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10. Acknowledgements ....................................... 27
In the following pages, you are invited to explore the aspirations and vision that will guide the New Mexico Museum of Art to new heights over the next five years and beyond. This strategic plan has been carefully shaped by a diversity of perspectives, including key stakeholders, community leaders, and staff who have thoughtfully examined the Museum’s strengths, weaknesses, challenges, and opportunities in light of its strong history, upcoming centennial in 2017, and future potential.

This plan threads together the Museum’s vision, mission, mandate, core values, strategic goals and objectives. Together, they are the groundwork for the Museum’s next chapter, which will focus and reposition the New Mexico Museum of Art as a center for learning and inspiration at the heart of its cultural community. The Museum will strive towards achieving its renewed goals while continuing to be rooted in its artist-centered origins and spirit of innovation as described in this strategic plan.
**Introduction**

Built in 1917, the New Mexico Museum of Art was the first museum dedicated to the visual arts in New Mexico. Since its inception, the Museum has generated excitement in the community, attracted tourists to New Mexico, and enticed artists from across the country to be inspired by Santa Fe. Today, the Museum continues to be among the most important institutions in Santa Fe.

The Museum will celebrate its 100th year anniversary in November of 2017. With the centennial fast approaching, the Museum set off on a journey to examine its founding vision and explore future opportunities that will ensure it continues to be a cultural and community anchor and generator of social and economic development in Santa Fe and New Mexico. With this focus in mind, the strategic planning process was launched.

This five-year strategic plan will serve as a roadmap for the staff and will unify and build support around the vision for the Museum’s centennial and beyond. With the leadership and support of the New Mexico Department of Cultural Affairs and its Board of Regents, the Museum of New Mexico Foundation and its Board of Trustees, and the City of Santa Fe, the Museum will be able to fulfill its aspirations for the future.
The 100th anniversary of the New Mexico Museum of Art in 2017 is a catalyst for us to create a new future. Springing from our artist-centered origins and spirit of innovation, we will launch the museum into its next century once again at the center of our cultural community.

Over the past five years, the New Mexico Museum of Art has embarked on a journey of transformation to become a more visitor-focused institution at the heart of its surrounding vibrant arts community. We are fast becoming a place for artists to meet, exchange ideas and discover new inspiration.

In recent years, we have become a more community-oriented space, working with our collections more dynamically to improve the quality, diversity and reach of our exhibitions. Central to this transformation has been an ambitious exhibition program. We were the only US venue for the world class Renaissance to Goya exhibition which attracted thousands of visitors from across the country. Southwestern Allure and Alcove Shows 1917-1927 have presented early 20th century works from the Southwest in new and engaging ways. Perhaps most significantly, we have committed once again to exhibiting works by artists with close ties to New Mexico, from the internationally exhibited Judy Chicago, to the year-long celebration of artists in Alcoves 12.0 where we showed five artists every five weeks over the course of a year.

Our focus on repositioning the Museum as a social space both broadens our audiences and creates opportunities for deeper encounters with art. From our music program on Friday nights where visitors dance under the stars to regular informal gallery talks to reading and engagement areas in every exhibition, visitors now have more opportunities to engage with the Museum in enjoyable and memorable ways.
We have connected with the local arts community to create exciting experiences, working with SWAIA (Southwestern Association of Indian Arts), Museum of Contemporary Native Arts, Las Cruces Museum of Art, Creative Santa Fe and many others. We have expanded our online presence so visitors to our website can search through the collection of art, use the educational resource New Mexico Art tells New Mexico History, and learn about upcoming events.

While we have made great improvements in our public role, we have also invested in our infrastructure by enhancing our interior and exterior spaces with repairs to the structure of the building, security system, and improvements to our galleries. The progress we have made in the past years have left us poised for our next step, which will be a truly transformational change for our museum.

Our next Destination: Transformational Change

The centennial is a moment in time when we can reflect upon the innovative origins of this institution, and use that spirit of adventure and originality to launch us into our next century. The Museum was founded as an exhibition space, showcasing art from around the world and by leading artists of the day. The open-door policy established by Robert Henri, American painter and teacher, allowed for artists working in New Mexico to have a space to show their work. This was a radical approach in its day and created a vibrant center for contemporary art in New Mexico in 1917.

The Museum building was inspired by the Pueblo and Spanish colonial buildings in the area, resulting in a fusion of the two styles which influenced the architectural development of Santa Fe. The establishment of the Museum was about place-making and using the arts as a source for creative inspiration as well as economic regeneration. This response to changing social and cultural needs both locally and globally was groundbreaking for the time.

As we move forward, we will continue to be inspired by our founding vision and guided by the following dual focus for the Museum’s future:

**Become a beacon for contemporary art.** We will produce and present first-rate exhibitions of artists at all stages in their careers. We will reflect and inspire the current art community by building a world-class collection of contemporary art to engage new audiences.

**Be the premier museum for the art of the Southwest.** We will restore our iconic building to its original, simple elegance. We will build our collection of Southwestern Art and undertake research to increase knowledge and understanding of the work of this era. We will promote the art of the Southwest by creating exciting and engaging exhibitions at home, as well as develop an international touring exhibition.
Realizing Our Vision: A Center for Learning and Inspiration

One of our greatest needs as we move into our next century is increased space. A quick survey of the overall space occupied by the four State Museums in Santa Fe illustrates that our current space is inadequate to provide the experiences expected of a modern museum:

<table>
<thead>
<tr>
<th>Museum</th>
<th>Space (sq ft)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Museum of Indian Arts &amp; Culture</td>
<td>118,759</td>
</tr>
<tr>
<td>New Mexico History Museum</td>
<td>118,000</td>
</tr>
<tr>
<td>Museum of International Folk Art</td>
<td>87,600</td>
</tr>
<tr>
<td>New Mexico Museum of Art</td>
<td>55,125</td>
</tr>
</tbody>
</table>

The building on the Plaza was created for the artists of the early 20th century and its spaces are ideal for the exhibition of artwork that characterized this time period. However, they do not meet the requirements for the exhibition of much contemporary art, which often requires bigger, open spaces and more flexible configurations. We envision a new space for contemporary art to complement the historic site on the Plaza, effectively One Museum, Two Locations.

Our building on the Plaza will be restored to its original, simple elegance and will serve as a focus for our 20th century collections as well as an excellent performance venue and community space in St. Francis Auditorium. The new satellite building will house our Contemporary Space, ideally will be within a walkable distance of the Plaza, have capacity for exhibitions, learning spaces, social activities, and more storage for our growing collections. One such building we would like to consider is the Halpin Building in the Railyard area, within a ten minute walk from the Plaza and in the heart of the contemporary art section of Santa Fe.

Above all, our vision for the New Mexico Museum of Art is to be a center for learning and inspiration. The power of this role was summed up for me by an arts teacher who came to the opening for Renaissance to Goya. She thanked me for bringing works of this caliber to Santa Fe because otherwise her “students would never in their lives have access to art works of this quality”.

It is our duty to ensure that each new generation in New Mexico has access to the best cultural and artistic experiences possible.

Mary Kershaw, Director

* Figures from AAM Accreditation returns
Mission: Why We Exist

Art is for everyone. We create authentic experiences that foster a deeper understanding and enjoyment of art throughout the State. We work with art and artists to explore the human experience, new ideas, and diverse cultures.

Vision: The Impact We Strive to Have

The New Mexico Museum of Art is a catalyst and showcase for creativity and the enjoyment of art. Artists, learners and community members are empowered to think critically and see a multiplicity of meanings. We bring the art of the world to New Mexico and the art of New Mexico to the world.
## 05 Our Mandate and Values

### Our Mandate: What We Do

The New Mexico Museum of Art:
- Builds and preserves an ambitious collection of significant art works relevant to New Mexico’s communities and in keeping with Santa Fe’s stature as an international art center;
- Presents art that represents the full scope of artistic practice, media and time periods;
- Connects with artists working and living in the region; and fosters relationships with the broader creative community;
- Engages the communities in its city, region and state and enhances their quality of life of through lifelong learning and educational opportunities;
- Contributes to the long-term growth of New Mexico and Santa Fe by fostering economic development, supporting education and enhancing the quality of life of its residents, and by connecting with tourism initiatives.

### Our Values: Core Pillars That Guide What We Will Do

- **Welcoming** – We believe museums are places for inspiration and enjoyment, a social place that serves a broad audience and actively empowers all visitors to engage with art and cultural experiences on their own terms.
- **Inclusive** – We believe that art is for everyone. We will reach out to diverse communities in Santa Fe and New Mexico and present art forms across media, time periods and cultural communities.
- **Inspiring** – We will draw upon our innovative origins, and use that spirit of adventure and originality to become a leader in Santa Fe’s evolution as a center for the understanding, enjoyment, research into and appreciation of art.
- **Responsible** – Our building and collections are important parts of the cultural heritage of the State of New Mexico. We are committed to caring for the museum collection and historic building in alignment with best practices, to ensure their safe keeping for current and future generations.
- **Ambitious** – we aim to secure resources to meet the ambitions of our mission and vision, and to provide the highest quality experience possible for all of our visitors.
A Collaborative Planning Process

In February 2014, the Museum and Foundation engaged Lord Cultural Resources to facilitate a strategic and facility plan. The support of the Museum of New Mexico Foundation enabled the Museum to take a wide-ranging and thoughtful approach in a seven month process of research, discovery and planning that resulted in this five-year Strategic Plan.

The team included highly committed internal and external collaborators who shared their expertise, insight and valuable ideas to help direct the development of the Strategic Plan. From the project’s inception, the Museum was committed to achieving transformational change and to an inclusive process that would connect the Plan to the community.

Overview of the Process

1. From Assessment to Strategic Planning

Environmental Scan: The Strategic Planning process began with a thorough Environmental Scan that included: research on the markets which the New Mexico Museum of Art serves, including local, regional and state-wide demographic trends; and an examination of global trends within art museums that will likely affect the New Mexico Museum of Art moving forward.

Benchmarking: The Benchmarking study examined four institutions based on a set of criteria that was determined by the Museum to understand best practices relevant to the New Mexico Museum of Art.

External Assessment: To gain an understanding of the Museum’s current position and its future potential from those outside the institution, the consultants conducted one-on-one interviews with key informants and community leaders.
Internal Assessment: To achieve a comprehensive understanding of the Museum’s strengths, weaknesses and key opportunities from those working closest to it, the consultants conducted one-on-one interviews with MNM Foundation Board Members, DCA Staff and Museum leadership staff. In addition, the consultants facilitated two workshops with the Museum staff as well as an online survey with volunteers to gain their insight and vision for the Museum.

Facility Assessment: A review of the Museum’s facility needs was conducted, as well as an assessment of the Halpin building and its potential for storage and as a satellite contemporary art space of the Museum.

2. Strategic Goals and Direction

Following the Strategic Assessment, Lord Cultural Resources presented the key findings from the research inputs and identified the critical issues that emerged in a Key Findings and Strategic Directions Report. Building on the findings in this report, a Strategic Planning Workshop was held in June 2014 and was attended by members of the Museum’s senior leadership, the Museum of New Mexico Foundation, the New Mexico Department of Cultural Affairs, and community leaders. The workshop attendees discussed and deliberated the foundational statements and future direction of the Museum. The results of this collaborative workshop provided the foundation upon which the Strategic Plan was built.

3. Strategic Plan

In correspondence with this Strategic Plan, a Strategic Action Plan is being developed by the Museum’s senior leadership and museum staff, in consultation with Lord Cultural Resources, to act as an implementation plan that will guide the Museum staff over the next five years.
A Satellite Location for Contemporary Art

With a new vibrant contemporary art space and an updated historic building with 21st century amenities, the New Mexico Museum of Art will be a catalyst for creative inquiry, learning and inspiration where community and culture will meet.

The Museum will manifest its commitment to contemporary art with a new space that will be focused on modern and contemporary works of art. The new satellite location will complement the existing historic building on the Plaza which will be focused on the Museum’s 20th century collections and continue to be a community and performance hub. The two-site solution will help grow the Museum’s role as a collector, presenter and learning center.

The new contemporary art space will be an inviting public space where diverse visitors connect with art, ranging from postmodernism to contemporary art.

The Museum’s engagement with contemporary art will:

- Present ambitious exhibitions of work by local, national and international artists;
- Support, showcase and engage working artists;
- Celebrate the diversity of art made in the region;
- Build a world-class collection through engagement with donors locally, nationally and internationally;
- Connect the region to significant contemporary art practices nationally and worldwide.

Located in an emerging creative neighborhood and a walkable distance from the 1917 building, the state-owned Halpin Building in the Railyard area is fitting for the Museum’s needs and strategic direction. This location would allow for great fluidity between the two sites, enhance the Museum’s programs, help to better serve current audiences and create new communities of interest and practice.

Judy Chicago, The Return of the Butterfly, from A Retrospective in a Box, 2012 Lithograph

Judy Chicago, The Return of the Butterfly, from A Retrospective in a Box, 2012 Lithograph
The following is a summary of the five strategic goals that the New Mexico Museum of Art will aim to achieve over the next five years to advance its commitment to New Mexico's history, the arts, scholarship, lifelong learning, and community engagement and impact.
1 Celebrate our 2017 centennial as a platform for enhancing our community focus and international recognition.

The Museum’s 100th anniversary celebration in November of 2017 is a key opportunity that will help shape the New Mexico Museum of Art long term — it will set the tone for leadership, expand the museum’s scope of activities, ignite participation in the national and international curatorial dialogue and draw press and art critics to the city and region.

The Museum will launch a robust calendar of programs, signature activities, and fundraising and social events that will foster excitement for the Museum’s centennial. These will include the presentation and tour of an exhibit that celebrates the rich art of the Southwest, and high quality exhibits with global appeal to raise the city’s profile, encourage local and international participation and bring national recognition to the institution.

For the centennial, the Museum will celebrate its historic building for its significance and place in the community as a center for art and performance. The Museum will reclaim its existing space by restoring it to its original elegant simplicity and by updating it with 21st century amenities for all visitors to enjoy.

The Museum will leap forward as a catalyst for social impact. With a new satellite space for contemporary art, the Museum will be a center for innovative exhibitions, learning and inspiration for the creative community, residents and tourists. The new space will provide the Museum with additional storage space to support its acquisition program, scholarship and a potential uptick in major gifts connected to the centennial celebration. The new space will also enhance the Museum’s role as a leader in art education for lifelong learners, children, youth and the artistic community.

2 Become a beacon for contemporary art through exhibitions, programs, and collection development.

At present the Museum is facing challenges due to a lack of space for contemporary art exhibitions, education and collection development.

A new location with appropriate spaces and a collection focused on contemporary art will be an opportunity for the Museum to expand its curatorial and research activity in contemporary art, foster and deepen relationships with artists living, working, and connected to New Mexico and engage with the local community through exhibitions and educational programs at a satellite location.

The Museum storage space is beyond capacity, and due to space constraints, collections development has been very selective. Taking a national approach to acquiring new works from collectors would increase the depth and relevance of collection development opportunities. Lastly, there is a need to clarify and communicate more succinctly the legal ownership of current holdings and prospective acquisitions to potential donors and the public.

Working closely with private and public partners, including the Department of Cultural Affairs and the State, the Museum will build support for its expanded role and the new satellite location which will supplement art education, attract local and regional visitors, increase the national and international profile of the Museum, leverage public and private partnerships and enhance the tourism appeal of the City and State.
3 Strengthen and expand educational and exhibition programs.

The Museum will aim to be a beacon of excellence and innovation in lifelong learning. To do this, the Museum will develop a formal education program and after school program in partnership with Santa Fe schools and other educators to serve local residents in its surrounding regions. The Museum will also partner with the City of Santa Fe to support the Mayor’s efforts to utilize the arts to attract young professionals and revitalize the community. Furthermore, the Museum will work closely with national and international partners, and foster connections among artists to create opportunities for conversation and mentorship within the artistic community.

With an inspiring exhibition program that engages visitors and tourists with high quality exhibits that activate the Museum’s collection, and unleashes curiosity and an understanding of art and New Mexico’s rich and diverse culture, the New Mexico Museum of Art will strive to be at the forefront of 21st century museum practices.

4 Develop strong partnerships.

The Museum will inspire existing and new partners, donors, and collaborators to join the Museum’s efforts as community partners. With a focus on the centennial, the Museum will place a call to action and cultivate partners and donors to help it execute its plans for the celebration. The Museum will also continue to collaborate closely with its lead partners: Museum of New Mexico Foundation, Department of Cultural Affairs and City of Santa Fe to accomplish its goals for the future.

In an effort to extend its reach across the state, the Museum will collaborate with local and national museums and performance arts organizations to build and attract new audiences and enhance the experience of current constituents. The Museum will also build networks of museums and cultural institutions state wide to collaborate on exhibits, programs and to support artists. This includes working in partnership with other directors of museums in key communities such as Las Cruces, Farmington, Carlsbad, Albuquerque and others, to fortify and develop community connections across the state.
5 Ensure long-term sustainability and build organizational and financial capacity.

To achieve its ambitions and sustain success as a state institution, the Museum requires greater advocacy for state funding and additional capacity. In building greater capacity, the Museum will develop a master plan, diversify and grow funding resources in partnership with the Museum of New Mexico Foundation, enhance its profile through marketing and communication efforts and launch a capital campaign for the centennial. Furthermore, the Museum will network internationally to cultivate donors and attract interest in the Museum and Santa Fe. To do this, the Museum will participate in big picture trends in the art and museum world, and link to economic development and tourism.

As the Museum enhances its efforts in contemporary art and moves forward in developing a new location for contemporary works, staffing and infrastructure will be essential to ensure its long term success. Moving forward, the New Mexico Museum of Art will seek additional capacity in six main areas:

- Staffing levels to increase the quality and reach of exhibits and programs;
- Research efforts of curatorial staff to develop exhibits, publications and new thinking;
- External relationships, and collaborations with more museums and cultural institutions;
- Marketing and promotion to increase awareness and interest;
- Facilities for education, collection storage, display and 21st century visitor amenities such as a café and social spaces;
- Fundraising to support the expansion of programs, staff and facilities.

Richard Diebenkorn
Berkeley #15, 1954
oil on canvas
Gift of Gifford and Joann Phillips, 1980
Our Goals & Objectives

The five broad institutional goals of the strategic plan support the New Mexico Museum of Art’s Mission and Vision, and will help the Museum create experiences and programs that will inspire all visitors.

The Museum’s Vision will become a reality through the implementation of a series of objectives as presented in the following pages. The Museum staff will develop an Action Plan that will include tasks, timelines, human resources, potential impact, performance measures, and budget required to accomplish each of the objectives. The Action Plan will result in a roadmap for the Museum staff and stakeholders to implement and monitor over the next five years to ensure the success of the Museum’s new strategic direction.
Celebrate our 2017 centennial as a platform for enhancing our community focus and international recognition.

OBJECTIVES:

A. Restore the historic 1917 building to its original, elegant simplicity.

B. Present and tour internationally an exhibition that celebrates the rich art of the Southwest.

C. Provide a robust calendar of activities and programs during the centennial year. This includes celebrating with a signature event or weekend.

D. Strengthen the historic Southwest art collection through major acquisitions.

E. Create a robust exhibition program that showcases the significance, creativity and vibrancy of Southwestern Art.
Become a beacon for contemporary art through exhibitions, programs, and collection development.

**OBJECTIVES:**

<p>| | |</p>
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</thead>
<tbody>
<tr>
<td>A.</td>
<td>Expand curatorial and research activity in contemporary art.</td>
</tr>
<tr>
<td>B.</td>
<td>Grow collection of contemporary art to reflect significant national and international trends.</td>
</tr>
<tr>
<td>C.</td>
<td>Foster and deepen relationships with artists living, working and connected to New Mexico.</td>
</tr>
<tr>
<td>D.</td>
<td>In partnership with the Foundation, further develop a donor base of collectors and supporters of contemporary art.</td>
</tr>
<tr>
<td>E.</td>
<td>Increase exhibition opportunities and storage through additional facilities that can support the demands of contemporary artwork.</td>
</tr>
</tbody>
</table>
Strengthen and expand educational and exhibition programs.

OBJECTIVES:

A. Develop formal education programs in partnership with Santa Fe schools and education providers.

B. Empower every visitor to have an active learning experience.

C. Become a beacon of excellence and innovation in museum lifelong learning.

D. Be at the forefront of redefining the museum experience for the 21st century.

E. Strengthen the educational leadership at the museum through a new senior position of the Head of Education.
## 4 Develop strong partnerships.

### OBJECTIVES:

<table>
<thead>
<tr>
<th></th>
<th>Build a network of museums and cultural institutions statewide to collaborate on exhibits, programs, and support for artists.</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.</td>
<td>Work with the City of Santa Fe and other organizations on efforts aimed at fostering the regional creative community and cultural tourism.</td>
</tr>
<tr>
<td>B.</td>
<td>Create opportunities to partner within New Mexico state government to increase the programs’ reach and audience.</td>
</tr>
<tr>
<td>C.</td>
<td>Establish national and international partnerships to enrich the exhibition program.</td>
</tr>
</tbody>
</table>
Ensure long term sustainability and build organizational and financial capacity.

OBJECTIVES:

A. Work with the state to develop and implement a master plan that articulates the Museum’s needs in facilities, staffing, and organizational capacity.

B. Diversify and grow funding resources in partnership with the Foundation.

C. Enhance institutional profile through marketing, communications and media.

D. Work with the Foundation to launch and execute a capital campaign for the centennial.
Acknowledgements

The New Mexico Museum of Art sincerely thanks all of its staff, volunteers, docents and everyone listed below for their support, dedication, time and contributions to the development of the Museum’s strategic direction and vision. The Museum also thanks the Lord Cultural Resources consultants for their expertise, and for facilitating a collaborative and dynamic planning process.

COMMUNITY LEADERS AND INFORMANTS
Abbey, David
Director, Legislative Finance Committee
Gonzalez, Javier
Mayor, Santa Fe
Klein, Mickey
Contemporary Art Collector
Kret, Robert A
Director, Georgia O’Keeffe Museum
Miller, Bill
Chairman and Treasurer of the Board of Directors, Creative Santa Fe
Myers, Juliet
Visual Arts Professional and Educator
Nelson, Kate
Marketing Manager, New Mexico History Museum
Goldstein, George
Member, MNM Board of Regents

NEW MEXICO DEPARTMENT OF CULTURAL AFFAIRS
Gonzales, Veronica
Cabinet Secretary
Delello, Michael
Deputy Cabinet Secretary
MacKenzie, Mark
Head of Conservation
Rohr, David
Creative Director
Sanchez, Shelle
Director of Strategic Initiatives and Development
Ticknor, Will
Director of Museum Resources Division

MUSEUM OF NEW MEXICO FOUNDATION
Pettit, Michael
President, MNM Foundation Board
Hall, Pat
Vice Chair, MNM Foundation Board
Roth, Keith
Member, MNM Foundation Board

Thoma, Marilynn
Member, MNM Foundation Board
Clements, Jamie
President and Chief Executive Officer
Montoya, Yvonne
Director, Leadership Giving, New Mexico Museum of Art
Kershaw, Mary
Director
Scully, Merry
Head of Curatorial Affairs
Gallagher-Roberts, Michelle
Chief Registrar
Martinez, Dominic
Plant & Facilities Supervisor
Potance, Rebecca
Librarian & Webmaster
Landry, Martha
Events Manager
Zieselman, Ellen
Curator of Education
Ware, Katherine
Curator of Photography

Prater, Erica
Collections Manager
Rykels, Sam
Preparator
Espinosa, George
Sergeant of Security
Guards:
Baca, Gilbert
Becenti, Gilbert
Conrad, Eric
Joseph, Valdez
Montano, Gene
Ortiz, Anthony
Pestalozzi, Jordon
Salazar, Esperanza
Nino, Amanda
Cashier

LORD CULTURAL RESOURCES
Lord, Gail Dexter
President
Blandon, Veronica
Senior Consultant
Martin, Lindsay
Principal Consultant
Schmidt, Deanna
Research Consultant
Art is for everyone.

New Mexico Museum of Art

Address: 107 West Palace Avenue
           Santa Fe, NM 87501

Phone: 505-476-507

Website: www.nmartmuseum.org