

April 8, 2013

TO: IMAS Board of Trustees

FROM: Joseph M. Bravo, CEO and Executive Director

RE: A Look Back & the Remainder of Fiscal Year 2013

The staff and Board of the International Museum of Art & Science has made tremendous strides over a remarkably short period, since my assumption of the position of CEO and Executive Director on August 1, 2010. I would like to briefly summarize some of our achievements during my tenure by department and, after consultation with staff, provide the Board of Trustees a written plan and informed timeline for the remainder of the fiscal year.

Curatorial

We have strengthened our exhibition programming by enhancing the quality of art exhibits and dramatically increasing the frequency or their rotation. We have brought in world renowned artists, moved to in-house curating and production of the exhibits, created an artist interview format for openings, brought artists into the secondary school system, worked with the UTPA to give students and faculty access to visiting artists and, in so doing, dramatically enhanced our reputation for excellence regionally, nationally and internationally. We have also improved regional promotion of these events by co-producing a television program called "Defining Art" with our partner, KMBH television. They have generously agreed to broadcast this interview format show all across the RGV, generating interest in regional art events, especially those at IMAS.

We have substantially expanded the permanent collection through art acquisitions. These include: a dozen major works from Ron English, two impressive sculptures from Colin Christian, an important autographed and inscribed Fantin Latour lithograph donated by Kirk Clark, A Richard Hyslin sculpture also donated by Kirk Clark, a relief sculpture by Post Modernist Jeff McMillan, a painting by Argentine artist Maria Linzoain, sixty drawings by Mexican metaphysical artist Alejandro Benessini, over seventy five lithographs and other prints donated by Maestro Alvarado of the Association of Mexican Print Makers, four avant guard prints by Sergio Nates and a bronze sculpture of the word Legacy generously provided by Mark Cloet. Planned acquisitions include a series of twenty three Post-Structuralist lithographs created by noted Belgian artist Hugo de Clercq.

We appointed a new Curator, Ben Martinez, who has an engineering background as well as an MFA and he will prove to be a substantial enhancement to the fulfilling curatorial mission of this museum. In conjunction, Gilbert Gomez has been promoted to Associate Curator, a rank more befitting his actual duties and skills.

We also mounted two rented science exhibits, *Playing with Time* and *Robots + US*. We are currently negotiating for two more traveling science exhibits with hopes to bring at least one to the Discovery Pavilion in 2014. One of these exhibits is about insects the other is about dinosaurs. Both of these exhibits are coming out of Mexico and should be relatively affordable.

We have also made some important strides in enhancing our permanent science installations. We ordered and mostly funded the DigiWall exhibit which enhances visitor experience by providing a kinetic learning component to our water cycle programming.

Another exciting agreement was recently formalized when I presented our initiative to create an alternative energy pergola and deck to be added to the front facade of the museum to the City of McAllen. This addition will feature an installation of five different types of the latest in photovoltaic technology as well as two functioning wind turbines. I have been working with our partners at Texas Green Wind and Solar for approximately two years, and with the City of McAllen's acceptance of the proposal, we completed a SECO grant for funding in which 80% of the funding would be provided by the State of Texas and pro bono work from TGSWS and the remaining 20% would be provided by the City itself. The City's contribution should amount to over \$60,000 while the grant and pro bono contributions should amount to a infrastructural enhancement with an estimated monetary value totaling over \$300,000.

All in all, during my tenure at IMAS, the Curatorial department saw many positive changes both in the quality and quantity of exhibits, growth of the permanent collection, funding / underwriting and partnering with other institutions that leverage community assets and increase the value of the Museum's offerings.

Collections Management

Under my watch, we reexamined the organizational structure of the museum to give the Registrar, Aleida Garcia Wedgeworth, greater autonomy befitting the importance of this department's function in the museum. When I arrived at the Museum, the Registrar reported to the Curator. This is not a professional organizational structure seen in modern museums. This new structure should allow the Registrar to bring important information regarding art handling and record keeping protocols, shipping, provenance, insurance valuations, environmental controls etc. directly to the attention of the Executive Director without passing through the filter of the Curator first. This change should greatly enhance the integrity of collections management and provide appropriate oversight of the collection (information flow is prompt and direct), enabling the ED to execute fiduciary responsibilities.

Over the last two years Aledia has overseen the documentation and cataloging of two major acquisitions: the 2000 piece acquisition of Pre-Columbian artifacts from Myra Polon, and the over 3000 piece collection of redecorated Mexican Folk Art from the Anne Moore collection in preparation for exhibition at Quinta Mazatlan. This exhibition was made possible by a collaboration between the two institutions, in which Quinta Mazatlan raised over \$30,000 to

refurbish a proper exhibition space. IMAS provided design specifications and agreed to a longterm loan arrangement for the exhibition.

The Registrar has also prepared a formal list of recommendations for deaccessions. This will consolidate and preserve the best of the collection while eliminating redundancies, works that are less than museum quality, or those inappropriate for future exhibition. This will also provide much needed room within the museum's collection storage vault.

The Registrar has also played a key role in supervising the careful deinstallation and return of the "Icons" stained glass exhibition to Dr. Gelman. She has also played an equivalent role in processing the loan and installation of the same lender's Tiffany Stained Glass exhibition. She has also overseen the ongoing work to appraise the works included in this loan. All of this was accomplished while processing the loans and overseeing packing, shipping, condition reporting, insurance and installation for over two dozen temporary exhibitions over the same period.

Aleida even found time to curate an exhibition of the paintings of Manuel Miranda in the IMAS auxiliary gallery space at the new McAllen Public Library as part of our partnership with the library and the McAllen Arts Council. Aleida is also playing a key role by lending her expertise to the newly formed Technology Committee and bringing forward solutions to the museum's technological challenges.

Education

With regards to our educational mission, we have made laudable progress in this department as well. I almost immediately promoted Susan Zwerling to head the department, and in so doing we have increased the quantity, quality, and national stature of educational programing offered at the museum. IMAS was part of the Smithsonian Affiliate Program before I began working here, but Susan activated that affiliation and began to work closely with the Smithsonian. She impressed them during the interview process for an exchange program that provided her the opportunity to travel to Washington DC with another museum staff member. She obtained this invitation after a series of interviews that pitted IMAS against numerous other Smithsonian Affiliates. Smithsonian educational staff also visited IMAS and spent a week working with our educational staff. She did so well in the program, they invited her back this year to assist them in developing interdisciplinary curriculum for museum education.

Also during my tenure, the use of educational technology has been expanded through the acquisitions of Magic Planet, 6 iPads and a new flat touch screen. Magic Planet increased our museum outreach from serving hundreds of students to thousands. Of course, this outreach stretched the staff and the resources of the Museum. While we received funding to purchase Magic Planet, we did not receive a vehicle in which to transport it to the schools. Because the Museum owned a Chevy Trailblazer that it graciously added to my salary offer as a benefit, we were able to realize the transportation of the staff and equipment to the schools when I removed that obligation as it was an impediment to my mission. After the initial contract with the McAllen Independent School District expired, we used our experience with the program and

negotiated a floor as well as a ceiling to the MISD contract that was agreeable with the district, thus insuring a guaranteed minimum revenue from this source in the future.

Employee turnover has been a challenge for the Education department because of competition from the school system (especially the Idea Academy) for acquiring and keeping qualified educators. It has been difficult to compete with salaries offered by schools. But in the last year, this turnover has stabilized, largely through the process of finding the right fit through attrition and attracting people with a strong commitment to the Museum.

When I assumed to ED position, the local university and the community college had, at best, a strained relationship with the museum which they perceived us as only nominally relevant to their mission. I made it a priority to improve this relationship. We built strategic partnerships with both STC and UTPA that have proved extraordinarily fruitful. We now have a strong internship program that offers as many as 50 students per year the opportunity to get real world work experience while increasing museum productivity. Students from the university's Graphic Arts department now routinely work with IMAS Marketing and Education staff to develop corollary informational materials for the museum including invitation, brochure, gallery guide, poster, and billboard designs, graphic panels and a host of other materials. This project has been so successful that UTPA students have received several coveted Addy awards for their efforts.

We are currently working on enhancing our strategic partnerships with the university's Science, Engineering and Education departments to develop new methodologies for teacher training in multimedia techniques for teaching science curriculum. We are currently assisting UTPA with the grant writing process to develop this strategic partnership even further. It is safe to say that our relationship with UTPA has gone from strained to being one of our most important and successful strategic partnerships in the community.

I have begun to expand the sphere of our Educational relationships outside the RGV and into UT-San Antonio by working with the physicist Dr. Yacama on Sebastian's sculpture project (see below). With careful management, this can be a relationship that gives far beyond the substantial partnership that will be required to execute the sculpture show successfully and communicate the Sebastian's science-art vision and the connection to our visitors via an elegant exhibition that explains the relationship.

Facilities

With regards to enhancing and maintaining the facility, here too important progress has been achieved. Ron Caceres was promoted to head the Facilities Department and his skill sets and expertise have provided a noticeable improvement to facilities maintenance. We have almost completely rehabilitated the museum after suffering severe storm damage last March. The air handlers on the roof have now been replaced or restored as needed. We still need to install flooring material in the offices, but this has been a relatively low priority and the current situation does not inhibit museum operations.

We have also overseen the design of the new Bicentennial facade, including the reconfiguration of our loading docks, which has required husbanding this project through City engineers and architectural contractors for more than a year. Funding for this project was secured through our negotiations with the City. We are now waiting on the City to put the project out for a second round of bidding since their first choice for a contractor fell through due to the contractor's inability to secure bonding. We anticipate the second round of bidding to be complete within a few weeks and construction to begin within the next couple of months. The Bicentennial facade should be completed within approximately ninety days of breaking ground. This facade will be an infrastructural improvement valued at over \$300,000.

Marketing

On the marketing front, I promoted Gaby Jones to fill the position of Marketing Director. Although she came to us from the front desk, she has a BA and is currently completing her MA in Communications at UTPA. Gaby has proved an ardent worker and a committed professional willing to enhance her skills given the opportunity. Gaby has spent the last several months participating in McAllen Leadership training while working and going to graduate school. She has been working closely with the chair of the Marketing Committee of the Board to increase her efficiency in organization and enhance her marketing skills. Between the number of exhibits and programs requiring marketing and the logistical distractions of putting on Brew-seum and Collage, the Marketing department has been overtaxed to some extent. The new Director of Visitor Experience position will take over some of these logistical and party planning duties, and the Marketing Director should soon be freed up to dedicate even more of her time to her marketing duties.

Despite the competition for her time, Gaby has managed to pioneer the collaboration with UTPA, working with their Graphic Design students to produce collateral materials for museum exhibitions, educational programing, fundraising events and other activities. She oversaw the complete redesign of the IMAS website and is responsible for its constant update. She created and updates all official social media outlets for IMAS, including Facebook, Twitter, Instagram, and YouTube presence. Gaby has overseen the development of the new IMAS iPhone/iPad application to make IMAS programing information more readily available to a wider audience. Gaby continues to create press releases and maintain strategic relationships that enable her to work extensively with local print and broadcast media to secure as much free promotion for the museum as possible. She oversees all design and placement of any paid advertising for the museum.

A delineated synopsis of the Marketing department's accomplishments and overall goals are:

- Increase in the museum's general admission attendance
- Established museum's social media presence in Facebook, Instagram, YouTube and Twitter; reaching over 20,000 follower and friends of followers; Search Optimization Results of 67.5 million; followers include Yoko Ono, The Met, MOMA, the Smithsonian Institute, U.S. Representative Ruben Hinojosa
- Ran successful marketing campaigns and coordinated opening receptions for international

- artists such as Ron English, Chris Jordan, Benini, Mark Cloet, and Colin Christian
- Brought in more than \$75,000 in advertising trade out agreements
 - Establish and implement marketing efforts to drive diverse attendance at IMAS; Manage institutional messaging priorities (short and long term) creating consistent brand profile across all marketing, media relations, and communications platforms; Generate high visibility in local, state, regional, national, and international marketing and media for exhibitions and programs.
 - Have a monthly segment with Telemundo 40 with Mayra Galvan and a short column and/or editor's pick in Maxwell Magazine

Exhibits Marketing:

- In general for our exhibits we have had great attendance figures at opening receptions, and have been featured in magazines like "Juxtapoz" and "Hi Fructose," as well as national and international blogs. There is a large following from European countries. We have been featured on ABC News and on the OWN Network with exhibits such as Ron English, Chris Jordan, and Colin Christian.
- The "C. Stone" exhibit brought more than 450 visitors on opening night, and established a unprecedented collaboration between the museum, the community of the Rio Grande Valley, UTPA and STC. Belgian journalists visited McAllen to learn more about this exhibit and the place that inspired Cloet's work.
- The new Tiffany Stained Glass exhibit established IMAS within the international stained glass community. We received press and inquiries from New York, Denmark, London, Switzerland, Frankfurt, Munich, and Paris.
- Colin Christian's "Fast Forward" was the first pop-surrealism sculpture exhibit in South Texas, and had quite an impact in the community. Over 350 people attended the exhibit opening. Colin Christian was very pleased with IMAS, and he donated 2 pieces of his artwork to our permanent collection.

Key Media Partners:

Clase	Maxwell Magazine
Coastal Current	McAllen.net
Celebrity Events	McAllen Lifestyle
Conzepto	Explore McAllen
Digital 101.5 FM	RGV+ Beyond Arts & More
Eventos McAllen	What McAllen
Glasstire	Shary Life
I Heart McAllen	Shopping Map
The Monitor	Socialife
The Town Crier	Televisa
The Pan American	Telemundo 40
The Collegian	TV Azteca
KURV 710 AM	Univision 48
Las Turistas	Uptown Life

Key Partnerships in the Community:

UTPA

STC

Texas Valley Communities Foundation

McAllen Independent School District

Mexican Consulate of McAllen

JP Morgan Chase Foundation

BBVA Compass

The National Society of Engineers

McAllen EDC

McAllen Chamber of Commerce

Time Warner Cable

Target, Inc.

The National Society of Engineers

National Endowment for the Arts

Clark Chevrolet and Clark Knapp Honda

First Choice Power

Johnson Controls

Wells Fargo

Event Marketing:

- Brew-seum broke records of sales in 2012 (sold out in 5 days) and 2013 (sold out in 2 days). Reaches an audience of about 1.2 million people. It has now grown to a full week's worth of events targeting various demographics and inculcating the craft beer culture.
- Collage 2013 will begin the Legacy project with Ann Moore that will lead up to IMAS's 50th Anniversary celebration.
- World Water Day had its biggest crowd this year that brought in more than 400 people in less than 3 hours.
- Education Events, including Family Fun Night Activities, have increased two-fold.

Development

In Spring of 2012 we created a new position for Director of Development and subsequently hired Claudia Alcazar to fill this position. The Development officer is primarily engaged in grant writing to subsidize educational programming and exhibitions. She works closely with the Brew-seum and Collage committees. Claudia has also spent the last several months attending the intensive McAllen Leadership training.

From Brew-seum 2012 we raised approximately \$60,000. From Collage the museum netted approximately \$118,000. The City of McAllen grant yielded IMAS \$759,712 in income. We also received a Texas Commission on the Arts grant for \$1,222. For corporate grants we received \$9,500 in in-kind PSA and another \$8,000 in commercial production and advertising from Time Warner.

Finance

Jo Ann Finn has maintained her position as CFO and continues to keep a disciplined reign on the museum's finances. Since I first began working with Jo Ann I have found her performance in this capacity to be very competent and the annual audits have confirmed that she keeps our financial house in immaculate order -- as is confirmed by our outside auditors' annual reports. Since I assumed the mantle of the ED, with Jo Ann's assistance, we have managed to keep museum expenses at virtually the same levels as before I came on. Given the substantial increase in museum activities, including the number and scale of exhibitions, keeping these

expenses so low has been no small achievement as we have received substantially more benefit without corresponding increasing expenditures. We have also managed to do this without substantially decreasing our cash reserves. (See spreadsheet attachments to this document.)

Priorities for the Remainder of Fiscal Year 2013

Exhibitions

By June 30th we will have a proposed exhibition schedule for 2014 finalized so that fundraising and grant writing priorities can be established for the coming year. We are now creating information packets for each exhibit to assist the Education department, the Development department and the Marketing department with developing content relevant to their missions. From here on out, exhibition documentation for all upcoming exhibitions will be expeditiously created and made available to all departments involved. This information can also be used by Board members and others to present to potential sponsors to better enable them to secure funding for particular exhibitions.

Upcoming exhibitions (Openings April-October)

Shinzaburo Takeda Mexican Print Biennial

April 25 - July 23, 2013

Entombed Treasures: Funerary Art of China's Han Dynasty from the SAMA Collection

May 16 - September 15, 2013

A Centenary Celebration: The Revolutionary Prints of Jose Guadalupe Posada

June 6 - September 1, 2013

Digiwall permanent installation in Discovery Pavilion

June 15, 2013

Meso-Space: Sculptures by Enrique Carbojal Sebastian

August 1 - December 29, 2013 (monumental works will remain for two years)

Informe para una Academia, by Franz Kafka: Prints by Francisco Toledo

August 29 - December 8, 2013

Texas Biennial

September 5, 2013 - January 12, 2014

Hugo Declercq: Post War Prints from a Belgian Master

September 26, 2013 - February 23, 2014

Publishing Catalogs and Promoting IMAS Created Exhibitions in Other Venues

For the next two years, Mark Cloet's *C. Stone* exhibition will be available to be lent to other institutions nationally and internationally. Part of our Agreement with the artist entailed him leaving the exhibition in IMAS's custody so that we may generate some revenue from lending it to other institutions. Mark Cloet has published a small volume about the *C. Stone* exhibit that we may use as part of the promotional packet when soliciting other venues. I am currently writing an essay to be included, along with essays written by UTPA scholars Susan Fitzsimmons, Dr. Roberto Desouza and by the artist, in a scholarly catalog on the exhibition to be published by UTPA press. This essay should be ready for publication before April 30, 2013.

We are also soliciting institutions for placement of the *Ron English: You Are Not Here* exhibit that is now part of our permanent collection. In furtherance of this effort, we are producing a catalog to accompany the exhibit. Substantial progress has already been made on this in-house produced catalog and I will be completing an essay for the publication by April 30, 2013. The catalog should go to press by May 15, 2013.

In addition to the *Mark Cloet: C. Stone* and the *Ron English: You Are Not Here* exhibits, our collection of Picasso prints entitled *Imaginary Portraits* is also available for loan and we are currently negotiating with venues in Mexico and the United States for placement of this exhibition. The Curatorial department will be working diligently on procuring venues for these three IMAS produced exhibitions and it is our goal to have at least one of these contracted to another venue by October 1, 2013.

Facilities

Bicentennial Expansion and Facade

The City is currently putting the contract for the facade improvement and reconstruction of our loading docks back out to rebid. According to the latest information from the City, this bidding process should be completed before the end of May and once a contractor has been selected and has provided proof of bonding, construction can proceed. According to the City Engineering department, construction should take 90-120 days to complete. While the schedule will be tight, our goal is to have the new facade improvement completed by late August in time for the debut of the *Meso-Space* exhibition of the sculptures of Enrique Carbojal Sebastian.

Relocating the Wind Turbine Blade

In conjunction with the *Meso-Space* exhibition substantial changes to the museum's grounds will be required. The wind turbine blade will need to be relocated and we are currently in negotiations with the City on how to move it and finding an appropriate location. The wind turbine blade will need to be relocated by no later than June 30, 2013.

The Dactyl Sculpture

The Dactyl sculpture has been condemned by the City Engineer due to metal fatigue. This sculpture will have to be deinstalled and put into storage until the artist can be consulted on how to stabilize it for re-erection. The Dactyl will be deinstalled by June 30, 2013. While a location for its reinstallation has been determined, the process of reengineering it and preparing it for reinstallation will take some time and will require coordinating time with the artist and securing not inconsiderable resources for its rehabilitation. Pending negotiations with the artist, no exact timeline for its reinstallation has been established and it will not be complete before October 1, 2013. It is the desire of the Curatorial staff to see the Dactyl reinstalled sometime in 2014, funding and artist's schedule permitting.

Sebastian Installation at IMAS

We are currently working with City and with the artist Sebastian to develop a landscaping plan for the installation of at least six monumental sculptures on the premises. We expect to have renderings of this plan by no later than May 30, 2013 and to be executing the basic landscaping by June 30, 2013. Throughout the months of July and August we will be transporting the 6-7 large sculptures up on trucks and seeing to their installation.

Sebastian Installations Throughout the City

In addition to the works being installed on the museum grounds, the artist has generously offered to provide 7 more monumental pieces to be installed as public artworks around the City. We are currently coordinating with the Public Art Committee and other stakeholders for the placement of these sculptures. We will continue coordinating with PAC and are planning to solicit funds from some local business for these civic placements. The sculptures throughout the community will go up in as expeditious a fashion as is practical. But as this is dependent on securing more resources and cooperation from partners, these works may not all be entirely erected before the proposed August 1, 2013 opening date for the Sebastian exhibition at IMAS. This staggered installation of the civic pieces will ultimately be beneficial since each time a new piece is erected it will be accompanied by a new round of publicity enhancing and prolonging awareness of the IMAS exhibit and the important role IMAS will be playing in enhancing the cityscape.

Solar Pergola Project

We are also pursuing the Solar Pergola project. Should we receive the SECO grant, then that project's construction will also have to be completed by August 30, 2013. Should the grant not come through, then we will continue working with our strategic partners at Texas Green Solar and Wind Solutions to secure additional funding for this project but its completion will be delayed until some time after October 1, 2013.

Remodeling Museum Entrance and Atrium Areas

Ron and I have spoken with the architect Laura Nassri Warren about doing pro bono design work for IMAS. She is going to make proposals for how to redesign the museum entrance, the reception area, the gift shop and the cafeteria. She is also going to offer design proposals to reorient the library and the atrium areas of the art gallery building to create a multipurpose

space that functions as a visitor research center and meeting room appropriate for Board meetings and other functions. We hope to see the first renderings for these infrastructural improvements by May 30, 2013. Since she is volunteering her services, we will have to work on her schedule and we may have to be flexible about deadlines for renderings. Once we have completed and approved designs for these projects we will need to start a capital campaign to raise funds to execute these plans.

Facilities Maintenance

Discovery Pavilion

We contacted designers to revision the Discovery Pavilion and create a more flexible multi-use space for exhibition and special events. Upon inspection during that process, we discovered that the roof leaks in Discovery were more pervasive than previously thought. Any remodeling of this exhibit space would involve an extensive, and not inexpensive, paint job. It was determined that we should hold off on such remodeling until the roof issues could be resolved. We are currently in negotiations with the City to see if they can offer any help on fixing the roof. They realize the need but are looking for ways to budget it covalent with other projects involving roof maintenance for City owned structures. We are also in talks with Texas Green Solar and WInd Solar Solutions to see if a new roof can be integrated into grants to expand the solar energy installations for the museum. TGSWS has offered to do this work at cost. We will continue our talks with the City and with TGSWS to finance roof repairs. Until this is resolved, any substantial remodeling of the Discovery Pavilion is premature.

Rio Scape

We spent a good deal of last year rehabilitating Rio Scape after years of deferred maintenance. Substantial progress was made on this front. Rio Scape is a maintenance sensitive installation and constant labor intensive work is required to keep it safe and usable for visitors. Upon recent inspection, three of the footing posts were found to be substantially sinking thus creating some more structural instability. Given the fact that the maintenance crew is shorthanded these days, and that the work required to fix this is going to require more man hours than staff can manage and still tend to their other maintenance duties, I have instructed Ron Carceres, our Facilities Manager, to solicit bids to repair these footings. All other maintenance will continue to be done by staff.

Front Awnings

The awnings stretched across the the pyamadoids at the museum entrance are a continuous maintenance challenge. We have to repair them after each storm or strong wind event. They have recently been repaired and reattached yet again. Yet after only a few days, they were coming lose once more. Various attachment techniques have been tried, but since these awnings function essentially as giant wind sails, they either break the extra-strength zip ties, or when wire ties are used, the fabric itself is prone to ripping. I have asked the Facilities Manager to solicit the architect Laura Nassri Warren to propose a more permanent solution to this problem, most likely involving a more rigid construction material.

Facilities Housekeeping

Since we have only one janitor on staff, adequate housekeeping has been somewhat of a challenge. This is most evident when it comes to keeping the bathrooms clean. While our janitor does wipe and mop the bathrooms daily, this is proving insufficient, especially with previously noted increases in events and attendance. We need to power-wash and reseal the floors. I have instructed our Facilities Manager to tend to this either with in-house staff, or with contractors if staff are too busy doing other maintenance duties. Facilities will also be tending to replacing fixtures that have been corroded, re-caulking areas around the sinks and countertops and repainting where required. We will also need to begin a weekly procedure to sanitize the blue plastic balls in the Discovery Pavilion exhibit.

Education

The Education department will continue to work with curatorial to develop educational curriculum collateral for upcoming exhibitions. They will also be creating curriculum to accompany the new DigiWall and Smart Table installations. The Education Director will be requesting funding from the the IMAS Guild in order to upgrade the Science Lab. In June and July, Education staff will once again mount their very successful summer camp program which should be filled to capacity. August 6-9, 2013, Education staff will be producing and hosting a Teacher Professional Development Workshop with our partners from the Smithsonian. Education personnel will be creating Discovery Carts with objects to bring into the galleries during Thursday nights and weekend afternoons to provide interesting activities that enhance visitor experience.

Collections Management

The Registrar will be overseeing all logistical arrangements associated with mounting the ambitious exhibition schedule. She will oversee contracts, shipping, insurance, installation and condition reporting on each object that goes on exhibition. This will represent a herculean set of tasks that will require all her copious professional and organizational skills.

Technology Infrastructure

We have made substantial progress on evaluating our information technology status. Over the last few months we have been incrementally upgrading outdated hardware. We will continue to be upgrading workstations' hardware and office application software for the the remaining staff and this should be completed by June 30, 2013. By the same date we will also have upgraded to the most recent edition of PastPerfect software and begin implementing more of its capabilities. Also by the end of June, we will have upgraded to more recent editions of Quickbooks and have upgraded our point of sale software so we can install mobile card-reading devices on new tablets that will be useful for managing transactions at events like Brew-seum and Colage. By the first of July we will commence one hour per week staff training sessions for utilization of PastPerfect. In addition to these hardware, software and training components we will continue to evaluate event management software and be exploring the possibility of an Information technology partnership with the City of McAllen.

Development

This year we anticipate matching last year's fundraising of \$60,000 from Brew-seum. We also expect to raise approximately \$120,000 from Collage. We have applied for grants for \$10,000 from Ameriprise for Digiwall, for \$15,000 from American Arts Alliance for the Sebastian exhibit and \$19,000 from BBVA Compass for a SMART table for the Education department. We have also applied for over \$300,000 in SECO grant funding in conjunction with the City of McAllen for the Alternative Energy Pergola installation. We will continue to apply for grants as they become available and continue to solicit local business leaders for sponsorship of upcoming exhibits.

Marketing

The Marketing department's immediate future plans include increasing digital advertising and social media impact through collaboration with RGV Events and WhatMcAllen. In addition to digital strategies, the Marketing director plans to begin advertising in Monterrey and Tampico with El Periodico USA associated presses to increase the Hispanic market visiting the museum. In furtherance of this bicultural outreach strategy, the museum will start producing bilingual marketing collateral where appropriate. We will be working in conjunction with the Mexican Consulate, Maxwell Magazine, and other Hispanic Media to promote *Meso-Space: Sculptures of Enrique Carbojal Sebastian*. The department will also be increasing marketing to schools for the Education department's school tours and outreach efforts.

Finance

With what we have made through March, and with conservative projections, IMAS should have a positive net income after depreciation this fiscal year. This will be the first time in many years that the museum will experience such a positive net outcome. (See Spreadsheet attachments to this document)

Visitor Experience

The newly created department of Visitor Experience encompasses Visitor Services, the Gift Shop, Facility Rentals, and the Visitor Experience Program. We recently hired Leigh Woolridge to be the new Director of Visitor Experience. I am confident that she will make an excellent addition to the staff and brings strong skill sets in communication, event planning and management to her new role.

Visitor Services

The Visitor Service desk is the heart and soul of the museum. From providing a smile and friendly greeting when the guest arrives to providing valuable information regarding the exhibits, schedules, activities and membership the Visitor Service desk is a wealth of information. Visitor Services is currently working with Curatorial and Education to ensure that they have the most current information regarding exhibits and programs. The new VE Director will be working with her staff to offer them further training in customer service and information management.

Museum Membership

In addition to being the frontline for the museum, this staff also provides important monthly reports on admissions and membership. Membership is a vital part of every museum. Current membership is 732. Fiscal YTD has seen 227 new memberships for a total of \$9,790.00 of revenue. A good portion of this substantial increase in memberships can be attributed to our initiating a new category of student membership that has enabled college students to join the museum in unprecedented numbers.

The Visitor Experience Department will be working on ways to increase membership sales. Visitor Service staff has already implemented offering membership to each visitor when they are paying admission. Future plans include; incentives for Visitor Service staff to sell memberships, more information on the website, customized “Kid’s Membership”, and a Valley wide direct mailing, based on socio-economic demographics, inviting people to become members.

IMAS Gift Shop

The Gift Shop is an essential part of the museum and its revenue stream. The bad news is Gift Shop sales have decreased since 2010:

2010 = \$71,235.00

2011 = \$64,659.86

2012 = \$54,874.34

The *good news* is the IMAS Gift Shop is evolving into a true museum store. Changes have been made to facilitate this evolution that include promoting a merchandising manager from within the organization who is charged with ordering quality merchandise that is relevant to exhibits in the museum; offering reasonable price points that are attractive to a wide range of visitors; and increasing the quality of visual display. The first three months of 2013 have seen an *average of 30% increase in sales*. However, with six months of the fiscal year behind us already, only a 10% increase in total sales by September 30, 2013, is being forecast.

Other goals for the remainder of FY2013 include: increasing museum visitor & community awareness of the Gift Shop, and refining and updating the overall look of the store and its visual displays.

Future plans include an on-line gift-shop, additional marketing through our website, email newsletter, in-kind partnerships and mailings that are already being sent from the museum. A holiday shopping event is being considered to capitalize on seasonal spending.

Facility Rentals

Birthday Party Facility rentals account for roughly \$13,317 of the museum's revenue stream. Pricing is in line with other venues and the contract is easy to read and understand. Birthday parties account for the majority of facility rentals while social events account for only four of the paid Facility Rentals in 2012. Pricing for social events is out of line with other venues, confusing, and the contract is difficult to understand.

The Visitor Experience Department is currently in the process of reworking the Facility Rental contract to make it easier to read and understand. Pricing structure is also being reviewed and revamped to make IMAS more competitive in the marketplace. Peak pricing for Saturday social events (a common practice among event venues) is also being considered. IMAS policies will be reviewed and revised with the guidance of the Curatorial and Facilities staff. Marketing will be necessary in order to increase community awareness of IMAS as an event venue; if there is no marketing budget in-kind or trade with current supporters will be explored. In the meantime, the existing IMAS website and monthly e-mail newsletters will be used.

A forecast of projected rentals for FY2013 will be made soon, once contracts and pricing has been finalized.

Visitor Experience Initiative

Visitor Experience encompasses each visitor's reaction to every aspect of the museum both inside and out. The objective of the project will be to gather visitor data in order to understand who visits IMAS, why they visit, their expectations, and their experience. Data that is gathered will be analyzed to develop effective strategies for broadening the IMAS experience and its audience. In the coming weeks the Director of Visitor Experience will work with the Visitor Experience Committee to establish the vision, goals, timeline, and implementation of this project.

Future plans will include researching and choosing a survey method to gather data, research IT needs, establishing a method of customer service & visitor experience training for the staff, and determining a budget for the project.

The new VE director and I have discussed hosting a monthly evening mixer event at the museum. By the first week in July we expect to host our first of these wine and hors d'oeuvres parties in an effort to attract young adults to the museum.

Personnel Development

We will begin offering training for staff in how to operate the PastPerfect software to increase efficiency of operations. This will begin by the end of June. We will also commence to availing ourselves of web based training opportunities. All executive staff will be required to engage in at least one Webinar every eight weeks along a topic that is appropriate to their responsibilities.

This should be particularly useful for enhancing information technology skills and for better enabling the Development officer to utilize grant finding, writing, and community outreach strategies deployed by other successful institutions. The Marketing director and the Development officer will continue their training through their participation in the Leadership McAllen program. Susan Zwerling and another education staff member of her choosing will also be heading to Washington, DC and the Smithsonian to continue participating in their museum education training program. In addition, this year we will be sending the Marketing director, Gaby Jones, and the new Visitor Experience director, Leigh Woolridge, to the American Alliance of Museums convention to be held in Baltimore, Maryland during the Month of May.

Transition Strategy

Since August 2, 2010 it has been my privilege to be the Executive Director of the International Museum of Art & Science. It has been a position which I have been proud to fill and have executed to the best of my abilities. The staff rose to challenges from storm recovery to mounting exhaustive schedules of ever more ambitious exhibitions. Education personnel worked long hours to develop new interdisciplinary pedagogical techniques that brought the students the finest programming of its type in the region. Marketing and Visitor Service staff worked tirelessly on promoting and producing a copious number of educational and social events. All of these things were accomplished while holding down expenses and maintaining stable cash reserves. The dedicated staff has demonstrated heart felt commitment to the noble mission of IMAS. I have been pleased to build partnerships with Academic institutions to enhance the quality of art and science education for the young people in the Rio Grande Valley. It has been a gratifying experience to have the consistent support of the Mayor and the City Commissioners. Their vision and commitment have been vital to sustaining and enhancing the museum. Kirk and Jeri Clark's moral support and consistent pattern of generosity has been exemplary and without their unparalleled financial contributions we would not have been able to accomplish as much as we have. As outlined in the preceding pages, during my tenure at IMAS, we have overcome tremendous obstacles to attain some remarkable achievements.

Each Executive Director brings to an administration their own character and expertise. As an art historian, cultural critic, educator and professional curator, I too brought my own optic to my vision of the museum. That vision focused on improving the quality of exhibitions and the frequency of their execution, building the permanent collection, and renewing the museum's vital role in providing a beacon for the region's university students. A museum should always prioritize its duty to provide edification over mere entertainment. By emphasizing the aesthetic and intellectual aspects of the mission of the museum, it was my intent to increase IMAS' cultural relevance and enhance its standing among peer cultural institutions regionally and internationally. In this way, I built a wider range of strategic institutional partnerships to further empower IMAS. It is my sincere hope that the momentum that has been achieved in these areas will be maintained by future administrations.

The next phase of IMAS' evolution is going to require a strong leader who can be the architect of the long term financial stability of the museum. This person will have to effectively project a vision to the museum's Board of Trustees that the Board will be willing to enthusiastically support with their commitment of sufficient financial resources and social capital. This leader will need to have extraordinary nonprofit financial acumen and diplomatic skills.

It is time to form an Executive Search Committee to seek a new Executive Director for IMAS. I am inclined to stay on as Executive Director until the Board of Trustees can find an appropriate new candidate to fill the position or until the end of the fiscal year, whichever comes first. The museum is heading into a very busy season with a half dozen exhibitions, including Sebastian, going up over the next few months. If it would assist in the transition to a new administration after a new Executive Director has been chosen, I would be willing to consider staying affiliated with IMAS in a curatorial consultancy capacity for a while. As an ardent believer in the mission of IMAS, even in my departure, I would not wish to do anything to harm the museum in any way. I will always keep IMAS in mind for how I can assist in the mission of this remarkable McAllen institution.

Joseph Bravo
CEO & Executive Director
International Museum of Art & Science