

Sarah Wyer
John Fenn & Eric Schiff
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Case Study Assignment

The Jordan Schnitzer Museum of Art



Brief History of the Jordan Schnitzer Museum of Art:

The Jordan Schnitzer Museum of Art (JSMA) is an academic art museum located on the University of Oregon's campus. Their mission is:

The Jordan Schnitzer Museum of Art enhances the University of Oregon's academic mission and furthers the appreciation and enjoyment of the visual arts for the general public.

The JSMA—originally the University of Oregon Museum of Art—was built beginning in 1929 and opened its doors in 1933. Its building was always intended to be an art museum. The museum was founded on the collection of Gertrude Bass Warner, an influential and well-traveled Eugene resident who had an extensive personal

collection of Asian art. The JSMA has a rotating exhibition schedule, both traveling exhibitions and shifting pieces from the permanent collection, as well as an extensive calendar of events and programming.

Part I: Environmental Scan

1. Economic Scan

What economic factors are influencing the organization? Trends, Changes and Concerns: The Jordan Schnitzer Museum of Art (JSMA) has several economic factors that influence the organization, from being so closely tied with the University of Oregon to reliance on a membership base to help with exhibition funding.

Contributed Income- Individual, grants/foundations, corporate

The JSMA applies for and receives several grants that assist in various parts of museum operations. For example, in 2013 the JSMA received a grant from the Daura Foundation of \$35,000 to help with exhibition costs (catalogue, print materials, framing, etc.) for a student-curated exhibition, *Placing Pierre Daura*. Also, the JSMA has corporate sponsors from time to time, whether for programs or exhibitions. A year and a half ago, for example, the JSMA had an exhibition called *The Human Touch* that consisted of an incredible collection of modern art owned by RBC Wealth Management. RBC helped fund collateral among other things.

Earned Income- ticket sales and earned income sources

The JSMA has a strong earned income base in annual membership dues, which are anywhere from \$45 for an individual membership to \$10,000 at the top of the Patron Level of membership. Currently, the JSMA has about 1,000 members. Admission is another form of earned income, but definitely not one that JSMA relies on heavily. An adult ticket to see the exhibitions is \$5, a senior ticket is \$3, and students, faculty, and children are free. Another earned income source would be the numerous workshops that JSMA holds through the education department. These workshops can cost anywhere from free to \$45. During the summer, the

JSMA has a very popular kids' workshop series that brings in around \$100 per registration.

Government Income– local, state and national support

The JSMA gets a hefty portion of funding (mostly for staff salaries) from the University of Oregon. The JSMA also does not pay any rent for the building they occupy on campus. Recently, the JSMA received a grant from the Lane County Cultural Coalition for an exhibition coming from Mexico City to the JSMA.

Organizational economic past and present –what is the general financial health of organization, any budgetary concerns? The JSMA is financially healthy at the moment with an annual budget of about \$3 million. They are currently campaigning for contributions and support to help with creating endowments for senior staff, especially curators.

Are there other economic factors that influence the organization's situation (touring trends, competition and other outside variables). The JSMA, although it is a university art museum, does not face very much competition locally because it also serves as the city of Eugene's art museum. Competition does occur, however, with purchasing artwork for JSMA's permanent collection, as well as courting collectors.

2. Demographic Scan

What is the general audience or make up of the participants? The JSMA's primary audience is the university, whether students, staff, or faculty who involve JSMA's exhibitions or collections in their classes. The JSMA also serves as classroom space. Apart from the university, JSMA's audience is the community of Eugene. This includes families, children, couples, seniors, and adults.

Any trends in sex, age, heritage, or education with participation level? JSMA's education programs are more geared towards children and families. Other programs appeal more to students (like classes! And JSMAC programming), whereas there are also Patron Circle events (usually middle-age and older), and member events. Most of JSMA's members are white, but this has less to do with the

museum's demographic and more to do with the primarily white population in Eugene. JSMA has recently tried to reach out to Eugene's Latino/Latina and Hispanic population more recently, with Dia de los Muertos events and specifically-focused workshops.

How do national trends compare to the organization's demographic trends? Right now, according to the Center for the Future of Museums, the United States of America has a population that is 34% composed of minorities. However, core museum visitors are comprised of about 9% minorities. I do not have statistical specifics of JSMA's visitor base as there is currently no measureable system in place for keeping track of visitor demographics.

What demographic characteristic is of most concern to the organization? Currently, the JSMA would like to strengthen its base of student members and attract a broader range of diversity to the museum.

3. Cultural Scan

What is the general culture of the organization and board? The JSMA's board is their Leadership Council, made up of influential and dedicated Patron Circle members. The Board is genial and meets once a quarter for 3 hours. The Leadership Council also has several committees, which also meet once a term. The JSMA is a medium-sized art museum and could easily use more staff members to balance the workload of constant programming, exhibitions, and events. While everyone works hard, JSMA staff members are also very supportive of one another. People wear multiple hats and strive to problem solve and help one another.

What local cultural elements or social values encourage participation? The JSMA believes that knowledge of art enriches people's lives. They value collaboration, education, and building diverse audiences. The JSMA works to help support other local initiatives, and embraces their partnership with the university. For example, during Ducks Football home games, the entire weekend is free for museum guests.

What leisure trends influence the organization? The JSMA is very aware of university goings-ons and often tries to fit within that schedule with their programs. Ducks Football, for example, has a large impact on the museum, whether it's free admission on home game weekends during the season or *Art of the Athlete*, an arts program through JSMA's education department that supports athletes creating art and then exhibits it. The JSMA also offers artist talks and curator talks that pair with exhibitions.

What popular culture elements influence the artistic offerings of the organization? The JSMA was founded on a collection of Asian art, and still has a strength in Asian art, but lately has been bringing in a lot of contemporary and modern art. An upcoming exhibition features EC Comics, and a following one, *Scrimmage*, looks at the history of football.

How has the organization responded to the technology culture? The JSMA wants to respond to the varying degrees of technology within the museum, but only has the capacity for a certain amount. There are often iPads with interactive components, often student-made apps to accompany exhibitions where students have been a part of the curatorial process. There are also TV monitors in certain exhibitions that either play relevant material or serve to further elucidate exhibition content. The JSMA also subscribes to "Guide by Cell", where museum visitors can call a certain number and hear the curator talk a little bit more about a certain artwork.

4. Other Environmental Elements

Political – internal and external factors International

There are always political factors involved with an art museum, especially when collections were founded on art from different cultures. The JSMA also needs to consider the political factors involved when bringing artworks from other countries.

Other "X" Factors specific to the organization and art form

A huge factor to consider is getting people to participate. Art museums are primarily visual and historically struggle with involving the museum visitor.

SWOC Analysis: The Jordan Schnitzer Museum of Art

	Strengths	Weaknesses	Opportunities	Challenges
Cultural Product	The JSMA is the only art museum in Eugene, so its programming and exhibitions serve a city-wide audience, as well as the University of Oregon.	While the JSMA has a large collection of Asian art, and a strength in exhibiting contemporary art, there is not a huge amount of diversity in exhibitions.	Masterworks on Loan program picking up speed and interest, able to bring valuable and rare artwork (like a Monet or Frank Stella) to the JSMA that would otherwise go straight into private collections. Increased partnerships with other museums made through loans and traveling exhibitions can increase pool of available artwork to put on display.	JSMA's vaults are only so big when it comes to acquiring new artwork for permanent collection. Also need long term planning strategies (when borrowing from other museums/institutions, usually ask for artwork loan at least one year in advance).

SWOC Analysis: The Jordan Schnitzer Museum of Art

<p>Pricing</p>	<p>The JSMA is very affordable. Its main constituents, UO staff/faculty/students, have free admission to the museum. Otherwise, the cost of admission is quite low.</p>	<p>Low admission costs mean more reliance on membership base. Memberships are varied and affordable compared to other museums of JSMA's size, but struggles ensue with attracting new members to the museum.</p>	<p>Low cost of admission means greater accessibility. Also, being free for students and UO faculty and staff means that large constituency can be served.</p>	<p>Balancing low admission with heightened efforts at membership, but also trying to make admission affordable without making it seem not-valuable.</p>
<p>Place (Access)</p>	<p>For the University's needs, the JSMA is positioned on campus and close by student life. It also serves as classroom space when needed, often for multiple classes per term.</p>	<p>For the general public of Eugene, the JSMA is a little difficult to get to. Parking is difficult and, sadly, a barrier to access. It has also been said that the JSMA's façade is intimidating.</p>	<p>With a potential grant from the Ford Family Foundation, the JSMA might begin construction on a new visitor center and pavilion off the north side of the building.</p>	<p>Parking will likely continue to be a problem for visitors. Especially as parking space is outside the JSMA's control.</p>
<p>Promotional Efforts</p>	<p>The JSMA partners with lots of local organizations and</p>	<p>Marketing department of one person, when really it</p>	<p>Lots of partnerships, interns can help with marketing initiatives,</p>	<p>There is just too much to do for one person, so it is often</p>

SWOC Analysis: The Jordan Schnitzer Museum of Art

	initiative, and has strong integration with the University of Oregon. JSMA's Communications Manager has good relationship with media outlets.	should be at least three people to handle promoting the JSMA, based on the museum's size and needs.	cross-promotion possible.	challenging for promotional efforts to all be realized.
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