Process Redesign

Process Simplification Advisory Committee
Sponsor/Team Lead: Jody Kielbasa, Vice Provost of the Arts
Colette Sheehy, Vice President of Management & Budget
The Problem: Do we know enough about what we have?

What happens when hidden treasures go missing?

Berkeley’s Artwork Loss Is a Museum’s Gain

BERKELEY, Calif. — Everybody misplaces something sometime. But it is not easy for the University of California, Berkeley, to explain how it lost a 22-foot-long carved panel by a celebrated African-American sculptor, or how, three years ago, it mistakenly sold this work, valued at more than a million dollars, for $150 plus tax. (NY Times, Feb. 2012)

Could this happen at U.Va.?

U.Va’s Artwork Loss Could Have Been a Donor’s Lament

CHARLOTTESVILLE, Virginia — A Donor’s family becomes very upset when a family portrait which is supposed to be hanging in the entry of a University building is just a bare patch of paint. Those associated with the University search for answers and by rummaging in attics retrieved the portrait of the important donor who funded the construction of the building many years ago. The portrait is eventually hung in its proper place which appeases the family here to honor their ancestor and a donor’s lament is averted.

How many other stories are there to tell?
Internal Audit was conducted

The Audit

May 2011: The Audit Department conducted an audit and developed a report entitled, Audit Observations in Planning for Fine and Decorative Arts, identifying a Process Simplification team to “determine how this function should be handled at the University.”

Findings from Audit Report

* No one unit was designated responsible for fine and decorative art on Grounds.
* A comprehensive inventory of fine and decorative art does not exist.
* The University has a fine and decorative art policy, but it is not being followed.

Conclusion

Unidentified fine and decorative art items could be stolen, lost/misplaced, or mishandled. This could result in loss of assets, bad publicity, and potentially unhappy donors. In addition, the items could be improperly managed.

Definition

Fine and decorative art includes paintings, prints, sculptures, photography and objects that are not the property of the University Art Museum, Alderman Special Collections, or the Kluge-Ruhe Aboriginal Art Collection. Some units (e.g., the Office of the Architect) have cataloged their collections, but no comprehensive inventory of these non-museum pieces exists.
Fine & Decorative Arts Team Addressed Audit

- **Heritage Collection**: Ownership of the art remains with the current school or unit. This is merely a comprehensive listing of this fine & decorative art with digital photos, details and where it is located.

- **Process**: Redesigned and simplified the process for receiving, evaluating and maintaining Fine and Decorative Arts.

- **Inventory System**: Developed and piloted a new Inventory System to track the art that we have in schools and historic buildings.

- **Policy**: Drafted a new simplified policy for maintaining the inventory.

- **Advisory Board**: Creating a Fine & Decorative Art Advisory Board to make recommendations regarding the management and conservation of the collection.
New Inventory System will document fine & decorative art

### My Artwork

<table>
<thead>
<tr>
<th>Title</th>
<th>Art Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freedom 2</td>
<td>Decorative Art</td>
</tr>
<tr>
<td>Last Choice</td>
<td>Photograph</td>
</tr>
</tbody>
</table>

### My Major Business Units’ Artwork

<table>
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<tr>
<th>Title</th>
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</tr>
</thead>
<tbody>
<tr>
<td>At the Cafe</td>
<td>Painting</td>
</tr>
<tr>
<td>Fantastic Four</td>
<td>Poster</td>
</tr>
<tr>
<td>Freedom</td>
<td>Bronze</td>
</tr>
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</table>
Recommendation: Art Advisory Board ensures coordinated effort

Art Advisory Board - Roles and Responsibilities

1. Coordinates with Advancement, Gift Accounting and University art experts to ensure donor gifts and purchases of Fine and Decorative Art are:
   - Evaluated for appropriateness, authentication and art condition
   - Assessed regarding ongoing costs of maintenance and art conservation of the gift
   - Recommended for acceptance, transfer or disposal as needed
   - Re-evaluated if needed for transfer or disposal of the art

2. Coordinates with Museums, Special Collections, Office of Architect, Academic and Administration units to ensure Fine and Decorative Art is:
   - Managed and conserved in accordance with Fine & Decorative Art policies
   - Inventoried in the University Fine and Decorative arts inventory

Potential Membership:
Vice Provost of the Arts
Vice President for Mgmt & Budget
Fralin Museum Advancement
Special Collections Gift Accounting
Office of Architect Art Dept., College of A&S
Alderman Library Ad Hoc experts as needed
Do we know enough about what we have?

Additional issues: roles and scope

Who is preserving the history of U.Va.? What about orphaned U.Va. objects?

Over 300 Historical Portraits – Presidents, Deans, Faculty - Who will take care of them?
Boxes of Archeological Findings – Where should they be displayed?
Period Furniture – How to preserve and store for future?

Who keeps the archive of University of Virginia history?
Special Collections keeps the archive of documents;
Unclear who keeps the archive of historical objects

Who keeps the historical objects today?
Office of Architect, Special Collections, University Museum

What is the long term strategy for preserving the history of the University?
Who will fund and preserve the historical objects?
Requires funding to manage, preserve, store, display and inventory the objects
Requires expanded space to store objects – Millmont storage is limited
– OA, Museum and Special Collections are running out of space to store history of U.Va. items

Who is the Keeper of the objects in Common Spaces?
Art that is not “owned” by any one collection but benefits the University
• Lincoln Perry murals (Old Cabel Hall), Allyn Cox murals (Clark Hall),
• The Aviator statue (outside of Alderman Library)

Who is responsible for their management and conservation?
Fine & Decorative Arts Team Across Grounds Membership

Core Team Members
1. Team Lead/Sponsor - Beth Turner, College of Arts and Sciences, Dept. of Art
2. Process Simplification Lead – Lee Baszczewski, Director, Process Simplification
3. Jean Lancaster (Collier), Collections Manager, University Museum
4. Nicole Anastasia, Assistant Registrar, University Museum
5. Brian Hogg, Senior Preservation Planner, Office of Architecture
7. Cecilia Baber, Director of Gift Accounting, Development
8. Daniel Reid, Senior Auditor
9. Gary Young, Director of Fixed Assets, Office of Financial Analysis
10. Debra Hinton, Assistant Director, Risk Management
12. Lori Ponton, Senior Buyer, Procurement
13. Todd Parks, Graduate Student, Process Simplification

Extended Team Members
14. Reba Camp, Director, Environment of Care, Medical Center
15. Charles Walcott, Asst. Director for Facilities Operations, Newcomb Hall
16. Anna Towns, Director of Space & Planning Mgmt., College of Arts and Sciences
17. Margaret Smith, Director / Dominique Cocuzza, Curator: Kluge-Ruhe Museum