

**DRAFT MINUTES**

**Fine Arts Museums of San Francisco Board of Trustees**

Zoom Meeting held by Teleconference Pursuant to the Governor's Executive Order N-29-20 and the Fifth Supplement to Mayoral Proclamation Declaring the Existence of a Local Emergency

During the Coronavirus Disease (COVID-19) emergency, FAMSF Board's regular meeting rooms are closed. Trustees, Staff and Members of the Public convene remotely.

**Tuesday, June 8, 2021  
3:00 pm**

**Call to Order**

A regular meeting of the Fine Arts Museums of San Francisco Board of Trustees was held on Tuesday, June 8, 2021 by Zoom. The meeting was called to order at 3:00 pm by Diane B. Wilsey, Chair Emerita.

**Approval of Minutes – Jason Moment, President**

President Moment called for approval of minutes. Upon motion, duly second there was no discussion among Trustees. There was no comment from the public. The minutes of the April 13, 2021 meeting of the Board of Trustees, having been delivered in advance to all trustees, were unanimously approved.

**Calling of the Roll – Jason Moment, President**

**Trustees Present on Zoom**

Carol Bonnie  
Jack Calhoun  
Katherine Harbin Clammer  
David Frazee  
Frankie Gillette  
Wheeler Griffith  
Lucy Hamilton  
Holly Johnson Harris  
Gretchen Kimball  
Yasunobu Kyogoku  
Kathryn Lasater  
Jason Moment, President  
Carl Pascarella  
David Spencer  
Lisa Zanze

Diane B. Wilsey, Chair Emerita

**Trustees Unable to Attend**

Janet Barnes  
Juliet de Baubigny

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David Chung  
Cynthia Gunn  
Lauren Hall  
Bryan Meehan  
Heather Preston  
Richard Scheller  
Lisa Sardegna  
David Wadhvani

### **Corporation of the Fine Arts Museums Trustees Present**

Michael Linn  
Valerie Coleman Morris  
Lynn Anderson Poole  
Marv Tseu\*  
Mariana Gantus Wall

\*Also a Trustee of the Fine Arts Museums Foundation

### **Report of the President**

Mr. Moment welcomed Trustees and noted that since there are so many items on the agenda, the board would move immediately onto action items.

### **Report of the Acquisitions Committee**

President Moment called on William R. Hearst III, Fine Arts Museums Foundation Acquisitions Committee Chair to present the report of the May 13, 2021 Special Meeting of the Acquisitions Committee.

Mr. Hearst recommended the FAMSF Board approve the report of the Acquisitions Committee and accept 73 purchases, 5 funded purchases, 632 gifts, 6 first step deaccessions and 9 second step deaccessions. The full report of the Acquisitions Committee is attached as Appendix I.

On motion, duly seconded, the Board approved the report, and accepted the purchases, gifts and deaccessions. There was no discussion among the Trustees, and there was no public comment.

### **Report of the Director and CEO**

#### **Consideration of Possible Action to Approve Loan Requests**

1. From Art Institute of Chicago, IL  
For African Aesthetics (Working title)
  - Art Institute of Chicago, IL: 11/14/2021 to 2/27/2022
  - Kimbell Art Museum, Fort Worth, TX: 3/27/2022 to 7/17/2022

- A. *Nail and blade oath-taking figure*, 19th century  
Democratic Republic of Congo, Kongo people  
Wood, metal, nail, horn, branches, and glass  
32 1/2 x 12 (82.6 x 30.5 cm)  
Museum purchase, gift of Mrs. Paul L. Wattis and the Fine  
Arts Museums Acquisition Fund  
1986.16.1
- B. *Standing figure, (kasungalala)*, 19th century  
Democratic Republic of Congo, Lega people  
Wood, kaolin  
12 x 3 1/4 (30.5 x 8.3 cm)  
Museum purchase, gift of Mrs. Paul L. Wattis and the Fine  
Arts Museums Acquisition Fund  
1986.16.5
- C. *Shrine figure or bush spirit with seven heads*, 20th century  
Nigeria, Cross River, Ijo people  
Wood, glass eyes, paint  
172.7 x 35.6 x 45.7 cm (68.5 x 14.5 x 18 in.)  
Foundation purchase, Phyllis C. Wattis Fund for Major  
Accessions  
2004.9

2. From: The Metropolitan Museum of Art, New York

For: Winslow Homer: Crosscurrents

- The Metropolitan Museum of Art, NY: 4/4/2022 to 7/31/2022
- The National Gallery, London, UK: 9/10/2022 to 1/8/2023

- A. Winslow Homer, American, 1836–1910  
*Burnt Mountain*, 1892  
Watercolor with traces of graphite underdrawing on wovepaper  
Sheet: 354 x 508 mm (13 15/16 x 20 in.) Gift of Mr. and Mrs. John  
D. Rockefeller 3rd  
1979.7.55

On motion, duly seconded, there was no discussion among Trustees. There was no public comment. The board voted unanimously to approve the loan requests.

Director Campbell reported on the following museum activities:

### **Reopening**

- This spring, FAMSF teams put their all into helping visitors feel comfortable as they return to the museums. 160,000 visitors have returned since the de Young reopened in early March
- At the de Young, visitors have enjoyed the Frida Kahlo and Calder-Picasso exhibitions. Both shows were well-received by both visitors and the press, and towards the end of their runs, within limited capacity, were completely sold out
- More recently, the Legion of Honor reopened with Wangechi Mutu and Pompeii exhibitions. In good news for the Legion of Honor, SFMTA has finally announced plans to restore service for the 18 line in August. For members, visitors and staff who rely on public transportation to get to the Legion of Honor, this will be a huge relief, as the 18 is the only MUNI line that fully services the museum.

### **Exhibitions**

- From Wangechi Mutu to Nampeyo to Hung Liu to Judy Chicago to Patrick Kelly, the 2021 exhibition schedule has an incredibly strong focus on women artists, and artists of color. At this moment, with museums across the country attempting to share more inclusive and expansive narratives, this exhibition schedule stands out.

#### **UNCANNY VALLEY: BEING HUMAN IN THE AGE OF AI, FEBRUARY 22, 2020 — JUNE 27, 2021**

After garnering critical acclaim in publications such as WIRED, Forbes, Fast Company, Art in America, and Frieze, *Uncanny Valley* will close at the end of June, after which those galleries will be reinstalled with a permanent collection display

#### **LAST SUPPER IN POMPEII: FROM THE TABLE TO THE GRAVE, MAY 7–AUGUST 29, 2021**

With its limited daily capacity, Pompeii has been selling out on the weekends, and approaching sell out status during the week as well. It is noticeable just from looking around that our visitors are enthralled by objects in this show, and the narratives that they convey about life in Pompeii.

Pompeii has received strong coverage in the press, including recent glowing reviews in the Chronicle and the Wall Street Journal. In his article for the Chronicle, Tony Bravo homed in on the additional resonance that the exhibition has now in the Covid era with its focus on the pleasures of life, in the shadow of death”

“After a year of living through the COVID-19 pandemic, in which both awareness of mortality and the urge to find comfort in food and alcohol have been common for many, maybe I felt closer to the Pompeian outlook than usual. In 2021, I expect others will as well.”

#### **WANGECHI MUTU: I AM SPEAKING, ARE YOU LISTENING?, MAY 7 – NOVEMBER 7, 2021**

Wangechi Mutu’s sculptures provide a poignant foil to the museum’s European collections. As the US grapples with our country’s colonial origins, and the

persistence of systemic racism, the capacity of Wangechi Mutu's work to expand our worldviews has never been more critical.

"Mama Ray"—a humanoid manta ray hybrid, whose presence in Court of Honor, along with three other Mutu sculptures, compels viewers to look at the stately surround of the Beaux Arts colonnade with fresh perspective. After a year of looking at art almost exclusively on screens, the rich materiality of Mutu's sculptures.

The Wangechi Mutu exhibition has been featured in local and international press, with articles in the Guardian, Juxtapoz Magazine, The Chronicle, The Economist, and the Art Newspaper

Claudia Schmuckli, Curator in Charge of Contemporary Art and Programming will discuss the exhibition in depth later in this meeting.

**HUNG LIU: GOLDEN GATE (金門), JULY 10, 2021 – MARCH 13, 2022**

*Hung Liu: Golden Gate* opens July 10. This installation in Wilsey Court will combine new and existing work to highlight international and domestic narratives of migration.

**JUDY CHICAGO: A RETROSPECTIVE, AUGUST 28, 2021 – JANUARY 9, 2022**

Charting Chicago's boundary-pushing path, the exhibition spans her early engagement with the Californian Light and Space Movement in the 1960s to her most current body of work—a searing and timely investigation of mortality and environmental devastation, begun in 2015.

**COLOR INTO LINE: PASTELS FROM THE RENAISSANCE TO THE PRESENT, OCTOBER 9, 2021–FEBRUARY 13, 2022**

Opening in October, *Color into Line* presents a powerful selection of masterpiece drawings done with pastel.

**PATRICK KELLY: RUNWAY OF LOVE, OCTOBER 23, 2021–APRIL 24, 2022**

During his brief yet impactful rise in the late 1980s, Kelly's bold and bright creations stood out on the streets, in nightclubs, and especially on the runway.

**NAMPEYO AND THE SIKYATKI REVIVAL  
FEBRUARY 27, 2021–ONGOING**

Situated in a gallery just beyond the Wilsey Court, this single gallery display celebrates the artistic ingenuity of famed Tewa-Hopi potter, Nampeyo

**JULES TAVERNIER AND THE ELEM POMO, DECEMBER 18, 2021–APRIL 17, 2022**

This exhibition will bring together more than 40 works—including paintings, watercolors, and photographs—to tell the story of Jules Tavernier's extraordinary

career with a focus on his masterwork *Dance in a Subterranean Roundhouse at Clear Lake, California* (1878). Major works by Tavernier (born France, 1844–1889) will be shown alongside historic and contemporary Pomo basketry and regalia from the Elem Pomo Indian Colony

### **BOUQUETS TO ART, JUNE 8 – 13, 2021**

Bouquets to Art opened with a special preview last night, and the de Young was brimming with energy. The excitement of our visitors, and their appreciation to be back at the de Young was palpable. With capacity, exhibition tickets sold out more quickly than ever. Two virtual programs are offered for those who are unable to attend the event, or for superfans who would like to complement their in-person visits. This year's in-person Bouquets to Art is a real turning point in our gradual return to normal.

## **Operations**

### **Forthcoming changes to state health and safety guidelines**

Governor Newsom is anticipated to announce changes to the state of California's existing mask guidance on June 15. As a city department with city owned buildings and collections, we will also hew to the CCSF health policies and guidelines.

Throughout the United States, in areas where mask restrictions have already eased for indoor activities, museums' responses to local mask guidance has been varied.

To date we have maintained a reduced capacity of 25% at the Legion of Honor, even though we are technically able to have more visitors according to the tier system. This reduced capacity enables us to maintain proper 6 foot physical distance

### **Resuming in-person public programs**

In the fall, as public health guidance continues to evolve, we expect our in-person public programs to rollout on a staggered basis. In-person programs will be complemented by continued virtual programming.

### **Free Saturdays**

Free Saturdays resumed this spring, albeit at reduced capacity. Following the closure of Frida and Calder-Picasso in May, capacity was increased at the de Young from around 400 per Saturday to more than 1,500 per Saturday. Even with special exhibitions closed, we have seen real appetite for Free Saturdays at both the de Young and the Legion of Honor.

### **Staff return to work plan**

With full in-person school likely to resume in fall 2021, along with anticipated increases in public transit options, we plan for members of our workforce who have been working primarily offsite during COVID to return to the office after Labor Day. For certain job functions, hybrid options will be available, which will allow employees to work from home 1-2 days a week

### **Staffing Updates**

Emily Beeny is appointed to the position of Curator-in-Charge of European Paintings. Beginning July 1, she will oversee the Museums' holdings of over 800 paintings from the 14th to early 20th centuries as well as the development of original exhibition programming.

Emily holds a PhD from Columbia University and is a specialist in French paintings and drawings of the seventeenth through nineteenth centuries. She joins the Museums from the J. Paul Getty Museum in Los Angeles.

As a founding member of the Getty's Diversity, Equity, Access, and Inclusion Task Force, Emily is committed to addressing historically underrepresented narratives around colonialism and imperialism, which we will continue to highlight in our interpretation at the Legion of Honor.

### **Public Programs**

#### **Virtual Wednesdays**

Even as we look to resume in person activities, we continue to build our virtual offerings. The Virtual Wednesday program has grown over the past several months. This series of programs supports new ways of engaging with art through innovative dialogues and experiences, while prioritizing anti-racist content and messaging year round.

Through the Virtual Wednesday program, we have had the opportunity to partner with SeeBlackWomxn--a Bay Area collective of artists, activists, curators, and writers that emphasizes self-representation, free from the stereotypical tropes assigned to Black women. Tomorrow night, in the fourth program in this five part series, Artist and Activist Traci Bartlow will focus on Black Feminist Futures. This program, is just one of the events that we have planned this month that celebrates Black excellence.

#### **Local Voices Podcast**

Engaging with the critical national conversations of power and representation in public Art, Season 3 of our podcast *Local Voices* focuses on Bay Area public art and monuments. The 7<sup>th</sup> and final episode of Local Voices, season 3 was published earlier today, featuring artist Lava Thomas.

### **Diversity, Inclusion, Equity and Access**

At the museums, individuals across the institution are working on a daily basis to make the Fine Arts Museums more diverse, inclusive, equitable, and accessible. As we ambitiously work to embrace DIEA values in all areas of our program and our culture, we are actively defining plans to enhance our visitor experience, to continue expanding our interpretive strategy, to deepen our support of staff, and to offer substantive professional development opportunities for aspiring museum professionals of all backgrounds

Professional development opportunities are in progress, and key new positions will support this work:

#### **Director of Interpretation and Community Engagement**

The person filling this position will work across departments to help shape inclusive narratives and storytelling.

#### **Diversity Officer**

Currently developing position description.

## **Community Reps**

This spring, FAMSF Community Representatives joined together in small collaborative working groups to support the research and provide recommendations for four initiatives: In-Gallery Facilitation, Equity School project, DEIA initiatives, and Research & Interpretation. Each of the working groups meet weekly to identify, research, and share recommendations on how to shift our practices to center and advance equity and social justice.

## **Interns**

This summer, we launch our newly redesigned Internship Program. From 550 applicants, we selected a cohort of 10. The virtual program consists of emerging professionals interested in exploring art and museum careers and also passionate about inclusion and racial equity. Starting mid-June, the interns will work with Education in collaboration with Curatorial Departments on research initiatives and educational programs.

Interns will gain knowledge of museum careers, operations and culture, receive mentorship from museum staff, and gain hands-on project experience. The cohort will join professional development workshops and meet a network of museum professionals.

This program is fully paid, and funded in partnership with the City of San Francisco's Opportunities for All program.

## **Update on the Fellowship program**

We are thrilled to have hired 4 Collection Cataloguing Fellows (out of 480 applicants), who will be starting this October. During the two year fellowship, this group will be partnering with department curators and the Registration and Collections Management team to provide assistance with the ongoing work of analyzing existing collections data and prioritizing data clean up in preparation for our migration to TMS (The Museum System collection database)

These roles are part of an ongoing priority to meaningfully expand professional development opportunities for aspiring museum professionals of all backgrounds and to our commitment in making FAMSF a more diverse, accessible, and inclusive institution.

## **Website Redesign**

Over the course of the next 1.5 years, we will completely overhaul the website.

FAMSF's 7 goals with this project are to:

- Clearly present who we are and what makes us unique
- Expand digital storytelling
- Simplify and improve the visitor journey
- Improve access for all users
- Improve membership experience
- Improve online access to our collections
- Better integrate e-commerce with the website

We considered proposals from 5 top level agencies specialized in digital production for the museum industry, and have engaged Area 17, a brand and digital product agency based in New York and Paris. Their expertise spans the museum, media, retail, tech, fashion and hospitality industries. Among websites that they redesigned in the last few years are: [getty.edu](http://getty.edu), the



Chicago Art Institute, the Fondation Louis Vuitton, The Barnes Foundation collection website, Harvard University, The New York Times Company and many others. Their expertise both in the cultural sector and in other fields has been particularly appealing to us as a way to bring in innovation can often be found in learning from trends surfacing in other industries. Moreover we are very excited to partner with Area17 as their team showed strong skills and expertise in all web production areas from digital strategy, to UX and UI design, to front-end and back-end engineering.

### **The Museum System (TMS) Collections Management Database**

46 members of staff across 7 departments just concluded QA (Quality Assurance) testing of the institution's new TMS Collections and Conservation Studio collections management systems. Testing launched on Fri May 14, and closed on Friday, Jun 4th.

For this testing, staff used the beta versions of TMS Collections and Conservation Studio that have been preloaded with FAMSF's data and collections information, giving us the chance to We are currently scheduled to go-live with the final versions of TMS Collections and Conservation Studio in August. FAMSF will be poised to begin a remarkable transformation in cross-departmental work culture, workflow, and information access by having merged over 20 years of siloed work into a single, integrated system.

### **Museum Buildings – Report on Condition of Hamon Tower**

The restoration of the mock up area to map out how best to remediate damage is underway. Recoating of the steel is complete and we are now awaiting installation plan for the steel pipes and anchors. Once pipes and anchors are reinstalled, the copper panels will be reinstalled.

### **John F. Kennedy Drive Closure**

In the weeks and months ahead, as we expand capacity at both the de Young and Legion of Honor in accordance with state and city guidance, we especially look forward to welcoming new visitors through Free Saturdays and Access programs. As we gradually return to full capacity, we remain extremely concerned about the unintended impacts of the closure of JFK Dr. East on: visitors' ability to access the museums, museum operations, and on the institution's financial viability.

#### **Impacts on Access**

Accessibility for all visitors is of utmost importance to the Fine Arts Museums. We have prioritized access for people with disabilities over the past 30 years by partnering with an incredible volunteer group--the FAMSF Access Advisors -- to create more equitable access to the arts both physically and programmatically

Free public parking and ADA parking in close proximity to the de Young is critical to ensuring access for all. The closure of JFK Dr. has eliminated accessible and affordable parking within close proximity to the de Young. Key statistics on the impacts:

- Within 1/4 mile of the de Young Museum entrance, Free ADA Parking has been reduced by 57%; within 1/2 mile, Free ADA Parking is reduced by 41%.
- The 17 ADA parking spaces lost on JFK Drive are within only 1/10th of a mile of the de Young Museum entrance. There is no such equivalent replacement

- With the current closure, free parking within 1/4 mile of the de Young Museum entrance, has been reduced by over **75%**; and within 1/2 mile, by over 50%.

### **Impact on Operations**

The loading dock is the essential lifeline for de Young Museum operations, and it is only accessible from John F Kennedy Drive, This the sole access point for vendors and goods, including artwork, to enter the museum and is used seven days a week; we receive anywhere from 150-200 deliveries per week via the loading dock.

When the new de Young was built, the loading dock was designed and placed on this road, with direction and input from the leadership of the Recreation and Parks. Pro-closure advocates aspire to a completely car-free JFK, however, there will always be vehicles on John F Kennedy drive, between de Young delivery vehicles, those of other park institutions and vendors, maintenance vehicles, Rec & Park vehicles, emergency vehicles, etc.

Is it safe for these vehicles to be mixing with pedestrians and bicyclists who do not expect them to be there? Is it acceptable for museum staff and delivery drivers to be harassed en route to the dock?

### **Fiscal impacts**

The fiscal impact that JFK closure could have on the Museums is concerning. Over one million visitors attend the de Young each year, who spend money at the museum and local San Francisco businesses. Even a 5% decrease in attendance could cause a reduction of \$1M in Museum revenues. Welcoming visitors back to the de Young is essential to ours and the City's economic recovery. Together with other Golden Gate Park destinations, we can contribute to the City's economic and psychic recovery from the pandemic.

In the months ahead, we will actively participate in the SFMTA and Rec and Park-led public outreach process for the Golden Gate Park Slow Streets project. Simultaneously, we will continue to advocate for the modified reopening of JFK during the process.

### **Report of the CFO**

Report on the Fine Arts Museum (FAM) Budget:

#### CCSF FY22 Budget Overview

- Federal Stimulus package had a significant (positive) change on the City's FY22 Budget compared to earlier this winter.
- As a result, the Mayoral FY22 FAM Budget proposal includes no reduction in operating hours or employee layoffs.
- Mayor Breed released the FY22 Budget on June 1.
- Board of Supervisors holding Budget Hearings for FAM on June 16 and 23. Budget adjustments can occur.
- Mayor to sign BOS approved budget on August 1.

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- FY22 Mayoral Budget +\$2.6M from FY21 Budget.
- Staffing +\$1M from Union contracts/No new positions.
- Utilities/Insurance +\$400k from higher industry costs.
- Other Expense +\$125k equipment purchases.
- Capital +\$1M

	Mayoral Budget FY22	% of FY22 Budget	Approved Budget FY21	% of FY21 Budget	V F
Staffing (primarily security)	14,251	78%	13,194	79%	1
Utilities	1,730	9%	1,498	9%	2
Art and Property Insurance	1,629	9%	1,421	8%	2
Buildings Service Contracts	348	2%	348	2%	-
Other expense	<u>409</u>	<u>2%</u>	<u>284</u>	<u>2%</u>	<u>1</u>
Total Expenses	18,367	100%	16,745	100%	1
Capital Expenditures	<u>1,400</u>		<u>422</u>		<u>9</u>
Total Spending	<u>19,767</u>		<u>17,167</u>		<u>2</u>

**Capital Projects and Equipment Capital Projects \$1.4M and Equipment \$120,000 in FY22**

Capital Projects

- de Young Tower Repair - \$500,000

- de Young Server Room AC - \$160,000
- LOH Laylight Shades - \$175,000
- LOH Roof Waterproofing - \$225,000
- General Repair and Other Small Projects - \$340,000

Equipment Projects

- LOH Textile Rack Replacement - \$90,000
- Porcelain Study Room Display Cases - \$30,000

**Resolution:**

Consideration and Possible Action to Adopt a Resolution Acknowledging Funding Expended by the Corporation of the Fine Arts Museums During the Period January 1 through March 31, 2021

WHEREAS, The Corporation of the Fine Arts Museums is a 501(c)(3) not-for-profit corporation that exists to support the activities of the Fine Arts Museums of San Francisco; now, therefore, be it

RESOLVED, That the Board of Trustees of the Fine Arts Museums of San Francisco does hereby acknowledge with gratitude funding in the amount of \$9,863,347 expended by the Corporation of the Fine Arts Museums for operations during the period January 1 through March 31, 2021.

On motion, duly seconded, there was no discussion among Trustees. There was no public comment. The board voted unanimously to approve the resolution.

**Resolution:**

Consideration and Possible Action to Adopt a Resolution to Transfer Funds in the Admission Fund for the Fiscal Year 2021–2022

RESOLVED, That the Board of Trustees of the Fine Arts Museums of San Francisco does hereby authorize the Controller of the City and County of San Francisco to transfer monthly excess revenue general admission over monthly admission operating expenses in the Admission Fund (11940-SR Museums Admission) to Authority Code 17041, Project Code 10023196 (FA Fine Arts Operating Rev/Exp), Account Code 535990 on a monthly basis for the Fiscal Year 2021–2022; and, be it

FURTHER RESOLVED, That the funds in Project 10023196 are to be used to reimburse the Corporation of the Fine Arts Museums for expenses incurred on behalf of the Museums.

On motion, duly seconded, there was no discussion among Trustees. There was no public comment. The board voted unanimously to approve the resolution.

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**Report on Museum Programs**

Curatorial Presentation on *Wangechi Mutu: I Am Speaking, Are You Listening?* – Claudia Schmuckli, Curator in Charge, Contemporary Art and Programs

**Public Comment**

There was no public comment

**Adjournment**

Diane B. Wilsey, Chair Emerita adjourned the meeting at 3:57 p.m.