



## Association of Art Museum Directors

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### **ANNUAL ART MUSEUM DIRECTORS SURVEY REVEALS INCREASING STABILITY AND STRATEGIC GROWTH AFTER SEVERAL YEARS OF ECONOMIC CHALLENGE**

#### **Association of Art Museum Directors 2004 *State Of The Nation's Art Museums* Survey Highlights "Cautiously Optimistic" Focus On The Future**

New York, March 23, 2004...The Association of Art Museum Directors (AAMD) today released its annual *State of the Nation's Art Museums* survey. The survey shows that museums are increasing their educational programming and investing in their public facilities in a careful response to modest but encouraging economic trends in the art museum community. Forty percent of the museums surveyed reported increasing their education programming since January 2003; of those museums reporting expansion plans, 95% are moving forward with these projects. Public participation in museum activities during the last year was strong, with 43% of museums reporting a growth in attendance, up from only a third of museums that reported an increase in visitorship during the previous year.

Overall, 61% of museums reported that their total revenue had either increased or remained steady in the twelve-month period from January 2003 to January 2004 – an increase of 20% over the number of museums that reported rising or stable revenue during 2002. Perhaps most significantly, 43% of museums reported increased contributions to their endowments, reflecting supporters' understanding of the importance of museum endowments to maintaining long-term institutional stability in the face of periodic challenges.

"The AAMD's 2004 survey reveals that our members are cautiously optimistic about the future, and committed to public service as their first priority," said AAMD president Peter Morrin, director of The Speed Art Museum in Louisville, Kentucky. "After several economically challenging years, we are seeing an encouraging increase in the number of contributions to museums, which is enabling our members to focus on continued enhancements to their education programs and public resources. This

increase in giving comes in large part from individuals, with some positive movement in the areas of foundation and corporate funding. Together, this support demonstrates a belief that museums bring value to their communities and to the people of all ages whose lives are enriched by art.”

One hundred and thirty-five museums responded to the annual survey, conducted by the AAMD in February/March 2004. The survey reflects activity occurring during 2003 and builds on and updates data gathered in previous *State of the Nation's Art Museums* surveys, the first of which was conducted in January 2002. The institutions surveyed represent a broad range of the nation's art museum community, including large, mid-sized, and smaller institutions in urban, suburban, and rural areas, as well as federal, university, private, and public museums.

Many museums reported increases in overall revenue; while there were gains in each revenue source, individual giving was notably strong with 56% reporting an increase in this area. Foundation support was also stronger, with 39% reporting an increase and 35% indicating no change. Respondents presented a mixed picture in terms of corporate support, with nearly one third reporting an increase, one third no change, and one third a decrease. However these figures represent an improvement over 2002, when 42% of museums reported a decrease in corporate giving. Only 19% of museums reported an increase in support from government sources in 2003, while 46% reported a decline; this also represents a small improvement from the 2003 survey. Earned income grew, as 36% of museums reported that revenue from sources such as admissions, concessions, and traveling exhibitions rose relative to those reporting increases last year.

Endowment revenue saw the most substantive and positive change: 63% of museums reported that their endowment-generated income grew or remained stable – compared with 78% that reported a decline during 2002. According to the survey, improvements in endowment income – an important sustaining revenue source for museums – are attributable to continued, strong contributions as well as to the upswing in financial markets. More than 40% of museums said that contributions directed specifically towards their endowments increased; of those museums reporting endowment growth, 40% indicated that these increases were the direct result of additional giving rather than market fluctuations. Giving accounted for more than 25% of overall endowment fund growth.

Service to the public remains a central priority of art museums, as shown by the continued growth and maintenance of operations in these areas. A strong majority (88%) of museums reported that they increased or sustained their education programming over the last year. Institutional expansions – projects that represent a long-range capital investment in a museum's public and educational facilities – also

reflected solid growth. Of the 87 museums indicating that they have an expansion plan underway, 70% are moving forward (an increase of 13% from the 2003 survey), with an additional 20% reporting that plans continue but that either the scope or the time frame for these plans has been modified. Four institutions have placed their plans on hold, though this year's survey also reveals that an additional four museums have revived expansion plans that were previously suspended.

In acquisitions and collection-building, activities that are crucial to the educational and research missions of many museums, 92% of museums reported that their collection-building activities either increased or remained stable. Two areas of museum activity showed a decline, exhibition programming and staffing. Those reporting reductions in their exhibitions grew to 26%, up from 21% last year. Since museums typically plan exhibitions 18 to 24 months in advance, this drop may reflect cautious planning during the financial uncertainties of the previous two years. Thirty-one percent of museums reported that they reduced staff since January 2003 – by an average of 8.6%. Also reflecting museums' cautious approach to the future, average salary increases at museums in 2003 were 2.3% - the smallest increase since 1987, according to the AAMD 2004 Salary Survey.

“This year's survey suggests that the careful planning in programming, management, and fundraising that we reported last year has generated positive results this year,” said Mimi Gaudieri, Executive Director of the AAMD. “The AAMD has an important role to play in informing the public, as well as those in the museum and non-profit fields, about trends among art museums. By conducting annual surveys, AAMD believes that we will provide our members – as well as other museums and outside audiences – with the tools necessary to understand and evaluate these trends. In turn, this will further enable the strategic planning necessary to ensure that these institutions continue to play important roles in their communities.”

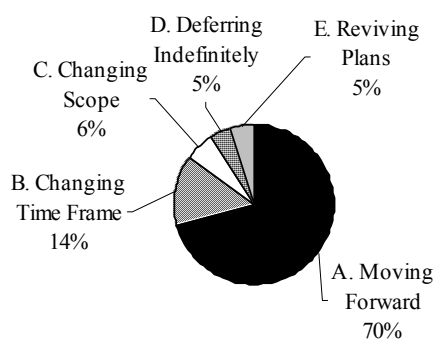
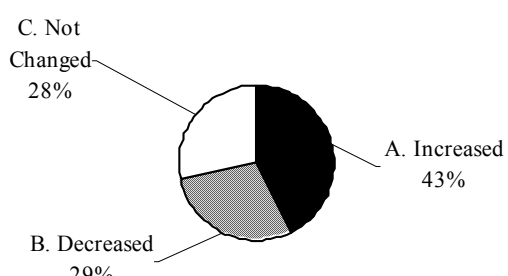
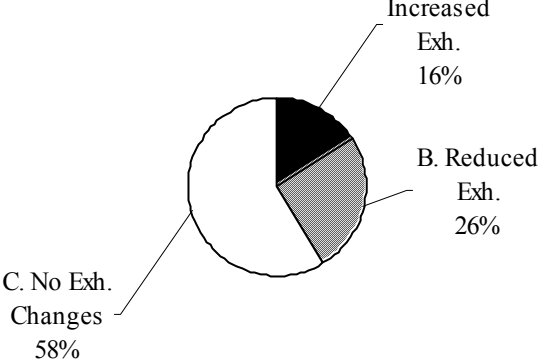
The Association of Art Museum Directors is a membership organization representing 175 directors of major art museums in the United States, Canada, and Mexico. Its purpose is to aid its members in establishing and maintaining high standards for themselves and their institutions. AAMD serves as a forum for the exchange of information and the exploration of ideas, and a voice to express the joint concerns and issues facing the museum community.

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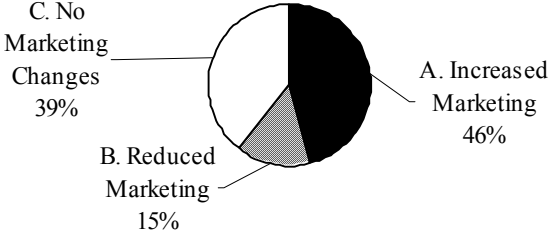
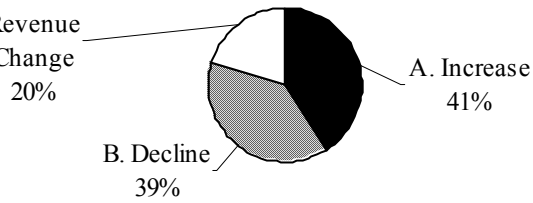
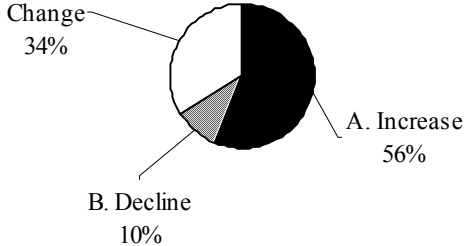
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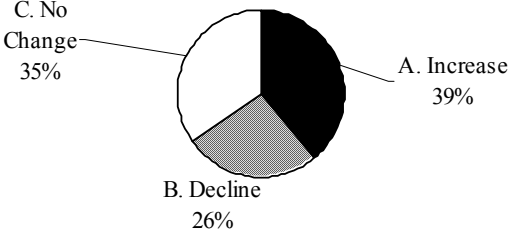
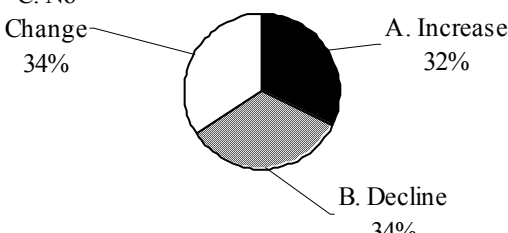
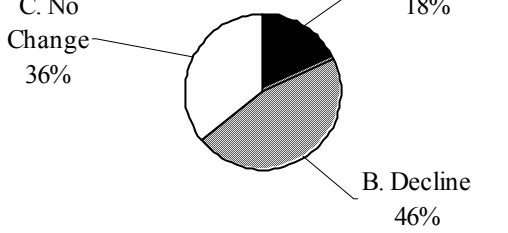
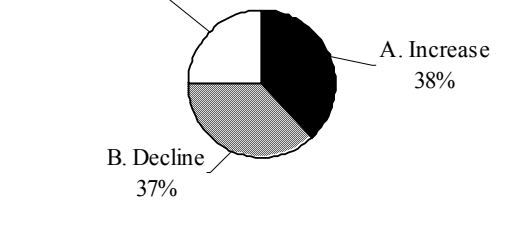
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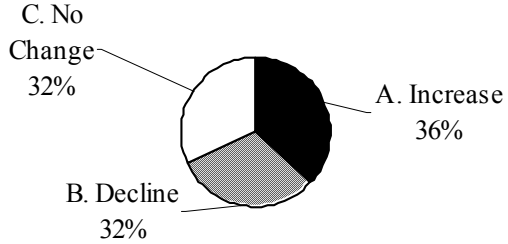
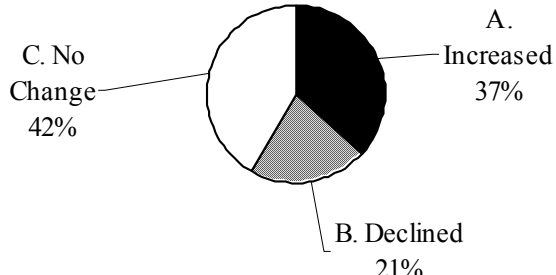
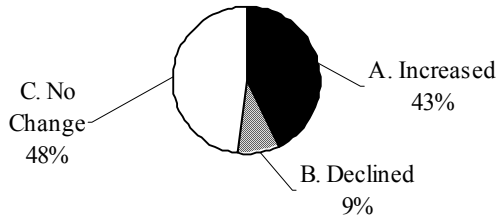
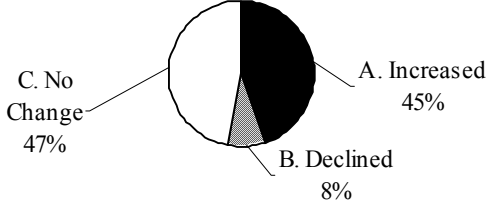
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<p>1. If you have an expansion planned or in progress, are you:</p> <p>A. Moving forward: <b>70%</b></p> <p>B. Moving forward, but changing the time frame: <b>14%</b></p> <p>C. Moving forward but changing the scope: <b>6%</b></p> <p>D. Deferring indefinitely: <b>5%</b></p> <p>E. Reviving plans previously put on hold: <b>5%</b></p>	<p>Question 1: Expansion Plans</p>  <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>A. Moving Forward</td> <td>70%</td> </tr> <tr> <td>B. Changing Time Frame</td> <td>14%</td> </tr> <tr> <td>C. Changing Scope</td> <td>6%</td> </tr> <tr> <td>D. Deferring Indefinitely</td> <td>5%</td> </tr> <tr> <td>E. Reviving Plans</td> <td>5%</td> </tr> </tbody> </table>	Response	Percentage	A. Moving Forward	70%	B. Changing Time Frame	14%	C. Changing Scope	6%	D. Deferring Indefinitely	5%	E. Reviving Plans	5%
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<p>2. Since January 2003, has your attendance:</p> <p>A. Increased: <b>43%</b></p> <p>B. Decreased: <b>29%</b></p> <p>C. Not changed: <b>28%</b></p>	<p>Question 2: Attendance</p>  <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>A. Increased</td> <td>43%</td> </tr> <tr> <td>B. Decreased</td> <td>29%</td> </tr> <tr> <td>C. Not Changed</td> <td>28%</td> </tr> </tbody> </table>	Response	Percentage	A. Increased	43%	B. Decreased	29%	C. Not Changed	28%				
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<p>3. Since January 2003, have you made any significant changes to your institution's exhibition program?</p> <p>A. Increased programming: <b>16%</b></p> <p>B. Reduced programming: <b>26%</b></p> <p>C. No changes in programming: <b>58%</b></p>	<p>Question 3: Changes in Exhibition Program</p>  <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>A. Increased Exh.</td> <td>16%</td> </tr> <tr> <td>B. Reduced Exh.</td> <td>26%</td> </tr> <tr> <td>C. No Exh. Changes</td> <td>58%</td> </tr> </tbody> </table>	Response	Percentage	A. Increased Exh.	16%	B. Reduced Exh.	26%	C. No Exh. Changes	58%				
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C. No Exh. Changes	58%												

<p>4. Since January 2003, have you made any significant changes to your institution's education program?</p> <p>A. Increased programming: <b>40%</b></p> <p>B. Reduced programming: <b>12%</b></p> <p>C. No changes in programming: <b>48%</b></p>	<p>Question 4: Changes in Education Program</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>A. Increased Ed.</td> <td>40%</td> </tr> <tr> <td>B. Reduced Ed.</td> <td>12%</td> </tr> <tr> <td>C. No Ed. Changes</td> <td>48%</td> </tr> </tbody> </table>	Category	Percentage	A. Increased Ed.	40%	B. Reduced Ed.	12%	C. No Ed. Changes	48%
Category	Percentage								
A. Increased Ed.	40%								
B. Reduced Ed.	12%								
C. No Ed. Changes	48%								
<p>5. Since January 2003, have you made any changes to your acquisition/collecting program?</p> <p>A. Increased acquisitions: <b>16%</b> <i>Average increase in acquisitions: 113.2%</i></p> <p>B. Reduced acquisitions: <b>8%</b> <i>Average decrease in acquisitions: 31.7%</i></p> <p>C. No changes in acquisitions: <b>76%</b></p>	<p>Question 5: Changes in Acquisition/Collecting Program</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>A. Increased Acq.</td> <td>16%</td> </tr> <tr> <td>B. Reduced Acq.</td> <td>8%</td> </tr> <tr> <td>C. No Acq. Changes</td> <td>76%</td> </tr> </tbody> </table>	Category	Percentage	A. Increased Acq.	16%	B. Reduced Acq.	8%	C. No Acq. Changes	76%
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<p>6. Since January 2003, have you made any significant changes to your institution's staffing?</p> <p>A. Increased staff: <b>18%</b> <i>Average increase in staff: 8.1%</i></p> <p>B. Decreased staff: <b>31%</b> <i>Average decrease in staff: 8.6%</i></p> <p>C. No changes in staffing: <b>51%</b></p>	<p>Question 6: Changes in Staffing</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>A. Increased Staff</td> <td>18%</td> </tr> <tr> <td>B. Decreased Staff</td> <td>31%</td> </tr> <tr> <td>C. No Staff Changes</td> <td>51%</td> </tr> </tbody> </table>	Category	Percentage	A. Increased Staff	18%	B. Decreased Staff	31%	C. No Staff Changes	51%
Category	Percentage								
A. Increased Staff	18%								
B. Decreased Staff	31%								
C. No Staff Changes	51%								

<p>7. Since January 2003, have you made any significant changes to your institution's marketing program?</p> <p>A. Increased marketing activities: <b>46%</b></p> <p>B. Reduced marketing activities: <b>15%</b></p> <p>C. No changes in marketing: <b>39%</b></p>	<p>Question 7: Changes in Marketing</p>  <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>A. Increased Marketing</td> <td>46%</td> </tr> <tr> <td>B. Reduced Marketing</td> <td>15%</td> </tr> <tr> <td>C. No Marketing Changes</td> <td>39%</td> </tr> </tbody> </table>	Response	Percentage	A. Increased Marketing	46%	B. Reduced Marketing	15%	C. No Marketing Changes	39%
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C. No Marketing Changes	39%								
<p>8. Since January 2003, have you experienced any significant change in overall revenue for the year?</p> <p>A. Increase: <b>41%</b></p> <p>B. Decline: <b>39%</b></p> <p>C. No change: <b>20%</b></p>	<p>Question 8: Overall Changes in Revenue</p>  <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>A. Increase</td> <td>41%</td> </tr> <tr> <td>B. Decline</td> <td>39%</td> </tr> <tr> <td>C. No Revenue Change</td> <td>20%</td> </tr> </tbody> </table>	Response	Percentage	A. Increase	41%	B. Decline	39%	C. No Revenue Change	20%
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C. No Revenue Change	20%								
<p>9A. Since January 2003, has your institution seen any significant change in individual support?</p> <p>A. Increase: <b>56%</b></p> <p>B. Decline: <b>10%</b></p> <p>C. No change: <b>34%</b></p>	<p>Question 9A: Individual Support</p>  <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>A. Increase</td> <td>56%</td> </tr> <tr> <td>B. Decline</td> <td>10%</td> </tr> <tr> <td>C. No Change</td> <td>34%</td> </tr> </tbody> </table>	Response	Percentage	A. Increase	56%	B. Decline	10%	C. No Change	34%
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<p>9B. Since January 2003, has your institution seen any significant change in foundation support?</p> <p>A. Increase: <b>39%</b></p> <p>B. Decline: <b>26%</b></p> <p>C. No change: <b>35%</b></p>	<p>Question 9B: Foundation Support</p>  <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>A. Increase</td> <td>39%</td> </tr> <tr> <td>B. Decline</td> <td>26%</td> </tr> <tr> <td>C. No Change</td> <td>35%</td> </tr> </tbody> </table>	Response	Percentage	A. Increase	39%	B. Decline	26%	C. No Change	35%
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<p>9C. Since January 2003, has your institution seen any significant change in corporate support?</p> <p>A. Increase: <b>32%</b></p> <p>B. Decline: <b>34%</b></p> <p>C. No change: <b>34%</b></p>	<p>Question 9C: Corporate Support</p>  <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>A. Increase</td> <td>32%</td> </tr> <tr> <td>B. Decline</td> <td>34%</td> </tr> <tr> <td>C. No Change</td> <td>34%</td> </tr> </tbody> </table>	Response	Percentage	A. Increase	32%	B. Decline	34%	C. No Change	34%
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<p>9D. Since January 2003, has your institution seen any significant change in government support?</p> <p>A. Increase: <b>18%</b></p> <p>B. Decline: <b>46%</b></p> <p>C. No change: <b>36%</b></p>	<p>Question 9D: Government Support</p>  <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>A. Increase</td> <td>18%</td> </tr> <tr> <td>B. Decline</td> <td>46%</td> </tr> <tr> <td>C. No Change</td> <td>36%</td> </tr> </tbody> </table>	Response	Percentage	A. Increase	18%	B. Decline	46%	C. No Change	36%
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<p>9E. Since January 2003, has your institution seen any significant change in endowment income?</p> <p>A. Increase: <b>38%</b></p> <p>B. Decline: <b>37%</b></p> <p>C. No change: <b>25%</b></p>	<p>Question 9E: Endowment Income</p>  <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>A. Increase</td> <td>38%</td> </tr> <tr> <td>B. Decline</td> <td>37%</td> </tr> <tr> <td>C. No Change</td> <td>25%</td> </tr> </tbody> </table>	Response	Percentage	A. Increase	38%	B. Decline	37%	C. No Change	25%
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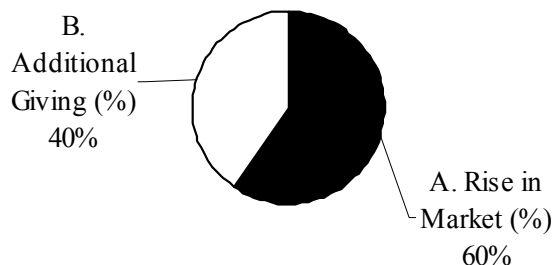
<p>9F: Since January 2003, has your institution seen any significant change in earned income?</p> <p>A. Increase: <b>36%</b></p> <p>B. Decline: <b>32%</b></p> <p>C. No change: <b>32%</b></p>	<p>Question 9F: Earned Income</p>  <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>A. Increase</td> <td>36%</td> </tr> <tr> <td>B. Decline</td> <td>32%</td> </tr> <tr> <td>C. No Change</td> <td>32%</td> </tr> </tbody> </table>	Response	Percentage	A. Increase	36%	B. Decline	32%	C. No Change	32%
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<p>10A. Since January 2003, has your institution seen any significant change in contributions to operations?</p> <p>A. Increased: <b>37%</b></p> <p>B. Declined: <b>21%</b></p> <p>C. No Change: <b>42%</b></p>	<p>Question 10A: Contributions to Operations</p>  <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>A. Increased</td> <td>37%</td> </tr> <tr> <td>B. Declined</td> <td>21%</td> </tr> <tr> <td>C. No Change</td> <td>42%</td> </tr> </tbody> </table>	Response	Percentage	A. Increased	37%	B. Declined	21%	C. No Change	42%
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<p>10B. Since January 2003, has your institution seen any significant change in contributions to endowment?</p> <p>A. Increased: <b>43%</b></p> <p>B. Declined: <b>9%</b></p> <p>C. No Change: <b>48%</b></p>	<p>Question 10B: Contributions to Endowment</p>  <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>A. Increased</td> <td>43%</td> </tr> <tr> <td>B. Declined</td> <td>9%</td> </tr> <tr> <td>C. No Change</td> <td>48%</td> </tr> </tbody> </table>	Response	Percentage	A. Increased	43%	B. Declined	9%	C. No Change	48%
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<p>10C. Since January 2003, has your institution seen any significant change in contributions for facilities growth/infrastructure?</p> <p>A. Increased: <b>45%</b></p> <p>B. Declined: <b>8%</b></p> <p>C. No Change: <b>47%</b></p>	<p>Question 10C: Contributions for Facilities Growth/Infrastructure</p>  <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>A. Increased</td> <td>45%</td> </tr> <tr> <td>B. Declined</td> <td>8%</td> </tr> <tr> <td>C. No Change</td> <td>47%</td> </tr> </tbody> </table>	Response	Percentage	A. Increased	45%	B. Declined	8%	C. No Change	47%
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C. No Change	47%								

11. If your endowment is up, what portion of this increase in value is due to a rise in the market versus additional philanthropic contributions to your endowment?

A. Increase is due to rise in market: **60%**  
*% increase in value from market: 49.9%*

B. Increase is due to additional giving: **40%**  
*% increase in value from giving: 25.3%*

Question 11: Reason for Endowment Increase



**COMPARATIVE DATA – PAST SURVEYS**

**EXPANSION PLANS**

<b>2004</b>		<b>2003</b>		<b>2002</b>	
Moving Forward	70%	Moving Forward	53%	Moving Forward	67%
Changing Time Frame	14%	Changing Time Frame	30%	Changing Time Frame	28%
Changing Scope	6%	Changing Scope	13%	Changing Scope	4%
Deferring Indefinitely	5%	Deferring Indefinitely	4%	Deferring Indefinitely	1%
Reviving Plans	5%				

**ATTENDANCE**

<b>2004</b>		<b>2003</b>		<b>2002</b>	
Increase	43%	Increase	34%	Increase	20%
Decrease	29%	Decrease	34%	Decrease	21%
No change	28%	No change	32%	No change	26%
				Dropped and then regained	28%
				Increased and then dropped	5%

**EXHIBITION PROGRAMMING**

<b>2004</b>		<b>2003</b>		<b>2002</b>	
Increase	16%	Increase	18%	Increase	9%
Decrease	26%	Decrease	21%	Decrease	26%
No change	58%	No change	61%	No change	65%

**EDUCATION PROGRAMMING**

<b>2004</b>		<b>2003</b>	<b>2002</b>
Increase	40%	No data gathered	No data gathered
Reduced	12%		
No Change	48%		

**ACQUISITIONS**

<b>2004</b>		<b>2003</b>	<b>2002</b>
Increased	16%	Increase	13%
Reduced	8%	Decrease	8%
No Change	76%	No change	79%
Average increase in acquisitions:	113.2%	Average increase in acquisitions:	50%
Average decrease in acquisitions:	31.7%	Average acquisitions decrease:	35%

**STAFFING**

<b>2004</b>		<b>2003</b>	<b>2002</b>
Increase	18%	Increase	21%
Decrease	31%	Decrease	25%
No change	51%	No change	54%
Average Staff Increase:	8.1%	Average Staff Increase:	14.0%
Average Staff Decrease:	8.6%	Average Staff Decrease:	8%
			Average Increase: No data gathered
			Average Decrease: No data gathered

**MARKETING**

<b>2004</b>		<b>2003</b>	<b>2002</b>
Increased	46%	Increase in local/regional marketing	40%
Reduced	15%	Decrease in local/regional marketing	8%
No Change	39%	Increase in national marketing	13%
		Decrease in national marketing	7%
		No change in marketing	32%
			Increase in local/regional marketing
			Decrease in local/regional marketing
			Increase in national marketing
			Decrease in national marketing
			No change in marketing

**REVENUE**

**Overall Revenue**

<b>2004</b>		<b>2003</b>		<b>2002</b>	
Increase	41%	Increase	23%	Increase	15%
Decrease	39%	Decrease	59%	Decrease	50%
No change	20%	No change	18%	No change	35%

**Individual Support**

<b>2004</b>		<b>2003</b>		<b>2002</b>	
Increase	56%	Increase	48%	Increase	21%
Decrease	10%	Decrease	21%	Decrease	23%
No change	34%	No change	31%	No change	33%
				Too early to tell	23%

**Foundation Support**

<b>2004</b>		<b>2003</b>		<b>2002</b>	
Increase	39%	Increase	28%	Increase	8%
Decrease	26%	Decrease	27%	Decrease	17%
No change	35%	No change	45%	No change	33%
				Too early to tell	42%

**Corporate Support**

<b>2004</b>		<b>2003</b>		<b>2002</b>	
Increase	32%	Increase	21%	Increase	8%
Decrease	34%	Decrease	42%	Decrease	33%
No change	34%	No change	37%	No change	24%

**Government Support**

<b>2004</b>		<b>2003</b>		<b>2002</b>	
Increase	18%	Increase	10%	Increase	5%
Decrease	46%	Decrease	50%	Decrease	27%
No change	36%	No change	40%	No change	31%

**Endowment Income**

<b>2004</b>		<b>2003</b>		<b>2002</b>	
Increase	38%	Increase	7%	No Data Gathered	
Decrease	37%	Decrease	78%		
No change	25%	No change	15%		

**Earned Income**

<b>2004</b>		<b>2003</b>		<b>2002</b>
Increase	36%	Increase	25%	No Data Gathered
Decrease	32%	Decrease	47%	
No change	32%	No change	28%	

**Contributions to Operations**

<b>2004</b>		<b>2003</b>	<b>2002</b>
Increased	37%	No data gathered	No data gathered
Declined	21%		
No Change	42%		

**Contributions to Endowment**

<b>2004</b>		<b>2003</b>	<b>2002</b>
Increased	43%	No data gathered	No data gathered
Declined	9%		
No Change	48%		

**Contributions to Facilities Growth/Infrastructure**

<b>2004</b>		<b>2003</b>	<b>2002</b>
Increased	45%	No data gathered	No data gathered
Declined	8%		
No Change	47%		

**REASON FOR ENDOWMENT INCREASE**

<b>2004</b>		<b>2003</b>	<b>2002</b>
Rise In Market	60%	No data gathered	No data gathered
Additional Giving	40%		
% Increase from Market	49.9%		
% Increase from Giving	25.3%		