2019 was a pivotal year for the Frick, during which interim director Judith Hansen O’Toole not only maintained momentum but also launched important new initiatives, including a campus-wide effort to address matters involving diversity, equity, accessibility, and inclusion. After Elizabeth Barker took the helm in December, we developed plans for the years ahead, outlined later in this document.

The pages that follow capture a snapshot of our past fiscal year, from April 2019 through March 2020. The numbers are certainly impressive, and include more than one million visits to our website and more than 140,000 visitors to our campus. But the data alone cannot convey the human moments that inspire everything we do. To see a child alight with wonder before a historic car, a family dancing to the music on a summer Friday, a viewer moved to tears in an exhibition, a couple laughing over dessert in The Café, visitors sharing experiences of their own family home with a Clayton docent—those moments happen in person—and these days, also online. To create your own Frick moment, please visit our site or take advantage of our many virtual offerings. We’d love to see you!
COLLECTIONS & EXHIBITIONS

7 exhibitions and special Installations at The Frick Art Museum

4 themed installations at Clayton

1 new exhibition at the Car and Carriage Museum

Claude Monet’s *Bords de la Seine à Lavacourt (Banks of the Seine at Lavacourt)*, purchased by Henry Clay Frick in 1901, was included in the Denver Art Museum exhibition *Claude Monet: The Truth of Nature* from Oct. 21, 2019–Feb. 2, 2020, before traveling to the Museum Barberini in Potsdam, Germany where it was displayed as part of the exhibition *Monet: Places* from Feb. 22–July 20, 2020.

The restoration of the enclosed porch at Clayton, the historic home of the Henry Clay Frick family, was completed in early 2020. This $1 million project started in 2017.

Objects Loaned | Acquisitions | Objects Conserved
--- | --- | ---
3 | 10 | 9

AUDIENCE & ENGAGEMENT

Membership
- 7,044 member households
- 5,569 membership renewals
- 1,475 new members

Followers
- 12,500 Instagram
- 13,781 Facebook
- 8,721 Twitter
- 29,784 e-news subscribers

Website
- 404,366 web sessions
- 1,026,901 pageviews

Total site-wide attendance
- 144,467
EDUCATION & PROGRAMS

33 community organizations Frick educators visited

68 adult programs

2,786 adult program participants

35 family programs

2,149 family program participants

12 Summer Fridays Events

OUR TEAM

41 Full-time

124 Part-time

10.87% People of color

66.85% Women

FINANCIALS

EXPENSES

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Program</td>
<td>$5,286,830</td>
<td>65.50%</td>
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<tr>
<td>Museum Support</td>
<td>$1,135,838</td>
<td>14.07%</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$516,482</td>
<td>6.40%</td>
</tr>
<tr>
<td>Capital Projects</td>
<td>$1,132,063</td>
<td>14.03%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$8,071,213</strong></td>
<td><strong>-</strong></td>
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</table>

INCOME

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Contributed</td>
<td>$2,207,375</td>
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<tr>
<td>Earned</td>
<td>$1,610,181</td>
<td>19.95%</td>
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<tr>
<td>Investment Income</td>
<td>$4,253,657</td>
<td>52.70%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$8,071,213</strong></td>
<td><strong>-</strong></td>
</tr>
</tbody>
</table>

222 school visits

6,651 students served

$ 68% of students served at no cost to schools
BOARD OF TRUSTEES

David Burstin, Chair
Virginia B. Hart, Vice Chair
Charles R. Burke, Jr., Vice Chair
Nancy L. Barry, Treasurer
Steven M. Pavsner, Secretary

Mary Louise Babst
Stephen Casey
Arabella S. Dane
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Kate Freed
Gene Freeman
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Robert M. Hernandez
Barbara Noble Howard
Susan Hunter
Kirk J. Johnson
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Pamela Peele, Ph.D.
Robert J. Schuetz
W. Alexander Scott
Brian Sloan
Mark A. Snyder
Louis L. Testoni
Isabel Trafton
Bonnie VanKirk
Britton P. Wean

Trustees Emeriti
David A. Brownlee
Danforth P. Fales
Thomas J. Gillespie, Jr.
Carolyn B. Reed
Nancy D. Washington
Betsy H. Watkins

SAFETY COMMITTEE

Committee Chair
Greg Lauer, Security Manager

Committee Members
Barry Adams, Human Resources Manager
Elizabeth E. Barker Ph.D., Executive Director
Dawn Brean, Associate Curator of Decorative Arts
Emily Davis, Publications & Website Manager
Maddy Fisher, Manager of Individual Support
James Hitch, Operations Manager
John Hrenick, Staff Accountant
Arianna Lower, Museum Experience Associate
Mike McGough, Maintenance Coordinator
Beth Muth, Director of Enterprise & Visitor Services
Bill Nichols, Director of Operations
Kelsie Paul, Manager of School Learning
Tori Trimble, Museum Experience Associate
Phil Weber, Gallery Attendant

DIVERSITY, EQUITY, ACCESSIBILITY, AND INCLUSION COMMITTEE

Committee Co-chairs
Barry Adams, Human Resources Manager
Amanda Gillen, Director of Learning and Visitor Experience

Committee Members
Elizabeth E. Barker Ph.D., Executive Director
Amanda Crytzer, Visitor Services Lead
Emily Davis, Publications and Website Manager
Colin Green, Security and Gallery Attendant Administrator
Melanie Groves, Manager of Exhibitions and Registrar
Beth Muth, Director of Enterprise and Visitor Services
Bill Nichols, Director of Operations
Lisa Viscusi, Manager of Adult Learning
Elita Walker, Membership Manager

SOCIAL COMMITTEE

Committee Chair
Keri Golebiewski, Development Assistant & Frick Societies Concierge

Committee Members
Caito Amorose, Manager of Partnerships & Performances
Kim Cady, Associate Curator, Car and Carriage Museum
Kathi Connelly, Assistant to the Executive Director
Jennifer Forster, Human Resources & Finance Associate
Paul Lauteri, Café Services Coordinator
Beth Muth, Director of Enterprise & Visitor Services
Kim Rother, Grounds Manager
OUR TEAM

Barry Adams, Human Resources Manager
Linda Ahlstedt, Teacher
Jo Ellen Aleshire, Docent
Sarah Allen, Docent Trainee
Charles Altman, Docent
Caito Amorose, Manager of Partnership Events & Performances
Susan Bails, Teacher
Chenoa Baker, Teacher
Elizabeth E. Barker, Ph.D., Executive Director
Jeffrey Bates, Maintenance Coordinator
Jamie Blatter, Docent
Juliana Borreggine, Museum Experience Associate
Alicia Britton, Docent
Linda Britton, Gallery Attendant
Jeffrey Brearley, Teacher
Melanie Brooks, Docent
Karen Brooks, Gallery Attendant
Anne Brown, Teacher
Joanna Brown, Docent
Stephanie Bryan, Teacher
Navarre Bryan, Docent
Kathleen Connelly, Assistant to the Docent
Nancy Coleman, Docent
Elizabeth Christof, Teacher
Rita Christof, Teacher
Rosemary Christof, Docent
Virginia Christof, Docent
Theo Christof, Teacher
Thomas Christof, Docent
Elizabeth C. Christof, Docent
James Cleaveland, Grounds Crew
Lauren Cline, Teacher
Meghann Clohessy, Teacher
Maura Cogliano, Docent
Mary Conley, Teacher
Eliana Conover, Teacher
David Cooper, Teacher
Lynne Cooper, Docent
Mary Coogan, Teacher
Traci Coogan, Docent & Teacher Trainee
Maggie Cravens, Docent
Caitlin Crockett, Teacher
Lauren Crotty, Teacher
Lindsey Crum, Teacher
Maureen Current, Teacher
Michael Current, Teacher
Terry Daddio, Teacher
Jennifer Dawson, Teacher
Deborah Davis, Teacher
Jill Davis, Docent
Mary Davis, Docent
Karen Davis, Teacher
Melinda Davis, Teacher
Sandra Davis, Teacher
Ernesto De Angelis, Teacher
JoAnn DeForest, Docent
Kelly DeLong, Teacher
Deborah Delong, Teacher
Lindsey Delong, Teacher
Joyce Delong, Teacher
Dennis DeLong, Teacher
Kathleen Delong, Teacher
Audra Demeter, Teacher
Monica Demeter, Teacher
Jennifer Demuth, Teacher
Julie Demuth, Teacher
Hannah Demuth, Teacher
Eva Demuth, Teacher
Carly Delp, Teacher
Sara Delp, Teacher
Tricia DelPizzo, Teacher
Morgan Denhart, Teacher
Audrey Dena, Docent
Nancy Dennis, Docent & Carriage Museum Curator
Mary Dennis, Teacher
Susan Dennis, Docent
Deborah Derr, Teacher
Mary DeWitt, Teacher
Vicki DeWitt, Teacher
Kathleen DeWitt, Teacher
Margaret DeWitt, Teacher
Jennifer Dey, Teacher
Sandra Dey, Teacher
Deborah DiBartolo, Teacher
Mary DiBartolo, Teacher
Courtney DiBartolo, Teacher
Evan DiBartolo, Teacher
Valerie DiBartolo, Docent
Nancy DiBartolo, Teacher
John DiBartolo, Teacher
Deborah DiBartolo, Teacher
Mary DiBartolo, Teacher
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In December 2016, the Frick adopted a five-year strategic plan intended to attract new audiences, increase revenues, and hone sustainable business practices. That plan was successful. By the conclusion of Robin Nicholson’s tenure as executive director in February 2019, the work it laid out had been accomplished.

Elizabeth Barker came to the Frick in December 2019 with a mandate to lead a planning process that would establish goals for the Frick’s next chapter.

We began that process in January 2020, by identifying a mindset of radical empathy for our visitors as our overarching imperative. Next, we reviewed our mission statement, penned our first vision statement, and identified our organizational values. In our last in-person gathering with the Board before COVID, we reviewed and endorsed the following goals.

We welcome your responses to our plans, and look forward to sharing the results of our progress in future annual reports.

## STRATEGIC GOALS, 2021–2027

### I. ACCESS

#### A. Welcome Diverse Audiences to the Frick

1. Publish a Diversity, Equity, Accessibility, and Inclusion (DEAI) statement
2. Adopt a Rooney Rule in our hiring practices
3. Invest in staff training to ensure predictably outstanding services for all visitors
4. Seek to develop meaningful, long-term partnerships with trusted organizations in diverse communities
5. Be mindful of DEAI as we develop acquisitions, exhibitions, and programs
6. Develop programs for the Martin Luther King Jr. holiday, Black History Month, and Juneteenth
7. Implement ongoing visitor assessment

#### B. Ease Navigation of Our Site and Information

1. Undertake a comprehensive wayfinding audit and update our campus signage accordingly, beginning at the perimeter fence
2. In conjunction with resurfacing the parking lot, remove the guard booth and relocate that function, and add electric vehicle recharging stations
3. Implement the site lighting plan to enhance the safety and beauty of our campus, while demonstrating leadership in reducing light pollution by observing International Dark Sky guidelines
4. Overhaul the telephone tree for ease of use
5. Review the website

#### C. Attend to Our Visitors’ Human Needs

1. Expand our accommodations for people with disabilities, including by widening curb cuts, automating entrance doors, and creating accessible restrooms in The Frick Art Museum
2. Establish a sanitary, safe place for nursing mothers and caregivers to breastfeed babies, express breast milk, and feed infants
3. Develop viable plans for secondary food service on site for visitors not seeking a fine dining experience, such as a coffee bar offering prepared food
4. Consolidate and update the restaurant and pastry kitchens to provide such expanded food service

### II. INTERPRETATION

#### A. Align our Interpretative Strategy with our Visitors’ Needs

1. Establish a full-time position dedicated to developing and overseeing the Frick’s sitewide strategies for interpretation
2. Establish a culture of continuous assessment of our evolving Interpretation Plan in response to the changing needs of our visitors
3. Produce a visitor orientation video
4. Expand the menu of guided tours, and explore adding drop-in visits to Clayton
5. Reopen the Playhouse to the public as a learning space
6. Update and reissue the whole-site souvenir guidebook
B. Expand Learning Experiences for Families with Children
   1. Develop interpretive, educational programs for the Playhouse
   2. Review Greenhouse programming
   3. Pilot outdoor art installations

C. Continuously Assess and Refine the Exhibitions Program
   1. When possible, extend the duration of temporary exhibitions to accommodate expanded programming
   2. Introduce focused research exhibitions and “pop-up” displays to smooth drops in attendance between large shows
   3. Update the Permanent Collection displays, including by reviewing our label format and content from the vantage point of our visitors
   4. Ensure that all exhibitions and displays are promoted, regardless of their location on campus

III. STEWARDSHIP
A. Preserve the Structures and Collections Entrusted to Our Care
   1. Remediate the lead paint, conserve the structure, and repaint the exterior of Clayton
   2. Complete other repairs, including the Juliet Balcony and Henry Clay Frick’s bathroom
   3. Correct the roof leaks, fluctuating climate conditions, and car lift in the Car and Carriage Museum
   4. Undertake a comprehensive assessment of The Frick Art Museum and develop and implement a multi-year capital improvement plan
   5. Restore the Playhouse and open it to the public as a learning space for families with children
   6. Update the Collection Development Plan for the art collection

B. Review Certain Activities with an Eye to Sustainability
   1. Refine and maintain sustainable systems for collecting and assessing information about our visitors and operations
   2. Assess the museum’s travel program to ensure that it is distinctive, economical, and well-managed
   3. Review the Membership program to ensure that it is meeting our members’ needs, helping to expand the group of prospective supporters, and financially supporting the needs and mission of the organization
   4. Invest in leadership training for our managers and professional development for all staff so that we can perform our work effectively, efficiently, and with satisfaction
Museums, by their very natures, are always choosing what to include—and exclude. In a world filled with things, what precious few will be added to the collection or featured in an exhibition? Of the countless insights that might be shared about any artwork, which ones make the cut? Who decides? Such choices matter, since by showing us whose histories are worth saving and whose experiences deserve to be understood, museums give us insight into ourselves.

Or, at least, into some selves. Until recently, most museums chose to feature the contributions of white people (and of white men in particular), largely to the exclusion of the achievements of people of color. Such omissions not only narrowed our presentations; they have made many prospective visitors feel that their experiences were not valued and that they were not welcome.

The Frick recognizes the conspicuous absence of Black perspectives in our collections, our presentations, and our leadership—and therefore, not surprisingly, from our audience. We are committed to do better.

On July 16th, six weeks after publishing a statement decrying racial violence and systemic racism, the Frick made the following public commitments, developed by our staff Diversity Equity Accessibility and Inclusion (DEAI) Committee with support of senior leadership and the board.

1. **The Frick Pittsburgh supports the Black Lives Matter movement** and shares its commitment “to create space for Black imagination and innovation.”

2. **The Frick Pittsburgh commits to cultivate a staff and board** that oppose all discrimination and are actively anti-racist by taking the following steps:
   - Providing staff and community listening sessions and learning opportunities for all staff and board members in 2020;
   - Providing ongoing opportunities for the education and enlightenment of all employees and trustees thereafter; and
   - Publishing annual progress reports on this work in the Frick’s Annual Report (beginning in 2021).

3. **The Frick Pittsburgh seeks to create an environment** of physical and psychological safety for our Black staff and visitors. To that end, we are committed to doing the following:
   - Training all employees in verbal de-escalation techniques to empower our staff to interact with respect, professionalism, and empathy;
   - Requiring that every staff member participate in ongoing anti-racist education (as outlined above);
   - Strictly enforcing the policy that all employees adhere to our organization’s values, which include respect for all human rights, while at work or otherwise representing the Frick;
   - Hiring more Black and diverse colleagues at all levels of the organization (as described below);
   - Building trusted partnerships with organizations in the Black community, including by proactively participating in neighborhood activities outside our campus;
   - Making our site available to our neighbors for gatherings of Black community organizations; and
   - Using signage on our campus and statements on our website to demonstrate our commitment to treat all people with respect and dignity.

4. **The Frick Pittsburgh hereby adopts a “Rooney Rule”** for staff hiring and vendor selection—no search, at any level of the organization, may proceed without qualified Black and other diverse candidates in the selection pool.

5. **The Frick Pittsburgh will complete and publish a diversity audit** of our museum collections by 2021 and use that information to establish diversity goals for acquisitions.
6. **The Frick Pittsburgh will consult** with Black stakeholders and people of color to learn about and represent the interests of diverse audiences in our exhibitions, educational programs, communications, museum store, and food services.

7. **The Frick Pittsburgh will expand our professional networks** to include diverse organizations, such as the African American Chamber of Commerce of Western Pennsylvania, which can help us expand our partnerships, audiences, and applicant pools.

8. **We pledge to develop strategies to diversify** our leadership and board within the period covered by our Strategic Plan (2020-2027).

**TEN WEEKS AFTER MAKING THESE COMMITMENTS, THE FRICK HAS EMBARKED ON THE JOURNEY TO HONOR THEM.**

We began with an informal listening session with our staff, at which we were joined by Cecile Shellman, our DEAI consultant, and Jane Zwier, a licensed professional counselor with our Employee Assistance Program.

Next, our entire staff completed virtual seminars on the subject of empathy, followed by online classes in verbal conflict de-escalation techniques—opportunities that have empowered us to approach all interactions with compassion and clear communication.

Our DEAI committee, formed in 2019 under the leadership of interim director Judith Hansen O’Toole, is finalizing a charter structuring its ongoing work and its members’ terms of service. The committee has laid out a robust schedule of projects, including an all-employee virtual anti-racism workshop in September.

Our Board of Trustees has met twice with the Frick’s DEAI consultant, first to review plans and progress and then to participate in an anti-racism workshop.

Our Learning & Visitor Experience department is continuing to expand our educational community partnerships. In August, we welcomed to our campus a group of socially distanced summer campers from South Pittsburgh’s youth anti-violence organization Voices Against Violence to create an anti-racist art installation on the Frick grounds.

We have begun asking our vendors to share information about their diversity and racial equity plans, and are ensuring that all searches for positions, services, and suppliers include Black and minority finalists.

Our curatorial department is in the throes of developing *The Frick Reflects* exhibition, examining both the social and art history of our collections and our institution’s founding.

We know the work ahead will be difficult. We will inevitably make mistakes. But we are approaching it with open hearts and open minds. And we are prepared to go the distance. Thank you, our members, for making this journey with us.
THANK YOU FOR SUPPORTING THE FRICK PITTSBURGH

To learn more about how you can contribute to the work we do, visit TheFrickPittsburgh.org/support