disadvantage of being in Cleveland which is otherwise not an art center.
  - (2) The CMA maintains this national status in four ways:
  - a. The reputation of our staff
  - b. The level and quality of acquisitions
  - c. The level and significance of major exhibitions.
- d. The quality of academic publications both in terms of department catalogues and the Bulletin.

Nothing should be done to jeopardize our standing in these areas.

- (3) The Bulletin now serves two disparate purposes. It is used to inform scholars of our acquisitions and their significance and as the major means of internal communication with our membership. It is eminently successful in the first instance but impressive rather than informative to our supporters. It would seem desirable to separate these two functions and to have the Bulletin a paid circulation journal, available to scholars, museums, universities and individuals; and a new magazine designed for the membership, full of information about the Museum (acquisitions, publications, exhibits etc.) The reduction of the Bulletin to a bi-monthly (it might still print annually the present number of pages, but the postal savings would be considerable and there would be subscription income) would permit the issuance of a membership Quarterly at little added cost. Our talks with members have made it clear that the present Bulletin does not bridge the information gap.
  - (4) We remain the nation's only major free access museum a tradition of which we are rightly proud. We have begun to charge for special exhibitions. It is not clear whether these charges significantly reduce attendance nor is it clear whether free entrance to exhibits is a meaningful inducement to membership. These questions should be studied. Pending such a study and in view of inflation and national museum patterns it would seem advisable to continue the practice of an admission charge for special exhibits.

- (5) The Museum's national reputation has not translated itself into either a radical increase in membership or in attendance. Museum membership nationally is remarkably low and attendance in Cleveland cannot be expected to match the figures of the great megalopolitan tourist centers; however, it is our impression that the CMA has been overly conservative about trying to excite local interest. Understandably concerned with standards the professional staff has shied away from local public relations and bustle. Consequently, the Committee makes the following recommendations:
- a. That community relations be upgraded as a department and placed in charge of someone directly responsible to the Director's office. His charge should include not only public relations in all its facets but to secure and retain members, review attendance figures, develop local promotions, suggest approaches to various loyal groups and present to the Board an annual inventory of attendance facts, promotional programs and suggestions designed to enhance the reach of the Museum's activities. The proposed Quarterly might appropriately be a responsibility of this department.
- b. We would encourage the present effort to find corporate sponsors for major exhibits. An aggressive program oriented toward the business community should be mounted under the new Community Relations Department.
- c. Our Museum is open at times convenient to students, the retired, tourists and non-professional women and presents many of its most attractive programs during time when the "gainfully employed" cannot take advantage of them. A first responsibility of the Community Service Department should be to explore rew relationships between the actively employed and the Museum. As a first step in this direction the Museum should be open to the public on the four newly proclaimed Monday national holidays.
- d. The exhibition program of the Museum is properly conceived in terms of our contribution to art scholarship. It is assumed that what has been done elsewhere is generally not worth doing again. Many members are new each year to the art world. Others cannot travel. What do you feel about the proposition that as a regional rather than a national museum we have a responsibility to present certain exhibits even though they have been mounted elsewhere and at another time. Possibilities exist for an increased number of exhibitions involving contemporary architecture, planning and useful arts. The Contemporary Arts Curator should have a major assignment to mount a goodly number of smaller scale exhibits within his field.
- (5) As the major regional museum regular contact should be kept by the Community Relations Department with smaller art museums (Akron, Canton, Toledo, Erie) and university art centers in order to allow them to use our staff for specific purposes and to draw their people to our programs and exhibits.

## SECTION III - The CMA's Internal Organization

- (1) CMA practice generally conforms to the Association of Art Museum Directors, Professional Practices In Art Museums (1971) and should.
- (2) All members of this Committee reported the similar experience of coming onto the Board and being thrown into meetings without the slightest background. We recommend that an orientation program for new Board members be devised and implemented.
- (3) Administrative responsibility for the Museum is vested by the Board in the Director. A museum such as ours requires a single functioning head. But the enlargement of our facilities and the multiplication of programs suggests that the CMA might appropriately consider an Administrative Assistant who might be the same person as the Community Services person, responsible directly to the Director with functional responsibility in major non-art areas: membership, public relations, community relations, house and grounds, supplies, restaurant, Book Shop, printing etc.
- (4) The Director asked us to consider whether provisions should now be made towards the selection of his successor. His retirement happily being over a decade off it is our feeling that this matter need not be considered at this time. It would be unwise this early to suggest this possibility to anyone on our staff and we are not such prophets as to know what particular skills will be needed a decade out.
- (5) Since the Education Department and the Extension Department are responsible for the Museum's public education thrust it would seem wise that these two departments be administratively reunited. It is further suggested that the next curator of education be hired in largest part on the basis of his ability to develop broad adult education program

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#### SECTION IV - Funds

(1) The attached comparison of income and expenses estimated on the basis of a 5% increase in income and a 6% increase in costs suggests that the CMA faces no major operational budget crisis over the next five years - provided the Huntington and Kelley Funds are considered as income and times remain relatively as they are.

		Estimated	Estimated Car	
	1973 Estimated Income	Income 0 5%	Expense 6%	Difference
	Endowment, Trusts and Other John Huntington Art & Polytechni Horace Kelley Art Foundation	\$2,353,243.09		
1973	Are Foundation	75,000,00		
1974		\$3,620,943.09	\$3,319,800.00	\$ 301,184.9
1975		3,801,990.09	3,518,988.00	283,002.09
	WRIIS	3,992,089.09	3,730,127.00 223,808.00	261,962.09
1976		4,191,693.09	2 052 025 02	
1977	(0)(35(0))	209,585.00	237,236.00	237,758.09
1978	0660	4,401,278.09	4,191,171.00	. 210, 107.09
1979		4,621,342.09	4,442,641.00	178,701.09
1980		4,852,409.09	4,709,199.00	143,210.09
		5,095,029.09 254,751.00	4,991,751.00	103,278.09
	(2) Would you agree may we		299,505.00	58 524 .09

ing Fund) be set annually after the Finance Committee has decided the level of income needed to support operations, thus in effect the total Huntington income would show on our Balance Sheet. Our capital is invested for growth. It is not impossible for a museum with eighty million dollars of invested funds to increase by investment decision in a rather hefty fashion its operational income. When and if that is necessary is a decision for the Finance Committee. However, it might be appropriate for us to recommend that Finance Committee consider the annual budget submission not only with a view to holding the line on costs, but with the view of increasing income to meet necessary expenditures. In inflationary times fixed costs (supplies, insurance, social security) rise rapidly and the temptation is to freeze salaries. Morale and the law of supply and demand suggest that this be done only as a last resort.

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(3) Acquisition funds in the range of \$2,250,000 level are currently available. These can be expected to increase at a similar 5% compounded rate; but the simple fact is that these monies are buying less and less art.

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- a. Would you accept the Director's recommendation that over the period of this report accessions funds be managed for maximum income without danger to principal and that our policy remain that we buy what we can as soon as we can.
- b. Any long term prognosis suggests an increasing dependence on local collections and donations. This suggests that curators must be increasingly available to local collectors and active in these areas. Our record of local collections should be kept as current as possible and flattering collector's shows encouraged.
- c. As custodians of semi-public funds should we not discourage the present cut throat market insofar as it involves our bidding against other museums operating with similar monies? Could not a consortium of museums be devised so that we do not needlessly bid up an already overheated market on choice items?
- d. One of the major responsibilities of the beefed up Community Services office should be the search for "no-strings" Federal, State, Foundation and Corporation grants for special projects (education, publishing, exhibitions etc.) An annual report of this effort together with a list of contacts made and a description of plans for the new year should be made to the Board.

#### SECTION V - Finances

This Committee's charge was to look for trends and suggest priorities, not to review the budget. In that light the following suggestions are made:

#### On the income side:

- (1) Since the cost of maintaining a member is approximately the cost of basic membership more attention should be placed raising our members into the higher categories.
- (2) The Membership Department in agreement with the Board should set for itself a biennial target and be accountable for it.
- (3) It is incredible that the Sales Desk should be a deficit item (currently \$40,000). Two alternatives emerge: either it be disbanded and our own publications and gallery guides be made available at the Information Desk or it be turned over largely to volunteers. Most of the deficit is represented by salaries. Would you agree to recommend the second alternative? Would you agree with a recommendation that a two-year limit be set within which the Sales Desk must become profitable? Would you agree that as a normal budgeting practice hold-over inventory be carried at no more than 50% of face value?
- (4) No cost accounting has been made by the CMA of the joint CMA-CWRU program. Would you agree that such an audit be made and that the Finance Committee review our agreements with CWRU?

#### On the expenditure side:

- (1) Salaries must be kept competitive and capable of sustaining decency.
- (2) The Library will require a larger than 6% annual increase in its purchase budget to keep abreast of the incredible inflation in book costs. Would you agree with a recommendation that this line of the library's budget receive, when necessary, special consideration?
- a. All but \$22,000 of the Library's budget of \$224,000 is spent on salaries. The Librarian estimates that up to 60% of the time of the five desk people involves service to CWRU, a service for which the CMA receives no reimbursement. Would you agree with a recommendation that CWRU be asked to defray the cost of at least one desk librarian?
- b. The slide room now charges for the loan of slides. Should a similar practice be adopted for photographs? Books?

- c. The policy of subventing salaries with half price lunches for staff remains acceptable, but it was discovered that a sizeable part of the restaurant deficit was due to underpricing. Given the sharp increase in food costs the Committee recommends a quarterly review of charges. Would the Committee further agree that the basis of the food service pricing should be that it meet its costs from the cash register including the staff discount?
- (3) A half hearted fiction is maintained by the Art Education Department that school systems contribute for our docent service. Would you agree that the Community Relations office be responsible for an approach to public and private school systems for payments towards services rendered?
- (4) A recurring special exhibitions deficit must be faced; but the answer would seem to lie in developing new forms of corporate support, not in cutting back on exhibitions.
- exhibitions.

  (5) The Membership Department expenses run at about \$40,000, not including cost of Bulletin (about \$47,000) non-payment of entrance fees, book discounts, printings for special exhibitions, calendars. The net income per member is estimated at \$2. This low net could be helped by:
  - Charging subscription to Bulletin.
  - b. A program to upgrade membership category.
  - Raising the base cost of membership.
- d. Increasing numbers Membership Department costs should be relatively fixed.

#### SECTION VI - Acquisitions

- (1) Because of recent events at other museums it is probably advisable for us to restate a general policy for the acquisition and de-acquisition of objects. Would the following general principles be acceptable?
- a. As a general museum our purpose is to acquire objects of the highest artistic merit regardless of their provenance, but with an obvious concern that there be a balance between major areas of artistic culture?
- b. Given the rising costs of objects our policy should be one of "buy now" rather than of delaying purchase in the hope of some downturn in the market.

  Would you also agree that we receive the current policy of limiting acquisitions to funds now in hand?
  - c. As in the past the stipulated wishes of a donor as well as wishes expressed verbally to the Museum shall be scrupulously honored in the matter of maintenance and disposition of objects.
  - d. In the matter of the sale or barter of objects from our collection it is our current policy that permission must be gained from both the Acquisitions Committee and the Board. Would you agree to add the proviso that the release of any object whose value exceeds ten thousand dollars shall require an outside appraisal before the matter is presented to the Board? There would seem to be merit to such a provision in order to protect the reputation of our staff which can be maligned too easily on the basis of the assumed value of objects.
  - e. Recently the Contemporary Arts Department has been given an annual grant for purchase without reference to Acquisition Committee approval. Do you believe this policy should continue for the next five years?

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- f. Do you believe the Acquisitions Committee should be encouraged to move more energetically in the contemporary field?
  - g. Would you encourage the enlargement of our photography collection?
- h. Given our hopes for donations from local collectors it might be advisable to indicate when works of art which are on exhibit are available for purchase.

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## SECTION VII - Care and Display

- (1) The next five years will see the completion of the chronological arrangement of galleries. The Board has acted on the first phase of this program. Do you wish to restate our general approval of it?
- (2) Concurrently with the gallery rearrangement special attention should be paid to more comprehensive labeling of permanent exhibits and the completion of the publication of all gallery guides.
- (3) A museum is by definition a place to which the visitor must bring a responsiveness to the beautiful and labels should not get in the way of that response. At the same time it is a function of a museum to increase the level of art appreciation and literacy among its visitors. Could more art history information be put on our labels? Could low display tables be introduced from time to time into the galleries to present small objects, comparative materials, information on technique etc.?
- (4) In the area of preservation there will be increasing difficulty of maintaining our collection at its proper level. Our Preservation Department expressed satisfaction with its location but there is an obvious need for qualified personnel. Ought the Museum to develop an apprentice program in this area? Would you agree that a successor to the conservator of painting should be hired soon in view of the incumbent's imminent retirement?

Journ Bush

## SECTION VIII - Art Education Department

- (1) The administrative wedding of the art education and extension exhibits departments has already been suggested.
- (2) Chance rather than administrative logic has led to the inclusion of the movie program under Art education. Since our film programs are presented as exhibits of an art form rather than as illustrations of art history lectures it is recommended that this program be specifically assigned to Mr. Henning and these figures eliminated from Art Ed. reports.
- (3) The Committee applauds the East Cleveland project, but suggests that careful evaluation and follow-up reports be made to judge its impact.
- (4) As a general principle the Committee prefers that this department concentrate on teaching teachers rather than taking individual classes through the Museum though it recognizes the continuing need for some class teaching. However, it also recognized that the hiring of staff for docent purposes minimizes the hiring of staff with special skills in audio-visual techniques, TV and recording, writing etc. functions which have a multiplier effect.
- (5) The program of gallery talks and daily talks during special exhibitions is commended, but not enough attention is paid to Wednesday night programming or new programing designed for our employed membership. Experiments in this direction are encouraged. The Education Department is mandated to prepare an annual report to Board outlining proposed new activities aimed at increasing its rule with our adult community.
- (6) The gallery guides are useful and the series should be completed. The making of talking tapes or major special exhibits as well as on major collections of CMA is encouraged as are the writing of other useful pamphlets for mature popular understanding.
- (7) The possibility of a joint CMA-CIA-Board of Education program of basic art education should be explored both in terms of feasibility and funding.
- (8) The children's courses remain popular and an inducement to membership. The possibility of practicum courses for adults might be considered.
- (9) Administration of the joint CWRU-CMA program rests with this department though the burden of teaching falls on the curators. The propriety of this assignment might be reviewed. The Committee is eager that the Art Education Department be as free as possible to do its task of broad adult education.



- (10) An appropriate extension of both the May Show and this department. School involvement might be the bringing into the CMA the Regional Scholastic Art Exhibit which is now managed by Cleveland Public School staff who have been on our staff. This exhibit of good quality would bring into our building those youngsters in the area most sensitive to our purposes.
- \$60,000 and a sizeable loan collection which is carefully managed. Items go regularly in and out on loan exhibitions; but it is not clear to the Committee precisely what is accomplished by all this effort. We recommend, therefore, that the Extension Department prepare a validating document for submission to the Education Committee within twelve months which would list not only exhibits mounted, but the use and purpose of these exhibits; benefits to CMA and to art in the broadest sense from their activities and suggestions of other locations or methods of offering services. The Education Committee of the Board should initiate an investigation of current display areas, impact of displays, possible new locations, coordination of in school or library lectures with new displays with a view to a major review of its place within CMA's ongoing programs. The Weatherhead Foundation now covers part of the cost of this program (\$15,000). Such support is welcome and should be increased - but we must know that this program really does a meaningful piece of work and is effective for the 1970's.

## SECTION IX - Auxiliaries and Ancillaries

- (1) There are very few ways for willing members to become actively involved with the Museum. The Committee feels that this has been a lack and, therefore, recommends:
- a. The creation of a Men's Committee to help in our fund raising efforts. It could be tied to the CMA by several informational and social visits annually to the Museum to meet with the Director and/or President.
- b. The broadening of membership in the Junior Council so that it represents all segments of the membership/collector world to whom we need to appeal. In addition to their role as hostesses and at the Information Desk the Women's Committee should be asked to take over the Sales Desk.
- c. The Musical Arts Association pays its own way; but might not we work with this group for some closer programmatic connections? Why not occasional recitals of the music and/or culture whose art the CMA is exhibiting?
- d. The Print Club provides useful support to our Print Department. Might print exhibits not receive broader publicity in and outside the Museum? Since almost everyone owns a print or two it is the readiest way for members to relate in terms of objects? Might there be an annual Prints For Collection Show? Might a Photography Club provide similar support for our fledgling photography collection?
- e. The membership of the Contemporary Arts Society should be encouraged to subvent one or two exhibits annually as well as to make occasional gifts of significant was of art to the CMA?
- f. Should an effort be made to have the Print Club, Music Arts Association, Textile Club and Contemporary Arts Society make membership in the CMA a stipulation of membership?
- g. Might it be advisable for the Board and the Librarian to try to introduce a group such as the Rowfant Club to become "Friends of the CMA Library" with a view to supplementary income for purchase, increased interest and use of our Library and facilities etc.?

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#### SECTION X - Curators

- (1) The Committee was impressed with the scholarship and competence of the curators; but remains concerned that some do not seem to have goals beyond the preservation and study of their collections, possible acquisitions and teaching assignments. It should be made clear that their availability to local collectors, lectures by them in their fields and on art matters generally, for the suggestions and mounting of exhibits are curatorial responsibilities.
- (2) The teaching burden (CWRU and curatorial) falls unevenly on the curators. Some report spending up to 40% of their time on these functions. Care should be taken that such teaching is not done at the expense of cataloguing, publication etc.
- (3) Photography, architecture, planning and contemporary arts and LANGES ftextiles are areas which are familiar to and functional in our world. Responsi-TVATLLE bility for them falls here and there and sometimes nowhere. Would you agree TAKEN with making these areas (exhibits, etc.) the responsibility of the Department of CRAW OF Contemporary Arts with the understanding that the personnel needs of that department be reviewed?
  - (4) The CMA presently offers the opportunity of an annual monthly study leave to its senior curators. This is only occasionally used. Would you agree to a recommendation that these leave months be deferrable so that a true Sabbati-TAFE cal semester can be taken every seventh year? The need to travel and refresh 1-1 one's self is recognized in every learned profession.
    - (5) It would be useful if each curator would submit an annual report to the Board detailing the state of his catalogues, the number of objects in his care requiring publication and the number published, a brief list of his activities with local collectors, and his plans for exhibits for the next 12 to 24 months.
    - (6) The Curator of Ancient Art will retire during the period of the Committee's report. His area is vast and the needs of our collections and of our art history teaching would make it seem desirable that a successor be appointed despite the relative paucity of major new acquisitions available in this field. The new man might be selected from candidates who have emphasized art history as well as curatorship and be given operational responsibility for the CWRU-CMA and curatorial intern programs.

## SECTION XI - Library

- (1) The Committee was impressed with the vigor with which the Library, slide and photograph programs were being coordinated under a single administration and recommends the appointment of a deputy to the Librarian with continuing responsibility for slides and photographs.
- (2) The present layout of the department reflects its original administrative separation. This does not make for administrative or space efficiency. This fact placed side by side by inevitable space needs for shelves and stacks suggest that five years out some major reallocation of space within our building will have to be made. The Committee recommends that a joint Board-Staff planning group be organized now to:
  - a. Study space needs of this department over the next two decades.
  - b. Provide controlled ingress and exit of people and books.
  - c. Investigate less bulky means of storage (microfilm, microfiles etc.)
  - d. Investigate the possibility of limiting or culling some collections.
  - e. Examine the possibility of reorganizing space for better control and efficiency.
  - f. Report their recommendations to the Board within a stipulated period so this project can be begun well in advance of crises.
  - (3) As matters of general policy the Committee recommends:
  - a. That the purchase funds necessary to maintain the completeness of our Library as a scholarly tool be made available.
  - b. That the practice of shelving books with a CWRU book plate purchased with CWRU funds not for use in the joint program be discontinued.
  - c. That the slide room rental charge be maintained.
  - d. That the collection in the Photograph Extension Department be disposed of.

## SECTION XII - Public Relations and Membership

- (1) Everything the Committee has heard and felt suggests the need for a beefing up in this area. The suggestion of a single Community Services Department has already been made.
- (2) More members must be involved more in the Museum. A Men's Committee, a Friends of Library Committee, further use of the Junior Council has already been suggested. For some very valid reasons the staff is not prepared to go beyond this point in the use of volunteers; but it must be encouraged to continue and enlarge courses for collectors, members! receptions, at openings, daily major exhibition talks, evening programs etc. To this end it is suggested that the Community Services Department be required to submit an annual report and prospectus to the Board.
- (3) Membership must be more deliberately solicited and an annual campaign mounted with target figures etc. The membership reports to the Board should reflect not only numbers but the numbers at each category of membership translated into dollar income.
- (4) The solicitation of corporate memberships has failed. Perhaps the program should be discontinued and corporations be solicited carefully and repeatedly for help with special exhibitions for which they can be given special credit. The Board must cooperate in this venture. The proposed Men's Committee would be particularly helpful.
- (5) Present public relations is geared to special exhibitions and all too little to the many ongoing services of the Museum.
- (6) The Community Services Department should be charged with submitting to the Board within the year prototypes of the proposed membership directed Quarterly (costs, makeup, distribution, proposals etc.).

## SECTION XIII - Building and Grounds

- (1) The Committee was impressed with the care and maintenance of the building.
  - (2) The Information Desk provides a warm and necessary welcome.
- (3) Given the violence of our society an annual review of safety precautions would seem advisable.
- (4) The various space requirements of individual departments should be considered:
  - a. Print Department more storage and shelf space.
  - b. Printing Department several new pieces of equipment and space.
  - c. Restoration Department a humidity control area.
  - d. Photography Department a new 35mm camera to make slides, ceiling tracks for suspension lights, equipment and space to divide color negatives, more file storage space. The Committee recommends someone be hired for the spot job of reviewing and refiling older photography files to maintain their usability.

# CLEVELAND ART MUSEUM PLANNING AND DEVELOPMENT COMMITTEE

#### COMMENTS ON SUGGESTIONS OF CHAIRMAN

## SECTION I - A General Frame of Reference

b. Think paragraph on primary purpose is well written but might, also, include a little more emphasis on opening up the Museum so that more people in the community will be able to meaningfully appreciate the Museum's holdings. In other words, we should try to reach out to involve more people in the area in the art available to them.

## SECTION II - The Museum Extra-mural Relationships

(3) The Bulletin might be circulated to members at a certain higher level of membership. This would be a "bonus" for greater interest as manifest by increased financial contribution.

I agree on need for a new magazine with redesigned format for regular members. This could be more informative re current exhibitions and talks as well as reviewing, systematically, the collection in various galleries and divisions.

- (4) Agree. Think the answer to collecting more admission charges to special exhibits lies in better press coverage of these events and in particular follow-up articles in media.
- (5) Think the argument that membership nationally is low results in self-fulfilling prophecy. We don't try hard to increase membership because of low national figures and consequently our membership stays low. (Would like to test this hypothesis by a real membership drive with designated responsibility.
- a. Feel there should be a Museum Trustee Committee with active ongoing supervision of Community Relations and a close working relationship with Community Relations Department.
- c. Amen!!
- d. Feel strongly that we should have more special exhibits. If this requires more staff and funds, we should assume this responsibility.

#### **MEMORANDUM**

DATE: 3/15/73

TO:

Dr. Daniel Silver

FROM:

Sherman E Lee

SUBJECT: Committee on Planning and Development - Work Sheet #1

THE DIRECTUR.

The one general comment I have is that after considerable reflection,

I think emphasis on "community relations"--rather continuous throughout the
report--is somewhat exaggerated. Of course we need more; and of course it needs
thought and planning--but undue emphasis on "selling" inevitably affects the
product being sold and I think there is not enough recognition in the report of
the basic core activities and tasks which must continue at the same or even
better levels if the Museum is to be a vital and excellent organization in the
future. Activity is necessary but not our main purpose. I think this really can
be resolved very easily as a matter of emphasis. My feeling on rereading the
draft report is that the emphasis is a little bit uneven and misplaced.

Now for specifics. Enclosed is a marked copy of the draft where certain recommendations and changes are suggested. Where there is additional comment, it is made below:

- Page 2. Really a matter of word choice. Naturally, I like the words I suggested.
- Page 3. (2) I think in addition to a, b, c, and d, we must recognize the presertation of collections, and the philosophical posture of the institution.
  - (3) I am not so sure about there being little extra oost if the bulletin was printed by monthly and a quarterly instituted. We need a News Letter of some form but it should I think not be tied recessarily to a change in the Bulletin.

- Page 7. (3b) Within reason, yes and depending upon the character and reliability of the collector.
  - (3c) See comment. I might also add that a consortium is illegal at auction bidding. I know it is done, but it is illegal. See comments also.
- Page 9. (3) I think the schools should pay but what if they don't? Do we stop?
- Page 10. (le) I think the policy should be extended for at least five years.
  - (1f) Yes, if we really mean modern rather than the work of the last ten or fifteen years.
- Page 11. (3) The presentation in the last sentence has been tried with poor results.
  - (4) The program at the Intermuseum Lab does the apprentice program better than we could. As for the last sentence, yes.

[mar 15,1973

- (4) While I agree with (4) there is a considerable body of opinion on the staff that some general admission charge is in order rather than special exhibition charges.
- Page 4. (5a) I am not sure about this one at all. I think that it might logically be agreed that it be best handled 1.) thru Public Relations and 2.)

  Education. This should too be discussed at some length.

  (5c) Agreed, but we would have to close on the Tuesday following the Monday holidays, for housekeeping purposes.

- Page 12. (2) By all means.
  - (1) Also I think, yes.
- Page 13. (10) I think this is really more appropriate for the Institute of Art.

  The Regional Scholastic Art Exhibit is orientated to students going into the profession of art.
  - (11) That department has full documentation available for the Committee.

    It was prepared for the Weatherhead Foundation submission.
- Page 14. (lc) This is not in my judgment very practical. I would think something in the way of cover illustrations for their programs would be more to the point.
  - (le) It will be difficult to do this with one, let alone more.
- Page 15. (2) I think the 40% is exaggerated in nearly all cases.
- Page 16. (2b) I don't quite understand the "thrust" of this proposal.
- Page 17. (4) I think the major responsibility of this really falls on the Board.

This will serve as a beginning. I would like to discuss this once again in greater detail.

Sherman E. Lee Director

#### JOHN S. WILBUR 1460 UNION COMMERCE BLDG. CLEVELAND, OHIO 44115

March 30, 1973

Dr. Daniel J. Silver
The Temple
University Circle & Silver Park
Cleveland, Chio 44106

Dear Dan:

You did a great job in your idiosyncratic and confidential planning draft. It is always much easier for me, and no doubt for others, to start with such a draft in expressing ideas. The real tough job, however, is the starter, and it shows how much time and thought you have applied to the whole situation. Here are my comments:

1. [Section 1] My feeling here is that this section should be more carefully reviewed, because, if we can articulate a "policy", it can help to guide us through so many of the Museum areas of responsibility and activities. I made quite an intensive study of the report on "Professional Practices in Art Museums" by the Association of Art Museum Directors. One of the most significant points I got out of it was on Page 11, Paragraph 12: "Establishing policy and seeing to it that the institution follows this policy is one of the major functions of a Board. Indeed a clear understanding of the policy on the part of the Board and the Director is essential to the smooth running of the institution."

I am not sure whether your Committee is broad enough to direct "major policy", but I would feel a little better about the situation if an effort were made — not necessarily to recammend sweeping changes in palicy — but to make sure that we all understand clearly exactly what the present policy of the Museum is. I know you are snowed under with paper, but I am enclosing a copy of the letter I wrote Sherman regarding the "Professional Practices in Art Museums" report.

I agree that the CMA is not an agency of social change. It would be difficult to get such a statment included in a "policy", but we could say something about "display art of all ages" which illustrate the many changes in technique, custom and style — the changes of the past. "Of necessity, there is a lag or a gap in current art styles displayed."

- 2. [Section 2] I agree with (1) and (2), but I would feel somewhat more confident of our lofty status if we had some more tangible method of measuring our reputation and the level, quality and significance of acquisitions and major exhibitions. To date I have no criteria to suggest, but I do feel that it is always important to avoid overconfidence with a certain amount of critical evaluation and even skepticism.
- 3. I agree with the possibility of separating the bulletin into two publications but have a few reservations. For instance, will there be enough circulation for the scholarly bulletin to offset much of the cost. Then too, it will be quite a job devising a publication that will be of interest to the general membership. I wonder how the staff would feel about writing the scholarly articles versus more comprehensible articles.
- 4. [(5)] I agree that CMA "has been overly conservative about trying to excite local interest", but here again I would hope that eventually we could develop comparative trend figures to show how our membership attendance stacks up with others.
- [5A] I agree heartily with the organization of a Community Relations Department with all their responsibilities and functions that you suggest.
- 6. [5C] I agree particularly with the principle of trying to attract more of the gainfully employed people versus those who have ample time to use a musuem's facilities whilst others toil.
- 7. [5D] I favor more regional exhibits but am afraid this might not set so well with the staff's concept of the proper function of exhibits. In general I lean much more toward appealing to the people in Cleveland, the Cuyahoga County and Northeastern Ohio people than to the national and world art public, but this "leaning" that I have is not strong enough to risk any radical departure from tradition.
- 8. [6] I am all for more regular contact with the smaller museums in our general area. I was shocked to hear that there is little or no liaision nor rapport with our Educational Department and their counterparts in the smaller museums. I am afraid that our policy may have been too much of the "kiss up and kick down" variety.
- 9. [Section 3 (2)] I agree on the orientation program for new Board members. This might be somewhat easier if we could get around to making a statement of policy as in my paragraph #1.

- 10. [Section 3 (3)] I agree with your concept of an Administrative Assistant and/or the Community Services person. My question, however, is how does this fit in with Beverly Barksdale and Albert Grossman? Where do they fit in right now?
- 11. [Section 3 (4)] I agree that the 5-year limitation does not get us into the realm of Sherman's successor, but I do think that in every organization, regardless of its type or purpose, one of the most important responsibilities of Directors, Trustees and Management is to provide for orderly succession. My own company has been hit lately with a rash of retirements, quits and deaths in certain departments and we are indeed thankful that we have had a careful policy of "back up". What I am saying is that we should provide and make clear the present line of succession in case Sherman should become sick for a period of time and to go on figuring out who would be the successor to the successor at least on a temporary basis.
- 12. [Section 3 (5)] I agree on the administrative reunion of the Education and Extension Departments. Furthermore your suggestion that the next Curator of Education have proven ability to develop broader adult education programs has my hearty support.
- 13. [Section 4 (2)] I think you have got a great point in looking at the income side of the budget just as much as the cost side. I do think we have an obligation to try to get the money to keep up the Museum and its services to the people rather than curtail them as the costs inexorably increase.
- 14. [Section 4 (3)] Agree.
- 15. [Section 4 (3B)] It would be nice if the curators would work more closely with local collectors and potential donors. This may, however, require more work for the curators and then there is always the problem that some curators have more zest for such work and are better at it than others.
- 16. [Section 4 (3C)] I like the idea of yours about keeping prices down. Although it might be impractical, I would certainly like to see our Museum make a big stand for it. It might alienate some of the dealers and some of our sources of supply, but it should make a great hit with the public, which, after all, is what determines the future of all art musuems.
- 17. [Section 4 (3D)] We certainly should beef up the search for grants. Who does our "grantsmanship" now? And, how much emphasis is currently placed on our efforts in this regard?

- 18. [Section 5 (1)] I have always questioned the significance of numbers of members when the cost of basic membership is so close to the revenue. Certainly we should work in upgrading the categories of membership so that there is substantially more income than cost—otherwise the whole effort becomes fruitless and frustrating. Our numbers may look good as far as justification of our existence is concerned, but, if we just about break even, maybe we are kidding ourselves.
- 19. [Section 5 (2)] I am all for the biennial target which should include numbers of members by category.
- 20. I am all for "volunteers" even though I am familiar with Sherman's sentiments about their "reliability". It might be a rough break-in period, but it is obvious that the more volunteers we can get for free, the less of a payroll we will have to maintain. I am convinced that, if the volunteer program was handled properly, we would have them waiting in the aisles to get a chance to work for the Museum and none of the volunteers would dare be "unreliable" in manning information desks, sales desks as well as other selected areas in the Museum.

  On the matter of volunteers it might be helpful if there was some useful entertaining or educational diversion provided for volunteers when there is no "action" in their respective departments. It could be quite dreary manning a sales desk during times when nobody even wants to "look around".
- 21. [Section 5 (4)] An audit of the CMA-CWRU program certainly should be made. This whole setup has seemed much too fuzzy to me. Even though we are a bit more solvent than CWRU, the principle that we should only stand our fair share is, to me, important. Perhaps we could "loon" some money to CWRU in the way of bearing extra costs, but we should at least know exactly where we stand.
- 22. [Section 5 (1)] Of course, we must keep salaries competitive, but we should exercise some care that each of the museums don't leapfrog each other, setting higher and higher bases. I should think that our Museum should have a practice of reviewing salary levels with others the best and the biggest museums as well as the more moderate sized museums in our area, much as industrial corporations do. I realize that when we have urgent need for a special position it is necessary to go out and woo someone else away at a higher salary, but I think it is the responsibility of Trustees to make sure that our salaried levels are competitive in fact neither too low not too high.

I think the phrase "capable of sustaining decency" should be further explained.

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cc: Mr. L. C. Williams

#### JOHN S. WILBUR 1460 UNION COMMERCE BLDG. CLEVELAND, OHIO 44115

April 5, 1973

Dr. Daniel J. Silver
The Temple
University Circle & Silver Park
Cleveland, Ohio 44106

Dear Dan:

# Subject: Installment #2 in Response to your March 5 letter.

- 23. [Section 5 Expenditure Side (2A)] I agree that CWRU ought to pay their fair share or, as already mentioned, we should at least figure out a fair apportionment and have CWRU pay what it can afford and be "loaned" the balance. I realize that these "laons" may not be worth much on our books, but it is possible to develop "trade offs" later on. The same should go for loan of slides, photographs and books.
- 24. [Section 5 (2C)] I agree with some subvention of salaries but not necessarily with "half price" lunches. I suggest that a study be made at other organizations having similar type cafeterias or lunchrooms so that we can establish a fair percentage for subvention. Furthermore, prices should be checked constantly and increased gradually rather than waiting too long and making the increases too sharp.
- 25. [Section 5 (3)] I agree that the community relations office should be responsible for setting up a procedure and system to charge payments to schools for services rendered. I would make an immediate pitch to the private schools to have them pay, as a minimum, a share commensurate with the Cleveland Public School System.
- 26. [Section 5 (4)] I agree that we should direct major emphasis toward developing new forms of corporate support versus cutting back on exhibitions. Corporate support for exhibitions, however, will not be a rich source of revenue because the advertising and public relations benefit of exhibitions to Cleveland corporations may be a bit tenuous. Cleveland-Cliffs has a major investment in Australia, Republic Steel in Liberia, but these P.R. possibilities

are difficult to match up with quality exhibitions.

- 27. [Section 5 (5)] I agree that we must get more efficiency, more effectiveness and more accomplishments from the membership department without a major increase in costs. Maybe a shakeup would help.
- 28. [Section 6 (1)] I am heartily in favor of a clearly articulated general policy for acquisition and deacquisition.
- 29. [Section 6 (1A)] I would like to see a report on the "vacuums" gaps or chinks that each curator feels it desirable to fill. Some of the curators touched on these gaps in their talks with the committee but I think it would be helpful for all Trustees to get a better feel of where our weaknesses may lie and where our acquisition thrust should be employed.
- 30. [Section 6 (1B)] I favor the policy you suggested of buying steadily and regularly each year rather than in fits and starts. It isn't worthwhile gambling on catching market downturns. I should think it would also help our posture with dealers and sellers as well as donors but I certainly will defer to the expertise of Sherman and the other pros on our staff.
- 31. [Section 6 (1C)] Agreed, but I certainly think it is the responsibility of the Museum and its staff to prevail upon donors, tactfully, of course, to give the Museum as much flexibility and as wide a latitude as possible when accepting gifts. I would like to see the Museum do more "trading" for fields where we are weak in exchange for articles which may be particularly strong and which may be superfluous.
- 32. [Section 6 (1D)] I am for the outside appraisal, but I would like to get some idea as to the approximate annual cost that this might reach.
- 33. [Section 6 (1E]] I think the contemporary fund has done a great deal to help the detente among the older, more conservative die hards and the younger, progressive iconoclasts. I would like to see it continued and gradually increased.
- 34. [Section 6(1F)] I would like to see a decision made between "contemporary" and "now". I am all for more acquisitions of art styles of the 20th century but not necessarily the latest fad of the moment. I am not sure whether the distinction should be in time or in content but perhaps Sherman could define this

- a little clearer for us. What I would like to see in the Museum is more acquistion of objets d'art that will be significant when viewed from those in the 21st century based on the best judgment of our conservative, progressive staff.
- 35. [Section 7] I would like to have the Board restate their general approval of the completion of the arrangement of galleries.
- 36. [Section 7 (2)] Agreed.
- 37. [Section 7 (3)] I am all for providing tastefully, more art history information. In addition to information on technique, it might help more of the unskilled to appreciate the contents of the Museum if some thought could be given to more explanation of "the times" of the era, the politics, the wars, the economics, the philosophy.
- 38. [Section 7 (4)] Certainly preservation is vital, and we must make sure that we support not only our own Preservation Department, but also make sure you keep outside commercial preservation supplied enough with business so that they can have apprentices.
- 39. [Section 8 (2)] I agree that Mr. Henning be assigned the film programs.
- 40. [Section 8 (3)] I would like to see not only careful evaluation and followup reports of the East Cleveland project, but, in addition, regular progress reports to the Education Committee and through it to the Board.
- 41. [Section 8 (4)] A continuing program for teaching teachers is vital. | believe that we should try to get more teachers assigned to the Museum the way the Cleveland Public Schools has done for so many years. | I would like to see more good volunteers trained for docent purposes.
- 42. [Section 8 (5)] I couldn't quite understand this one.
- 43. [Section 8 (6)] I agree but would like a sharper definition of "mature popular understanding".
- 44. [Section 8 (7)] Agree.
- 45. [Section 8 (8)] Agree.

- 46. [Section 8 (9)] I, too, think that the CWRU-CMA program should be reviewed thoroughly, not only the cost of it and the payment thereof, but also the separation of responsibility and administration between the curators and the Education Department.
- 47. [Section 8 (10 & 11)] I agree generally with your suggestions but think these matters should be deferred until the new Director of Education is recruited and appointed. I agree, however, that the Education Committee of the Board should enact investigations but that action should be deferred until the Education Director arrives on the scene.
- 48. [Section 9 (1)] I concur in your comment that willing members need more help, inducement and guidance in becoming actively involved.
- 49. [Section 9 (1A)] The creation of a Means Committee to help in fund raising efforts with a preliminary informational program is an excellent suggestion. My experience has taught me that nothing can kill the spirit of a recruit for a fund drive as when little, if any, effort is made to explain what it is all about not necessarily what the money is needed for, but all about the organization and its functions. I would hope that this Committee could be given major emphasis on the Museum so that the desire to raise momey would spring both enthusiastically and naturally from each inspired member. Such a Committee might be a great recruiting ground for new Trustees.
- 50. [Section 9 (1B)] I am getting around to the feeling that it probably might be better to leave the Junior Council as it now is but to foster another women's group to become more actively involved in the operation of the Museum. This might be a bit ticklish, but I think it would be easier and more effective than "broadening" the Junior Council.
- 51. [Section 9 (1C)] Good idea.
- 52. [Section 9 (1D)] Good idea.
- 53. [Section 9 (1E)] Good idea.
- 54. [Section 9 (1F)] This good idea should be worked on immediately and maybe the "stipulation" could be a higher membership category.
- 55. [Section 9 (1G)] Good idea.

56. [Section 10 (1)] I got the feeling that each curator was given considerable flexibility in the relative amounts of teaching, administrative, scholarship division of duties. I believe it might help to give the curators a bit more direction and not leave it up to each curator to do more or less as he sees fit. I readily admit that such a "tightening up" might be difficult to put into effect immediately, but I would like to see a gradual trend started so that, in time more curators would approach their duties with somewhat more uniformity and consistency.

I cannot comment on just how available the curators should be to local collectors, but I can see that in some cases there should be some sort of a cut-off as to just how much collecting would make an individual a "collector".

- 57. [Section 10 (2)] It doesn't seem fair to split the teaching burden unevenly amoung curators and as you indicate he who teaches more does not have the same time for other duties.
- 58. [Section 10 (3)] I agree.
- 59. [Section 10 (4)] I agree that the curators should have the same amount of leave and fringe benefits as his major competitors. I don't believe, however, that we should go overboard.
- 60. [Section 10 (5)] I am all for each curator submitting an annual report, but I can see they would not greet this suggestion with much enthusiasm. I did get the feeling, however, that the discussions with much enthusiasm and with the curators did intrigue and to a certain extent impress them because it entailed a certain amount of necessary reflection on just what their function was.
- 61. [Section 11] Agree in toto.
- 62. [Section 12 (1)] I believe there is unanimity in the necessity and urgency for "beefing up". The organization of a single Community Services Department is an essential first step
- 63. [Section 12 (2)] I agree that one of the primary responsibilities of the new department would be "involvement". I feel it is important to have the involvement be broadened to more and more people of all types in the community and not be a more fanatical inbreeding of the same old groupie. I agree that an important

[Aprs, 473]

problem is to "sell" this idea to the staff and persuade all of the staff that involvement is not just a matter for the Membership Dept. to be conducted in the same old dull, routine and sedentary manner. This rejuvenation and sharpening up of P.R. and membership might have added stature, prestige and urgency it a special committee of the Board was appointed to work on it.

- 64. [Section 12 (3)] Agree.
- 65. [Section 12 (4)] I don't think much has been done on the solicitation of corporate memberships. While I am afraid corporations will not produce much revenue, the effort should be worthwhile and the enlisting and recruitment of your proposed Men's Committee would be one good way of getting "involvement".
  - 66. [Section 12 (5)] I feel that present P.R. is geared more to the national art world generally and not enough to the community of Cleveland. P.R. should be geared to increasing involvement and I might suggest that consideration be given to outlining just exactly what "message" we want to get across in our P.R. Then, we should have some method of measuring the effectiveness of our P.R. to see if the objective is being accomplished.

On the general subject of involvement and P.R. how about an elementary course on "how to collect" geared to tap and harness involvement of those on the fringe of involvement, who would like to becomemore active but don't know how to do it and need just a bit of encouragement.

67. [Section 13] I think much credit should be given for the necessary housekeeping required to provide the facilities for the staff and the public. At the same time I think we should give some thought to looking a bit farther than just 5 years in the future when it comes to the matter of "space" because we do want to avoid making certain adjustments or compromises which, over a period, gradually become compounded unless adequate long range planning keeps going on continually.

I might have a few more comments after checking my copious notes, but inasmuch as I am quite late, please don't hold up any grand compilation for the little bit extra I might be able to add.

Sincerely,

#### JOHN S. WILBUR 1460 UNION COMMERCE BLDG. CLEVELAND, OHIO 44115

April 18, 1973

Dr. Daniel J. Silver The Temple University Circle & Silver Park Cleveland, Ohio 44106

Dear Dan:

Since the time reprieve for our summation of the Committee's endeavors I have reviewed all the written data and my notes to see if I could add any pertinent comments. I must confess that I found myself quite impressed with all the material that was covered and especially the very important part that you played in first submitting questions before each section and then summing up the draft proposal.

I did, however, want to take advantage of the extra time to enlarge a bit on some of the remarks that I have made in my answers to you.

1. Policy Statement - The more I think of it, the more I believe could be accomplished by a careful working out of a policy statement for the Cleveland Art Museum. It could be in the general form of the "Professional Practices in Art Museums" or even somewhat similar to the policy statements scattered through the recent annual report of the Metropolitan Museum of Art. I would like to see such a policy statement even though I realize that there might be some difficulty in achieving unanimity over all phases. Even so, I believe there is much good in getting out in the open whatever might be controversial in order to make it effect suitable sensible compromises.

If there is some agreement on the desirability of "examining" the possibility of a policy statement, then it might be desirable to proceed on to "operating and procedural manuals" for various divisions and departments of the Museum so that consensus can be reached as to just where the line of responsibility falls between Trustee, Director, and Staff.

2. Organization - I have had enough experience to know that an organization chart does not necessarily mean that an organization will work the way it is supposed to. It is obvious that the best results are not necessarily obtained from the best organized outfits. Though

the results of our Museum are, to my mind, excellent, I think some thought should be given to its "organization". I would not like to see a winning combination broken up, but I do feel that for future planning it would be prudent to have an ideal organizational setup to "work toward". Specifically, our Director has far too much to do with far too many people "reporting" to him. Sherman does a great job at it and thrives over it, but looking down the road it probably would be better not to have the Director double in brass as a Curator. I believe there are other examples, even though of lesser importance, throughout the Museum. Our several meetings have taught us a great deal about the inner workings and for the next many years we should probably strive to guide the Museum into more logical division of duties where we endeavor to assign the man to the job rather than the job to the man.

- 3. Job Description By this title I mean that it would be desirable also for the long range guidance to distribute duties in a somewhat more representative category. In other words, instead of giving a high degree of latitude to each curator as to which phase of his activities should be emphasized, it might be desirable to specify some sort of minimum amount of time or results on each phase and still leave some latitude for the aera in which he or she may have particular talents or interests.
- 4. Emphasis on Local Areas We all agree on this to a certain extent, but I would like to see the subject pursued and pinned down a bit more. I am not quite sure how we can be specific about the urgency and need to concentrate on the local scene unless we can look at it with local at one pole and national (and international) on the other pole.

Perhaps one frame of reference might be to look at the Museum as a permanent fixture of Cleveland — something that can't be moved like a corporate headquarters or residents who just get tired of the awful climate. As a part of Cleveland and Northeastern Ohio, it should be in the Museum's best interest to do all it can to make this community the best possible place to be and to live in. Certainly it is obvious that, if Cleveland gradually disintegrates and slowly goes down the drain as a community and a place to live, the Art Museum will have a difficult time attracting talented staff, exhibitions, donors, etc.

I should think that it should be the policy of the Museum to do all in its power for the community at large. The Museum has in its

power to attract and cultivate all those best cultural elements in the community. This means not only that more corporate headquarters may settle more willingly in this awful climate, but that more people of relatively higher standards will also be attracted to the area. For example, Case-Western Reserve and Cleveland State have attracted more of those interested in learning and intellectual pursuits.

No doubt the Museum has attracted to the area many individuals and groups who are more interested in the arts. My question is whether the Museum is making a conscious effort to attract more of these types of people to Cleveland. Has the Museum fostered the growth of professional artists, dealers and others who can contribute to the aesthetic level of the area?

Thus, in addition to being a potent "educational" force in its own right, can the Museum do more to attract to Cleveland such people and to play an important part in making Cleveland an outstanding cultural center and thereby making Cleveland a happier and better place in which to live?

There are so many points in your draft which can be covered generally by the "emphasize local versus national". Some of these are:

- A. Involvement.
- B. Establishing a community relations department.
- Persuading Curators to cultivate and work more with local collectors and donors.
- D. More regional exhibits.
- E. Corporate solicitation of funds.
- F. Co-operation with smaller museums in the area.
- G. Trying to promote avenues for attracting and taking care of the needs of those who work from 9:00-5:00 Monday through Friday.
- H. Formation of a Men's Committee.

Sincerely,

Dear Dan-Can you make any Thing net of may Juble? I had so hoped & teable & make my comments verteally to you and to tell you how thorough a job you have done and are long Philosophically, I do feel straigly has we Want & appear supportive and not critical in any destructive way & Shermans way ? handling his people. We are not in daily Contest with the unusual personalities as he is, and his flexibility in very I desection Them must be preserved to ensure his keeping experts who feel a certain freedom & do heir best when they are not restricted by en excess of accountability (e.g. The hours They report for work, mandales & make

Time . Comming reports to the Board the) On The other hand of Therman is taking In our back up so has he can in Jack make them have accountable , Then I have give is. I hope That James moore feels That The Commuttee shares her enthusium and convictori That her departments is doing a good job. I missed hat meeting. your memoranda & This communities have been enormously time consuming for you - we are all peliquel. I Shall be home april 30 m and on. Cordially Clau

In general I do not approve of requiring duties of curstons by first if as prime downers, They function well by encouragement in a more related atmosphere. (Efficiency regimentally of manual duties are more possible fullogs) If too many dead-line duties like annual reports to the 4 board (p. 15 (5)) are required, The opportunities of Jailure increase in ways that have less to do with any than his apparent.

Would it be possible to Clearne a more appealing thame of the projected Community Services Department?

Community bectivities Dept Que dreadful Com. Resources Dept Que dreadful Sublic Resources Dept Lucy Production Dept (!)

Suggestion to J. Comicil: That all members list Their skiels to be filed and used when needed as volunture as for example, repling of photographs Jim Dengery The paceon nod my writing. I would also Engypet that you Engypt the mud for a mon agranis arout to the Town Konnielle opproch in the arrow Ja fund means to he a continuous re approvable of certain wo mexins such as printing, no Yoursand, er. James of that some of then could a contracted out at chegue votes. Inve the pregrue way a of Sim Som promy ps rem out. hep.

## SECTION XIII - Building and Grounds

- (1) The Committee was impressed with the care and maintenance of the building.
  - (2) The Information Desk provides a warm and necessary welcome.
- (3) Given the violence of our society an annual review of safety precautions would seem advisable.
- (4) The various space requirements of individual departments should be considered:
  - a. Print Department more storage and shelf space.
  - b. Frinting Department several new pieces of equipment and space.
  - c. Restoration Department a humidity control area.
  - d. Photography Department a new 35mm camera to make slides, ceiling tracks for suspension lights, equipment and space to divide color negatives, more file storage space. The Committee recommends someone be hired for the spot job of reviewing and refiling older photography files to maintain their usability.

(6) The head I coul deportment showed to reprint to substitut on the deportment showed to reprint the the substitute a report I his requirement to the showed with the asked could be comment. I would be and his comment to the deportment the the and his comment. He desert showed to and his comment to the regreet. I have a his wolf in a comparted cock request. I had a his wolf in a comparted to these. I need.

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May 17, 1973 Mr. Paul Vignos, Jr., M. D. 48 Cadogan Place London SW1 England Dear Paul: We are going to meet some time in June to develop a draft submission. Underlined matters represent new ideas resulting from various interviews and conversations with members of the Committee and the Director. You will see that I have added comments of various individual members. I would like your reactions to these as well as to any and all items in the report. I trust you are having an exciting and pleasant visit. I envy you. Sincerely, Daniel Jeremy Silver DJS:mp Encl.

To the members of the Planning and Development Committee, CMA:

I am enclosing a second somewhat changed, somewhat inflated draft.

Wherever there was concensus nothing has been changed though some wording has been sharpened. Where you suggested additions or enundations these are indicated by name or by underlining.

I am mailing a copy of this to Paul Vignos for his comments and have reviewed the material with the Director. It is now time for the Committee to meet in a drafting session. I hope that everyone can be present at that session and ask you to fill in the enclosed card so that we can find a time agreeable to all.

Daniel Jeremy Silver

John Wilburit June 25 Sherman Lee V

Mus Ranken

James Dempsey

#### SECTION I - A General Frame of Reference

The CMA is a general art museum whose primary purpose is to acquire, preserve, display, study and explain objects which fall into the category of fine arts in order to preserve these for posterity, encourage awareness of artistic merit, provide understanding of the accomplishments of the past and stimulate an awareness of artistic quality and of the importance of beauty in man's life and environment.

The CMA is not an agency of social change though, obviously, it must evaluate and respond to new possibilities and forms of artistic expression in modern society.

The CMA is a regional Museum and has a responsibility not only to be part of the ongoing national art enterprise, but to bring to this area exhibits and viewpoints for the benefit of those who cannot or do not travel.

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## SECTION II - The Museum Extra-mural Relationships

- (1) The CMA enjoys a fine reputation in the art and museum worlds. Though a regional museum our major exhibits are reviewed extensively in the national press which "pays off," particularly in terms of our ability to hire first rate personnel despite the disadvantage of being in Cleveland which is otherwise not an art center.
  - (2) The CMA maintains this national status in four ways:
  - a. The reputation of our staff
  - b. The level and quality of acquisitions and the display and presenta-
  - c. The significance of major exhibitions.
  - d. The quality of academic publications both in terms of department catalogues and the Bulletin.

Nothing should be done to jeopardize our standing in these areas.

- (3) The Bulletin now serves two disparate purposes. It is used to inform scholars of our acquisitions and their significance and as the major means of internal communication with our membership. It is eminently successful in the first instance but impressive rather than informative to our membership. It would seem desirable to separate these two functions and to have the Bulletin a paid circulation journal, available to scholars, museums, universities and individuals; and a new magazine designed for the membership and sent free to them, full of information about the Museum (acquisitions, publications, exhibits etc.) Our own experience as well as talks with members have made it clear that the present Bulletin needs to be supplemented by another vehicle, possibly a quarterly, designed especially for our membership and the nonprofessional with information on exhibits, acquisitions and the permanent collection. If this change is accepted we feel that the Director should appoint an editor for the new publication with a charge to work with the Membership Department and an advisory committee from the Board. A sample of the new publication and cost figures for both the Bulletin and the new publication should be submitted to the Board before regular publication is begun.
- (4) We remain the nation's only major free access museum a tradition of which we are rightly proud and which this Committee feels is worth main-taining.

- (5) We have begun to charge for special exhibitions. It is not clear whether these charges significantly reduce attendance nor is it clear whether free entrance to exhibits is a meaningful inducement to membership. These questions should be studied. Pending such a study and in view of the increased cost of these exhibits it would seem advisable to continue the admission charge for special exhibits.
- (6) The Museum's national reputation has not translated itself into either a radical increase in membership or in attendance. Museum membership nationally is remarkably low and attendance in Cleveland cannot be expected to match the figures of the great megalopolitan tourist centers; however, it is our impression that the CMA has been overly conservative about trying to excite local interest. Understandably concerned with standards the professional staff has shied away from local public relations and bustle. We recognize that public relations and promotional considerations must never over-ride artistic or scholarly requirements, nevertheless it would seem that the vibrancy of a museum lies in a cre-rative tension between traditional functions and community interests. With these considerations the Committee makes the following recommendations:
- a. That community relations be upgraded as a department and placed in charge of someone directly responsible to the Director's office. His charge should include not only public relations in all its facets but to secure and retain members, review attendance figures and maintain comparison charts with other major museums, develop local promotions, suggest approaches to various local groups and present to the Board an annual inventory of attendance facts, promotional programs and suggestions designed to enhance the reach of the Museum's activities. The proposed Quarterly might appropriately be a responsibility of this department.
- b. That the present effort to find corporate sponsors for major exhibits be encouraged. An aggressive program oriented toward the business community should be mounted under the new Community Relations Department.
- c. Our Museum is open at times convenient to students, the retired, tourists and non-professional women and presents many of its most attractive programs during time when the "gainfully employed" cannot take advantage of them. A first responsibility of the Community Service Department should be to explore new relationships between the actively employed and the Museum. As a first step in this direction the Museum should be open to the public on the four newly proclaimed Monday national holidays and enlarge its Wednesday evening and Sunday afternoon programming.

[may 17,1973]

d. The exhibition program of the Museum is properly conceived in terms of our contribution to art scholarship. It is assumed that what has been done elsewhere is generally not worth doing again. Yet many members are new each year to the art world. Others cannot travel. The Committee feels that as a regional museum we have a responsibility to present certain exhibits even though they have been mounted elsewhere and at another time. The Director disagrees: "Here I am inclined to disagree rather strongly on the grounds that the safety of the works of art comes before their availability for other than meaningful exhibitions. If all regional museums presented exhibitions that would be exciting to their clientele, damage would increase, insurance premiums would go up and the reluctance of museums to lend would increase as well. There is no real justification for shows such as the Renoir Exhibition in Chicago or other similar to it."

- e. Possibilities exist for an increased number of exhibitions involving contemporary architecture, planning and useful arts. The Contemporary Arts Curator should have a major assignment to mount a goodly number of smaller scale exhibits within his field. Whenever possible small new groupings of our collection with a particular fresh perspective should be offered.
- (7) As the major regional museum regular contact should be kept by the Community Relations Department with local art museums (Akron, Canton, Toledo, Erie) and university art centers (Kent, Oberlin) we should allow them to call on both our educational and curatorial staff to broaden their scope and to deaw their people to our programs and exhibits.
- (8) Our positive attitude towards major exhibits and important scholarly displays and our responsibility to find money for these is indicated in Section J.Y.

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## SECTION III - The CMA's Internaft Organization

- (1) CMA practice generally conforms to the Association of Art Museum Directors, Professional Practices In Art Museums (1971) and should.
- (2) Members of this Committee have reported generally similar experience of coming onto the Board and being thrown into meetings without the slightest back-ground. We recommend that an informal orientation program for new Board members including introduction to the important members of the staff be devised and implemented by the Director. Indeed, it might be advisable bi-annually for the Director to offer a reorientation program to those Board members who would wish to come. It's hard for the Board to keep the full picture of Museum staff and program in mind as we deal with individual problems.
- (3) Administrative responsibility for the Museum is vested by the Board in the Director. A museum such as ours requires a single functioning head. But the enlargement of our facilities and the multiplication of programs suggests that the CMA might appropriately consider creating the position of Administrative Assistant to the Director. This staff person might be the same person as the Community Services person, responsible directly to the Director with functional responsibility in major non-art areas: membership, public relations, community relations, house and grounds, supplies, restaurant, Book Shop, printing, volunteers etc.
- (4) The Director asked us to consider whether provisions should now be made towards the selection of his successor. His retirement happily being over a decade off it is our feeling that this matter need not be considered at this time. It would be unwise this early to suggest this possibility to anyone on our staff and we are not such prophets as to know what particular skills will be needed when the Director attains retirement age. (John William feels we should add a statement on temporary responsibility in terms of the Director's disability: "I agree that the 5-year limitation does not get us into the realm of Sherman"s successor, but I do think that in every organization, regardless of its type or purpose, one of the most important responsibilities of Directors, Trustees and Management is to provide for orderly succession. My own company has been hit lately with a rash of retirements, quits and deaths in certain departments and we are indeed thankful that we have had a careful policy of "back up. " What I am saying is that we should provide and make clear the present line of succession in case Sherman should become sick for a period of time and to go on figuring out who would be the successor to the successor at least on a temporary basis. ")
- (5) Paul Vignos feels that we should include the following about the Board and its structure and function:

"The meetings of the General Board should be put on a regularly scheduled basis. Whether this is monthly or bi-monthly, a definite date should be established for the entire year i. e., third Thursday at 4:00 P. M.

"The present practice of calling meetings on short notice and widely varying days of the week and times of day should be discontinued as incompatible with optimal trustee participation. Meetings scheduled well in advance allow trustees to plan their calendar around this date and would ensure ability to attend by members with other obligations.

"Meetings should be held at frequent enough intervals so that the agenda will be of limited scope allowing more than pro forma discussion of important agenda items. (Decision on items for agenda might be made by the Executive Committee.) The serious financial, administrative and planning function of the Board is not well served by the crowded agenda resulting from infrequent meetings.

"Matters of simple ratification should be handled, where possible, by committees and only final approval needs to be given by Board. An example, would be approval or disapproval of art loans to other museums.

"Sub-committees of the Board should also have a minimum number of meetings yearly. These need not be rigidly scheduled but should be planned on regular three to four times per year basis with adequate advance notice of at least three to four weeks.

"The committees form an important link with the staff of the Museum and the efficient responsible coordination of essential Museum functions. Regular meetings with appropriate staff personnel would provide monitoring of Museum programs, supply feed-back concerning community reactions and give tangible evidence of the trustees interest in Museum staff performance. This should be an aid to morale and trustee-staff relationships."

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### SECTION IV - Funds

(1) The attached comparison of income and expenses estimated on the basis of a 5% increase in income and a 6% increase in costs suggests that the CMA faces no major operational budget crisis over the next five years - provided the Huntington and Kelley Funds are considered as income and times remain relatively as they are.

		Estimated	Zotimated Co	
		Income	* Expense	Difference
		0 5%	0 6%	
	1973 Estimated Income			
	Endowment, Trusts and Other	\$2,353,21,3.09		
	John Huntington Art & Polytechnic	1,192,700.00		
	Horace Kelley Art Foundation .	75,000.00		
1973 ;		\$3,620,943.09	\$3,319,800.00	\$ 301,184.98
		101,047.00	199,106.00	
.1974		3,801,990.09	3,518,988.00	283,002.09
		190,099.00	211,139.00	2 0/0 0/0 00
1975 .		3,992,089.09	3,730,127.00	261,962.09
		199,604.00	223,808.00	
		1 101 (02 00	2 052 025 00	227 950 00
1976 ;		4,191,693.09	3,953,935.00	237,758.09
	WRUSI	209,585.00	237,236.00	-210 107 00
2977		4,401,276.09	4,191,171.00	. 210, 107.09
	(a) (29) (a)	220,064.00	251,470.00	178,701.09
1978		231,067.00	4,442,641.00	2/0, 101.09
		4,852,409.09	4,709,199.00	143,210.09
1979		242,620.00	202,552.00	24,7,220.07
		5,095,029.09	4,991,751.00	103,278.09
1980		254,751.00	299,505.00	
		\$5,349,760.09	\$5,291,256.00	. 58,524.09
		420000	420-1-0-0-0-0	\$1,777,727.70

(2) The Committee agrees that the rate of repayment of our internal debt, (Building Fund) be set annually after the Finance Committee has decided the level of income needed to support operations, thus in effect the total Huntington income should be shown on our Balance Sheet. Since our capital is invested for growth, it is necessary is a decision its operational income. When and if that is necessary is a decision for the Finance Committee. However, we would recommend to the Finance Committee that the annual budget submission be prepared not only with a view to holding the line on costs, but with the view of increasing income by income management, increase in dues or billings for repayment of services etc to meet necessary expenditures.

In inflationary times fixed costs (supplies, insurance, social security) rise rapidly and the temptation is to freeze salaries. Morale and the law of supply and demand suggest that this be done only as a last resort.

- (3) Accession funds in the range of \$2,250,000 level are currently available. These can be expected to increase at a similar 5% compounded rate; but the simple fact is that these monies are buying less and less art. Consequently we recommend that:
- a.. The Director's recommendation that over the period of this report accessions funds be managed for maximum income without danger to principal and that our policy remain that we buy what we can as soon as we can.
- b. Any long term prognosis suggests an increasing dependence on local collections and donations. This suggests that curators must be aware of and available to local collectors and helpful to them. However, the staff must be mindful of the possibility that they are simply being used by those who want to make a speculative profit in the art market. Advice should be scholarly and not primarily financial and no staff person shall accept fees for professional advice in his specialty to individual collectors without special arrangements with Board. Our record of local collections should be kept as current as possible and local collector's exhibits encouraged.
- c. As custodians of semi-public funds we must discourage the present cutthroat market insofar as it involves our bidding against other museums operating with similar monies. It would seem appropriate for the CMA to seek out and maintain liason with other museums to reduce counter-productive bidding.
- (4) A major responsibility of the Director's office, possibly through his Administrative Assistant, shall be the search for "no-strings" Federal, State, Foundation and Corporation grants for special projects (education, publishing, exhibitions etc.) An annual report of this effort together with a list of contacts made and a description of plans for the new year should be made to the Board.

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## SECTION V - Finances

This Committee's charge was to look for trends and suggest priorities, not to review the budget. In that light the following suggestions are made:

## On the income side:

- (1) Since the cost of maintaining an annual member is approximately the cost of basic membership more attention should be given to raising our members into the higher categories of membership.
- (2) The Membership Department after consultation with the Board will accept a biennial target and be accountable for it.
- (3) The Committee cannot accept that the Sales Desk should be a los's item (currently \$40,000). Two alternatives emerge: either it be disbanded and our own publications and gallery guides be made available at the Information Desk or it be turned over largely to volunteers. Most of the deficit is represented by salaries. The Committee recommends the second alternative and that a two-year limit be set within which the Sales Desk must become profitable. Further, as a normal budgeting practice unsold inventory should be carried at no more than 50% of face value in the annual audit. (Paul Vignos adds:

"Another alternative is to give some responsibility and incentive to the staff member in charge of Sales Desk to suggest viable initiatives in stocking books, exhibition of books and promotion. Has the Sales Desk head's opinion ever been solicited re means to improve profit position?"

John Wilbur adds: "I am all for "volunteers" even though I am familiar with Sherman's sentiments about their "reliability." It might be a rough break-in period, but it is obvious that the more volunteers we can get for free, the less of a payroll we will have to maintain. I am convinced that, if the volunteer program was handled properly, we would have them waiting in the aisles to get a chance to work for the Museum and none of the volunteers would dare be "unreliable" in manning information desks, sales desks as well as other selected areas in the Museum. On the matter of volunteers it might be helpful if there was some useful entertaining or educational diversion provided for volunteers when there is no "action" in their respective departments. It could be quite dreary manning a sales desk during times when nobody even wants to "look around,"

(4) No cost accounting has been made by the CMA of the joint CMA-CWRU program. The Committee believes such an audit is imperative and that the Finance Committee should review all cost aspects of our agreements with CWRU.

John Wilbur adds: "An audit of the CMA-CWRU program certainly should be made. This whole setup has seemed much too fuzzy to me. Even though we are a bit more solvent than CWRU, the principle that we should only stand our fair share is, to me, important. Perhaps we could "loan" some money to CWRU in the way of bearing extra costs, but we should at least know exactly where we stand."

# On the expenditure side:

- (1) Salaries must be kept competitive and capable of sustaining decency.
- (2) The Library will require a larger than 6% annual increase in its purchase budget to keep abreast of the incredible inflation in book costs. The Committee recommends that this line of the library's budget receive, when necessary, special consideration, but that the Librarian be charged with working out areas of collection with the other major libraries of the area.
- a. All but \$22,000 of the Library's budget of \$224,000 is spent on salaries. The Librarian estimates that up to 60% of the time of the five desk people involves a service to CWRU, a service for which the CMA receives no reimbursement. After the Finance Committee has reviewed the above project we would recommend that CWRU be asked to defray the cost of at least one desk librarian.
- The policy of subventing salaries with half price lunches for staff remains acceptable, but not the discovered underpricing of many items sold to the public. Given the sharp increase in food costs the Committee recommends a quarterly review of charges by the Food Department and Mr. Grossman. (John Demsey would add: "As a general practice bids should be requested from independent outside caterers at least every two years and that we should reduce our costs by fifty thousand dollars by reducing menu selections and purchasing cheaper foods."
- (3) A half-hearted fiction is maintained by the Art Education Department that school systems contribute for our docent service. The Committee feels that the Curator of Education should be responsible for an approach to public and private school systems for payments towards services rendered. Since there is the possibility that the school systems will not or cannot pay it would seem advisable that a report be made to the Education Committee and the Board within a year on the success of these efforts and the rationale for the CMA's assuming the full cost of this program.

- would seem to lie in developing new forms of corporate and private support, not in cutting back on exhibitions. (Paul Vignos adds: "Feel very strongly that long term planning be set up for major and minor exhibits over a two to three year cycle. This should be reviewed by appropriate committee of Board with Director and responsible staff. This would allow staff members sufficient lead time to plan significant shows and equitably divide this responsibility. Perhaps, coordinator of exhibits could do much of routine staff work to relieve curators of time consuming and wasteful paper work. "The Director believes that this area is a staff function.
- (5) The Membership Department expenses run at about \$40,000 against membership income of \$189,000 not including cost of Bulletin (about \$47,000) non-payment of entrance fees, book discounts, printings for special exhibitions, calendars. The Membership Department produced 1400 new enrollees last year (\$21,000). Net income per member is estimated at \$2. This low-net could be helped by:
  - a. A charge for each subscription to the Bulletin.
- b. A program to upgrade membership category. The Committee was shocked to discover that no staff person has specific responsibility in this area.
  - c. Raising the base cost of membership.
- d. Increasing numbers a target figure of 10,000 by 1975-6 is not unwarranted.
- e. The Membership Department not acting as a secretarial pool for volunteers, Junior Council etc.
- f. Bringing some administrative efficiency into the back office operations.

  There seem to be too many lists, forms to type etc.

## SECTION VI - Acquisitions

Because of recent events in the museum world we deem it advisable to restate the CMA's policy for the acquisition and de-acquisition of objects.

- a. As a general museum our purpose is to acquire objects of the highest artistic merit regardless of their provenance, but with an obvious concern that our accessions retain a reasonable balance in our collection between major areas of artistic culture. (Several members added that it would be useful if the Accessions Committee were given a general statement of the strengths and gaps in our collection.)
- b. Given the rising costs of objects our policy should be one of "buy now" rather than of delaying purchase in the hope of some downturn in the market. Despite the temptation to purchase choice items it remains our policy to limit acquisitions to funds now in hand or in certain prospect, i. e. within three to six months.
- c. As in the past once an object is accepted by the Museum the stipulated wishes of a donor as well as wishes expressed verbally to the Museum shall be scrupulously honored in the matter of maintenance and disposition of objects. (John Wilbur adds: "Agreed, but I certainly think it is the responsibility of the Museum and its staff to prevail upon donors, tactfully, of course, to give the Museum as much flexibility and as wide a latitude as possible when accepting gifts. I would like to see the Museum do more "trading" for fields where we are weak in exchange for articles, makes in which we may be particularly strong and which may be superfluous.") (The Director believes that trading should be done only within a field.
- d. In the matter of the sale or barter of objects from our collection it is our current policy that permission must be obtained from both the Acquisitions Committee and the Board. We believe a provise should be added that the release of any object whose value exceeds ten thousand dollars shall require an outside appraisal before the matter is presented to the Board. This provision is designed to protect the reputation of our staff. Jim Dempsey disagrees:

  "All objects in excess of five thousand dollars should be sold at public auction.")
- e. The Committee does not believe that the present practice of giving to the Contemporary Arts Department an annual grant for purchase without reference to Accessions Committee approval should become a permanent Museum procedure. (The Director disagrees: 'I think the policy should be extended for at least five years") as does John Wilbur.)

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- f. Generally we believe that the Accessions Committee and the staff should be encouraged to move more energetically in the modern field. (Paul Vignos adds: "Decision on this should be based on thorough survey of past experience with contemporary acquisitions i. e., cost and best estimate of curerent value. What is our track record with contemporary acquisitions?")
  - g. Efforts should be made to enlarge our photography collection.
- h. As an administrative practice and in view of our hopes for donations from local collectors it might be advisable to indicate when works of art on temporary exhibit are available for purchase. (Clara Rankin adds: "Perhaps members could be advised via publication or other means that inquiries could be made re availability of exhibited works. Would not like to see sales go hand in hand with exhibiting like a commercial enterprise.")
- i. (A paragraph is new required about our compliance with "Import of Art Treasures" regulations.

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## SECTION VII - Care and Display

(1) The next five years will see the completion of the chronological arrangement of galleries. The Board has acted on the first phase of this program and the Committee happily restates our general approval of it. (Paul Vignos adds:

"This is fait accompli now. There should have been a comprehensive discussion by Board. This subject points up need for more adequate time at Board meetings for thorough discussion of such serious policy decisions.

. What is the schedule, if any, for publication of gallery guides? Do we have schedule of prospective completion dates for publications, are we on schedule?"

- (2) Concurrently with the gallery rearrangement special attention should be paid to more comprehensive labeling of permanent exhibits and the completion of the publication of all gallery guides.
- (3) A museum is by definition a place to which the visitor must bring a responsiveness to the beautiful and labels should not get in the way of that response. At the same time it is a function of a museum to increase the level of art appreciation and literacy among its visitors. The Committee feels more art history information be put on our labels and that these could be changed from time to time. Comparative materials also might occasionally be juxtaposed. (Paul Vignos adds:

"We are doing relatively about this. Assumption seems to be that most Museum goers have Ph. D. in Art History, and it would be intellectually insulting to give them too much information. Definite plans re implementation are needed."

John Wilbur adds: "I am all for providing, tastefully, more art history information. In addition to information on technique, it might help more of the unskilled to appreciate the contents of the Museum if some thought could be given to more explanation of "the times" of the era, the politics, the wars, the economics, the philosophy.

Clara Rankin adds: "How much are video-tapes used? They should serve this purpose well also.")

(4) In the area of preservation, there will be increasing difficulty of maintaining our collection at its proper level. Our Preservation Department expressed satisfaction with its location but there is an obvious need for qualified

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this group commands our support. In terms of work load and continuity it would seem desirable that a successor to the conservator of painting should be hired soon in view of the incumbent's imminent retirement.