

BEYOND THE FRAME

NATIONAL
PORTRAIT GALLERY
SMITHSONIAN



The 21st century is a new age of wonder. Extraordinary accomplishments capture our curiosity and enliven our imagination. Technology envelops us all, but can also isolate us as individuals: how can we maintain a sense of our human connection with each other and with our history— with the people who came before us and gave us our legacy? Who are the men and women in our shared past, and in our own time, who touch our hearts and minds, teach us, and inspire us?

INTRODUCTION

The Smithsonian's National Portrait Gallery is a place whose purpose is to illuminate the American experience and help people understand it.

Its collections and programs bring visitors face-to-face with important questions about our shared identity, our individual place within it, and about what it means to be an American. The National Portrait Gallery tells stories of discovery, achievement, character and imagination in fields ranging from astronomy to stardom, politics to sports, scientific invention to artistic expression. It explores the American experience "at eye level" by shining a light on people who helped shape our history.

One of the goals of the National Portrait Gallery is to portray the richness and diversity of the American experience and to be a place that engages people in thoughtful and informed dialogue about national

identity, character and accomplishment. We seek to generate excitement, curiosity and knowledge about portraiture as a vibrant art form and as a unique portal into American history and biography through informative, thought-provoking and innovative programs.

We want visitors to the National Portrait Gallery to have an experience that goes “beyond the frame”—with people who take us beyond the ordinary to remarkable achievement; beyond the conventional to bold new frontiers; beyond the expected to places of limitless vision and imagination.

As a complement to the Smithsonian Institution’s broad and challenging Strategic Plan, the National Portrait Gallery’s Strategic Plan reflects the shared vision and enthusiasm of the National Portrait Gallery’s Commissioners, its staff and volunteers, its members and donors, and its partners throughout the world in the ongoing work of visual biography. We owe sincere thanks to those who led this effort, especially Commission vice chair John Boochever and the Strategy and Finance Committee; Associate Director Nik Apostolides and NPG staff teams; and Carole Neves and the Smithsonian Office of Policy & Analysis.

Jack H. Watson, Jr., CHAIRMAN

Martin E. Sullivan, DIRECTOR

JANUARY 2011

MISSION

The Smithsonian's National Portrait Gallery inspires visitors from around the world by spotlighting the American experience through powerful images that connect people and their stories.

VISION

The National Portrait Gallery will go beyond the frame to bring visitors face to face with exceptional Americans and their remarkable stories across time, place, and circumstance. The National Portrait Gallery will use diverse approaches in visual biography to focus on changing notions of American identity and to track evolving ideas about who is significant and has an impact on American culture. By 2020, the National Portrait Gallery will be widely known as the place that sparks thought and conversation, and includes the audience as an active participant in defining American identity through portraiture and biography.





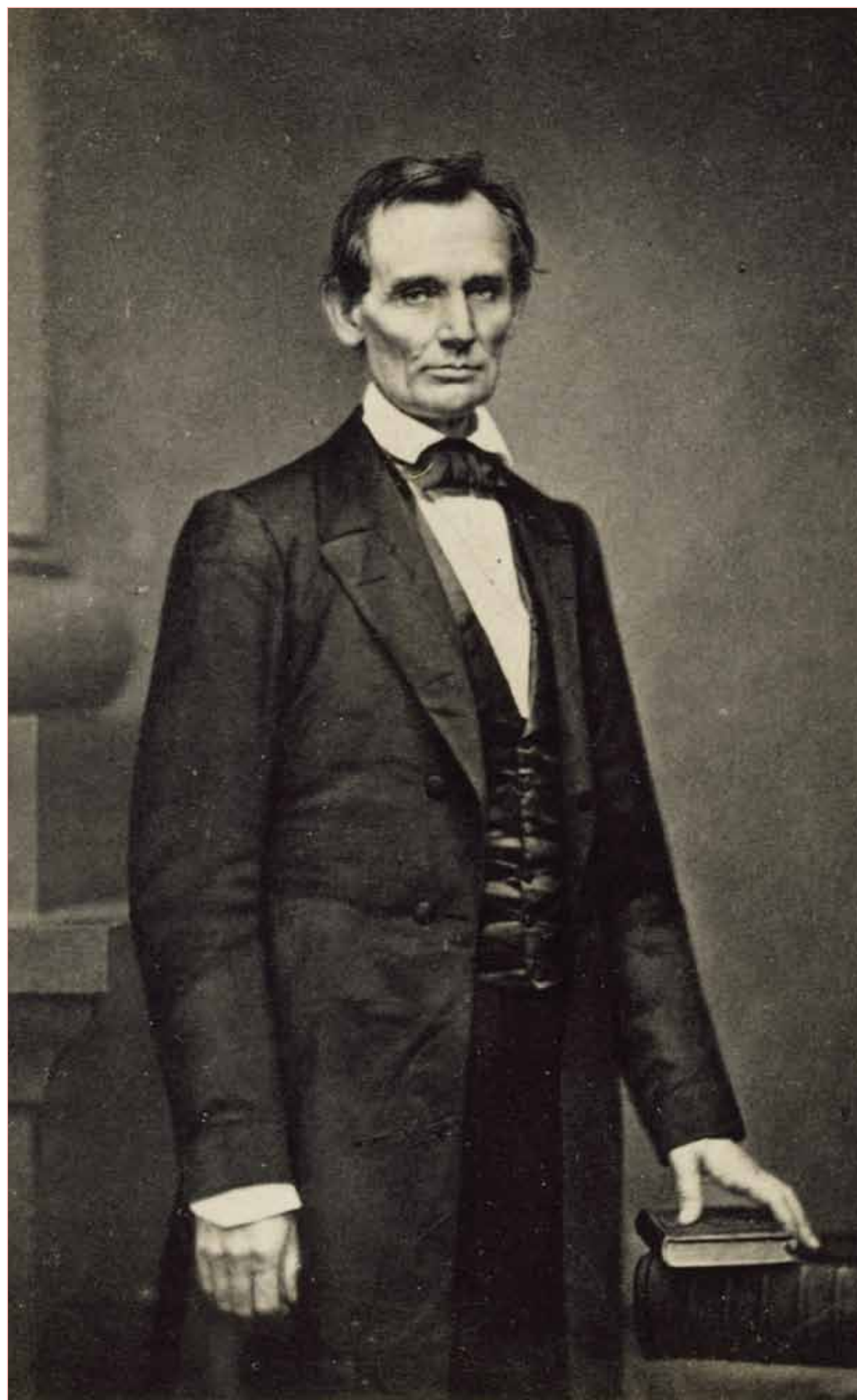


GOAL

BECOME THE PREEMINENT
ARENA, ONSITE AND
ONLINE, FOR ENGAGEMENT
AND DIALOGUE ABOUT
NATIONAL IDENTITY AND
ACCOMPLISHMENT, AND
THE AMERICAN EXPERIENCE.

STRATEGIES

- > Bring to light notable individuals who have made significant contributions to America in each of the Smithsonian strategic plan's four challenge areas.
- > Inspire people to explore and discover American individuals and groups who have influenced the course of our history and identity through high-profile exhibitions, collections and exciting public programs
- > Extend the National Portrait Gallery's reach and relevance by employing a range of program delivery methods, including diverse technologies, online offerings, traveling programs, and partnerships
- > Develop greater understanding of the National Portrait Gallery's existing and potential audiences and of how best to engage them with America's history, biography, and portraiture
- > Deliver thought-provoking programs and forums for exploring the characteristics of American leadership and achievement



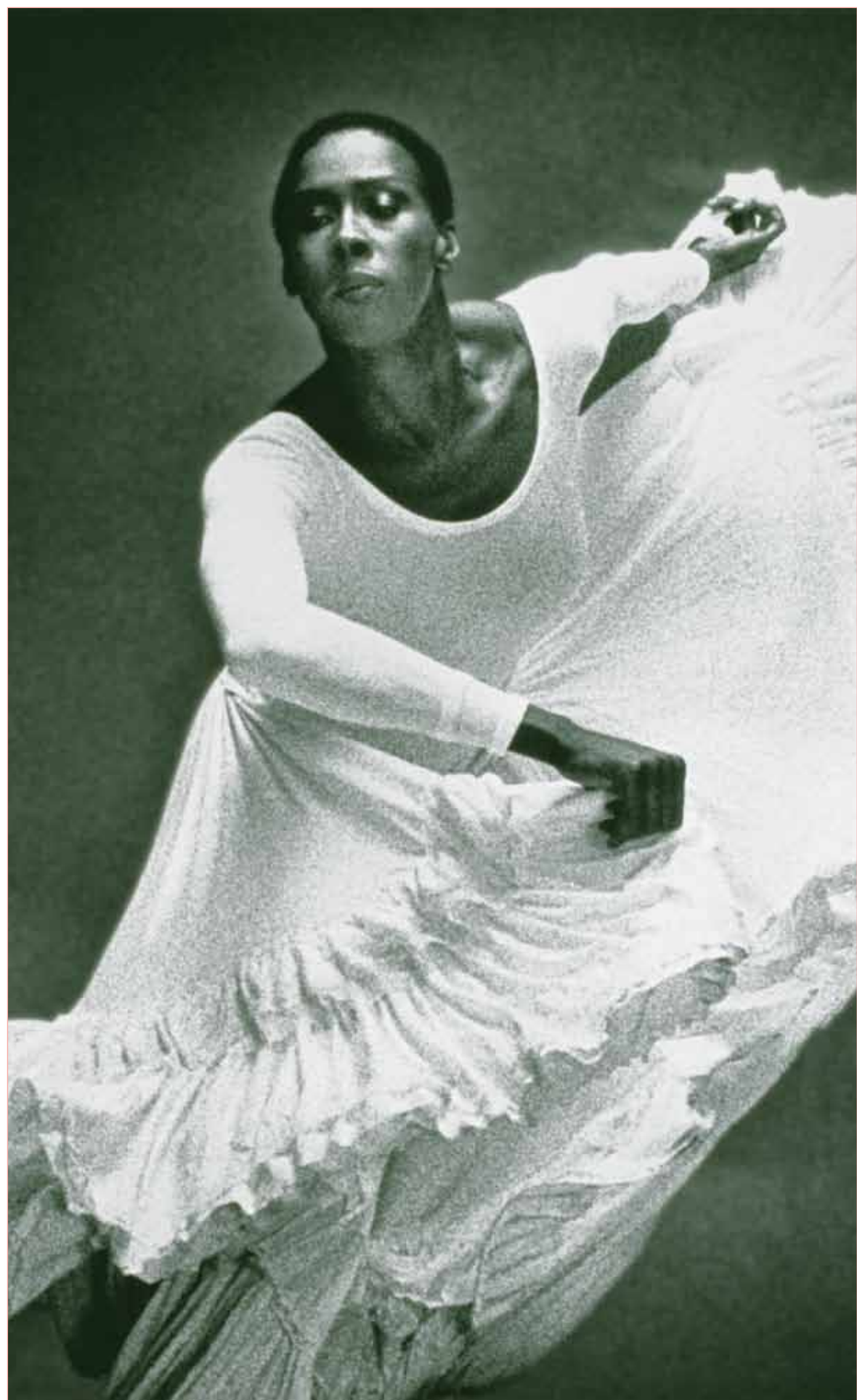


ILLUMINATE THE FACE
OF AMERICAN HISTORY
THROUGH THE POWER
OF VISUAL BIOGRAPHY.

GOAL

STRATEGIES

- > Break new ground in the application of visual biography as an educational tool for exploring and expanding knowledge of the American experience
- > Address contemporary issues through the visual biography of exceptional people and groups within our diverse culture
- > Enhance the way the Gallery tells the stories of representative figures as part of the narrative of American achievement and history





REFLECT AND PORTRAY THE DIVERSITY OF THE AMERICAN EXPERIENCE.

GOAL

STRATEGIES

- > Generate collection growth and diversification to reflect change and to better represent the mosaic of people who have made significant contributions to America; mine the collection more exhaustively to explore their stories
- > Broaden the definition of significant Americans by making exhibitions and public programs inclusive of the great diversity of people who have contributed to American life and culture
- > Establish programs to energize, broaden, and illuminate the facets of diversity in American life through the power of visual biography

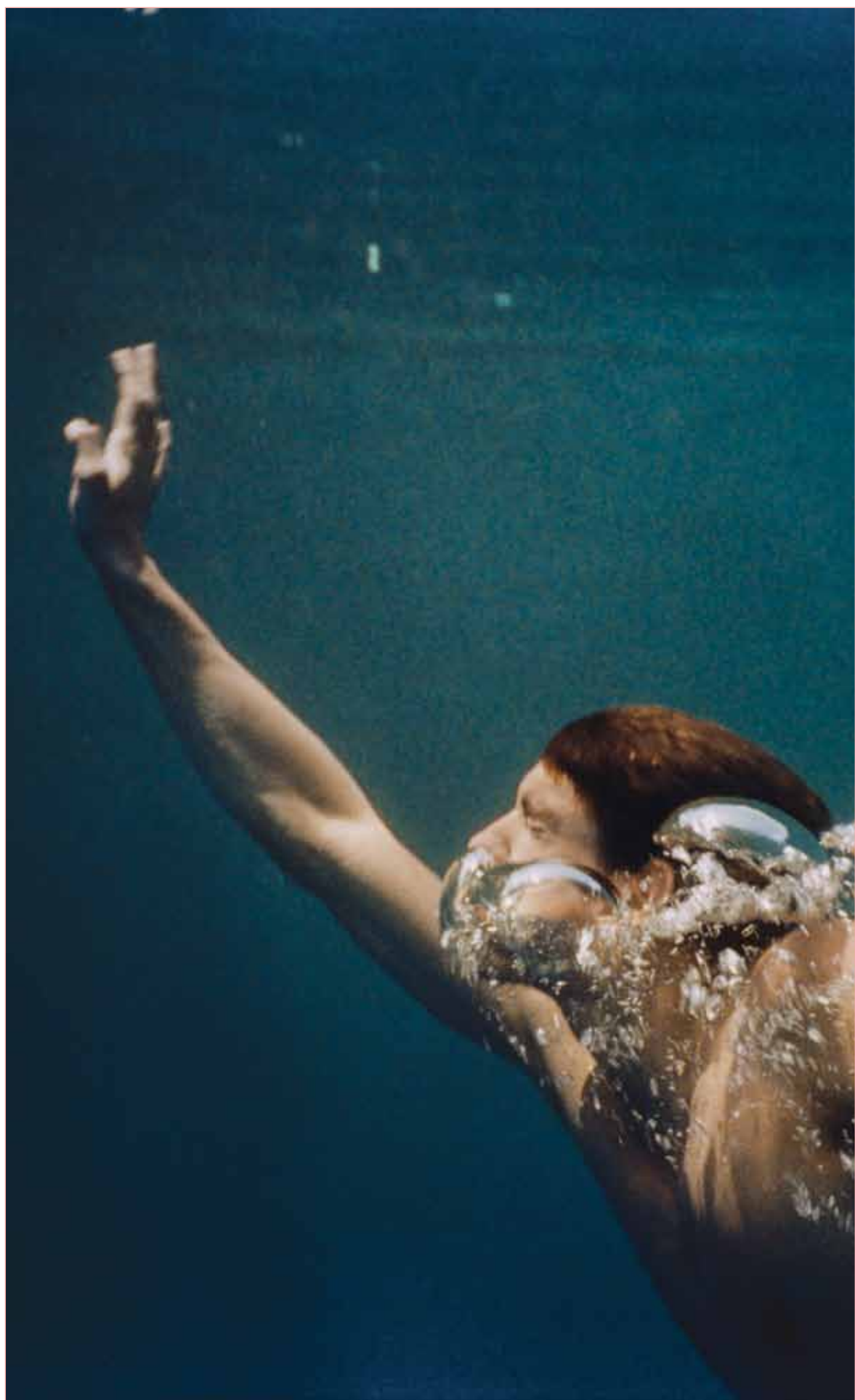


GOAL

GENERATE EXCITEMENT,
CURIOSITY, AND KNOWLEDGE
ABOUT PORTRAITURE AS
BOTH A VIBRANT ART FORM
AND A UNIQUE PORTAL INTO
AMERICAN BIOGRAPHY.

STRATEGIES

- > Explore contemporary portraiture that extends the boundaries of the traditional art form
- > Develop signature programs that take portraiture beyond the frame
- > Conduct research and offer programs exploring the portrait as a cultural document



GOAL

SECURE RESOURCES NECESSARY TO ACCOMPLISH GOALS ONE THROUGH FOUR; INCREASE CAPACITY TO ENGAGE NATIONAL AND INTERNATIONAL PUBLICS; RESPOND TO CHANGING TIMES; AND GARNER WIDESPREAD SUPPORT THROUGH EXCITING AND INNOVATIVE PROGRAMS.

STRATEGIES

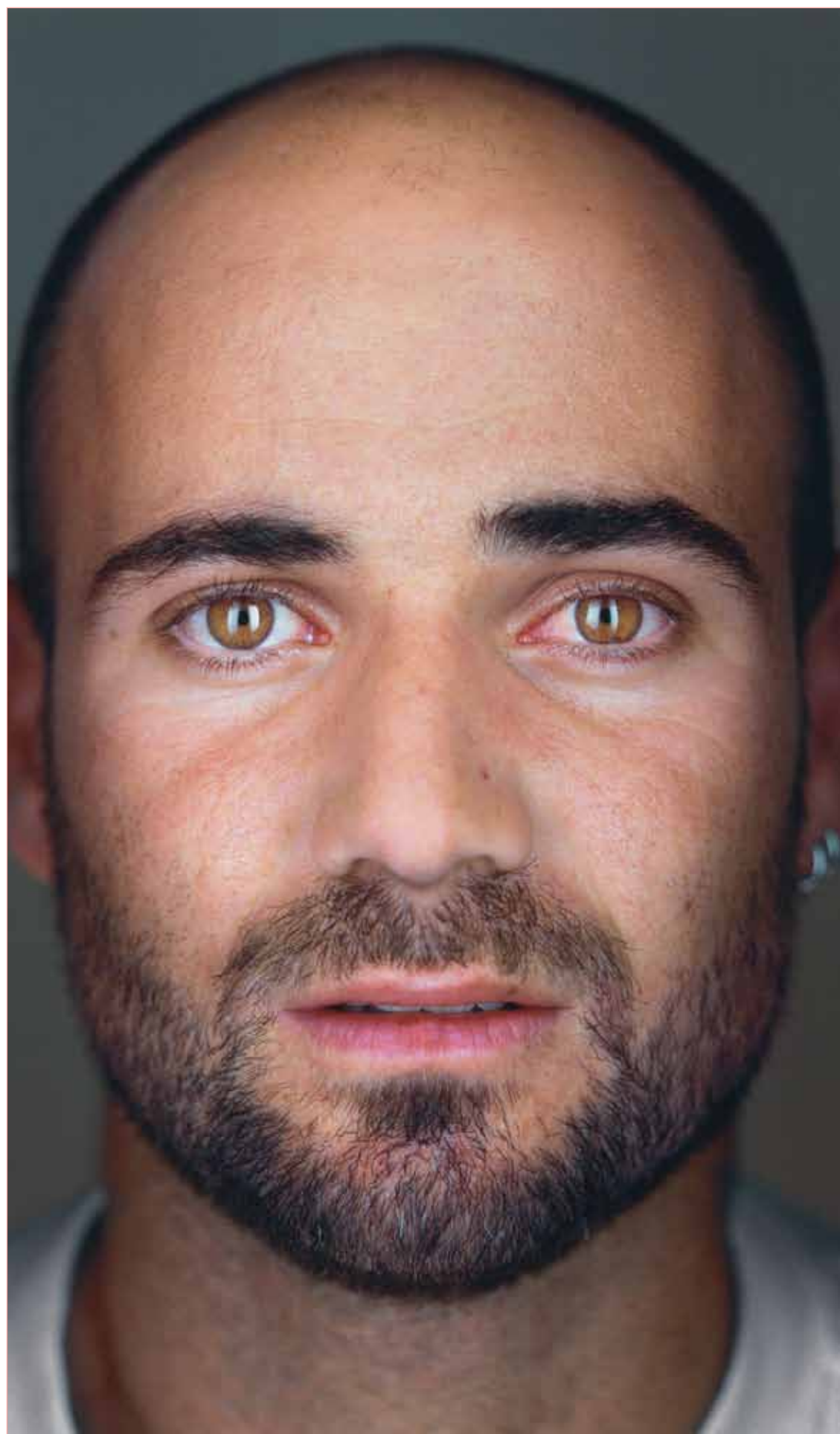
- > Build a sustainable, diversified financial base through endowments, gifts, grants, partnerships, in-kind contributions, and federal appropriations
- > Create a visitor-centric organizational culture in which the public's needs and interests drive programming
- > Measure performance to determine whether goals are achieved
- > Strengthen the National Portrait Gallery's Commission through more representative membership and active support
- > Recruit and develop a diverse workforce that produces innovative, creative, and high-quality products and services for our audiences
- > Creatively market the National Portrait Gallery's appeal to a broad and diverse public
- > Collaborate and partner with internal and external organizations in history, art, and culture to bring in new ideas, expand capacity, diversify offerings, and leverage resources

MEASURING PERFORMANCE

Performance measurement — at the individual, team, department, and museum-wide levels — will tell us if we have achieved, or are on course to achieve, the goals set out in this plan. We will use performance measurement to communicate our accomplishments to the Smithsonian Institution, the National Portrait Gallery Commission, the public, and other stakeholders. The system for measuring performance will include gathering data, monitoring progress, and evaluating results as captured in a set of performance indicators relating directly to what the National Portrait Gallery wants to accomplish. Examples of such performance indicators include:

- > Number of collection objects digitized and available to the public
- > Diversity of new acquisitions
- > Number of collection items on loan
- > Number of online visitors
- > Percent of evaluated exhibitions with an “excellent” or “superior” rating by visitors
- > Percent change in number of people served by educational programs
- > Number of new and updated exhibitions
- > Percent of exhibitions and educational programs with formative and summative evaluations
- > Workforce diversity
- > Value of endowment funds
- > Percent change in private gifts and grants raised

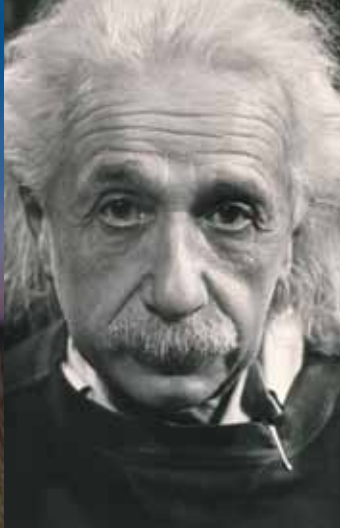
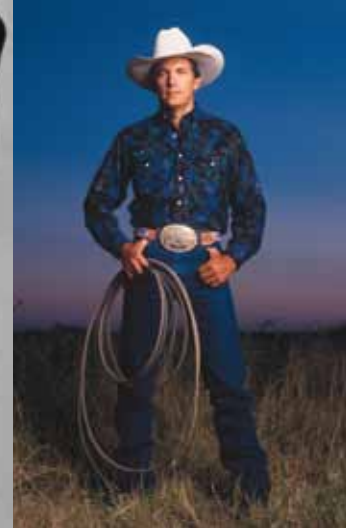
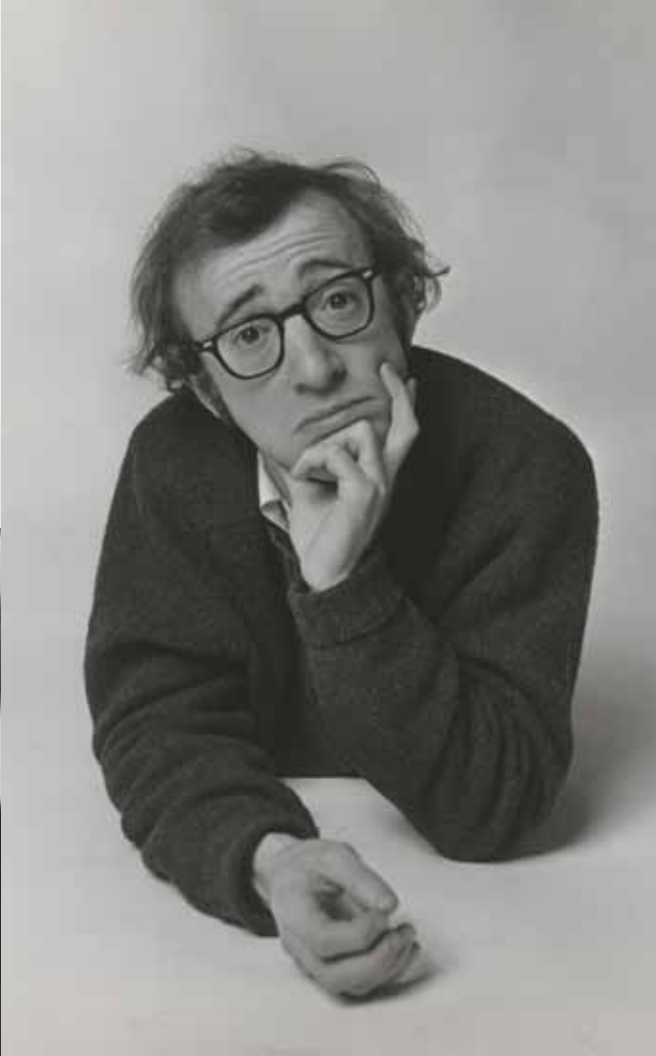
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STRATEGIC PLAN 2011–2016
SMITHSONIAN INSTITUTION
WASHINGTON, D.C.





WHO WILL YOU MEET?



NATIONAL
PORTRAIT GALLERY
SMITHSONIAN

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STRATEGIC PLAN 2011 – 2016